The Cornell Institute for Hospitality
Labor and Employment Relations

Labor Relations Roundtable
February 19-20, 2015

School of Hotel Administration
The Cornell Institute for Hospitality Labor and Employment Relations was established as a platform for students, employers, employees, unions, and their advocates involved in the hospitality industry. The institute sponsors educational programs, research, and events dedicated to the modernization of labor and employment relations, labor and employment law, human resource management, and leadership in the hospitality industry.

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Agenda

Labor Relations Roundtable
Chair: Dave Sherwyn

Thursday, February 19, 2015

6:00 - 8:00 p.m. Welcome Reception Ocean Bar Terrace (Beach Club Lobby)

Friday, February 20, 2015

9:00 - 10:15 a.m. Franchising and the joint employer doctrine: where is the law; where is it going; what should/can the industry/brands do?
Cove Room (2nd Floor)

10:25 - 11:25 a.m. Quick elections: will unions shift from card-check to elections; can employers prevail in quick elections; does this shift the balance of power?
Cove Room (2nd Floor)

11:40 - 1:00 p.m. A. Arbitration of non-union employment claims: is it time for employers to give just cause to all employees in exchange for arbitration and class action waivers: no more jury trials and an in-house solution to a huge union benefit?
B. The rise of select service and non-union boutiques in major cities: will the union organize these properties, can union hotels compete?
Cove Room (2nd Floor)

1:10 - 1:30 p.m. The first union / management roundtable April 2015: what should our format be, what should our topics be?
Cove Room (2nd Floor)

1:30 - 3:00 p.m. Lunch
Coastal Patio
Participants

Paul Ades
Senior Vice President
Labor Relations
Hilton Worldwide

Paul Ades is senior vice president for labor relations for Hilton Worldwide in McLean, Virginia. Paul is responsible for global labor relations at Hilton and for its owned and managed properties, negotiating collective bargaining agreements and providing counsel on labor matters. Prior to joining Hilton, Paul was general counsel for labor and employment at MGM Resorts International in Las Vegas, Nevada, where he negotiated collective bargaining agreements and handled labor arbitrations and litigation, discrimination, wage and hour, and other employment and labor matters. In addition, Paul has served as associate general counsel for Harrah’s Entertainment and as counsel for Caesars Entertainment in Las Vegas. Paul was also a trial attorney for the enforcement division of the National Labor Relations Board and an associate for the Washington D.C. law firm of Steptoe and Johnson. He received a juris doctor from the University of California, Berkeley and a bachelor of arts degree in political science from Williams College.

Rachel Aleks
Assistant Professor
Labor Relations
Cornell University
ILR School

Rachel Aleks is an assistant professor of labor relations at the Cornell University School of Industrial and Labor Relations (ILR). Her research interests include innovative union organizing and revitalization strategies, employee and member organizational commitment to unions, and alternate forms of worker representation. Aleks teaches courses on collective bargaining, the contemporary union movement, and labor relations in the hospitality industry. Prior to attending graduate school, Aleks worked as a union organizer for the Service Employees International Union (SEIU). She received a PhD in industrial relations and human resources from the University of Toronto and a bachelor of commerce in international management from McGill University.
Joanne Budge began her hospitality career as a management trainee for ITT Sheraton Corporation at the former Sheraton Washington Hotel. Upon completion of the program, she became the employment manager at the hotel and within two years, a promotion to the assistant director of human resources. Shortly thereafter, Joanne was promoted again and accepted the position of director of human resources at the former Sheraton Carlton Hotel in Washington, D.C. Following these positions, Joanne held roles in human resources in Chicago, and again in Washington, D.C. at the former Loews L’Enfant Plaza Hotel. In 1990, Joanne relocated to New York City and accepted the position of director of human resources at the Westbury Hotel. Three years later Joanne moved to the Plaza Hotel, also as the director of human resources. After a year, she was recruited by Loews Corporation to fill the position of director of employee and labor relations. Joanne worked with Loews for three years before joining the Waldorf-Astoria Hotel as director of human resources. In 2004, Joanne accepted a position with the Four Seasons Hotel New York. After ten years at Four Seasons, Joanne is now responsible for human resources for the Four Seasons Hotel and Residences Downtown. Throughout her career, JoAnne has been actively involved with students at New York University’s Tisch Center for Hospitality and Tourism, and at Pennsylvania State University’s School of Hospitality Management, sharing her time and expertise in human resources and labor relations.

John Ceriale is the founder and president of Prospect Advisors, the exclusive hotel advisor on hospitality investments to the Blackstone Group. Between 1998 and 2004, Ceriale played a leading role in Blackstone’s acquisition of several leading brands and properties, among them Wyndham Hotels and Resorts; iconic London properties Claridge’s, Savoy, Berkeley, and Connaught; and Boca Resorts. In 2007, Ceriale played a leading role in Blackstone’s acquisition of Hilton. He is also the founder of the London hotel brand, of which there are currently two properties—London NYC and London West Hollywood. In 2011, Ceriale served as advisor to the Blackstone Group’s purchase of the historic Del Coronado Hotel in San Diego and Mint Hotels. Before founding Prospect Advisors in 1998, Ceriale was the senior vice president of operations for Westin Hotels and Resorts North America, where he oversaw the operations of 60 hotels and played an integral role in successfully reinventing the Westin brand. Prior to Westin, he spent four years at Fairmont Hotels and Resorts as executive vice president of operations. From 1980 to 1991, Ceriale served as general manager for several of Marriott Hotels and Resort’s finest properties. Ceriale serves on the board of Blackstone-owned hospitality companies, La Quinta Inns and Suites and Hilton Hotels, and the Cornell University School of Hotel Administration’s Dean’s Advisory Board. In July 2011, he endowed the John and Melissa Ceriale Professorship of Hospitality Human Resources at Cornell’s School of Hotel Administration. Ceriale earned a bachelor of arts in political science from Loyola College in Baltimore and a bachelor of science in hotel management from the University of Nevada Hotel School.
Michael D’Angelo is a labor and employment attorney, and the recently appointed vice president of labor relations for Hyatt Hotels. Michael has substantial experience in traditional labor and management relations, including union organizing drives, NLRB representation proceedings, employer card check recognition and neutrality agreements, negotiations for collective bargaining agreements, and related court litigation. He also has extensive experience in complex employment litigation matters involving a wide variety of federal common law and statutory claims and previously represented and counseled Taft-Hartley Employee Benefit Funds. Prior to Michael’s recent appointment, he served as the area director of labor relations for Hyatt Hotels, where he supported the New York hotels as well as most of the northeast region. Michael graduated from New York Law School in 2000 and was in private practice with several boutique labor and employment law firms where, he represented both unions and management.

Laura E. FitzRandolph is the chief human resources officer and assistant general counsel for Interstate Hotels and Resorts in Arlington, Virginia. She is responsible for all aspects of talent acquisition, and management and development for Interstate’s over 30,000 associates. Laura also oversees Interstate’s labor and employment legal matters. Laura is active in the American Hotel and Lodging Association, serving on the Labor, Government Affairs, and Human Resources Committees. Prior to joining Interstate in 2006, she spent eight years in the labor and employment group of a prominent, international law firm based in Washington, D.C. Laura is also a former deputy director of correspondence in the White House Office of Scheduling and Advance and served on the staff of United States Senator Alan Cranston. She has a law degree from the George Washington University Law School, where she served as an editor of the George Washington Law Review, and an undergraduate degree from the University of California, Berkeley.
Participants

George Greene is the Vice President of Labor Relations for Starwood Hotels and Resorts Worldwide. In this capacity he is responsible for all aspects of labor relations for Starwood’s properties throughout the United States and Canada. As a member of Starwood’s legal team, George is accountable for setting Labor Relations policy and procedures, internal management consulting, ‘positive employee relations’ programs, managing the administration of existing collective bargaining agreements, grievance and arbitration procedures, and contract negotiations for North American operations. George joined ITT Sheraton as a “Personnel Trainee” after graduating with a Business Administration degree from Vermont State College. For over thirty years, George held a variety of generalist and specialist human resource and labor relations positions with Starwood and its predecessor company, ITT Sheraton, all based in the New York metropolitan area. His titles included Benefits Manager, Risk Management Specialist, Recruitment/Employment Manager, Hotel Human Resource Director, Area Human Resource Director, Regional Human Resource Director, and Divisional Human Resource Manager, prior to his move to Starwood’s legal department as VP of Labor Relations, in 2006. George is a long time resident of the Jersey Shore along with his wife Linda and college-aged daughter, Laura.

Richard W. Hurd is associate dean for external relations and professor of labor studies at the Cornell University School of Industrial and Labor Relations (ILR). As a specialist on trade union strategy, he has been quoted widely in the national and international print and broadcast media on various labor issues. Hurd is co-editor of the International Handbook on Labour Unions: Responses to Neoliberalism, Rekindling the Movement, Organizing to Win, and Restoring the Promise of American Labor Law. His publications include, “Moving Beyond the Critical Synthesis: Does the Law Preclude a Future for U.S. Unions?,” “First Contract Arbitration and the Employee Free Choice Act: Multi-jurisdictional Evidence from Canada,” “Obama and the US Labor Movement,” and “Neutrality Agreements: Innovative, Controversial and Labor’s Hope for the Future.” Hurd earned his PhD in economics from Vanderbilt University and is a former Brookings Institution economic policy fellow.
Participants

Kenneth Kahn ’69
President
LRP Publications

Kenneth F. Kahn is the president of LRP Publications, a broad-based legal and professional publishing company specializing in the fields of K–12 education administration, federal employment law, and human resources. In September 2013, Kahn was honored with the Economic Development Leadership Award from the Business Development Board of Palm Beach County for his role in launching “Behind the Gates,” a new initiative focused on selling Palm Beach County as a business location to CEO’s with second homes in the area, but who do not have a business presence. Kahn has also created a website and brochure for CEO’s who are new to the area to help them navigate the information on the school system. Additionally, Kahn’s honors include Cornell University’s Groat Alumni Award, Northern Palm Beach County Chamber of Commerce’s Community Leader of the Year Award, and the Sun Sentinel Company’s Excalibur Award. He is civically involved on several boards including Cornell University’s School of Industrial and Labor Relations and Max Planck Florida Foundation. Kahn serves on the executive committee of the Education Commission of Palm Beach County, Kravis Center Corporate Partners, Business Development Board of Palm Beach County and Northern Palm Beach County Chamber of Commerce, and is a member of the Florida Council of 100. Kahn earned his undergraduate degree from Cornell University and his law degree from Harvard Law School.

Nancy Lee
Senior Vice President and Deputy General Counsel
Marriott International, Inc.

Nancy C. Lee is senior vice president and deputy general counsel for Marriott International, Inc. Lee joined Marriott in 1997 as senior vice president and associate general counsel for the labor and employment law practice area. In her current role, Lee continues to manage that practice as well as assisting the executive vice president and general counsel in law department oversight and participation in various professional forums and venues. Prior to joining Marriott, Lee was deputy general counsel for the National Railroad Passenger Corporation (Amtrak) in Washington, D.C. Before Amtrak, Lee practiced law in the Washington, D.C. offices of Jones, Day, Reavis and Pogue, where she was a partner, and Seyfarth, Shaw, Fairweather and Geraldson. Lee earned a bachelor of arts in history from Wellesley College, where she was a Wellesley College scholar. She earned a JD degree, with distinction, from the Emory University School of Law, where she was elected to Order of the Coif and was articles editor for the Emory Law Journal. Following law school, Lee served as judicial clerk to the Honorable Newell Edenfield in the U.S. District Court for the Northern District of Georgia.
Alan Momeyer is vice president of human resources for Loews Corporation, responsible for overall strategy and management of the human resource functions for the New York-based diversified corporation consisting of Loews Hotels, CNA Insurance, Diamond Offshore Corporation, Boardwalk Pipelines, and HighMount Exploration and Production. Alan has been with Loews since 1980. Alan is the chairman of the board of JobsFirstNYC (JFNYC), an organization devoted to helping the workforce development agencies of New York find employment opportunities for 200,000 out-of-school and out-of-work young people. He is also on the board of Inside Broadway, a not-for-profit educational organization committed to promoting theatre arts in New York City public schools. Alan is former president of the board of directors of Community Access, a non-profit agency that provides housing and rehabilitation for over 2,000 homeless and mentally disabled citizens of New York. He is also former president and board member of Just One Break (JOB), an agency to employ disabled citizens, founded in 1947 by Eleanor Roosevelt and Bernard Baruch. Alan is a member of the board of trustees of his graduate school. Alan holds a master’s degree from the University of Pittsburgh and a bachelor’s degree from Pennsylvania State University.

Harold Morgan is currently senior vice president and chief human resources officer for White Lodging, a third party management and development company with more than 160 hotels in its domestic portfolio. White Lodging has sales over $1 billion, employs 10,000 associates, and operates in 21 states. Prior to White Lodging, Harold held chief human resources roles with: Chicago Transit Authority (the nation’s second largest commuter rail system); IDEX Corporation (diversified $2 billion global manufacturers); Bally Total Fitness (at the time, the largest health club chain in the U.S.); and Bally Entertainment Corporation (diversified holding company with casinos, manufacturing, and services). Prior to these roles he spent 12 years at Hyatt Hotels Corporation in various field and corporate roles. Before leaving Hyatt, he was director of labor and employee relations for Hyatt, North America. Harold was a member of the board of directors and search committee chairman for the International Heath and Racket Sports Association, a member of the Organization Resources Counselors, a member of the Human Resources Policy Association, and a member of the Machinery and Allied Products Institute. He holds a bachelor of science degree from Cornell University in Industrial and Labor Relations and is a certified compensation professional.
Larry Regan, president of Regan Development Corporation, has been developing affordable housing for New York, New Jersey, and Connecticut residents for 33 years. His company has developed over 2,500 units of housing, with special emphasis in providing high quality housing opportunities to households of limited income including senior housing, workforce housing, and special needs developments. In recent years, the firm has concentrated on the production of affordable senior and family rental projects in the Hudson Valley, creating six different rental complexes with over 380 units of high quality housing. In each development, he was responsible for site acquisition, municipal approvals, and construction oversight. Regan’s firm also just completed and rented up the historic Packard Building in downtown Buffalo, which was added to the National Register of Historic Places. In New Jersey, his company has developed special needs housing, and affordable “for sale” and rental housing in Passaic County, Essex County, Hudson County, and Union County. In addition, the firm has completed two developments adding to the revitalization of Downtown Newark with 63 market rate apartments in the historic Union Building and Colleoni Building. In Plainfield, Regan has successfully turned around the long vacant Tepper’s department store by creating 75 affordable apartments and over 24,000 square feet of vital commercial space. Regan has sat on the board of directors for the Westchester Housing Fund and on the board of the Cornell Cooperative Extension in Westchester. He is a graduate of Emory University and Brooklyn School of Law.

Steve Rimmer is a partner in New York Metro Transaction Services at PwC. Steve has over 25 years of experience in the human resource consulting field and specializes in coordinating the HR aspects of mergers, acquisitions and spin-offs. Steve has significant experience addressing HR issues arising on private equity deals, including a specific focus on executive compensation. Steve has been with PwC for 25 years, including 20 years in New York and five years in London. Prior to PwC, Steve qualified as an actuary with a leading U.K. firm of actuaries. Steve is a fellow of the U.K. Institute of Actuaries and a Certified Compensation Professional. He holds an MBA from the University of Manchester. He has contributed chapters in books by PEI on HR due diligence and private equity portfolio compensation. Steve has significant experience supporting projects in the hospitality sector, including developing high level HR delivery strategy for a luxury hotel joint venture, conducting HR due diligence for a private equity firm on a restaurant chain, and assisting a casino in a major bargaining negotiation with significant issues arising in multiemployer pensions, healthcare reform, and work rules.
Participants

Robert Rubenstein is the General Counsel and Senior Vice President for LXR Luxury Resorts & BRE Select Hotels. LXR/BRE is an aggregate of 25 hotel portfolio companies comprising full and select service hotels, with 248 properties. This asset pool is managed by 16 independent management companies, operating under seven flags and 25 different brands, in 26 states or territories. As General Counsel, Robert is responsible for overseeing all litigation, including the monitoring of labor and employment matters. The organizational structure of LXR/BRE creates unique challenges of ensuring compliance while not being the direct employer, such as being potentially exposed to joint-employer claims. Additional challenges arise in the context of acquiring and disposing of properties and the on-boarding or exporting of employees, always wary of Worker Adjustment and Retraining Notification (WARN) implications. Robert is now in his 11th year with the company. Prior to joining LXR/BRE he was in private practice representing hospitality clients, such as Extended Stay Hotels. A full time resident of Boca Raton, he and his wife are parents-to-be: twin girls due any minute!

Robert R. Schiller is executive vice chairman of Black Diamond, Inc. (NASDAQ: BDE), a leading designer and manufacturer of outdoor, recreation, and lifestyle products for rock climbers, mountaineers, and free ride skiers. Black Diamond controls its own manufacturing in Salt Lake City, Utah, and in Zhuhai, China, and distributes its products in North America, Europe, and Asia under the brand names Black Diamond, Gregory, POC, and Pieps. Prior to Black Diamond, Mr. Schiller was one of the principal architects in the growth and development of Armor Holdings, Inc. (NYSE: AH1996-2007), as well as the company’s primary operating and executive leader, serving as president and chief operating officer of Armor Holdings from 2003 through 2007 and as CFO from 1999 through 2003. A graduate of Emory University, he holds an M.B.A from Harvard Business School. Mr. Schiller serves on the board of directors for the Angelman Syndrome Foundation, the University of North Florida Foundation, and Jacksonville Jewish Community Foundation.
Participants

Dave Sherwyn ‘86, JD ‘89
John and Melissa Ceriale Professor of Hospitality Human Resources, Academic Director of the CIHLER and Stephen H. Weiss Presidential Fellow

David Sherwyn (BS, JD, Cornell University) is a professor of law at Cornell University’s School of Hotel Administration, the John and Melissa Ceriale Professor of Hospitality Human Resources, Academic Director of the Cornell Institute for Hospitality Labor and Employment Relations, and Stephen H. Weiss Presidential Fellow. He is also a research fellow at the Center for Labor and Employment Law at New York University’s School of Law. In addition, Dave is of counsel to the law firm of Shea Stokes Roberts & Wagner. Prior to joining the School of Hotel Administration, Dave practiced employment law for six years. Dave has published articles in the Stanford Law Review, Berkeley Journal of Labor and Employment Law, Fordham Law Review, University of Pennsylvania Labor and Employment Law Journal, and the Cornell Hospitality Quarterly. Dave teaches Business and Hospitality Law, a required class with more than 100 students; Employment Discrimination Law and Union-Management Relations; and Labor Relations in the Hospitality Industry. Dave received a Hotel School Teacher of the Year Award in 1998, 1999, 2000, 2001, 2002, and 2005, 2007 and 2008. Dave has been nominated for the fraternity and sorority teaching award twelve times and has won the award twice. In 2002 Dave conceived of, organized, and hosted the Center for Hospitality Research’s first Hospitality Industry Roundtable, which focused on Labor and Employment Law. Because of this roundtable’s success, the Center now hosts a series of Roundtables, in each of the disciplines that are represented in the School.

Danny Sikka ‘01
Senior Counsel, Global Labor & Employment Law, McDonald’s Corporation

After completing his undergraduate degree from Cornell University’s School of Hotel Administration, Danny was a member of the opening team for The Ritz-Carlton Golf Resort, Naples, FL where he remained for three years as Food and Beverage Manager. In 2004, Danny resigned from The Ritz-Carlton in order to attend law school. Upon graduation, he joined Seyfarth Shaw’s Washington, DC office where he was an associate in the Labor and Employment Law Practice Group. Currently, Danny serves as Senior Counsel in the Global Labor and Employment Law department at McDonald’s corporate headquarters in Oak Brook, IL.
Lisa Turano is the vice president, legal, and general counsel of Turano Baking Company and president of the Turano Foundation. She is the eldest member of the 3rd generation involved in the Turano family business, which is celebrating 52 years of success this year. A graduate of the University of Wisconsin-Madison, she earned her juris doctor degree from Chicago-Kent College of Law and her MBA from the University of Chicago. Her undergraduate major in Italian gave her the opportunity to live in Florence, Italy, for nine months. She is also a licensed real estate broker & AFAA certified group fitness instructor. Lisa has been a member of the School Advisory Board of St. John of the Cross of Western Springs, a committee member of the SJC Teacher Recognition Trust, and a board member of Kids in Danger, a national non-profit that focuses on the advocacy of safe children's products. She has also served on the Board of Trustees of Nazareth Academy, a catholic, coeducational college preparatory high school. She works closely with development and advancement staff for all of these organizations, including chairing the auction committee for the SJC Teacher Recognition Trust, chairing the event and fundraising committees for the Kids in Danger Best Friend Award from 2000 until 2013, and chairing the DuPage Senior Citizens Council “Dancing with the StarZ” event. She also has been the event chairperson for several Person of the Year celebrations sponsored by Casa Italia of the Italian Cultural Center of Stone Park.