

# Families First Coronavirus Response Act

by

***Scott Warrick, JD, MLHR, CEQC, SHRM-SCP***

*Scott Warrick Human Resource Consulting, Coaching & Training Services*

*Scott Warrick Employment Law Services*

(614) 738-8317 ♣ [scott@scottwarrick.com](mailto:scott@scottwarrick.com)

[www.scottwarrick.com](http://www.scottwarrick.com) & [www.scottwarrickemploymentlaw.com](http://www.scottwarrickemploymentlaw.com)

Link Up With Scott On LinkedIn

**Updates are HIGHLIGHTED IN YELLOW.**

Due to the great amount of confusion over the new “Families First Coronavirus Response Act,” I put together the following description of what this Act really means to employers and their employees in as simple English as possible. I certainly hope this provides you with the guidance you need to steer through this law for the next several months.

On Wednesday, March 18, 2020, President Trump signed the Families First Coronavirus Response Act into law, or the “Families First Act.” This law makes sweeping changes to an employer’s legal obligations, which include:

1. Imposing a paid sick and safe leave (“PSL”) mandate for COVID-19-related reasons on most employers with fewer than 500 employees,
2. Temporarily expanding coverage for school and childcare closures associated with COVID-19 and imposing a paid leave requirement under the Family and Medical Leave Act (“FMLA) on these same employers (“Emergency FMLA”) and
3. Giving a payroll tax credit to employers for the paid sick leave and paid family and medical leave mandates.

## Who Is Covered?

The Families First Act applies to public employers and private employers with fewer than 500 employees.

## How Much Pay Can Employees Receive? PSL

Employees will receive **67%, or two-thirds**, of their pay (**10 days or 80 hours**) for taking PSL to care for covered family members .

Employees will receive **100% of their pay** for taking PSL on their own behalf.

## **How Much Pay Can Employees Receive? Emergency FMLA Family Paid Leave**

Employees will receive **67%, or two-thirds**, of their pay (**12 weeks, the first 10 days unpaid**) to stay home and **care for their sons or daughters under the age of 18 due to school and childcare closures**.

### **Employer's Notice and Recordkeeping Requirements**

The Secretary of Labor will prepare a notice within seven days of enacting the Families First Act. This notice must be posted in conspicuous places where the employer normally posts other such employment notices. Employers must retain records for **three years**. The Secretary of Labor is required to create a notice by **March 25, 2020**.

### **Verification or Certification**

The Families First Act currently does not contain any provisions that allow the employer to obtain certification of the need for leave, to verify the reasons for the leave if fraudulent use is suspected, or to discipline employees if fraudulent use is confirmed. This is not necessarily to say that employers may not do this but simply to note that the Families First Act is silent on these matters.

The DOL may still issue regulations regarding employee certification.

### **No Preemption of State or Local Laws**

The Families First Act also does not preempt state and local paid sick and safe leave laws. Thus, employers subject to such laws will need to ensure that they are still complying with all applicable laws.

### **Multi-Employer Bargaining Agreements**

The Families First Act contains a provision specific to employers that are covered by multiemployer collective bargaining agreements. Such employers comply with the Act by contributing to a multiemployer fund, plan or program at the required statutory accrual rate, as long as employees can receive pay for the specified reasons from this arrangement.

### **Collective Bargaining Required**

While the Families First Act provides that it does not diminish the rights and benefits under any collective bargaining agreement, it contains no other provision regarding the interaction of the Act with an existing CBA. Because employers must comply with the Families First Act almost immediately upon enactment, this may require unionized employers to provide notice to and an opportunity to bargain with unions over any required changes to CBA provisions or administration.

### **Effective Date**

Families First Act takes effect 15 days after enactment of the Families First Act, which would be **April 1, 2020**. However, it expires on December 31, 2020.

## DOL Questions and Answers

For more Department of Labor Questions and Answers, just go to ...

<https://www.dol.gov/agencies/whd/pandemic/ffcra-questions>

### **WHO IS A “HEALTH CARE PROVIDER”?**

The U.S. Department of Labor published the following guidance defining a "health care provider" under the Families First Coronavirus Response Act regarding the use of Paid Sick Leave and/or Emergency FMLA leave.

Who is a “health care provider” who may be excluded by their employer from Paid Sick Leave and/or Emergency FMLA leave?

For the purposes of employees who may be exempted from paid sick leave or expanded family and medical leave by their employer under the Families First Act, a health care provider is anyone employed at any doctor’s office, hospital, health care center, clinic, post-secondary educational institution offering health care instruction, medical school, local health department or agency, nursing facility, retirement facility, nursing home, home health care provider, any facility that performs laboratory or medical testing, pharmacy, or any similar institution, employer, or entity. This includes any permanent or temporary institution, facility, location, or site where medical services are provided that are similar to such institutions.

This definition includes any individual employed by an entity that contracts with any of the above institutions, employers, or entities institutions to provide services or to maintain the operation of the facility. This also includes anyone employed by any entity that provides medical services, produces medical products, or is otherwise involved in the making of COVID-19 related medical equipment, tests, drugs, vaccines, diagnostic vehicles, or treatments. This also includes any individual that the highest official of a state or territory, including the District of Columbia, determines is a health care provider necessary for that state’s or territory’s or the District of Columbia’s response to COVID-19.

To minimize the spread of the virus associated with COVID-19, the DOL Encourages employers to be judicious when using this definition to exempt health care providers from the provisions of the Families First Act.

### **WHO IS AN “EMERGENCY RESPONDER”?**

The U.S. Department of Labor published the following guidance defining an “emergency responder” under the Families First Coronavirus Response Act regarding the use of Paid Sick Leave and/or Emergency FMLA leave.

Who is an “emergency responder” who may be excluded by their employer from Paid Sick Leave and/or Emergency FMLA leave?

For the purposes of employees who may be excluded from paid sick leave or expanded family and medical leave by their employer under the Families First Act, an emergency responder is an employee who is necessary for the provision of transport, care, health care, comfort, and nutrition of such patients, or whose services are otherwise needed to limit the spread of COVID-19. This includes but is not limited to military or national guard, law enforcement officers, correctional institution personnel, fire fighters, emergency medical services personnel, physicians, nurses,

public health personnel, emergency medical technicians, paramedics, emergency management personnel, 911 operators, public works personnel, and persons with skills or training in operating specialized equipment or other skills needed to provide aid in a declared emergency as well as individuals who work for such facilities employing these individuals and whose work is necessary to maintain the operation of the facility. This also includes any individual that the highest official of a state or territory, including the District of Columbia, determines is an emergency responder necessary for that state's or territory's or the District of Columbia's response to COVID-19.

To minimize the spread of the virus associated with COVID-19, the Department encourages employers to be judicious when using this definition to exempt emergency responders from the provisions of the Families First Act.

### **“Emergency Paid Sick Leave Act” (PSL)**

The **Emergency Paid Sick Leave (PSL)** section of the Families First Act requires public employers and private employers with fewer than 500 employees to provide **10 days, or 80 hours**, of paid sick leave (“PSL”) for employees to use for **themselves or to care for their covered family members** during this COVID-19 emergency.

It is important to note that the 80 hours of PSL provided under Emergency Paid Sick Leave section of the Families First Act is in **addition** to any types of sick leave an organization is currently providing their employees.

Notably, it appears that an employee would not be entitled to paid sick leave if the qualified leave occurs while they are furloughed, where the employee's employer chooses to temporarily stop business operations, or where the government imposes a business closure.

#### **What Leave Is Provided?**

The Emergency Paid Sick Leave section of the Families First Act states that a qualifying fulltime employee is to receive 80 hours of PSL at **100%** of the employee's regular rate of pay, as calculated under the Fair Labor Standards Act, if the employee is unable to work or telecommute for the following reasons:

- The **employee** is subject to federal, state, or local **quarantine or isolation order**,
- A health care provider has **advised the employee to self-quarantine**,
- The **employee** has **symptoms of COVID-19 and is seeking diagnosis or**
- The employee is experiencing any other substantially similar condition specified by the Secretary of the Treasury and the Secretary of Labor.

The Emergency Paid Sick Leave section of the Families First Act states that a qualifying fulltime employee is to receive 80 hours of PSL at **67%, or two thirds**, of the employee's regular rate of pay, as calculated under the Fair Labor Standards Act, if the employee is unable to work or telecommute for the following reasons:

- The employee is **caring for a covered individual** who is subject to a local quarantine or isolation order or has been advised to self-quarantine by a health care provider or

- The employee is **caring for the employee's son or daughter** if the **school or place of care has been closed or unavailable** due to COVID-19 precautions.

### Who Is Covered?

Private organizations with fewer than 500 employees, with certain exclusions as explained below, and governmental employers are covered by the Families First Act, which applies to all of their employees, both full-time and part-time. The Secretary of Labor will issue regulations to exclude certain health care providers and emergency responders from the definition of “employee,” and to allow employers of such workers to opt out of the paid leave requirement.

By regulation, the Secretary may also exempt small businesses with fewer than 50 employees if the sick leave mandate “would jeopardize the viability of the business as a going concern.”

Most likely, in determining if an organization hits the threshold of 500 or less employees, all of the employees across the entire company will be counted, not just those assigned to a certain location. Also, whether the employees of affiliated companies would be counted towards satisfying this 500 employee count, like sister companies or parent-subsidary companies, will depend on whether the affiliated companies are so closely intertwined so as to constitute a “single employer,” as defined under the Fair Labor Standards Act.

Employers may exclude **health care providers and emergency responders from the definition of employee** under the Paid Sick Leave portion of the Act.

We are still waiting for the DOL’s regulations regarding the exemption of **small businesses with fewer than 50 employees if the sick leave mandate “would jeopardize the viability of the business as a going concern.”**

### Amount of PSL

Full-time employees receive 80 hours of PSL. Part-time employees receive a **prorated** amount of PSL based on the number of hours that they work on average during a two-week period. If the part-time employee works a varying schedule, the hours are calculated by determining the average number of hours that employee was scheduled to work over the prior 6-month period, including any leave. If the employee has not worked over that period, then the hours are calculated based on the reasonable expectation at hire of the average number of hours per day that the employee would normally be scheduled to work.

PSL is capped at \$511.00 per day and \$5,110.00 in the aggregate for leave taken by employees on their **own behalf**. PSL is capped at \$200.00 per day and \$2,000.00 in the aggregate for leave taken to **care for a covered family member**.

Employees receive **67%, or two-thirds, of their pay for Paid Sick Leave to care of family members**, but they will receive **100% of their pay for taking PSL on their own behalf**.

PSL wages paid to employees **will not be subject to the 6.2 percent** Old-Age, Survivors, and Disability Insurance portion of the Social Security Payroll Tax typically paid by **employers** on employees’ wages.

## Notice and Use of Leave

PSL is available for employees' use **immediately upon request**. Employers are not allowed to require the employee to look for or find a replacement worker. If other paid leave is available, the employee may choose to use PSL first, and the employer cannot require the employee to use other paid leave **before** using their PSL under the Families First Act.

After the first workday on which PSL is used, the employer can require the employee to follow reasonable notice procedures for the use of any additional PSL.

## Prohibited Actions and Enforcement

Employers may not discharge, discipline or discriminate in any other way against an employee for taking leave under the Act or who has filed a complaint, instituted a proceeding or testified in such proceeding.

A failure to provide sick leave or retaliation for exercising rights under the Act will be subject to the penalties under the FLSA. This includes a fine of not more than \$10,000.00 and/or imprisonment of not more than six months.

Either the **Secretary of Labor** or the **employee** may bring a lawsuit for the unpaid leave, an equal amount as liquidated damages, equitable relief, attorneys' fees and costs, and for injunctive relief.

Lawsuits may be brought for up to two years after the alleged violation, unless the violation was willful, in which case the period is extended to three years.

## Employers' Existing Policies

The Families First Act specifically provides that it does not diminish any rights under existing employer policies. That means that this is a new bank of paid sick leave.

## **“Emergency Family and Medical Leave Expansion Act”**

Another section of the Families First Act, the “Emergency Family and Medical Leave Expansion Act,” or the “Emergency FMLA” will temporarily amend the FMLA (until December 31, 2020) to include the COVID-19-related closure of a school or childcare facility as a to reason an employee may be take family leave under the FMLA and makes such leave partially paid at 67%, or two-thirds, of their wages.

## The FMLA As It Currently Exists

The FMLA requires employers with 50 or more employees to provide eligible employees with up to 12 weeks of unpaid leave for certain qualifying conditions:

- For incapacity due to pregnancy, prenatal medical care or childbirth,
- To care for the employee's child after birth or placement for adoption or foster care,
- To care for the employee's parent, spouse, or child who has a qualifying serious

health condition,

- For a qualifying serious health condition that makes the employee unable to perform his/her job and
- For certain qualifying exigencies resulting from a military servicemember's deployment to a foreign country.

In addition, employees may take up to 26 weeks to care for a service member who was injured or became ill as a result of their military service.

To be eligible for existing FMLA leave, an employee must have worked for the employer for 12 months, have worked at least 1,250 hours during the 12 month period immediately preceding the date the leave is to begin, and be employed at a worksite where 50 or more employees are employed by the employer within 75 miles of that worksite.

### **Emergency FMLA Adds A New Reason for FMLA Leave**

Until December 31, 2020, the Emergency FMLA adds a **new reason for leave** and includes a **new paid leave mandate** pertaining to the COVID-19 emergency.

The Emergency FMLA says that the employee can use paid "family" leave if:

“the employee is unable to work (or telecommute) due to a **need for leave to care for the son or daughter under 18 years of age** of such employee if the school or place of care has been **closed, or the child care provider of such son or daughter is unavailable** due to a public health emergency.”

If an employee qualifies for the Emergency FMLA family leave, employers must pay the employee family leave at **67%, or two-thirds**, of the employee's regular rate, to a maximum of **\$200.00 per day** and an overall maximum of **\$10,000.00**.

### **New Paid Leave Mandate**

The Emergency FMLA says that the first **10 days** an employee misses work due to a school/childcare closure is **unpaid**. Of course, although the employee may choose to substitute any paid leave, such as PSL, as previously discussed and if applicable. Unlike the traditional FMLA leave, employers **may not** require employees to substitute their paid leave in this first two week period.

After the first 10 days has passed while an employee is on Emergency FMLA, the law requires that any additional leave taken by the employee, which is up to the total 12-week entitlement under FMLA, **must be paid**. The amount of pay must be at least **67%, or two thirds**, of the employee's regular rate of pay, as determined in accordance with the Fair Labor Standards Act, up to a maximum of **\$200.00 per day and \$10,000.00** aggregate per employee, for the number of hours that the employee would otherwise normally be scheduled to work.

Wages paid to employees under the Emergency FMLA **will not be subject to the 6.2 percent** Old-Age, Survivors, and Disability Insurance portion of the Social Security Payroll Tax typically paid by **employers** on employees' wages.

The same varying schedule calculation that applies to the Paid Sick Leave Act also applies here.

## Traditional Unpaid FMLA Leave Is Still In Effect

It is important to note that the Emergency FMLA mandate **does not apply** to regular FMLA leave, including for the illness of the employee or family member for conditions not cited in the new law.

### Who Is Covered?

This section will apply to public employers and to employers with fewer than 500 employees, rather than 50 or more, as is the case with traditional FMLA rules. Therefore, the Families First Act will cover small employers who would not ordinarily be subject to the FMLA.

Employers may exclude **health care providers and emergency responders from the definition of employee** under the Emergency FMLA.

We are still waiting for the DOL's regulations regarding the exemption of **small businesses with fewer than 50 employees if the sick leave mandate "would jeopardize the viability of the business as a going concern."**

That is an important difference between the PSL section and the Emergency FMLA when it comes to health care workers. Under the Emergency FMLA, employers of health care providers or emergency responders can exclude such workers from the FMLA expansion **without first waiting** for regulations from the Secretary of Labor.

Also, the Emergency FMLA allows employees to be eligible for this leave if they have been employed for at least **30 days**, rather than the 12 months that is typically required under the FMLA.

Also, there is no "hour of service" requirement employees must meet under this new "family" leave, as they are required to do under the FMLA.

### Use of Expanded FMLA

Where the need for leave is foreseeable, the employee must **provide as much notice as is practicable, as opposed to 30 days for regular FMLA**.

While the regular FMLA typically requires job reinstatement, the FMLA under the Families First Act provides that employers with fewer than 25 employees are **not** required to reinstate employees where:

1. The employee's job position no longer exists because of economic conditions or other changes in operating conditions caused by the public health emergency,
2. The employer makes reasonable efforts to restore the employee to an equivalent position and
3. If no such position is then available but becomes available within one year and the employer makes reasonable efforts to contact the employee. The one-year period begins on the earlier of the date on which the leave concludes or the date that is 12 weeks after the commencement of the leave.

## **Prohibited Actions and Enforcement**

The normal FMLA prohibitions and penalties apply to violations of the requirements under the Families First Act expansion under the FMLA. However, unlike other FMLA violations, the FMLA expansion provides that an **employer with fewer than 50 employees cannot be sued by an employee for violations of the right to leave for school/childcare closures.**

However, the employer may be subject to administrative enforcement or suit by the Secretary of Labor.

The Emergency FMLA also prohibits retaliation against an employee who either requests to use or uses Emergency FMLA leave. Under the FMLA, not only may an employer be held liable for violations, but also **individual managers and supervisors face risk of personal liability**. There is, therefore, the potential risk of personal liability under the expanded FMLA.

## **Existing Paid Leave Policies**

In reality, the Emergency FMLA is a new benefit that must be offered in addition to any existing paid leave benefit. However, this may be subject to change under the forthcoming regulations.

## **Gig and Self-Employed Workers**

Experts say one of the most innovative parts of the Families First Act is that it gives gig workers and self-employed similar benefits to Americans working at small and midsize companies. People who are self-employed but work for another employer (i.e., Lyft and Uber drivers, caterers or planners for major events like South by Southwest, etc.) are eligible for a tax credit of up to two weeks of sick pay at their average pay and 12 weeks of family leave pay at two-thirds their normal rate.

These workers must show they had to comply with a self-isolation recommendation or that they had to care for a child whose school closed due to the coronavirus. Their benefit is capped at \$511.00 per day for paid sick leave and \$200.00 for family leave (or the average daily income the person usually receives if it is less than those amounts).

The tax credit can be applied against a person's income taxes, and it is refundable, meaning taxpayers will get a government rebate if their sick or family leave pay was greater than their tax bill.

## **Tax Credits for Paid Sick Time and Paid Emergency FMLA Leave**

Refundable credits for the employer portion, but not the employee portion, of the Old-Age, Survivors, and Disability Insurance (OASDI) component of payroll taxes (i.e., the 6.2 percent employer portion of the Social Security tax) will be provided to employers to cover wages paid to employees for time off under the above PSL **and** the Emergency FMLA.

The PSL credit for each employee will be for wages, including qualified health plan expenses relating to those wages, of up to \$511.00 per day while the employee is receiving paid sick leave to care for himself or herself, or \$200.00 if caring for a family member or child whose school has closed. The credit will be limited to 10 days per employee per quarter.

The Emergency FMLA credit for each employee will be for wages, including qualified health plan expenses relating to those wages, up to \$200.00 per employee per day, and \$10,000.00 in the aggregate for all calendar quarters. Again, there are other limitations and conditions.

To prevent a double benefit, employers must include the amount of credits received in their gross income.

Employers should consult with their accountant or tax counsel for further guidance on the proposed tax credit.

### **New Group Health Plan Coverage**

All group health plans, insured and self-insured, must cover FDA authorized COVID-19 testing at **no cost-sharing and with no medical management requirements, such as prior authorizations**. The testing must be provided without application of any **deductible, co-insurance, or co-pay**.

This coverage must also include items that result in an order for COVID-19 testing.

There is a great deal that is uncertain about how these rules will be applied to employer health plans. It is important that employers contact their insurers and third party administrators to discuss how this provision will be implemented since it is effective immediately.

### **Next Steps for Employers**

Given the many school closures in so many jurisdictions and the increasing number of infected individuals, as well as the expanding numbers of people who are subject to governmental or employer-required quarantines, employers must take action to prepare for the impending effective date of the Families First Act.

As for PSL, employers will need to be ready to comply with this new 80 hours of paid sick leave mandate.

Likewise, employers must be ready to comply with the “Emergency FMLA.” This means covered employers (those with fewer than 500 employees) will also need to prepare to provide this new paid leave benefit, which may be compensated at the 67% (two-thirds) rate, subject to the \$200.00 daily cap and \$10,000.00 in the aggregate.

The notice and designation requirements of regular FMLA will apply to employers and employers need to ensure compliance. Those with fewer than 50 employees may wish to see if the Secretary of Labor will grant the referenced hardship exemption (although it is not yet clear how exemptions will be determined). Similarly, those employing certain healthcare personnel or emergency responders may also be exempted by the Secretary.

Also, employers must ensure that they obtain and post the Secretary of Labor’s soon-forthcoming notice.

Employers should also be aware that employees without paid leave rights may be entitled to unemployment insurance benefits, which the Act specifically encourages the states to extend to COVID-19-related illnesses and quarantines.

## GENERAL SUMMARY

In summary:

- Public employers and private employers with fewer than **500** employees must provide Emergency FMLA paid leave to employees and Paid Sick Leave.
- Full-time and part-time employees get **80** hours of Paid Sick Leave. PSL is capped at \$511.00 per day and \$5,110.00 in the aggregate for leave taken by employees on their **own behalf**. PSL is capped at \$200.00 per day and \$2,000.00 in the aggregate for leave taken to **care for a covered family member**.
- Employers who do not meet the standard threshold of "**50** or more employees for each working day during each of 20 or more calendar workweeks in the current or preceding calendar year" are not subject to civil actions filed by employees for violation of Emergency FMLA, but they can be held civilly liable by the Secretary of Labor.
- Employees who have worked for the employer for **30** or more calendar days are eligible for Emergency FMLA.
- Employers with fewer than **25** employees do not have to reinstate an employee after Emergency FMLA leave if certain specific conditions (as previously described) are met.
- Both Emergency FMLA and Paid Sick Leave provide leave for closure of a child's school or care facility if the child is under the age of **18**.
- Emergency FMLA provides **12** weeks of job-protected leave for the employee's use due to certain stated conditions.
- The first **10** days of Emergency FMLA is be unpaid. Employees may elect to use accrued paid leave, but employers cannot force them to do so. After the first 10 days of Emergency FMLA, the remainder of the leave period is paid. Emergency FMLA paid leave is capped at \$200.00 per day and \$10,000.00 in the aggregate.
- For employees whose work schedule varies week to week, employers can calculate the appropriate number of leave hours by taking the average number of hours worked per week during the six months before the employee is to start leave for both the Emergency FMLA and Paid Sick Leave.

Note: the six-month lookback applies only for part-time employees under Paid Sick Leave.

- Part-time employees receive Paid Sick Leave equal to the number of hours they work, on average, over a two-week period
- Employees receive only 67%, or two-thirds, of their pay for Emergency FMLA and Paid Sick Leave for care of family members.

**Scott Warrick, JD, MLHR, CEQC, SHRM-SCP**  
*Scott Warrick Human Resource Consulting, Coaching & Training Services*  
*Scott Warrick Employment Law Services*  
(614) 738-8317 ♣ [scott@scottwarrick.com](mailto:scott@scottwarrick.com)  
[www.scottwarrick.com](http://www.scottwarrick.com) & [www.scottwarrickemploymentlaw.com](http://www.scottwarrickemploymentlaw.com)

Link Up With Scott On [LinkedIn](#)

Scott Warrick, JD, MLHR, CEQC, SHRM-SCP ([www.scottwarrick.com](http://www.scottwarrick.com) & [www.scottwarrickemploymentlaw.com](http://www.scottwarrickemploymentlaw.com)) is both a practicing Employment Law Attorney and Human Resource Professional with almost 40 years of hands-on experience. Scott uses his unique background to help organizations get where they want to go, which includes coaching and training managers and employees in his own unique, practical, entertaining and humorous style.

**That is why Scott has been described as “The Comedian Trainer.”**

**[Scott Trains Managers & Employees ON-SITE in over 50 topics](#) ... all of which can be customized **FOR YOU!****

***LET SCOTT DESIGN A PROGRAM FOR YOU!***

Scott combines the areas of law and human resources to help organizations in “Solving Employee Problems **BEFORE** They Happen.” Scott’s goal is **NOT** to win lawsuits. Instead, Scott’s goal is to **PREVENT THEM** while improving **EMPLOYEE MORALE**.

Scott’s book, **“Solve Employee Problems Before They Start: *Resolving Conflict in the Real World*”** is #1 for New Releases on Amazon for Conflict Resolution books!

Scott’s **“[Employment Law Videos](#)”** on the ADA, FMLA, FLSA and Harassment, **“[The Human Resource Professional’s Complete Guide To Federal Employment And Labor Law](#)”** & Scott’s **“[Do It Yourself HR Department](#)”** are favorites for anyone wanting to learn Employment Law and run an HR Department.

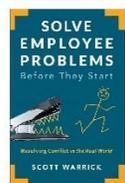
Scott has been named one of Business First’s 20 People To Know In HR, CEO Magazine’s 2008 Human Resources “Superstar,” a Nationally Certified Emotional Intelligence Instructor and a SHRM National Diversity Conference Presenter in 2003, 2006, 2007, 2008 and 2012.

Scott has also received the Human Resource Association of Central Ohio’s Linda Kerns Award for Outstanding Creativity in the Field of HR Management and the Ohio State Human Resource Council’s David Prize for Creativity in HR Management.

Scott’s academic background and awards include Capital University College of Law (Class Valedictorian (1st out of 233) and Summa Cum Laude), Master of Labor & Human Resources and B.A. in Organizational Communication from The Ohio State University.

For more information on Scott, just go to [www.scottwarrick.com](http://www.scottwarrick.com) & [www.scottwarrickemploymentlaw.com](http://www.scottwarrickemploymentlaw.com).

#1



**SOLVE  
EMPLOYEE  
PROBLEMS  
Before They Start**  
*Resolving Conflict in the Real World*  
SCOTT WARRICK

Solve Employee Problems Before They Start...  
Scott Warrick  
Paperback  
\$27.99  
Release Date: June 21, 2019

Amazon Hot New Releases:  
Our Best-Selling New Releases.



Scott Warrick's New Book  
By SHRM Is Ranked As The  
#1 New Release in  
Business Conflict Resolution  
& Mediation