



**JENNIFER L. SEDA** is a Shareholder in the Denver office of Jackson Lewis PC and is a member of the firm's Affirmative Action and OFCCP Defense Practice Group. Jen oversees the preparation of hundreds of affirmative action plans each year. In addition, during the past several years, Jen has defended hundreds of OFCCP audits, including on-site reviews, corporate management ("glass ceiling") reviews, and on-sites. This high volume of OFCCP audit defense allows Jen to keep on top of the OFCCP's rapidly evolving enforcement trends and develop excellent relationships with OFCCP personnel. As a result, during the past several years, Jen and the Affirmative Action Practice Group have obtained Letters of Compliance in more than **99.5%** of the hundreds of audits they have defended.

Jen specializes in assisting employers in the development and implementation of employer applicant tracking systems and strategic disposition codes. Jen helps employers develop and implement systems that strike a balance between the applicant tracking system's purpose (to identify the best candidates as efficiently as possible) and the employer's compliance obligations. This advice also considers strategically using the Internet Applicant Rule to minimize the number of "applicants" who must be tracked and counted against the employer in statistical analyses. Jen also conducts HR and recruiter training on recruiting and requisition best practices designed to get recruiter "buy in" and strategically protect the employer.

Jen also specializes in overseeing the preparation of meaningful and defensible statistical analyses for employers to use in defending claims of systemic discrimination. This includes the defense of EEOC, OFCCP and private plaintiff systemic failure-to-hire, credit and background check, failure-to-promote, failure-to-accommodate, steering, wage and hour damages, and systemic pay claims. In addition, Jen conducts EEO pay analyses to assist defend employers in OFCCP audits and in response to EEOC charges and internal complaints.

Jen received her J.D. degree from the University of Denver Sturm College of Law. She graduated from the University of Colorado with a B.S. in Business Administration, a B.A. in International Affairs, and a minor in History.

Jen serves as the Chair of the Front Range Industry Liaison Group ("ILG") and the Chair of the 2014 SWARM ILG Regional Conference. Recognized by *Chambers*, Jen also regularly presents to ILG groups on these topics, serves on the DirectEmployers Compliance Advisory Board, is a member of the Center for Corporate Equality's Pay Equity Technical Advisory Committee and Colorado General Counsel Group Advisory Committee, and is an author/editor of *EEO Insight*.