

Stinson Attorneys Provide Strategic Guidance on Workforce Reduction in *HR Daily Advisor*

In the News

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Stinson LLP attorneys [Molly Keppler](#), [Grant Mulkey](#) and [Lisa Rippey](#) authored an article for *HR Daily Advisor* titled “Strategic HR Leadership Through Uncertainty: Navigating Layoffs and Reductions in Force,” offering practical, legally grounded guidance for HR leaders managing layoffs in today’s uncertain environment.

The article outlines key considerations for employers navigating complex workforce transitions. The authors break down the critical differences between layoffs and furloughs, explain compliance obligations under the federal WARN Act and its state-law counterparts, and address the role of collective bargaining agreements and anti-discrimination laws. They also highlight potential risks related to employee benefits, retirement plans, severance, and compensation — areas that are often overlooked but carry significant legal exposure.

“HR leaders play a pivotal role in shaping how reductions are perceived – not just by those leaving, but by those who remain,” they write. “Clear, honest communication can help preserve morale, protect the employer’s brand, and reduce the risk of litigation.”

Keppler focuses her practice on representing and advising employers and provides practical business and legal solutions in all areas of employment law compliance. She helps clients develop policies that promote good employee-employer relationships, advises on employment strategies, and regularly conducts workplace investigations.

Mulkey’s practice focuses on all aspects of traditional labor law, including collective bargaining, contract administration, grievance arbitrations and administrative proceedings, and strike preparations. He advises clients on issues involving the National Labor Relations Act, the Railway Labor Act, the Federal Service Labor-Management Relations Statute, and various state labor relations statutes.

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Rippey advises employers, insurers, and third-party administrators on the creation, maintenance and regulatory compliance of health and welfare, retirement and executive compensation plans under ERISA, HIPAA, COBRA, the Internal Revenue Code and the Patient Protection and Affordable Care Act.

Read [the full article](#).

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