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**FN-1166758 MN-1166758 LN-1166758,
Esq.**

Dallas, Texas



Current Employer-Title DLH ADR Solutions PLLC - Principal

Profession Attorney, Mediator, Arbitrator

Work History Adjunct Professor, Texas A&M School of Law, Dispute Resolution Program, 2020 - Present; Principal, DLH ADR Solutions PLLC, 2017 - Present; Senior Corporate Counsel, Harland Clarke Holdings, 2011 - 2017; Attorney, Mediator and Arbitrator, The Law Office of Danielle L. Hargrove, 2007 - 2011; Senior Counsel (Business Law), CPS Energy, 2004 - 2007; Of Counsel, Wickliff & Hall, 1997 - 2004; Associate, Jones Kurth & Treat, P.C., 1994 – 1995.

Experience Twenty-nine years of extensive experience as an attorney advising in all aspects of employment and labor law, including compliance with state and federal employment laws, regulations, and resolving business disputes. Trained and has actively mediated for 25 years.

Litigated to conclusion or settlement Americans with Disabilities Act and Title VII cases, including class actions involving state police and fire department unions. Handled numerous cases at the agency level involving Family and Medical Leave Act, WARN Act, Office of Federal Contract Compliance Programs investigations, wage and hour (Fair Labor Standards Act), and workers' compensation matters.

Advised or Represented parties in numerous Equal Employment Opportunity Commission cases involving wrongful discharge and discrimination (race, sex, age, and disability). Cases involved commissions and deferred compensation, at-will status, executive employment agreements, severance packages, employee agreements, trade secrets, covenants not to compete, and confidentiality agreements.

Worked as outside and in-house counsel assisting employers in the private and public sector in investigating workplace matters within diverse industries. Experience conducting independent investigations and fact-finding and in training and overseeing HR personnel in their investigations including but not limited to the following areas: Absent Without Leave, Absenteeism, Alcoholism, Misconduct (off-duty/ personal), Contractor/Subcontractor, Demotion, Discrimination: Age, Race, Sex, Religion, National Origin and Disability, Discipline (Non-discharge), Discipline (Discharge

and non-Discharge), Drug/alcohol offenses, Falsification of Official Documents, Gender and Sexual Dispute, Layoffs, Leave, Incentive/Merit Pay, Misuse of Employer Property, Bullying, Social Media, Free Speech, Overtime Pay, Past Practice, Pension and Welfare Plans, Performance Appraisals, Promotions, Reduction-In-Force, Retirement, Safety/Health Conditions, Seniority, Severance Pay, Sexual Harassment, Americans with Disabilities Act, Family Medical Leave, Insubordination, Office Moves, Official Time/Union Business, Vacation (Personal Time Off) Leave/Pay, Telecommuting, Theft, Seniority, Workplace Violence/ Threats, Wages/Pay, Work Conditions.

Extensive experience conducting investigations involving senior or executive level employees and claims with potential high liability or public exposure.

Mediator Experience

Mediates full time, with the amount in dispute varying among numerous industries and issues, including but not limited to, construction, waste management, education, healthcare, intellectual property, and employment. Mediates many cases involving claims against small, medium and large employers. Also, mediates and arbitrates under employer-promulgated ADR programs.

Representative Issues Handled as a Mediator

Handled all issues in employment cases, including but not limited to allegations of race, sex and age discrimination; harassment (sexual and otherwise); and cases involving Americans with Disabilities Act. Also handled issues related to contract, commercial/consumer law, insurance disputes, intellectual property, and oil and gas disputes.

Mediator Style & Process Preferences

I believe each mediation is unique. Given some time and an opportunity, most cases can reach some type of reasonable resolution. I typically like to make a "connection" with the parties, so that they can trust me, what I am saying, and my chosen path to facilitate the discussions. I can be dogged to that end. I can be transformative, directive, facilitative - you name it. It will always depend on my best assessment of the needs and personalities of the parties and counsel. I am not beyond mixing things up and doing things out of the ordinary with the consent of the parties and their counsel. I like to think outside of the box. I typically caucus but have been known to not do so when discussions have gone well from the beginning. I like to interact with counsel beforehand so that they can get to know me and understand my varying approaches. I expect counsel to work with me concerning his or her client. I, too, will work with counsel regarding my interactions with his or her client.

Education

University of Texas (JD-1991); U.S. Air Force Academy (BS, Engineering Mechanics-1985).

Professional Licenses

Admitted to the Bar: Texas (1991); US District Court: Western District of Texas (1993), Southern Districts of Texas (1994); U.S. Court of Military Appeals (1993); U.S. Air Force Court of Military Review (1991); U.S. Supreme Court (2011).

Professional Associations

National Academy of Arbitrators; American Bar Association; Association of Attorney Mediators; National Association of Railroad Referees; ABA Labor and Employment Section; Texas and San Antonio Bar Foundations (Sustaining Fellow and Fellow).

Recent Publications & Speaking Engagements

National Association of Railroad Referees, "50 Shades of Gray" – The Final Episode – On Property Disciplinary Hearing, September 2019; Texas Labor Management Conference, "Red Light Green Light: Arbitrators in the Hot Seat", July 2019; Bexar County Women's Bar Association, "Challenges of Starting & Running a Niche Practice", June 2019; State Bar of Texas, "Arbitration Strategies: Taking Your Practice to the next Level", March 2019; Corporate Counsel Women of Color 14th Career Strategies Conference, "Diverse Neutrals and Opportunities for Influence, Career Progression and Transformation", October 2018; Texas Labor Management Conference, "Red Light Green Light: Arbitrators in the Hot Seat", July 2018; 20th ABA Dispute Resolution Section Annual Spring Conference, "Mediator as Village Elder", Apr 2018; NELC Annual Meeting, Tips and Tricks for Mediating and Arbitrating Employment Cases, April 2018; Corporate Counsel Women of Color 11th Career Strategies Conference, "Mediation as a Second Career", Sep 2015; "Women in Leadership", Texas Diversity Council, 2014; National Bar Association 87th Annual Meeting, "Regional ADR Case Law Update", 31 July - 3 August 2011; NAA, SW Regional meeting, "Ethics and Employment Arbitration", March 27, 2009; 3rd National Conference of Minority Professionals in ADR Conference, NARR Annual Meeting, "Just What Are Arbitrators Looking For In Termination and Rules Cases?", September 18, 2008; Capital University, "Alternate Dispute Resolution Best Practices for Arbitration Agreements and Neutrals", May 16, 2007; "Mediators: What to Look for and How you can Help Them Help You," SAN ANTONIO LAWYER, Jan-Feb 2004; Co-author, "Law Firms & Employment Laws: We're Not Above the

Law," TEXAS BAR JOURNAL, vol. 59, no. 5, 1996; "Handbook May Affect Employment At-Will Rule," SAN ANTONIO BUSINESS JOURNAL, October 11, 1996.

Mediation Rate	\$3,500 Per Day
Languages	English
Citizenship	United States of America
Locale	Dallas, TX

The AAA's Rules provide the AAA with the authority to administer a mediation including, mediator appointment, general oversight and billing. Accordingly, mediations that proceed without AAA administration are not considered AAA mediations, even when the parties select an mediator who is on the AAA's Roster.

The information contained in this resume has been supplied solely by the individual mediator and may, or may not, be a complete recitation of their experience. The AAA assumes no responsibility for the content, completeness, accuracy, or reliability of the information contained in a mediator's resume. If you have any questions about a mediator's experience or background, you are encouraged to contact your case manager.

Mediators on the AAA Roster are not employees or agents of the AAA.