

**Paulo Eduardo Ferreira de Souza Marzionna**  
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## EDUCATION

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**Cornell University**, Ithaca, NY

PhD Candidate in Industrial and Labor Relations

expected August 2018

**Dissertation:** *Workplace Conflicts in Brazil: The Role of Ombudsman Offices and the Case of the Banking Sector*

My dissertation explores the development of Alternative Dispute Resolution (ADR) methods to deal with workplace conflicts in Brazil. This current research project was triggered after case studies in my MS Thesis suggested that Brazilian organizations were favoring the adoption of Ombudsman Offices to deal with conflicts at the workplace over other possible ADR methods. The current project is based on two sets of data. The first part of this dissertation uses interviews with managers and union leaders in the Banking sector to understand how unions are impacted by organizations' strategies to deal with workplace conflicts and how Brazilian institutional factors influence organizations' strategies towards workplace conflicts, with special attention to the issue of workplace bullying. The second part is based on an ongoing survey with ombudsmen in Brazil, which aims at identifying the causes behind the adoption of Ombudsman Offices and the factors that might impact ombudsmen roles in different organizations.

Committee: Alexander Colvin (*Chair*), Rosemary Batt, Maria Lorena Cook.

Major: International and Comparative Labor

Minors: Human Resources; Latin American Studies

MS in Industrial and Labor Relations

May 2016

**MS Thesis:** *Complaining to the Ombudsman – Alternative Dispute Resolution in the Brazilian Workplace*

**Fundação Getulio Vargas (FGV – EAESP)**, Sao Paulo, Brazil

Master in Business Administration

July 2009

**University of Sao Paulo**, Sao Paulo, Brazil

Bachelor of Laws

December 2006

## RESEARCH INTERESTS

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Conflict Management, Alternative Dispute Resolution, Workplace Bullying, Labor Relations, Employment Law

## PUBLICATIONS

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Marzionna, Paulo. "Ouvidorias e conflitos no ambiente de trabalho: caminhos para a pesquisa e prática." ("Ombuds Offices and workplace conflicts: paths for future research and practice"). *Revista Científica da Associação Brasileira de Ouvidores/Ombudsman*, Brazil, forthcoming, 2018.

Marzionna, Paulo. "Complaining to the Ombudsman – Alternative Dispute Resolution in the Brazilian Workplace" (2018) Currently under review at *Advances in Industrial and Labor Relations* (Paper developed from MS Thesis)

## TEACHING ASSISTANT POSITIONS

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ILRLR 2010: Labor and Employment Law (Spring 2014, Fall 2014) - Professor Risa Lieberwitz

ILRIC 4330: Politics of Global North (Spring 2015) - Professor Lowell Turner

ILRLR 2050: Labor Relations (Fall 2015) - Professor Chris Riddell

ILRLR 2040: Introduction to Conflict Resolution and Negotiation (Spring 2016) - Professor Alexander Colvin

## **INVITED TALKS**

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Lecture on *Ombudsman Offices and Workplace Conflict Resolution* for the Masters on Human Resources Management and Labor Compliance, at Fundação Getúlio Vargas, São Paulo, Brazil, October 2016.

## **CONFERENCE PRESENTATIONS**

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“Alternative Dispute Resolution in the Brazilian Banking Sector: Managing Workplace Bullying.” Presented in *70th Labor and Employment Relations Association Annual Meeting*, Baltimore, MD, USA, 2018.

“Workplace Conflicts in the Brazilian Banking Sector.” Presented in *European Doctoral Workshop in Industrial Relations*, Ithaca, NY, USA, 2018.

“Ombudsman Offices and Alternative Dispute Resolution in the Brazilian Workplace.” Presented in *Academy of Management Annual Meeting*, Atlanta, GA, USA, 2017.

“Complaining to the Ombudsman – Alternative Dispute Resolution in the Brazilian Workplace.” Presented in the *European Doctoral Workshop in Industrial Relations*, Copenhagen, Denmark, 2016; in the *1st Annual Latin American Studies Program Conference*, Ithaca, NY, USA, 2016; and in the *XL EnANPAD*, Costa do Sauípe, Brazil, 2016.

“Alternative Dispute Resolution in Brazil: Individual Workplace Conflicts in Brazilian Companies.” Presented in the *67th LERA Annual Meeting*, Pittsburgh, PA, USA, 2015.

“Anti-Union Culture and Union Avoidance Strategies: how American Employers Behave in Brazil.” Presented at the *AILR/LERA Best Papers Session in the 65th LERA Annual Meeting*, St. Louis, MO, USA, 2013.

## **PROFESSIONAL EXPERIENCE**

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**Independent Consulting**, Brazil and USA 2015 – to date

- Developed an online training on ethics in the workplace and organization’s Code of Conduct for the Organization of American States (Ongoing project – *pro bono*).
- Developed and delivered training on “Conflict Management in the Workplace and Negotiation Strategies” for a group of young managers from an American MNC in Brazil.
- Provided consulting on employment law issues related to compensation and termination in Brazil.
- Designed an implementation plan for variable compensation system in a Brazilian law firm (90 employees), including development of spreadsheets and definition of individual and team level indicators.

**Banco Votorantim**, São Paulo, SP, Brazil August 2007-May 2012

**Labor Relations Analyst / Employment Lawyer** (March 2010 – May 2012)

- Provided legal counseling and litigation support: management of employment lawsuits (approximately 1,000 lawsuits) and legal opinions for other departments, mainly Human Resources.
- Prepared managerial, accounting, and operational risks reports to the company’s board and audits.
- Led the elaboration of the department budget for 2012 and 2013.
- Reviewed regulations of internal incentive programs and mapped risks of existing procedures.
- Supported the analysis of bills for the Labor Law Subcommittee of the Brazilian Federation of Banks.
- Represented the company at the expatriates’ subcommittee of the Brazilian Federation of Banks.

**Human Resources Analyst / Business Partner** (April 2008 – February 2010)

- Conducted the climate survey’s focus groups with all employees and managers of the company in Santa Catarina State (6 unities and approximately 200 employees), also helping them in developing plans to tackle workplace issues risen in the climate survey.
- Responsible for HR issues of international business units (USA, UK, Uruguay and Bahamas), including structuring policies for international employee transfers and expatriation process, and supporting in recruiting, remuneration, benefits, and performance assessment (until 2012).
- HR Business Partner for the brokerage (approx. 90 employees): advised management and participated in all HR processes.
- Elaborated and analyzed HR indicators to all the HR business partners, including headcount budget of the whole company.

**Young Professional Program** (August 2007 – April 2008)

- Job rotation through all areas of the company (*front, middle and back office*).

**Federal Public Attorney's Office**, São Paulo, SP, Brazil

**Intern – Financial System and Money Laundering Crimes** (October 2005 – December 2006)

- Wrote legal manifestations and reports.
- Conducted legal research and analysis of legal cases.

**FEBRABAN – Brazilian Federation of Banks**, São Paulo, SP, Brazil

**Intern – Labor Relations** (January 2005 – October 2005)

- Conducted legal research for monitoring bills and to support the sectorial collective bargain.

**A. L. Thomé Advocacia (Law Firm)**, São Paulo, SP, Brazil

**Intern – Employment Law** (July 2004 – January 2005)

- Monitored employment lawsuits for clients such as HSBC, Citibank and Deutsche Bank.

**LANGUAGES**

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Portuguese (Native), English (Fluent), Spanish (Advanced), and French (Basic).

**RELEVANT ACTIVITIES AND NON-ACADEMIC PUBLICATIONS**

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- “Conciliation and Mediation Beyond the Labor Courts,” article in Portuguese published at *Jota.info* (Brazilian Legal Website) [<http://jota.info/consenso/conciliacao-e-mediacao-alem-da-justica-trabalho-10112016>]
- Co-Founder, Secretary (2013) and Director of Communications (2015) of Cornell Latin America Student Society (CLASS).

**SERVICE**

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- Served as reviewer for *Revista de Ciências do Estado – UFMG* (ISSN: 2525-8036) - 2018

**OTHER RELEVANT COURSES**

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- Data Scientist with R – Data Camp (2018)
- Student Mediator Training, *Scheinman Institute on Conflict Resolution*, Ithaca, NY (Aug 2016)

**COMPUTER SKILLS**

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- Statistical software: R, Stata and JMP.
- Audio production software: Audacity (podcast editing).

**MEMBERSHIPS AND ASSOCIATIONS**

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- LERA – Labor and Employment Relations Association
- AOM – Academy of Management
- ANPAD – Associação Nacional de Pós-Graduação e Pesquisa em Administração (Brazilian AoM)
- OAB – Ordem dos Advogados do Brasil (Brazilian BAR Association)