

The Canadian Industrial & Organizational Psychologist

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

Hopefully, you are reading this just before you head to Toronto for the annual Canadian Psychological Association conference. I hope to see you there. Please come up and say hello to me; it's always nice to make new acquaintances and touch base with old friends. For me, early June has always meant CPA and CPA in June is always associated with the arrival of the summer season. It's the same this year – here comes the CPA conference and here comes summer!

I've been browsing through the CPA convention At-A-Glance document and anticipating what to attend and who to listen to. The crop of I/O workshops, symposia, conversation and poster sessions looks great and there will be lots to see and do. I usually look at the Military section's offerings too, since there is so much complimentary information in their topics. I look

at sessions from other sections, too, to make sure that I am not missing anything of interest.

Our Section Business Meeting is scheduled for 8 am on Friday morning. I know it's a pain to attend anything that early in the morning, but I hope you will come out for this meeting and provide your input to the running of our CSIOP section.

I'm especially looking forward to hearing Fred Luthans on Friday at 1230 pm speak about From Psychological Capital at Work to Overall Psychological Capital Well-Being. This is our CSIOP invited speaker, so we think that it will be a really special event. I look forward to seeing you there.

The Student Mentoring event is on Friday afternoon and then later that evening, at 6 pm, I hope to see you at the Moss Park Armoury (130 Queen Street) for the I/O and Military Social. Both events are great opportunities to meet lots of people and discuss interesting topics.

On Saturday I hope to also see you at 10:30 am for the Graduate Student session and for the Poster session at 12:30. Showing our support for the students who are the newest members of our profession is both valuable in providing them encouragement and interesting in hearing and seeing the research that they have conducted and the results that they have found.

One session that might not have caught your attention, but which nonetheless is an important one for you to attend is on Saturday afternoon at 1pm. It is a symposium listed as #15373 and entitled Pre-employment Psychological Assessment of Police Candidates: National Guidelines. This session is part of the North American Correctional and Criminal Justice Psychology (NACCJPC) Conference that is being held concurrently with the CPA conference. Given the role of I/O psychologists and

practitioners in developing and conducting pre-employment psychological assessments it is imperative that we ensure that the capabilities and competencies of I/O psychologists are clearly and accurately reflected in these proposed national guidelines. Please make sure you attend this session!

I am pleased to inform you that our own Peter Hausdorf, Past Chair of CSIOP, has been selected as a member-at-large representing the social sciences for the Canadian National Committee for the International Union of Psychological Science (CNC/IUPsyS). This is a three-year term running from 2011-2014. He'll be attending his first meeting at the CPA conference.

The CPA conference marks the end of my tenure as the Chair CSIOP. It has been an interesting year and a task of which I have enjoyed being a part. I could not have made any progress on the tasks that we set for ourselves without the very capable support of the CSIOP Executive. This is a team that takes seriously the desire to make I/O Psychology function well as a Canadian profession. My thanks go out to Peter Hausdorf for his valuable advice as the Past Chair, to Blake Jelley for helping to make plans for the future for when he is no longer Chair Elect, to Joan Finegan for taking such care of all things financial and for managing the web-site, to Tim Jackson for his excellent secretarial duties, to Kevin Kelloway for coordinating a wonderful program, to Francois Chiochio for communicating to external sources, international organizations and sometimes within our own profession, to Deb Powell for seeking new members and keeping track of how many we have, to David Stanley for organizing (also known as press ganging), assembling and distributing the newsletter, and to Tom O'Neill for providing the student perspective and input.

So much of our time is spent at work and I am proud to be an Industrial and Organizational Psychologist who helps people and the organizations for which they work be efficient and effective in their endeavours.

Thanks for your support over the last year,

Cheryl Lamerson



CSIOP Membership
Deborah Powell, PhD
University of Guelph

We have had 35 new members join CSIOP since February 2011. Welcome to all of our new members (and welcome back if you have re-joined CPA!). CSIOP currently has 391 members, and I hope to meet many of you at the CPA conference in June

A very warm welcome goes out to:

Full and Affiliate Members

| | |
|--------------------------|-----------------------------------|
| Esther Greenglass | Cynthia Mathieu |
| Babatunde Bodunrin | Julie Menard |
| Maria de Francisco | Jennifer Rose |
| Bolaji Ojuri | Aimee Surprenant |
| John Anderson | Marcelo José Villarreal Coindreau |
| Craig Dowden | Julie Warrysh |
| Raquel Faria Chapdelaine | Karen Korabik |
| Jamie Gruman | Nathalie Fauteux |
| Lucie Kocum | Aaron Tamayose |
| Catherine Levesque | |

Associate Members

Paul Muchinsky

Student Members

| | |
|------------------------|---------------------|
| Carl Chandonnet | Miles Mayordomo |
| Jennifer Davies | Kristina Pope |
| Stephanie Goyert | Andrea Reina |
| Nikola Hartling | Sana Rizvi |
| Adam Lawrence | Laura Rudy |
| Michelle MacArthur | Abdulrhman Searawan |
| Mandi MacDonald | Kimberley Wyseier |
| Louis-Philippe Marquis | |

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

Welcome to a condensed version of the Iota.

The conference season has begun and it is proving to be a busy one!

I'm writing this column from sunny Orlando where there has been a strong showing of Canadian I/O psychologists at Universal Studios... Er, I mean at the APA-NIOSH Work, Stress, & Health conference. Along with many of these dedicated professionals, I'm heading straight to the European association of Work & Organizational psychology conference in Maastricht next week. Of course, many are heading to CPA in Toronto at the beginning of June.

Grant notifications and new students selection have been the focus of many I/O departments, and I'll summarize this info in our next issue.

Peter Hausdorf has been appointed to the Canadian National Committee for the International Union of Psychological Science as a member-at-large representing the social sciences, for a three-year term from 2011-2014.

Enjoy the summer and I hope to see everyone at CPA.

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

I feel like I am running a little ahead of schedule. With our annual meeting in Toronto just around the corner it is, for me, already time to start planning for next year's meeting in Halifax. The task of planning the CSIOP program literally begins a year in advance of the convention with invitations to guest speakers, program submission reviews happen in the fall with the CSIOP institute and various other program activities coming together over the winter. Before you know it the convention is a reality and the planning for next year begins (try to imagine "The Circle of Life" from The Lion King swelling in the background).

CSIOP Institute

In any event, our Halifax meeting is for discussion another day and the big news is the Toronto convention from June 1 to 4, 2011. Note that I say June 1st as opposed to CPA's official start on June 2nd. Continuing our tradition, the CSIOP Insti-

tute will be held on the afternoon of June 1st in Room 1190, Bahen Centre for Information Technology, 40 St George St. Drs. Blake Jelley (UPEI) and Peter Hausdorf (U of Guelph) will be presenting on performance management as described below.

Performance management has been described as a continuous process designed to support performance improvement in strategic alignment with organizational goals. Performance management is a relatively new term that goes beyond traditional notions of annual performance "appraisals" – generally regarded as the "Achilles' Heel" of human resources management. Performance appraisal and management processes are often tough for both employees and managers. In the 2011 CSIOP Institute, we will present a model of the performance management process and describe its components, along with practical exercises with which to explore concepts and build skills. Participants' perspectives on performance management and coaching will enhance our discussion of research and practice in this area.

Although early bird registration for the Institute is now closed, you can register at the door (Students \$15, CSIOP Members \$30 Non-Members, \$35). Please note that we cannot process credit-card payments and require payment by cash or cheque. Make it a point to come to Toronto a day early to participate in the CSIOP Institute!

CSIOP Program

Of course, CSIOP also has an active program as part of the CPA convention. Details of the convention program can be accessed at <http://www.cpa.ca/convention/conventionprogram/>. You won't want to miss our invited speaker, Dr. Fred Luthans, talking about his latest research on Psychological Capital. Dr. Alan Saks continues the "positive organizational psychology" theme in his invited symposium. Dr. Francois Chiocchio provides us with some much-needed tools in his invited workshop focused on project management techniques for I/O psychologists.

Of course our program contains many more items of interest to I/O psychologists. Check out John Meyer's theory review of organizational commitment and make it a point to support graduate students by attending the student symposium. Of course we also have numerous posters and paper sessions so make it a point to browse the program and build your own personal schedule. I think you'll find that there is lots of I/O content and that there is something of interest on each day of the formal conference.

Finally, you won't want to miss the annual CSIOP business meeting held at 8 am on Friday. As an inducement to attend this early morning, but oh so important, session, I am informed that there will be unlimited refreshments available (at least if you count tap water as a refreshment).

Social Program

I am still trying to convince my wife that going to conferences is more about "networking" than it is about attending symposia

(and is it my fault that those I want to network with all hang out in bars 'til the early hours of the morning?). For students who share my view of conferencing, the student mentorship event is a valuable opportunity to meet established members of the field and to acquire free food and drink (both valued outcomes). We are most grateful to DDI for their generous support of this event.

For both the newest members of our field and for those of us who are more "chronologically gifted" the annual military/IO social will happen Friday evening. This year the social event will be held at the officers' mess of the Queens Own Rifles on Friday, June 3, from 6 pm to 9 pm (1800 – 2100 for those on the military side of the house). The mess is located at Moss Park Armoury at 130 Queen Street East which I am given to understand is close to the convention location. PLEASE NOTE: A dress code is in effect at the officer's mess (no jeans, shorts, t-shirts, flip-flops etc.).

During the social we will present the RHR Kendall award for the best student paper – again we are grateful to RHR for their continued support of this award.

There is also a rumor that Toronto may contain other bars, restaurants and venues for socializing (I even think that the Jays are playing during the convention). I am sure that this year's convention will be both educational and enjoyable.

See you there!

Kevin

Student Update

Tom O'Neill

The University of Western Ontario

Tom Oliver

University of Guelph

Tom O'Neill – Outgoing CSIOP Student Representative

Dear CSIOP student members: I want to announce two "must attend" events for CPA. First, the DDI-CSIOP Student-Mentor Social. I am inviting everyone to arrive between 4:00 and 4:30pm on Friday, June 3rd, at the Duke of Richmond pub (20 Queen St. West). The event will wrap-up at 6:00pm. For the first half hour, people can mingle, and beverages (including beer) and appetizers will be served (no charge, on behalf of DDI and Marjory Kerr). For the next 80 or so minutes, mentors will then be seated at their own table and break-out groups of graduate students will rotate from table to table. With 8 mentors, that's 10 minutes each – it's like speed dating! I have a very strong line up of consultants representing DDI, Deloitte, Anderson Group, Self Management Group, Sears Canada,

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

Jackson Leadership, and so on. For those of you interested in academia, I have mentors at various stages of their careers and who have different experiences and perspectives. They are from U of Guelph, Western, and Saint Mary's. Please bring all your fellow graduate students to this event!!!

The second "must attend" conference activity is the Graduate-Student Research in I/O Symposium (10:30 – 11:50 on Saturday, June 4th). This promises to draw a large crowd of Canadian I/O faculty, practitioners, and graduate students, as everyone comes out to support our students in this symposium. We have a superb group of papers that will be presented by some of the top I/O graduate students in Canada. Speakers from Saint Mary's, U of Guelph, Western, and the University of Calgary will deliver talks you won't want to miss.

Now, I am signing off for good as your graduate-student representative and I am passing the torch to Tom Oliver. I've known Tom for years and he will do a masterful job of representing the interests of CSIOP graduate students on the executive. Thank you for allowing me the pleasure of serving in this role – it was a sincere delight.

Warm wishes, Tom O'Neill

Tom Oliver – Incoming CSIOP Student Representative

Greetings. I am pleased to announce that I have been elected by our student members to serve as the new CSIOP Student Representative. For those of you whom I have yet to meet, I am

a 2nd year Ph.D. candidate in Industrial and Organizational (I/O) Psychology at the University of Guelph, where I work under the supervision of Dr. Peter Hausdorf. My MA in I/O psychology was also completed at the University of Guelph, and I earned both a BA Honours and BComm from the University of Calgary.

I am both excited and humbled to assume the role of CSIOP Student Representative as of this June. My goal in taking on this role is to strengthen student involvement and ties with practitioners, professors, and fellow students. Over the next year, I will work towards two objectives in order to achieve this goal. First, I will work to ensure the continuation of the student-mentor social and the student research symposia, which take place at the CPA Annual Convention. As a CSIOP member over the past three years, I have personally found that both events have allowed me to establish and grow valuable connections and have made me feel more a part of our professional community. Second, I know that many student members are open to more practical research and work experiences. I would like to explore the use of social media to connect student CSIOP members to potential internship and research opportunities. Beyond these two objectives, I plan to actively promote CSIOP membership to graduate students in Canadian I/O programs. I look forward to hearing from many of you over the upcoming year, and welcome your ideas and input about how we can strengthen student connections across CSIOP.

Warm regards, Tom

Hey Man! Be Nice to Your Potential Employer: A Case Review and Summary of Marchand, Paul v. Department of National Defense¹

Erika Ringseis & Namrita Sohi²
TransCanada PipeLines

Gender discrimination in workplace hiring often follows a set script: a woman does not get promoted into a highly paid, powerful position because a less qualified man is chosen instead. But women are not the only ones who may face gender discrimination when they do not get selected for a job for which they believe they are qualified. A recent decision of the Canadian Rights Tribunal, *Marchand*, makes it clear that men can also claim gender discrimination.

In *Marchand*, a male employee of the Department of National Defense alleged that he was discriminated against in a job competition for a full-time cleaner position because he is a man. His complaint is an example of what is sometimes called “reverse discrimination”. The term “reverse discrimination” refers to situations in which a group generally considered to be disadvantaged or the minority, in this case women, is favored

over a group that is the majority or advantaged group, in this case men. As we explain below, the term does not have any legal significance, as laws pertaining to discrimination are the same for both “regular discrimination” and “reverse discrimination”.

Dealing with Discrimination in Canada: The Law

Discrimination complaints related to employment in Canada are dealt with through either provincial or federal human rights legislation, depending on whether the employer is provincially or federally regulated. Canadians are protected from discrimination stemming from factors that do not relate to personal merit or valid requirements of the job. Different factors are protected in each province. Generally, however, all workers in Canada are protected against discrimination on the basis of national or ethnic origin (including race, ancestry or colour), disability (physical or mental), religion, political belief or association, sex (including sexual orientation and pregnancy), age, and marital or family status.

Laws prohibiting discriminatory practices by employers are enforced by both federal and provincial human rights commissions. Human rights commissions investigate complaints and first attempt to resolve them by facilitating negotiation between the parties. If a solution can not be found through negotiation, the relevant commission will take the complaint to an adjudicative body such as a human rights tribunal. At this stage, a formal hearing takes place and the tribunal ultimately decides the issue. If the complaint is found to be substantiated, there are a variety of orders a tribunal can make in favor of a person who has been discriminated against. For example, tribunals can make orders for the employer to cease the discriminatory practice and refrain from it in the future. Tribunals can also order an employer to compensate the person making the complaint for wages lost and costs incurred because of the discriminatory practice. They may even require that the employer reinstate or hire the complainant, although this remedy is rare.

Facts of the Marchand decision:

Paul Marchand was a former member of the Canadian Forces, forced to retire due to a work-related injury. For most of his career, Mr. Marchand was stationed at the Canadian Forces Base in Shilo, Manitoba and he thought of this base as his home.

Since his retirement, Mr. Marchand held a number of casual and temporary cleaner positions at the Shilo Base. He was employed by private cleaning companies and other organizations, but never directly by the Department of National Defense (DND).

In March of 2007, Mr. Marchand saw a posting for three temporary full-time cleaner positions with the DND. Using the mandatory online application system, Mr. Marchand submitted an incomplete application, which resulted in the DND screening him out of the hiring process before the interview stage. Mr. Marchand visited the Human Resources office and insisted that a hard copy of his résumé be accepted. He was

turned down, and was so upset by this that he complained to his local member of parliament. He was ultimately allowed to apply with a hard copy of his résumé, as there had truly been a flaw in the online system. The DND almost screened him out again as his résumé did not provide sufficient details of his work history to indicate that he was qualified for the job. He only made it past the initial screening stage because a manager was familiar with him and knew that he had the required experience.

The DND interviewed fourteen applicants: 12 women and 2 men. Mr. Marchand was one of the men interviewed for the position and he felt that his interview went well.

Mr. Marchand did not receive an offer for any of the three positions.

Three women were ultimately appointed to the temporary full-time cleaner positions. Mr. Marchand claimed that the DND refused to employ him because of his sex and in doing so the DND engaged in a discriminatory practice within the meaning of s. 7(a) of the Canadian Human Rights Act.

The Decision

The Canadian Human Rights Tribunal found that Mr. Marchand established a *prima facie* case that the DND's refusal to employ him as a cleaner constituted a discriminatory practice.³ The burden then shifted to the DND (a reverse onus) to prove that it did not discriminate on the basis of sex.

The DND conceded that Mr. Marchand was qualified for the cleaner positions and that the women who were hired were no better qualified than him. The DND did argue, however, that Mr. Marchand's sex was not a factor in the decision not to hire him. He was not hired only because he simply wasn't the "right fit" for the organization. The women who were hired, according to the DND, were the best candidates for the job.

The DND concluded that Mr. Marchand was not the "right fit" based on a number of factors. According to DND staff, and as described above, Mr. Marchand was often belligerent when he visited the human resources office. A human resources staff member testified that she felt uncomfortable in Mr. Marchand's presence and would ensure that her colleagues kept their office doors open when she was meeting with him. The manager conducting the hiring for the cleaner positions was also aware of an allegation of harassment against Mr. Marchand while Mr. Marchand was working as a cleaner at the base. Mr. Marchand was requested to go to a sensitivity training course

as a result of this incident, but turned it down. He denied the harassment allegation.

The Tribunal ultimately decided that Mr. Marchand's sex was not a factor in the DND's decision not to offer Mr. Marchand a cleaner position. According to the Tribunal, the DND gave a complete and reasonable explanation for the appointment of the women who were hired.

Lesson Learned

The reality is that it can be difficult to enter a world dominated by the opposite gender and employers may have the burden of proving that there were justifiable reasons for a hiring decision. In Mr. Marchand's case, it was easy for the DND to justify, and for the Tribunal to agree, that Mr. Marchand was not the right fit for the position. Maybe a belligerent attitude when approaching the office responsible for hiring is not the best tactical choice for a prospective employee...⁴

¹ 2011 CHRT 3 (CanLII), "Marchand"; available online at: <http://www.canlii.org/en/ca/chrt/doc/2011/2011chrt3/2011chrt3.html>

² Erika Ringseis received her Ph.D. in Industrial/Organizational psychology from Penn State and her J.D. from the University of Calgary. She currently practices employment, immigration and privacy law at TransCanada in Calgary. Namrita Sohi is a summer student at TransCanada who is pretty sure that she has been subjected to "reverse discrimination" being forced to work with Erika on this article instead of Erika picking on a male summer student (Erika wishes to note that there was no male summer student available).

³ *Prima facie* is Latin for "at first glance". In Canadian human rights cases, the complainant initially has the burden of showing that *prima facie*, they were discriminated against. After the complainant has convinced the tribunal that there was discrimination on first appearance, there is a reverse onus of proof, as the burden then shifts to the respondent employer. The employer is found in contravention of the relevant human rights legislation unless it is able to show that the actions it took were not discriminatory.

⁴ Namrita would like to take this opportunity to tell Erika and the entire TransCanada Team (especially those responsible for hiring back summer students) that she is having an absolutely wonderful summer working for such a great company.

Don't Forget the CPA Convention Joint CSIOP / Military Social

Friday, June 3, 6:00pm - 9:00pm

Officers' Mess, Queens Own Rifles

Moss Park Armoury, 130 Queen Street East

Toronto

Dress Code: No jeans, shorts, t-shirts, flip-flops, etc.



Associate Consultant, Vancouver BC

Hay Group is a global consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. With 88 offices in 47 countries we work with over 7,000 clients across the world. Our clients are from the private, public and not-for-profit sectors, across every major industry and represent diverse business challenges. Our focus is on making change happen and helping people and organizations realize their potential.

Hay Group is in search of a motivated and results-driven Associate Consultant to join our office in Vancouver, BC. As part of the Western Canadian team you will support project delivery for clients in BC and the Prairie Provinces. This position will involve working across Hay Group's service lines, with a particular emphasis on Job Analysis and Design, Job Evaluation, Assessments, Leadership and Talent, Employee Engagement and Effectiveness and Reward.

At Hay Group we look for people who are bright and inquisitive and who will act on their own initiative and enjoy a challenge. To succeed in this role, you are willing to make courageous decisions substantiated by solid data and reasoning. While knowledge is good, we are looking for someone with a strong desire to learn and grow in a dynamic and challenging environment. We are looking for someone who is committed to a professional who is not afraid of rolling their sleeves up to get a job done and done well.

Your formal qualifications will include a graduate degree in Psychology, Business or a related field. Previous consulting experience is an asset. Fluency in written and spoken English and the ability to travel are required.

To succeed in this role you will need to have a wide range of competencies. Involved in a full range of consulting engagements, from business development to delivery and follow-up, you:

- show strong evidence of initiative
- demonstrate teamwork
- have a passion to improve the effectiveness of client organizations
- maintain a commitment to accurate and high quality delivery
- are decisive when action needs to be taken
- demand exacting standards from yourself and colleagues
- demonstrate skills and quantitative and qualitative analysis and interpretation
- display outstanding interpersonal and communications skills
- have a drive to achieve and to develop yourself

Since you will be expected to support a range of client deliverables, you will need to develop your expertise in:

- Competency profile development and competency-based applications
- Organization development
- Job evaluation and reward consulting
- Leadership development
- Group facilitation
- Performance management
- Assessment and staffing
- Talent management

Hay Group offers a competitive compensation and benefits package and is an equal opportunity employer.

If you are interested in applying for this opportunity please reply in confidence to Canada.resumes@haygroup.com, with "Associate" and "Vancouver" in the subject line. We will contact you if you are selected for an interview.

www.haygroup.com

Senior Consulting Opportunity

A major employer in Ukraine is seeking the services of a seasoned consultant to participate in delivering one component of a leadership development program for senior executives. This component will involve the use of assessment instruments for promoting participants' self-reflection on such aspects as their leadership styles, preferences, personality and values.

Consultant responsibilities:

- Provide input to program development specialists on the design of this component of the leadership development program
- Identify self-assessment instruments that can be administered to program participants in the Ukrainian language
- Plan the administration and scoring of the instruments
- Participate in delivering this development component to 5 groups of approximately 25 participants each
- Provide group and individual feedback of assessment results to participants

Consultant qualifications:

- Master's degree in a relevant area (e.g., psychology, counselling)
- Several years' experience assessing and counselling senior executives
- Fluent in both written and spoken Ukrainian

Timeframe / Location:

- Input to the design of the personal development / self-insight component of the program will take place in May – July 2011; input can be provided electronically (e-mail, Skype etc.)
- This component of the development program will take place in October and November, 2011 with 5 groups of about 25 participants each in Kyiv, Ukraine.

Compensation:

- To be discussed with qualified applicants

If interested, please contact:

- Dr. Eileen Donoghue: edonoghue@videotron.ca

Imagine doing something different.....

Facilitation/Coaching Positions

Permanent - Full Time

Psychologists/Safety Professionals/Marketing Professionals/Sports Psychologists

- * Imagine using your therapeutic skills to change people's lives and increase their personal safety in the workplace.
- * Imagine working at different locations each week and that every day you are meeting different people.
- * Imagine a role where routine is a thing of the past and every day is an adventure.
- * Imagine using your passion for facilitation to engage with and challenge participants to create their own learning's and aligning them to everyday workplace experiences.
- * Imagine working for a company that in 2010 was voted the 5th best company to work for in Australia!

Here at Sentis, part of our vision is to be the world pioneer in the application of neuropsychology to safety and wellbeing in the workplace and to help our clients create genuine cultural change. We are looking for new team members to be based in our Colorado office who want to be an integral part of achieving this vision. The position will train in Australia for 1-3 months with relocation to Denver when done. We are looking for people who are passionate and experienced in facilitation and coaching.

What's important to bring to this role?

- * Fluency in French-Canadian and English a must
- * Minimum of 5-10 years relevant professional experience with a tertiary qualification in the relevant field
- * A passion for, and world class skills in, group facilitation (15-20 people) and leadership coaching skills
- * An ability to use your facilitation skills and knowledge to cultivate and nurture the group dynamics
- * Demonstrated confidence and engaging public speaking abilities
- * An ability and desire for a lifestyle of travelling extensively – regionally, nationally and on occasions internationally
- * A strength in building effective relationships with key stakeholders
- * The capacity to think on your feet, dealing with uncertainty and embrace change
- * The ability to improvise and be adaptable to meet different challenges
- * Commitment, drive and enthusiasm
- * Sense of fun and passion for what you do and how you do it!
- * Experience in the mining resources, construction and/or utilities industries highly regarded

What do we do?

Our Mission is to assist individuals and organizations to change their lives for the better. We are a global company that specializes in applying neuropsychology to improve safety, health and wellbeing outcomes for our clients primarily within the mining resources, construction and utilities industries. Empowering people to adopt helpful attitudes towards safety and wellbeing in the workplace, and their lives in general, is what excites us every day.

What would you do?

You would apply your skills and experience to:

1. Facilitating our Zero Incident Process which includes group facilitation, on-site consulting, and one-on-one coaching.
2. Constant improvement of your own professional skills as well as contributing to a cutting edge client services team.

Does the notion of a travel role excite you?

As we have mentioned, this role requires an extensive amount of travel within North America with some international travel opportunities. Travel 50%

Want to be part of a special cutting edge culture?

As hardworking and serious as we are about what we do and how we do it - we are a unique business who likes to lead the way in being a great place to work. You will be joining a group of dedicated professionals who balance the highest level of competence with fun and enthusiasm and genuinely being engaged in what they do.

If you think this is the role for you, then don't just imagine applying!! Please send your cover letter and resume to sentisfac@gmail.com Please do not contact the Sentis offices directly.

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: Senior Leadership Consultant

We are currently seeking a full-time Senior Leadership Consultant who will be accountable for the design/development and measurement of leadership and organizational development related programs and services for Canadian Tire Associate Stores. The senior leadership consultant will work with key stakeholders within the corporation and across Associate stores to identify needs and build programs, services and tools for Canadian Tire Associate Stores in the areas of leadership development, service excellence, performance improvement, and teamwork.

Key Accountabilities:

- Identify, design, and develop leadership and organizational development programs, services, and tools suitable to a retail environment that will enhance store leadership and management
- Manage program development timelines, accountabilities and resources required for delivery
- Partner with internal subject matter experts and vendors to support leadership and management strategies
- Evaluate and demonstrate ROI/business impact of all leadership development and management programs
- Research and benchmark best practices in leadership, assessment, succession planning and career pathing and recommend innovative practical solutions that apply to store needs and culture
- Develop materials to support the marketing of information for 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 the leadership and OD team

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
- Strong qualifications to evaluate program effectiveness
- Strong working knowledge of best practices/research related to leadership development
- 5 years experience in an OD or leadership design/development role
- Bilingual is an asset

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
- Strong project management skills and proven track record of completing large project based work
- Ability to build relationships with senior management, Canadian Tire Associate Dealers and a number of cross-functional teams
- Exhibits high professional standards and integrity and personal ethical conduct
- Exceptional written and verbal communication skills
- 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

Interested candidates, please submit an online application at: www.canadiantire.ca or, <http://cantire.taleo.net/careersection/2/jobdetail.ftl?lang=en&job=C043JY&src=JB-20>

Job # C043JY. Please direct questions regarding the position to: deborah.miller@cantire.com.

JOB ANNOUNCEMENT

Position Titles: Psychologist-Project Management capability

Organization: Sentis, Aurora, CO

Do you like to work with scary- smart people? Doing great meaningful work? Travelling to interesting places (like Africa or Australia)? Having fun?

Sentis is a team of Psychologists and Safety Professionals who specialize in enhancing safety and leadership performance for companies worldwide. With offices in Australia and Colorado, Sentis is revolutionizing Safety Culture by approaching safety from a cognitive perspective. With their proprietary program, ZIP (Zero Incident Process) Sentis is empowering individuals to take control of their personal safety, and giving companies the genuine opportunity to reach the goal of Zero Incidents. In 2010, Sentis has been listed as the FIFTH Best Place to Work in Australia.

Purpose of the Role: To manage the successful delivery of ZIP (Zero Incident Process) to our clients through providing the overall management of a ZIP roll-out. This includes nurturing and maintaining excellent relationships with the client at all levels.

Training/Travel: This position will require training in Australia for 6-12 months, with relocation to Aurora, CO when done. This role requires 50% travel.

Responsibilities Include:

- * Acting as primary point of contact for client to ensure effective partnering, and nurturing, of client relationships
- * Consulting regularly with clients and Facilitators to ensure ZIP (Zero Incident Process) is being effectively embedded into client's safety culture
- * Developing, implementing, reviewing, and updating, as required, ZIP project plans for the client
- * Being accountable for the effective and successful roll-out of ZIP with clients
- * Ensuring the accurate, up-to-date, timely and relevant knowledge management of the client's information within our IT systems
- * Ensuring Facilitators are aware of all relevant information and issues with client
- * Liaising with Facilitator and Development Manager to ensure Facilitators are appropriately and strategically allocated to client's programs and on-site activities

- * Providing the Client Team Leader with monthly and quarterly reports on the status of current clients project plans and other relevant client topics
- * Working closely with the Business Development Manager to receive any commercial support required, and alerting the Business Development Manager to opportunities for further work with their clients
- * Working with the Client Team Leader to regularly review the effectiveness of ZIP with clients, as well as regularly reviewing the levels of client satisfaction with our services
- * Providing ongoing CANI (continuous and never ending improvement) feedback to the Product and Process Teams to assist with the continuing improvement, and innovative world class development and delivery of our products and program logistics to our clients
- * Collating and submitting all required safety statistic data to the Research Team
- * Strategic facilitation where required (ie. Pilots to senior executives, ZIP tasters)
- * Proactively engaging in personal and professional development, including having a Vision & Purpose and PDP (personal development plan). Proactively engaging in project management, client safety and industry knowledge development in order to apply this to effective project management
- * Consistently living and influencing others to create Imagine this... and to live our Frames of Reference
- * Contributing positively to our team environment and maintaining the integrity of our culture

Qualifications:

- * Exemplary oral, written, and interpersonal skills
- * Innovative thinker, self motivated, good collaborator
- * Sense of humor

Education & Work Experience:

- * Masters or PHD in Psychology, I/O Psychology, or related field
- * 8-10 years experience in Consulting, Organizational Development, Organizational Effectiveness, Program Management, Human Performance, or the like.

To apply: Please submit your resume, and letter of interest, that articulates your experience as it relates to our needs to: **sentispm@gmail.com** Please do not contact Sentis directly.



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.