



TRAINING • CONNECTING  
DEVELOPING ILLINOIS' WORKFORCE

*Illinois Department of Commerce and Economic Opportunity*

## **Social Media, Human Resources & Labor & Employment Law**

**PRESENTED BY**



**HUMAN RESOURCES ATTORNEY & COUNSELOR  
LABOR & EMPLOYMENT LAW ON BEHALF OF MANAGEMENT**

**June 1 & June 8, 2011**

### **PRESENTATION HANDOUT**

- 1) WHAT'S SOCIAL NETWORKING, E-MEDIA, ETC., & ITS IMPLICATIONS ON HUMAN RESOURCES?
- 2) GOVERNMENT REGULATORY AGENCY PRESS RELEASES & GUIDANCE
- 3) SOME FEDERAL, STATE & LOCAL LABOR & EMPLOYMENT LAWS
- 4) INFORMATION ABOUT CHARLES KRUGEL, Practice & Background Summary

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## **What's Social Networking, E-Media, Etc., & Its Implications on Human Resources?**

### **Introduction:**

Essentially, at the onset of the 21st century, online or Internet-based media has captivated the entire planet, and turned the Internet into a sort of global workplace water-cooler.

Perhaps the Internet and other forms of e-communication have totally blurred and are actually re-drawing our commonly accepted social and interpersonal boundaries. This is happening so much so that common sense rules, manners and courtesy now appear to be up for grabs. Many people just don't seem to know what rules, if any, apply.

Whether we're viewing wars abroad or someone dancing, practically everyone who has access to the technology is engaged in some form of online communication. Much of this communication is relatively cheap, easy to use, ubiquitous in our culture and available without regard to race, sex, national origin, age or any other legally protected class.

Now, concerns and legal cases are starting to arise wherein the legality of these communications, in the workplace context, are being explored, tested and mandated. Employers don't want employees or customers trashing their business' reputation or exposing confidential information to the public, and many employees seem to believe that anything is open for display or discussion.

There isn't much legal guidance, in the form of judicial decisions or regulatory agency mandates, as to how employers should create and word social media policies, or whether even to have them.

Really, the first question a business should ask is why should I use social or e-media, and does my business need a social media policy? Exactly what is it that I'm trying to prevent, protect or encourage?

Obviously, an employer can't mandate that a person never uses social media in any form whatsoever. But, at least for now, an employer can mandate that any employee posting about the business' reputation keep it honest and civil. For how long employers will have at least this much control over how e-media

effects their business is anyone's guess. The rules and laws of social media are a constantly changing.

In my opinion, one of the key issues a business needs to address is if employees and clients are using these forums for venting or voicing issues, how do we encourage civility and sincerity as opposed to vindictiveness and open hostility?

If employees are using e-media for venting workplace frustrations, is this something that we want to prevent? I believe that it's better for a business if an employee vents face-to-face and not by proxy. However, if an employee vents using e-media isn't that better than the employee venting to a third party like an attorney or regulatory agency?

For the most part, the answers to these questions are the same as with any other form of communication.

### **Factors to Consider for E-Media:**

1. Determine how important social media is to your company. Where does this fit?
2. Decide who will manage and monitor your company's social media content.
3. If you have an e-media policy, then make sure it integrates with your other media and communication policies and the business' overall branding.
4. Create a response or intervention plan in case a crisis occurs.
5. Establish which topics are taboo or off-limits to discuss on company social media outlets.
6. Be consistent in your treatment of employees.
7. Be transparent; inform employees why you're taking action "A" as opposed to action "B."
8. Be respectful of other's privacy.
9. Be cognizant of when an employee is posting as themselves as opposed to being your employee.
10. Where will any policy be located--handbook, online, memo?
11. When is the right time to implement a policy?
12. Stay current on trends and technology—including slang and vernacular, security issues, gossip.

# ILLINOIS LABOR & EMPLOYMENT LAWS

## Some Laws Likely to Be Encountered by Businesses

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Attorneys Fees in Wage Action Act	All employers	Must pay all wages owed to an employee once separated.	Employer liable for reasonable attorney's fees & costs.
Chicago Clean Indoor Air Ordinance	All employers	Smoking banned in enclosed workplaces. Post appropriate signs/notices.	Fines up to \$100 for 1 <sup>st</sup> violation; up to \$500 for 2 <sup>nd</sup> violation w/in 1 year; up to \$2500 for each additional violation w/in 1-year & a 60-day suspension or revocation of any permit or license.
Chicago Human Rights Ordinance	All employers	Can't discriminate on basis of race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military service, source of income or social status. There are narrowly construed exceptions.	Fine of \$100 to \$500 per violation. Each day a violation continues is a separate offense.
Child Labor Law	All employers	Pertains to children under 16; children 14 & 15 years old can work, but employer must obtain certification. Limits work to 3 hours on a school day or 18 hours in a school week.	Each violation is a Class A misdemeanor. Each day out of compliance is a separate violation. Violations are subject to a fine up to \$5k for each violation.
Cook County Human Rights Ordinance	All employers	Can't discriminate on basis of race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military service, source of income or social status. There are narrowly construed exceptions.	Actual damages, back pay, attorney's fees & costs, fine of \$100 to \$500 per violation. Each day a violation continues is a separate offense. Remedial action; e.g., hiring, reinstatement, promotion.
Criminal Conviction Information Acts or Criminal Identification Acts	All employers (except many law enforcement or prosecutorial agencies)	If conducting criminal background checks for employment purposes, must obtain applicant's express approval & maintain on file for a specified number of years.  Can't ask applicants to disclose criminal convictions which have been expunged or sealed. Also, can't ask if they have any expunged or sealed records.	Fines, actual & general compensatory damages, attorney's fees & costs. Criminal penalties in certain circumstances
Directory of New Hires (part of the Unemployment Insurance Act)	All employers	Must report identifying information on all new employees within 20 days of first workday to Illinois Directory of New Hires.	Employer that knowingly fails to comply is subject to a fine of \$15 per employee not reported within 21 days after being notified by IDHS. An employer conspiring with the new employee to avoid the law is guilty of a class B misdemeanor & eligible for a fine no greater than \$500 per unreported employee.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Drug Free Workplace Act	Employers of 25 or more & with state of IL contracts or grants of \$5k or more	Employer must publish a notice that drugs (e.g., controlled substances) are prohibited in the workplace, that actions will be taken for policy violations, & that employees must notify employer within 5 days of any criminal drug conviction.	Suspension of payment, termination or debarment, ineligibility for any state contract/grant for at least 1 year, but not more than 5 years.
Employee Classification Act	All construction, trucking, landscaping, building & related trades	Can't misclassify "employees" as "independent contractors."	Up to \$1,500 civil penalty per violation; up to \$2,500/violation for repeat violations; debarment from state contracts. Individuals have a private right of action for \$ damages, including fees & costs.
Employment Record Disclosure Act	All employers	Employer providing a job reference to a prospective employer will have civil immunity if it provides truthful & only job performance information.	None specified (but perhaps an employer can be held liable for libel, slander or defamation?).
Equal Wage Act	Employers of 6 or more engaged in any manufacturing	Pay equal wages for equal work. Exceptions permissible due to differences in skills, abilities, training, education, tenure, etc.	Fine of \$25 to \$100 for each violation.
Illinois Insurance Act--Continuation Law, Spousal Continuation Law, & Dependent Child Continuation Law (state equivalent of fed. COBRA)	All employers with group health insurance & HMO contracts in Illinois	Upon employee separation, employer must provide COVERED employee who has been enrolled in the plan for at least 3 months, prior to separation, the option to continue hospital, surgical & major medical coverage for 9 months for self & dependants.	None specified although payment of premiums is possible.
IL Human Rights Act	Employers of 15 or more working during 20 or more weeks in the calendar year. But, if disability or sexual harassment alleged, then Act covers all employers	Can't discriminate against employees on basis of race, color, national origin, sex, age, marital status, military status, religion, arrest record or handicap. Maintain records for 1 year; indefinitely for complaints.	Damages include: Cease & desist order, actual damages, emotional distress, hiring, reinstatement, promotion, back pay & benefits; attorney's fees & costs; compliance reports; posting of notices; penalty payments to the state; loss of state contracts for up to 3 years.
Illinois Income Withholding for Support Act	All employers	Employers are required to withhold pay/salary/compensation pursuant to court ordered child support or spousal maintenance.	\$100/per day with no limitation. Each day in violation is a distinct violation.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
IL Uniform Conviction Information Act	All employers conducting criminal background checks	If conducting criminal background checks for employment purposes, must obtain applicant's signature for release & maintain on file for at least 2 years.	Up to \$1k for willful violation, plus actual & general compensatory damages, attorney's fees & costs. Criminal penalties in certain circumstances.
IL Wage Assignment Act	All private employers	Employer obligated to honor a valid wage assignment.	Employer's refusal may be grounds for court action to recover entire amount of the debt from the employer. Employer can't fire or suspend employee due to wage demands; may be a Class A misdemeanor.
IL Wage Payment & Collection Act	All employers	Employer must pay all wages at least semi-monthly & within 13 days of when earned. Must pay wages & unused vacation time upon end of employment, but not later than next payday. Exclusions for certain exempt employees & per contract/ agreement.	Employer liable for penalty if the IL Dept. of Labor determines wages owed, & employer doesn't pay. Penalties are 1% per calendar day up to double the amount of the award; may be found guilty of a Class C misdemeanor.
Jury Act (Right to Time Off for Jury Duty)	All employers	Employer must allow time off for jury duty. Can't retaliate for time off. FLSA exempt employees must be paid (offset for nominal jury duty pay permitted). Employee must provide employer a copy of the summons within 10 days of the date of issuance of the summons to the employee.	Employer may be charged with contempt of court & any damages for lost wages & benefits. Also, if employee fired then reinstatement.
Medical Examination of Employees Act	All employers	Employer must pay for prescreening or post offer medical exam, if exam is a condition of hiring or employment.	Violations are a petty offense & carry a fine of up to \$100 for each offense.
Minimum Wage Law (Illinois)	Workers 18 & older; 4 or more employees, excluding family members	7/1/10 \$8.25/hour; after 7/1/10 is anyone's guess.	Payment of back wages, legal costs, attorneys' fees. Other penalties including punitive damages (up to 20% of back wages) may apply.
One Day Rest in Seven Act	Most employers (exclusions for emergency, safety & security workers)	Employer must provide non-executive & non-professional employees 24 consecutive hours off in every calendar week. Exceptions include part-time employee working less than 20 hours, emergencies, security guards. A 20 minute minimum break/meal period is required for each 7 ½ hours of consecutive work.	Each violation incurs potential fine of \$25 to \$100. Also may be found guilty of a petty offense.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Personnel Record Review Act	5 or more employees	At least 2-times/year, let employees inspect their files & add own statements or rebuttals. Records are documents used for hiring or other personnel actions.	Each violation is a petty offense. Failure to comply may be contempt of court. Actual damages, costs & fees may be awarded. Willful & knowing violations are fineable at \$200/violation.
Prevailing Wage Act	Many employers with public works contracts or subcontracts	Employer must pay the state's stipulated minimum wage for work. The wage is set by a board.	Guilty of Class A misdemeanor. Back pay (pay the variance), subject to minimum 20% penalties & 2% punitive damages. Multiple violations may lead to 2-year debarment.
Right to Privacy in the Workplace Act	All employers, except some nonprofits	Can't discriminate for lawful activities outside of work. No inquiry of employee or prior employers whether employee has previously filed a worker's compensation claim or occupational disease claim.	Actual damages, costs & fees awardable. If willful violation, then a \$200 fine.
Sales Representative Act	All employers who contract with sales people on a commission basis; only covers most goods (not services)	Employer must pay sales representative according to terms of contract, past practice or industry custom. Commission must be paid within 13 days of separation/last day.	Up to 3-times the amount owed (exemplary damages), attorney's fees & court costs.
Time Off for Official Meetings Act	All employers	Must allow employees who are elected officials of local government or school board time off for official meetings (employee must provide advance notice). No retaliation attending. Time off can be unpaid.	None specified
Time-Off for Voting	All employers	Upon advance notice, employer must allow employees to leave work for 2-hour period between opening & closing of polls to vote. Can be nonpaid.	None specified
Toxic Substances Disclosure to Employees Act	5 or more full-time employees or at least 20 full & part time employees more employees	Must inform Dept. of Labor & employees of potential hazards, safety precautions & emergency procedures concerning exposure to toxic substances in the workplace which pose known suspected health hazards & which may cause death or serious physical harm. Must label all toxic substances & train all routinely exposed. Exemptions based on industry, substances faced & other factors.	\$1k/violation & not more than \$10k for each willful or repetitive violation. Punitive damages up to 10-times the total penalty or \$20k (whichever is larger). Back pay, attorney fees & costs. Reinstate employee. Institute training programs.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Unemployment Insurance Act	All employers	Must pay unemployment insurance contributions to IL, must file a quarterly Employer's Contribution & Wage Report, & report all new hires within 30 days.	Failing to report hires may result in a penalty equal to the lesser of (a) \$5 for each \$10k of the total wages paid by employer during the period (quarter), or (b) \$2,500 for each month failing to report. Employer who willfully fails to pay any required contribution shall be required to pay those contributions plus a penalty equal to 60% of the amount of the unpaid contributions.
Victims' Economic Security & Safety Act	50 or more employees (private employers); all state & local public sector employers	Victims of domestic violence, or household member who is a victim, can take up to 12 weeks of leave during 12-month period. Can be unpaid. Post notice.	Pay damages equal to the amount of wages, salary, employment benefits, public assistance, or other compensation denied or lost with interest; reinstatement, promotion & reasonable accommodations; attorney's fees, expert witness fees, & other costs of the action; penalty of 1% per day to the employee for each day of delay in paying the damages to the employee.
Wage Deductions for Benefit of Creditors	All employers	Employer must notify employee of any withholding/deductions re garnishments. Employer must honor court orders for garnishments.	If employer refuses or neglects to honor a judicial order, the creditor may be able to collect the total amount of the debt, plus fees & costs from employer. Employer can be convicted for Class A misdemeanor for retaliating against employee due to deductions.
Wages of Women & Minors Act	All employers	Employers can't pay minors under age 18 or women an oppressive & unreasonable wage (i.e., less than fair & reasonable for the value of the work & less than a living wage).	Can be convicted of a Class B misdemeanor, pay back wages, attorney's fees & costs.
Whistle Blower Statutes (Federal & State)	All employers	Many federal & state laws prohibit discriminatory or punitive actions against employees who report illegal activities.	Criminal & civil penalties, including fines & imprisonment.
Workers' Compensation Act	All employers who elect coverage. Failure to elect (i.e., no insurance) exposes employers to common law liability	Employers must insure or self insure. Pay disability benefits & expenses for work related injuries. Refrain from retaliating against employees for pursuing rights under this Act.	Any willful neglect or violation is a petty criminal offense. Monetary penalties vary on basis of offense.

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## FEDERAL LABOR & EMPLOYMENT LAWS

### Some Laws Likely to Be Encountered by Small Businesses

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Age Discrimination in Employment Act (ADEA)	20 or more employees	Discrimination against persons 40 years of age or older prohibited. Includes all terms & conditions of employment. Keep records for 3 years.	Back pay, front pay, attorney's fees & costs, equitable relief, liquidated damages.
Americans with Disabilities Act (ADA)	15 or more employees	Discrimination in terms or conditions of employment prohibited against qualified individuals with physical or mental disabilities. Reasonable accommodation must be provided for known disabilities. Pre-employment physical examinations are limited & disability related inquiries prohibited. Keep records for 1-2 years; indefinitely if charge filed.	Equitable relief; i.e., reinstatement, promotion, etc.). Back pay, front pay, lost benefits, attorney's fees & costs, & compensatory & punitive damages.
Civil Rights Act of 1866 (AKA Section 1981)	Covers most employers	Prohibits race discrimination; keep records indefinitely.	Compensatory damages, punitive damages, back pay, front pay, attorney's fees & costs, & equitable relief (e.g., reinstatement, promotion).
Consolidated Omnibus Benefits Reconciliation Act (COBRA)	Employer who provides group health plans & has 20 or more employees	Within 30 days post separation, must offer qualified beneficiaries the opportunity to purchase continued coverage. Keep records for 6 years.	\$100-\$200/day fine per employee
Consumer Credit Protection Act	All employers	Can't discharge an employee due to garnishments/wage deductions for debt.	Reinstatement, back pay, restitution for garnishments/deductions, civil penalties including fines up to \$1k &/ or imprisonment up to 1 year.
Drug Free Workplace Act	At least 25 employees & federal contracts of \$25k or more	Must have a drug free policy & program.	Suspension of payments, contract termination, debarment up to 5 years.
Employee Polygraph Protection Act	All employers except government & businesses handling controlled substances or security companies	Can't use lie detectors for pre-employment screening or during employment. Can't take adverse personnel action for refusing polygraph.	Hiring, reinstatement, promotion, lost pay, benefits & civil penalties up to \$10k.
Employee Retirement Income Security Act (ERISA)	Employers that offer pension or welfare benefit plans for employees	Must fund an insurance system to protect certain kinds of retirement benefits; premium payments to the U.S. Pension Benefit Guaranty Corp.; file plans with the U.S. Dept. of Labor & follow funding rules requiring all funds held in trust for employees. Keep records for 6 years.	Penalty of up to \$1,110/day for noncompliance. Penalty from 5%-100% of the amount concerned for certain violations, mandatory penalties of up to 20% for violations of fiduciary duties.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Equal Pay Act	All employers	Must equally pay men & women for same work. Differences may be based on seniority or bona fide merit system.	Back pay, attorney's fees & costs, liquidated damages.
Executive Order #11246	All federal contractors & subcontractors with 50 or more employees & \$50k or more of contracts	Can't discriminate on basis of race, color, religion, sex or national origin. Affirmative action plan required. Keep records for 2 years.	Barred from future contracts, back pay, promotions, seniority credit.
Fair & Accurate Credit Transactions Act of 2003	All employers	Undoes some of the more onerous employment investigation aspects of the Fair Credit Reporting Act.	Same as Fair Credit Reporting Act below.
Fair Credit Reporting Act	All employers	Limited use of consumer/credit reports for employment decisions. Must make written disclosure to the employee & obtain written authorization from employee. Before adverse action is taken, employer must provide candidate/employee with the report & summary of rights.	Actual/compensatory damages, attorney's fees & costs, punitive damages, \$2.5k fine per violation, criminal penalties, for willful & knowing violations, including imprisonment up to 2 years.
Fair Labor Standards Act (FLSA)	Covers most employers	Employers must pay all non-exempt employees at least federal minimum wage & overtime for any hours worked in excess of 40 hours in a workweek. Narrow exclusions.	Compensatory damages, liquidated damages, equitable relief, & attorney's fees & costs. Criminal prosecution is possible along with penalty up to \$10k for willful violations.
Family Medical Leave Act of 1993	50 or more employees within 75 mile radius	Must permit employees up to 12 weeks of unpaid leave in any 12-month period for many family related matters. Job is protected; health care continued. Keep records for 3 years.	Reinstatement &/or promotion, back pay, benefits, compensatory damages, fees & expenses.
Federal Trade Commission Act	All employers; except financial services	Ancillary effect in employment due to other laws enforced by Federal Trade Commission; gives FTC & Congress authority over U.S. commerce/trade issues; establishes fair trade & commerce requirements	Nominal fines up to \$5k/violation; cease & desist orders; compliance monitoring/reporting; imprisonment for criminal acts
Genetic Information Nondiscrimination Act (GINA)	15 or more employees	Can't discriminate on basis of proven or perceived genetic tendencies. Pre-employment physical examinations are limited & disability related inquiries prohibited. Very narrow exceptions to how an employer can use legally obtained genetic information.	Equitable relief; i.e., reinstatement, promotion, etc.). Back pay, front pay, lost benefits, attorney's fees & costs, & compensatory & punitive damages.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Health Insurance Portability & Accountability Act (HIPAA)	Employer who provides a group health plan & has 2 or more employees	Group health plan must have coverage for pre-existing conditions of new employees, certifications of coverage to former employees, enrollment periods to employees, & protection for mothers & newborns. Restrictions on dissemination of plan participant medical info. & records.	\$100/day per individual/employee. Criminal fines up to \$250k & imprisonment (limited circumstances).
Immigration Reform & Control Act of 1986	Record keeping provisions apply to all employers. Employers of 4 or more may not discriminate due to national origin/citizenship	Can't hire any person not legally authorized to work in the U.S. So, employers must verify employment eligibility. Can't discriminate in hiring or discharge due to national origin/citizenship. Keep records for 3 years.	Back pay, equitable remedies, fines up to \$10k per violation, criminal sanctions-up to 6 months in prison &/ or \$3k fine for each unauthorized employee.
National Labor Relations Act (Employee Free Choice Act???)	All employers	Can't threaten or discriminate against employees engaged in union or concerted activities, involving a labor organization. Keep records indefinitely.	Injunctive/equitable relief. Criminal fines up to \$5k &/or imprisonment up to 1 year.
Occupational Safety & Health Act	All employers	Must keep workplace free from recognized hazards likely to cause death or serious harm. Maintain records of work related injuries & illnesses. Keep records for 5 years.	Penalties up to \$7k per violation, penalties up to \$7k per day for failure to control violations, penalties from \$5k to \$70k per willful violation, & criminal penalties with a fine up to \$250k & 1 year prison term.
Rehabilitation Act of 1973	Covers all businesses with federal contracts, subcontracting agreements or receiving any federal financial aid	Can't discriminate on basis of a disability in terms or conditions of employment. Must have an affirmative action plan. Keep records for 1 year.	Compensatory damages, back pay, attorney's fees & costs, equitable relief; e.g., reinstatement, promotion.
Title VII of the Civil Rights Act of 1964, Amended 1991, 2009 (Leadbetter Equal Pay)	15 or more employees	Discrimination on basis of race, color, religion, sex & national origin & pregnancy/maternity. Covers all employment actions, including hiring, firing, promotion, pay, practices & all other terms & conditions of employment. Keep records for 1 year; indefinite if charge is filed.	Equitable relief; e.g., reinstatement, promotion). Back pay, front pay, lost benefits, attorney's fees & costs, & compensatory & punitive damages.
Uniformed Services Employment & Reemployment Rights Act (USERRA)	All employers	Can't discriminate against applicants or employees on basis of military obligations or connection. Allows for continuation of benefits during military duty.	Equitable relief, e.g., reinstatement, promotion, back pay, benefits, attorney's fees & costs, penalties for willful violations.
Vietnam Era Veteran's Readjustment Assistance Act	Federal contractors & subcontractors with contracts or subcontracts of \$25k or more	Have an affirmative action program. Keep records for 2 yrs.	Reinstatement, hiring, back pay, benefits, debarment, cancellation of contract.

Act/Law	Coverage	Basic Requirements	Damages/Penalties
Whistle Blower Statutes (Federal & State)	All employers	Many federal & state laws prohibit discriminatory or punitive actions against employees who report illegal activities. Keep records of complaint indefinitely.	Criminal & civil penalties, including fines & imprisonment.
Worker Adjustment Retraining & Notification Act	100 or more employees	Notice of at least 60 days prior to closing or layoff of 50 or more employees.	Back pay & benefits, up to 60 days; \$500/day civil penalty, up to 60 days; attorneys' fees.

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## **A PERSONAL STATEMENT FROM CHARLES KRUGEL**

### **Practice & Background Summary): [www.charlesakrugel.com](http://www.charlesakrugel.com)**

As a management side labor & employment attorney & human resources (HR) counselor, I have more than 16 years of experience in the field & have been running my own practice for 10-plus years; [www.charlesakrugel.com](http://www.charlesakrugel.com).

My clients are small to medium sized companies in a variety of industries. Besides providing traditional



labor & employment law services, I represent companies desiring to institute preventive & proactive HR functions. These functions include policies & procedures, which help to efficiently & discreetly resolve issues in-house & prevent lawsuits & complaints; they also help to reduce costs & act as catalysts for increasing productivity & profits.

Regarding my results, I have negotiated more than 100 labor & employment agreements & contracts, including noncompete & severance/separation agreements, collective bargaining & related labor agreements. Also, I have argued more than 11 arbitrations, 13 mediations & 39 agency cases/complaints & have resolved 100-plus labor grievances & similar in-house complaints & completed over 100 in-house investigations.

My career choice is the result of a long running fascination with workplace behavior, management styles, & how & why people pursue particular vocations. While in college, I advanced my interest by majoring in psychology. After college, I pursued graduate study in industrial/organizational (I/O) psychology with the thought of being an I/O consultant. During my first year of graduate school, I realized that the practice of I/O psychology was too "touchy feely" for me. Consequently, I decided that once I earned my masters degree in I/O psychology, I would attend law school.

I earned my law degree (Juris Doctorate) from Ohio Northern University. My MA degree in I/O psychology is from the University of North Carolina at Charlotte. My BS degree in psychology is from Bradley University. During law & graduate schools, I was a graduate student representative for each school's university senate. During college, I was a rush chairman & executive board member for my fraternity.

Regarding civic & association involvement, I'm on the following boards of directors:

- Member of the Young Professionals Board of the Chicago Bar Foundation, the charitable arm of the Chicago Bar Association;
- 2010 & 2011 Vice Chair of the Board of Directors for the Greater O'Hare Association, & Chair of the Government Affairs Team;
- Board Chairman for the YMCA Alliance, the workforce development arm of the YMCA's of Metropolitan Chicago;
- Member of the Board of Directors for ChildServ ([www.childserv.org](http://www.childserv.org)), a 100-plus year old child & family advocacy, housing & adoption organization.
- Member of the Board of Directors for The Lakeside Community Committee, a 45 year old child & family advocacy, housing & adoption agency; &
- Member of the Board of Directors for Youth Outreach Services, a 50+ year old teen advocacy, housing & direct service organization in Chicago.

Finally, some personal background information. I'm a native Chicagoan. Born & raised in West Rogers Park. I graduated from Rogers Public School. For high school, I graduated from Niles North in Skokie. It was during childhood that I was indoctrinated into the ways of business, self-employment & entrepreneurship. My father owned & ran his own chain of pharmacies in Chicago for 35 years. My grandfather was an immigrant businessman who owned his own grocery stores in Chicago. Family taught me the value of hard work & how to compete & succeed in business.