



LORI ARMSTRONG HALBER

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Lori Armstrong Halber is a partner in the firm's Philadelphia office. With an eye towards practical results, she has been representing management in all aspects of labor relations and employment law for over 20 years.

Lori has extensive experience defending employers before federal and state courts and administrative agencies in matters involving Title VII, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), the Family and Medical Leave Act (FMLA), and the Fair Labor Standards Act (FLSA), with particular class and collective action experience.

With respect to traditional labor matters, Lori provides labor relations counseling (including formulating comprehensive and strategic union avoidance tactics), defends clients in grievance arbitrations and represents employers before the National Labor Relations Board (NLRB).

Lori regularly provides preventive counseling and training for executives, supervisors and employees on topics such as harassment prevention, the respectful workplace, effective communication, performance management, diversity and inclusion and union avoidance.

Lori is a member of the firm's Women's Initiative & Leadership Council Steering Committee.

PRACTICES

Labor and Employment Litigation
Wage and Hour Law
Prevention and Compliance Programs
Supervisor Training
Employee Leaves
Healthcare
Labor Relations
Class and Collective Actions
Pay Equity

EDUCATION

Temple University, Beasley School of Law
J.D. 1997, Barrister Award
The Wharton School of Business at the University of Pennsylvania
B.S. 1991

BAR ADMISSIONS

Pennsylvania
New Jersey

COURT ADMISSIONS

U.S. Court of Appeals for the



Lori was listed in *Pennsylvania Super Lawyers - Rising Stars* in 2007 and has been regularly selected for inclusion in *Pennsylvania Super Lawyers* since that time. In 2006 she was selected as a “Lawyer on the Fast Track” by *The Legal Intelligencer*.

Experience

Lori’s representative litigation experience includes the following:

- Obtained a jury verdict on behalf of manufacturing client in a federal “sex plus” discrimination and retaliation case under Title VII
- Obtained a jury verdict on behalf of a healthcare client in a case involving claims under the Americans With Disabilities Act and Family Medical Leave Act
- Tried a Title VII sex harassment and retaliation case before a federal jury resulting in a positive resolution for manufacturing client that included the resignation of the plaintiff
- Obtained an arbitrator’s award on behalf of auto dealer client in defense of a New Jersey Conscientious Employee Protection Act (whistleblower) claim
- Successfully defended national transportation company in disability discrimination litigation brought by the Equal Employment Opportunity Commission
- Summary judgment for employer in age discrimination case in which plaintiff alleged failure to promote and discriminatory termination
- Won motion to dismiss national origin claim for energy client

Representative wage and hour collective action experience:

- Lead attorney representing specialty construction company in wage and hour collective action
- Obtained denial of conditional certification in a Fair Labor Standards Act collective action for a national retirement community
- Lead attorney defending software company in DOL enforcement proceeding regarding alleged H-1b violations

First Circuit

U.S. Court of Appeals for the Third Circuit

U.S. District Court for the District of New Jersey

U.S. District Court for the Eastern District of Pennsylvania

U.S. District Court for the Middle District of Pennsylvania

U.S. District Court for the Western District of Pennsylvania



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- Obtained denial of conditional certification in a Fair Labor Standards Act collective action for a national retirement community
- Lead attorney defending software company in DOL enforcement proceeding regarding alleged H-1b violations

Representative labor matters:

- Represented PCC Structuralists before the National Labor Relations Board in 365 NLRB 160, the case that overturned *Specialty Healthcare*, and restored the traditional community-of-interest standard when determining an “appropriate unit” in representation cases
- Obtained summary judgment for transportation employer in an action under Section 301 of the National Labor Relations Act
- Handled numerous R-cases in various industries, including gaming, hospitality, auto dealership, manufacturing, and warehouse
- Regularly defend employers before the National Labor Relations Board against unfair labor practice charges

Representative Work

Labor Board Returns To Traditional “Community Of Interest” Factors For Union Elections
12.19.17

Defense Verdict Obtained in “Sex-Plus” Case

Professional Activities

- Member, American Bar Association
- Member, Pennsylvania Bar Association
- Member, Philadelphia Bar Association
- Former Co-chair, ABA Labor and Employment Section Immigration Committee
- Past Chair and Founder, Labor and Employment Group, International Alliance of Law Firms

Community Activities

- Adjunct Professor, Temple University Beasley School of Law
- Board Member, Greater Philadelphia Chamber of Commerce Arts and Business Council
- Volunteer, Philadelphia Volunteer Lawyers for the Arts



- Member, The Moyer Foundation's Development and Communications Committee
- Member, USFHA Adult Task Force
- Past President, Philadelphia Field Hockey Association
- Member, Warrington Township Park and Recreation Board
- Past Member, Warrington Township Zoning Board

News

Philadelphia Attorney Comments on the Fight For Equal Pay
5.16.18

Starbucks' Decision to Close Stores for Racial-Bias Training Shows Company's 'Commitment' to the Issue, Attorney Says
5.10.18

Attorney is Quoted on New Starbucks Bias Training
5.1.18

Attorneys Provide Tips To Help Employers Fight Unconscious Bias
4.20.18

Experts Discuss Impact of NLRB Micro-Unit Decision
1.19.18

KYW News Radio – Workplace Violence Seminar
12.26.17

Interview: Lori Armstrong Halber on Jersey Matters
Jersey Matters, 12.11.17

Philadelphia Attorneys Named in Pennsylvania Super Lawyers, Rising Stars Lists
5.12.17

Women to Watch 2017
2.28.17

Surveying the Class-Action Landscape
2.2.17

JoAnne Epps Honored with Business Leadership in Diversity Award
12.20.16



Local Attorneys Selected to Pennsylvania Super Lawyers, Rising Stars Lists
5.16.16

Ruling Maps Out Class Action Defense Plan
1.31.16

Lawyers Weigh In On High Court's Class Action Ruling
1.20.16

Launching Your Startup In Philadelphia
3.25.15

Task force: Paid sick leave good for Phila
12.1.14

Philadelphia Fisher Phillips Lawyers Listed in Pennsylvania Super Lawyers
5.27.14

Workplace Bullying Laws on the Horizon?
7.20.13

Fisher Phillips Expands Philadelphia Office
Rick Grimaldi and Lori Armstrong Halber Join National Labor & Employment Law Firm
2.12.13

Seminars & Speaking Engagements

Workplace Violence Prevention: What Every Employer Needs to Know

Philadelphia Marriott Downtown
1201 Market Street
Philadelphia, PA 19107, 11.9.17

26th National Conference on Employment Practices Liability Insurance
American Conference Institute

Andaz Wall Street
New York, NY, 1.30.17

Annual Workplace Law Update 2016
Philadelphia Annual One Day Seminar

The Union League of Philadelphia
140 South Broad Street



Philadelphia, PA 19102, 9.29.16

How Companies Are Redefining 'Norms' to Accommodate Changes in the Scope of Sex Discrimination

Washington, DC, 9.22.16

Business On Board Volunteer Leader of the Year Award
5.24.16

LGBT Employment Discrimination Law: Where We Stand
4.28.16

Women to Watch Panel Discussion

Philadelphia, PA, 4.26.16

New Jersey Boardwalk Seminar: Employment Law
4.7.16

Advocacy Now: What the Department of Labor's Overtime Rule Means for Your Business
10.21.15

In the DOL's Crosshairs
10.7.15

DOL's Proposed Overtime Regulations
Webinar
8.4.15

DOL's Proposed Overtime Regulations
Webinar
7.21.15

Legislative Update
4.10.15

Confidentiality, Social Media and At-Will – Whether You Have a Union or not, the NLRB Likely Thinks Your Policies Violate the Law – So What?
2.12.15

"Ethics Issues That Arise in Employment Litigation: Pre and Post Suit" - New Jersey Association for Justice's Meadowlands Seminar - Employment Law Institute, East Rutherford, NJ, Thursday
11.14.13



Fisher Phillips - One Day, Many Solutions, Philadelphia, PA

April 2013

"Conducting Effective Workplace Investigations" - DELVACCA 5th Annual In-House Counsel Conference, Philadelphia, PA

4.23.13

"Ethical Hotspots for In-House Lawyers" - DELVACCA Ethics & Compliance CLE Institute, Philadelphia, PA

8.9.12

"Salaried Doesn't Mean Exempt - How to Stem the Rising Tide of Wage and Hour Class Actions" - DELVACCA 4th Annual In-House Counsel Conference, Philadelphia, PA

4.16.12

"Family and Medical Leave Act 101" - 17th Annual Pennsylvania Employment Law Institute, Philadelphia, PA

April 2011

"Facebook Fastballs - Hard Hitting Ethical & Legal Issues in Social Media" - DELVACCA Ethics & Compliance CLE Institute, Philadelphia, PA

12.8.11

"Imagine All the People - Getting Your Clients Prepared for the New Wave of Immigration Enforcement" - ABA Labor and Employment Section 4th Annual CLE Conference, Chicago, IL

11.3.10 - 11.6.10

"The Great American Melting Pot, or Not: Immigration Reform"

"Family and Medical Leave Act" - 16th Annual Pennsylvania Employment Law Institute, Philadelphia, PA

4.13.10

"2010 Update on Immigration and Employer Compliance" - DELVACCA, Philadelphia, PA

2.11.10

"Tips From the Defense Bar - A Panel Discussion" - New Jersey Association for Justice's Meadowlands Seminar - Employment Law Institute, East Rutherford, NJ, Thursday

11.12.09

"What Labor & Employment Lawyers Need to Know About Immigration Issues" - ABA Labor and Employment Section 3rd Annual CLE Conference, Washington, DC,

11.4.09 - 11.7.09

"Who's Knocking at My Door? Immigration and Customs Enforcement Raids and Worker/Employer Rights"

"Litigation Issues Related to Employment of Foreign Nationals"



New Jersey Association for Justice's Boardwalk Seminar, Atlantic City, NJ

April 2009

"Touching All the Basics: The ABCs of the Family and Medical Leave Act" - 15th Annual

Pennsylvania Employment Law Institute, Philadelphia, PA

4.15.09

"Hot Topics: What Every Labor and Employment Lawyer Needs to Know About Immigration Issues" -

ABA Labor and Employment Section National Conference on Equal Employment Opportunity Law,

Orlando, FL

4.1.09 - 4.4.09

"Issues and Remedies in Representing or Defending Against Immigrant Employees"

"Discrimination in Today's Workplace: How the Shift in U.S. Immigration Policy and Law Has

Impacted Employment Discrimination Law" - ABA Labor and Employment Section 2nd Annual CLE

Conference, Denver, CO

9.10.08 - 9.13.08

"Issues and Remedies in Representing or Defending Against Immigrant Employees" - Trial Lawyers

of America's New Jersey Boardwalk Seminar, Atlantic City, NJ

5.1.08

"Employment Law Motion Practice: From Discovery to Trial" - Camden County Bar Association's

Labor & Employment Law Committee

3.12.08

"Employer Best Practices to Avoid Immigration Violations" - 13th Annual Pennsylvania Employment

Law Institute, Philadelphia, PA

4.19.07

"Immigration Fundamentals: What Every Lawyer Needs to Know" - ABA Labor and Employment

Section Annual CLE Conference, Philadelphia, PA

11.7.07 - 11.10.07

4th Annual Corporate Counsel's Forum on Conducting and Responding to Internal & Governmental

Investigations, New York City, NY

6.22.06 - 6.23.06

ABA Labor and Employment Section Immigration Committee, Chicago, IL,

5.12.06

"An Overview of Labor & Employment Laws that Impact the Workplace" - 30th Annual Mideastern

Symposium on Therapeutic Recreation, Long Branch, NJ

5.7.06 - 5.9.06

"Hiring Foreign Nationals: New Laws, New Strategies" - 11th Annual Pennsylvania Employment

Law Institute, Philadelphia, PA

4.26.05



Articles

Understanding Federal Leave Regulations
9.29.16

Family Matters
8.31.16

Courting Job Candidates
6.30.16

Workplace Policy: New Federal Rules
5.1.16

Workplace Policy: The State of the Union
4.15.16

Divisive Debate
3.16.16

U.S. Companies Lack Diverse Leadership
2.18.16

The State of the Unions
11.30.15

The Future of the American Workplace
9.15.15

The New Bully in the Workplace
4.15.15

What it Takes to Succeed as a Small Business
3.25.15

Congress Has Spoken, Mr. President: No "Quickie" Union Elections
3.20.15

How Do You Define What's Workplace Appropriate?
2.5.15

Student Athletes are Students - Not Employees
1.26.15



The Year Ahead May be a Bumpy One for Employers

12.15.14

Celebrate What Makes Your Company Unique

11.10.14

Creating An Environment That Spurs Innovation

10.17.14

Philadelphia: The Future Is In Our Grasp

9.10.14

Labor and Employment Law Developments For Manufactures

8.13.14

Could New Regulations Impact the City's Hospitality Sector?

7.21.14

A Smart Business Plan Considers the Cost of Human Capital

6.18.14

Employee Retention Rates: The Buck Stops With You

5.18.14

Can Energy Really Equal Jobs? Only With Bipartisan Effort

4.3.14

Looking At Work Law and State Policy

2.24.14

Significant Initiatives to Keep an Eye on in 2014

12.18.13

Corporate vs. Private Rights: The Debate Continues

12.4.13

What to Consider When Choosing Philadelphia

11.14.13

Key to Filling Manufacturing Jobs: Immigration Reform

11.7.13

Paid or Unpaid, Internships are Invaluable

10.31.13



Fantasy Football Costs \$6.5 Billion In Workplace Productivity
9.11.13

Supreme Court Answers the Question of Who Qualifies as a Supervisor
7.15.13

Questions Raised Regarding Who Qualifies as a Supervisor
6.11.13

"The Future of the American Workplace" - *Philly Biz Magazine*
October 2015

"An Ounce of Prevention is Worth a Pound of Cure - The Top 3 Things You Can Do to Avoid Workplace Liability" - *Greater Philadelphia of Chamber Newsletter*
July 2013

"T.O. Dispute Earns the Eagles and A+ in Management 101" - *Philadelphia Business Journal*
December 2005

"Harassment Liability: How Employers Can Protect Themselves" - *Philadelphia Enterpriser*, Vol. VI,
No. 2
March/April 1999

Appearances

Interviewed on KYW News Radio, June 13, 2013, regarding PTO policies

Executive Leaders Radio, March 2, 2012

IX: Thou Shalt Discriminate (Hosanna-Tabor v. EECO: Ordained Employment Discrimination)
Temple University Beasley School of Law, Fall 2010

Reasonable Woman Standard in Sexual Harassment Cases
New York Law School, October 2004

Legal Alerts

Micro-Units Are Dead: Labor Board Returns To Traditional "Community Of Interest" Factors For
Union Elections
12.18.17

June 2017: The Top 15 Labor And Employment Law Stories
7.5.17

Dawn Of A New Day? Labor Department Withdraws Obama-Era Guidance On Misclassification, Joint
Employment
6.7.17



Second Time's The Charm? An Employer's Guide To Labor Secretary Nominee Alexander Acosta
2.17.17

What Employers Need To Know About Puzder's Selection As Labor Secretary
12.9.16

OT Aftermath: FAQs On How Employers Should Respond To Overtime Rule Decision
11.29.16

SCOTUS Extends Same-Sex Marriage Rights Nationwide
6.26.15

Newsletter Articles

WEB EXCLUSIVE December 2017: The Top 14 Labor And Employment Law Stories
1.2.18