



EEOC
TRAINING INSTITUTE

U.S. Equal Employment Opportunity Commission
Phoenix District Office • St. Louis District Office

The Evolving Workplace: Avoiding Discrimination Claims Throughout the Employment Lifecycle

June 12, 2025

12:00 pm – 3:10 pm Central

Virtual Workshop

AGENDA

Time (Central)	Presentation
11:30 am	Virtual Environment Opens
12:00 pm	Opening Remarks
	David Davis, District Director, U.S. EEOC, St. Louis District Office
12:05 pm	Navigating the Hiring Process: Legal Essentials for Avoiding Claims of Discrimination.
	Joshua Pierson, Supervisory Trial Attorney, EEOC
	While the hiring process may seem straightforward, it is filled with potential pitfalls including the language used in the job announcement, making accommodations available for applicants, the questions asked during the interview, and the hiring decision. Hear from experts on best practices to avoid those potential pitfalls.
1:05 pm	Mastering Employee Discipline: Navigating Performance and Conduct Challenges
	Matthew Murphy, Senior Attorney Advisor, EEOC
	Dilip Gokhale, Deputy Director, U.S. EEOC, St. Louis District Office
	Through this workshop you will gain practical insights to navigate complex workplace dynamics, such as addressing allegations of harassment, providing accommodations for disabilities, religious beliefs/practices, and pregnancy, and addressing performance issues while mitigating risks of discrimination allegations, and creating a culture of accountability and transparency within your workforce.

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Time (Central)	Presentation
2:05 pm	Ensuring Smooth Transitions: Legal Considerations and Best Practices During Employee Separation
	Melinda Caraballo, District Director, U.S. EEOC, Phoenix District Office
	Christian Carlsen, Unit Chief Counsel, Arizona Civil Rights Division
	Melina Favors, Assistant Attorney General, Arizona Civil Rights Division
	Employer, HR, and attorney participants will gain actionable insights to help them, or their clients avoid liability for discrimination claims during an employee's separation, including steps to be taken prior to reaching the termination decision, proper documentation of the decision, a review of the recommended decision to avoid discriminatory bias, following a consistent process, complying with the ADA when reassignment is possible, and complying with the ADEA during a reduction in force (RIF).
3:05 pm	Closing Remarks
	Melinda Caraballo, District Director, U.S. EEOC, Phoenix District Office
3:15pm	Adjourn

REGISTRATION FEE: \$300.00 per person

REGISTER HERE:

CREDITS:

HRCI – "This program is pending approval for three (3) (HR (General)) recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through the HR Certification Institute."

SHRM – submitted for approval for 3.0 credits.

CLE – pending approval for the following states:

Arizona: 3.0 general CLE credits pending approval.

Colorado: 4.0 general CLE credits pending approval.

Kansas: 3.5 general CLE credits pending approval.

Missouri: 3.6 general CLE credits pending approval.

Nebraska: 3.0 general CLE credits pending approval.

New Mexico: 3.0 general CLE credits pending approval.

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Oklahoma: 3.5 general CLE credits pending approval.

Utah: 3.0 general CLE credits pending approval.

Wyoming: 3.0 general CLE credits pending approval.

This workshop has been approved for **Federal Counselor or Investigator Refresher** credits – 3 hours.

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PRESENTER BIOGRAPHIES



Melinda Caraballo, District Director, EEOC Phoenix District Office

Melinda Caraballo is currently serving as District Director of the Equal Employment Opportunity Commission (EEOC) in the Phoenix District Office. The Phoenix District Office plays a pivotal role in ensuring equal employment opportunities for individuals across five states: Arizona, Utah, Colorado, Wyoming, and New Mexico. Melinda began her journey as a Federal Investigator for the Charlotte District Office. During her tenure, she directed investigations of several impactful cases and mentored investigators on how to interpret and apply laws, regulations, procedures, and policies for employment discrimination. From working at the Charlotte District Office, Melinda took on the role of Supervisory Investigator for the Phoenix District Office. In 2015, Melinda served as a Program Analyst for the Office of Field Programs/Field Management Programs in Washington D.C. Her significant achievement during this time was designing and implementing the Digital Charge System (DCS) Online Intake, a nationwide initiative. In 2018, Melinda served as the Deputy Director for the Phoenix District Office. Melinda received her bachelor's degree from the University of Wisconsin Milwaukee, majoring in Criminal Justice. She moved to Puerto Rico and attended La Universidad Interamericana de Puerto Rico, graduating summa cum laude with a master's degree in criminal justice. Melinda is passionate about volunteering and has volunteered at nonprofits, community churches and countless school events. Melinda is married and has three wonderful boys. When she is not working, you'll find her exploring the diverse trails of Arizona. Melinda Caraballo's commitment to promoting fairness and equality in the workplace is commendable. Her journey exemplifies dedication and impact!



Christian Carlsen, Unit Chief Counsel, Arizona Civil Rights Division

Christian B. Carlsen is an experienced civil rights attorney with a strong focus on disability rights, employment law, and fair housing law. Currently serving as Unit Chief Counsel at the Arizona Attorney General's Civil Rights Division, Chris oversees the prosecution of discrimination cases, supervises legal teams, and develops litigation strategies. His legal career includes litigation roles at the Arizona Center for Disability Law and Pascua Yaqui Legal Services, and teaching Disability Law as an adjunct professor at Northern Arizona University. He has received awards including the Michael C. Cudahy Award for Mentoring, the National Advocacy Award for his work on Text-to-911 litigation, and being named one of the Arizona Daily Star's "40 Under 40".



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David Davis, District Director, EEOC St. Louis District Office

David Davis serves as the District Director of U.S. Equal Employment Opportunity Commission's St. Louis District. David joined the EEOC in August 2021. Prior to joining the Commission, David served as Chief Counsel of the Missouri Department of Social Services, Administrative Hearings Unit. Before entering government service, David was an attorney in private practice for over 20 years. During his legal career, he represented plaintiffs and defendants in a wide variety of cases, including employment and civil rights matters.



Melina Favors, Assistant Attorney General, Arizona Civil Rights Division

Melina D. Favors is an experienced civil litigation attorney. Melina is an Assistant Attorney General for the Arizona Civil Rights Division of the Arizona Attorney General's Office. Before joining the Arizona Attorney General's Office, Melina was an insurance defense and plaintiff's personal injury attorney, litigating complex matters in private practice at the State and Federal levels. Outside of her passion for the law, Melina can be found creating and designing websites, playing strategy games, and spending quality time with loved ones.



Dilip Gokhale, Deputy District Director, EEOC St. Louis District Office

Dilip Gokhale is the of U.S. Equal Employment Opportunity Commission's St. Louis District. Throughout his career at EEOC, he has championed efforts to resolve private and federal sector allegations of discrimination through settlements, especially the national ADR program. As an experienced civil rights professional and subject matter expert in private Charge processing, Dilip is a seasoned New EO Investigator/New ISA trainer for the agency and serves on several agency work groups to examine and improve efficiencies for Charge processing and investigative activities at the EEOC and fair employment practices agencies. Furthermore, Dilip is frequently invited to speak at SHRM conferences and employment discrimination seminars.



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Matthey Murphy, Senior Attorney Advisor, Office of Field Programs

Matthew B. Murphy is a Senior Attorney in the EEOC's Office of Field Programs (HQ). In his role, Matthew provides employment law advice to internal clients (managers and supervisors across the EEOC's 53 offices) on a wide range of matters, including employee discipline, terminations, performance management, leave abuse, FMLA, and the ADA/Rehabilitation Act. Matthew participates in the interactive process in connection with requests for accommodations, providing advice and counsel to managers throughout the process and serving as a resource for the Agency's Disability Program Managers, who are charged with making reasonable accommodation decisions. Matthew has a passion for employment law and a commitment to excellence. He has been practicing law since 2002 and has provided training on a wide range of topics, including Title VII, the ADA/Rehabilitation Act, addressing performance and conduct issues, and conducting effective internal investigations.



Joshua Pierson, Supervisory Trial Attorney, U.S. EEOC, Kansas City Area Office

Josh is a Supervisory Trial Attorney for the U.S. Equal Employment Opportunity Commission. He manages a team of lawyers prosecuting civil employment discrimination claims in federal court on behalf of the U.S. Government. He was previously a Senior Staff Attorney for the American Civil Liberties Union and, before that, in private practice representing individuals with civil rights and employment claims. He is also an adjunct faculty member for Washburn University School of Law. Originally from Overland Park, Kansas, Josh attended law school at Washington University in St. Louis.