

# The Canadian Industrial & Organizational Psychologist

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<b>Chair's Column</b> .....	<b>1</b>
<b>CSIOP Membership</b> .....	<b>2</b>
<b>Conference Update</b> .....	<b>2</b>
<b>Student Update</b> .....	<b>3</b>
<b>Conversations</b> .....	<b>3</b>
<b>Think Before You Send</b> .....	<b>4</b>
<b>Job Postings</b> .....	<b>6</b>

**Chair's Column**  
*Peter Hausdorf, PhD*  
*University of Guelph*

Time flies. Here we are in February 2010 and it feels like we are just getting started on things. I have a few updates for you. First, there is no news on the Health Action Lobby (HEAL) project. We had a conference call with the Ministry of Health in December in which they asked for some clarification of project details. The proposal team and I are working on the modifications to the proposal this month. Once these are submitted we hope to have a decision soon. On a more positive note the Winnipeg Convention program is coming along nicely and I am very excited about it. Kibeom has more details for you later in the newsletter so I won't go into these now. As in the past, you can expect the CPA convention to provide you with an opportunity to gather with respected colleagues, to learn about new I/O research and have a chance to get to know another Canadian city. I hope that many of you will plan to

attend. On the association collaboration front, Cheryl Lamerson and I have started discussions with respect to how our two associations (CSIOP and CCHRA) can increase opportunities to work together. In response to a request from SIOP for increased international collaboration, Francois Chiocchio has agreed to sit on a SIOP committee discussing this issue. I see these activities as small steps forward and I look forward to increasing our collaboration with these groups in the future.

Those of you who are also SIOP members may be aware of the vote last fall to change the name from SIOP to TSOP (The Society for Organizational Psychology). SIOP was retained by a very small margin (515 to 500 votes). This issue has arisen several times in SIOP's 30 year history. I was watching for the results with interest and wondering if a SIOP name change would lead to a similar change for us. Thankfully there is now no pressure to do so.

As most of you are aware, our Long Range Planning meeting is coming up on March 26th. This meeting allows the executive to review section performance and issues from the current year, to prepare for the CPA convention, and to initiate the planning process for the next year. If you have any issues or concerns that you feel should be discussed at this meeting please let me know.

Best,  
 Peter



**CSIOP Membership**

*Deborah Powell, PhD  
University of Guelph*

We have had many (33!) new members join CSIOP, since November 2009. I would like to extend a warm welcome to all of you. Some of you are new to CSIOP, and some of you may be returning after a period away from CPA. Welcome, or welcome back, to all of our new members!

***Full and Affiliate Members***

Lawrence Axelrod	Kenneth Roy
Judith Coldoff	Viviane Ruest
Guylaine Lachance	Carey Stevens
Jean-Luc Leblanc	Laura Vilness
Catherine McNeely	Norman Cooper
Cameron Norman	Eddy Ng
Pierre Ouellette	

***Student Members***

Katelin Amy	Lindie Hanyu Liang
Desirae Bowlby	Justin McManus
Jeffery Budrewicz	Tom Oliver
Carolyn Daniels	Diane Pisch
Justin Feeney	Francois Rabbat
Christina Gallagher	Kavita Raju
Marc Hurwitz	Sarah Ross
Doreen Jacklin	Chris Upton
Sandra Kenny	Christine Yip
Yann Le Corff	

**Membership Renewals**

If you haven't already done so, please don't forget to renew your CPA and CSIOP memberships for 2010!



**Conference Update**

*Kibeom Lee, PhD  
University of Calgary*

We have received many interesting posters, symposia, and workshops for the upcoming CSIOP conference at Delta Winnipeg (June 3rd – June 5th, 2010, <http://www.cpa.ca/convention/>).

In total we received 37 submissions including four invited sessions (see below). Thanks to Drs. Gregory Chung-Yan, Harjinder Gill, Laura Hambley, Babatunde Ogunfowora, Joseph Schmidt, and Chelsea Willness for reviewing these submissions during the busiest time of the year. I will update the CSIOP schedule as soon as the CPA announces the accepted submissions for the conference.

Let me give you some of the highlights for the CPA convention. First, the CPA has announced a list of the invited keynote speakers (visit <http://www.cpa.ca/convention/2010keynotespeakers/> for details).

- (1) Dr. Kay Redfield Jamison (The Johns Hopkins Hospital)—A Professional, Public, and Personal Life in Moods.
- (2) Dr. Robert Sternberg (Tufts University)—Why so Many Leaders in Society are Rotten and What We Can Do about It, If We Really Want To.
- (3) Dr. Edward A Connors (Onkwatenro 'Shon:'A Health Planners)—First Nations 'Psychology' Is Alive and Well.

Regarding the CSIOP conference, all of the submissions in the 2010 CSIOP conference look very interesting, but let me get your attention to the four invited events here.

- (1) Dr. Lois Tetrick from George Mason University will deliver the CPA/CSIOP invited address entitled "The Role of Emotions in Employee and Organizational Health: A Social Exchange Theory Perspective".
- (2) Dr. Erika Ringseis (McCarthy Tétrault), a lawyer specializing in labour and employment law will deliver a CSIOP section invited talk titled, "Legal briefs: An Overview of Law for the I/O Psychologist".
- (3) Dr. Peter Hausdorf from University of Guelph will run the invited workshop whose title is "The Art and Science of Employee Surveys".
- (4) Dr. Sandy Hershcovis from University of Manitoba has organized the invited symposium titled, "Emerging Research on Workplace Aggression". This symposium includes four studies that examine emerging topics in the area of workplace aggression.

Finally, I am pleased to provide you with some more information about the 2010 edition of the CSIOP Institute, titled “Managing talent to make a difference” [Chair: Dr. Neil Fassina of the Asper School of Business at the University of Manitoba]. It will be held on June 2nd, at the University of Manitoba. Speakers at this event will include Drs. Nick Turner, Ray Lee, Krista Uggerslev, and Neil Fassina. There will be no registration fee for this event this year. On behalf of the executive, I offer thanks to the Asper School of Business for sponsoring this important event. If you have further questions, contact Dr. Neil Fassina ([fassina@cc.umanitoba.ca](mailto:fassina@cc.umanitoba.ca)). Please come to CPA a day early and join us in the CSIOP Institute!

Online early registration has been opened up, so do not miss the early registration deadline (March 3rd, 2010). (<http://www.cpa.ca/convention/registration/>). I look forward to seeing you all in Winnipeg!

### **Student Update**

*Leah Hamilton,  
The University of Western Ontario*

It’s hard to believe we’re already one month into 2010. I hope you all enjoyed the holidays and came back feeling well rested (not to mention well fed!). The start of the new year coincides with membership renewal time so, in case you didn’t receive CPA’s numerous emails, don’t forget to renew your CPA/CSIOP membership!

Although June seems far off, time flies and it’s never too early to start thinking about CPA’s annual convention. This year the conference will take place from June 3rd to 5th in Winnipeg. In addition to some first-rate symposia, workshops, and the CSIOP Institute, as always, you can look forward to another CSIOP Student-Mentor Social (likely on Friday June 4th).

In case you’ve never attended the Student-Mentor Social, it’s a fairly informal event in which small groups of students chat with five or six academics and practitioners who work in a variety of settings within I/O Psychology and are at various stages of their careers. Ultimately, I try to find a diverse group of mentors so that, regardless of their aspirations, students walk away from the event armed with more knowledge about life in the “real world.” Besides providing a forum for students to network with a group of interesting and knowledgeable individuals working in the field, the Student-Mentor Social is a great place to network with other CSIOP student members.

I’m already looking for mentors, so if you’re coming to Winnipeg and you’re interested in being a mentor please let me know. Similarly, if you would like to recommend an academic or practitioner for the event, I would be happy to pass along an invitation on your behalf.

While on the topic of CPA, don’t forget to apply for the RHR Kendall Award for best paper by a CSIOP student member. All presentations accepted in the CSIOP program at CPA’s annual convention are eligible. Submitting a paper is a great idea for several reasons. First, it’s a good way to motivate yourself to make progress writing up your thesis or dissertation (or another line of research). Second, it’s a prestigious recognition that you can add to your CV. Last, but certainly not least, the winner receives a prize of \$1000. Papers are typically due by the end of April so stay tuned for more information about the submission requirements.

My term as the CSIOP Student Representative will be coming to an end after the CPA convention in Winnipeg. In order to announce the next representative during our section business meeting, I would like to receive all nominations by Friday May 14th. This will give me enough time to organize an election, should the need arise. Please email me at [lhamil2@uwo.ca](mailto:lhamil2@uwo.ca) if you would like to find out more about the responsibilities associated with the position, or to nominate yourself (or someone else). Serving on the CSIOP executive is an excellent opportunity to learn more about I/O Psychology in Canada and to meet and work with academics, practitioners, and students across the country.

I look forward to receiving your nominations and seeing you at the CPA convention in June!

Leah

### **Conversations: In the News**

*François Chiocchio, PhD  
Université de Montréal*

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

CSIOP members, whether they work as practitioners or in academia, are conduits of strategic knowledge valuable to individuals, teams, and organisations. Not surprisingly, we are often asked to disseminate that knowledge in mainstream media.

CSIOP now has an outlet designed to highlight members’ activities in mainstream media. A new section of our web site has been added: “CSIOP Members in the news”.

We debut with recent contributions from Guy Beaudin, Jacques Forest, Harjinder Gill, Kevin Kelloway, Dana L. Knoll, Cheryl Lamerson, Aaron Schat and Cindy Wahler.

If you wrote or were interviewed for a newspaper, trade magazine, if you participated in a radio or TV show—or as soon as you do—send me a short description, I will gladly translate and upload it on the web page. Make sure you include your name, affiliation and job title, the title of the article/show and the journalist who interviewed you. Add a sentence or two that summarises the main message.

You can find plenty of advice on the web on how to interact with the media. I suggest you start with the following two sources. The first is SIOP's take. The second is taken from a book written by a prominent Quebec business journalist and an academic.

<http://siop.org/mediadefault.aspx>

<http://www.universityaffairs.ca/how-to-talk-to-the-media.aspx>

Good luck !

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### **Conversations: Dans les nouvelles**

François Chiocchio, *PhD*  
*Université de Montréal*

Les membres de la SCPIO, qu'ils travaillent comme praticiens ou dans le milieu universitaire, sont des courroies de transmission de connaissances stratégiques qui ont de la valeur pour les individus, les équipes et les organisations. Sans surprise, on nous demande souvent de diffuser ces connaissances dans les médias grand public.

La SCPIO a maintenant un moyen de mettre en lumière les interactions de ses membres avec les médias grand public. Une nouvelle partie de notre site web vient d'être ajoutée : « Les Membres de la SCPIO qui font les nouvelles ».

Nous commençons avec les contributions récentes de Guy Beaudin, Jacques Forest, Harjinder Gill, Kevin Kelloway, Dana L. Knoll, Cheryl Lamerson, Aaron Schat et Cindy Wahler.

Si vous avez écrit ou avez été interviewé pour un journal, un magazine professionnel, si vous avez participé à une émission de radio ou de télévision, ou dès que vous l'aurez fait, envoyez-moi une courte description; je la traduirai et la placerai sur le site web. Assurez-vous d'inclure votre nom, le titre de l'article ou de l'émission et le nom du journaliste qui vous a interviewé. Ajouter une phrase ou deux qui résume le message principal.

Vous pouvez trouver quantité de conseils sur le web sur comment interagir avec les médias. Je vous suggère de commencer par ces deux sources. La première nous vient de SIOP. La seconde décrit un livre écrit par un journaliste des affaires proéminent et un universitaire.

<http://siop.org/mediadefault.aspx>

<http://www.universityaffairs.ca/how-to-talk-to-the-media.aspx>

Bonne chance !



### ***Think Before You Send: Computer Misuse and the Alberta Devon Case<sup>1</sup>***

*Erika L. Ringseis<sup>2</sup>*  
*McCarthy Tetrault LLP*

The scene is well-known to employers: an employee receives an e-mail joke or photo from another employee down the hall, has a giggle, and forwards the message to another appreciative recipient in the office, as well as a few friends at other organizations, and some relatives who would also appreciate the joke. In minutes, a complete cyber network has shared a joke and passed along a message.

Sometimes the message involves cute animals or funny expressions. Most employers allow some use of computers for personal use and such "e-funnies" are not discouraged. Sometimes the jokes are racist or sexist or the messages contain images that are pornographic, which is of concern to employers. In most organizations where employees use computers for their jobs, computer use policies place limits on personal use and prohibit inappropriate use.

A well-drafted policy can protect an employer from harassment claims and, as recent case law illustrates, can provide evidence to uphold a termination for cause. Indeed, employers in Alberta will appreciate the Court of Appeal decision in *Poliquin v. Devon Canada Corporation*<sup>3</sup> ("Devon").

#### ***The Devon Case***

Mr. Poliquin had supervisory responsibilities over other employees and was a long time employee of Devon. Mr. Poliquin had acknowledged that he had read, understood and accepted the terms of the Code of Conduct, which included specific reference to appropriate computer use. Devon permitted employees to use the computers for limited personal use but specified that the system "should not be used for sending pornographic, obscene, inappropriate or other objectionable messages or attachments via e-mail."

Mr. Poliquin violated the policy on several occasions, including forwarding pornographic e-mail as well as clearly derogatory and racist e-mails. Apart from these incidents, Mr. Poliquin was a valued employee with positive performance appraisals and exemplary performance. Nevertheless, the Court upheld Mr. Poliquin's dismissal for cause.

Although the case technically revolved around the issue of whether or not summary judgment was appropriate in the circumstances, the Court also provided strong hints as to what limited privacy should be expected by employees in the workplace. Indeed, Devon is a goldmine of quotes and valuable hints for Alberta employers. The Court specifically acknowledges an employer's right to set ethical, professional and operations standards for their workplace. The Court notes that an employee's expectation of privacy in the workplace should

be limited and computer monitoring is permissible. Further, the Court indicates that the ramifications for failure to enforce a reasonable computer use policy may be extreme and go beyond the walls of the organization. E-mail messages forwarded from work computers often carry the organization's signature and may be viewed as sent on behalf of the organization. Employers may then be liable for messages that harassing, discriminatory or even criminal in nature.

The Court states as follows:

*...In the information technology world today, e-mail can be disseminated to many inside and outside an organization with a click of a mouse. Accordingly, the harm done may well be far more serious and pervasive. This reality substantially increases the risks to employers flowing from the misuse of their equipment and Internet access for improper purposes. For these reasons, an employer is entitled not only to prohibit use of its equipment and systems for pornographic or racist purposes, but also to monitor an employee's use or the employer's equipment and resources to ensure compliance.*

#### **Hints for Employers & Policy Drafters**

The Devon case is of value to Alberta employers and clearly supports the employer's right to manage the workplace and enforce reasonable policies. Further, the case provides some insight into appropriate policy creation and management. Some key points and lessons arise out of the issues addressed or touched upon in the Devon case:

- A computer use policy is essential and should set limits on appropriate personal use;

- The computer use policy, like all policies, should be carefully drafted and subsequently reviewed to ensure its continued applicability and validity;
- All employees should receive copies of the policy and acknowledge their receipt and understanding of the policy;
- Periodic reminders of the terms and conditions of the policy are prudent, which may include requiring clicking on an acceptance box before employees are granted computer access;
- In order to enforce the computer use policy, some level of monitoring and invasion of privacy may be defensible;
- There is a limit on what privacy may be expected in the workplace;
- All employees, including supervisors, should be held to the same standards and expected to adhere to the computer use policy; and
- Violations of policy should not be taken lightly; computer misuse can have widespread, detrimental and unanticipated consequences for an organization.

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1. Please note that an earlier version of this paper appeared in the LEQ produced by McCarthy Tétrault LLP.

2. Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her LLB. from the University of Calgary. She is currently an associate lawyer in the labour and employment group of McCarthy Tétrault LLP in Calgary. Erika can be reached at eringseis@mccarthy.ca, but please do not send any pornographic or inappropriate jokes!!!

3. 2009 ABCA 216.



## *Your Career Starts Here!*

### **Canadian Tire Corporation Job Description**

#### **Leadership Consultant □ 10 Month Contract**

Canadian Tire offers employees a wealth of challenging and rewarding career opportunities. We are a successful and growing company that values diversity and innovative thinking, and fosters a culture of performance and accountability. We invest in the growth and development of our employees by offering a wide range of career paths, comprehensive training and leadership development opportunities. We reward our employees with a unique mix of benefits from store discount to flexible health to profit-sharing. Our employees are passionate owners of our company who help build our reputation as one of the best places to work in Canada.

Join our talented team of over 50,000 employees and develop your career through our broad and diverse group of businesses which include, Canadian Tire Corporation, Canadian Tire Retail, Canadian Tire Associate Stores, Canadian Tire Petroleum, PartSource, Canadian Tire Financial Services and Mark's Work Wearhouse.

#### **Position Summary:**

We are currently seeking a Leadership Consultant for a 10-month, full-time contract position. The Leadership Consultant will be accountable for:

1. Developing and piloting a Store Leadership Assessment survey.
2. Developing a Leadership/Competency model for all levels of store employees along with support materials for various HR functions.
3. Researching, documenting and developing a compelling Employee Value Proposition and tools for Canadian Tire Dealers to use in their recruitment and selection process.

#### **Responsibilities:**

- Develop, pilot, and support the implementation of the three key components of this contract.
- Collaborate with an external firm to deliver on the Store Leadership Assessment survey.
- Collaborate with others, including the Canadian Tire Dealer Association OD Committee and corporate stakeholders on program enhancements and measurements.
- Conduct best practices and research studies to ensure the development of leading edge solutions for Canadian Tire Corporation Ltd.
- Act as an ambassador for on-going development and learning at the store level.
- Contribute to the overall effectiveness of CTU.

#### **Minimum Qualifications:**

- Post-Graduate Degree in the area of: Industrial/ Organizational Psychology, Organizational Development, Business Management, Human Resources, Adult Learning or an equivalent combination of education, training, and experience.
- Qualifications to evaluate program effectiveness.
- Strong working knowledge of best practices/research related to leadership development.

#### **Key Competencies/Skills:**

The ideal candidate would demonstrate the following primary knowledge, skills, and abilities:

The **Williams School of Business** at *Bishop's University* is currently seeking to fill a position in its **Management** area. Pending budgetary approval, this would be a **tenure track position** at the level of Assistant Professor. Candidates with a background and ability to teach in one or more of the areas of strategy, general management and human resources management will be considered. Applicants are expected to possess or be nearing completion of a PhD, DBA or related degree in their area of expertise to be appointed at the level of Assistant Professor. The candidate must show strong potential for teaching, research and scholarship consistent with the mission of the University and the discipline of expertise. The appointment would commence in July 2010 if budgetary approval from the University is received. We also invite those interested in a 10 month **limited-term position (sessional)** for the same topics in **Management** to apply. For this position candidates would need to possess at minimum a relevant Master's degree in the area of teaching, along with relevant experience.

The Williams School of Business is committed to its increasing success at providing faculty with a vibrant and supportive environment in which to excel at teaching, research and professional activity. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents. All qualified candidates are encouraged to apply. Bishop's University is committed to employment equity and encourages applications from women, aboriginal people, people with disabilities and visible minorities. Applicants wishing to receive consideration should send their materials to the Dean by March 1, 2009. The selection process will continue until the approved position(s) is filled.

Please send application, curriculum vitae, and three letters of recommendation to:

Dr. Steve Harvey, Dean  
Williams School of Business  
Bishop's University, Sherbrooke, Quebec  
J1M 1Z7

Fax No. (819) 822-9720  
Phone No. (819) 822-9622  
Email: [sharvey@ubishops.ca](mailto:sharvey@ubishops.ca)



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## 2009-2010 EXECUTIVE

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University of Guelph

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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.