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Arbitration Symposium

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Speaker Biographies

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Richard Adelman

Richard Adelman was born and raised in the Bronx. He has a B.S. from Syracuse University (1961), and a J.D. (1964) and an LL.M in Labor Law (1972) from New York University School of Law. After Law School, he was a law clerk for U.S. District Judge Gus J. Solomon in Portland, Oregon, a Teaching Fellow at Stanford Law School, and an attorney for two years at the Appellate Court Branch of the NLRB in Washington, D.C. From July 1968, until January 1991, Dick practiced labor law in NYC, working for Ted Kheel. He began to arbitrate labor disputes in 1969, while in private practice, and became a full-time labor arbitrator in 1991. Dick was admitted to the National Academy of Arbitrators in 1993, and he has served as Chair of the New York Region, and on the Board of Governors of the Academy. Over the years, Dick has mentored many new labor arbitrators.

During his many years as an arbitrator, Dick has handled more than 5000 disputes over a wide range of issues in almost every industry, and in both the public and private sectors, and he has issued some 2500 opinions. For 20 years, Dick was the impartial umpire in the newspaper industry for the Mailers Union and Newspaper Deliverers Union, and for 12 years he was the impartial chair for contract disputes for Local 100, TWU and the New York City Transit Authority. Dick has served on many arbitration panels, and currently serves on panels for CWA & AT&T; TWU Local 555 & Southwest Airlines; Local 804, IBT & UPS; Local 2110, UAW & Columbia University; Local 1181, ATU & the School Bus and AAR industry; and numerous construction industry Project Labor Agreements, among others. Dick has been married to Anita for over 50 years, and he tries to mediate among three children, their spouses, and eight grandchildren.

Robert Baron

Robert (Rob) Barron has been a full-time Arbitrator and Mediator since 2017, focusing primarily on labor arbitration and employment mediation. He is a member of the National Academy of Arbitrators. From 2007 through 2016, Rob served in a variety of roles as a senior executive at NFI (National Freight), one of the largest logistics companies in North America. Initially, Rob was NFI's General Counsel, and from 2014 through 2016, ran NFI's Canadian division, with offices across Canada, and in the U.S. and Chile. Prior to working for NFI, Rob worked for fifteen years at Philadelphia Newspapers Inc., publisher of the Philadelphia Inquirer, Daily News and Philly.com. He ultimately served as PNI's General Counsel and VP of Labor Relations. Rob started his career as a labor and employment attorney at Pepper Hamilton in Philadelphia. He received a B.A. from Clark University and a J.D. from Villanova University School of Law.

Ezio Borchini

Ezio Borchini has arbitrated for the Departments of Agriculture, Defense, Education, Homeland Security, Interior, Justice, Labor, State, and Social Security Administration, Veterans Administration, Nuclear Regulatory Commission, Library of Congress, Architect of the Capitol, and for NBPC, AFGE, NFFE, NAAE, and NTEU.

Dean Burrell

Dean Burrell has worked with the National Labor Relations Board, major management side law firms, as VP of Labor for a Fortune 300 corporation, and as adjunct labor law professor.

Dean completed his B.S. from the Cornell University School of Industrial & Labor Relations (past president Alumni Association); J.D. from American University; LL.M in Labor and Employment from Georgetown University and has completed the Cornell ILR Scheinman Institute Labor Arbitrator Development Program.

Panel memberships include the American Arbitration Association, Federal Mediation and Conciliation Service, Office of Contract Administration (Local 32BJ SEIU and Realty Advisory Board), Postal Panel-APWU, United Federation of Teachers-NYC panel (previously), NJ Mediation Board, NJ PERC, NY PERB, Port Authority Employment Relations Panel, National Mediation Board, and Financial Industry Regulatory Authority. Dean is a mediator for NJ and NY Courts and EEOC.

Dean was recently inducted as a Fellow in the College of Labor and Employment Lawyers. He belongs to the NJ State Bar L+E Executive Committee, formerly editorial staff L+E Quarterly, Diversity Committee, Dispute Resolution Section (chair), Minorities in the Profession Section (former chair). He is past president of Arizona LERA and past secretary of NJ LERA, past president of the Garden State Bar (the NJ National Bar Association affiliate), chair of NBA-ADR Section, master of the Bench Reitman L+E Inn of Court, L+E and ADR sections of the ABA, NBA, and NYS Bar.

Jessica C. Caggiano

Jessica C. Caggiano is a partner at Willig, Williams, and Davidson, where she concentrates her practice on labor law, advocating for union and worker rights at a time when these rights have never been more important. Her work includes handling labor arbitrations, contract bargaining and litigation for public and private sector unions. She frequently presents, publishes, and trains on a variety of issues, including grievance and arbitration, social media, medical marijuana, and wage equity.

She obtained her law degree from the University of Pittsburgh School of Law, graduated *magna cum laude*, and served as Senior Articles Editor of the University of Pittsburgh Law Review. She also obtained a B.A. from York College of Pennsylvania, where she graduated *magna cum laude* with a major in Political Science and minors in Business Administration and Human Resource Management.

Jessica is licensed to practice law in both Pennsylvania and New York. Before joining the firm, Jessica worked tirelessly on behalf of public-sector workers as counsel for the New York State Public Employees Federation, AFL-CIO (PEF) and as associate staff counsel at the Pennsylvania State Education Association (PSEA). For over 6 years, she was a member of USW Local 9265, where she also served as a union health benefits committee member.

Lisa Charles

Lisa Charles is a full-time, neutral arbitrator, mediator, and factfinder. She resolves union and management workplace disputes in the public and private sectors. Ms. Charles is a member of the National Academy of Arbitrators.

She is listed on a variety of labor arbitration rosters, i.e., American Arbitration Association (AAA), Federal Mediation and Conciliation Service (FMCS), National Mediation Board, as well as state appointing agencies for arbitrators in New Jersey, New York, Pennsylvania, and U.S. Virgin Islands. She is also on permanent panels for the Department of Education in New York City, the Philadelphia Fraternal Order of Police, and the Maryland Transit Authority.

Ms. Charles received her master's degree in labor and Employment Relations from Rutgers University in New Brunswick, New Jersey, and her bachelor's degree in journalism from The Ohio State University in Columbus, Ohio. She receives annual training certificates from the National Academy of Arbitrators, the FMCS Symposium, and National Association of Railroad Referees.

She worked as an adjunct professor at Rutgers University, and Mercer County Community College teaching classes on Labor and Employee Relations, Collective Bargaining, Conflict Resolution, Negotiations, and Diversity in Organizations.

She was formerly the Director of Employee Relations at Dow Jones & Company, which publishes The Wall Street Journal, Barron's, and other periodicals. She was a member of the negotiating team, which negotiated changes to collective bargaining agreements. Ms. Charles gained experience resolving workplace disputes by mediating such issues as discharge, discipline, discrimination, contract interpretation, management rights, past practice, subcontracting, seniority rights and layoff procedures.

Ms. Charles is the Past President of the Philadelphia Labor and Employment Relations Association (LERA), Past President of the New Jersey LERA, and a member of the New York City LERA.

Ralph H. Colflesh

PROFESSIONAL AFFILIATIONS: National Academy of Arbitrators; American Arbitration Association

EDUCATION: BA English Juniata College; JD Law Rutgers University School of Law; MA English Villanova University

CERTIFICATIONS: Attorney; Video Arbitration Capable; In Person Ready; Law - Supreme Court of NJ 1980; Law - Supreme Court of Pa 1980

INDUSTRIES: Automotive, Bakery, Brewery, Broadcasting, Canning, Cement, Chemicals, Coal, Communications, Construction, Dairy, Distillery, Education, Electronics, Food menu/proc/service, Health care, Hotels/motels/casinos/resorts, Machinery, Maritime, Meat packing, Metal fabrication, Nuclear energy, Paint & varnish, Plastics, Police & fire, Pulp & paper, Stone/quarry, Textile, Transportation, Trucking & Storage.

ISSUES: Arbitrability, Bargaining unit work, Cost-of-living pay, Demotion, Discipline (discharge), Discipline (non-discharge), Discrimination, Drug/alcohol offenses, Fringe benefits, Health/hospitalization, Incentive pay, Job classification & rates, Job performance, Job posting/bidding, Jurisdictional dispute, Layoffs/bumping/recall, Management rights, Merit pay, Official time, Past practices, Pension and welfare plans, Safety/health conditions, Seniority, Strikes/lockouts/work stoppages/slowdowns, Subcontracting/contracting out, Vacation pay, Working conditions/work orders

PERMANENT PANELS: New Jersey Teacher Tenure Arbitration Panel; Merck and USW Panel (Rahway, NJ and West Point, PA; United Mine Workers of America and Bituminous Coal Operators District 31 Panel District; United Mine; Workers and Reading Anthracite Panel; Maryland Transit Administration and ATU Local 1300 Panel; Philadelphia and FOP Lodge 5 Disability Panel; City of Scranton and FOP and IAFF Disability Panel; City of Allentown, PA and FOP Disability Panel; Southeastern Pennsylvania Transportation Authority

ARBITRATION ROSTERS: FMCS Arbitration Roster; American Arbitration Association National Labor Roster; American Arbitration Association National Employment Panel

Ira Cure

Ira Cure is presently a full-time labor arbitrator and mediator. He is a member of the National Academy of Arbitrators and is Chair of the NAA's Region 2. He serves on the following arbitration panels: American Arbitration Association's Labor Panel; American Arbitration Association's Employment Panel; New Jersey Public Employment Relations Commission Interest Arbitration Panel; New Jersey Public Employment Relations Commission Discipline Panel; Federal Mediation and Conciliation Service; New York Public Employment Relations Board Public and Private Sector Panels; New York City Office of Collective Bargaining; New Jersey State Board of Mediation; National Mediation Board; New York City and State Teacher Tenure Panels, New Jersey Teacher Tenure Panel, and the State of New Jersey Judiciary and the Probation Association of New Jersey.

Mr. Cure is also named as an umpire under several private sector collective bargaining agreements. He is a member of the New Jersey Public Employment Relations Commission's Mediation Panel, the New York State Public Employment Relations Board Mediation Panel and the FINRA Mediation Panel. Prior to becoming a full time neutral in 2010, Mr. Cure was a member of the following firms where he represented unions, employee benefit funds and individuals in employment matters: Lewis Greenwald Kennedy Lewis Clifton & Schwartz (Associate 1984-1991, Partner 1991-1995); Kennedy Schwartz & Cure, PC (Partner 1995-2005); Broach & Stulberg, LLP (Counsel 2005-2008). In addition, Mr. Cure was Senior Counsel of the Writers Guild of America, East, Inc. (2008-2010).

While in practice, Mr. Cure appeared in numerous judicial and administrative fora. As a member of the Association of the Bar of the City of New York, Mr. Cure chaired the sub-committee that drafted the Bar Associations *Employment Law Handbook for Non-Lawyers, August 2006*.

Mr. Cure has taught Labor and Employment Arbitration as an adjunct professor at St. John's University School of Law. He is a 1975 graduate of the State University of New York at Binghamton, he has a master's degree from the Labor Relations and Research Center at the University of Massachusetts at Amherst, and he is a 1983 graduate of Brooklyn Law School where he was a member of the law review.

Jane Desimone

Jane Desimone, Esq., has devoted her profession entirely to the field of labor arbitration since 1999. After a B.S. degree in Biology from Kent State University in 1987, she earned her J.D. from Cleveland State University/Cleveland-Marshall College of Law in 1991. A member of the National Academy of Arbitrators since 2010 and a panel member of AAA, FMCS, SERB, and Pennsylvania Bureau of Mediation, she has 24 years of experience in grievance and interest arbitration. She also serves as a neutral arbitrator for Pennsylvania Heart & Lung matters. Her practice is both in the public and private sectors, interpreting a myriad of collective bargaining issues.

Her philosophy is that her role as an arbitrator is to foster the ongoing healthy relationship between the employer and the Union. With billing offices in Pittsburgh, Pennsylvania and Lakewood, Ohio, her caseload takes her throughout the east coast and Midwest states.

Pete Donatello

Prior to joining FMCS, Mr. Donatello worked with the United Food & Commercial Workers Union Local 342- 50, and International Leather Goods, Plastics and Novelty Workers Union.

Mr. Donatello was chosen as the lead mediator in FMCS TAGS programs for the Iron Workers Construction Industry and the Bergen County (NJ) Emergency Management Terrorism Task Force. He has been involved in dispute mediation in a wide array of industries, including health care and manufacturing, and in several high-profile cases including MLB, NFLRA, Westchester County Bus strike, and the USMX-NYSA & ILA East Coast Gulf Ports negotiations.

He also assisted with the design of the New York City Police Department, Department of Community Affairs Mediation Training Program and served as lead mediator in Peer Mediation Training at Cumberland County (NJ) Regional High School. Mr. Donatello has served as an adjunct Professor at Rutgers University School of Management and Labor Relations in New Brunswick, NJ.

Robert L. Douglas

Robert L. Douglas is an Attorney, Mediator, and Arbitrator. He has a B.S. from the NYS School of Industrial and Labor Relations at Cornell University; a J.D. from Hofstra Law School, where he served as the Managing Editor of the Law Review; and an LL.M. in Labor Law from the New York University School of Law. He has over forty years of experience in dispute resolution (mediation and arbitration) in workplace disputes in the public and private sectors throughout the United States. He served as an Assistant Dean and Special Professor of Law (in Dispute Resolution, Employment Law, Labor Arbitration, Labor Law, and Sports Law) at the Hofstra University Law School from 1982-1994. He has experience as an Apprentice Electrician in Local 3 IBEW and the NYC Construction Industry. He frequently teaches arbitrator and mediator ethics for the American Arbitration Association, Cornell University, and professional organizations throughout the United States.

He has published articles about arbitrator ethics, disclosure by arbitrators, and about remedies for violations of the National Labor Relations Act, as amended. He published an article about employment discrimination titled "The Griggs Fable Ignored: The Far-Reaching Impact of a False Premise, 33 Hofstra Labor & Employment Law Journal 41 (2015) (reprinted by NYS Bar Association; described by United States Supreme Court Associate Justice Samuel A. Alito, Jr. as "interesting" and "perceptive"). He is a member of the National Academy of Arbitrators and of the New York and District of Columbia Bars. He is admitted to practice before the United States Supreme Court and other courts.

Deborah Gaines

Deborah is a full-time arbitrator and mediator. Her practice focuses mainly on resolution of labor-management and employment disputes in the public and private sectors. Her cases involve contractual, statutory, disciplinary, and common law claims in a wide range of industries. She has over 30 years of experience in labor and employment. First as an advocate and since 2008 as a full-time arbitrator and mediator. She has been selected to arbitrate and/or mediate over 1,600 cases. She is a member of the National Academy of Arbitrators and was Chair of the NY/NJ metro region chapter of the NAA.

Deborah serves on several arbitration rosters, including the FMCS, AAA, NYC Office of Collective Bargaining, NYS Employment Relations Board, NJ State Board of Mediation; New Jersey Public Employment Relations Commission and the Washington D.C. Public Employment Relations Board. In addition, she serves on permanent panels in various industries, including education, entertainment, municipal government, higher education, and manufacturing.

Deborah was a Chapter editor for the 2nd and 3rd Editions of Discipline and Discharge in Arbitration. She has also been a speaker and trainer at many labor-management conferences and seminars. She received her J.D. from Hofstra University School of Law and her B.S. from Cornell University.

Keith D. Greenberg

Keith D. Greenberg is an arbitrator and mediator of private, public, and federal sector labor and employment disputes. He is a member of the National Academy of Arbitrators (NAA) and serves on its Board of Governors. He serves on several labor arbitration panels and rosters, including those maintained by the American Arbitration Association (AAA), the Federal Mediation and Conciliation Service (FMCS), and the National Mediation Board. Mr. Greenberg also serves on permanent labor arbitration panels in the private, public, and federal sectors, and regularly adjudicates disputes involving EEO and unfair labor practice complaints. He has presided as sole arbitrator and as the neutral member of tripartite panels. He also serves as a neutral overseeing representation elections. Mr. Greenberg is listed on employment arbitration panels maintained and administered by the AAA and the CPR Institute, among other rosters, as well as the AAA's ERISA and MPPAA arbitration panels.

Mr. Greenberg is an experienced mediator, serving as a mediator on various rosters, including the AAA's roster of employment mediators and its panel of labor mediators. Mr. Greenberg has experience with videoconference arbitration and mediation proceedings and has served as a trainer for video arbitration and mediation programs. He serves as the Technology Coordinator for the NAA and is co-author of a chapter in *Labor and Employment Arbitration* (Bornstein, Gosline, Greenbaum, and Mayberry, Eds.) (Matthew Bender) on conducting video hearings.

Mr. Greenberg spent several years in practice as an attorney in New York City in the labor and employment practice group of Duane Morris LLP prior to establishing his practice as a full-time neutral in the Washington, D.C. area. He is a graduate of the Cornell University School of Industrial and Labor Relations and of the University of Michigan Law School.

Kathy Hall

Currently, Ms. Hall serves as the Field Operations Manager for Region 2, covering central and eastern Pennsylvania, Maryland, New Jersey, Washington, DC, Virginia, North Carolina, South Carolina, and Florida. Over the course of her career Ms. Hall has held several leadership positions spanning numerous industries in private and federal sector including healthcare, non-profit and human services, gaming/hospitality, retail, and agriculture. She has experience in leadership and organizational change management, mediation and facilitation of complex workplace issues, work in the Diversity and Inclusion arena, alternative dispute resolution, and collective bargaining. She has developed and delivered a wide variety of training programs geared to an outcome of a productive, inclusive, and engaged workforce. Ms. Hall has previously served on several national committees for the National Council on Federal Labor-Management as well as co-chaired Labor Management Committees/Partnership Forums at the local and national levels.

Ms. Hall has been a Labor advocate with Teamster, Local 776, while working as a correctional officer. Additionally, was a member of the Bakery, Confectionery, Tobacco Workers & Grain Millers International, Local Union 464, working for the Milton Hershey School. Later in her career, transitioning to a management advocate, fulfilled roles as a Regional Human Resource Manager and Labor Relations Officer servicing multiple geographical locations nationwide.

Ms. Hall is a graduate of Penn State University with a B.S. in Psychology and a graduate of Saint Francis University with a master's in human resources. She has previously held professional certification as a SHRM Senior Certified Practitioner (SHRM-SCP) and certified as a Senior Professional in Human Resources (SPHR) by HRCI. Ms. Hall is or has been a member of the Society for Human Resources (SHRM) and Human Resource Professionals of Central Pennsylvania.

Barbara Lichtman

Barbara Lichtman was appointed Commissioner to the Federal Mediation and Conciliation Service in August 1992. She has been involved in mediations in all industries including broadcasting, health care, pharmaceuticals, warehousing, trucking, food service, utilities, entertainment, distribution, and education. She has represented the Agency in international training efforts in Mexico City and Bangkok, has been the recipient of multiple FMCS performance awards in recognition of her work.

Commissioner Lichtman mediates collective bargaining negotiations, grievances, to avoid arbitration. Gives training on traditional and interest based collective bargaining, contract administration, labor-management cooperation and relationship building programs presented to a multitude of labor and management representatives from aerospace to zookeepers with a high concentration on health care. Commissioner Lichtman has coordinated the annual FMCS Arbitration Symposium since 2012. She has been involved in more than 1,000 negotiations, arbitrations and grievance mediations, presented at various national, regional and international conferences on conflict-related topics. Prior to her appointment, she was in private practice as an arbitrator.

Commissioner Lichtman's labor relations experience came primarily from her tenure with District 1199C, National Union of Hospital and Health Care Employees. She worked as an administrative organizer, becoming Exec Vice President of District 1199C, Philadelphia and national Vice President of 1199, representing 150,000 health care employees throughout the United States. She was responsible for negotiating collective bargaining agreements primarily at hospitals and behavioral health facilities throughout the Philadelphia region and administering these agreements, along with her staff, including arbitrating cases when necessary and training stewards on grievance handling. Ms. Lichtman served as a trustee on several joint funds, including health, pension, legal, and training. She resigned from her positions after 11 years in 1988, to move overseas.

Commissioner Lichtman is or has been a member of LERA, American Arbitration Association, Jewish Labor Committee, Jewish Business Network and the Ethnic Labor Committee and various organizations focused on the autism population.

Michelle Miller-Kotula

Michelle Miller-Kotula, a full-time labor arbitrator and mediator, established her practice in 2006. Prior to becoming a neutral, Michelle worked in local government as the Director of Human Resources for the County of Washington, PA and worked in related capacities during her 16 years of employment with the County. Additionally, she worked extensively with her father, a labor arbitrator during that time.

She received her master's degree in human resources management & Industrial Relations from St. Francis University, Loretto, Pennsylvania, and her bachelor's degree in business administration & Management from Saint Vincent College, Latrobe, Pennsylvania.

Michelle is a member of the National Academy of Arbitrators and is listed with the Federal Mediation and Conciliation Service, American Arbitration Association, Pennsylvania Bureau of Mediation, Pennsylvania Labor Relations Board, SERB of Ohio, National Mediation Board and serves as a permanent arbitrator and factfinder on several other panels. She is a frequent trainer and speaker on various arbitration subjects. She served as the Region Chair for the Western Pennsylvania National Academy of Arbitrators for over five years. Michelle is involved in the Western Pennsylvania LERA chapter and is an officer. She is also a member of the Saint Vincent Alumni Council and previously served as its first female president. She volunteers in her local community and has served as the former PTO President, youth cheer coach and is involved in other local organizations.

She has served as a trainer for advocate and arbitrator programs for the FMCS and the National Academy of Arbitrators on numerous occasions.

Ms. Miller-Kotula's office is in Washington, Pennsylvania.

Arthur Pearlstein

As Director of Arbitration at FMCS, Arthur Pearlstein oversees all major aspects of the arbitration program. He provides training to advocates as well as arbitrators, oversees enforcement of the Code of Professional Responsibility, conducts outreach to the labor-management community, develops policy, and serves as a subject-matter expert. Arthur is an elected fellow of the College of Labor and Employment Lawyers.

In addition to his work in labor arbitration, Arthur has a substantial background in mediation, facilitation, negotiation, and the design of dispute resolution systems in the workplace, with experience as a practitioner, manager, professor, and trainer. Over his 15 years with FMCS, in addition to his current position, he has served as a field mediator, as general counsel, and as head of the Agency's ADR and International Program. In his capacity as a Senior Mediator with FMCS, Arthur mediates important cases, trains mediators, and consults with major organizations on the design of dispute resolution systems. He has also served as the head of the Federal Shared Neutrals program, spearheading its transition to FMCS.

Arthur was inaugural director of the Werner Institute for Negotiation and Dispute Resolution and Professor of Law at Creighton University in Omaha, where he developed an interdisciplinary master's degree program in negotiation and ADR. He is co-author of a textbook on dispute resolution in which he authored the chapter on arbitration (*Dispute Resolution: Readings and Case Studies*, 3rd Ed. 2011, Edmond Montgomery pub.) He was a contributing author of *The Legal Guide to Human Resources* (West) and wrote sections on dispute resolution. He also authored the FMCS Guide to Video Arbitration for Labor and Management advocates.

Arthur received his J.D. with honors from Harvard Law School, holds a master's in dispute resolution from the Straus Institute for Dispute Resolution at University in California, and a B.A. from Haverford College in Pennsylvania.

Earl Pfeffer

Earl R. Pfeffer has worked for the past 25 years as a full-time labor arbitrator and mediator and has 40 years' experience in labor relations. As a member of the National Academy of Arbitrators, Earl maintains a varied arbitration practice in the New York City Metropolitan Area and is named as a permanent arbitrator in dozens of public and private sector agreements.

A lawyer by training, he previously was a partner at the firm Cohen, Weiss and Simon, where he handled hundreds of arbitrations on behalf of the firm's Union clients, and thereafter served as Deputy Director of the New York City Office of Collective Bargaining, acting as principal mediator of disputes between NYC and its municipal unions.

In his free time, Earl enjoys long distance cycling, and this past summer spent a week riding his bicycle in the Italian Alps. Prior to attending the law school of University at Buffalo, he was a doctoral student in Anthropology at Columbia University. He has resided the past 30 years in Montclair, New Jersey.

Javier Ramirez

Javier Ramirez began his FMCS career as a Commissioner in 2005. Currently Javier is a member of the U.S. Senior Executive Staff serving as the FMCS Deputy Director of Field Operations responsible for leading all U.S. Federal Mediators. President Biden nominated Mr. Ramirez to be the 20th Director of FMCS in June 2021.

Javier mediated/facilitated disputes in all sectors of the economy, (except air and rail) in professions such as entertainment, public safety, education, hospitality, healthcare, manufacturing, and food processing, to name just a few. He was on the facilitation team for several regulatory negotiations, including the Department of Energy (DOE) negotiations that resulted in the largest energy-saving rule in DOE history. Javier also trained and successfully facilitated parties in various collaborative bargaining models. Notably, Javier collaborated with colleagues to create the FMCS Affinity Bargaining model. He represented the Agency in International efforts in Bangladesh, New Zealand, and Taiwan.

Additionally, Javier is regularly requested to present on conflict management topics. He was a guest lecturer on labor relations and conflict management at the University of Illinois, University of Colorado Boulder, National Defense University, Harvard, Cornell, Columbia, and other universities.

Prior to FMCS, Javier spent over fourteen years in labor relations, negotiating contracts, and resolving disputes in areas such as immigration, contract administration, communication, staffing, and politics (Federal, State, and Local). His efforts have been featured in Rolling Stone, Chicago Tribune Magazine, Chicago Lawyer Magazine, cited in the New York Times Best Seller Fast Food Nation, and recognized by the College of Labor and Employment Lawyers.

Haydeé Rosario

Haydeé is an attorney and member of the National Academy of Arbitrators with over 30 years of experience in labor-management relations dedicated exclusively to providing arbitration and mediation services. She has substantial experience in both the private and public sectors with issues related to contract interpretation/application, collective bargaining units, discharge and disciplinary actions, competency, discrimination, management rights, past practice, health & welfare, job bid/posting, layoff/bumping/recall, subcontracting, hiring hall, and seniority rights. She is also experienced in sports anti-doping arbitration.

As a bilingual Arbitrator and Mediator (Spanish/English), she has a wide-ranging experience working with a diverse work force throughout the United States, Puerto

Haydeé also serves as a permanent member of various arbitration organizations as well as numerous panels of arbitrators.

In 2006, after working for over fourteen years as an attorney at the National Labor Relations Board, Region 29, she joined the New York City Department of Education, Office of Labor Relations, where she represented the agency until 2007 in legal and labor relations matters related to all the collective bargaining agreements between the agency and scores of labor organizations representing approximately 135,000 employees.

Haydeé was born and raised in Rio Piedras, Puerto Rico. She was admitted to the New York Bar in 1991. She holds a BA in Cultural Anthropology from the University of Connecticut and J.D. from Queens College, CUNY Law School.

Mary Ellen Shea

Mary Ellen Shea is an arbitrator in private practice serving private and public sector industries since 1988. Ms. Shea is the co-chair of the Diversity, Equity, Inclusion and Belonging (DEIB) Committee of the National Academy of Arbitrators for the New England Region.

Ms. Shea earned her degrees from Northeastern University and Harvard University and completed the Program on Negotiation and Dispute Resolution at Harvard Law School. Ms. Shea has served as adjunct faculty at University of Rhode Island and Antioch College and as visiting Instructor at University of Massachusetts, Amherst.

Arthur R. Thibault Jr.

Arthur R. Thibault Jr. is a partner in the law firm of Apruzzese, McDermott, Mastro & Murphy in Liberty Corner, New Jersey, a boutique management-side labor and employment firm. He has over 25 years of experience in labor negotiations with teachers, police, fire and other public sector unions, police and fire interest arbitration, unfair practice charges, disciplinary matters, grievance arbitrations, complaint investigations, and all types of proceedings before the New Jersey Public Employment Relations Commission. Mr. Thibault also handles employment litigation in state and federal courts for the firm's clients. During his tenure, he has handled numerous public sector disciplinary matters and contract grievance arbitration involving all types of public employees. He has successfully litigated the appeal of those matters in both Superior Court and before administrative agencies, such as the New Jersey Civil Service Commission and the New Jersey Public Employment Relations Commission and argued successfully in the Appellate Division.

Mr. Thibault is a frequent speaker at conferences on public sector labor and employment law issues, including at the Conference of the Association of Labor Relations Agencies, an international association of public and private sector governmental labor agencies, the New Jersey Municipal Managers Association, the New Jersey League of Municipalities, the New Jersey Public Employment Relations Commission Annual Conference, and the New Jersey Chiefs of Police Association. Mr. Thibault has authored several articles which have appeared in the *New Jersey Labor and Employment Law Quarterly*, *New Jersey Lawyer the Magazine*, and *The New Jersey Police Chief* magazine. He has been named a "Super Lawyer" in Labor and Employment Law by New Jersey Super Lawyer Magazine.

Mr. Thibault graduated *cum laude* from Cooley Law School in Michigan, where he was a member of Law Review. He is admitted to practice law in the state courts of New Jersey, the United States District Court for the District of New Jersey, the Third Circuit Court of Appeals, and the United States Supreme Court.