Jay Jaffe is Senior Managing Counsel for 1199 SEIU, United Healthcare Workers East, a union with more than 350,000 members in five states and the District of Columbia. For the past 20 years he has represented of the union and its members in labor arbitrations, administrative hearings, collective bargaining and other aspects of labor-management relations. Mr. Jaffe is a Contributing Editor of *The Developing Labor Law* (BNA), and is a member of the advisory board and past president of the New York City chapter of the Labor and Employment Relations Association. In addition, he is active in the Section of Labor and Employment Law of the American Bar Association, having served as a national co-chair of several committees; presently, he is a national co-chair of the Trial Advocacy Competition and Leadership Development Program committees. Mr. Jaffe has frequently served on panels speaking before attorneys, arbitrators, law students, and union officials on a variety of subjects including labor arbitration, labor law and collective bargaining. Mr. Jaffe is a graduate of the State University of New York at Binghamton and Hofstra University School of Law, where he was a recipient of the Jonathan Falk Memorial Scholarship for excellence in Labor and Employment Law. He prefers solving problems to creating them.