



TRACY MACMILLAN

Director, Labour Relations & Bargaining

Tracy MacMillan is the Director of Labour Relations & Bargaining at Forrest & Company. She has over 25 years of experience in the HR field, having worked mostly in the manufacturing sector where she held executive level positions for both automotive and aerospace organizations.

Tracy provides HR consulting services and HR strategic support to CEOs and executive leadership teams in both for profit and not-for-profit organizations. She creates strategic alliances with organizational leaders to effectively align with and support their key business initiatives.

She also serves as Subject Matter Expert and facilitator in Forrest & Company's Labour Bargaining simulation program.

Tracy has a broad depth of knowledge in strategic planning, organizational design, compensation and benefits administration, labour and employee relations including contract negotiations, policy development for both labour-related issues as well as health and safety, performance management systems and training seminars on various topics.

Tracy is particularly experienced in change management and is often utilized to help organizations navigate the complexities of organizational change including communications plans, employee engagement plans and assessing and developing company culture strategies.

In addition, Tracy has extensive experience in collective bargaining having bargained with several unions including Unifor, Liuna, SEIU, and the Steelworkers. Tracy has held various roles at the table including Chief Negotiator as well as supporting roles. She has done extensive work creating mandates, writing proposals, and effectively managing the bargaining process.