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Jonathan A. Segal is a partner at Duane Morris LLP in the Employment, Labor, Benefits and Immigration Practice Group. He is also the managing principal of the Duane Morris Institute. The Duane Morris Institute provides training for human resource professionals, in house counsel, benefits administrators and managers at Duane Morris, at client sites and by way of webinar on myriad employment, labor, benefits and immigration matters.

Mr. Segal's practice focuses on:

- **Preventive counseling, training and policy development** with regard to: wage and hour compliance; social media policies and practices; harassment prevention and corrective; diversity and glass ceiling issues; health care reform; performance management and career management; ADA, FMLA and other compliance issues; violence and substance abuse; hiring and recruiting; and workplace privacy.
- **Privileged audits**, for example: wage and hour compliance, equal employment opportunity, union susceptibility and diversity and inclusion (unconscious and systemic barriers).
- **Contracts/agreements/manuals**, for example, employment agreements, executive contracts, severance agreements, ADR agreements, non-compete and other post-termination agreements, employee handbooks and managerial manuals.
- **Traditional labor**, for example, union prevention audits and systems, anti-union campaigns, collective bargaining and management rights training.
- **Adversarial proceedings and government investigations**, for example, EEO and other administrative charges as well as DOL and other investigations.

Mr. Segal has served intermittently as a consultant to the Federal Judicial Center in Washington, D.C., providing training on employment issues to federal judges around the country. In this capacity, he has been a featured speaker at conferences for Chief United States District Judges.

Mr. Segal also has provided training on behalf of the EEOC on harassment (where he was evaluated as the top speaker).

Mr. Segal is also frequently a featured speaker at national, state and local human resource, business and legal conferences, including conferences sponsored by the Society for Human

Resource Management, the Pennsylvania State Chamber of Business and Industry and Association of Corporate Counsel-America ("ACCA"). He consistently has been one of the top rated speakers at numerous SHRM National Conferences including SHRM's Annual Conference, Diversity Conference, EMA Conference and Employment Law and Legislative Conference.

Mr. Segal also lectures regularly on gender bias in organizations at the University of Pennsylvania's Masters Program in Organizational Dynamics.

Mr. Segal has been cited as a national authority on employment issues in articles in *The Wall Street Journal*, *The New York Times*, *Fortune*, *The Philadelphia Inquirer*, *The Los Angeles Times*, *The Washington Post*, *CNN Online*, *Business Week*, *Money* and *Monster.com*, among others.

Mr. Segal hosted a television special on sexual harassment, *The Sexual Harassment Quiz*. The special, which was based on a supervisory training exercise which Mr. Segal developed, has been broadcast on more than 200 PBS stations throughout the country.

For the past several years, Mr. Segal has been listed in *Chambers USA: America's Leading Lawyers for Business* among the top-rated lawyers for labor and employment in Pennsylvania. *Chambers* said of Mr. Segal, "With clients who 'can't speak highly enough of him,' Segal has an excellent reputation for handling the full range of contentious and noncontentious labor and employment matters."

Mr. Segal represents more than a half dozen health care systems on issues such as wage and hour and EEO compliance. Mr. Segal works with hospitals to blend employment, joint commission and professional responsibility requirements in establishing policies and practices.

Mr. Segal provides legal counsel to public and private, secular and sectarian, colleges and universities. He also has been a featured speaker at NACUA and CUPA conferences.

Mr. Segal is the Legislative Director for PA State Council of SHRM, Inc. In this role, Mr. Segal spearheads grassroots advocacy efforts either in support of or in opposition to proposed legislation affecting the employer-employee relationship.

Mr. Segal has published more than 150 articles on employment issues. A contributing editor to *HRMagazine*, he has published more than 100 articles for the magazine.

Mr. Segal also is a frequent contributor to *BusinessWeek*. Articles written for *BusinessWeek* include topics such as Health Care Reform, Harassment and Termination.

Mr. Segal received his B.A., *summa cum laude*, from the University of Pennsylvania and his J.D., *cum laude*, from the University of Pennsylvania School of Law.

Mr. Segal clerked for the Honorable Norma L. Shapiro, United States District Court for the Eastern District of Pennsylvania.

Areas Of Practice

- Employment Law
- Health Care Law (intersections with employment)

Admissions

- Pennsylvania
- New York

Education

- University of Pennsylvania Law School, J.D., *cum laude*
- University of Pennsylvania, B.A., *summa cum laude*

Honors and Awards

- Listed in *Human Resources Executive Magazine* Top 100 List of Powerful Employment Attorneys, 2010
- Listed in *Chambers USA: America's Leading Lawyers for Business*, 2007-2009
- [AV® Preeminent™ Peer Review Rated](#) by Martindale-Hubbell

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Selected Publications

- "[Educating Executives on the Role of In-House Counsel](#)," *Executive Counsel*, June/July 2010
- "[Dinners with Anne; Dysfunction in Congress](#)," *Pittsburgh Post-Gazette*, June 2010
- "[ADA Game Changer](#)," *HR Magazine*, June 2010
- "[Presumed Disability](#)," *HR Magazine*, May 2010
- "[Putting Socks on an Octopus](#)," *The Corporate Counselor*, May 2010
- "Reform Mandates Breaks for Breastfeeding Mothers," *GC Mid-Atlantic*, April 2010
- "A Guide for Managers to Protected Groups," *BusinessWeek*, April 2010
- "A Sexual Harassment Complaint? Ten Responses to Avoid," *BusinessWeek*, February 2010
- "Ten Things Not To Say When Firing An Employee," *BusinessWeek*, November 2009
- "Slimming Salaries," *HR Magazine*
- "A Family Affair," *HR Magazine*
- "A Warning About Warnings," *HR Magazine*
- "Assault on Releases," *HR Magazine*
- "Love is in the Air," *Metropolitan Corporate Counsel*

- "I Did It, But," *HR Magazine*
- "Systemic Racial Bias," *Metropolitan Corporate Counsel*
- "What's Work Got To Do With It?," *HR Magazine*
- "Woman in the Moon," *HR Magazine*
- "Managing Saddam Hussein," *Metropolitan Corporate Counsel*
- "Unlimited Check-Writing Authority for Supervisors?," *HR Magazine*
- "Good Fit Isn't Always Legit," *HR Magazine*
- "Pandemic Pandemonium," *Metropolitan Corporate Counsel*
- "Deconstructing Documentation," *HR Magazine*
- "How Sexual Harassment Prevention Programs Hurt Women," *Metropolitan Corporate Counsel*
- "Time Is on Their Side," *HR Magazine*
- "Dangerous Liaisons," *HR Magazine*
- "Me And Bobby McGee," *Metropolitan Corporate Counsel*
- "Resolve or Report?," *HR Magazine*
- "Off Duty Blogging: What's Work Got To Do With It?," *Metropolitan Corporate Counsel*
- "Shatter the Glass Ceiling, Dodge the Shards," *HR Magazine*
- "White-Collar Wrinkles," *HR Magazine*
- "Holiday Cheers and January Jeers," *Metropolitan Corporate Counsel*
- "I Quit! Now Pay Me," *HR Magazine*
- "Foolish Consistency," *HR Magazine*
- "The ADA's Internal Conflict Disorder," *Metropolitan Corporate Counsel*
- "Slaking The Appetite For Harassment Litigation," *Metropolitan Corporate Counsel*
- "The Right To Abuse Your Employer And Other Section 7 Rights," *Metropolitan Corporate Counsel*
- "Martha Stewart: Just Desserts Or Gender Soufflé?," *Metropolitan Corporate Counsel*
- "Labor Pains for Union-Free Employers," *HR Magazine*
- "Ensuring Legal Peace," *HR Magazine*
- "A Very Lawful *Quid Pro Quo*," *Metropolitan Corporate Counsel*
- "Diversity: Direct or Disguised," *HR Magazine*
- "Reducing the Risk in Reducing the Force," *Metropolitan Corporate Counsel*
- "Winks, Nods and Disguises," *Metropolitan Corporate Counsel*
- "Military Leave Minefields," *HR Magazine*
- "Is It Shredding Time Yet?," *HR Magazine*
- "The 'Joy' of Uncooking," *HR Magazine*
- "The 'I Hate You' Defense," *HR Magazine*
- "The Most Wonderful Time of the Year," *HR Magazine*
- "In-House Attorney As Investigator," *Metropolitan Corporate Counsel*
- "HR as Judge, Jury, Prosecutor and Defender," *HR Magazine*
- "Backlash of a Few," *Metropolitan Corporate Counsel*
- "Workplace Tribal Councils," *HR Magazine*
- "An Offer They Couldn't Refuse," *HR Magazine*
- "I'm Depressed—Accommodate Me!," *HR Magazine*
- "Who Wants to Make a Millionaire?," *HR Magazine*

- "86 Your Appraisal Process?," *HR Magazine*
- "Mirror-Image Mentoring," *HR Magazine*
- "Executions Corporate Style," *HR Magazine*
- "Expose the Union's Underbelly," *HR Magazine*
- "Brains in a Jar," *HR Magazine*
- "Performance Management for Jekyll and Hyde," *HR Magazine*
- "Sexual Harassment Prevention: Cement for the Glass Ceiling?," *HR Magazine*
- "Unshackle Your Supervisors To Stay Union Free," *HR Magazine*
- "Kill All the Lawyers?," *HR Magazine*
- "The Risky Business of Risky Aversion," *HR Magazine*
- "Diversify for Dollars," *HR Magazine*
- "Keeping Norma Rae at Bay," *HR Magazine*
- "The World May Welcome Lovers....," *HR Magazine*
- "Mirror, Mirror On The Wall," *HR Magazine*
- "Evaluating the Evaluators," *HR Magazine*
- "Diversity Danger Zones," *HR Magazine*
- "Urine or You're Out," *HR Magazine*
- "When Charles Manson Goes To Work," *HR Magazine*
- "The Defenselessness of Harassment," *HR Magazine*
- "Is Your Employee Handbook a Time Bomb," *HR Magazine*
- "Love: What's Work Got To Do With It?," *HR Magazine*
- "Sex Addict Goes To Work," *HR Magazine*
- "Sensitive Men: A Workplace Oxymoron?," *HR Magazine*
- "The 'U' Word," *HR Magazine*
- "Firing Without Fear," *HR Magazine*
- "A Need Not To Know," *HR Magazine*
- "Women on the Verge...of Equality," *HR Magazine*
- "The Sexlessness of Harassment," *HR Magazine*
- "Did the Marquis De Sade Design Your Discipline Program?," *HR Magazine*
- "Safe Sex: A Workplace Oxymoron," *HR Magazine*
- "Follow the Yellow Brick Road," *HR Magazine*
- "Goliath Had Rights Too," *HR Magazine*
- "Baby Bust Blues," *HR Magazine*
- "Could Peer Review Have Saved Marie Antoinette's Head?," *HR Magazine*
- U.S. Equal Employment Opportunity Commission. EEOC Philadelphia Area Technical Assistance Seminar ("TAPS"). Speaker on "Sexual Harassment." Lafayette Hill, Pennsylvania. August 2010.

Selected Speaking Engagements

- Lancaster County Association for Human Resource Management. Fall Legal Update Seminar. Keynote speaker on "Triaging the HR Implications of Health Care Reform." Lancaster, Pennsylvania. September 2010.
- "Health Reform Triage for Employers," *BusinessWeek*, June 2010

- The Society for Human Resource Management. 62nd Annual Conference and Exposition. Speaker on "Minefields for HR Professionals in EEO Investigations," and "Performance Management Blunders-Top 10s." San Diego, California. June 2010.
- Greater Reading Chamber of Commerce & Industry. Chamber Health Care Summit 2010. Speaker on "Triaging Health Care Reform." Wyomissing, Pennsylvania. June 2010.
- Lawyers Concerned for Lawyers of Pennsylvania, Inc. 2010 Lawyers Concerned for Lawyers Volunteer Conference: "Recovery, Rights & Responsibilities." Speaker on "When the Impaired Attorney Comes to Work." Harrisburg, Pennsylvania. April 2010.
- The Pennsylvania State Council of SHRM, Inc. The 10th Pennsylvania Legislative & Legal Conference. Pre-Conference speaker on "10 Things Your CEO Won't Tell You About HR But I Will, and speaker on Pennsylvania Legislative Proposals and Effective Grassroots Advocacy." Harrisburg, Pennsylvania. April 2010.
- Greater Valley Forge Human Resource Association. Speaker at seminar on "HR Hot Topics." Villanova, Pennsylvania. April 2010.
- The Society for Human Resource Management. Berks Chapter. Speaker at chapter meeting on "Wage and Hour Minefields." Reading, Pennsylvania. March 2010.
- Pennsylvania Association of School Personnel Administrators ("PASPA"). Keynote speech at 2010 Annual Conference on "Human Resources in the Cross Hairs – Conducting Legally Sound Employee Investigations." Harrisburg, Pennsylvania. February 2010.
- Society for Human Resource Management. Delaware County Chapter. Speaker at Annual Conference on "Legislative and Legal Human Resources Update." Glen Mills, Pennsylvania. January 2010. KYW Radio H1N1 Event. Speaker on H1N1 in the Workplace. Philadelphia, Pennsylvania. December 2009.
- Pennsylvania Chamber of Business & Industry. 2009 Annual Human Resources Conference. Keynote speaker on "Legislative and Legal Human Resources Update," speaker on "Labor Pains for Employers," and Facilitator on "How to Lose Your Case: Understanding the Plaintiff's Viewpoint with Tips on Protecting Your Company." Hershey, Pennsylvania. December 2009.
- NJCUPA-HR and NJ ACE Network. Joint meeting of ACEnet (American Council on Education Network for Women) NJ Chapter & CUPA-HR. "Everything You Ever Wanted to Know About. . .Social Media Networking. . .but were afraid to ask!" Speaker on "When the Dean and a Student Share Myspace." Edison, New Jersey. November 2009.
- The Society for Human Resource Management. 7th Annual Pennsylvania SHRM State Leadership Conference. Provide Leadership Training on Legislative Initiatives and Grassroots Advocacy. New Cumberland, Pennsylvania. October 2009.
- Human Resource Professionals of Central Pennsylvania. Fall Legal and Legislative Conference. Keynote speaker on "ADAAA Update." Breakout speaker on "Sexual Harassment." Harrisburg, Pennsylvania. October 2009.
- The Society for Human Resource Management. Lehigh Valley Chapter Conference on "Best Practice HR. . .Maximizing Your Worth to Your Organization." Speaker on 3 topics: "H1N1 Wave 2: Is Your Organization Prepared," "Best Practices in Attracting and Promoting Diversity," and "Labor Pains for Employers." Allentown, Pennsylvania. October 2009.

- The Society for Human Resource Management. NEPA Chapter. Provide Legal Update on EFCA, EEO Update, and FLSA Minefields. Scranton, Pennsylvania. October 2009.
- The Society for Human Resource Management. Lancaster Chapter. Keynote speech on "Labor Pains for Employers." Lancaster, Pennsylvania. September 2009.
- The Society for Human Resource Management. 61st Annual Conference and Exposition. Speaker on "Privacy Rights: A Workplace Oxymoron?" and "The Harassment Quiz." New Orleans, LA. June 2009.
- Chester County Human Resource Association. Speaker at chapter meeting on "Labor Pains for Employers: How Unions are Born." Downingtown, Pennsylvania. June 2009.
- The Society for Human Resource Management. Bux-Mont Chapter. Speaker at chapter meeting on "Pandemic Planning Swine Flu." Telford, Pennsylvania. May 2009.
- The Society for Human Resource Management. SEPA Chapter. Speaker at chapter meeting on "Wage & Hour Minefields." Philadelphia, Pennsylvania. April 2009.
- The Society for Human Resource Management. Berks County Chapter. Speaker at chapter meeting on "Labor Pains for Employers: How Unions Are Born." Wyomissing, PA. March 2009.
- The Pennsylvania State Council of SHRM 9th Annual Legislative & Legal Conference. Speaker on "Cost Cutting Measures as an Alternative to Layoff," and "Pennsylvania Legislative Proposals." Harrisburg, Pennsylvania. April 2009.
- Society of Professional Investigators. Speaker on "Is That Charming Applicant Really An Unqualified Fraud?" New York, NY. January, 2009.
- Tri-State Human Resources Management Association. Speaker on "Labor Pains for Employers: How Unions Are Born." Mount Laurel, NJ. January, 2009.
- Pennsylvania Chamber of Business and Industry. 2008 Annual Human Resources Conference. Speaker on "Legislative and Legal Human Resources Update," and "The Harassment Quiz." Hershey, PA. December 2008.
- Pennsylvania Chamber of Business and Industry. Family Owned Business Workshop. Facilitator of "Issues that Family Owned Businesses Must Consider." Grantville, PA. November 2008.
- The Society for Human Resource Management. 2008 Diversity Conference. Speaker on "Baby Boom-erang." Atlanta, GA. October 2008.
- The Society for Human Resource Management. Lehigh Valley Chapter. Speaker on "Top Twenty Mistakes in EEO Investigations." Allentown, PA. October 2008.
- CUPA-HR NY Metro Chapter. Keynote presentation on "Sexism in the City." New York, NY. September 2008.
- The Society for Human Resource Management. Greater Valley Forge Chapter. Speaker on "Inside the Mind of the State Legislator." King of Prussia, PA. September 2008.
- Philadelphia Area Association of Healthcare Recruiters ("PAAHCR"). Speaker on "Employment Law Update." Philadelphia, PA. September 2008.
- National Association of College and University Attorneys. 48th Annual Conference. Speaker on "Ethics in the Electronic Era." New York, NY. June 2008.
- The Society for Human Resource Management. 2008 Annual Human Resource Conference. Presentations on "The Harassment Quiz" and "Legal Minefields in EEO Investigations." Chicago, IL. June 2008.

- The Society for Human Resource Management. Bux-Mont Chapter. Presided over "Mock Trial." Presentation on "Documenting Discipline." Telford, PA. May 2008.
- The Society for Human Resource Management. Lehigh Valley Chapter. Speaker on "How Sexual Harassment Prevention Programs Sometimes Hurt Women." Allentown, PA. February 2008.
- Pennsylvania Chamber of Business and Industry. 2007 Annual Human Resource Conference. Presentations on "Title VII and Diversity" and "Employment Law Update." Hershey, PA. November 2007.
- The Society for Human Resource Management. SEPA Chapter. Speaker on "How Sexual Harassment Prevention Programs Sometimes Hurt Women" Philadelphia, PA. November 2007.
- ABA Section of Labor and Employment Law Annual CLE Conference. Panelist on "The In-House Counsel Track: Corporate and Union In-House Counsel Issues." Philadelphia, PA. November 2007.
- The Society for Human Resource Management. 2007 Workplace Diversity Conference & Exposition. Speaker on "Diversity Danger Zones and Best Practices." Philadelphia, PA. October 2007.
- The Society for Human Resource Management. NEPA Chapter. 11th Annual Legal Update. Speaker on "Legislative Update," and "EEO Explosion." Scranton, PA. October 2007.
- The Society for Human Resource Management. 2007 Lehigh Valley Chapter Legal Conference. Speaker on "Baby Boomerang." Panelist on "Sandwich Generation." Bethlehem, PA. October 2007.
- The Society for Human Resource Management. Delaware Chapter. Session on "Maneuvering Investigatory Minefields." Newark, DE. July 2007.
- The Society for Human Resource Management. 59th Annual Conference and Exposition. Sessions on "EEO Essentials of Supervisory Training," "Documenting Discipline for the New HR Professionals," and "Legal Minefields in EEO Investigations." Las Vegas, NV. June 2007.
- National Conference of State Legislatures. Session "EEO Update." Philadelphia, PA. June 2007.
- CUPA-HR Eastern Region Conference. Keynote Speaker on "HR Street Smarts." Master's Series on "How Sexual Harassment Prevention Programs Sometimes Hurt Women." Atlantic City, NJ. May 2007.
- Society for Human Resource Management. Pennsylvania SHRM State Council 7th Annual Pennsylvania State Legislative & Legal Conference. Presentation on "Update of Pending Pennsylvania Legislative Bills." Harrisburg, PA. April 2007.
- Society for Human Resource Management. York Chapter. Speaker on "Pandemic Planning." York, PA. April 2007.
- DELVACCA. Seminar on Ethics for In-House Counsel. Philadelphia, PA. March 2007.
- Society for Human Resource Management. Berks Chapter. Speaker on "Are You Hiring A Time Bomb." Wyomissing, PA. February 2006.
- The Wharton Council on Employee Relations. Presentation on "Diversity Danger Zones." Philadelphia, PA. January 2007.

- The Society for Human Resource Management. SEPA Chapter. Presentation on "Preparing for a Potential Pandemic." Philadelphia, PA. December 2006.
- Pennsylvania Chamber of Business and Industry. 2006 Annual Human Resource Conference. Speaker on "Employment Law Update" and the "Most Wonderful Time of the Year." Hershey, PA. November 2006.
- Society for Human Resource Management. Philadelphia Regional Chapter. Speaker on "Pandemic Planning for HR Professionals." Philadelphia, PA. November 2006.
- Pennsylvania College and University Attorneys. Speaker on "Preventing Pandemic Pandemonium." Saint Joseph's University. Philadelphia, PA. October 2006.
- Food Marketing Institute ("FMI"). Human Resources/Training & Development Conference. Speaker on "Employment Law Update." The Ritz Carlton, Montreal. September 2006.
- Pennsylvania Chamber of Business and Industry. Business Survival in a Global Pandemic: Employer's Preparation and Response Roundtable. Program Moderator and Speaker. Presentation on "Pandemic Pandemonium." Grantville, PA. August 2006.
- ACC America (Association of Corporate Counsel Greater New York Chapter). Program Moderator and Speaker. Seminar on "Sexism in the City: Glass Ceiling Class Actions." New York, NY. July 2006.
- The Society for Human Resource Management. 58th Annual Conference and Exposition. Sessions on "Harassment Quiz," and "Documenting Discipline for New HR Professionals." Washington, D.C. June 2006.
- Pennsylvania Chamber of Business and Industry. WC Benefits and HR Records Retention Requirements Conferences. Presentations on "HR Records Retention Requirements." Grantville, PA. June 2006.
- Chester County Human Resources Association. Presentation on "Privacy Rights: A Workplace Oxymoron?" Exton, PA. February 2006.
- The Society for Human Resource Management. 2005 Workplace Diversity Conference. Speaker on "Diversity Danger Zones" and "Baby Boom-erang." Las Vegas, NV. October 2005.
- The Society for Human Resource Management. Lehigh Valley Chapter. 2005 Legal Conference. Keynote speaker on "HR Street Smarts." Bethlehem, PA. October 2005.
- The Society for Human Resource Management. Lehigh Valley Chapter. Interactive seminar: "Who Wants to Make a Millionaire?" Bethlehem, PA. September 2005.
- CUPA-HR Eastern Region Conference. Master's Series. Speaker on "Navigating the Scylla of Sexual Harassment and the Charybdis of Discrimination Avoidance." Boston, MA. May 2005.
- The Society for Human Resource Management. Berks County Chapter. Speaker on "Investigation Minefields." Wyomissing, PA. April 2005.
- Human Resource Professionals of Central PA (HRPCP Chapter) and The Society for Human Resource Management. Pennsylvania State Council 5th Annual PA State Legal and Legislative Conference. Speaker on "Safe Terminations: An Oxymoron?" Harrisburg, PA. April 2005.
- Human Resource Association of Southern New Jersey. Interactive seminar: "Reality HR: The Game." Millville, NJ. March 2005.

- Greater Valley Forge Human Resource Association. Speaker on "Sexism in the City."
Malvern, PA. February 2005.