

## Robert C. Long

Shareholder

321 North Clark Street  
Suite 1100  
Chicago, IL 60654  
main: (312) 372-5520  
direct: (212) 583-2661  
fax: (312) 372-7880  
rlong@littler.com

41 South High Street  
Suite 3250  
Columbus, OH 43215  
main: (614) 463-4201  
fax: (614) 221-3301  
rlong@littler.com



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## Focus Areas

Business Restructuring and M&A  
Labor Management Relations  
Healthcare  
Retail  
Discrimination and Harassment

## Overview

Robert C. Long is a widely-respected leader on the complex labor and employment issues that arise in the context of corporate transactions, including mergers and acquisitions, bankruptcy, downsizing, reorganization and turn-around work with troubled companies or industries. Robert is the founder of Littler Mendelson's Business Restructuring Practice Group. He regularly works with corporate clients and private equity firms to guide them in structuring corporate transactions to minimize risk and maximize the value and success of those transactions from a labor, employment, and employee benefits perspective. This includes transaction planning, due diligence, deal documentation, re-negotiation of labor agreements and pre-and post-closing integration activities. Robert frequently collaborates with leading mergers and acquisitions corporate lawyers, accountants and management consultants on such engagements.

An experienced labor negotiator, Robert has represented management in more than 300 labor contract negotiations, often in the context of high-stakes first contracts or successor agreements involving a major restructuring of the labor-management relationship. He has served as chief negotiator in a number of national contract negotiations and represented multi-employer associations in their negotiation of industry-wide contracts. He has extensive experience with most of the country's largest unions.

Robert was retained as the chief labor negotiator for the City of Columbus, Ohio from 1992 through 1997. He continues to represent significant public sector clients in collective bargaining, interest arbitration, and other traditional labor and employment discrimination matters.

Robert also has an extensive union avoidance practice, including handling policy and strategy development activities, union vulnerability risk assessments and related management training, as well as representation proceedings before the National Labor Relations Board. Robert is a leader in developing and delivering management and employee training courses, including sexual harassment, positive employee relations, and managing in a union environment. He also is a popular speaker on traditional labor and business restructuring matters.

With clients that range from small closely-held companies to Fortune 50 companies, Robert most frequently represents:

- Private equity firms
- Investment bankers
- Transportation/delivery/logistics companies
- Manufacturers
- Retail and consumer service companies
- Forest/ paper products companies
- Healthcare institutions
- Financial institutions
- Public sector entities

Prior to joining Littler in August 2003, Robert worked at a Chicago law firm for more than 24 years. He was a founder and co-chair of that firm's business restructuring labor and employment group.

## **Professional and Community Affiliations**

- Member, Association for Corporate Growth
- Member, Turnaround Management Association
- Member, American Bar Association
- Member, Illinois State Bar Association
- Member, Chicago Bar Association
- Member, Ohio State Bar Association
- Member, Columbus Bar Association
- Member, Society for Human Resource Management, Ohio Chapter
- Member, National Public Employer Labor Relations Association
- Member, Illinois Public Employer Labor Relations Association
- Member, Ohio Public Employer Labor Relations Association

## Recognition

- Fellow, *College of Labor and Employment Lawyers*, Inducted 2011
- Awarded, AV Preeminent® Peer Review Rating, *Martindale-Hubbell*
- Named, International Who's Who of Management Labour and Employment Lawyers, *Who's Who Legal*, 2012 and 2013
- Named, Management Labour and Employment, *Who's Who Legal*, 2010 and 2011

## Education

J.D., Harvard Law School, 1979

B.A., Knox College, 1975

## Bar Admissions

Ohio

Illinois

## Courts

U.S. Court of Appeals, 7th Circuit

U.S. Court of Appeals, 8th Circuit

Ohio Supreme Court

Illinois Supreme Court

U.S. District Court, Northern District of Illinois

U.S. District Court, Eastern District of Arkansas

U.S. District Court, Western District of Arkansas

U.S. District Court, Northern District of Indiana

## Publications & Press

### **The "Open Door" May Not Be Enough!**

*Littler Podcast*

June 8, 2021

### **Inaugural Report of Littler's Global Workplace Transformation Initiative**

*Littler Report*

March 30, 2021

**Littler Launches Holistic Workforce Restructuring Solution**

*Littler Press Release*

May 28, 2020

**WARN Act Risks Loom for Employers Re-Hiring or Un-Furloughing Employees to Receive Paycheck Protection Program Funding**

*Littler ASAP*

April 19, 2020

**Supreme Court Invalidates Union Fee Requirements Imposed on Homecare Employees**

*Littler Insight*

July 11, 2014

**Littler Named Management, Labour and Employment Firm of the Year by Who's Who Legal**

*Littler Press Release*

June 24, 2013

**Littler Named World's Leading Law Firm for Management Labor and Employment Work**

*Littler Press Release*

June 12, 2012

**Littler Attorneys Steven Biddle and Robert Long Inducted as Fellows of the College of Labor & Employment Lawyers**

*Littler Press Release*

July 11, 2011

**Littler Recognized as Highly Regarded Labor & Employment Firm by Who's Who Legal and Dominates its Top Attorneys List**

*Littler Press Release*

July 11, 2011

**The Emerging New Workforce: Employment and Labor Law Solutions for Contract Workers, Temporaries, and Flex-Workers**

*Littler Report*

May 11, 2009

**The Changing Nature of Pension Plans and Retiree Medical Benefits: What the Private Sector Experience Portends for the Looming Crisis in the Public Sector**

*Illinois Public Employee Relations Report*

2007

**Public Policy Challenges to Arbitration Awards in the Public Sector under Illinois Law**

*Illinois Public Employee Relations Report*

2002

## Speaking Engagements

**The Art of Global Restructuring and Global Workforce Integration**

May 5, 2016

**The Law and Art of Labor Negotiations**

IncreMental Advantage Executive Education Series on Negotiations Webinar - Business Development Academy

June 2011

**Labor and Employment Issues and Strategies in M&A Due Diligence**

IncreMental Advantage Mergers and Acquisitions Due Diligence Conference, San Francisco, CA

April 2007

**Due Diligence: Going in With Your Eyes Wide Open and Knowing Where to Look**

5th Annual Winter Conference & Awards Program - M&A Advisors, New York, NY

December 2006

**Labor & Employment Law Due Diligence**

IncreMental Advantage Mergers & Acquisitions Due Diligence Conference, New York, NY

October 2006

**The Deal-Maker's Guide to Labor & Employment Issues in Business Restructuring**

8th Annual Summer Conference on Best Practices in M&A - Alliance of Merger & Acquisition Advisors (AMAA), Chicago, IL

June 2006

**Impact of Sarbanes-Oxley on Deal Makers and Regulatory Issues in Labor & Employment Due Diligence**

Summer Conference - M&A Advisors, Chicago, IL

June 2006

## Books & Book Chapters

- Employment Discrimination Treatise, *Illinois Institute of Continuing Legal Education (IICLE)*, Employment Discrimination in the Public Sector, Chapter Co-Author, 2012