

NATIONAL LABOR-MANAGEMENT CONFERENCE

CHICAGO

Future@Work

Trends, Tools and Techniques for Partnering in the New Economy

AUGUST 17–19, 2016

HYATT REGENCY CHICAGO

151 East Wacker Drive | Chicago, IL 60601



Presented by FMCS | FEDERAL MEDIATION & CONCILIATION SERVICE

Good to Know



#FMCSFutureAtWork

Be sure to tweet your comments and photos during the conference. Please use the conference hashtag #FMCSFutureAtWork and follow us on Twitter, like us on Facebook, and subscribe to our YouTube channel to view conference video segments.



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Help Desk

Need Something? Lose Something? – See us at the Help Desk!

The Help Desk will be at the registration area for the duration of the conference. If you have lost an item, need to have your name badge re-printed, want to know where the best restaurants in Chicago are or have other needs we may be able to assist with, just ask us!



Download the Conference Mobile App

Use the FMCS National Labor-Management Conference 2016 Mobile App for quick access on the go. Download the mobile app to your iPhone, iPad or Android device for convenient access to workshop listings, at-a-glance schedules, speaker bios, maps, and more. You will also have an opportunity to participate in our fun, on-site trivia game. The app is available for download from the App Store and on Google Play.



FMCS Conference Evaluation

Help us make your next experience great! Please be sure to provide your thoughts and feedback and complete our conference evaluation by scanning the QR code to the left, via the conference mobile app, or on the web at <http://tinyurl.com/NLMC2016>.



CLE/SHRM Credits

We are pleased to offer Continuing Legal Education (CLE) credit for 16 of our workshops/panels. Earn up to nine Illinois CLE credits while networking with your colleagues. Copies of the Illinois approval letter will be available at registration for those wishing to apply for CLE credit in their home states. You must scan your name tag upon entering and exiting the CLE sessions for attendance tracking purposes.

This activity, ID No. 283273, has been approved for Recertification Credit

Hours Awarded: 16.75

Specified Credit Hours: HR (General) recertification credit hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™, SPHRi™ recertification through HR Certification Institute's® (HRCI®). Please make note of the activity ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org.



LMC Check-up Booth

Our team will be available to share information on our solutions and provide an assessment of your Labor-Management group. If you participate in a Labor-Management group meeting process (Committee/Forum/Council/etc.), visit the booth in the Expo for a 60-Second LMC/LMF Health Check! Take a quick 10 question survey to get an FMCS committee effectiveness assessment of your group. You can get contact information for mediators in your local area and schedule complimentary training to give your L/M meetings an effectiveness "tune-up".



Evening Reception

The official conference reception will be held August 18 from 5:30pm-7:30pm in Riverside East. Please take time to meet old colleagues, make new acquaintances, or just enjoy the food while exploring the exhibitor space. Dress is business casual and a conference badge is required for entry.



Thank You

FMCS expresses great appreciation to the members of the 2016 National Labor-Management Conference Planning Committee who helped shape the structure and content of this year's conference. Program Committee: John Arnold, Ted Bantle, Scot Beckenbaugh, David Born, Carolyn Brommer, Heather Brown, Peter Cheng, Lu-Ann Glaser, Linda Gonzalez, Valerie Harragin, Lane Harstad, Doug Jones, Lynda Lee, Barbara Lichtman, Javier Ramirez, Beth Schindler, and Kimberly Ayers Warren.

Thank you to the countless individual contributors within FMCS for their special contributions, which have helped tremendously in the planning and execution of our 2016 National Labor-Management Conference.

Director's Welcome

Dear Labor Relations Professional:

Welcome to the **Future@Work!** The 2016 FMCS National Labor-Management Conference is here to provide you with *Trends, Tools and Techniques for Partnering in the New Economy!*

At FMCS, we know that new technologies and business models are disrupting nearly every sector of the U.S. economy. What some are calling the 4th Industrial Revolution is presenting labor and management with both enormous challenges and nearly limitless opportunity. But, just as in earlier periods of economic transition, it's also creating increased workplace conflict.

Nearly 70 years ago, Congress recognized that while workplace conflict is inevitable, disruptive work stoppages need not be. Managing conflict was seen then, as now, to be the best way to avoid damage to the U.S. economy. That's why FMCS continues to develop innovative new services to prevent workplace disputes. FMCS mediators have unparalleled experience and skills to help parties develop and sustain good labor-management relationships, which we know to be essential to innovation, competitiveness and job growth.

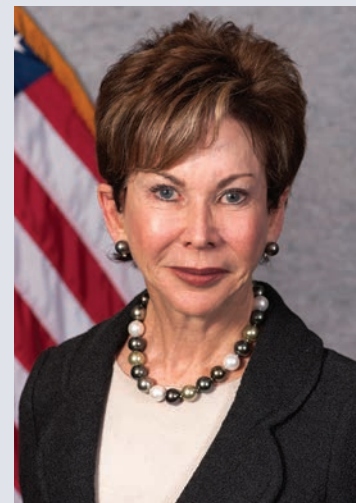
The 2016 National Labor-Management Conference features an extraordinary lineup of labor and management leaders and new economy experts. Learn about health care bargaining in the *Future@Work*, the evolving digital world of social media and viral communications, best practices for recruiting and retaining the next generation of workers, and the neuroscience of conflict — learn about all the trends, tools, and techniques you'll need to succeed in the *Future@Work*!

In addition to choosing among more than 70 information-packed workshops, panels and plenaries, be sure to take advantage of all the opportunities set aside for networking with other attendees, speakers and government officials. Share insights, learn from a wide variety of experiences and perspectives, and make important connections for the future.

And, remember, this is **FMCS 2.0**! Download the **conference App** for your Apple (iOS), Android or other smart devices and follow us on **Facebook** and **Twitter** using the hashtag **#FMCSFutureAtWork**. Whether you are networking with colleagues, gaining practical skills for your negotiations toolkit, engaging with experts on the dramatic changes in our workplaces, or taking a selfie with the *Future@Work* logo, let others know that you're attending the most important labor-management event of the year!

Finally, don't forget to submit your all-important **conference evaluations**. Your feedback guarantees that our next conference will be even better than this one.

I look forward to sharing this memorable and enriching conference with you!



Allison Beck, Director, FMCS

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Kaiser Permanente and the Coalition of Kaiser Permanente Unions



Learn more at **LMP**Partnership.org



Lincoln Park
South Pond Pavilion

Photo: Adam Alexander Photography/Choose Chicago

Partnership Day Pre-Conference Event

Tuesday, August 16, 2016

@ 10:00am–11:00am

Preconference Opening Remarks

REGENCY A/B, WEST TOWER, GOLD LEVEL

Speakers:

Allison Beck, Director, FMCS

Dennis L. Dabney, Senior Vice President, National Labor Relations and Office of Labor Management Partnership, Kaiser Foundation Hospitals and Health Plan, Inc.

Introduction of Keynote Speaker:

Hal Ruddick, Executive Director, Coalition of Kaiser Permanente Unions, AFL-CIO

Keynote Speaker Robert Reich

Chancellor's Professor of Public Policy, University of California Berkeley, former U.S. Secretary of Labor

@ 11:15am–1:00pm

Partnership Day Panels

REGENCY A/B

Moderators:

Dr. Thomas J. Schneider, President & CEO of Restructuring Associates, Inc.; **Joel Cutcher-Gershenfeld**, Professor, Heller School for Social Policy and Management, Brandeis University

Kaiser Permanente and the Coalition of Kaiser Permanente Unions

Dennis L. Dabney, Senior Vice President, National Labor Relations and Office of Labor Management Partnership, Kaiser Foundation Hospitals and Health Plan, Inc.

Jim Pruitt, Vice President of Labor Partnership and Relations for the Permanente Federation, Oakland, California

Hal Ruddick, Executive Director, Coalition of Kaiser Permanente Unions, AFL-CIO

Denise Duncan, Registered Nurse, President, United Nurses Association of California/Union of Health Care Professionals,

Berea School District and the Berea Federation of Teachers, Ohio State Federation

Michael R. Sheppard, Superintendent, Berea School District

Brian Kessler, President, Berea Federation of Teachers and Ohio State Federation Secretary Treasurer

Los Angeles County Health Agency and SEIU, Local 721

Robert Schoonover, President, Service Employees International Union (SEIU) Local 721

Dr. Mitchell Katz, Director, Los Angeles County Health Agency

@ 1:00pm–2:00pm

Partnership Day Luncheon

REGENCY A/B

@ 2:15pm–4:00pm

Partnership Day Panels

REGENCY A/B

Moderators:

Dr. Thomas J. Schneider, President & CEO of Restructuring Associates, Inc.; **Joel Cutcher-Gershenfeld**, Professor, Heller School for Social Policy and Management, Brandeis University

United Auto Workers and the Ford Motor Company

Jimmy Settles, Vice President, United Auto Workers

Bill Dirksen, Vice President Labor Affairs, Ford Motor Company

International Paper and the United Steelworkers

William Pierre, Director of Employee Relations, International Paper

Jon Geenen, International Vice President, United Steelworkers

Northwest Natural Gas and the Office and Professional

Employees International Union, Local 11

Lea Anne Doolittle, Chief Administrative Officer, Senior Vice President, Northwest Natural Gas

Michael (Mike) L. Richards, Executive Secretary-Treasurer, OPEIU, Local 11

@ 4:15pm–6:00pm

Full Group Debrief

Closing Remarks

REGENCY A/B

Speakers:

Wilma Liebman, Former Chair, National Labor Relations Board

Scot Beckenbaugh, Deputy Director, FMCS

@ 6:00pm–7:30pm

Partnership Day Reception

RIVERSIDE WEST



Future@Work Conference Schedule

Wednesday, August 17, 2016

@ 8:30am–9:30am

Opening Plenary

GRAND BALLROOM C–F

Speakers:

Allison Beck, Director, FMCS

Bernard J. Tyson, Chairman and CEO, Kaiser Permanente

Jorge Ramirez, President, Chicago Labor Federation

The Honorable Rahm Emanuel, Mayor of the City of Chicago (invited)

Additional Speakers TBA

@ 9:30am–10:00am

Break

EXHIBIT HALL: RIVERSIDE EAST

@ 10:00am–11:30am

What Younger Workers REALLY Want from Senior Colleagues

GRAND BALLROOM A

Stereotypes and myths can drive wedges between different generations of workers. If you think young workers and managers entering the workplace are just waiting for veteran colleagues to

leave and get out of the way...think again! Millennials are eager to work with and learn from their experienced colleagues. Join this lively panel of young workers, young MBA's with C-suite aspirations, and prominent labor-management leaders—listen to their aspirations and expectations for their workplace relationships with those who “know the ropes.”

Presenters:

Dan Yager, President and CEO, HR Policy Association;

Linda Foley, President, The Berger-Marks Foundation; **Jay**

Flores, STEM Ambassador, Rockwell Automation; **Abbas**

Golestani, PhD, Data Scientist, Center for Engagement and

Social Analytics, IBM; **Sylvia Fabela**, National Young Worker

Program Coordinator, AFL-CIO; **Olga Liapis-Muzzy**, AFSCME

Education Coordinator; **Nicole Ogrysko**, Reporter, Federal News Radio

Moderator:

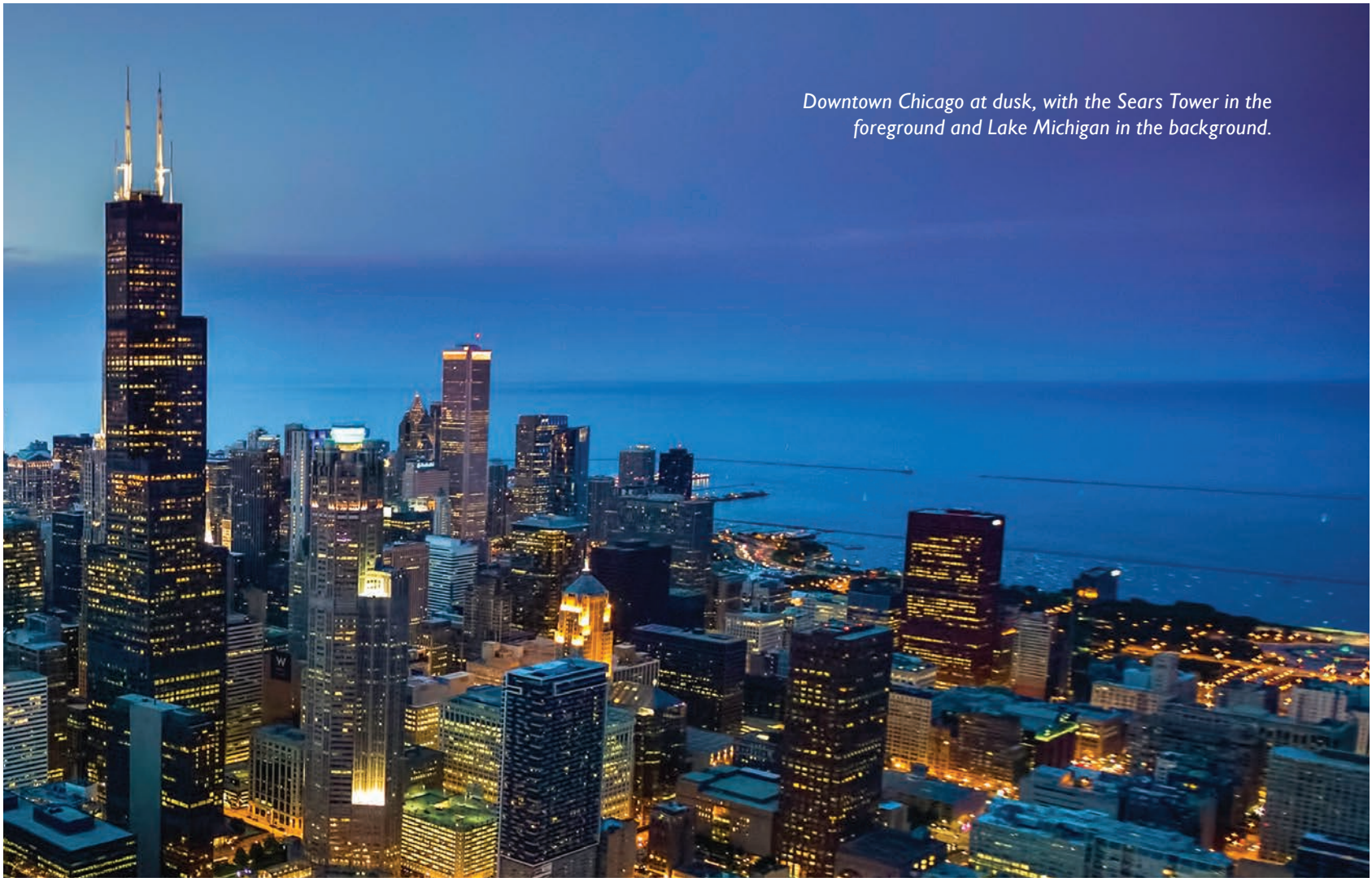
FMCS Commissioner David Huang, Washington, DC

Health Care Bargaining in the Future@Work: Joint Challenges, Opportunities, and Trends for Unions and Employers

GRAND BALLROOM B

(CLE Credits Available)

Who pays for the rising costs of employer-provided health care benefits continues to challenge nearly every bargaining table. Should costs be shifted to employees or contained through



Downtown Chicago at dusk, with the Sears Tower in the foreground and Lake Michigan in the background.

measures such as employee wellness programs? Join this panel of national experts for an update on current Affordable Care Act (ACA) implementation and compliance issues and the ongoing challenges of transitioning from a fee-for-service to a value-based payment system. Important takeaways will include best practices and creative solutions.

Introductions:

Javier Ramirez, Director of Field Programs and Innovation, FMCS

Presenters:

Bonnie Summers, Executive Director, BlueCross/Blue Shield Association, National Labor Office; **Pat Peri**, Chartered Healthcare Consultant; **David Blumenstein**, Senior Vice President, National Director of Multiemployer Consulting, Segal Group

Moderators:

Peter S. Dickinson, Partner, Bush Gottlieb; **Bradford L. Livingston**, Partner, Seyfarth Shaw LLP

***Making the Most of Grievance Mediation:
Controlling Your Own Destiny
Before an Arbitrator Imposes It!***

COLUMBUS A/B

(CLE Credits Available)

Effective use of the grievance mediation process can help parties find better ways to control and resolve conflict. Join representatives from the Winnebago County State's Attorney's Office, AFSCME Council 31, and seasoned FMCS mediators, for an introduction to the process of grievance mediation. Learn how these parties used this process to reduce the cost of conflict, and

strengthen their labor-management relationship. Lessons learned in this session are equally applicable to private and public sector practitioners. Bring your questions, learn from the parties' experience, and find out how you can achieve similar success.

Presenters:

John Paul Giliberti, Assistant State's Attorney, Winnebago County State's Attorney's Office; **Edward A. Sadlowski**, Staff Representative, Council 31 AFSCME, AFL-CIO; **FMCS Commissioner Randy Larson**, Rockford, IL

Moderator:

FMCS Commissioner Barbara Lichtman, Philadelphia, PA

***The New Generation of Alternative
Bargaining Models: Enhancing Problem-Solving
While Preserving Power***

COLUMBUS C/D

(CLE Credits Available)

Recent rounds of bargaining have been extremely contentious as parties grapple with the recovering and changing economy. With so much at stake, some parties are turning to the creative offspring of traditional and interest-based bargaining approaches. Models such as Critical Issues Bargaining, Modified Traditional Bargaining, Enhanced Conventional Bargaining, and Compressed Bargaining will be examined in the context of the people and process dynamics that make these alternative models viable and effective for some, but maybe not for others. The workshop will also include an introduction to the popular FMCS-pioneered Affinity Model of Collaborative Bargaining.

Presenters:

FMCS Commissioners Michael Franczak, Cleveland OH;
Douglas Corwon, Cleveland, OH

Moderator:

FMCS Commissioner Jeanne Frank, Minneapolis, MN



SFB Orchestra French Horn section with Frances Chung

The Dance of IBB

COLUMBUS E/F

Hear the inspiring story of the world-renowned San Francisco Ballet and the American Federation of Musicians, Local 6, as they share their 15 years of success, using Interest-Based Bargaining (IBB) and modern technology—FMCS's Technology Assisted Group Solutions (TAGS). With a combination of IBB and TAGS, these bargaining partners effectively manage differences, avoid labor strife, bring harmony to the performing arts, and demonstrate that cooperation can continue, even in the most difficult times. Participants from all sectors and industries will benefit from the valuable lessons and practical insights shared by these long-term partners.

Presenters:

Debra Bernard, General Manager, San Francisco Ballet;
Steve D'Amico, Member, American Federation of Musicians (AFM) Local 6; **FMCS Commissioners Joel Schaffer**, Oakland, CA; **Gregory Lim**, Oakland, CA

Moderator:

FMCS Regional Director Beth Schindler, Seattle, WA

**Expedited Bargaining Innovations
in the Federal Sector**

COLUMBUS G/H

The timing, pace, and process of Federal Sector bargaining often leads to long, drawn-out, bogged-down negotiations. Public and private sector parties often have similar experiences. Learn innovative approaches for turning lengthy delays and uncertain outcomes into swift and mutually beneficial resolutions.

Presenters:

FMCS Commissioner Richard Giacalone, Chesapeake, VA; **Greg Weddle**, Regional Attorney, Chicago, Federal Labor Relations Authority (FLRA); **Ken Moffett Jr.**, Collective Bargaining Director, National Treasury Employees Union (NTEU); **Sydney T. Rose**, Chief Human Capital Officer, Director of Human Resources Center, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor; **Dennis DeMay**, President, National Council of Field Labor

Locals, AFGE/AFL-CIO; **Joseph Schimansky**, Former Executive Director, Federal Service Impasses Panel (FSIP)

Moderator:

FMCS Commissioner Larry Passwaters, Baltimore, MD

**The Science of Settlement: Ideas for Negotiators
COLUMBUS I/J**

(CLE Credits Available)

Join renowned arbitrator, mediator, author, and part-time law professor Barry Goldman as he reveals how the Science of Settlement can improve your results at the negotiation table. Goldman will share his decades of experience in psychology and behavioral economics and show you how it applies to your daily work as a labor-management practitioner.

Presenter:

Barry Goldman, Author, Mediator and Professor of Law, Wayne State Law School, Member, National Academy of Arbitrators, Fellow, College of Labor and Employment Lawyers

Moderator:

FMCS Commissioner Michael Nowakowski, Detroit, MI

**Mediation Best Practices and Ethics for Lawyers
and Other Advocates**

COLUMBUS K/L

(CLE Credits Available)

This program will help attorneys and other advocates maximize success when representing clients in the mediation process, emphasizing best practices and common ethical issues arising under the ABA model rules of professional conduct. An expert panel of mediators and lawyers will discuss best practices for collective bargaining negotiations, grievance processing, and statutory employment claims.

Presenters:

FMCS Commissioner Eileen Hoffman, Washington, DC, M.A., J.D.; **William J. Flannery, Esq.**, Principal, Post & Schell PC; **Lisa B. Moss**, Partner, Carmell Charone Widmer Moss & Barr, Ltd.; **Thomas Mandler**, Partner, Hinshaw and Culbertson, LLP; **Robert G. Reiter, Jr.**, Secretary-Treasurer, Chicago Federation of Labor

Moderator:

FMCS Commissioner Ted Bantle, Washington, DC

**Hardwired for Battle: How our Brain
Takes Control of Our Behavior and Emotion
at the Table, and How to Get Control Back
Using the Tri-O/S™ Model**

MICHIGAN A

We are evolutionarily conditioned to survive, live in groups, and mitigate danger, but the brain functions that underlie these important objectives can interfere with rational decision-making in the heat of negotiations and problem-solving. François Bogacz and Jeremy Lack, two of the first practitioners to bridge neuroscience, leadership, ADR, advocacy, conflict management, and group diversity, will guide workshop attendees through a fascinating exploration of the three operating systems that impact our behavior and decision-making in the heat of conflict. Leave this

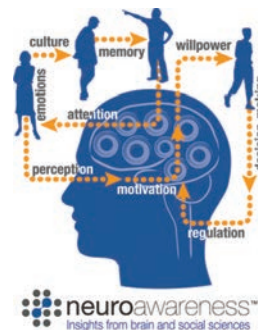




Photo: Adam Alexander Photography/Choose Chicago

Flamingo, by Alexander Calder, is a 53-foot (16 m) tall stabile located in the Federal Plaza in front of the Kluczynski Federal Building,

workshop with strategies for staying in control of your emotions during bargaining and techniques to achieve better outcomes using a simple model being developed with the Swiss Center for Affective Sciences.

Presenters:

François Bogacz, CEO of Neuroawareness Consulting Services;
Jeremy Lack, VP of Neuroawareness, International Attorney-at-Law and ADR Neutral

Moderator:

FMCS Regional Director Carolyn Brommer, Cleveland, OH

The Evolution of Comprehensive Conflict Management

MICHIGAN B

This workshop will examine a number of comprehensive conflict management systems identifying the pros and cons, highs and lows, and successes and failures of such systems. Learn best practices for developing and refining innovative conflict systems that can enhance current dispute resolution processes.

Presenter:

Ariel Avgar, Associate Dean for Graduate Online Education and Associate Professor, School of Labor & Employment Relations and College of Medicine, University of Illinois at Urbana-Champaign; **Todd Dickey**, PhD candidate, Cornell University, ILR School; **Arthur Pearlstein**, Director of Arbitration, FMCS; **Michele Singer**, Director, Interior Business Center, U.S. Department of the Interior

Moderator:

David Lipsky, Director, Scheinman Institute on Conflict Resolution ILR School, Cornell University

Global Dispute Resolution in the New Economy (A)

MICHIGAN C

A rare opportunity for conference attendees, senior mediation officials from countries with significant U.S. trade relationships, robust collective bargaining systems, individual employment rights regimes, and long-established neutral agencies, share first-hand perspectives with a U.S. audience. Representatives from the mediation agencies of Ireland, Northern Ireland, and Great Britain, will engage in a robust discussion of labor-management trends in the global "new economy," such as generational shifts, gig work, and innovative partnering.

Presenters:

Tom Evans, Chief Executive, Labor Relations Agency of Northern Ireland; **David Small**, Director of Adjudication Services Workplace Relations Commission, Ireland; **Sir Brendan Barber**, Chair, Advocacy Conciliation & Arbitration Service, Advisory, Conciliation and Arbitration Services, United Kingdom

Moderator:

Scot Beckenbaugh, Deputy Director, FMCS



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@ 11:45am–1:15pm

Luncheon Plenary

Partnering for Success in the New Economy **GRAND BALLROOM C–F**

As digital business models continue to take shape in a variety of industries, this is an important time to explore ways to build positive practices into emerging platforms and networks. This panel of new economy thought leaders will look at ways that workers and businesses are collaborating to create business models that serve customers well and create value for shareholders while incorporating safety, job security, shared prosperity, and a meaningful partnership with their workers.

Introductions:

Allison Beck, Director, FMCS

Speakers:

David Rolf, President SEIU 775, and author of *The Fight for Fifteen: The Right Wage for a Working America*;

Christina Stembel, Founder and CEO, Farmgirl Flowers;

Jim Conigliaro Jr., Esq., Assistant Directing Business Representative, General Counsel, District 15, Machinists Union;

Palak Shah, Social Innovations Director, National Domestic Workers Alliance

Moderator:

Sharon Block, Principal Deputy Assistant Secretary for Policy, U.S. Department of Labor

@ 1:30pm–3:00pm

Viral Communications

and Bargaining in the Global Square: The New Frontiers of Social Media and Collective Communication in the Future@Work

GRAND BALLROOM A

(CLE Credits Available)

The lightning pace of change in the digital age is forcing a major paradigm shift for labor relations practitioners. How workers and organizations communicate, resolve (or attempt to resolve) disputes, and engage in other feedback loops has a dramatic new look. Sound bites, videos, graphic images, and social media postings go viral in minutes, creating disruptions that require instantaneous response; bargaining occurs transparently and synchronously with partners both at the table and dispersed via digital communication apps; workplace disputes are lodged and aired in the global square via social media; real-time feedback is solicited, analyzed, and converted in seconds to outcome-based recommendations. What does this all mean for the parties? Join this fascinating and timely discussion with a diverse panel of experts from all sides of the debate.

Panelists:

G. Roger King, Senior Labor and Employment Counsel, HR Policy Association; **Michelle Miller**, Co-Founder, coworker.org; **Lowell Peterson**, Executive Director, Writers Guild of America East; **N. Sadat Shami**, Manager, Center for Engagement and Social Analytics, IBM

Moderator:

Lu-Ann Glaser, Manager of National Programs and Initiatives, FMCS

The Evolving Cultural Dimensions of Diversity and Inclusion

GRAND BALLROOM B

(CLE Credits Available)

As workplaces continue to experience rapid demographic and cultural change, experts say that diversity and inclusion are essential ingredients for successful organizations in the *Future@Work*. Hear from a panel of these experts, who will discuss the trends, public policies, practices, and innovative programs that both labor and management can leverage for enhanced recruitment, retention, job satisfaction, creativity, and collaboration.

Presenters:

Chai Feldblum, Commissioner, EEOC; **Esther López**, Secretary-Treasurer, United Food and Commercial Workers, AFL-CIO; **Rae Vann**, General Counsel, Equal Employment Advisory Council; **Keith Mestrich**, President & CEO, Amalgamated Bank

Introduction and Moderator:

Denise McKenney, Director of EEO, FMCS

Driving Change: Repair Broken Relationships and Improve Bargaining Outcomes

COLUMBUS A/B

Labor-management relationships can make or break bargaining, and we all know that a bad relationship can destroy an organization. Join the Chittenden County Transportation Authority and Teamsters Local 597 as they share their inspiring story of how even the most seriously-fractured relationship can be repaired to provide a solid, collaborative foundation for an improved relationship and bargaining outcome. Learn how the structured steps of the FMCS Relationship by Objectives (RBO) Program, complete with a jointly determined “Action Plan,” helped produce this remarkable transformation.

Presenters:

Karen Walton, General Manager, Chittenden County Transportation Authority, Burlington, VT; **Rob Slingerland**, Steward, Teamsters Local 597; **Mark Sousa**, Assistant General Manager, Chittenden County Transportation Authority, Burlington, VT; **FMCS Commissioner Cindy Jeffries**, Albany, NY

Moderator:

FMCS Regional Director D. Scott Blake, Philadelphia, PA

Building a Stronger Relationship at the Bargaining Table

COLUMBUS C/D

While it often seems impossible, unions and employers can conclude bargaining with a stronger relationship, even after tackling the toughest issues at the table. Learn how the Utah Symphony Orchestra and the American Federation of Musicians (AFM) Local 104 used a modified collaborative bargaining model, improved their bargaining process, and forged a stronger relationship going forward. Find out if this approach might work for you!



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The New York Times



Ask a question:
[@JasonDorsey](https://twitter.com/JasonDorsey)



Presenters:

Jeff Counts, General Manager; Utah Symphony Orchestra;
David Porter, Local 104, American Federation of Musicians;
FMCS Commissioner Kevin Hawkins, Las Vegas, NV

Moderator:

FMCS Regional Director Linda Gonzalez, Glendale, CA

Health Care Industry Staffing: Strategies, Solutions, and Stalemates COLUMBUS E/F

The health care industry is experiencing dramatic changes brought about by heightened cost scrutiny and changing service delivery systems. As a result, health care industry bargaining parties are grappling with complex staffing issues, professional/institutionally-determined patient care models, and legislated patient staffing ratios. A high-level panel of labor, management, and academic experts will discuss how the issue of staffing, including staffing ratios, can be successfully addressed in a variety of ways through bargaining and labor-management collaborative committees.

Presenters:

Paul Clark, School Director and Professor, Labor and Employment Relations, Penn State University; **Deborah Lynne Zuege, RN, MS**, Executive Director of Clinical Operations, Kaiser Permanente, Denver, CO; **Joan Heller**, Optometrist, Chief Steward, UFCW Local 7 Professional Bargaining Unit; **Suellyn Ellerbe**, System CNO, Ellis Medicine; **Janice Czarnecki**, Registered CLRL, President, OPEIU Local 40

Moderator:

FMCS Commissioner Dennis Teel, Phoenix, AZ

Federal Sector Impasse: Just a Pause Between Two Brilliant Ideas! COLUMBUS G/H

Hear from the experts about the characteristics of a true impasse and how they help parties push past gridlock to resolution of seemingly intractable disputes. Practitioners from all industries and sectors will learn creative approaches and valuable lessons about how to avoid impasse and effectively resolve their disputes.

Introductions:

FMCS Commissioner Richard Giacalone, Chesapeake, VA

Panelists:

Christina T. Fuentes, Lead Counsel, Federal Division, Assistant General Counsel, The National Association of Government Employees; **James C. Franczek, Jr. Esq.**, Founding Partner, Franczek Radelet; **Paul Gerhart**, NAA/FMCS Arbitrator and Professor Emeritus, Weatherhead School of Management, Case Western Reserve University; **Ed Hartfield**, Member, Federal Service Impasses Panel, Mediator and NAA/FMCS Arbitrator, Hartfield Resolution Group; **Marvin Johnson**, Member, Federal Service Impasses Panel, Mediator and NAA/FMCS Arbitrator, Founder and Executive Director, Center for Alternative Dispute Resolution; **Lynn Sylvester, Esq.**, Dispute Resolution Services

Moderator:

Martin H. Malin, Member, Federal Service Impasses Panel, Professor of Law/Director, Institute for Law and the Workplace, Chicago-Kent College of Law, Illinois Institute of Technology and NAA/FMCS arbitrator

Surveillance Technologies and the Future@Work COLUMBUS I/J

Surveillance cameras and other new technologies are impacting employees' working conditions and raising privacy concerns in both the public and private sectors. Learn from the experts in the field of law enforcement how workplace surveillance and monitoring is impacting their labor management relationships and collective bargaining and what it might mean for you.

Presenters:

Sean Smoot, Executive Director, Policemen's Benevolent Labor Committee, IL; **Robert J. Smith, Jr.**, Managing Partner, Clark Baird Smith LLP; **Commander David Anderson**, Montgomery County Police Department, MD; **Corporal Marc Zifcak**, Fraternal Order of Police Montgomery County Lodge, #35

Moderators:

FMCS Commissioners Teresa Phillips, Peoria, IL;
Christy Yoshitomi, Baltimore, MD

The Affinity Model of Collaborative Bargaining COLUMBUS K/L

Imagine resolving your economic issues in a financially-strained environment in hours, not days or weeks! Parties using the FMCS-developed Affinity Model of Collaborative Bargaining have repeatedly done just that, dispelling common misperceptions of the incompatibility of interest-based approaches and economic bargaining. This highly creative and innovative model of bargaining uses collaborative principles, "group-sourced" idea identification, and discussion-based evaluation to reach tentative agreements on both non-economic AND economic issues in record time—all while enhancing the labor-management relationship and allowing for meaningful input from the collective voices of all bargaining team members! Join this interactive, hands-on session to learn how you can experience more fluid and inclusive collaboration in the bargaining process. This is a can't-miss session—you have to see it to believe it!

Presenters:

Javier Ramirez, Director of Field Programs and Innovation, FMCS, Chicago, IL; **FMCS Commissioners Tom Olson**, Milwaukee, WI; **Rosa Tiscareno**, Chicago, IL; **Kristine Hoffer**, Senior Evaluator, Graphic Facilitator, U.S. Peace Corps

Moderator:

FMCS Commissioner Thomas Jeffery, Chicago, IL



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LABORERS' INTERNATIONAL UNION OF NORTH AMERICA

LiUNA!

Feel the Power



The Laborers' District Council of Chicago & Vicinity proudly represents 20,000 of Chicagoland's finest and most highly trained construction professionals. Our members bring safety, professionalism, and efficiency that non-union can't match.



Terrence M. Healy

LiUNA Vice-President & Great Lakes Regional Manager

James P. Connolly

Business Manager

Chicago Laborers' District Council

Charles V. LoVerde III

Secretary/Treasurer

Chicago Laborers' District Council

Scott Pavlis

President

Chicago Laborers' District Council

www.ChicagoLaborersDistrictCouncil.org

Babcock & Wilcox: The New NLRB Deferral Standards

MICHIGAN A

(CLE Credits Available)

In *Babcock & Wilcox Construction Co.*, 361 NLRB 132, the Board made significant changes to the standards applicable to reviewing arbitral decisions and grievance settlements. These new standards require that the parties authorized resolution of the statutory issue, that the unfair labor practice issue is adequately considered, and that the outcome is reasonably permitted under the Board law. Following this interactive program, participants will have a clear understanding of the new deferral standards and their implications for collective bargaining negotiations and contract administration.

Presenters:

Jennifer Abruzzo, Deputy General Counsel, NLRB;
John Doyle, Deputy Assistant General Counsel, NLRB;
Julie Gutman Dickinson, Partner, Bush Gottlieb;
Jonathan C. Fritts, Partner, Morgan Lewis

Moderator:

Arthur Pearlstein, Director of Arbitration, FMCS, Washington, DC

Oh, ...I Didn't Know THAT Could Happen!

MICHIGAN B

In a lively, interactive setting, participants will predict the possible outcomes of some common bargaining predicaments. While presented as hypotheticals (with names changed to protect the innocent!), the scenarios will reflect actual bargaining situations. There are no right or wrong answers, but the discussion will reveal the unanticipated consequences of choices made. Bring your smartphone or other Wi-Fi connectable device for real-time polling of the most likely outcomes chosen by participants for each scenario.

Panelists:

Scot Beckenbaugh, Deputy Director, FMCS; **FMCS Regional Directors Barbara Rumph**, St Louis, MO; **Peter Donatello**, Woodbridge, NJ; **FMCS Commissioner Isael Hermosillo**, Glendale, CA

Moderator:

FMCS Commissioner Kathy Murray-Cannon, Woodbridge, NJ

Change your Mind—Change Your Relationship

MICHIGAN C

It has been said that what you focus on cognitively can become your reality. Join this workshop to learn how labor and management can proactively change collective thinking and harness the power of positive change enhanced by new mental pictures.

Presenters:

FMCS Commissioner John Gray, Cincinnati, OH;
FMCS Regional Director Carolyn Brommer, Cleveland, OH

Moderator:

FMCS Regional Director Robert Ditillo, Pittsburgh, PA



Connect to Wi-Fi

Complimentary Wi-Fi is available at the conference.

Network Name: Hyatt Conference

Password: FMCSnlmc2016

@ 3:30pm–5:00pm

The “Labor Question” Back in the News and the National Debate

GRAND BALLROOM A

(CLE Credits Available)

One hundred years ago, the “labor question” was, as Louis Brandeis said, the “paramount economic question in this country.” After the New Deal enactments, the labor question seemed to fade from public view. But in the last few years there has been growing media attention to this question and what it means for 21st century workplace realities. Our panelists, Steven Greenhouse, the former *New York Times* labor reporter and now a freelance reporter; Michael Winship, a writer and president of the Writers Guild of America East; and Damon Silvers, Director of Policy and Special Counsel for the AFL-CIO, will explore this emerging story in a conversation moderated by Wilma Liebman, a former Chairman of the National Labor Relations Board (and now also a freelancer).

Introductions:

Allison Beck, Director, FMCS

Panelists:

Steve Greenhouse, Author of *The Big Squeeze: Tough Times for the American Worker* and former labor and workplace reporter for *The New York Times*; **Michael Winship**, President, Writers Guild of America East; **Damon Silvers**, Director of Policy and Special Counsel, AFL-CIO

Moderator:

Wilma Liebman, Former Chairman, National Labor Relations Board

Partnering for Better Public Service

GRAND BALLROOM B

The fundamental premise underlying support for a strong labor-management partnership is that it encourages creativity and problem-solving, improves the delivery of government services, and pays dividends for stakeholders. Applicable beyond the federal sector where these particular partnerships thrive, and advancing the lessons of Tuesday’s “Partnership Day,” this workshop highlights the far-reaching benefits of long-term, durable labor-management partnerships.

Introductions:

Julia Akins Clark, General Counsel, Federal Labor Relations Authority (FLRA)

Panelists:

Jane L. Cottrell, Associate Deputy Chief, U.S. Forest Service, USDA; **William R. Dougan**, National President, National Federation of Federal Employees (NFFE); **Gregory J. Junemann**, International President, International Federation of Professional and Technical Engineers (IFPTE); **Tony Reardon**, National President, National Treasury Employees Union (NTEU)

Moderators:

Beth F. Cobert, Acting Director, Office of Personnel Management; **J. David Cox Sr.**, National President, American Federation of Government Employees (AFGE)

Remodeling Relationships in the Real World

COLUMBUS A/B

Achieving a positive and productive relationship with your labor or management counterpart can be similar to a major home renovation. It’s often difficult, complicated, time consuming and let’s face it, sometimes painful. But why do we do it? Is it worth

the effort? Hear how SEIU Healthcare 1199NW and the Swedish Medical Center rebuilt a relationship in disrepair following their recent contract negotiations impacting 7,000 caregivers. Learn from honest reflections about their relationship history and how they are creating more successful outcomes together. Our panelists will share their pragmatic advice and practical tools so you have what you need to begin your own remodeling project!

Presenters:

Naren Balasubramaniam, Chief Human Resources Officer, Swedish Health Services; **Shelley Livingston**, Director, Labor Relations, Swedish Health Services; **Robyn Wyss**, Secretary-Treasurer, SEIU 1199NW; **Yolanda King-Rowe**, Executive Board Member, SEIU 1199NW; **FMCS Commissioners Rick Ogelsby**, Seattle, WA; **Ligia Velazquez**, Seattle, WA

Moderator:

FMCS Regional Director Beth Schindler, Seattle, WA

The Neutral's Perspective on Trends at the Table: Challenges, Opportunities, and Innovative Solutions for the Future@Work

COLUMBUS C/D

(CLE Credits Available)

FMCS mediators actively mediate and monitor thousands of bargaining negotiations every year. The nature of their role and the sheer volume of their work provide a unique expertise and perspective. A panel of highly effective FMCS mediators will share their insights on the most prominent and perplexing trends encountered at the bargaining table today and will offer up practical and innovative solutions. Focal points will include:

the importance of early intervention and managing expectations for the present and the future; the generational dynamics playing out at the table; innovative solutions to opposing concerns over scheduling flexibilities; bargaining preparation best practices; bargaining transparency in an age of social media; and closing the deal.

Panelists:

FMCS Commissioners Conrad Bowling, Indianapolis, IN; **Stephen Kessler**, Oakland, CA; **Cindy Jeffries**, Albany, NY; **Jimmy Valentine**, Glendale, CA

Moderator:

Scot Beckenbaugh, Deputy Director, FMCS

Retirement Security in the Future@Work
COLUMBUS E/F

With the possible exception of health care, no single issue is playing a greater role in driving conflict "at the table" than pension benefits. Is there a place for defined benefit pensions and multi-employer funds in the *Future @Work*? Do 401(k) plans offer workers and employers a viable economic alternative? Is there a unifying labor and management perspective on the issue of pension benefits portability? Join this critical discussion with a panel of experts to learn the most up-to-date information about employee pension benefits, the fate of pension benefits in bankruptcy litigation, legislative changes and pending proposals, and challenges and opportunities for the future.

Panelists:

Robert Roach Jr., President, Alliance for Retired Americans; **Sharon Levine**, Partner, Saul Ewing LLP; **Brian West Easley**, Partner, Jones Day; **Israel Goldowitz**, Chief Counsel, PBGC

HONORING

THE FEDERAL MEDIATION AND CONCILIATION SERVICE

AND ITS MISSION TO PRESERVE AND PROMOTE LABOR-MANAGEMENT PEACE AND COOPERATION

Leo W. Gerard

Leo W. Gerard
International President

Stan Johnson

Stan Johnson
International Secretary-Treasurer

Ken Neumann

Ken Neumann
National Director for Canada

Thomas Conway

Thomas Conway
International Vice President
(Administration)

Fred Robinson

Fred Robinson
International Vice President
(Human Affairs)

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UNITED BROTHERHOOD OF CARPENTERS AND JOINERS OF AMERICA

CHICAGO REGIONAL COUNCIL OF CARPENTERS

A POSITIVE FORCE IN BUILDING COMMUNITIES

Moderator:

Kathryn J. Kennedy, Associate Dean of Advanced Studies and Research, Chair for Tax Law and Employee Benefits, The John Marshall Law School

**Costing the Contract:
Perspectives from Both Sides of the Table**
COLUMBUS G

How did the other side come up with that number? What numbers were they using to get to that estimated economic impact? What is the economic basis of that proposal? Participants in this session will be provided tools, techniques, and insights into how each side measures the costs of contract proposals and weighs their impact on the total package. Join experienced FMCS mediators in a lively discussion of this essential tool for your negotiator's toolbox!

Presenters:

FMCS Commissioners Jack Yoedt, Pittsburgh, PA;
Joe Mansolillo, San Diego, CA

Moderator:

John Pinto, Manager Field Operations, FMCS, Pittsburgh, PA

Are You Leading the Way or Just Managing to Get By?
COLUMBUS H

Decades of leadership research and theory underscores that in the *Future@Work* leadership will require much more than the traditional "carrot and stick" approach of years past. Both employer and union leaders will enhance their leadership toolkit with this program, designed to help develop more efficient and flexible approaches to leading an ever-changing, generationally and culturally diverse labor force. Attendees will gain a better understanding of the differences between "leaders" and "managers;" assess their personal dominant leadership style; practice the core competencies that make a great leader; and identify the most effective strategies for their unique personal leadership style.

Presenters:

FMCS Commissioners Tammy Poole, Louisville, KY;
John Ambrogio, Erie, PA; **Isael Hermosillo**, Glendale, CA

Moderator:

FMCS Regional Director Robert Ditillo, Pittsburgh, PA

**Health Care in the Future@Work:
Collaborating to Promote Wellness and Contain Costs**
COLUMBUS I/J

The City of Chicago Labor Management Cooperation Committee (LMCC) is an inspirational model of effective partnership. Representatives of the LMCC will describe how, with modest funding from an FMCS Grant in 2010, it achieved over \$100 million in health care cost savings, huge improvements in worker wellness, and an expanded mandate to address retirement security. Participants will have an opportunity to learn how this large, multi-union labor-management partnership reached seemingly impossible goals and find out how you can replicate it using FMCS labor-management grant funding.

Presenters:

Jorge Ramirez, President Chicago Federation of Labor (CFL);
Edward M. Hogan, Founding Partner, Hogan Marren Babbo & Rose, Ltd.; **Michael Rendina**, Senior Advisor to the Mayor, City of Chicago; **David A. Johnson**, Partner, Franczek Radelet

Moderator:

FMCS Regional Director David Born, Chicago, IL

Warriors Returning to the Workplace
COLUMBUS K/L

Few issues bond all Americans as much as the desire to honor and respect those who served our country. Few workers can contribute more to our workplaces than returning veterans and reservists. In this session, labor and management will learn how to help these valued colleagues transition back to the workplace after active duty. In addition, the workshop will focus on critical questions such as: what are your legal requirements as an employer; what are best practices for supervisors and co-workers; and what should you expect from your returning service member?

Presenters:

Brian Clauss, Executive Director, Veterans Legal Support Center & Clinic, John Marshall Law School; **D. Ryan Hooper, Ph.D.**, Licensed Clinical Psychologist, Jesse Brown VA Medical Center, Clinical Assistant Professor, University of Illinois at Chicago, Northwestern Feinberg School of Medicine; **Israel Nunez**, HR Specialist, FMCS, Washington, DC;

Moderator:

FMCS Commissioner Cathy Stevens, San Antonio, TX

**The Leadership M.I.L.E.:
Motivate, Inspire, Lead, and Empower**
MICHIGAN A

The *Future@Work* demands transformational leadership skills. Do you have what it takes to motivate, inspire, lead, and empower those around you? Participants in this workshop will be introduced to the principles that underlie the most persuasive and influential leadership approaches and learn practical skills for their labor or management leadership toolkit.

Presenter:

Alan Price, Acting Chief of Staff, FMCS, Washington, DC; Associate Director, Office of Management, Peace Corps; founding Director of the Global Leadership Initiative, Harvard Business School; Harvard Law School, J.D.

Moderator:

FMCS Regional Director Peter Cheng, Nashville, TN

Storytelling and the Persuasive Negotiator
MICHIGAN B

Effective advocates use the power of stories and evocative imagery to enhance their persuasive skills at the negotiation table and in conflict resolution or problem-solving situations. As workshop participants, you will be introduced to the fundamentals of effective storytelling. Learn techniques to help you make facts come alive, create understanding and empathy, and connect in meaningful ways with those you are trying to persuade.

Presenters:

FMCS Commissioners Ted Bantle, Washington, DC and
Maira Caruso, Boston, MA

Moderator:

FMCS Commissioner Sue Putman, Orlando FL

**Graphic Facilitation and Other Creative Tools
to Energize and Elevate Problem-Solving**
MICHIGAN C

Problem solving efforts can be greatly enhanced by facilitation techniques that involve the creative use of images, movement, and neuroscience. This hands-on, interactive workshop will provide you with new tools for quick-paced, innovative solutions!

Presenters:

Heather Brown, Director of Education and Training, FMCS, Washington, DC; **Javier Ramirez**, Director of Field Programs and Innovation, FMCS, Chicago, IL; **FMCS Commissioners Rozmyn Miller**, Washington, DC; **David Huang**, Washington, DC; **Kristine Hoffer**, Senior Evaluator, Graphic Facilitator, U.S. Peace Corps

Moderator:

FMCS Commissioner Lydia Baca, Oakland, CA

Thursday, August 18, 2016

@ 8:30am–9:30am

Spotlight on Partnerships—American Water and the Utility Workers Union of America (UWUA) and Alabama Power and the International Brotherhood of Electrical Workers (IBEW)

GRAND BALLROOM C–F

Opening Remarks and Introduction of Plenary:

Allison Beck, Director, FMCS

Panelists:

Susan N. Story, President and CEO, American Water; **D. Michael Langford**, National President, Utility Workers Union of America; **Mark Crosswhite**, Chairman, President, and Chief Executive Officer, Alabama Power; **James Hunter**, Director, Utility Department, International Brotherhood of Electrical Workers, AFL-CIO

Moderator:

Tom Kochan, George Maverick Bunker Professor of Management and Co-Director, MIT Sloan Institute for Work and Employment Research

@ 10:00am–11:30am

Lessons from the Original Gig Economy: The Arts and Entertainment Industry

GRAND BALLROOM A

Long before Uber and Taskrabbit, musicians, theatrical artists, stagehands, and others performed their work in a gig-based work model. What does the *Future@Work* hold for today's platform-based gig workers given this historical model? Learn from these original 'gig-work' partners how labor and management can collectively bargain over traditional terms and conditions of employment.

Introductions:

FMCS Commissioner Ted Bantle, Washington, DC

Panelists:

David White, National Executive Director and Chief Negotiator, Screen Actors Guild-American Federation of Television and Radio Artists (SAG-AFTRA); **Lois Gray**, Jean McKelvey/Alice Grant Professor of Labor Management Relations Emeritus, Cornell University, and author of *Under the Stars: Essays on Labor Relations in Arts and Entertainment*; **David L. Weissman**, Partner, Reed Smith LLP; **Paul Frank**, Director of Organizing and Education, American Federation of Musicians

Moderators:

Susan Davis, Partner, Cohen, Weiss and Simon;
Bernard M. Plum, Member, Proskauer

Making Conflict Work

GRAND BALLROOM B

Nationally-recognized expert Peter T. Coleman, of Columbia University, will provide employer and union representatives with a set of practical conflict management techniques supported by the research presented in his groundbreaking book, *Making Conflict Work*.

Presenter:

Peter T. Coleman, Professor of Psychology and Education, Director, Morton Deutsch International Center for Cooperation and Conflict Resolution (MD-ICCCR), Co-Director, Advanced Consortium for Cooperation, Conflict, and Complexity (AC4), The Earth Institute at Columbia University

Moderator:

FMCS Commissioner Josh Flax, Boston, MA

Your Brain in Conflict

COLUMBUS A/B

Maintaining self-awareness in the midst of conflict is a crucial leadership competency. Neuroscience research can aid us in mastering this skill through an understanding of how the evolutionary functions of the brain operate in conflict situations. In this lively and interactive workshop, you will learn what happens when your "reptilian brain" is in control! Take aways include cutting-edge brain science principles and practical tools for enhancing your conflict management, negotiation, and communication skills.

Presenters:

FMCS Regional Director Carolyn Brommer, Cleveland, OH; **FMCS Commissioner David Huang**, Washington, DC; **Percy Lavon Julian II**, Certified Clinical Research Coordinator Children's National Medical Center

Moderator:

FMCS Commissioner Gary Hattal, Seattle, WA

Making Telework Work:

Best Practices for Sustaining High Performance and Customer/Employee Satisfaction

COLUMBUS C/D

Labor and Management leaders from the Government Accountability Office and the General Services Administration will share their knowledge and experience with designing and implementing expanded telework programs. Topics will include: opportunities for cost savings, mission performance improvement, and employee engagement; the importance of up-front investment in workspace design and technology; and how to sustain co-worker connection and collaboration and maintain public accountability.

Introductions:

Julia Akins Clark, General Counsel, Federal Labor Relations Authority (FLRA)

Presenters:

William R. Dougan, National President, National Federation of Federal Employees (NFFE); **Charles Hardy**, GSA, Chief Workplace Officer; **Ron La Due Lake**, President GAO Employees Organization, IFPTE/AFL-CIO; **Jackie Nowicki**, Director, GAO Education, Workforce, and Income Security Team; **Shamar Cowan**, GAO Chief Negotiator; and **Greg Weddle**, FLRA Chicago Regional Attorney

Moderator:

Marsha Ross-Jackson, Assistant Dean for Student Professional Development, Executive Director of the Institute for Law and the Workplace, and Senior Lecturer



FMCS

FEDERAL MEDIATION & CONCILIATION SERVICE

The Federal Mediation and Conciliation Service (FMCS) is ready for the *Future@Work*! We are proud and prepared to carry on our important contribution to the success of the American economy with a full range of conflict resolution strategies and services. And, as the nature, complexity, and range of issues confronting business and labor continue to evolve, so, too, does FMCS. We are constantly seeking new and innovative methods to prevent conflict and to allow business and labor to succeed in an ever-changing economy.

Our History

The FMCS was born during the economic turmoil following the Second World War. Then, the U.S. was in the final stages of the disruptive transition from an agricultural to an industrial economy. Now, in this second decade of the 21st century, we are in the midst of a similar period of disruption, this time transitioning to advanced high tech manufacturing, robotics, nanotechnology, AI, and an economy driven by knowledge and services. Some say that this "4th Industrial Revolution" will result in the restructuring of every business, every job, and every sector of society and that no company or job will be immune to disruption.

In creating an independent mediation agency, Congress recognized the inevitability of workplace conflict in a large, diverse, and growing economy. Managing conflict was seen as a far better way to avert economically damaging work stoppages, and FMCS was established to help business and labor settle disputes through mediation.

Congress also recognized the economic benefits of a more proactive approach to safeguard workplace stability. In the 1970's, the FMCS was tasked with supporting joint labor-management committees through seed money grants and cooperative agreements. It is now beyond question that good labor-management relationships, collaboration, and joint problem-solving not only prevent disputes, but also significantly contribute to enhanced organizational effectiveness, increased productivity, competitiveness, and innovation—the essential elements of a thriving, job-producing economy.

How FMCS Can Help You in the *Future@Work*

Do your young leaders need negotiations, communications, or problem-solving training? Do you have a big backlog of grievances creating pressures on local leaders and problems for the labor-management relationship? Could you use some new and creative approaches to economics bargaining? Are you looking for ways to integrate the new technologies young workers rely upon for bargaining and problem solving?

If the answer to any of these questions is yes, let us help! Today, at FMCS, we are:

- Helping labor and management leaders embrace, not fear, the massive generational shift underway in our workplaces so together they can address issues of recruitment, retention, and job satisfaction among young workers;
- Developing a young leaders academy to provide the next generation of labor and management leaders with the organizational and interpersonal skills they will need to create successful enterprises and good, sustainable jobs;
- Incorporating cutting edge theory, such as conflict neuroscience, into communications, relationship and bargaining processes and training;
- Offering a variety of approaches to collective bargaining, from Traditional, to Modified Traditional, Expedited, Interest-Based and, what we call the Affinity Model of Economic Bargaining; and
- Using remote collaborative technologies and social media to deliver web-based seminars, training and dynamic content on the platforms young workers use.

At FMCS, we are ready for the *Future@Work*. Are you?

FMCS National Labor-Management Conference 2016 At-A-Glance

Time	Event	Room/ Location	Program/Workshop Title	Pg
Wednesday, August 17				
7am–5pm	Expo	Exhibit Hall: Riverside East		35
7–8:30am	Continental Breakfast	Exhibit Hall: Riverside East		
8:30–9:30am	Day I Conference Plenary Session	Ballroom C–F	Opening Plenary	4
10:00– 11:30am	Day I Conference Morning Workshops	Grand A	What Younger Workers REALLY Want from Senior Colleagues	
		Grand B	Health Care Bargaining in the <i>Future@Work</i> : Joint Challenges, Opportunities, and Trends for Unions and Employers	
		Columbus A/B	Making the Most of Grievance Mediation: Controlling Your Own Destiny Before an Arbitrator Imposes It!	5
		Columbus C/D	The New Generation of Alternative Bargaining Models: Enhancing Problem-Solving While Preserving Power	
		Columbus E/F	The Dance of IBB	6
		Columbus G/H	Expedited Bargaining Innovations in the Federal Sector	
		Columbus I/J	The Science of Settlement: Ideas for Negotiators	
		Columbus K/L	Mediation Best Practices and Ethics for Lawyers and Other Advocates	
		Michigan A	Hardwired for Battle: How our Brain Takes Control of Our Behavior and Emotion at the Table, and How to Get Control Back Using the Tri-O/S™ Model	
		Michigan B	The Evolution of Comprehensive Conflict Management	7
	Michigan C	Global Dispute Resolution Trends in the New Economy (A)		
11:45am– 1:15pm	Day I Conference Lunch Plenary	Grand C–F	Partnering for Success in the New Economy	8
1:30–3:00pm	Day I Conference Afternoon Workshops I	Grand A	Viral Communications and Bargaining in the Global Square: The New Frontiers of Social Media and Collective Communication in the <i>Future@Work</i>	
		Grand B	The Evolving Cultural Dimensions of Diversity and Inclusion	
		Columbus A/B	Driving Change: Repair Broken Relationships and Improve Bargaining Outcomes	
		Columbus C/D	Building a Stronger Relationship at the Bargaining Table	
		Columbus E/F	Health Care Industry Staffing: Strategies, Solutions, and Stalemates	10
		Columbus G/H	Federal Sector Impasse: Just a Pause between Two Brilliant Ideas!	
		Columbus I/J	Surveillance Technologies and the <i>Future@Work</i>	
		Columbus K/L	The Affinity Model of Collaborative Bargaining (with Labor-Management Practitioners)	
		Michigan A	Babcock & Wilcox: The New NLRB Deferral Standards	12
		Michigan B	Oh, ...I Didn't Know THAT Could Happen!	
	Michigan C	Change your Mind—Change Your Relationship		
3:30–5:00pm	Day I Conference Afternoon Workshops II	Grand A	The "Labor Question" Back in the News and the National Debate	
		Grand B	Partnering for Better Public Service	
		Columbus A/B	Remodeling Relationships in the Real World	

Time	Event	Room/ Location	Program/Workshop Title	Pg
3:30–5:00pm	Day 1 Conference Afternoon Workshops II	Columbus C/D	The Neutral's Perspective on Trends at the Table — Challenges, Opportunities, and Innovative Solutions for the Future@Work	13
		Columbus E/F	Retirement Security in the Future@Work	
		Columbus G	Costing the Contract: Perspectives from Both Sides of the Table	15
		Columbus H	Are You Leading the Way or Just Managing to Get By?	
		Columbus I/J	Health Care in the Future@Work: Collaborating to Promote Wellness and Contain Costs	
		Columbus K/L	Warriors Returning to the Workplace	
		Michigan A	The Leadership M.I.L.E.: Motivate, Inspire, Lead, and Empower	
		Michigan B	Storytelling and the Persuasive Negotiator	
		Michigan C	Graphic Facilitation and Other Creative Tools to Energize and Elevate Problem-Solving	
Thursday, August 18				
7am– 7:30pm	Expo	Exhibit Hall: Riverside East		35
7–8:30am	Continental Breakfast	Exhibit Hall: Riverside East		
8:30–9:30am	Day 2 Conference Plenary Session	Grand C–F	Spotlight on Partnership: American Water and the Utility Workers and Alabama Power and the International Brotherhood of Electrical Workers, AFL-CIO — Moderated by Professor Thomas Kochan of MIT	16
10:00– 11:30am	Day 2 Conference Morning Workshops	Grand A	Lessons from the Original Gig Economy: The Arts and Entertainment Industry	
		Grand B	Making Conflict Work	
		Columbus A/B	Your Brain in Conflict	
		Columbus C/D	Making Telework Work: Best Practices for Sustaining High Performance and Customer/Employee Satisfaction	
		Columbus E/F	Controlling Healthcare Costs with A Joint Labor-Management Committee	22
		Columbus G	Partnering Through Change for Joint Success in YOUR Future@Work	
		Columbus H	Putting It Back Together: Restoring Workplace Cooperation	
		Columbus I/J	The Affinity Model of Collaborative Bargaining (with Labor-Management Practitioners)	
		Columbus K/L	Artificial Intelligence, Robotics, and Automation in the Future@Work: Are You Ready for the 4th Industrial Revolution?	23
		Michigan A	A Primer on the Fundamentals of Effective Negotiations	
		Michigan B	Mock Grievance Mediation: The Case of the Long Walk Break	24
		Michigan C	Global Dispute Resolution Trends in the New Economy (B)	
11:45am– 1:15pm	Day 2 Conference Lunch Plenary	Grand C–F	Richard Trumka, President, AFL-CIO	25
1:30–3:00pm	Day 2 Conference Afternoon Workshops I	Grand A	Partnership Spotlight: Serving the Community through Labor-Management Collaboration <ul style="list-style-type: none">• Red Cross/IBT• NYU Lutheran Medical/SEIU119• Massachusetts Education Partnership	
		Grand B	Changing Perspectives on Just Cause	
		Columbus A/B	The Return of the Factory: Manufacturing Renaissance or Future Trend?	

Time	Event	Room/ Location	Program/Workshop Title	Pg
1:30–3:00pm	Day 2 Conference Afternoon Workshops I	Columbus C/D	Sustained Partnerships in the Federal Sector: The Secrets to Maintaining Consensus	26
		Columbus E/F	Hard Bargaining with Soft Skills: Getting It Done Without Being a Jerk!	
		Columbus I/J	The Evolving Digital World and Implications for Traditional Collective Bargaining: Parts I and 2 – Collective Bargaining Simulations Initial Briefing and then Breakout	
		Columbus K/L	Bargaining Over Benefits in the <i>Future@Work</i> : Innovative Healthcare and Pension Solutions	
		Michigan A	The Neuroscience of Teambuilding and Collaboration	27
		Michigan B	Beyond Brainstorming: Mind Mapping as a Problem-Solving Tool	
		Michigan C	Start Your Engines! How FMCS Grant Funding Powered a State-of-the-Art Automotive Apprenticeship Training Program	
3:30–5:00pm	Day 2 Conference Afternoon Workshops II	Grand A	The Evolving Digital World and Implications for Traditional Collective Bargaining Part II – Debrief and Discussion	29
		Grand B	Dissecting the Gig Economy: Myths, Realities, and Implications for All of Us	
		Columbus A/B	The Art of Skillful Inquiry for Advocates, Teams, and Other Problem-Solvers	
		Columbus C/D	New Beginnings at the Department of Defense: Tackling Complex and Challenging Issues with an Interest-Based Problem-Solving Approach	31
		Columbus E/F	Collaborating for Success in the Public Sector: Lessons for Public and Private Sector Bargaining Parties	
		Columbus G	A Guide to Repairing Even the Most Fractured Labor-Management Relationships	
		Columbus H	Is Your Labor-Management Committee as Effective as it Can Be?	33
		Columbus I/J	Trends in Arbitration	
		Columbus K/L	Creating and Maintaining Relationships in a Shifting Economy	
		Michigan A	When Adjuncts and Other Part-Time Workers Bargain	34
		Michigan B	Turbo Charge Your Labor-Management Cooperative Endeavors with Practical Problem-Solving Techniques	
		Michigan C	Building Labor-Management Collaboration in the Construction Industry	
5:30–7:30pm	Evening Reception	Exhibit Hall: Riverside East		
Friday, August 19				
7–8:30am	Expo	Exhibit Hall: Riverside East		35
7–8:30am	Continental Breakfast	Exhibit Hall: Riverside East		
8:30–9:30am	Day 3 Conference Plenary I	Grand C–F	NLRB Trends in the <i>Future@Work</i> : The View from All Sides	
9:30–9:45am			BREAK	
9:45–11:15am	Day 3 Conference Closing Plenary	Grand C–F	Recruiting and Retaining the Next Generation of Workers with Jason Dorsey	
11:15– 11:30am	Director’s Closing Remarks and Adjourn	Grand C–F	Allison Beck, Director	



AFGE is proud to give all
working people a voice
in their *Future@Work*



J. David Cox, Sr.
National President





Chicago is a center for culture and the arts, including the Joffrey Ballet, the Art Institute of Chicago, Oak Park Festival Theater, and more.

Controlling Healthcare Costs with a Joint Labor-Management Committee

COLUMBUS E/F

Learn from the remarkable joint health care cost containment efforts of the City of Cuyahoga Falls, Ohio, and its unions, including the Ohio Patrolman's Benevolent Association (OPBA). Workshop participants will be guided through the entire process of setting up and implementing a Joint Healthcare Cost Containment Committee and how FMCS training in collaborative bargaining models and committee formation can set you up for success.

Presenters:

Ruben Miller, Patrol Officer/Union Representative, Ohio Patrolman's Benevolent Association (OPBA), Cuyahoga Falls Police Department; **Russ Balthis**, Law Director, City of Cuyahoga Falls, Ohio; **Ken Jones**, Benefits Consultant

Moderator:

FMCS Commissioner Tim Viskocil, Cleveland, OH

Partnering Through Change for Joint Success in YOUR Future@Work

COLUMBUS G

Do you feel bogged down in the face of change? As the economy evolves, the generational shift continues, and new technologies are rapidly deployed, labor and management may find themselves at odds and unable to see the opportunities that often accompany the challenge of change. Participants will be introduced to the FMCS Partners-in-Change (PIC) Program and the processes that support labor-management cooperation, facilitate organizational change, and encourage proactive planning. Join this session and arm yourself with best practice tools and approaches to meet the challenges of change in the *Future@Work*.

Presenters:

FMCS Commissioners Donald Maki, Green Bay, WI; **Daniel Van Wychen**, Green Bay, WI; **Latonya Smith**, Minneapolis, MN

Moderator:

FMCS Regional Director Lane Harstad, Minneapolis, MN

Putting It Back Together: Restoring Workplace Cooperation

COLUMBUS H

Did your last bargaining damage your labor-management relationship? Given today's complex issues, bargaining parties may find themselves with severely strained relationships. The FMCS Putting It Back Together (PIBT) Program is designed to help participants understand and identify the barriers erected during negotiations and to rebuild the foundation for a better future. Let FMCS's skilled mediators help you identify the frayed relationships that might benefit from this program, highlight the desired outcomes, and help participants determine whether they or some part of their organization could be the next beneficiaries of this time-tested, successful joint training program.

Presenters:

FMCS Commissioners Mary Kluczycki, Buffalo, NY; **Scott Montani**, Syracuse, NY

Moderator:

FMCS Commissioner Ken Armes, Buffalo, NY

The Affinity Model of Collaborative Bargaining (with Labor-Management Practitioners)

COLUMBUS I/J

Imagine resolving your economic issues in a financially-strained environment in hours, not days or weeks! Parties using the FMCS-developed Affinity Model of Collaborative Bargaining have repeatedly done just that, dispelling common misperceptions of the incompatibility of interest-based approaches and economic bargaining. This highly creative and innovative model of bargaining uses collaborative principles, "group-sourced" idea identification, and discussion-based evaluation to reach tentative agreements on both non-economic AND economic issues in record time—all

while enhancing the labor-management relationship and allowing for meaningful input from the collective voices of all bargaining team members! Join this interactive, hands-on session to learn how you can experience more fluid and inclusive collaboration in the bargaining process. This is a can't-miss session—you have to see it to believe it!

Presenters:

Javier Ramirez, Director of Field Programs and Innovation, FMCS, Chicago, IL; **FMCS Commissioner Tom Olson**, Milwaukee, WI; **Bill Olsen**, President, American Federation of Musicians (AFM) Local 232-278, South Bend, IN; **Jeremiah Frederick**, Rank and File AFM Local 232-278 Bargaining Team Member and South Bend Symphony Orchestra Musician; **Juan Salgado**, President and CEO, Instituto del Progreso Latino; **Kristine Hoffer**, Senior Evaluator, Graphic Facilitator, U.S. Peace Corps


Moderators:

Marilyn Pearson, Partner, DLA Piper LLP; **Kevin Case**, Principal, Case Arts Law LLC

Artificial Intelligence, Robotics, and Automation in the Future@Work: Are You Ready for the 4th Industrial Revolution?

COLUMBUS K/L

Experts predict that the age of artificial intelligence (AI), robotics, nanotechnology and self-driving vehicles will profoundly change the workplace—in good and bad ways. Join this lively discussion of what the so-called “4th industrial revolution” will mean for business, labor, and society in the *Future@Work*.



With 6,800 employees, 18 unions and 76 collective bargaining agreements, American Water is the largest publicly traded water and wastewater company in the U.S.

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Presenters:

Arthur Pearlstein, Director of Arbitration, FMCS, Washington, DC; **FMCS Commissioner Michael Franczak**, Cleveland, OH; **Garry Mathiason**, Shareholder, Littler Mendelson

Moderator:

FMCS Regional Director Barbara Rumph, St. Louis, MO

A Primer on the Fundamentals of Effective Negotiations MICHIGAN A

(CLE Credits Available)

Develop the negotiation style that's right for you! This interactive workshop will focus on the basic techniques for successful 21st century contract negotiations, covering both traditional and interest-based approaches. Participants will learn what to expect before and during bargaining, the role of the mediator, and the critical importance of effective preparation.

Presenters:

FMCS Regional Director Beth Schindler, Seattle, WA; **FMCS Commissioner Ligia Velazquez**, Seattle, WA; **Tino Gagliardi**, President & Executive Director, Associated Musicians of Greater New York, Local 802, American Federation of Musicians, Executive Officer, American Federation of Musicians of the United States and Canada; **Mark W. Bennett**, Partner, Laner Muchin

Moderator:

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Clarence Buckingham Memorial Fountain, one of the largest in the world, is located in Grant Park on the shore of Lake Michigan.

Mock Grievance Mediation: The Case of the Long Walk Break

MICHIGAN B

(CLE Credits Available)

This session will give employers and union representatives an opportunity to see what grievance mediation is, how it works, and what it can do for your labor-management relationship. Watch the process unfold from beginning to end through a real case study. During the debrief, a team of experienced mediators will answer all of your questions!

Presenters:

FMCS Commissioners Vanessa Bullock, Philadelphia, PA; **Barbara Lichtman**, Philadelphia, PA; **Kevin Savidge**, Philadelphia, PA; **Rob Henninger**, Philadelphia, PA; **LaTwana Williams**, Washington, DC.

Moderator:

FMCS Commissioner Dennis Dougherty, Denver, CO

Global Dispute Resolution in the New Economy (B) MICHIGAN C

In a rare opportunity for conference attendees, senior mediation officials from countries with significant U.S. trade relationships, robust collective bargaining systems, individual employment rights regimes, and long-established neutral agencies, share first-hand perspectives with a U.S. audience. Representatives from the mediation agencies of Canada, South Africa, and New Zealand, will engage in a robust discussion of labor-management trends in the global "new economy," such as generational shifts, gig work, and innovative partnering.

Presenters:

Ginette Brazeau, Chair, Canadian Industrial Relations Board; **Cameron Morajane**, Director, Commission for Conciliation Mediation and Arbitration, South Africa; **Cara Takitimu**, National Dispute Resolution Manager, Ministry of Business, Innovation & Employment, New Zealand

Moderator:

Scot Beckenbaugh, Deputy Director, FMCS



@ 11:45am–1:15pm
Luncheon Plenary
GRAND BALLROOM C–F

Introductions:

Allison Beck, Director, FMCS

Speaker:

Richard Trumka, President, AFL-CIO

@ 1:30pm–3:00pm
Partnership Spotlight: Serving the Community through Labor-Management Collaboration
GRAND BALLROOM A

Labor and management partners from three diverse organizations will share their experiences, successes, and challenges in collaborating where community interests are beneficially served through their mutual efforts.

Panelists:

Ken Hurley, Labor Relations Vice President, The American Red Cross; **Michael Filler**, Director, Public Services Division, Teamsters; **Samuel Sierra**, Contract Administrator, 1199SEIU-UHWE; **Fred A. Jordan**, Labor Relations Manager, NYU Lutheran of NYU Langone Medical Center;

FMCS Commissioner David Thaler, Woodbridge, NJ; **Kim Gibson**, President, Brockton Education Association; **Emily E. Murphy**, Director, Massachusetts Education Partnership; **Ray Shurtleff**, Board Member, Massachusetts Education Partnership; Facilitator, District Capacity Project

Introductions:

Allison Beck, Director, FMCS

Moderator:

Tom Kochan, George Maverick Bunker Professor of Management and Co-Director, MIT Sloan Institute for Work and Employment Research

Changing Perspectives on Just Cause
GRAND BALLROOM B

(CLE Credits Available)

This year is the 50th anniversary of the articulation of the “seven tests” for just cause in employee discipline. A panel of arbitrators will discuss the status of the “seven tests” and other ways of viewing just cause. To what extent are arbitrators actually applying the seven tests these days and in what direction are we headed in determining just cause? One panelist will discuss the only empirical study of the seven tests. The panel will also look at views on particular applications of just cause, such as in drug testing and other misconduct cases.

Panelists:

Margaret Brogan, President, National Academy of Arbitrators, Philadelphia, PA; **Dan Nielsen**, Arbitrator, Chicago, IL; **Professor Laura Cooper**, University of Minnesota, Vice President, National Academy of Arbitrators; **Floyd Weatherspoon**, Professor Emeritus, Capital University Law School and NAA/FMCS arbitrator

Moderator:

Arthur Pearlstein, Director of Arbitration, FMCS, Washington, DC

The Return of the Factory:
Manufacturing Renaissance or Future Trend?
COLUMBUS A/B

Does manufacturing have a role in the *Future@Work*? According to our expert panelists, the answer is a resounding “Yes!” Join this session to hear about successful labor-management efforts to bring manufacturing work back to the U.S., and learn about innovative programs to train and link high-skilled workers to unfilled, advanced manufacturing jobs. Take away information about these ground-breaking initiatives and how you can replicate the partnership practices that create good manufacturing jobs for American workers.



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Presenters:

Dan Swinney, Executive Director, Manufacturing Renaissance;
Bob Tiseo, Administrative Assistant to UAW Vice-President and
Director of the National Ford Department; **James E. Brown**,
Manager, Labor Affairs, Powertrain Operations, Ford Motor
Company

Moderator:

Scot Beckenbaugh, Deputy Director, FMCS

Sustained Partnerships in the Federal Sector: The Secrets to Maintaining Consensus

COLUMBUS C/D

Executive Orders may come and go, but partnering and consensus can endure with great benefit to employees, managers and, most significantly, to the agency's mission. Learn what models, approaches, and philosophies underlie long-term labor-management partnerships that have continued to collaborate, despite challenging and changing circumstances. Top Union and Management representatives from the Nuclear Regulatory Commission (NRC) and the Government Accountability Office (GAO) will share best practices and lessons learned from representing front-line employees and managers in high-profile federal agencies, with critically important missions, which have sustained both high performance and high employee engagement and satisfaction over many years.

Introductions:

FMCS Commissioner Carol Catanzariti, Honolulu, HI

Presenters:

Ron La Due Lake, President GAO Employees Organization
IPTE, AFL-CIO; **Shamar Cowan**, GAO Chief Negotiator;
Maria E. Schwartz, Executive Vice President NTEU Chapter
208; **Barbara Sanford**, Nuclear Regulatory Commission, Chief,
Employee and Labor Relations

Moderator:

Sandra LeBold, Regional Director, Federal Labor Relations
Authority (FLRA)

Hard Bargaining with Soft Skills: Getting It Done Without Being a Jerk!

COLUMBUS E/F

During tough negotiations, civilized discourse often gives way to anger, recriminations and posturing. The people and personalities become the focus of bargaining, rather than the issues that must be resolved. This workshop will focus on proven techniques for getting your point across, having your interests met, and successfully concluding bargaining with relationships intact, all while maintaining a civil tone.

Presenters:

Michael J. Frantz, Member, Management Committee, Frantz
Ward LLP; **Eben (Sandy) O. McNair, IV**, Partner, Schwarzwald,
McNair & Fusco, LLP; **Lawrence J. Casazza**, Attorney, Employer-
Side, Labor Relations and Employment Law; **Susan Davis**,
Partner, Cohen, Weiss and Simon

Moderator:

FMCS Commissioner Valerie Harragin, Glendale, CA

The Evolving Digital World and Implications for Traditional Collective Bargaining: Parts I and 2—Collective Bargaining Simulations

COLUMBUS I/J

(CLE Credits Available)

The digital age portends disruptions and tailspins for the familiar territory of traditional collective bargaining. Three digital technologies bubbling to the surface in the new economy are social media campaigns, algorithm-based work models, and block chain contracts. You can expect to see these technologies in your workplace, and you can be sure they will create new challenges or perhaps opportunities for collective bargaining parties. In Part 1 of this 2-part workshop, participants will be immersed in bargaining simulations disrupted by the introduction of these technologies. Using a traditional bargaining simulation as the foundation, participants will be tasked with developing strategies for dealing with the new twist to their negotiations. **A Part 2 debrief will follow in the next session at 3:30pm.** Participants will begin with a briefing in COLUMBUS I/J and then be divided into 3 separate groups for the simulations in COLUMBUS G and COLUMBUS H.

Workshop Leader:

Michelle Miller, Co-Founder Coworker.org

Facilitators:

FMCS Commissioners Ted Bantle, Washington, DC;
David Huang, Washington, DC; **Tom Olson**, Milwaukee,
WI; **Michael Nowakowski**, Detroit, MI; **Joseph Kelleher**,
Providence, RI; **Lydia Baca**, Oakland CA; **Gary Hattal**, Seattle,
WA; **Kristine Hoffer**, Senior Evaluator, Graphic Facilitator,
U.S. Peace Corps

Moderators:

Wilma Liebman, Former Chairman, National Labor Relations
Board; **Lu-Ann Glaser**, Manager of National Programs and
Initiatives, FMCS, Washington, DC

Bargaining Over Benefits in the Future@Work: Innovative Healthcare and Pension Solutions

COLUMBUS K/L

What are the two most challenging issues at today's bargaining tables? Healthcare and pension benefits, of course! Must these topics be hopelessly mired in adversarial, positional bargaining or is there hope for more collaborative joint solutions? Join the bargaining experts from Kroger and the United Food and Commercial Workers (UFCW) to learn how they collaboratively developed innovative and durable solutions for their *Future@Work*.

Presenters:

Kevin Williamson, International Vice President, International
Director of Collective Bargaining and Negotiated Benefits,
United Food and Commercial Workers (UFCW);
Jon McPherson, The Kroger Company; **Scott Henderson**,
Vice President of Pension Investment and Strategy, The Kroger
Company; **David Blumenstein**, Senior Vice President, National
Director of Multiemployer Consulting, Segal Group

Moderator:

Phyllis Borzi, Assistant Secretary of Labor, the Employee
Benefits Security Administration (EBSA)



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The Neuroscience of Teambuilding and Collaboration

MICHIGAN A

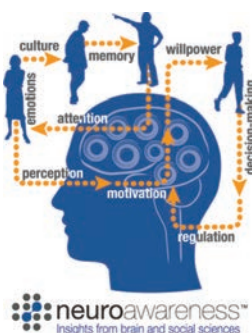
Why can't we all just get along? Increasingly, breakthrough research in the area of conflict neuroscience may provide some important answers to that question. Join Francois Bogacz and Jeremy Lack, a pioneering team in the field of conflict neuroscience, who combine scientific research, neurobiology, social sciences, law, mediation, and an understanding of the social brain functions that are implicated in collaboration. Using the Tri-O/S™ dispute resolution model, the speakers will present techniques for leveraging natural social drivers that drive collaboration, combining attachment theories, "in-group" v "out-of-group" dynamics, status-related issues, non-verbal behavior, and cultural dimensions. Attendees will leave this session with a greater understanding of how neuroscience can be applied practically to assist in conflict resolution and teambuilding.

Presenters:

François Bogacz, CEO of Neuroawareness Consulting Services;
Jeremy Lack, VP of Neuroawareness, International Attorney-at-Law and ADR Neutral

Moderator:

FMCS Regional Director Carolyn Brommer, Cleveland, OH



Beyond Brainstorming: Mind Mapping as a Problem-Solving Tool

MICHIGAN B

Brainstorming helps labor and management expand options for resolving problems by enabling participants to creatively "build" on previously captured ideas. But traditional brainstorming methods, like flip charting, can interrupt the flow of ideas as parties pause to sort, combine, or otherwise organize their ideas. "Mind mapping" recognizes the brain's natural way of organizing information and provides parties with a powerful problem-solving tool. Come experiment with innovative mind-mapping software, learn how to maximize your creativity, and integrate this technique into your labor-management problem-solving efforts.

Presenter:

Javier Ramirez, Director of Field Programs and Innovation, FMCS, Chicago, IL; **FMCS Commissioners Tom Olson**, Milwaukee, WI; **Annie Rutsky**, Albany, NY

Moderator:

FMCS Commissioner David Renfro, Dallas, TX

Start Your Engines! How FMCS Grant Funding Powered a State-of-the-Art Automotive Apprenticeship Training Program

MICHIGAN C

Hear the inspiring story of how a local union and a group of employers brought the dream of a first-rate automotive training center to reality with the help of FMCS labor-management grant funding. Grant money was used to hire a full-time program director, who used his creativity and bargaining skills to acquire computers, electronics, welding booths and lifts at little or no cost.

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The Machinists Union.**

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Presenters:

Phillip J. Gruber, General Vice President, International Association of Machinists and Aerospace Workers, AFL-CIO (IAM); **Sam Cicinelli**, Directing Business Representative, Mechanics Local 701, IAM; **Louie Longhi**, Program Director/Lead Instructor, Mechanics' Local 701 Education & Training Program; **Jim Reid**, Director of Occupational Safety and Health and Apprenticeship Department, IAM; **Robert W. Heath**, Service and Parts Director, Chicago Northside Toyota; **Szymon Krolak**, Apprentice, Chicago Northside Toyota

Moderator:

FMCS Commissioner Kevin Farrell, Chicago, IL

@ 3:30pm–5:00pm

The Evolving Digital World and Implications for Traditional Collective Bargaining Part II—Debrief and Discussion

GRAND BALLROOM A

(CLE Credits Available)

In **Part 2 of this 2-part workshop**, Michelle Miller, expert on trends in digital workplace dispute resolution, will lead a debrief and discussion about the collective bargaining simulations conducted in Part 1 of the Workshop. She will provide an overview of the exploding world of digital dispute resolution strategies being employed through Web 2.0 platforms. **Participation in the Part 1 simulations not required to join this debrief session! Come to this spotlight session to hear about the experiences of those who were immersed in the new digital disruptions to traditional bargaining.**

Presenter:

Michelle Miller, Co-Founder Coworker.org.

Moderators:

Wilma Liebman, Former Chair, National Labor Relations Board;

Lu-Ann Glaser, Manager of National Programs and Initiatives, FMCS, Washington, DC

Graphic Recorder:

Kristine Hoffer, Senior Evaluator, Graphic Facilitator, U.S. Peace Corps

Dissecting the Gig Economy: Myths, Realities, and Implications for All of Us
GRAND BALLROOM B

In the public discussion about the Future of Work, the gig economy often takes center stage. In this session, you'll hear from a panel of government, policy, and technology experts who will discuss their research, provide facts and dispel myths. Also addressed will be insights on how this technology-enabled exchange of goods and services is more broadly impacting traditional sectors of the economy like health care, education, utilities, and others in the *Future@Work*.



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Photo: Adam Alexander Photography/Choose Chicago

Architectural landmark Marina Towers, on the north shore of the Chicago River

Panelists:

Bill Wiatrowski, Deputy Commissioner, Bureau of Labor Statistics; **Geoffrey Parker**, Professor of Engineering, Dartmouth College; Visiting Scholar and Research Fellow, MIT Initiative on the Digital Economy; **Maureen Conway**, Vice President, Aspen Institute Policy Programs, Executive Director, Economic Opportunities Program, The Aspen Institute; Steve Greenhouse, Author of *The Big Squeeze: Tough Times for the American Worker* and former labor and workplace reporter for *The New York Times*

Moderator:

Alan Price, Acting Chief of Staff, FMCS, Washington, DC; Associate Director, Office of Management, Peace Corps; founding Director of the Global Leadership Initiative, Harvard Business School; Harvard Law School, J.D.

The Art of Skillful Inquiry for Advocates, Teams, and Other Problem-Solvers

COLUMBUS A/B

Resolving workplace conflict can be challenging, but asking the right question in the right way is a critical skill that can make anyone a better problem-solver. Following this workshop, participants will be able to recognize the interpersonal dynamics that impact conflict interactions, identify and craft the most effective questions to use in conflict resolution, and develop strategies for improving their own inquiry skills.

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Presenters:

FMCS Commissioners Valerie Harragin, Glendale, CA;
Matthew Cockcroft, Cleveland, OH; **Rozmyn Miller**,
Washington, DC

Moderator:

FMCS Commissioner John Carpino, Hartford, CT

**New Beginnings at the Department of Defense:
Tackling Complex and Challenging Issues with
an Interest-Based Problem-Solving Approach**
COLUMBUS C/D

Come hear how a multi-union labor-management committee creatively addressed a high-profile and challenging new personnel policy impacting 750,000 Defense Department employees. Learn how even the most complex issues can be resolved through collaboration and how you can apply the essential elements of a successful interest-based problem-solving process to your own challenges.

Presenters:

Pete Randazzo, President, National Federation of Federal Employees (NFFE) Local 1690; **Don Hale**, American Federation of Government Employees (AFGE) DEFCON Chair;
Lisa McGlasson, Chief, Labor and Employee Relations Division, Defense Civilian Personnel Advisory Services (DCPAS)

Moderator:

Carol Waller Pope, Chairman, Federal Labor Relations Authority (FLRA); **FMCS Commissioner Ramona Buck**, Washington, DC

**Collaborating for Success in the Public Sector:
Lessons for Public and Private Sector
Bargaining Parties**
COLUMBUS E/F

Come listen to these truly remarkable and positive public sector bargaining success stories! In this session, two public school districts share their journey from confrontation to collaboration and the demonstrably improved outcomes on student performance. Representatives from the nationally recognized Berea City School District in Ohio and its American Federation of Teachers (AFT) affiliated teachers' union as well as the Marquardt Community School District and its National Education Association (NEA) affiliated teachers' union will describe the challenges faced and positive outcomes achieved as a result of their long term partnership. Session attendees will learn from and interact with practitioners who have successfully managed the minefield of highly polarized national and state debates to create public sector success stories that work for children, parents, teachers, administrators, and entire communities.

Presenters:

Michael R. Sheppard, Superintendent Berea School District;
Brian Kessler, President, Berea Federation of Teachers and Ohio State Federation Secretary Treasurer; **Dr. Loren May**, Retired Superintendent, Marquardt Community School District; **Dr. Jerry O'Shea**, Superintendent, Marquardt Community School District; **Bruce Barreras**, School Board President, Marquardt Community School District; **Dr. Mike Knapp**, Past President, Marquardt Education Association; **Ed Torgerson**, President, Marquardt Education Association; **Renae Rebechini**, Past UniServ Director, National Education Association; **Charles P. Rose**, Shareholder, Hogan Marren Babbo & Rose, Ltd., Chair,



Interior of Chicago's Grand Lux Cafe
on Michigan Avenue

Photo: ©City of Chicago/Choose Chicago

Education Practice, Hogan Marren Babbo & Rose, Ltd., Former
General Counsel, U.S. Department of Education

Moderator:

Scot Beckenbaugh, Deputy Director, FMCS

**A Guide to Repairing Even the Most Fractured
Labor-Management Relationships**
COLUMBUS G

Is your labor-management relationship characterized by frequent grievances, broken trust, and poor communications? This session will introduce participants to a proven process for rebuilding and strengthening the labor-management relationship with forward-looking strategies and structures. The FMCS Relationship by Objectives (RBO) Program is an in-depth, multi-day, off-site conflict resolution program designed to improve relationships between labor and management by jointly identifying action steps to address production, training, communication, and relationship needs within an organization. This program is a game changer—come learn more!

Presenters:

FMCS Regional Directors D. Scott Blake, Philadelphia, PA;
Beth Schindler, Seattle, WA; **FMCS Commissioner Walter Bednarczyk**, Philadelphia, PA

Moderator:

FMCS Commissioner Hank Groton, Orlando, FL

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We are honored to partner with FMCS to enhance labor-management cooperation. For more than 20 years, Franczek Radelet has counseled private and public sector employers across the country on navigating the complexities of labor, employment and benefits law.

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Is Your Labor-Management Committee as Effective as it Can Be?

COLUMBUS H

Plant, area, and industry-wide labor-management committees, which are trained, facilitated, and supported by the FMCS, have helped stabilize labor relations within communities and throughout industries for decades. Come learn how effective labor-management committees improve communications and collaborative relationships, increase productivity, and ensure organizational success.

Presenters:

FMCS Commissioners Tom Cherioli, Minneapolis, MN;
Jennifer Nitschke, Seattle, WA; **Tina Marie Littleton**,
Glendale, CA

Moderator:

FMCS Regional Director Lane Harstad, Minneapolis, MN

Trends in Arbitration

COLUMBUS I/J

(CLE Credits Available)

Join this panel of distinguished labor arbitrators in a discussion of the latest trends in labor arbitration. Among the topics to be covered are: mandatory deferrals of statutory claims and class action

waivers and their impact on protected concerted activity under the NLRA (beyond D.R. Horton); the gig economy and arbitration; interest arbitration and arbitrator jurisdiction; and electronic communications and social media as issues and evidence in arbitration. These and other topics will be of great interest to advocates and arbitrators alike.

Panelists:

Martin H. Malin, Professor of Law and Director, Institute for Law and the Workplace, Chicago-Kent College of Law, Illinois Institute of Technology, Member, National Academy of Arbitrators (NAA), arbitrator, FMCS; **Barry Winograd**, Member NAA, arbitrator, FMCS; **Jeanne Wood**, Member NAA, arbitrator, FMCS

Moderator:

Arthur Pearlstein, Director of Arbitration, FMCS, Washington, DC

Creating and Maintaining Relationships in a Shifting Economy

COLUMBUS K/L

Award-winning educator Dr. Roger Mayer will discuss how his highly-acclaimed research on relationships and risk-taking can provide important insights and takeaways for labor and management partners facing the challenges and uncertainties of an evolving economy. This session will involve a brief pre-conference survey.

Presenter:

Roger Mayer, Professor, Graduate Faculty, Management, Innovation, and Entrepreneurship, North Carolina State University

Moderator:

FMCS Regional Director Carolyn Brommer, Cleveland, OH



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When Adjuncts and Other Part-Time Workers Bargain **MICHIGAN A**

Part-time faculty at colleges, law schools, and universities are organizing in record numbers. What's behind this drive for collective bargaining and what can it teach us about bargaining among other part-time and contingent workers in other sectors of the economy? Hear from a panel of experts on both sides of the table about the unique characteristics of adjunct faculty bargaining.

Presenters:

Michael R. Bertoncini, Principal, Jackson Lewis P.C., Boston, MA;
Saerom Park, Assistant General Counsel, Service Employees International Union (SEIU); **Michelle Healy**, Organizer, SEIU

Moderator:

FMCS Commissioner Martin Callaghan, Boston, MA

Turbo Charge Your Labor-Management Cooperative Endeavors with Practical Problem-Solving Techniques **MICHIGAN B**

Join this interactive workshop to learn a variety of problem-solving models and techniques to help your labor-management joint enterprise (such as a labor-management committee) succeed. FMCS mediators will help participants learn to use the "6-step" model, force-field analysis, option analysis, consensus building techniques, and other tried and proven methods.

Presenters:

FMCS Commissioners Josh Flax, Boston, MA;
Moir Caruso, Boston, MA; **Shane Davis**, Cedar Rapids, IA

Moderator:

FMCS Commissioner Fulton Miklos, Pittsburgh, PA

Building Labor-Management Collaboration in the Construction Industry **MICHIGAN C**

Labor-management partners in the construction industry—frequently impacted by the ups and downs of the U.S. economy, thin profit margins, government regulation and increased competition—must constantly examine every aspect of their business model to remain viable. Learn how these industry and labor experts have combined forces to increase market share, engage in joint legislative initiatives, monitor prevailing wage compliance, develop an Education-to-Careers program, and prioritize safety. Hear the inspirational story of how this partnership has consistently finished projects on time, under budget, and in many cases with zero OSHA recordable injuries or lost time. Takeaways for workshop participants both in and outside of the construction industry will include how to identify common interests and initial concerns when starting a collaborative program, and how to initiate and keep the dialogue going for joint success.

Presenters:

Daniel P. Allen, Executive Director, Construction Industry Service Organization (CISCO), Member IBEW Local 134;
Johnetta Ryan, Education-to-Careers Director, CISCO;
Peggy Hrindak, Chief Executive Officer, President, Phoenix Business Solutions (PBS) LLC

Moderator:

FMCS Regional Director David Born, Chicago, IL

5:30pm–7:30pm
Evening Reception
RIVERSIDE EAST

The IUOE, Local 150 represents nearly 23,000 members in 46 counties across northern Illinois, northeastern Indiana and western Iowa. Local 150 proudly represents heavy equipment operators, mechanics, and material testers in the construction industry. Visit us today at www.local150.org.



The Indiana, Illinois, Iowa Foundation for Fair Contracting is a not-for-profit labor-management organization

established to support, promote, and encourage fair contracting by providing a level playing field in the public construction arena. Visit us today at www.iiifcc.org.

PARTNERING

for the future of our industry



ALABAMA POWER

A **SOUTHERN COMPANY**

Friday, August 19, 2016

@ 8:30am–9:30am

NLRB Trends in the Future@Work:

The View from All Sides

GRAND BALLROOM C–F

Join the Chairman and the General Counsel of the NLRB and the top advocates for the AFL-CIO and the Chamber of Commerce, for a lively discussion of critical legal issues facing the *Future@Work*. This will be a can't-miss plenary!

Introductions:

Allison Beck, Director, FMCS

Panelists:

Mark Gaston Pearce, Chairman, NLRB; **Philip A.**

Miscimarra, Member, NLRB (via pre-recorded video comments); **Richard F. Griffin, Jr.**, General Counsel, NLRB

Moderators:

Lynn Rhinehart, General Counsel AFL-CIO; **Randel K.**

Johnson, Senior Vice President, Labor, Immigration, and Employee Benefits Chamber of Commerce

@ 9:30am–9:45am

Break

@ 9:45am–11:15am

Recruiting and Retaining the Next Generation of Workers

GRAND BALLROOM C–F

Wrapping up this timely, and highly informative National Labor-Management Conference, we bring you expert advice on perhaps the thorniest issue all sides are facing in the *Future@Work* —recruiting, retaining, and engaging the next generation of workers. Jason Dorsey, an international expert on Generational Dynamics, is the best-selling author of *Y-Size Your Business* and *My Reality Check Bounced!* He's been featured on *60 Minutes*, *20/20*, *The Today Show*, *The Early Show* and dozens more. *Adweek* calls Jason a "research guru" and *The New York Times* featured him in its cover story on marketing to Millennials.

Introduction of Speaker:

Lu-Ann Glaser, Manager of National Programs and Initiatives, FMCS, Washington, DC

Special Keynote Speaker:

Jason Dorsey, Chief Strategy Officer, Millennials Researcher at The Center for Generational Kinetics

@ 11:15am–11:30am

Closing Remarks and Conference Adjournment

GRAND BALLROOM C–F

Speaker:

Allison Beck, Director, FMCS

Expo Vendors

RIVERSIDE EAST

Wednesday 7am–5pm

Thursday 7am–7:30pm

Friday 7am–8:30am

Amalgamated Bank

Blue Cross Blue Shield Associations

National Labor Office

Construction Industry Service Corporation (CISCO)

Kaiser Permanente

Labor and Employee Relations Association (LERA)

LiUNA! Laborers' District Council

of Chicago & Vicinity

Painters' District Council #14

Trokt

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FMCS Assessments

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Future@Work

AUGUST 17-19, 2016 CHICAGO, IL

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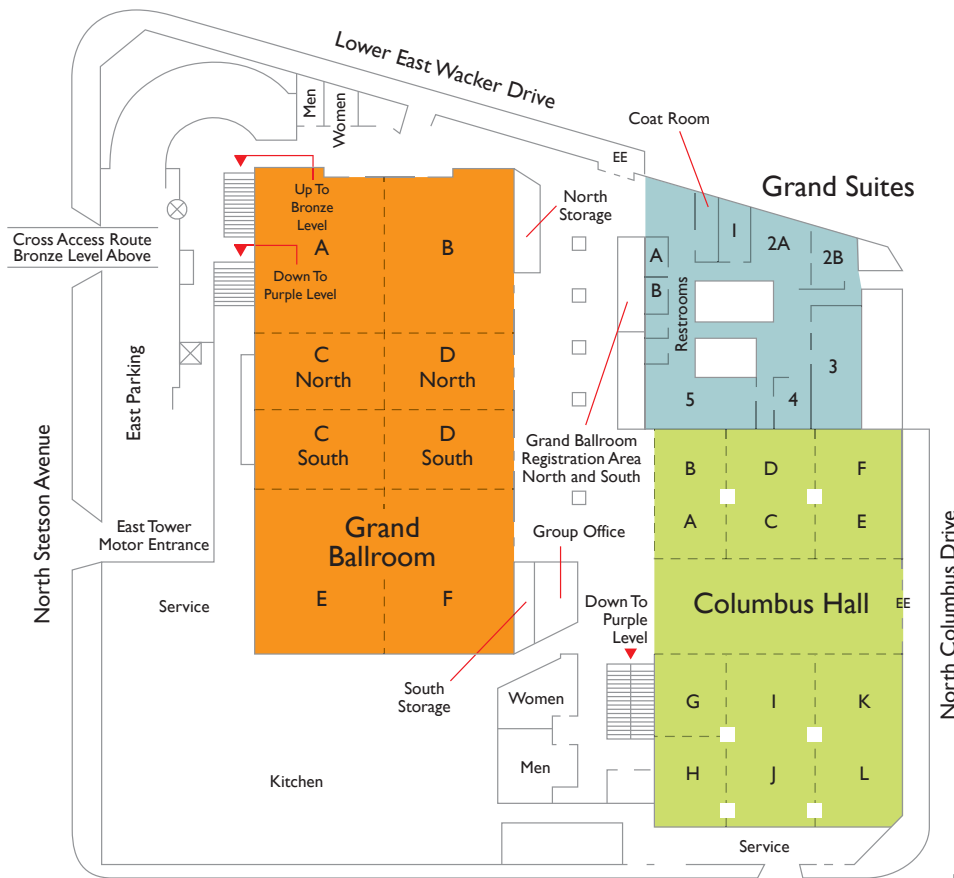
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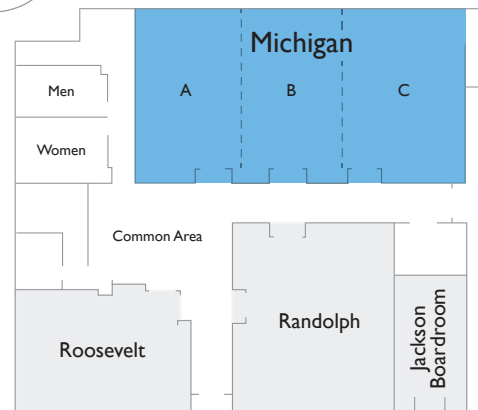
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Conference Room Floor Plans

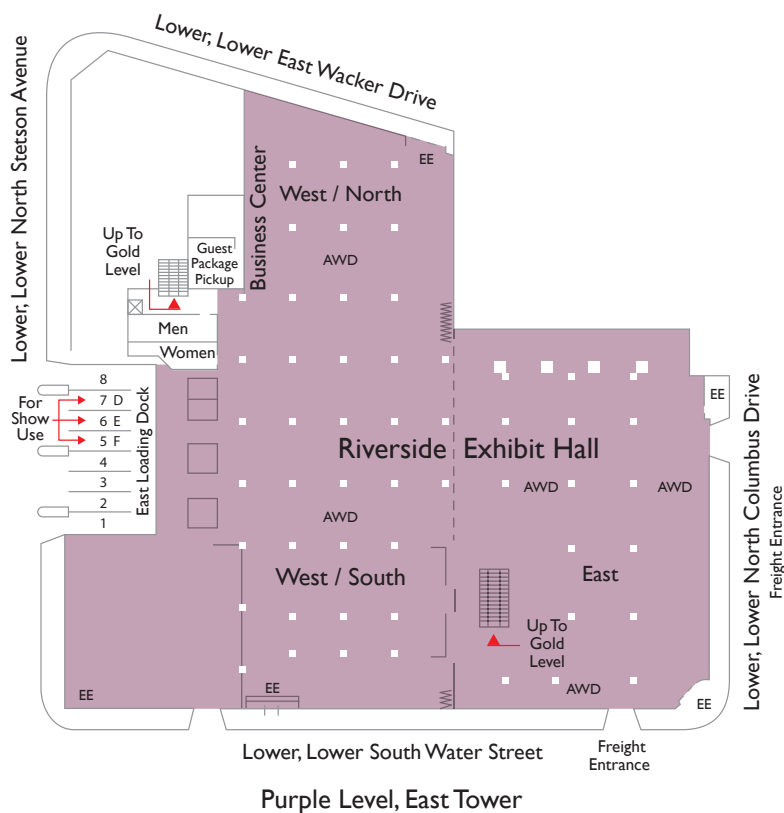


East South Water Street
Gold Level, East Tower

- Columbus Hall
- Grand Ballroom
- Grand Suites
- Michigan
- Regency Ballroom
- Riverside Exhibit Hall



Bronze Level, East Tower



Lower, Lower South Water Street
Purple Level, East Tower

