Thomas P. Kruglinski, MLHR
Collective Bargaining Mediator and Arbitrator
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MEDIATOR AND ARBITRATOR with an active case load. Over 35 years of experience in labor relations, including *18 years as a labor-management neutral*. Admitted to arbitration rosters of the American Arbitration Association, Federal Mediation and Conciliation Service and several other permanent panels (see affiliations, below).

Close familiarity with virtually all workplace union-management issues including, but not limited to *arbitrability, just cause discipline, time and attendance, staffing, drugs and alcohol, past practices, insubordination, contract interpretation, management and union rights and responsibilities, seniority, discrimination, police/teacher misconduct, harassment, work rules, public sector privatization, safety, workplace threats, and violence. Wide experience with these issues in both the private and public sectors. Expert in workplace dynamics.*

Wide experience in most industries including, but not limited to, *manufacturing, services, healthcare, finance & insurance, construction, consumer products, petrochemical, transportation, aerospace, automotive, utilities, food service.*

Extensive experience in the public sector mediating at the federal, state, county, and municipal levels between management and employee unions, including, but not limited to, in the areas of *corrections, police, fire, public works, sanitation, operations, transportation, water and sewer, administration, and professional staff.*

Available to conduct in-person and virtual arbitration hearings as well as union-management mediation, development of labor-management committees, and/or interest-based bargaining.

TYPICAL FEES

Per diem fee: $2,000. *Cancellation Policy*: Per diem fee of one day if cancelled within two calendar weeks of the hearing/event date. *Travel Policy*: $1.00 per mile up to 250 miles each way by car; longer distances round-trip airfare to airport closest to hearing site. I do not charge for travel to Boston MA, Columbus OH, Manahawkin NJ, or Sebastian FL for cases proximate to those cities. Other exceptions to travel charges may be considered. Overnight accommodations are charged at cost in multi-day hearing situations. I do not charge for meals.

EDUCATION

- **Master's Degree in Labor and Human Resources**, Fisher College of Business, The Ohio State University
- **Bachelor's Degree in Political Science**, Maxwell School of Citizenship and Public Affairs, Syracuse University

PROFESSIONAL AFFILIATIONS

- Federal Mediation and Conciliation Service (FMCS), admitted to FMCS Roster of Arbitrators
- American Arbitration Association (AAA) admitted to AAA Labor Panel
- New Jersey State Board of Mediation, admitted to NJBM Roster of Arbitrators
- New Jersey Public Employee Relations Commission, (NJPERC) admitted to Roster of Arbitrators
- Massachusetts Human Resources Division Arbitration Panel
- Michigan Employment Relations Commission
- Pennsylvania Dept. of Labor and Industry, Bureau of Mediation arbitrator roster
- Alaska Labor Relations Agency
- New Hampshire Public Employment Labor Relations Board Roster of Arbitrators
- Nevada Employment Relations Board Roster of Arbitrators
- Labor Relations Connection (LRC), Roster of Arbitrators
- Financial Industry Regulatory Authority (FINRA) admitted to FINRA roster of Arbitrators
- State of Ohio and Ohio Civil Service Employees Assn., Trial Panel for Grievance Arbitration
- Port Authority of NY and NJ Employee Relations Panel, Hearing Officer
- Labor and Employment Relations Association, Member 1986-1997; Central Ohio Chapter President 1993-94; Member LERA New Jersey and New York City chapters, 2023-present, Central Ohio Chapter, 2024-present
- Human Resource Certification Institute, Washington, D.C. Senior Professional in Human Resources (SPHR) (maintained 2003-2023)
- Hudson Valley Society of Human Resource Management, Member, 2004-2023; President 2010-2013; Communication VP 2008-2010

ARBITRATION-SPECIFIC TRAINING

- Completed the course, *Becoming A Labor Arbitrator*, Federal Mediation and Conciliation Service (3/2021)
- Completed FMCS/NAA Apprenticeship Program: Apprentice with NAA Arbitrator **John Trela** and NAA Arbitrator **Melissa H. Biren** and NAA Arbitrator **Thomas Nowel.** Also apprenticed with NAA Arbitrators **Jay Siegel and Richard Adelman.**
- Attended numerous other arbitrator training and CLE sessions, both in-person and online, from the National Academy of Arbitrators, Federal Mediation and Conciliation, LERA, Bar Associations, and other arbitration-related organizations.

NEUTRAL LABOR MEDIATION EXPERIENCE

Director, Labor Management Resource Network, Hamilton, Ohio 1995-2004. Led this *neutral*, not-for-profit organization dedicated to facilitating successful collective bargaining and joint union-management initiatives, such as labor-management committees and interest-based bargaining.

- Reported to a board comprised of equal numbers of union and management leaders. Clients included
- As a neutral, developed, facilitated, and coached more than 50 high-performance labor-management teams.
- Worked closely with FMCS and State Employment Relations Board (Ohio).
- Recipient of FMCS Milestone Award.
- Mediated dozens of grievances.
- Provided training and facilitation in interest-based ("IBB" or "Win-Win") negotiating and problem-solving process, communication skills, high-performance workplace to over 5,000 trainees from fifty organizations. Provided neutral facilitation and training and facilitated IBB negotiations.
- Worked closely with union clients including AFSCME, IUOE, IBEW, UAW, NEA, IBT, USWA, FOP and IAFF and a wide variety of private sector (e.g., General Electric, Robbins Flooring, Pepsi, Jergens, NECA and government organizations at the state, county, and municipal levels including the State of Ohio, City of Cincinnati, Clermont County, City of Hamilton, Princeton City Schools, University of Cincinnati Hospital, and others.
- Trained, coached, and mentored thirty-five labor and management mediators/facilitators.

Executive Director, Columbus Area Labor-Management Committee, Columbus, Ohio 1988-1995. Directed this *neutral*, private, not-for-profit area labor-management committee working in a joint L-M framework.

- Reported to a board comprised of equal numbers of union and management leaders.
- Trained, facilitated and mediated numerous collaborative interest-based ("win-win") bargaining labor contracts.
- Assisted companies and governments including McDonnell Douglas, Nestle-Hills Brothers, Amana, Lennox Industries, General Motors, City of Columbus, and State of Ohio, and many others.
- Worked closely with unions including UAW, IUOE, IBEW, AFSCME, IBFO, IBT, UFCW, SEIU, and USWA.
- Worked closely with FMCS and State Employment Relations Board (Ohio).
- Developed and mediated joint union-management worker adjustment teams that managed the successful outplacement of more than 2,700 workers from two large manufacturing facilities after plant closings.

Graduate Research Assistant and Associate Director, The Ohio State University, Center for Labor-Management Cooperation, Columbus, Ohio 1986-90. Assisted in the delivery of programs and services in numerous labor-management situations in both private and public sectors.

MANAGEMENT, ORGANIZATIONAL DEVELOPMENT, CONSULTING & LEGAL EXPERIENCE

Director, Human Resources, BrookBeam Dental, Kingston, NY, February 2017 - August 2020

H.R. Business Partner, Vassar Brothers Medical Center, Poughkeepsie, NY., August 2016 to February 2017

Instructional Designer/Trainer, Health Quest Hospital System, LaGrange, NY., May 2015 to August 2016

Chief Executive, Adaptive Dynamics, LLC, HR, Training & Organizational Development Consultancy, Gardiner, NY. August 2008-May 2015

Manager, Training & Organizational Development, H.O. Penn Machinery Co., Poughkeepsie, NY., 2004 to 2008

Senior Litigation Paralegal, Paul Hastings Law Firm, Washington, D.C., 1982 to 1986