

The Canadian Industrial & Organizational Psychologist

Volume 25, Number 3

Spring 2009

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Chair's Column
E. Kevin Kelloway, PhD
Saint Mary's University

With remarkable consistency, I am ending my term as CSIO/SCPIO much the way I began – with a late submission for the newsletter – apologies to all for my delay (and hence the delay on distributing this newsletter) and most especially to David Stanley who has had the unhappy task of reminding me to do my job on more than one occasion.

CPA is fast approaching and I hope that you are planning to join us in Montreal. The pre-conference institute promises to be a highlight of the conference and Kibeom has put together a strong program for the IO section. As usual, we are collaborating with the Military section to host the Friday night social – this year we will be presenting the RHR Kendall award and recognizing some of our volunteers at the social. Not to worry though... the formalities will be short and not cut into the social aspects of the evening.

As you might know, SIOP and the European Academy of Work and Organizational Psychology are working on developing an international coordinating body for I/O – a memorandum of agreement was signed at this year's meeting of SIOP in New Orleans. I have asked Gary Latham as past president of SIOP and one of the key movers of this initiative to attend our business meeting to provide section members with a high level, 5-10 minute briefing on this new initiative.

At the close of CPA, I hand the Chair over to Peter Hausdorf and the new executive (some of whom have yet to be elected – come to the business meeting!!!) and enter my semi-retirement as Past Chair. Although I have been unable to convince our treasurer to consider the option of a “golden parachute” for the outgoing chair, in all other respects it has been a true delight to work with the members of the executive and volunteers who keep CSIO/SCPIO running. Over the past year I have been amazed at how often an email query to the executive resulted in prompt and sage advice from a variety of sources. Equally amazing is the number of times when someone volunteered to take on one more additional task in order to keep section business moving forward.

And the winner is....

Sometime ago I asked how many I/O psychologists it takes to change a lightbulb and promised an exotic and valuable prize to the individual who submitted the best answer. The panel of judges has met and the winner is.... John Roshak. John submitted the following “None: I/O psychologists do not change lightbulbs; we figure out how to get them to work”. John, I will be in touch to arrange delivery of the fabulous reward (ok, ok... a USB drive with the logo of our research centre on it – I may

have exaggerated the value of the prize).

That's it for now... hope to see you in Montreal and thanks for a most enjoyable year.

Slainte

Kevin



Student Members

- | | |
|----------------------|------------------|
| Andrew Fockler | Travis Schneider |
| Reece Lavender | Amir Shoham |
| Valérie Reine Marcil | Frank Stodolak |
| Jamie McCarthy | Christy Zhou |
| Tom O'Neill | |

CSIOP Membership
Aaron Schat, PhD
McMaster University

CSIOP currently consists of 354 members, a number that is almost identical to the membership levels of a year ago (355 at the end of April, 2008). Although this suggests stability over this period, if you have read this column during the last year, you will know that we have welcomed many new members and we do so again here (see below). This means, of course, that there are also a number of people who have not (yet) renewed their membership. The few months leading up to the annual CPA Convention is a time when more memberships and renewals to CPA tend to occur, as people seek to take advantage of the reduced convention rates that are available to CPA members. So, hopefully, more renewals will be forthcoming and that many of you will be attending the CPA convention Montreal. I hope to see many of you there.

In the meantime, please join me in welcoming the following new members to CSIOP.

CPA Members

- | | |
|----------------------|--------------------|
| Julie Belanger | Allister MacIntyre |
| Melanie Briand | Damian O'Keefe |
| Danielle Charbonneau | Mahrukh Rostami |
| Renee-Louise Franche | Nyitor Shenge |
| William Garrett | Ross Stockwell |
| Daniel Lagacé-Roy | Alexandra Thompson |

Changes to your Membership Information

If your contact information (e.g., email addresses, work phone number) has changed and you are a CPA member, please contact the CPA membership coordinator at membership@cpa.ca. If you are not a CPA member, then please inform me (schata@mcmaster.ca) or Joan Finegan (finegan@uwo.ca) of the changes.



Conference Update
Kibeom Lee, PhD
University of Calgary

The CPA convention is coming up soon! It will be held at the Fairmont The Queen Elizabeth hotel in Montreal, Quebec from June 11 to 13 (<http://www.cpa.ca/convention/>). Early registration is due May 12th, so please don't miss it.

CSIOP Program

The entire I/O section schedule is provided at the end of this article. As you can see, many of the CSIOP presentations are scheduled to take place on the last day of the Convention (June 13th), so please plan your trip to include the whole day of June 13th. The following are the invited CSIOP sessions this year.

CSIOP Section Keynote Address

Beyond the Individual: Contextual Influences on Work Attendance—Gary Johns (June 11th, 2:00 PM - 2:55 PM)

Invited Practitioner Workshop

Establishing the conditions for success to support leadership development—Alain Forget, Jean Phaneuf, & Jean-Sébastien Boudrias (June 12th, 3:30 PM - 5:25 PM)

Invited Symposium

The Effects of Organizational and Managerial Practices on Job Performance—Tracy Hecht, Marylène Gagné, David Jones, & Babatunde Ogunfowora, June 13th, 9:00 AM - 10:25 AM)

CSIOP Institute

The pre-conference CSIOP Institute will be held before the CPA convention on June 10th, 2009. Jacques Forest of Université du Québec à Montréal and François Chiochio of Université de Montréal have organized the 2009 edition of the CSIOP Institute. If you haven't registered yet, please go to "<http://psychology.uwo.ca/csiop/form.pdf>".

CSIOP-Military Social

The CSIOP-Military Social Event will take place on June 12th (6:00 PM - 9:00 PM) at the Black Watch Officer's Mess (2067 Bleury St). Thanks to Peter Bradley for organizing this event. This year, the RHR Kendall award will be presented during this social event. On an important note, please note that dress code is in effect for the Military Social: Slacks and open collar shirts are acceptable, but jeans and shorts are not.

See you all in Montreal!

Kibeom

June 10th (Wednesday)

CSIOP Institute: Passion, motivation and employee engagement: Fostering optimal human functioning at work (Chairs: Jacques Forest and François Chiochio)

Location: Salle de la reconnaissance, Room D-R200, Pavillon Athanase-David 1430, rue Saint-Denis, Berri-UQAM.
http://www.mapageweb.umontreal.ca/chiochf/CSIOP_Institute_2009.htm

June 11th (Thursday)

11:30 AM - 1:25 PM

Poster Session 'A': Industrial/Organizational Psychology

2:00 PM - 2:55 PM

Keynote (Section) Industrial and Organizational Psychology
Beyond the Individual: Contextual Influences on Work Attendance--Gary Johns

4:30 PM - 5:55 PM

SYMP Industrial and Organizational Psychology
La théorie de l'auto-détermination appliquée à l'univers des organisations: une approche multinationale de la motivation au travail. (Marylène Gagné, Geneviève Beaulieu, Simon Grenier, Louis-Pierre Sarrazin)

June 12th (Friday)

8:00 AM - 8:55 AM

Section Business Meeting Industrial and Organizational Psychology (Kevin Kelloway)

12:00 PM - 1:25 PM

11362 SYMP Industrial and Organizational Psychology
Trois enjeux majeurs dans les équipes de travail: la taille de l'équipe, la diversité et les pratiques de supervision (Caroline Aubé, Nalia Temimi, Geneviève Demers, Vincent Rousseau)

3:30 PM - 5:25 PM

WKSP Industrial and Organizational Psychology
Establishing the conditions for success to support leadership development (Alain Forget, Jean Phaneuf, Jean-Sébastien Boudrias)

5:00 PM - 5:25 PM

12303 TR Industrial and Organizational Psychology
Modèles d'intervention guidant la pratique du coaching exécutif (Louis Baron)

CSIOP Social Events

4:30 PM

CSIOP Student-Mentor Social (Leah Hamilton)

6:00 PM - 9:00 PM

CSIOP-Military Social

Location: The Black Watch Officer's Mess, 2067 Bleury St
Note 1: The RHR Kendall award presentation will be held during the social event.

Note 2: Dress code in effect: Slacks and open collar shirts are acceptable, but jeans and shorts are not.

June 13th (Saturday)

9:00 AM - 10:25 AM

SYMP Industrial and Organizational Psychology
The Effects of Organizational and Managerial Practices on Job Performance (Tracy Hecht, Marylene Gagne, David Jones, Babatunde Ogunfowora)

11:30 AM - 11:55 AM

TR Industrial and Organizational Psychology
Conceptualizing the Risk Construct in Work-life Psychology (Charles Chen)

12:00 PM - 1:25 PM

SYMP Industrial and Organizational Psychology
Trois enjeux majeurs dans les équipes de travail: la taille de l'équipe, la diversité et les pratiques de supervision (Caroline Aubé, Nalia Temimi, Geneviève Demers, Vincent Rousseau)

1:00 PM - 2:25 PM

12709 SYMP Industrial and Organizational Psychology
Engineering the Study of Teams over Time (Natalie Allen, Joy Klammer, Allison Boyd, Erin Marcotte, Thomas O'Neill)

2:30 PM - 4:25 PM

WKSP Industrial and Organizational Psychology
Behaviour-Based Structured Interviewing: A Training Workshop (Troy Rieck, Stephen Risavy, Tom Oliver)

Student Update

Leah Hamilton,
The University of Western Ontario

Greetings all!

With the annual CPA convention around the corner, planning for the CSIOP Student-Mentor Social is underway. This annual event, generously sponsored by SHL Canada, is an excellent opportunity to find out what life is like after graduate school. At the Student-Mentor Social, students will have the chance to chat with mentors from a variety of academic and applied jobs.

Whether you're in the first year of your master's or the last year of your PhD, I strongly recommend coming out to this event. Students who have attended in the past have consistently commented on how much they enjoyed themselves and how much they learned about life in the "real world."

The CSIOP Student-Mentor Social will be held on Friday, June 12th from 4:30 until 6:00pm at Ye Olde Orchard Pub & Grill on Rue de la Montagne. Ye Olde Orchard is located half a kilometre southwest of the Fairmont Queen Elizabeth. It's also within walking distance of the CSIOP-Military Social, which starts at 6:30.

I'm thrilled to introduce our great line-up of mentors:

Gary Johns, Professor of Management and the Concordia University Research Chair in Management at the John Molson School of Business, Concordia University, Montreal. Gary has research interests in absenteeism from work, presenteeism, personality, job design, self-serving behavior, research methodology, and the impact of context on organizational behavior.

Peter Hausdorf, Associate Professor of Industrial Psychology at the University of Guelph. Peter's I-O experience spans both research and practice. Prior to joining the faculty at Guelph, Peter worked for The Hay Group, Organizational Studies International, and Baxter Canada. In addition to his current role at the university, Peter works as a contractor for Organization and Management Solutions in Guelph and the Four Corners Group in Toronto.

Lance Ferris, Assistant Professor at the Lee Kong Chian School of Business at Singapore Management University in Singapore. Lance received his PhD in I/O Psychology from the University of Waterloo in 2008. His research interests include workplace ostracism, deviant behavior, and self-ish topics: self-esteem, self-determination theory, and self-regulation, to name a few.

Cheryl Lamerson, Professional Standards Manager for the Canadian Council of Human Resources Associations (CCHRA). Cheryl has a Doctorate in I/O Psychology and 27 years experience working in Human Resources in both the federal government and private industry. She has worked as a researcher, research director, policy development officer, vocational counselor, diversity team leader, and Chief Psychologist at the Canadian Forces.

Jacques Forest, OB and I/O psychology professor at the UQAM School of Management Sciences (ESG-UQAM). Jacques is interested in the antecedents and consequences of passion and motivation at work and with strengths management in organizations.

Kevin Kelloway, Canada Research Chair in Occupational Health Psychology and Director, CN Centre for Occupational Health and Safety at Saint Mary's University in Halifax.

Marjory Kerr, VP Professional Services at SHL Canada. Marjory has a Doctorate in I/O Psychology and began her professional experience as a Research Psychologist with the RCMP. She had consulting roles with Ellis Associates and Hay Group prior to joining SHL in 2004. Marjory is a Past Chair of CSIOP, has taught at the University of Waterloo and Univer-

CANADIAN SOCIETY FOR
INDUSTRIAL & ORGANIZATIONAL
PSYCHOLOGY



SOCIÉTÉ CANADIENNE DE
PSYCHOLOGIE INDUSTRIELLE &
ORGANISATIONNELLE

Student-Mentor Social

4:30 – 6:00pm

Friday, June 12th

Ye Olde Orchard Pub & Grill

1189 Rue de la Montagne

½ km southwest of conference hotel

Light refreshments will be served. Come and chat with mentors from the academic and applied world!

Directions from Fairmont Queen Elizabeth

Head west on Rene Levesque (toward Peel).

Turn right on de la Montagne.

Ye Olde Orchard will be on your right.

sity of Guelph, and is a registered psychologist and Certified Executive Coach.

If you would like to attend this year's Student-Mentor Social, please email me at lhamil2@uwo.ca by Monday June 1st so I can confirm reservation numbers. The more the merrier!

I look forward to seeing you in Montreal!

Leah



Accommodating the Older Worker: A Legal Summary and Analysis of a Recent Human Rights Tribunal Decision

*Erika Ringseis*¹
McCarthy Tétrault LLP

When we think about an employer's duty to accommodate, we generally think of the disabled employee. There are other personal characteristics protected under human rights legislation, however, that may require accommodation. Given the current fiscal restraints facing employers, increased concerns arise with respect to how much accommodation is due and required. The purpose of this brief summary is to provide an overview of how to accommodate older workers appropriately and practically in the current economic landscape.

All human rights legislation across Canada prohibits discrimination in employment on a number of grounds. Although the particular grounds differ from province to province, age is included as a ground upon which discrimination may not occur.

The first step in the analysis of discrimination is for an employee to demonstrate that discrimination has occurred, or that he or she has been treated differently in a term or condition of employment on the basis of one of the enumerated grounds. "Discrimination" has been described by the Alberta courts as:

... a distinction, whether intention or not but based on grounds relating to personal characteristics of the individual or group which has the effect of imposing burdens, obligations or disadvantages on such individual or groups not imposed upon others, or which withholds or limits access to opportunities, benefits, and advantages available to other members of society. Distinctions based on personal characteristics attributed to an individual solely on the basis of association with a group will rarely escape the charge of discrimination, while those based on an individual's merits and capacities will rarely be so classed.²

Once an employee or former employee can demonstrate that discrimination has likely occurred on the basis of one of the enumerated grounds, the employer has the burden of proof to establish that the jurisdiction is justifiable or that the offending term or condition of employment is a bona fide occupational requirement (BFOR). The employer must assess each employee individually to determine whether it would be an undue hardship to accommodate his or her particular needs.

Industrial and organizational psychology can play a very helpful role in determining what accommodation may be necessary and helpful for aging workers. In the present economy, however, some employers are desperate to decrease expenditures and cut costs associated with accommodation.

Promoting Retirement in a Declining Economy

In the current economic climate, employers may wish to promote "early retirement" for some older workers, especially highly paid older workers. Depending on the existing pension and benefit plans, encouraging retirement may result in minimal cost up front, but long term savings.

When dealing with the prospect of a voluntary retirement, it is important to take care to avoid any suggestion that might be used to make a claim of age discrimination. Inappropriate pressure for retirement at any age, or for "early" retirement, may be considered age discrimination. Employers who make retirement packages available to their employees should try to avoid:

conduct which suggests age discrimination, such as suggesting to an older employee that their position "takes a lot of energy", or that it is time for the employee to "take things easy";

pressuring employees to accept retirement packages;

associating retirement offers with job loss; and

placing conditions on packages (that are not part of bona fide benefits or pension plans) that exclude certain employees.

Recent Caselaw

The most recent decision of a Human Rights Panel of Alberta relating to the issue of age discrimination at work is the case of *Webber v. Canadian Forest Products Ltd.*

Mr. Webber's employer, Canadian Forest Products Ltd., had a mandatory retirement policy in place requiring Mr. Webber to retire at the age of 65. The policy had been negotiated freely between the union and the employer. Mr. Webber was not ready to retire, was still capable of performing his job, and also had a family to support. His younger wife, who suffered from a medical condition, was unable to work and he had two children in school. Following his retirement, he found a job at a thrift store that was physically more demanding and stressful than he had before and he therefore had to reduce his hours of work such that he no longer received benefits.

The Panel found that the mandatory retirement scheme constituted prima facie discrimination. The employer did not suggest

that there was any bona fide occupational requirement defence, such as safety issues associated with vision or processing speed decrements. Therefore the justification test for a BFOR was not applicable. Neither did the employer suggest that Mr. Webber's performance had been compromised by his age. Therefore, the only defence available to the employer was that the discrimination was reasonable and justifiable under Section 11 of the legislation.

The employer explained the need to uphold a system that would better working conditions for all employees and protect the dignity and collective interests of workers. As it was a unionized environment, the employer noted that the mandatory retirement was a negotiated term of the collective agreement and provided some predictability with respect to allocating resources for younger employees. Although the theories of the employer made sense, there was no empirical evidence demonstrating a connection between any threats to the economy or bargaining and elimination of a mandatory retirement policy. Mr. Webber's sense of self-worth had been diminished and the employer was not able to demonstrate that the mandatory retirement policy was reasonable and justifiable within the terms of Section 11.

The Panel Chair did not address the issue of remedy, but advised that hearing would be scheduled to address same. There is no current evidence of a remedy decision being granted, suggesting that the parties agreed to a remedy.

The lesson for employers arising out of this case is that mandatory retirement policies, even if negotiated as a term in a collective agreement, are likely prima facie discriminatory as against the employees. Care should be taken to consider the tests for discrimination, and legal advice is recommended before pressuring employees to retire. In the current economy, cutting cost is essential, but employers need to remember that human rights obligations are paramount.

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¹Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State and her LLB from the University of Calgary. She is currently a lawyer practicing in the Calgary Labour and Employment group of McCarthy Tétrault LLP and sometimes feel like an older worker.

²Cooperators General Insurance Company v. Alberta Human Rights Commission (1993) 107 D.L.R. (4th) @ p. 8 (AB C.A.)



Senior Advisor, Global Talent Management (0800464)

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POSITION SUMMARY

As a key member of the Learning and Talent Management team, the successful candidate will provide leadership and expertise to a broad range of talent strategies. Working in partnership with business and HR leaders across all business units; the Americas, EMEA and AP, this role defines talent strategy and practices to drive organizational effectiveness. Lead the design, development, and execution of innovative and leading edge corporate global strategies for core talent management programs that align with and help drive business goals (including performance management, leadership development, differentiated Total Rewards, organizational measurement, career planning and succession planning). Develop and deliver initiatives associated with career pathing, competency development and 360 feedback. Provide strategic input to ensure that all Talent programs and processes are aligned and integrated. Act as a change agent to build awareness and facilitate successful process, behaviour, and culture change. Relationship building of key global/local internal partners and vendor partnerships for talent programs. Represent, network, research, and build RIM's Talent Management competitive advantage within industry through best practice application. Coach/Mentor to other Talent Management resources, OD professionals, and executive leaders on TM initiatives/solutions and for leadership capability growth.

ESSENTIAL SKILLS AND QUALIFICATIONS

- Post secondary education in Human Resources, Business, or related discipline
- 8-10+ yrs experience on progressive HR teams; preferably with expertise in any/all of the following: Recruitment, Learning, Talent and Organizational Effectiveness Ability to facilitate, coach and consult with peers, directs/indirect and executive management Strategic planning, program and process design
- Strong communication and change management skills
- Business acumen in knowledge based culture (preferably high tech)

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Advisor, Global Talent Management (0806760)

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POSITION SUMMARY

As a key member of the Learning and Talent Management team, the successful candidate will provide expertise and support to contribute to the execution and management of a broad range of talent programs. Working in partnership with business and HR leaders across all business units; the Americas, EMEA and AP, this role assists in building, executing, and maintaining talent strategies and programs to drive organizational effectiveness.

ROLE RESPONSIBILITIES

- Provide input and support in the design, development, and execution of innovative and leading edge corporate global strategies for core talent management programs that align with and help drive business goals (including performance management, leadership development, differentiated Total Rewards, organizational measurement, career planning and succession planning)
- Develop and deliver initiatives associated with career pathing, competency development and 360 feedback
- Provide input and support to ensure that all Talent programs and processes are aligned and integrated
- Project Management for key global/local internal partners and vendor partnerships for talent programs
- Researching and utilizing external best practices
- Proactively analyze workforce data to support program design and opportunities to improve organizational effectiveness
- Provide communication and coaching to OD/HR peers and resources on TM initiatives/solutions

ESSENTIAL SKILLS AND QUALIFICATIONS

- Post secondary education in Human Resources, Business, or related discipline
- 3 + yrs experience on progressive HR teams; preferably with expertise in any/all of the following: Recruitment, Learning, Talent and Organizational Effectiveness
- Ability to collaborate and consult with peers and OD Business Partners
- Ability to effectively execute, lead and manage multiple projects and programs
- Strong communication and change management skills
- Business acumen in knowledge based culture (preferably high tech)

REQUIRED COMPETENCIES

- Initiative
- Collaboration
- Strategic Implementation
- Building Organizational Capability
- Driving for Performance

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**PROFESSEURE OU PROFESSEUR
EN PSYCHOLOGIE ORGANISATIONNELLE**

L'Université de Sherbrooke sollicite des candidatures pour pourvoir à un poste régulier de professeure ou de professeur à temps complet au Département de psychologie de la Faculté des lettres et sciences humaines.

FONCTIONS

Enseignement aux trois cycles d'études universitaires. Participation à la supervision de stages, d'internats et de thèses dans le programme de doctorat en psychologie. Recherche dans le domaine de la psychologie organisationnelle. Participation à la gestion du département et à la vie universitaire. Service à la collectivité.

EXIGENCES

Doctorat en psychologie.

Doctorat dans une discipline connexe sera considéré.

Au moins cinq ans d'expérience d'intervention en psychologie organisationnelle, notamment dans des situations de changements organisationnels complexes.

Travaux de recherche et publications dans le domaine de la psychologie organisationnelle.

Être admissible à l'Ordre des psychologues du Québec.

Expérience en formation professionnelle ou en enseignement.

Un intérêt pour la diversité culturelle ou les méthodes de recherche qualitative sera considéré comme un atout.

RÉCEPTION DES CANDIDATURES

Les personnes intéressées à poser leur candidature doivent faire parvenir un curriculum vitae accompagné d'au moins deux lettres de recommandation provenant directement des signataires avant 16 heures, le 9 avril 2009 à :

Madame la Doyenne
Faculté des lettres et sciences humaines
Offre d'emploi no 00286
Université de Sherbrooke
2500, boulevard de l'Université
Sherbrooke (Québec) J1K 2R1

Courriel : decanatfish@USherbrooke.ca

Période d'étude du dossier : avril 2009

Date d'entrée en fonction : 1^{er} juin 2009

Les conditions de travail sont régies par les conventions collectives en vigueur. L'Université respecte le principe de l'égalité en emploi pour les femmes.

Toutes les personnes qualifiées sont invitées à poser leur candidature, mais la priorité sera donnée aux Canadiennes et Canadiens et aux résidentes permanentes et résidents permanents.



2008-2009 EXECUTIVE

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Saint Mary's University

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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.