General Information:

As 2026 continues to bring significant legal, regulatory, and workplace changes at both the national level and across Florida, staying informed has never been more important. Constangy's Jacksonville office is proud to host its 44th Annual Labor & Employment Workshop—an event labor and employment professionals will not want to miss.

Designed for human resources professionals, in-house counsel, supervisors, managers, and business owners, this interactive program provides timely insights and practical strategies for navigating today's evolving workplace challenges. Constangy's attorneys will address a wide range of critical labor and employment topics impacting employers in 2026. Beyond the presentations, attendees will have the opportunity to engage directly with experienced practitioners, ask questions, and receive practical guidance on issues they face every day. This longstanding program remains one of the region's most valuable opportunities to stay ahead of developments, mitigate risk, and prepare for what's next.

Location:

Ponte Vedra Inn & Club, located at 200 Ponte Vedra Blvd., Ponte Vedra Beach, FL 32082.

Registration:

You can register **HERE**. The cost for this full-day program is $300 per attendee. This fee includes parking, **electronic** reference materials specific to each of the presentations offered, continental breakfast, lunch, and access to a cocktail reception held after the event, where you can network with us!

Cancellation Policy:

Written cancellations that arrive at least one week before the event will be refunded.

Accommodations:

Space may be available at the following:

- Ponte Vedra Inn & Club
  200 Ponte Vedra Blvd., Ponte Vedra Beach, FL 32082, (866) 748-8083
- Hilton Garden Inn
  45 Tournament Players Club Blvd., Ponte Vedra Beach, FL 32082, (904) 280-1661. (Use this *link* to book with our group block rate (cutoff date is 9/14/26).

Continuing Education Credit:

This program has been submitted for FL CLE accreditation and is pending approval for HRCI and SHRM credit.

Agenda

8:00 a.m. – 9:00 a.m. | **Registration & Continental Breakfast**

9:00 a.m. – 9:10 a.m. | **Greeting & Introduction**

9:10 a.m. – 10:10 a.m. | **A Year in Review of Key Employment Law Developments -** *Presented by Damon Kitchen*

In this year's Recent Developments portion of our Workshop, we will discuss all the new statutes, regulations, and case decisions that have been enacted, promulgated, and handed down, on both a federal and state level, since last year's workshop. We will also discuss how those new laws, rules, and judicial decisions will affect your business, both now, and in the years to come. If you are a business owner or human resources manager, this presentation will be vital in avoiding existing legal pitfalls, and ensuring you attain peak performance in your business operations.

10:15 a.m. – 11:15 a.m.: Breakout Session One

Benefits Tips for Inspiring the Modern Workforce and Maximizing ROI - *Presented by Dana Thrasher*
Unlock the full potential of your organization's benefit plans with strategies to evaluate effectiveness, maximize employee satisfaction, and minimize costs and compliance issues. In this presentation, we will explore what employees expect and value, required and optional benefits, common cost and compliance issues, and strategies for using benefits more effectively to maximize satisfaction and performance. Attendees will gain actionable insights on aligning benefits with workforce needs, adapting offerings to meet shifting workforce priorities, strengthening compliance to minimize risk, and fostering a culture of appreciation for benefits that fuels productivity. Whether you are an HR generalist, benefits manager, compliance representative, or business owner, you will leave equipped to elevate your plans for peak performance.

NLRA Developments and What Employers Can Expect - *Presented by Jonathan Martin*
Get ready for a dynamic dive into the evolving landscape of labor law with our presentation on the National Labor Relations Act (NLRA) and shifts employers can anticipate under the Trump Administration. As the political tide turns, so do interpretations of key labor protections, union activity, and employer rights. We will unpack recent decisions, forecast regulatory changes, and equip you with insights to navigate compliance, maintain workforce harmony, and stay ahead of potential challenges.

Why Employers Can't Afford to Ignore Disparate Impact - *Presented by Cara Crotty*
Many employers assume that if the EEOC rescinds the Uniform Guidelines on Employee Selection Procedures and federal enforcement of disparate impact claims declines, the legal risks surrounding employment decision-making will fade as well. That assumption could prove costly. As AI becomes embedded throughout the hiring and employment life cycle, states and local governments are rapidly expanding regulation of automated decision-making, and plaintiffs' attorneys continue to rely on statistical evidence to challenge systemic employment practices. This session will explain why disparate impact remains a critical legal and business risk, examine the emerging patchwork of AI and employment laws, and provide a practical framework for helping organizations transition from traditional compliance to comprehensive employment decision governance.

Preventing Retaliation While Leading Decisively - *Presented by Colin Thakkar*
This presentation will equip management with the knowledge and practical tools needed to recognize, prevent, and respond to retaliation and whistleblowing risks before they become costly claims. Participants will gain a clear understanding of the types of employee expressions that can trigger retaliation protections, including complaints of discrimination and concerns about employer practices. The session will also break down what constitutes an "adverse employment action" under the law, helping leaders identify where everyday management decisions can unintentionally create exposure.

11:15 a.m. – 11:30 a.m. | **Coffee Break**

11:30 a.m. – 12:30 p.m.: Breakout Session Two

Florida Employment Law Updates for Public Employers- *Presented by Ray Poole*
This session provides an update on recent developments in labor and employment law affecting state and local government employers. We will cover key federal and state cases, regulatory changes, administrative law decisions, and statutory changes that impact day-to-day HR decision-making and risk management for state and local government employers in Florida.

Navigating FLSA Risk Without Losing Your Footing - *Presented by Jason Friedman*
Reaching peak performance in compliance means more than just keeping up. It means staying a step ahead on the trail. In this session, we will explore the latest legal developments under the Fair Labor Standards Act and translate them into actionable guidance. We will highlight where employers face the greatest exposure and how to navigate around it. With the right approach, you can summit FLSA compliance without losing your footing."

Employee Handbooks as Guides to Performance and Risk - *Presented by Gary Wheeler*
Employee handbooks are often treated as a compliance checklist—but in litigation, they function as evidence. This session focuses on how handbook language is used by plaintiffs' counsel and courts, and how small drafting choices can create or mitigate risk. We will cover recent developments affecting multi-state policies, common internal inconsistencies that undermine defenses, and practical approaches to aligning policies with real-world practices. Attendees will leave with a framework for turning handbooks from a passive document into an active risk-management tool.

Building a Strong Talent Pipeline through Strategic Immigration and Compliance - *Presented by Barbara Kihumba*
In today's global talent market, organizations reach peak performance by leveraging one of their strongest competitive advantages—people. Immigration strategy has become essential in attracting, retaining, and mobilizing top talent. This session explores how employers can align immigration planning with business objectives to drive productivity and long-term growth. We will discuss how to design visa strategies that support workforce planning and reduce disruption, including H-1B, L-1, E, TN and O-1A nonimmigrant visas and employment-based green cards. Attendees will also learn the impact of recent developments affecting visa sponsorship and retention and learn how to navigate regulatory complexities while maintaining the agility to build and sustain a global workforce.

12:30 p.m. – 1:30 p.m. | **Lunch**

1:30 p.m. – 2:30 p.m. | **Skit in the Ballroom**

2:40 p.m. – 3:40 p.m.: Breakout Session Three

Peak Performance in the Age of Cyber Risk: What HR Needs to Know Now - *Presented by Melissa Sachs*

In today's workplace, peak performance is not just about productivity—it is about protecting people, data, and trust. HR professionals sit at the center of this challenge. This session unpacks the latest cybersecurity and privacy developments shaping the modern workforce, from evolving threat tactics and AI-driven attacks to new regulatory expectations and employee-centric security practices. You will learn how to strengthen your organization's human firewall, build a culture of secure behavior, and empower employees to perform at their best without compromising safety. Walk away with practical insights, actionable strategies, and a clearer understanding of how HR can lead the charge toward a resilient, high-performing organization.

No Shortcuts to the Summit: Discipline and Discharge Without the Legal Slips - *Presented by Jesse Bannon*

When it comes to disciplining and discharging employees, there is no one-size-fits-all way for HR professionals and managers to do it. It will vary based on factors such as employer type, employer's policies, and issues involved. Fortunately, there are universal dos and don'ts and best practices you can use to increase your odds of avoiding litigation after taking corrective action or terminating employment.

Peak Performance Catalyst: Benefits Tips for Inspiring the Modern Workforce and Maximizing ROI - *Presented by Dana Thrasher*

Unlock the full potential of your organization's benefit plans with strategies to evaluate effectiveness, maximize employee satisfaction, and minimize costs and compliance issues. In this presentation, we will explore what employees expect and value, required and optional benefits, common cost and compliance issues, and strategies for using benefits more effectively to maximize satisfaction and performance. Attendees will gain actionable insights on aligning benefits with workforce needs, adapting offerings to meet shifting workforce priorities, strengthening compliance to minimize risk, and fostering a culture of appreciation for benefits that fuels productivity.

High Performance, Higher Stakes: Navigating Cannabis laws in the Modern Workplace - *Presented by Tammy Woolley*

As more employees strive for peak performance with the assistance of cannabis and other drugs, evolving laws are reshaping how workplaces balance productivity, safety, and employee rights. Across the country, new statutes expand protections for medical and recreational cannabis users, while the Trump administration's decision to reschedule marijuana signals a shifting federal backdrop with important compliance implications. Employers must now rethink traditional drug testing approaches, moving toward impairment-focused standards that align with both legal requirements and operational excellence. This presentation delivers a practical, multi-state roadmap to help organizations maintain high-performing teams while adopting policies to meet this rapidly changing legal environment.

3:40 p.m. – 3:55 p.m. | **Snack Break**

3:55 p.m. – 4:55 p.m.: Breakout Session Four

Avoiding Falling Rocks: Common Employment Law Missteps and How to Steer Clear - *Presented by Ray Poole and Katrice Curls*
This session highlights twelve of the most common and costly pitfalls employers face in navigating labor and employment law. Designed for HR professionals, it focuses on practical missteps in areas such as discipline, workplace investigations, wage-and-hour compliance, and employee communications. Attendees will learn how these issues typically arise, why they create legal exposure, and how to address them proactively.

Firm Footing Required: Managing Accommodations, Performance, and ADA Risk - *Presented by Sonita Thompson*
In today's high-performance workplace, employers must balance operational demands with legal obligations under the Americans with Disabilities Act (ADA). This session will explore how organizations can achieve peak performance by implementing ADA processes that are compliant, efficient, and practical, supporting both employee success and business continuity. Topics will include reasonable accommodation obligations and best practices for managing performance and conduct issues involving employees with disabilities. Attendees will gain practical strategies for navigating the interactive process, responding effectively to accommodation requests, and minimizing litigation risk while maintaining productivity standards.

Hiring at the Summit: Managing AI, Advertising, and Legal Risk - *Presented by Gary Wheeler*
Hiring has moved faster than the law. From AI-assisted recruiting tools to targeted job advertising, employers are making decisions in ways that can unintentionally create discrimination risk. This session examines how traditional legal frameworks (Title VII, ADEA, ADA) are being applied to modern hiring practices, including algorithmic decision-making, automated screening, and demographic targeting. We will also discuss practical guardrails employers can implement now—before enforcement and litigation trends fully catch up.

Staying on the Trail: Best Practices for Paid and Protected Leave Compliance - *Presented by Jadie Mims*
Laws governing paid and protected leave are often confusing, creating a legal terrain that can be difficult to navigate. In this session, we will cover leave eligibility issues, common issues with medical documentation, and best practices for rooting out and addressing potential leave abuse.

4:55 p.m. – 6:00 p.m. | **Cocktails and Hors d'oeuvres Reception**