



LE REGROUPEMENT CANADIEN DES
PSYCHOLOGUES INDUSTRIELS ET
ORGANISATIONNELS

The Canadian Industrial & Organizational Psychologist

<http://www.sscl.uwo.ca/psychology/csiop>

Volume 19, Number 3

May 2003

CONTENTS

- **Special Issue: Direction of CSIOP**
- Comments from the Chair 1
- CSIOP and CPA 3
- Integration, Separation, and Psychology 5
- Working with CPA 7
- CSIOP & CPA 7
- There is no "IO" in "CPA" 9
- Concluding Remarks 9
- **Why SIOP Needs an Association with APA** 11
- Membership Report 14
- CSIOP Student News 16
- Statistical Detection of Test Misconduct in High-Stakes Testing 16
- **Controversial Corner: SIOP Name Change** 19
- The I/O Files 20
- News from the U of Calgary 22
- **Terror in the Workplace – Legal Review** 23
- 2003 CPA Convention 24
- CPA 2003 Pre-Convention Workshop Update 26
- **Comments from the Editor** 27
- A Word from IPAT 28
- Position at University of Guelph 29
- Positions at RHR International 30

COMMENTS FROM THE CHAIR

Arla Day, Ph.D.
Saint Mary's University

Happy Spring!

I hope everyone has survived the Canadian winter (and for those members in more amenable climates, you can think about the fun winter you have missed). The weather is starting to warm up on the East Coast, so it is getting more and more difficult to concentrate on work! If you need a good distraction (and need to practice more of the "stress-management" techniques I discussed in the previous newsletter) print out this news bulletin and go sit in the sun and enjoy!

As another follow-through from January's news bulletin on "practising what I preach," I have expanded my horizon into the "practice" field. I looked into the initiatives on the Healthy Work Week in Canada to see how CSIOP can contribute. I have included information on a couple more "practitioner" conferences. I've been working with John Service to examine ways in which CSIOP can reach more practitioners. And I'm "in the process" of finishing an article for HR.com.

I may start sounding like a broken record, but I'm again amazed at the time and effort the executive and all of the guest columnists have put into this

news bulletin. Thanks to everyone for making this bulletin such a success.

Double your fun at CPA in Hamilton

See John Johnston's column (p. 24) on the fabulous I/O program at CPA. We have double of everything: **2** invited speakers (Steve Jex & Steve Zaccaro); **2** invited symposia (Al Okros & Kevin Kelloway); and **2** invited practitioner sessions (Marjory Kerr & Laura Methot). Plus we have a great workshop by Theresa Kline.

If you are unfamiliar with Hamilton, look on page 26 for suggested hotels and restaurants. Thanks to Lori Francis and Greg Sears for their valuable insights into surviving in Hamilton.

CSIOP & CPA: Directions & Goals

In addition to our regular articles, we also thought we would do something new this issue. Recently, I have received several calls and e-mails messages expressing displeasure and frustration (and other emotions) with CPA, and questioning the direction CSIOP should be heading and the feasibility of hosting our own conference. Therefore, we thought it would be interesting to open up this topic for discussion. Because there is a wide range of views on these topics, we thought it would be best to include the full spectrum of views. We have asked several people (from different perspectives and motivations) to write articles regarding the direction CSIOP should take about its affiliation with CPA and alternative conference options.

I'm hoping that you will respond to the news bulletin, so that we can get some idea of your feelings toward the conference and CPA. I also intended this issue to be more than just us re-hashing the problems of CPA: I wanted people to see both the positive and negative aspects of remaining with CPA and discuss possible solutions (from simply reasserting our needs and perspectives to CPA, to a more radical solution of leaving CPA). It is very easy to fall into the trap of grumbling about the status quo, without looking for solutions or moving forward. I'm hoping that this collection of articles will create some interest and

discussion on the topic, which will help CSIOP to move forward.

We have 5 excellent discussants on this topic. **Gary Latham** and John Service (CPA executive director) have each written about the benefits and services CPA provides for I/O members across Canada. **Marc Berwald** talks about some of the past problems with CPA and the changes that have occurred. **Shaun Newsome** provides his thoughts about conference options. **Kevin Kelloway** takes a critical look at CPA and the conference. Finally, I provide a summary of the issues brought forward in these 5 articles, and I outline the outstanding questions and possible actions we could take.



Translated by Johanne Lapointe

Bon Printemps!

J'espère que vous avez tous survécu l'hivers canadien (les membres qui habitent dans un climat plus clément peuvent imaginer tout les plaisirs hivernales qu'ils ont manqués). La température commence à se réchauffer sur la côte est, de sorte qu'il devient de plus en plus difficile de se concentrer sur le travail ! Si vous avez besoin d'une bonne distraction (et vous avez besoin de pratiquer davantage les techniques de gestion de stress que j'ai présenté dans le dernier bulletin) imprimez ce bulletin de nouvelles, allez vous asseoir au soleil et profitez-en !

Comme suite à l'article "pratiquer ce que je prêche", paru dans le bulletin de janvier, j'ai élargi mon horizon dans le domaine "pratique". J'ai examiné les initiatives de Semaine nationale de la promotion de la santé en milieu de travail pour voir comment RCPIO pouvait y contribuer. J'ai inclut de l'information additionnelle sur quelques conférences pour "praticiens". J'ai travaillé avec John Service pour examiner comment RCPIO peut rejoindre un plus grand nombre de praticiens. Je suis "en train" de terminer un article pour HR.com.

Au risque de sonner comme un disque brisé, encore une fois, je suis stupéfiée du temps et de l'effort mis dans ce bulletin de nouvelles par les membres de l'exécutif et tous les collaborateurs invités. Merci à vous tous de faire un tel succès de ce bulletin.

Doublez votre plaisir au congrès SCP à Hamilton

Voir l'article de John Johnston (p.24) au sujet du merveilleux programme I/O au SCP. Nous avons tout en double : 2 conférenciers invités (Steve Jex & Steve Zaccaro); 2 symposia invités (Al Okros & Kevin Kelloway) et 2 sessions avec praticiens invités (Marjory Kerr & Laura Methot). En plus, nous avons un super atelier dirigé par Theresa Kline.

Si vous n'êtes pas familier avec Hamilton voyez les suggestions d'hôtels et de restaurants à la page 26. Merci à Lori Francis et Greg Sears pour leurs précieux conseils pour survivre à Hamilton.

RCPIO & SCP: Directions et buts

En plus de nos articles réguliers, nous avons pensé faire quelque chose de nouveau dans ce numéro. Récemment, j'ai reçu plusieurs appels et courriers électroniques exprimant du mécontentement et de la frustration (et d'autres émotions) envers SCP, et s'interrogeant sur l'orientation que RCPIO devrait adopter et la possibilité de tenir notre propre congrès. Ainsi, nous avons pensé qu'il serait intéressant de discuter de ce sujet. Comme il existe de nombreux points de vue sur le sujet nous avons cru bon de les inclure tous. Nous avons demandé à plusieurs personnes (ayant des points de vue et des motivations différentes) d'écrire des articles concernant l'orientation que RCPIO devrait prendre quant à son affiliation avec SCP et d'autres possibilités de congrès.

J'espère que vous allez répondre, pour nous faire connaître vos sentiments concernant le congrès et SCP. Je désire que ce numéro soit plus qu'un forum pour nous permettre de ressasser les problèmes avec SCP : Je veux que les gens puissent voir les aspects positifs et négatifs de demeurer avec SCP et discuter des solutions

possibles (à partir de réaffirmer nos besoins et nos points de vue à SCP jusqu'à la solution plus radicale de quitter SCP). Il est facile de tomber dans le piège où l'on se plaint du statu quo sans chercher de solutions ou aller de l'avant. J'espère que cette collection d'articles suscitera de l'intérêt et une discussion sur le sujet ce qui permettra à RCPIO d'aller de l'avant.

Nous avons 5 excellentes soumissions sur le sujet : **Gary Latham** et John Service (directeur exécutif de SCP) ont écrit chacun un article sur les bénéfices et les services offerts aux membres I/O à travers le pays. **Marc Berwald** discute de certains problèmes passés avec la SCP et des changements qui ont eu lieu. **Shaun Newsome** nous fait part de ses idées sur les options de congrès. **Kevin Kelloway** fait un examen critique de la SCP et du congrès. Finalement, je fais un résumé des points soulevés dans ces 5 articles et j'en dégage les questions saillantes et les actions que nous pourrions possiblement prendre.



CSIOP and CPA

Gary Latham, Ph.D., FRSC

Secretary of State Professor of Organizational Effectiveness

University of Toronto

In 1975, with the help of colleagues such as Ken Grant, Bob Haccoun, Lorne Kendall, and John Tivnendall, the I/O section in CPA was formed. I served as section chair for two consecutive years. The reasons for our formation of the I/O section were at least three-fold.

First, we wanted a scholarly convention where we could share our work, meet colleagues with common research interests, and create, maintain, and enhance friendships in psychology.

Second, we wanted to do so in Canada. We were then, and as we are now, a relatively small and highly enthusiastic group. We did not want to see our cohesiveness swallowed-up in a large body such as SIOP or the Academy of Management. Thus, similar to the reasons why our American colleagues created the Eastern Psychological Association, Western Psychological Association, Rocky Mountain Psychological Association, Mid Western Psychological Association, and the Southeastern Psychological Association, we believed we could thrive in the Canadian Psychological Association. And thrive is exactly what we have done.

By belonging to CPA, we receive a minimum of two scholarly journals. The past editor of one journal, *Canadian Psychology*, is Vic Catano. The Editor of a second journal, the *Canadian Journal of Behavioural Science*, is Lorne Sulsky. The editorial boards of both journals include I/O psychologists. Why would we want to leave CPA and have to pay for these journals? Why would we want to leave CPA and lose our influence over the leadership and direction of these journals? Why would we want to make it harder for us to find publication outlets for our work and the work of our students? Why would we want to reduce the chances of a Canadian psychologist to become editor of a scholarly journal? Do we believe that the APA will want a non-U.S. editor for the *Journal of Applied Psychology*? If we leave CPA there is little reason to believe that we will maintain our leadership and influence over these two CPA publication outlets.

By belonging to CPA we have an infrastructure for our annual convention. Why give this up? Who among us wants to be responsible for negotiating with hotels or universities? At present, the I/O and military sections have all but carte blanche over what is accepted for presentation at the CPA convention. The convention belongs to the respective sections. How will our convention be better by leaving CPA?

Most, if not all of us, have interests in and gained ideas from sections of psychology other than I/O.

We will lose easy access to interactions with social psychologists and cognitive behavioural psychologists if we leave CPA. The gain we receive from these interactions is the basis for a forthcoming special issue in *Canadian Psychology*, an issue accepted by Vic Catano in his role as Editor. The gain we receive from being a section in CPA is the ability to invite speakers such as Al Bandura and Alice Eagly. Would they have the desire to address only us, and would we have the financial ability to invite such scholars if we were not part of CPA?

Another gain we receive from participating in the CPA convention is an outlet for the work of our students in a scholarly society that has cache. What other scholarly organization in Canada has as much name recognition world-wide for us as the Canadian Psychological Association?

A third reason why the I/O section was initiated in 1975 in CPA was to have a basis for influencing CCDP, that is, the Department Chairs, as to why I/O psychology should be included as a discipline in a psychology department. In 1975 there were no I/O programs in psychology departments other than at Waterloo with Pat Rowe. Today, in addition to Waterloo, we have programs in I/O at Calgary, Guelph, Saint Mary's, University of Montréal, and Western. And the fact that I must apologize to those programs that I have over-looked speaks volumes for our influence in Canadian psychology today.

I/O influence in CPA is also manifested by the fact that CPA members have recently been elected or appointed I/O psychologists to the Board of Directors: Mona Abbondanza, Lucie Morin, Theresa Kline, and me. CPA members elected me as President. I now have a joint appointment in the Department of Psychology at the University of Toronto. This enables me to supervise undergraduate honours students in psychology as well as graduate students who have an interest in I/O. Subsequently, other members of the OB group at U of T have been given a joint appointment. We in turn have given Ken Dion, a social psychologist

and winner of the Hebb award from CPA, a joint appointment in the OB group. It is highly debatable whether any of this would have occurred at the University of Toronto had it not been for my election to the presidency in CPA.

In running for the Presidency of CPA, my election platform and subsequently my mandate was the unification of psychology in Canada. In his address to CPA, our Honourary President, Albert Bandura, warned against the fractionization of psychology. Sternberg's APA Presidential Column last month in the Monitor was entitled: Unify. In that column he proposed that "psychologists concentrate more on what holds them together rather than on what keeps them apart."

In closing, I am very proud of the fact that I have been made a Fellow of the American Psychological Association, American Psychological Society, the Academy of Management, and the Royal Society of Canada. Not one of them, however, cares about and hence does anything for the science and practice of psychology in Canada. Not one of them fights the federal government to increase rather than decrease funding to SSHRC. Why then would you or I want to walk away from and fail to support the one organization that does so, the Canadian Psychological Association? Numbers, that is membership count, is directly proportionate to the willingness of the federal government to listen to us. Would they listen to CSIOP? Is weakening CPA through our departure in our best interests as psychologists?

CPA is by no means perfect. CPA does lots of things that I have no interest in whatsoever. That is the downside of belonging to any association. The same comment for me is true of APA-SIOP, APS, the Academy, etc. All of them lack perfection in my eyes; all of them spend time on issues that are of no concern to me. I belong to those associations for the same reason that I belong to CPA. They allow me voice; they allow me to educate and be educated by my peers. They fight for the status and recognition of my field. And only CPA does all of the above for me here in my country, Canada.



INTEGRATION, SEPARATION, AND PSYCHOLOGY

John Service, Ph.D.

Executive Director, CPA

When I was asked to comment in this edition of the CSIOP news bulletin, it struck me that the history of a section and an association such as CSIOP and CPA mirrors the history of our country. It is filled with the ebb and flow of the tensions of integration and individuation, association, and separation

Two examples of individuation within Canadian psychology are the Canadian Association of School Psychology (CASP) and the Canadian Society for Brain, Behaviour, and Cognitive Science (CSBBCS). Both organizations were born in part out of a frustration with membership in a large national umbrella organization

These experiments have had mixed results. Both organizations have provided their members with greater control and a clearer sense of identity. Conventions are small and focussed. Dues are lower. Both hold independent conventions. CASP publishes a journal and CSBBCS members are invited to participate in publishing CPA's *Canadian Journal of Experimental Psychology*.

The down side of small learned societies is that they are small and isolated. They have no head office, staff, or services. They mount conferences with volunteers. Publishing position papers are more problematic. Advocacy is necessarily ad hoc. There is no ongoing national presence, making it harder for both the new organization and CPA to do the advocacy that psychology needs.

CPA's preference is for more integration in psychology. This was the purpose of the Winnipeg Conference. Members and non-members have

repeatedly said they want more cooperation and efficiency, fewer artificial barriers, and more advocacy clout.

Some might argue that these arguments are self-serving for CPA. It is true that CSIOP and CPA are membership-driven organizations. The more members we have means the more resources we can bring to bear on the tasks psychologists want us to do. On the other hand, CPA endorses effective co-operation. For example, CPA works closely with CASP, and the CPA Section Psychologists in Education and CASP share a newsletter. CSBBCS fills a designated seat on the Board of Directors to ensure CPA has input from the neurosciences and cognitive sciences.

Such co-operative initiatives did not get CPA many new members. Rather, they have helped the Association fulfil its mandate as the national voice for psychology in Canada. They address the members' desire for more cooperation and efficiency.

I/O is a central advocacy theme for CPA. Here are a few examples. SSHRC is housed within Industry Canada. The orientation of the department is productivity and innovation. The Innovation Agenda is about creativity, research, economics, and people. One of the major CPA advocacy themes is that human behaviour is at the heart of productivity and innovation. Healthy workplaces make healthy bottom lines. This line of thinking resonates with business, industry, and government.

Highlighting the importance of I/O psychology when lobbying for increases to the SSHRC budget helps immensely. Issues such as employee selection, goal setting, effective work groups, etc., are of significant interest. For those who disparage the utility of SSHRC research, I/O psychology provides a solid counter-argument.

CPA is an active member of Canada's Healthy Workplace Week, an annual event housed in the National Quality Institute. This initiative was kick started by Health Canada. CPA was invited

because of advocacy contacts made and maintained over the years.

The theme of healthy organizations and their impact is part of advocacy efforts in health, education and so on. The organizational delivery systems are as important as the clinical services delivered. Some of what is wrong in health and education is wrong at the organization level which has a negative impact at the service delivery level.

CPA is eagerly awaiting CSIOP's *Productivity and Innovation: The Contribution of the Science, and Practice of Psychology*. This paper will join the Strengthening and Enhancing Series of publications in health and education. It will help stake out the territory and will combine with the fact sheet series on HR.com, CPARC, Psychology Speaks, and CPA's co-sponsorship of a national conference for middle managers in health systems, to improve the visibility of I/O psychology in Canada.

The CPA convention has been changing over the past several years in response to member suggestions. The opinions of attendees and non-attendees are driving this initiative. Campus versus hotel venues were evaluated. More institutes of learning are planned. Sections have more control and responsibility over programming. CPA pays for an annual sections meeting prior to the convention to improve communication and collaboration.

One of the goals is to continue this culture of transformation while maintaining the convention's core values and raison d'être. Responsiveness mixed with efficiency. The I/O section has always been one of the major forces in the convention. Being involved in making the changes necessary to increase the utility and attractiveness of this one and only national gathering of the psychology clan would be in the best interests of the section, the specialty and the discipline.

The overarching goal for CPA is the advancement of the discipline. The best plan is one that

maximizes our collective resources. We need voice and presence in a crowded space. We compete with physics, chemistry, engineering, medicine, nursing, industrial relations, management, etc. Without a critical mass, we become more ground and less figure.

Although there is great differentiation in this vast discipline of psychology, there is great common ground. We are all concerned about human behaviour. The key is coordination and integration with interdependence. Together we stand, divided we are less effective.



Working with CPA

Marc Berwald, Ph.D.

President, Clear Picture Corporation

Concerning my position as to whether CSIOP should remain in CPA, I have to agree with my friend Gary Latham. There are a lot of advantages to belonging to CPA, and Gary has pointed them out. A few years ago, we felt there were many disadvantages, including lack of recognition of the scientist-practitioner model, inability to “associate” with other organizations, inability to have CSIOP membership not belonging to CPA as a barrier for non-psychologist members, and lack of representation on the BOD.

In what was then quite a struggle, we reached an agreement with CPA. For one, CPA saw no problem with CSIOP developing a formal membership agreement with SIOP, without SIOP members having to conform to CPA guidelines. That allowed us to make direct representations to SIOP and to get some SIOP members directly into CSIOP without going through CPA, among other things. CPA also agreed that CSIOP could have affiliate members that did not have to be members of CPA.

In the reorganization of CPA, the scientist-practitioner status and the representation of

sections on the Board of CPA was implemented, due largely to the efforts of CSIOP executives at that time.

So, as an organization, we basically can do what we want in terms of membership, conventions, etc., within or outside the framework of CPA, while also being able to take advantage of being in a larger professional community. The latter is quite important given the small number of I/O psychologists in Canada. As has been pointed out, having access to the CPA infrastructure has many advantages, not the least of which is that CPA has funded events for the section in the past.

So, as Gary said: CPA could work better and we can work on that, but I don't think there is anything in the structural relationship between CSIOP and CPA that restricts CSIOP from being as effective as we want to be.



CSIOP & CPA

Shaun Newsome, Ph.D., R. Psych.

Newsome Associates

In the October 2002 edition of our news bulletin, the CSIOP Executive, led by Dr. Arla Day, articulated the vision and mission of CSIOP. Furthermore, the following organizational goals were proposed:

1. Increase the visibility of I/O psychology in Canada.
2. Strengthen our voice for I/O psychology within CPA.
3. Serve as a resource to CPA in its efforts to promote psychology and its contributions.
4. Build and support a community of I/O professionals.
5. Encourage students to make a career in I/O psychology and support I/O students.

In reviewing the above list and respective action items reported in the October 2002 news bulletin, it

is obvious that much of what we hope to accomplish as a professional society is dependent on our close ties with CPA. I am a proud Psychologist and fully believe that CSIOP must support and participate in relevant CPA activities. However, I sometimes wonder if our participation in the annual CPA conference is the most effective means of meeting the above goals, especially the first.

Perhaps it's just me but the issue of increasing the visibility of I/O Psychology never seems to go away. Obviously SIOP is not pleased with the progress we are making in this area as discussions are currently taking place concerning the limitations inherent in having the label "Industrial-Organizational Psychologist." In fact, suggestions for a new descriptor are presently being discussed (<http://www.siop.org/bboard/>). In sum, many SIOP members feel that the label is not effective in promoting our profession and might even make the job more difficult.

As academics and practitioners we produce knowledge and services. In a perfect world, the production of knowledge leads to the development of services that are delivered to both individuals and organizations. To produce knowledge and deliver services we typically need to gain organizational entry. Thus, there is a strong need to promote our profession to the business community. Our participation in the annual CPA conference does little in this regard.

I do realize that there are benefits to participating in the conference: students and academics are given a forum for presenting research results, I/O Psychology is promoted within CPA, we have our annual meeting, and there are academic/government networking opportunities. Many of these benefits are aligned with the goals of CSIOP. However, I think the first goal of our society might be better served if we were more strategic in choosing our conference partners. Additionally, if we were to do a better job on the first goal, the remainder might be easier.

I would like CSIOP to explore conference opportunities that would allow us to present ourselves to the business community. I am not advocating permanent removal of our program from the CPA conference. However, I think it would be worthwhile for us to explore the possibility of occasionally presenting our program within a business/HR orientated conference.

Obviously such a decision cannot be made lightly. Having been program chair for 2 years, I fully appreciate the administrative responsibilities and resources required to put a program together. Despite criticisms of how CPA has handled certain conference issues, they do the majority of the administrative work and provide financial support. Should we go elsewhere, all of this might fall into our hands. In addition, fees to attend human resource conferences are typically unrealistic for most students and many others unless they are being sponsored. I am sure that many other obstacles would emerge should we decide to investigate this further.

Despite the above, the benefits of delivering our program to business professionals could be significant. From our perspective, it would be an opportunity to showcase our research and practice initiatives to individuals that typically control organizational entry. Opportunities for both research and practice may result. We have a lot to offer organizations, it would be a wonderful opportunity to demonstrate this. From the perspective of business and HR leaders, they get to hear about research and practice initiatives that they might otherwise have no knowledge of. At a minimum, individuals would leave the conference with an increased awareness of what an I/O Psychologist is. Who knows, perhaps we wouldn't even have to change our name.



There's no "IO" in "CPA"

E. Kevin Kelloway, Ph.D.

Saint Mary's University

In developing people to be better transformational leaders, we often focus on the importance of intellectual stimulation and the ability to ask the "what if" questions. In this case, the question is "what if CPA did not exist?" or at least "what if CSIOP divorced itself from CPA?" How would your life be different? How would your sense of affiliation to the profession be different? Other than the obvious (i.e., without CPA I would not be contemplating the wonders of downtown Hamilton in mid-June), I have trouble answering these questions.

For most of my post-graduate school professional career, I did not maintain membership in CPA. I attended the occasional conference – if it was in a good city. I always enjoy catching up with colleagues and the social functions of CPA are usually quite good. Professionally, CPA simply doesn't stack up with the Academy or SIOP and I saw little reason to maintain membership.

As my career crossed to the dark side (a business school), I rejoined CPA with some thought of maintaining my professional identification. Increasingly, I've realized that other than the opportunity to send even more of my money to Ottawa each year, I get very little back from membership in CPA. Two journals which I rarely read, a newsletter which rarely, if ever, has anything of interest, and a minimal discount on conference registration just doesn't add up to an attractive package of benefits. Any sense of professional identification comes through CSIOP rather than the larger organization.

Beyond my own self-interest, CPA does not seem to provide a voice for I/O related concerns. I just returned from browsing the CPA Web site – there is information for individuals dealing with post-9/11 anxiety (but no advice for managers on leading through crisis), and some guidance for those stressed out by SARS (but no comment on

whether organizations need to re-evaluate attendance policies in light of this threat); another Web link tells me that psychology works! (but apparently it does not in the workplace since only clinical topics are addressed). To be fair, some I/O people did make the CPA Performance Network, although my impression from the Web site is that psychology is all about clinicians.

So what am I suggesting? What if, CSIOP held its own conference (as a start)? Would it be better to attend one day focused on I/O related research and theory as opposed to three days of trying to find the I/O sessions at a longer conference? Would the CSIOP voice be louder if it spoke directly to Canadian organizations (rather through CPA)? Would we be in a better position to address conflicts (e.g., promoting primary stressor reduction as a preferred option over counselling and "stress management") if we were not affiliated with CPA? Simply put... is membership in CPA worth it?

I don't know the answers to these questions. I do know that they are worth thinking about. I also know that with I/O submissions down by 60-70% for this year, those of you who trek to Hamilton will have lots of time to ponder these and other issues.



Concluding Remarks

Arla Day, Ph.D.

Saint Mary's University

Thanks to our guest contributors to take the time to discuss their views on CPA and CSIOP. I've combined the issues mentioned in these articles with a few other issues that have been brought to my attention:

- CSIOP doesn't want the hassle of having to plan a conference.
- Conference registration and membership fees are too expensive for what you receive.

- CSIOP contributes substantially (in terms of number of registrants) to the conference, but gets placed in the poorest and smallest rooms.
- Without CPA's influence, CSIOP will get too myopic: it's beneficial to learn from other psychology disciplines.
- CPA is too concerned with winning back the cognitive group (who split from CPA several years ago) to be worried about whether I/O Psychology is around.
- CSIOP doesn't have enough control over the conference (location, scheduling, etc.).
- CPA doesn't appreciate I/O Psychology, and instead it caters to its clinical members. CPA is more of an advocacy group for clinical psychology and doesn't lobby on behalf of I/O interests.
- CSIOP doesn't have the resources necessary to lobby government and act as an advocacy group for I/O Psychology.

So, the questions remain:

- Do we get more value by attending large I/O related conferences such as SIOP or Academy of Management, or by attending CPA, in which we get exposed to a variety of psychology disciplines?
- Is it more feasible to maintain professional identity through CPA or through CSIOP?
- Which is more beneficial to CSIOP members: to have CPA take care of organizing the details of the conference (e.g., hotel bookings, registration, etc.) or for CSIOP to have full control over the location, costs, topics, and structure of its own conference?
- Is CPA a successful lobby for I/O interests?
- Do we get value for our CPA membership and conference registration dollars?

We basically have 3 options regarding the conference:

1. Be more vocal within CPA: Tell the executive what we want and need and work with them to ensure that we get it. As Gary and Marc noted: CPA could function better for CSIOP. If we

think it is worth our time, we may be able to work on improving how CPA works for I/O Psychology.

2. Look at "tagging along" with another existing I/O or business conference (e.g., ASAC, SIOP, etc.) that is more relevant to our members.
3. Create our own 1- or 2-day conference (every one or two years).

As Kevin said: the questions presented here "are worth thinking about." Here is where we need your input: Please take 1 or 2 minutes to e-mail or phone your view to me on this issue (e.g., "we need to examine these questions more closely"; "we need our own conference"; "we should stay with CPA"; "the status quo is fine, and this topic is a non-issue"; etc.).

John Service has also offered to have a session at CPA where we can voice our concerns and look for solutions. Please forward any issues you want discussed to me. If you are unable to attend, I will make sure that your issues are addressed.

Marc concluded that he doesn't "think there is anything in the structural relationship between CSIOP and CPA that restricts CSIOP from being as effective as we want to be." So I'll end with the questions: How successful do we want to be and how should we achieve this success?

Arla.Dav@smu.ca

902-420-5854



As a comparison to our situation in dealing with CPA, we thought it would be interesting to hear what our American counterparts have faced. Ann Marie Ryan and Nancy Tippins provide us with the following recount of issues and experiences that SIOP has had with APA.

Why SIOP Needs an Association with APA
Ann Marie Ryan, Ph.D. & Nancy T. Tippins, Ph.D.
SIOP

Being a member of the American Psychological Association (APA) can sometimes be a frustrating and disheartening experience for an industrial and organizational psychologist. Yet many of us who belong to both APA and the Society for Industrial and Organizational Psychologists (SIOP) believe that keeping an affiliation with APA is important to our profession. We want to share our perspectives on the challenges we face and explain our reasons for maintaining an association with APA.

Challenges for I/O Psychology in APA

Like many things in life, few of our issues with APA are completely negative. The areas where we have concerns are often the same places where we find APA has made tremendous progress in serving our needs. Moreover, while it is easy to point a finger at APA, we must also acknowledge the opportunities we as individuals and SIOP as a whole have to influence APA and its future initiatives. Here are a few examples of the concerns we have, the progress being made, and our challenges for the future.

We are forgotten in APA.

I/O psychologists are a relatively small percentage of APA's membership. Moreover, we don't fit the model of many other divisions that tend to be either science-oriented or practice-oriented. Of course, SIOP and most of its members take pride in the fact that we are scientist-practitioners. Because APA governance and administration are organized along separate scientist and practitioner lines, we sometimes feel that SIOP's needs fall through the cracks between the various Boards, Committees, and Directorates. Consequently, we often feel

ignored, voiceless, and left out when important things that affect our profession are developed or decided. We can find many examples of our exclusion. Just one is the omission of I/O psychologists on the task force revising the ethics code despite the special needs of I/O psychologists and the issues we confront.

Although many of us complain that APA has not included I/O psychology in all major decisions, we must acknowledge that APA frequently attempts to include I/O psychology. For example, APA does refer media with questions on workplace issues to SIOP, does ask for names of SIOP members for nomination to relevant governmental task forces (e.g., Task Forces on Internet Testing and Coaching) and agency programs, has broadened its coverage of I/O in the Monitor, and has been receptive to requests by SIOP officers to be included as a voice on various issues. While we are disappointed that we are excluded from some activities, we are included in many others.

They don't understand us, and we don't understand them.

Often, APA appears to be dominated by clinicians in private practice. Many know little about I/O psychology, and conversely, we don't know much about their field or their concerns. In large measure, their problems and our problems simply don't overlap. Few I/O psychologists are concerned about prescription drug privileges or managed health care. Few clinicians worry about EEO legislation or the effect of an NLRB ruling on team-building efforts in unionized environments.

Because many in APA do not understand our work and the environment in which we work, we sometimes find APA statements that don't work for us. For example, the tone of early versions of the *Rights and Responsibilities of Test Takers* and the *Test Users Qualifications* documents suggested that testing was an invasive process and test takers should beware of organizations using abusive testing practices. With input from I/O psychologists however, these early drafts were

much improved and the resulting documents reflect more balanced views of testing.

APA spends money on things we don't care about and neglects the things we do care about.

Often, we perceive a substantial portion of APA's budget going for projects that do little to further the science and practice of I/O psychology.

Conversely, APA seems not to spend money on things that would really help SIOP and its members such as improving the visibility of the profession.

A more accurate view is that APA is an umbrella organization that tries to benefit and represent psychology broadly. Consequently, seeing the relevance of each expenditure to every discipline within psychology is difficult. Yet, we should recognize that APA does expend some of its budget on I/O psychology. Consider these examples:

- In recognition of the need to have the applied sciences represented at the staff level, APA created a 3/4 time position to serve the I/O community better. The position has broad responsibilities in the areas of professional practice, research funding and advocacy, representation of applied psychology on APA projects, and current issues in the broader social science community.
- The website of the Science Directorate provides a wealth of information on things useful to I/O psychologists such as fellowships, funding sources for research, and library research.
- APA is undertaking activities that directly benefit I/O psychologists such as focusing more on fostering federal funding for workplace research and doing more to get funding information out to our members; ensuring representation of I/O psychologists in policy efforts related to homeland security and work/life balance; and initiating efforts to help build bridges between I/O psychology and other applied researchers as well as with other psychologists who consult with organizations.
- Some of the most prestigious journals in our field are published by APA. The *Journal of*

Applied Psychology, which is published by APA, has enormous impact on our field. In addition, *Psychological Bulletin* and *Psychological Methods* are important to the field of I/O psychology.

- APA has an Ethics Code and an enforcement mechanism in place. SIOP officially endorses APA's Ethics Code. Moreover, any complaints we receive are forwarded to APA's Ethics Committee for resolution. If we were not part of APA, we would not only have to write our own Ethics Code, we would also have to administer it. While SIOP could do both, we need to recognize the costs and the additional expense to the membership would be extraordinary.
- APA has tremendous influence in the licensure debate. In the U.S., the criterion for licensure of I/O psychologists is a hot topic. Currently, SIOP's stated position is this: "SIOP recognizes that some states require that certain areas of I-O practice be licensed. SIOP members should be allowed to be licensed in these states if they desire, and SIOP should provide guidance to state licensing boards on how to evaluate the education and training of an I-O psychologist." Yet, there have been a number of efforts recently to limit licensure to psychologists from APA accredited doctoral programs and internships. Since APA accredits neither educational programs nor internships for I/O psychologists, we could be deprived of the ability to become licensed at a time when some state governments are requiring licensure for I/O practices. We must ensure that APA understands licensure issues for all psychologists and uses its muscle to lobby for our needs too.

The convention is not useful to I/O psychologists.

Since SIOP started its own annual conference, I/O programming at the APA Convention has decreased substantially. Today, few of us attend, and those of us who do attend find opportunities for education and networking to be minimal. However, the convention has several positive aspects that I/O psychologists should be reluctant

to abandon. First, the APA convention is the only venue many of us have to collaborate with psychologists from other disciplines. SIOP's challenge will be developing ideas for interdisciplinary submissions that make the APA convention worthwhile. Second, the convention is also an excellent way to introduce students to I/O psychology and recruit them into our field. Our challenge will be to find ways to reach the students who do attend the APA Convention and introduce them to I/O psychology.

APA contends with politics much more than SIOP.

APA like any large entity has subgroups within it that desire representation and voice. This often leads to politics playing a larger role in decision-making and slowing down the process of getting things done.

SIOP, however, is becoming less apolitical. For many years, SIOP did not comment at all to its membership on APA elections or other APA news or initiatives. In recent years, we began a practice of posing questions to each APA presidential candidate on specific issues of importance to I/O and publicizing their responses. Starting next year, we are going one step further and will be endorsing a specific candidate for APA president. While being apolitical has its advantages, it does not allow us to effect changes in APA that SIOP wants. By becoming more involved – in the elections, in getting our members on boards and committees, and through our council reps getting proactive on certain issues – we are better able to work through APA.

Benefits of APA for I/O Psychology

Another way to think about the relationship of APA and SIOP is to consider what we would lose if we left. Here are some important things we would lose:

We are psychologists.

Industrial and organizational psychology has been a part of psychology for many years and a recognized part of APA since 1945 (Division D).

The foundation of our science is psychology. If we are psychologists, then should we not be part of the largest organization, recognizing psychologists in the U.S.?

APA represents the diversity of psychology.

Many SIOP members are active in other Divisions of APA. There is considerable overlap between the membership of Divisions 5, 13, 19, and 21, and SIOP (Division 14). APA may be the best way for these individuals to have their diverse interests represented. Without APA, no clear vehicle for integrating the various disciplines within psychology exists. Moreover, these disciplines within psychology will change further over time. We need to be part of those who listen and respond to the call for change as both the science and the practice of our profession fit within a changing society.

We lose APA's powerful voice.

There isn't a national organization that represents all psychologists at the level APA does. SIOP has only 3,500 professional members, and therefore does not have the size or the reach of APA. APA is able to influence funding agencies, legislative initiatives, state boards, and the media at a level that a small organization like SIOP cannot. Whether we embrace APA or not, it remains the loudest voice of psychology. Moreover, APA maintains an active program of informing the public and lobbying our federal and state governments. The challenge for I/O psychologists will be to persuade APA to direct some of those resources toward our concerns.

We forfeit our ability to influence APA.

Perhaps the most compelling reason for remaining a part of APA is to avoid losing our ability to influence APA. Should SIOP decide to leave APA, there are many psychologists without I/O training or experience who would like to claim the "organizational" part of I/O for themselves. APA would continue to have a Division 14 even if that is not SIOP. We run the risk of having others speak for us.

Future of APA and I/O Psychology

Few American I/O Psychologists will argue that SIOP's relationship with APA is perfect. And, granted, some issues appear intractable. For example, the delay in moving important things (e.g., *the Principles for the Use and Validation of Employee Selection Procedures and Guidelines for Masters Education in I/O Psychology*) through the Board and Committee review process and then the Council review process seems interminable. Yet, all in all, we believe retaining SIOP's relationship with APA is important. The more we become involved, the more influence we will have. Our challenge for the future will be to encourage involvement of SIOP members so that we can help shape the future of APA. Over the past several years, SIOP has worked actively to get more of its members appointed to APA Boards and Committees, and it has begun to pay off. We are able to have a voice earlier in the process of producing policies and decisions that affect I/O psychologists. This requires time and effort on the part of our members on activities that sometimes have no relation to I/O – but when things come up that are important to us, people are in place to share our point of view.



Membership Report

Veronica Stinson, Ph.D.
Saint Mary's University

Hello everyone! As summer approaches, CSIOP has grown to 291 members: 194 Full Members, 81 students, and 16 Associates. Encourage your colleagues and friends who aren't members to join CSIOP!

If you've moved recently or have changed your contact information (including e-mail address), please be sure you let me know so that we can ensure that there are no disruptions in any CSIOP correspondence. Membership directories have been mailed out. When you receive your directory, please verify that the information in the directory is

correct and contact me if you wish to make any changes. The easiest way to reach me is via email at veronica.stinson@smu.ca or tel: 902-420-5861.

The following members have joined CSIOP recently:

NEW FULL MEMBERS:

Gary Michael Allen; 3970 Selkirk Place
Mississauga, ON L5L 3L5; Tel: 416-212-1979;
Email: gary.allen@jus.gov.on.ca

Paul Arnold-Schutta; #200, 10140-117 Street
Edmonton, AB T5K 1X3; Tel: 780-482-7596x222;
Email: parnoldschutta@boscohomes.ca

Shelley Balanko; 3025 145th Place SE Mill Creek,
WA 98012 USA; Tel: 206-543-5190;
Email: sbalanko@u.washington.edu

Brian J. Boon; 3157 N Madera Mesa Pl Tucson,
AZ 85749 USA; Tel: 520-325-1044;
Email: blboon@cox.net

Steven F. Cronshaw; Psychology Dept.,
University of Guelph, Guelph, ON N1G 2W1,
Tel: 519-824-4120x2163;
Email: cronshaw@psy.uoguelph.ca

Kenneth Curtis; 32 Dowie Bay Regina, SK S4R
5W3; Tel: 306-565-5200;
Email: dcs@accesscomm.ca

Mark Hammer; 45 Barnes Cres. Ottawa, ON
K2H 7C1; Email: Mark.Hammer@psc-cfp.gc.ca

D'Anne Howes; PO Box 338, Bowen Island, BC
V0N 1G0; Tel: 604-738-2558

Michael P. Leiter; Psychology Dept., Box 212,
Acadia University, Wolfville, NS B0P 1X0;
Tel: 902-542-2201

Angelika Mellema; 40 King St W. Suite 4900,
Toronto, ON M5H 4A2; Tel: 416-777-6725;
Email: mellema@mellemabsg.com

Atley W. Morrow; 711-1177 Hornby St.
Vancouver, BC V6Z 2E9; Tel: 604-688-2597;
Email: amorrows@telus.net

Ronald Myhr; SHL Canada, 10 Bay St, Suite 600,
Toronto, ON M5J 2N8; Tel: 416-392-6856;
Email: rmyhr@pathcom.com

Shaun Newsome; Newsome Associates, Suite 357,
14-4 Westwood Blvd., Upper Tantallon, NS B3Z
1H3; Email: s.newsome@ns.sympatico.ca

Alan C. Okros; 1080 Bauder Cr., Kingston, ON
K7P 1M6; Email: okros@rmc.ca

Stella Paille; Boul Rene-Levesque, 19e Etage,
Quebec, QC G1R 5B1

John Roshak; A.W. Fraser & Associates, 1710-
700 6 Avenue SW, Calgary, AB T2P 0T8;
Tel: 403-264-4480; Email: jroshak@awfraser.com

Ralph Shedletsky; 300 - 39 Pleasant Blvd.,
Toronto, ON M4T 1K2; Tel: 416-923-5555; Email:
rshedletsky@gswconsultants.com

Daniel Skarlicki; Fac of Commerce & Business
Admin., University of British Columbia, 2053
Main Mall, Vancouver, BC V6T 1Z2;
Tel: 604-822-8369;
Email: dan.skarlicki@commerce.ubc.ca

Brenda A. Tomini; 1441 Clarkson Rd N.,
Mississauga, ON L5J 2W7; Tel: 905-822-7064;
Email: thepoohs@sprint.ca

Craig Weaver; 202-255 Glenlake Avenue,
Toronto, ON M6P 1G2; Tel: 416-361-3454;
Email: weaver@primus.ca

NEW ASSOCIATE MEMBERS:

Dave Woycheshin; 10 Pender Street, Nepean, ON
K2G 1J8; Tel: 613-996-8331;
Email: woycheshin.de@forces.ca

Michael Ross; Performance Challenges Corp., 562
Parliament Street, Suite 100, Toronto, ON M4X
1P8; Tel: 416-964-5666;
Email: michael@performancechallenges.com

Donna Reid; 614-1008 6th Avenue SW., Calgary,
AB T2P 5K1; Tel: 403-663-8077;
Email: donna_reid@yahoo.com

Julie McCarthy; University of Toronto at
Scarborough, 1265 Military Trail, Scarborough,
ON M1C 1A4; Tel: 416-287-7342;
Email: mccarthy@utsc.utoronto.ca

NEW STUDENT MEMBERS:

Bernadette Gatien; Saint Mary's University,
Psychology Dept., 923 Robie St., Halifax, NS B3H
3C3; Tel: 902-420-5846;
Email: b_gatien@stmarys.ca

Irina Goldenberg; 16 Wrenwood Cres. Nepean,
ON K2G 5V4; Tel: 613-235-1927;
Email: igoldenberg@sympatico.ca

Tatjana Ilic; 1413-605 Proudfoot Lane, London,
ON N6H 4S2; Email: tilic@uwo.ca

Tammy Kondratuk; 101-76 Palmer St., Guelph,
ON N1E 2R1; Tel: 519-824-4120x 8931;
Email: tkondratuk@rogers.com

Robert Morrow; 24 Framingham Cres., Nepean,
ON K2J 3J7; Email: rmorrow@storm.ca

Sonya Waldherr; 404-205 Victoria St S.,
Kitchener, ON N2G 4Z6;
Email: swaldher@uoguelph.ca

ADDRESS CHANGE:

Lyne Marcil; Assessment Strategies, 50 Driveway,
Ottawa, ON K2P 1E2; Tel: 613-237-0241x270;
Email: lmarcil@asinc.ca

CSIOP STUDENT NEWS

Sarah Carroll, M.Sc.
University of Calgary

I hope everyone had a productive semester and that you're preparing for a relaxing summer. My term as CSIOP student representative is coming to an end next month, and I'm looking forward to receiving some more nominations for the next student representative. Remember, the deadline for nominations is May 14, 2003. Feel free to e-mail me if you have any questions about the position.

Speaking of deadlines, I'll give one last reminder to those of you who are presenting your research at CPA this year: The deadline for submissions for the RHR Kendall Award is May 16. This award is a great addition to your CV, and the \$250 prize is a great addition to your bank account! If you are presenting your own work at the conference, please consider applying for the award. If you are a CSIOP student member and have not received any emails about this, or any other issues, please e-mail me at scarroll@ucalgary.ca.

The CPA conference is quickly approaching, and I am busy organizing some student events. As I mentioned in my last column, I am planning an event in which students will have the opportunity to network with I/O faculty members and practitioners. This will be a great opportunity to chat about career options in academia or in industry, and to meet and network with members of the Canadian I/O community. I also hope to coordinate the students from the various programs for a student night out. In past years, the student social night has involved pool and beer, and has been a really fun time for all. Stay tuned for more information on these conference activities.

Aside from the posters and symposia, some other great conference events include the I/O-Military Social, which is held annually on the Saturday night of the conference, and the Pre-Convention workshops, which are held on Wednesday, June 11. This year, CSIOP is sponsoring a pre-convention workshop titled *Understanding teams: Implications for practice and research in team*

effectiveness and leadership. The workshop is being given by Dr. Theresa Kline of the University of Calgary, who has authored two books on teams, and is considered an expert on teamwork. Students are encouraged to attend the pre-convention workshops, and if you register by May 12, you get a discounted rate. Not only does the workshop look extremely interesting, but any extra effort at learning and self-development looks great on your CV.

You can look forward to receiving an e-mail survey from me in the coming weeks soliciting your input on what you'd like to get out of your CSIOP membership and what you view as the role of the CSIOP student representative. Hope to see you all at the CPA and, as always, feel free to contact me (scarroll@ucalgary.ca) with any questions, comments, or concerns.



Statistical Detection of Test Misconduct in High-Stakes Testing

Paul MacDonald, Ph.D.
Assessment Strategies Inc.

Introduction

Within a high-stakes licensure/certification environment, the consequences of cheating behaviour can be dire. In the worst-case scenario, a candidate who lacks the necessary competencies demanded of their profession could successfully pass the qualifying examination as a direct result of engaging in cheating behaviour. When this occurs, safety to the public is compromised.

In the past, invigilator reports of suspicious candidate behaviour were investigated on a case-by-case basis. Reports from invigilators, witnesses, interviews with the candidates involved, inspection of the candidates' answer sheets, and statistical analysis would all be considered in the decision making process. However, the statistical analysis was simplistic as software and computer

limitations prevented more rigorous statistical techniques.

Recent advances in software and computer-processing speed has now made the rigorous statistical detection of cheating behaviour feasible and practical. And not only can the analysis be performed on a case-by-case basis, it can also be performed at a group level. That is, the statistical analysis to detect cheating behaviour can be performed on any or all candidates participating in an examination. The purpose of this overview is to present a small example of these statistical methods and the potential application of these methods to detect cheating behaviour in high stakes examinations.

Methods of Detection

Statistical methods to detect cheating behaviour of examinees date back to work by Bird (1927, 1929) involving the number of errors in common between suspect pairs of candidates and have continued to evolve to include more sophisticated response theory models (Wollack, 1997; Wollack, Cohen, & Serlin, 2001). From this body of research, the most influential research in the area of statistical detection of test misconduct can be found in the groundbreaking work of Angoff (1974) in the development of the *B*-index and Frary, Tideman, and Watts (1977) who presented the g_2 index. An overview of these two indices is presented below.

B-Index

The *B*-index is a measure of response similarity that is a function of the candidate's test performance. Specifically, the index examines the number of errors in common (a common error occurs when both candidates select the same incorrect option for a question) between two candidates. The obtained number of errors in common can then be compared to the number of errors in common from other candidate pairs for whom test misconduct was impossible (e.g., errors in common between candidates in different writing centres).

For each candidate pair, the number of incorrect responses in common is compared to the average number of incorrect responses in common observed for candidate pairs who performed at a similar level. This is to ensure that a candidate pair who performed poorly on the exam (each would have many errors and therefore are likely to have many errors in common) is not compared to candidate pairs who performed strongly on the exam (each would have only a few errors and even fewer errors in common). By examining the errors in common, the probability of the error similarity occurring by chance can be determined.

To illustrate this statistical method, consider a hypothetical examination containing 100 items administered to 1500 candidates. For the *B*-index, the basic unit of interest is pairs of candidates. With 1500 candidates in this administration, there would be 1,124,250 pairs of candidates examined for response similarity (approximately 960,000 of these pairs are from different writing centres). Of interest, is a pair of candidates (A and B) who performed similarly on the examination, receiving 32 and 31 errors, respectively (or 68 and 69 correct responses, respectively). However, of these errors, the pair of candidates had 25 errors in common.

In this particular example, there were a total of approximately 140,000 pairs of candidates whose examination performance was similar to this candidate pair. A histogram comparing the 140,000 pairs of candidates is illustrated in Figure 1 whereby the average number of errors in common was 6.62 with a standard deviation of 2.18. Clearly candidates A and B have more errors in common (with 25) than any other pairs of candidates.

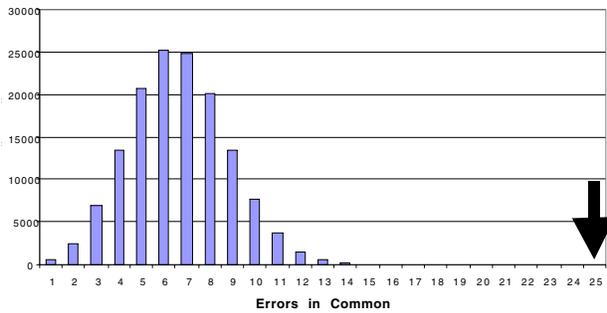


Figure 1. Comparing the number of errors in common for a suspected pair of candidates relative to candidate pairs for whom cheating was impossible.

With the unusually high number of errors in common, the statistical analysis obtained a *B*-index of 8.44 (i.e., 25 errors in common is 8.44 standard deviations above the average). This *B*-index value exceeded every value obtained by the 960,000 pairs of candidates in different writing centres. Based on this analysis, the likelihood that this response similarity occurred by chance alone is beyond 1 in 960,000. However, the exact probability cannot be calculated with any more degree of precision, a limitation of all empirical models. A more precise probability value can be obtained with the *g*₂ index.

g₂ Index

The *g*₂ index takes into consideration the similarity of all the responses on the test (not just the errors), the test performance of the candidates, and the attractiveness of wrong options for each item. As the basis of the analysis, the *g*₂ index considers each candidate pair to have one candidate engaging in test misconduct and a source. Using the probability of the source responding to an item, the expected number of common responses (right or wrong) can be calculated. That is, by knowing the difficulty of each item (and how often the wrong options are being selected) and the test performance of each candidate in the pair, it is possible to calculate the expected number of responses in common between these two candidates. By evaluating the actual number of

common responses relative to the expected number of common responses, an index of test misconduct can be estimated for each candidate separately.

The basic concept of expected values is familiar to most people. For example, if a coin were flipped 10 times we would expect, on average, five heads and five tails. However, we also realize that there is a random nature to coin tossing and it wouldn't always result in an equal number of heads and tails; we know that a certain degree of random fluctuation exists in the coin tossing results. Similarly, the *g*₂ index can calculate the expected number of responses in common between two candidates over the items of the test, and the possible random fluctuations in the number of responses in common.

To illustrate this measure, Figure 2 presents a histogram of the random fluctuations of possible responses in common that might be expected between candidates A and B. On average, these two candidates would be expected to have 56.9 responses in common over the course of the 100-item test. In comparison, these candidates had identical responses on 90 items. When calculated, the obtain *g*₂ index for this pair was 8.69.

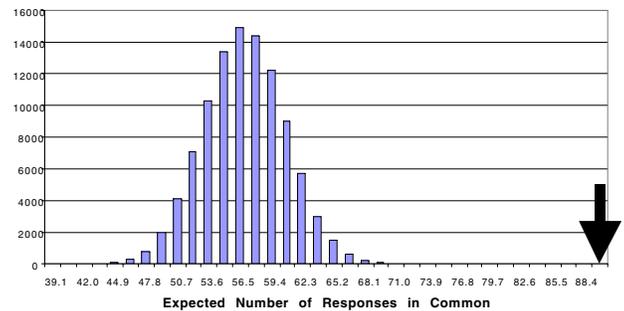


Figure 2. A histogram of the expected responses in common for candidates A and B.

The advantage of the *g*₂ index, like other chance models, is that it is based on a known probability distribution. For this model, the obtained cheating index can be compared to the standard normal

distribution to estimate the probability of candidates A and B response similarity occurring by chance. When this is done, we find that there is less than one in a million billion chance of these two candidates having 90 responses in common by chance alone; a highly unlikely event.

Additional Applications

These statistical methods to detecting cheating behaviour are principally focused on finding candidates who engaged in cheating behaviour. An interesting by-product of this detection process is the ability to examine where cheating occurred. This raises the question that if cheating is localized, could examination procedures be changed to reduce incidents of cheating?

For example, suppose the original cheating analysis was performed on the hypothetical examination and that it was administered in 10 writing centres. The principle concern of this cheating analysis was to avoid incorrectly labeling innocent candidates as cheaters. To protect the candidates, an extremely conservative critical value was selected. But what would happen if a less conservative critical value was used?

If another analysis were performed using the less stringent critical value to detect 'suspicious' behaviour, then additional pairs of candidates would be detected. By examining where the suspicious behaviours were located, we could gain insight into the circumstances in which the behaviour occurred and how it could be prevented for future administrations of the examination. In essence, this analysis could help writing centres develop procedures to prevent candidates from engaging in cheating behaviour.

For example, two different 'suspicious' pairs of candidates were detected in the same writing centre. However, finding two pairs of candidates engaging in suspicious behaviour may not be unusual for very large writing centres. Unfortunately, there were only seven candidates writing at that location. This indicated that more than 50% of the candidates at the writing centre

were engaged in suspicious behaviour. Clearly, procedures designed to prevent cheating were not in place at that writing centre.

Summary

Our application of cheating analyses has demonstrated the effectiveness of these detection methods. These methods are versatile and flexible enough to provide analyses focused on the detection of cheating behaviour and the detection of possible procedural problems within writing centres.

References

- Angoff, W. H. (1974). The development of statistical indices for detecting cheaters. *Journal of the American Statistical Association*, 69, 44-49.
- Bird, C. (1927). The detection of cheating on objective examinations. *School and Society*, 25(635), 261-262.
- Bird, C. (1929). An improved method of detecting cheating in objective examinations. *Journal of Educational Research*, 19(5), 341-348.
- Frary, R. B., Tideman, T. N., & Watts, T. M. (1977). Indices of cheating on multiple-choice tests. *Journal of Educational Statistics*, 2, 235-256.
- Wollack, J. A. (1997). A nominal response model approach to detect answer copying. *Applied Psychological Measurement*, 21, 307-320.
- Wollack, J. A., Cohen, A. S., & Serlin, R. C. (2001). Defining error rates and power for detection of answer copying. *Applied Psychological Measurement*, 25, 385-404.



Controversial Corner: SIOP Name Change
Ramona Bobocel, Ph.D.
University of Waterloo

As most of you know, SIOP is considering a name change to both the Society and the discipline. I believe that the SIOP bulletin board soliciting input is now closed, but that a formal vote on the matter may follow in the coming months.

I expressed my opposition to the idea on the SIOP bulletin board and to the CSIOP Executive. In turn, the Executive asked me to share my view with the CSIOP membership. In anticipation of a possible vote on the matter, we hope to generate some dialogue among members of CSIOP.

So, what is my view? I have a less strong opinion regarding what the Society calls itself but, as I mentioned above, I am not in favour of changing the name of our field. As many of the comments on the SIOP bulletin reflect, there are different problems with alternative names that have been suggested — such as Work Psychology, Organizational Psychology, or Business Psychology. So, it is not clear to me what we buy in the end. The confusion in both the academic and public domains that will be created by changing reference to our field will, in my opinion, outweigh any possible benefits of a “more catchy” title.

I resonate with the problem that the general public does not know much about what I/O Psychology is, and in particular how it is different from Clinical Psychology. However, as several colleagues have voiced, it seems to me that changing the name of the discipline is a good solution for this problem. My personal view is that we ought to continue current efforts, and undertake new initiatives, to educate the public as to what I/O Psychology is rather than hastily adopt a new name in the hopes of better recognition.

I/O Psychology has a long and respected tradition in psychology and the social sciences. I do not wish to distance ourselves from this tradition or from the field of psychology.



The I/O Files: Chronicles of the paranormal in I/O Psychology

Arla Day, Ph.D.

Saint Mary's University

CONFERENCE DATE REMINDERS...

- **European Association of Work & Organizational Psychology:** May 14-17, 2003, in Lisbon, Portugal.
- **CPA:** June 11-14, Hamilton (We have updated the conference information on the CSIOP web site. Check it out at: www.ssc.uwo.ca/psychology/csiop)
- **Administrative Sciences Association of Canada:** June 14-17 in Halifax.
- **Australian Industrial & Organisational Psychology Conference:** June 26-29 in Melbourne.
- **European Congress of Psychology:** July 6-11 in Vienna.
- **Academy of Management:** August 1- 6 in Seattle.
- **APA:** August 7-10 in Toronto.
- **International Human Resource Management:** June 3-6 in Limerick, Ireland. More info at: <http://www.ihrm2003.com>
- **European Academy of Occupational Health Psychology:** November 20-21, Berlin. The deadline for submissions is Friday 27 June 2003.

HAPPENINGS...

The Ottawa I/O Psychology Group (OIOPG) meets the last Friday of every month. The final talk of the 2002 – 2003 session, to be held on May 30, will be a panel discussion on personality and selection.

Please check with **Sunjeev Prakash** (Sunjeev.Prakash@psc-cfp.gc.ca) for more information and to get on the OIOPG e-mail list.

CONGRATULATIONS TO...

- **Natalie Allen**, who was promoted to full professor at Western.
- **Dan Skarlicki**, who has a new book (edited with Stephen Gilliland & Dirk Steiner): *Emerging Perspectives on Managing*

Organizational Justice, Greenwich CN: Information Age Press.

- Helena Addae of Concordia University's John Molson School of Business, who successfully defended her Ph.D. thesis. Her thesis was entitled "Dimensions, Antecedents and Consequences of Absence Legitimacy: From Theory to Empirical Evidence in a Nine-Nation Study" and was supervised by **Gary Johns**.
- **Blake Jelley** on the birth of his son, Mathew last August.
- **Deb Powell**, a Ph.D. student at Western, who ran the Boston marathon with an amazing time of 3:41.09. (The UWO faculty noted that, apparently, they need to give their students more work if the students still have all of this energy to run marathons!)

NEW JOB NEWS...

- **Marjory Kerr** has returned to Ellis Associates as a partner.
- **Laurent Lapierre** started as Assistant Professor of Organizational Behaviour and Human Resources Management. U of Ottawa School of Management last fall.
- Daniel Heller will be joining the I/O faculty at the U of Waterloo. Daniel Heller did his PhD at the U of Iowa and his undergraduate studies at the Hebrew U. He has worked that the National Institute of Testing and Evaluation and the Behavioral Sciences Department (Selection Branch) of the Israeli Army. His research interests include personality, affect/mood, job satisfaction, and decision-making.
- Deborah Zinni (from McMaster) accepted a position as Assistant Professor of HR Management in the Faculty of Business at Brock University.
- Mohammed Al-Waqfi (who will defend his dissertation at McMaster this summer) is in a tenure-track position in the Faculty of Business Administration at Acadia University.
- McMaster has hired 2 new faculty: **Aaron Schat** (who is currently completing his Ph.D. in I/O at Guelph) will be starting in a tenure-track position as Assistant Professor of Organizational Behaviour and HRM. Kevin

Tasa (Ph.D., Toronto, 2002) will also start in July as Assistant Professor of Organizational Behaviour.

- Saint Mary's also has hired 2 new I/O faculty: **Camilla Holmvall**, who is finishing up her Ph.D. at U of Waterloo, does research on social and organizational justice. Debra Gilin conducts research on conflict escalation and resolution, as well as managerial decision-making. Welcome to both of you!

SSHRCs Galore!....

Canadian I/O Psychologists were quite successful this year in terms of obtaining SSHRC grants:

- **Laurie Barclay**, a UBC Ph.D. candidate, was awarded a SSHRC doctoral fellowship.
- **Natalie Allen** (UWO) SSHRC grant is entitled "Understanding diversity in work groups and teams in organizations." Her overall objective is to develop a better understanding of how diversity influences individual-level reactions such as work attitudes, behaviour, and well-being.
- **Rick Goffin** (UWO) received a SSHRC grant for his project: "Using Social Comparisons to Improve Employee Performance Appraisal."
- **David Zweig's** SSHRC grant was entitled "Defining the Boundaries of Electronic Monitoring," which is a continuation of his work examining the impact of privacy and fairness violations on employees who are electronically monitored.
- **Dan Skarlicki's** SSHRC Grant was entitled "Fairness at Work: Why and When Managers Don't Always do the Right Thing."
- Ever the high-achiever, **Gary Johns** (Concordia University) was not content to have only one SSHRC: He is the recipient of two 3-year SSHRCs! The first one is entitled "Studies in Absenteeism from Work." The other (with V.V. Baba of McMaster and M. Jamal of Concordia) is entitled "Work and Occupational Mental Health: Antecedents, Process Dynamics, and Consequences."

Congratulations! It is great to see our I/O expertise being noticed and awarded across Canada!

JOB OPENINGS

- The Canadian Nuclear Safety Commission currently has an opening for an Organization and Management Specialist to perform assessments of organizational and management factors in nuclear facilities. A Master's or Ph.D. degree in Industrial/Organizational Psychology is preferred. Please check their Web site (<http://www.nuclearsafety.gc.ca/eng/career/openings/index.cfm>) for more info.
- UBC is planning to hire faculty in HR and OB. Check the AOM placement services for more information.

Questions and comments can be directed to me at Arla.Day@smu.ca.



The U of Calgary had so much news, Derek Chapman has provided us an overview of the happenings in their program.

News from the U of Calgary
Derek Chapman, Ph.D.
University of Calgary

All of us here at the University of Calgary would like to say “hello” to our many I/O friends and colleagues across the country. We have plenty of good news to share about our program. First and foremost, we continue to be pleased with the remarkable accomplishments of our students who, along with their peers across Canada, represent the bright future of our discipline. We congratulate Sarah Carroll for successfully defending her master's thesis, which examined the use of the situational interview to measure personality traits, and which she recently presented at a highly successful symposium at SIOP. Sarah has been accepted into our Ph.D. program and is working with Kibeom Lee for her dissertation. Karen Brown and David Scholtz also completed their Master's in the past year and are now

enthusiastically applying their knowledge at the DND. Both Karen and David were finalists in the IAHR “Best Master's Thesis in HRM Awards” this year. Kudos also go out to Aoife Brennan, David Jones and Krista Uggerslev who successfully completed their candidacies and now join Wayne Ormond and Colleen Lucas on the ABD list. We would also like to welcome back Stephanie Paquette who recently returned from an exciting one-year internship with Development Dimensions International in Pittsburgh and is now working toward her Ph.D. We were also pleased to have David Jones and Krista Uggerslev represent Calgary and CSIOP so well at the AOM and SIOP doctoral consortia this year.

Our group also welcomes Kibeom Lee (Ph.D. Western, 2000), his wife Jungjin, and daughters Kate and Son, to our I/O family. Kibeom comes to us following two years of teaching at the University of Western Australia and we are thrilled to have him in our program. Kibeom's work on personality, organizational commitment, and organizational citizenship behaviour is highly respected and is a welcome addition to our program.

Theresa Kline is taking a well-deserved sabbatical this year and has used the time, among other things, to put the finishing touches on her new book: *Teams that Lead: A Matter of Market Strategy, Leadership Skills and Executive Strength*. Mahwah, NJ: Lawrence Erlbaum Associates. Congratulations Theresa on your new book!

Lorne Sulsky also has a book coming out on stress in organizations, co-authored with Carla Smith. Lorne has also settled into his role as the editor of the *Canadian Journal of Behavioural Science* and is always looking for more I/O content for his journal.

Lastly, we consider ourselves very fortunate to have had Arla Day in our midst during her sabbatical from Saint Mary's this year. It was great fun having Arla in the group and when she was not busy giving our students opportunities to work on projects with her, she was impressing us with her convincing Irish accent during our I/O

Murder Mystery dinner hosted by M.Sc. students Kelly Piasentin and Heather MacDonald. Some day we will take you up on that promised lobster dinner, Arla...



TERROR IN THE WORKPLACE¹

Erika L. Ringseis, Ph.D., LLB²

“Terrorism” is certainly not a new word to us after September 11, 2000. “Workplace terrorism,” however, carries with it a different chill given that the perpetrator is not an external source of evil, but a fellow coworker. The media headlines remind us of the most extreme cases: the fatal shootings of employees at Ottawa-Carleton Regional Transit Commission, the murder/suicide at Sears Canada Inc. There is no question in anyone’s mind that such behaviour is intolerable and deserving of punishment. But, workplace violence concerns more than murder, and indeed, more than physical violence. The most recently reported workplace violence cases have more often involved threats than actual physical contact.

Recent Workplace Violence Arbitrations

Workplace violence may result in termination. Two recent cases illustrate the tough stance arbitrators are taking in relation to discipline for workplace violence, including threats. Although mitigating factors may be considered, termination of employment following an incident of workplace violence is frequently upheld at grievance arbitration.

In *The Manitoba Lotteries Corp.*,³ a member of the housekeeping staff was disciplined for three intimidating incidents of increasing severity. First, the employee received a written warning for her rudeness and swearing at a security staff member. Second, the employee received a suspension without pay for threatening to spray a chemical agent in another employee’s face during a heated argument. Finally, the employee was terminated for slapping her supervisor’s hand. The employee grieved the suspension and the discharge in arbitration.

After discussing a number of workplace violence discharge grievances, the arbitrator concluded that the most significant factors mitigating discharge in response to workplace assault are seniority, disciplinary record and the isolated nature of the act. The remorse shown by a grievor is also important. In the *Lotteries* case, the grievor had low seniority, had the three incidents of increasing severity on her record, and showed little remorse. Thus, the arbitrator upheld her suspension and dismissal. What had appeared to be a minor slap had major consequences.

In *Re McCain Foods (Canada) and United food and Commercial Workers Union, Local 114P3*,⁴ an employee threatened to shoot his supervisor. The employer discharged the employee, who grieved the termination decision through arbitration. Arbitrator Simmons dismissed the grievance, stating:

It is always difficult to determine whether such statements were made in jest or whether they were seriously made. What is certain, however, is death threats made in the workplace have no place in today’s society whether made in jest or seriously made. Indeed, society has become acutely aware that there

¹ Please note that an earlier version of this paper was produced in a national bulletin prepared by Fraser Milner Casgrain LLP.

² The author received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her LLB from the University of Calgary. She is currently a student-at-law at Fraser Milner Casgrain LLP, in Calgary.

³ (*Re*) [2002] M.G.A.D. No. 1, online: QL (LABQ), (Manitoba, Arbitrator Peltz).

⁴ 107 L.A.C. (4th) 193, online: QL(LABQ) (Ontario, Arbitrator Simmons).

is zero tolerance relating to such threats being uttered in certain places.

Arbitrator Simmons' example is likely the one that most people would consider: airports. Beginning prior to 9/11, and in bolder print since 9/11, signs at airport security announce that all jokes or comments about jeopardizing aircraft safety will result in serious consequences. We expect travelers and employees to exercise common sense and to avoid making such utterances even in jest. However, the case law discussed above suggests that common sense does not always prevail.

The Employer's Challenge

Catastrophic violence "frequently has its roots in the everyday type of harassment that takes the form of teasing and taunting."⁵ Thus, an appropriate "next step" in the development of workplace harassment policies is to include workplace violence. Many of the same psychological and physiological effects occur as a result of harassment and as a result of violence. Similar policies and procedures may be applicable to both types of complaints. Indeed, employees may not recognize whether they are a victim of harassment or violence per se, because the lines may be blurred. A well-developed harassment policy and program should therefore include harassment in its extreme form: workplace violence. Legal guidance may assist in creating an effective procedure to avoid and control workplace violence.

Employers need to consider violence in their workplace because of its legal and economic effects. Whether the act of violence is actually physical in nature or is a threat of violent action with future harm, coworkers may experience negative psychological consequences, including feeling on edge, less trusting, suspicious, vigilant, non-cooperative and isolated.⁶ This is not

conducive of an atmosphere promoting productive, efficient and satisfied employees who produce good quality work.

Employers need to develop strategies, policies and procedures for dealing with workplace violence. Some experts recommend the use of professionals to intervene and investigate threats and bizarre behaviours.⁷ Although we cannot eliminate the possibility of an employee getting so emotionally wound up that he or she physically becomes abusive and violent, it is more likely that the organization will receive warning signs. Threats should not be ignored, and there should be appropriate measures in place to address them.



**2003 CPA Convention, Hamilton, ON,
12-14 June
CSIOP Program
John Johnston, M.Sc.
Royal Military College of Canada**

The program for the upcoming convention in Hamilton is in place and I think it will have something of interest to everyone. We will have an extensive "Section" Program of invited speakers, symposia and practitioner sessions. In addition there are good number of submitted posters, symposia and conversation sessions to attend. Here is the link to the complete convention schedule on the CPA Web site:

http://www.cpa.ca/hamilton/convention_at_a_glance/pdf.

⁵ See, e.g., *supra* note 2.

⁶ Dr. Perry Sirota, "Violence in the Workforce: Can You Violence Proof Your Business?" (Annual Labour Arbitration and Policy Conference, (Calgary, Alberta, June 7 and 8, 2000).

⁷ *Ibid.*

The CSIOP program is listed below. I hope everyone enjoys the convention.

Thursday, 12 June

11:00-11:55. *Conversation Session. Room: 3rd floor, Webster C*

360 Degree Performance Assessment Feedback and Coaching for Executive Development. Tom O'Hara

12:00-1:55. *Invited Symposium. Room: 3rd floor, Webster C*

A Rational Model of Leadership Development
Alan Okros, Canadian Forces Leadership Institute (CFLI)

2:00-2:55. *Section Keynote Speaker. Room: 3rd floor, Webster C*

Leadership: A Reconsideration of Traits, Individual Differences, and Personal Attributes as Key Drivers. Stephen Zaccaro, George Mason University
Sponsored by CFLI

3:00-3:55. *Conversation Session. Room: 3rd floor, Webster C*

Industry-University Collaboration; The Bright and the Dark Sides. Jack Duffy

4:00-4:55. *Conversation Session. Room: 2nd floor, 202*

Innovation in Competency Based Leadership Development. Scott Cooper

Friday, 13 June

8:00-9:55. *Symposium. Room: 3rd floor, Webster C*
Understanding the Importance of Program Evaluation in Organizational Settings; The role of Psychologists - Are we Doing it Right? Deborah Miller

10:00-10:55. *Section / CPA Invited Speaker. Room: 3rd Floor Plenary, Chedoke A*

The Role of Individual Differences in Occupational Stress; Theoretical and Practical Implications. Steve Jex, Bowling Green State University

11:00-11:55. *Education and Training Award.*

Room: 3rd Floor Webster B

Predicting Success in Dental School; a Longitudinal Study. Vic Catano, Saint Mary's University

12:00-1:55. *Invited Symposium. Room: 2nd Floor Albion A*

Workplace Violence and Aggression: Risk and Response. Kevin Kelloway, Saint Mary's University

2:00-3:55. *Symposium. Room: 3rd floor, Webster C*
New Directions in Occupational Stress Research. Arla Day

4:00-4:55. *Symposium. Room: 2nd Floor 201*

The Science and Practice of Performance Appraisal. Gary Latham, Cheryl Lamerson

7:30-10:00. *Social Hour(s) Location TBA; check information board.*

CSIOP / Military Section Social

Saturday, 14 June

10:00-11:25. *Section Business Meeting. Room: 3rd floor, Webster C*

Guy Beaudin, RHR, will present the RHR Kendall Award at the SBM.

11:30-12:25. *Practitioner Session. Room: 3rd floor, Webster C*

Coaching is coaching - or is it? Marjory Kerr, Ellis and Associates

12:30-1:25. *Practitioner session. Room: 3rd floor, Webster C*

Linking coaching to organizational results. Laura Methot, Methot Associates

12:30-2:30. *Poster Session. Room: 3rd Floor Chedoke BC*

Poster and Exhibitions



CPA 2003 Pre-Convention Workshop Update

Peter Hausdorf, Ph.D.

University of Guelph

As many of you may know, we have Theresa Kline lined up for our workshop this year. One of my primary objectives for the workshop has been to offer a program that reflects both I/O content and practice. I feel particularly good about the workshop this year because I am confident that Theresa will be able to deliver a session that is rich on I/O content (specifically on teams) and the practical implications. I am also pleased to say that the cost has not changed in the past 3 years (who else can say this?). I hope to see you there. This workshop will be relevant for all I/O constituents (students, practitioners and researchers). If you have any questions please contact me at phausdor@uoguelph.ca.



Hamilton Restaurants

To help out those of you who may not be familiar with Hamilton, here is a list of restaurants in the vicinity of the convention. Many thanks to **Greg Sears** and **Lori Francis** for putting this information together.

I. Downtown / Close to Sheraton

Casual

- Junction Cafe & Lounge (197-199 King William St.) - excellent - live jazz Thurs, Fri, and Sat evenings.
- Slainte (33 Bowen St.) irish pub / grub.
- The Rude Native (43 King William St.) - eclectic food.
- Toby's Good Eats / Walt's Grill & Bar (2 King St. West - Jackson Square) - standard fare but convenient.
- Denninger's (284 King St. East and Jackson Square) - excellent, hearty European / deli food - good for a quick bite.
- Gown and Gavel (24 Hess St. South) - located in main pub district.

Fine(r) Dining

- Black Forest Inn (255 King St. East) - good, hearty German food.
- Chagall's (116 King St. West - Sheraton) - good food but perhaps a bit pricey.
- Il Fiasco (182 Locke Street South) - Cafe and Wine Bar. (905) 522-8549

Ethnic

- La Bocca (92 Jackson St. East) - pasta / Italian cuisine.
- La Costa (41 King William) – Mediterranean. (905) 528-5576
- Le Chinois (173 King St. East) –Chinese (905) 528-2223
- Kasturi (238 King St. West) - excellent Indian cuisine.
- Papagayo (246 King St. West) - (905) 525-0309
- Ristorante La Cantina (60 Walnut St. South) – Italian. (905) 521-8989
- ***II. On-Campus / Close to McMaster***
- *On-Campus*
 - Phoenix Grad House (good lunch menu),
 - Quarter's Roasted Chicken
 - Teriyaki Experience
 - Student Centre, and Commons Building (quick, residence-style fare)

Short Walk

- Bean Bar (1012 King St. West) - interesting menu; located in Westdale -- cafe / small shop area close to McMaster.
- Bourbon St. Cafe (1019 King St. West) - great menu - sizable portions; Westdale.
- Lee McBride's (1010 King St. West) (905) 526-6642
- Maple Leaf Pancake House (1520 Main St. West) - simple but offers inexpensive all-day breakfast menu; west of McMaster on Main St.



Comments From The Editor

Sunjeev Prakash, M.Sc.

Personnel Psychology Centre

Hello again. I hope all of the CSIOP members found this news bulletin as interesting to read as I did. There is a fair amount of information to consider with respect to our association and the directions we might take in the future. I encourage everyone to send us your comments. The more the executive knows about your views and opinions, the better it can represent your interests.

There are quite a few people I need to thank. First off, I would like to thank David Zweig for distributing the CSIOP logo. It was a great addition to the posters at SIOP and I'm sure it will be used at CPA as well as other conferences.

Next, I would like to thank Kathleen Boies for providing us with a translated version of the letter from the Chair for several editions of the news bulletin. Due to other commitments, Kathleen is unable to continue to translate the article for us. Johanne Lapointe has agreed to take on the task as of this edition of the news bulletin. Thanks, Johanne.

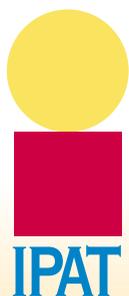
I would also like to thank our regular contributors and the people who took the time to provide the articles on CSIOP and CPA. Discussions revolving around the CSIOP – CPA relationship have been occurring, both informally and formally, for some time. This is an important topic and I hope the articles might help us move towards some decisions. Thanks to Ann Marie Ryan and Nancy Tippins from SIOP for their article. It does seem that we aren't unique in the issues we are facing. I found that quite a bit of the article from SIOP

seemed to have themes that are very similar to our situation.

Thanks also to Paul MacDonald, and his article on the statistical detection of cheating behaviour. Paul first presented this information at one of the fall meetings Ottawa Industrial Organizational Psychology Group (OIOPG) where I asked him to submit an article for the news bulletin. As Arla has noted earlier in the news bulletin, the OIOPG is having its last scheduled session before the summer. Planning for the new session in September will be starting soon. If anyone is interested in presenting to this group, or being added to the mailing list, please contact me at Sunjeev.Prakash@psc-cfp.gc.ca.

I hope everyone enjoys the conference in Hamilton.





LCR

Effective Leadership begins with Self-Awareness.

The **16PF® Leadership Coaching Report (LCR)** guides your client through this critical first step and builds an individualized developmental action plan.

The LCR is a coach's tool that:

- Compares personal behavioral style with successful leaders
- Identifies personal gifts and limits
- Proposes strategies to enhance strengths
- Provides concrete suggestions to develop leadership skills

A strong complement to 360° feedback, the LCR assesses the personality characteristics that define your client's leadership style to facilitate self-understanding, growth, and development.

Insight delivered by IPAT.

For more information, including a sample report, visit www.ipat.com or call our Customer Service Department at **1-800-225-4728**, ext. ACSL.

The Department of Psychology at the University of Guelph invites applications for a tenure-track position in Industrial/Organizational Psychology to begin July 1, 2004. A PhD is required.

Industrial-Organizational Psychology. The appointment will be at the Assistant or early Associate Professor level. The appointee will be a graduate from a recognised program in I/O Psychology or possess equivalent training. The successful candidate should have established an active research program in the broad area of organizational or consulting psychology, and should be willing to commit to a team approach in the delivery of a highly successful PhD program in I/O Psychology. An ability to teach some specialised topics such as organizational development, leadership, change management, or executive coaching is desirable. At the undergraduate level, the candidate may also contribute to teaching social psychology and personality/individual differences. Opportunities are available to participate in the newly established Leadership diploma and degree programs.

Applications should include a curriculum vitae, a statement of research and teaching interests, a summary of relevant applied experience, and preprints/reprints. At least three letters of recommendation must support the application.

All application materials should be submitted by October 15, 2003, to:
Harvey H. C. Marmurek, Chair, Department of Psychology, University of Guelph, Guelph, ON, Canada, N1G 2W1.

More information about the Department can be found at www.psychology.uoguelph.ca .

All qualified applicants are encouraged to apply; however, Canadians and permanent residents will be given priority.

The University of Guelph is committed to an employment equity program that includes special measures to achieve diversity among its faculty and staff. We therefore particularly encourage applications from qualified aboriginal Canadians, persons with disabilities, members of visible minorities, and women.



"A pioneer in the use of psychology in business."

Can You Make a Difference?

Established in 1945, RHR International Company is the premier firm of management psychologists providing support to senior management of the world's foremost companies. We are seeking doctoral-level psychologists with a minimum of 5 years management consulting experience for full-time career positions in our Toronto office. We hire from all disciplines of psychology.

RHR International is a dynamic, high-performance oriented organization. We offer successful candidates the opportunity to make a difference in the world's leading organizations. In addition, we provide ongoing international professional development and a competitive compensation package.

Successful candidates are self-motivated and energetic with an ability to establish rapport with senior executives by applying psychological principles to enhance individual and organizational effectiveness.

If you are looking for a challenge and would like to compete at a world-class level, please contact Diane Lepley, Corporate Staffing Director.

Diane Lepley
Corporate Staffing Director
RHR International Company
220 Gerry Drive
Wood Dale, IL 60191
USA

e-mail dlepley@rhrinternational.com
Telephone 1 630 766 7007
Fax 1 630 766 9037

For additional information please visit www.rhrinternational.com

2002/2003 CSIOP EXECUTIVE

Dr. Arla Day
Chair
Department of Psychology
Saint Mary's University
923 Robie St.
Halifax, NS B3H 3C3
arla.day@stmarys.ca
(902) 420-5854

Dr. Joan Finegan
Secretary-Treasurer
Department of Psychology
University of Western Ontario
London, ON N6A 5C2
finegan@julian.uwo.ca
(519) 661-2111 x 84932

Dr. Ramona Bobocel
Past Chair
Department of Psychology
University of Waterloo
200 University Ave. W.
Waterloo, ON N2L 3G1
rbobocel@watarts.uwaterloo.ca
(519) 888-4567, ext. 3622

Sarah Carroll, MSc
Student Representative
Department of Psychology
University of Calgary
2500 University Drive
Calgary, AB T2N 1N4
scarroll@ucalgary.ca

Dr. Pat Rowe
Chair-Elect
Department of Psychology
University of Waterloo
200 University Ave. W.
Waterloo, ON N2L 3G1
prowe@watarts.uwaterloo.ca
(519) 888-4567, ext. 3056

Dr. Peter Hausdorf
Workshop Coordinator
Department of Psychology
University of Guelph
Guelph, ON N1G 2W1
phausdor@uoguelph.ca
(519) 824-4120, ext. 3976

Dr. Veronica Stinson
Membership Coordinator
Department of Psychology
Saint Mary's University
Halifax, NS B3H 3C3
Veronica.stinson@stmarys.ca
(902) 420-5861

Sunjeev Prakash, MSc
News Bulletin Editor
Personnel Psychology Centre
300 Laurier Ave. W.
Ottawa, ON K1A 0M7
sprakash@psc-cfp.gc.ca
(613) 943-8878

John Johnston, MSc
Program Coordinator
Department of Military Psychology and
Leadership
Royal Military College of Canada
(613) 541-6000, ext 6408
john.johnston@rmc.ca

Dr. David Zweig
Communications Coordinator
Division of Management
University of Toronto at Scarborough
1265 Military Trail
Scarborough, On M1C 1A4
zweig@utsc.utoronto.ca
(416) 287-5613

Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.
