

# The Canadian Industrial & Organizational Psychologist

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

I hope that all of you are well. This is my last newsletter article as Chair of CSIOP. I have enjoyed my year in this role working with the executive and representing your interests within the Canadian Psychological Association and the broader community. For my last remarks I will take you back to my first newsletter and the priorities that I had set for my year as chair. I will also give you an update on our recent Long Range Planning meeting that was held on March 26 in Guelph. On a more personal note I will share my reflections on my year as chair. Hopefully, this will give you some insight into the role and serve as information to encourage you to consider the chair role in the future or other executive positions.

Last June I identified two priorities. The first was to encourage all of you to support CSIOP by contributing and attending the

CPA convention in Winnipeg. The second was to increase the role and visibility of CSIOP with related associations. With respect to the convention the contributions were down from last year but the topics that have been confirmed look very interesting. My thanks to all of you who submitted papers and posters. Your support for the dissemination and discussion of Canadian I/O research is strongly appreciated. With respect to attendance at the convention, I am hoping that many of you will attend. The success of the convention reflects both the quality of the contributions and the number of attendees. Please show your support for CSIOP by going to Winnipeg in June!

As mentioned in the last newsletter, we have made some initial progress in establishing stronger relations with SIOP and CCHRA. In addition, Francois will be working to establish connections with our Quebecois colleagues (SQPTO) and the Project Management Institute (PMI). It is my hope that these initial connections will develop into strong relationships in the future. I can also say that my involvement in the Health Action Lobby (HEAL) has allowed me to build relationships with CPA and other health care professional associations that I hope will translate into future collaborations. Although we still have not heard about final funding for our submission, the project has been provisionally approved by Health Canada's Research Ethics Board. I can't tell you how much I had been hoping to say that we are approved in at least one of my newsletters. I hope to have an announcement about the outcome at the convention.

As most of you know, the long-range planning meeting plays an important role in establishing the medium and long-term goals of CSIOP. The meeting this year was productive and fun. It also confirmed for me that CSIOP functions well because

of the critical role of volunteers. My heartfelt thanks to the executive members for their hard work and contributions to the health of the section.

One of the CSIOP priorities pertains to increasing the awareness of I/O Psychology and membership in CSIOP. David Stanley and I shared our presentation introducing I/O Psychology and CSIOP to undergraduate Psychology students with the executive. Many of us plan to present this to senior undergraduate Psychology students as part of career events to create awareness and hopefully encourage some of them to pursue a career on our field.

As my year comes to a close, I have been reflecting on my experience as chair. Over the past 10 months it has become clear to me that CSIOP really is the face of I/O Psychology in Canada. From CPA's request for our involvement in the HEAL project, to media requests for opinions on workplace issues and student inquiries about I/O Psychology, I realized that CSIOP is relevant and an important source for information to the community. Through my involvement with CPA on the HEAL project I also became aware of the considerable efforts demonstrated by Karen Cohen (CPA - Executive Director) and Lisa Votta-Bleeker (CPA - Associate Executive Director) to advance the cause of Psychology in Canada and in this case I/O Psychology to support the health and well-being of health care professionals. In know that historically we have questioned the benefit of being a part of CPA, however, this experience has shown me that CPA plays a significant role building relationships with many other organizations and as a lobbyist in Ottawa. Finally, this experience affirmed the important role that a strong team plays in organizational success. As Kevin said at the AGM last year (with my paraphrasing), the executive functions so well that the chair does not have to do too much. I certainly felt supported by the executive in my role, which made it more than manageable and a very rewarding experience.

I hope to connect with each of you in Winnipeg.

Best,

Peter



**CSIOP Membership**

*Deborah Powell, PhD*  
*University of Guelph*

We have had 17 new members join CSIOP since January 2010. Welcome to all of our new members – I hope to see many of you at the conference in June!

***Full and Affiliate Members***

Carol Arnold-Schutta	Bastiaan Heemsbergen
Kenneth Curtis	Michael Smith
Ann Foster	

***Student Members***

Julie Campbell	Tammy Kondratuk
Nicole Cornell	Mathew McLarnon
Shannon Cunningham	David Paradis
Mark Davis	Xiyu Shi
Gina Gaul	Amanda Williams
Vineeth John	Debra Wilson

At our long range planning meeting in March, some of the CSIOP executive were curious about the provincial breakdown of our membership. Of the 312 CSIOP members, we have 33 from Alberta, 20 from British Columbia, 6 from Manitoba, 6 from New Brunswick, 2 from Newfoundland, 18 from Nova Scotia, 166 from Ontario, 1 from PEI, 37 from Quebec, and 7 from Saskatchewan. We also have 10 members living in the United States and 6 members in other countries, including: India, Singapore, Finland, United Kingdom, United Arab Emirates, and Jamaica.



**CSIOP News Items**

*Arla Day, PhD*  
*Saint Mary's University*

After a prolonged hiatus from writing the CSIOP news items column (aka the "gossip column"), it is good to be back at it! We have had a flurry of good news for I/O psychologists in Canada....

Congratulations to Pat Rowe, who is receiving an honorary degree of Doctor of Science Honoris Causa at Saint Mary's University in their May convocation. The I/O contingent at SMU couldn't be more pleased!

Sandy Hershcovis received tenure and promotion to Associate Professor at U of Manitoba.

Several people just heard that they received SSHRC funding this year: Deborah Powell (U of Guelph); Francois Chiochio at the (U de Montréal; Kevin Kelloway, SMU, as co-investigator); Michael Leiter (Acadia) just received his 10th consecutive SSHRC (yes, that is a total of 30 years of SSHRC funding... Not too shabby, Michael!) Congratulations to all!

Brenden Sommerhalder (MSc student at SMU) received a NS Health Research Foundation student award for his research on healthy workplaces and pandemic planning.

Saint Mary's will be graduating its first I/O psychology PhD student: Congratulations to Dr. Bernadette Gaten for her successful defence of her dissertation entitled: An Investigation into the Relationship between Perceptions of Safety Climate and Organizational Justice (Supervisor- Dr. Mark Fleming)

Guelph is delighted to welcome new hire Gloria González-Morales who started on May 1st. Gloria's research examines coping, work-life interface, the positive perspective on the study of occupational stress, and multilevel issues in I/O Psychology.

### Conferences

SIOP recently hosted its 3rd largest conference ever... almost 4000 delegates registered for the conference in Atlanta. SIOP is heading to Chicago next year (April 14-16). Papers are due in September.

A small, but dedicated (!) contingent of Canadian I/O Psychology faculty and students graced the European Association of Occupational Health Psychology conference in Rome (I know... the sacrifices we make to further Canadian I/O psychology across the globe).

Upcoming conferences in Canada... In addition to CPA in Winnipeg (June 3-5), the Academy of Management will be held in Montreal, August 6-10th.

If you want to travel abroad this summer... first head to Amsterdam, June 14-17, for the ICOH-WOPS Conference: The Changing World of Work. You can spend a week traveling at your leisure and then head to Sheffield, UK for the International Conference on Work, Well-being, and Performance (June 29-July 1).

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. Hope to see you in Winnipeg in June!



### Conference Update Kibeom Lee, PhD University of Calgary

As you all know, the CPA convention will be held at the Delta hotel in Winnipeg, Manitoba, from June 3rd to 5th (<http://www.cpa.ca/convention/>). Early registration is due May 3rd, so please don't miss it!

I am pleased to provide the entire I/O related events in Winnipeg. I will list them below by dates. Hope to see you all in Winnipeg!

### June 2nd (Wednesday) – CSIOP Institute

Managing talent to make a difference [Chair: Dr. Neil Fassina of the Asper School of Business at the University of Manitoba]

*Location:* Asper School of Business, University of Manitoba

*Time:* 2:00 PM to 5:00 PM

### Speakers

**Dr. Raymond Lee**

*Managing the Major Risk Factors of Burnout in the 21st Century.*

**Dr. Nick Turner**

*Safe by design? How empowerment can promote workplace safety.*

**Dr. Krista Uggerslev**

*What is behind the "War for Talent?"*

**Dr. Neil Fassina**

*The third dimension of promotability.*

A question and networking event will follow the presentations.

*Registration fees for this event are being covered by the Asper School of Business.*

*Please RSVP to Neil Fassina before May 15th:*

*neil\_fassina@umanitoba.ca*

### June 3rd (Thursday)

**4:00 PM to 4:55 PM:** Round-Table Conversation Session: Evidence-Based Management: Preaching to the Choir and Preparing for the Crusades (Blake Jelley)

(continued)

## June 4th (Friday)

10:00 AM to 11:25 AM: Invited Symposium: Emerging research on workplace aggression (Drs. Sandy Hershcovis, Laurie Barclay, Kara Arnold, Arla Day, Tara Reich)

12:30 PM to 2:25 PM: Invited Workshop: The art and science of employee surveys (Peter Hausdorf)

2:30 PM - 3:30 PM: Invited Speaker: The role of emotions in employee and organizational health: A social exchange theory perspective (Lois Tetrick)

**\*\*4:30 PM to 6:00 PM: CSIOP Student-Mentor Social  
Location: Shannon's Irish Pub**

**\*\*7:00 PM to 9:00 PM: Joint I/O Military Social  
Location: Officer's Mess, HMCS Chippawa**

## June 5th (Saturday)

8:00 AM to 8:55 AM: Section Business Meeting

10:00 AM to 11:55 AM: I/O Poster session

1:00 PM to 2:25 PM: Symposium: Personality research in Industrial/Organizational Psychology (Leah Hamilton, Pylin Chuapetcharasopon, Stephen Risavy, Thomas Oliver, Thomas O'Neill)

2:30 PM to 3:25 PM: Section Keynote: Legal briefs: An overview of the law for I/O psychologists (Erika Ringseis)



### Student Update

*Leah Hamilton,  
The University of Western Ontario*

It's a busy time of year for the CSIOP Executive as we finalize plans for the upcoming CPA convention in Winnipeg.

Let me draw your attention to two events at this year's convention that you don't want to miss.

The first is a symposium on Saturday June 5th at 1:00pm. Entitled 'Personality Research in Industrial/Organizational Psychology: Recent Empirical Findings and Theoretical Issues,' this symposium features four graduate students in I/O Psychology: Pylin Chuapetcharasopon, Thomas Oliver, Thomas O'Neill, and Stephen Risavy.

The second is the annual CSIOP Student-Mentor Social. For those of you who have not had the pleasure of attending this event in the past, here is a brief primer: Each year

# 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

at CPA's annual convention, CSIOP hosts a mentorship event during which graduate students in I/O psychology have a chance to interact with academics and practitioners in an informal setting. The mentors answer questions and offer advice about a variety of issues, including (but certainly not limited to): how to get the most out of graduate school, how to land that job you've always wanted, and what to expect in the "real world." In addition to networking with an amazing group of academics and practitioners in the field, the mentoring event is a great opportunity to bond with your fellow I/O students. Over the years, the CSIOP Student-Mentor Social has truly become one of the highlights of the convention (did I mention the free refreshments?).

The CSIOP Student-Mentor Social will take place on Friday June 4th from 4:30 until 6:00pm at Shannon's Irish Pub. Shannon's is conveniently located in the basement of the conference hotel complex. The mentoring event will be followed by the CSIOP-Military Social at 6:30.

As always, we have a stellar line-up of mentors:

Dr. Lois Tetrick is the Director of the Industrial and Organizational Psychology Program at George Mason University. Dr. Tetrick's research interests are in the areas of occupational health and safety, occupational stress, and the work-family interface. She also researches psychological contracts and the exchange relationship between employees and their organizations. As CSIOP's invited speaker at the 2010 CPA convention, Lois will be delivering a talk entitled "The Role of Emotions in Employee and Organizational Health: A Social Exchange Theory Perspective."



### **Student-Mentor Social**

4:30 – 6:00pm  
Friday, June 4th

Shannon's Irish Pub  
175 Carlton Street

*Located less than 200m east of the conference hotel  
(in the basement of the Delta complex)*

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

### **Directions from the Delta**

Head east on St. Mary Ave. (toward Edmonton St.).  
Turn right at Carlton St.  
Shannon's Irish Pub will be on your left.

Dana Knoll is an Employment Evaluation Specialist at Manitoba Hydro. Dana began working with Manitoba Hydro as an internship student while completing her M.A. in Industrial/Organizational Psychology at the University of Guelph, and has continued to work for the corporation in a full-time capacity since her graduation in 2007. In her role, Dana specializes in job analysis, personnel assessment, and the development and evaluation of selection procedures.

Dr. Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her law degree from the University of Calgary. She is currently an associate lawyer in the labour and employment group of McCarthy Tétrault LLP in Calgary. As CSIOP's keynote speaker at the 2010 CPA convention, Erika will be delivering a talk entitled "Legal briefs: An Overview of Law for the I/O Psychologist."

Dr. François Chiocchio is an Associate Professor in the Industrial and Organizational Psychology program at the Université de Montréal. His research focuses on projects, teamwork, and collaboration. François also has strong management experience that stems from managing his own consulting firm and having worked in the Canadian federal public service as a project manager.

Dr. Neil Fassina is an Associate Professor and Department Head at the Asper School of Business, University of Manitoba. He received his Ph.D. in Organizational Behaviour and Human Resource Management from the Rotman School of Management at the University of Toronto. Neil is also a Certified Human Resource Professional (CHRP). Neil teaches effective negotiation strategies, strategic thinking, decision making, and high performance human resource practices to undergraduates, MBAs, and employees of all levels in private, public, and non-profit organizations. Neil's research is designed to help practicing managers negotiate and make decisions more effectively. Neil also conducts research on effective recruitment and on-boarding processes.

If you're planning to attend the mentoring event (or would

like more information), please email me at lhamil2@uwo.ca by Friday May 28th.

See you in Winnipeg!

Leah



### **Conversations: Going Global**

*François Chiocchio, PhD  
Université de Montréal*

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

Pick any recent journal. Choose any article on I/O psychology. Chances are the article will start by asserting that globalization is creating changes for individuals, teams or their organization. Whether these changes generate threats or opportunities depends on many factors. My personal view is that if one is proactive, change is an opportunity for growth.

Recently, I was fortunate to be involved in some international activities as a member of CSIOP executive. My column will discuss 2 topics: Other associations and CSIOP's place in the world.

### **Other associations**

As you probably know, Gary Latham, past president of SIOP, spearheaded an international alliance in 2010 between SIOP and two other major associations: the European Association of Work and Organizational Psychology (EAWOP / www.eawop.org) and the International Association of Applied Psychology (IAAP / www.iaapsy.org). The alliance's mission is to support

and advance organizational psychology in the global world and to foster new applications to improve the quality of working life.

Before discussing SIOP's and CSIOP's role in this alliance, a brief presentation of both associations is on order.

Founded in 1920, IAAP is the oldest international association of psychologists. Its 1,500 members from 80 countries aim at promoting the science and practice of applied psychology and to facilitate interaction and communication about applied psychology around the world. Interestingly, its official languages are English and French. Division 1—now 30 years old—is home to work and organizational psychology.

Founded in 1991, EAWOP's mission is twofold : promote and support the development and application of work and organizational psychology in Europe, and facilitate links between scientists and practitioners working in this field across Europe. Tellingly, EAWOP thrives on diversity—political, cultural, and linguistic—to engage in boundary spanning in order to understand and unite intellectual communities that populate the I/O landscape.

Both associations accept international members and student members. In addition, both publish scientific journals and organize conferences. IAAP publishes *Applied Psychology: An International Review* as well as *Applied Psychology: Health and Well-Being*. IAAP has an conference every four years. The next one is in Melbourne this summer. EAWOP publishes the *European Journal of Work and Organizational Psychology* and holds its conference bi-annually every odd year. It is in Maas-tricht this year.

Since the alliance, SIOP's International Affaires Committee is has seen a dramatic shift in its mandate. As Alexander Alonso, Chair of the committee, pointed out during the "Birth of International Affaires Committee" presentation at SIOP 2010 in Atlanta, its main activity was to organize an international reception at SIOP annual conference. No longer a sub-committee reporting to the Professional Practice Committee, International Affaires is now an established committee reporting to SIOP's External Relations Officer. Its new primary responsibilities are to support the alliance, contribute to TIP, seek sponsors for the international reception, and establish collaborative opportunities with international community. As Alex told me, the aim of the committee is to keep its fingers on the pulse of international affiliates and their needs.

To do so, 4 sub-committees exist. The Reception group's mandate is to hold a successful International Reception that provides consistent networking; establish forums and venues for information sharing and research collaboration, and keep momentum of the Alliance going. The Visibility / publications group's mandate is to heighten awareness within international communities of the role and value of I-O psychology in improving productivity and well-being in the workplace, and increase collaboration and exchange of ideas with non-North American I-O professionals via publication venues. The Con-

ference group's aim is to establish a forum to build relationships among practitioners and researchers interested in performance management and the advancement of cross-cultural research involving HR strategy at SIOP, EAWOP, and IAAP. Finally, the Collaborations group's mandate is to develop opportunities for collaboration with sister associations IAAP, EAWOP and CSIOP, and pursue projects prioritized according to mutual interests.

### CSIOP's place in the world

Coming back to my position on change as either a threat or an opportunity, I believe CSIOP's situation may lie uncomfortably between the two.

Thinking of threats, the SIOP-IAAP-EAWOP alliance does not include CSIOP. In addition, SIOP's International Affaires Committee is not unaware of CSIOP, but its membership is drawn from SIOP volunteers. Many CSIOP members volunteer in SIOP but it is not necessarily done with a CSIOP voice. I believe it is as if CSIOP is not seen as "international" or sufficiently different from SIOP to hold a unique point of view.

### What can we do?

Viewing our situation as an opportunity, I think we should be involved in the next round of discussions on alliances. In addition to SIOP, IAAP and EAWOP, there are other smaller associations around the world including CSIOP. We should work to make sure we take our place. This is obviously a long-term goal that will involve "introspection" to identify what is distinctive about I/O psychology in Canada and what could be Canada's role in supporting organizational psychology internationally and fostering new applications to improve the quality of working life.

In the meantime, I think CSIOP members should get involved within SIOP, IAAP or EAWOP's various international committees and make our voices heard. For example, at the "Birth of International Affaires Committee" presentation, CSIOP was mentioned under the Collaboration group because its chair, Walter Reichman (an IAAP member), took the initiative to contact CSIOP's executive. That is how Peter Hausdorf and I got an opportunity to have CSIOP's voice heard. We are now in the loop and volunteering in the International Affaires Committee—as I have decided to do—will hopefully contribute to CSIOP's voice.

I hope you also see that going global is an opportunity for CSIOP to grow, as long as we are proactive. I would be thrilled if other CSIOP members would like to get involved and volunteer in some capacity. Don't hesitate to contact me should you be interested.

François Chiocchio  
f.chiocchio@umontreal.ca

## **Conversations: Pensons mondialisation**

François Chiochio, *PhD*

*Université de Montréal*

Prenez n'importe quelle revue scientifique récente. Choisissez n'importe quel article. Vous verrez que l'article commence probablement en affirmant que la mondialisation amène des changements pour les individus, les équipes ou leur organisation. Que ces changements soient des menaces ou des opportunités dépend de plusieurs facteurs. Personnellement, je crois que si on est proactif, le changement offre une opportunité de croissance.

Récemment j'ai eu la chance de m'impliquer dans certaines activités internationales. J'aimerais donc aborder deux thèmes : d'autres associations et la place de la SCPIO dans le monde.

### **Autres associations**

Vous savez sans doute que Gary Latham, le président de SIOP a concrétisé une alliance avec deux autres associations : La

European Association of Work and Organizational Psychology (EAWOP / [www.eawop.org](http://www.eawop.org)) et la International Association of Applied Psychology (IAAP / [www.iaapsy.org](http://www.iaapsy.org)). L'alliance a comme mission de soutenir et de faire avancer la psychologie organisationnelle sur le plan international et de favoriser de nouvelles applications visant à améliorer la qualité de la vie au travail.

Avant de discuter du rôle de SIOP et de la SCPIO dans cette alliance, une brève présentation des autres associations est pertinente.

Fondée en 1920, l'IAAP est la plus ancienne organisation internationale de psychologues. Avec 1,500 membres dans 80 pays, elle vise à promouvoir la science et la pratique de la psychologie appliquée et à faciliter l'interaction et la communication à ce sujet de par le monde. Il est intéressant de noter que cette association a comme langues officielles l'anglais et le français. La « division 1 », vieille de 30 ans, est le lieu de la psychologie organisationnelle.

Fondée en 1991, la mission de l'EAWOP est à deux volets : promouvoir et soutenir le développement et l'application de la psychologie du travail et des organisations et faciliter les liens entre les scientifiques et les praticiens qui travaillent dans ces domaines en Europe. Il faut dire aussi que l'EAWOP s'épanouit en se fondant sur la diversité, tant politique, culturelle que linguistique, pour s'engager dans des activités d'unification des divers collectivités intellectuelles qui peuplent la géographie du domaine de la psychologie industrielle et organisationnelle.

Chaque association accepte des membres internationaux et des étudiants. De plus, chacune publie ses revues et organise des conférences. L'IAAP publie *Applied Psychology: An International Review* ainsi que *Applied Psychology: Health and Well-Being*. L'IAAP a une conférence tout les 4 ans. La prochaine est à Melbourne cet été. L'EAWOP publie le Euro-

pean Journal of Work and Organizational Psychology et tiens une conférence bi-annuelle chaque année impaire. Elle a lieu à Maastricht cette année.

Depuis l'alliance, le International Affairs Committee a vu son mandat changer. Comme l'a souligné son président Alexander Alonso lors de la présentation « Birth of International Affairs Committee » à la conférence annuelle de SIOP 2010 à Atlanta, sa principale activité était d'organiser une réception internationale au congrès annuel. Étant passé d'un sous-comité se rapportant au Professional Practice Committee, le International Affairs est maintenant son propre comité sous le External Relation Officer de SIOP. Ses nouvelles responsabilités sont de soutenir l'alliance, contribuer à TIP, trouver des commanditaires pour la réception internationale et susciter des occasions de collaboration avec la communauté internationale. Comme Alex me le mentionnait, le but du comité est rester au fait des affaires internationales et de répondre aux besoins de ses associations.

Pour y arriver, quatre sous-comités existent. Le groupe Réception a comme mandat de tenir une réception internationale qui favorise le réseautage, d'établir des forums pour partager de l'information et de susciter des collaborations de recherche, et garder l'enthousiasme suscité par l'alliance. Le groupe Visibilité et publication a comme mandata de sensibiliser l'international au rôle et de la valeur de la psychologie industrielle et organisationnelle pour maximiser la productivité et le bien-être et de favoriser les échanges d'idées entre professionnels non-nord-américains par le truchement de publications. Le groupe Conférences établit un forum pour bâtir des relations entre praticiens et chercheurs qui s'intéressent à la gestion du rendement et à l'avancement des recherches trans-culturelles qui impliquent les stratégies en RH à SIOP, EAWOP et IAAP. Enfin, le mandat du groupe Collaborations est de développer des occasions de collaborer avec des organisations sœurs comme IAAP, EAWOP et la SCPIO, et de prioriser des projets aux objectifs communs.

### **La place de la SCPIO**

En revenant à mon opinion concernant le changement en tant que menace ou opportunité, je crois la SCPIO est inconfortablement située entre les deux.

Du point de vue des menaces, l'alliance SIOP-IAAP-EAWOP n'inclut pas la SCPIO. De plus, le International Affairs Committee de SIOP n'est pas ignorante de la SCPIO, mais ses membres proviennent de SIOP. Plusieurs membres de la SCPIO sont bénévoles dans SIOP, mais sans nécessairement le faire avec une voix qui fait entendre la SCPIO. Je crois que c'est comme si la SCPIO n'est pas considérée comme « internationale » ou suffisamment différente de SIOP pour avoir son propre point de vue.

### **Que pouvons-nous faire?**

En considérant notre position comme une opportunité, je pense que nous devrions nous impliquer dans les prochaines rondes de discussions d'alliance. En plus de SIOP, IAAP et EAWOP,

d'autres associations plus petites existent de par le monde, incluant la SCPIO. Nous devrions travailler afin d'assurer que nous prenions notre place. Il s'agit bien-sûr d'un objectif à long terme qui nécessitera une « introspection » qui identifiera ce qui est singulier de la psychologie industrielle et organisationnelle au Canada et ce qui pourrait être le rôle du Canada pour soutenir psychologie organisationnelle sur le plan international et de favoriser de nouvelles applications visant à améliorer la qualité de la vie au travail.

D'ici là, je crois que les membres de la SCPIO devraient s'impliquer dans les divers comités internationales de SIOIP, de l'IAAP et de l'EAWOP de manière à faire entendre notre voix. Par exemple, lors de la présentation « Birth of International Affairs Committee » la SCPIO a été mentionnée dans le cadre du groupe Collaborations parce que son président, Walter Reichman (un membre de l'IAAP), à eu l'initiative d'entrer en communication avec l'exécutif de la SCPIO. C'est comme ça que Peter Hausdorf et moi avons eu l'opportunité de faire entendre la voix de la SCPIO. Nous sommes maintenant sur la touche et être bénévole au sein du International Affairs Committee, comme j'ai choisi de le faire, contribuera à ce que la voix de la SCPIO, espérons-le, se face entendre.

J'espère que vous considérez comme moi que de penser mondialisation est une occasion de croissance pour la SCPIO, en autant que nous soyons proactifs. Je serais très heureux si d'autres membres de la SCPIO s'impliquaient et faisaient du bénévolat sous une forme ou une autre. N'hésitez pas à entrer en communication avec moi si cela vous intéresse.

François Chiocchio  
f.chiocchio@umontreal.ca

**Seeing Double: Parental Leaves for Parents of Twins**  
Erika L. Ringseis<sup>1</sup> & Toni Eckes<sup>2</sup>  
~~McCarthy Tetraault LLP~~

“Congratulations, you’re pregnant.” These are some of the most exciting words that an expectant parent will ever hear, but news of this nature often brings with it a host of employment-related questions as Mom and Dad start preparing for the big day and making arrangements for taking time off work in order to welcome their new addition into the world.

Every province and territory in Canada has statutory provisions governing parental and pregnancy rights, including maternity, parental and adoption leave. The purpose of maternity leave is to allow mothers to take time off work following the birth of a child. Similarly, parental and adoption leaves are designed to provide either or both parents with time to spend with their newborn or new adopted family member. Whether an individual qualifies for this type of statutory leave or not depends on how long they’ve worked for the same employer. This varies across Canada, with no specific service requirement in British Columbia, New Brunswick and Quebec, to twelve months in Alberta, Nova Scotia and the three territories.

The following is a chart of what employees are legally entitled to and the notice they must provide in every jurisdiction in Canada:

<b>Province</b>	<b>Maternity Leave (in weeks)</b>	<b>Parental Leave (in weeks)</b>	<b>Adoption Leave (in weeks)</b>	<b>Written Notice to Employer before Departing (in weeks)</b>
Federal	17	37	37	4
Alberta	15	37	37	6
British Columbia	17	37	37	4
Manitoba	17	37	37	4
New Brunswick	17	37	37	2
Newfoundland and Labrador	17	35	52	2
Northwest Territories	17	37	37	4
Nova Scotia	17	52	52	4
Nunavut	17	37	37	4
Ontario	17	37	37	2
Prince Edward Island	17	35	52	4
Quebec	18	52	52	3
Saskatchewan	18	37	52	4
Yukon	17	37	37	4

These statutory leaves are unpaid, but the employee is entitled to return to their position or a similar position after the leave has ended.

### Employment Insurance Benefits

During maternity leave, eligible employees may receive employment insurance (“EI”) maternity benefits for 15 weeks. In addition, EI parental benefits are payable either to the biological or adoptive parents while they are caring for a new-born or an adopted child, up to a maximum of 35 weeks. In order to qualify for maternity or parental benefits, an applicant must show that: (a) their regular weekly earnings have been decreased by more than 40%; and (b) they have accumulated 600 insured hours in the last 52 weeks or since their last claim. This period is called the qualifying period. There is also a two-week unpaid waiting period before employment insurance benefits will begin to be paid. Unlike most EI recipients, applicants for maternity and/or parental benefits do not have to complete bi-weekly reports in order to receive their payments.

### “Double the Trouble” or “Twice as Nice”?

So this all sounds fairly straightforward, right? Well what about the fortunate (but no doubt exhausted) parents who have been blessed with twins? Are they also limited to 35 weeks of employment insurance parental leave coverage? It used to appear that way, but in a recent groundbreaking decision referred to as the “twins case” the Employment Insurance Board of Referees has set the stage for each parent who qualifies for employment insurance benefits to be able to make a separate 35-week parental leave claim per child where there is a multiple birth.

In *Martin v. Canada Employment Insurance Commission* (Board of Referees No. 09-0129, September 14, 2009, unreported), the board acknowledged that both parents in multiple birth families experience an interruption in earnings as a result of their children’s births and therefore both should be entitled to receive up to 35 weeks of employment insurance parental leave covered. This replaced the previous policy whereby parents of twins could at most split one 35-week parental leave

claim.

Shortly after Christian Martin and Paula Critchley welcomed their twin baby girls into the world, Mr. Martin applied for EI benefits but was denied on the basis that the Employment Insurance Act only recognized one 35-week parental leave claim resulting from a “single pregnancy” irrespective of whether there are multiple children for whom each parent could potentially make a claim. As Ms. Critchley has already been awarded a 35-week claim, Mr. Martin was told that they were not eligible to ask for anything more.

Mr. Martin appealed to the Employment Insurance Board of Referees to argue what he felt was an incorrect and unfair interpretation of the Act. In allowing his appeal, the board recognized the enormous challenges and economic costs involved in caring for two newborns, and accepted Mr. Martin’s argument that the relevant section of the Act allows benefits based on the claimant’s status as a “claimant” and is not restricted by a combined claim by both parents. Ultimately, the board decided that although s. 12(4) of the Act does not specifically refer “to a claimant” but rather a “single pregnancy,” the only reasonable and fair interpretation of this section is that each eligible claimant is entitled to a maximum 35 weeks of insurance coverage for one or more children resulting from a single pregnancy.

This decision has been appealed to an employment insurance umpire and a decision is expected to be rendered later this year, but if it stands it will represent a welcome interpretation “double trouble” for expectant parents all across Canada.

Our hats are off to those parents who are able to read this entire article without falling into a sleep deprived stupor.

Should you have any further questions on this or any other Labour and Employment related topic, the authors can be reached at [eringseis@mccarthy.ca](mailto:eringseis@mccarthy.ca) or [teckes@mccarthy.ca](mailto:teckes@mccarthy.ca).

*1. Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University before obtaining her law degree from the University of Calgary. When she isn't a Labour and Employment lawyer in Calgary, she spends her time with her three children, being thankful that she was not “blessed” with twins (regardless of the EI “bonus”).*

*2. Toni Eckes is an articling student with the Labour and Employment Group in Calgary and is similarly grateful that she does not currently have twins, or any children yet for that matter, since she enjoys occasionally sleeping.*

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**Join Us for the Joint CSIOP / Military Social**

**Location: Officer’s Mess, HMCS Chippawa**

**Time: 7:00 PM to 9:00PM**

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It's the experience of a

lifetime

opportunities • training • advancement • recognition

Shoppers Drug Mart is one of the most recognized and trusted names in Canadian retailing. The Company is the licensor of full-service retail drug stores operating under the name Shoppers Drug Mart (Pharmaprix in Québec). With over 1,000 Shoppers Drug Mart and Pharmaprix stores operating in prime locations in each province and three territories, the Company is one of the most convenient retailers in Canada.

At Shoppers Drug Mart, we have always remained true to our belief that the root of our success lies with our people. We pride ourselves on the quality and commitment of our employees who thrive on exciting challenges.

## **MANAGER, ORGANIZATIONAL DEVELOPMENT**

### **SUMMARY**

The Manager of Organizational Development – Retail is responsible for creating programs to support the business in developing its leaders, planning for and developing future leaders of the organization and supporting the organization in delivering extraordinary results by increasing organizational capabilities.

### **DUTIES AND RESPONSIBILITIES**

- Establishes and enhances talent management tools and activities to ensure the organization is well positioned to monitor, manage and leverage its leadership pipeline and ensure appropriate development activities are in place for key talent. Collaboration with Retail Talent regarding workforce planning.
- Develops and uses appropriate metrics and reports to provide analysis, trends and interpretation to inform and enhance retail talent management, provide a fact-based platform for leadership development planning and ensure the desired application of the performance management process in achieving key business goals and outcomes.
- Research, design, develop and execute processes, policies and programs by which organizational development and talent management needs are met and exceeded.
- Chair Retail Talent Management Committee to facilitate decision making, ensure organizational input and maximize effectiveness of organizational development initiatives.
- Assess and report on current and future talent needs based on organizational strategy and direction.
- Effectively partner with Learning and Development to devise leadership development and accelerated pipeline strategies and processes for critical retail leadership roles.

- Effectively partner with Retail Human Resources to execute Retail Talent Management strategies, tactics and processes.
- Support LMS implementation in relation to competencies, talent profiles etc.
- Support Organizational Development projects and communications.
- Consult in the areas of change management and communications.
- Other duties as assigned.

## **QUALIFICATIONS**

- CHRP Designation.
- Post graduate studies in Organizational Development or Adult Education; Additional education and certification in assessment methodologies, coaching, or a related field would be considered an asset.
- The ideal candidate will be an experienced professional who possesses a minimum of 7-10 years experience in the field of HR with an experience in organization or leadership development.
- This individual must have in-depth knowledge of talent management processes including experience with automated systems to support these processes.
- The candidate will have a proven track record for implementing HR strategy using practical tactics and solutions in order to translate strategies into action.
- The candidate will have a proven ability as a trusted business advisor with executive level partners.
- This individual must be capable of building strong, collaborative relationships with HR business partners to provide talent management solutions to business.
- Excellent relationship building and collaboration skills will enable this individual to work effectively across geographic and business unit boundaries, achieving advancement in talent management initiatives.
- Excellent influencing, consulting, facilitation, project management and execution skills are essential in order for this individual to lead among groups and individuals with competing priorities.
- Strong presentation, communication skills and strength in business writing.
- Advanced Excel (Pivot tables, V look-ups etc), Word, Powerpoint skills are required for this position. Computer skills to produce and interpret reports, documents and presentations.
- Requires an ability to apply concepts and theories to improve functions or units.
- Manages a function or unit by focusing on achievement of objectives.
- Requires specialized interpersonal skills to resolve situations with colleagues where there may be some level of conflict, stress or uncertainty.
- Provides solutions by using imaginative approaches where constructive thinking and innovation are required.
- Utilizes decision making skills to achieve specific organizational objectives with consideration given to their impact on other work groups.
- Adaptable to set and prioritize work with varying exceptions. Able to work with diverse personalities and styles.
- Communicates with clarity, verbally and in one on one or group situations, or over the telephone.
- Communicates well in writing by composing clear documents; facility with editing and/or proof-reading is required.
- Knowledge of HR and Organizational Development related principles and best working practices and procedures.

- Professional manner, tact, diplomacy and discretion in dealing with colleagues including senior management.
  - Previous Retail experience an asset.
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**For internal applicants:**

Please note, staff cannot be approached directly for the purpose of recruitment/interviews without prior knowledge of the Associate or Department Head. A minimum of four (4) weeks notice must be provided unless otherwise agreed upon by the Associate or Department Head.

**Please apply directly online for this opportunity at:**

[http://www.candidatemanager.net/shoppers/sdm\\_iframe.html](http://www.candidatemanager.net/shoppers/sdm_iframe.html)



**Royal Canadian  
Mounted Police**

**Gendarmerie royale  
du Canada**

## **Human Resources Research Project Leader** **(\$79,057 - \$91,355 plus benefits)** **Permanent Position**

The HR Research and Intelligence Directorate of Human Resources Sector of the RCMP is seeking Ph.D. applicants, or Master applicants with extensive experience, in the domain of industrial/organizational psychology. Applicants in related fields may be considered. The Directorate work includes job analysis, designing selection systems for entry and promotion (e.g., assessment by examinations, simulation, structured interviews), training of Subject Matter Experts (SMEs) to do assessments, performance management / appraisal, applied research in organizational behaviour (e.g., leadership, motivation, career development), organizational surveys and a variety of day-to-day human resource management challenges. The RCMP is an organisation with close to 19,000 police officer members and another 9,700 employees performing a wide range of duties. HR Research and Intelligence Directorate includes a group of eight professional staff with much work being done on a team basis.

The HR Research and Intelligence Directorate office is located in Ottawa. You must be a Canadian citizen, eligible for a security clearance.

If interested, please apply online on the Public Service Commission of Canada Website:

<https://psjobs-emploisfp.psc-cfp.gc.ca/psrs-srfp/applicant/page1800?toggleLanguage=en&noBackBtn=true&poster=122197&psrsMode=1>

Deadline for submission is May 19<sup>th</sup>, 2010.



**Gendarmerie royale  
du Canada**

**Royal Canadian  
Mounted Police**

**Rechercheur en ressources humaines  
(de 79,057\$ à 91,355\$, plus avantages sociaux)  
Poste permanent**

La Direction de la recherche et du renseignement du Secteur des ressources humaines de la GRC est à la recherche de candidats possédant un doctorat en psychologie industrielle / organisationnelle, ou une maîtrise ainsi qu'une vaste expérience dans ce domaine. La candidature de postulants travaillant dans des domaines connexes pourrait être prise en considération. Parmi les activités de la Direction, notons l'analyse d'emplois, l'élaboration de processus de sélection pour les postes de premier échelon et l'avancement (tests, exercices de simulation, entrevues dirigées, etc.), la formation à l'évaluation d'experts en la matière (EM), la gestion et l'évaluation du rendement, la recherche en comportement organisationnel (leadership, motivation, déroulement de carrière), la mise au point de questionnaires organisationnels, ainsi que des tâches quotidiennes liées à la gestion des ressources humaines. La GRC compte environ 19 000 policiers ainsi que 9700 employés qui accomplissent un large éventail de fonctions. La Direction de la recherche et du renseignement regroupe huit spécialistes qui travaillent la plupart du temps en équipe.

La Direction de la recherche et du renseignement est située à Ottawa. Vous devez être de citoyenneté canadienne et admissible à une autorisation de sécurité.

Si le poste vous intéresse, veuillez postuler en ligne sur le site de la Commission de la fonction publique:

<https://psjobs-emploisfp.psc-cfp.gc.ca/psrs-srfp/applicant/page1800?toggleLanguage=fr&noBackBtn=true&poster=122197&psrsMode=1>

La date limite d'application est le 19 mai 2010.

**World Headquarters:**  
**Development Dimensions International**  
**1225 Washington Pike**  
**Bridgeville, PA 15017-2838**



To apply for this position go to: <http://www.ddiworld.com/careers>

**POSITION: Sr. Consultant**

**LOCATION: Toronto, Ontario**

### POSITION DESCRIPTION

As a **Sr. Consultant**, the focus of this position is client implementations and activities representing DDI's full breadth of solutions. The Sr. Consultant provides related expertise and consulting in support of sales, proposals, and project delivery processes.

#### **YOUR KEY ACCOUNTABILITIES**

- Develop long term, high-level business relationships with clients at the senior level.
- Consult with clients to design complex, integrated solutions that meet business needs. Partner with clients to ensure effective realization of DDI solutions.
- Design and implement large-scale strategic initiatives which include Succession Management, Executive Assessment, Executive Coaching and Development, and Executive Team Building.
- Overall accountability for operations of our Assessment Centers, as well as Assessment center administration, role plays and debriefing. Ensure consistency, profitability and reliability of assessment solutions
- Resource assessment projects to ensure deadlines are met and project profitability is maintained.
- Consulting with clients to determine appropriate human performance strategies, succession management, talent management strategies.
- Conduct executive level feedback sessions around results interpretation.
- Provide consulting services on topics including job analysis, selection system design and implementation, behavioral interviewing, assessment centers, assessment feedback, testing, and test validation strategies.
- Directly support the sales force in sales strategy development, proposal writing, and "closing the sale" in large, complex, and/or competitive sales situations in the assessment and selection solution areas.
- Managing client projects including the generation of scope of work, budget, and timelines. Assist in controlling costs and impact profitability.
- Provide strategic delivery support and/or coaching to internal partners in situations requiring expertise in assessment and selection solutions.
- Maintain close liaison with selection solution group resources regarding technology standards, best practices, development and education of delivery resources.
- Up to 30% overnight travel.

## RELEVANT QUALIFICATIONS

- Ph.D. in I/O psychology (consider alternate advanced degree - e.g., clinical psych, social psych, ABD I/O or Masters in I/O with additional experience, etc.)
- 3 to 5 years of relevant experience in selection and assessment, ie. running assessment designs such as in-basket, simulation based day in the life exercises, role playing and use of personality type instruments along with providing feedback and coaching
- Strong verbal and written communication skills.
- Ability to propose, designs, and manage multiple large-scale projects with high quality results and within budget.
- Exceptional high impact client skills and outstanding sales presentation skills
- Successful experience in designing and implementing complex integrated solutions addressing various client business issues.
- Strong project management and organizational skills.
- Able to take initiative, manage ambiguity, and learn quickly.
- Excellent written, interpersonal, and influencing skills.
- A demonstrated ability to work both independently and collaboratively to accomplish work.
- Strong internal and external client service orientation.



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## 2009-2010 EXECUTIVE

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University of Guelph

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Sunjeev Prakash

RCMP, HR Research and Intelligence  
Ottawa, Ontario

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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.