About the Authors

Chapter 1

VICTORIA M. PHIPPS is a shareholder in the Littler Mendelson Houston office. She is Board Certified in Labor and Employment law by the Texas Board of Legal Specialization and represents employers in all aspects of labor and employment law in a variety of industries, including oil and gas, healthcare, retail, and higher education. Vickie has significant litigation experience that includes successfully defending employers in jury trials in federal and state courts and conducting arbitrations for public and private employers. She also has particular experience with developing legally compliant leaves of absence policies and procedures, conducting workplace investigations and employment practices audits, First Amendment rights of public employees, and advising employers with regard to reasonable accommodations under the Americans With Disabilities Act.

Vickie has written several articles on preventing workplace discrimination and is a frequent speaker at the University of Texas Labor and Employment Law Conference.

Chapter 2

MARGARET J. GROVER has been guiding employers and employees through the legal thicket that is California based employment law since the mid-1980s. She also an experienced mediator, who enjoys resolving litigated cases and workplace disputes. Maggie has 15 years of dispute resolution experience and enjoys finding creative solutions to workplace disputes. In addition to dispute resolution, her other areas of emphasis include employment litigation, crafting personnel policies and procedures, consulting with human resources professionals consultant, conducting in investigations, and providing workplace training on a variety of topics. Maggie also speaks frequently on employment-related issues for a variety of business and professional organizations. She practices with the California-based law firm of Wendel, Rosen, Black & Dean, LLP, where she heads the Employment Practices Group.
Chapter 3

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Chapter 4

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Chapter 5

ELLIS B. MUROV is a general partner of the firm of Deutsch Kerrigan in New Orleans, where he has twice served on the firm’s management committee. Mr. Murov represents employers in all aspects of labor and employment law. He has arbitrated employment-related disputes for the American Arbitration Association and is a certified mediator. He is a member of the ABA Labor and Employment Section and a prior chair of the Employer-Employee Relations committee of the ABA Tort, Trial and Insurance Practice (TIPS) Section. He is a contributing author to several ABA/TIPS books for employment practitioners. Ellis graduated summa cum laude from Tulane University in 1979. While at Tulane, he was a member of the Tulane Law Review and Order of the Coif.

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**Chapter 7**

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**Chapter 10**

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Chapter 11

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Chapter 12

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Chapter 13

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Chapter 14

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**Chapter 15**

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**Chapter 16**

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Chapter 17

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Chapter 18

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Chapter 19

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Chapter 20

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Chapter 21

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Chapter 23

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