

The Canadian Industrial & Organizational Psychologist

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| Chair's Column <i>Peter Hausdorf, PhD</i> <i>University of Guelph</i> |
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As I approach the halfway point of my term as chair I have come to realize that a big part of my job is to thank people. As a professional association CSIOP functions on the hard work of its executive and members. So far I can tell you the executive has been really busy on behalf of CSIOP. Many members have also shown support for several of our fall initiatives. So let me start by saying a heart felt "thank you" for all of you who have done something on behalf of CSIOP since June.

Since August the executive has focused on the listserve as the primary method for keeping you in the loop with respect to what has been going on. In case you missed these messages I will provide a short update here on everything except the convention. Because Kibeom has been really busy with the convention for 2010 I will leave that update to him. You can read

about it in his section of the newsletter. I will focus primary on the research proposal with the Health Action Lobby (HEAL), recent efforts to recruit undergraduate Psychology students to apply for graduate school in I-O Psychology, and CPA award nominations from the section.

I am extremely pleased with the strong response from many of you with respect to the HEAL research project. As much as I would like to I won't identify everyone here as the list would be quite long and I would not want to miss anyone. What I will say is that we received expressions of interest from many experienced I-O researchers, consultants and graduate students from across the country. I also received e-mails and letters of support, some of which were included in the proposal. I am hopeful that the proposal will be successful for at least two reasons. First, is that we will have an opportunity to make a positive impact on employee well-being in healthcare. Second, I would like to see what we can deliver with the incredible team who signed up to support the project. Thank you for showing your support for CSIOP and CPA with respect to this proposal. The proposal was submitted to the Ministry of Health on September 30. I am not sure how long it will take the Ministry to respond but as soon as I hear anything I will let you know.

The second initiative that began this fall was the beginning of an outreach/recruitment campaign to introduce more undergraduate Psychology students to I-O Psychology. Many of us managing graduate programs have noticed the decline in applications in recent years. One possible reason is the lack of awareness of I-O Psychology as many undergraduate programs do not have any I-O faculty nor do they offer any courses in I-O at the undergraduate level. In order to address this I have started to approach the Psychology Societies of universities that

do not have I-O in their undergraduate programs. In October I presented at McMaster and in November David Stanley and I presented at Concordia. This may be a small beginning but we hope to continue increasing awareness in I-O with the hope of attracting more students to our graduate programs in the future. Both of these presentations were extremely well received and we are hopeful that they will generate applicants from these schools. If any of you would like a copy of our presentation to participate in this process please let me know.

Finally, in October members of the CSIOP executive (Joan Finegan, Kevin Kelloway and myself) submitted nominations for three CPA awards. Pat Rowe has been nominated for the CPA Gold Medal Award For Distinguished Lifetime Contributions to Canadian Psychology. Gary Johns has been nominated for the CPA Donald O. Hebb Award for Distinguished Contributions to Psychology as a Science. Steven Cronshaw has been nominated for the CPA Award for Distinguished Contributions to Education and Training in Psychology. I want to extend my congratulations to Pat, Gary and Steven for their significant contributions to I-O Psychology and it is my hope that CPA will recognize these contributions in their award process. All the nominees will be eligible for consideration for the next three years. I also want to thank everyone who supported the nomination process by writing letters of support.

As a parting remark please consider attending the CPA Convention in Winnipeg. I remember attending a conference many years ago and reflecting after it was over that I did not enjoy it very much. Initially, I blamed the conference organizers and presenters but upon later reflection I realized that I also needed to blame myself. As an association member it is also up to me to contribute to the conference as best I can and if I don't get much out of it then I have to accept some of the responsibility myself as a participant and especially if I presented (or chose not to present) at the conference. We will do our part to work with CPA and invited speakers to plan a strong conference, but whether we meet this goal or not is really in your hands. So please "say yes to Winnipeg!" and plan to attend in June 2010.

I hope that all of you are well. As always, I am open to all feedback in any form.

Best,

Peter



CSIOP Membership
Deborah Powell, PhD
University of Guelph

I would like to extend a warm welcome to our new CSIOP members (since July 2009).

Full and Affiliate Members

Thomas Chow

Hayden Griffin

Ann Foster

Christian Voirol

Associate Members

Trina Brule

Student Members

Jennifer Ho

Johana Stark

Vineeth John

Membership Renewals

Don't forget to renew your CPA and CSIOP memberships for 2010! If you are currently a member of both CPA and CSIOP, you will receive your renewal reminder from CPA. If you are a member of CSIOP but not CPA (i.e., a CSIOP Associate), then your renewal reminder will come directly from CSIOP in December.

Membership Recruitment

Don't forget to renew your CPA and CSIOP memberships for 2010! If you are currently a member of both CPA and CSIOP, you will receive your renewal reminder from CPA. If you are a member of CSIOP but not CPA (i.e., a CSIOP Associate), then your renewal reminder will come directly from CSIOP in December.



Conference Update

*Kibeom Lee, PhD
University of Calgary*

The 2010 CPA convention will be held in Winnipeg, Manitoba from June 3rd to 5th (<http://www.cpa.ca/convention/>) at Delta Winnipeg. The following is a brief preview of some of the highlights of the CSIOP program.

We are pleased to announce that Dr. Lois Tetrick from George Mason University has accepted our invitation to be the CPA/CSIOP invited speaker. Dr. Tetrick, the president-elect of the Society of Industrial and Organizational Psychology, will deliver a CPA/CSIOP invited talk titled, "The Role of Emotions in Employee and Organizational Health: A Social Exchange Theory Perspective". In her talk, she will present a model of the employee-organization relationship that incorporates the role of emotions as well as a discussion on the implications of the model for both individual and organizational health. Dr. Tetrick's invited talk will certainly be one of the highlights of the CPA convention.

Dr. Erika Ringseis (*McCarthy Tetrault*), a lawyer specializing in labour and employment law with a Ph.D. in Industrial and Organizational Psychology, will deliver a CSIOP invited talk titled, "Legal briefs: An Overview of Law for the I-O Psychologist". Dr. Ringseis will provide an overview of labour and employment law relevant to Industrial/Organizational psychologists and discuss recent legal cases. The session will be followed by a question and answer period in which you are encouraged to ask anything you ever wanted to ask a lawyer (but was afraid of being billed). Dr. Ringseis has been writing columns for our newsletter over the past few years, and so it is time to meet her in person.

Dr. Peter Hausdorf from University of Guelph will run the invited workshop in Winnipeg. This workshop titled, "The Art and Science of Employee Surveys", will cover the critical issues in the effective design, administration, reporting, and interpretation of employee survey programs. These topics will be discussed in the context of using employee survey results to facilitate change in organizations. This workshop will be designed to help both researchers and practitioners who are interested in using employee surveys effectively.

We have an invited symposium titled, "New Directions in Workplace Aggression", which will be coordinated by Dr. Sandy Hershcovis from University of Manitoba. This symposium will be of great interest for many CSIOP members. Details will follow in the upcoming issue of our newsletter. We thank Dr. Hershcovis for organizing this excellent symposium!

Finally, we would also like to announce that the tradition of the pre-conference CSIOP Institute will continue in Winnipeg! It will be held on June 2nd, 2010, and will be organized by Dr. Neil Fassina from University of Manitoba. We would also

like to thank the Asper School of Business at the University of Manitoba for sponsoring this important event. Please come to CPA a day in advance and join in the Institute. You don't want to miss this.

I look forward to receiving many submissions this year and I hope to see all of you in Winnipeg 2010!

Student Update

*Leah Hamilton,
The University of Western Ontario*

Greetings! I hope this finds you well and settling in to the 2009-2010 academic year. By now, you should have received CPA's call for submissions for the 2010 convention. I encourage you to submit an abstract and to join the many CSIOP members who will gather in Winnipeg from June 3rd to 5th. CPA is a conference you don't want to miss - Kibeom Lee has been working tirelessly at putting together a fantastic program. This year's CSIOP lineup includes an invited talk by Dr. Lois Tetrick, a pre-conference institute, and many interesting workshops and symposia (not to mention another great CSIOP Student-Mentor Social!).

Thank you to all of the students who submitted their abstracts for the CSIOP student symposium. The abstracts I received were of excellent quality and covered a range of interesting empirical and conceptual topics related to personality. I'm excited to showcase your research at CPA this year!

I also want to thank those of you who completed the questionnaire I sent out about the 2009 CSIOP Student-Mentor Social. Your feedback was extremely useful and I will be taking it into consideration as I organize the event in Winnipeg. Speaking of which, if you're familiar with Winnipeg and have any suggestions about where to hold the Student-Mentor Social, please let me know.

In other news, I'm searching for a CSIOP student member to translate my articles into French. If you're looking for a way to contribute to CSIOP (and can spare a bit of your time) please email me at lhamil2@uwo.ca. I would really appreciate the help.

Do you have any ideas about initiatives that would benefit CSIOP student members? Is there something you've always wanted to know but were afraid to ask? Please email me your questions, comments, and suggestions - I'd love to hear from you.

Last but not least, don't forget to spread the word about CSIOP membership to your fellow students. I went on a recruiting blitz in October so an email should have found its way. If it didn't, drop me a line and I'll happily provide you with all of the information needed to join the CSIOP community.

Leah

Conversations: A Tall Order

*François Chiocchio, PhD
Université de Montréal*

(La version française est à la suite de la version anglaise)

In my last column, as I was reflecting on my role as CC, I suggested that all CSIOP members are potential boundary-spanners. This suggestion stems from SIOP's intentions to foster partnerships with other associations such as EAWOP. Importing that idea for CSIOP, and applying it to each of its members, it follows that it is our collective responsibility to be ambassadors of I-O psychology to other constituents of our professional environment. Underscoring that it is "easier said than done", I nevertheless asserted that it is our collective responsibility to seek opportunities that will foster learning and exchanges with other groups, entities, and organizations.

True to my word and my objectives as CC, I recently attempted just that. In this column, I will reflect on that experience (read: show how I was right to underscore it was "easier said than done").

I recently presented at a conference held by and for project management enthusiasts. The conference was held last October 14-16 and was hosted by Ottawa's local chapter of the Project Management Institute (PMI). The PMI has 250,000+ members worldwide, mostly engineers, R&D scientists, construction professionals, and IT specialists (www.pmi.org). The PMI is fairly decentralised with local chapters in most major cities. In Canada for example, there are chapters from "the rock" (i.e., Newfoundland and Labrador; <http://www.pminl.ca>) to British-Columbia's Vancouver Island (<http://www.pmivancouverisland.com>) with many chapters in between, including Ottawa (www.pmioc.org) and Montreal (www.pmimontreal.org).

The PMI's focus is to develop and communicate on the best ways to manage human, time, and material resources towards the successful completion of projects. This focus is compatible -- even complementary -- with CSIOP members' competencies. CSIOP members help organizations select, train, motivate, and help individuals and teams achieve high performance and maintain well-being at work. I SEE this convergence of goals as an opportunity for demonstrating the added value I-O psychology can have on the daily challenges of project managers.

The object of my presentation was to discuss what PMI members usually consider as "the" model for motivation with recent advances I-O psychologists made on the subject. More specifically, it is interesting to note that in general, project managers frame their understanding of motivation on Maslow's hierarchy of needs (Project Management Institute,

2008). My presentation attempted to show how Goal-Setting Theory (Locke & Latham, 1990; Locke & Latham, 2002), and Self-Determination Theory (Deci, Connell, & Ryan, 1989), and the multilevel system theory of motivation in work teams (Chen & Kanfer, 2006) are more efficacious models of motivation at work.

I'm not certain I succeeded (read: I think I failed miserably).

Many causes can be identified for this result. I will focus here on those that coincide with challenges related to boundary-spanning in the hope that it will help others with similar boundary-spanning objectives.

First, I failed address underlying questions my audience may have had that day: What is work and I-O psychology? Why do I need a "psychologist"?

Second, I failed to discuss my topics in simple terms. There is a very fine line separating a good yet simple demonstration of abstract concepts and a simplistic one that cuts too many corners. During my presentation, I stomped on that line, crashing many times on either side. I often feel that putting things in layman's terms is, at best, an inaccurate description of complex phenomena or at worst, a show of disrespect for my audience's capacity to understand complex and abstract information.

Third, nobody asked me my opinion in the first place. This is a more subtle problem. Like you, given my background, I am in a position to see that Maslow's hierarchy is an outdated model and that alternatives exist. However, project managers who generally have little exposure to psychology, did not report any deaths caused by the hierarchy falling on its side. In other words, if there is a need for a better model, it was not expressed clearly. Hence, the demonstration of a solution to an unexpressed need is a tall order. It is better, I suppose, to achieve consensus on the extent of the problem before getting to how good the solution is. In this context, it is easy for an argument of « added value » to miss the target .

Ironically, these three difficulties (i.e., defining I-O psychology, engaging in information transfer and showing a benefit in responding to today's challenges in the work place) are precisely what we, as members of CSIOP, have a collective responsibility to do if we are to make ourselves better known.

For now I will console myself by thinking that it is better to fail at trying than to not try in the first place. In the meantime, I invite you to email me your stories and tips that, if you let me, I will share back in my next column.

(references appear after the French version)



Conversations: Un défi de taille

François Chiocchio

Université de Montréal

Dans ma dernière rubrique, je réfléchissais à mon rôle en tant que CC et je proposais que tous les membres de la SCPIO étaient de potentielles agents de transferts transfrontières. Cela vient du fait que SIOP vise à créer et à entretenir des partenariats avec d'autres organisations comme l'EAWOP. En adaptant cette idée à la SCPIO et en l'appliquant à ces membres, il s'en suit que c'est notre responsabilité collective d'agir à titre d'ambassadeurs de la psychologie I-O envers d'autres acteurs de notre environnement professionnel. En soulignant que "c'est plus facile à dire qu'à faire", j'ai néanmoins affirmé qu'il en va de notre responsabilité de chercher des opportunités qui faciliteront des apprentissages et des échanges avec d'autres groupes ou organisations.

Fidèle à moi-même et aux objectifs que je me suis fixés, j'ai récemment tenté l'expérience. Dans cette rubrique, je discute de cette expérience (c.-à-d. comprenez : démontrer que j'avais raison de dire que "c'est plus facile à dire qu'à faire").

J'ai récemment présenté à une conférence organisée par et pour des enthousiastes de la gestion de projets. La conférence avait lieu à Ottawa les 14-16 octobre derniers et l'hôte était le chapitre local du Project Management Institute (PMI). Le PMI regroupe plus de 250,000 membres à travers le monde, la plupart des ingénieurs, des scientifiques de la RetD, des professionnels de la construction et des spécialistes des TI (www.pmi.org). Le PMI est une organisation relativement décentralisée avec des chapitres dans la plupart des grandes villes. Au Canada par exemple, il y a des chapitres de "la roche" (Terre-Neuve et Labrador, <http://www.pminl.ca>) jusqu'à l'île de Vancouver (<http://www.pmivancouverisland.com>) en passant par Ottawa (www.pmiouvoc.org) et Montréal (www.pmimontreal.org).

L'objectif du PMI est de développer et de communiquer au sujet des meilleures façons de gérer les ressources humaines, temporelles et matérielles dans le but de compléter des projets avec succès. Cet objectif est compatible -- complémentaire même -- aux compétences des membres de la SCPIO. Les membres de la SCPIO aident les organisations à sélectionner, former, motiver et aider les individus et les équipes à mieux performer et à maintenir un bien-être au travail. Je considère cette convergence d'objectifs comme une occasion de démontrer la valeur ajoutée que la psychologie I-O peut avoir pour relever les défis quotidiens des gestionnaires de projets.

L'objectif de ma présentation était de discuter de ce que les membres du PMI considèrent comme étant « le » modèle de la motivation en comparaison avec les avancées récentes que les psychologues I-O ont faites sur ce thème. Plus précisément, il est intéressant de noter que les gestionnaires de projets tendent à cadrer leur compréhension et leurs interventions en fonction de la hiérarchie des besoins de

Maslow (Project Management Institute, 2008). Ma présentation a tenté de montrer comment la théorie de l'établissement d'objectifs (Locke & Latham, 1990; Locke & Latham, 2002), la théorie de l'auto-détermination (Deci et al., 1989) et le modèle multiniveaux des systèmes de la motivation des équipes de travail (Chen & Kanfer, 2006) sont plus efficaces pour décrire la motivation au travail.

Je ne crois pas avoir réussi (c.-à-d. comprendre : j'ai échoué lamentablement).

Plusieurs causes peuvent être identifiées mais je vais mettre l'accent sur celles qui coïncident avec les défis des communications transfrontières dans l'espoir que cela aidera les autres qui partagent mes objectifs.

D'abord, j'ai échoué dans ma tentative de répondre aux questions sous-jacentes de mon auditoire ce jour-là : *Qu'est-ce que la psychologie du travail, industrielle et organisationnelle? Pourquoi ai-je besoin d'un « psychologue »?*

Ensuite, j'ai échoué dans ma tentative de traiter en termes simples de mon thème. La frontière est mince entre une bonne démonstration simple de concepts abstraits et une explication simpliste qui coupe trop de coins ronds. Durant ma présentation, j'ai buté sur cette frontière, en trébuchant plusieurs fois d'un côté comme de l'autre. J'ai souvent l'impression que la vulgarisation est au mieux une description inexacte de phénomènes complexes et au pire, un manque de respect envers la capacité de mon auditoire à comprendre des notions complexes et abstraites.

Enfin, personne ne m'avait d'emblée demandé mon opinion. Voilà un problème plus subtil encore. Comme vous, étant donné ma formation, je suis en mesure de savoir que la hiérarchie de Maslow est un modèle dépassé et que d'autres alternatives existent. Toutefois, les gestionnaires de projets, qui ne sont pas exposés à la psychologie, n'ont rapporté aucun décès dus à l'effondrement de la hiérarchie. Autrement dit, s'il y a un besoin pour un meilleur modèle, il ne s'est pas manifesté clairement. Conséquemment, la démonstration d'une solution à un besoin non exprimé est un défi de taille. Il est mieux dans ce cas, je suppose, d'avoir un consensus sur le problème avant de tenter de démontrer qu'une solution a des bénéfices. Il est facile dans ce contexte de rater la cible en ne démontrant pas de plus value.

Ironiquement, ces trois difficultés (c.-à-d., définir ce qu'est la psychologie I-O, s'engager dans des activités de transferts de connaissances et en démontrer la plus value) sont précisément ce que nous devons faire pour mieux faire connaître la SCPIO.

Pour le moment, je vais me consoler en pensant qu'il est mieux d'échouer après avoir essayé que de ne pas avoir essayé du tout. Dans l'intérim, je vous invite à me communiquer vos réflexions et, si vous le voulez, je les partagerai aux autres dans ma prochaine rubrique.

Chen, G., & Kanfer, R. (2006). Toward a systems theory of motivated behavior in work teams. *Research in Organizational Behavior*, 27, 223-267.

Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-Determination in a Work Organization. *Journal of Applied Psychology*, 74, 580-590.

Locke, E. A., & Latham, G. P. (1990). A theory of goal setting and task performance. Englewood Cliffs, NJ: Prentice Hall.

Locke, E. A., & Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation. *American Psychologist*, 57, 705-717.

Project Management Institute. (2008). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (4th ed.). Newtown Square (PA): Project Management Institute.



Balancing Risk and Rights: Drug Testing in Canada

Erika L. Ringseis and Toni Eckes¹
McCarthy Tetrault LLP

Background Discussion:

What should a drug or alcohol testing policy look like in the Canadian workplace? Many organizations have such policies; many testing policies have legal problems. On the one hand, safety is paramount, penalties for unsafe behaviour, including criminal ramifications, have increased and we all acknowledge the risks associated with impairment at work. But, on the other hand, alcohol and drug dependencies are recognized as mental or physical disabilities under human rights legislation, triggering the requirement of reasonable accommodation.

The questions of who should be tested, when, how, where and what happens if the test is positive are not easily answered in Canada. South of the border testing is more accepted and more common, creating roadblocks for Canadian companies with American parents or cross-border businesses.

A 2008 decision of the Alberta Court of Appeal, *Chiasson v. Kellogg Brown*² favoured safety and took a permissive approach to employer drug testing in safety-sensitive workplaces. The Court stated that, “[e]xtending human rights protection to situ-

ations resulting in placing the lives of others at risk flies in the face of logic.”³

Still, creating or revising a substance testing policy is a daunting task. Some conflicting messages to employers appeared in a recent decision of the Ontario Court of Appeal, summarized below.

Case Study: Imperial Oil and Communications, Energy & Paperworkers Union of Canada, Local 900⁴

Earlier this year, the Court of Appeal for Ontario clarified the circumstances in which employers can conduct random drug testing. In its decision, *Imperial Oil and Communications, Energy & Paperworkers Union of Canada, Local 900*, the Court of Appeal held that random drug testing, absent reasonable cause, will be considered a breach of the collective agreement in a unionized workplace.

Background

In response to the *Entrop v. Imperial Oil Limited*⁵ case (released by the Ontario Court of Appeal in 2000), Imperial Oil revised its random drug testing policy in July 2003 to include random saliva swab testing. The *Entrop* case is known as one of the leading authorities laying out the substance testing rules in Canada. In the *Entrop* decision, the Court of Appeal upheld Imperial Oil’s right to conduct random unannounced testing for alcohol by use of a breathalyser for employees in safety-sensitive positions. However, the Court of Appeal noted that random unannounced drug testing by urinalysis could not measure current impairment, only past drug use. As such, it was deemed to be impermissible.

In response to the revised policy relating to random saliva swab testing, the Communication, Energy and Paperworkers Union, Local 900 filed a grievance on behalf of its bargaining members at the Nanticoke refinery, challenging the new form of drug testing.

Arbitral Award and Divisional Court

In a lengthy decision issued in December 2006, an arbitration board chaired by Michel Picher found that absent reasonable cause or evidence of employee impairment, the new drug-testing policy expressly violated Article 3.02 of the collective agreement, which required the parties to foster a workplace wherein individuals are treated “with respect and dignity.” As a result, the Board deemed the random drug testing policy null and void.

The Divisional Court dismissed Imperial Oil’s application for judicial review. The court held that while the Board had found that the Union acquiesced in random alcohol testing, it found no such acquiescence with respect to random drug testing.

Court of Appeal

The Court of Appeal held that the company’s policy of conducting randomized, mandatory saliva mouth swab testing of employees in safety-sensitive positions was null and void.

Specifically, the Court of Appeal ruled that the Board's decision that Imperial Oil's policy of random drug testing without reasonable cause was an "unwarranted intrusion" on employees' privacy and "an unjustifiable affront to their dignity" was reasonable in the circumstances.

Conclusion:

In certain circumstances, in some industries, alcohol and drug testing is permissible, indeed, perhaps even prudent. What the policy for testing should contain is not clear. Existing judicial debate and provincial variation may end being resolved by the Supreme Court of Canada in a future case. The current case law is clear, however, that this is one area where using an "off-the-shelf" policy carries great legal risk.

End Notes:

1. Erika Ringseis earned her Ph.D. from Penn State before pursuing legal studies in Calgary. She is currently on maternity leave from her position as associate lawyer with the labour and employment group at McCarthy Tetrault LLP. As Erika is currently sleep-deprived and at home brushing up on her negotiating skills by attempting to get Halloween candy from her three daughters, she gratefully acknowledges the contribution of her co-author, Toni Eckes. Toni is an articling student at McCarthy Tetrault with a strong interest in labour and employment issues.

2. [2008] 4 W.W.R. 63 * 62 C.C.E.L. (3d) 177 (A.B.C.A.).

3. See our article on-line for further detail:
http://www.mccarthy.ca/article_detail.aspx?id=3813.

4. 306 D.L.R. (4th) 385, 249 O.A.C. 270 (Ont. C.A.)
["Imperial Oil"]

5. 189 D.L.R. (4th) 14, 50 O.R. (3d) 18 (Ont. C.A.) ["Entrop"].



**Assistant Professor
Industrial-Organizational Psychology**

The Department of Psychology at the University of Guelph invites applications for a tenure-track assistant professor position in **Industrial-Organizational Psychology** to begin July 1, 2010. 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 require expertise in Industrial-Organizational Psychology: research area open with a strong preference for Industrial Psychology. Consulting experience is an asset. The successful candidate should be willing to teach and supervise students at both the graduate and undergraduate levels. In particular, the successful candidate will need to teach advanced graduate statistics courses (e.g., multi-level modeling, structural equation modeling, latent growth modeling).

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. Review of applications will begin January 15, 2010 and will continue until the position is filled.

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 <http://www.uoguelph.ca/psychology/> and about the Industrial/Organizational Area at: <http://www.uoguelph.ca/iopsychology/>

All candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

The University of Guelph is committed to equity in its policies, practices, and programs, supports diversity in its teaching, learning and work environments, and ensures that applications for members of underrepresented groups are seriously considered under its employment equity policy. All qualified individuals who would contribute to the further diversification of our University community are encouraged to apply.

Subject to final budgetary approval

Ad09-30

Position/ Title Rank:

Assistant, Associate, or Full Professor / Organizational Behaviour - Human Resource Management

Department: Management-University of Toronto Scarborough

The Department of Management at the University of Toronto Scarborough invites applications from qualified candidates for an Assistant/Associate/Full Professor, tenure stream position in Organizational Behaviour/Human Resource Management (OBHR).

A PhD (completed or near completion) with a research focus in OBHR is required. Candidates must have demonstrated research ability -- a strong potential for, or existing evidence of, high quality research publications. Candidates must also have a strong commitment to teaching at the undergraduate and graduate level. The appointment will start effective July 1, 2010. Salary will be commensurate with qualifications and experience and will be comparable to top research schools from around the world.

The University of Toronto is highly research-oriented and seeks to attract top researchers. It is ranked first in Canada and 11th in the world for research citations. As a growing three-campus university, we attract a diverse, scholarly, and collegial group of faculty from universities across the world. The Management Department at the Scarborough campus is about to be relocated to a brand-new building that boasts state-of-the-art lecture halls, case rooms, and research labs. The new building will also house a dedicated data modeling lab, as well as event spaces, restaurants, and rooftop gardens. The department manages a large participant pool that consists of students from a wide range of ethnic backgrounds, some of whom are employed through our successful Co-operative Education Program.

We are interested in candidates who are dedicated to maintaining the excellence of our undergraduate program specializing in HRM and are committed to participating in building a graduate program in HRM. Further, successful candidates will be cross-appointed to the Rotman School of Management, providing them opportunities to collaborate with faculty and graduate students at the St George Campus. These resources and opportunities, along with a supportive climate for scholarly research, provide a rich environment for professional development.

Toronto is a creative and multicultural city that embraces diversity and has been ranked as one of the top places to live in the world. As a premier destination for travel and investment, it competes with cities such as Chicago, Milan, and Barcelona. It is not difficult to see why Toronto captures the hearts of residents and visitors alike.

Additional information on the Management Department can be found at <http://www.utoronto.ca/~mgmt/> and the Rotman School of Management at <http://www.rotman.utoronto.ca/index.html>

We encourage you to submit your application online by clicking on the link below <http://www.jobs.utoronto.ca/faculty.htm> (Internet Explorer and PC required; Job Number 0900650). If you are unable to apply online (or alternatively have large documents to send), please submit your application and other materials to the address provided: Professor Jason Wei, Acting Chair, Department of Management, University of Toronto Scarborough, 1265 Military Trail, Toronto, ON, Canada, M1C 1A4. Please ensure that you include a letter of application, a current curriculum vitae, copies of publications/manuscripts, a research statement and a teaching statement that includes evidence of excellence in teaching. Three letters of reference should be emailed to obhr-reference-letters@utsc.utoronto.ca.

The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups and others who may contribute to the further diversification of ideas. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.



L'Université de Sherbrooke est reconnue pour sa dimension humaine, ses façons de faire innovatrices et ses partenariats avec les milieux professionnels. À ses campus de Longueuil et de Sherbrooke, l'UdeS offre un environnement de travail qui comblera vos désirs d'accomplissement.

L'Université de Sherbrooke sollicite des candidatures afin de pourvoir à un poste de professeure ou de professeur en psychologie organisationnelle à son Département de psychologie.

Appel de candidatures

PROFESSEURE OU PROFESSEUR EN PSYCHOLOGIE ORGANISATIONNELLE

Faculté des lettres et sciences humaines
Département de psychologie

Offre 00286

Depuis plus de 30 ans, le Département de psychologie de la Faculté des lettres et sciences humaines offre des programmes axés sur la formation professionnelle des psychologues, ainsi que des services à la communauté universitaire et régionale. Au baccalauréat, les étudiants bénéficient d'un encadrement personnalisé, alors que le certificat se distingue par sa souplesse. De plus, le Département offre un programme de Doctorat professionnel en psychologie (D.Ps) depuis 2002.

DOMAINES D'EXPERTISE PRIVILÉGIÉS

Intervention/consultation en psychologie organisationnelle, changement organisationnel, évaluation psychométrique

L'UdeS valorise la diversité, l'égalité et l'équité en emploi au sein de sa communauté et invite toutes les personnes qualifiées à soumettre leur candidature, en particulier les femmes, les membres de minorités visibles et ethniques, les Autochtones et les personnes handicapées.

Voyez sur notre site Internet la description complète de toutes nos offres d'emploi et soumettez votre candidature en ligne.

www.USherbrooke.ca/emplois



UNIVERSITÉ DE
SHERBROOKE

PRINCIPAUX DÉFIS ET RESPONSABILITÉS

- Enseigner aux 1^{er} et 3^e cycles d'études universitaires.
- Participer à la supervision de stages, d'internats et de thèses dans le programme de doctorat en psychologie.
- Effectuer des travaux de recherche dans le domaine de la psychologie organisationnelle.

EXIGENCES

- Détenir un doctorat en psychologie ou dans une discipline connexe.
- Posséder au moins cinq années d'expérience d'intervention / de consultation en psychologie organisationnelle, en changement organisationnel et/ou en évaluation psychométrique.
- 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.

La date limite pour soumettre sa candidature est le **jeudi 31 octobre 2009, 17 h.**

La Vie
fait partie
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