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](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 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](http://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

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.
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

Table of Contents

Good to Know ........................................... Inside Front Cover
Director’s Welcome ...................................... 1
Conference Schedule .................................. 3
Tuesday, August 16 ..................................... 3
Wednesday, August 17 ................................ 4
Thursday, August 18 .................................... 16
Friday, August 19 ....................................... 35
About FMCS ............................................... 17
Conference At-A-Glance .............................. 18–20
Vendor List .............................................. 35
Sponsor List ........................................... Inside Back Cover
Hotel Floor Plan .................................. Back Cover
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Kaiser Permanente and the Coalition of Kaiser Permanente Unions

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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
  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...
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.
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

Expeditied 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 Giacolone, 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/STM 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...
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

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 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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**The Evolving Cultural Dimensions of Diversity and Inclusion**

**GRAND BALLROOM B**

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 Yann, 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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Ask a question:
@JasonDorsey
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 Giacolone, 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
- 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:
- FMCS Commissioner Kevin Hawkins, Las Vegas, NV

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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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 let’s face it; sometimes painful. But why do we do it? Is it worth 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:**

Scot Beckenbaugh, Deputy Director; FMCS; FMCS Regional Directors Barbara Rumph, St Louis, MO; Peter Donatello, Woodbridge, NJ; FMCS Commissioner Israel 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

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@ 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 it? 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

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**Honoring the Federal Mediation and Conciliation Service and Its Mission to Preserve and Promote Labor-Management Peace and Cooperation**

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Union Carpenters
We BUILD Careers

www.CarpentersUnion.org
Future@Work — National Labor-Management Conference 2016  Tweet #FMCSFutureAtWork

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 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 approaches to leading your 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 Moira 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!
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, AP-L-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 McKevel/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. Plun, 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 away 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

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, IPFTE/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
About FMCS

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

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Room/Location</th>
<th>Program/Workshop Title</th>
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<td><strong>Wednesday, August 17</strong></td>
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<td>7am–5pm</td>
<td>Expo</td>
<td>Exhibit Hall: Riverside East</td>
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<td>8:30–9:30am</td>
<td>Day 1 Conference Plenary Session</td>
<td>Ballroom C–F</td>
<td>Opening Plenary</td>
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<td>10:00–11:30am</td>
<td>Day 1 Conference Morning Workshops</td>
<td>Grand A</td>
<td>What Younger Workers REALLY Want from Senior Colleagues</td>
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<td>Grand B</td>
<td>Health Care Bargaining in the Future@Work: Joint Challenges, Opportunities, and Trends for Unions and Employers</td>
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<td>Columbus A/B</td>
<td>Making the Most of Grievance Mediation: Controlling Your Own Destiny Before an Arbitrator Imposes It!</td>
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<td>Columbus E/F</td>
<td>The Dance of IBB</td>
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<td>Columbus G/H</td>
<td>Expedited Bargaining Innovations in the Federal Sector</td>
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<td>Columbus I/J</td>
<td>The Science of Settlement: Ideas for Negotiators</td>
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<td>Columbus K/L</td>
<td>Mediation Best Practices and Ethics for Lawyers and Other Advocates</td>
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<td>Michigan A</td>
<td>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</td>
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<td>Michigan B</td>
<td>The Evolution of Comprehensive Conflict Management</td>
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<td>Global Dispute Resolution Trends in the New Economy (A)</td>
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<td>11:45am–1:15pm</td>
<td>Day 1 Conference Lunch Plenary</td>
<td>Grand C–F</td>
<td>Partnering for Success in the New Economy</td>
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<td>1:30–3:00pm</td>
<td>Day 1 Conference Afternoon Workshops I</td>
<td>Grand A</td>
<td>Viral Communications and Bargaining in the Global Square: The New Frontiers of Social Media and Collective Communication in the Future@Work</td>
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<td>The Evolving Cultural Dimensions of Diversity and Inclusion</td>
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<td>Columbus A/B</td>
<td>Driving Change: Repair Broken Relationships and Improve Bargaining Outcomes</td>
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<td>Building a Stronger Relationship at the Bargaining Table</td>
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<td>Health Care Industry Staffing: Strategies, Solutions, and Stalemates</td>
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<td>Federal Sector Impasse: Just a Pause between Two Brilliant Ideas!</td>
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<td>Surveillance Technologies and the Future@Work</td>
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<td>The Affinity Model of Collaborative Bargaining (with Labor-Management Practitioners)</td>
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<td>Babcock &amp; Wilcox: The New NLRB Deferral Standards</td>
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<td>Oh, ...I Didn’t Know THAT Could Happen!</td>
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<td>Change your Mind—Change Your Relationship</td>
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<td>3:30–5:00pm</td>
<td>Day 1 Conference Afternoon Workshops II</td>
<td>Grand A</td>
<td>The &quot;Labor Question&quot; Back in the News and the National Debate</td>
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<td>Partnering for Better Public Service</td>
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<td>Remodeling Relationships in the Real World</td>
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<td>Retirement Security in the Future@Work</td>
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<td>Costing the Contract: Perspectives from Both Sides of the Table</td>
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<td>The Leadership M.I.L.E.: Motivate, Inspire, Lead, and Empower</td>
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<td>Graphic Facilitation and Other Creative Tools to Energize and Elevate Problem-Solving</td>
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<td>Day 2 Conference Morning Workshops</td>
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<td>Lessons from the Original Gig Economy: The Arts and Entertainment Industry</td>
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<td>Grand B</td>
<td>Making Conflict Work                                                                16</td>
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<td>Columbus A/B</td>
<td>Your Brain in Conflict</td>
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<td>Columbus E/F</td>
<td>Controlling Healthcare Costs with A Joint Labor-Management Committee</td>
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<td>Partnering Through Change for Joint Success in YOUR Future@Work</td>
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<td>Putting It Back Together: Restoring Workplace Cooperation</td>
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<td>The Affinity Model of Collaborative Bargaining (with Labor-Management Practitioners)</td>
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<td>Artificial Intelligence, Robotics, and Automation in the Future@Work: Are You Ready for the 4th Industrial Revolution?</td>
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<td>Michigan A</td>
<td>A Primer on the Fundamentals of Effective Negotiations</td>
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<td>Mock Grievance Mediation: The Case of the Long Walk Break</td>
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<td>Global Dispute Resolution Trends in the New Economy (B)</td>
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<td>11:45am–1:15pm</td>
<td>Day 2 Conference Lunch Plenary</td>
<td>Grand C–F</td>
<td>Richard Trumka, President, AFL-CIO</td>
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<td>1:30–3:00pm</td>
<td>Day 2 Conference Afternoon Workshops I</td>
<td>Grand A</td>
<td>Partnership Spotlight: Serving the Community through Labor-Management Collaboration</td>
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<td>Grand B</td>
<td>Changing Perspectives on Just Cause</td>
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<td>Columbus A/B</td>
<td>The Return of the Factory: Manufacturing Renaissance or Future Trend?</td>
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<td>Columbus C/D</td>
<td>Sustained Partnerships in the Federal Sector: The Secrets to Maintaining Consensus</td>
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<td>Columbus E/F</td>
<td>Hard Bargaining with Soft Skills: Getting It Done Without Being a Jerk!</td>
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<td>Columbus I/J</td>
<td>The Evolving Digital World and Implications for Traditional Collective Bargaining: Parts I and 2 – Collective Bargaining Simulations Initial Briefing and then Breakout</td>
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<td>Columbus K/L</td>
<td>Bargaining Over Benefits in the Future@Work: Innovative Healthcare and Pension Solutions</td>
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<td>Michigan A</td>
<td>The Neuroscience of Teambuilding and Collaboration</td>
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<td>Michigan B</td>
<td>Beyond Brainstorming: Mind Mapping as a Problem-Solving Tool</td>
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<td>Michigan C</td>
<td>Start Your Engines! How FMCS Grant Funding Powered a State-of-the-Art Automotive Apprenticeship Training Program</td>
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<td>3:30–5:00pm</td>
<td>Day 2 Conference Afternoon Workshops II</td>
<td>Grand A</td>
<td>The Evolving Digital World and Implications for Traditional Collective Bargaining Part II – Debrief and Discussion</td>
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<td>Grand B</td>
<td>Dissecting the Gig Economy: Myths, Realities, and Implications for All of Us</td>
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<td>Columbus A/B</td>
<td>The Art of Skillful Inquiry for Advocates, Teams, and Other Problem-Solvers</td>
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<td>New Beginnings at the Department of Defense: Tackling Complex and Challenging Issues with an Interest-Based Problem-Solving Approach</td>
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<td>Collaborating for Success in the Public Sector: Lessons for Public and Private Sector Bargaining Parties</td>
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<td>Trends in Arbitration</td>
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<td>Creating and Maintaining Relationships in a Shifting Economy</td>
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<td>When Adjuncts and Other Part-Time Workers Bargain</td>
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<td>Turbo Charge Your Labor-Management Cooperative Endeavors with Practical Problem-Solving Techniques</td>
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<td>Building Labor-Management Collaboration in the Construction Industry</td>
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<td>5:30–7:30pm</td>
<td>Evening Reception</td>
<td>Exhibit Hall: Riverside East</td>
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**Friday, August 19**

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Room/Location</th>
<th>Program/Workshop Title</th>
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<td>7–8:30am</td>
<td>Expo</td>
<td>Exhibit Hall: Riverside East</td>
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<td>7–8:30am</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:30–9:30am</td>
<td>Day 3 Conference Plenary I</td>
<td>Grand C–F</td>
<td>NLRB Trends in the Future@Work: The View from All Sides</td>
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<td>BREAK</td>
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<td>9:45–11:15am</td>
<td>Day 3 Conference Closing Plenary</td>
<td>Grand C–F</td>
<td>Recruiting and Retaining the Next Generation of Workers with Jason Dorsey</td>
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<td>11:15–11:30am</td>
<td>Director’s Closing Remarks and Adjourn</td>
<td>Grand C–F</td>
<td>Allison Beck, Director</td>
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AFGE is proud to give all working people a voice in their Future@Work

J. David Cox, Sr.
National President

AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES, AFL-CIO
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 Commissioner Ken Armes, Buffalo, NY

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.

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:
FMCS Commissioner Joseph Dubin, Hartford, CT

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.
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
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
- 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

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.

Connect to Wi-Fi
Complimentary Wi-Fi is available at the conference.
Network Name: Hyatt Conference
Password: FMCSnlmc2016
The Evolving Digital World and Implications for Traditional Collective Bargaining: Parts 1 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 blockchain 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 Kellerer, 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)
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.

Part of the solution.
The Machinists Union.

The International Association of Machinists and Aerospace Workers
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Ron Haftl      Mike O’Donnell Frank Sustersic
Victor Hernandez Kurt Oswald Larry Thomas

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Participating employers have tripled, nearly 400 courses have been taught, and the program is still in its growing stages!

**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*.

**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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THE PARTNERSHIP DAY RECEPTION

Join us Tuesday at 6pm, Riverside West

PARTNERS IN QUALITY

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LABOR MANAGEMENT PARTNERSHIP
Kaiser Permanente and the Coalition of Kaiser Permanente Unions
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;

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 building 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
The Communications Workers of America commends the Federal Mediation and Conciliation Service for its vision and support for collective bargaining.

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The United Food and Commercial Workers International Union proudly supports the Federal Mediation & Conciliation Service (FMCS) National Labor - Management Conference.
We salute FMCS for their commitment to preserving and promoting labor-management peace and cooperation.

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Federal Mediation and Conciliation Service — FMCS.gov
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

Best Wishes and Success from the Officers and Members of I.B.E.W. Local #134

International Brotherhood of Electrical Workers, Chicago, Illinois

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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

**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

**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
- Moira Caruso, Boston, MA
- Shane Davis, Cedar Rapids, IA

**Moderator:**
- FMCS Commissioner Fulton Miklos, Pittsburgh, PA

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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.

**ALABAMA POWER**

A SOUTHERN COMPANY
@ 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 *You: 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

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**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
- Resources

- Federal Mediation and Conciliation Service (FMCS)
- FMCS Arbitration Services
- FMCS Assessments
- FMCS Grants
- Friends of FMCS

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**USMX is Proud to Support the Federal Mediation & Conciliation Service’s 2016 National Labor Management Conference**

**Future@Work**

**AUGUST 17-19, 2016 CHICAGO, IL**
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