

**Thomas P. Kruglinski, MLHR**

Mediator and Arbitrator

Gardiner, New York

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**MEDIATOR AND ARBITRATOR** with over 35 years of experience in labor relations, including *18 years as a neutral labor-management mediator*. Admitted to arbitration rosters of the American Arbitration Association, Federal Mediation and Conciliation Service and several other permanent panels (see professional affiliations, below).

**Close familiarity with most 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 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:* \$1,500. *Cancellation Policy:* Per diem fee of one day if cancelled within two calendar weeks of the hearing/event date. *Travel Policy:* \$0.85 per mile up to 250 miles each way by car; longer distances round-trip airfare to airport closest to hearing site. Exceptions to travel charges may be considered. Overnight accommodations at cost in multi-day hearing situations or where the hearing location is more than two hours away by car. 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 (2/2024)
- American Arbitration Association (AAA) Labor Roster (admitted 9, 2024)
- New Jersey State Board of Mediation, admitted to NJBM Roster of Arbitrators (admitted 2/2024)
- New Jersey Public Employee Relations Commission, admitted to NJPERC Roster of Arbitrators (admitted 8/2024)
- Labor Relations Connection, Roster of Arbitrators (admitted 5/2024)
- State of Ohio and Ohio Civil Service Employees Assn., Trial Panel for Grievance Arbitration (admitted 9/2024)
- Port Authority of NY and NJ Employee Relations Panel, Hearing Officer Panel Member
- Labor and Employment Relations Association (Formerly Industrial Relations Resource Association), Member (1986-1997). Central Ohio Chapter President 1993-94; Member LERA (New Jersey and New York chapters, 2023-present, Central Ohio and Connecticut Valley Chapters, 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 NEUTRAL 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 **Dick Adelman**.
- Attended numerous other arbitrator training 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*, non-for-profit organization dedicated to facilitating successful collective bargaining and joint union-management initiatives, such as labor-management committees and interest-based bargaining designed to satisfy mutual interests of both parties.

- Reported to a board comprised of equal numbers of union and management leaders.
- As a neutral, developed, facilitated, and coached more than 50 high-performance labor-management teams that significantly enhanced communication, employee satisfaction, productivity, quality, building trust, customer service, safety, and aligned work processes with strategic vision and market demands while respecting union members.
- 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 unions including AFSCME, IUOE, IBEW, UAW, NEA, IBT, USWA, FOP and IAFF.
- Authored and delivered more than twenty-five original training programs on collective bargaining-related topics, including one funded by FMCS Labor-Management Grant.
- Trained, coached, and mentored thirty-five labor and management mediators/facilitators.
- Developed joint *organization-wide*, team-based change management processes in eight organizations.

**Executive Director, Columbus Area Labor-Management Committee**, Columbus, Ohio 1988-1995.

Directed this *neutral*, private, not-for-profit area labor-management committee working within a joint union-management framework.

- Reported to a board comprised of equal numbers of union and management leaders.
- Facilitated collaborative Interest-Based (“win-win”) bargaining labor contracts.
- Developed joint union-management teams at 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