



## Alice A. Kokodis

Of Counsel

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## Focus Areas

Discrimination and Harassment  
Leaves of Absence and Disability Accommodation  
Whistleblowing, Compliance and Investigations  
Litigation and Trials  
Training - Compliance, Ethics, Leadership  
Financial Services

## Overview

Alice A. Kokodis provides practical advice to clients in a broad range of employment law matters. She has extensive experience litigating employment disputes of all types, including defending employers against claims of discrimination, retaliation, harassment, wrongful discharge, and wage and hour violations. She has appeared in over 15 jurisdictions on behalf of her clients, and before federal and state courts, the Equal Employment Opportunity Commission, the Massachusetts Commission Against Discrimination, and the Financial Industry Regulatory Authority.

She draws on that litigation experience to counsel employers on effective strategies for avoiding litigation when possible, and preparing for litigation when it is unavoidable. Alice often partners with her client's legal and HR teams, to provide advice at every stage of the employment relationship, ranging from the initial hiring, to every facet of daily operations, including compensation, performance management and terminations. Alice regularly drafts and negotiates executive employment contracts and severance agreements.

As a member of Littler's Leaves of Absence and Disability Accommodation Practice Group, Alice also advises clients in the administration of leave of absence and accommodation policies, including preparation of employee handbooks; implementation of mandatory sick leave laws; training management and HR staff on these issues; and defending claims under the Family and Medical Leave Act, Americans with Disabilities Act and related state leave laws.

Alice frequently represents small companies to Fortune 500 companies in the following industries:

- Financial services
- Hospitality
- Healthcare
- High tech
- Retail
- Pharmaceutical
- Bio tech

Alice is committed to pro bono activities and has dedicated her time as pro bono counsel to a Boston area nonprofit that provides programs and services aimed at preventing suicide.

In 2019, Alice was also appointed by the Town Moderator to serve on the Human Resources Board for the Town of Wellesley, MA.

## Professional and Community Affiliations

- Member, Human Resources Board, Town of Wellesley
- Member, Human Resources Committee, Samaritans, Inc.
- Member, Boston Bar Association

## Recognition

- Named, The Best Lawyers in America®, 2023-2024
- Named, Massachusetts Top Women Attorneys, *Boston Magazine*, 2018-2019
- Named, Super Lawyer, Massachusetts, *Super Lawyers*, 2011-2019
- Named, Super Lawyer Rising Star, Employment Litigation, *Law & Politics*, 2009-2010

## Education

J.D., Chicago-Kent College of Law, 1995

M.P.H., Boston University, 1991

B.A., Boston University, 1990

## Bar Admissions

Massachusetts

New York

New Jersey

## Courts

U.S. Court of Appeals, 1st Circuit  
U.S. Court of Appeals, 2nd Circuit  
U.S. Court of Appeals, 3rd Circuit  
U.S. District Court, District of Massachusetts  
U.S. District Court, Southern District of New York  
U.S. District Court, Eastern District of New York

## Languages

Greek

## Publications & Press

### **Massachusetts Revises Guidance on Paid Family and Medical Leave**

*SHRM Online*

January 10, 2024

### **Massachusetts Revises Paid Family and Medical Leave Guidance to Provide More Discretion to Employers**

*Littler ASAP*

January 2, 2024

### **Critical Updates to the Massachusetts Paid Family and Medical Leave Law**

*Littler ASAP*

October 12, 2023

### **Massachusetts Enacts Legislation Providing COVID-19 Emergency Paid Sick Leave to All Employees**

*Littler Insight*

June 1, 2021

### **Massachusetts Leave of Absence Obligations and the COVID-19 Pandemic**

*Littler Insight*

January 25, 2021

### **Leave of absence obligations and the COVID-19 pandemic**

*Massachusetts Lawyers Weekly*

January 21, 2021

### **Massachusetts Department of Paid Family and Medical Leave Releases Final Regulations**

*Littler Insight*

August 5, 2020

**Proposed Amendments to the Massachusetts Paid Family and Medical Leave Regulations are Released for Public Comment**

*Little ASAP*

May 12, 2020

**New Forms and Final Regulations Issued Under the Massachusetts Paid Family and Medical Leave Law**

*Little ASAP*

June 26, 2019

**New Deadlines For Massachusetts Employers Under the Paid Family Medical Leave Program**

*Little ASAP*

June 14, 2019

**Anticipated Three-Month Delay for Massachusetts Paid Family and Medical Leave Program**

*Little ASAP*

June 12, 2019

**Massachusetts Paid Leave Update: Approved Private Plan Exemption Need Not Provide Benefits Until January 2021**

*Little ASAP*

May 15, 2019

**Paid Leave Law to Change Landscape for Companies**

*Massachusetts Lawyers Weekly*

May 9, 2019

**Massachusetts Extends Critical Compliance Deadlines Under the Paid Family Medical Leave Law**

*Little Insight*

May 2, 2019

**Updated Massachusetts Paid Family and Medical Leave Act Regulations Offer Additional Guidance as July 1 Effective Date Draws Near**

*Little Insight*

April 3, 2019

**Massachusetts Private Plan Exemption Applications Will Be Available to Employers on April 29**

*Little ASAP*

March 22, 2019

**Massachusetts Releases Proposed Family Leave Regulations**

*SHRM Online*

February 6, 2019

**Massachusetts Department of Family and Medical Leave Releases Proposed Regulations**

*Little ASAP*

January 25, 2019

**Thorough Internal Investigations of Sexual Harassment Claims Are Critical for Advisory Firms in the Wake of #MeToo**

*InvestmentNews*

January 8, 2019

**Massachusetts Increases Minimum Wage, Eliminates Premium Pay For Sunday Work, And Enacts New Paid Leave Program**

*Little ASAP*

June 29, 2018

## **Speaking Engagements**

**Massachusetts Paid Family and Medical Leave (PFML)**

February 8, 2024

**Addressing Compliance Challenges in a Remote Work Environment**

Client Webinar

September 13, 2023

**Are You in Compliance? Making Sense of Recent Changes to Federal and Massachusetts Employment Law**

June 15, 2023

**2022 New England Regional Employer Conference**

Boston, MA

November 15, 2022

**New Year, New Problems - How To Deal with Recent Changes in Employment Law**

June 3, 2021

**Managing the Complexities of Paid Sick and Family Leave Laws – What We’ve Learned So Far and What We Expect Going Forward**

2021 Tri-State SHRM Virtual Event

April 28, 2021

**Massachusetts Paid Family and Medical Leave Law Mini-Series**

Boston, MA

March 10, 2021

**Massachusetts Paid Family and Medical Leave Law Webinar Mini-Series: Session 3 – Filing An Application for PFML Benefits and the Appeals Process**

November 10, 2020

**Massachusetts Paid Family And Medical Leave Law Webinar Miniseries: Session 2 – Revising Your Handbook And The Interplay Between PFML and Other Leaves**

October 21, 2020

**Massachusetts Paid Family And Medical Leave Law Webinar Miniseries: Session 1 – PFML Overview And Filing A Private Plan Exemption**

September 30, 2020

**Is the East Coast the New West Coast When It Comes to Employment Laws?**

Tri-State SHRM Conference

August 10, 2020

**New England: Small States with Big Paid Sick Leave Obligations**

2019 New England Employer Conference, Newton, MA

September 27, 2019

**Massachusetts Paid Family Medical Leave: Updated Deadlines and Other Critical Information for Employers**

Boston, MA

July 22, 2019

**#NotYouToo: How to Conduct Legal Investigations in the Aftermath of #MeToo**

Boston, MA

June 11, 2019

**Paid Family and Medical Leave, Marijuana, and Other Hot Topics For Massachusetts Employers**

Boston, MA

April 11, 2019

**Dos and Don'ts for Depositions**

Boston Bar Association

December 14, 2018

**From #MeToo to #WhatToDo**

2018 New England Employer Conference, Burlington, MA

November 8, 2018

**Emerging Pay Equity Laws - How to Advise Your C-Suite and Safeguard Your Company**

March 15, 2017

**New England Legal Update**

2016 New England Employer Conference, Burlington, MA

October 13, 2016

**The Fundamentals of Civil Motion Practice**

Massachusetts Bar Association

2006-2011

**Family Medical Leave Act in Massachusetts**

Lorman Education Services

2004, 2007, 2008

**Employment Law from A to Z in Massachusetts**

Lorman Education Services

2006-2008

**Books & Book Chapters**

- Editor, *Leave and Accommodations Update*, Massachusetts Continuing Legal Education, 2022