



Littler

Powering the Future Workplace

The 2026 Regional Employer Conference

ARIZONA REGIONAL EMPLOYER | PHOENIX | NOVEMBER 12, 2026

8:00 a.m. – 9:00 a.m.

Registration and Breakfast

9:00 a.m. – 10:00 a.m.

Tips on Responding to and Defending ICA Wage and Paid Sick Time Claims

Has your company received an unpaid wages or paid sick time complaint from the Labor Department of the Industrial Commission of Arizona (ICA)? If so, then you know about the very short deadlines and other difficulties in defending these claims. The panel, including a representative from the ICA, will provide insight into these claims and tips for responding. We also will discuss common wage payment and paid sick time noncompliance issues that frequently are the subject of these claims.

Speakers:

[Melissa Shingles](#), [Steve Biddle](#)

External Speakers:

[Lisa Padgett](#), Deputy Director of the Industrial Commission

10:00 a.m. – 10:15 a.m.

Break

10:15 a.m. – 11:15 a.m.

The New EEOC Playbook: Enforcement Priorities, Litigation Trends and Employer Risks

The rules may not have changed, but the EEOC's playbook certainly has. As the agency continues to shift its enforcement priorities, employers face new challenges in navigating investigations, charges and litigation. This session will break down the EEOC's current game plan, including its focus on DEI-related initiatives, intentional and reverse discrimination claims, transgender issues, religious accommodation and pregnancy-related protections. Join us as we explore the trends reshaping the enforcement landscape. Attendees will learn defensive strategies for minimizing risk and responding effectively to charges.

Speakers:

[Neil Alexander](#), [Chrisanne Gultz](#), [Delilah R. Cassidy](#), [Yuli Liu](#)

11:15 a.m. – 11:30 a.m.

Break



11:30 a.m. – 12:30 p.m.

Beyond the Allegation: Conducting Defensible Internal Investigations and Identifying Risk Exposure

Looking beyond the initial allegation, this session will discuss best practices for conducting consistent internal investigations that can withstand legal scrutiny.

Attendees will learn:

- How to uncover potential areas of risk and exposure that extend beyond the reported complaint
- How to document findings, preserve evidence, and identify issues of relevance that could create broader legal compliance or operational concerns
- How investigative outcomes can shape litigation strategy, inform business decisions and support effective risk management

Speakers:

[Amanda Breemes](#), [Peter Prynkiewicz](#), [Laurent Badoux](#)

12:30 p.m. – 1:15 p.m.

Lunch

1:15 p.m. – 2:15 p.m.

Spotlight Sessions: Legal Insights in 15 Minutes

Join us for a fast-paced series of 15-minute Spotlight Sessions covering some of the most important and emerging issues impacting employers today. Topics include navigating restrictive covenants in Arizona and beyond, staying ahead of modern labor law developments, understanding AI's growing role in HR and employment processes, and examining how artificial intelligence is reshaping employment litigation and interactions with self-represented employees. These timely sessions are designed to provide practical insights, legal updates and actionable strategies in a quick, engaging format.

Restrictive Covenants Overview, Arizona and Beyond: [Kristy Peters](#), [Carlos Gutierrez](#)

Modern Labor Law Update: [Fred Miner](#), [Esther Redman](#)

AI's Quiet Takeover of HR Employment Processes: [Shawn Oller](#), [Ariel Clarke](#)

Artificial Intelligence, Self-Represented Employees and the New Employment Litigation Landscape: [Andrea Lovell](#), [Shalayne Pillar](#)

2:15 p.m. – 2:30 p.m.

Break

2:30 p.m. – 3:30 p.m.

Beyond Accommodation: Managing Performance, Conduct and Neurodiversity in Today's Workplace

This session provides practical guidance on navigating mental health and neurodiversity issues in the workplace, including reasonable accommodation, performance management, conduct concerns and fitness-for-duty considerations. Through real-world case studies, attendees will explore strategies for addressing complex workplace situations in a legally compliant and operationally effective manner. The program emphasizes the importance of individualized assessments, meaningful engagement in the interactive process, clear communication, and thorough documentation when supporting employees and managing risk.

Speakers:

[Stephanie Baldwin](#), [Jacqueline Langland](#), [Josh Waltman](#)

3:30 p.m. – 5:00 p.m.

Cocktail Reception