

Taylor Money Leverette

Associate Principal

MS, Applied Economics
Florida State University

BS, Applied Economics
Florida State University

Taylor Leverette is an Associate Principal in the Labor & Employment Practice at Charles River Associates (CRA), where she supports clients with proactive studies, litigation support, generating Affirmative Action Plans (AAPs), Office of Federal Contract Compliance Programs (OFCCP) compliance, and wage and hour litigation. In addition, Mrs. Leverette is an adjunct professor for Florida State University's Master's in Applied Economics program.

Mrs. Leverette is regularly engaged in proactive employment studies, covering compensation, hiring, terminations, promotions, and performance evaluations. For these studies, she designs and implements statistical analyses that best model the employer's process in order to assess equity. Mrs. Leverette engages in similar work in class action employment discrimination and in preparing cents on the dollar analyses for clients considering public disclosure.

In the compliance arena, she assists federal contractors with strategy and production during compensation audits with the OFCCP, as well as managing and implementing the necessary statistical analyses. She also manages the preparation of AAPs, including all required components to remain in compliance and impact ratio analyses.

For Florida State University, Mrs. Leverette works with master's-level students on their professionalism and leadership skills. She develops the content for each class, prioritizing communication and presentation skills, team building exercises, and best practices in resume writing and interviewing.

Professional experience

2023-Present

Associate Principal, Charles River Associates, Tallahassee, FL

- Fosters robust client relationships by offering thought leadership, timely communication, and a "customer-first" mindset
- Delivers compelling narratives rooted in rigorous statistical analysis to diverse audiences, bridging the gap between technical and non-technical stakeholders
- Partners with clients to assess and manage risks associated with their employment practices, spanning compensation, hiring, terminations, promotions, and performance evaluations
- Leads teams of up to 10 employees in the preparation of aforementioned analyses (including all necessary data work) and client deliverables, while also working with each team member to further deepen their technical skills and knowledge of the industry

- Oversees and coaches colleagues on the creation of automation processes for analyzing data and preparing client-ready deliverables
- Collaborates with executive team to develop and implement talent recruitment and growth strategies
- Prioritizes developing mentorship relationships with junior staff to help further their professional and career development

2019–2023

Senior Associate, Charles River Associates, Tallahassee, FL

- Worked alongside clients to assess and manage any risk related to their employment practices, including but not limited to compensation, hiring, terminations, and promotions
- Assisted federal contractors with strategy and production during compensation audits, as well as managed and performed the necessary statistical analyses
- Managed the preparation of Affirmative Action Plans (AAP), EEO-1 Component 1 reports, VETS-4212 reports, and California pay data reports
- Assisted clients with production and damages in wage and hour matters
- Managed teams of up to 10 employees in the preparation of aforementioned analyses and client deliverables
- Created and streamlined automation processes for analyzing data and preparing client-ready deliverables
- Recruited top talent for our entry-level Analyst position

2017–2019

Consulting Associate, Charles River Associates, Tallahassee, FL

- Independently quality controlled and prepared data for analysis using statistical software (SAS)
- Conducted economic and statistical analyses for employment-related matters
- Managed small in preparing high-quality and timely economic and statistical analyses while working as the co-project manager on most of these projects
- Clearly communicated data findings to upper leadership and peers in order to strategize the needed analyses and prepare for client consult
- Created and streamlined automation processes for analyzing data and preparing client-ready deliverables

2016–2017

Associate, Charles River Associates, Tallahassee, FL

- Independently quality controlled and prepared data for analysis using statistical software

- Clearly communicated data findings to project managers, upper leadership, and peers in order to strategize the needed analyses and prepare for client consult
- 2015–2016 *Analyst*, Charles River Associates, Tallahassee, FL
- 2019–Present *Adjunct Professor, Leadership and Professional Development*, Florida State University's Master of Applied Economics, Tallahassee, FL
- Design content for the Leadership and Professional Development course for Florida State University's Master of Applied Economics program
 - Deliver lectures to graduate students on leadership and professional development topics
 - Foster students' commitment to become productive professionals in the workforce
 - Advise students on best practices for creating effective presentations and communication techniques
 - Assist students in preparing their resumes and preparing for interviews in order to join the workforce
- 2015–2019 *Leadership and Professional Development Facilitator and Coach*, Florida State University's Master of Applied Economics Program, Tallahassee, FL
- Instructed graduate students on professional conduct and growth, resume writing, interviewing, presentation methods and techniques, and effective communication skills
- 2014 *Economic Analyst Intern*, Integrated Mechanical Care, Inc.
- Conducted industry research on the demographics, costs, prevalence, and incidence associated with orthopedic medical conditions
 - Advised colleagues and CEO on optimal employee positions and contractual agreements
- 2014 *Assistant Research Analyst Intern*, Department of Economic Opportunity
- Coded occupational surveys using North American Industry Classification System (NAICS)
 - Projected occupational and industrial employment growth rates using Project Management Professional (PMP)

Select engagements

Proactive pay audits

- CRA was retained by a multinational investment bank with over 200,000 employees worldwide in ongoing work to perform proactive pay gap analyses of base salary and total compensation on a quarterly basis. CRA works with the firm to develop mitigation strategies and deeper-dive analyses to identify drivers of any identified risk areas.
- CRA was retained by a top-ranking, private research university to perform analyses of base salary and administrative supplements for nearly all schools within the university. This work involved consolidating multiple data systems maintained separately by the university and the individual schools in order to develop a comprehensive data source for the necessary analyses.
- CRA performs annual audits to assess the salary and on-target earnings of more than 60,000 global employees for a Fortune 100 IT, networking, and cybersecurity solutions provider. Through analysis of the company's global workforce, CRA assisted the client in identifying individuals with strong influence on the model, provided a summary of overlap across OFCCP risk assessment and organizational risk assessment models, and assisted in meeting the requirements of an Early Resolution Conciliation Agreement (ERCA).
- CRA was retained by a leading cloud-native platform provider with 2,000 US employees in ongoing work to perform annual audits to assess legal risk in salary, on-target earnings, and stock equity. CRA's work also includes pay gap assessments.
- CRA annually consults with a leading financial services company on pay equity analyses of their US population. In addition, CRA advises the client on the impacts of reorganizations on their pay equity, as well as any differences observed in promotions and performance evaluations.
- CRA was retained by a Fortune 100 public accounting, consulting, and technology firm to assess equity in base salary for their populations in US and India. Through analysis of the company's workforce, CRA assisted the client in identifying individuals with strong influence on the model and particular sub-populations driving the overall group differences.
- A Fortune 500 pharmaceutical company with over 5,000 employees across the US and Japan retained CRA to conduct statistical analyses of base salary and total compensation. From the analyses, CRA assisted the client by proposing pay adjustments based on a complex mitigation strategy. To prepare the client for Japan's new pay gap reporting law, CRA also prepared regression-adjusted and unadjusted cents on the dollar calculations for the population in Japan.

Litigation support

- CRA advised counsel to a multinational technology company in a California Equal Pay Act class action claim alleging gender discrimination in pay, promotions, and leveling. CRA's work included a comprehensive analysis of starting salary, leveling at hire, current salary, sign-on and annual bonuses, sign-on and annual stock grants, promotion, and performance outcomes. Data were pulled for 66,000 employees from more than 30 data sources. CRA produced sophisticated tools and databases used in the company's defense and in support of class de-certification arguments.
- CRA assessed discrimination claims filed on behalf of 18,000 female putative class members employed by a Fortune 50 entertainment company. Historical data was extracted from 29 HR tables and combined to track the employment life cycle of 36,000 relevant persons. CRA used these data to identify whether gender differences in current salary, starting salary, merit increases, promotion increases, annual bonuses, long-term incentives, and promotions were adverse to women.
- In a pre-litigation matter, plaintiffs alleged a putative class of 6,000 women, Black, and Latinx New York employees were mis-leveled, under-promoted, and underpaid relative to male and white peers. CRA was engaged to by the Fortune 50 technology company to assess validity of the claims, provide an exposure estimation tool, and compile dossiers for each of the named plaintiffs.
- CRA was retained by one of the top companies in the milling industry to assist in pre-litigation for wage and hour complaints filed against the company, including but not limited to failure to pay minimum wage, failure to pay overtime wages, and failure to provide meal and rest periods. This matter involved consolidating punch card and timekeeping data across a four-year period, during which the data were maintained in different systems, and responding to class, shift, and rounding inquiries.

Federal contractor audit support

- CRA was retained by a top investment bank to perform audit support for several locations. CRA's work included analysis of race/ethnic and gender equity with respect to compensation. Through this support the contractor entered into an Early Resolution Conciliation Agreement with OFCCP exempting them from audits for five years.
- CRA worked alongside a wholesale distributor in an active audit from the OFCCP of their headquarters. Through the compliance work, CRA has performed statistical analyses to both address OFCCP's regulations and model pay based on the client's policies and procedures.
- A leading investment bank retained CRA to provide privileged hiring analyses for specific jobs and locations as part of a settlement with the OFCCP. The agreement is in place for five years, covering more than 100,000 applications and 5,000 hires.
- CRA was retained by a multinational technology conglomerate to prepare their Department of Fair Employment Housing (DFEH) California pay data reports. In addition, CRA prepared distributional analyses to advise client on any potential areas of risk.

- CRA provided audit support to a global investment management firm in order to produce Item 19 data to the OFCCP, replicate analyses performed by the OFCCP, and advised the client on defensible analysis specifications and control factors.
- CRA was retained by a publicly traded multinational software corporation to prepare affirmative action plans (AAPs), EEO-1 Component 1, EEO-1 Component 2, and VETS-4212 reports. CRA's work included the development of complex AAP/EEO-1 locations and job group logic that mitigates the client's risk in employee compensation analyses.
- Annually, CRA prepares the AAP (including the impact ratio analyses) for a global investment management firm. Through this work, CRA worked alongside the client to create/update their job title structure each year.

Professional presentations

- "Binomial and Hypergeometric Selection Macro," CRA training session, February 2022
- "Demystifying the Regression Macro," CRA training session, with Quenton Wright and Zack Smith, March 2021
- "Binomial and Hypergeometric Selection Macro," CRA training session, June 2017
- "Back to Basics," CRA training session, August 2016

Business and professional development

- "Japan's push for workplace equality" with Hyowook Chiang and Migiwa Tanaka. <https://www.crai.com/insights-events/publications/japans-push-for-workplace-equality/>, June 2023
- **2023–Present** Member of pay equity taskforce assembled to create a repository of all materials pertinent to pitching and drafting time and work proposals for pay equity projects
- **2018–Present** Worked with colleague to prepare new hire orientation materials, including an intensive presentation on the ins-and-outs of CRA's Labor & Employment Practice as well as individual practice materials
- **2017–Present** Wrote a proprietary, dynamic macro program in the statistical software SAS to perform distributional analyses using the normal approximation of the binomial and hypergeometric distributions to expedite CRA's preparation of hiring, termination, promotion, and other selection analyses. Manage the continued development of this macro to maintain industry standards and expand its capabilities.