

Curriculum Vitae

ROBERT S. HICKEY

Industrial Relations Program
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CURRENT APPOINTMENT

Associate Professor, Industrial Relations Program, Queen's University. July 2013 – present.

Assistant Professor, School of Policy Studies, Queen's University. January 2006- June 2013.

EDUCATION

- 2007 Ph.D. Cornell University School of Industrial and Labor Relations,
Dissertation title: “Re-routing the mail stream. Strategies and institutional change in the U.S. mailing industry.” Chair: Harry Katz
- 2003 M.S. Cornell University School of Industrial and Labor Relations.
Thesis title: “Preserving the pattern: Collective bargaining and union revitalization in the oil industry.”
- 1990 B.A. University of Michigan, Ann Arbor.

FELLOWSHIPS AND AWARDS

- 2011 Minerva Canada Educational Award of Honour. May 30, 2011. Minerva Safety Management Education.
- 2003 Seidman Award for best Master's Thesis, Cornell University School of Industrial and Labor Relations.
- 2002 Cornell Labor Education Fellowship. \$6,500

PROFESSIONAL EMPLOYMENT

- 1990 – 2000 Union organizer and business agent, International Brotherhood of Teamsters.

RESEARCH INTERESTS

Labour-management relations, union strategies and behaviours, economic restructuring and institutional change, negotiations and dispute resolution.

BOOKS AND EDITED VOLUMES

- 2014 *Costing collective agreement proposals: An instructional guide.* (with Richard P. Chaykowski and Brendan A. Sweeney). Industrial Relations Series, Queen's University. Kingston, ON.
- 2013 *Building more effective labour-management relations.* (edited volume with Richard P. Chaykowski). McGill-Queen's Press. Kingston, ON.
- 2012 *Reform of the conduct and structure of labour relations in the Ontario broader public sector.* (with Richard P. Chaykowski). Industrial Relations Series, Queen's University. Kingston, ON.

REFEREED ARTICLES AND BOOK CHAPTERS

- 2014 When the desire to do good makes you feel bad: Worker stress and quality indicators. *Journal on Developmental Disabilities*, 20(2): 78-88.
- 2014 Prosocial motivation, stress, and burnout among direct support workers. (2014). *Journal of Applied Research in Intellectual Disabilities*, 27(2): 134-144.
- 2013 Principles in Labour Relations Policy Reform Following the Ontario Commission on the Reform of Ontario's Public Services, (with Richard Chaykowski). *Canadian Labour and Employment Law Journal*. 17(2).
- 2013 Advancing labour-management relationships and cooperation. (with Richard Chaykowski), in *Building more effective labour-management relations.* (edited volume with Richard P. Chaykowski). McGill-Queen's Press. Kingston, ON.
- 2013 Strategic negotiations in the public sector. In *Building more effective labour-management relations.* (edited volume with Richard P. Chaykowski). McGill-Queen's Press. Kingston, ON.
- 2012 Hickey, R. 2012. End-users, Public Services, and Industrial Relations: The Restructuring of Social Services in Ontario. *Relations Industrielles-Industrial Relations*, 67(4): 590-611.

- 2012 Les restructurations : reflet des initiatives stratégiques des acteurs (with Melanie Laroche) in P. Jalette and L. Rouleau (eds.) *Perspectives multidimensionnelles sur les restructurations*. (in press).
- 2012 Les politiques syndicales en réponse à la restructuration du secteur manufacturier: une comparaison international (with Chris Schenk) in P. Jalette and L. Rouleau (eds.) *Perspectives multidimensionnelles sur les restructurations*. (in press).
- 2012 The Centralization of Collective Bargaining in Ontario's Public Education Sector and the Need to Balance Stakeholder Interests (with B. Sweeney and S. McWilliams) in S. Slinn and A. Sweetman (eds.) *Dynamic Negotiations: Teacher Labour Relations in Canadian Elementary and Secondary Education*. Kingston and Montreal: McGill-Queen's University Press. pp. 247 – 264.
- 2010 No panacea for success: Member activism, organizing, and union renewal. (with S. Kuruvilla and T. Lakhani). *British Journal of Industrial Relations*. 48:1, pp. 53 – 83.
- 2008 Postal privatization and the transformation of the global logistics industry. *Management international / International Management*. Vol. 12: pp. 39 – 50.
- 2006 Significant victories: The Practice and Promise of First Contracts in the Public and Private Sectors. (with Kate Bronfenbrenner and Tom Juravich). In R. Block, S. Friedman, M. Kaminski, and A. Levin (Eds.), *Justice on the Job: Perspectives on the Erosion of Collective Bargaining in the United States*. Kalamazoo, Michigan. W.E. Upjohn Institute for Employment Research. 87 – 114.
- 2005 Running your local. In J. Slaughter (Ed.), *A Troublemaker's Handbook 2*. Detroit, MI. Labor Education and Research Project. 290 – 305.
- 2004 Preserving the Pattern: Membership Mobilization and Union Revitalization at PACE Local 4-227. *Labor Studies Journal*. Vol. 29 Issue 1, p. 1-20.
- 2004 Changing to Organize: A National Assessment of Union Organizing Strategies, (with Kate Bronfenbrenner).in *Rebuilding Labor: Organizing and Organizers in the New Union Movement*, Ruth Milkman and Kim Voss eds. Ithaca, N.Y.: Cornell University Press/ILR Press, p. 17 – 61.
- 2003 The State of Organizing in California: Challenges and Possibilities. (with Kate Bronfenbrenner). *The State of California Labor: 2003*. Ruth Milkman, ed. Berkeley, CA: University of California Press. p. 39 – 86.
- 2002 Strategic Contract Campaigns at Multinational Corporations. *Labor Studies Journal*, Spring 2002. Vol. 27 Issue 1, 71 – 92.

OTHER PUBLICATIONS AND REPORTS

- 2013 “Core competencies evaluation project: Direct support worker survey.” Queen’s University School of Policy Studies. February, 2013.
- 2012 “Costing collective bargaining proposals: An instructional guide.” (With Richard Chaykowski and Brendan Sweeney.) A manual developed for the Labour Relations Secretariat in the Ministry of Government Services in Ontario. June, 2012.
- 2011 “The Role and Practices of Direct Support Workers in Promoting Greater Social Inclusion, Choice and Independence: An Exploratory Review of the Literature.” Multidimensional Assessment of Providers and Services, Queen’s University. October 2011.
- 2011 “Code Red: Health and Safety at GH².” Health and safety case study developed for the Inter-Collegiate Business Competition hosted by the Queen’s School of Business.
- 2011 “Recovering from SARS: Worker health and pandemic planning.” Health and safety case study developed for the Inter-Collegiate Business Competition hosted by the Queen’s School of Business.
- 2011 “The Long Haul: Sustaining growth and safety at Traxall.” Health and safety case study developed for the Inter-Collegiate Business Competition hosted by the Queen’s School of Business.
- 2010 “Core competencies pilot evaluation.” Initial report of survey data collected from more than 1,500 direct support workers in Ontario’s developmental services sector.
- 2010 “Putting out Fires: Northern Lights Energy Sarnia Refinery Operations,” Health and safety case study developed for the Inter-Collegiate Business Competition hosted by the Queen’s School of Business.
- 2008 “Challenges and opportunities for improving employment conditions in Niagara’s hotel sector.” UNITE HERE.
- 2005 “The U.S. Mailing Industry and the Potential for Organizing: An Industry Analysis.” Commissioned by the American Postal Workers Union.
- 2004 *Preserving the pattern: PACE’s five-year comprehensive campaign at Crown Central Petroleum.* Nashville. Paper and Allied Chemical Employees’ union.

- 2004 “No Holiday for Missouri’s Outsourced Workers: Outsourcing, Executive Campaign Contributions and the 2004 Presidential Election.” Report commissioned by the Missouri Citizen Education Fund.
- 2003 *Blueprint for Change: A National Assessment of Winning Union Organizing Strategies*. (with Kate Bronfenbrenner). Ithaca, N.Y.: Cornell Office of Labor Education Research.
- 2002 “Overcoming the Challenges to Organizing in Manufacturing.” (with Kate Bronfenbrenner). Report submitted to the AFL-CIO, December 6, 2002.
- 2002 “Impact of US-China Trade Relations on Workers, Wages, and Employment.” (With Dr. Kate Bronfenbrenner, Principal Investigator, and J. Burke et al.) Report commissioned by the U.S.-China Security Review Commission/U.S. Trade Deficit Review Commission. June 30, 2002.

BOOK REVIEWS

- 2005 *Negotiations and Change: From the Workplace to Society*, by Thomas Kochan and David Lipsky (Eds.) Reviewed in *Labor Studies Journal*. Vol. 30 Issue 2, pp. 90-91.
- 2005 *Off the Rails: The Story of the ILDA*, by Brendan Ogle. Reviewed in the *Industrial and Labor Relations Review*. Vol. 59 Issue 1, pp. 174-176.
- 2004 *Labor Geographies*. By Andrew Herod. Reviewed in the *Labor Studies Journal*. Summer 2004, Vol. 29 Issue 2, pp. 119-121.
- 2002 *Lockout: Dublin 1913*, by Padraig Yeates. Reviewed in the *Industrial and Labor Relations Review*, October. 2002, Vol. 56, No. 1, pp. 198 - 199.

WORKS IN PROGRESS

Organizational logic, human resource practices and the experiences of direct support workers. (Data analysis complete. Presented at the IASSID World Congress in Halifax. June, 2012.)

Tribunals and the transformation of the Ontario Labour Relations Board.

RESEARCH FUNDING AND GRANTS

- 2010 Multidimensional Assessment of Providers and Systems (MAPS). Co-PI with H el ene Ouellette-Kuntz (Principal Investigator) and Rosemary Lysaght (Co-PI). Ontario Ministry of Community and Social Services, \$1.2 million (2010-2013).

- 2010 SSHRC Standard Research Grant, “Labour relations, human resource management and employment outcomes in Ontario's developmental services sector.” \$54,415 (2010 – 2012)
- 2010 SSHRC Standard Research Grant. “Les logiques de représentation et d’action patronale.” Co-applicant with Jean Charest (PI) and Melanie Laroche. \$86,890 (2010 – 2012)
- 2009 Queen’s University Office of Research Services, SSHRC 4(a) grant, \$5,000
- 2008 Queen’s University Principal’s Development Fund and Advisory Research Committee, \$4,460
- 2008 Queen’s University Office of Research Services, SSHRC 4(a) grant, \$5,000
- 2008 Co-researcher in a Major Collaborative Research Initiative (MCRI) funded by SSHRC, Centre de recherche interuniversitaire sur la mondialisation et le travail (CRIMT) directed by Professor Gregor Murray (PI), University of Montreal.
- 2006 Queen's University, Research initiation grant, \$15,000.
- 2005 “The U.S. mailing industry and the potential for organizing: An industry analysis.” American Postal Workers Union, \$60,000.
- 2002 Case study of the Crown Petroleum dispute: Paper, Allied Industrial, Chemical and Energy Workers International Union, \$2,500.
- 2002 Cornell Graduate Research Funding, \$2,500.

TEACHING AND CONTINUING EDUCATION

Queen's University, Graduate level courses

- MIR 810: Unions and Collective Bargaining (Offered every year)
 MIR 886: Negotiations and Dispute Resolution (Offered every year)
 MIR 870: Public sector Collective Bargaining (W 2010)
 MIR 897: Research Seminar (W 2008 & F 2008)
 MIR 816: Advanced IR Skills Seminars:
 Contract administration (W 2008)

Graduate supervision: Master’s Research Project

- 2012 Willy Hwang
 2011 John Courtney
 2010 Shelley Condratto, Kevin Lambertsen.

- 2009 Stephanie Borscok, Jessie Carson, Nicole Leger, Jenn MacKay, Susan McWilliams, Kristi Reilly.
- 2008 Brandon Pageau, Victoria Fichtenbaum, Darek Lecki, Jennifer Pender, Dorota Wajnblum
- 2007 Tova Bar-Dayyan, Cassandra Burt-Gerrans, Cynthia Donahue, Michelle Martin
- 2006 Brianne Deacon, Amy Irwin, Tashlin Lakhani, Crystal Stadnyk, Aly-khan Sundjer

Professional workshops and continuing education

Crunching the numbers: Costing, ability to pay, and total compensation. Bargaining in the Broader Public Sector, Pre-conference workshop. Lancaster House. Toronto. December 9, 2013.

Strategic approaches to negotiations and conflict management. New Brunswick Teachers' Association. Sackville, NB. July 9 – 12, 2012.

Developing organizational awareness and political acuity. OASIS Leadership Program. Queen's School of Business. April 18, 2012.

Innovation in Collective Bargaining and the Labour-Management Relationship II. Government of Ontario and the Ontario Public Service Employees Union. Kingston, ON. January 23 – 26, 2012.

Costing bargaining proposals. Lancaster House Pre-conference workshop. Toronto, ON. December 6, 2011.

Innovation in Collective Bargaining and the Labour-Management Relationship. Government of Ontario and the Ontario Public Service Employees Union. Kingston, ON. April 19 – 23, 2011.

Cornell ILR Extension Labor Studies Program:

Communication and Public Speaking Skills for Union Leaders
 Contemporary Labor Issues
 Collective Bargaining Strategies in the Global Economy
 Union Administration
 Cornell-AFL-CIO Union Leadership Institute
 Union Leadership Workshops: Strategic Contract Campaigns, Mid-term Bargaining, Advanced Grievance Procedure, Internet Research Skills for Union Activists

Cornell/AFL-CIO Strategic Corporate Research Summer School Program

SELECTED ACADEMIC AND PROFESSIONAL PRESENTATIONS

- 2014 Mind the gap: Workers with disabilities and workplace accommodation policies and practices. CRIMT Conference, New Frontiers of Citizenship at Work. Montreal, QC. May 12, 2014.
- 2014 Motivations, challenges, and needs: What do staff say? OASIS Annual Conference. London, ON. May 6, 2014.
- 2013 Prosocial motivation, stress and burnout among direct support workers. Labor and Employment Relations Association annual meetings. St. Louis, MO. June 9, 2013.
- 2013 Employers' Association Representation in Ontario. Canadian Industrial Relations Association 50th Annual Conference. Toronto. May 30, 2013.
- 2013 Bargaining in Times of Institutional Change. Canadian Teachers' Federation, Teacher Collective Bargaining: Reaffirming our Rights. Toronto, May 28, 2013.
- 2013 Supporting Evidence-based Human Resource Practices in Developmental Services, (With Nancy Wallace-Gero and Stephanie Harrington.) Developmental Services Human Resources Strategy Forum. Toronto. February 7, 2013.
- 2012 Union coordination and government constraint: Centralization of bargaining structures in Ontario's broader public sector. Union Futures: Innovations, transformations, and strategies, CRIMT. Montreal. October 25, 2012.
- 2012 Organizational logic, human resource practices, and the experiences of direct support workers. International Association for the Scientific Study of Intellectual Disabilities Conference, Halifax, NS, July 9-14, 2012
- 2012 Pro-social motivation, stress and burnout among direct support workers. International Association for the Scientific Study of Intellectual Disabilities Conference, Halifax, NS, July 9-14, 2012
- 2012 Developing quality indicators for Developmental Services in Ontario: Multidimensional Assessment of Providers and Systems (MAPS), With Monica Neitzert (Ministry of Community and Social Services) and Michael Coxon (The Mills Community Services). OASIS Conference, Muskoka, ON, May 9-11, 2012
- 2012 Advancing labour relations policy in Ontario. Prospects for reform of industrial relations in the Ontario broader public sector. Toronto, ON. June 22, 2012.
- 2012 Reforms to the structure of collective bargaining? Prospects for reform of industrial relations in the Ontario broader public sector. Toronto, ON. June 22, 2012.
- 2011 "Pro-social motivation as a buffer to stress and burnout." Poster presentation at the American Association of Intellectual and Developmental Disabilities Annual Conference. June 6, St. Paul, MN.
- 2011 "Certification drives – who, what, when, where & why?" Managing in a non-unionized workplace. OASIS Labour Relations Workshop. March 31, Toronto.
- 2011 "Alternative Models in Collective Bargaining." Provincial Network on Developmental Services, Toronto. January 27, 2011.

- 2010 “Disability advocates, union activists, and government reformers: Patterns of collaboration and conflict.” Canadian Industrial Relations Association annual meetings, Quebec City. June 18, 2010.
- 2010 “Trends towards direct funding in health and social services: Implications for labour markets and unions.” Canadian Industrial Relations Association annual meetings, Quebec City. June 17, 2010.
- 2010 “Strategic human resource management and the transformation of supports and services in Ontario, Canada,” (with Steven Finlay and Monica Neitzert). American Association on Intellectual and Developmental Disabilities. Providence, Rhode Island. June 10, 2010.
- 2010 “The role of Central Labour Federations in union renewal.” Alberta Federation of Labour, 24 April 2010 Membership Forum. Calgary, Alberta.
- 2010 “Financial trends and implications of individualized funding in Ontario’s developmental services sector.” Canadian Union of Public Employees (CUPE) Associations for Community Living (ACL) jurisdictional conference. March 6, Windsor.
- 2010 “Costing collective agreements: The ABC’s of calculating compensation.” Lancaster house Audio Conference. March 4, 2010.
- 2010 “Union organizing, member participation, and union renewal.” Canadian Labour Congress Western Region School, Organizing Summit Think Tank. February 8. Harrison Hot Springs, BC.
- 2009 “Activism and union renewal: Britain and the USA.” Cornell University School of Industrial and Labor Relations Collective Bargaining Workshop. April 21, 2009. Ithaca, New York.
- 2008 “Strategic union responses to public sector restructuring.” Globalization and service workplace conference. University of British Columbia. October 19, 2008. Vancouver, BC.
- 2008 “Institutional Change and Union renewal: Union Efforts to Shape Changing Economic Landscapes.” Canadian Industrial Relations Association. Vancouver. June 5, 2008.
- 2008 “From bad to worse: Comparative union responses to manufacturing employment loss.” Canadian Industrial Relations Association annual meeting, Vancouver.
- 2008 “State of union organizing in Canada.” Canadian Labour Congress triennial convention, Toronto. May 29, 2008.
- 2008 “How good health and safety practices create competitive advantages.” Industrial Accident Prevention Association (IAPA) Conference, Toronto.
- 2007 “Industrial restructuring and labour market changes.” Canadian National Office United Steelworkers Union. June 21, 2007. Toronto, Ontario.

- 2007 “Industrial restructuring in Canada: Employment loss and plant closings in Ontario’s manufacturing sector.” Session organizer. Canadian Industrial Relations Association.
- 2007 “Manufacturing employment loss in Canada and the U.S.: towards a labour-based jobs strategy.” Session organizer. What public policies for work in the Global Era? CRIMT conference.
- 2007 “Global restructuring in postal services: From national providers to global competitors.” What public policies for work in the Global Era? CRIMT conference.
- 2007 “Employment relations in the networked firm: Implications of changing production strategies for collective bargaining in the US, Europe, Latin America, and Korea.” Session co-organizer. Labor and Employment Relations Association annual conference.
- 2007 “Transformation of the U.S. mailing industry: firm strategies and the growth of privatized Postal Services.” Labor and Employment Relations Association.
- 2006 “Toward integrative research on social regionalism.” International Seminar Mapping the Social in Regional Integration: Rethinking Labour Regulation. Faculty of Law, McGill University and CRIMT.
- 2006 “Strategic union campaigns.” Canadian National Office United Steelworkers Union.
- 2006 “Postal privatisation and the transformation of the U.S. mailing industry.” International Workshop on Local Government Reform: Privatisation and Public-Private Partnership. Universitat de Barcelona.
- 2006 Symposium on public sector restructuring and privatization. Canadian Industrial Relations Association Annual Meeting. York University.
- 2006 “Restructuring the Global Logistics Industry: Greasing the Wheels of Capital Mobility.” Les restructurations d’entreprise : Nouvelles logiques, stratégies d’acteurs et modes d’intervention. HEC Montreal.
- 2002 “Labor Organizing Under the NLRA: Problems and Possibilities for Reform.” Panel speaker in Shaking the Foundations conference at Stanford Law School. November.
- 2002 “Trends in Union Organizing.” Presentation at the Committee of Industrial Relations Librarians conference.
- 2002 “Changing to Organize: A National Assessment of Union Strategies.” Presentation at the Research Conference on Union Organizing, University of California, Institute on Labor and Employment.
- 2001 “Strategic Contract Campaigns at Multinational Corporations.” United Association of Labor Educators (UALE) Conference.

2001 “The Impact of Threat Effects on Workers and Unions in the U.S. Economy.”
Industrial Relations Research Association Annual Conference.

ACADEMIC AND PROFESSIONAL SERVICE

Queen's University

MIR Program Director (2009 – 2010)

Renewal, promotion, and tenure review committee (2006–2007, 2007-2008,
2010-2011, 2011-2012)

Appointments committee (2006–2007, 2008-2009, 2009 – 2010, 2010-2011,
2011-2012)

Council representative for the School of Policy Studies, Queen’s University
Faculty Association (2006-present)

Internal Academic Review Committee of the Department of Economics
(2008 – 2009)

Queen’s – Université de Montreal - Cornell – University of Toronto MIR
exchange & negotiations competition. (2007 – present)

President of the Board of Directors, Community Living Kingston. (June 2012 – present)

Ad Hoc Reviewer:

British Journal of Industrial Relations

Industrial and Labor Relations Review

International Journal of Public Sector Management

Labour Studies Journal

Industrial Relations

Work and Occupations

SSHRC – Standard Research Grant

Canadian Labour Congress, CLC Labour College curriculum review. April 11 - 12, 2008

MEDIA APPEARANCES AND INTERVIEWS

CBC Radio One

Canadian HR Reporter

Cleveland Plain Dealer

Multinational Monitor

Toronto Star

PROFESSIONAL ASSOCIATIONS

Labor and Employment Relations Association
Canadian Industrial Relations Association
American Association on Intellectual and Developmental Disabilities
International Association for the Scientific Study of Intellectual Disability

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