

Worker Classification

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Christine V. Walters, MAS, JD, SPHR, is a human resources consultant and author who speaks regularly at industry events focused on HR legal practices and emerging issues.

Christine has been engaged as an expert witness for the defense, presented at conferences across the country, and testified before U.S. Congressional and state legislative committees and federal administrative agencies. Christine has been interviewed and quoted in a variety of media, including television, radio, and print. In March 2011, her first book, "From Hello to Goodbye: Proactive Tips for Maintaining Positive Employee Relations" was published by the Society for Human Resource Management.

After working nearly 10 years in HR administration, Christine started FiveL Company in 1998 as a part-time practice while working full time at the Johns Hopkins University as program director and interim department chair. She discontinued FiveL Company when she joined the law firm of Saul Ewing LLP in 2000, but she restarted the practice when she ventured out on her own to provide full-time human resources and employment law consulting in September 2002.

Christine served as an adjunct faculty member of the Johns Hopkins University from 1999 until 2006, teaching graduate-, undergraduate-, and certification-level courses.

Christine demonstrates her commitment to supporting and advancing the needs and interests of the business community and the HR profession by currently serving in a number of volunteer leadership roles.

Christine is licensed to practice law in Maryland.

Session Description:

A rose is not a rose. Whether you call a worker an employee, independent contractor, intern, volunteer, exempt, or non-exempt does not make it so. The challenge for employers is figuring out which of the myriad "tests" to apply to get to the proper worker classification. Getting it wrong can be costly and have unexpected implications. The first step is determining whether your worker will be an employee. If he or she will not be an employee, what will he or she be? An intern, volunteer, agency temp? If the worker will be an employee will he or she be classified as Fair Labor Standards Act exempt or non-exempt?



Join this interactive program as we review:

- Factors to consider for properly classifying independent contractors, unpaid interns, and volunteers;
- Factors to consider in assessing “joint employment” and “single employer” doctrines as they relate to workers from temporary agencies;
- FLSA classification for exempt versus non-exempt;
- Related federal and state legislative trends; and
- Proactive practices and pitfalls to avoid.

Learning Objectives:

- Compare and contrast the classification of interns and volunteers;
- Name and describe implications of joint-employment relationships; and
- List three tests for properly classifying an employee as exempt.

Top Three Session Ideas

Tools or tips you learned from this session and can apply back at the office.



1. _____

2. _____

3. _____