



Julia E. Judish | Special Counsel

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- Employment Law
- Nonprofit Organizations
- Litigation
- Regulatory
- Japan



“In the D.C. metro area, a ‘good’ attorney is a dime a dozen, but Julia Judish is the rare *great* attorney. She is knowledgeable, accessible, responsive, and committed and connected to Defenders’ values and mission.”

–Jamie Rappaport Clark, President & CEO, Defenders of Wildlife

Julia Judish serves as a trusted advisor on all facets of the employment relationship, on nonprofit governance, and on certification matters. Julia provides critical and strategic counseling to private-sector employers, nonprofit organizations, and government contractors.

Julia works with clients to ensure compliance, to address sensitive employment and governance issues, and to resolve employment-related or other disputes. Her practice includes ADA accessibility, credentialing, and affirmative action issues.

Julia helps clients achieve their goals, avoiding litigation where possible, while still placing clients in the strongest litigation posture. She writes extensively on employment and nonprofit legal issues and is a regular speaker on these topics.



Recent Matters

Represents the National Commission on Certification of Physician Assistants in certification, disciplinary, governance, employment, government relations, and litigation matters, working regularly with both staff leadership and the NCCPA Board.

Serves as general counsel to Yoga Alliance, a 501(c)(6) membership association, and Yoga Alliance Foundation, a 501(c)(3) organization. Advises on credentialing, policy, employment, governance, government relations matters, and amicus participation in lawsuits.

Represents large government contractor on affirmative action matters, working with the general counsel and management to guide client successfully through an OFCCP audit and to advise on compliance with new legal requirements.

Professional Highlights

Co-author, with Jerald Jacobs, of the *Certification and Accreditation Law Handbook* (3d ed.) (ADA and Due Process chapters)

In addition to her regular practice, also advises on legal ethics issues and serves as outside counsel on a pro bono basis to several legal services organizations.

Recipient of multiple honors for excellence in legal services.

Honors & Awards

Guide to The Most Powerful Employment Lawyers: Top 100 in Employment Law, LawDragon's *Human Resource Executive*® magazine (2018)

Guide to The Most Powerful Employment Lawyers: Top 40 Up-and-Comer in Employment Law, LawDragon's *Human Resource Executive*® magazine (2017)

LEAP for Justice Award, Domestic Violence Legal Empowerment and Appeals Project (2016)

District of Columbia Courts Capital Pro Bono High Honors Roll (2014, 2015, 2016, 2017)

Legal Clinic Volunteer of the Year, Bread for the City – DC (2012)

Klepper Prize for Volunteer Excellence, Legal Aid Society of the District of Columbia (2009)

Education

J.D., Harvard Law School, 1996
cum laude



M.A., Brown University, 1993

B.A., Swarthmore College, 1989
with high honors

Admissions

District of Columbia

Maryland

Associations

American Society of Association Executives Legal Section Council, 2017-2018 term

External Publications

Certification and Accreditation Law Handbook (3d ed. 2016) (ADA and Due Process chapters) (with Jerald Jacobs)

"Good Counsel: Is Your Website Open to All?" *Associations Now*, 04/01/2018

"Acquirers Beware: Salary History Bans Impact Employment Diligence and Arrangements," *Employee Relations Law Journal*, Vol. 43, No. 4 (Spring 2018), Authors: Julia E. Judish, Donald G. Kilpatrick, Peter J. Hunt, and Andrew J. Lauria

"Harassment at Events: Liability Concerns and Prevention Best Practices," *Associations Now Plus*, 02/20/2018

"Deals And Due Diligence In The #MeToo Era," *Law360*, 1/29/2018 (co-author with Stephen Amdur and Benjamin Asch)

"Legal Standards for Disciplinary Policies and Procedures of Certification Organizations," *ICE Digest*, 05/25/2017

"Strategies for successful flexwork and telework policies at your organization," *Associations Now Plus*, 02/01/2017

Federal Employment Law Changes for Government Contractors in 2014—What Every Contractor Should Know—Part II, *Government Contracting Law Report*, Authors: John E. Jensen, Julia E. Judish, 05/01/15

Federal Employment Law Changes for Government Contractors in 2014—What Every Contractor Should Know—Part I, *Government Contracting Law Report*, Authors: John E. Jensen, Julia E. Judish, 04/24/15



Impact of Supreme Court Pro-Employer Title VII Decisions Blunted by State Laws, *Employee Relations Law Journal*, Authors: Julia E. Judish, Ellen Connelly Cohen, Keith D. Hudolin, 12/06/13

Employers May Be Able to 'Pick Off' Named Plaintiffs in FLSA Collective Actions, *Employee Benefit Plan Review*, Authors: Julia E. Judish, Keith D. Hudolin, 08/15/13

Poorly Drafted Social Media Policies Cost Big, *Daily Journal*, Author: Julia E. Judish, 10/22/12

Events

Panelist, "More to Worry About: Social Media Issues for Employers and the Workplace," Northern Virginia Technology Council CFO Series Event, December 7, 2017.

"Legal Developments in Certification," Certification Network Group Roundtable presentation, September 20, 2017.

"Ethical and Legal Issues in Certification and Disciplinary Policies and Procedures," webinar for Institute for Credentialing Excellence, June 13, 2017.

"Mitigating Risk in Your HR Department: Strategies to avoid lawsuits and keep you out of the news," Presentation to the FAR-Roundtable, February 22, 2017.

"FLSA Overtime Update for Nonprofits," webinar for AssociationTrends.com, July 26, 2016.

"Employees or Independent Contractors: What Happens if State Agencies Disagree with How You Classify Your Teaching Staff?" webinar for Yoga Alliance, June 29, 2016.

Panelist, "ASAE Discussion on Overtime Rule," ASAE, June 23, 2016.

"Plenary Session: The U.S. Department of Labor's Proposed Overtime Rule," the National Association of Development Organizations' 2016 Washington Policy Conference, April 5, 2016.

"Labor and Employment Issues Up and Down the Supply Chain," Supply Chain Symposium, March 16, 2016.

Panelist, ASAE's Town Hall Meeting, "DOL'S Overtime Rule," March 2, 2016.

"The Dramatic Effect the Proposed Changes to The Fair Labor Standards Act Regulations Will Have on Associations – And Steps You Should be Taking Now to Prepare," webinar for AssociationTrends.com, December 8, 2015.

"Employment Law Update–Recent Legal Changes That Affect Your Business Model," Pillsbury's Government Contracts Executive Roundtable, November 10, 2015.



"Accessibility Concerns: How ADA Has Evolved and How It Affects You," webinar for Institute for Credentialing Excellence, June 10, 2015.

"Best Practices in Pro Bono: Thorny Ethical Issues in Pro Bono," Washington Council of Lawyers Program, May 12, 2015.

"Top Six Wage & Hour Mistakes," webinar for American Council of Engineering Companies, March 13, 2014.

"Focus on Health Care Reform Compliance: Independent Contractors, Interns, Volunteers, Temporary Staff Employees and Leased Employees," webinar, July 7, 2013.

"Human Resources and Employment Law," webinar for ASAE 2012 Association Law Online Conference, June 19, 2012.

"Compliance in Executive Recruiting," April 17, 2012.

"Illegal Harassment in the Workplace - Protect Your Employees, Protect Your Firm," webinar for American Council of Engineering Companies, December 20, 2011.

"Best Practices and Limiting Risk in Hiring and Termination Decisions: Lessons from the Legal Front Lines," webinar for American Council of Engineering Companies, June 14, 2011.

"Social Media and the Workplace: From the Employer's Perspective," Pillsbury's four-part Nonprofit Briefing Series at The Kreeger Museum, April 14, 2011.

"From Concepts to Practice: Understanding and Building on the Law To Effectively Develop A Diverse Workforce," ASAE Foundation Diversity + Inclusion Conference, February 25, 2011.

"Compensation Discrimination," Feminist Legal Philosophy Seminar, Washington and Lee School of Law, November 1, 2010.

"Today's Biggest Employment Law Risks for Nonprofits: How to Manage Your #1 Liability Area Like a Pro," Pillsbury, November 4, 2009.

"Compliance Boot Camp for Supervisors; Hiring: How to Attract and Select Top Candidates—Legally," Business and Legal Reports Webinar, October 7, 2009.

"Compliance Boot Camp for Supervisors; Problem Employees: Dealing with the Difficult, the Deceitful, and the Duds," Business and Legal Reports Webinar, March 18, 2009.

"Federal Contractors and OFCCP Audits: How to Survive a Review of Your Affirmative Action Practices," Business and Legal Reports Teleconference, February 9, 2009.

"Federal Contractors and Applicant Tracking: Tips and Traps in Collecting, Compiling, and Reporting Applicant Data," Business and Legal Reports Teleconference, February 2, 2009.



"Federal Contractors and Affirmative Action Plans: How to Create and Monitor AAPs to Stay in Compliance," Business and Legal Reports Teleconference, January 29, 2009.

"Employment Law Outlook: The FMLA Amendments and New FMLA Regulations," Pillsbury's Employment & Labor Practice Breakfast Briefing, Washington, DC, January 13, 2009.

"Federal Contractors and Affirmative Action: Your Obligations Relating To Training Programs, Outreach Efforts, and More," Business and Legal Reports Teleconference, October 27, 2008.

"Wage & Hour Mistakes: How To Avoid The Five Most Common (and Costly) Errors Employers Make," Business and Legal Reports Webinar, July 7, 2008.

"Employment Tests: How to Reduce the Risks of Tests Used in Hiring and Promotion Decisions," Business and Legal Reports Teleconference, March 25, 2008.

"Internet Applicant: Compliance Tips and Traps," Society for Human Resource Managers Virginia State Annual Conference, October 5, 2007.

"The New 2007 EEO-1 Reporting Rules," Business and Legal Reports Teleconference, September 14, 2007.

"Retaliation: One Year After Burlington Northern," Business and Legal Reports Teleconference, August 14, 2007.

"Handling Harassment Complaints and Managing the New Retaliation Standards: Tips on Avoiding Employment Lawsuits," Association of Corporate Counsel Webinar, June 12, 2007.

Press

"3 Tips for Responding to Sexual Harassment at Meetings," *Associations Now*, April 13, 2018.

"#MeToo and Your Members," *Associations Now*, April 1, 2018.

"Three Questions You Can Never Ask Prospective Employees," *Associations Now*, March 1, 2018.

"Are There Blindspots in Your Sexual Harassment Policies?," *Associations Now*, December 21, 2017.

"Navigating ADA Compliance," *Human Resource Executive*, November 6, 2017.

"4 Things To Watch After Obama's OT Rule Nixed," *Law360*, September 1, 2017.

"With Oracle Bias Suit, Tech Firms Feel Labor Dept.'s Unwelcome Gaze," *The Recorder*, January 18, 2017.

"Attys React To High Court's Auto Service Advisers OT Ruling," *Law360*, June 20, 2016.



"Overtime Rule Released: How Organizations Can Prepare," *Associations Now*, May 23, 2016.

"Pro Bono Team Supports Victims of Domestic Violence at U.S. Supreme Court," Pillsburylaw.com, February 26, 2016.

"ASAE Testifies Again on D.C. Paid-Leave Proposal," USAE, February 22, 2016.

"Rhetoric Might Trump Reality of Fair Pay Law," *Daily Journal*, January 29, 2009.

"The signs, they are a changin': The Bush administration made some 11th hour changes to the Family and Medical Leave Act," *Washington Business Journal*, January 9, 2009.

"Companies brace for the Office of Federal Contract Compliance Programs' List of Compliance Evaluations," *Workforce Management*, September 2008.

"Social Media and the Workplace: From the Employer's Perspective," Pillsbury's four-part Nonprofit Briefing Series at The Kreeger Museum, April 14, 2011.

"Managing Faith at Work," *Washington Business Journal*, August 22, 2008.

"Returning Vets Suing to Get Their Jobs Back," *National Law Journal*, December 17, 2007.

Firm Publications

OFCCP Follows Up Town Hall Meetings with Release of Action Plan, Authors: Glenn Sweatt, Julia E. Judish, 5/03/2018

Department of Labor Changes Rules on Unpaid Internships, Authors: Julia E. Judish, Andrew J. Lauria, 1/11/2018

Acquirers Beware: Salary History Bans Impact Employment Diligence and Arrangements, Authors: Julia E. Judish, Donald G. Kilpatrick, Peter J. Hunt, Andrew J. Lauria, 10/16/2017

OFCCP Town Hall Offers Contractors a Chance to Be Heard, Authors: Glenn Sweatt, Julia E. Judish, 9/27/2017

Developments in Association Law 2016 – 2017, Authors: Jerald A. Jacobs, Alvin Dunn, Julia E. Judish, Dawn Crowell Murphy, Lori Panosyan, 9/12/2017

Preliminary Injunction Creates Uncertain Fate For Overtime Regulations, Authors: Julia E. Judish, Rebecca Carr Rizzo, John Scalia, 11/28/16

Post-Election Outlook: A New, Unpredictable World, Authors: Andrew Caplan, Alvin Dunn, Emily B. Erlingsson, Brian E. Finch, Nancy A. Fischer, Aimee P. Ghosh, Sheila McCafferty Harvey, Gerry Hinkley, Aaron R. Hutman, John E. Jensen, Julia E. Judish, The Honorable Gregory H. Laughlin, Christopher J.



McNevin, Elizabeth V. Moeller, Matthew Oresman, Glenn S. Richards, Michael R. Rizzo, Craig J. Saperstein, John Scalia, Mercedes K. Tunstall, Christopher R. Wall, Graham G. Wisner, 11/10/16

“Blacklisting” Executive Order Stayed by District Court Judge, Authors: Julia E. Judish, Richard B. Oliver, 10/26/16

Department of Labor Issues Final Rule Requiring Federal Contractors to Provide Paid Sick Leave, Authors: Rebecca Carr Rizzo, Julia E. Judish, Richard B. Oliver, 10/06/16

Final Rules and Guidance Issued on “Blacklisting” Executive Order, Authors: Julia E. Judish, Selena Brady, Rebecca Carr Rizzo, John E. Jensen, Richard B. Oliver, 08/30/16

A Broadcaster’s Guide to the U.S. Department of Labor’s New Overtime Exemption Requirements, Authors: Julia E. Judish, Scott R. Flick, Jessica T. Nyman, 05/31/16

U.S. Department of Labor More Than Doubles Minimum Salary Levels for FLSA Overtime Exemptions, Authors: Julia E. Judish, Rebecca Carr Rizzo, John Scalia, 05/19/16

Ninth Circuit Validates Rules Prohibiting Inclusion of “Back of the House” Employees in Tip Pools Even for Employers Not Taking a Tip Credit, Authors: Rebecca Carr Rizzo, Julia E. Judish, Anna M. Graves, Paula M. Weber, 03/09/16

NYC Human Rights Commission Takes Expansive View of Gender ID Discrimination, Authors: Kenneth W. Taber, Julia E. Judish, Andrew J. Lauria, 01/05/16

The Changing Compensation Landscape for Government Contractors, Authors: Julia E. Judish, Rebecca Carr Rizzo, 09/23/15

Department of Labor Says Most Workers Are Employees Under FLSA: Ultimate Test is Economic Dependence, Authors: Julia E. Judish, Erica Turcios Yader, 07/23/15

Supreme Court Affirms FHA Disparate Impact Claims, Authors: Deborah B. Baum, John Scalia, Julia E. Judish, David Stute, 07/21/15

Second Circuit Develops “Primary Beneficiary” Test to Evaluate Unpaid Internships, Authors: Julia E. Judish, Osama E. Hamdy, 07/09/15

The U.S. Department of Labor Moves to More Than Double Minimum Salary Levels, Authors: Julia E. Judish, John Scalia, Paula M. Weber, 07/07/15

New York City Bars Employers from Considering Criminal History before Extending a Job Offer, Authors: Julia E. Judish, Kenneth W. Taber, 07/01/15

DOL Invites Comments on Requirement That Bidders Disclose Employment Law Violations, Author: Julia E. Judish, 06/23/15



New York City Largely Bans Employers from Considering Consumer Credit History, Authors: Kenneth W. Taber, Julia E. Judish, Keith D. Hudolin, 05/08/15

SEC Cracks Down on Confidentiality Provisions that Restrict Whistleblowers, Authors: Kenneth W. Taber, John Scalia, Julia E. Judish, Keith D. Hudolin, 04/03/15

The Legal Landscape Rapidly Changes for D.C. Employers, Authors: Julia E. Judish, Rebecca Carr Rizzo, Keith D. Hudolin, 02/09/15

Caught Between Laws: Challenges for Health Care Providers in Using Criminal History Information in Employment Decisions, Authors: Julia E. Judish, Erica J. Kraus, 11/20/14

The ADA and Private Professional Certification, Authors: Jerald A. Jacobs, Julia E. Judish, Dawn Crowell Murphy, Chris Leuchten, 08/06/14

New EEOC Developments Expand Employers' Pregnancy Accommodation Obligations, Authors: Julia E. Judish, Teresa T. Lewi, Teresa T. Lewi, 07/28/14

President Takes Action Meant to Increase Pay Equity for Employees of Federal Contractors, Authors: Julia E. Judish, Keith D. Hudolin, 04/15/14

Government Contractors Face Expanded Affirmative Action Requirements, Authors: Julia E. Judish, Maryelena Zaccardelli, 03/20/14

New York's Non-Profit Revitalization Act, Authors: Jerald A. Jacobs, Julia E. Judish, Dawn Crowell Murphy, 01/16/14

Impact of Supreme Court Pro-Employer Title VII Decisions Blunted by State Laws, Authors: Julia E. Judish, Ellen Connelly Cohen, Keith D. Hudolin, 07/08/13

Employers May Be Able to "Pick Off" Named Plaintiffs in FLSA Collective Actions, Authors: Julia E. Judish, Keith D. Hudolin, 05/01/13

Hospitals Face Mandatory Affirmative Action Obligations Incorporated by Operation of Law Into Their Federal Subcontracts, Authors: Daniel S. Herzfeld, Julia E. Judish, 04/22/13

Federal Court Sets Guidelines for Denying Attorney-Client Privilege on Communications, Authors: Julia E. Judish, Stephen S. Asay, 03/11/13

EEOC Takes Aim at Employee Releases That Bar Assisting Others With Their Own EEOC Charges, Authors: Julia E. Judish, Keith D. Hudolin, 02/07/13

Given Recent NLRB Decisions Finding Standard Confidentiality Policies Unlawful, Employers Should Review and Update Their Policies, Authors: Julia E. Judish, Stephen S. Asay, Rebecca Carr Rizzo, 01/22/13



Drawing the Line Online: Employers' Rights to Employees' Social Media Accounts, Authors: Julia E. Judish, Thomas N. Makris, Amy L. Pierce, James G. Gatto, 10/16/12

Employ Me, Don't Friend Me: Privacy in the Age of Facebook, Authors: Julia E. Judish, Amy L. Pierce, Meighan E. O'Reardon, James G. Gatto, 06/11/12

EEOC Raises the Bar on Employers to Show that Employment Actions Are Job-Related, Authors: Julia E. Judish, Darcy L. Muilenburg, 05/08/12

Reminder: NY Employers Must Provide Wage Notices On or Before February 1, 2012, Authors: Julia E. Judish, Kenneth W. Taber, Keith D. Hudolin, 12/29/11

Law Firms Representing Federal Agencies Are Subject to Affirmative Action Requirements, Authors: Julia E. Judish, Keith D. Hudolin, 11/08/11

The New DC Nonprofit Corporation Act, Authors: Jerald A. Jacobs, Alvin Dunn, Julia E. Judish, Dawn Crowell Murphy, 10/24/11

NLRB Delays New Workplace Posting Requirements Until January 31, 2012, Authors: Ellen Connelly Cohen, Julia E. Judish, 10/10/11

New Workplace Posting Requirements, Authors: Daron Tate Carreiro, Julia E. Judish, Daron T. Carreiro, 08/30/11

Supreme Court Opens Door to Third-Party Retaliation Claims Against Employers, Authors: Rebecca Carr Rizzo, Julia E. Judish, 02/10/11