



The Canadian Industrial & Organizational Psychologist

Volume 22, Number 4

Summer 2006

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Comments from the Chair

Marjory Kerr, Ph.D.
SHL

Hello all.... Having officially completed my term as Chair at the Calgary conference in June, this is my opportunity to express some words of appreciation to individuals who have contributed in significant ways to a successful year.

One of the qualities demonstrated by CSIOP members over the years has been the willingness of many to “take a turn” at participating in the Executive Committee so that we have been able to maintain a vibrant CPA program, a professional network of Canadian I/O practitioners and academics and a financially viable service for members. This year we say good-bye to several individuals who have completed their term on the Executive Committee. Natalie Allen concludes her role as Past Chair and leaves

us in capable hands. Natalie has done a remarkable job of steering us over the past few years and I am very thankful for her contributions and guidance. Additional members finishing up this year include John Tivendell as Secretary, Liane Davey as Communications Coordinator and Sunjeev Prakash as Editor. Others are completing one role and taking up a new one. This includes Stephane Brutus is moving from Chair Elect to Chair, Steve Harvey from Program Coordinator to Chair Elect, Tracy Hecht from Membership Coordinator to Secretary, and David Stanley from Editor “Elect” to Editor. Lance Ferris continues as Student Representative, a role he has continued to develop over the past few years and Joan Finegan stays on as Treasurer – in addition to her official duties, Joan has an outstanding memory of past discussions, decisions, questions, invited speakers, meeting locations, expenditures, revenue... (I think you get the idea!). We also welcome three new Executive Committee members: Anuradha Chawla as Communications Coordinator, Aaron Schat as Membership Coordinator and Lori Francis as Program Coordinator. Thank you to each of you for committing your time, taking your turn, and working to expand the impact of CSIOP on behalf of our members.

Special thanks to Steve Harvey for coordinating another fine CPA program this year. Along with a selection of posters, symposia and discussion sessions, Anne Marie Ryan was our invited speaker and presented on “Conducting Applied Research in Organizations – Trends and Challenges, and Theresa Kline facilitated a practi-

cal workshop on “Item Response Theory Analyses for Binary and Likert-Type Data”. Lance Ferris orchestrated another successful Student – Mentor Social Event with mentors representing the academic and practitioner communities, and we extend our thanks to SHL Canada for sponsoring this event. And, as always, it was a great opportunity to join with our colleagues in the Military Section – thank you to Sebastian Blanc and Stephane Brutus for coordinating this annual event on our behalf.

We also had a good turn out for the Annual General Meeting, during which Rebecca Schalm of RHR Canada presented the RHR-Kendall Award for Graduate Student Research to Ivona Hideg from the University of Waterloo. RHR increased the award from \$250 to \$500 this year and we extend a sincere “thank you” for their ongoing commitment to recognizing and supporting graduate student research in I/O psychology.

It’s August. I hope at some point this summer you will each find time to sit back, relax, and enjoy the company of good friends and family. After all, September is coming.....!



2006 Convention Update

Steve Harvey, Ph.D.

Williams School of Business

Bishop’s University

The conference this year in Calgary was another great showing for those interested in Industrial and Organizational Psychology. The invited portion of the program was well received. We were treated to a great keynote talk by Dr. Ann Marie Ryan, of Michigan State, entitled Conducting Applied Research in Organizations: Trends and Challenges. Moreover, Dr. Theresa Kline (Department of Psychology at the University of Calgary) put on a well- appreciated workshop on “Item Response Theory Analyses for Binary and Likert-type Data. Many thanks go out to Theresa for putting on this workshop for us all. On the last day we were also very pleased to attend the invited symposium on aggression and violence in the workplace with high caliber presentations involving Manon Leblanc (Bishop’s University), Joel Neuman (SUNY-New Paltz), Aaron Schat (McMaster’s), and Loreleigh Keashly (Wayne State University). It was a

masterful update on developments in this area.

There were also at least 35 posters and several well-attended presentations that rounded out our three day conference nicely. Indeed, the conference was a busy one, as has become usual with the three day schedule full of I/O related sessions from start to finish. I expect that the conference in Ottawa this year will be as large or larger. Start thinking about the October deadline and make sure you remind students to submit work while entertaining the idea of entering the RHR Kendall Award competition as an objective.

This marks the end of my two years as program coordinator, so I wish to thank my colleagues on the executive for helping me all along the way. I am genuinely grateful for the unfailing support received from the CSIOP chairs during this time, Drs. Natalie Allen and Marjory Kerr. They were both quick to respond, unselfish with their time and are much appreciated by me for their support. Thank you both!

I leave with a great feeling knowing that Dr. Lori Francis of St Mary’s University will now be filling the role of Program coordinator. Lori is the type of directed, high-energy person that will bring our program to the next level. CSIOP is growing and it will benefit from her involvement and ability to get things done. As chair-elect, I will continue to work closely with Dr. Brutus who is currently Chair of the CSIOP section and Lori in making this growth happen. I hope to see you all in Ottawa! Have a good summer.



CSIOP Membership Column

Tracy Hecht, Ph.D.

John Molson School of Business

Summer Greetings to everyone! I hope that work is productive and that vacations are enjoyable.

Membership Statistics

CSIOP’s membership is currently at 308 members (220 full members, 66 student members, and 22 associate members).

Membership Directory

The final version of the 2006 annual membership directory was recently distributed. If there are any changes to

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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), please contact our new Membership Coordinator, Aaron Schat. He can be reached by email, fax and/or phone:

Dr. Aaron C. H. Schat
Assistant Professor
Organizational Behaviour and
Human Resource Management
DeGroote School of Business,
McMaster University
1280 Main Street West
Hamilton, Ontario, Canada L8S 4M4
Email: schata@mcmaster.ca
Phone: 905.525.9140, Ext. 23946
Fax: 905.521.8995

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

Welcome New Members!

We welcome the following new members to CSIOP. Details regarding their contact information were included in the final version of the 2006 directory.

Full members

Robert Acton
Graham Bean
Annie Djijtsa
Mary Jo Ducharme

Camilla Holmvall
Janine Knackstedt
Mary-Ann Mladen-Faulhaber
Juanita M Mureika

Student members

Delisa Daniel
Oded Greemberg
Shawn Komar
Joe Krasman
Gabrielle McHugh
Diana Nguyen
Sally-Anne Perry
Kimberly Smallshaw

Associate members

Colonel Stephen A.T. Eyres
P. John Johnston
Richard T. Marcy

Farewell

As mentioned above, Aaron Schat will be taking over the portfolio of CSIOP Membership Coordinator for the next 2 years, and this will be my last column. I'd like to take this opportunity to thank everyone on the executive with whom I have worked over the past three years. I look forward to our continued friendships and to meeting again at future conferences. I'd also like to thank all of our members for their continued support of this organization. I wish you all continued health, happiness, and success.



CSIOP Student News
Lance Ferris
University of Waterloo

Hello all,
The CPA conference has once again come and gone! While I had the misfortune of getting food poisoning shortly after arriving in Calgary, I've heard that the conference was a lot of fun, and that Calgary was a great locale!

I did manage to make it out to the student-mentor social, and I'm happy to say it was a great success! There was a good turnout of students, our mentors were lively and engaging (so much so that I often had to interrupt conversations to keep people moving from mentor to mentor – a good thing!), and the food and drink could not be beat! Brewster's Eau Claire was a great place to hold the event.

Speaking of the food and drink, my sincere thanks to SHL Canada for sponsoring the event. As well, thanks to our mentors for taking some time to give students some advice – Stephane Brutus, Pat Ferris, Camilla Holmvall, Marjory Kerr, Erika Ringseis, and Ann Marie Ryan all helped out immensely! And last but not least, thanks to all the students who came out and made this a truly worthwhile event for both students and mentors alike!

The military-I/O social that followed was also great fun, and a chance to meet old friends and make new ones. I think it's safe to say that if you didn't make it out to either the student-mentor or military-I/O socials, you missed out! Plan to be there next year, when CPA travels to Ottawa!

Congratulations are also due to Ivona Hideg, from the University of Waterloo, who won the RHR-Kendall award for best student paper in the I/O division. She is the proud recipient of a nice plaque and \$500 cash prize! Way to go!

Finally, for those of you who are on the job market, check out the CSIOP student web site – I try to keep the web-site up to date with job offers that I see. While there will be no updates from July 17 to Aug 17 (I'm on a "conference vacation" – there's a new term), it was updated just before I left.

Apologies for the briefness and lack of French translation of this update – due to some bad planning on my part,

my conference vacation is taking place at the same time as this newsletter deadline. In the meantime I hope you enjoy your own summers and come back re-charged and ready to run studies, do consulting projects, or what have you!

Ciao from Greece,
Lance Ferris



**News from the HRM program of the
DeGroot School of Business**
Aaron Schat, Ph.D.
McMaster University

News from the HRM program of the DeGroot School of Business, McMaster University

Faculty News:

Four of our faculty members were recent recipients of 3-year research grants from the Social Sciences and Humanities Research Council (SSHRC).

Catherine Connelly will study issues related to the management of volunteer workers. Aaron Schat, along with co-investigator Kevin Kelloway (St. Mary's University), will study the antecedents and consequences of customer aggression in service encounters. Kevin Tasa will investigate the antecedents of collective efficacy in teams. Finally, Isik Zeytinoglu, along with co-investigator Gordon Cooke (a Mac alumnus now on faculty at Memorial University of Newfoundland) will study the determinants and outcomes of flexible work schedules in Canada.

Rick Hackett (along with Jiing-Lih Larry Farh, Hong Kong University of Science and Technology) has been awarded a grant from the Research Granting Council of Hong Kong for his project: "Examining the effects of individual power distance orientation on leader-follower relationships and work outcomes: Mapping the paths".

Student/Alumni News:

David Richards and Mark Podolsky who have been awarded Ontario Graduate Scholarships.

Greg Sears was recently awarded the International Alliance for Human Resources Research (IAHRR) award for

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- International 16PF Assessments. Multinational assessment programs for North America-based companies
- NetAssess. New multi-site functionality organizes web-enabled testing projects across multiple users

NEW Products

- PsychEval Personality Questionnaire. A shorter, faster, Internet-based multidimensional measure of normal and pathology-oriented personality traits
- Protective Services Reports. Pre-offer and post-offer assessment reports for high-risk occupations
- Personnel Reaction Blank. A personality-based measure of integrity

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his dissertation entitled “The dispositional antecedents of leader-member exchange and organizational citizenship behaviour: A process perspective”. In addition to this award, Greg has also recently accepted a position as Assistant Professor in the Sprott School of Business at Carleton University.

Nita Chhinzer has recently accepted a position as Assistant Professor in the Faculty of Management at the University Guelph.

Ed Ng, a recent alumnus of our program, is moving from Trent University to the Faculty of Management of California State Polytechnic University at Pomona.

Congratulations to all!



The Orphan Area for Meta-Analysis: Personnel Selection

Frank Schmidt, Ph.D.
University of Iowa

Meta-analysis (Hunter & Schmidt, 2004) has been applied to over 100 different research literatures in I/O psychology alone. Relationships examined using these methods include job satisfaction and absenteeism, job satisfaction and job performance, job performance and turnover, role conflict and role ambiguity, goal setting and goal attainment, goal difficulty and goal commitment, work-family conflict and life satisfaction, just to name a few. Such applications are ubiquitous in I/O research journals. These methods are also used in areas outside of I/O psychology, including social, educational, differential, and developmental psychology; and in areas outside psychology, such as finance, medicine, economics, and political science (Hunter & Schmidt, 2004, ch. 1.)

In all these areas except one, these methods have been accepted, welcomed, and embraced. The one exception is personnel selection, the sole area where these methods

have been and continue to be controversial. [In this area these methods are referred to as validity generalization (VG) methods.]

Actually, this is too broad a statement, because some applications of these methods in personnel selection are not controversial: applications to personality tests and integrity, for example. Another example is the application to the GATB (General Aptitude Test Battery) of the U.S. Department of Labor, which was used for years in a large nationwide VG-based testing program that was endorsed by three major Civil Rights organizations. What areas of this sort have in common is the absence of racial or ethnic mean differences in scores. Personality and integrity tests don't show such differences, and in the case of the GATB program race norming eliminated all group differences. The one area in which these methods are controversial is selection methods that show group differences—mostly cognitive ability tests, such as verbal, quantitative, and spatial ability and (especially) measures of general mental ability (GMA), which have been shown to be the generally most valid predictor of job performance.

What does this mean? It means that the controversy is not really about VG methods or conclusions. That is just a smokescreen for the real issue: minority hiring. The real issue is the use of racial preferences to attain work-force diversity, not the scientific soundness of VG methods. VG methods are strongly endorsed by the 1999 APA-AERA-NCME Standards, the 2003 SIOP Principles, and by two National Academy of Science reports. It is hard to imagine stronger scientific and professional endorsement for any procedure or set of research findings. In the controversy over VG, we are pretending that something is wrong with the research methods and conclusions when the real issue is something entirely different. Work-force diversity may be a laudable goal, but it cannot be attained through pretense and intellectual slight of hand.

With this kind of foundation of scientific and profession support, you would think that I/O psychologists would have done a great job of educating the legal profession, the courts, and the federal enforcement agencies about VG methods and their associated research findings. But they have not. For example, SIOP has for years published the Frontier book series on important research findings in I/O Psychology. Despite the fact that it has more research support than practically any other area, there has been no Frontier series book on VG and its findings. Other sciences and professions—medicine, biology, engineering—have done a much better job on this. When lawyers, courts, other organizations, or the media

appear to endorse false ideas, these groups launch vigorous public educational campaigns. They are on TV talk shows and the internet and in magazines and newspapers very quickly. A good example of this is the vigorous way that biologists from top universities fought back publicly against the doctrine advanced in the media by creationists and intelligent design people that evolution was not a fact, only a theory, and should not be taught as a scientific fact in the schools. I/O psychologists have produced no such response. They have been timid and reluctant to publicly defend their well established research findings. When I presented this talk at the 2006 SIOP meeting, someone in the audience stated that this failure was because I/O psychologists did not want to be called racists, even if unfairly. I pointed out that the biologists who defended the theory of evolution were attacked as atheists—but this did not stop them. I could also have noted that the research finding that might stimulate false charges of racism—the well established finding of predictive fairness of mental ability tests despite the presence of group differences—is not part of VG methods and was not established using VG methods. In addition, this finding has been endorsed by two National Academy of Sciences reports—providing a strong defense against any loose charge of racism.

(Some I/Os have even stated they are opposed to VG because its acceptance would mean far fewer local validation studies would have to be conducted, reducing their work and income. How did dentists react to fluoridation of drinking water? Did they say, “Don't fluoridate the water because we will have fewer cavities to fill”? No, they met their professional responsibilities and embraced fluoridation. We should do the same.)

Indeed, instead of meeting professional and scientific obligations to educate lawyers, courts, the media, and the public, many I/O psychologists actually look to the courts to educate them on the meaning of and value of VG and VG research conclusions. Some I/O psychologists constantly pore over court opinions looking for non-existent guidance on what is professionally acceptable and what is not. There are many articles and talks of this sort. This is exactly backward from what should be happening. Even considered only from a legal point of view, this practice is based on a general failure to recognize the case law does not build up in any cumulative or rational way in any area related to personnel selection. The decisions of individual judges are highly idiosyncratic and in fact are essentially random. Judges' decisions depend on accidents of personality and attitudes of individual judges, accidents

of which research evidence happened to be presented or not, how well it was presented, and whether the judge was intelligent enough to understand it—all essentially random factors from case to case. Jerome Frank, one of the founders of the legal realist movement, even stated that judicial decisions were sometimes based on nothing more than “what the judge had for breakfast that morning.”

Yet this is the “data-base” that some I/O psychologists prefer to consult to find guidance for professional practice. Some I/O psychologists appear to view every judge as some kind of Solomon, and to then probe for deep meanings and insights that are just not there. Instead of building on the strong scientific foundation of our field and using this to educate judges, the media, and the public, they are consulting the Delphic Oracle and seeking knowledge in the reading of chicken entrails. You are not likely to find the scientific truths of personnel selection in chicken entrails!

My reaction to all this has been a partial withdrawal of interest from personnel selection. Some years back I realized that personnel selection had become a churning arena of constant irrationality. There is a huge disconnect between what we know to be true from research and what people pretend to be true. There is a serious corruption of scientific truth caused by legal and ideological intrusions into the field of selection and the failure of the profession to respond appropriately to these intrusions. I have found this frustrating. But at the same time I became aware that even within I/O psychology alone there are over 100 other areas of research in which VG-meta-analysis methods are not only accepted and non-controversial, but welcomed, embraced, and praised. And there are many other such areas outside I/O psychology. So I found it was more satisfying and fulfilling to devote my time to the development and improvement of general meta-analysis methods. Examples include the revision and updating of meta-analysis methods seen in the 2004 edition of the Hunter and Schmidt meta-analysis book and several recent journal articles on general meta-analysis methods. In these areas, contributions are evaluated rationally and logically; there is no ideology, irrationality, or hidden emotional agendas. There is a willingness to credit scientific evidence that seems to have been lost in personnel selection. In this sense, it would be fair to view much of the practice of personnel selection today in I/O psychology as sort of an intellectual backwater. It does not seem to be where the intellectual action and excitement is at present.

But my hope is that we can change this. This is why I am writing this article and why I gave the SIOP talk on which this article is based. This talk was given at a symposium entitled “Validity Generalization at Work: Is it Legal to be Scientific?” (John Wiener, Chair). Excellent presentations were given by John Wiener, Jim Sharf, David Copus, and Keith Pyburn, all stimulated by the same sense of frustration expressed in this article. This is a very hopeful sign. It means we may yet be able to turn this thing around and regain our professional and scientific respect. I certainly hope we can.

Selected Bibliography for Additional Reading

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Honours for Canadian Researchers

*David Stanley, Ph.D.
University of Guelph*

During the last few months the substantial research contributions of three Canadians have been recognized by international organizations. Specifically, the extensive research contributions of Gary Latham were recognized at the International Association of Applied Psychology (IAAP) during the recent conference in Athens. He is

in the first cohort of people to become IAAP Fellows – a well deserved honour to be sure. As well, the distinguished research contributions of both John Meyer and Stephen Gilliland were recognized at the most recent SIOP conference in Dallas when they became SIOP Fellows. I am delighted to be able to present the descriptions of their research (see below) that were provided at the presentation ceremony. Congratulations to all three of these Canadian scholars!

Canadian 2006 SIOP Fellows

Stephen W. Gilliland

Dr. Gilliland's research shows that perceptions of fairness have more to do with what a manager has done wrong than what the person has done right. This research revealed how the notion of fairness varies from nation to nation. He developed a model for enhancing distributive, procedural, and interactional justice on pre- and post-hiring decisions. Published in 1993, his model has been cited over 175 times. More than half of his consulting work is devoted to putting his research findings into practice by doing pro bono work for nonprofit organizations.

John P. Meyer

Dr. Meyer is the world's foremost expert on the antecedents and consequences of organizational commitment. His groundbreaking research, which has been cited over 2,500 times, reflects a rare interplay between cogent theoretical development and rigorous empirical research. In addition, his measures of organizational commitment are used by scholars worldwide.





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CHIEF OPERATING OFFICER (CANADA)

Sentis is an organization specializing in the improvement of safety and wellbeing performance via psychologically-based processes primarily within the mining and resource industry.

Our team of registered psychologists and safety professionals possesses experience across a variety of operations including open cut and underground coal mines, bauxite mining and refining, aluminum refining and smelting, road construction, and within the energy industry across generation, distribution and retail. In each of these operations, we work with all levels of the organization, ascribing to the view that leadership support is essential to facilitate change and therefore achieve results. At Sentis, we have worked with production, maintenance, technical, support, transmission, distribution, corporate, and call centre leaders and teams, in addition to customizing our processes to meet the unique needs of apprentice and contractor groups.

Sentis is focused upon the development of an effective Safety Culture. In particular, it focuses upon the Person component of a Safety Culture - getting to the underlying psychological causes of human behavior. Our processes are specifically designed to work alongside and support existing behaviorally based safety systems.

Sentis has offices in Australia (Brisbane – Queensland; Perth – Western Australia) and Canada (Edmonton – Alberta), servicing organizations across Australia, New Zealand, Canada, United States, Asia and the United Kingdom.

Sentis requires a Chief Operating Officer for their Canadian office located in Edmonton, Alberta.

The leader for the Canadian office will be a dynamic individual with boundless energy and enthusiasm for building and growing a new business. A true entrepreneur!

Our candidate will be anchored by, and respected for, his/her demonstrated business acumen, presence of leadership, and the ability to articulate concepts, vision and values while easily being characterized as a unique and creative thinker.

The ideal candidate will possess an undergraduate degree, possibly in psychology, with 10 to 15 years postgraduate experience working in the private sector.

Successful candidates will define their career success as having experienced a mixture of stimulating creativity, building a team, conceptual selling, an energized environment, marketing leadership, compelling work, diverse communication challenges, clarifying intangibles, collaboration and leadership.

The candidate will demonstrate a track record of growth, increased responsibility and recognition. We believe the successful candidate could come from a wide variety of backgrounds, but it would prove beneficial for the individual to have knowledge of the resource industries and a passion for people's safety and well-being.

Resumes can be forwarded to Mr. Gerry Davies or Mr. Larry Villneff, Davies Park, Executive Search Consultants. Electronic resumes to careers@daviespark.com are preferred; however, faxes may be forwarded to (780) 426-2936. Visit our website at www.daviespark.com for a copy of the Opportunity Profile.



Where leaders learn financial services.

Job Posting: Director, Test Design & Measurement

Location: Toronto

CSI* is looking for a Director, Test Design & Measurement to join our team of talented professionals.

Reporting to the SVP, Learning Delivery & Customer Support, the Director will be responsible for providing leadership in planning, developing, directing and evolving Test Development, Test Design and Test Measurement processes and procedures for CSI's assessment programs.

Accountabilities:

- Takes responsibility and ownership of the Test Design and Measurement department and provides the overall leadership and vision.
- Provides an assessment of current status and puts together a plan for unifying all the elements of CSI's assessment program including resources, applications and workflows to deliver a consistent model to support the business goals required to deliver on a testing program that ensures competency.
- Stays well informed and connected in the industry and has a diverse view of current trends and technologies available as well as what part they can play at CSI.
- Puts in place the processes and procedures to align CSI's testing program to meet industry standards and to qualify for NCCA accreditation.
- Creates a climate conducive to positive communication, creative thinking, and a high- team performance.
- Oversees the design and development of appropriate assessment instruments to measure competency and degrees of proficiency.
- Evolves current assessment reporting to ensure value-added reports contribute to department and organizational needs.
- Ensures issues around exam quality and security are addressed.
- Streamlines department processes to ensure efficiency and accountability.

Key Tasks:

- Directs the department's activities for the assessment program and improves the quality of our program, as well as providing greater service.
- Manages the planning, execution, monitoring, and quality control for all program components.
- Manages the development of strategic plans and budgets.
- Negotiates with vendors and other internal departments to define scope, work products and dates.
- Resolves complex issues.
- Plans and directs quality studies and special projects.
- Anticipates and communicates problems to senior management and suggests alternate solutions.
- Manages contracts with vendors and consultants, monitoring work, ensuring that deliverable deadlines are met, and approves invoices for payment.
- Continuously aligns programs and project work in accordance with company and division goals.
- Continuously demonstrates ability to manage and apply skills, knowledge, tools, and techniques to a broad range of activities in order to meet the requirements of CSI's assessment program.
- Maintains a high level of quality control throughout the life of the program.

Qualifications:

- Master's Degree in advanced Statistics, or Measurement and Evaluation or a related field
- 8+ years' experience in a testing environment
- 4+ years' experience in people management
- Knowledge of testing, psychometric and statistical software packages.
- Able to lead the efforts to operationalize CSI processes for the testing program using the following standards:
 - Standards for Educational and Psychological Testing (APA, AERA & NCME)
 - Standards for the Accreditation of Certification Programs (NCCA),
 - International Guidelines for Test Use (ITC), and
 - Guidelines for Computer-Based Testing (ATP).
- Must have a broad range of management expertise, leadership, and competency in all test development, design, measurement and operating procedures, related to large scale assessment programs.
- Demonstrated knowledge and experience in all facets of testing operations.
- Comprehensive knowledge of the principles of test construction, classical and IRT-based item analysis and calibration, exam standard setting and equating, and so on.
- Ability to summarize complex information and communicate it to a variety of audiences.
- Strong understanding of project management methodologies and execution in a fast-paced environment.

If this sounds like you, please let us know more about you. E-mail your resume, with the subject line of "Director, Test Design & Measurement", to resume@csi.ca. We welcome resumes from all qualified applicants but only candidates selected for interviews will be contacted.



Where leaders learn financial services.

Job Posting: Assessment Specialist

Location: Toronto

CSI* is looking for an Assessment Specialist to join our team of talented professionals.

Reporting to the Director, Test Design & Measurement, the Assessment Specialist will be responsible for multiple assessment programs for several phases of item development. This role will edit, manage and maintain item development processes and be able to report on results achieved.

Accountabilities:

- Guides the item writing process and related activities to ensure standards are adhered to and met.
- Defines the standards to be followed based on industry standards.
- Creates and maintains the item writing guide including guidelines for identifying and correcting biases in item presentation, estimating item difficulty, writing items at the six cognitive levels of Bloom's Taxonomy, writing items that are in congruence with the learning objectives, and writing various forms of multiple choice items.
- Owns the management of items in the item bank.
- Works closely with item development teams to ensure the highest quality output is produced by the SME's.
- Owns development and management of forms for exams in both English and French.

Key Tasks:

- Coordinates test development activities and assists in project direction, creates and implements item development plans, and works on special development projects.
- Reviews and revises test questions in the field of Finance.
- Gathers and resolves feedback from multiple sources on items and evaluates item acceptability after testing.
- Assembles tests, quizzes, pre-tests or pools of questions to meet blueprint specifications for both French and English testing requirements.
- Develops item writer training materials and facilitates item writer training meetings.
- Trains, mentors, and manages internal and external item writers.
- Responds to student inquiries and ensures valid feedback is incorporated into improved processes and products.
- Reviews and makes recommendations for better security measures.
- Assists with reliability, validity or comparability studies.
- Applies knowledge of item statistics to evaluation of items and assembly of tests.
- Ensures that the quality and integrity of test item banks are maintained.
- Oversees management and use of software systems related to items and exam building.

Qualifications:

- University Degree, preferably in Finance
- 3+ years' experience in educational assessments
- Expertise in testing software.
- Able to create and operationalize CSI processes for the item development activities using the following standards:
 - Standards for Educational and Psychological Testing (APA, AERA & NCME)
 - Standards for the Accreditation of Certification Programs (NCCA),
 - International Guidelines for Test Use (ITC), and
 - Guidelines for Computer-Based Testing (ATP).
- Experience with item construction and item mechanics.
- Experience with development of large scale educational assessments.
- Comprehensive knowledge of the principles of test construction, classical and IRT-based item analysis and calibration, exam standard setting and equating and so on.
- Ability to manage large data sets.
- Good understanding of financial concepts and the securities market.
- Good written and oral communication skills.
- Attention to detail.
- Good interpersonal skills and the ability to work with different functional groups.
- Ability to multi-task and adjust work schedules accordingly to meet competitive priorities and deadlines.
- Fluently bilingual in French and English would be an asset

If this sounds like you, please let us know more about you. E-mail your resume, with the subject line of "Assessment Specialist", to resume@csi.ca. We welcome resumes from all qualified applicants but only candidates selected for interviews will be contacted.

* TM CSI Global Education Inc.



Where leaders learn financial services.

Job Posting: Psychometrician

Location: Toronto

CSI* is looking for a Psychometrician to join our team of talented professionals.

Reporting to the Director, Test Design & Measurement, the Psychometrician will be responsible for multiple assessment programs for all phases of the psychometric work, including statistical specification, sampling, equating scaling, item calibration, item and test analyses.

This person will ensure that the design and interpretation of quantitative tests for CSI courses, programs, and designations are defensible as to validity, reliability and fairness.

Accountabilities:

- Ensures the validity and reliability of all test items, assessments, data, analytical, methods and results.
- Manages psychometric and statistical analysis projects.
- Owns management of psychometric analysis tools, software tools and provides needs analysis as new tools and software are needed.
- Works closely with item developers, exam developers, SMEs and admin staff to ensure the highest quality output is produced.

Key Tasks:

- Conducts classical and IRT analyses of item and test data to determine psychometric properties of items and exams, including pilot testing of new items ensuring equivalence of forms.
- Reviews Preliminary Item Analyses and recommend actions to resolve problems with test items.
- Conducts item analyses and accurately analyzes and interprets scores.
- Prepares technical reports and documents related to assessments and outcomes.
- Designs and manage, cut score setting for certification exams.
- Designs assessment tools and testing processes.
- Implements psychometric procedures for CSI's assessment programs.
- Documents psychometric analysis procedures and results in technical reports and manuals.
- Addresses validity issues concerning cut scores and maintains constancy of score scales (equating, linking).
- Develops, maintains and updates process and standards documentation.
- Identifies exam performance anomalies

Qualifications:

- Master's Degree in advanced Statistics, or Measurement and Evaluation or a related field
- 5+ years' experience in psychometric and statistical analysis
- Expertise in psychometric and statistical software packages such as: Win steps; C++; Fortran; Facets; Parscale; Multilog; Conquest; SAS; SPSS; S-Plus; etc.
- Able to create and operationalize CSI processes for the psychometric activities using the following standards:
 - Standards for Educational and Psychological Testing (APA, AERA & NCME)
 - Standards for the Accreditation of Certification Programs (NCCA),
 - International Guidelines for Test Use (ITC), and
 - Guidelines for Computer-Based Testing (ATP).
- Experience with development in large scale educational assessments.
- Proven success in previous jobs.
- Comprehensive knowledge of the principles of test construction, classical and IRT-based item analysis and calibration, exam standard setting and equating.
- Ability to summarize complex technical information and communicate it to a variety of audiences.
- Ability to manage large data sets.
- Good written and oral communication skills.
- Attention to detail.
- Good interpersonal skills and the ability to work with different functional groups

If this sounds like you, please let us know more about you. E-mail your resume, with the subject line of "Psychometrician", to resume@csi.ca. We welcome resumes from all qualified applicants but only candidates selected for interviews will be contacted.

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Tel. 519.767.5071 Fax. 519.767.2613
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Senior Consulting Psychologist (I/O) Position Organization and Management Solutions (OMS)

Are you interested in combining your consulting and academic abilities into one dynamic opportunity? Organization & Management Solutions is seeking applications for an entrepreneurial individual who is interested in leading a dynamic and learning-oriented team in the role of Senior Consulting Psychologist. This is a unique and challenging position that has the potential to impact the field of Industrial/Organizational (I/O) Psychology in Canada.

We are looking for an individual with a doctorate degree in I/O Psychology or a closely related discipline as well as relevant consulting experience. Provincial licensure would be an asset. Compensation is to be negotiated with the OMS Board of Directors.

Reporting to the Board of Directors, The Senior Consulting Psychologist's main responsibilities include:

- Supervise and engage in the professional development of research consultants and staff, through mentoring, development and goal setting
- Market and sell consulting services, coordinate projects, develop budgets and business plans and maintain financial controls (with assistance from the Business/Office Manager)
- Work with graduate students, faculty, and associates in designing and delivering I/O Psychology interventions

Secondary responsibilities include:

- Engage in continuous quality improvement of OMS structure, process and ideas
- Report to and work with the Board of Directors in directing the future of OMS
- Conduct performance appraisals with, and deliver feedback to, staff and consultants
- Have a working knowledge of client project demands & skill requirements

The successful candidate must have a willingness and capability to:

- Support, advocate and work within the OMS Mission, Purpose and Values statements
- Engage in a participative style of management
- Promote and maintain an innovative "idea" culture
- Work within the ethical, technical, procedural, and regulatory constraints set down by the College of Psychology of Ontario and the University of Guelph
- Work with the Business/Office Manager to market and sell research and consulting services to business, industry and government
- Accept primary responsibility for generating income to further OMS goals and support business operations

Operating out of the beautiful, quiet town of Guelph, only a short drive from Toronto, Organization and Management Solutions is a not-for-profit, research-based, human resources management consulting firm. Working in association with the Industrial/Organizational Psychology graduate program at the University of Guelph, a major purpose of OMS is to provide opportunity for graduate students to gain practical consulting experience while at the same time provide business and industry with research and theory-based consulting services.

The start date is flexible and is negotiable with the OMS Board of Directors.

For more information about OMS, the I/O graduate program and the City of Guelph please visit the following websites:
www.omsconsult.com www.researchpracticeguelph.ca www.cityguelph.on.ca

Please submit a detailed Curriculum Vitae to:
Dr. Steven Cronshaw, Chair, Board of Directors
#3-304 Stone Rd. W, suite 402, Guelph ON, N1G 4W4
Tel. 519.767.5071 Fax. 510.767.2613 Email. execdir@omsconsult.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.