



LE REGROUPEMENT CANADIEN DES
PSYCHOLOGUES INDUSTRIELS ET
ORGANISATIONNELS

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COMMENTS FROM THE CHAIR

Natalie Allen
University of Western Ontario

Some recent weather to the contrary, it is spring in Canada...! This means that, for

many psychologists, it is time to fine tune plans for the annual CPA conference. As you undoubtedly all know, the conference this year will be in Montreal, June 9-11.

For CSIOP, this is an especially exciting conference. Thanks to the incredible efforts of our Program Chair, **Steve Harvey**, our Chair Elect, **Marjory Kerr**, and Student Representative **Lance Ferris** (and, of course, all of you who submitted posters and symposia), we have an extremely interesting and wide-ranging program. You have heard about some of the program highlights already, but I cannot resist adding my two cents' worth and my appreciation to those who made it happen.

As always, there will opportunities to chat informally with poster presenters about their work and to network with students, academics, and practitioners (Students: watch for information about the annual Mentoring session!). As in past years, amongst the student-authored posters will be the one that wins the RHR Kendall Award. Many thanks are extended to RHR International for its

continued support of this award and the encouragement that it signals to I/O psychology scholars in the early stages of their careers. Thanks also to the RHR Kendall Award committee assembled by **Steve Harvey**. For now, and until adjudication is completed, the identities of committee members remain a secret (!)

The I/O program this year includes several symposia, theory review sessions, conversation sessions, and workshops, some in English, some in French, and covering an impressively wide range of I/O psychology topics. As well, Dr. Marc Berwald and Dr. **Julie Patenaude** of Clear Pictures Corporation will be conducting our Invited CSIOP Workshop on Friday, June 10. Their presentation is entitled “Advances in Employee Surveys: A Practical Workshop” -- I am sure it will be both practical and enjoyable.

As mentioned in previous newsletters, Dr. Frank Landy is the CSIOP Keynote Speaker this year. His presentation, also on Friday June 10, is entitled “Taking the “or” out of Predict”or”: The promise of incremental prediction” and is certain to be a highly engaging and informative one. CSIOP is *extremely* grateful for the support of SHL North America in bringing Dr. Landy to the conference. For more information about Dr. Landy and his upcoming presentation see www.ssc.uwo.ca/psychology/csiop/landy.html on the CSIOP website.

As you can see, there is no shortage of events to attend, so please have a close look at your program and plan to fit in as much as possible!

And in case you were wonderingYes, plans underway to continue our long-standing tradition of co-hosting a social event with the

Military Section. Please watch for details for this at the conference.

Finally, I would like to congratulate **Dr. Joan Finegan**, our current CSIOP Treasurer and long-time (but certainly not to say old!) CSIOP executive member. Joan was recently informed that she has been elected to the status of Fellow of CPA and will be presented with a certificate recognizing her new status at the conference. I/O psychology in Canada owes a great deal to Joan and it is wonderful to see this acknowledged by CPA.

Hope to see you all in Montreal!

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

Malgré la température peu clémente, le printemps est arrivé! Pour plusieurs psychologues, l'arrivée du printemps signifie qu'ils doivent finaliser leurs plans pour la conférence annuelle de la SCP (CPA). Comme vous le savez sûrement déjà, la conférence de cette année aura lieu à Montréal du 09 au 11 juin.

Pour SCPIO (CSIOP) la conférence de la SCP est particulièrement excitante. Grâce aux efforts de **Steve Harvey**, le responsable des programmes, de **Marjory Kerr**, notre Présidente élue et de **Lance Ferris**, le représentant des étudiants (et grâce aussi à ceux qui présenteront une affiche ou un symposium), nous aurons un programme éclectique et fort intéressant. Même si je sais que vous avez certainement déjà pris connaissance du programme, je ne peux résister l'envie d'exprimer ma gratitude envers tous ceux dont les efforts permettent l'organisation d'une telle conférence.

Comme toujours, il sera possible d'échanger des idées avec ceux qui présenteront une affiche ainsi qu'avec avec les étudiants, académiciens et consultants présents

(étudiants : portez attention à l'information concernant la session annuelle de mentorat) Comme par le passé, l'étudiant qui aura présenté la meilleure affiche recevra le prix RHR Kendall. Nous remercions d'ailleurs RHR International pour son support indéfectible et pour les encouragements que ce prix représente aux yeux des académiciens qui sont en début de carrière. Nous remercions aussi **Steve Harvey** et les membres du comité responsable de l'attribution du prix RHR Kendall, dont l'identité doit demeurer secrète jusqu'à ce que le prix soit décerné.

Le programme de psychologie IO de cette année compte des symposiums, des discussions, des ateliers et des sessions de revue de littérature (certaines en français, d'autres en anglais) touchant un large éventail de sujets reliés à la psychologie IO. Le Dr Marc Berwald et le Dr **Julie Patenaude** de Clear Picture Corporation seront les animateurs invités pour l'atelier de la SCPIO le vendredi 10 juin. Leur présentation s'intitulera « Advances in Employee Surveys : A Practical Workshop ». Je suis certaine que cet atelier sera fort intéressant et appliqué.

Tel que mentionné dans un bulletin précédent, le Dr Frank Landry sera le conférencier invité de la SCPIO. Sa présentation prévue pour le 10 juin s'intitulera « Taking the "or" out of Predict "or" : The promise of incremental prediction ». Cette présentation sera certainement très stimulante et formatrice. La CSIOP est très reconnaissante de l'aide apportée par la SHL North America qui subventionne la venue du Dr Landry à cette conférence. Si vous désirez obtenir plus d'information sur le Dr Landry et sa présentation veuillez consulter le site www.ssc.uwo.ca/psychology/sciop/landry.html.

Comme vous le voyez, l'horaire de cette année est bien rempli alors jetez un coup d'œil au programme et essayez de participer au plus grand nombre d'activités possible. Finalement, pour ceux qui s'interrogent... nous avons l'intention de poursuivre la tradition et de collaborer à l'organisation d'un cocktail avec la section militaire de la SCP. Surveillez les détails lors de la conférence.

Finalement, j'aimerais féliciter le Dr **Joan Finegan**, actuelle trésorière de la SCPIO et membre invétéré du conseil exécutif de la SCPIO. Joan a été récemment informé qu'elle a été élue Fellow de la SCP et qu'elle recevra un certificat attestant de son nouveau statut lors de la conférence. La psychologie IO au Canada est redevable envers Joan et c'est formidable de voir cette redevance reconnue par l'SCP.

J'espère vous voir tous à Montréal!



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

CONFERENCE DATE REMINDERS...

- **ASAC:** May 28-31, Toronto.
- **CPA:** June 9-11, 2005 in Montreal.
- **Academy of Management:** August 5-10, Honolulu, Hawaii
- **APA:** August 18-21, Washington, DC.
- **British Academy of Management:** September 13-15, Oxford, England
- **Australian & New Zealand Academy of Management:** December 7 - 10, Canberra, Australia

CONGRATULATIONS!

...**Joan Finegan**. Along with the PI, Heather Laschinger, they have received a 3-year SSHRC for their study on "Testing a multi-level model of workplace empowerment in hospital nursing settings: a national study"

...**Harish Jain**, who has been appointed to the position of part-time Commissioner of the Canadian Human Rights Commission. Dr. Jain is a Professor Emeritus at McMaster University's DeGroot School of Business. He previously served as a panel member of the Canadian Human Rights Tribunal from 1986 to 1992 and from 1996-1998, and he has worked extensively as a policy and research advisor to the government of South Africa on employment equity and affirmative action issues. In 1999 and 2000, Dr. Jain served on the *Canadian Human Rights Act* Review Panel.

... to 2 PhD students at the DeGroot School of Business at McMaster have successfully defended their doctoral dissertations:

...Ed Ng successfully defended his dissertation entitled "Employment equity and organizational diversity performance: The role of CEOs' characteristics and commitment" (Supervisor: **Harish Jain**). Ed has been appointed as an Assistant Professor in the Business Administration Program at Trent University.

...**Greg Sears** successfully defended his dissertation entitled "The dispositional antecedents of Leader-Member Exchange and organizational citizenship behaviour: A Process Perspective" (Supervisor: **Rick Hackett**). Greg is currently working as a Psychologist in Research & Development at the Personnel

Psychology Centre of the Public Service Commission of Canada.

... **Wendy Darr** successfully defended her doctoral dissertation entitled "Examining the relationship between stress, illness and absenteeism from work: A research synthesis" (Supervisor: **Gary Johns**, John Molson School of Business, Concordia University). Wendy is currently working in HR Research and Intelligence at the Royal Canadian Mounted Police.

... **Harjinder Gill** (from UWO), who has accepted an academic position at the University of Guelph.

...**Amanda Poole**, who has received a 4-year PhD CGS. Amanda is finishing her MSc degree at SMU, and will be doing her PhD at UWO in the fall.

...**Sarah Crown** and Liane Laguff, both former students at SMU, who have received master's CGS. They will both be returning to SMU to continue their studies.

...SMU student, Cindy Hain, who defended her MSc thesis entitled *Coworker Relationships: Using a new measure to predict health related outcomes*" (Supervisor: **Lori Francis**)

... **Greg Irving** was promoted to full professor, effective July 1, 2005.

News from Wilfrid Laurier University

The School of Business & Economics at Wilfrid Laurier University is pleased to announce the launch of its new PhD in Management program. The program consists of three streams: Management & Organizational Behaviour; Financial Economics; and Supply Chain Management. The program recently received approval from the Ontario Council on Graduate Studies. The

first intake of students is expected for the fall of 2005.

Recent hiring at Laurier has focused on building the research capacity of SBE in anticipation of the launch of the PhD program. In addition to other hiring, the Management and Organizational Behavior (MOB) group at SBE has been building a significant I/O presence in recent years. The MOB area currently has a faculty complement of 14 members. Of these, seven have backgrounds in I/O psychology.

Greg Irving joined Laurier in 1999 after five years at the University of New Brunswick. Greg received his PhD in I/O psychology under the mentorship of **John Meyer** at the University of Western Ontario.

Lisa Keeping earned her PhD in I/O psychology at the University of Akron under the supervision of Paul Levy. Lisa came to Laurier in 2001 after working for a year as a consultant.

Simon Taggar joined the faculty at Laurier in 2002 after stints at Memorial University and York University. He received his PhD in 1998 from McMaster University. **Rick Hackett** served as Simon's supervisor.

Chet Robie joined Laurier in 2003. Chet came to Laurier after having taught at Niagara University and the University of Houston. He received his PhD in I/O psychology from Bowling Green State University in 1997 under the supervision of Anne Marie Ryan, past president of SIOP.

Lorne Sulsky joined the MOB area as a full professor in July 2004. Lorne came to Laurier from the University of Calgary and is the current editor of the Canadian Journal of Behavioural Science (CJBS). He also

received his PhD in I/O psychology from Bowling Green State University.

Samantha Montes is currently on a limited term contract. She is completing her PhD in I/O psychology at the University of Waterloo under the co-supervision of **Greg Irving** and **Ramona Bobocel**.

Finally, Richard Martell will be joining Laurier in July 2005. Richard's previous appointments have included Montana State University and Columbia University. He received in PhD from New York University under the supervision of Madeline Heilman.

Thanks to all the contributors for their valuable information! All news items can be directed to me at Arla.Day@smu.ca



Knowledge Management: It's all about people, and peoples¹
Grant Thomas²

KM

The field of knowledge management is accompanied by much mystery and breathless importance, and yet the disciplined

¹ Based in part on a presentation to the Ottawa Industrial/Organizational Psychology Group

² Grant Thomas is a management consultant with a focus on international development. He has been president of an artificial intelligence company and he sits on the board of Precarn Inc., the Institute of Robotics and Intelligent Systems and TeKnoWave, a major Canadian Aboriginal education initiative. He spent 3 glorious years in France with Neurop Lab and he values his friendship with Canada's Aboriginal communities.

methodologies for managing knowledge are slow to emerge. The area is filled with opinion and trial and error and the inevitable conclusion that knowledge management is more about people than it is about computers. Therein lies the opportunity for leadership on the part of a country like Canada that can be argued to enjoy so many unique attributes that should contribute to a greater understanding of knowledge and the human dynamic.

The reasons are many. We have developed an international reputation for research in cognitive science and artificial intelligence rooted in our major universities – McGill, U of T, Waterloo, UBC, Simon Fraser, to name a few – and led by consortia like Precarn and the Institute for Robotics and Intelligent Systems. We enjoy a rich cultural mosaic that enables us, should we choose, to appreciate, perhaps even understand, different approaches to knowledge and reasoning. We operate in linguistic duality with an understanding of the complexities involved in communication, expression and translation. We have a vast geography that requires access to, and delivery of, knowledge and services to rural and remote areas with citizens who are every bit as dependent upon knowledge for their survival and prosperity as their urban colleagues. But perhaps more importantly, we can turn to our Aboriginal peoples and learn from the importance that they pay to preserving, protecting and propagating the rich traditional knowledge that forms the basis of their culture, values and respect for sustainability.

We readily accept that we are living in a knowledge age within a global economy and in a time when intangible assets are more important to enterprise than the fixed and capital assets that we can see and touch. And paramount among these intangible assets is knowledge. The key to success in today's

organizations is the management of that knowledge – the discipline of knowing what the organization knows and, more importantly, what it may not know, should know, have to know. The ability to rapidly develop or acquire new knowledge, the ability to speedily organize and apply that knowledge, the ability to stimulate inquisitiveness in an organization, the encouragement to share knowledge amongst employees and partners so that it doesn't become the private domain of a holder seeking job security, the ability to capture that knowledge so that it doesn't walk out at 5pm one day and not return – all components of knowledge management.

Neurope Lab

While the study of knowledge management may be somewhat imprecise, in 1990 I was involved in the formation of a curious organization in France and the research agenda that it pursued may still be relevant today. In the Haute Savoie, outside Geneva, a group of European executives, politicians, patricians, agents of change and eccentrics were musing that Europe was entering the Deuxieme Renaissance, a period when knowledge would rule as it did in the first Renaissance. The theory was that Europe needed a "think tank/do tank" where organizations could collaborate in programs of applied research around what it meant to become a learning organization. Thus was born Neurope Lab, the European Centre for Learning and Experimentation in the Knowledge Age. This was no time for being humble. 56 articles in the European business press, two articles in Fortune magazine, \$30 million in collaborative research funding, paid-up partners such as Digital Equipment, IBM, Hewlett-Packard, the business schools of IMD, London and Ashridge, Credit Agricole, the Swiss and French governments, the universities of Geneva and Lyon, several spin-off companies – those were heady days.

Neurope Lab defined its research within a structure called FACE – a Framework of Action for a Cognitive Economy. FACE had 4 principal axes:

Just-in-Time Open Learning (JITOL)
Technologies of Intelligence
Knowledge Engineering

The Knowledge Economy

Within JITOL, the firm was running trials based on collaborative learning and knowledge sharing. We had field service engineers within DEC sharing their knowledge as they solved customer problems and posted their heuristics. We had 35 diabetes experts in 7 countries sharing interventions to better encourage patients to co-manage their chronic disease. Surprisingly within French business culture, we had bank managers within Credit Agricole working on laptop computers at home in the evenings learning about new mortgage products. This was when the Internet was still an academic messaging system.

Within Technologies of Intelligence we were experimenting with multimedia, imaging and visualization as ways of increasing the amount of information and knowledge flow between the user and his/her computing appliance. This was led by Pierre Levy, the academic and philosopher, who introduced us to dynamic icons and who now holds the Canadian Research Chair in Collective Intelligence at the University of Ottawa.

The Knowledge Engineering axis was looking at how knowledge could be extracted and formalizing from the dialogues, debates and meetings that occurred in the problem solving processes within groups.

The Knowledge Economy was focused on the metrics of knowledge. Can you measure an organization's knowledge performance? Could we define a knowledge balance sheet?

This axis also supported seminal work called Arbres de Connaissances (Trees of Knowledge) which sought to increase the value of communities and societies by suggesting how the knowledge content of individuals and groups could be measured and portrayed and trade in knowledge could be encouraged to create self-propelled lifelong learning. This is explained by authors Michel Authier and Piere Levy in their book of the same name.

These research challenges are as relevant today as they were fifteen years ago. Fast forward.

When Jeanne Holm, Chief Knowledge Architect with NASA and the Jet Propulsion Laboratory, one of the world's most knowledge intensive organizations, describes the knowledge management processes within NASA, we hear of encouraging collaboration, encouraging storytelling, rewarding and recognizing those who share, encouraging mentoring and informal training and capturing and indexing everything. She offers that the management of knowledge is not so much a technology issue as it is a human interaction challenge. We have the technology and what we don't have, we have a pretty good idea of what it is going to look like – faster networks, smaller pervasive devices, smarter search engines, and so on. What remains the same is us.

Aboriginal Knowledge

And this is where I come back to Aboriginal and indigenous communities. We acknowledge the problem of the digital divide – the impeding of social and economic progress through the lack of access to communications, computing, information and learning. We can avoid creating a similar knowledge chasm by recognizing and respecting that knowledge and its management is not the exclusive domain of

industrial society. If we are to advance our understanding of knowledge management, perhaps we should be reaching beyond our business culture.

Within Canada's Aboriginal peoples, knowledge is sacred and always has been. Leaders rise as elders because of the wisdom and judgment that they exhibit. Explicit in Aboriginal society, this is often a shadow structure in business and public administration.

Knowledge has always been recognized as a complex of the explicit and the tacit. Great importance is applied to the tacit - beliefs, perceptions, ideals, values and emotions. Is this not what corporations are realizing and not why our young entrepreneurs are changing the shape of small and medium sized enterprise?

Knowledge is rooted in sustainability. Resources are loaned to man, communities are only temporary custodians with no proprietary authority. Is this not the beacon of Kyoto and a critical compliance challenge?

As NASA is learning, the oral tradition – story telling – cannot be overlooked as a significant means of knowledge transfer.

Elders are recognized as elders because of their judgment – their application of knowledge, explicit and tacit. This is what we are learning in all of our organizations – the practice leaders, the respected mentors, the holders of tacit corporate knowledge are not

necessarily the managers. This is a critical issue as we face the retirement exodus of baby boomers.

In cultures that are not based on text and literacy, images become the means to formalize and preserve knowledge

and experience. One of the achievements of our technology progress is the ability to manage images, sound and video - multimedia - plus ca change.

Communities of practice and peer groups are increasingly an encouraged modality for human interaction in modern management. In Aboriginal society the circle is the form for human interaction, which has no head and no tail and around which everyone has an equal position.

Management of knowledge is a complex issue and may never be a science, after all it has a lot to do with listening to and respecting others. We are fortunate in Canada to have diverse communities to whom we can listen, especially our Aboriginal peoples. To listen, and maybe to learn – and that shouldn't be rocket science.



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CSIOP MEMBERSHIP COLUMN

Tracy Hecht, Ph.D.
Concordia University

Membership Statistics and New Members

CSIOP's membership is now at 289 (218 full members, 63 student members, and 8 associate members).

We welcome the following full members.

Details regarding their contact information will be included in the upcoming directory.

Ronald G Bell, rbell@rohcg.on.ca
Kathleen Boies, kboies@jmsb.concordia.ca
Kathryne Dupre, kdupre@mun.ca
David C Forster, david.forster@psc-cfp.gc.ca

Zender Katz, zender@uniserve.com
Shannon Seymour, sseymour-wellnesscentre@candw.ky

We welcome the following student members. Details regarding their contact information will be included in the upcoming directory.

Annick Boulet, annickboulet@hotmail.com
Lisa Durocher, ld02zw@brocku.ca
Raman Kumar Grover, rkgrover@canada.com
Rhiannon MacDonnell, rmacdonn@uwaterloo.ca
Sonya Melnyk, smelnyk@dal.ca
Jason Wray, jasonwray@trentu.ca

We welcome the following associate members. Details regarding their contact information will be included in the upcoming directory.

Chris Hartley, sc.hartley@ns.sympatico.ca

Update Your Contact Information

The annual membership directory will be produced soon and I would like to make it as accurate as possible. If your “directory information” (i.e., addresses – regular mail and e-mail, work phone and fax numbers, when/where you received your highest degree, your areas of interest) has changed since last year, please let me know. I can be reached by email, fax and/or phone:

Tracy Hecht
John Molson School of Business, Concordia University
Department of Management
1455 de Maisonneuve West
Montreal, Quebec, Canada, H3G 1M8
Phone: 514-848-2424 x.2785
Fax: 514-848-4292
Email: thecht@jmsb.concordia.ca

If your membership is through CPA (in other words, if you are a full or student member), please be sure to update your contact information with CPA directly as well. The CPA membership coordinator can be reached by email at membership@cpa.ca.

I look forward to seeing everyone at CPA in Montreal!



CSIOP update on the I/O Psychology Graduate Program at the University of Guelph

Steve Cronshaw Ph.D and David Stanley Ph.D., University of Guelph

We're pleased to report that the I/O graduate program at Guelph continues to grow and prosper. David Stanley, a recent PhD graduate from the University of Western Ontario, joined our I/O faculty group in the Fall of 2004. Our I/O core faculty group now totals six with **Leanne Son Hing, Peter Hausdorf, Karen Korabik, Brian Earn,** and Steven Cronshaw counted in. We are presently out hiring another I/O faculty member as well.

This year we welcomed **Leah Hamilton, Ashley McCullough,** and Betty Onyura into the I/O M.A. Program and **Allyson McElwain, Melissa Warner,** and Damian O'Keefe into the I/O PhD Program to bring our total student complement to 23 I/O graduate students (7 Masters, 16 PhD). Our recent graduates are doing well in variety of jobs in academia, consulting, and in-house positions in HRM and applied research.

The I/O Graduate programs at the University of Guelph were designed, and are operated, in accordance with the Guidelines for Education and Training in Industrial and Organizational Psychology published by the Society for Industrial and Organizational Psychology (SIOP) in the U.S. and (in revised form) by the Canadian Society for Industrial and Organizational Psychology. We especially emphasize the scientist-practitioner model of education and training which strives to achieve an optimal balance between theory/ research and practice in I/O Psychology. Guelph is well recognized for the education and training of highly skilled I/O and consulting psychology practitioners, an activity that is resourced through a combination of classroom learning, workterm

experiences, and supervised practice through Organization and Management Solutions, a professional consulting company operating with a full-time Executive Director out of the I/O graduate student office area. Our strong presence in the practice area has sometimes led to stereotyping of Guelph as a “practice” program, which is an unfortunate under-recognition of the vibrant and productive research culture here. Our faculty are active in researching, presenting, and publishing in areas such as stereotype threat and personnel selection, work attitudes and retention, gender and leadership, the role of emotions in the work place, and job analysis/ work modeling. Our graduate students have been very active in presenting and publishing in their own right, winning several research awards in recent years. Theory and research are valued at Guelph every bit as much as well-honed practice skills and we constantly strive to bring these two areas together into a synthesis. We are especially proud of our second place ranking among I/O PhD Programs in the U.S. and Canada as reported by a study of graduate students ratings in SIOP’s *The Industrial Psychologist*.

CSIOP Members are encouraged to bring Guelph’s I/O Psychology graduate programs to the attention of interested undergraduates that they are advising or mentoring toward I/O graduate studies. All interested individuals are welcome to contact the undersigned and visit our program to obtain first-hand information on what we have to offer at the University of Guelph.

Steven Cronshaw
(cronshaw@psy.uoguelph.ca)
David Stanley (dstanley@uoguelph.ca)



Late for a Very Important Date: Summary and Implications of Manitoba Court of Appeal case - *Convergys Customer Management Inc. v. Luba*³
Erica L. Ringseis, Ph.D.⁴

Mr. Luba was an employee of Convergys Customer Management Inc. (“Convergys”) for over three years when he was terminated without notice. Convergys terminated Mr. Luba because he was late for work 78 times within a 2 year period. Mr. Luba did not commence a Court action in wrongful dismissal, but rather went to the Manitoba Labour Board (“Board”) to request monies owing under the *Employment Standards Code*.

Provincial employment standards legislation sets the minimum requirements for notice or pay in lieu of notice upon termination of employment. However, if an employee chooses to sue an employer for wrongful dismissal, the Court will not restrict the appropriate notice period to that minimum required by legislation, unless an employment contract specifically limits the liability of the employer. Rather, Courts will look at a number of factors to determine what an appropriate notice period would be for a particular employee, remembering that the purpose of the notice period is to allow the terminated employee to find a new job. Thus, the Courts consider such factors as employee’s age, length of service with the company, job position, salary and other factors including any inducement or bad faith actions by the employer.

³ [2005] N.J. No. 51, online: QL (MJ).

⁴ Erika Ringseis received her Ph.D in Industrial/Organizational Psychology from the Penn State University and her LLP from the University of Calgary. She is currently an Associate in Labour and Employment Group at Fraser Milner Casgrain LLP in Calgary. She can be reached at erika.ringseis@fmc-law.com with any questions.

The Board only has the power to pursue the employer for the statutory minimum. This step, however, is taken at no expense to the employee and allows employees an opportunity to seek redress without incurring expense.

In this particular instance, Mr. Luba approached the Board and not the courts. Section 61 of Manitoba's *Employment Standards Code* is similar to the *Employment Standards Code* in most jurisdictions in Canada:

Except as otherwise provided in this Division, an employer shall not terminate the employment of an employee and an employee shall not terminate his or her employment without giving notice to the other of not less than one pay period.

Similarly, termination notice requirements exist in other provinces. Manitoba is unusual in requiring employees and employers to give the same notice, and also in not varying the notice period in accordance with an employee's length of service (see, for example, Alberta's *Employment Standards Code*).

There are exceptions to provincial termination notice requirement. In Manitoba, section 62 indicates that section 61 does not apply in any of the following circumstances:

- (a) the business of the employer has a general custom or practice respecting the amount of notice to be given to terminate employment in the business;
- (b) an agreement between the employer and employees contains a provision respecting the amount of notice to be given to terminate the employment;
- (c) the employer has established a practice under section 63 by which the period of

notice is less than is required under section 61;

- (d) the termination occurs within the first 30 days of the employment, unless the employer and employee agree in writing, before the employment begins, that section 61 applies;
- (e) the employment terminates at the end of a period of employment that is fixed;
- (f) the employment is for a specified work or undertaking and for a period of not more than 12 months, on completion of which the employment terminates;
- (g) the employee is laid off;
- (h) the employee acts in a manner that constitutes wilful misconduct or disobedience or wilful neglect of duty that is not condoned by the employer;
- (i) the employee is employed under an agreement or contract of employment that is impossible to perform or is frustrated by a fortuitous or unforeseeable circumstance;
- (j) the employee is laid off after refusing an offer of reasonable alternate work made available to the employee through a seniority system or by the employer;
- (k) the employee is laid off and does not return to work within a reasonable time after being requested to do so by the employer;
- (l) the employee is on strike or is locked out;
- (m) the employee is employed in construction;
- (n) the employee is employed under an arrangement by which the employee may elect to work or not to work for a temporary period when requested to work by the employer;
- (o) the employee reaches the age at which it is the established custom or practice in the business of the employer for employees to retire;
- (p) in the case of termination by an employer, the employee acts in a manner

- that is insubordinate or violent toward the employer or dishonest in the course of the employment;
- (q) in the case of termination by an employee, the employer acts in a manner that is violent or improper toward the employee.

The wording in the exceptions to the notice requirement varies from province to province.

The Board indicated that it was satisfied that Convergys had just cause to terminate the employment of Mr. Luba without notice. Mr. Luba appealed the decision to the Courts, and the Court of Appeal ultimately responded with a judgment dated March 7, 2005.

The Court indicated that the evidence of Mr. Luba's attendance problems and the warnings he had received amounted to conduct that was inappropriate. Specifically, the Court noted that the conduct was perhaps indifferent and careless and neglectful of his duties. The Court even suggested that Mr. Luba's behaviour may have amounted to a breach of his employment contract justifying "just cause" in a wrongful dismissal suit. However, the Board did not address the crucial question of whether or not his employment was terminated in accordance with Section 62 of the legislation. Section 62(h) indicates that an employee may be terminated without notice if that employee acts in a manner that constitutes wilful misconduct or disobedience or wilful neglect of duty that is not condoned by the employer. In order to have Mr. Luba's conduct fit within this exception, the Board would have had to address the question of whether his behaviour was "wilful" so as to justify his termination without minimum notice.

The case was therefore remitted back to the Board for determination in accordance with the Court's ruling.

This case highlights the importance of understanding the difference between legislated requirements and requirements in Canada as a result of our common law, or judicial decisions. An employee can potentially be terminated "for cause" in the common law sense of the term, without alleviating the employer's obligations to give reasonable notice under statute. Employers have legal obligations under a myriad of statutes as well as the word of law spoken by the Courts. This case highlights the care that must be taken to ensure that all legal avenues are considered in respect of any employment decisions.



Credibility in I/O Psychology
Wendy Darr
Royal Canadian Mounted Police

With a couple of months left to graduate, I took advantage of my student status and attended this year's SIOP doctoral consortium entitled, *Establishing Credibility in I/O Psychology*. As the title and content of this consortium sparked some interest among my coworkers, I assume the larger I/O community would be similarly interested in knowing about this event; hence, this article.

The doctoral consortium was well attended with all 40 or so seats filled by senior doctoral candidates, aspiring to careers in academic or applied settings. The event progressed with discussions from panels of well-established I/O professionals and recent-past graduates with early success records. The first panel of experts included Leatta Hough (Dunnette Group and newly elected 2005-2006 SIOP President), Ben Dowell

(Bristol-Myers Squibb), and Miguel Quinones (University of Arizona) who spoke of their career progressions and of factors believed to contribute to their credibility in the I/O field.

Paul Grossman (Paul Hastings LLP), James Outtz (Outtz & Associates), and Richard Jeanneret (Jeanneret & Associates) spoke of their experiences as consulting or testimony experts in litigation involving I/O applications; they also discussed factors essential to the credibility of expert witness testimony. Among the rising I/O academicians and practitioners were Colin Lue King (APT Inc.), Mahesh Subramony (University of Wisconsin), Lisa Nishii (Cornell University), and Ken Yusko (Arlington County Government), who offered their insights on gaining credibility early in one's career.

Despite variation in experience and career paths among the panelists, I noted several commonalities in their views on credibility. Below I synthesize their discussion around five elements, which I've come to understand as being essential to gaining credibility as an I/O professional. Integrated herein are items from Ben Dowell's *Top 10 Ways to Gain Credibility from Within*, a handout he distributed to consortium participants.

Knowledge

Credible individuals are thought to have, first of all, some knowledge in their field of specialization. Such knowledge, however, cannot be limited to that acquired in graduate school. In fact, many of the panelists converged on the realization of how little they knew upon graduating. Listed on Dowell's handout is the suggestion that one must forget he/she has a PhD.

Acknowledging what one does not know, the willingness to learn, and asking questions are

thought to facilitate the information gathering process of a credible individual. While keeping up to date with relevant I/O literature (despite time constraints) is important, knowing about one's relevant context is equally significant. The latter involves understanding not only the client (e.g., what they do, where they hope to go), but the business process as well. For example, knowing about the legal process if you're involved in litigation work, or knowing how various functions within a business fit together can help one fully understand their role in the process, consequently maximizing their usefulness to the organization. Finally, an understanding of the politics of a business or organization (e.g., getting to know the interests and goings-on of multiple constituencies) must be included in the knowledge repertoire of a credible professional.

Communication

Panelists emphasized the need to convey complex information in simple terms, which corresponds with Dowell's "show them the data in a simple, compelling way." Panelists also favoured brief, succinct responses over flowery ones. As Grossman suggested, one must resist the temptation to use big words. For starters, Dowell recommends trying to explain what one does in a single sentence (*I'm still working on this!*). Mindful of the potential for mischaracterization by the other side, those involved in litigation suggested the need to be neutral, articulate, and consistent in oral and written communication, valuable advice not necessarily restricted to the legal setting. Consistent with Dowell's "express a point of view and listen carefully," good listening skills emerged as a prerequisite for the credible conveyance of information. After all, missing the point or failing to understand the issue or question (also pitfalls of the comprehensive exams – for those of us who need a tangible example)

can impede the gathering or processing of information, consequently impacting its oral or written delivery.

Results

“Deliver on your commitments” is another item on Dowell’s handout; he emphasized that credibility is gained from actions more so than from words. This includes producing outcomes, but also ensuring that such outcomes are rooted in quality work (e.g., using scientific or rigorous methods). Dowell also lists “get(ting) small wins early,” which was illustrated through Lue King’s early career example. His recommendation - no matter how small the task, doing the little things well (e.g., cleaning data) goes a long way in building credibility. Maintaining objectivity and minimizing self-interest in the production of outcomes are also relevant to results. Outtz suggested finding a higher reason for one’s work - never do it for the money.

Visibility

Within the discussion, there was also reference to becoming known or visible in the field. Nishii, for example, spoke of the need to get involved in high risk/high visibility projects. Dowell’s suggestions “fish where the fish are,” “find a way to get to the table,” and “be a leader” also pertain to visibility. Perhaps functioning in the same way as good publicity (as in movie reviews), visibility can enhance one’s reputation. As Outtz revealed, one strategy he uses is to accept work through referrals only. As I understand, his visible (or public) reputation determines the number of referrals that come his way, which in turn signal any fluctuating credibility.

Disposition

Although not explicitly listed on Dowell’s handout, personal or dispositional factors were alluded to throughout the panelists’

discussion. Jeanneret, for example, suggested that some people have an innate capacity or style for communicating credibly. He described ethics and integrity as being critical to credibility, and ingrained in one’s personal moral value system. Trustworthiness surfaced in Subramony’s presentation on the determinants of credibility.

If the objective of this year’s SIOP doctoral consortium was to get us thinking about credibility, it succeeded. I certainly developed a few thoughts and questions of my own. For example, I couldn’t help but notice that the elements identified above could also be determinants of effective performance for an I/O professional. Consequently, I wonder whether credibility is synonymous with effective performance. Is an effective performer also credible? I wonder how the panelists would’ve responded to this particular question. Perhaps they’d want us to figure out the answer ourselves as we journey through our careers. It may be a while before I have a solid answer; for now, I’m certain effective performance is necessary but not sufficient for credibility. Regardless, I now have a good idea of where to begin in establishing credibility in I/O psychology.



CSIOP STUDENT NEWS

Lance Ferris
University of Waterloo

Greetings all,

Sometimes the time just flies by between columns. It seems the same for the beginning and end of each term – already it’s time to do the SIOP thing, start typing up the submission for the RHR Kendall Award (due May 4th!), register for CPA’s conference,

take care of accommodations for all of the above... was it really 4 months ago that I was unwrapping presents beneath my Christmas tree? Time flies when you're having fun, or deadlines are due!

The big event on the CPA calendar is fast approaching – of course, I'm talking about the conference this year at Montreal, from June 9th to 11th. As I mentioned above, the deadline for the RHR Kendall Award for best student paper is also approaching (May 4th); this year the requirements have changed, with the paper now being limited to 10 double-spaced pages, including title page, abstract, tables, figures, notes, and references. See the CSIOP website (www.ssc.uwo.ca/psychology/csiop/) for more information. Valued at \$250, this award also looks great on a C.V.! So be sure to put aside some time to work on those papers!

Planning for this year's student-mentor meeting is also underway. In comparison with past student-mentor meetings, some things are possibly going to be a bit different – we are looking at reserving a meeting area in the conference hotel this year, as opposed to a bar setting. This is mainly to avoid any pressure from bars to finish up and get out, like we had last year (perhaps understandably – Friday nights are usually when the mentor meeting occurs, and is also usually the busiest night for bars, so I can see why they'd want a quick turnover of customers!). As well, given the central location, we hope to have a larger number of mentors this year, providing a wide variety of viewpoints.

The mentor meeting is a really excellent opportunity for students to find out more about what life is like out there in the real world from people who have been there, done that. You can get the answers to all sorts of questions, such as, what places are hiring? what sort of organizations can I/O

psychologists get hired in? what's the difference in working for a business school or a psychology department? what do I need in my resume to get hired? what kind of work will I be doing the first few months? what do they expect me to know? how did you find your job? what's the job market like? what did you do while working on your degree to get prepared? how much consulting experience do I need? what are the worst things about the job? what are the best things about the job? and so on, and on, and on... basically, voice the insecurities we all have about our employment future to a sympathetic audience, and get some concrete advice!

If you are planning on attending the student-mentor meeting, kindly contact me at dlferris@uwaterloo.ca to let me know – having advanced knowledge of how big a room we'll need to book would be very handy! Also I can then let potential mentors know how many people will be there as well. I will be sending out an email closer to the date of the conference with more details about the mentor meeting.

Finally, time has also flown by in one other respect – my term as the CSIOP student representative will be up in June after the conference. I am happy to do it for another year, but if there are others who are interested, please email **Natalie Allen** (nallen@uwo.ca), the CSIOP Chair, by June 1st to express your interest. I can also provide more details about what the position entails to anyone who is interested. A student rep will be chosen at the conference in Montreal. See you there!



**2005 CPA Convention, Montréal, PQ,
9-11 June**

CSIOP Program

Steve Harvey, Ph.D.

Bishop's University

As you read this you are probably already decided on attending the CPA convention in Montreal this June. If you are not decided, take a look at the CSIOP section program and you will see many reasons to be there. We have a record number of posters and presentations in both official languages that will keep you busy at the conference throughout the 2 ½ days. The papers cover the range of our discipline and should therefore interest everyone. I/O psychology in Canada is growing and it is clearly showing at this year's conference.

Some highlights: 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". It is currently scheduled for 11:00 on Friday June 10th. This is the correct date and time with the location yet to be determined, the CPA listing was incorrect and we ask that you make your plans according to this modification. Early afternoon at 1:00 on Friday features a practical workshop with Dr. Marc Berwald, of Clear Pictures, on "Advances in Employee Surveys". There is also a presentation on Thursday by Dr. **Gary Latham**, "Work motivation in the 21st century, which is work with Dr. Craig Pinder of the University of Victoria. There at least a dozen of other presentation that will interest you along with over 50 posters. Saturday is not the day to leave early. We have several presentations that day, including an early business meeting at 8:00. Bring your coffee/breakfast, we understand that this is early, but it is a packed day and your presence at the business meeting is encouraged. The conversation session with Dr. **Okros** on ethics in I/O

psychology scheduled for Friday at 11:00 has been cancelled and is instead being incorporated as part of the business meeting on Saturday at 8:00.

Don't forget the section's invited symposium on "Mental health and work: Individual, organizational and legal perspectives" on Thursday June 9th at 2:00. Those presenting include Janos Botschner, **Vic Catano**, **Arla Day** & Debra Gillin with **Lorne Sulsky** as commentator.

We 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 guidelines that will be made available soon. We thank SHL for its sponsorship of the Keynote address at the conference this year.

We look forward to seeing you all at what is now seemingly going to be a sizable I/O gathering in Montreal. See you in June!



Comments From The Editor

Sunjeev Prakash, M.Sc.

Royal Canadian Mounted Police

Here we are again, another convention right around the corner. **Steve Harvey** has done a spectacular job with the I/O program. With the amount of time and effort he's given to this project, saying "thank you" doesn't seem like enough, but it's definitely a start. I had the opportunity to attend SIOP a couple of weeks ago and Montréal came up in quite a few conversations.

There are a couple of other people I'd like to thank. In response to a couple of requests I made, Grant Thomas and **Wendy Darr** took time out of very busy schedules to prepare their respective articles. Their contributions, along with the rest of the submissions for this issue, have made this one of the best issues I have had the pleasure of preparing.

As a final note, I have held the position of

Editor for the News Bulletin longer than I initially intended. While I haven't made a final decision as to whether or not I will continue as Editor for another year, I would like to know if anyone else might be interested in the position. If so, please contact me at sunjeev.prakash@rcmp-grc.gc.ca before the conference in Montréal.

Thanks very much and I'll see you in June.



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

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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.