



The Canadian Industrial & Organizational Psychologist

Volume 26, Number 4

Summer 2010

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Chair's Column

Cheryl Lamerson, PhD
PsychWell Associates of Canada

Hello CSIOP Members:

My name is Cheryl Lamerson and I am your new CSIOP Chair.

As of 1 July I became the VP of Organizational Psychology for PsychWell Associates in Ottawa, but before that I spent 32 years in the Canadian Forces conducting vocational counselling and assessment, research, policy development and programme implementation, and retiring as the Chief Organizational Psychologist. I followed that with two and a half years with the Canadian Council of Human Resources Associations where I was their professional standards manager coordinating the exam development and administration of the certification programme for HR professionals. I've been a member of CSIOP since 1983 and have previously held section positions in the

Military section of CPA.

I've known for well over a month that I needed to write this column. I reviewed what past Chairs have said and I did some deep thinking about it. Okay, my eyes were closed and I was sitting in a chair on a sunny deck, but I was still thinking about it! As I considered what to say, I thought I might focus on what it means to be an I/O psychologist, what distinguishes us from other professions and what value we add to society.

What do you say when someone asks you what you "do"? Do you focus on the function ("I'm a professor, researcher, consultant, etc") or do you focus on your profession? If you say you are an I/O psychologist or even if you take the longer route and say you are an Industrial and Organizational Psychologist, I expect you then have to do some explaining to your audience of what exactly that means. What do you say? Do you draw on the 1996 definition that was published in *Canadian Psychology* (Kline, T.J.B., 1996)?

"Industrial-Organizational Psychology is a field of both scientific research and professional practice that aims to further the welfare of people by: understanding the behaviour of individuals and organizations in the work place; helping individuals pursue meaningful and enriching work; and assisting organizations in the effective management of their human resources. The field is a broad one; I-O Psychology shares with other disciplines an interest in industrial relations, organizational behavior, organizational development, vocational and career counselling, training and development, and engineering psychology."

Or do you use some other way of explaining your profession and the work you do within your profession?

Just as I was contemplating all of these issues related to the profession and how they might intersect with the goals and activities of CSIOP, the federal government quietly announced the cancellation of the mandatory long form of the Canadian Census. As I write, the storm of protest is raging over the damage that will occur if the data is not thoroughly and systematically collected. A wide range of professions and interest groups have expressed their concerns and Canadian citizens have heard more about the values of research to their daily lives than they have ever heard before. Who would have ever thought that research, let alone statistics, would be a lead story in the news for more than three weeks!?

One thing that struck me as a result of the discussion of the Census: describing your profession is important and describing your job is important, but doing a good job is even more important.

Thankfully, in terms of CSIOP, we are blessed with people who do an excellent job for our section and our profession, both in words and deeds. My sincere thanks to Peter Hausdorf for his leadership of CSIOP and the work he has done to spread the word about the profession. We are fortunate that he will continue as our Past Chair so that we can still benefit from his input. Blake Jelley deserves our thanks as our out-going Secretary and our welcome as the Chair Elect. The same kind of recognition holds true for Kevin Kelloway. Although his term as Past Chair has ended, he has agreed to stay on the executive as Programme Coordinator. I would like to welcome two new members of the CSIOP executive, Tim Jackson of Jackson Leadership Systems will take up the responsibilities as our Secretary and Tom O'Neill, a graduate student at UWO is our new Student Representative. Both new and re-purposed members of the executive will be working closely with the continuing members of the executive: Francois Chiochio as Media Inquiries and Communications Coordinator, David Stanley as Newsletter Editor, Joan Finegan as Treasurer, Deborah Powell as Membership Coordinator, and myself.

On behalf of all of us I would like to express sincere thanks to those who are departing the CSIOP executive. Both Kibeom Lee and Leah Hamilton have completed several years on the executive and have accomplished much during their times as Programme Coordinator and Student Representative, respectively. The quality of the programme over the last several years has been a testament to the hard work that Kibeom has expended in organizing. The increase in student membership and the quality of the student activities – mentoring being a notable one, are indicative of Leah's capable work. Thank you both for everything you have done for the section and the profession and all the best from all of us.

What will we be doing for the next year? Certainly, we shall continue to represent the section to CPA and provide info from CPA to the section. We will also endeavour to educate the public about what I/O psychology is and what I/O psychologists can do for them. Part of this responsibility includes educating undergraduate students about the value of pursuing an I/O psy-

chology graduate programme. We will also, as outlined by Peter Hausdorf in his inaugural comments in July 2009, continue to increase the role and visibility of CSIOP with other related organizations (SIOP, SHRM, CCHRA, Human Resources Planning Society, provincial psychology and HR associations, PMI, IAAP, EAWOP).

Is there something else that you think CSIOP should be involved with on behalf of I/O psychology and psychologists in Canada? Please let us know. It's your section, your profession, your life, so please help ensure it accomplishes what you need it to accomplish.

Take care and be well,

Cheryl



CSIOP Membership
Deborah Powell, PhD
University of Guelph

We have had 15 new members join CSIOP since April 2010. Welcome to all of our new members (and welcome back if you have re-joined CPA!)

Full and Affiliate Members

Mona Abbondanza	Sarah Crown
Laurie Barclay	Thomas Foard
Jane Cayley	Jane Gayton

Student Members

Tony Bongiorno	Monika Nadj
Joshua Bourdage	Militsa Paunova
Luc Bourgeois	John Pucic
Amy Douglas	Bryn Robinson
Beatrice Moos	

CSIOP News Items

Arla Day, PhD

Saint Mary's University

Well, we survived the CPA conference in Winnipeg! The mosquitoes were not as bad as anticipated, there was good food (who knew that when the Winnipeg contingent took people to a "Gnudi" Bar, it was for pasta?!), and very intellectual conversations of course.

Once again, we have had a lot of successful happenings in the I/O world in Canada:

Gary Johns has been awarded the status of Fellow in the AoM, Congratulations Gary!!

Laura Rudy (MSc student at SMU) was awarded a Nova Scotia Health Research Foundation grant for her research on stress, gender, and health outcomes in the workplace.

Mike Cannon (PhD student at SMU) won the Handyside Ethical & Social Responsibility Award, which is given out by the Canadian Center for Ethics in Public Affairs, for his MSc thesis entitled "Repairing a breached relationship with consumers after a product recall: The role of organizational apologies."

Vic Catano has been appointed to the Public Service Commission of Canada's newly formed External Advisory Committee on Assessment.

A paper by Michael Leiter, Heather Spence Laschinger, Arla Day, and Debra Gilin entitled "Rudeness Rationales: Whatever were they thinking?" won the Best Paper Award for the Health Care Management division at the Academy of Management.

There are several upcoming due dates for conference proposals.

-SIOP (April 14-16, 2011, Chicago IL) Proposals due: September 15th, 5pm EST.

-APA-NIOSH Work Stress & Health (May 19-22, Orlando, FL). Abstracts are due 11:59pm, EDT, Friday, October 15, 2010.

-EAWOP (European Association of Work & Organizational Psychology) (May 25-28, 2011, Maastricht, The Netherlands); Abstracts are due October 15, 2010.

-The European Congress of Psychology (July 4-8, 2011; Istanbul, Turkey). Abstracts are due November 30th, 2010.

Of course, next year CPA is being held in Toronto from June 2-4, 2011.

As always, I would love to hear from all of you. Please send any newsworthy items to me (Arla.Day@smu.ca; 902-420-5854).

Conference Update

Kevin Kelloway, PhD

Saint Mary's University

In the midst of a Nova Scotian heatwave (now how often does one get to use that expression?), it's difficult to think ahead to the next CPA convention. Nonetheless, it is already time to congratulate Kibeom Lee for his excellent work in organizing the CSIOP program at the last two conventions, and to look ahead to June 2011, in Toronto. Some plans are already beginning to take shape but there is still lots of room for you to contribute your ideas and work to next year's conference.

I anticipate that the program will incorporate all of the traditional elements of poster sessions, roundtable discussions and symposia. Although the call for papers is not yet out, it's not too early to start thinking about your submission for the fall. Toronto is always a popular and easily accessible destination so I expect the I/O program to be a full one.

Recent conferences (in Halifax, Montreal and Winnipeg) have seen the CSIOP Institute (a half day session on a topic of interest) held the day before the main CPA conference emerge as a popular element of our programming. I have begun discussions with a prominent Toronto based I/O psychologist who has provisionally agreed to organize next year's institute. Stay tuned to the newsletter for updates!

Although we often speak of research or consulting "projects", most of us pick up whatever project management skills we have through (often painful) experience. In hopes that there is a better way, I have been able to convince Francois Chiochio (a certified project manager who focuses on project teams in his own research) to do a workshop on the theme of "project management for I/O psychologists". Having seen Francois present before I have no doubt that this will be a strong addition to the I/O program.

Of course if you have suggestions as to something you'd like to see at CPA next year (e.g., an invited speaker, a roundtable discussion on a certain topic, an invited symposium) please feel free to contact me at kevin.kelloway@smu.ca.

In the meantime have a great summer and I look forward to seeing your submissions for CPA 2011 in Toronto.

Kevin



Student Update

*Leah Hamilton & Tom O'Neill,
The University of Western Ontario*

As I write my last column, I'm reflecting on the many wonderful experiences I have had during my term as the CSIOP Student Representative. Over the past three years I have thoroughly enjoyed becoming acquainted with CSIOP student members from across the country. This process has left me with one lasting impression: there is a strong sense of solidarity among the I/O students from the various programs across Canada. Each year at CPA's annual convention, I have been impressed by the student members' eagerness to connect with one another and share research ideas and advice about graduate school, internships, etc. I am confident that participation in CSIOP and attendance at CPA will continue to foster this collaborative environment.

Before I pass the torch to Tom I want to thank a few people who have helped me out in various ways during my time as the CSIOP Student Representative. First, thank you to RHR International for your continued support of the RHR-Kendall Award. Second, on behalf of all of the CSIOP student members, I'd like to thank Cheryl Lamerson and CCHRA for generously sponsoring the CSIOP Student-Mentor Social in Winnipeg. I'd also like to acknowledge our fantastic mentors: François Chiocchio, Neil Fassina, Peter Hausdorf, Dana Knoll, Cheryl Lamerson, and Lois Tetrick. Thank you also to all of the members of the CSIOP Executive for your help and support over the past few years. Finally, thank you to all of the student members for giving me the opportunity to represent your interests.

On that note, I am delighted to turn things over to Tom O'Neill, your new Student Representative.

Leah

It is an honour for me to serve as your official student representative on the CSIOP executive committee. I am a 4th year Ph.D. candidate in I/O Psychology at the University of Western Ontario. In line with my actionable objectives that formed the foundation of my election platform, I have the following goals for my term. First, I will continue to serve CSIOP student members by organizing next year's student-mentor social at the annual convention, in which a major challenge will involve finding a new sponsor for the event. Second, pending sufficient interest, I will submit a symposium where all presenters and lead authors are CSIOP student members. Third, I will continue to play a role in ongoing activities intended to increase our student membership. Fourth, I will collect and publish information on the research interests of current CSIOP student members in upcoming newsletters to facilitate networking and research partnerships. Fifth, I will examine

CSIOP NEWS ITEMS

**Do you have news items you would like to
would like to share? Contact:**

Arla Day, Saint Mary's University

Email: Arla.Day@smu.ca **Phone:** 902-420-5854

the potential utility and feasibility of an electronic platform that would allow student members to connect online and exchange knowledge regarding various challenges many of us share (e.g., thesis planning, practicum opportunities, stats questions). Stay tuned for more regarding the development of these objectives, and please write me if you would like to be involved in any capacity (toneill7@uwo.ca).

Tom O'Neill



Conversations: Big Country

*François Chiocchio, PhD
Université de Montréal*

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

In my last column, I discussed international issues for I/O psychology. Specifically, I wrote about SIOP, EAWOP, and IAAP's ongoing efforts working together to support and advance organizational psychology in the global world and to foster new applications to improve the quality of working life. Why can't we have a similar objective for Canada?

We live in a big country. We have geographic boundaries, many

time-zones, and two official languages. CSIOP is comprised of students, academics and practitioners. Some are affiliate members; others are full members. We play different roles in many types of organisations. It is tempting to believe we are different.

Chances are you don't really know what others are doing, the challenges they face, or how they address them. You probably don't know how others' experiences and accomplishments can benefit your work, your job, your projects.

As Heath and Heath say in their bestseller on change: "Some is not a number; soon is not a time" (2010, p. 22). So here is what I suggest: I think we should span all -- and any -- boundaries and learn to learn from each other. I challenge you to reach with me this goal: In the July 2011 issue of this newsletter, we will read I/O stories from members in each province; that is, 12 months, 10 stories.

We will need to work together to reach that goal. I will translate the stories you will email me, then add it the July 2011 Conversations column.

I'm sure you all have interesting accounts of what is happening in your I/O community. What challenges are you or your I/O colleagues facing? What are you doing that is working? What accomplishments are you most proud of? What can others learn from that? What are the implications for practitioners, for academics? What does that mean for I/O students? What is the future of I/O psychology in your neck of the woods? What do you do now that new and exciting?

You have an I/O story. Others want to hear it. (references appear at the end of the French version)

François Chiocchio
f.chiocchio@umontreal.ca

Conversations: Grand pays.

François Chiocchio, PhD
Université de Montréal

Dans ma dernière rubrique, j'ai discuté d'affaires internationales concernant la psychologie industrielle et organisationnelle. Plus précisément, j'ai écrit au sujet des efforts communs de la SCPIO, la EAWOG et l'IAAP pour soutenir et faire avancer la psychologie industrielle et organisationnelle sur le plan international et de favoriser de nouvelles applications visant à améliorer la qualité de la vie au travail. Pourquoi ne pas avoir le même objectif pour le Canada ?

Nous vivons dans un grand pays. Nous avons des frontières géographiques, plusieurs fuseaux horaires et deux langues officielles. La SCPIO est composée d'étudiants, de professeurs et de praticiens. Certains sont des membres affiliés, d'autres des membres à part entières. Nous jouons des rôles différents dans plusieurs types d'organisations. La tentation est là de croire que nous sommes différents.

Je parie que vous ne savez pas vraiment ce que les autres font,

leurs défis et comment ils les relèvent. Vous ne savez probablement pas comment les expériences et les accomplissements des autres peuvent être utiles à votre travail, à vos projets.

Comme Heath et Heath le disent dans leur succès de librairie sur le changement : « Plusieurs n'est pas un chiffre et bientôt n'est pas un échancier » (2010, p. 22, traduction libre). Voici donc ce que je propose : Je crois que nous devrions franchir toutes nos frontières quelles qu'elles soient afin d'apprendre à apprendre les uns des autres. Je vous mets au défi d'atteindre avec moi l'objectif suivant: Dans le numéro de juillet 2011 de ce bulletin, nous lirons des récits de sur la psychologie industrielle et organisationnelle de membres de chacune des 10 provinces. 12 mois, 10 récits.

Nous devons travailler ensemble pour atteindre cet objectif. Je vais traduire les récits que vous m'enverrez et les ajouter à la rubrique Conversations de juillet 2011.

Je suis certain que vous avez des récits intéressants concernant ce qui se passe dans votre communauté industrielle et organisationnelle. A quels défis vos collègues et vous faites-vous face ? Que faites-vous qui fonctionne et pourquoi ? De quelles réalisations êtes-vous le plus fier ? Qu'est-ce que les autres peuvent apprendre de ces réalisations ? Quelles sont les conséquences pour les praticiens, les universitaires ? Qu'est-ce que cela signifie pour les étudiants en psychologie industrielle et organisationnelle ? En quoi consiste l'avenir de la psychologie industrielle et organisationnel dans votre patelin ? Que faites-vous maintenant qui est nouveau et excitant ?

Vous avez une histoire à raconter concernant la psychologie industrielle et organisationnelle. Les autres veulent l'entendre.

François Chiocchio
f.chiocchio@umontreal.ca

Heath, C., Heath, D. (2010). *Switch -- How to change things when change is hard*. Toronto: Random House Canada.



**He May Have Started It, But the Courts Won't Finish It...
A Case Summary and Brief Analysis of
Piresferreira v. Ayotte¹**

**Erika Ringseis and Krysia Przepiorka²
McCarthy Tetrault LLP / TransCanada PipeLines**

"But he was mean to me;"... "But she started it!"

These are the words we might expect to hear from our preschoolers at home, not our colleagues in the workplace. At home, we might expect a parent to step in and "finish it," doling out appropriate punishments for the perpetrators. At work,

however, a recent Ontario Court of Appeal decision has ruled that the courts should not always be referee of negligent workplace squabbling.

Background:

Ms. Piresferreira was a long term employee of Bell Mobility. She was an account manager, under the supervision of sales manager Mr. Ayotte. Mr. Ayotte was a loud, demanding and aggressive manager with high expectations of the account managers on his team.

For the most part, Ms. Piresferreira received excellent performance reviews during her employment. On a particularly grey day in May of 2005, Mr. Ayotte yelled and swore at Ms. Piresferreira upon learning she did not book a meeting with a client. Ms. Piresferreira had tried to set up the meeting, and tried to explain what had happened to Mr. Ayotte, but he would not listen. Ms. Piresferreira followed him with her Blackberry trying to show him the string of communication on it with the client but he would not look at it. After telling her to get away, he pushed her on her shoulder. Ms. Piresferreira followed Mr. Ayotte to his office and told him he should not have pushed her to which he replied for her “to get the hell out” of his office and that he was in the midst of preparing a Performance Improvement Plan (PIP) with regards to her performance.

Mr. Ayotte prepared the PIP and sent it to the human resources department (“HR”) the same day as the incident, but made no mention of the incident. The following day Ms. Piresferreira sent Mr. Ayotte an email stating it was unacceptable to have shoved her, and that she would like to sit down outside of the office to discuss the possibility of working together as a team once again. When Ms. Piresferreira returned to work she was presented with the PIP. She refused to sign it and returned home.

Ms. Piresferreira lodged a formal complaint against Mr. Ayotte. Mr. Ayotte admitted to shoving Ms. Piresferreira but stated he was provoked by her, but no one contacted Ms. Piresferreira for her version of events. Four days later HR sent communication twice to Ms. Piresferreira via email; the first stating she would receive a response to her complaint by the end of the day and that a meeting between herself, Mr Ayotte and a manager was scheduled for the following morning. Ms. Piresferreira responded that she was on sick leave and would be unable to attend.

The second email noted that Ms. Piresferreira had declined to meet with Mr. Ayotte to allow him to apologize and set out the steps they had taken in the matter. Mr. Ayotte received a disciplinary warning and attended one session of counselling. He did not complete the suggested courses mentioned in his disciplinary letter.

Ms. Piresferreira sought medical advice and was treated for post-traumatic stress disorder, depression and anxiety. In her doctor’s opinion, the depression and anxiety were triggered by Mr. Ayotte’s physical assault, followed by the lack of an apology

and Bell Mobility’s failure to provide an apology for the treatment to her and their lack of initiative to remove Mr. Ayotte from a position of authority.

Between August 2005 and September 2006, Bell Mobility offered Ms. Piresferreira her job back in some capacity. Each time they made an offer she declined. On September 21, 2006, Bell Mobility responded to Ms. Piresferreira that they considered her to have resigned effective September 19, 2006.

What the Courts Found:

The trial court found both Bell Mobility and Mr. Ayotte liable for “Negligent Infliction of Emotional Distress, Mental Suffering, Nervous Shock and/or Psycho-traumatic Disability”. Bell Mobility was the employer and Mr. Ayotte was the supervisor, thus both owed Ms. Piresferreira a duty of care to ensure the working environment was harassment free and safe without verbal abuse, physical assault or intimidation. Further, the courts determined that Ms. Piresferreira had been constructively dismissed, and so she also received damages for the failure to dismiss her with notice.

The trial judge ordered Bell Mobility to pay the normal amounts for a wrongful dismissal case, as well as additional damages for battery and the intentional and negligent infliction of mental suffering.

Bell Mobility appealed the trial decision.

The Court of Appeal rejected the idea that the tort of negligent infliction of mental suffering existed in the employer/employee relationship. This would make the scope of the tort too far reaching, implying an employer is to shield the employee from all acts of other employees that might cause mental suffering.

The Court of Appeal noted that Ms. Piresferreira had made the claim of constructive dismissal, and succeeded, thus she was actually seeking the same damages twice. The Court of Appeal did leave open the possibility of damages being awarded to an employee for intentional infliction of mental suffering (i.e., deliberately causing mental distress), which was not found by the Court of Appeal to have occurred in this case. An employer could therefore still be liable for intentional acts by its managers or employees as against other employees. The level of proof required legally is high, but we could see a case in the future that meets this standard.

Ultimately, the Court of Appeal upheld the damages for wrongful dismissal in bad faith and damages for the battery. In total, Ms. Piresferreira was awarded approximately \$60,000, or about 1/8th of what she had been awarded at trial.

Final Thoughts

This case reminds us of several important considerations when conducting workplace investigations where the employer will need to be the referee:

-Ensure that workplace investigations include an interview

with all involved parties, even if some interviews cannot be conducted in person;

-If recommendations are given, follow up to ensure that employees complete necessary training, courses or other steps;

-Tread carefully if employees are on sick leave following a workplace incident...this is a good time to seek legal advice; and

-Companies need to be mindful that, in addition to meeting legal obligations, workplace investigations can be a source of closure for employees and participation in the process and communication of results is critical.

Ultimately, the Ontario Court of Appeal did not hold the employer liable in tort for the negligent conduct of its manager. When push came to shove (pun intended!), however, the employer was found to have dismissed the subordinate employee in a bad faith manner. This case is welcome news for employers worried about how far their liability extends for their manager's conduct, although employers must still ensure that managers do not intentionally cause mental suffering.

Ms. Piresferreira may still appeal this decision to the Supreme Court of Canada, so watch for future updates. But, in the meantime, restrain from intentionally inflicting mental distress on your coworkers (although the courts won't mind if you negligently do so...)!!!

1 2010 ONAC 384

2 Erika has her Ph.D. in Industrial Psychology from Penn State and her LLB from University of Calgary and is a labour and employment lawyer in Calgary. Krysia is an articling student with TransCanada PipeLines Limited where Erika is currently seconded, and has her LLB from the University of British Columbia. Erika wishes to stress that she did not in any way threaten, yell at or push Krysia at any time during the writing of this article (but, if she had, the courts wouldn't intervene anyway!!). Krysia would like to add that she also resisted the urge to threaten, yell or push Erika....at least so far....



FACULTY POSITION IN INDUSTRIAL/ORGANIZATIONAL (I/O) PSYCHOLOGY. Applications are invited for a tenure stream appointment in I/O Psychology at the rank of Assistant Professor in the Department of Psychology at The University of Western Ontario, effective July 1, 2011. We have a particular interest in applicants who specialize in topics that are typically associated with the “I” side of I/O psychology and who have a solid background in statistics/research methodology, but applicants trained in any area of I/O Psychology are strongly encouraged to apply. Applicants must have a Ph.D. and the selected candidate will be expected to maintain an active research program, teach undergraduate and graduate courses in I/O psychology topics, and provide graduate student supervision.

The Psychology Department has approximately 50 faculty members, 20 staff members, and over 100 graduate students enrolled in the Masters and Ph.D. programs. It is one of the most distinguished psychology departments in Canada and has a very strong I/O Psychology group. Further information about Psychology, and the I/O Psychology group, at Western may be found at <http://www.ssc.uwo.ca/psychology/> and <http://psychology.uwo.ca/IO>, respectively.

Applicants should submit a curriculum vitae, a statement of research interests and teaching experience (including teaching ratings, if available), copies of representative publications, and arrange to have 3 letters of recommendation sent to: Dr. Albert Katz, Chair, Department of Psychology, The University of Western Ontario, London, Ontario, Canada N6A 5C2. Consideration of applications will commence on September 15, 2010, and will continue until the position is filled.

This position is subject to budgetary approval. Applicants should have fluent written and oral communication skills in English. All qualified candidates are encouraged to apply; however, Canadian Citizens and Permanent Residents will be given priority. The University of Western Ontario is committed to employment equity and welcomes applications from all qualified women and men, including visible minorities, aboriginal people, and persons with disabilities.

DEPARTMENT OF BUSINESS

Tenure-Track – Organizational Behavior/Human Resource Management (OB/HRM)

The School of Business & Economics at Wilfrid Laurier University invites applications for a **tenure-track faculty position** in OB/HRM, starting **July 1, 2011**. Qualifications for this position include a Ph.D. or completion of a PhD within one year with an emphasis in Organizational Behavior, Human Resources or related discipline. The successful candidate must have exceptional research potential including the ability to (a) publish in top-tier journals and (b) maintain a highly productive research agenda. The ability to teach effectively in undergraduate and graduate courses is also required; the ability and willingness to teach in our MBA program is an asset. The school has over one hundred full-time faculty and more than three thousand students on campuses in Waterloo and Toronto, Ontario. Waterloo, where the main campus is located, is a highly innovative and dynamic region, and is the home to a number of leading high technology firms. With a mission to achieve excellence in management education, the school offers undergraduate and graduate degrees, including our M.Sc. and Ph.D. in Management with a specialty in OB/HRM. Laurier's undergraduate and graduate business programs have been accredited by the AACSB. For more information, please visit <http://www.wlu.ca/sbe>.

All qualified candidates are encouraged to apply; however, Canadians and Permanent Residents will be given priority. Wilfrid Laurier University is committed to equity and values diversity. We welcome applications from qualified individuals of all genders and sexual orientations, persons with disabilities, Aboriginal persons, and persons of a visible minority. Members of the designated groups must self-identify to be considered for employment equity. Candidates may self-identify, in confidence, to Dr. Peter Carayannopoulos (contact details below). All positions are subject to budgetary approval. Applicants should send a (a) curriculum vitae, (b) research summary (including a brief description of research objectives and a sample research article, if available), and (c) teaching dossier (including a brief description of teaching philosophy as well as evidence of teaching effectiveness, if available). Applicants should also arrange for three academic referees to submit reference letters to bizrecruit@wlu.ca. Electronic applications are encouraged. The review of all applications will commence on October 4th, 2010 and continue until the position is filled.

Please direct your application quoting **Position Number (2010-02)** to:

Dr. Peter Carayannopoulos

Associate Dean of Business: Faculty Development & Research

School of Business and Economics

Wilfrid Laurier University

75 University Avenue West

Waterloo, Ontario N2L 3C5, CANADA

Email: bizrecruit@wlu.ca For further details on the position you may contact Dr. Greg Irving, Area Coordinator, OB/HRM girving@wlu.ca All nominations and applications shall be reviewed and considered under a set of criteria established by the Search Committee and a short list of candidates will be interviewed. Only those applicants selected for the short list will be contacted.



ASSESSMENT SPECIALIST POSITION OPENING

Organization	<ul style="list-style-type: none">• Korn/Ferry International is global provider of Leadership Capital Solutions. Through more than 80 offices in 40 countries, we offer services of exceedingly high quality in the areas of executive search, management assessment, corporate governance and CEO recruitment, middle-management recruitment, and leadership development.
Position	<ul style="list-style-type: none">• Manager, Assessment Services
Location (s)	<ul style="list-style-type: none">• Toronto, Ontario, Canada OR Vancouver, British Columbia, Canada
Responsibilities	<ul style="list-style-type: none">• Assist with the successful recruitment of key corporate executives by providing management assessment support to both internal customers and external clients.• Provide both written and verbal assessment interpretation to clients, search committees, consultants, and executive candidates• Provide trouble-shooting and technical assistance to internal and external users of the on-line assessment• Market the assessment to both internal and external users. This will include conducting presentations, preparing consultants to successfully market the tool to their clients, and continuously developing, updating, and improving marketing materials• Contribute to both organizational and database research aimed at improving the assessment tool and increasing its use
Education	<ul style="list-style-type: none">• PhD in Clinical or Counseling Psychology, or a related discipline is preferred.
Who should inquire?	<ul style="list-style-type: none">• This position is best suited for a Counseling or Clinical Psychology PhD or PsyD looking for a position in organizational consulting. If the doctorate is recently earned, experience working in a large organization is strongly preferred.
Why is this a terrific opportunity?	<ul style="list-style-type: none">• This is a position that will waste little time in putting the right individual on the front line working at the executive level. As skills develop, there is opportunity to expand the scope of the role over time.• This is a dynamic position that will draw on a wide range of skills that include research, written and verbal communication, marketing, and consultation.• Competitive compensation• Full medical and dental benefits• Employee Stock Purchase Plan• Significant opportunities for growth
Special Skills	<ul style="list-style-type: none">• Comfort and capability with psychometric testing and with Excel, Word and PowerPoint applications.• Excellent verbal and written communication skills• Strong social/relationship-building/outreach/networking skills• Comfort and capability with social-science research methods, organizational research, and database management
Contact	<ul style="list-style-type: none">• Forward resume and cover letter to "Search Assessment Opportunity" SrchTOR@kornferry.com



2010-2011 EXECUTIVE

Chair

Dr. Cheryl Lamerson, Colonel (Retired)
PsychWell Associates of Canada

Past Chair

Dr. Peter Hausdorf
University of Guelph

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