

The Canadian Industrial & Organizational Psychologist

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

As I am writing this I can look out into my backyard and see my garden covered in snow. The larger plants stick up through the white cover, but even without them, I can imagine the plants that are nestled below. At this point I can't plan for spring, but I can start dreaming about it and eventually those dreams will become plans and then reality. The same holds true for the coming conference season. At this point I can dream about attending CPA in Toronto in June, but I need to start making those dreams into plans. Who will the speakers be? Which sessions do I want to attend? How many old friends and colleagues can I manage to get to talk with while at the conference? It's exciting to start to think about these upcoming events.

While you are dreaming, various members of CSIOP are working behind the scenes to ensure that not only will your dreams become reality, but that they will be well worthwhile. Kevin Kelloway is the CSIOP Programme Coordinator and he, along with several others, has been working hard to ensure the 2011 CSIOP and CPA offerings are top drawer. Stay tuned to more information.

In my last comments I asked the following questions:

“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 was asking these questions as a result of comments made about selection systems in light of the Russell Williams murder trial. In my mind the boundary between the role of clinical psychology to conduct assessments for psychopathology and I/O psychology to conduct assessments in the workplace was clear, but I could see where there might be times and places when team work would be valuable.

Purely coincidentally I recently heard from an I/O psychologist about a situation where clinical psychologists were telling their I/O colleagues (and the lay people for whom they both worked) that I/O psychologists should not be doing any kind of assessment or interviews as this was the purview of clinical psychology. They bolstered their argument by pointing out that since they (the clinical psychologists) were registered, and only registered psychologists could ensure the quality of the work, this should also indicate the need for using only clinical psychologists in this matter.

I have no idea where this premise came from – was this a total misunderstanding of what assessment and interviewing in selection entails (and for that matter registration), territoriality gone wild, boundary confusion, boundary takeover, or something else altogether. Certainly, an individual I/O psychologist faced with this kind of commentary can point out the appropriateness of I/O for assessment and interviews in the realm of work and that registration while positive, is not a requirement in most I/O employment situations. I have no doubt of the capability of individual I/O psychologists to defend themselves and their profession.

Nevertheless, the situation described is troublesome because it suggests the possibility of a more pervasive problem. Or, in fact, two problems: the first being that assessments and interviews are the sole purview of clinical psychology and the second being that only individuals who are registered can do good work. Both of these inaccurate statements need to be corrected. Both of them are problematic and come from an unfortunate understanding of psychology. To paraphrase a movie I recall from several years ago, these perceptions could be: “clinical psychologists rule; everyone else (or in our case I/O psychologists) drools”. I know, I know, I am making light, but in reality, they are not easy situations or perceptions to combat. I tend to think that it is easier to clarify who can and should be doing specific kinds of assessments and interviews than to combat the perception that registration equates automatically to quality. But neither is easy to resolve.

So, what can we, not just as individual I/O psychologists, but as CSIOP, do? And what should we do? Should we be developing practice or service standards that describe what we can and should do? Can we develop these standards to be effective in the myriad situations in which I/O psychologists find themselves working? I believe in the old maxim “good fences make good neighbours” or in this case that making boundaries explicit can avoid boundary confusion, boundary creep, or boundary over-run.

Should we pushing to have more I/O psychologists becoming registered? I know most people’s reaction will be to say, but it just isn’t helpful. So, should we be pressing for expansion of the psychology registration to provide more coverage of I/O topics (in other words should we be making it more relevant to I/O)? Are there other things that we could be doing?

Once again, I am not suggesting that I have any answers to this topic, but these are some of the questions that seem relevant to ask. I, and the rest of your CSIOP executive, would be very interested to hear your thoughts on this matter and your suggestions for actions that might be taken with regard to it. Please make contact and let me know what you think.

Until then or the next newsletter, stay well and enjoy your dreams of spring.

CSIOP Membership
Deborah Powell, PhD
University of Guelph

We have had 22 new members join CSIOP since November 2010. Welcome to all of our new members (and welcome back if you have re-joined CPA!).

A very warm welcome goes out to:

Full and Affiliate Members

Raquel Faria Chapdelaine	Robert Morton
Eugene Gerbasi	Aimee Surprenant
Sonia Lovell	Paul Wong
Deborah Miller	

Associate Members

Isabelle Royer	Florina Nicoleta Ivan
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Student Members

Jennifer Bingley	Jean-François Martel
Vivian Wing-Sheung Chan	Lisa Plant
Renata Godlewski	Robert Roughley
Sarah Hallett	Leann Schneider
Ivona Hideg	Elizabeth Shantz
Philippe Longpré	Melissa Warner
Mandi MacDonald	

Starting December 1, CPA Members were invited to renew their membership for the 2011 calendar year. Don’t forget to renew for 2011 if you haven’t already done so!

If your contact information has changed, or if you have a colleague who is not receiving this newsletter (and who should be) please contact me at dpowell@uoguelph.ca



CSIOP News Items

Arla Day, PhD

Saint Mary's University

Jobs

Lance Ferris is returning to North America, and he has accepted a position at the Smeal School of Business at Pennsylvania State University, starting July 1, 2011.

Rebecca Schalm has a new position as the Senior Vice President of Human Resources at Finning International Inc. in Vancouver.

Julie Pepin is now a Senior Recruiter, People & Organization Support, Canada at Rio Tinto in Montreal.

One of U of Calgary's recent MSc. Grads, Meghan Kendall, just got a position at Suncor Energy as a Learning and Development Specialist.

U of Calgary Ph.D. graduate, Chelsea Willness, took an assistant professor position at U of Saskatchewan, School of Business.

Blake Jelley has been awarded tenure at the UPEI School of Business.

Congratulations to all of you and best wishes for the future!

Western News

This year, University of Western Ontario welcomed Kelly Kisinger, Helen Lee, Rima Tarraf, Sabrina Thai, Hayden Woodley to our Master's program and Jee (Jane) Park to our PhD program. Sherrin Thussu, Christy Zhou and Jessica Fife successfully completed their master's degrees. Sherrin is currently working at Deloitte in Toronto and Jessica is at SMG. Christy went off to the United States to pursue her PhD. Tim Jackson successfully defended his PhD thesis last year and is now working at Jackson Leadership. Professor Mitch Rothstein has moved from the Richard Ivey School of Business to assume the role of Director of the Aubrey Dan Program in Management and Organizational Studies. He remains an adjunct professor in our program. Although Professor Susan Pepper officially retired last year, faculty at UWO feel fortunate that she has continued to supervise and mentor graduate students.

New Faculty Member at Concordia

Dr. Alexandra Panaccio will be joining the Department of Management as an assistant professor in OB/HRM. Dr. Panaccio completed her Ph.D. in Business Administration at HEC Montréal in 2009 and is currently a Postdoctoral Fellow at the University of Illinois at Chicago, working with Dr. Robert Liden. She also received a M.B.A. from HEC Montréal in 2002 and graduated from the Quebec Bar School in 1999. Her research expertise focuses on leadership, workplace commitment and employee well-being attitudes.

Guelph News

The University of Guelph I/O Program is delighted to be a Canadian partner in the ERASMUS MUNDUS - Masters in Work, Organizational, and Personnel Psychology program (www.erasmuswop.org). This program allows for the exchange of MA and PhD students between partner universities (e.g., Universities from France, Italy, Portugal, and Spain).

News at Saint Mary's University

Kevin Kelloway is the keynote speaker at an upcoming OHS conference in China. He will be talking about Leading to Safety.

I've had a lot of emails and calls about Vic (Catano), so I thought I would share the most recent news with everyone. As many of you know, Vic was diagnosed with lymphoma in December and started chemotherapy the week before Christmas. He is being very positive and his doctors are very positive about his recovery. In fact, he has had enough energy to come into work a few days, but he has to be careful about infections, and he is supposed to "take it easy" (which is not easy for Vic, as you may know!) Anyway, we are all thinking about him, and he is grateful for the extent to which everyone has been emailing and thinking of him. It is great to have a close-knit I/O community.

Deadlines... deadlines....

EAWOP (May 25-28 in Maastricht, The Netherlands).

APA-NIOSH Work, Stress, & Health (May 19-22 in Orlando): Early registration deadline is April 10.

ASAC (July 2-5 in Montreal): Early registration deadline is April 21

CPA (June 2-4 in Toronto); Early registration deadline is May 3.

As always, I would love to hear from all of you. Please send any newsworthy items to me.

(Arla.Day@smu.ca; 902-420-5854).

Conference Update

Kevin Kelloway, PhD

Saint Mary's University

Hi all. Although I occasionally wake in the middle of the night wondering what I've forgotten – I think the CSIOP program at the annual meeting of CPA is well in hand. If you have not already, now would be a good time to make space in your schedule to join us in Toronto in June. It promises to be an excellent program with lots of I/O content.

We received 53 submissions for the I/O program this year – 41 poster submissions and the remainder were conversation sessions, theory reviews, symposia etc (CPA distinguishes between these types of presentations which require specific scheduling

and posters which are scheduled in a block). I believe that this is an increase over previous year's submissions. Each submission was blind reviewed by at least two members of the section. On behalf of the section, please let me acknowledge the contributions of this year's panel of reviewers, Francois Chiochio (U de Montreal), Greg Chung-Yan (U Windsor), Arla Day (SMU), Camilla Holmvall (SMU), Blake Jelley (UPEI), Karen Korabik (U of Guelph), and Aaron Schat (McMaster U). Collectively they provided timely and thorough reviews (in several instances even providing proof-reading). Thanks to their efforts, I was able to submit the section recommendations to CPA ahead of schedule. I am informed that submitters should receive the official response from CPA by the end of February.

Since I can't tell you about the I/O program until CPA sends notifications, let me highlight a few program items that I can talk about.

Dr. Fred Luthans (<http://cba.unl.edu/people/fluthans/>) is this year's invited speaker for the I/O section. A prominent OB researcher for many years, Dr. Luthans is currently one of the most prominent scholars in the positive organizational studies movement. He will be discussing his work on psychological capital and its relationship to wellbeing.

In keeping with the "positive" theme, Dr. Alan Saks has organized the CSIOP invited symposium focused on topics related to positive organizational psychology. With no false modesty (I have a paper in the symposium), I think that Alan has put together an interesting collection of papers that illustrates the contributions that Canadian researchers are making to positive organizational scholarship.

Dr. Francois Chiochio will present the section's invited workshop dealing with project management skills for I/O psychologists. Whether we are academics or consultants, our lives seem to revolve around (too many?) projects and Francois' workshop promises to provide participants with some tools to help us negotiate the maze of, often conflicting, demands.

I know that most of us attend conferences purely for the opportunity to learn about recent research and practices in the discipline. If one or two of you also are thinking about some social events, rest assured that all of the regular activities (e.g., the joint military – I/O section, the student mentorship event are also planned. Although I doubt that it offers the unlimited possibilities of Halifax, I suspect that there might be some entertainment venues in Toronto as well.

As a final note, those planning to attend CPA will want to show up a day early to attend the CSIOP Institute to be held the afternoon of June 1st somewhere at the Rotman School of Business. Gary Latham has been taking the lead on organizing the institute for this year and has invited Dr. Glen Whyte to organize a session based on decision making research. Dr. Whyte is the Marcel Desautels Chair in Integrative Thinking and Professor of Organizational Behaviour and Human Resource Management at the Rotman School. Although

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

details of location and registration will be forthcoming in the near future, you should decide now to take in this important addition to CSIOP programming.

Looking forward to seeing you in Toronto !

Kevin

Student Update

Tom O'Neill

The University of Western Ontario

Hello CSIOP student members! I have many important announcements for you. First, I am seeking nominations for my position of student representative on the CSIOP executive. This is a fantastic opportunity for anyone seeking to broaden their network of I/O researchers and practitioners in Canada. If you would like to hear more about the position, please contact me.

My second announcement involves conference-related activities. The student-mentor event has been a success in numerous previous conferences and I have no doubt it will be a hit again this year (despite the fact that I have a lot of planning to do....). This is just one more huge advantage of attending the annual CPA convention, which will be in Toronto this year. Another important opportunity associated with the convention is the CSIOP RHR Kendall Award. This award has been given to the top paper written by a first-author graduate student in I/O psychology, and it usually involves considerable monetary value. I cannot be certain that this award will be offered this year, but normally

the deadline for paper submissions is near the end of April. A call for papers will be distributed via the CSIOP listserv if there is an award this year.

A third big announcement is that the annual Southwestern Ontario I/O Graduate Student Conference will be held in March at the University of Waterloo. The inaugural conference was held about five years ago with the objective of facilitating graduate student peer networks and providing a comfortable forum in which graduate students could present their research. For the first year there will even be a poster session. It's great to see this conference flourish!

The final order of business is to introduce a couple of our I/O students to the larger CSIOP community (if you would like to be introduced, please contact me!):

Name: Laura Rudy
Affiliation: Saint Mary's University
Year in Grad School: 2nd year MSc

Laura Rudy is a second year Master's student in Industrial/Organizational Psychology at Saint Mary's University in Halifax, who is completing the program in August. Laura holds a Bachelor of Commerce from McGill University and an Honours Bachelor of Arts degree in Psychology from Concordia University. She has also been awarded a Social Sciences and Humanities Research Council of Canada (SSHRC) scholarship to support the development of her Master's thesis. Laura has experience in human resources, consulting, survey development, recruitment and selection, statistical analysis and psychological testing. This experience has been garnered by working in the healthcare, government, education and information technology sectors.

Laura is searching for a rewarding and challenging career in the I/O psychology field to commence in September 2011. She is interested in opportunities in Toronto, Montreal or Vancouver. Any suggestions regarding job openings, contacts in the field and/or organizations to contact would be greatly appreciated and can be directed to laura.rudy@smu.ca

Name: Tom Oliver
Affiliation: University of Guelph
Year in Grad School: 2nd year PhD

Bio: As a researcher and practitioner Tom's primary interests are in the areas of leadership assessment and development. One of his current research projects involves the development of a framework for designing behavioural assessments that more directly account for job-relevant leadership demands than existing approaches. Tom's practical experience has included assessment of senior-level managers, career counseling, project evaluation, and workshop facilitation.



Conversations: Language barrier

François Chiocchio, PhD
Université de Montréal

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

In my first column as Communications Coordinator [25(5), Summer 2009], I discussed boundary spanning – it's a theme I kept alluding to ever since. To me, boundary spanning means building unity.

One of the more obvious boundaries is language. This week, CSIOP decided to look at this issue more specifically through two initiatives.

The first initiative is a pilot project where we would publish our Newsletter in both English and French. We will translate one entire issue of the Newsletter. Members from coast to coast will read about CSIOP activities in their preferred language.

The second initiative is to investigate the possibility to offer some simultaneous translation for the CSIOP portion of the CPA conferences in Halifax (2012) and in Québec (2013). This would mean that scholars, practitioners and students would present in the language they are most comfortable with and still be understood by all audience members.

No doubt, we will learn a lot from these initiatives; there will be significant challenges to overcome as well. However, we believe it is "the right thing to do" and we are committed to "doing it right". These initiatives communicate important values. In addition to openness and unity, spanning language boundaries for a national organisation like CSIOP means that the steadfast advancement of the science and practice of I/O psychology in Canada is more important than where we were born or the language we were taught as a child.

Conversations: Barrière linguistique

François Chiocchio, PhD
Université de Montréal

Dans ma première rubrique à titre de Coordonnateur aux communications [25(5), Été 2009], j'ai abordé la question de liens par-delà les frontières. Il s'agit d'un thème qui colore toutes mes rubriques depuis. Pour moi, tous les pas que nous franchissons par-delà les frontières signifient que nous favorisons l'unité.

La plus évidente des frontières concerne la langue. Cette semaine, la SCPIO s'est intéressée spécifiquement à cet enjeu et se propose d'investir dans deux initiatives.

La première initiative est un projet pilote dont l'objectif est de publier notre Bulletin en français et en anglais. Nous traduirons

un numéro complet du Bulletin. Les membres d'un océan à l'autre pourront alors s'informer des activités de la SCPIO dans la langue de leur choix.

La seconde initiative est d'examiner la possibilité d'offrir de la traduction simultanée pour une partie du programme de la SCPIO lors des congrès d'Halifax (2012) et de Québec (2013). Cela signifierait que les chercheurs, praticiens et étudiants présenteraient dans la langue avec laquelle ils sont le plus confortable et seraient compris par tous les membres de l'auditoire.

Il n'y a pas de doute : nous apprendrons beaucoup de ces initiatives. Il y aura des défis importants à relever aussi. Toutefois, nous croyons qu'il s'agit de « la bonne chose à faire » et nous sommes engagés à la « faire comme il faut ». Ces projets pilotes communiquent des valeurs importantes. En plus de l'ouverture et de l'unité, la traverse des frontières linguistiques signifie, pour une organisation nationale comme la SCPIO, que l'avancement constant de la science et de la pratique de la psychologie industrielle et organisationnelle au Canada est plus importante que là où vous êtes né ou la langue que vous avez appris à parler dans votre enfance.



Careful What You Write When You LOL

*Erika Ringseis¹, PhD, LLB
McCarthy Tetrault LLP / TransCanada PipeLines*

Sometimes you need “control alt delete” for the little mistakes you make in life.

A recent decision of the British Columbia Labour Relations Board adds to the emerging case law addressing the issues arising when the connected world of social media meets the workplace. Prior case law suggests that employees should not have a reasonable expectation of privacy when it comes to social media postings made semi-public, concerning their workplace. Indeed, employers will rejoice at the decision in *West Coast Mazda v. UFCW, Local 1518, 2010 CanLII 62482 (BC L.R.B.)*.

Facts:

Two employees were fired for cause from their jobs at West Coast Mazda. JT was a detailer who had worked there approximately four years, and AP was an installer who had worked there for approximately two years. One of the issues in the case concerned whether or not the termination of these employees had to do with West Coast Mazda retaliating against two individuals who had been key in forming the union (i.e., anti-union animus).

The second issue was whether or not there was sufficient cause to terminate the employees without notice. These employees were terminated for their Facebook postings, which were posted on their Facebook page, accessible to all of their Facebook friends (approximately 100 for JT and 377 for AP) but not accessible to the general public.

The postings began in late summer of 2010 with JT noting that management was blaming him for problems at work. JT went beyond mere grumblings in September to include some troublesome angry statements about stabbing people.

After receiving a disciplinary letter, JT continued to rant on-line, calling his manager “head prick” and noting that two supervisors needed to go to the bathroom together at his work, so that one could hold the other one’s penis while going.

The derogatory comments toward management continued and intensified.

In late September, AP posted a comment about the employer’s quality of work, noting that “West coast detail and accessory is a fuckin joke...don’t spend your money there as they are fuckin crooks and are out to hose you...there a bunch of greedy cocksucin low life scumbags...”

In October, JT noted that he was feeling “tactical, and vengefull [sic], and retaliatory.”

The employer sent both JT and AP home with pay and conducted an investigation. JT and AP were then each invited back to the workplace to give their side of the story. Both vehemently denied having made the postings.

Both JT and AP were terminated for cause. They grieved the terminations through the arbitration process.

Eventually, before the arbitration hearing, JT admitted fault and apologized. AP continued to allege that someone else had hacked into his account and made the postings.

The Decision

The arbitrator did not find sufficient evidence to support the Union’s argument that the terminations were based on any anti-union animus.

With respect to whether or not cause had been found, the arbitration board noted that the comments included “very offensive, insulting and disrespectful comments about supervisors or managers.” Some of the postings made by JT also contained troubling elements of workplace violence.

The comments were made to the Facebook friends of JT and AP, some of whom were current and former employees of West Coast Mazda. JT and AP were dishonest in the interview and denied that they had made the postings, even though West Coast Mazda had strong evidence to show the postings were made by JT and AP.

Ultimately, the decision to terminate for cause was upheld.

The Lesson Learned

The employer did not have a clear policy with respect to social media use, which may have been helpful to them, but the actions of the employees and the postings were deemed to be insubordination. These were more than some “workplace grumblings.” Sometimes employees forget that what is said in the “privacy” of their Facebook page is not necessarily private. Social media is just that – social – and there are risks involved for employees who choose to insult their employers on-line. The court and arbitration decisions emerging in Canadian law, while recognizing the rights of employees to some privacy, also recognize the importance of an employer’s reputation and the safety of its employees. So, think twice before you make that Facebook posting...LOL.

¹Erika Ringseis has her Ph.D. in Industrial/Organizational Psychology from Penn State and her LL.B. from the University of Calgary. When not on Facebook, Erika is a lawyer with TransCanada, practicing employment, immigration and privacy law.

Dean, School of Business University of Prince Edward Island

The School of Business (upei.ca/business) is located on the UPEI campus in the new 50,000 square-foot Don and Marion McDougall Hall. The building offers modern teaching and communication technologies throughout, houses classrooms, the Alex H. MacKinnon Auditorium and provides a venue, Schurman Market Square, for conferences and gala events but which also serves as a comfortable meeting place for students and faculty. The School has 16 full-time faculty, 732 undergraduate, and 100 MBA students. It launched an Executive-style MBA program in 2008, has the largest percentage of international students of any Faculty at UPEI, and is continually growing and evolving to suit the needs of its students and the community.

The School of Business is also home to the Tourism Research Centre, Centre for Health and Biotechnology Management Research, Hostetter Centre for Enterprise & Entrepreneurship, and UPEI Workforce Strategy Research Group. The School receives invaluable input and guidance from its advisory council and the global associates committee. These panels are comprised of top business leaders managing organizations both locally and across the globe. The School also maintains strong links with the provincial government and federal government organizations, as well as with the PEI business community through the Business Society, the Greater Charlottetown Area Chamber of Commerce and extracurricular programs. Through these connections with community leaders, the School of Business ensures its offerings and strategies are in line with business needs and current trends.

Reporting to the Vice-President Academic, the Dean will be a member of the senior management group. The successful candidate will bring to the job proven leadership skills, strong research and teaching records and the ability to develop and maintain productive relationships within the university and among the many business, community and government partners. The Dean will be expected to foster collegial relationships among students, faculty and staff, have a passion for excellence in teaching, research and outreach and be able to communicate effectively with all stakeholders. The successful candidate should possess the qualifications to hold the rank of Professor within the School.

The University of Prince Edward Island (upei.ca/humanres/why-upei) offers vibrant student programs, world-class research opportunities, state-of-the-art facilities, visionary leadership for a sustainable economy, and innovative collaborations. UPEI is located in Charlottetown, population 35,000, PEI's capital city and Canada's birthplace. Historic streetscapes, parks, buildings, shops, restaurants, pubs, theatres, and art galleries provide a comfortable setting for Prince Edward Island's only university. Prince Edward Island, population 140,000, is rich in history, culture, and a quality of life that is second to none. Located in the Gulf of St. Lawrence on Canada's East Coast, "The Island" is famous for its beautiful beaches, pastoral landscapes, and a dynamic cultural scene.

Nominations and applications should be directed electronically to:

Dr. James Randall
Vice-President, Academic
University of Prince Edward Island
550 University Avenue, Charlottetown,

Recently ranked as one of Canada's 10 Most Admired Corporate Cultures, Canadian Tire offers employees a wealth of challenging and rewarding career opportunities. We are a successful and growing company that values diversity and innovative thinking, and fosters a culture of performance and accountability. We invest in the growth and development of our employees by offering a wide range of career paths, comprehensive training and leadership development opportunities. We reward our employees with a unique mix of benefits from store discount to flexible health to profit-sharing. Our employees are passionate owners of our company who help build our reputation as one of the best places to work in Canada.

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

Position Summary: Leadership Consultant

We are currently seeking a full-time Leadership Consultant who will be accountable for assisting in the design/development, implementation, and management of leadership and organizational development related programs and services across Canadian Tire Associate Stores. The leadership consultant will provide consultation services to Canadian Tire Associate Stores in the areas of leadership development, service excellence, performance improvement, and teamwork through coaching, training and other OD related interventions.

Key Accountabilities:

- Design and develop leadership and organizational development programs and services suitable to a retail environment
- Conduct individual and group level assessments with Canadian Tire Associate Stores
- Provide consultation to Canadian Tire Associate Stores on ways to improve their teams and their businesses
- Market and support the delivery of programs and services to Canadian Tire Associate Stores
- Collaborate with others, including the Canadian Tire Dealer Association Organizational Development Committee and Canadian Tire corporate stakeholders on program enhancements and measurements
- Act as an ambassador for ongoing development and learning at the store level
- Contribute to the overall effectiveness of Canadian Tire University

Minimum Qualifications for the Position

- Masters Degree in any of the following areas: Industrial/ Organizational Psychology, Organizational Development, Human Resources, Adult Learning or an equivalent combination of education, training, and experience
- Qualifications to evaluate program effectiveness
- Strong working knowledge of best practices/research related to leadership development
- 3-5 years in a coaching, OD/effectiveness or leadership consultant role
- Ability to travel (estimate at 30% of the time) to Canadian Tire Associate Stores across different regions within Canada as required.

(Continued on next page)

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

- Knowledge of Organizational Development strategies, practices, and techniques
- Independent and tactical with a proven ability to develop professional relationships and work in a team-oriented environment
- Ability to build relationships with senior management, Canadian Tire Associate Dealers and a number of cross-functional teams
- Proven ability to work with a great deal of confidential and sensitive information or issues while maintaining absolute discretion
- Exhibits high professional standards and integrity and personal ethical conduct
- Exceptional written and verbal communication skills
- Exhibits high professional standards and integrity and personal ethical conduct
- Works well under pressure, change and ambiguity
- Ability to be successful in implementing and sustaining newly developed programs
- Prioritizes and uses time effectively, works with a sense of urgency in completing project and delivers on promises on time
- Deals with situations in an open, objective, and flexible manner

For more information or to apply to this role, please see the Canadian Tire Careers website at <http://www.careers.canadiantire.ca/>, position reference number **C0430M**.

Alternatively, you may contact deborah.miller@cantire.com



2010-2011 EXECUTIVE

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PsychWell Associates of Canada

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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.