



# Hyowook Chiang, Ph.D.

## WELCH CONSULTING

12424 Wilshire Boulevard, Suite 600  
Los Angeles, California 90025  
310.260.4859  
HChiang@welchcon.com

## EDUCATION

Ph.D., Economics  
University of Maryland  
College Park, Maryland  
2005

M.A., Economics  
University of Maryland  
College Park, Maryland  
2002

B.A., Economics  
Seoul National University  
Seoul, Korea  
1992

## PROFESSIONAL EXPERIENCE

Managing Director  
**Welch Consulting**  
Los Angeles, California  
2018 – Present

Senior Economist  
**Welch Consulting**  
Los Angeles, California  
2016 – 2018

Economist  
**Welch Consulting**  
Los Angeles, California  
2005 – 2016

Economist  
**U.S. Census Bureau**  
Longitudinal Employer  
Household Dynamics Program (LEHD)  
2002 – 2005

Research Assistant  
**University of Maryland**  
2002 – 2005

Instructor  
Intermediate Macroeconomics  
**University of Maryland**  
2002

Teaching Assistant  
Graduate Econometrics I and II  
**University of Maryland**  
2000 – 2002

Hyowook Chiang is a Managing Director in Welch Consulting's Los Angeles office. Since joining Welch, Dr. Chiang has assisted with a wide range of FLSA and state-specific wage/hour matters such as regular rate of pay, overtime pay, meal/rest break violations, rounding, misclassification, off-the-clock work, donning and doffing, and alternative work arrangements claims. He has provided declarations and deposition testimony, and supported clients in mediation and trial. Dr. Chiang has also assisted clients with nationwide and regional level gender, race, and age discrimination cases involving pay, promotions, performance evaluations, hiring, and terminations. He has conducted numerous pay equity analyses for companies in various industries. He has significant experience in analyzing large/complex databases in class action litigations. He has helped clients in health care, retail, finance, service, and manufacturing industries as either a testifying or consulting expert.

Dr. Chiang received his Ph.D. in economics from University of Maryland. Prior to joining Welch Consulting, he worked as an Economist at the Longitudinal Employer Household Dynamics (LEHD) program at the U.S. Census Bureau, where he conducted research on job and worker flows and firm productivity. He was an analyst at the Bank of Korea where he worked on international financial institutions and domestic money markets. He taught economic statistics and intermediate macroeconomics at the University of Maryland.

## Selected Casework

**Expert, Wage & Hours:** Class action claims of meal break violations for a class of employees at a large hospital in California. Analyzed commonality/variability of meal break pattern using the timekeeping data. Provided an expert report.

**Expert, Wage & Hours:** Class action claims of meal break violations, underpaid overtime, and penalties for a class of employees at a large manufacturer in California. Estimated potential exposure and provided an expert report.

**Expert, Wage & Hours:** Claims of unpaid overtime premium for individual plaintiffs at a large national delivery company. Reviewed the expert declaration for the plaintiffs and provided a rebuttal expert report.

**Expert, Personal Injury:** Claims of personal injury due to defendant's excessive hours of work. Reviewed the defendant's time report, activity log, payroll data, schedule data, and the expert declaration for the plaintiffs. Provided summary of finding, deposition testimony, and trial testimony.

**Expert, Wage & Hours:** Class action claims of off-the-clock work due to time gaps between computer logs and electronic time clocks. Reviewed and compared the computer logs and timesheets, conducted statistical analysis on commonality/variability. Provided an expert report.

**Expert, Wage & Hours:** Class action claims of misclassification of employees as independent contractors. Reviewed statistical analyses by the opposing experts based on a survey. Provided a rebuttal expert report.



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## PROFESSIONAL EXPERIENCE (continued)

Instructor, Economic Statistics  
**University of Maryland**  
2001

Teaching Assistant  
Introductory Macroeconomics  
**University of Maryland**  
2000

Analyst  
**Bank of Korea**  
1992-1993, 1995 – 1999

## Selected Casework (continued)

**Expert, Breach of Written Contract:** Single plaintiff claims of failure of the defendant to send payments for medical services provided during the contract period to the plaintiff, for whom the defendant was employed. Reviewed and criticized opposing expert's estimation of payments for services rendered during the contract period. Provided deposition and arbitration testimony.

**Expert, Wage & Hours:** Class action claims of underpayment of overtime for a class of individuals at a service firm in California. Estimated daily and weekly overtime hours worked and overtime premiums. Extrapolated to estimate overtime hours worked and overtime premiums for the pay periods without daily timesheets. Provided deposition testimony.

**Expert, Wage & Hours:** Class action claims of meal break violations for a class of employees at a large retailer in California. Analyzed commonality/variability of meal break compliance pattern using the timekeeping data. Provided an expert report.

**Expert, Wage & Hours:** Class action claims of underpayment of overtime under FLSA involving California city fire department. Analyzed the hours records and calculated the underpayment and overpayment of overtime. Prepared an expert report.

**Consultant, Trade Secrets:** Claims of theft of trade secrets and breach of contract involving two financial services companies and key officers. Estimated damages due to trade secrets theft, data breach, to delay of government approval process, and reputation loss.

**Consultant, Wage & Hours:** Class action claims of short shifts among the employees on alternative work schedule of three 12 hour days per week in several California hospitals. Studied frequency of short shifts and a potential correlation with patient counts.

**Consultant, Wage & Hours:** Class action claims of meal period violations and rounded time for a class of employees at a large senior living company. Studied variations in potential meal period violations and lost time due to rounding.

**Consultant, Wage & Hours:** Class action claims of unpaid overtime for a class of employees at a large firm in the financial services industry. Estimated potential overtime hours and damages under various assumptions and prepared damage estimates for use in settlement negotiations

**Consultant, Wage & Hours:** Several class action claims of unpaid straight time and overtime for a class of employees at large firms in various services industries. Estimated potential unpaid hours and damages. Analyzed a systematic pattern of hours records. Provided mediation support and assisted with settlement administration.



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### Selected Casework (continued)

**Consultant, Wage & Hours:** Several class action claims of meal and rest break violations for a class of employees at large firms in various services industries. Estimated potential meal violation counts and damages. Provided mediation support and assisted with settlement administration.

**Consultant, Wage & Hours:** Several class action suits involving claims of misclassified employees at large firms in software, financial, retail, and service industries. Analyzed timekeeping databases and survey data to estimate average weekly overtime. Generated exposure analyses for FLSA and state-specific damages. Provided mediation support, and assistance with settlement administration.

**Consultant, Wage & Hours:** Class action suits involving claims of mileage reimbursement at a newspaper company. Examined the detailed delivery data to determine stability of routes in terms of composition of subscribers and estimated exposure.

**Consultant, Wage & Hours:** Class action suits involving unpaid hours for employees who were in piece-rate (or flag hour) compensation system. Estimated exposure.

**Consultant, Wage & Hours:** Class action suits involving claims of unpaid donning and doffing time in a hospital. Estimated distribution of potential time for donning and doffing and exposure.

**Consultant, Wage & Hours:** Class action suits involving claims of off-the-clock donning and doffing in a food processing company. Estimated distribution of potential time for donning and doffing and exposure.

**Consultant, Wage & Hours:** Class action suits involving claims of unpaid overtime for a class of employees who work nine hours for eight days and eight hours for one day for a two week period for a county irrigation department. Estimated potential exposure.

**Consultant, Wage & Hours:** Class action suits involving claims of unpaid minimum wage for a time driving employer's vehicle and standby time for a class of employees at a county irrigation department. Estimated potential exposure.

**Consultant, Discrimination:** Class action claims of gender discrimination in the promotion and pay practices at a large nationwide retail company. Constructed a combined employment history data and performed statistical analyses of pay and promotion for non-exempt and exempt employees by gender and performed critique of the report by the plaintiffs' experts.

**Consultant, Discrimination:** Annual audits on performance evaluations of the management-level employees at a large nationwide retail company. Analyzed the evaluations data and performed statistical analyses of rating by gender and race.



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### Selected Casework (continued)

**Consultant, Discrimination:** Audit on compensation of the high-level executive management at a large nationwide retail company. Analyzed the compensation data and performed statistical analyses of compensation by gender and race.

**Consultant, Discrimination:** Class action allegations of gender discrimination in a range of business practices at a large software company. Performed statistical analyses of pay and promotions by gender.

**Consultant, Discrimination:** Class action claims of gender discrimination in total compensation at large investment banks. Performed statistical analyses of compensation by gender.

**Consultant, Discrimination:** Allegations of age discrimination in layoffs at a large retail company. Performed statistical analyses of layoffs by age.

**Consultant, Discrimination:** Claims of discrimination and disparate impact on employees over 40 regarding layoffs at a research lab. Performed statistical analyses of selections by age group.

**Consultant, Discrimination:** Age discrimination allegations in terminations at a large restaurant chain. Performed statistical analyses of involuntary terminations by age.

**Consultant, Discrimination:** Allegations of race discrimination in termination at a city fire department. Performed statistical analyses of terminations by race.

**Consultant, Discrimination:** Allegations of race discrimination in pay at a large manufacturing company. Performed statistical analyses of compensation by race.

**Consultant, Pay Equity:** Semi-annual audits on compensation and performance evaluations of the employees at a large nationwide professional service company. Analyzed the compensation and evaluations data and performed statistical analyses by gender and race.

**Consultant, Pay Equity:** Pay equity analysis of salaried and hourly employees at a large nationwide media company. Analyzed the compensation data and performed statistical analyses by gender and race.

**Consultant, Pay Equity:** Pay equity analysis of salaried employees at a nationwide firm in legal industry. Analyzed the compensation data and performed statistical analyses by gender.



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## Selected Publications

[“The Effect of HRM Practices and R&D Investment on Worker Productivity.”](#) (with F. Andersson, C. Brown, B. Campbell, and Y. Park), *The Analysis of Firms and Employees: Quantitative and Qualitative Approaches* (eds. Stefan Bender, Julia Lane, Kathryn Shaw, Fredrik Andersson and Till von Wachter), University of Chicago Press, 2008.

[How You Might Be Overpaying Your Employees](#)

*www.Law360.com*, New York, September 15, 2016.

[New Minimum Wage Affects More Than Low Wage Employees](#)

*www.Law360.com*, New York, March 27, 2014.

[It's Not The End Of The Piece Rate Pay System In California](#)

*www.Law360.com*, New York, February 11, 2014.

[Economic Analysis in Labor and Employment Litigation \(in Korean\)](#)

*Korean Economic Forum by Korean Economic Association*, January 2013.

## Working Papers

“Learning by Doing, Worker Turnover, and Productivity Dynamics,” 2006.

“Firm Performance, Workforce Quality and Workforce Churning,” (with B. Campbell, J. Haltiwanger, L. Hunter, R. Jarmin, N. Nestoriak, T. Park, and K. Sandusky), 2005.

“Internal Labor Markets and Diversification Strategies in Financial Services,” (with C. Grim, J. Haltiwanger, L. Hunter, R. Jarmin, N. Nestoriak, K. Sandusky, and J. Seo), 2004.

“Career Paths: Earnings Profiles by Industry, Gender, Education, Age and Firm Characteristics,” (with F. Andersson, C. Brown, B. Campbell, and Y. Park), 2004.

## Presentations

Center for Economic Studies, U.S. Census Bureau, June 2003.

IRRA Annual Meeting in conjunction with the ASSA, January 2004.

Far Eastern Meeting of the Econometric Society, July 2004.

NBER Summer Institute, July 2004.

Annual Conference of European Association of Labor Economists, September 2004.

University of Maryland, December 2004.

Conference on the Analysis of Firms and Employees, September 2006.



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## Presentations (continued)

International Association of Korean Lawyers, October 2014.  
Wage and Hour Defense Institute Annual Conference, May 2016  
Beverly Hills Bar Association, September 2016.  
Korea Institute of Finance, September 2017.  
National Employment Law Council Regional Conference, October 2017.  
National Asian Pacific American Bar Association Annual Convention, November 2017.  
Supreme Court of Korea Employment Law Working Group, April 2018.  
Sherman and Howard Labor and Employment Law Conference, May 2018.  
National Employment Law Council Annual Conference, April 2019.  
International Association of Korean Lawyers, September 2019.

## Professional Refereeing

Journal of Productivity Analysis

## Professional Membership

American Economic Association

## ABOUT WELCH CONSULTING

Welch Consulting has more than 30 years experience assisting clients of every size in matters involving employment issues and complex business litigation across a broad spectrum of industries and public sector entities. Our track record in producing rigorous analyses meeting the highest standards of accuracy, clarity and punctuality makes Welch Consulting a consistent choice for industry leading companies and the nation's preeminent law firms.

Welch Consulting has offices in Los Angeles, Texas and Washington DC.

For more information about our professionals and services visit us online at [www.welchcon.com](http://www.welchcon.com)