



Valerie J. Hoffman

Partner

Chicago

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Biography

Practices & Sectors

Labor & Employment

Organizational Strategy and Analytics

OFCCP & Affirmative Action Compliance

Employment Litigation

Workplace Counseling & Solutions

Background Screening Compliance & Litigation

Hiring, Testing & Selection

Health Care Labor & Employment

Specialty Teams

Pay Equity Group

Ms. Hoffman is a partner at Seyfarth Shaw LLP where she has a nation-wide practice of labor and employment law and has served in various management roles at the Firm. As counsel to management, Ms. Hoffman advises employers of all varieties and sizes, including Fortune 100 technology, financial services, professional services, hospitality, and manufacturing companies. While Ms. Hoffman has a broad-based employment law advice and counsel practice, she has a particular focus on strategies to prevent and resolve issues relating to employment discrimination, including pay equity and glass ceiling issues, OFCCP defense and affirmative action compliance, and advice about legally defensible diversity practices. She is a core leader of the Firm's Pay Equity Group and founded and is Co-Chair of the Firm's nationally prominent OFCCP, Affirmative Action & Diversity practice.

In addition, Ms. Hoffman co-founded and co-chairs Seyfarth's Organizational Strategy & Analytics group. This forward-facing people analytics practice works with employers to design and implement metrics for tracking, assessment and achievement of workforce objectives including effective talent acquisition and management, workforce planning, leadership development, pay equity, diversity & inclusion, reductions in force, and other objectives where data can be leveraged to improve human capital management and work life.

Ms. Hoffman also provides counsel and advice on diversity and inclusion best practices, metrics, progress management and change management. Employers across the country value her broad knowledge of legally defensible and practical solutions for achieving diversity and inclusion objectives. She has extensive experience counseling senior leaders about these issues and their intersection with employment discrimination law.

Ms. Hoffman receives national media coverage of her observations about issues involving employment-related issues, including workplace metrics, employment discrimination, government compliance, glass ceiling issues, pay equity and diversity. She is a popular speaker and writer on these topics.

Education

- J.D., Boston College Law School (1978)
- B.A., Union College, *summa cum laude* (1975)
Phi Beta Kappa
- University of Edinburgh (1973-1974)

Admissions

- Illinois

Courts

- U.S. Court of Appeals for the Third and Seventh Circuits

Affiliations

- Santa Barbara Botanic Garden (Trustee)
- Los Padres Forest Association (Vice President, Executive Board Member)
- Union College (Former Trustee, Board Secretary and Executive Committee Member)
- Greater Los Angeles Industrial Liaison Group (Board Member)
- Navistar Diversity & Inclusion Advisory Board (Former Board Member)
- The Graduate College of Union University (Former Trustee, Board Secretary)
- AIDS Foundation of Chicago (Former Director and Executive Committee Member)
- The National Conference for Community and Justice (Former National Advisor, Chicago Region Director and Executive Committee Member)
- The University Club of Chicago (Former Director)
- Remains Theatre (Past President, Vice President, Board Member)

Publications

- Co-Author, "Breaking News: New EEOC Pay Report Proposed For Employers in 2017," *Management Alert*, Seyfarth Shaw LLP (January 29, 2016)
- Co-Author, "California Gender Pay Equality Bill To Be Strictest In Nation?," *California Peculiarities Employment Law Blog*, Seyfarth Shaw LLP (September 9, 2015)
- Author, "The Proposed Equal Pay Report: What You Need to Know," *The OFCCP Digest, Local Job Network*, Volume 4, Issue 10 (October, 2014)
- Co-Author, "OMB Approves "New" Audit Scheduling Letter...Finally!" *Management Alert*, Seyfarth Shaw LLP (October 10, 2014)
- Co-Author, "OFCCP Proposes New Equal Pay Report," *Management Alert*, Seyfarth Shaw LLP (August 8, 2014)
- Co-Author, "OFCCP Finalizes Disability Self-Identification Form; Seyfarth Offering Fixed Fee Compliance Packages," *One Minute Memo*, Seyfarth Shaw LLP (January 27, 2014)
- Co-Author, "DOL's Latest July 2013 Release Date for Final Veterans, Disability Rules Is Doubtful," *One Minute Memo*, Seyfarth Shaw LLP (July 17, 2013)
- Co-Author, "OFCCP Posts Date Federal Contractors Must Use New Census Data for Adverse Impact Programs," *One Minute Memo*, Seyfarth Shaw LLP (May 15, 2013)
- Co-Author, "OFCCP Wins Major Battle Over Coverage Of Some Health Care Providers," *Management Alert*, Seyfarth Shaw LLP (April 5, 2013)
- Co-Author, "OFCCP's New Compensation Plan Provides Little Direction," *One Minute Memo*, Seyfarth Shaw LLP (February 27, 2013)
- Co-Author, "What The Presidential Election Means For Federal Contractors: Insight Into What's Ahead For Affirmative Action," *One Minute Memo*, Seyfarth Shaw LLP (November 9, 2012)
- Co-Author, "Statisticians Caution EEOC on the Challenges of Collecting and Measuring Pay Equity Data," *Management Alert*, Seyfarth Shaw LLP (September 12, 2012)
- Co-author, "Federal Contractors and Subcontractors be on the Alert: Federal Government

[Takes a Step Towards Creating the Elusive List of Federal Subcontractors,” Management Alert, Seyfarth Shaw LLP \(August 24, 2012\)](#)

- “DOL Extends Filing Deadline for 2011 VETS-100/100A Reports; Financial Institutions Will No Longer Sell U.S. Savings Bonds in 2012 & May No Longer Be Federal Contractors,” *One Minute Memo*, Seyfarth Shaw LLP (August 12, 2011)
- “OFCCP Publishes Advance Notice of Proposed Rulemaking for Compensation Data Collection Tool,” *Management Alert*, Seyfarth Shaw LLP (August 11, 2011)
- “OFCCP Releases Spring 2011 Semi-Annual Regulatory Agenda,” *Management Alert*, Seyfarth Shaw LLP (July 28, 2011)
- “DOL Announces OFCCP Priority of Seeking Class Relief for Equal Pay and Other Violations as Response to *Dukes v. Wal-Mart*,” *One Minute Memo*, Seyfarth Shaw LLP (July 18, 2011)
- “OFCCP Issues New Directive On Functional Affirmative Action Programs,” *Management Alert*, Seyfarth Shaw LLP (June 6, 2011)
- “Recall of OFCCP Audit Notices, Key OFCCP Management Changes & Other Important News,” *One Minute Memo*, Seyfarth Shaw LLP (June 22, 2011)
- “OFCCP Seeks To Require Contractors To Produce Additional Information During All Audits,” *Management Alert*, Seyfarth Shaw LLP (May 17, 2011)
- “OFCCP Publishes Proposed Vets Regulations in Federal Register,” *Management Alert*, Seyfarth Shaw LLP (April 28, 2011)
- “The “New” OFCCP In Action: 2011 Focus on Enforcement,” *Management Alert*, Seyfarth Shaw LLP (April 1, 2011)
- “OFCCP Notice of Proposed Rulemaking for Veterans Regulations Is Imminent,” *One Minute Memo*, Seyfarth Shaw LLP (March 31, 2011)
- “OFCCP Directive 293: Jurisdiction Over Health Care Providers,” *Management Alert*, Seyfarth Shaw LLP (February 9, 2011)
- “OFCCP Releases Fall 2010 Regulatory Agenda,” *Management Alert*, Seyfarth Shaw LLP (January 4, 2011)

National Conference ILG Presentations

- 2017 Legal Experts Panel
- 2017 Managing the Worst Case AAP Results: What to Do Now
- 2017 Aspirins for Pay Audits: Building and Leveraging your HRIS to Take Away the Pain from Repeat Pay Equity Assessments
- 2016 Practical Solutions for Addressing Workplace Issues Relating to Transgender Individuals
- 2016 Legal Experts Panel
- 2015 Self-Auditing your Applicant Screening and Implementing Trackers
- 2015 Affirmative Action Compliance & Diversity/Inclusion - Identifying Synergies While Understanding Legal Risk
- 2015 Legal Experts Panel
- 2014 Policy Makers Talk about Revised FCCM, Other Agency Considerations & Title VII Perspectives(Carr/Lipnic/Hoffman)
- 2014 Legal Experts Panel
- 2013 Compensation Discussion with Pam Coukos, OFCCP (Coukos/Hoffman)
- 2013 The Good, the Bad, and the Ugly: Lessons Learned from Real Audits
- 2012 Multi Establishment & Enterprise Wide Compliance
- 2012 Applicant Tracking Trends & Compliance
- 2012 Experts Panel

- 2011 Be Prepared! How to Handle New and Emerging Issues in OFCCP Audits
- 2010 Social Media Platforms: The Recruiting Reality and Mitigating Risk

Other Presentations

- “Pay Equity Think Tank,” Breakfast Briefing, presented by Seyfarth Shaw LLP, San Francisco, CA (November 30, 2016)
- “OFCCP Revises Its Standard Audit Procedures- What You Need To Know About the Newly Revised Federal Contract Compliance Manual,” Webinar, presented by Seyfarth Shaw LLP (September 26, 2013)
- “OFCCP’s ‘Game-Changing’ Disability and Veterans Regulations Finalized,” Webinar, presented by Seyfarth Shaw LLP (September 3, 2013)
- “OFCCP’s New Compensation Plan Provides Little Direction,” Webinar, presented by Seyfarth Shaw LLP (March 15, 2013)
- “Criminal Background Checks Now On The OFCCP’s Radar,” Webinar, presented by Seyfarth Shaw LLP (February 15, 2013)

Community Leadership

- Santa Barbara Botanic Garden (Trustee)
- Los Padres Forest Association (Vice-President, Executive Board Member)
- Union College (Former Trustee, Board Secretary and Executive Committee Member)
- Greater Los Angeles Industrial Liaison Group Board of Directors (Board Member)
- Navistar Diversity & Inclusion Advisory Board (Board Member)
- Union College (Trustee, Board Secretary and Executive Committee Member)
- The Graduate College of Union University (Former Trustee, Board Secretary)
- AIDS Foundation of Chicago (Former Director and Executive Committee Member)
- The National Conference for Community and Justice (Former National Advisor, Chicago Region Director and Executive Committee Member)
- The University Club of Chicago (Former Director)
- Remains Theatre (Past President)

Recognition

- Illinois Super Lawyer
- Leading Lawyer Network
- Who’s Who in America

The Supreme Court of Illinois does not recognize certifications of specialties in the practice of law and no certificate, award or recognition is a requirement to practice law in Illinois.