

CARY MORGEN

PO Box 617662, Chicago, IL 60661

Phone: 312/405-3786; Email: cm@labor-arb.com; Fax: (866) 729-4884

Executive Profile:

I have extensive knowledge and experience in the following areas:

- **Dispute resolution**—Mediation and facilitation; grievance handling and strategies for arbitration. Handling difficult employee relations issues and disciplinary matters.
- **Contract administration and negotiation**—Interest-based collective bargaining, drafting proposals, developing strategies and contract negotiations.
- **Managing a transportation facility and on-street operations**—Responsible for multi-million dollar budget and a staff of over 500.
- **Leadership**. Strong track record of employee development, mentoring and training resulting in highly productive teams and improving morale for management and operating ranks.
- **Building external relationships**—Interacted regularly with union, community and civic leaders.
- **Developing and Interpreting Employee Policies and Procedures.**

Key Accomplishments:

- Listed on the **American Arbitration Association (AAA)** as well as the **Federal Mediation and Conciliation Service (FMCS)** labor arbitrator rosters.
- **Developed and Implemented Performance Management** for Dispute/Due Process Section establishing greater accountability for employee relations representatives.
- **Lead the restructuring of the Bus Service Management Department.**
- Hand-selected by Executive Staff to participate in a vanguard management rotation program instituted at the CTA (2002).
- **Recognized with a Safety Award for lowest accidents among all bus garages (Q3, 2003). Reduced vehicular and pedestrian accidents by approximately 20%.**
- **Improved work-life quality for part-time bus operators through an innovative scheduling program (2003).**
- **Implemented and managed drug/alcohol policy and testing program for the CTA.** Program covers all employees and contractors. Reduced percentage of positive tests from 1995-2002.
- **Implemented a Pilot Conflict Resolution Training Program** for line managers and union officials.
- **Created Employee Grievance Guidelines that reduced time spent investigating and responding to grievances by 50%.**
- **Developed and conducted monthly training seminars on "Creating a Drug-Free Workplace," for the Chicagoland Chamber of Commerce.**
- **Authored a comprehensive study on Peer Review programs.**

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Employment History:

Chicago Transit Authority – Chicago, IL

General Manager, Labor Relations (2007-June 30, 2011)

- Redesigned staff duties/responsibilities to **implement Case Management** methodology for grievance handling.
- Implemented by-weekly reporting of Step 1 and 2 grievances to improve monitoring of case status.
- Increased staff authority, autonomy and accountability in resolving grievances at Step 2
- Participates in pre-arbitration grievance settlement negotiations.
- Consulted by and advises management personnel on matters relating to employee discipline, due process, company rules, policies, procedures and dispute resolution.

General Manager, Schedules (2005 – 2007)

- **Improved communication** with internal customers (Bus/Rail Ops) convening regular meetings to address scheduling issues and concerns.
- Managed the development and implementation of all bus and rail schedules for major West Side corridor restructuring and “Three-Track” construction project.
- **Increased staff productivity 50 percent** by initiating computerized scheduling for switchman, towerman and customer assistant work.
- **Developed, implemented schedule improvement pilot program** by which bus garage management and union counterparts could select run cut/crewing options best meeting their particular needs.
- Developed numerous “Doomsday” schedule scenarios to support budget cut proposals.

General Manager, Bus Service Management (2003 –2005)

- **Entrusted with managing this newly restructured department and executing the new strategy for Bus Service Management.**
- **Responsible for bus service delivery throughout the City of Chicago and 40 suburbs (154 routes total).**
- **Managed 17 bus service managers, 150 supervisors and 14 mobile repairmen.**
- **Ensure that the service that is scheduled is managed well on the street.** Also, responsible for overseeing bus service in crisis situations (e.g., train delays) and for operational planning of special events (e.g., Taste of Chicago/July 3 & 4 Fireworks Nights).

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Employment History (cont.):

General Manager, Bus Operations—103rd St. Garage (2002 – 2003)

- Managed over 500 employees, 250 buses, 22 routes, and a \$35 million operating budget.
- Accountable for all aspects of the operation including: compliance with CTA programs and policies; human resource management (promotions, transfers, discharges, etc.); training and safety; customer service; vehicle maintenance; allocation of resources; facility inspections; development and administration of programs, policies, goals and objectives.

General Manager, Contract Administration, Policy & Compliance (2000 – 2002)

- Served as an internal consultant for all levels of management on issues involving: contract administration, policies and procedures for union and non-union employees.
- Actively participated in all aspects of contract negotiations.
- Responsible for managing 12 professional and exempt employees, including one attorney.
- Served as Acting General Manager, Personnel Services (May – Sept. 2001). Managed staff of 20+ professionals and exempt employees responsible for recruitment and staffing for the entire organization.

Manager, Human Resources Policy and Programs (1995 – 2000)

- Responsible for compliance with company and federal employee drug/alcohol policy and testing procedures.
- Developed and implemented training programs and materials for management and supervisory personnel regarding: drug/alcohol testing policy; employee discipline and due process; and unemployment compensation liability.
- Conducted disciplinary hearings and investigations for violations of drug/alcohol policies and recommended actions.

Industrial Relations Representative (1992-1995)

- Handled all activities relative to the investigation and preparation of employer responses to claims filed for unemployment benefits. Processed over 450 claims annually. Testified as principal witness at benefit appeal hearings.

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Employment History (cont.):

Other positions:

CTA – Transportation Labor Affairs Analyst (1990 – 1992)—Conducted case investigations, analysis and responses for grievances and served as Advocate for Operations Branch at hearings.

CTA – Transit Operations Planner I and II (1986 – 1990)—Identified operating efficiencies and potential problems with transportation service, equipment and facilities. Designed and implemented cost-effective, efficient solutions.

North Suburban Mass Transit District – Des Plaines, IL – Bus Operator and Line Instructor (1979-1981)

Education:

Loyola University, Chicago, IL

- School of Law (Aug. 1997 – Dec. 1998). Successfully completed coursework in: contracts; torts; property; employment law; and, legal research and writing.
- Masters of Science, Human Resources & Industrial Relations, Jan. 1994
- Bachelors of Business Administration, Jan. 1986; Summa Cum Laude

Federal Mediation & Conciliation Service Institute (Oct. 2010) – Successfully completed *Becoming a Labor Arbitrator* training program.

Affiliations:

American Arbitration Association Roster of Labor Arbitrators

Federal Mediation and Conciliation Service Arbitrator Roster

Labor and Employment Relations Association (LERA)

Chicago Federation of Musicians – AF of M Local 1028 (1972-1990)

Amalgamated Transit Union – Local 10-208 (1979-1981)

Oakton Community College Adjunct Faculty (1993-1994)