

**Dr. Thomas J. Schneider**  
**President and CEO**

**Restructuring Associates Inc.**  
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Dr. Schneider has over 40 years of experience consulting to a wide range of public and private sector organizations in North America, Europe, New Zealand and Australia. He has provided design, consulting and facilitation work on several landmark organizational and culture change efforts - including at the U.S. Department of Energy (nuclear weapons complex), the Transportation Security Administration, the Federal Mediation and Conciliation Service (FMCS), Amtrak, Kaiser Permanente, Dignity Health, Cathay Pacific Airlines, Verity Health, General Mills, Unilever, ConAgra, Campbell Soup, Detroit Edison, Pacific Gas & Electric, Exxon Mobil (Australia), The Institute for Genomic Research (TIGR, now the J. Craig Venter Institute), Yale University, the Auckland Council [New Zealand], WorkSafe NZ, Air New Zealand, the Department of Finance and Administration [Australian National Government] and Bell Canada. In addition, Dr. Schneider was the U.S. legal counsel for the International Transport Workers Federation [ITF] (London) from 1984-1993. Dr. Schneider has repeatedly and consistently demonstrated his innovative leadership in delivering world class organizational transformation, culture change and labor-management collaboration in developing the following:

- ▶ The first unionized new work system/high performance organization in North America
- ▶ The first joint union-management strategic visioning process in the world
- ▶ The largest labor-management partnership in the world
- ▶ The most complex, largest interest based negotiations in industrial relations history in the world
- ▶ The first goal sharing performance based pay system in a unionized setting.

**Coterminous and Experience:**

1984 - Present	Founder, President and CEO, Restructuring Associates Inc. Washington, D.C.
1997 - 2012	Founder, Chairman and CEO, SchneiderRAI Pty. Ltd. Melbourne, Australia
1995 - 2008	Of-Counsel, O'Connor & Hannan Washington, D.C.
1991 - 1994	General Partner, O'Connor & Hannan Washington, D.C. and Minneapolis
1983 - 1991	Partner, Quasha, Wessely & Schneider Washington, D.C. and New York, N.Y.
1980 - 1982	Associate, Seyfarth, Shaw, Fairweather & Geraldson Washington, D.C.
1975 - 1977	Self-employed Consultant

### **Education:**

- A.B (Special Studies: Social and Political Economy) - Harvard University, 1973, Magna Cum Laude with Highest Honors, Thesis awarded Summa Cum Laude.
- D.Phil. (Organizational and Industrial Sociology) - Oxford University, Nuffield College, 1977.
- J.D. - Harvard Law School, 1980.

### **Honorary Degrees:**

- Honorary Doctorate of Laws, Deakin University, Melbourne and Geelong, Australia, 1999.

### **Awards & Recognition:**

2016 Australian-American Leadership Dialogue Honoree, July 2016

“2009 Outstanding Practitioner Award” by the Labor Employment Relations Association (LERA).

“Nationally Recognized Expert” (NRE) by the United States Government, Office of Personnel Management (OPM), September 2009.

### **Experience:**

#### **Restructuring Associates Inc.**

- Founded the firm in 1984 and, as sole owner since 1987, have overseen its growth as an internationally respected consulting organization known for its good working relationships with organized labor and effectiveness in helping clients to implement organizational change to produce substantial performance improvement, and its use of interest based processes to resolve conflict and to develop collaborative relationships across North American and New Zealand.
- Advised over the past thirty-five years companies of all sizes in the United States, Canada Australia and New Zealand, including several of the largest companies in North America, Australia and New Zealand in numerous industries, including airlines, food processing, steel, postal service, ceramic tiles, aluminum, insurance, telecommunications, defense, nuclear, utilities, electronics, personal care products, environmental restoration, and health care.
- In multiple plants in numerous industries, with multiple unions, starting in 1975, designed and implemented self-managing, socio-technically designed high-performance organizations.
- Converted numerous plants from traditional adversarial, hierarchical, functionally organized plants into self-managing, socio-technically designed, cooperative organizations in numerous industries with multiple unions.
- Designed and led the first joint union-management strategic visioning process for a Fortune 100 company and AFL-CIO union which became a case study used at the Harvard Business School. Have subsequently led several similar processes in different industries, including in one of the largest companies in Canada.
- Advised, designed and led a comprehensive organizational change effort at multiple sites over a six-year period for a Fortune 100 food processing company including the development of a formal partnership with the union, resulting in performance improvements of over 30%.

(Documented in a set of case study articles written and published by the Center for Effective Leadership at the University of Southern California)

- Advised a Fortune 50 electronics company on how to restructure its participative management program; the company is now universally viewed as a benchmark.
- Advised major railroad on the design and implementation of a pay for performance plan covering its 13 unions.
- Advised and trained multiple international unions in developing strategies and skills to promote cooperative partnerships with management, develop self-managing work organizations and implement pay-for-skills and gain sharing compensation systems.
- Advised Secretary and senior officials of a U.S. Government Department of Energy at the end of the Cold War regarding change in mission, changing contracting practices, managing substantial reductions in force, and restructuring operations to reduce costs and improve performance.
- Advised one of the largest healthcare delivery companies in the United States, and its multiple unions on creating the largest benchmark labor management partnership, integrating the partnership and business strategy, and converting its multiple hundred business locations across the country to high-performance organizations as the center point in its strategy to turn the business around, and organized and led two national contract negotiations using interest based negotiation processes—these negotiations are documented and recognized as the largest, most complex interest based labor management negotiations in history. (The partnership, our role and the negotiations have all been documented and published by MIT in articles and a book)
- Advised Director and senior officials of Federal Mediation and Conciliation Service (FMCS) on developing a strategic vision for the agency, the development of a new strategic direction for the agency, and the development of an implantation plan for the new strategy. Assisted in the implementation including training mediators about high performance organizations and interest based negotiations, and developing interest based training materials for the agency.

#### **Schneider (Australia) Consulting Pty. Ltd.**

- Founded the firm in 1997 as Coors Schneider in partnership with law firm of Coors Chambers and Westgarth, and as sole owner since 2002 operated as Schneider (Australia) Consulting, oversaw growth into a multi-million dollar Australian consulting firm known for its effectiveness in helping clients implement organizational change to produce substantial performance improvement, and its use of interest based processes to resolve conflicts and develop collaborative relationships.

#### **Quasha, Wessely & Schneider**

- U.S. Counsel for the International Transport Workers Federation [ITF]

#### **O'Connor & Hannan**

- Counsel for the AFL-CIO Maritime Committee.

#### **Current Board Membership, Professional Affiliations and Activities:**

- Member, Board of Governors, Florey Neuroscience Institutes, Melbourne University
- Member, Committee on University Resources, Harvard University

- Member National Advisory Board of Directors, The National Underground Railway and Freedom Center
- Class Chairman or Co-Chairman Harvard College Fund
- Member, American Bar Association
- Member, District of Columbia Bar

**Former Board Membership, Professional Affiliations and Activities:**

- Member, Secretary of Energy Advisory Board, U.S. Department of Energy, 1994-2000
- Member 1996-2013, Board of Trustees, J. Craig Venter Institute (JCVI)
  1. Audit Committee Chair
  2. Compensation Committee Chair
- Science and Technology Advisor, Wes Clark Presidential Campaign, 2003-2004
- Science and Technology Policy Advisor, Clinton-Gore Presidential Campaign, 1992
- Member, Platform Committee, Democratic National Committee, 1996
- Chairman, Rhino Rescue USA, Inc., 1986-1996
- Co-Chairman, The Australian-American Leadership Dialogue, 1993-1995
- Member Board of Directors, American-Australian Educational Leadership Foundation, 1993-2015
- Member, Board of Directors, PYXERA Global 2008-2018
- Member, Executive Board, National Capital Area American Civil Liberties Union, 1994-2000
- Director, Harvard Alumni Association, 1981-1982
- Co-Chair, Harvard Law School 25th Reunion
- Chair, Harvard-Radcliffe Class of 1973 5<sup>th</sup> and 15<sup>th</sup> Reunions

**Published Work:**

“Unlocking a Better Public Service,” *Final Dominion Post (Auckland NZ)*, June 24, 2012.

“Public Sector Needs Bolder Change Management-Expert” *National Business Review (NZ)*, June 8, 2012.

“Organizational Transformation: Labor Engagement is Critical Variable: Case Study of PG&E,” *Proceedings of the Symposium: Different Perspectives on Work Changes*, Quebec, CA, 2008

“The DNA Revolution: Does Privacy Matter,” *The Sydney Papers*, Vol. 13, No. 4, Spring 2001.

“Challenging a Risk Averse Public Sector – Interview with Tom Schneider,” *In Government*, Vol. 2, Issue 1, January-February 2000.

“The Choice Is Simple: A Strong Independent Labor Movement or Federal Government Regulation,” in Government Regulation of the Employment Relationship, ed. by Bruce E. Kaufman (IRRA) 1997.

“A Model for Union-Management Partnerships” (with John R. Stepp), *Perspectives on Work*, Vol. 1, No. 2, August 1997 (Industrial Relations Research Association).

“The Evolution of U.S. Labor-Management Relations” (with John R. Stepp), Looking Ahead (National Planning Association), June 1996.

“Fostering Change in a Unionized Environment,” (with John R. Stepp) *Canadian Business Review*, Summer 1995.

“Employee Involvement: The Key to Successfully Achieving Best Practice,” Best Practice: Achieving Success, The Department of Industrial Relations, Government of Australia, 1994.

“Employee Participation Gets High Profile in USA” (with Anne F. Comfort), *Involvement & Participation*, pp. 14-17, Autumn, 1993.

“Achieving Best Practice Through Technology and Employee Involvement,” Maintaining the Momentum, The Department of Industrial Relations, Government of Australia, 1993.

“It Occurs to Me,” *Labor Relations Today*, Vol. III, No.2, March-April, 1988.

“NLRB at 50: Quality of Worklife Programs and the National Labor Relations Act,” *BNA’s Employee Relations Weekly*, Vol. 3, No. 18, May 6, 1985.

Operating During Strikes (with C.R. Perry and A.M. Kramer), The Wharton School, University of Pennsylvania, 1982.

### **Representative Speeches and Lectures:**

“How to Build Partnerships”, LAMPAC, White Fish MT, October 4 2016.

“Air New Zealand: High Performance, High Engagement Organisations: Why, What, Lessons & How” Air New Zealand and its unions, January-February, 2014.

“High Performance Organizations: What, Lessons & How”, Michigan Labor-Management Conference, April 20, 2012.

“Does Labor-Management Cooperation Make a Difference?” Kentucky Labor-Management Conference, September 9, 2008.

“The Consultants are Coming”, IBEW Utility Conference, Seattle WA, August 2008

“Emerging Trends: Strategic Relationships Between Labor & Management: An Assessment, The 14<sup>th</sup> National Labor-Management Conference, Washington, DC, June 9, 2008.

“Strategic Engagement with Labor: Achieving High Performance, FMCS and the University of Northern Kentucky, May 16, 2007.

“Building Commitment and Performance in Healthcare”, Queensland Health, Brisbane Australia, February 12, 2007.

“After the Handshake: Implementing and Sustaining Innovative Agreements: Key Lessons”, The 13<sup>th</sup> Labor-Management Conference, Chicago, IL., August 17, 2006

“High Performance Organizations and Healthcare Reform” Committee on Economic Development, Melbourne Australia, August 12, 2005

“30 Years of Progress: An Overview of Change in the Workplace and Lessons for Tomorrow” The Twelfth National Labor Management Conference, Chicago IL, June 2, 2004.

“Jointly Designed Performance Based Pay and High Performance,” The Eleventh National Labor-Management Conference, Chicago, IL, May 29, 2002.

“Keynote Speech, Organising for Successful Innovation,” Canberra and Region Focus on Business, Canberra, Australia, March 11, 2002.

“Plenary Speech, Does the Regulatory System Matter, The Keys to High Performance in Organizations,” Industrial Relations Society of Australia 2001 National Convention, Gold Coast, Australia, September 21, 2001.

“Plenary Speech,” Lessons from Biotechnology for Human Resources Practices,” Australian Human Resources Institute Convention, Melbourne, Australia, May 22, 2001.

“Achieving Performance Through People: Implementing Team-Based Work Systems,” 6th Annual Conference, Union & Utilities, New Orleans, LA, September 15, 2000.

“Pay-for-Skills: One Piece in the Puzzle,” 6th Annual Conference, Unions & Utilities, New Orleans, LA, September 14, 2000.

“Partnering for Performance,” The Tenth National Labor-Management Conference, Chicago, IL, April 25, 2000.

“Compensation and Performance: The Concepts, the Myths, and the Practices,” Conference on Alternative Rewards, Compensation, & Incentives in a Union Environment, Washington, D.C., April 13, 2000.

“Keynote Address,” Brisbane University Conference on “Biotechnology in Queensland: Securing a Path to the Future,” Brisbane, Australia, October 27, 1999.

“Keynote Address: Work Organization in the Global Economy,” 2nd World Conference of Professional Engineer and Scientist Organisations: Preparing for the Future, Melbourne, Australia, March 23, 1999.

“A Blueprint for Labor-Management Partnerships,” The Ninth, National Labor-Management Conference, Chicago, IL, April 7, 1998.

“Reengineering the Organization in a Unionized Environment,” The Eighth, National Labor-Management Conference, Chicago, IL, May 30, 1996.

“High Performance Workplaces,” Regional Workshop on Innovative Labor-Management Relations, Buenos Aires, Argentina, February 1, 1995.

“New Work Systems,” Regional Workshop on Innovative Labor-Management Relations, Bridgetown, Barbados, September 26, 1994.

“Reinventing the Workplace I: The Seventh National Labor-Management Conference, Washington, D.C., June 7, 1994.

Keynote Address at Opening of Best Practice Week, Sydney, Australia, April 11, 1994.

“Best Practices in the Service Business,” Perth, Australia, February 22, 1993.

“Clinton-Gore Administration View of Science and Technology: Prognosis of Cooperation,” U.S. Korea Forum on Science and Technology Cooperation, Washington, DC, January 12, 1993.

“Your Workforce: Your Edge or Your Undoing?” Food Plants/90 Conference, Lincolnshire, IL, October 9, 1990.

“Innovative Work Organizations as a Strategic Advantage in Corporate Restructurings,” Harvard Business School, March 20, 1989.

“Competitiveness in a Changing World Economy,” Conference on Surviving the Coming Depression, San Francisco, CA, February, 1988.

“ESOP’s: Facts and Fancy,” The American Iron and Steel Institute, Annual Meeting, Pittsburgh, PA, May, 1986.

“Corporate Culture: Searching for Excellence,” Smithsonian Institute, Washington, D.C., April, 1985.

“Innovative Practices in Labor-Management Relationships,” The Coal Industry Conference, Louisville, KY, December, 1984.

“The Future of Workplace Democracy,” American Political Science Association Annual Meeting, Washington, DC, August, 1984.

“Worker Self-Management in the West,” The Economics Institute, Krakow University, Krakow, Poland, December, 1981.

“The Law and Quality of Working Life,” The Kennedy School of Government and Public Policy, Harvard University, November, 1981.