



LE REGROUPEMENT CANADIEN DES  
PSYCHOLOGUES INDUSTRIELS ET  
ORGANISATIONNELS

# The Canadian Industrial & Organizational Psychologist

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

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## COMMENTS FROM THE CHAIR

*Arla Day, PhD*  
*Saint Mary's University*

As I sit down to write my last chair's column, one of my colleagues is complaining in the hall about needing help from the custodial staff. When trying to get their attention, he jokingly yells in the hall

"It would be much easier if everyone remembers that it is ALL ABOUT ME!!"

In need of something to write for this column, I consider "ALL ABOUT ME" as a topic. I then realized that the column would be both short and boring. Instead, I've decided that what is important is "ALL ABOUT YOU."

After all, without you - the members, the executive, the contributors for the news bulletin, and the conference presenters - there wouldn't be a CSIOP. Therefore, I want to focus on all of CSIOP's accomplishments over the past year, and the people who have helped us reach our goals.

### ***CSIOP 2002-2003 Year in Review...***

During the past year, we have developed our mission statement, commissioned position papers on I/O topics; organized a full conference program complete with a one-day workshop; produced four news bulletins, and acted as an advocacy group for I/O Psychology in Canada.

### ***Job descriptions***

In the spirit of implementing good I/O psychology practices, the executive members updated all of their job descriptions. These descriptions give a realistic job preview to our incoming executive as

well as act as an easy-to-remember “to-do list” throughout their term.

### Student Activities

I had the opportunity to talk with the chairs of the other CPA sections about the programs and services they offer. Several sections do not have a student rep, and they were impressed by what our student representatives have done over the years. With the support of RHR International, we are pleased to offer the RHR Kendall Award to the best I/O student paper at the conference.

Congratulation to **Kristyn Scott**, who won this year for her paper entitled “Inferring leadership traits from behaviours: Is there a bias against females?”

Students had a chance to talk with faculty and practitioners at the Mentor Outing at the conference, which was both entertaining and educational. A new column focusing on student issues has also been added to the news bulletin. Our student representative, **Sarah Carroll**, has done an excellent job to ensure all of these activities were a success.

### News Bulletin

In the past few years, our quarterly news bulletin has flourished and expanded to include news from the executive members, research articles, opinion pieces, student columns, and information for practitioners. We have moved to an electronic format, allowing us to expand the number of pages, add more graphics and colour, and reach a larger audience. **Sunjeev Prakash** is to be commended for his help in the transition of the newsletter to an electronic format. Thanks also to all the regular contributors, the guest contributors, and the translators.

### Membership

We have held our membership numbers constant over the year and looked at various initiatives for increasing membership. Thanks to **Veronica Stinson**, who has worked hard to keep the membership directory and files updated and organized!

### Web site

Our web site (<http://www.ssc.uwo.ca/psychology/csiop>) has expanded to contain information about CSIOP, I/O programs in Canada, updated conference information, job postings, and student internship opportunities. We have been very lucky to have **Joan Finegan** act as our Webmaster for this site, and, thankfully, she has agreed to remain as the Webmaster of our site.

### Financial

We are in a very good financial situation because of excellent funding opportunities. Thanks to **Al Okros** and the Canadian Forces Leadership Institute for their continued support and sponsorship of the guest speaker at the conference for the past two years. Thanks also to CPA for the sponsorship of our one of our guest speakers, Steve Jex. **Joan Finegan** has done an excellent job as secretary treasurer. She has been on the executive as secretary-treasure and as chair for 6 years, and her knowledge and dedication has been an invaluable asset to CSIOP.

### Conference

See **John Johnson**'s column for the full summary of the conference. Needless to say, it was a tremendous success. John was able to overcome some conference problems to organize an excellent conference: the posters and presentations were interesting; the speakers were excellent; the Military-I/O social was a lot of fun (thanks again to **Cheryl Lamerson**, **John Johnson**, and Dean Grey for organizing the event, and thanks to the military section for co-sponsoring it).

The workshop was also a great success. Thanks to **Peter Hausdorf** for all of his organizing efforts. Peter has been the Workshop Coordinator for the past three years. He has done a fantastic job of bringing in high-quality presenters on topics of interest to our members.

### CPA Fellows & Awards

It is important to increase the visibility of I/O Psychologists and recognize the dedication and hard work of our colleagues. One way we can

accomplish these tasks is to nominate our colleagues for CPA Awards. Two of our CSIOP members were recognized by CPA for their contributions. **Vic Catano** was the recipient of the CSIOP Distinguished Contributions to I/O Psychology Award and also was awarded the CPA Education & Training Award. **Lorne Sulsky** was made a Fellow of CPA.

If you would like to nominate any members for these and other CPA awards, please check out their Web site ([www.cpa.ca](http://www.cpa.ca)) for award descriptions. CSIOP will help organize the nominations, write letters of support, etc.

Although it isn't really an "award" per se, I wanted to recognize **Pat Rowe** on her retirement. Although her actual retirement was in 2002, and her official party was the past January, we have been in denial about it, so we didn't have the "unofficial" party until the CPA conference. Pat's has had (and still has!) a distinguished career, and her contributions to I/O Psychology are innumerable.

#### Visibility of I/O

One of the key issues that CSIOP (and I/O as a discipline) has been struggling with is increasing the visibility of I/O Psychology. Thanks to **David Zweig** for his tireless work on this issue by recruiting articles for the positions papers (to be posted on CPA's Web site).

#### Miscellaneous

- The executive was involved in an e-mail discussion with some Australian researchers about ethical issues of testing in organizations (e.g., the impact of the Web-based testing on test security). These researchers are preparing an overview of what is being done in various countries, and they will provide this overview to us.
- CPA has also been involved in Healthy Work Week Strategy. Up to this point, CSIOP hasn't been involved, but we are looking at how we can contribute.
- Kevin Kelloway provided the Kirby Commission with the I/O perspective on

mental health. His presentation was entitled "Work & Mental Health: From Research to Strategy. Report to the Senate Committee on Social Affairs, Science, and Technology."

Thanks must also go to the past chair, **Ramona Bobocel**, who has been incredibly supportive the past year and has made my job much easier, and to **Pat Rowe**, who is a definite asset to CSIOP and will do an excellent job next year. Pat may have retired from her "day job," but we want to ensure that we have the benefit of her experience and knowledge for a long time!

#### *Handing over the Reins....*

I've just spent the weekend galloping my horse around the apple orchards of the Annapolis Valley, and I thought how appropriate it is that I am now talking about "handing over the reins" to the next executive (although I'm sure Pat probably would want only the metaphorical reins rather than the actual reins!)

It has been great working with such a dedicated and industrious team! It is only through their contributions that CSIOP is able to be so successful.

We held our vote for new executive positions at the Annual General Meeting in Hamilton. We have 6 new executive members and 4 "old" members:

- **Kim Baron**, a consultant with Soci t  Pierre Boucher in Montreal, was voted the new Secretary Treasurer.
- **Tracy Hecht**, faculty at U of Manitoba, was voted the new membership coordinator.
- **Derek Chapman**, faculty at U of Calgary, was voted the new program coordinator.
- **Natalie Allen**, faculty at U of Western Ontario, was voted the new chair-elect.
- The Workshop Coordinator is an appointed position, and I'm pleased to announce that **Lisa Keeping**, a faculty member at Wilfred Laurier U, has agreed to take on this job.

- **Melissa Warner** ran for the position of student representative and won by acclamation.
- In the “old” member category... **Sunjeev Prakash** will complete the second year of his term as news bulletin editor. **Dave Zweig** will continue in his role as communication coordinator. **Pat Rowe** will become the new chair, and I will move to the position of Past-Chair, which (if I believe the job description) should involve lots of exotic drinks with little umbrellas....

Finally, I want to thank of the CSIOP members for allowing me the opportunity to chair CSIOP for the past year. It has been a tremendous amount of fun!

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Edited by Johanne Lapointe

Au moment où je m’assoie pour écrire ma dernière chronique en tant que présidente, un de mes collègues s’agite dans le corridor car il a besoin de l’aide du personnel d’entretien. En essayant d’attirer leur attention il crie à la blague « Ce serait beaucoup plus facile si tout le monde se rappelait que "C’EST MOI QUI SUIS IMPORTANT!"

Ayant besoin d’inspiration pour écrire cette chronique, je considère « C’EST MOI QUI SUIS IMPORTANT » comme thème possible. Puis, je réalise que l’article serait à la fois court et ennuyeux. Je décide plutôt que l’important c’est "VOUS QUI ÊTES IMPORTANTS".

Après tout, sans vous – les membres, l’exécutif, les contributeurs du bulletin de nouvelles et les présentateurs aux conférences – il n’y aurait pas de SCPIO. Alors, je veux focaliser sur toutes les réalisations de la SCPIO durant la dernière année

ainsi que les personnes qui nous ont aidé à atteindre nos buts.

### *SCPIO 2002-2003, l’année en rétrospective...*

Durant la dernière année, nous avons développé l’énoncé de notre mission, demandé des exposés de position sur des sujets I/O, organisé un programme complet pour la conférence, incluant un atelier d’une journée, produit quatre bulletins de nouvelles et nous avons travaillé à la promotion de la psychologie industrielle et organisationnelle au Canada.

### *Description d’emploi*

Pour mettre en application les bonnes pratiques de la psychologie I/O, les membres de l’exécutif ont mis à jour toutes leurs descriptions de tâches. Ces descriptions fournissent aux nouveaux membres de l’exécutif un aperçu réaliste de l’emploi en plus de servir d’aide mémoire pour les "choses à faire" tout au long de leur terme.

### *Activités étudiantes*

J’ai eu l’occasion de discuter avec les présidents des autres sections de SCP au sujet des programmes et des services qu’ils offrent. Plusieurs sections n’ont pas de représentant étudiant et ils étaient impressionnés par le travail accompli par nos représentants étudiants au fil des ans.

Avec l’appui de RHR International, nous sommes heureux d’offrir la bourse RHR Kendall à l’étudiant ou étudiante offrant la meilleure présentation lors de la conférence. Félicitations à la gagnante de cette année, **Kristyn Scott** pour sa présentation intitulée : “Inferring leadership traits from behaviours: Is there a bias against females?”

Durant la conférence, les étudiants ont eu l’occasion de discuter avec des membres de divers corps professoraux et des praticiens lors de la Sortie des mentors, qui fut à la fois divertissante et éducative. Une nouvelle chronique portant sur les questions étudiantes a été ajoutée au bulletin de nouvelles. Notre représentante étudiante, **Sarah Carroll**, a fait un excellent travail pour assurer le succès des activités étudiantes.

### Bulletin de nouvelles

Durant les dernières années, nos bulletins de nouvelles trimestrielles ont prospéré et se sont agrandis pour inclure les nouvelles des membres de l'exécutif, des articles sur la recherche, une chronique étudiante, présenter divers opinions et de l'information aux praticiens. Nous avons converti le bulletin d'une version papier à une version électronique, ce qui nous a permis d'accroître le nombre de pages, d'ajouter plus d'éléments graphiques et de couleurs et de rejoindre un plus grand nombre de personnes. Nous remercions **Sunjeev Prakash** pour son aide durant la période de transition vers la version électronique. Merci aussi à tous les collaborateurs fréquents et invités et aux traducteurs.

### Nos membres

Nous avons maintenu stable le nombre de membres durant l'année et nous avons examiné différentes façons d'augmenter leur nombre. Merci à **Véronica Stinson** qui a travaillé avec ardeur pour maintenir le répertoire des membres et les filières à jour et bien organisées !

### Site Web

Notre site Web (<http://www.ssc.uwo.ca/psychology/csiop>) a pris de l'expansion pour inclure des renseignements au sujet de la SCPIO, des programmes I/O offert au Canada, de l'information mise à jour concernant le congrès, l'affichage d'emplois et les possibilités de stages étudiants. Nous avons eu la chance d'avoir Joan Finigan en tant que webmestre et nous lui sommes reconnaissants qu'elle accepte de rester en poste.

### Finance

Financièrement, nous sommes dans une très bonne position grâce à d'excellentes possibilités de financement. Merci à **Al Okros** et à L'Institut de leadership des Forces canadiennes pour leur appui continu et le parrainage de nos conférenciers invités durant les deux dernières années. Merci également à la SCP d'avoir parrainé un de nos conférenciers invités : Steve Jex. **Joan Finigan** a fait de l'excellent travail. Membre de l'exécutif

depuis 6 ans, elle a occupé les postes de secrétaire-trésorière et de présidente et ses connaissances et son dévouement est un atout inestimable pour la SCPIO.

### Congrès

Pour un résumé complet du congrès voir la rubrique de **John Johnson**. Inutile de dire que le congrès fut un immense succès. John a pu surmonter certains problèmes reliés à l'organisation pour offrir un excellent congrès. Les affiches et les présentations étaient intéressantes ; les conférenciers étaient excellents ; la rencontre sociale offerte par les militaires I/O fut très divertissante (merci **Cheryl Lamerson, John Johnson** et Dean Grey pour avoir organisé cet événement et merci à la section militaire de l'avoir co-parrainé).

L'atelier fut également très réussi. Merci à **Peter Hausdorf** pour tous ses efforts en vue de l'organiser. Depuis les trois dernières années Peter en est le coordinateur. Il a réalisé un travail fantastique pour présenter à nos membres des conférenciers de grand mérite et des sujets intéressants.

### Reconnaisances SCP Fellows et Prix

Il est important d'accroître la visibilité des psychologues I/O et de reconnaître le dévouement et le travail de nos collègues. Une façon d'atteindre ce but est de mettre nos collègues en nomination pour des prix de la SCP. Cette année deux de nos membres ont été honorés par la SCP pour leurs contributions. **Vic Catano** a reçu le prix de Contributions remarquables à la psychologie industrielle et organisationnelle ainsi que le prix de Contributions remarquables à l'enseignement de la psychologie et à la formation en psychologie. **Lorne Sulsky** est devenu Fellow de la SCP.

Si vous désirez mettre des membres en nomination pour ces prix ou d'autres prix de la SCP ou pour en obtenir une description, veuillez consulter leur site Web ([www.cpa.ca](http://www.cpa.ca)). La SCPIO vous aidera à préparer les nominations, à écrire des lettres d'appui, etc.

Bien que ce ne soit pas un prix en soi, je désire rendre hommage à **Pat Rowe** qui prend sa retraite. Bien qu'elle ait pris sa retraite en 2002 et que la fête "officielle" ait eu lieu en janvier dernier, nous étions dans le déni de son départ, et nous avons eut la fête "non officielle" seulement après le congrès de la SCP. Pat a eu (et elle a toujours!) une éminente carrière et ses contributions à la psychologie I/O sont innombrables.

### Visibilité de I/O

Une des considérations clés avec laquelle la SCPIO (et la discipline I/O) est au prise est l'accroissement de la visibilité de la psychologie I/O. Merci à **David Zweig** pour son inlassable travail à solliciter des articles pour ensuite présenter des exposés de position (qui seront affichés sur le site Web de la SCP).

### Divers

- L'exécutif s'est engagé, par courrier électronique, avec des chercheurs Australiens dans une discussion sur les considérations éthiques du testing dans les organisations (par ex., l'impact des examens sur le Web sur la sécurité de l'examen). Ces chercheurs sont à préparer un résumé de ce qui est fait des divers pays et ils nous le feront parvenir.
- La SCP s'est impliquée dans les stratégies de Semaine nationale de la promotion de la santé. Jusqu'à présent la SCPIO ne s'est pas impliquée mais nous étudions la possibilité d'y contribuer.
- Kevin Kelloway a fait part à la Commission Kirby du point de vue I/O concernant la santé mentale. Sa présentation s'intitulait: "Work & Mental Health: From Research to Strategy. Report to the Senate Committee on Social Affairs, Science, and Technology."

Je me dois de remercier la présidente sortante, **Ramona Babocel** qui a été d'un soutien extraordinaire durant la dernière année et qui a grandement facilité mon travail et **Pat Rowe** qui est assurément un atout pour la SCPIO et qui

accomplira de l'excellent travail l'an prochain. Pat a peut-être pris sa retraite de son "travail quotidien" mais nous sommes assurés de profiter de son expérience et de ses connaissances pour encore longtemps !

### **Céder les rênes...**

Je viens de passer la fin de semaine à faire galoper mon cheval aux abords des vergers de pommes dans la Vallée d'Annapolis et je crois qu'il est tout à fait approprié que je parle maintenant de céder les rênes au prochain exécutif (bien que je sois certaine que Pat préfère recevoir les rênes en métaphore plutôt qu'en réalité !)

Ce fut extraordinaire de travailler avec un groupe aussi dédié et travaillant! Ce n'est que par leurs contributions que la SCPIO réussie aussi bien.

Lors de la réunion de l'assemblée générale à Hamilton, nous avons tenu des élections pour combler des postes à l'exécutif. En plus des 4 anciens membres nous avons 6 nouveaux membres de l'exécutif :

- **Kim Baron**, une consultante pour la Société Pierre Boucher de Montréal, a été élue secrétaire-trésorière.
- **Tracy Hecht**, membre du corps professoral à l'Université du Manitoba, a été élue coordonnatrice pour recruter les nouveaux membres.
- **Derek Chapman**, membre du corps professoral à l'Université de Calgary, a été élu coordonnateur des nouveaux programmes.
- **Natalie Allen**, membre du corps professoral à l'Université Western, a été votée présidente-élue.
- Le coordonnateur des ateliers est appointé et je suis heureuse d'annoncer que **Lisa Keeping**, membre du corps professoral à l'Université Wilfrid Laurier, a accepté le poste.
- **Melissa Warner** s'est présentée et a remporté, par acclamation, le poste de représentante des étudiants.

- Dans la catégorie des anciens membres **Sunjeev Prakash** complètera la deuxième année de son terme en tant qu'éditeur du bulletin de nouvelles. **Dave Zweig** continuera dans son rôle de coordonnateur des communications. **Pat Rowe** deviendra la nouvelle présidente et j'occuperais le poste de présidente sortante qui, si j'en crois la description des tâches, comprend beaucoup de breuvages exotiques ornés de petits parapluies.

Enfin, je désire remercier les membres de la SCPIO de m'avoir permis de présider la SCPIO durant la dernière année. Ce fut très agréable!

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**Vic Catano**

*CSIOP Distinguished Contributions to I/O Psychology Award, CPA Education & Training Award*

**Profile on.....Vic Catano**

Vic Catano was presented two awards at the past CPA conference: CPA Education and Training Award and the CSIOP Award for Distinguished Contributions to Industrial/Organizational Psychology in Canada. Vic is only the third recipient of this prestigious award in its history (Gary Latham received it in 1997 and Pat Rowe received it in 2000).

The CSIOP Distinguished Scientist Award is presented to individuals who have made a significant contribution throughout their career to the field of I/O Psychology in Canada. Vic was recognized for his teaching, research, and work with organizations.

The CPA Award for Distinguished Contributions to Education and Training in Psychology recognizes individuals who have made a significant contribution to education and training in psychology in Canada.

During his 31-year career at Saint Mary's University, Dr. Catano has supervised approximately 40 masters students and innumerable undergraduate students. Many of these students have continued with their studies to get their masters' and Ph.D. degrees. In the early 1980s, Dr. Catano was involved in the creation Master of Science Program for Industrial and Organizational Psychology at Saint Mary's University. This program is one of the few of its kind across Canada, and it has an excellent reputation among the I/O community in Canada. To his credit, Dr. Catano has been able to sustain and increase the growth of this program.

Dr. Catano conducts research in personnel selection, labour relations and unions, organizational and environmental constraints on productivity, and the impact of psychological environments on the health, safety, and productivity of workers. He has published over 150 scholarly articles, conference papers, and technical reports. He is the first author of *Recruitment and Selection in Canada*, one of the leading texts in the field of human resource management.

Dr. Catano has extensive consulting experience in personnel selection and assessment, job analysis, utility analysis, occupational families, attitude surveys, leadership, productivity issues, statistical analyses and research methodology, and industrial relations. His clients have included the Department of National Defence, Royal Canadian Mounted Police, Asea Brown Boveri, Nova Scotia Government Employees Union, and Manufacturing Research Corporation of Ontario, among others. As part of his work with the RCMP, Dr. Catano developed a performance appraisal system that is used as part of their non-commissioned officer promotion system. He is also currently advising the RCMP with respect to the development and

implementation of a competency-based management framework.

He has acted as the President of the Canadian Society of Industrial/Organizational Psychology. He served two four-year terms as the Editor of *Canadian Psychology*, the flagship journal of the Canadian Psychological Association. He is a member of the Editorial Board for *Advances in Organizational Behavior* and has acted as a reviewer for numerous scholarly journals and granting agencies. In recognition of his contributions to the science and practice of psychology in Canada, Dr. Catano is a Fellow of the Canadian Psychological Association, and he is an Honorary Member by Canadian Forces Personnel Selection Officers Association.



#### Membership Report

*Veronica Stinson, PhD*  
*Saint Mary's University*

Hello everyone! I hope you're having a pleasant and productive summer. CSIOP's membership is now at 322 (306 Full & Student members, 16 associate members). In these last few months, we acquired 21 new members who we welcome below.

Since my term as membership coordinator is coming to an end, I'd like to thank all of you for continuing to be a part of such a wonderful organization. Please continue to keep us abreast of any changes in your contact information. If your membership is through CPA (in other words, if you are a full or student member), be sure to contact both CPA and the CSIOP membership coordinator if there are any changes to your contact information. Associate members need only contact the CSIOP membership coordinator.

**Tracy Hecht** will take over as CSIOP membership coordinator in August 2003. You can contact her at (204) 474-9783, Fax: (204) 474-7545, or EMail: [hechtttd@ms.umanitoba.ca](mailto:hechtttd@ms.umanitoba.ca).

**Please note the following changes to member contact information:**

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***We welcome the following members who have joined CSIOP in the past few months:***

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## CSIOP STUDENT NEWS

*Sarah Carroll, MSc  
University of Calgary*

I hope everyone is having a fun, relaxing summer. I had the pleasure of attending this year's CPA conference in Hamilton. The conference was a great mix of learning, networking, and social events. This year's mentor outing was a great success! I would like to thank to the faculty members (**Dr. Arla Day** and **Dr. Lorne Sulsky**) and practitioners (**Dr. Laura Methot** and **Dr. Shaun Newsome**) who agreed to act as mentors. The students who attended the outing were very grateful for all the wisdom and advice that the mentors imparted. All who attended the mentor outing expressed gratitude for the generosity of the CSIOP executive, who provided us with refreshments. Finally, I would also like to thank **Dr. Guy Beaudin**, who could not attend the mentor outing, but who answered students' questions via a conference call after the convention.

Speaking of **Guy Beaudin**, on behalf of the CSIOP student members, I would also like to thank Guy and RHR International for their continued sponsorship of the RHR-Kendall Award for the best student conference paper. This year, **Kristyn Scott** won the award for her paper, "Inferring leadership traits from behaviours: Is there a bias against females?" Congratulations, Kristyn!

My term as CSIOP student representative has come to an end. I have enjoyed the opportunity to represent Canadian I/O students. **Melissa Warner**, a Ph.D. student from the University of Guelph, was elected as the new CSIOP Student Representative. Congratulations, Melissa! Melissa is looking forward to beginning her student rep duties, and she has provided the following background information:

### ***Profile on Melissa Warner, New CSIOP Student Representative***

After I completed my undergraduate degree in Psychology and Statistics at Mount Saint Vincent

University, I became an I/O Psychology graduate student at the University of Guelph. I am currently finishing my Master's degree **with Dr. Peter Hausdorf** where I am exploring the role of managerial support on the experience of work-family conflict. In addition to my coursework and thesis, I am also fortunate to be a part of the Research Consult team at Organization and Management Solutions and conduct contract work with the Centre for Families, Work, and Well-Being.

As I am beginning my Ph.D. studies in September, I feel that I would like to contribute more formally to the Canadian I/O community. After volunteering at the CSIOP booth at SIOP last year and representing **Sarah Carroll** at this year's annual Long Range Planning Meeting, I felt that joining the CSIOP Executive would be a great opportunity for me to contribute to the I/O community.

I feel that my experience as Project Lead on several consulting contracts, my position as Program Coordinator for a smoking cessation program on campus, and my position as Course Coordinator for a Psychology course this year exemplifies my leadership and organizational skills needed for the CSIOP student representative position.

As the CSIOP student representative, I plan to increase student involvement in CSIOP by organizing a social evening at CPA and creating an I/O student contest in the CSIOP newsletter. I also plan to increase communication by implementing a new system where each school has an "in-house" CSIOP student representative who would be the liaison between students at the University and the student representative.



## The Science & Practice of Performance Appraisal

Sara Mann, Celia Moore, & Joan Almost  
University of Toronto, Canada

We did a review for the Canadian Forces of the recent literature on performance appraisals under the supervision of **Gary Latham**. We found that the focus in performance appraisal research has changed dramatically over the last decade, from the instrument used and the sources of appraisal to the on-going coaching, developing and motivating of employees. A report written for the Canadian Forces uncovered recent, and sometimes surprising findings in the realm of performance appraisal research.

While there is little that is new on the legal front, there are two findings which are of particular interest. Werner & Bolino (1997) reported that organizations are likely to win court cases involving performance appraisal if they show evidence of fairness and due process. Also, Martin, Bartol & Kehoe (1999) found a 100% increase in the number of discrimination cases involving performance appraisals over the number filed in 1995. With regard to the appraisal instrument, there are several findings which are of particular interest. The appraisal instrument should encompass both task and citizenship performance (Rotundo & Sackett, 2002). An innovative approach to the development of an appraisal instrument is CARS, the computerized adaptive rating scale (Borman et al., 2001). Another innovation is the balanced scorecard. This was adapted in response to the need for weighting the criteria in a performance appraisal consistent with the organization's strategy.

An area which has received increasing attention over the past decade is the sources of performance appraisal. An interesting finding is that a subordinate's performance increases significantly more in those years in which the supervisor holds appraisal meetings than in the years where such meetings do not take place (Walker & Smither, 1999). Upward feedback has been found to produce positive changes in leader behaviour

(Atwater, Rousch & Fischtal, 1995; Heslin & Latham, in press). These behaviour changes are sustainable over time (Reilly, Smither & Vasilpoulous, 1996; Walker & Smither, 1999). Using a rating from oneself as a performance appraisal technique has been proven, through a meta-analysis, to have the least predictive validity and least agreement with other sources (Beehr et al., 2000). However, those whose self-appraisals were aligned with appraisals received from others tended to be high performers (Fletcher, 1997). This appears to be due to their self-awareness regarding their ability. Peer ratings have been found to be among the best predictors of performance, likely because peers have more access to relevant job information (Borman, 1991). Peer feedback is not only consistent with self-managing teams and team work (Cohen & Bailey, 1997; Druskat & Wolff, 1999), it has also been shown to increase interpersonal effectiveness (Dominick, Reilly & McGourty, 1997), task motivation, group cohesion and satisfaction (Druskat & Wolff, 1999). Peers place greater emphasis on interpersonal performance and motivation than on task performance (Zazanis, Zaccaco & Kilcullen, 2001). Perhaps the most exciting development in research on the sources of performance appraisal is 360° feedback, with over 90% of Fortune 1000 firms now using this technique (Atwater & Waldman, 1998). Over 89 studies have been conducted on 360° feedback since 1995. Its popularity is largely due to different sources having different observational opportunities. That is, different populations of observers have different opportunities to observe different aspects of a person's performance (Murphy & Cleveland, 1995; Bracken, Timmreck & Church, 2001).

The real excitement in appraisal research has occurred in the area of rater and ratee characteristics. The importance of training appraisers was highlighted by Gabris and Ihrke (2001). They found that poorly implemented performance appraisal systems can increase employee "burnout." Another interesting finding is that feedback can decrease rather than increase performance, particularly when discussing personal

characteristics rather than task behaviours (Kluger & DeNisi, 1996). In fact, the predictors of employee acceptance or rejection of appraisals were found to be the satisfaction with the supervisor, the feedback anticipated by the employee and the anticipated consequences of the appraisal (Langan-Fox, Waycott, Morizzi & McDonald, 1998).

The perspective of the appraiser has also been researched. The rater's perspective has been found to influence performance ratings independently of rating errors (Murphy & Cleveland, 1995; Pulakos, Schmitt, & Chan, 1996). The role of affect in a performance appraisal was also examined. The perceived similarity of the subordinate by the supervisor was found to inflate the appraisal (Wayne & Liden, 1995), especially similarities in extraversion, conscientiousness and emotional stability (Strauss, Barrick & Connerley, 2001).

A highly troubling finding is that appraisals are a stronger reflection of the raters' overall biases than of actual performance factors (Lance, 1994). In fact, individual rater effects were found to account for over half of rating variance (Scullen, Mount & Goff, 2000). Think of the implications of an appraisal reflecting more of the rater's biases than the actual performance of the employee. A reason to give up smoking is that smokers are rated lower than non-smokers on professional comportment, working with others, and dependability (Gilbert, Hannan & Lowe, 1998).

A shocking finding, particularly in the year 2003 as opposed to 1903, is the effect of gender on performance appraisals. Men continue to be evaluated as more effective than women (Eagly, Karau, & Makhijani, 1995). In an investigation of leadership perceptions in the military, preferential ratings for men were given when there was only a "token" woman (Biernat, Crandall, Young, Kobrynowicz, & Halpin, 1998). Similarly, Women's performance is rated higher than men when women constitute a higher proportion in the group (Pazy & Orion, 2001). Likewise, in a military study, Boldry, Wood & Kashy (2001)

found that the cadets believe that women possess feminine attitudes that impair effective military performance.

The good news is that there is a focus on on-going coaching, developing and motivating employees. DeNisi and Kluger (2000) found that to bring about a positive change in behavior, feedback must focus on the behavior rather than the person, be selective so as not to overwhelm the person, focus on the behavior that is desired and the way to demonstrate it, and serve as the basis for setting specific high goals. Note too that, the impersonal nature of communicating via email increases appraisal objectivity, but lessens the sensitivity and tact of the appraiser (Weisband & Atwater, 1999).

These theories provide framework for effective management programs: organizational justice, goal-setting theory and social cognitive theory. There has been a shift from the performance 'appraiser' to the performance 'coach' and a shift from the 'people evaluator' to the 'people developer.' Cyclical year round performance management (i.e., feedback, analyzing results, setting goals) has been found to effectively increase organizational performance (Campbell & Garfinkel, 1996). Coaching is well-received by participants, and can increase productivity (Olivero, Bane & Kopelman, 1997). Those who work with an executive coach to review their feedback in a 360° process are more likely to set specific rather than vague goals, solicit ideas from their supervisors, and improve more than other managers in terms of the eyes of supervisors (Smither et al., 2003). However, coaching is usually poorly defined in some companies, with outcomes that are difficult to determine (Kampa-Kokesch & Anderson, 2001). Much more empirical work in this area is warranted.



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

*Arla Day, PhD  
Saint Mary's University*

**CONFERENCE DATE REMINDERS...**

- **Academy of Management:** August 1- 6 in Seattle ([www.aomonline.org](http://www.aomonline.org))
- **APA:** August 7-10 in Toronto
- **Human Factors & Ergonomics Society:** October 13-17 in Denver, CO (<http://hfes.org>).
- **European Academy of Occupational Health Psychology:** November 20-21 in Berlin.
- **International Military Testing Association:** November 4-6 in Pensacola, FL. ([www.internationalmta.org](http://www.internationalmta.org))
- **Southern Management Association;** November 12 – 15 in Clearwater Beach, FL (check the Academy of Management Website for more info)
- **Iberoamerican Academy of Management;** December 07 – 10 in Sao Paulo, Brazil ([www.fgvsp.br/iberoamerican/](http://www.fgvsp.br/iberoamerican/))

**CONGRATULATIONS TO...**

... Saint Mary's faculty, who had 2 successfully Nova Scotia Health Research Foundation grant applications

- **Lori Francis & Kevin Kelloway:** "The Experience and Management of Work Stress: A Focus on Employees and Organizations in Nova Scotia"
- **Kevin Kelloway, Lori Francis, Vic Catano, Mark Fleming, & Maura Davies:** "Health Climate at Capital Health" (in which they will examine job stressors and organizational health climate at the Capital District Health Authority).

**HAPPENINGS...**

With funding from the CFLI and the Saint Mary's University strategic initiative fund, faculty at Saint Mary's University have developed an interdisciplinary Centre for Leadership Excellence (CLE). **Shaun Newsome**, part-time SMU faculty

member, is the CLE's first Executive Director. The CLE will focus on three activities: collaborative research initiatives among leadership researchers; leadership assessment and development for public and private sector organizations; and education (development of graduate and undergraduate curricula focused on leadership). Finally, the CLE will serve as a mechanism to partner with the business community in order to address issues related to organizational leadership.

**NEW JOB NEWS...**

Actually, it has been a quiet summer since the conference! Let me know if I've missed anything from your area!

**JOB OPENINGS**

There have been several job ads that have come across our desks. Check our Website for the job descriptions!

All news items can be directed to me at [Arla.Day@StMarys.ca](mailto:Arla.Day@StMarys.ca).



**2003 CPA Convention, Hamilton, ON,  
12-14 June  
CSIOP Program**

*John Johnston  
Royal Military College of Canada*

***Invited Program***

Overall we had a very good program this year. Keynote speakers were Steve Jex (Occupational Health Psychology) and Stephen Zaccaro (Leadership). Symposia were lead by **Alan Okros** (Leadership) and **Kevin Kelloway** (Occupational Health Psychology), and the Saturday morning program included back-to-back presentations on Coaching by Marjory Kerr and **Laura Methot**. All sessions were well attended and immediate feedback suggested that all enjoyed the sessions. Thank you to all those organizations and

individuals who enabled our invited speakers to be with us.

**Submissions**

A total of 35 abstracts were submitted and reviewed; that is the lowest number in several years. (See Table)

CSIOP Submissions – comparisons			
Type	2001 Quebec	2002 Vancouver	2003 Hamilton
Posters	47	47	26
Symposia	8	2	1
Conversation	1	1	3
Theory	2	2	0
Workshop	3	3	0
Total Abstracts	103	61	35

It is difficult to say why submissions have continued to decline; however, if this trend continues it may become difficult to present a high quality program in the future. I think it is an issue worthy of investigation. If anyone has a feasible hypothesis that should be considered when planning future conventions, please forward those thoughts to your executive. Thanks to **Kevin Kelloway** who coordinated the reviews. Thanks also go out to reviewers **Aaron Schat, Lori Francis, and Mark Flemming**. Anyone with a completed Ph.D. who is interested in reviewing papers for next year’s convention are encouraged to contact the program coordinator.

**RHR Kendall Award**

We extended the deadline from previous years to try to attract more submissions; however, we still received only two, (down from four last year). The winner this year was **Kristyn A. Scott** with her paper titled, *Inferring Leadership Traits; Is there a bias against females?* Guy Beaudin of RHR International presented the award; a plaque and a cheque for \$250.00. We are thankful to RHR International for their continuing support of the RHR Kendall Award. Thanks also go to **Teresa Kline** (chair) and fellow committee members Danielle Charbonneau and Guy Beaudin. I would

suggest to all of us who are in academic institutions, that we encourage students early in the year to think about preparing a submission for next year.

**Next Year’s conference**

The program coordinator for next year will be **Derek Chapman**, from University of Calgary. I encourage all CSIOP members to submit suggestions for the Section Program (i.e., keynote speakers, practitioners, invited symposia) as soon as possible so that the planning for next year may begin.



**Comments From The Editor**  
*Sunjeev Prakash, MSc*  
*Personnel Psychology Centre*

I would like to thank all of the people who are leaving the CSIOP executive. It has been a pleasure to work with you. Your assistance has been invaluable. At the same time, I would like to welcome the newly elected members of the executive. I look forward to the opportunity to work with all of you during the next year.

Besides all of the recent conferences, these past few months seem to be fairly quiet in the I/O community. There are, however, two recent events in the Ottawa area that I would like to mention. The first is this year’s line-up of speakers for the Ottawa Industrial Organizational Psychology Group. The organizing committee recently met to discuss the upcoming session and a final list of speakers will be confirmed in the next few weeks. 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](mailto:Sunjeev.Prakash@psc-cfp.gc.ca).

Secondly, I would like to welcome **John Johnston** as the newest Saint Mary’s I/O graduate in Ottawa. On that note, I will sign off. Enjoy the rest of your summer.

## Letters To The Editor

Our last issue helped to generate some discussion around the CSIOP-CPA issue. The following are two letters that we have received.

Greetings from the sunny Caribbean!

First of all, great job as CSIOP Chair! You asked for some feedback regarding the CPA / CSIOP relationship. I guess “ambivalence” from a conceptual point of view, is how I feel about it. As your contributors pointed out, there are clear advantages and disadvantages either way. But, realistically, with 291 members, I can't see how we could possibly generate the critical mass to go independent. Consequently, for now anyway, I think we should work within the existing marriage. At some point, it may be feasible to look at historical CSIOP attendance data and subsequently survey the membership to see if and what kind of format may be preferable or increase participation. Maybe we could obtain and adapt SIOP's membership survey?

In regards to the name thing, I believe we are being too introspective. Yes, it is important that we define ourselves by what we do, but if it is only clear to the “believers” and not to anyone else, what is the purpose? Instead of arguing amongst ourselves, often on an emotive level, why not look “outside the box?” I think we should be asking HR people, business leaders, the public, etc. as to what they think we are about and what we do. Maybe not to give us a final answer, but at least provide some guidance.

Just my 2 cents' worth.

Cheers,  
Clement von Kirchenheim, Ph.D. C.Psych.  
Licensed and Chartered Psychologist

It should come as no surprise that I'm of the opinion that CSIOP and CPA should remain together, for all the reasons that **Gary Latham** and **Marc Berwald** discussed in their newsletter statements. I won't bother to repeat them, but I will elaborate on two points.

1. Many people who think, as **Kevin Kelloway** does, that CPA fails to advocate for their area (the opinion is not limited to I/O, as I'm sure you know), are naive about the challenges involved in mounting an advocacy campaign. Not only does CPA do this, but it would not be possible for CSIOP to achieve on its own what CPA does for I/O. No organization of 300 members will have sufficient presence in Ottawa to get even one appointment with a government official to lobby for increased SSHRC or university cost-offset funding, to protect the professional rights of psychologists (including I/O practitioners) in the public service, or to promote the application of I/O knowledge in redesigning organizational systems in government, health care, or academia. Although letters from individuals to their MP's or to Cabinet are part of the advocacy efforts (and these are things that individuals can do), they are only one part. Media links, strategic knowledge, and contacts built up through years of effort are also required for success in this domain. Performance measurement for CPA's advocacy efforts is as difficult as for any abstract organizational endeavour. Consequently, individuals might think that it is ineffective because they can't see the advances being made. Nonetheless, there are advances; some issues are being resolved in directions we want - for instance, SSHRC funding has been increasing (albeit not yet by enough to give parity with NSERC), and attention is being paid to the indirect costs of university research. The fact is, CSIOP members benefit from this work on the part of CPA and they would not be able to achieve anything like this as a separate organization - at least not for any membership fee they would be willing to pay.

2. The WWW site content issue that Kevin points out is a red herring. "CPA" - that is, the Head Office - does not write most of the material on the WWW page related to responding to specific topics; it comes from the related sections. The absence of I/O information - for instance, on Psychology Works pages - is not for lack of asking CSIOP for contributions. For example, in 2000, I was part of a meeting with the CSIOP executive and **Gary Latham** to discuss hr.com articles, Psychology Works pages, and the "Strengthening..." document, all content that the Board was hoping CSIOP would produce. One way for CSIOP to achieve the improved profile that Shaun Newsome wrote of would be to increase the I/O content in these areas. Give CPA material to circulate and it will be circulated.

My own interests are odd enough that my opinion on the convention question is probably not generalizable - my interests span many

areas of psychology so CPA is the only Canadian convention that comes close to allowing me to keep up with things. That does mean that if CSIOP were to develop a stand-alone conference, or to join with some other group, I would be very unlikely to attend. It would add one more to the list of possible events in a year, and one that would have less overall attraction to me.

Thanks, however, for starting this discussion. It's best to have these things in the open than to have them as covert whispering in the corridors.

Jennifer A. Veitch, Ph.D.  
Senior Research Officer, Indoor Environment  
Research Program  
National Research Council of Canada





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**Contact person:**

**Susan Barker, Human Resources Advisor**

Canadian Nuclear Safety Commission

P.O. Box 1046, Station B

Ottawa, Ontario

K1P 5S9

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## **SPÉCIALISTE EN ORGANISATION ET EN GESTION – Ottawa (Ontario)**

La Commission canadienne de sûreté nucléaire (CCSN) joue, pour ainsi dire le rôle de protecteur de l'intérêt public, veillant sur presque toutes les activités faisant appel à l'énergie et aux matières nucléaires au Canada.

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- De bonnes compétences en planification et en organisation.
- Expérience de la recherche appliquée.
- Expérience des techniques de formation et de présentation.
- Connaissance de la théorie et des principes généraux de la psychologie, notamment des tests à partir de statistiques et d'hypothèses. Une connaissance spécialisée et une expérience prouvée de la psychologie organisationnelle appliquée sont préférables. Une certaine connaissance des facteurs humains serait un atout.
- Désignation linguistique: anglais essentiel.
- Conformément à la politique canadienne en matière d'immigration, nous ne considérerons que les candidatures de personnes possédant la citoyenneté canadienne ou qui sont résidents permanents.
- Attestation de sécurité.
- Evaluation médicale requise.
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**Personne-ressource :**

**Susan Barker, conseillère en ressources humaines**

Commission canadienne de sûreté nucléaire

C.P. 1046, Station B

Ottawa (Ontario)

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