



**EEOC**  
TRAINING INSTITUTE

**U.S. Equal Employment Opportunity Commission  
New York District Office**

# **Workplace Retaliation Could be Hurting Your Business: Strategies for Prevention and Response**

**March 25, 2025**

**1:00 pm – 3:15 pm Eastern (Virtual)**

**Virtual Workshop**

## **AGENDA**

12:30 pm	Virtual Environment Opens
1:00 pm	<b>Opening Remarks</b>
	Elizabeth Rader, District Director, EEOC Charlotte District Office/ Acting District Director, EEOC New York District Office
1:05 pm	<b>The Law of Retaliation</b>
	Daniel Seltzer, Trial Attorney, EEOC New York District Office
	This session covers retaliation as it relates to workplace discrimination. The three elements of what constitutes retaliation will be discussed.
1:50 pm	<b>Psychological Perspectives on Retaliation: Potential Causes and Solutions</b>
	Dr. Charles Scherbaum, Professor, Baruch College CUNY
	This session will discuss the scope of retaliation, the cost of retaliation, and strategies to prevent retaliation.
2:30 pm	<b>Roundtable Discussion: Retaliation Case Scenarios</b>
	Kimberly Cruz, Regional Attorney, EEOC New York District Office; Krista Watson, Training & In-reach Specialist, EEOC HQ; Gwendolyn Hoy, New York District Office Enforcement Manager
2:55 pm	<b>Question and Answer Session</b>
	Kimberly Cruz, Regional Attorney, EEOC New York District Office
3:05 pm	<b>Closing Remarks</b>
	Alvin Mallette, Outreach & Education Coordinator, EEOC New York District Office
3:15pm	Adjourn

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**REGISTRATION FEE:** \$275.00 per person

**REGISTER HERE:** [New York Virtual Workshop](#)

**CREDITS:**

HRCI – This program has been submitted to the HR Certification Institute for review.

SHRM – submitted for approval.

CLE – seeking credit for NY state.

This workshop has been approved for Federal Counselor or Investigator Refresher credits (2 hours).


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PRESENTER BIOGRAPHIES	
	<p><b>Betsy Rader, District Director, Charlotte District Office/Acting District Director, EEOC New York District Office</b></p> <p>Betsy Rader is the District Director of the EEOC's Charlotte District, which includes six offices in Virginia, North Carolina, and South Carolina, and the current acting District Director of the EEOC's New York District. Prior to joining the EEOC in 2023, Ms. Rader was Regional Director of the Office for Civil Rights of the U.S. Department of Education. She has also served as Senior Counsel for a non-profit healthcare system, the largest employer in Ohio. Her prior experience includes representing workers in her own employment law firm, running a government agency advocating for abused children, and conducting business and employment litigation at an international law firm. She graduated from Yale Law School in 1986 after receiving her B.A. summa cum laude in Classics from The Ohio State University. Following law school, she was a judicial clerk for a judge on the United States Court of Appeals for the Sixth Circuit. Her volunteer work has included serving as Vice-President of the Board for the Cleveland Legal Aid Society, serving on the Board of the Ohio Employment Lawyers Association, and serving as President of the Northeast Ohio Chapter of the Association of Corporate Counsel.</p>



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### **Kimberly Cruz, Regional Attorney, EEOC New York District Office**

Kim is the Regional Attorney for the New York District Office of the U.S. Equal Employment Opportunity Commission. Before her appointment as the Regional Attorney, she supervised EEOC litigation teams prosecuting employment discrimination cases out of the EEOC's Miami, Los Angeles and New York District Offices as an Assistant Regional Attorney and Supervisory Trial Attorney.

Prior to her work at the EEOC, Kim worked in a private plaintiff's-side civil rights practice for more than ten years before joining the Florida International University College of Law faculty in the fall of 2006 as an assistant professor of law/lecturer. In 2008, while continuing to teach as an adjunct professor, Kim joined the City of Miami Beach City Attorney's Office as a Senior Assistant City Attorney where she handled employment, civil rights and labor matters.

Kim has lectured in the area of equal employment opportunity and worker rights and has been a member of the Florida Chapter of the National Employment Lawyers Association, the American Bar Association and the Florida Bar Association's Labor & Employment, Individual Rights and Responsibilities and State and Local Government Sections.

She graduated magna cum laude from the University of Miami School of Law in 1998, was an Articles and Comments editor for the *University of Miami Law Review* and interned for the late Honorable Edward B. Davis of the United States District Court for the Southern District of Florida.



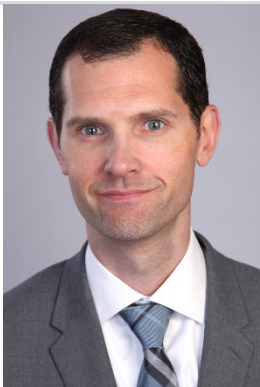
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### **Alvin Mallette, Outreach and Education Coordinator, EEOC New York District Office**

Alvin Mallette is the Outreach and Education Coordinator at the New York District Office of the U.S. Equal Employment Opportunity Commission (EEOC), the federal agency dedicated to eradicating employment discrimination in the workplace. He has been with the agency for over 15 years and held several roles including Investigator, Enforcement Supervisor, and Intake Supervisor. Mr. Mallette has also served with the NJ Air National Guard for over 27 years. He holds a Bachelor's degree from Montclair State University and a Master's Degree from Columbia University.



### **Dr. Charles A. Scherbaum, Professor, Baruch College CUNY**

Dr. Charles A. Scherbaum is a professor of industrial and organizational (I-O) psychology at Baruch College, City University of New York. Charles is an expert in equal opportunity in employee selection, employee assessments, and demonstrating the job-relatedness of assessments. He has numerous publications and presentations on these topics and his work has received the top awards in I-O psychology. Charles has consulted with a wide variety of private and public sector organizations. He frequently works as an expert in employment litigation including as an expert for the U.S. Department of Justice and the EEOC.

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### **Krista Watson, In-Reach and Training Coordinator, EEOC HQ**

Krista Watson serves as the In-Reach and Training Coordinator for the EEOC Civil Rights division. This is a recent change for Ms. Watson as she spent the last 23 years as the Lead Outreach and Education Coordinator (OEC) for the Phoenix District Office of the U.S. Equal Employment Opportunity Commission (EEOC). As the OEC she is responsible for the Phoenix District Office's Outreach and Education program in Arizona, New Mexico and Utah. Ms. Watson is a frequent speaker throughout the District about employment related matters, EEOC laws, guidance and procedures and she is a featured speaker at many conferences and meetings. In addition to her duties in the Phoenix District, Ms. Watson is a frequent trainer on national training projects. Before serving in this position, Ms. Watson was an Investigator and the Charge Receipt Supervisor. As an Investigator, Ms. Watson investigated individual and class complaints of employment discrimination. Prior to joining the Commission, Ms. Watson worked for the Department of Justice. She received her M.A. and B.A. from Western Illinois University. Ms. Watson has worked for the federal government for 33 years.





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### **Gwendolyn Hoy, Enforcement Manager, EEOC New York District Office**

Gwendolyn Hoy is the Enforcement Manager for the New York District Office of the U.S. Equal Employment Opportunity Commission. She has worked for the federal government for over 23 years. Gwendolyn previously worked for the Department of Homeland Security and has worked for the EEOC for the last 14 years. During her career at the EEOC, she has held several roles including Investigator, Enforcement Supervisor, and Enforcement Manager. Gwendolyn holds a Bachelor's Degree from Berkeley College.