

# The Canadian Industrial & Organizational Psychologist

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**Chair's Column**  
 Cheryl Lamerson, PhD  
 PsychWell Associates of Canada

Like many Canadians, I spent large parts of October torn between listening with horrid fascination to the Russell Williams murder trial and avoiding the news because I found it too unsettling. Each new revelation was more disturbing, and contemplating how long this had been going on, how it was so well hidden and what was the real meaning of it all just increased my discomfort.

I cannot even begin to unravel the mental pathology of this case and its perpetrator; I will leave that to my esteemed colleagues in clinical psychology. But, there were elements of this case that come under the purview of industrial and organizational psychology and these elements should be of interest to all of us. These were the discussions of how Williams, now a confessed cross-dresser, burglar, rapist and murderer, was not

detected by selection processes, performance appraisal methods, and promotion systems used by the military. To quote from two articles:

*"While Davies admits Williams was so difficult to catch, he did criticize the federal government's screening procedure used in the Canadian Forces, RCMP, and other federal organizations...Retired Col. Michel Drapeau also criticized the military's screening process. "We have all sorts of tools available to us," he said, citing the rigorous screening procedures – including the lie-detector tests the RCMP and Canada's spy agency, CSIS, put their recruits through. "(The military) selection process is the same as it was when I joined the forces almost 50 years ago," he said, advocating for the revision of the military's appointment process. Drapeau said officials should consider using an independent selection committee for promoting personnel in the future." (Edmonton Sun, Military screening process must change, say experts, Jamie Long, 19 October 2010).*

*"In recent years there have been several senior officers who've disgraced themselves, suggesting to Drapeau that, "Perhaps the time has come to do things differently – to introduce some science in the existing CF (Canadian Forces) selection process". (Edmonton Sun, Rethinking promotions, Peter Worthington, 25 October 2010).*

As a retired Airforce officer and specifically a member of the Personnel Selection Branch – the I/O psychologists in the CF, I am very aware of the details of the CF's selection, performance appraisal and promotion tools and systems. Hell, I helped develop and/or refine most of them; I know many of you who have also been involved with work on these. I take umbrage at the suggestion that they are the same as fifty years ago, that independence is not built in, or that science is not

involved. It's just not accurate. Can these systems be improved? Yes, of course, continuous improvement is not just an ideal, but a reality that needs to be enacted.

But let's set defensiveness aside. Can and should any selection or performance appraisal system be expected to unearth serious pathology? How accurate and how far reaching can we expect these assessments and their predictions to be? What can we tell the people who hire us to expect from these systems and tools? Should selection solely be geared to knowledge, skills and abilities, or should it include personality assessment? To what degree is this desirable and possible?

On the CPA front, Peter Hausdorf and I have been asked to participate in CPA's Professional Affairs Committee along with representatives of the majority of other CPA sections. The role of this committee is to provide section input to the newly formed CPA Practice Directorate. The Practice Directorate (PD) is in parallel to the Science Directorate and has roles in policy development pertaining to education and training, the development of practice standards, internship and practicum placements and public access to psychological services.

I mention our participation in the Professional Affairs Committee in conjunction with my comments on the Williams case, because I see an interesting juxtaposition. What is the role of clinical assessment of psychopathology in selection? Alternatively, how much should selection processes and instruments seek to assess psychopathology? Can/should I/O psychologists conduct and interpret these assessments? Should only clinical psychologists be performing these assessments? Can we work together in effective teams?

I don't have any answers; I just thought I should ask the questions. I'd be happy to hear from any of you on this, or any other, topic you deem of interest to I/O Psychology.



David Forster

Kelly Goyer

Liette Goyer

Mark Jackson

Liudmila Jdanova

Huma Khan

Cynthia Mathieu

Bernard Nadeau

Joy Robinson

Natalya Parfyonova

### *Student Members*

Aoife Sheahan

### **Membership Renewal**

Don't forget to renew your CPA and CSIOP memberships for 2011! If you are currently a member of both CPA and CSIOP, you will receive your renewal reminder from CPA. If you are a member of CSIOP but not CPA (i.e., a CSIOP Associate), your renewal reminder will come directly from CSIOP in December.



### **CSIOP News Items**

*Arla Day, PhD*

*Saint Mary's University*

I hope everyone is enjoying the fall season (after 10 straight days of rain in the east coast, snow is looking like a nice alternative!) We have a lot of exciting news across Canada in the I/O world (but my apologies in advance if this current update seems a bit Saint Marys-centric...)

Welcome to all of the new I/O Psychology Students across all programs in Canada. I have some of the names here (and I apologize in advance to those I'm missing).

#### **University of Calgary**

One of the U of Calgary alumni, Dr. Babatunde Ogunfowora has started a new job as an Assistant Professor at the Faculty of Business Administration of the University of Regina.

The U of C is currently accepting applications for an Assistant Professor of Industrial/Organizational Psychology tenure track position

#### **University of Guelph**

U of Guelph 2 new I/O MA students: Vishaharan Gnanakumar & Leann Schneider.

Jeffrey Spence (from U of Waterloo) began a tenure track appointment in the I/O psychology program.

### **CSIOP Membership**

*Deborah Powell, PhD*

*University of Guelph*

We have had 13 new members join CSIOP since July 2010. Welcome to all of our new members (and welcome back if you have re-joined CPA!)

#### *Full and Affiliate Members*

Babatunde Bodunrin

Joseph Johnson

Roopa Dittakavi

Heather MacDonald

### University of Waterloo News

The I/O program at Waterloo welcomed seven new graduate students: Vivian Chan, Omar Ganai, Kevin Leung, Lindie Liang, Jayna Mitchell, Sana Rizvi, and Tracy Xiang

John Michela received one of the new "Outreach" grants from SSHRC, for the purpose of converting training and development material concerning Emotional Intelligence. The aim is to reformat, document, and otherwise convert existing EI training material so that it can be used by others at Canadian post-secondary educational institutions. The existing material has been used with UW's master's students in the MBET program (Master's of Business, Entrepreneurship, and Technology) and with HRM undergraduate students at Sheridan College Institute of Technology and Advanced Learning, in collaboration with Professor Joan Condie at Sheridan.

Doug Brown received a standard research grant from SSHRC.

Doug Brown has been named Associate Editor of Organizational Behavior and Human Decision Processes. His term runs from July 2010 until June 2013.

### University de Montreal

U de Montreal has a tenure-track position available: go to [http://www.psy.umontreal.ca/pdf/affichage\\_long\\_PSY\\_TO\\_EN\\_officiel.pdf](http://www.psy.umontreal.ca/pdf/affichage_long_PSY_TO_EN_officiel.pdf). François CHIOCCHIO has offered to answer any questions about this position (f.chiocchio@UMONTREAL.CA)

### Bishops University

Dr. Steve Harvey, Dean of the Williams School of Business, has been named the Associate Vice-Principal of Research.

### Saint Mary's University

SMU has six new MASc students: Rob Francis, Nikola Hartling, Ashley Leopold, Mandi MacDonald, Ryan Quinn, and Jen Wong. We took in 3 full-time PhD students this year (Kate Calnan, Lauren Florcko, and Stephanie Gilbert) and one part-time PhD student (Meghan Donohoe).

Sonya Stevens successfully defended her PhD Dissertation "Understanding how employees unwind after work: Expanding the construct of Recovery." She worked with me, and she is the 2nd PhD student to graduate from SMU's I/O program.

Kevin Kelloway, Vic Catano, and I have a new I/O textbook coming out in January: "People & Work In Canada: Industrial & Organizational Psychology." We have highlighted a few of the top and upcoming Canadian I/O experts in every chapter. It was great that we had such a large pool of experts from which we could choose.

One of our PhD students, Natasha Scott, won an award for best poster at the International Patient Safety Conference. Her

poster was entitled "Patient versus occupational safety. Competing forces or two sides of the same coin?"

### Movin' to NS....

There appears to be a trend for prominent I/O psychology people to move to Nova Scotia (but whether it be for the fabulous seafood, gorgeous coastline, or the wonderful people, we're not sure.) Anyway... Welcome to Cheryl Lamerson and to Damian O'Keefe, both of whom worked for DND. Just to let other I/O folks know... we are always looking for more to move our way!

### Deadlines... deadlines....

*Academy of Management*: Scholarly Program Submission Deadline and Professional Development Workshop (PDW) Submission Deadline: January 11, 2011, 5:00 PM EST

*Administrative Sciences Association of Canada*: Deadline for submissions: February 1, 2011



### Conference Update

Kevin Kelloway, PhD  
Saint Mary's University

As hard as it is to believe, it is almost November and momentum continues to build toward our annual meeting in Toronto, June 2011. Although I have some updates on how the program is shaping up, the most important note is that the call for papers (see <http://www.cpa.ca/convention/>) closes on November 15, 2010. That means you have about 2 weeks to organize your symposia, write your abstracts and get your paper/posters submissions in. We usually get a good turnout when the annual meeting is in a central location, so I look forward to being overwhelmed with submissions.

Well.... Actually, I'd also like some help in dealing with the overwhelming number of submissions. We typically recruit about six individuals who are willing to provide timely reviews of the submissions. If you are interested in participating as a reviewer, please don't hesitate to contact me at [Kevin.kelloway@smu.ca](mailto:Kevin.kelloway@smu.ca). Both novice and veteran reviewers are welcome and this is a great way for you to help the section organize an exciting I/O program at the annual meeting. Please consider volunteering (don't make me call on you by name).

As promised, I have some updates on the program. As I previously communicated Francois Chiocchio has agreed to conduct

a workshop on project management skills for IO psychologists. As proof of the value of these skills, he has already completed and submitted the workshop submission!!!

Dr. Alan Saks has agreed to organize the invited symposium for the 2011 program. He is currently in the process of inviting speakers and I believe the symposium will focus on the implications of the positive psychology/positive organizational scholarship movement for I/O psychology. I think this promises to be an interesting session for all attendees. At the risk of self-promotion, I have recently edited a special issue of the Canadian Journal of Administrative Science (forthcoming) dealing with positive organizational scholarship and Alan has an interesting piece in that issue.

Another contributor to the special issue was Dr. Fred Luthans and I am please to confirm that he will serve as the section speaker for the 2011 meeting. Dr. Luthans has been a prominent researcher in organizational behavior for many years and most recently has been a leader in the positive organizational behavior movement. His development of the construct of psychological capital is attracting a lot of research attention and in his talk, Dr Luthans will extend his work to consider issues of psychological wellbeing.

With these important elements of our program in place (and yes Cheryl I requested that they schedule the business meeting as well), I await only your submissions in order to finalize our plans. I am positive that this year's program will be one of our best and urge you all to get your submissions in and join us in Toronto, June 2-4, 2011. Do plan to take in the joint military-I/O social, traditionally held on Friday night and always a highlight of the convention. Students should also consider the mentorship event held just before the social.

Finally, although more details will follow... Plan to come to Toronto a day early to attend the CSIOP Institute. Instituted (pardon the pun) three years ago, the Institute has become a popular and well attended pre-conference activity. Although our planning is still in progress, I hope to be able to confirm a venue, theme and roster of speakers by the time the next newsletter rolls around.

In the meantime... why are you still reading this. There are abstracts to be written and proposals to be submitted. Look forward to seeing you in Toronto.

Kevin



# 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

## **Student Update**

*Tom O'Neill*

*The University of Western Ontario*

Hello CSIOP student members! I would like to use this opportunity to introduce a couple of CSIOP student members, their affiliations, tenure in I/O psychology, and research interests. Feel free to touch base with these graduate students if you would like to learn about their I/O programs, hear more about their research, or collaborate on a study of mutual interest.

Name: Nikki Cornell

Affiliation: University of Calgary

Year in Grad School: MSc II

Bio: I am currently examining the impact of organizational value congruence on employee adjustment. I am also interested in dispositional and environmental antecedents of counterproductive behaviour in the workplace and how this behaviour has evolved in response to changes in technology and developments in organizational functioning.

Name: Amanda Feiler

Affiliation: University of Guelph

Year in Grad School: PhD Year 1

Bio: For my doctoral research, I plan to expand on my master's thesis project, which examined how anxiety experienced in the employment interview ("interview anxiety") is related to interview performance and hiring decisions. As a next step, I am interested in determining whether anxiety is related to job

performance, and in so doing, ascertaining whether interview anxiety introduces irrelevant or incremental variance into interviewers' ratings of interview performance. Additional research areas that I am also interested in include employee training and development as well as occupational stress.

Moving to conference business, I received an overwhelming interest in a student-led I/O symposium for the CPA convention. Co-chairing the symposium is Travis Schneider, an I/O graduate student at the University of Western Ontario. We selected four student research projects, each from a distinct university: University of Calgary, University of Western Ontario, University of Guelph, and Saint Mary's University. A similar symposium was conducted at last year's CPA convention and it was a huge success and a big draw. We are optimistic that a similar result will occur this year.

Abstracts for poster submissions to the CPA convention are due November 15th. I strongly encourage you to submit an abstract, as CPA is a fantastic outlet for presenting your work. It is a friendly environment and networking opportunities are abundant. In my experience, conferences are one of the best occasions for speaking with professors and students from other universities in order to develop research partnerships. A submission to CPA will improve your vita directly, by increasing your conference presentation record, and indirectly, by facilitating research discussions and relationships. Finally, submitting to CPA could qualify you for additional travel funding from your program and from CPA. As you can tell, I am a strong advocate for taking advantage of participation in the CPA convention! I hope you can submit a research project this year.

Bye for now...

(email: [toneill7@uwo.ca](mailto:toneill7@uwo.ca))



**Conversations:**  
**Alliance 2.0: Time to move!**  
*François Chiocchio, PhD*  
*Université de Montréal*

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

In my May 2010 column titled Going Global, I wrote about SIOP, EAWOP, and IAAP's Alliance; that is, international ongoing efforts to advance organizational psychology in the global world.

Things are moving forward. The governing bodies of the three founding partners are set to give their approval to the governance documents of the Alliance for Organizational Psychol-

ogy (AOP) at the EAWOP General Assembly in Maastricht, May, 2011. The AOP will then become fully self-directed by its Council and Officers.

At that point, AOP President will officially invite the associations of organizational psychologists in regions or countries not already participating in the Alliance to apply as Federated Society Members; that's the Alliance 2.0.

This Alliance 2.0 is important and it is time to move. In fact, because of my involvement at the international level at last year's SIOP, AOP President Milton D. Hakel already informed me informally regarding the next steps for CSIOP's place in the Federation. He felt CSIOP would easily meet the 5 requirements to become a member.

1. The society is duly constituted as a legal entity, having official by-laws (or equivalent) and elected representatives.
2. The by-laws or other rules of the society should not deny membership to any person for any reason other than professional qualifications.
3. The society shall have operated at a minimum of one year prior to application.
4. The society shall have a minimum of 100 members whose primary occupation is in organizational psychology.
5. Societies will be accepted provided that they do not present a conflict with existing Federated Societies, as determined by the Council.

Each Federated Society with 100 to 500 voting members - such as CSIOP - will have to designate one Council representative.

In my personal opinion, it is important that CSIOP has a voice on the international stage and consequently I strongly suggest CSIOP becomes the first society to be included in the AOP federation. This topic will no doubt be discussed among CSIOP executives, but I urge you to voice your opinion on this issue to me or any other member of the executive.

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**Conversations:**  
**Alliance 2.0 : C'est le temps de bouger!**  
*François Chiocchio, PhD*  
*Université de Montréal*

Dans ma rubrique de mai 2010 intitulée Pensons mondialisation, j'ai écrit au sujet des efforts communs de la SIOP, la EAWOP et l'IAAP pour soutenir et faire avancer la psychologie industrielle et organisationnelle sur le plan international.

Les choses avancent. Les officiers des trois partenaires fondateurs se prononceront au sujet des documents officiels concernant l'Alliance for Organizational Psychology (AOP) lors de l'assemblée générale de l'EAWOP en mai 2011 à Maastricht. L'AOP sera alors officiellement gouvernée par son Conseil et

ses Officiers.

A ce moment, le Président de l'AOP invitera officiellement les associations de psychologie organisationnelle de régions et de pays qui ne sont pas dans l'alliance de s'y joindre à titre de membre fédéré ; c'est l'Alliance 2.0.

Cette Alliance 2.0 est important et nous devons agir. En fait, de par mon implication sur le plan international à SIOP l'an passé, le Président de l'AOP, Milton D. Hackel, m'a déjà informé officieusement des prochaines étapes concernant l'intégration éventuelle de la SCPIO dans la fédération. Selon lui, la SCPIO satisferait les 5 critères d'admissibilité lui permettant d'être membre.

1. La société est une entité légale avec ses statuts (ou l'équivalent) et des représentants élus.
2. Les statuts ou toute autre règle ne peuvent restreindre le membership de la société pour des motifs autres que les qualifications professionnelles.
3. La société doit avoir existé depuis au moins un an au moment de faire sa demande.
4. La société doit avoir au moins 100 membres dont l'activité principale est la psychologie organisationnelle.
5. Les sociétés seront acceptés dans la mesure où elles ne sont pas en conflit avec d'autres sociétés fédérées selon le jugement du Conseil de l'AOP.

Chacune des sociétés fédérées ayant de 100 à 500 membres - comme la SCPIO - aura un vote au Conseil.

Selon mon opinion personnelle, il est important que la SCPIO ait une voix sur le plan international et en conséquence je suggère très fortement que la SCPIO devienne la première société à s'ajouter à la fédération AOP. Ce thème sera très certainement discuté au sein de notre comité exécutif, mais je vous enjoins à me faire part de votre opinion ou à le faire auprès n'importe quel autre membre de l'exécutif.



***Sleep Tight...and Don't Let the Maintenance Man in Sight...***

*Erika Ringseis, PhD, LLB  
McCarthy Tetrault LLP / TransCanada PipeLines*

It was a dark and stormy night. A female employee, working at a camp in northern Alberta, awoke to find a male camp maintenance employee standing in her doorway, watching her sleep.

A few days earlier, that same man had been standing in her doorway, watching her exit from a shower.

Does this represent the opening scene to a shocking thriller movie?

No, scarier yet...

This is a true story of sexual harassment in the workplace as decided by the Alberta Human Rights Commission in September of 2010.

**Factual Background**

Ms. Beverly Noel was working at the Hamburg Open Camp near Manning, Alberta, and living in the camp facilities. When she emerged from her shower on February 21, 2006, a male maintenance worker was standing in her room.

She demanded that the man leave and she returned to the shower. He did not leave. She asked what he wanted and he said that she had left her keys in the door. Ms. Noel put on some clothes and walked out of her room to where the maintenance man now stood in the hallway. She asked him why he had come to her room and he accused her of smoking marijuana in her room.

Ms. Noel just wanted to forget the incident...until a few nights later when she woke up to find the maintenance man again standing in her room, accusing her of smoking pot. Ms. Noel ran down the hall to try to get some help. Ms. Noel spoke to the front office, her supervisor and the camp manager.

A few weeks later, Ms. Noel discovered a handwritten note under her door, addressed to her personally. In it, the maintenance man apologized for the intrusions and indicated that he had entered the first time to return her key (that she had left in the door). The second time, he smelled something burning and wanted to ensure no fire or smoke was evident. At that time he used his passkey to open the door.

Ms. Noel attempted to contact the owner of the camp to discuss the situation, but he hung up on her. Ms. Noel became upset and depressed, and nervous, prompting her to sleep with a knife under her pillow. After coming to her room to find that the knife had been broken, she began to sleep in her car for greater security. She needed that job.

Eventually, however, Ms. Noel, in tears, left the jobsite.

Ms. Noel was not able to find alternative employment. She brought a complaint to the Human Rights Commission, claiming discrimination on the basis of gender.

**Legal Background**

Each of the provinces in Canada, and the federal jurisdiction, has legislation prohibiting discrimination on the basis of a series of enumerated grounds. Although the grounds differ slightly, gender or sex is a protected ground in all jurisdictions. (It is worth noting that the terms are often used interchangeably in law, unlike in psychology.)

All jurisdictions also recognize, either implicitly or explicitly, that harassment is a form of discrimination.

### **The Decision**

Following the first incident, the employer had knowledge and awareness of Ms. Noel's adverse reaction. It was clear that she did not want the maintenance man present in her room again. But, the employer failed to take any steps to address Ms. Noel's concerns, leaving her traumatized and living in fear. The tribunal noted:

All Canadian jurisdictions place a positive obligation on employers to provide a workplace free of sexual harassment. This includes taking active steps to prevent it from happening in the first place, as well as the duty to act immediately and effectively to cease and remedy sexual harassment once harassing behavior becomes known to the employer.

The tribunal concluded that the employer had therefore discriminated against Ms. Noel. She was awarded compensation for lost wages equivalent to one year's salary. A further \$5,000 was awarded to Ms. Noel for emotional trauma, pain and suffering.

### **Additional Thoughts:**

Several key, simple steps could have been taken by the employer to avoid the finding of a discrimination claim. First, a deadbolt or other locking device could have been installed on Ms. Noel's door for her peace of mind when in the room. Secondly, there was no evidence of a sufficient, or, indeed, any, investigation in accordance with a clearly defined anti-harassment workplace policy. Although no law in Alberta clearly requires such a policy for employers, to operate without one invites a successful human rights complaint.

Now, pause to reflect on the monetary award granted; Canadian human rights tribunals commonly award lower amounts for pain and suffering than found in other jurisdictions. We rarely see awards above \$10,000. This is a stark contrast to recent American decisions granting judgments in excess of \$1,000,000, such as a sexual harassment case involving Kentucky Fried Chicken, Inc. in April of 2010.

Lest you fear that the maintenance man did not receive a strong message...it is worth noting that he was criminally charged and convicted as well.



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## DEPARTMENT OF PSYCHOLOGY

Administration Building, Room 275

The University of Calgary Department of Psychology seeks applicants for **tenure track Assistant Professor** position in the area of: **Industrial & Organizational Psychology** to start July 1<sup>st</sup>, 2011. Successful candidates have the opportunity to develop a strong research program, mentor graduate student research, and contribute to our undergraduate and graduate curricula. Competitive salary and start-up funds are available and international applicants are encouraged to apply. We value collegiality, diversity, and strive to create a positive work environment.

**Industrial and Organizational Psychology:** Applicants should have a Ph.D. in Industrial/Organizational Psychology by July 1, 2011. Specialty within I/O Psychology is open; applicants in all areas of expertise are strongly encouraged to apply. The University of Calgary I/O Psychology program is well established and widely regarded as one of the top in Canada. We offer both an MSc. and a Ph.D. in I/O Psychology. The majority of our recent Ph.D.'s have gone on to careers in academe reflecting the strong research focus of our program.

Calgary has a population of over 1 million and is a thriving modern city. It hosts the second largest number of corporate headquarters of all Canadian cities and has a robust economy. Calgary is situated in the foothills of the Canadian Rocky Mountains a one hour drive from Banff National Park and offers excellent recreational opportunities. The University of Calgary is in the top ten of Canadian Universities in a broad range of measures, including research funding, endowment, graduation of Ph.D. students, fundraising, and the quality of its professoriate. It is located on a modern campus in an attractive residential area, just minutes from downtown Calgary. (City of Calgary Website: <http://www.calgary.ca/>)

Please send a letter of interest, current curriculum vitae, as well as up to five representative publications **no later than December 31, 2010**. Three letters of reference are also required, and can be sent under separate cover. These materials should be directed to:

Chair, Industrial/Organizational Search Committee  
Department of Psychology, University of Calgary  
275 Administration Building  
Calgary, Alberta, Canada, T2N 1N4

These materials can also be sent electronically to [iosearch@ucalgary.ca](mailto:iosearch@ucalgary.ca)

All applicants are strongly encouraged to visit [www.psych.ucalgary.ca](http://www.psych.ucalgary.ca) to obtain additional information or phone +1 (403) 220-3600.



Département de psychologie  
Faculté des arts et des sciences

**Professeure ou professeur de psychologie du travail et des organisations**

Le Département de psychologie sollicite des candidatures pour occuper un poste à temps plein de professeure ou de professeur de psychologie du travail et des organisations au rang d'adjoint.

**Entrée en fonction**

À compter du 1<sup>er</sup> juin 2011.

Les personnes intéressées sont priées de consulter la description détaillée de ce poste sur le site Web du Département de psychologie à l'adresse suivante : [www.psy.umontreal.ca](http://www.psy.umontreal.ca).

*L'Université de Montréal souscrit au principe d'accès à l'égalité en emploi et invite les femmes, les membres des minorités visibles, les membres des minorités ethniques, les personnes handicapées et les autochtones à poser leur candidature.*

*Conformément aux exigences prescrites en matière d'immigration au Canada, cette annonce s'adresse en priorité aux citoyens canadiens et aux résidents permanents.*



Department of Psychology  
Faculty of Arts and Science

**Professor in Industrial and Organizational Psychology**

The Department of Psychology invites applications for a full-time tenure-track position as Assistant Professor in Industrial and Organizational Psychology.

**Starting Date**

From June 1, 2011.

Interested parties should consult the detailed description of this position, information about the competition and deadlines on the Department of Psychology Web site at : [www.psy.umontreal.ca](http://www.psy.umontreal.ca).

*The Université de Montréal upholds the principles of employment equity and welcomes applications from women, ethnic and visible minorities, aboriginals and people with disabilities.*

*In compliance with Canadian immigration requirements, priority shall be given to Canadian citizens and permanent residents.*

The Department of Psychology at the University of Waterloo invites applications for a tenure-track position at the Assistant Professor level in **Industrial/Organizational Psychology**. We are particularly interested in applicants with expertise in Personnel Psychology, or who can contribute to both Personnel and Organizational Psychology. The successful candidate will be expected to maintain an active research program and to supervise graduate and undergraduate students. The position includes a 12-month salary and the teaching load is three (12-week) courses per year. The successful candidate must have a Ph.D. in I/O Psychology or equivalent field (e.g., Organizational Behavior), and a demonstrated record of published research. Information regarding the department and program in Industrial/Organizational Psychology can be found at <http://www.psychology.uwaterloo.ca>. Information regarding Waterloo can be found at: <http://www.region.waterloo.on.ca>. The anticipated start date for the position is July 1, 2011. We will begin reviewing applications on November 15, 2010 and continue until the position is filled. Applicants should electronically submit a curriculum vitae, a statement of research and teaching interests, reprints or preprints of recent papers, and arrange for three confidential letters of reference to be sent to: [ioposition@psychology.uwaterloo.ca](mailto:ioposition@psychology.uwaterloo.ca). The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, native peoples, and persons with disabilities. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

The **Williams School of Business** at *Bishop's University* is receiving applications for potential vacancies in **two** areas starting by September 2011. Appointments may involve two 10 month limited-term (sessional) positions, with one that could become a tenure track appointment at the Assistant Professor level depending on budgetary approval. Applicants are asked to indicate their interest/preference for either or both of these appointment options in reference to the following needs. One position is in **Human Resources** and requires someone to teach courses in organizational behavior and human resource management; the second position requires an individual prepared to **teach statistics for business** students, with expertise and teaching ability in **Marketing, Operations, or Management** viewed as an asset. Candidates must at minimum hold a Master's degree and professional experience in the area of teaching to be appointed for sessional positions as a lecturer and require a PhD, DBA or related degree for an appointment at the Assistant Level. Should a tenure-track appointment become possible for one of the appointments, candidates will be required to hold a PhD, DBA or related degree in the areas of expertise, or be nearing completion to be considered. Candidates must show strong potential for teaching, research and scholarship consistent with the mission of the University and the discipline of expertise.

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 give 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 December 9, 2010. The selection process will continue until the approved positions are filled.

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

Dr. Steve Harvey, Dean  
Williams School of Business  
Bishop's University  
2600 College Street,  
Sherbrooke Quebec  
J1M 1Z7

## Advisor, Tests and Assessment

If you have the talent and drive, consider a fast-moving career with Canada Post. We are currently seeking an enthusiastic Advisor to identify the need for, acquire, develop, update, monitor, validate and support the use of Selection and Developmental tests and assessment tools. Reporting directly to the Director, Employment Policies and Programs, you will ensure that test and assessment instruments are aligned with best practices and criteria recognized by the Canadian Psychological Association (validity, reliability, consistency), as well as those adopted by the Canadian Human Rights Commission (prohibited grounds of discrimination in employment). As the sole authority for test and assessment tools, you will be responsible for developing and validating all assessment tools to support the selection, development and promotion of CPC employees. When evaluation test and instruments are developed internally, you will collaborate with external companies and consultants, on an as required basis, to support development and validation.

### **The successful candidate will:**

- Develop and update, as required, CPC policies, guidelines and procedures relating to test and assessment tools, ensure their implementation, and manage and monitor their application
- Develop and maintain contact with senior management, HR Directors and Managers to ensure that the employee test and assessment process is well understood, and to promote the use of our services on any issues regarding the acquisition of measurement tests/instruments
- Work with Human Resources and Management to identify the need for Selection and Developmental test and assessment tools
- Research new test and assessment models and best practice approaches to tests and assessments mandated by the Corporation
- Develop internal test and assessment tools such as presentation and simulation exercises and multi-rater feedback, calculate test norm statistics from results, and establish and monitor cut-off scores
- Manage and evaluate the work of external resources hired to provide assessment services and/or to implement test and measurement instruments, and critically evaluate supplier tools in terms of reliability, validity, representation and dates of validation data
- Manage the implementation of approved assessment instruments and related procedures in line with personnel test and assessment policies
- Develop and manage the methodologies adopted for updating test and assessment instruments
- Conduct periodic audits and monitor assessors to ensure that they are adhering to national standards and following established procedures for selection and development
- Validate test and assessment methods using a variety of univariate and multivariate correlation techniques (such as factor analysis) and analysis of variance techniques (causal relations), monitor for adverse impact and/or bias against members of designated groups, and analyze the predictive value and impact on organizational objectives
- Ensure assessment tools are legally defensible and represent CPC on all employee evaluation-related issues including disputes, grievances, arbitrations and other proceedings
- Provide support and counsel to HR Directors and Managers on a variety of issues related to measurement instruments

- Manage the training and certification of HR representatives in the administration of assessment instruments to ensure that each division possesses the capability to meet evaluation standards
- Plan and administer the assessment budget and provide rationale based on technical data to document future budget requirements
- Establish business relationships with a variety of external companies/consultants specializing in the field of organizational/industrial psychology that will provide professional opinions on the use of test and measurement instruments
- Represent CPC in professional associations and at conferences on the use of selection and developmental test and instruments

**Job requirements (Education and Work experience):**

- A degree in Industrial Relations, Human Resources Management, Organizational Behaviour, Education or Sociology
- Master's or PhD in Industrial/Organizational, Experimental Psychology or Social Psychology an asset
- Three to five years of experience in Job Analysis, Test Development and Test Validation
- Experience in both qualitative and quantitative research methodologies
- Experience working with competency modeling
- A solid project management background
- Excellent knowledge of MS Office including Word, Excel and PowerPoint, as well as statistical programming software

**Other information about this job:**

1 year term contract with the possibility of extension or permanency

To apply for this job, please visit our careers site at [www.canadapost.ca/careers](http://www.canadapost.ca/careers) and search for **Job ID J1010-0736 (application deadline: November 20, 2010)**.

**Canada Post offers:**

A total compensation package

- Competitive salary
- Annual incentive program
- Comprehensive individual and family benefits coverage
- Vacation and leave options
- Defined Contribution Component of the Canada Post Corporation Registered Pension Plan

A strong community of employees

- Our employees drive innovation and ensure that our business continues to evolve to meet our customers' changing needs

The satisfaction of a job well done

- You'll be part of a winning team that touches the lives of millions

**Careers that deliver:**

Discover an exciting career with unlimited potential at Canada Post. Recognised as one of Canada's Top 50 Corporate Citizens, the Most Iconic Brand and the most trusted public institution, we offer one of the most dynamic workplaces in the country. As one of Canada's 100 Top Employers for four years in a row (2007, 2008,

2009 and 2010) we're committed to attracting, retaining and developing a winning team to realize our vision of becoming a world leader.

Canada Post is committed to achieving a diverse workforce that mirrors the Canadian labour force. As a result, candidates from the four Equity groups (women, Aboriginal peoples, members of visible minorities and persons with disabilities) are encouraged to self-identify.

If you are contacted by Canada Post regarding a job opportunity or testing, please advise if you require accommodation. Information received relating to accommodation needs of applicants will be addressed confidentially.

Persons with a disability preventing them from applying on-line should contact our help-line at 1-877-427-7717.

The Conflict of Interest Policy prohibits employees from hiring, supervising or reporting to, directly or indirectly via the reporting hierarchy, their immediate family or close personal relations. Should you feel that you may be in an actual or potential Conflict of Interest in regard to this job opportunity, you must communicate with the designated Human Resources representative.

**Important Messages:**

We thank all those who apply. Only those selected for further consideration will be contacted.

**Conditions of Employment**

Reliability and Security: Various levels depending on position - minimum Enhanced Reliability

Candidates must maintain a valid reliability / security clearance throughout the duration of employment.

For this selection process, we may find that email is the most efficient way to communicate with you. It is the responsibility of the candidate to ensure accurate contact information is provided and updated as required. Candidates who apply to selection processes should include an email address that accepts email from unknown users (some email systems block these types of email). Also, please check your email everyday as we may be inviting you to attend an interview or write a test for this job and we will be expecting a quick reply from you. If you are not able to access your email for a period of time (i.e. Vacation) failure to respond will indicate to our recruiters that you are no longer interested in being considered for the job opportunity and therefore, you will be removed from the competition process.

The screening board cannot make assumptions about your education and experience.

Candidates must clearly demonstrate IN THEIR COVER LETTER/RESUME how they meet the education and experience factors listed in the qualifications. Failure to provide this information will result in your application being rejected.

Your résumé must clearly demonstrate how you meet the requirements.

## Conseiller, Tests et évaluation

Si vous avez l'ambition, le talent et la motivation, considérez une carrière prometteuse au sein de Postes Canada. Nous cherchons présentement à recruter un conseiller enthousiaste afin d'identifier les besoins en matière de tests de sélection et de développement et d'outils d'évaluation et d'en faire l'acquisition, le développement, la mise à jour, le contrôle, la validation et le soutien. Relevant du directeur, Politiques et programmes d'emploi, vous veillerez à ce que les instruments de test et d'évaluation respectent les meilleures pratiques et les critères reconnus par la Société canadienne de psychologie (validité, fiabilité et constance) ainsi que ceux reconnus par la Commission canadienne des droits de la personne (motif de distinction illicite en emploi). À titre d'unique responsable des outils de test et d'évaluation, vous devrez développer et valider tous les outils d'évaluation afin de soutenir la sélection des employés de la SCP, leur développement et leur promotion. Lorsque les tests et les instruments d'évaluation seront développés à l'interne, vous soutiendrez le développement et la validation, en collaborant avec des entreprises externes et des consultants, au besoin.

### **Le candidat retenu devra :**

- Développer et mettre à jour, tel que requis, les politiques, orientations et procédures de la SCP relatives aux outils de test et d'évaluation, veiller à leur mise en place, ainsi que gérer et contrôler leur utilisation
- Développer et maintenir le contact avec la haute direction, les directeurs et les gestionnaires RH afin de veiller à ce que leur processus de test et d'évaluation des employés soit bien compris et de promouvoir l'utilisation de nos services pour toute question relative à l'acquisition de tests et d'instruments de mesure
- Travailler avec les ressources humaines et la direction afin d'identifier les besoins en matière de sélection et de développement d'outils de test et d'évaluation
- Rechercher de nouveaux modèles de test et d'évaluation et les meilleures approches des tests et des évaluations exigés par la Société
- Développer des outils internes de test et d'évaluation tels que des présentations et des exercices de simulation, et obtenir de la rétroaction de plusieurs évaluateurs, calculer des normes statistiques pour les tests à partir des résultats, établir et surveiller les scores-seuils
- Gérer et évaluer le travail des ressources externes embauchées pour fournir des services d'évaluation et(ou) pour mettre en place des instruments de test et de mesure et évaluer de manière critique les outils des fournisseurs en termes de fiabilité, de validité, de représentation et de dates des données de validation
- Gérer la mise en place des instruments d'évaluation approuvés et des procédures concernant les politiques sur les tests et les évaluations personnels
- Développer et gérer les méthodologies adoptées pour la mise à jour des instruments de test et d'évaluation
- Réaliser des vérifications périodiques et surveiller les évaluateurs afin de veiller à ce qu'ils respectent les normes nationales et suivent les procédures établies pour la sélection et le développement
- Valider les méthodes de test et d'évaluation en utilisant des techniques de corrélation à une ou plusieurs variables (comme l'analyse des facteurs) et l'analyse de techniques de variance (relation causale), contrôler les

répercussions négatives et(ou) les biais envers des membres des groupes désignés, analyser la valeur prédictive et l'impact sur les objectifs organisationnels

- Veiller à ce que les outils d'évaluation soient légalement défendables et représentent la SCP dans toutes les questions ayant trait à l'évaluation des employés, incluant les différends, les griefs, les arbitrages et les autres processus
- Fournir du soutien et donner des conseils aux directeurs et aux gestionnaires RH sur plusieurs questions relatives aux instruments de mesure
- Gérer la formation et la certification des représentants RH dans l'administration des instruments de mesure afin de veiller à ce que chaque division ait la capacité d'atteindre les normes d'évaluation
- Planifier et administrer le budget d'évaluation et fournir des argumentaires basés sur des données techniques pour documenter de futures exigences budgétaires
- Établir des relations d'affaires avec de nombreux consultants et entreprises externes spécialisés dans le domaine de la psychologie organisationnelle et industrielle qui fourniront des opinions professionnelles au sujet de l'utilisation des instruments de test et de mesure
- Représenter la SCP dans des associations professionnelles et lors de conférences en ce qui a trait à l'utilisation d'instruments de sélection et de tests de développement

**Exigences de l'emploi (éducation et expérience de travail) :**

- Diplôme universitaire en relations industrielles, en gestion des ressources humaines, en comportement organisationnel, en éducation ou en sociologie
- Maîtrise ou doctorat en psychologie industrielle et organisationnelle, en psychologie expérimentale ou en psychologie sociale, un atout
- De trois à cinq ans d'expérience en analyse de poste et en développement et validation de tests
- Expérience avec les méthodologies de recherche qualitative et quantitative
- Expérience pratique avec les modèles de compétences
- Solide expérience en gestion de projets
- Excellente connaissance de la suite Microsoft Office, incluant Word, Excel et PowerPoint ainsi que des logiciels de programmation statistique

**Autres informations au sujet de ce poste :**

Contrat d'un an avec possibilité de prolongation ou de permanence

Pour présenter votre candidature, veuillez vous rendre sur notre site carrières au **[www.postescanada.ca/carrieres](http://www.postescanada.ca/carrieres)**, effectuer une recherche avec le numéro du poste **J1010-0736**, et postuler en ligne avant le **20 novembre 2010**.

**Postes Canada offre :**

Un programme de rémunération total

- Salaire concurrentiel
- Programme de primes de rendement annuel
- Gamme complète d'avantages sociaux
- Vacances et régime de congés
- Volet à cotisations déterminées du Régime de pension agréé de la Société canadienne des postes

Un groupe solide d'employés

- Nos employés favorisent l'innovation et assurent l'évolution continue de notre entreprise en vue de répondre aux besoins changeants de nos clients.

La satisfaction d'un travail bien fait

- Vous ferez partie d'une équipe gagnante qui touche la vie de millions de gens.

### **Des carrières avec un bel itinéraire :**

Découvrez une carrière aux possibilités illimitées à Postes Canada. Nous sommes reconnus comme l'une des 50 meilleures entreprises citoyennes, la marque la plus iconique ainsi que l'institution canadienne la plus digne de confiance. Postes Canada offre un milieu de travail des plus dynamiques à l'échelle du pays. Classée parmi les 100 meilleurs employeurs du Canada pour quatre années consécutives (2007, 2008, 2009 et 2010), notre entreprise est déterminée à attirer, à conserver et à perfectionner une équipe gagnante pour devenir un jour un chef de file mondial.

Postes Canada s'engage à constituer un effectif diversifié qui reflète la population active canadienne. Par conséquent, nous encourageons les candidats appartenant aux quatre groupes désignés couverts par l'équité en matière d'emploi (femmes, Autochtones, membres de minorités visibles et personnes handicapées) à s'auto-identifier.

Si Postes Canada communique avec vous à propos d'une possibilité d'emploi ou d'un test, veuillez aviser votre interlocuteur si vous avez besoin de mesures d'adaptation. Les renseignements relatifs aux besoins de mesures d'adaptation des candidats seront traités de façon confidentielle.

Les personnes dont le handicap les empêche de poser leur candidature en ligne doivent communiquer avec notre service de dépannage au 1 877 427-7717.

La politique sur les Conflits d'intérêts interdit aux employés d'embaucher ou de superviser un membre de leur famille immédiate ou une relation personnelle proche, ou bien d'en relever, directement ou indirectement dans la hiérarchie. Si vous pensez être en situation de conflit d'intérêts réel ou potentiel, vous devez communiquer avec le représentant désigné des Ressources humaines.

### **Messages importants :**

Nous remercions toutes les personnes ayant posé leur candidature. Nous communiquerons uniquement avec les personnes dont la candidature a été retenue.

Conditions d'emploi

Fiabilité et sécurité : Niveau de sécurité variable en fonction du poste à doter. Niveau minimum : Vérification approfondie de la fiabilité.

Il faut maintenir la cote de fiabilité/sécurité pendant toute la durée de l'emploi.

Dans le cadre de ce processus de sélection, il se peut que l'on considère le courriel comme le meilleur moyen de communiquer avec vous. Il incombe au candidat de s'assurer que des coordonnées exactes soient fournies et mises à jour au besoin. Les candidats qui participent à un processus de sélection doivent, par conséquent, fournir une adresse électronique qui accepte les messages en provenance d'utilisateurs inconnus (certains systèmes les bloquent automatiquement). De plus, veuillez vérifier votre courriel chaque jour puisque nous pourrions vous inviter à une entrevue ou un test écrit pour cet emploi et nous nous attendons à une réponse

rapide de votre part. Si pour une raison vous n'êtes pas en mesure d'accéder à vos courriels (c.-à-d. vacances) et ne répondez pas à l'invitation, votre candidature sera alors retirée du processus de sélection.

Le jury de présélection ne peut présumer l'expérience et les études d'un candidat. Les candidats doivent clairement démontrer dans LEUR LETTRE D'ACCOMPAGNEMENT/CURRICULUM VITÆ comment ils répondent aux facteurs de scolarité et d'expérience énumérés sous cette rubrique. Si l'information n'est pas présentée conformément aux exigences, la demande sera rejetée.

Votre curriculum vitæ doit démontrer clairement comment vous répondez aux exigences indiquées.



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## 2010-2011 EXECUTIVE

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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.