

# The Canadian Industrial & Organizational Psychologist

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**Comments from the Chair**  
*Steve Harvey, PhD*  
*Bishop's University*

The CSIOP executive members have been hard at work since the last newsletter, handling the day to day operations of our society, the planning of our next section program at the convention in Halifax, and dreaming up new ways of making our association work for us all. I devote this column to giving you updates on some of the most relevant developments and to the task of soliciting your input on specific issues. I'll begin with the important dossier of membership.

Dr. Aaron Schat has done a great job of updating most of our membership documents and we voted in slight changes to the membership process and fees at the last section business meeting in Ottawa. We also have on the table from this same meet-

ing some proposed changes to further improve the application process and we will see to these throughout the year in preparing proposals for our next business meeting. Nevertheless, in the meantime, it is important that we all actively participate in the membership drive. Leah Hamilton, our student representative, and Aaron Schat jointly prepared and circulated to departments an invitation for students to join. Please follow up on this with students you know, as students are in integral part of our future; their socialization into our society is critical to a sustained growth. It also behooves each of us to repatriate those who have lapsed in membership or to attract uncommitted colleagues in our midst to join. Keep in mind that associate members are most welcome, they need not be in I/O psychology specifically to benefit from membership with us. In any such cases, please feel free to work with Leah and Aaron at getting the information you need.

Dr Anuradha Chawla has been working at getting the CSIOP communications position in our executive up and running. She has developed links with SIOP and is handling media requests as they come in, connecting media with specialist as needed. This communication role is growing within our association and it stands to make a vital contribution to our growth and influence through increased public awareness. I therefore urge everyone to channel professional contribution and public awareness opportunities for CSIOP through Anuradha.

The annual conference is well underway with interesting developments awaiting this year's attendees. Dr Lori Francis will

be filling us in on these. In line with the ideas presented at the last business meeting in Ottawa, we are innovating with modifications to our formal CPA program and adding a new feature in a pre-conference, professional event. Details of this event are presently being worked out by Drs Francis and Kelloway and this will be conveyed to you shortly. For now, keep your schedules open with anticipation that a professional event awaits you the afternoon prior to the conference in Halifax.

I would like to close with a request for the membership to comment upon and ultimately contribute to what I believe to be an important facet of our public involvement. CPA has an initiative called "Psychology Works Fact Sheets" that has as its aim to share with the public "factual" information about various psychological issues. At the following website: <http://www.cpa.ca/public/yourhealthpsychologyworksfactsheets/> you will find several examples of "fact sheets" written by experts in the field on topics of interest to the public. I firmly believe that I/O psychology should be contributing its own fact sheets to this list with our work-related psychological expertise. I am on a CPA committee to be reviewing these fact sheets in the near future, so I urge you to send to me at your earliest convenience any comments, ideas of topics to be covered or to express your interest in contributing.

I hope you are making plans to join us in Halifax!  
Steve

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Les membres exécutifs du SCPIO ont été très actifs depuis le dernier bulletin, en plus d'effectuer les opérations quotidiennes de l'organisation, ils ont élaboré notre programme de section à la conférence d'Halifax et ont imaginé de nouvelles avenues afin que l'association soit bénéfique pour chacun et chacune d'entre nous. Par le biais de cette rubrique, je tiens à vous informer des dernières mises à jour sur quelques uns des développements les plus importants et à vous inviter à apporter vos idées sur certains sujets spécifiques. Commençons tout d'abord avec l'important dossier de l'adhésion.

Dr. Aaron Schat s'est évertué à mettre à jour la majorité des documents d'adhésion et, à la dernière assemblée de section à Ottawa, nous avons voté en faveur de légères modifications au processus d'adhésion et au coût lié à celle-ci. Dans cette même rencontre, quelques changements ont été proposés afin d'améliorer davantage le processus d'application et nous verrons à les examiner durant la prochaine année en préparant des propositions pour notre prochaine assemblée de section général. Par la même occasion, il est important que nous tous participions activement à la croissance de notre organisation.

Leah Hamilton, notre représentante étudiante et Aaron Schat ont conjointement préparé et fait circuler dans les départements une invitation aux étudiants à rejoindre l'association. Je vous prierais de faire le suivi concernant cette invitation auprès des étudiants que vous connaissez, car leur participation est vitale pour maintenir la croissance de notre organisation et ainsi assurer son avenir. Il incombe également à chacun de nous de rapatrier ceux qui n'ont pas renouvelé leur adhésion ou d'inviter nos collègues de notre domaine qui n'ont jamais été membres à le devenir. Gardez en tête que la plupart des membres associés sont les bienvenues : pour bénéficier d'une adhésion avec nous, ils ne doivent pas nécessairement être psychologue I/O. Pour n'importe quelle des situations, n'hésitez pas à faire appel à Leah et Aaron afin d'obtenir toute l'information dont vous avez besoin.

Dr Anuradha Chawla s'est appliquée à développer et remplir les fonctions du volet communication du SCPIO au sein de notre exécutif. Elle a établi des contacts avec le SIOP et répond aux demandes médiatiques au fur et à mesure qu'elles arrivent, mettant en lien média et spécialistes au besoin. Le volet communication est en croissance au sein de notre association et, par le rôle de représentation et de sensibilisation que nous exerçons auprès du public, celui-ci apparaît comme une contribution vitale à notre croissance et à notre influence. Je recommande donc à tous et à toutes d'orienter vers l'association les différentes opportunités de contributions professionnelles et de conscientisation du public pour le SCPIO par l'entremise d'Anuradha.

Les préparatifs de la conférence annuelle vont bon train et des développements intéressants attendent les participants de cette année. Dr. Lori Francis nous apportera davantage de précisions à ce sujet. Dans le même sens que les idées présentées au dernier assemblage général à Ottawa, nous sommes en train d'innover en apportant des modifications au programme formel du programme et en ajoutant à l'événement une pré-conférence. Dr Francis et Dr Kelloway travaillent présentement à régler les derniers détails de l'événement et ceux-ci vous seront communiqués sous peu. Pour le moment, réservez à vos agendas l'après-midi précédant la conférence à Halifax pour cette fin.

J'aimerais conclure en invitant tous nos membres à faire part de leurs commentaires sur les modifications proposées concernant l'adhésion à notre association, ce qui contribuera ultimement à ce que je crois être une importante facette de notre implication publique. Les « psychology Works Fact Sheets » est une initiative du SCP ayant pour objectif de partager avec le public des informations « factuelles » à propos de différentes thématiques rattachées à la psychologie. Vous trouverez plusieurs exemples de ces documents, rédigés par divers spécialistes sur des sujets

d'intérêt public à l'adresse suivante : <http://www.cpa.ca/public/yourhealthpsychologyworksheets/>. Je crois sincèrement que la psychologie I/O devrait apporter à cette banque de documents ses propres contributions, notamment en ce qui a trait à son expertise de la psychologie du travail. Étant membre d'un comité chargé de revoir les documents proposés dans un avenir rapproché, j'aimerais que vous me fassiez parvenir vos commentaires, vos idées de sujets à couvrir ou que vous me manifestiez votre intérêt à y contribuer le plus rapidement possible.

En espérant que vous serez des nôtres à Halifax!  
Steve



**CSIOP Membership**  
*Aaron Schat, PhD*  
*McMaster University*

Greetings CSIOP members:

In my July membership update, I reported that CSIOP had 240 full members, 81 student members, and 12 associate members. This was up substantially from the previous quarter, due in large part to the spike in membership that often accompanies the June CPA Convention. Since then, membership has remained relatively stable with 241 full members, 81 student members, and 19 associate members. The increase in associate membership is due to the addition of one new member and 6 existing members whose 2007 membership renewals were received after July (thus, they were not included in the July membership report).

#### CSIOP Membership Initiatives

Leah Hamilton (the CSIOP Student representative) and I recently sent a letter to graduate students in Canadian I/O psychology programs, inviting them to join CSIOP and, for existing members, to renew their CSIOP membership. If you are a faculty member or graduate student in these programs, please encourage others in your program to join CPA and CSIOP.

We also plan to extend a similar invitation to graduate students and faculty in other programs in Canada that are not I/O psychology but that represent related disciplines, such as Organizational Behavior and Human Resource Management. Some members of these programs are already well-represented

in CSIOP, but we know there are many others who would benefit from CSIOP membership – and whose membership would also benefit CSIOP. The success of this initiative is likely to hinge on the presence of one or more members of these programs championing this effort internally. Thus, if you are willing to partner with CSIOP in inviting your faculty and graduate student colleagues to join CSIOP, please contact me (see below for my contact information). Your assistance with this would be greatly appreciated.

Welcome to new and returning members

As I reported earlier in this column, membership has remained relatively stable. But, there are two new / returning members – Thomas Foard and Ross Hill – that I would like to welcome to CSIOP.

#### Changes to your membership information

Once again, here is a reminder to please keep your membership information updated. If you are a member of CPA, then your membership information is maintained by CPA. Therefore, any changes should be sent directly to the CPA membership coordinator at [membership@cpa.ca](mailto:membership@cpa.ca). If you are an Associate Member of CSIOP, please direct any updates to me using the information below.

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Enjoy the last few months of 2007!



**Conference Update**  
*Lori Francis, PhD*  
*Saint Mary's University*

Work on the CSIOP program for the 2008 CPA Convention is gearing up. In 2008 CPA comes east to Halifax. The convention will take place June 12-14, 2008 at the Marriott Harbourfront Hotel (1919 Upper Water Street, Halifax, NS,

902.421.1700, <http://www.marriott.com/hotels/travel/yhzmc-halifax-marriott-harbourfront/>). Along with a full and exciting I/O Program the Convention this year also offers magnificent harbour views, a vibrant downtown atmosphere, and the chance to ride on the Harbour Hopper!

Conference submissions are due November 15, 2007. You can view the submission call and submit your abstracts online (<http://www.cpa.ca/convention/>). Remember that all that's required is a short abstract and electronic format it's easier than ever to submit a paper to CPA!

The CPA wide programming looks good this year. The Honorary President's Address is being given by Dr. Steven Pinker, Professor of Psychology at Harvard University and author of several books including "The Stuff of Thought" and "The Blank Slate". His talk is entitled "Language as a Window into Human Nature." Dr. Hazel Markus, of Stanford University, will give the Family of Psychology Keynote Address, "Our cultures, Our Selves". The Science & Applications Address, "Understanding Human Well-Being: An Overview of Research and Practice", will be given by Dr. Carol Ryff from the University of Wisconsin-Madison

On the I/O program, we're excited to announce that Dr. John Meyer and Dr. Natalie Allen will give keynote addresses this year. Those of you who attended CPA last year may know that John and Natalie were awarded a CSIOP achievement award for their contributions to Canadian I/O Psychology. Their interconnected talks will consider the complex relationship between I/O science and practice using teamwork and employee engagement as illustrative cases.

We're also working on a new element for the I/O program this year. Plans are in the works for a ½-1 day pre-conference I/O Institute on June 11. The idea is to bring together Canadian I/O academics, practitioners, and students in smaller more intimate setting than the CPA Convention itself. We're planning a series of talks, discussion groups and networking sessions. Watch the CSIOP newsletter, Website and listserv for more details. You may want to consider coming to Halifax a day early to take part in this event.

Much of the rest of the CSIOP program is up to you! We're calling on all our members to submit posters, papers, symposia, workshops, theory reviews, and conversations sessions. We had a great submission rate and an excellent conference last year and we're hoping that 2008 will be even better! We also hope to bring you another joint social event with the Military section. Further details the convention program will

be outlined in upcoming issues of the CSIOP Newsletter.

The CPA convention provides a chance for I/O Psychologists in Canada to hear about the latest in I/O research and socialize with colleagues. We're can't wait to see you all in Halifax in June!



### **Communications Update**

Anuradha Chawla, *PhD*

*DDI*

Hello Colleagues:

It has been a year since I took the Communication's Coordinator post on the Executive and in true I/O fashion, it is time to review whether any headway has been made against the goals set forth a) to generate greater media and industry requests for I/O input and articles and b) to expand CSIOP's network of contacts with other similar organizations.

1) As a precursor to generating media requests for I/O input, I did a call out to CSIOP members earlier this year to identify individuals interested in being contacted by the media. Thank you to those that responded with interest and shared information about their expertise area (feel free to contact me anytime if you become interested in being contacted by the media but have not yet expressed that interest). That information has greatly facilitated me being able to inform the media about topics CSIOP members could speak to. As a consequence, I now have a breadth of topics and contacts to guide media requests. On-going efforts are underway to network with individuals in the media (e.g., Globe and Mail reporters, University press contacts), with editors of trades magazines (HRPAO's "HR magazine") and with freelance reporters. Collaboration with CPA has also resulted in them forwarding media personnel our way. We have already had a couple of inquiries from the Globe and Mail, HR Magazine, and freelance reporters. We have seen a couple of our members interviewed as well – Dr. Aaron Schat (McMaster University), Dr. Gerard Seijts (University of Western Ontario). Our field is a fantastic and interesting area – reporters invariably respond with pleasant surprise when they hear the topics we could speak to.

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2) It would be valuable for you to know that there are two ways that reporters write stories. Although many do seek out their contacts if they already have a topic in mind, we are also required to “pitch” a story idea to them. Accordingly, I would encourage all of you (students, practitioners, academics alike) to send me a short description of a topic that you feel would be interesting. Ideas include a “column” you would be willing to author, new developments in research or practice, a case study you would like to profile. A brief description (one to two paragraphs) would suffice for me to inquire about reporters’ interest in the idea and to put you in touch with the reporter.

3) Dr. Joan Finegan and I hope to update the CSIOP website in the near future to include a media inquiries section. We hope that the addition will allow us to showcase members that have been cited in the media. As well, we hope that this avenue will make it easier for the media to contact us.

4) Finally, it seems that SIOP struggles with I/O visibility issues just as much as CSIOP. They have set up a visibility committee to address the issue. In fact, one of the notable steps they have taken is to find a PR firm to help them with their branding, image, and strategy for visibility. I am now

a member on that committee and will keep you posted with interesting updates.

Thank you all for your participation. I hope that this coming year will be one of positive visibility for I/O and its value to workplaces.

Anuradha (Anuradha.Chawla@ddiworld.com)



### Student Update

*Leah Hamilton,  
The University of Western Ontario*

It’s hard to believe November is already here. By the time you read this, many of you will be halfway through your fall courses, and have recently completed scholarship applications. Now that you are fully immersed in your studies, I want to draw your attention to yet another looming deadline: submissions for CPA’s annual convention are due on November 15th. This year the

## DISTINGUISHED CONTRIBUTIONS TO I-O PSYCHOLOGY IN CANADA AWARD

CSIOP is proud to announce that John Meyer and Natalie Allen have been recognized for their distinguished contributions to I-O Psychology in Canada.

John Meyer and Natalie Allen have published extensively in the area of organizational commitment. Their work is important, and has been highly cited, because it is based on consensus building – one of the most impactful forms of research. Specifically, early work by Meyer and Allen examined the commitment literature and extracted three common themes. These themes became the basis for their Three-Component Model of Commitment. Natalie and John have subsequently conducted numerous studies in which they have examined the development and consequences of commitment using the Three Component Model. The real testament to the importance of the Three Component Model is that fact that it is not only guided Allen and Meyer's subsequent research but also that of researchers around the world.

One way of determining the impact of a pair of authors is by examining their citations rate. Peer reviewed commitment articles jointly authored by John Meyer and Natalie Allen have been cited over 2500 times. Moreover, this number does not

include the over 600 times their best selling Sage Publications book (Commitment in the Workplace) has been cited.

John and Natalie have each contributed significantly to the development of I-O psychology in Canada. John has chaired the Industrial-Organizational area in the Psychology Department at The University of Western Ontario since its inception, and both John and Natalie have played an active role in educating graduate students. They have greatly influenced a generation of productive new scholars.

John and Natalie have made contributions to I-O psychology in Canada in other ways. Both have been active in CSIOP, each serving as Chair-Elect, Chair and Past-Chair. Natalie has also served as program Chair and produced an excellent program at CPA. John is on the editorial board of two Canadian journals: Canadian Journal of Administrative Science and the Canadian Journal of Behavioral Science. Natalie is an Associate Editor for the Journal of Occupational Psychology. CPA has recognized the contributions of each to Psychology making John a Fellow in 1998 and Natalie a Fellow 2001. We are delighted to present them with the 2007 Distinguished Contribution Award.



convention will take place from June 12th – 14th in Halifax. Halifax is home to 7 post-secondary institutions (including Dalhousie, Saint Mary's, Mount Saint Vincent, and King's College), and widely known as a vibrant Canadian port city on the Atlantic. On top of being held at a great location, the convention will feature an impressive line of speakers, including Steven Pinker, Carol Ryff, and Hazel Markus.

I attended CPA's annual convention in Montreal, Calgary, and Ottawa, and have always enjoyed myself. Each year, the convention has been interesting, educational, and a very social experience. Importantly, CPA is an excellent way to connect with your I/O colleagues – each year CSIOP has a strong presence at the convention, with events such as the student-mentor social (where students interact with various academics and practitioners) and the joint CSIOP-military social gathering. Typically, there are roughly a dozen talks, symposia, and workshops about various aspects of I/O Psychology. In addition to increasing the depth of your I/O knowledge, you will have the opportunity to expand your breadth by attending sessions in areas such as clinical psychology, environmental psychology, and criminal justice psychology.

Based on my experiences, I strongly encourage students to not only attend the convention, but to consider presenting at it as well. CPA is a very student-friendly event, so why not put together a poster submission or even organize a symposium? If you're on the fence about presenting, keep in mind that preparing a CPA submission is not a very time-consuming process – a 200 word (maximum) abstract is all that is required. If you would like more information about the convention, please visit <http://www.cpa.ca/convention/>.

As always, feel free to contact me with any questions, comments, or concerns. If you have any ideas about things you would like to see happen in CSIOP this year, or topics you would like me to cover in future newsletters, please send them my way.

Leah

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Translated by Guillaume Duguay  
Étudiant au doctorat, Université de Montréal

J'ai peine à croire que novembre est déjà là. D'ici à ce que vous ayez lu ceci, plusieurs d'entre vous auront complété la moitié

de leurs cours d'automne et auront récemment complété leurs demandes de bourses. Maintenant que vous êtes complètement submergés par vos études, j'aimerais attirer votre attention vers une autre échéance imminente : le 15 novembre est la dite limite pour les soumissions pour le congrès annuel de la SCP. Cette année, le congrès aura lieu à Halifax du 12 au 14 juin. Halifax comprend 7 institutions post-secondaires (incluant Dalhousie, Saint Mary's, Mount Saint Vincent et King's College) et est reconnue comme une ville portuaire canadienne exaltante donnant sur l'Atlantique. En plus d'être tenue dans un lieu fascinant, ce congrès mettra en vedette une impressionnante gamme de conférenciers dont Steven Pinker, Carol Ryff et Hazel Markus.

J'ai assisté aux congrès annuels de la SCP à Montréal, Calgary et Ottawa et j'y ai toujours eu beaucoup de plaisir. Chaque année, ces conventions étaient intéressantes, éducatives et des expériences riches au niveau social. D'une façon importante, la SCP est une excellente façon d'établir des liens avec vos collègues en I/O – chaque année la SCPIO assure une grande présence au congrès avec des événements tels que la rencontre étudiant-mentor (où les étudiants interagissent avec différents académiciens et praticiens) et la rencontre sociale commune de la SCPIO et de la section militaire. En général, environ une douzaine de conférences, symposiums et ateliers sur différents aspects de la psychologie I/O. En plus d'approfondir vos connaissances en psychologie I/O, vous aurez également l'opportunité d'accroître l'étendue de vos champs d'intérêts en assistant à des activités en psychologie clinique, en psychologie de l'environnement ou en psychologie de la justice criminelle.

En me basant sur mes expériences, j'encourage fortement les étudiants de ne pas uniquement assister au congrès, mais également d'y être présentateur. La SCP est un événement accueillant pour les étudiants, alors pourquoi ne pas y soumettre une affiche ou même y organiser un symposium? Si vous n'êtes pas très enclin à présenter, rappelez-vous que préparer une soumission pour la SCP ne vous prendra que peu de temps – un résumé d'un maximum de 200 mots est tout ce qui est requis. Si vous désirez plus d'information sur le congrès, nous vous invitons à visiter le site suivant : <http://www.cpa.ca/convention/>.

Comme toujours, sentez-vous bien libre de me contacter pour toute question, commentaire ou préoccupation. Si vous avez des idées sur ce que vous aimeriez voir à la SCPIO cette année ou sur des thèmes que vous voudriez que j'aborde dans les prochains bulletins de liaison, n'hésitez pas à me les faire parvenir. Leah

## Let's Take a Vote – Privacy in the Workplace

Erika Ringseis<sup>1</sup>

Michelle Papero<sup>1</sup>

Employees have a limited right to privacy in the workplace. This right can be found in federal or provincial statutes such as the Canadian Personal Information and Electronic Documents Act,<sup>2</sup> and the Alberta Personal Information Protection Act (“PIPA”),<sup>3</sup> the common law and the Canadian Charter Rights and Freedoms.

There are two key questions to consider when balancing the privacy interests of employees and the needs of organizations to collect, use and disclose personal information about employees in the course of their operations:

1. Is the purpose reasonable?
2. Is the scope of the collection, use or disclosure reasonable?

### PIPA Summary<sup>4</sup>

PIPA governs the collection, use and disclosure of personal information for all employers who are provincially regulated within Alberta. PIPA also addresses the issue of storage, access and retention. As a general rule, employers should collect, use and disclose only what is reasonable and necessary, obtaining consent whenever possible or else notifying employees in lieu of obtaining consent, where appropriate.

Employers have duties with respect to granting access to personal information and must make a reasonable effort to ensure that any personal information is accurate and complete. Employers must protect personal information and have reasonable security arrangements. Personal information should be retained only as long as it is reasonable and then should be destroyed appropriately in accordance with an appropriate retention policy.

Essentially, under the PIPA privacy regime, employers need three P's: policies (both privacy and document retention/destruction); procedures within the policies that are clear with respect to how information is collected, used, disclosed, accessed and retained, with clear instructions to all employees; and a person (Privacy Officer) who administers the policies and procedures. Personal information should be retained only as long as it is reasonable and then should be destroyed appropriately in accordance with the appropriate retention policy.



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The following case summary<sup>5</sup> demonstrates the challenges faced by employers attempting to strike a balance between employees' privacy rights and business goals.

## Facts

The owners and management of Mainstreet Hair 1992 Ltd. (operating as Kaya Loma Salon & Spa ("Kaya Loma")) in Edmonton, like many employers in Alberta today, were frustrated with what they perceived as a high level of employee absenteeism. Employees were failing to show up for work, or they were giving very short notice of an absence without canceling appointments with their clients. In order to combat the problem of eroding staff morale and declining customer loyalty, Kaya Loma began holding "accountability meetings."

## Complaint

A former employee of Kaya Loma filed a complaint with the Privacy Commissioner alleging that Kaya Loma forced employees who missed work to disclose at staff meetings the reason for their absence. She explained that staff members were required to vote on whether the reason for the illness was acceptable.

## Analysis

PIPA applies to provincially-regulated private sector organizations operating in Alberta. Section 36 of the Act empowers the Privacy Commissioner to conduct investigations to ensure compliance with PIPA and to make recommendations to organizations regarding their obligations.

Organizations are only permitted to collect personal information from individuals for purposes that are reasonable and only to the extent necessary to meet that purpose (s. 11). It has been established in decisions by the Federal Privacy Commissioner that an employer is generally not entitled to collect details of employee illness. If a doctor's note verifying the need for absence is necessary. The note need not give details beyond a statement that absence was necessary.

Kaya Loma response was that all of the staff decided collectively to be accountable to each other. According to the employer, everyone was in favour of holding meetings after an absence so that the absent employee's coworkers could describe the impact of the absence on them. Kaya Loma claimed that employees did not have to disclose the nature of their illness or details of their absence; it was sufficient for employees to



state that they were sick or had an emergency appointment. Kaya Loma disputed that there was voting or a requirement to defend an absence.

Two witnesses were interviewed by the investigator. The first witness fully corroborated the Complainant's story, telling the investigator that she remembered receiving a piece of paper that had "Excused: Yes No" typed on it. She explained that employees were asked to vote on whether a staff member's absence was excusable after hearing why the employee missed their shift.

The second witness confirmed that staff did in fact decide that they wanted to be held accountable to one another for their absences, but she explained that employees were not advised that explanations for their absences would have to be discussed at staff meetings. She confirmed that staff voted at the meetings, but she could not recall how much detail the employee who missed work had to provide and whether disclosure of the nature of the illness was mandatory.

### Decision and Recommendation

The investigator found that Kaya Loma contravened section 11 of PIPA.

According to Kaya Loma, because absenteeism had ceased to be an issue, it no longer held accountability meetings. The investigator held that it would not be reasonable, should Kaya Loma ever resume these meetings, for staff to be required to disclose the nature of their illnesses. Kaya Loma agreed to develop a privacy policy in compliance with PIPA with section 6. The Complainant was satisfied with the investigator's intervention.

### Comments

Employees have an expectation of privacy in the workplace. This is reinforced by some of the recent privacy commissioner decisions under the new privacy legislation that has been in

place since 2004. Employers must remember, in all areas of personnel management and human resources, that they have an obligation to collect, use and disclose employee personal information only for reasonable purposes. In the world of industrial/organizational psychology, where informed consent is a necessary prerequisite to any research projects and confidentiality is carefully guarded, it may seem counter-intuitive to initiate human resource practices that involve any form of public disclosure of personal information. The Kaya Loma case provides us with a reminder that confidentiality and informed consent practices are not just appropriate in the world of research. When managing people in the workplace, the PIPA principles of privacy need to be carefully considered. Any form of training, meetings or other human resource practices that require the disclosure of personal information, including personal health information, are likely not going to be defensible. The authors took a vote and gave the Kaya Loma accountability meetings "two thumbs down".

<sup>1</sup>Erika Ringseis received a PhD in Industrial Organizational Psychology from Penn State University and her LL.B from the University of Calgary. She currently practices Labour and Employment law in Calgary, Alberta with McCarthy Tétrault LLP; Michelle Papero is also an associate with the Labour and Employment group of McCarthy Tétrault LLP, in Calgary.

<sup>2</sup>Personal Information and Electronic Documents Act, S.C. 2000, c.5.

<sup>3</sup>Personal Information Protection Act, S.A. 2003, c. P-6.5.

<sup>4</sup> For more information on privacy laws and decisions in any province, visit Canada's Privacy Commission's website: [http://www.privcom.gc.ca/information/links\\_lien\\_e.asp](http://www.privcom.gc.ca/information/links_lien_e.asp)

<sup>5</sup> PIPA Case Summary P2006-C5-009. [2006] A.I.P.C.D.

## ***Becoming a CSIOP Newsletter Contributor***

Do you have something of interest to share with Canadian I-O Psychology community? We are always interested in newsletter contributions. Contact David Stanley ([dstanley@uoguelph.ca](mailto:dstanley@uoguelph.ca)) for more information.



## ***Position in Industrial-Organizational Psychology***

*Department of Psychology*

*College of Social and Applied Human Sciences*

The Department of Psychology at the University of Guelph invites applications for a tenure-track position in Industrial-Organizational Psychology to begin July 1, 2008. The position is open in terms of rank with a preference for a mid-career scholar who could be appointed at the Associate Professor level or higher. The appointee will have a Ph.D. from a recognized program in I-O Psychology or possess equivalent training. The successful candidate should have a well-established research program as evidenced by strong peer-reviewed publications and grant funding. All candidates with expertise in Industrial-Organizational Psychology will be considered, although preference will be given to candidates with a research focus on Industrial Psychology (e.g., job analysis, recruitment, selection, performance appraisal, training, compensation). Consulting experience is an asset. The successful candidate should be willing to teach and supervise students at both the graduate and undergraduate levels. Applications should include a curriculum vitae, a statement of research and teaching interests, a summary of relevant applied experience, and preprints/reprints. Three letters of recommendation must support the application. All application materials should be submitted by January 15, 2008. The search will continue until a suitable candidate is found.

***Submit applications to:***

*Harvey H. C. Marmurek, Chair*

*Department of Psychology*

*University of Guelph*

*Guelph, Ontario, Canada, N1G2W1*

More information about the Department can be found at: [www.psychology.uoguelph.ca](http://www.psychology.uoguelph.ca) and about the Industrial/Organizational Area at: [www.ResearchPracticeGuelph.ca](http://www.ResearchPracticeGuelph.ca)

The Industrial-Organizational Psychology program at the University of Guelph is one of the strongest programs of its kind in Canada. With a large graduate program and a strong reputation for research and practice, the position provides an excellent opportunity for you to take your academic career to the next level. We are interested in candidates who want to take a leadership role in shaping the future of I-O Psychology at Guelph. All qualified candidates are encouraged to apply, however, Canadian and permanent residents will be given priority. The University of Guelph is committed to an employment equity program that includes special measures to achieve diversity among its faculty and staff. We therefore encourage applications from aboriginal people, persons with disabilities, members of visible minorities and women.

Appointment is subject to final budgetary approval.



## **Right Management Senior Consultant, Lead Western Canada Leadership & Organizational Development**

Right Management, the world's leading career transition and organizational consulting firm, is seeking an Organizational Development Consultant to join the consulting team. This person will work in Calgary in a key leadership role supporting our Western Canada offices including British Columbia.

This individual will both close and deliver large-scale consulting initiatives in the areas of Leadership and Organizational Development. Ideally, his/her areas of capability should include: leadership assessment and development, coaching, performance management, employee engagement, change management, training design and delivery. This person will also work in a highly collaborative manner with the sales team to diagnose organizational needs and recommend the appropriate course of action. They will identify opportunities for new business within existing clients.

The person selected for this role will have a Master's degree or higher. They will have 8+ years of experience in Leadership and OD interventions with at least 3-5 years as an external consultant. To be highly successful, the person must have strong consulting skills and be capable of thought leadership. The ideal person is a subject matter expert with the ability to design, develop, and deliver Right's solutions. They must also have worked successfully as part of an extended sales team driving overall business and possess the ability to close consulting engagements. They must possess an executive-level presence and operate with the utmost integrity. They must be business minded with an ability to identify the ROI on the interventions they recommend.

This position will require the person to juggle multiple demands and work in a low-structure environment. Strong communication skills – written, oral, and presentation – are required. Strong project management skills are necessary for effective implementation. The individual selected for this position will be highly knowledgeable within numerous industry sectors where they have previously consulted.

This position offers a competitive compensation package along with expected benefits. Interested and qualified candidates can send their resume to Dr. Henryk Krajewski, National Practice Leader, Consulting at [henryk.krajewski@right.com](mailto:henryk.krajewski@right.com)



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## 2007-2008 EXECUTIVE

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