



Germaine Winnick Willett

Senior Counsel

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Germaine Winnick Willett practices in the firm's Workplace Solutions Group and is focused on representing and advising employers in employment litigation matters, including assisting clients with employment discrimination, wage and hour, contract, and other employment-related litigation. She also defends colleges and universities against DOE and student complaints and lawsuits alleging Title IX, Title VI, and disability law violations. Germaine further helps colleges and universities understand and comply with the requirements of Title IX with regard to academic and athletic financial assistance, benefits, and opportunities, and she also has experience defending sexual harassment and sex discrimination claims brought under Title IX.

Germaine also counsels clients on a broad range of issues, including proper handling of employee complaints, employment termination, employee leave and accommodation issues, faculty matters, and student complaints. She reviews and crafts employment policies and provides advice to clients on correctly implementing their policies. She has also conducted investigations of employee and student complaints for clients. Germaine also conducts employment-related due diligence for the firm's mergers and acquisitions group.

During the course of her career, Germaine has authored numerous articles and prepared presentations for professional associations and seminars on a variety of employment law topics. She also has experience litigating products liability and general tort cases.

Germaine is originally from Cloverdale, Indiana. She received a Bachelor of Arts, *magna cum laude*, from DePauw University in 1994. She earned her juris doctor, *cum laude*, from Indiana University, Bloomington, in 1998. She was a student note editor for the *Indiana Law Journal* and published a note in the journal titled, "Equality Under the Law or Annihilation of Marriage and Morals? The Same-Sex Marriage Debate." She is a regular contributor to Ice Miller's Informed Employer Briefing.

Germaine joined Ice Miller in August 1998. She is admitted to practice in all Indiana state courts, the U.S. District Courts in the Northern and Southern Districts of Indiana, and the Court of Appeals for the Seventh Circuit.

Services & Industries

- Collegiate Athletics
- Employment Discrimination
- Employment Litigation & Disputes
- Higher Education Labor & Employment Services
- Higher Education
- Human Resources Audit
- Labor & Employment
- Litigation
- Title IX
- Wage & Hour/Fair Labor Standards Act
- Workplace Investigations

Education

- DePauw University (B.A., 1994)
- Indiana University Maurer School of Law (J.D., 1998)

Admissions

- Indiana
- United States District Court - Northern District of Indiana
- United States District Court - Southern District of Indiana
- United States Court of Appeals - Seventh Circuit

Professional Affiliations

- Member, National Association of Women Lawyers
- Member, Indianapolis Bar Association (Member of Employment Law Section and Women and Law Division, mentor for WLD mentoring program, 2011-2025)
- Member, American Bar Association (Member of Equal Employment Opportunity and Employment Rights and Responsibilities Sections)
- Member, Defense Trial Counsel of Indiana (Member of Board of Directors, Employment Law Section, and Women in Law Committee)
- Member, Defense Research Institute

Awards & Honors

- Indianapolis Bar Foundation, Distinguished Fellow, 2024
- *The Best Lawyers® in America*, Employment Law – Management; Litigation – Labor and Employment; Labor Law - Management, 2023-2026
- IndyBar Women in Law Division Mentorship Award, February 2020
- BV-Preeminent, Martindale-Hubbell, Peer Review Ratings
- Indiana *Super Lawyers* Rising Star, 2012
- Recognized for service as 2011 Chair of Indianapolis Bar Association's Women and Law Division Executive Committee, June 2012
- John Morton Finney Jr. Award for Excellence in Legal Education (co-recipient), November 2011

Key Matters

Reported and Representative Cases

- *Williamson v. Ivy Tech Community College*, 24A-PL-266 (Ind. Ct. App., July 15, 2024) (affirming lower court ruling)
- *Williamson v. Ivy Tech Community College*, 22D01-2010-PL-001144 (Floyd Sup. Ct., Jan. 5, 2024) (Summary Judgment ruling)
- *Gazunis v. Indianapolis Housing Agency*, 1:22-cv-00844 (S.D. Ind., Nov. 28, 2023) (Summary Judgment ruling)
- *Yodhes v. American United Life Insurance Company*, 1:16-cv-2803-WTL-MJD (S.D. Ind. Apr. 16, 2018) (Summary Judgment ruling)
- *Reymore v. Marian University*, 2017 WL 4340352 (S.D. Ind., Sept. 29, 2017) (Summary Judgment ruling)

- *Scales v. Zion Tabernacle Family Life Center*, 1:11-cv-1693-WTL-MJD (S.D. Ind., Nov. 27, 2013) (*ruling on Motion to Dismiss*)
- *Bessong v. Exel, Inc.*, 1:11-cv-01239-RLY (S.D. Ind., Aug. 16, 2013) (Summary Judgment ruling)
- *Eastes v. ACS Human Services, LLC*, 822 F. Supp.2d 843 (N.D. Ind. 2011) (Summary Judgment ruling)
- *Roof v. Whitestone Acquisition Corp.*, 2010 U.S. Dist. LEXIS 107500 (S.D. Ind., Oct. 4, 2010) (Summary Judgment ruling)
- *Hutchison v. Old Indiana Ltd. Liability Co.*, 714 N.E.2d 789 (Ind. Ct. App. 1999)
- *Metcalf v. Estate of Hastings*, 726 N.E.2d 372 (Ind. Ct. App. 2000)
- *Zurich American Ins. Group v. Wynkoop*, 746 N.E.2d 985 (Ind. Ct. App. 2001)

Published In

- "The Times (When Teens May Work) Are A-Changin' – Indiana Amends Child Labor Laws to Allow Older Teens to Work Later and Longer," *Employee Benefit Plan Review*, September 2024
- "When Hiring Employees in Other States, Make Legal Compliance a Priority," *Chicago Daily Herald Business Ledger*, June 18, 2021
- "Working While Sick? It's Different in the COVID-19 Era," *Indiana Lawyer*, September 30, 2020
- "Good HR Habits for 2020," *Informed Employer Briefing*, January 29, 2020
- "Handling Employee Complaints About Coworker Harassment: Just How Effective is Your Prompt and Effective Corrective Action?" *Chicago Daily Herald*, June 19, 2019 and *Inside Indiana Business*, June 24, 2019
- "So You Think You Aren't The Employer, Huh?" *Inside Indiana Business*, October 19, 2018
- "Mad About Money: Getting Out in Front of the Equal Pay Issue," *Informed Employer Briefing Weekly*, January 17, 2018
- "Time to Reexamine Your Thinking about Workplace Harassment," *Informed Employer Briefing Weekly*, March 1, 2017
- "Think S.P.R.I.N.G. -- Are You Up-to-date on Regulatory Changes and Legal Developments Impacting Your Business?" *Informed Employer Briefing Weekly*, March 2, 2016
- "Be Careful What You Wish For, or Be Careful What You Give? Adverse Employment Actions Can Lurk in Surprising Places," *Informed Employer Briefing Weekly*, February 9, 2015
- "'Ban the Box' - A New Law in Indianapolis: And Is it Coming Soon to a City Near You?" *Informed Employer Briefing Weekly*, April 21, 2014
- "Do the Math: Court Takes Account of Economic Impact of Temporary Job Reassignments," *Informed Employer Briefing Weekly*, January 24, 2014
- "An Alternative to Rule 28(E) For Service of Non-Party Discovery," *Indiana Lawyer*, June 5, 2013
- "Sticks and Stones . . . Wait a Minute, Names Can Hurt You," *Informed Employer Briefing Weekly*, September 26, 2012
- "The Serial Complainer," *Informed Employer Briefing Weekly*, July 20, 2011
- "Independent Contractor or Employee? Know the Difference or Pay the Consequences," *Sites Magazine*, January 2011
- "Worker Misclassification December 2010 Update: Independent Contractor or Employee? Know the Difference or Pay the Consequences," *Ice Miller Special Bulletin E-Alert*, December 16, 2010
- "Efforts to Root Out Worker Misclassification Expand," *Informed Employer Briefing Weekly*, May 26, 2010
- "U.S. Supreme Court Takes Burden of Proof Off Employers in Age Cases," *Informed Employer Briefing Weekly*, June 24, 2009

- "Together Forever or Nothing Left to Lose? The Court of Appeals Broadly Construes 'Good Will' in Non-Compete Agreement," *Informed Employer Briefing Weekly*, May 27, 2009
- "Save it for a Rainy Day: Consequences for Destroying Records," *Informed Employer Briefing Weekly*, Nov. 6, 2008
- "Defending the FMLA Restoration Case – Is Your Legitimate Business Reason Air-tight?" *Informed Employer Briefing Weekly*, April 3, 2008
- "More than Words - The Danger of Oral Modification to Employment Agreements," *Informed Employer Briefing Weekly*, Jan. 17, 2008
- "New Leave Requirement," *Informed Employer Briefing Weekly*, June 28, 2007
- Author, Note Published in Volume 73, *Indiana Law Journal*, 1997

Thought Leadership

February 17, 2026

Employee Struggling Physically or Acting Strangely? Fitness-For-Duty Exams Are Defensible if You Follow the Legal Standard

May 13, 2025

Common Employment Law Mistakes and Oversights You Need to Know About: Read This List to Help Avoid Litigation and Liability!

February 20, 2025

Trump U.S. Department of Education Rescinds Biden Administration NIL Title IX Guidance Previewing a Contentious 2025 for Title IX

February 12, 2025

***The Indiana Lawyer* | How Will Title IX Factor into Changes for College Athletics?**
The Indiana Lawyer

February 10, 2025

House, Title IX, the Evolution of NIL, and College Athletics' Looming Employment Question Promises a Busy 2025 for College Athletics

December 31, 2024

Stop Campus Hazing Act Creates New Reporting Requirements for Colleges and Universities

September 2024

***Employee Benefit Plan Review* | The Times (When Teens May Work) Are A-Changin' – Indiana Amends Child Labor Laws to Allow Older Teens to Work Later and Longer**
Employee Benefit Plan Review

July 1, 2024

Updates on the Legal Challenges to the White-Collar Salary Increases: The July 1 Increase Takes Effect for the Vast Majority of Employers

June 25, 2024

The Times (When Teens May Work) Are A-Changin' -- Indiana Amends Child Labor Laws to Allow Older Teens to Work Later and Longer

February 14, 2024

***The Indiana Lawyer* | DTCL: 2024 Eclipse May Eclipse 'Business as Usual' for Employers**

The Indiana Lawyer

November 13, 2023

No Good Deed . . . Don't Let Your Diversity Initiatives Expose You to Discrimination in Hiring

June 13, 2023

What Can "Today You" Do that "Tomorrow You" Will Thank You For? Employment Policies that Help Employers Defend Themselves in Litigation

September 7, 2022

We Need to Talk About Your Flair: NLRB Requires "Special Circumstances" for Prohibiting Union Insignia

January 20, 2022

DTCL: Oh, won't you stay ... just a little bit longer?

The Indiana Lawyer

January 12, 2022

Oh, Won't You Stay Just a Little Bit Longer? Strategies for Employee Retention in a Challenging Labor Market

Indiana Lawyer (January 2022)

June 18, 2021

When Hiring Employees in Other States, Make Legal Compliance a Priority

Chicago Daily Herald Business Ledger

September 9, 2020

New EEOC Q&As Aim to Help Employers Avoid EEO Litigation during the Pandemic

August 12, 2020

Federal District Court Vacates Important Provisions of DOL's Final Rule Interpreting the FFCRA

May 9, 2020

The Wait Is Over—DOE Issues Final Title IX Rule Varying in Many Respects from the Proposed Rule Issued in November 2018

April 4, 2020

How Does Teleworking Work Under the FFCRA?

March 31, 2020

New Guidance from the DOL on FFCRA Leave, Including Exemptions for Small Businesses and Exclusions for Health Care Providers

January 27, 2020

Good HR Habits for 2020

Speaking Engagements

- Presenter, "Essential Updates for HR Leaders," Association for Rubber Products Manufacturers' 2026 EHS Summit, May 6, 2026
- Presenter, "Surviving in a Large Law Firm," Spring 2026 IndyBar Applied Professionalism Course, April 16, 2026
- Presenter, "From Ames to AI: Recent Changes in Employment Law," Defense Trial Counsel of Indiana Annual Conference, November 20, 2025

- Presenter, "Navigating The Maze of Regional Planning Organization Management," MPO/IARC Future INSight Conference, October 16, 2024
- Presenter, "Discussing Current Solutions for Your Workplace," Indiana Chamber of Commerce HR Leadership Roundtable, September 11, 2024
- Presenter, "Determining Compensable Working Time Under the FLSA," Indiana Chamber of Commerce Wage & Hour Law Seminar, July 25, 2024
- Presenter, "Advice for Big Firm Lawyers," Fall 2023 IndyBar Applied Professionalism Course, October 19, 2023
- Presenter, "You won the election -- Now what? Keeping Out of Trouble with the First Amendment Rights of Employees," AIM (Accelerate Indiana Municipalities), November 14, 2019
- Presenter, "Employment Law Basics for Cities and Towns: Hiring, Performance Evaluation, Discipline & Termination," ILMCT Institute & Academy, March 13, 2019
- Presenter, Women in the Law Breakfast at Defense Trial Counsel of Indiana Annual Meeting, November 16, 2018
- Presenter, "Five Hot HR Legal Topics," Putnam County Human Resources Association Luncheon, September 18, 2018
- Presenter, HR Indiana Annual Conference and the Midwest Diversity, Inclusion and Disability Awareness (DDIA) Conference with the Society for Human Resource Management (SHRM), Aug. 20-22 in Indianapolis.
- Presenter, "#PayMeToo -- Is Equal Pay Liability Lurking in Your Company's Future?" Indiana SHRM Annual HR Conference, Aug. 22, 2018
- Presenter, "Is Equal Pay Liability Lurking in Your Company's Future?" Indiana Chamber Annual Human Resources Conference & Expo, May 8, 2018
- Presenter, "#PayMeToo -- Is Equal Pay Liability Lurking in Your Company's Future?" Ice Miller LLP Webinar, April 10, 2018
- Presenter, "Employee Performance and Employee Complaints," Indiana Municipal Personnel Administrators for Cities and Towns (IMPACT) Annual Conference, September 20, 2017
- Presenter, "Strategies to Improve Your Chance of Success in Unemployment Compensation Claims," Indiana Chamber of Commerce 2016 Advanced Human Resources Management Seminar, July 22 and August 12, 2016
- Presenter, "Strategies to Improve Your Chance for Success in Unemployment Compensation Claims," Indiana Chamber of Commerce Annual Human Resources Conference & Expo, April 20, 2016
- Presenter, "The Department of Labor's Proposed White Collar Exemption Regulation," Women Presidents' Organization, July 14, 2015
- Presenter, "Determining Compensable Working Time Under the FLSA," Indiana Chamber of Commerce Wage & Hour Law Seminar, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, and 2016
- Program Chair, "Women's Legal History: Major Movements and Local Impact," Indianapolis Bar Association Seminar, October 23, 2012
- Presenter, "Litigation Avoidance: Investigate, Don't Retaliate," Indiana Chamber of Commerce Annual HR Conference, May 1, 2012
- Presenter, "Employer Investigation of Employee Complaints," South Central Indiana Human Resources Association Annual HR Conference, April 20, 2012
- Presenter, "Unemployment Compensation: Practical Advice for Handling Hearings and Appeals," Lorman Education Services' Unemployment Insurance 101 Seminar, March 14, 2012
- Presenter, "Traditional Reasons for Leave and New Forms of FMLA Leave," Lorman Education Services' Administering the Family and Medical Leave Act Seminar, December 8, 2011
- Moderator, "Meet the Client," IndyBar Women, Law & Leadership Symposium, October 6, 2011
- Presenter, "Investigate, Don't Retaliate! Proper Handling of Employee Complaints," Indiana State Council of SHRM, Annual Conference, August 30, 2011

- Presenter, "The Employer's Investigation of Harassment Complaints," Indiana Continuing Legal Education Forum, May 4, 2011
- Presenter, "FLSA Overtime for Governmental Employers," Association of Indiana Counties HR Diploma Seminar, January 21, 2011
- Presenter, "Employment Law Potpourri for Nonprofits," Community Development Law Center CLE Seminar, November 16, 2010
- Presenter, "Independent Contractor or Employee? Know the Difference or Pay the Consequences," Indiana Continuing Legal Education Forum Workers Compensation Seminar, November 5, 2010
- Presenter, "Independent Contractor or Employee? Know the Difference or Pay the Consequences," Indianapolis Chapter of NAWBO's Circle of Learning Series, October 19, 2010
- Presenter, "Independent Contractor or Employee? Know the Difference or Pay the Consequences," Ice Miller LLP Alumni Seminar, October 14, 2010
- Presenter, "Independent Contractor or Employee? Know the Difference or Pay the Consequences," Indiana Chamber of Commerce Annual HR Conference, May 6, 2010
- Presenter, "Unemployment Compensation: Practical Advice for Handling Hearings and Appeals," Indianapolis Bar Association, February 3, 2010
- Presenter, "To Pay or Not to Pay? That is the Question for Employers Faced with FLSA Compliance," Indiana Chamber of Commerce Annual HR Conference, May 6, 2009
- Presenter, "General Requirements of the FLSA," Association of Indiana Counties, January 23, 2009
- Presenter, "Documentation and Record Keeping," Lorman Education Services' Employee Discharge and Documentation Seminar, December 12, 2008
- Presenter, "Pregnancy, Parental Leave, and Child Illness," Indianapolis Bar Association, November 18, 2008