

BARRAN LIEBMAN^{LLP}

A T T O R N E Y S

Employment | Labor | Benefits | Higher Education
www.barran.com | 503.228.0500

NICOLE C. ELGIN

503.276.2109 | nelgin@barran.com | www.barran.com



Nicole Elgin is a partner at Barran Liebman LLP, where she represents employers in labor and employment law matters, from proactive advice and training to strategic litigation. Her labor practice ranges from negotiating collective bargaining agreements to strategizing employer campaigns during union elections. She also defends employers in arbitrations and investigations by the National Labor Relations Board. Nicole represents unionized employers across a variety of industries and sectors, from wood products to community nonprofits.

Nicole's employment law practice involves helping employers adapt their policies to legislative and regulatory changes at the local, state, and national levels. She defends employers investigated by administrative agencies, including Oregon's Bureau of Labor and Industries (BOLI), Washington's Labor & Industries (L&I), and the Equal Employment

Opportunity Commission (EEOC), to name a few. She was also a member of the Rulemaking Advisory Committee for Oregon's Equal Pay Act and has helped numerous employers perform equal pay analyses.

Prior to joining Barran Liebman LLP, Nicole was a judicial extern for the Honorable Michael H. Simon at the United States District Court for the District of Oregon. She serves on the Multnomah Bar Association YLS Board of Directors and routinely teaches classes to those studying for the SHRM certification exam. In her spare time, Nicole enjoys traveling with her family and exploring restaurants and breweries throughout the Pacific Northwest.

Representative Matters

Counseled multiple employers through negotiating collective bargaining agreements, often serving as chief negotiator.

Performed multiple pay equity analyses pursuant to Oregon's Equal Pay Act.

Counseled employer through union organization campaigns, including representation in hearings before the National Labor Relations Board.

Successfully defended employer's termination of employee through grievance arbitration.

Successfully defended employer against Oregon OSHA complaint regarding COVID-19 protocols.

Counseled employer through reduction in force and operation restructuring.

Successfully defended employer through multiple complaints filed with the Bureau of Labor and Industries based on employer's legitimate business reasons for termination of employment.

Areas of Practice

Collective Bargaining

Compliance Advice

Contract Administration

Employers in Healthcare

Areas of Practice (continued)

Employment Law Advice & Litigation
Grievance Arbitrations
Labor Relations
On-Site Employment Law Training
Pay Equity
Reductions in Force
Sexual Harassment
Strikes, Pickets, & Boycotts
Successorship & Acquisitions
Unfair Labor Practices
Union Organizing & Union Elections
Wage & Hour

Honors

The Best Lawyers in America: Listed as a Ones to Watch Labor & Employment Law Management, Labor & Employment Litigation Attorney (2023-present)
Oregon Super Lawyers Magazine: Rising Star (2019-present)
Lewis & Clark Law School: Cornelius Honor Society; Best Oral Advocate; Community Service Honors; Honors Appellate Brief; Discovery Grant Recipient; Minta Hicks Newell Memorial Scholarship Recipient; Candise DuBoff-Jones Scholarship Recipient; Allen Hein Memorial Scholarship Recipient
University of Washington: Dean's List; Fritz Scholarship Recipient; Barbara McMahon Scholarship Recipient

Professional Experience & Affiliations

Federal Bar Association Oregon Chapter: Board Member (2018-2021); Member (2018-2021)
Multnomah Bar Association Young Lawyers Section: Treasurer (2023-present); Liaison to the Finance & Operations Committee (2023-present); Board of Directors (2021-2022); Social Justice Task Force: Member (2021-2022); Pro Bono Committee: Chair (2020-2021); Service to the Public Committee (2018-2020); 3L Liaison for Lewis & Clark School (2016-2017)
Portland Human Resource Management Association: Member (2019-present)
Society for Human Resource Management: Member (2019-present)
NW EEO/Affirmative Action Association: Board Member (2018-2019)
Multnomah Bar Association: Continuing Legal Education Committee (2017-2018)
Oregon Public Employer Labor Relations Association (ORPELRA): Member (2017-present)
Oregon Labor & Employment Relations Association (LERA): Member (2017-present)
Oregon State Bar: Labor & Employment Law Section: Member (2017-present)
Oregon Women Lawyers: Member (2014-present)
U.S. District Court of Oregon – The Honorable Michael H. Simon: Judicial Extern (2016)
Law School Admission Council (LSAC): High School/Middle School Mock Trial Volunteer (2015)

Civic Activities

College Possible Ambassador Board: Member (2019-2021)
Lewis & Clark Law School Mentoring Program: Mentor (2018-present)
Oregon Humane Society: Volunteer (2018-2021)
MBA Imprint: Volunteer (2017-present)

Civic Activities (continued)

Campaign for Equal Justice: Associates Committee & Program Coordinator (2018-2020)
 Rosemary Anderson High School: Mentor (2014-2017)
 Rose Haven: Reigning Roses Walk Committee Member (2016-2017)
 Girl Scouts of America: Lifetime Member (1999-present)

Representative Presentations

Oregon Society of Certified Public Accountants (OSCPA) State & Local Tax Conference: "Employment Law & Legislative Update," Presenter (1/5/23)
 Barran Liebman Webinar: "NLRB Updates & Best Practices for Responding to Unfair Labor Practice Charges," Presenter (11/14/23)
 BOLI's 39th Annual Employment Law Conference: "2023 Legislative & Regulatory Update," Presenter (11/3/23)
 Oregon Society of Certified Public Accountants (OSCPA) Business & Industry Conference: "2023 Employment Law Update: Best Practices for Employers," Presenter (10/27/23)
 Barran Liebman Annual Seminar: "Compliance Coaster: Labor Updates & Directives from the National Labor Relations Board," Presenter (9/28/23)
 Northwest Public Power Association March Meeting: "Employment Law Update," Presenter (3/8/23)
 BOLI's 38th Annual Employment Law Conference: "2022 Legislative & Regulatory Update," Presenter (11/10/22)
 Multnomah Bar Association Young Lawyers Section: "Labor Law Primer," Co-Presenter (11/3/22)
 Oregon Society of Certified Public Accountants (OSCPA) Business & Industry Conference: "2022 Employment Law Update: Best Practices for Employers," Presenter (10/18/22)
 Lewis & Clark Higher Education Class: "Labor Update," Guest Speaker (10/6/22)
 Barran Liebman Annual Seminar: "Labor Management Driver's Manual: Top Five Things to Know About Union Organization," Presenter (9/29/22)
 National Electrical Contractors Association: "Oregon Paid Family & Medical Leave Program," Presenter (8/17/22)
 HR Annie Webinar: "Employer Legal Update," Presenter (8/10/22)
 Portland Human Resources Management Association (PHRMA) Employee Relations Special Interest Group: "Employee Engagement: Cautionary Tales & Best Practices," Presenter (6/21/22)
 Oregon Business & Industry: "Union Organizing Do's & Don'ts," Presenter (6/15/22)
 Oregon Society of CPAs Knowledge Center: "Employment Law Update: Legislative Updates & Best Practices for Employers," Presenter (5/20/22)
 Portland Human Resource Management Association (PHRMA) Employee Relations Special Interest Group, Presenter (3/31/22)
 Portland Human Resource Management Association (PHRMA) Certification Study Group: "Diversity, Equity & Inclusion," Presenter (3/22/22)
 Barran Liebman Webinar: "2022 Employment Law Updates & Best Practices for Compliance," Presenter (2/8/22)
 Yamhill County SHRM HR Basics Part I: "Navigating COVID-19 in the Workplace: Vaccine Mandates, Leave, & Reasonable Accommodations," Presenter (1/20/22)
 PDX HR Leadership Forum: "Lessons from 2021 Employment Law Updates," Presenter (12/8/21)
 BOLI's 37th Annual Employment Law Conference: "Legislative & Regulatory Update," Presenter (11/4/21)

Representative Presentations (continued)

- Barran Liebman Annual Seminar: “Avoiding Penalty Strokes: Frequent Issues & Best Practices for Managing Temporary Employees,” Presenter (9/30/21)
- Oregon Society of CPAs Not-for-Profit Conference: “Employment Law Update: Legislative Updates & Best Practices for Employers,” Presenter (4/26/21)
- Portland Human Resource Management Association (PHRMA) Spring Legal Update: “Recent Legislative Changes & Best Practices for Employers,” Presenter (4/21/21)
- Portland Human Resource Management Association (PHRMA) Spring Study Group: “Employee Labor Relations,” Presenter (3/23/21)
- Lewis & Clark Higher Education Class: “Traditional Labor Law & Higher Education,” Guest Instructor (12/3/20)
- Oregon & SW Washington Association for Health Care Recruitment (OSWAHCR): “Keeping Up with 2020’s Surge of Regulatory & Legislative Updates,” Presenter (11/12/20)
- Salem SHRM Webinar: “NLRB & Traditional Labor Law Update,” Presenter (11/10/20)
- BOLI’s 36th Annual Employment Law Conference: “Keeping Up with 2020’s Surge of Regulatory & Legislative Updates,” Presenter (11/6/20)
- Portland Human Resource Management Association (PHRMA) Certification Study Group: “Employee/Labor Relations,” Instructor (10/27/20)
- Barran Liebman Client Training: “Labor Law Update: New Legislation, Case Law Updates, & Best Practices,” Presenter (10/9/20)
- Barran Liebman Webinar: “Oregon’s Workplace Fairness Act: Best Practices for Policy Updates & Compliance with Fall Changes,” Presenter (8/6/20)
- Portland Human Resource Management Association (PHRMA): “Employee & Labor Relations,” Presenter (4/7/20)
- Portland State University Human Resource Management Association (HRMA): “Your Rights & Obligations Under the Law – Overview of Oregon’s Equal Pay Act,” Presenter (1/7/20)
- Portland Human Resource Management Association (PHRMA): “Employee & Labor Relations,” Presenter (11/19/19)
- Oregon & SW Washington Association for Health Care Recruitment (OSWAHCR): “Employment Law Highlights,” Presenter (11/8/19)
- BOLI’s 35th Annual Employment Law Conference: “Changing Discrimination & Harassment at Work – Updates from Oregon’s Workplace Fairness Act,” Presenter (11/4/19)
- Business & Legal Resources (BLR) Webinar: “Oregon’s New Paid Leave Law,” Presenter (10/31/19)
- Portland Human Resource Management Association (PHRMA): “Employment Laws & Regulations,” Presenter (10/29/19)
- Workers’ Compensation Educational Conference: “When Sick Time, Family Leave, & the ADA Collide: Common Pitfalls & Strategies for Employer Success,” Presenter (10/17/19)
- Barran Liebman Annual Seminar: “Don’t Ask for an Encore When You Should Cue the Final Curtain: When to Skip Progressive Discipline & Move Straight to Termination,” Presenter (10/10/19)
- LaPorte Equal Pay Act Panel & Seminar: “Any Equal Pay Act lawsuits yet? Why or why not?” Presenter (9/26/19)
- Barran Liebman’s Unionized Employer Update: “Best Practices for Better Labor Relations,” Co-Presenter (9/19/19; 9/24/19)
- DisruptHR: “5 in 5 – Five Key Elements to Oregon’s New Workplace Fairness Act,” Presenter (9/12/19)

Representative Presentations (continued)

National Electrical Contractors Association: “Oregon’s Workplace Fairness Act: Upcoming Requirements & Best Practices for Compliance,” Co-Presenter (8/15/19)

Barran Liebman Client Training: “Labor Relations Supervisor Training,” Presenter (8/1/19)

Oregon Paralegal Association: “Pay Equity Workshop,” Presenter (6/27/19)

2019 OSB Labor & Employment Section Boot Camp: “Nuts and Bolts of Labor Law: Private Sector Labor Law,” Presenter (6/14/19)

Barran Liebman Client Training: “ADA & Accommodations: Best Practices for Supervisors & Managers,” Presenter (5/22/19)

22nd Annual Vigilant Pulp & Paper West Coast HR Roundtable: “Employment & Labor Law Update,” Presenter (5/9/19)

Portland Human Resource Management (PHRMA): “U.S. Employment Law & Regulations,” Presenter (5/7/19)

CDF Webinar: “2019 Employment Law Updates for Oregon & Washington,” Presenter (4/23/19)

Mid-Willamette SHRM Seminar: “Sick Time, Family Leave, & the ADA”; “Effective Discipline & Discharge,” Presenter (4/19/19)

Labor & Employment Relations Association (LERA): “The Oregon Equal Pay Act: Challenges & Successes, Tips & Traps,” Co-Presenter (4/16/19)

Barran Liebman Breakfast Seminar: “When Sick Time, Family Leave, & The ADA Collide: Common Pitfalls & Strategies for Employer Success,” Presenter (3/12/19)

Barran Liebman Traditional Labor Law Update: “Significant 2018 National Labor Relations Board Decisions & What Employers Need to Know for 2019,” Co-Presenter (3/6/19)

Barran Liebman Client Training: “Pay Equity Workshop,” Presenter (2/21/19)

National Electrical Contractors Association: “Oregon Pay Equity,” Co-Presenter (12/18/18)

Independent Electrical Contractors: “Unionization & Employer Rights,” Presenter (11/15/18)

Oregon & SW Washington Association for Health Care Recruitment (OSWAHCR): “Employment Law Update,” Presenter (11/9/18)

Barran Liebman Client Training: “How to Combat Harassment & Discrimination in the Workplace,” Presenter (11/5/18)

Portland Human Resource Management Association (PHRMA): “U.S. Employment Law & Regulations,” Presenter (11/6/18)

BOLI’s 34th Annual Employment Law Conference: “Case Law Update: Everything You Need to Know,” Presenter (11/1/18)

Barran Liebman Annual Seminar: Case Law Around the Campfire: Annual Update,” Presenter (9/27/18)

Barran Liebman Interactive Pay Equity Roundtable: “Oregon’s Equity Laws,” Co-Presenter (7/23/18)

Yamhill County HR Association: “Effective Discipline & Discharge,” Presenter (6/14/18)

Lewis & Clark Law School, The Law of Higher Education Course, Guest Presenter (5/22/18)

Independent Electrical Contractors of Oregon: “Union Organizing, Employers’ Rights, & Antitrust,” Presenter (4/12/18)

Barran Liebman Client Training: “Love in the Workplace: Unwanted Contact By Any Other Name Would Be Just As Offensive,” (2/13/18)

PHRMA Labor Relations SIG: “Traditional Labor Law: New Developments Under A Trump Board,” (1/25/18)

Barran Liebman Seminar: “The Winds of Change Blow Through the NLRB: An Update on the NLRB’s New Agenda,” (1/24/18)

Representative Presentations (continued)

Northwest EEO: "Employment Law Update," Presenter (1/16/18)

Representative Publications

- "2024 Updates to Washington Wage Thresholds," Barran Liebman Electronic Alert, January 10, 2024
- "DOL's New Nondisplacement Rule Creates Challenges for Federal Contractor Employers," Barran Liebman Electronic Alert, December 20, 2023
- "Employer Policy Checklist for the New Year," Barran Liebman Electronic Alert, December 14, 2023
- "Senators Introduce Legislation to Include College Athletes as 'Employees' Protected by the National Labor Relations Act," Barran Liebman Electronic Alert, December 7, 2023
- "NLRB General Counsel Issues Guidance on a Post-*Cemex* World of Union Recognition," *Oregon Business Report*, November 22, 2023
- "NLRB General Counsel Issues Guidance on Post-*Cemex* World of Union Recognition," Barran Liebman Electronic Alert, November 16, 2023
- "NLRB Broadens Joint-Employer Test with Final Rule," Republished by *Oregon Business Magazine*, November 3, 2023
- "NLRB Broadens Joint-Employer Test with Final Rule," Barran Liebman Electronic Alert, November 2, 2023
- "Changes to WA Paid Sick Leave, Minimum Wage," *Oregon Business Report*, October 12, 2023
- "Upcoming Changes to Washington's Paid Sick Leave & Minimum Wage," Barran Liebman Electronic Alert, October 11, 2023
- "The U.S. Department of Labor Announces Proposed Changes to the FLSA," Barran Liebman Electronic Alert, September 28, 2023
- "Flurry of New Activity from the NLRB Creates New Rules for Employers," Barran Liebman Electronic Alert, September 13, 2023
- "NLRB Adopts New Standard for Assessing Unlawful Work Rules," *Oregon Business Report*, August 14, 2023
- "NLRB Adopts New Standard for Assessing Unlawful Workplace Rules," Barran Liebman Electronic Alert, August 7, 2023
- "NLRB General Counsel Issues Memo Opining That Non-Compete Agreements Violate the NLRA," Barran Liebman Electronic Alert, June 5, 2023
- "EEOC Updates COVID-19 Technical Assistance to Address the Conclusion of the Federal Public Health Emergency," Barran Liebman Electronic Alert, May 17, 2023
- "NLRB Changes Standard for Assessing Discipline of Individuals Engaged in Protected Conduct," Barran Liebman Electronic Alert, May 3, 2023
- "New Oregon Minimum Wage Rates Announced," Barran Liebman Electronic Alert, April 19, 2023
- "Oregon OSHA Rescinds COVID-19 Rules Addressing Exceptional Risk Workplaces & Employer-Provided Housing," *Oregon Business Report*, April 11, 2023
- "Oregon OSHA Rescinds COVID-19 Rules Addressing Exceptional Risk Workplaces & Employer-Provided Housing," Barran Liebman Electronic Alert, April 3, 2023
- "NLRB Further Restricts Non-Disclosure & Non-Disparagement Provisions in Severance Agreements," Barran Liebman Electronic Alert, February 23, 2023
- "New Protections for Pregnant & Nursing Employees," *Cascade Business News*, February 1, 2023
- "Reminder: NLRA Applies to Nonunion Workplaces!," Barran Liebman Electronic Alert, November 15, 2022

Representative Publications (continued)

- “Some Employees Covered by CBAs No Longer Exempt from Oregon Sick Time Law,” *Oregon Business Report*, October 3, 2022
- “Job Posting Changes for Employees Working in Washington – Employers Must Disclose Wage Scale & Benefits Information!,” Independent Electrical Contractors Association *Employer News*, October 3, 2022
- “Certain Employees Covered by CBAs No Longer Exempt from Oregon Sick Time Leave,” Barran Liebman Electronic Alert, September 28, 2022
- “NLRB Decision Means it is Time to Review Uniform Policies,” *Oregon Business Report*, September 22, 2022
- “Changes to Oregon Paid Sick Leave for Multiemployer Groups & Hiring Halls Effective January 1,” *Cascade Business News*, September 21, 2022
- “NLRB Decision Means it is Time to Review Uniform Policies,” Barran Liebman Electronic Alert, September 12, 2022
- “Union Surge at Amazon, Starbucks Mirrors National Increase,” *Oregon business Report*, May 3, 2022
- “Surge in Union Organization Efforts at Amazon & Starbucks Mirrors Nationwide Increase in Union Activity,” Barran Liebman Electronic Alert (4/26/22)
- “Paid Family & Medical Leave Insurance Coming to Oregon in 2023,” Independent Electrical Contractors Association *Employer News*, April 1, 2022
- “New #MeToo Law Prohibits Enforcement of Arbitration Provisions for Workplace Sexual Assault Claims,” Barran Liebman Electronic Alert, March 4, 2022
- “Oregon OSHA’s Proposed Rules for Extreme Heat and Wildfire Smoke,” *Daily Journal of Commerce*, February 25, 2022
- “U.S. Labor Agencies Form Pact to Collaborate on Investigations into Worker Misclassification Claims,” Barran Liebman Electronic Alert, January 19, 2022
- “Vaccination, Testing, & Unions: Employers Must Negotiate with Unions over Parts of OSHA ETS,” Barran Liebman Electronic Alert, November 11, 2021
- “Traditional Labor Law,” *OBI Oregon Human Resources Manual*, 16th Edition, Chapter 40 Author, 2021
- “New Rules Requiring Vaccination (or Frequent Testing) for Oregon Health Care Personnel,” Barran Liebman Electronic Alert, August 6, 2021
- “Oregon OSHA Issues Temporary Rules for Wildfire Smoke,” Barran Liebman Electronic Alert, August 5, 2021
- “OHA Recommends Masks Indoors Regardless of Vaccination,” *Oregon Business Report*, July 29, 2021
- “OHA Recommending Masks Indoors Regardless of Vaccination Status,” Barran Liebman Electronic Alert, July 28, 2021
- “Summer is Here: Tricky Rules to Follow for Employment of Minors,” *Cascade Business News*, July 21, 2021
- “2021 Legislative Session: Impact on Employers,” Independent Electrical Contractors Association *Employer News*, July 1, 2021
- “New OSHA Emergency Temporary Standard for Healthcare Workers,” Barran Liebman Electronic Alert, June 16, 2021
- “Heads-Up: Oregon’s Paid Family Medical Leave Premiums Starting 2022!,” Independent Electrical Contractors Association *Employer News*, June 1, 2021
- “With Oregon OSHA’s Final Rules Coming, Time to Check in on Your Safety Committee!,” Independent Electrical Contractors Association *Employer News*, May 3, 2021

Representative Publications (continued)

- “Anticipating Oregon OSHA’s Final Rules for COVID-19 in the Workplace,” *Daily Journal of Commerce*, April 23, 2021
- “Employee Conduct May Be Protected Even Without a Union! Employers Seeing Significant Protected Concerted Activity in the Pandemic,” Independent Electrical Contractors Association *Employer News*, March 1, 2021
- “2021 Prevailing Wage Rates – Reminders for Compliance,” Independent Electrical Contractors Association *Employer Compliance Corner*, February 1, 2021
- “No Harm, No Foul? Not for Employers Subcontracting Union Work,” Barran Liebman Electronic Alert, December 16, 2020
- “Oregon OSHA Temporary Rule Creates Big To-Do Lists With Quick Deadlines for Oregon Employers,” *Cascade Business News*, November 18, 2020
- “The ADA Turns 30: Compliance in the Evolving Workplace,” *Daily Journal of Commerce*, August 31, 2020
- “Workplace Investigations,” “Traditional Labor Law,” *OBI Oregon Human Resources Manual*, 15th Edition, Chapters 21, 36 Author, 2020
- “The NLRB’s New Standard for Addressing Employee Outbursts & Offensive Language in Connection With Protected Activity,” Barran Liebman Electronic Alert, August 3, 2020
- “The Americans with Disabilities Act Turns 30: A Few Reminders About Employer Obligations Under the Law,” Barran Liebman Electronic Alert, July 23, 2020
- “Remember – Washington Overtime Exemption Changes Effective July 1st!,” Barran Liebman Electronic Alert, June 18, 2020
- “NLRB Issues Flurry of Decisions Impacting Private Sector Employers,” Barran Liebman Electronic Alert, January 2, 2020
- Featured by HR.com: “Big News For Union Employers: NLRB Abandons ‘Clear And Unmistakable Waiver’ Contract Standard,” September 20, 2019
- “Big News for Union Employers: NLRB Abandons “Clear and Unmistakable Waiver” Contract Standard,” Barran Liebman Electronic Alert, September 11, 2019
- “Oregon Legislature Passes Pay Equity “Fix” Bill,” Barran Liebman Electronic Alert, July 24, 2019
- “Contractor Versus Employee: Misclassification Increasingly Costly to Oregon Businesses,” *Association of Corporate Counsel Oregon Newsletter*, July 8, 2019
- Featured in The Professional Liability Fund’s *inBrief*: “Independent Contractors versus Employees: The Latest from the Oregon Supreme Court,” June 2019
- Featured in Oregon Chapter of the Federal Bar Association Tri-Yearly Newsletter: “2019 FBA Rising Professionals Symposium in Las Vegas,” Summer 2019
- “Washington Paid Family & Medical Leave Employer Premiums Delayed!,” Barran Liebman Electronic Alert, March 25, 2019
- “Is Your Business Prepared for Winter Weather?,” *Cascade Business News*, January 16, 2019
- “Paid Family & Medical Leave Law Arrives in Washington State,” *Daily Journal of Commerce*, December 28, 2018
- Featured in Independent Electrical Contractors of Oregon (IEC) *WATTS UP* Newsletter: “Preparing for 2019: An Overview of Oregon’s Equal Pay Law,” December 2018
- “Employers Prepare: Washington Paid Family & Medical Leave Premiums Start January 1st!,” Barran Liebman Electronic Alert, December 4, 2018
- “BOLI Releases Final Rules on Oregon Equal Pay Law,” Barran Liebman Electronic Alert, November 20, 2018

Representative Publications (continued)

- “U.S. Supreme Court Holds ADEA Applies to All Public Employers,” Barran Liebman Electronic Alert, November 8, 2018
- “Independent Contractors versus Employees: The Latest from the Oregon Supreme Court,” *The Oregon Business Lawyer*, September 2018
- “Workplace Investigations,” “Traditional Labor Law,” “Military Leave,” “Public Employers,” *AOI Oregon Human Resources Manual*, American Chamber of Commerce Resources, Chapter Author, 2018
- “Oregon’s Pay Equity Law: How to Manage Compliance,” *Oregon Business Magazine*, September 2018
- “Oregon’s New Equal Pay Law: 6 Key Questions to Help Your Company Prepare,” Featured by *Portland Business Journal*, August 20, 2018
- “Oregon’s Pay Equity Law Proactive Steps for Employers,” *Cascade Business News*, August 15, 2018
- “Selecting an Investigator for Harassment and Discrimination Complaints: Considerations for a New Era,” *AWI Journal*, July 2018
- “Public Sector Employers: No More Fair Share Fees!,” Barran Liebman Electronic Alert, June 27, 2018
- “Public Employers: *Janus* Is Coming, Are You Ready?,” Barran Liebman Electronic Alert, June 4, 2018
- “Negotiating Technological Change in Oregon’s Public Sector Workplace,” Labor Education & Research Center Monograph, May 30, 2018
- “Tip Pooling Laws Change Again,” Barran Liebman Electronic Alert, April 11, 2018
- “FLSA Overtime Exemptions No Longer Construed Narrowly,” Barran Liebman Electronic Alert, April 5, 2018
- “BOLI Publishes Final Rules for Daily & Weekly Overtime in Oregon,” Barran Liebman Electronic Alert, December 29, 2017
- “Addressing Harassment in the Workplace: Get it Right,” *Daily Journal of Commerce*, December 22, 2017
- “Workplace Investigations,” “Traditional Labor Law,” “Military Leave,” “Public Employers,” *AOI Oregon Human Resources Manual*, American Chamber of Commerce Resources, Chapter Author, 2017
- “The Pendulum Swings at the National Labor Relations Board,” Barran Liebman Electronic Alert, December 15, 2017
- “New Oregon Rules May Require You to Pay Daily Overtime after 10 Hours,” Barran Liebman Electronic Alert, November 15, 2017
- Veterans, Military Service Members & The Law 2017 Edition*: Chapter Author, November 1, 2017
- “Washington Public Accommodation Businesses May Be Liable for Employee’s Harassment of a Member of the Public,” Barran Liebman Electronic Alert, October 12, 2017
- “Does Hurricane Harvey Trigger Family Medical Leave Laws?,” *Legal and Compliance Excellence Essentials*, October Issue 2017
- “Start Building Your Professional Community: Bar Involvement as a Law Student,” *Before the Bar*, September 13, 2017
- “Does Hurricane Harvey Trigger Family Medical Leave Laws?,” Barran Liebman Electronic Alert, August 29, 2017
- “Employers and the Eclipse: Are You Prepared for the Path of Totality?” Barran Liebman Electronic Alert, August 15, 2017
- “When Weather Wreaks Havoc: An HR professional’s guide for all of those inclement weather days,” *HR.com*, March 20, 2017

Representative Publications (continued)

“Daily and Weekly Overtime in Oregon Changes Again for Workers in Mills, Factories, and Manufacturing Establishments,” Barran Liebman Electronic Alert, March 10, 2017

Lewis & Clark Law Review: Volume 20 No. 4, Managing Editor, January 25, 2017

“New OSHA Rules Changes Workplace Injury & Illness Reporting,” *Cascade Business News*, December 21, 2016

“Oregon Sick Leave Law Update,” Barran Liebman Electronic Alert, December 13, 2016

“OSHA Now Enforcing Rule Tracking Workplace Injuries and Illnesses,” Barran Liebman Electronic Alert, December 2, 2016

“A Look at the Post-Election Picture for Employers,” *Daily Journal of Commerce*, November 25, 2016

“The 2016 Election Season: Political Speech at Work,” Barran Liebman Electronic Alert, November 4, 2016

“OSHA Delays Enforcement of Rule Tracking Workplace Injuries and Illnesses,” Barran Liebman Electronic Alert, October 28, 2016

Lewis & Clark Law Review: Volume 20 No. 3, Managing Editor, October 24, 2016

“Risky Business: Employers Tracking Employees via GPS,” *Daily Journal of Commerce*, September 22, 2016

“BOLI Issues New Draft Rule on Paid Sick Time,” Barran Liebman Electronic Alert, September 12, 2016

“The Ninth Circuit Sides with the NLRB, Class Action Waivers are Unlawful,” Barran Liebman Electronic Alert, August 23, 2016

“Department of Labor’s Mandatory Poster Updates,” Barran Liebman Electronic Alert, August 2, 2016

“BOLI Issues Final Rule on Oregon’s New Minimum Wage Law,” Barran Liebman Electronic Alert, June 17, 2016

“OSHA’s New Rule Affects Post-Accident Drug Testing Policies,” Barran Liebman Electronic Alert, June 20, 2016

Admitted to Practice

Oregon

Washington

U.S. District Court, District of Oregon

U.S. District Court, Western District of Washington

Academics

Lewis & Clark Law School (J.D., *cum laude*):

Lewis & Clark Law Review, Managing Editor; Research Assistant to Professor Henry Drummonds

University of Washington (B.A.):

Associated Students for the University of Washington, Senator