



LE REGROUPEMENT CANADIEN DES  
PSYCHOLOGUES INDUSTRIELS ET  
ORGANISATIONNELS

# The Canadian Industrial & Organizational Psychologist

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### Comments from the Chair

*Marjory Kerr  
SHL*

It is mid-September as I begin this column during a “flurry of activity” (as a former colleague is fond of saying). Proposals are going out the door, new projects are gearing up, business planning is underway, and so the fall season begins again. The busyness of autumn can be both exhilarating and exhausting whether we are in consulting, academic or other organizational settings and

roles. Hopefully this newsletter will provide an opportunity to pause and catch our breath as we look ahead to the 2005/2006 year for CSIOP.

### Executive Changes and Updates

First, I want to acknowledge and thank **Natalie Allen** for her hard work and enthusiasm as our outgoing Chair. I am planning to draw on her expertise in the coming months, although I confess that Natalie’s promise of “boxes” of information to pass on to me has caused an occasional twinge of concern. Natalie has acknowledged previously the efforts of those on last year’s executive, but I want to reiterate my appreciation for the contributions of two outgoing members of the executive. **Pat Rowe** has concluded three years of service as Chair Elect, Chair and Past Chair, and **Lisa Keeping** has concluded a two year “tour of duty” as the Workshop Coordinator. Thanks to both of you for your ongoing support and participation in CSIOP.

We are fortunate this year to have several members returning to the executive: **Natalie**

**Allen** as Past Chair, **Steve Harvey** as Program Coordinator, **Sunjeev Prakash** as Newsletter Editor, **John Tivendell** as Secretary, **Joan Finegan** as Treasurer, **Tracy Hecht** as Membership Coordinator, **Liane Davey** for Communications, and **Lance Ferris** as Student Representative. In addition, we are pleased to welcome **Stephane Brutus** back to the Executive Committee as Chair Elect, and **David Stanley** who has agreed to work with Sunjeev in his role as Newsletter Editor.

In the coming year we are looking forward to continuing to make progress against several goals identified over the past few years. One of these is our ongoing efforts to expand our membership, particularly among practitioners and students. We're making progress and we will continue to keep some focus in this area. Another is to look for opportunities to continue to expand and enhance our program at the annual CPA conference. This year in Montreal we made some changes in the scheduling of invited speakers and the traditional Saturday practitioner's forum that were well-received. As we plan for the Calgary conference, we will be looking for additional ways to improve and build an even better program for members.

### **Opportunities to Influence and Participate in CSIOP**

Several comments at CPA this year made me realize that we have a lot of new members who don't really understand how CSIOP functions or the opportunities individuals have to participate and contribute to the Section. With that in mind, I thought it might be helpful to share a bit of information. The CSIOP executive members are in frequent contact over the course of the year, but there are two key meetings of particular importance to members. The first is the Executive Committee's **Annual Long-Term Planning Meeting** in the spring of each year. At this meeting, the executive reviews the

status of our finances, progress against strategic goals and CSIOP's program for the upcoming CPA conference, plans for upcoming leadership needs and identifies new opportunities for action in order to respond to membership needs. The second important meeting is our **Annual Section Business Meeting at CPA**. This is not an executive meeting – it is the annual membership meeting to which *all* members are invited and encouraged to attend. This is where the full membership can ask questions, make suggestions and provide input, and when, as a Section, we can discuss (and debate!) mutual interests. Importantly, it is also when we present the annual RHR-Kendall award for graduate student research, identify executive turnover requirements, present financial reports and so forth.

Throughout the year, this newsletter provides additional opportunities to keep members informed of developments in the Canadian I/O community, preparations for CPA, updates on colleagues, summaries of recent legal cases and their resolution, etc. As well, we do our best to share time sensitive information (e.g., job opportunities or issues requiring member input) through email notices to members.

Your input is welcome anytime. If you have suggestions, feedback or questions about CSIOP I encourage you to pass them on to me or any member of the executive. The executive exists to serve member needs. Our collective goal is to continue to improve the effectiveness of our Section and the value associated with CSIOP membership. Contact information for executive members is on the back page of this newsletter – get in touch, be part of the process and encourage others to do the same. We look forward to hearing from you!

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

Le mois de septembre était déjà bien entamé lorsque j'ai débuté la rédaction de cette colonne. Pour plusieurs, l'automne est la période des soumissions, un temps pour l'élaboration de nouveaux projets et pour la rédaction de plans d'affaire. Que l'on soit professeur, consultant ou autre, la frénésie automnale est souvent aussi stimulante que fatigante. J'espère que la lecture de cet article saura vous permettre de reprendre votre souffle et d'examiner ce que l'année 2005-2006 réserve pour la SCPIO (CSIOP).

### **Changement au conseil d'administration et mises à jour**

Premièrement, je désire remercier **Natalie Allen** pour son bon travail et pour son enthousiasme en tant que Présidente. Je planifie recourir à son expertise au cours des prochains mois, mais je dois avouer que sa promesse de me fournir des « boîtes » de dossiers me préoccupe un peu... Même si Natalie a déjà publiquement remercié les membres sortants du conseil d'administration, je désire tout de même réitérer ma gratitude envers deux membres sortants : **Pat Rowe** qui a servi trois ans à titre de Présidente désignée, Présidente et Présidente sortante, et **Lisa Keeping** qui a servi deux ans comme Coordinatrice des ateliers. Merci pour votre soutien et votre participation au sein de la SCPIO.

Nous avons la chance, cette année, de pouvoir conserver plusieurs membres de notre conseil exécutif : **Natalie Allen** comme Présidente sortante, **Steve Harvey** à titre de Coordonateur des programmes, **Sunjeev Prakash** comme Éditeur de ce bulletin, **John Tivendell** notre Secrétaire, **Tracy Hecht** comme Coordinatrice des adhésions, **Liane Davey** aux communications et **Lance Franci** comme Représentant des membres étudiants. De plus, nous sommes heureux d'accueillir

**Stephane Brutus** comme Président désigné et **David Stanley** qui a accepté de prêter main forte à Sunjeev dans son rôle d'éditeur de notre bulletin.

Cette année nous espérons continuer à faire progresser plusieurs dossiers dont celui de la mise en application de notre plan d'expansion pour augmenter l'adhésion des intervenants et des étudiants. Nous avons déjà fait quelques progrès et allons poursuivre nos efforts dans ce domaine. Un autre objectif est celui d'élargir et d'améliorer notre programme en prévision du prochain congrès annuel de la SCP. Lors du dernier congrès, nous avons apporté quelques modifications au traditionnel Forum des intervenants ainsi qu'à la programmation des conférenciers invités. Dans l'ensemble, ces quelques changements ont été bien reçus. Nous continuerons donc à rechercher de nouvelles manières d'améliorer notre programmation en prévision de notre prochain congrès, qui cette fois, aura lieu à Calgary.

### **Opportunités de participer et d'influencer la SCPIO**

Des commentaires émis lors de notre dernier congrès m'ont fait réaliser que nous avons plusieurs nouveaux membres qui ne comprennent pas le fonctionnement de la SCPIO ou qui ne savent pas comment s'impliquer et contribuer au développement de notre section. J'ai donc décidé de partager mes quelques idées sur ce sujet. Même si les membres du conseil d'administration de la SCPIO gardent contact tout au long de l'année, il y a deux réunions qui sont d'une plus grande importance pour nos membres. La première, généralement tenue au printemps, est la réunion de planification à long terme des membres du conseil d'administration. Lors de cette réunion, les membres du conseil examinent nos états financiers, notre progrès vers l'atteinte de nos

objectifs stratégiques, et le programme de la SCPIO pour le prochain congrès de la SCP, nos besoins à venir en matière de leadership et ils identifient les nouvelles opportunités d'action afin de pouvoir satisfaire les besoins de nos membres. La deuxième réunion d'importance est notre Réunion d'affaire lors du congrès annuel de la SCP. Cette réunion n'est pas une rencontre du conseil d'administration, mais une réunion à laquelle tous nos membres sont invités et encouragés à participer. C'est à cette occasion que nos membres peuvent poser leurs questions, faire des suggestions et débattre des sujets d'intérêt. Finalement, c'est aussi à cette deuxième rencontre que nous remettons le prix RHR-Kendall, que nous identifions les postes à combler au sein du conseil d'administration, que nous présentons nos états financiers, etc.

Tout au long de l'année, la publication de ce bulletin nous donne une opportunité additionnelle de garder nos membres informés des récents développements au sein de la communauté canadienne de psychologues IO, de nos plans en prévision des prochains congrès annuels de la SCP, de mettre à jours l'information sur nos membres, de résumer les récentes décisions des tribunaux, etc. De plus, nous faisons de notre mieux pour communiquer électroniquement toutes nouvelles susceptibles d'intéresser nos membres, p. ex. les plus récentes offres d'emploi.

Vos commentaires sont toujours les bienvenus. Si vous avez des suggestions, des commentaires ou des questions sur la SCPIO, je vous encourage à les transmettre aux membres de votre conseil d'administration. Ce conseil existe pour répondre à vos besoins. Notre objectif commun est de continuer à améliorer l'efficacité de notre section et la valeur de votre adhésion à la SCPIO. Les coordonnées des membres du

conseil se trouvent au verso de cette page – gardez contact, participez et encouragez les autres à faire de même. Nous attendons vos commentaires avec impatience!



**2006 CPA Convention, Calgary, AB**  
**8-10 June**  
**CSIOP Program**  
*Steve Harvey, Ph.D.*  
*Bishop's University*

The deadline for abstracts to the 2006 CPA conference in Calgary is looming as I write this and already we have plans well underway for our section of the convention. I thank the many people on the executive and other colleagues around the country who have facilitated much of this process. Following are some of the highlights with more certainly to come in the next newsletter as the program firms up.

We have a practical workshop that will be put on by **Dr. Theresa Kline** from the Department of Psychology at the University of Calgary. The workshop is entitled "Item Response Theory Analyses for Binary and Likert-type Data". We expect this topic will have wide appeal, so watch for the time and location at the CPA convention. Our keynote speaker this year is Dr. Ann Marie Ryan, current editor of *Personnel Psychology* and Professor of organizational psychology at Michigan State University. She will be speaking on "*Conducting Applied Research in Organizations: Trends and Challenges*", a topic that has implications for many of us in both academic and practice settings. Finally, our invited symposium is being organized by Manon Leblanc (Bishop's University) on the topic of aggression and violence in the workplace. This presentation will bring together many notables in that field including

presenters Joel Neuman (SUNY-New Paltz), **Aaron Schat** (McMasters), and Michelle Inness (University of Alberta) with commentary provided by Loreleigh Keashly (Wayne State University). Details are forthcoming in the next newsletter!

We expect to receive many abstracts for review this year as has been the trend in recent years, so I would like to encourage anyone interested in being a potential reviewer to contact me with their interest. We may need only a couple more people, but having a few more names than need is always preferable. The main requirement is that you have a completed Ph.D. and be willing to review under relatively short notice sometime before Christmas.

I hope you are making plans now to join us next summer in Calgary. This promises to be another great conference.



### CSIOP Membership Column

*Tracy Hecht, Ph.D.  
Concordia University*

CSIOP's membership is now at 315 (226 full members, 78 student members, and 11 associate members).

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

# What's New? Plenty!

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**Please Keep Your Contact Information Updated**

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, please let me know. I will include the changes in an addendum to the directory that will be distributed later this year. I can be reached by email, fax and/or phone:

Tracy Hecht  
John Molson School of Business,  
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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.



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

*Natalie Allen, Ph.D.*

*University of Western Ontario*

**Some lotas from here and there...**

\* Manon LeBlanc (Ph.D., Queens School of Business) has joined the faculty at the Williams School of Business, Bishop's University

\* **Jinder Gill** (Ph.D., UWO Psychology) has joined the faculty in the Department of Psychology, University of Guelph

\* Bernd Marcus has joined the faculty at UWO. Bernd comes to Western from Germany and has a joint faculty appointment in Psychology and the Administrative & Commercial Studies program.

\* Four new graduate students joined UWO's graduate program in Psychology this September. Welcome to M.A. students Tom O'Neill, Kate McInnis, and Stephanie Hastings, and Ph.D. students **Amanda Poole**.

\* Saint Mary's University began the inaugural year of the ir Ph.D. program in I/O Psychology. Welcome to **Bernadette Gatien**, Michael Teed, **Matthew Prosser**, and **Jason Slaunwhite**!

\* Congratulations to **Steve Harvey** (our hardworking Program Chair) who was awarded a research grant of \$45,000 this year from the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST). Steve's collaborators in this project are **François Courcy**, Alexandre Morin and Andre Petite from the University of Sherbrooke. Together, they will be conducting research on mental health interventions in the workplace.

\* Too much CSI??? Veronica Stinson (Saint Mary's Psychology faculty) and colleagues



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Steven Smith and Marc Patry were in the news recently regarding their research on the effects that TV shows that emphasize forensic evidence may be having on jury decision. "It's only recently that professionals in the legal system, like lawyers and judges, are beginning to notice that it might have some important repercussions," said Veronica Stinson, one of the researchers. "They're noticing that cases they might have won 10 years ago, they're losing now because jurors are saying, 'Where was the evidence? Where was the DNA evidence? Where was the fingerprint evidence?' This is all anecdotal."

Stay tuned! (for the research, not the shows...)

**Weddings....**

\* **Tracy Hecht** (faculty Molson School of Business at Concordia and our Membership Coordinator) married Dario Parasol in early July.

\* Laura Methot (CLG Group) married Thomas Tsavos in September.

Congratulations to both couples!

### **Baby News....**

**Arla Day**, a multi-year “veteran” of the CSIOP executive and faculty member in Psychology at Saint Mary’s, gave birth in mid-October to a baby girl. No name as of press time but Mom, Dad and Baby are all fine. Congratulations and very best wishes!



### **The Test of Reasonableness**

Erika Ringseis, Ph.D.<sup>1</sup>

The notion of the “reasonable person” has long been of fundamental importance in the practice of law in Canada. A recent decision of the Federal Court of Appeal reminds us that the reasonable person test applies to the legal aspect of employer and employee.<sup>2</sup> In *Canada (Attorney General) v. King*, the Attorney General of Canada asked for a judicial review of a decision made with respect to Ms. King’s applications for employment insurance. Ms. King was entitled to a pay raise at work, but when she received her paycheque, the pay raise was not noted thereon. Rather than approaching the employer about the discrepancy, Ms. King left her employment and applied for Employment Insurance (E.I.). Originally, she was denied E.I. because she had voluntarily left her employment. However, Ms. King appealed the Board of Reference decision to an Umpire. The Umpire concluded that Ms. King had “just cause” as used in the

<sup>1</sup> Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her Law Degree from the University of Calgary. She currently practices labour and employment law with Fraser Milner Casgrain LLP in Calgary, Alberta.

<sup>2</sup> Full text of this decision is available online at <http://decisions.fca-caf.gc.ca/fac/2005/2005fca240.shtml>.

*Employment Insurance Act* to leave her employment and was therefore entitled to E.I.

The Umpire held that the onus was on the employer to rectify the situation, even though the employee had already left, because their mistake had essentially been a constructive dismissal.

In employment law, constructive dismissal occurs when a fundamental term of an employment relationship is changed without sufficient notice or consideration to the employee affected. Usually, a unilateral change to pay would be a prime example of grounds for constructive dismissal.

The Attorney General of Canada appealed the Umpire’s decision to the Federal Court of Appeal. The Federal Court of Appeal allowed the appeal and restored the decision of the Board of Referees. Ms. King was not entitled to E.I. There was no just cause for Ms. King to leave her employment. Rather, the Court of Appeal held, under a test of reasonableness, that Ms. King should have discussed the matter with her employer before leaving. This particular case demonstrates that there is still the need for reasonableness when determining whether or not a constructive dismissal has occurred. Here, the employee should have clarified the discrepancy in her paycheque. The employer had not changed a fundamental term of her employment but had made a mistake.

This brief case illustrates an important lesson: regardless of the area of law we consider, the element of reasonableness still underpins our interpretation of the law. In employment and labour law, the employee has an obligation, as does the employer, to take reasonable steps and to act reasonably in any given circumstance. Whether we consider interviewing, hiring, training, performance management or ultimate

termination of employment, the requirement of reasonableness exists. It is a good lesson for all employees as well as those who manage the employees to remember that appropriate communication and reasonable actions in any particular circumstances are valuable, and indeed legally necessary, components of any human resource system.



**CSIOP Student News**  
*Lance Ferris*  
*University of Waterloo*

Hi all,

I hope you all survived the start of term with scholarship applications and conference submissions, and managed to enjoy your Thanksgiving holidays – to give you an idea of the lead time required for these articles, I'm currently writing this on Thanksgiving while the turkey cooks downstairs!

By the time this article comes out, the deadline for submitting something (poster, symposium, etc.) for CPA's annual conference will have passed, and I hope everyone who could, did submit something! The conference will be held in Calgary from June 8-10 in 2006. The convention is a great time to meet other people (students and faculty) in the (small but growing) I-O field in Canada. The conference is always well attended, and I would encourage you to attend even if you aren't presenting, as the networking opportunities are great - as are the potential for academic collaborations or general thought stimulation! And then there are the social aspects – our yearly military/industrial-organizational social and the student-mentor meetings are always a

blast. Let's just hope Calgary isn't as hot as it was in Montréal!

I'd also like to invite anyone who knows Calgary well to advise me of any spots near the conference hotel (Westin Calgary) to hold the student-mentor meeting!

For those of you who did submit something for CPA, keep an eye out for a call for papers for the RHR Kendall award for best student presentation in the CSIOP division. This award is given out each year at the conference, and looks great on the CV – if you submitted to the conference, you should definitely submit a paper for this award as well! More details on submission deadlines will be forthcoming; keep an eye on CSIOP's website for more details.

This year you can also get more bang for your travel buck, as the Administrative Sciences Association of Canada is having their yearly conference from June 3-6 in nearby Banff, Alberta. Two conferences for the price of one flight!

In other news, I am slowly but surely working on revamping the website of the CSIOP student representative. I've been working on it in my spare time, so it's taken longer than I'd like, but I hope to have it up by the time this article is out, or shortly thereafter. I hope to use the website to address some of the most common questions I receive as student rep, and that get brought up at the student-mentor meetings at the conference. Additionally, I hope to provide some links of interest to students. Keep an eye out for the new website!

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

Translated by Jacques Forest  
Université de Montréal

Bonjour à tous et à toutes,

J'espère que vous avez survécu au début de la session avec toutes les dates limites pour les demandes de bourses/subventions et les soumissions pour les congrès. J'espère aussi que vous avez été en mesure de profiter de vos vacances de l'Action de grâce. Pour vous donner une idée du délai que j'avais pour écrire cet article, je l'écris alors que la dinde cuit!

Lorsque cet article sera publié, la date limite des soumissions pour la SCP (affiche, colloque, etc...) sera passée. J'espère que tout le monde a pu soumettre une présentation! Le congrès se tiendra à Calgary du 8 au 10 juin 2006. Le congrès est un bon moment pour rencontrer d'autres étudiant(e)s et professeur(e)s dans le domaine de la psychologie I-O au Canada. Le congrès est toujours enrichissant et je vous encourage à être présent même si vous ne vous présentez pas car les occasions de réseautage sont nombreuses. Le congrès est aussi l'occasion de développer des alliances de recherche... et de stimuler sa pensée critique! Il y a aussi l'aspect social – nos réunions annuelles et les rencontres étudiants-mentors sont toujours de grands succès. Espérons seulement que la température à Calgary sera plus clémente qu'à Montréal!

Je voudrais également inviter ceux qui connaissent bien Calgary à me conseiller un endroit près de l'hôtel (Westin Calgary) pour la rencontre étudiant-mentor.

Pour ceux qui ont soumis une présentation pour la SCP, n'oubliez pas d'appliquer pour le prix RHR Kendall de la meilleure présentation étudiante de la division CSIOP. Cette récompense est donnée chaque année et est un plus pour votre CV - si vous soumettez

une communication, vous devriez aussi soumettre votre candidature pour ce prix. Plus de détails sur les dates limites de soumission seront disponibles bientôt sur le site web de la CSIOP. Cette année, vous pouvez également faire une pierre deux coups car l'Association des Sciences Administratives du Canada tiendra son congrès annuel du 3 au 6 juin à Banff, en Alberta. Vous pourrez donc avoir deux congrès pour le prix d'un billet d'avion! Dans un autre ordre d'idées, je travaille lentement mais sûrement à l'amélioration de la section « représentant étudiant » du site web de la CSIOP. J'ai travaillé sur le site web dans mes temps libres et c'est ce qui explique pourquoi cela a pris plus de temps que prévu. J'espère toutefois utiliser le site web pour répondre aux questions les plus fréquentes et fournir quelques liens intéressants aux étudiant(e)s. Gardez donc l'œil ouvert pour le nouveau site web!

C'est tout pour le moment – n'hésitez pas à me contacter si vous avez des questions!



#### Comments From The Editor

*Sunjeev Prakash, M.Sc.  
Royal Canadian Mounted Police*

As I wrap up this issue of the News Bulletin, I find myself also juggling CSIOP and SIOP conference details. While preparing my proposal material and reviewing conference submissions, an interesting question came up to which my colleagues and I seem to have differing opinions. An article in the *Criminal Justice Psychology's* September issue of *Crime Scene* discusses a recent survey of police utilization of psychological services in

Canada<sup>3</sup>. Within this article, the term “Police Psychology” is used. The conversation my colleagues and I had revolved around this term. Is there a need for it? While we all agreed on the need for increased networking between individuals who provide psychological services to police organizations, we disagreed on the need for a new category.

The main concern some of my colleagues had with using the term “Police Psychologist” is that it could potentially compartmentalize us more than necessary. We see ourselves as Industrial/ Organizational Psychologists who just happen to be working within a police organization (one person in our office used to work at Canada Post. Would that make him a Postal Psychologist?).

So far this discussion has been among a few individuals. I am curious to hear any comments the CSIOP membership at large may have on this topic.

Moving to more local events, the Ottawa I/O group has started its fall sessions. In September we had a presentation from the Department of National Defence on an ethical decision making model and in October we have a professor from the Université du Québec en Outaouais reviewing the current state of personality assessment in personnel selection. The last presentation before Christmas will be on harassment in the workplace.

In closing, I would like to thank **Natalie Allen** for her assistance with the I/O Files for this issue. Natalie definitely demonstrated her commitment by sending me her article while she was in Mexico City.

Anyone who wants to provide comments on Police Psychology or who wants to be added to the Ottawa I/O group’s mailing list can contact me at [sunjeev.prakash@rcmp-grc.gc.ca](mailto:sunjeev.prakash@rcmp-grc.gc.ca).



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<sup>3</sup> Langevin, C., & Ruge, T (Eds.). (2005, September). Police psychology : Whither art thou ? Crime Scene, 12(3), 6-7.

### **Position Available with Atomic Energy of Canada**

Atomic Energy of Canada (AECL) is interested in identifying a consultant with expertise in industrial /organizational psychology to assist with assessment, planning, and implementation of upcoming organizational changes for a reactor operations facility.

AECL has operated the NRU nuclear reactor at the Chalk River Laboratories (CRL) for almost 50 years in support of medical isotope production, and materials and reactor fuel research. In support of continued facility operations, AECL is undertaking a number of organizational and work practice enhancements to align facility operation with the best practices of industry peers.

The consultant would work with an existing team of AECL staff and power industry consultants experienced in nuclear operations and implementation of industry best practices. Practical experience with work analysis, identification of recommendations for change, and organizational change implementation in an industrial environment is required.

Persons or organizations interested in providing consulting services for this need should contact Eric Davey of Crew Systems Solutions.

Phone 613 584 4933  
Email crewsyssol@aol.com

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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.