



Hello!

As we head toward the end of the year, many organizations are doing what they always do this time of year—wrapping up projects, reflecting on what worked (and what didn't), and thinking ahead to what the new year will bring.

For some Pennsylvania-based employers, that **reflection should include a closer look at where your people actually live and work.**

If you have employees in New York State—whether they're fully remote, hybrid, or tied to a New York location—the rules that apply to your organization may be very different than you expect. **New York's labor and employment laws are more complex, more prescriptive, and more actively enforced than those in Pennsylvania.** Assuming the same standards apply across state lines can create exposure without employers realizing it.

That's why this Q4 issue of Decision Point focuses on helping PA-based organizations better understand what it means to employ people in New York—and where it makes sense to slow down and take a closer look.

We're pleased to feature **Jim O'Connor**, Partner at **Phillips Lytle** in Buffalo, New York, as a guest contributor in this issue. You'll find:

- A **podcast conversation** with Jim that breaks down common misconceptions and practical compliance challenges
- A **compliance checklist** to help identify areas where PA-based employers may be out of alignment with New York labor law
- A **high-level comparison of key differences** between Pennsylvania and New York employment requirements to support internal reflection and informed conversations with legal counsel

Our goal isn't to overwhelm you. It's to help you head into the new year with clearer visibility, better questions, and fewer surprises.

As the year comes to a close, **we're grateful** for the trust our clients and partners place in us. We wish you a restful holiday season and a strong, well-prepared start to the year ahead.

Sincerely,
Aaron C. Phillips, Owner



Guest Contributor: Jim O'Connor, Phillips Lytle



Jim O'Connor is a Partner at **Phillips Lytle** in Buffalo, New York, where he advises and represents businesses on complex employment and commercial litigation matters. He works with employers to navigate evolving state and federal labor laws, manage risk, and address compliance challenges with practical, business-minded solutions. He regularly speaks on emerging employment law trends and has represented clients across industries including manufacturing, construction, financial services, nonprofits, and hospitality. Thank you, Jim, for your willingness to serve as guest contributor for this issue of Decision Point!

Resource:
Checklist for Pennsylvania-Based Employers

This list serves as a **quick reality check**. Use it to identify where your organization may be exposed under New York State labor law related to pre-boarding and onboarding of new employees and determine whether it's time to act before small gaps turn into costly problems.



[Get the Checklist](#)



Understanding the Compliance Gap Between PA and NY

Having employees in both Pennsylvania and New York introduces more than administrative complexity—it **creates real compliance risk**. This comparison outlines the key labor law differences that frequently catch employers off guard and expose them to penalties.

[Review the Comparison](#)

Check Out Jim's Episode of The Aha Moment!



For Pennsylvania-based employers, having employees in New York is more than a logistical detail—it's a legal shift. New York's labor laws are complex, and many organizations underestimate the exposure.

In this episode of The Aha Moment, Amanda and Elizabeth are joined by Jim O'Connor to break down what PA employers need to know when employees live or work in New York.

They cover key compliance areas, common missteps, and practical steps leaders can take to reduce risk. If your workforce crosses state lines (or if they will in the future), this is a must-listen.

What We've Been Up To



A night of tacos, laughter, friendly competition, and a white elephant gift exchange made for a great holiday celebration with the Decision Associates team and our guests. It was a fun way to wrap up the year and kick off the holiday season together!



In November, we were honored to be named a recipient of a Flagship Fund Micro Grant from the City of Erie, which will support new signage on our building. Thank you to Chris Groner, Director of Development Services, and Mayor Joe Schember for their leadership and for making this program accessible to local businesses.



In October, Elizabeth and Amanda once again served as presenters at the 2025 Keystone Conference hosted by The Nonprofit Partnership. Their pre-conference workshop and breakout session on using behavioral data to enhance team performance were very well received. We also enjoyed participating as a vendor and spending the day connecting with and engaging our nonprofit community!

See what positions Decision Associates is currently helping our clients fill!

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