



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

*Natalie Allen*  
*University of Western Ontario*

Please take this (one-item, low-stress) New Year's Pop Quiz.

1. To raise the profile of our field, we should be giving I/O psychology:

(a) away

- (b) a way
- (c) both a and b
- (d) none of the above

Among I/O psychologists, the issue of our field's impact on the workplace seems to get frequently discussed. *Are* we making a difference in the lives of people in the workplace? Answers may well differ on this - perhaps depending on whether one is a half-empty or half-full person -- but either way, it is likely that most of us would like to see the field of I/O psychology get more exposure and respect, and in turn, have (even) more impact on the workplace and people in it than is currently the case. While considering this issue recently, I found myself thinking about an article I had read several years ago. I recalled that I enjoyed the article, that it was relevant to this issue, and that it was written by social psychologist Bob Cialdini. I stand by these recollections / opinions. Middle age being what it is, however, I also recalled - mistakenly - that the subtitle of the article was "Giving psychology away" and so, prior to rereading the actual paper, I planned to write this column about the value of doing

pro bono I/O psychology. Of course, I do not mean giving up one's day job or all one's paying clients. (Further, I recognize that there may be some controversy about "giving for free" what one might reasonably charge for and that the "you get what you pay for" admonition might come to the fore.) Nonetheless, "giving [I/O] psychology away" by volunteering one's expertise for worthy causes, helping needy non-for-profit organizations struggle with people issues, giving talks to community organizations about aspects of our field, and the like strikes me as dandy idea. Obviously, in order for such activities to help raise the I/O profile, requires that one identifies oneself as an I/O psychologist (in some subtle way), but such is easily accomplished. Happily, I am aware of many of our members who volunteer their time "giving I/O psychology away" and would love to hear from anyone with more examples to share.

Back to the Cialdini article.... In fact, of course, it was actually subtitled "Giving psychology a way". In the article, Cialdini describes the value of making social science theory and research accessible to the public through the use of various media. To do so effectively, he argues, we need to be willing to put ourselves "out there" so to speak, to give that quote to the reporter who calls, to write a letter correcting what we see in the media, and (for researchers) to communicate our findings in popular press outlets (and in plain language) as well as the academic press. Once again, I am aware that many CSIOP members do this and I am thrilled whenever I see a familiar name in magazines, the *Globe and Mail*, *National Post*, or (even more exciting) a familiar I/O face on television. For my own amusement, I have been keeping a "scrapbook" of sorts of I/O psychologists in the news. My data collection procedures for this are fairly haphazard, however, and I would be delighted to hear of

anything that you participate in, or notice along the way.

In the meantime, I recommend Cialdini's article and, whatever it may be subtitled, I think the correct answer to our quiz is (c). February is Psychology Month. Continuing to do, or making at start on, either (a) or (b) would be wonderful ways to celebrate it. On this, and any other CSIOP issues that interest you, please contact me at nallen@uwo.ca. I look forward to hearing from you!

#### Reference

Cialdini, R.B. (1997). Professionally responsible communication with the public: Giving psychology a way. *Personality and Social Psychology Bulletin*, 23, 675-683.



Traduit par Sébastien Blanc, M.Sc.  
Collège militaire royal du Canada

Veillez répondre à ce petit test du Nouvel an (une seule question, pas de stress):

1. Pour rehausser la visibilité de notre profession, nous devrions:

- (a) offrir nos services gratuitement
- (b) rendre nos services plus accessibles
- (c) a et b
- (d) aucune de ces réponses

Les psychologues IO discutent souvent de leur profession et de son impact sur le monde du travail. Plusieurs se demandent s'ils ont l'impact qu'ils devraient sur la vie des travailleurs? Les réponses à cette question varient considérablement, mais une chose est certaine, nous aimerions tous que notre profession soit mieux connue et davantage

respectée. Nous aurions ainsi plus d'impact sur le monde du travail et sur les gens qui y évoluent. En réfléchissant à notre impact sur le monde du travail, je me suis souvenue d'un très bon article rédigé par Bob Cialdini, un psychologue social. Malgré mon âge, je me souviens que le sous-titre de cet article était « Giving psychology away ». Avant de relire cet article, j'ai décidé d'écrire cette colonne sur les bénéfices d'offrir nos services gratuitement. Il est bien évident que je n'encourage personne à abandonner son emploi (je reconnais d'ailleurs que d'offrir gratuitement ce qui pourrait être rétribué peut soulever la controverse). Cependant, je crois que d'offrir nos services gratuitement (sous forme de bénévolat auprès d'organisations à buts non-lucratifs) ou de donner des conférences à des organismes communautaires est une bonne idée. Cependant, pour que ces activités augmentent la visibilité de notre profession, il est nécessaire que nous nous identifions comme psychologues IO. Je sais que certains de nos membres sont déjà très engagés dans leur communauté et je serais heureuse s'ils acceptaient de partager leur expérience avec nos lecteurs.

Retournons à l'article de Cialdini qui, en fait, était intitulé « Giving psychology a way ». Dans son article, Cialdini décrit la valeur de rendre les sciences sociales accessibles au grand public en utilisant les divers médias disponibles. Pour le faire efficacement, il croit nécessaire de « s'exposer devant les caméras », de donner des entrevues, d'écrire des lettres pour corriger des faits incorrects rapportés dans les médias et de communiquer nos résultats de recherche dans les périodiques académiques et dans les magazines populaires. Je suis consciente que plusieurs membres de CSIOP le font déjà et sachez que suis très heureuse lorsque que je vois un nom familier au bas des articles publiés dans les magazines populaires ou les

journaux et lorsque je reconnais vos visages à la télévision. Pour m'amuser, j'ai même pris l'habitude de collectionner (sous forme de scrapbook) les articles rédigés par nos membres. Jusqu'à présent, ma collecte d'articles s'est fait de façon improvisée; je serais donc enchantée si vous preniez l'habitude de m'informer de votre contribution.

En attendant, je recommande que vous lisiez l'article de Cialdini et, peu importe le sous-titre de cet article, je crois toujours que la bonne réponse à mon petit test du Nouvel an est (c). Février est le mois de la psychologie. Vous pouvez célébrer cet événement en continuant de (ou en commençant à) vous impliquer bénévolement ou en rendant vos services plus accessibles. Si vous désirez faire des commentaires sur cet article ou discuter d'idées qui vous tiennent à cœur, n'hésitez pas à me contacter : nallen@uwo.ca. J'attends de vos nouvelles avec impatience!

#### Référence

Cialdini, R. B. (1997). Professionally responsible communication with the public: Giving psychology a way. *Personality and Social Psychology Bulletin*, 23, 675-683.



**The I/O Files: Chronicles of the paranormal in I/O Psychology**  
Arla Day, Ph.D.  
Saint Mary's University

#### **Conference Date Reminders...**

- **European Academy of Occupational Health Psychology:** November 24-26, 2004; Oporto, Portugal; [www.ea-ohp.org/oporto2004/index.asp](http://www.ea-ohp.org/oporto2004/index.asp)
- **ASAC** - May 28-31, Toronto.

- **SIOP** –April 14-17, 2005 in Los Angeles.
- **CPA** - June 9-11, 2005 in Montréal.
- **Academy of Management** – August 5-10, Honolulu, Hawaii
- **APA** – Conference is August 18-21, Washington, DC.

### **Congratulations!**

Julie Pepin, who has been awarded a Capacity Building Student Award from the Nova Scotia Health Research Foundation to support data collection costs for her masters thesis research. Julie's study is entitled "Conflict Management, Personality, and Coping Mechanisms: How coping mechanisms mediate the relationship between Big-Five personality dimensions and conflict style."

**Liane Davey** had accepted a position with Knightsbridge GSW in Toronto.

### **News From Saint Mary's University**

As most of you may know, the big news at SMU is our new PhD program in I/O Psychology. We will be accepting students to start in September 2005. Although the application deadline is typically February 1st, we have extended the deadline this year to March 1st (because of the late notice in us receiving the program). Please encourage all potential students to contact me if they have any questions.

Thanks to all of the people involved in putting the program application together (**Lori Francis, Kevin Kelloway, Vic Catano, Debra Gilin, and Steve Smith**).

Needless to say, we are all thrilled to have the program approved, and are looking forward to the new crop of students in September!

Thanks to all the contributors for their

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



### **CSIOP MEMBERSHIP COLUMN**

*Tracy Hecht, Ph.D.  
Concordia University*

Happy new year to everyone!

### **Membership Statistics**

CPA is currently processing membership renewals and a full count of members for 2005 is not yet available. If you have not renewed your membership, please remember to do so as soon as possible. Full and student members should renew through CPA by continuing to choose to be a member of the CSIOP division. If you did not receive a renewal from CPA in the fall, the CPA membership coordinator can be reached by email at [cpamemb@cpa.ca](mailto:cpamemb@cpa.ca). Associate members can renew directly with CSIOP by sending their cheque (made out to CSIOP) for \$35.00 to Tracy Hecht, the CSIOP membership coordinator (see contact information below).

### **New Members**

We welcome the following full members:

Chadwick Hayward  
Fred Jacques  
Tony Le Page  
Zeeva Millman  
Frances A Owen  
Georgia Pomaki  
Vincent Rousseau  
Suzanne E Weld

We welcome the following student members:

Neil Chambers-Pellizzari  
Cara Donnelly  
Leah Hamilton

Adriana Hess  
Sylvie Hétu  
Kevin Hill  
Sebastien JRJ Houde  
Coreen Hrabluik  
Steve Jacobson  
Nadia Salvati  
Alain Simard  
Jennifer Theakston  
Chelsea Willness

Contact information for new members will be included in the 2005 membership directory.

**Contact information to reach the CSIOP membership coordinator:**

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Montreal, Quebec, Canada, H3G 1M8  
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**Play It Again, Kemosabe:  
A Brief Summary and discussion of Nova Scotia (Human Rights Commission) v. Play It Again Sports, Ltd.<sup>1</sup>  
Erika L. Ringseis<sup>2</sup>**

**Facts:**

Ms. Moore was an employee of Play It Again Sports Limited in Membertou, Nova Scotia.

<sup>1</sup> [2004] N.S.J. No. 403, available on-line: <<http://www.lancasterhouse.com/decisions/2004/Oct/n sca-play.htm>>.

<sup>2</sup> Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her LLB from the University of Calgary. She is currently an associate lawyer in the labour and employment group at Fraser Milner Casgrain LLP in Calgary.

Ms. Moore was a Mi'kmaq, and her employer was aware of her aboriginal ancestry. Ms. Moore left her employment in 1999 claiming, among other things, that she had been discriminated against on the basis of race. Ms. Moore's main complaint arose as a result of her boss' use of the word "kemosabe". Her boss, Mr. Mullen, called Ms. Moore, in addition to other employees and customers, kemosabe.

When Mr. Mullen first referred to Ms. Moore as kemosabe, she asked him what that term meant. He said "my friend." Although Ms. Moore testified that she asked Mr. Mullen to use the Mi'kmaq word "nitap" instead, she did not testify that she told Mr. Mullen that kemosabe had a derogatory connotation. Mr. Mullen did not recall Ms. Moore ever suggesting that he should use the term nitap or informing him that the word kemosabe was in any way inappropriate for a Mi'kmaq. Mr. Mullen continued to use the term.

Ms. Moore filed a complaint with the Nova Scotia Human Rights Commission alleging that Mr. Mullen had created a poisoned work environment by using the term kemosabe. A board ("Board") was appointed to investigate the matter.

Ms. Moore argued that the term kemosabe is derogatory to individuals of aboriginal descent. Mr. Mullen, however, suggested that the term was from "The Lone Ranger" television show and movie. The Lone Ranger and his partner Tonto, who was a native American, helped good people fight bad people in the Old West. Tonto referred to The Lone Ranger as kemosabe, which he indicated meant "trustworthy friend."

The Board heard evidence from many Mi'kmaq people. One Mi'kmaq linguistic consultant prepared a report on the word "giimoosaabe". He found that "giimoosaabe"

originated in the Ojibwa or Potawatmi language and likely means somebody looking on the sly, sly looking or sneaky. He concluded that it was a derogatory term to someone of aboriginal origin.

Another Mi'kmaq individual testified that "The Lone Ranger" series was perceived within the Membertou community as being one of master and servant with Caucasian Lone Ranger as master and Native American Tonto as servant.

Other members of the Membertou Band testified that kemosabe was an expression of mockery or a racial slur, even if it may have been well intended in the early television shows.

Some other members of the Membertou community and customers of Play It Again Sports Limited indicated that they were either unaware of Mr. Muller's use of the word kemosabe, or they did not find it offensive because they believed the term was synonymous with "friend".

### **The Board's Decision**

The Board conducted a thorough investigation. In addition to hearing the testimony of experts and members of the community, the Board spent an entire day watching episodes from The Lone Ranger (talk about a fun day's work!). After watching The Lone Ranger, the Board concluded:

- (a) The Lone Ranger is definitely the star. He is the lead character who gets accolades in both the opening and closing of each show. He is the one who formulates the plans to catch bad people and gives the orders.
- (b) Tonto is the Lone Ranger's partner and friend. He is clean

cut and well groomed and although he speaks a form of broken English, he is neither dumb nor stupid. To the contrary, his role is to uncover many of the clues upon which the Lone Ranger's strategy is developed.

- (c) Both the Lone Ranger and Tonto treat each other with respect. While it is true that the Lone Ranger gives orders to Tonto, he does the same with mayors, sheriffs and anyone else in a given episode.
- (d) For the most part, other native Americans in the series are treated in a demeaning and disrespectful manner. While Tonto is sometimes so treated by others, he is never so treated by the Lone Ranger.
- (e) At no time during the episodes is the term kemosabe ever used in a demeaning or derogatory manner or in any way that might be construed as a racial slur.<sup>3</sup>

The Board observed that Mr. Muller freely admitted using the term kemosabe to greet Ms. Moore and that the term was used regularly among the staff and towards customers in the store.

The Board concluded that the evidence was contradictory on whether the use of the word kemosabe was a racial slur by members of the Mi'kmaq nation. The Board concluded that Mr. Muller never intended any meaning other than friend, trusted friend or some similar designation. Further, everyone who worked there was at times greeted that way and Ms. Moore was not singled out or treated

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<sup>3</sup> At para. 23.

differently. The Board, however, went on to indicate that the perception of the victim was the issue, and not the intention of the perpetrator. Ms. Moore did not satisfy the onus of proving discrimination because kemosabe may be offensive to a member of the aboriginal community, but rather the onus requires that the victim be offended, thereby creating a poisoned atmosphere at the workplace.

The Board concluded that Ms. Moore was not, in fact, offended by her employer using the term kemosabe in the workplace. First, Ms. Moore did not indicate to Mr. Muller or any other individuals at her workplace that she was offended by the term verbally or with her body language.

Upon being informed by Mr. Mullen that kemosabe meant friend, Ms. Moore never checked with members of the community as to the meaning of the word. There was no evidence that Ms. Moore thought the word was discriminatory or that she was offended at all by its use at work. Thus, the Board found that Ms. Moore had not been discriminated against by her employer.

**Issue:**

Ms. Moore appealed the Board's decision to the Court of Appeal to determine whether the Board had erred in law. Where an appeal is limited to findings of law, as is the case with Board decisions, a "finding of fact or an inference drawn therefrom may only be overturned if there was an overriding error in the process so egregious as to amount to an error of law."<sup>4</sup> Thus, the issue to be resolved by the Court of Appeal was whether the Board had made an egregious error.

**The Law:**

Discrimination under Nova Scotia legislation and, indeed, in other provinces, includes

harassment on the basis of any enumerated grounds. Harassment includes both direct harassment and the creation of a poisoned environment. There is more legal analysis and familiarity with sexual harassment than racial harassment. Generally, sexual harassment requires that the conduct or behaviour be "unwelcome" or "ought reasonably be known to be unwelcome". This test has been applied to other types of harassment as well.

In order for an environment to be poisoned because of derogatory language, there must be evidence that the language is indeed derogatory, in this case, that there was evidence that the appellation kemosabe was considered a racial slur by members of the Mi'kmaq nation. Further, a complainant must demonstrate that she was in fact offended by the language used. A complainant does not necessarily need to make her reaction known by directly confronting the alleged harasser, but there needs to be some evidence of a negative reaction to the language.

**Application of the Law to this Case:**

The Board had correctly indicated that the intention of the employer in using the term kemosabe was irrelevant. The test was what effect the term had on Ms. Moore. Based on the testimony heard and their viewing of *The Lone Ranger*, the Board had concluded that the word would not reasonably be known to be unwelcome absent some notice being given. The Board found that Mr. Mullen did not know that the word might be unwelcome and, further, the evidence did not suggest that Ms. Moore was in fact offended by the language.

The Court therefore dismissed Ms. Moore's appeal, indicating that:

The findings of the Board clearly support the conclusion that the respondents did not, in Ms.

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<sup>4</sup> At para 50.

Moore's workplace, discriminate against her by making a distinction based on her aboriginal heritage or status which had the effect of imposing on her any burdens, obligations or disadvantages not imposed on others or which withheld or limited her access to opportunities, benefits or advantages available to others in the workplace.<sup>5</sup>

In sum, Ms. Moore had failed to prove that the use of the word kemosabe at work was “unwelcome” or “ought reasonably be known to be unwelcome”. The Court of Appeal was satisfied that the Board had applied the correct test to the facts before it.

### **Final Thoughts:**

The Court of Appeal did not re-hear the entire case (so they did not get to spend a day watching “The Lone Ranger”). Instead, the language of Nova Scotia’s Human Rights legislation limited them to considering whether or not the Board had erred **in law**. The Board had correctly assessed the presence of a poisoned work environment by examining the use of the offensive term, the general interpretation of the term and evidence surrounding Ms. Moore’s reaction to the term. The Court of Appeal found that the Board could reasonably arrive at the conclusion that no discrimination had occurred based on the evidence before it. Thus, it does not matter whether the Court of Appeal would have concluded differently based on the evidence – the Board was not wrong in law, and the environment at Play It Again Sports Limited was therefore not poisoned.



<sup>5</sup> At para 88.

## **CSIOP STUDENT NEWS**

*Lance Ferris  
University of Waterloo*

Hi all,

I hope you all had a good break and are ready to get back to work! There are a number of bookkeeping-type items to take care of, so let’s get to it!

First of all, a reminder to everyone to re-register with CPA if you haven’t already done so. This is of course especially important if you’re planning on attending the conference in Montréal in June (9<sup>th</sup>-11<sup>th</sup>).

Speaking of the conference, as in past years, we will be planning a student-mentor meeting. The student-mentor meeting is a chance for students to meet with both academics and practitioners to discuss what it’s like in the ‘real world’ once you finish your degree. Find out about what the hours are like, what the job hunt is like, and in general learn from those who have gone before you! A realistic job preview of sorts! This is especially valuable for those who are undecided about going applied or academic – find out the pros and cons of both fields! More information will follow closer to the conference - turnout has generally been high for this event, maybe because it’s both useful and fun.

On that note, I’d love to hear from any academics or practitioners who are interested in being mentors for this year’s outing. We usually meet before heading to the CSIOP/Military Psychology social, so it’s a good ‘warm-up’ social before the big event! If you are interested in being a mentor, please send me an email (address at end of column).

Staying on the topic of the conference, CPA Foundation Awards are being offered for the first time – see Fall 2004 issue of *Psychopsis*

([www.cpa.ca/Psynopsis/Fall04.pdf](http://www.cpa.ca/Psynopsis/Fall04.pdf)) for more information. Additionally, there is the RHR Kendall award for best student presentation in the CSIOP division. The submission process is outlined on page 11.

On a different topic, as an addendum to my last column on internships, I was recently getting caught up on my reading, and found an article on internship in SIOP'S TIP publication that may be of interest to anyone curious about internships. See [www.siop.org/tip/backissues/July04/18munson.htm](http://www.siop.org/tip/backissues/July04/18munson.htm) for the full article, entitled "Everything You Need to Know About I-O Internships: Results From the 2003 SIOP Internship Survey".

Finally, don't forget that if you are also registering for SIOP's conference this April in Los Angeles, registration rates go up on March 1! If anyone is interested in doing a "Canadian get-together" of Canadian university students at the SIOP conference, feel free to drop me a line at [dlferris@uwaterloo.ca](mailto:dlferris@uwaterloo.ca) and if there is interest, I'll organize something!

Okay, that's it for now – if anyone has any questions, please contact me!

Ciao,

Lance Ferris



**2005 CPA Convention, Montréal, PQ,  
9-11 June**  
**CSIOP Program**  
*Steve Harvey, Ph.D.*  
*Bishop's University*

As I write this the CPA is preparing to announce acceptances for the Montréal

conference in June. I have yet to see the final numbers, but I can assure you this is a very successful year for the CSIOP program. We have what will likely be a record number of posters and presentations that will make for a full conference program in I/O. The papers cover the range of our discipline and in both official languages.

You may recall highlights from my previous newsletter piece. To recap, Dr. Frank Landy CEO for Litigation Support: SHL North America will be delivering a keynote address entitled "Taking the OR out of PredictOR; The promise of incremental prediction". We also have an invited symposium "Mental Health at Work: Individual, Organizational, & Legal Perspectives" planned by **Dr. Lorne Sulsky**, **Dr. Arla Day**, Dr. Debra Gilin, **Dr. Vic Catano** and Dr. Janos Botschner. Drs. Marc Berwald and Julie Patenaude of Clear Picture Corporation are preparing a workshop on "Advances in Employee Surveys". There is also a presentation by **Dr. Gary Latham** of the University of Toronto and Dr. Craig Pinder of the University of Victoria entitled "Work motivation in the 21<sup>st</sup> century" that should capture your interest among many other very interesting contributions to the conference this year.

We also wish to remind all students who have their work accepted as part of the CSIOP program for this year's conference about the Kendall award. The award is sponsored by RHR international and is given for the best student paper at the conference based on the entry of a complete paper following the guidelines listed on page 11 of this News Bulletin. We look forward to seeing you all at what is now seemingly going to be a sizable I/O gathering in Montréal. Remember—great conference, great colleagues, great location, great food and fun—why miss it?



**Comments From The Editor**

*Sunjeev Prakash, M.Sc.*

*Royal Canadian Mounted Police*

Happy New Year. If this year's convention has as much I/O content as Steve is suggesting, I'm not sure if there will be room for much else. I've heard comments about the non-stop sessions during the past couple of conventions. Hopefully this year's schedule will give a bit of breathing room through the day. One of my colleagues was searching for accommodations for the convention and discovered that it is taking place during Grand Prix weekend. As a result, "reasonable rates" have taken on a new meaning. If there is one bit of advice you can pass on to people who are planning on

attending, its to book a room as soon as possible. That being said, I'm sure the convention will be another enjoyable event.

On the local front, the Ottawa I/O Psychology Group has a few more sessions before the summer break. Confirmed presenters include Laurent Lapierre from the University of Ottawa, André Thivierge from the Department of National Defence, and André Boulais from the Medical Council of Canada. For additional information, please contact me at [sunjeev.prakash@rcmp-grc.gc.ca](mailto:sunjeev.prakash@rcmp-grc.gc.ca).

See you at the convention

Sunjeev



## The RHR Kendall Award

The Canadian Society for Industrial Organizational Psychology in collaboration with RHR is sponsoring the RHR Kendall Award, our annual competition to recognize outstanding papers by undergraduate and graduate CSIOP student members. The winner of this award will receive a prize of \$250. The award is named in honour of Dr. Lorne Kendall, a Canadian psychologist and member of CPA whose work on job satisfaction and various psychometric issues contributed greatly to the field of Industrial Organizational Psychology.

All papers, posters, and presentations accepted in any part of the CSIOP program of the annual convention of CPA submitted by graduate or undergraduate students are eligible. The work must have been carried out by a student but may be part of a larger research program directed by someone else. The student must also be first author on the paper submitted.

Papers will be reviewed anonymously by three CSIOP members representing both industry and academia. Submissions will be judged by the following criteria:

- a) Quality of conceptual background
- b) Clarity of problem definition
- c) Methodological rigour (omitted for theoretical/review papers)
- d) Appropriateness of interpretations/conclusion
- e) Clarity of presentation

Entrants must submit a summary paper that adheres to entry guidelines and provide for a letter from a faculty member certifying that the paper was written by a student. The name of the author(s) should appear only on the title page of the paper. The title page should also show the authors' affiliations, mailing addresses, e-mail and telephone numbers. Papers are limited to 10 double-spaced pages, including title page, abstract, tables, figures, notes, and references. Papers should be prepared according to the current edition of the Publication Manual of the American Psychological Association.

Entries (papers and letters from the faculty members) must be received by **Monday, May 4th, 2005**. Winning papers will be announced at CSIOP business meeting at the CPA Conference in Montréal.

Entries should be submitted, electronically to Dr. Steve Harvey at:

Kendallaward@ubishops.ca

**2004/2005 CSIOP EXECUTIVE**

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