# CRISTINA G. BANKS, PH.D.

cbanks@berkeley.edu (510) 207-7480

# EDUCATION

Ph.D. University of Minnesota, Industrial/Organizational Psychology, 1979

B.A. University of California, Berkeley, Psychology (Highest Distinction), 1974

# PRESENT EMPLOYMENT

Director, Outreach Core, CALIFORNIA LABOR LABORATORY, University of California, Berkeley. Lead translation of research findings into practice and policy for stakeholders, develop educational programming for dissemination of a consolidated body of knowledge regarding health and well-being, provide policy recommendations to promote Total Worker Health.

Director, INTERDISCIPLINARY CENTER FOR HEALTHY WORKPLACES, University of

California, Berkeley. Lead a consortium of researchers and professionals in the development of a national depository of research findings and state-of-the-art applications of proven factors that promote employee health and well-being. 2012 – Present

Senior Lecturer, HAAS SCHOOL OF BUSINESS, University of California, Berkeley. Courses taught: Human Resource Management, Organizational Behavior, Leadership & Management, and Personnel Psychology, 1992 – Present

President and Founder, LAMORINDA CONSULTING LLC, Moraga, CA. Provide advice/counsel and consulting services to private and public companies regarding organizational strategy, employment and wage/hour litigation, and human resource management. 2004 – Present

IC Managing Director, BERKELEY RESEARCH GROUP (BRG), Emeryville, CA. Provide expert testimony and consulting services to companies in the areas of wage/hour law, employment discrimination, test development and validation, and human resource management. 2014 – Present

# PREVIOUS POSITIONS

Senior Vice President, RIGHT MANAGEMENT CONSULTANTS, Oakland, CA. Led strategic business development for North America. Served as expert in consulting projects and in employment and wage/hour litigation. 2004

Senior Vice President, THE EMPOWER GROUP, Oakland, CA. Develop client solutions and coordinate delivery of consulting services for the Americas. Led consulting projects nationally. Lead litigation support projects. 2002 -2004

Managing Director, THE EMPOWER GROUP dba Terranova Consulting Group. Led the organization in practice and business development. Led consulting business in performance management/assessment, organizational development, organizational change, human resource strategy, and litigation support. Served as the testifying expert in employment and wage/hour cases. 2001 - 2002

Principal and Co-Owner, TERRANOVA CONSULTING GROUP (formerly Human Resource Solutions), Orinda, CA. Led the consulting business, including projects focused on human performance and organizational strategy, articulation of mission and values, business planning, and culture change. Developed and validated employment tests. Consulted and testified in employment and wage/hour cases. 1997 - 2001

President and Founder, HUMAN RESOURCE SOLUTIONS. Consulted in human performance and organizational strategy, job re-engineering, organizational restructuring, and performance improvement. Served as testifying expert in employment cases. 1977 - 1996

Research Associate, Institute of Industrial Relations, University of California at Berkeley. Organized conferences, conducted research on performance management. 1985 –1991.

Executive Consultant, STATE FARM INSURANCE COMPANIES, North Coast Region, Rohnert Park, CA. Chosen as leader in the field on the west coast. Joined a national cohort of experts advising executives of the company. Advised regional executives on performance enhancement strategies and organizational change. Provided management development programs. Created performance management processes for tracking performance effectiveness. 1997 – 2000

Program Director, Center for Organization and Human Resource Effectiveness (COHRE), UNIVERSITY OF CALIFORNIA, Berkeley. Designed and delivered state-of-the-art conferences on emerging trends and issues affecting organizational performance effectiveness. Recruited faculty and business experts for membership and attendance at conferences, selected speakers.

Conducted research on conference topics and potential impacts. Facilitated conference proceedings. Wrote reports on conference learning and recommendations for future action.

1997- 2001

Corporate Board of Directors, WHOLE FOODS MARKET, Inc. (WFMI) Nominating and Compensation Committees. 1992 – 1999

Corporate Board of Directors, CHALONE WINE GROUP, Inc. (CHLN) Audit and Compensation Committees. 1999 – 2003

Research Associate, PERSONNEL DECISIONS RESEARCH INSTITUTE (PDRI), a research and consulting firm. Minneapolis, MN 1975-1977

# PREVIOUS ACADEMIC EMPLOYMENT

Director of Undergraduate Programs, Walter A. Haas School of Business, UNIVERSITY OF CALIFORNIA, Berkeley. Oversight of student admissions, set educational policy, hired and managed faculty and office staff. 1987 - 1992

Lecturer, Walter A. Haas School of Business, and Department of Psychology, UNIVERSITY OF CALIFORNIA, Berkeley. Courses taught: Human Resource Management, Organizational Behavior. 1985 - 1992

Assistant Professor, Department of Management, Graduate School of Business, THE UNIVERSITY OF TEXAS AT AUSTIN. Courses taught: Personnel Management, Organizational Behavior, Interpersonal Dynamics, and Personnel Assessment. 1979 - 1984

Instructor, Department of Management, College of Business Administration, THE UNIVERSITY OF TEXAS AT AUSTIN. Courses taught: Interpersonal Dynamics, Organizational Behavior. 1977 - 1979

# PROFESSIONAL AWARDS

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| 20152010 | Distinguished Speaker Award, CoreNet GlobalFellow, Society for Industrial/Organizational Psychology |
| 2010 | Fellow, American Psychological Association |
| 2009 | American Psychological Association Presidential Citation for Innovative Practice |
| 2004 | Leadership California Service Award |
| 1988 | Women Health Care Executives “Woman of the Year” |

 **GRANTS**

2021 NIOSH Center of Excellence Award, $5.4M (5-years, $486,000 to ICHW)

2017 Transamerica Center for Health Studies Grant, $155,000

2017 Office Ergonomics Research Council, $25,000

2018 Peder Sather Foundation Grant, $40,000.

2018 Plantronics, $50,000

2018 DLR, $25,000

2018 PATH to Care, $15,000

 **EXECUTIVE EDUCATION**

In the United States:

* National Council on Teacher Retirement Systems (NCTRS)
* Strategic HR Executive Program, UC Berkeley CED
* HR University, Northern California Human Resource Association
* Sybase Executive Leadership Program
* Berkeley Executive Program
* California State Court Program: Application of Business to the Courts
* Global Manager Program: Human Resource Management
* TAG Aviation Base Managers Program: Leadership and Management
* Pacific Bell High Performance Program
* Robertson and Stephens, Inc., Venture Capital CEO Conference
* Alaska Public Radio Network Advanced Strategic Management
* Exxon Corporation
* Shell Oil
* National Network of Hispanic Women
* Colorado Home Economics Association and Home Economists in Business
* Advanced Cardiovascular Systems Management Training
* Texas Instruments Management Development Program
* Institute of Industrial Relations, University of California, HR Conferences
* The University of Texas Management Development Program
* Chugai Pharmaceuticals: Human Resource Management for R&D
* Bank of Thailand: Human Behavior and Leadership
* Federation of Korean Industries Top Management Program
* Kirin International Management Program
* Japan Productivity Center Management Consultant Program

Outside United States:

* Infotec Human Resource Managers Program, Mexico City
* Times Conferences Global Executive Program, Singapore
* Prosvi Management Program, Sicily
* Seminarium: Update in Human Resource Management
	+ Ecuador
	+ Bolivia
	+ Uruguay
	+ Mexico
	+ Chile
	+ Argentina
	+ Peru
	+ Columbia

# PROFESSIONAL AFFILIATIONS

Executive Advisory Board, Leadership California

Board of Directors, Northern California Human Resource Association (formerly)

Advisory Board, HR Advisor (formerly)

Editorial Board, Human Performance (formerly)

Board of Directors, San Francisco Playhouse (formerly)

Advisory Board Member for the UNIVERSITY OF CALIFORNIA, Berkeley: Certificate Program in Training and Human Resource Development Certificate Program in Human Resource Management

Society for Industrial/Organizational Psychology (SIOP):

 Chair, Advocacy for Health and HealthCare

 Professional Practice Officer, Executive Board

Committee Member, APA Testing Standards Review Taskforce Chair, Healthiest Workplace Initiative Delegate, The Future of Psychology Practice Summit

Committee Member, M. Scott Myers Award for Applied Research in the Workplace SIOP Program Committee (Reviewer) and Program Subcommittee (Final Program)

Treasurer and Trustee, GOGGIO FAMILY FOUNDATION. A non-profit private foundation supporting education, health, ecological and technological innovations.

Founder, Past President and Board Member, Foundation for LEADERSHIP CALIFORNIA.

A non-profit public charity that delivers public policy educational programs to selected

women leaders across industry sectors (1989 – 1996)

*Ad hoc* Reviewer for:

Journal of Applied Psychology

Journal of Industrial Relations

Social Science Quarterly

Personnel Psychology

California Management Review

Faculty Sponsor:

Student Human Resources Association (1985 - Present) OBIR Club (1987 - 1994)

American Society for Personnel Administration (1981 - 1984) Graduate Business Women's Network (1980 - 1983)

# PUBLICATIONS

## ARTICLES AND PUBLISHED REPORTS

1. Augustin, S., Milota, C., and Banks, C.G. (2022). Real world spaces and creative thinking. *Translational Workplace Research.*
2. Jetha A., Shamaee A., Bonaccio S., Gignac M.A.M., Tucker L., Tompa E., Bültmann U., Norman C., Banks C.G., and Smith P. (in press). Fragmentation in the future of work: A horizon scan examining the impact of the changing nature of work on workers experiencing vulnerability. *American Journal of Industrial Medicine.*
3. Banks, C.G. and Witt, L.A. (2021). Leveraging healthy workplaces as a strategic benefit. *Journal of Total Rewards*, *Q1,* 55-70.
4. Yelin, E., Katz, P., and Banks, C.G. (2020). A policy to do better next time: Lessons learned from the COVID-19 pandemic. *ACR Open Rheumatology*, 2 (5), May 2020 (253-254.
5. Banks, C.G. (2018) Health, Safety, Well-Being and Economic Security Implications of Gig Work: An Interdisciplinary Perspective. “Think Piece” for ILO World Day for Safety and Health at Work.
6. Banks, C.G. (2018). Why design for wellness? *The Leader*, June, pp. 22-24.
7. Banks, C.G., Winslow, C., and Thibau, I. (2018) Finding Fit: Implementing Wellness Programs Successfully. *2018 Employer Guide*, Interdisciplinary Center for Healthy Workplaces and Transamerica Center for Health Studies.
8. Banks, C.G. and C. Hanvey. 2016. On the legal front: Wage and hour litigation developments and trends. *The Industrial-Organizational Psychologist*, 53 (3), 80-87.
9. Banks, C.G. and Arnold, E. California employers get a break with Brinker but what does it really mean? *HR Advisor*, Nov-Dec, 2008.
10. Banks, C.G. How to comply with meal and rest break law and policy. *HR Advisor*, May-June, 2006.
11. Banks, C.G. and Aubry, L. W. How to conduct a wage and hour audit. *HR Advisor*, Mar-April, 2005. Reprinted in *Bender’s Labor and Employment Bulletin*, Vol. 5, No. 6 at 292-302, June, 2005.
12. Banks, C.G. Keeping exempt jobs exempt: How to avoid wage and hour litigation. *HR Advisor*, Mar-April, 2004.
13. Banks, C.G. and Murphy, K.R. Narrowing the research-practice gap in performance appraisal. *Personnel Psychology*, 1985, 38, 335-345. Reprinted in: *Readings in Industrial and Organizational Psychology*, Dorsey Press, 1986. *Activities in Personnel and Human Resource Management: Readings, Cases, and Exercises,* Houghton Mifflin Co., 1988. *Performance*, KEND Publishing, 1988.
14. Banks, C.G. and Roberson, L. Performance appraisers as test developers. *Academy of Management Review*, 1985, 10, 128-142.

## BOOKS, CHAPTERS AND OTHER ARTICLES:

1. Bennett, J., Banks, C.G., and Chan, A. (in press). An Integrated Framework for Organizational Well-Being: Updated Themes, Potential Competencies, and A Broader Horizon. *Handbook of Occupational Health Psychology (4th Ed.)*, Oxford University Press: Oxford.
2. Banks, C.G. (in press). What it takes to be creative and innovative: An organizational perspective. In *Spaces for Creativity + Innovation*: DLR Group.
3. Banks, C.G., DeClercq, C., and Thibau, I.J.C. (2019) *Built to Thrive: How to Build the Best Workplaces for Health, Well-Being, and Productivity.* Interdisciplinary Center for Healthy Workplaces, University of California, Berkeley.
4. Maslach, C., and Banks, C.G. (2017). Psychological connections with work. In C. Cooper & M.

P. Leiter (Eds.), *Routledge Companion to Wellbeing and Work*. NY: Routledge.

1. Hanvey, C.M., and Banks, C.G. Wage and hour litigation. In C. Hanvey and K. Sady (Eds.) *Practitioners’ Guide to Legal Issues in Organizations*. Springer, 2015.
2. Banks, C.G. Going global or staying local. In J. Hedge and W. Borman (Eds.) *The I/O Consultant’s Handbook*. APA Books, March, 2008.
3. Banks, C.G. An on-demand world requires on demand people: Talent, not title or affiliation, is the new corporate currency. IBM Corporation, *InsideOut Series*, December, 2005.
4. Banks, C.G. and Cohen, L. Wage and hour litigation: I-O psychology’s new frontier. In F. J. Landy (Ed), *Employment Discrimination Litigation*. Jossey-Bass/Pfeiffer, 2005.
5. Banks, C.G. Managing the extended enterprise: An organizational view. *IBM Summit Conference Proceedings*, New York, October 2004.
6. Banks, C.G., and May, K.E. Performance management: The real glue in organizations. In A.I. Kraut and A. K. Korman (Eds), *Evolving Practices in Human Resource Management: Responses to a Changing World of Work*. Jossey-Bass Inc., 1999.

## PAPERS AND REPORTS:

1. Innstrand, S.T.,  Banks, C., Maslach & Lowenstein, C. Healthy Universities: Exploring the Relationship between Psychosocial Needs and Health Among University Employees. *Journal of Workplace Behavioral Health, Submission ID220350393*
2. Innstrand, S.T., Christensen, M., Grødal, K., and Banks, C. (2022). Within, - and between-person changes in work practice and experiences due to COVID-19. Lessons learned from employees working from home, having a hybrid solution, and working at the office
<http://review.frontiersin.org/review/948516/0/0> *Frontiers in Psychology,* *Manuscript ID: 948516*
3. Banks, C.G. (in progress). Blueprint for Building Healthy Workplaces and Employers Loving It.
4. Augustin, S., DeClercq, C., Pittman, M., and Banks, C.G. (in progress) The Relationship between Environmental Design Factors and Organizational Outcomes.
5. Lee, H., Banks, C.G., and Lindeman, D. (in progress) A Review of Health Technology Efficacy in Promoting Health and Well-Being in Workplaces.
6. Banks, C.G. (in progress) Criterion Measures to Use in Human Factors/Ergonomics Research for Demonstrating Business Value.
7. Innstrand, S.T., Banks, C.G., Maslach, C., and Lowenstein, C. (in progress) Healthy Universities: Exploring Basic Psychological Needs and Health among Faculty Members.
8. Banks, C.G., and Yelin, E. (2020). What we have learned during the pandemic. Interdisciplinary Center for Healthy Workplaces, University of California, Berkeley.
9. Banks, C.G., Maslach, C., Innstrand, S.T., Christensen, M., Wiik, R., and Heikkila-Tammi, K. (2019). Understanding Healthy Workplaces: Cross-Cultural Comparisons between Norway and the United States. Final Report to the Peder Sather Foundation.
10. Banks, C. G. Creating Healthy Workplaces. ICHW White Paper, 2014.
11. Banks, C. G. The New Organizational Template: How to Design Work and Workplaces for Employee Health and Well-Being. Interdisciplinary Center for Healthy Workplaces, August, 2013.
12. Banks, C.G. Job Analysis for Assessing Time Spent Performing Exempt Work. Annual Society for Industrial-Organizational Psychology Conference, Houston, TX, 2013.
13. Banks, C.G. Issues and methodologies in wage and hour cases: Choosing the right methodology. Annual Society for Industrial-Organizational Psychology Conference, San Diego, CA, 2012.
14. Banks, C.G. Providing the right data to address certification and merits issues in wage & hour cases. ABA Section of Labor and Employment Law, 5th Annual Labor and Employment Law Conference, Seattle, Washington, 2011.
15. Banks, C.G. Creating opportunities for women pharmacists. Proceedings of the American Pharmacy Association Conference, Austin, Texas, 1984.
16. Banks, C.G. and Williams, L.L. Career antecedents, work styles, family situation, decision-making, and perceptions of women leaders: A descriptive study of Leadership Texas women. Texas Foundation for Women's Resources, Austin, Texas, 1984.
17. Banks, C.G., Ostroff, C., and Souter, E. Motivations, aspirations, perceptions, and work styles of Leadership Texas women. Texas Foundation for Women's Resources, Austin, Texas, 1983.
18. Banks, C.G. and Toquam, J. Validation of the IRJ technique for analyzing the rating process. Proceedings of the Military Testing Association, San Antonio, Texas, 1982.
19. Labig, C.E., and Banks, C.G. Attitudes Toward Unions. Proceedings of the Academy of Management, Southwest Division, Dallas, 1982.

## ACADEMIC PRESENTATIONS

### Society for Industrial/Organizational Psychology:

1. Poster: “The Case for a Shift in Strategic HR; Healthy Workplaces as a Benefit” with L.A. Witt. Society for Industrial/Organizational Psychology Annual Meeting, Virtual, 2021.
2. Panel Discussion: “Occupational Health, Safety, and Well-Being: Helping Promote Evidence-Based Practice.” Society for Industrial/Organizational Psychology Annual Meeting, Anaheim, CA, 2016.
3. Panel Discussion: “Implications of Revisions to FLSA Exemptions for Organizations and Employees.” Society for Industrial/Organizational Psychology Annual Meeting, Anaheim, CA, 2016.
4. Panel Discussion: “Competencies and Content Expertise for I/O Psychology Expert Witnesses.” Society for Industrial/Organizational Psychology Annual Meeting, Anaheim, CA, 2016.
5. Panel Discussion: “Get Smart About Occupational Health and Well-Being.” Society for Industrial

 /Organizational Psychology Annual Meeting, Anaheim, CA, 2016.

1. Symposium: “Program Evaluation: A Growing Interest in Evidence-Based Decision Making.” Society for Industrial /Organizational Psychology Annual Meeting, Philadelphia, PA, 2015.
2. Symposium: “Working Longer: The Changing Nature of the Retirement Landscape (Discussant).” Society for Industrial /Organizational Psychology Annual Meeting, Honolulu HI, 2014.
3. Symposium: “How Psychologists Can Help Create Healthy Workplaces.” Society for Industrial /Organizational Psychology Annual Meeting, Honolulu HI, 2014.
4. Workshop: “Building a Compelling Brand: Guidebook for I-O's.” (with W. Casio). Society for Industrial-Organizational Psychology Annual Meeting, Houston, TX, 2013.
5. Symposium: “Innovations in I/O Psychology Science and Practice: Pushing the Envelope.” Society for Industrial /Organizational Psychology Annual Meeting, Houston, TX, 2013.
6. Symposium: “Issues and Methodologies in Wage and Hour Cases: Choosing the Right Methodology.” Society for Industrial /Organizational Psychology Annual Meeting, San Diego, 2012.
7. Panel Discussion: “Job Analysis in a Legal Environment.” Society for Industrial/Organizational Psychology Annual Meeting, San Diego, 2012.
8. Symposium: “SIOP 2035—The Next 25 Years: Visions for the Future.” Society for Industrial/Organizational Psychology Annual Meeting, Atlanta, 2010.
9. Symposium: “Methodological Approaches to Wage and Hour Cases.” Society for Industrial/Organizational Psychology Annual Meeting, New Orleans, 2009.
10. Master Tutorial: “Update in Wage & Hour Litigation: New Opportunities for I-O Psychologists” (with L. Aubry). Society for Industrial/Organizational Psychology Annual Meeting, San Francisco, 2008.
11. Master Tutorial: “I-O Psychology’s New Frontier: Wage and Hour Litigation.” (with F. Leffler). Society for Industrial/Organizational Psychology Annual Meeting, New York, 2007.
12. “Work/Life Balance in High Tech” (with M. Donovan). Society for Industrial/Organizational Psychology Annual Meeting, San Diego, 2001.
13. “Retention of ‘Welfare to Work’ Employees” (with K. Jung). Society for Industrial/Organizational Psychology Annual Meeting, New Orleans, 2000.
14. “HR Audit: The Procedural Perspective: Helping Small Businesses Make Smart Human Resource Practice Choices” (with K. May). Society for Industrial/Organizational Psychology Annual Meeting, St. Louis, 1997.
15. “Affirmative Action: Equal Opportunity or Equal Results?” Society for Industrial/Organizational Psychology Annual Meeting, San Diego, 1996.
16. “Downsizing and Other Organizational Transformations in the Public Sector.” Society for Industrial/Organizational Psychology Annual Meeting, San Diego, 1996.
17. "Narrowing the Gap between I/O's and CEO's: What CEO's Need to Understand About I/O Psychology and What I/O Psychologists Need to Understand About CEO's." Society for Industrial/Organizational Psychology Annual Meeting, Orlando, 1995.
18. "Development and Content Validation of Multiple-Test Selection Procedures" (with K. May and K. Mosier). Society for Industrial and Organizational Psychology Annual Conference, Miami, 1989.
19. Roundtable Discussion: "The Impact of Changing Workforce Demographics on Selection and Training in Organizations." Society for Industrial and Organizational Psychology Annual Conference, Dallas, 1990.
20. Symposium: "Making Sense and Making Progress: The Performance Judgment Process," "The Contribution of Rater Training to Performance Measurement," and "The Usefulness of Academic Research." Society for Industrial and Organizational Psychology Annual Conference, Atlanta, 1987.

### American Psychological Association:

1. "Driving Interdisciplinary Science: Psychologists' Involvement in Interdisciplinary Research & Practice." Panel Presentation with Denise Baker (Missouri University), and Aimee James (Washington University). American Psychological Association Virtual Convention, August 2020. https://umsystem.zoom.us/rec/share/\_NFzE\_LN52NOWreOs3\_xC614JN\_Haaa82yUfr\_oPxB4FpWfXN1VG6F07fmKdDDTJ?startTime=1595014127000
2. “An Integrated Approach to Healthy Workplace Design.” American Psychological Association Convention, Washington DC, 2017.
3. “Designing to Optimize Organizational and Individual Performance.” American Psychological Association Convention, Toronto, 2015.
4. “How Psychologists Can Help Create Healthy Workplaces.” American Psychological Association Convention, Washington DC, 2014.
5. “Innovation in Job Analysis: Creating Solutions to Unique Challenges.” (Symposium Discussant) American Psychological Association Conference, Orlando, FL, 2012.
6. "Implications of Workforce 2000: Selection and Training." American Psychological Association Convention, San Francisco, CA, 1991.
7. "Beyond Job Knowledge: Increasing Performance Appraisal Accuracy through Assessment Skills." American Psychological Association Convention, Washington, D.C., August 1986.
8. "The Appraisal Task and the Role of Observation." American Psychological Association Convention, Anaheim, 1983.
9. "Relationship between Cognitive Schema and Rating Accuracy" (with L. Roberson and C.A. Paradise). American Psychological Association, Anaheim, 1983.
10. “Behavior Indices of Raters' Cognitive Processing." American Psychological Association, Washington, D.C., 1982.
11. "Analyzing the Rating Process: A Content Analysis Approach." American Psychological Association, New York, 1979.

### Other Professional Societies and Organizations:

1. “The New Built Environment: Materials, Spaces, and the Human Condition.” Occupational and Environmental Medicine, University of California San Francisco Department of Medicine, “New Jobs, Novel Technologies, and Changing Hazards at Work in the Environment” Continuing Education Program. March 2021.
2. "Interdisciplinary Solutions to Complex Problems: Going to Mars"  with Kathleen Mosier (TeamScape LLC, SF State University), Andrew Imada (Imada & Associates), Kriss Kennedy (University of Houston), Christopher Miller (Smart Information Flow Technology). IEA Webinar. May 2020.
3. “Pandemic Urbanism: Pandemics, Work, and Workplaces.” Webinar presentation with Ed Yelin for Columbia University, hosted by Caitlin DeClercq (Columbia University) and Mohammad Gharipour (Georgia Tech University), August 2020. <https://youtu.be/_sGBmQ8KN-A>
4. "Contradictions: Inclusive Design for All Generations.” Panel Presentation with Sven Govaars (Steelcase), Dean Strombom (Gensler), Scott Phillips (Salesforce), and Drew Jones (OpenWork Agency). NeoCon Conference, July 2020. <https://youtu.be/MhAkcf-YlEk>
5. "Virtual Dialogue on Future Workplace Engagement." Verizon Post-Pandemic Research Webinar with Paul Scialla (Delos), Siobhan Barry (Gensler), Gervais Tompkin (Gensler), and Mike Taylor (The Ridge, Benchmark Hospitality). June, 2020.
6. “Interface Adaptation Series: Implications for the Individual." Panel Presentation with Joe Connell (Perkins & Will) and Oliver Heath (Oliver Heath Design). June, 2020. <https://youtu.be/Z7WNahk06EA>
7. "Future of the Practice." AIA Detroit Leadership Development Program Webinar with Don Ricker (Gensler). June 2020.
8. "Building a Culture of Trust in the COVID-era Workplace." Comfy Webinar with Tim Oldman (Leesman), Adam Stoltz (HOK), Franziska Dolak (Siemens), and Erica Eaton (CEO, Comfy). <https://www.youtube.com/watch?v=84tIfFscotc&feature=youtu.be>
9. "Built to Thrive: Creating the Best Workplaces for Health, Well-Being, and Productivity." IFMA Global Virtual Event Webinar with David Gray (Colliers), Kate North (Colliers), and Sally Augustin (UC Berkeley, Design With Science). May 2020. https://register.gotowebinar.com/recording/6790568826112637953
10. “Development of a Healthy Workplace Assessment” with C. Maslach, S.T. Innstrand, M. Christensen, and R. Wiik. Work, Stress & Health Conference, Philadelphia PA, 2019.
11. “It Takes Partners to Create Solutions Management Wants” with K. Mosier, K.J. Kennedy, C. Miller, and A.S. Imada. Human Factors/Ergonomics Annual Conference, Seattle WA, 2019.
12. “Successful Implementation of Wellness Programs in Small and Medium-Sized Organizations.” Taft-Hartley Benefits Annual Conference, Las Vegas NV, 2019.
13. “The Future is Gen Z” with M. Jancourt. CoreNet Global Summit, Anaheim CA, 2019.
14. “Our Next Now: Work Experiences for Continuous Learning” with M. Jancourt. EMEA CoreNet Global Summit, Amsterdam, 2019.
15. “An Integrated, Multi-Level Model of Employee Health and Well-Being. Wellness at Work Conference, Paris, 2019.
16. “Application of a Needs-Based Model of Heathy Workplaces to Wellness Program Design and Participation” with I.J.C Thibau and C. Winslow. Wellness at Work Conference, Paris, 2019.
17. “A Qualitative Analysis of Organizational Antecedents of Workplace Sexual Harassment” with C. Winslow. Wellness at Work, Paris, 2019.
18. “The Interdisciplinary Center for Healthy Workplaces: A Different Approach?” Total Worker Health Conference, NIOSH, Washington DC, 2018.
19. “The Future of Gen Z.” with C. DeClercq & M. Jancourt. CoreNet Global Summit. Boston, 2018.
20. “Building a Culture of Health.” Orange Telecom UC Berkeley Executive Education Program, 2018.
21. Panel Chair: “Enhancing Worker Capability through HFE: Evidence Management Can Understand.” Human Factors/Ergonomics Annual Conference, Philadelphia PA, 2018.
22. “Total Worker Health.” California Industrial Hygiene Council/SVS-American Industrial Hygiene Association Summit, Sacramento, 2018.
23. “How Do You Design For Wellness?” Corporate Real Estate Forum, CoreNet Global Summit, Stanford University, 2018.
24. “Expanding the Options: Alternative Ways to Measure HF/E Effectiveness.” Office Ergonomics Research Council Meeting, Chautauqua NY, 2018.
25. Panel Chair: “Enhancing Business Effectiveness and Worker Sustainability through HFE.” Human Factors/Ergonomics Annual Conference, Austin TX, 2017.
26. “Worker Sustainability.” Health and Employment COEH Webinar, May 2017.
27. Symposium: “An Integrated Approach to Healthy Universities.” Work, Stress & Health Conference, Minneapolis, 2017.
28. “An Integrated Approach to Healthy Workplaces.” Perkins & Will, 2017.
29. “An Integrated Approach to Healthy Workplaces.” Herman Miller, 2017.
30. “Designing for Health, Well-Being, and Productivity.” VMware Real Estate & Workplace Training Week, Palo Alto CA, 2017.
31. “The Role of Psychological States in Worker Well-Being.” Well-Being at Work Conference, Amsterdam, NL, 2016.
32. “The Healthy Workplace.” UC Berkeley Executive Education Program, National Council on Teacher Retirement Systems, 2016.
33. “Designing Environments for Well-Being: Science and Practice.” National Business Group on Health Annual Conference, Washington DC, 2016.
34. “Healthy Workplaces: Designing for Engagement” (with G. Tompkin). CoreNet Global Summit Annual Conference, Philadelphia PA, 2016.
35. “Stress and Burnout in the Workplace” (with C. Maslach). CoreNet Regional Summit, Berkeley CA, 2016.
36. “Performance and Productivity.” Office Ergonomics Research Council Regional Meeting, San Francisco CA, 2016.
37. “Healthy Workplaces.” American Industrial Hygiene Association Conference, Sacramento CA, 2015.
38. “The Role of Physical and Psychological States in the Efficacy of Health and Wellness Interventions.” Work, Stress & Health Conference, Atlanta GA, 2015.
39. “Building a Culture of Engagement.” CoreNet Global Regional Conference, San Francisco CA, 2015.
40. “Well-Being, Science and Design.” CoreNet Global Summit Annual Conference, Los Angeles CA, 2015.
41. "Innovative Strategies for Defending Federal and State Claims Involving Independent Contractor Misclassification and Improper Labeling of Exempt/Non-Exempt Employees, and Preparing for Imminent FLSA White-Collar Exemption Regulations.” American Conference Institute, 25th Annual National Forum on Wage and Hour Claims and Class Actions, San Francisco, California, 2015.
42. “How an Interdisciplinary View of Health and Well-Being is Greater Than the Sum of the Parts.” California Industrial Hygiene Council Conference, San Diego, 2014.
43. “Extending CSR to Employee Health and Well-Being.” CoreNet Global Summit Conference, Washington DC, 2014.
44. “Leveraging What We Know About Healthy Workplaces.” University of Minnesota Department of Psychology, 2014.
45. Symposium: “Taking an Interdisciplinary View of Employee Health Protection and Promotion: A New Source of Traction.” International Symposium to Advance Total Worker Health, Bethesda MD, 2014.
46. Symposium: “Creating a New Organizational Template for Healthy Workplaces: Combining Forces.” University of Sheffield Institute of Work Psychology International Conference, Sheffield England, 2014.
47. “Applying What We Know to Create Healthy Workplaces.” Well-Being at Work Conference, Copenhagen DK, 2014.
48. “Leveraging What We Know.” New Ways of Working Conference, Palo Alto CA, 2014.
49. “A New Organizational Template: How to Design Work and Workplaces for Employee Health and Well-Being.” XLRI School of Management, Jamshedpur, Jharkhand (India), 2014.
50. “Why the Healthy Workplace Requires Going Beyond Ergonomics.” ErgoExpo Conference, Las Vegas NV, 2013.
51. “Healthy Workplaces: The Office Can Transform Public Health While Contributing to the Bottom Line.” CoreNet Global Summit, Las Vegas NV, 2013.
52. "Working with Experts in Wage and Hour Litigation.” ABA Section of Labor and Employment Law, 5th Annual Labor and Employment Law Conference, Seattle, Washington, 2011.
53. "Cue Selection and Evaluation in Performance Appraisal." Academy of Management Association, Los Angeles, 1985.
54. "Performance Appraisers as Test Developers." Military Testing Association, San Antonio, TX, 1982.
55. “Validation of IRJ as a Technique for Analyzing the Rating Process." Military Testing Association, San Antonio, Texas, 1982.
56. "IRJ: A New Technique for Measuring the Performance Rating Process." Military Testing Association, Toronto, 1980.
57. "An Experimental Study of Rating Process: Correlates of Rating Behavior." Western Psychological Association, San Diego, 1979.

# MEMBERSHIPS (current and former)

Total Worker Health® Affiliate

American Psychological Association

Society for Industrial and Organizational Psychology Academy of Management

Northern California Human Resources Association Society for Human Resource Management

Human Resource Planning Society

# INVITED ADDRESSES

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| 201820172013 | American Psychological Association Annual Convention: “Increasing Adoption Rates of and Participation in Company Wellness Programs.” San Francisco, CA.Xavier University Masters’ Program in Sustainability: “Worker Sustainability.” Bhubaneswar, Orissa (India).Australian Psychological Society Conference Keynote Address: “The New Organizational Template: How to Design Work and Workplaces for Employee Health and Well-Being.” Perth, Australia. |
| 2013 | Conference Workshop: “Applying What We Know to Create Healthy Workplaces.” Australian Psychological Society Conference, Perth, Australia. |
| 2010 | 2010 IO-OB Graduate Student Conference: “Making a Difference in People’s Lives: Wage and Hour Job Studies.” Houston, TX. |
| 2004 | IBM Faculty Summit: “Managing the Extended Enterprise: An Organizational View.” New York, NY. |
| 2000 | iQuantic Annual Conference: Taking Stock: The Future of Stock Options Conference: “Equity Under a Microscope: Governance from Academic Perspectives.” San Jose, CA |
| 1997 | The New Zealand Psychological Society Industrial/Organizational Psychology Conference: “Performance Management in the 21st Century.” |
| 1997 | Workshop of the Academy of Social Sciences of Australia: “Issues in Training.” |
| 1995 | Northern California Human Resources Council Annual Meeting: “Performance Management in the Next Century.” |
| 1995 | "Complying with the ADA: Matching Workers' Physical Capabilities To Job Demands" (with K. May and K. DeStigter). Human Resource Planning Society Annual Meeting, Ithaca. |
| 1994 | Northern California Human Resources Council Annual Meeting: "Assigning Work to Disabled Workers at NUMMI." |
| 1994 | South Bay Chapter on Diversity Programs: "Organizational Restructuring and Downsizing: Implications for Affirmative Action." |
| 1994 | South Bay Chapter of Cal Business Alumni: "Empowerment and Self-Directed Work Teams." |
| 1993 | Western College Placement Association, San Francisco: "Preparing for Jobs in the Year 2000." |
| 1992 | University of California Cooperative Extension, Davis, CA: "Empowerment." |
| 1992 | University of California Academic Business Officers Group Conference, Ventura: "Seven Important Trends in Workforce 2000." (Keynote Address) |
| 1989 | University of California System EX-L Conference, San Diego: "Empowering Potential Leaders." |
| 1989 | Sacramento-Sierra Women Health Care Executives: "Leadership." |
| 1988 | Women Health Care Executives; San Francisco: "Creating Your Best Image." |
| 1988 | North Central Convention Association of the Alberta Teachers' Association: Edmonton, Alberta: "Leadership of the 1990's: Identification and Development of Tomorrow's Leaders" and "Women Leaders: What the Future Can Bring." |
| 1987 | Western Canada Educational Administrators' Conference '87; Edmonton, Alberta: "Critical Steps in Building Leadership Success" and "Practicing Leadership Skills." |
| 1987 | Women '87 Conference; Honolulu, Hawaii" "Women Leaders: A New Beginning" and "Speak Up with Confidence." |
| 1987 | Women Health Care Executives; San Francisco: "Building Leadership Skills in Women." |
| 1987 | Calgary City Teachers' Convention; Calgary Alberta: "A Legacy of Leadership: Critical Steps in Building Leadership Success." |
| 1985 | Delta Kappa Gamma Regional Conferences Keynote Address, San Lorenzo, Bakersfield and Pasadena, CA: "Women Leaders: A Legacy of Leadership." |

**PRESS**

2021 Edward Lempinen. “After COVID-19, Work Will Never Be Normal Again.” *Berkeley News*, March 9, 2021. https://news.berkeley.edu/2021/03/09/after-covid-19-work-will-never-be-normal-again/

2021 Greg Goth. “Employers Consider COVID-19 Testing as Vaccine Rolls Out.” Society for Human Resource Management (SHRM), January 7, 2021.

 <https://www.shrm.org/hr-today/news/all-things-work/pages/the-workplace-in-2025.aspx>

2020 Theresa Agovino. “What will the Workplace Look Like in 2025?” Society for Human Resource Management (SHRM), December 12, 2020.

2020 Cathryn Jakobson Ramin. “What Ergonomics Overlooked: You.”

 <https://www.fully.com/articles/what-ergonomics-overlooked-you>

2020 Emily Vaughn. “Redesigning the Office for the Next 100-Year Flu (Yes, It’s Coming).” NPR Health News. September 14, 2020.

 <https://www.npr.org/sections/health-shots/2020/09/14/909805060/redesigning-the-office-to-> maximize-health

**Cristina G. Banks, Ph.D.**

Expert Testimony

October 2018

1. ABURTO V. VERIZON CALIFORNIA INC., CV 11-03683-ODW (VBKx) U.S.D.C Central District of California, Western Division, Declaration: 2011, 2012.
2. AIRTOUCH CELLULAR WAGE AND HOUR CASES, (JCCP) No. 4693, Los Angeles Superior Court, Declaration: 2014.
3. ADAMS V. HOME DEPOT USA, JCCP 4229 Riverside County Superior Court, Declaration: 2004, Deposition: 2004.
4. AKAOSUKI ET AL V. BENINHANA, INC., C 11-01272 WHA U.S.D.C. Northern District of California, Declaration: 2012, Deposition: 2012, Trial Testimony: 2012.
5. ARCHILA V. KFC US PROPERTIES INC., 09-CV-0107 R (FMOx) U.S.D.C. Central District of California; United States Court of Appeal 9th Circuit, Declaration: 2009, Deposition: 2009.
6. ARENAS V. EL TORITO RESTAURANTS INC., BC352538 Los Angeles County Superior Court, Declaration: 2008.
7. BENSON V. U-HAUL INTERNATIONAL INC., Los Angeles County Superior Court, Declaration: 2003.
8. BRIGHT ET AL V. DENNIS GARBERG AND ASSOCIATES, INC., LACV 10-07933 AHM (JCx); LACV 10-09574 AHM (lCx) U.S.D.C Central District of California, Declaration: 2011, Deposition: 2011.
9. COLDIRON V. PIZZA HUT INC., 03-CVC-05865 TJH (MCx) U.S.D.C. Central District of California, Declaration: 2004.
10. COLLINS V. AARON BROTHERS INC., BC208856 Los Angeles County Superior Court, Declaration: 2001, Deposition: 2001.
11. COOK V. DENNY'S INC., 06-CV-01421 PCF GJK U.S.D.C. Middle District of Florida, Declaration: 2007.
12. CORTINA ET AL V. NORTH AMERICAN TITLE COMPANY, NORTH AMERICAN SERVICES LLC., Case No. 07 CE CG 01169 AMC Superior Court of California County of Fresno, Declaration: 2015, Deposition: 2015, Trial Testimony: 2015.
13. CUNNINGHAM V. SAFEWAY, BC343337 Los Angeles Superior Court of Los Angeles, Deposition: 2017; Trial: 2017.
14. CURLEY V. SAVEMART SUPERMARKETS INC., No. RG 13685740 Superior Court of California County of Alameda, Declaration: 2015, Deposition: 2015, Deposition: 2015, Declaration 2016.
15. CUTLER V. WAL-MART STORES INC., CA-02-10206 Prince George County Circuit Court, Deposition: 2003.
16. DOWELL V. PETCO ANIMAL SUPPLIES, 37-2010-00091756-CU-OE-CTL San Diego County Superior Court, Declaration: 2011.
17. DRENCKHAHN V. COSTCO WHOLESALE CORPORATION, BC382911 Los Angeles County Superior Court, Declaration: 2009, 2010.
18. DUBROW V. PEP BOYS, JCCP 4202 Orange County Superior Court, Declaration: 2002, Deposition: 2002.
19. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION V. DENNY’S INC., 06-CV-02527 WDQ U.S.D.C. Northern District of Maryland, Declaration: 2009, Deposition: 2009.
20. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION V. BMW MANUFACTURING CO., LLC., 7:13-CV-01583-HMH-JDA U.S.D.C. District of South Carolina Spartanberg Division, Declaration: 2014.
21. FERNANDEZ V. VICTORIA'S SECRET STORES INC., 06-CV-04149 MMM (SHx) U.S.D.C. Central District of California, Declaration: 2007.
22. FRESCO V. CANADIAN IMPERIAL BANK, 07-CV-334112CP Ontario Superior Court, Declaration: 2008, Deposition: 2008.
23. FULAWKA V. BANK OF NOVA SCOTIA, 07-CV-345166CP Ontario Superior Court, Declaration: 2009, Deposition: 2009, Declaration: 2015.
24. GARCIA V. ORACLE CORPORATION, RG07321026 Alameda County Superior Court, Declaration: 2010, Deposition: 2010.
25. GOLDMAN V. RADIOSHACK CORPORATION, 03-CV-00032 U.S.D.C. Eastern District of Pennsylvania, Declaration: 2004, 2005, Deposition: 2005, Trial Testimony: 2005.
26. HASHIMOTO V. ABERCROMBIE & FITCH AND HOLLISTER, BC354479 Los Angeles County Superior Court, Declaration: 2008, Deposition: 2008.
27. HICKTON ET AL. V. ENTERPRISE RENT-A-CAR, INC., 2:09-mc-00210-JFC, U.S.D.C. Western District of Pennsylvania, Declaration: 2010.
28. HINES V. CSK AUTO INC. (KRAGEN), JCCP 4067 San Diego County Superior Court/Orange County Superior Court/Fresno County Superior Court, Declaration: 1999.
29. HOLTON V. MARVELL SEMICONDUCTORS, 106-CV-073295 Santa Clara County Superior Court, Declaration: 2011, Deposition: 2011.
30. HUCK V. PFIZER INC., 08-CV-01277 L (WVG) U.S.D.C Southern District of California, Declaration: 2009, Deposition: 2010.
31. HUIZAR V. CARL KARCHER ENTERPRISES INC. (CARL'S JR.), JCCP 4274 Los Angeles County Superior Court, Declaration: 2004, Deposition: 2004.
32. JENKINS V. STATER BROTHERS/BARNHART V. STATER BROTHERS, SCVSS70687/SCVSS70688 San Bernardino County Superior Court, Deposition: 2002.
33. JONES V. INTERNATIONAL COFFEE & TEA LLC (COFFEE BEAN), 37-2008-00080714-CU-OE-CTL San Diego County Superior Court, Declaration: 2009.
34. KASSMAN V. KPMG LLP, 11-cv-03743 (LGS), U.S. District Court Southern District, New York, Declaration: 2017, Deposition: 2017.
35. KELLY V. DAYTON HUDSON CORPORATION DBA TARGET STORES, 00CC02123 Orange County Superior Court, Declaration: 2001.
36. KELLLY V. HEALTHCARE SERVICES GROUP, INC., 13-CV-441 U.S. District Court Eastern District, Texas, Declaration: 2014, 2015.
37. KHADERA ET AL V ABM INDUSTRIES, INC., C08-0417 MJP U.S.D.C. Western District of Washington at Seattle, Declaration: 2011.
38. KNIGHT V. CBS PERSONNEL HOLDINGS, INC. ET AL., BC424383 Los Angeles County Superior Court, Declaration: 2011.
39. KNOCH V. SAFEWAY INC. AND THE VONS COMPANIES INC., BC277481 Los Angeles County Superior Court, Declaration: 2006, 2007, Deposition: 2008.
40. LIBERTY MUTUAL OVERTIME CASES, JCCP No. 4234, Superior Court of California County of Los Angeles, Declaration: 2013.
41. LINARES V. DISCOUNT TIRE CO., GIC826602 San Diego County Superior Court, Declaration: 2005.
42. LOPEZ V. KAISER FOUNDATION HEALTH PLAN, RG07305405 Alameda County Superior Court, Declaration: 2008, Deposition: 2008.
43. MATAM ET AL. V. ORACLE CORPORATION, No. RG 09480164, Alameda County Superior Court, Declaration: 2014.
44. LOU ET AL. V. MA LABORATORIES, INC., No. 3:12-cv-05409-WHA (NC), U.S.D.C. Northern District of California, Declaration: 2014.
45. MCCRACKEN V. CANADIAN NATIONAL RAILWAY COMPANY, 08‐CV‐351183CP Ontario Superior Court, Declaration: 2009, Deposition: 2009.
46. METZLER V. FOOD 4 LESS HOLDINGS INC., BC206244 Los Angeles County Superior Court, Declaration: 2001, Deposition: 2002.
47. MORENO V. MILLER BRANDS INC., BC278170 Los Angeles County Superior Court, Declaration: 2003.
48. MURPHY V, CVS CAREMARK CORPORATION, CVS PHARMACY INC., GARFIELD BEACH CVS, LLC, LONGS DRUG STORES, BC 464785 Superior Court of the State of California for the County of Los Angeles, Declaration: 2015, Deposition: 2015.
49. MYART V. AUTOZONE INC., 05CC03219 Orange County Superior Court, Declaration: 2010, Deposition: 2010.
50. MYNAF V. TACO BELL CORPORATION, 196CV761193 Santa Clara County Superior Court, Declaration: 1998, Deposition: 2001.
51. NELSON V. AVON, INC., CV13-02276 BLF United States District Court Northern District of California, Declaration: 2015.
52. NORTON V. MAXIMUS INC., 1:14-cv-00030-WBS United States District Court for the District of Idaho, Declaration: 2016, Declaration: 2016.
53. O'HARA V. FACTORY 2-U STORES INC., C-834123-5 Alameda County Superior Court, Declaration: 2001, Deposition: 2001.
54. OHRLING V. AMR CORPORATION (AMERICAN EAGLE AIRLINES), INC041380 Riverside County Superior Court, Declaration: 2008, 2009.
55. PEREZ V. RADIOSHACK CORPORATION, 02-CV-07884 U.S.D.C. Northern District of Illinois, Declaration: 2005, Deposition: 2005.
56. PETERS V. CATALINA RESTAURANT GROUP (COCOS), 37-2011-94467-CU-OE-CTL San Diego County Superior Court, Deposition: 2013, Trial Testimony: 2013.
57. PRYOR V. KBR INC. (KELLOGG BROWN & ROOT), 1100052926 JAMS Class Action Arbitration, Declaration: 2010, Deposition: 2010.
58. PUCHALSKI V. TACO BELL CORPORATION, GIC870429 San Diego County Superior Court, Declaration: 2009, Deposition: 2009.
59. PUFFER V. ALLSTATE INSURANCE CO., 04-CV-05764 U.S.D.C. Northern District of Illinois, Declaration: 2008.
60. RAMOS V. SAFEWAY INC., BC346109 Los Angeles County Superior Court, Deposition: 2010, Trial Testimony: 2010.
61. RANIWALA V. MICHAELS STORES INC., S093188 Alameda County Superior Court, Deposition: 2001.
62. REYNA V. ANHEUSER-BUSCH INC., 02-CV-09886 GPS (AJWx) U.S.D.C. Central District of California, Declaration: 2003, Deposition: 2004.
63. ROSS ET AL. V. RBS CITIZENS N.A., No. 1:09-CV-5695, U.S.D.C. Northern District of Illinois Eastern Division, Declaration: 2012.
64. SAFEWAY WAGE AND HOUR CASES, (JCCP) No. 4772, Los Angeles Superior Court, Declaration: 2017.
65. SALVAS V. WAL-MART STORES INC., 01-03645 Commonwealth of Massachusetts, Middlesex, Superior Court, Deposition: 2003.
66. SANTIAGO ET AL. V. AMDOCS, INC., C 10-043 17 SI U.S.D.C. Northern District of California, Declaration: 2013, Deposition: 2013.
67. SAVAGLIO V. WAL-MART STORES INC., C-835687-7 Alameda County Superior Court, Declaration: 2002, 2003, 2005, Deposition: 2002, 2005, Trial Testimony: 2005.
68. SCANLAN V. ENTERPRISE RENT-A-CAR COMPANY, JCCP 4223 San Diego County Superior Court, Declaration: 2002, Deposition: 2002.
69. SCHERRER V. GROUP VOYAGERS INC., 99-CV-04834 SI U.S.D.C. Northern District of California, Declaration: 2002, Deposition: 2002.
70. SELK V. PIONEERS MEMORIAL HEALTHCARE DISTRICT, 13 CV0244 DMS BGS, U.S.D.C. Southern District of California, Declaration: 2015.
71. SHAFER V. RENT-A-CENTER INC., JCCP 4401 Los Angeles County Superior Court, Declaration: 2008, Deposition: 2008.
72. SHERRARD ET AL. V. THE BOEING COMPANY, 4:13-cv-01015-CEJ U.S.D.C. Eastern District of Missouri, Declaration, 2015
73. SIRKO V. INTERNATIONAL BUSINESS MACHINES CORPORATION, No. CV 13-3192 DMG (SSx), Central District of California, Declaration: 2014.
74. STEVENSON ET AL. V. CITY AND COUNTY OF SAN FRANCISCO, C11 4950 MMC, U.S.D.C. Northern District of California, Declaration: 2015, Deposition: 2015, Trial Testimony: 2016.
75. SWEARINGEN V. PENSKE AUTO CENTERS LLC, BC253168 Los Angeles County Superior Court, Declaration: 2003, Deposition: 2003.
76. TAYLOR V. FEDEX FREIGHT WEST, INC., 107CV088145 Santa Clara County Superior Court, Declaration: 2011, Deposition: 2011.
77. THE EQUAL RIGHTS CENTER V. RICHMAN PROPERTY SERVICES, INC., ET AL., 1:10-cv-03038-JFM U.S.D.C. Maryland, Declaration: 2011.
78. TUCKER V. CASUAL MALE RETAIL GROUP INC., 04-CV-01841 SBA U.S.D.C. Northern District of California, Declaration: 2005.
79. VARGAS V. CATALINA RESTAURANT GROUP (CARROWS), 106CV062233 Santa Clara County Superior Court, Declaration: 2007, Deposition: 2007.
80. WALKER V. OFFICEMAX INC., 00CC04470 Orange County Superior Court, Declaration: 2001, Deposition: 2001.
81. WHITEWAY V. FEDEX KINKO’S OFFICE AND PRINT SERVICES INC., 05-CV-02320 U.S.D.C. Northern District of California, Declaration: 2007.
82. WHITTAKER V. CONCENTREX INC., 99-CV-05312 THE ADR U.S.D.C. Northern District of California, Deposition: 2001.
83. WIEGELE V. FEDEX GROUND PACKAGE SYSTEM INC., GIC865781 San Diego County Superior Court, Declaration: 2009.
84. WILLIAMS V. H&R BLOCK FINANCIAL ADVISORS INC., RG08366506 Alameda County Superior Court, Declaration: 2010, Deposition: 2010.
85. ZABADY ET AL. V. ENTERPRISE RENT-A-CAR, INC., No. 06-3219, U.S.D.C. Eastern District of Louisiana, Declaration: 2008.
86. ZAMORA ET AL. V. D’ARRIGO BROTHERS CO. OF CALIFORNIA, Northern District of California, Expert Report: 2007.

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10-9-2018