Statement of

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Nominee for Member, National Labor Relations Board

before the

Committee on Health, Education, Labor, and Pensions (HELP) United States Senate

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Chairman Cassidy, Ranking Member Sanders, and other Committee Members, thank you for the opportunity to testify today.

I also want to recognize and thank President Trump for this nomination. This is the ultimate honor and certainly the pinnacle of my career as a labor attorney.

My wife of 21 years, Lori, is seated behind me. My teenage children - Hailey and Ben - are not here today as they are in school. I am sure the HELP Committee supports their focus on education. Unfortunately, my father also could not join us today for medical reasons. My family has always supported my public service and will be proud to support my continued public service if I am confirmed.

I want to start by saying that I believe in the National Labor Relations Act. The National Labor Relations Board, which I have had the pleasure of working with for the last 27 years, impacts nearly all private sector employees, large and small employers, and unions across the country. The NLRB as an institution is important and has a profound impact on all stakeholders. The work done by both the Board in adjudicating cases and by the General Counsel- in the Regions - is critical for maintaining productive labor-management relations while setting rules for employers, unions and employees.

Labor has impacted my entire life. My grandfather was a union sheet metal worker in New York City, my father was a journeyman electrician and proud member of IBEW Local 3, and my late mother was an elementary school teacher in Newark, New Jersey, represented by the Newark Teachers Union. Growing up, my father would occasionally take me to his worksites, and I attended the Local 3 summer camp on Long Island where I once met Harry Van Arsdale, a titan of New York City labor.

As a senior in high school, I won a Local 3 scholarship to study labor at Cornell University's School of Industrial and Labor Relations. While in college, I interned for the New York State Nurses Association, where I not only performed research for the Association but also helped with organizing. I recognize and appreciate what labor has done for workers, for my family and for me. This background has guided my balanced view of the law and how I approach my practice.

After Cornell, I attended Villanova Law School, where I focused on labor and employment law, including an externship with the NLRB in Philadelphia. After I received my law degree from Villanova, I practiced labor and employment law at Blank Rome LLP in Philadelphia, where I spent most of my time handling arbitrations, labor negotiations, litigation, and compliance training. I learned a valuable lesson right away most companies want to treat their employees well and comply with the law.

Just before my son was born, I left law firm life and began working in-house for Aramark Corporation in Philadelphia, focusing my practice exclusively on compliance with the National Labor Relations Act. With its hundreds of collective bargaining agreements, my time at Aramark allowed me to tackle a broad array of labor law issues, from bargaining obligations and successorship compliance to dealing with union Trust Fund issues and unfair labor practices. It is here that I learned the importance of finding common ground with labor unions.

Around 15 years ago, I became an active participant in the American Bar Association's Committee on Practice & Procedure Under the NLRA. This Committee is unique insofar as its actions require consensus by labor and management. There, I have met and worked with highly skilled management and union-side practitioners, had spirited discussions, and had success finding common ground. The essence of labor relations encourages creativity, respect, and cooperation, all skills I developed throughout my career.

I spent ten years at Aramark. Since then, I have had the privilege of working for a law firm and a few companies, expanding my experience to include multiple industries. For the last three years, I have served as Chief Labor Counsel for The Boeing Company. In total, I have spent decades helping my various employers comply with the law.

Finally, I believe strongly in public service. I have served as a member of my local school board for the last fifteen years, including a three-year period as Board President. I have worked alongside many amazing professionals on the Board and in the School District administration. I especially love working with our teachers, carrying on my mother's legacy. During my time on the School Board, we improved the relationship with our teachers' union. This position taught me many lessons about leadership, the importance of public service, and listening to varying points of view. It also gave me one of my greatest personal moments - handing my daughter her high school diploma last year.

If confirmed, I commit to the following principles:

First, I will consider every case based on the facts presented.

Second, I am a steward of the labor law policies originating within Congress and I will follow those laws.

Third, I will seek to achieve compromise, with a goal of stability for all stakeholders. Most employers simply want to know the rules and comply with those rules. Our goal should be to create stability in how the NLRA is interpreted and applied.

Fourth, I will attempt to provide practical guidance for parties who wish to comply with the law. Too often, decisions are written in a way that create more questions than answers. For an agency that changes and clarifies policy through adjudication, stakeholders should be able to read decisions and understand what is required to comply with the law.

Finally, I will rely on and respect the hard-working career professionals and staff members who work so hard behind the scenes to serve the public.

It is an honor and a privilege to be here, and I look forward to the Committee's questions. Thank you.