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PROFESSIONAL SUMMARY

My labor and employment mediation practice is based on over **40 years of experience** resolving complex workplace and collective bargaining disputes across the **private, public, and federal sectors**. I **retired** as a **Federal Mediator with the Federal Mediation and Conciliation Service (FMCS)**, where return clients knew me for my ability to de-escalate high-conflict situations, facilitate durable agreements, and restore productive labor-management relationships.

As a mediator, I bring uncommon depth from being a former **chief negotiator, executive leader, management advocate, investigator, trainer, public speaker** and thirty-plus years as a **spouse** of a **labor leader**, enabling me to understand disputes from all perspectives. My background includes successfully mediating collective bargaining agreements with as few as **12** and those involving up to **33,000 bargaining unit members**, resolving sensitive employment, discrimination, and grievance matters with fairness, clarity, and integrity.

My mediation style is **strategic, respectful, and practical**, grounded in interest-based problem solving, collaborative bargaining, and system-level solutions. Feedback from parties tell me they value my calm presence, decisiveness, and ability to move negotiations forward while ensuring all voices are heard.

MEDIATION & DISPUTE RESOLUTION EXPERTISE (1997 – Present)

- Collective Bargaining & Contract Mediation
- Collaborative Problem-solving models to include Interest-Based Bargaining
- Grievance Mediation & Arbitration Support
- Labor-Management Relationship Development
- Employment Claims & Discrimination Mediation (EEOC matters)
- Workplace Conflict Resolution & Facilitation
- Alternative Dispute Resolution (ADR) Program Design
- Labor-Management Committees & Joint Processes

- Communication & Relationship Repair in High-Conflict Environments
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Industries Served:

Agriculture • Aerospace • Construction • Custodial and Maintenance • Education (K-12 and post-secondary) • Grocery • Healthcare • Hospitality and Food Services • Manufacturing • Media and Entertainment • Newspapers • Protective Services and Public Safety • Retail • State, Local & Federal Government • Social Services • Transportation • Utilities

MEDIATION RELATED PROFESSIONAL EXPERIENCE

Mediator and Founding Partner, Transformation WRX™, Mediation and Dispute Resolution Services — *February 2025* — Present

- Promote stable labor-management relationships through mediation, training, and alternative dispute resolution processes, mediation, assessment and training in private, public, and federal sectors
- Mediate traditional, interest-based, and collaborative collective bargaining negotiations, grievances and employment claims
- Assist parties in reducing litigation costs through employment dispute mediation, facilitation, and conflict management systems design

Mediator, Federal Mediation and Conciliation Service (FMCS) — Washington, DC *August 2016 – February 2025*

- Promote stable labor-management relationships through mediation, training, and collaborative processes in private, public, and federal sectors
- Mediate traditional, interest-based, and collaborative collective bargaining negotiations, grievances and employment claims
- Assist parties in reducing litigation costs through employment dispute mediation, facilitation, and conflict management systems design
- Recognized for securing repeat mediation engagements and exceeding peer benchmarks for client invitations
- Nationally recognized trainer and public speaker on conflict prevention, dispute resolution, and labor-management best practices

Performance Recognition:

Achieved **Overall Outstanding** rating (FY 2024). Supervisor cited extraordinary impact, exceptional teamwork, and trusted client relationships.

Human Resources Director

City of Wausau — Wausau, Wisconsin

July 2014 – July 2016

- Chief spokesperson and lead negotiator for Police, Fire and Transit bargaining units
 - Directed labor relations, grievance adjudication, classification and compensation, benefits, equity, and risk management for 350 FTEs
 - Successfully reduced benefit costs by over **\$1 million** while increasing employee benefits
 - Advised elected officials and executive leadership on labor strategy and personnel policy
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Assistant Agency Director, Employee Support Services

Washington State Health Care Authority — Olympia, Washington

December 2007 – May 2013

- Executive team member and **chief agency negotiator** with full settlement authority
 - Oversaw labor relations, grievance adjudication, mediation, arbitration, and employment claims
 - **Gubernatorial appointee**, lead negotiator for resource reallocation and oversight for agency framework and support services to implement Affordable Care Act
 - Designed and implemented an **agency-wide ADR program** to resolve conflicts early and mitigate risk
 - Led inter-local mediation partnerships with FMCS and regional dispute resolution organizations
 - Supervised training and deployment of internal mediators
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Chief, Labor and Personnel Operations

Washington State Department of Social & Health Services — Olympia, Washington

July 2004 – December 2007

- Led labor relations and personnel operations for a **20,000-employee** statewide agency
 - Served as lead negotiator for bargaining units representing over **15,000 employees**
 - Supervised statewide grievance resolution panels and ADR consortium participation
 - Directed labor-management communication committees and contract implementation
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Additional Labor and Employment Leadership & Mediation Roles

- **Employment Claims Mediator (Pro Bono)** — U.S. EEOC (2008–2014),
Resolved approximately 75% of assigned cases through mutual agreement
 - **Human Resources Director** — Seattle Police Department
 - **Labor Relations Specialist** — Washington State
 - **City EEO Officer & Civil Service Coordinator** — City of Tacoma
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EDUCATION

Master of Arts, Executive Development for Public Service

Ball State University — Muncie, Indiana

Bachelor of Science, Business Administration & Human Services

Martin University — Indianapolis, Indiana

CERTIFICATIONS & PROFESSIONAL TRAINING

- **Senior Certified Professional (SHRM-SCP)**, SHRM (2016)
- **Certified Conflict Management Professional**, FMCS (2023)
- **Federal Mediator Training Sequence**, FMCS

- **Professional Mediation Skills Certificate**, University of Washington Law School Foundation
 - **Labor Arbitration Advocacy**, FMCS
 - **LEAN Six Sigma Green Belt**, University of Washington
 - **Equal Opportunity Management**, Defense Equal Opportunity Institute (DEOMI)
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MEDIATION PHILOSOPHY

I am deeply committed to creating workplaces rooted in **dignity, choice, and meaning**. My core belief is durable resolution occurs when parties are heard, respected, and supported in crafting solutions that meet both operational needs and human interests. My goal in every mediation is not only settlement—but **stronger relationships and sustainable outcomes**.

SERVICES, FEES AND TERMS

Virtual and **In-person** services.

Daily Rate: \$800.00 half-day (up to 4 hours) and \$1500 full day (up to 10 hours).

Per-diem and expenses: Airfare, lodging, ground transportation, mileage, parking, and reasonable incidentals.

Payment terms: Fifteen days upon receipt of invoice, with 5% monthly finance charge applied to the outstanding balance.

CANCELLATIONS AND RESCHEDULING

30-days and beyond: No charge

14 – 29 days: One-half of the service fee and any non-refundable, incurred travel expenses.

7 - 13 days: Seventy-five percent of the service fee and any non-refundable, incurred travel expenses.

Less than 7 days: One hundred percent of the service fee and any non-refundable, incurred travel expenses.