



## Craig E. Leen

### Partner

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## OVERVIEW

Craig Leen is a partner in the firm's Labor, Employment, and Workplace Safety practice, and co-leads the firm's OFCCP and Affirmative Action Compliance area of focus. His depth of experience spans across federal, state, and local government, as well as the private sector.

Prior to joining the firm, Craig served as the Director of the Office of Federal Contract Compliance Programs (OFCCP), a federal civil rights enforcement agency at the U.S. Department of Labor. In this role, Craig reported directly to the Secretary and Deputy Secretary of Labor; overseeing approximately 450 employees and a budget of over \$105 million, with a mission to ensure compliance by federal contractors with equal employment opportunity and non-discrimination obligations.

During his tenure, OFCCP experienced record years in both enforcement recoveries and compliance assistance, with Craig overseeing three rulemakings and issuance of several technical assistance guides to help employers comply with the law. Likewise, as an agency head at the U.S. DOL, Craig worked directly with numerous other federal agencies, including the Wage & Hour Division (WHD), the Occupational Safety & Health Administration (OSHA), the Employee Benefits Security Administration (EBSA), the Office of Disability Employment Policy (ODEP), the Civil Rights and Federal Programs Divisions of the U.S. Department of Justice, and the Equal Employment Opportunity Commission (EEOC).

From his leadership experience at OFCCP and U.S. DOL, Craig provides clients who conduct business with the federal government a wealth of experience and insight into the enforcement of equal employment opportunity regulations, including compliance with affirmative action and nondiscrimination obligations, with Craig representing employers before federal agencies, including U.S. DOL and the EEOC. Likewise, he provides frequent advice to clients on developing comprehensive diversity, equity, inclusion, and accessibility (DEIA) programs that are compliant with Title VII, and conducting comprehensive pay equity and promotions self-audits. Indeed, Craig has extensive experience overseeing internal employment audits, reviews, and investigations that can help companies in ensuring compliance with applicable employment laws, including in the use of artificial intelligence in employment. Finally, Craig's knowledge and experience with the regulatory process is of significant value in providing counsel as to agency rulemakings under the Administrative Procedure Act, including advising clients on submitting comments on notices of proposed rulemakings.

Craig's experiences prior to OFCCP as a government attorney at the municipal and county levels in Florida also provide him a unique vantage point to advise clients on all aspects of regulatory compliance at multiple levels of government.

## PROFESSIONAL BACKGROUND

Prior to his tenure at OFCCP, Craig served as the City Attorney of Coral Gables, Florida, where he was the general counsel and chief legal officer for a municipality in South Florida. Before becoming City Attorney, Craig served as Chief of Appeals and then Chief of Federal Litigation for Miami-Dade County, one of the largest counties in the United States. Craig is board certified by The Florida Bar in city, county, and local government law.

Craig is well-known for his development of award-winning disability inclusion programs at both OFCCP (Section 503 Focused Review Program) and the City of Coral Gables (Principles of Inclusion). Craig also received the Secretary's Exceptional Achievement Award - Professional for his service at U.S. DOL, and the Paul S. Buchman Award for Outstanding Contribution in the Area of Legal Public Service for his service in local government.

Craig has taught numerous legal subjects as an adjunct professor at U.S. law schools, including Labor Law, State & Local Government Law, Government Lawyering, Legal Drafting (Litigation), and Evidence among other courses. He presently serves as a Professor of Government Lawyering and Professorial Lecturer in Law at The George Washington University Law School, and he has previously taught on the adjunct faculties at Florida International University College of Law, and the University of Miami School of Law. Previously, Craig was an associate at several global law firms and served as a law clerk to the Honorable Robert E. Keeton, US District Judge, District of Massachusetts.

## ACHIEVEMENTS

- Recognized with The Honorable Annice M. Wagner Pioneer Award by The Bar Association of the District of Columbia
- U.S. Secretary of Labor's Exceptional Achievement Award- Professional for successfully leading the transformation of OFCCP into a more effective organization
- U.S. Secretary of Labor's Worker's Protection Awards (three) for work on two systemic compensation cases and for leading the development of the Section 503/Disability Inclusion Focused Review Program
- Teamwork Award, along with daughter, for advocacy for disability rights as part of the Melwood Ability Awards at the National Press Club
- Special Achievement Award from the American Association for Access, Equity, and Diversity for leadership in advancing the rights of individuals with disabilities in the federal contractor labor force
- Cruz-Whitehurst Advocacy Award from the UM-NSU Center for Autism and Related Disabilities for work advocating for inclusion of individuals with autism and other disabilities by cities and counties in Florida
- Paul S. Buchman Award for Outstanding Contribution in the Area of Legal Public Service from the City, County, and Local Government Law Section of The Florida Bar

- Julie Kay Amicus Award from the Miami-Dade Chapter of the Florida Association for Women Lawyers for bringing attention to critical issues affecting women attorneys
- Chair's Service Award from the City, County, and Local Government Law Section of The Florida Bar
- Proclamations from the City of Coral Gables, Miami-Dade County, and Miami-Dade County Public Schools honoring and recognizing public service
- Legal Elite, Florida Trend Magazine, 2013, 2014, 2017
- Legal Luminaries, Finalist, Government Attorney Category (four finalists), Dade County Bar Association
- Best of Miami, Miami New Times, 2012
- Named to the Florida Super Lawyers Rising Stars list, 2009
- Initial sponsor of the Parental Leave Continuance Rule in the Florida Rules of Judicial Administration Committee, which was adopted by the Florida Supreme Court and recommended by the American Bar Association
- Developed a comprehensive disability inclusion and autism acceptance program for Coral Gables and the Coral Gables Police Department that was ultimately adopted by numerous local governments

## PROFESSIONAL / CIVIC ACTIVITIES

- Member, Advisory Council, National Industry Liaison Group (NILG), 2023-present
- Program Committee Co-Chair, District of Columbia Affairs Community, DC Bar, 2023-present
- Member, Advisory Board, NYU Center for Labor & Employment Law, 2022-present
- Member, DC Bar Rules of Professional Conduct Review Committee, 2022-present
- Chair, Civil & Human Rights Committee, The Bar Association of the District of Columbia, 2022-present
- Member, RespectAbility Board, 2021-present
- Member, Friends of Kenilworth Aquatic Gardens Board, 2021-present
- Vice Chair, District of Columbia Advisory Committee, U.S. Commission on Civil Rights, 2022-present
- Member, Eightfold Advisory Board and AI Ethics Council, 2021-present
- Member, Disability:IN DC Metro Advisory Board, 2021-present
- Professor of Government Lawyering and Professorial Lecturer in Law, The George Washington University Law School, 2018-present
- Faculty, The Institute for Workplace Equality, 2021-present
- Member, Ad Hoc Committee on Rules and Procedures (Local Rules Committee), U.S. District Court for the Southern District of Florida, 2014-present

- Member, Circa Board of Directors, 2021-2023
- Member, Florida Rules of Judicial Administration Committee, 2015-2021
  - Vice Chair, 2018-20
- Member, Special Education Parent Advisory Board, District of Columbia Public Schools, 2019-20
- Member, Florida Appellate Court Rules Committee, 2009-15
  - Vice Chair, 2014-15
- Member, Executive Council, City, County, and Local Government Law Section of The Florida Bar, 2013-20
- Member, Diversity and Inclusion Committee of The Florida Bar, 2016-18
- Member, Special Committee on Parental Leave in Court Actions, 2016
- Member, Constituency Board, UM-NSU Center for Autism and Related Disabilities, 2015-17
- Member, Legal Committee, Miami-Dade County Chiefs of Police, 2011-17
- Adjunct Professor, University of Miami School of Law, 2013-18
- Adjunct Professor, Florida International University College of Law, 2012-18
- Lecturer at Law, Legal Research & Writing Program, University of Miami School of Law, 2004-10

## SPEAKING ENGAGEMENTS

Craig has done over 100 speaking engagements, including keynotes, panel discussions, and TED-style talks, on subjects ranging from equal employment opportunity compliance in the workplace, to disability inclusion, to government ethics. Here are some recent speaking engagements:

- Moderator, “Panel: U.S. Department of Labor,” Disability:IN DC Metro’s 2024 DEIA Outlook: A Federal Perspective, 13 February 2024
- “HRCInsights: The 5 Biggest Developments in HR and Compliance in 2023,” Webinar presented by Circa and HRCI, 13 December 2023
- “Ensuring Equal Employment Opportunity in Promotions: Former Agency Leader Speaks,” Webinar presented by Circa and *SHRM*, 7 November 2023
- “The 5 Biggest Developments in HR and Compliance in 2023,” Webinar presented by Circa and *HR.com*, 25 October 2023
- “Ensuring EEO in Promotions: Former Agency Leaders Speak,” National Industry Liaison Group 2023 National Conference, 2 August 2023
- “The Top 5 Biggest Developments in HR and Compliance in 2023,” Webinar presented by Circa and *SHRM*, 27 July 2023

- Diversity Roundtable, Hosted by D.C. Bar Corporation, 27 June 2023
- “The OFCCP Under the Current Administration,” The Federalist Society, 9 February 2023
- “Anti-Semitism in the Workplace,” Louis D. Brandeis Center for Human Rights Under Law, 18 January 2023
- “Achieving Pay Equity: Employer Best Practices for Conducting Pay Equity Self-Audits,” Lawline webcast, 21 October 2022
- “Eliminating Glass Ceilings: Employer Best Practices for Achieving Equity in Promotions,” Lawline webcast, 8 September 2022
- Speaker, “U.S. Regulatory Agenda: The Latest Labor Updates,” *K&L Gates CLE Webinar*, 15 March 2022.
- Is My Company a Federal Contractor or Subcontractor? Not Knowing May Cost You (virtual panel), HR.com, 3 August 2021
- Keynote, Perspectives on Autism, Disability: In DC Metro, General Dynamics IT's AbilityFirst, and HOLA Employee Resource Group, 29 April 2021
- Creating an Ability-inclusive Workforce: Section 503 Compliance Insights and Best Practices (virtual panel), The Institute for Workplace Equality, 6 April 2021
- “The Big OFCCP What If? Is AAP Verification the First Step Toward Something (Much) Bigger?,” Webinar presented by Circa, 6 April 2021
- Panel: Moderated Q&A with Day One Speakers (virtual), Autism Innovations & Global Impact Conference, 2021 Building a Neurodiverse Workforce, Els for Autism, 12 March 2021
- The Inside Scoop – Lunch-Time Questions with the Experts – Session 4. Questions about the Office of Federal Contract Compliance Programs (virtual), Autism Innovations & Global Impact Conference, 2021 Building a Neurodiverse Workforce, Els for Autism, 12 March 2021
- Keynote: Providing an Inclusive Workforce for Individuals with Disabilities – A Competitive Edge (virtual), Autism Innovations & Global Impact Conference, 2021 Building a Neurodiverse Workforce, Els for Autism, 12 March 2021.
- “Ask Craig, an Interactive Series with Craig Leen, Circa's Newest Board Member (part 3),” Webinar presented by Circa, 8 March 2021
- “Ask Craig, an Interactive Series with Craig Leen, Circa's Newest Board Member (part 2),” Webinar presented by Circa, 1 March 2021
- “Ask Craig, an Interactive Series with Craig Leen, Circa's Newest Board Member (part 1),” Webinar presented by Circa, 15 February 2021
- A Fireside Chat with Former OFCCP Director Craig Leen, Episodes 8 (virtual), Policy Matters Podcast, Seyfarth (with Scott Hecker, Senior Counsel), 8 February 2021, available [here](#).

- Remarks to Stakeholders (virtual), OFCCP Section 503 Focused Review Annual Report for Fiscal Year 2020, 15 January 2021

## ADDITIONAL BACKGROUND

Craig is a frequent marathoner and enjoys spending time with his family hiking on trails in the National Capitol Region.

## EDUCATION

- J.D., Columbia Law School, 2000 (*Harlan Fiske Stone Scholar; Articles Editor, Columbia Journal of Transnational Law*)
- B.A., Georgetown University, 1997 (*cum laude; Government Honors Program*)

## ADMISSIONS

- Bar of District of Columbia
- Bar of Florida
- Bar of Massachusetts
- Bar of New York
- Supreme Court of the United States
- United States Court of Appeals for the District of Columbia Circuit
- United States Court of Appeals for the Eleventh Circuit
- United States Court of Appeals for the First Circuit
- United States District Court for the District of Columbia
- United States District Court for the District of Massachusetts
- United States District Court for the Eastern District of New York
- United States District Court for the Middle District of Florida
- United States District Court for the Northern District of Florida
- United States District Court for the Southern District of Florida
- United States District Court for the Southern District of New York



## THOUGHT LEADERSHIP *POWERED BY HUB*

- April 2024, ESG and the Sustainable Economy Handbook
- 27 March 2024, Proposed Rule by the Federal Acquisition Regulatory Council Would Ban the Use of Salary History Data by Federal Contractors and Require Disclosure of Salary Ranges in Job Postings
- 18 December 2023, Conversations About Race and Diversity: Jill Houghton
- 6 December 2023, Latina Equal Pay Day: How Do We Close the Pay Gap?
- 10 October 2023, OFCCP: Looking Ahead—What's Changing in 2024
- 6 September 2023, Tax Credit Revolution: Prevailing Wage and Apprentice Rules
- July 2023, What's Next for Employers Following the Supreme Court Affirmative Action Decision
- 30 June 2023, Practical Takeaways for Employers from the Supreme Court Affirmative Action Decision
- April 2023, World Autism Month: Neurodiversity and Accessibility
- 28 March 2023, California Pay Transparency Act: Considerations for Employers
- March 2023, What's on Deck? - Labor Department Regulatory Agenda Updates
- March 2023, Embracing Equity: Gender Equity, Intersectionality, and Elimination of Glass Ceilings
- February 2023, OFCCP: Looking Ahead—What's Changing in 2023
- 20 February 2023, 2022 Health Care Employment Law Year in Review
- 23 January 2023, Conversations About Race: The Honorable Tony Coelho
- December 2022, Latina Equal Pay Day: How Do We Close the Pay Gap?, Hosted by Hispanic Bar Association of the District of Columbia, K&L Gates Dc Diversity Committee, and the Bar Association of the District of Columbia Civil & Human Rights Committee
- 30 November 2022, Update on the Tax Credit Revolution: Prevailing Wage and Apprenticeship Clock Starts Soon
- September 2022, What's on Deck? - Labor Department Regulatory Agenda Updates
- 16 September 2022, Update: OFCCP Clarifies Position in Favor of Attorney-Client Privilege in Revised Pay Equity Directive
- 2 September 2022, The Tax Credit Revolution: What You Need to Know About the Wage and Apprenticeship Requirements
- August 2022, Where OFCCP is Headed and How Contractors Can Best Prepare
- July 2022, July 2022 Accolades

- 14 June 2022, Litigation Minute: The "S": Suits Based on What a Company Says and Does
- April 2022, Autism Acceptance Month: Perspectives on Neurodiversity and DEIA (Diversity, Equity, Inclusion & Accessibility)
- 19 April 2022, ESG Insights: Impact on Operations
- April 2022, The First OFCCP Directives Under Biden - What's New for 2022
- 18 March 2022 , OFCCP and Federal Contractors are Significant Focus of Executive Branch Actions for Equal Pay Day
- 15 March 2022, U.S. Regulatory Agenda: The Latest Labor Updates
- 4 March 2022, Path out of the Pandemic: Employer Considerations Under the National COVID-19 Preparedness Plan
- 21 February 2022, Illinois Employment Law Developments
- January 2022, COVID-19: Practical Guidance Following the Supreme Court's OSHA and CMS Vaccine Mandate Decisions
- 14 January 2022, SCOTUS Blocks OSHA's ETS and Allows CMS Mandate to Go into Effect
- 23 December 2021, COVID-19: All (Some) or Nothing: Where the Federal Vaccination Mandates Stand as Employers Plan for 2022
- 14 December 2021, OFCCP Compliance Series: Affirmative Action Verification Initiative, Part 3
- 3 December 2021, OFCCP Affirmative Action Verification Interface Has Arrived and the Time to Certify is Fast Approaching
- November 2021, Veterans Employment, Disability Inclusion, and Neurodiversity at Work Programs
- November 2021, COVID-19: OSHA Emergency Temporary Standard & Compliance Considerations For Covered Employers
- November 2021, Veterans Employment, Disability Inclusion, and Neurodiversity at Work Programs
- November 2021, COVID-19: OSHA Emergency Temporary Standard & Compliance Considerations For Covered Employers
- October 2021, Managing the Impacts of the COVID-19 Vaccine Mandates for Government Contracts
- 27 September 2021, Safer Federal Workforce Task Force Releases Vaccine Requirements for Federal Contractors
- September 2021, Preparing for the Biden Vaccine Mandates
- September 2021, OFCCP Compliance Series: Affirmative Action Verification Initiative, Part 2



- 3 September 2021, Be Prepared: OFCCP Releases Three Initiatives in Three Days – Affirmative Action Verification, Two Other Major Announcements
- August 2021, Diversity Series: Effective Diversity, Equity, Inclusion, and Accessibility (DEIA) Planning – Session 2
- August 2021, Diversity Series: Effective Diversity, Equity, Inclusion, and Accessibility (DEIA) Planning – Session 1
- 8 July 2021, OFCCP Enforcement in the Health Care Space
- 8 July 2021, K&L Gates Working Wise: OFCCP Enforcement in the Health Care Space
- June 2021, Preparing for "Deep Dive" OFCCP Audits and a Potential Increase in Enforcement Litigation (Session 3)
- June 2021, Preparing for Likelihood of OFCCP and EEOC Focus on Pay Equity and Pay Data Collections (Session 2)
- May 2021, OFCCP Compliance & Diversity Series: Affirmative Action Verification Initiative
- July 2020, July 2020 Accolades

## OTHER PUBLICATIONS

- The Top 5 Biggest Developments in HR and Compliance in 2023, *HR.com*, 27 October 2023
- OFCCP Clarifies Position in Favor of Attorney-Client Privilege in Revised Pay Equity Directive, *Pratt's Government Contracting Law Report*, December 2022
- OFCCP and Federal Contractors Are Significant Focus of Recent Executive Branch Actions, *Pratt's Government Contracting Law Report*, June 2022
- OFCCP Compensation Directive Focuses on Pay Equity Audits, *HR Magazine*, 24 March 2022
- How Health Care Cos. Can Untangle Web Of Vaccine Mandates, *Law360*, 13 October 2021
- Outreach to Minority Serving Institutions Helps Diversify Your Organization, Circa Blog, May 2021
- Shining a Spotlight on Improving and Supporting Mental Health in the Workplace, Circa Blog, May 2021
- Ten Recent OFCCP Reforms You May Not Have Heard About, Part 2, Circa Blog, April 2021
- Ten Recent OFCCP Reforms You May Not Have Heard About, Part 1, Circa Blog, April 2021
- Introductory Letter to OFCCP's Section 503 Focused Reviews Annual Report (FY 2020), pp. 1-2
- Eliminating Systemic Discrimination a Key Battle, *Dayton Daily News*, September 26, 2020
- Common Sense on the Equal Employment Opportunity Agenda, *Anchorage Daily News*, September 1, 2019

- Letter from the Editor, Craig E. Leen, in recognition of the 50th anniversary of municipal home rule in Florida, The Agenda, City, County & Local Government Law Section of the Florida Bar, Fall 2017
- Without Explanation: Judicial Restraint, Per Curiam Affirmances, and the Written Opinion Rule, FIU Law Review, Spring 2017
- Introduction (From Town Meeting to Oral Argument: Citizens, Cities, and the Appellate Courts), FIU Law Review, Spring 2017
- Of Constitutional Dimension - Four Proposals to the Constitution Revision Commission, The Agenda, City, County & Local Government Law Section of the Florida Bar, Spring 2017
- Parental Leave, Letters, Florida Bar News, March 15, 2017 Edition
- Subsidiarity Matters: The Primacy of Local Zoning in Intergovernmental Disputes, The Agenda, City, County & Local Government Law Section of the Florida Bar, Fall 2016
- The Ethical and Effective Representation of Government Employees by Government Attorneys, Stetson Law Review, Summer 2016
- Declarations of Inclusion and Parental Leave Continuances: Two Causes, One Mission, CABA Briefs, Summer 2016
- A Parent's Wish – Declaring Principles of Inclusion for Children with Autism and other Special Needs, Gables Magazine, Summer/Fall Issue 2016
- In Honor of Autism Awareness Month, The Agenda, City, County & Local Government Law Section of the Florida Bar, Spring 2016
- The Sovereign's Grace and Equitable Estoppel, The Agenda, City, County & Local Government Law Section of the Florida Bar, Fall 2015

## NEWS & EVENTS

- 24 April 2024, World Autism Month: Inclusion Advocate Perspectives
- 20 June 2023, Mastering Global Pay Data Reporting: 5 Essential Considerations, Hosted by TRUSAIC
- 13 December 2022, Ensuring Equal Employment Opportunity in Promotions: A Dialogue Between Former EEO Agency Leaders, Hosted by Circa
- 14 April 2022, OFCCP Contractor Portal: Do I Need to Certify? The Results May Surprise You, Hosted by Circa
- 14 April 2022, The First OFCCP Directives Under Biden - What's New for 2022
- 14 April 2022, OFCCP Contractor Portal: Do I Need to Certify? The Results May Surprise You, Hosted by Circa
- 14 April 2022, The First OFCCP Directives Under Biden - What's New for 2022

- 5 April 2022, Autism Acceptance Month: Perspectives on Neurodiversity and DEIA (Diversity, Equity, Inclusion, and Accessibility)
- 6 December 2021, Supporting Neurodiversity in the Workplace: ADA/Section 503 Compliance and Best Practices, hosted by Lawline
- 18 November 2021, COVID-19: OSHA Emergency Temporary Standard & Compliance Considerations For Covered Employers
- 10 November 2021, Navigating Today's Tough HR Questions: Best Practices from Experts, hosted by Circa Works
- 2-3 November 2021, ESG for Renewable Energy Financing, hosted by Infocast Master Class
- 4 May 2021, K&L Gates Adds Second New Washington, D.C., Partner in a Week with Hire of U.S. Department of Labor Director

## MEDIA MENTIONS

Craig has hundreds of media mentions in the form of news clips, television interviews, and online content from his work in government. Here are a few examples:

- Quoted, "Disability Inclusion May Have a Racial Bias," *SHRM*, 27 February 2024
- Quoted, "Disability Inclusion Makes Financial Sense, Report Finds," *SHRM*, 12 December 2023
- Quoted, "Workers with disabilities are growing in numbers, but they face a staggering pay gap," *Fast Company*, 8 December 2023
- Quoted, "DOL Invests Millions Into Helping Employ People with Disabilities," *SHRM*, 27 September 2023
- Quoted, "How Gov. Shutdown Would Impact DOL's Wage-Hour Work," *Law360*, 27 September 2023
- Quoted, "Labor Agency's AI Hiring Disclosure Requests Vex Contractors," *Bloomberg Law*, 1 September 2023
- Quoted, "OFCCP Overhauls Compensation Components in Its Scheduling Letter," *SHRM*, 30 August 2023
- Quoted, "OFCCP Reduces Contractors' Time to Respond to a Predetermination Notice," *SHRM*, 7 August 2023
- Quoted, "The ADA Turns 33: Reflecting on Progress Made, Challenges That Remain," *SHRM*, 25 July 2023
- Quoted, "Comprehensive DE&I Strategies May Result from Supreme Court Ruling," *SHRM*, 19 July 2023
- Quoted, "Strategies to Support Working Parents of Children with Developmental Disabilities," *SHRM*, 7 July 2023
- Quoted, "Supreme Court Dismantles Affirmative Action in College Admissions," *SHRM*, 30 June 2023

- Quoted, “New York City’s AI Law is a Preview of Things to Come in the Workplace,” *The Wall Street Journal - The Workplace Report*, 28 June 2023
- Quoted, “Diversity Roundtable: Affinity Groups Find Common Ground,” D.C. Bar Corporation, 28 June 2023
- Quoted, “The Evolution of HR and Compliance,” *SHRM*, 6 June 2023
- Quoted, “Nearly Half of Accommodations for Disabled Employees Cost Nothing,” *SHRM*, 25 May 2023
- Quoted, “Tiny Labor Agency Struggles to Meet Huge Diversity Data Request,” *Bloomberg Law*, 16 March 2023
- Quoted, “DOL Contractor Watchdog’s Pay Equity Plan Proves Effective,” *Law360*, 14 March 2023
- Quoted, “Employment Rate Rising for People with Disabilities,” *SHRM*, 8 March 2023
- Quoted, “OFCCP Scales Back Religious Exemption,” *SHRM*, 6 March 2023
- Quoted, “OFCCP Seeks to Gather Much More Information During Audits,” *SHRM*, 4 January 2023
- Quoted, “Labor Department Reluctant to Reveal Contractor Diversity Data,” *Bloomberg Law*, 20 October 2022
- Quoted, “The Benefits of Using Inclusive Photos on Your Website,” *SHRM*, 21 September 2022
- Quoted, “OFCCP Clarifies Federal Contractors’ Compensation Compliance,” *SHRM*, 29 August 2022
- Quoted, “Contractors’ Privileged Pay Analyses Protected From DOL Audits,” *Bloomberg Law*, 18 August 2022
- Quoted, “EEOC, DOJ Warn Companies: Do Not Use AI to Discriminate,” *SHRM*, 18 May 2022
- Quoted, “What Life Is Like for Autistic Workers,” *SHRM*, 15 April 2022
- Quoted, “OFCCP Will Speed Up Audits,” *SHRM*, 7 April 2022
- Quoted, “Contractor Watchdog Rolls Back Trump Compliance Directives,” *Bloomberg Law*, 31 March 2022
- Federal Contractors Bracing for More Government Pay Bias Probes, *Bloomberg Law*, 24 March 2022
- OFCCP Will Open Portal for Certification of Compliance Soon, *SHRM*, 4 March 2022
- Punching In: Rank and File Returning to Labor Department Desks, *Bloomberg Law*, 22 February 2022
- Could Increasing Telework Make Government Employment More Accessible?, *FCW.com*, 8 July 2021
- Accessibility Matters: Craig Leen, *Accessibility.com*, 29 June 2021
- DOL Plans Minimum-Wage Hike for Contractors, Help for Tipped Workers, *SHRM*, 14 June 2021
- Prospect of Affirmative Action Checks Worries U.S. Contractors, *Bloomberg Law*
- Workers with Disabilities Need More from DOL, Official Says, *Bloomberg Law*
- Panelist (virtual), RespectAbility’s ADA30 Summit 2020, 30 July 2020

- In Conversation: NOD President Carol Glazer and OFCCP Director Craig Leen (video), National Organization on Disability, 24 February 2020
- OFCCP Issues Directive on Fourth Agency Pillar of Certainty, JD Supra
- OFCCP Director Craig Leen Describes Agency Priorities in Comments at the National ILG Conference, JD Supra
- Embracing Autism: A Coral Gables Story, Coral Gables Television, 25 April 2016

## AREAS OF FOCUS

- Labor, Employment, and Workplace Safety
- Commercial Disputes
- Employment Disputes and Investigations
- Government and Public Procurement
- Government Contracts and Procurement Policy
- Human Resource Advice and Compliance
- OFCCP and Affirmative Action Compliance
- Public Policy and Law

## INDUSTRIES

- Artificial Intelligence
- Technology

## EMERGING ISSUES

- Environmental Social Governance (ESG)