



Louis J. Cannon Jr.

Shareholder

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Louis focuses his practice on labor and employment matters and is located in the Firm's Baltimore office.

Mr. Cannon has more than 15 years of experience representing clients in a full array of labor and employment matters, with a focus on traditional labor. He has represented both public sector entities and private businesses in numerous industries, including health care, hospitality, higher education, retail, manufacturing, and distribution. Mr. Cannon works closely with his clients to ensure compliance with labor and employment laws and avoid workplace disputes in a manner that is least disruptive to the organization's business goals. When issues do arise, he draws upon his years of experience advising and defending clients through the processes of the National Labor Relations Board (NLRB), Equal Employment Opportunity Commission (EEOC), Department of Labor (DOL), and corresponding state and local agencies.

Mr. Cannon has extensive experience as lead trial counsel in cases before the NLRB and state labor boards. His experience in this regard includes preparation of witnesses for examination, cross-examination of adverse witnesses, and introduction of documentary evidence. Along with that, Mr. Cannon routinely represents his clients in labor arbitrations involving discharge and crucial contract interpretation issues.

Mr. Cannon also has deep experience conducting union avoidance programs for clients whose operations are vulnerable to union organizing. Businesses that are faced with NLRB election petitions routinely call upon Mr. Cannon to advise them through the NLRB's involved election process, represent them in pre-election and post-election NLRB litigation, and to assist with election campaigns. That assistance runs the gamut from serving as a sounding board for, and legal review of, campaign communications, to soup-to-nuts planning of the entire campaign and drafting of speeches and other campaign materials.

Businesses and governmental bodies whose employees are represented by a union rely on Mr. Cannon for his experience and in-depth knowledge of collective bargaining. He has negotiated hundreds of labor agreements – including many first contracts – for hospitals, hotels, major universities, and other business and government entities. At all times, he works with his clients to determine their business goals and to ensure that the contract terms being negotiated further the client's goals. Oftentimes, this requires planning over a number of years and contract cycles, achieving these bargaining objectives in steps. When negotiations result in a confrontation, Mr. Cannon routinely counsels his clients through picketing, strikes, and other concerted action and pressure applied by unions. He has counseled numerous hospitals, hotels, and universities through strikes, including working with the client to prepare strike plans, making quick legal decisions in the midst of a strike, negotiating terms to end a strike, and other related litigation, such as seeking injunctive relief in court in response to illegal work stoppages or other misconduct.

In addition to traditional labor matters, he offers general advice and counsel on employment matters, such as investigating and responding to EEOC charges and discrimination charges filed with state human relations agencies. Mr. Cannon has represented clients in Title VII and wage and hour cases in federal and state courts, as well as in on-site investigations conducted by the DOL and Office of Federal Contract Compliance Programs (OFCCP).



Representative Matters

- First-chaired a trial before an NLRB administrative law judge in a case where a hotel in New York City was accused of unilaterally changing working conditions without bargaining with the union. The client experienced a split victory at the trial stage. After an appeal to the NLRB in Washington, D.C., the client prevailed in the case in all respects.
- Simultaneously served as lead negotiator for nine collective bargaining agreements at a major health care system in the Philadelphia area involving a prominent health care union. These included first contracts, second contracts, and successor contracts with decades-long histories.
- First-chaired a trial before an NLRB administrative law judge in a case where a hotel was accused of numerous unfair labor practices. After twelve days of trial and post-hearing briefing, the client prevailed on all major aspects of the case that would have involved financial exposure.
- Co-chaired an arbitration involving a hotel in Providence, Rhode Island and a card check and neutrality agreement. The issue in the case was whether the union had made a timely demand for recognition. After ten days of testimony and evidence, the client prevailed.
- Served as lead trial counsel in a case of first impression before the Maryland State Higher Education Labor Relations Board (SHELRB) on a university's duty to bargain with an incumbent union over COVID-19 related health and safety procedures. After a four-day trial, briefing, and oral argument before all members of the SHELRB, the client prevailed in the case in all respects.
- Served as lead negotiator in negotiations for a hospital in Providence, Rhode Island where labor relations had been fraught for many years. Negotiated a favorable overall agreement, narrowly averting picketing and a strike.
- Negotiated a first contract simultaneously with two successor contracts for a major university in Washington, D.C., with the SEIU. Counseled the university during a brief work stoppage, including negotiating an end to the strike and terms for a new contract.



Publications

- "NLRB Places Further Restrictions on Employers: Captive Audience Meetings Restricted," republished February 12, 2025, in *HR Daily* (February 2025)
- "Should Employees Stay or Should They Go: The NLRB and FTC Crack Down on Restrictive Covenants," republished November 4, 2024, in *Law.com/The Legal Intelligencer* (October 2024)
- "Should You Revise Your Workplace Conduct and Dress-Code Policies in the Wake of an Election Year?," *Diversity Matters Newsletter* (Summer 2024)
- "Preparing For The NLRB's New Union Recognition Final Rule," *Law360* (August 2024)
- "Is It Really About Employee Voices? The National Labor Relations Board Continues its Union-Friendly Trend" (August 2024)
- "Congress Approves Resolution to Repeal National Labor Relations Board Joint Employer Regulations" (April 2024)
- "OSHA Clarifies "Walkaround" Rule with Newly Issued FAQ," republished in *Corporate Compliance Insights* (April 2024)
- "Federal Court Invalidates National Labor Relations Board Joint Employer Regulations" (March 2024)
- "NLRB Finds That Writing "BLM" on an Employee Uniform is Protected by the NLRA," republished March 14, 2024, in *Law360* (February 2024)
- "Maryland Aims to Legislate Labor Peace," *Marijuana Venture* (December 2023)
- "Employers Take Notice: OSHA and NLRB Join Forces for Workplace Safety Investigations," republished November 29, 2023, by *Law360* (November 2023)
- "Joint Employer Joint Responsibility: NLRB Issues Final Joint Employer Rule," republished November 10, 2023, in *HR Daily Advisor* (October 2023)
- "NLRB Expands the Definitions of 'Protected' and 'Concerted' and Expands Coverage of the National Labor Relations Act," republished in *Delaware Business Court Insider* (September 2023)

- "Not-So-Joyful News for Employers: The NLRB Paves the Way for Union Recognition Without an Election and Shortens Election Timelines," republished September 14, 2023, in *Law360* (August 2023)
- "Déjà Vu All Over Again: NLRB Returns to a Restrictive Employee Handbook Standard," republished in *Corporate Compliance Insights* (August 2023)
- Contributing Editor – "Chapter 16: Subjects of Bargaining," *The Developing Labor Law* (2022)
- Contributing Editor – "Chapter 22: Secondary Activity," *The Developing Labor Law* (2022)



Webinars

- Traditional Labor Law and Union Organizing: What to Expect after the 2024 Presidential Election (October 2024)
- How to Navigate OSHA's Impending Changes to its "Walkaround" Rule (May 2024)
- What Recent NLRB Developments and Increased Union Organizing Mean for Your Business (December 2023)
- What the NLRB's New Joint Employer Regulations Mean for Your Business: A Panel Discussion (December 2023)
- What Recent NLRB Developments and the Revitalized Labor Movement Mean for Your Business (October 2023)
- The Current State of Labor Law: Are Unions Cool Again? (September 2023)



Education

- University of Maryland Francis King Carey School of Law, J.D., 2006
- University of Maryland at College Park, B.A., 2000, summa cum laude



Admissions

- Maryland, 2006
- District of Columbia, 2008
- First Circuit Court of Appeals
- Fourth Circuit Court of Appeals
- U.S. District Court for the District of Maryland