



ASSOCIATION
of **LABOR RELATIONS**
AGENCIES

ALRA Advisor

December 2025

ALRA Promotes:

- ▶ Cooperation and high professional standards
- ▶ Public interest in labor relations
- ▶ Improved employer–employee relationships
- ▶ Peaceful resolution of employment and labor disputes
- ▶ Information exchange for improvement and administration of agency services

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National Academy of Arbitrators/Research and Education Foundation – Announcement of Funding Opportunities

On behalf of the National Academy of Arbitrators' Research and Education Foundation (REF), we are pleased to announce the availability of funding for new research proposals aimed at advancing knowledge in labor and employment arbitration and related fields. The REF supports studies and the publication of educational materials on grievance procedures, arbitration processes, labor and employment dispute resolution methods, and related topics.

In addition to research, the REF funds educational materials and programs that meet the REF's purposes for practitioners and students of dispute resolution.

To inform potential grant applicants of the types of grants that have been approved, the REF has a History of Grants on our webpage: <https://naarb.org/projects/>.

Applications undergo a detailed review and vetting process, and applicants are typically notified of results within 90–120 days of applying. Further information about the application process and eligibility requirements are available here: <https://naarb.org/how-to-apply-for-a-grant/>

We encourage you and your colleagues to consider applying for funding. If you have any questions, feel free to contact Rosemary Pye, President of the REF at pye.arbitrator@gmail.com or researchandeducationfoundation@gmail.com.



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The ALRA Advisor is published biannually. On occasion, special issues are produced on an ad hoc basis.

Deadlines

Deadlines for submissions are communicated to member agencies via email.

Articles and Photos

All articles are subject to editing for length and clarity. Images should be high resolution.

Submit all material to

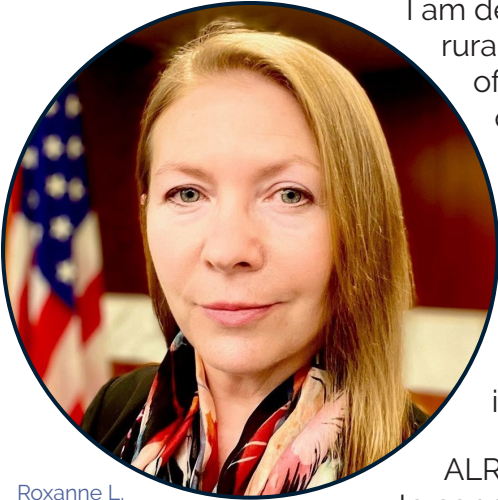
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Special thanks to

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Board

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Commission

FROM THE PRESIDENT



Roxanne L.
Rothschild

I am deeply honored to serve as President of ALRA. Growing up in rural Minnesota, I never imagined I would one day have the privilege of leading an international organization comprised of such an outstanding group of intelligent, dedicated, and skilled labor relations professionals.

I have been involved with ALRA for many years, and I remain a passionate advocate for its mission and impact. Every day, each of us faces a wide array of complex issues that require sound judgment and thoughtful engagement with our organization, constituents, and stakeholders. While our agencies may differ in size and structure, ALRA reminds us that we are not alone.

ALRA provides invaluable opportunities for member agency staff to connect, collaborate, and exchange ideas—whether addressing recurring challenges or unique situations. Through its programming, ALRA fosters the sharing of best practices, enhances professional skills, and provides education on critical issues affecting our field at both the national and local levels.

Most importantly, ALRA provides a space where labor relations professionals across the U.S. and Canada can build lasting relationships and learn from one another. It is a privilege to be part of such a dedicated and exceptional community.

2025 was a year of unexpected challenges. While change is always inevitable, this year reminded us how quickly it can arrive. ALRA traditionally holds its annual conference every July, and in 2025, former ALRA President Sylvie Guilbert demonstrated exceptional leadership in navigating unforeseen circumstances that required a swift pivot from a planned in-person conference in lovely Montreal, Canada, to a fully virtual format.

Despite the abrupt shift, the virtual conference delivered outstanding content and was well-received by attendees. This transition demanded significant creativity, flexibility, and effort from everyone involved. And as we learned during the pandemic, meaningful connection and learning are not confined to hotel conference rooms. ALRA's ability to adapt reaffirmed that our community can thrive, even in the face of rapid change.

2026 promises to bring its own set of challenges. Unfortunately, we anticipate that an in-person ALRA conference will once again be unfeasible for many member agencies, due to ongoing budgetary and logistical constraints that may limit staff participation.

In response, we are taking a two-pronged approach. First, we will once again host our annual conference as a virtual event in July 2026, building on the success and lessons learned from 2025. Second, thanks to outreach by executives at member agencies, we have explored an exciting partnership with the U.S. Labor and Employment Relations Association (LERA) to present ALRA programming at their annual conference to be held May 28–31, 2026, in Minneapolis, Minnesota. ALRA will sponsor several sessions at this conference. We look forward to sharing more details about this collaboration in the coming months.

In addition, ALRA had scheduled a special program for October 2025 entitled *Comic Books as Instruments of Union Organizing in Mid-Century America*. This unique event was set to feature National

Labor Relations Board Solicitor Fred Jacob and Eisner Award–nominated librarian and comics historian Richard Graham, curator of the Government Comics collection at University of Nebraska. Together, they were to explore how comic books served as tools for union organizing during the mid-20th century. Originally presented by Mr. Jacob and Professor Graham at Comic Con in San Diego, California, this engaging program was offered free of charge to employees of ALRA member agencies. Unfortunately, due to the U.S. federal government shutdown in October 2025, the event had to be rescheduled. We are pleased to announce that the program will now take place on Tuesday, March 17, 2026, at 2:00 p.m. ET (happy St. Patrick's Day!).

I would like to extend my deepest thanks to ALRA's dedicated officers and executive board. As a volunteer-driven organization, ALRA relies entirely on the generosity of its leaders, who freely give their time, energy, and expertise to support its ongoing work. Their commitment is the foundation of ALRA's success.

ALRA Officers:

- Roxanne L. Rothschild, President – National Labor Relations Board
- Sylvie Guilbert, Immediate Past President – Canada Industrial Relations Board
- Adam Rhynard, President-Elect – Oregon Employment Labor Relations Board
- Travis Kearns, Vice President, Administration – Ontario Labour Relations Board
- Sarah Coleman, Vice President, Finance – New York State Public Employment Relations Board
- Jean-Daniel Tardiff, Vice President, Professional Development – Canada Industrial Relations Board

ALRA Executive Board:

- Julie Beauchesne – Federal Public Sector Labour Relations and Employment Board
- Alexandra Connor – Nova Scotia Conciliation and Mediation Services
- Jennifer Glougie – British Columbia Labour Relations Board
- Mary E. Hennessy-Shotter – State of New Jersey Public Employment Relations Commission
- Sydney McBride – Michigan Employment Relations Board
- Johnny Villarreal – Minnesota Bureau of Mediation Services

We look forward to a productive year ahead. As labor professionals, we continue to face challenges on multiple fronts—whether it involves shifting administration priorities, budget constraints and travel limitations, or the impact of an ever-evolving economy on the world of work. In times like these, it is more important than ever to come together as a community to exchange ideas, share best practices, and support one another. By collaborating and learning from each other, we strengthen our ability to serve the public effectively and fulfill the missions of our respective agencies.

Please mark your calendars for ALRA's upcoming events—we hope to see you there! If you have suggestions for future programming or networking opportunities, or if you are interested in becoming more involved with ALRA, we would love to hear from you.

Best regards,

Roxanne L. Rothschild

IN MEMORIAM – LOS ANGELES CITY EMPLOYEE RELATIONS BOARD

It is with sadness that we announce the passing of Mr. Najeeb Khoury on August 8, 2025, after a battle with cancer.

Since 2018, Mr. Khoury served as the Executive Director of the City of Los Angeles' Employee Relations Board (ERB) while maintaining a growing practice as an arbitrator, fact finder, hearing officer, and mediator. He was also one of only three commissioners on the Los Angeles County Employee Relations Commission. We remember Mr. Khoury as an active attendee at various ALRA Annual Conferences.

Mr. Khoury had a B.A. with a double major in history and political science from Williams College, an M.A. from U.C. Berkeley, and a J.D. from Harvard Law School. After law school, he served as a law clerk to Justice Dana Fabe of the Alaska Supreme Court. Prior to working with the ERB, Mr. Khoury was an attorney for SEIU Local 721 and the Director of Labor Relations and Chief Labor Negotiator for the Los Angeles Unified School District.



Mr. Khoury was a devoted husband to Fadia and a loving father to daughters Bahia and Samar. He was the beloved son of Dr. Nabil and Mrs. Raghida Khoury of Nazareth and brother to Ms. Maribel Khoury-Shaar.

Mr. Khoury is remembered as a kind, smart, and compassionate labor relations professional who was well respected for his impartiality, his leadership, and his compassion in all that he undertook. In a certificate of condolence, Los Angeles Mayor Karen Bass wrote of Mr. Khoury,

"Throughout his career, he remained dedicated to supporting individuals employed by the city and was well known for his deep knowledge, professionalism, and fairness . . . He leaves a legacy of strength, integrity, and compassion that remains woven into the fabric of our city."

Among other things, Mayor Bass credited him with helping end the city's teachers' strike of 2019.

Mr. Khoury will be greatly missed by his family and his friends and colleagues at the Los Angeles City ERB and at ALRA. ■

CANADA



CANADA INDUSTRIAL RELATIONS BOARD

New Vice-Chairpersons

The Canada Industrial Relations Board (CIRB) is pleased to announce the appointment of four new labour relations professionals to the positions of Vice-Chairpersons.

The CIRB is an independent, quasi-judicial tribunal, responsible for managing industrial relations in Canadian federally regulated workplaces, including sectors such as transportation, telecommunications, and banking. Independently or on a panel formation that also includes a union and employer representative member of the CIRB, Vice-Chairpersons are responsible for adjudicating applications and complaints filed before the CIRB.

Ms. Lindsay Foley – term ending October 8, 2030



Ms. Lindsay Foley has 17 years of experience in industrial relations and complex dispute resolution for the CIRB. She has extensive knowledge in mediation and has a well-established knowledge of the *Canada Labour Code* and pertinent federal laws and policies.

From 2023 until her appointment, Ms. Foley was the Regional Director and Registrar for the CIRB's Western Region, where she managed a team of industrial relations officers and supported the development and improvement of internal regulations. She was involved in all incoming applications and complaints to ensure compliance with the *Canada Industrial Relations Board Regulations, 2012*; actively participated in dispute resolution of large-scale matters filed before the CIRB; and was a trusted resource for parties appearing before the CIRB.

Ms. Foley is a member of the Alternative Dispute Resolution Institute of British Columbia and holds professional designations as qualified arbitrator and chartered mediator from the ADR Institute of Canada. She has also been an active participant of the Association of Labor Relations Agencies, having contributed to its newsletter, to conference planning, and as a presenter on various mediation panels over the years. In addition, she has been invited to share her understanding of labour relations, mediation, and federal labour law in other government agencies.

Ms. Foley holds a Master of Industrial Relations and Human Resources from the University of Toronto and a Bachelor of Arts in Sociology Labour Studies from Brock University.

Dominic Lemieux – term ending October 8, 2030

Mr. Dominic Lemieux was Quebec Director of the United Steelworkers (FTQ) from 2020 to 2025 and Vice-President of the FTQ from 2019 to 2025. He began his career in the mining sector in Abitibi before working at the ArcelorMittal steel mill in Contrecoeur, Quebec, where he was elected president of Local 6951 and then became a full-time union representative in 2008.

A recognized specialist in labour relations and health and safety issues, he has led major negotiations with several multinationals, including Rio Tinto, Alcoa, Lafarge, ArcelorMittal, and Glencore. He has also appeared before numerous arbitration and administrative tribunals. In addition, he has been involved in defending the rights of young workers, notably as chair of the FTQ Youth Committee from 2007 to 2009.



Mr. Lemieux is pursuing a master's degree in labour relations at the Université du Québec à Trois-Rivières, holds a certificate in health and safety from the Université de Montréal, and has completed Harvard Law School's Trade Union Program. He has served on several boards of directors, including those of the Commission des normes, de l'équité, de la santé et de la sécurité du travail and the Institut de recherche Robert-Sauvé en santé et sécurité du travail. Finally, he also served as co-chair of the mining committee of IndustriALL Global Union, a federation representing more than 50 million workers in 140 countries.

Natalie Zawadowsky – term ending October 8, 2030

Ms. Zawadowsky is a lawyer and mediator with an extensive knowledge of labour, employment, and administrative law. Her in-depth experience with dispute resolution and applying the *Canada Labour Code* has been acquired in the positions she has held at the CIRB since 2009. These positions include that of Regional Director and Registrar–Ontario Region, Senior Counsel, and Acting General Counsel. In these capacities, she has provided senior-level,



legal, and strategic advice on labour relations, employment and occupational health and safety issues. Ms. Zawadowsky also has broad experience in dispute resolution and mediation, gained in her roles at the

CIRB, the Ontario Human Rights Commission, and the Federal Mediation and Conciliation Service.

Ms. Zawadowsky holds a Bachelor of Arts from Queen's University, where she graduated with distinction, and a Juris Doctor from the University of Toronto, Faculty of Law. She has been a member of the Law Society of Ontario since 2004.

William Hlibchuck – term ending October 22, 2030

Fluent in both English and French, Mr. Hlibchuk is a member of the Barreau du Québec, the Law Society of Ontario and the Quebec Order of Social Workers.



During over 20 years in private practice, Mr. Hlibchuk represented both federally and provincially regulated employers as a partner at the global law firm Norton Rose Fulbright Canada LLP and as legal counsel at a federally regulated national telecommunications company.

His practice consisted of advisory work and collective bargaining, as well as regular appearances before federal and provincial administrative tribunals and the federal courts in labour and employment matters, such as unfair labour practice complaints, wrongful dismissals, and human rights complaints.

In addition to serving on various volunteer charitable and professional boards throughout his career, Mr. Hlibchuk has also been a mental health advocate, having proudly founded and chaired a national employee resource group called the Breathe Network. ■