HUSCH BLACKWELL



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OVERVIEW

Nora assists federal contractors with their diversity and pay equity obligations.

Under the Office of Federal Contract Compliance Programs (OFCCP), government contractor employers face far more stringent and complex diversity and affirmative action requirements than those in the private sector. Compliance with this highly technical area of law requires careful data analysis and annual review—and Nora has been immersed in this practice since 2017.

Nora examines contractors' employment data, including datasets from companies with nationwide workforces of more than 150,000 individuals, performing advanced statistical work such as disparate impact analyses and regression modeling to advise clients and ensure compliance. She analyzes areas such as employer hiring decisions, applicant pools, promotions, terminations, and overall workforce data compared to Census demographics. She also examines compensation across demographics to ensure compliance with equal pay laws, including the OFCCP's Compensation Directive 2018-05, Title VII, the Equal Pay Act, and the Lilly Ledbetter Fair Pay Act.

Based on her analyses, Nora advises clients on their employment obligations and potential liabilities, and she assists with the production of affirmative action plans. She also represents federal contractors during OFCCP audits and prepares clients for interviews and onsite visits. Her practice requires both meticulous attention to detail and active strategic thinking, anticipating the legal implications of analysis results in order to prepare for and prevent negative outcomes. In addition, Nora assists clients in traditional labor and employment matters.

Services

Data Centers
Government Contracts
Labor & Employment
OFCCP Compliance
Pay Equity

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Nora initially chose to pursue a legal career out of a desire to make a difference in the world. Equally passionate about math, she earned an undergraduate degree in economics with a minor in mathematics, preparing her well for the statistical work required in federal contractor employment analyses. She loves working in a practice area that lets her combine her math and legal skills to help employers ensure equal opportunity and equal pay.

OFCCP regulations—and the resulting data—are highly complex, and Nora is known for her clear communication and attention to detail. She's always happy to talk a client through an analysis or a rule and is dedicated to ensuring that clients fully understand their obligations.

Experience

- Provided outside counsel services to government contractor employers subject to the jurisdiction of the Department of Labor's Office of Federal Contract Compliance Programs (OFCCP).
- Produced and supervised production of Affirmative Action Plans for federal contractor clients, including on behalf of 10+ Fortune 500 companies.
- Advised clients on equal opportunity and affirmative action laws and regulations.
- Prepared and defended federal contractors in audits and onsite visits from the OFCCP.
- Drafted desk audit submissions in response to OFCCP scheduling letters and prepared responses to OFCCP information requests.
- Developed and performed compensation analyses for clients using regression software to control for variables and assess pay equity among demographic groups to ensure compliance with the OFCCP's Compensation Directive 2018-05, Title VII, the Equal Pay Act, the Lilly Ledbetter Fair Pay Act, and myriad state equal pay laws.
- Analyzed adverse impact among demographic groups using hiring, promotion, and termination data.
- Examined, cleaned, and analyzed workforce data, including datasets from companies with 50+ locations nationwide, 150,000+ employees, and hundreds of thousands of applicants annually.

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Education

- J.D., George Washington University Law School
- B.A., Wellesley College

Admissions

- Virginia
- District of Columbia

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