



# The Canadian Industrial & Organizational Psychologist

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<b>Chair's Column/Mot du Président</b> .....	<b>1</b>
<b>CSIOP Membership</b> .....	<b>3</b>
<b>CSIOP News</b> .....	<b>3</b>
<b>Communications Update</b> .....	<b>4</b>
<b>Student Update</b> .....	<b>4</b>
<b>Conference Update</b> .....	<b>5</b>
<b>Takin' Care of Business</b> .....	<b>6</b>
<b>Job Posting</b> .....	<b>9</b>

**Chair's Column/Mot du Président**  
*Dr. François Chiocchio, PMP, CHRP*  
*Université de Montréal*

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

*From Halifax to Québec*

Greetings CSIOP members! It is my fourth year on the CSIOP Executive and my first "Chair's column". I spent two years as Communications Coordinator and one year as Chair-Elect. Now it is my turn to be Chair for 2012-2013. I'm at the tail end of an illustrious list of Chairs who did a great job in the past. As a consequence, I feel slightly terrified to take on the role.

*Some changes*

Blake Jelley (School of Business Administration - University of PEI) is stepping down to become Past-Chair. He showed great

leadership on many issues last year and his work on professional affairs immediately comes to mind as one of the many examples. I am lucky to be Chair while he is Past-Chair. Other team members have decided to engage in other projects as well. Cheryl Lamerson was Past-Chair and is now "retired" from CSIOP. I have enjoyed Cheryl's perspective on the many issues that the I/O community faces across Canada. I will miss her. David Stanley (University of Guelph) edited this newsletter brilliantly for a number of years. He has supported the bilingual issue project in spite of the fact it doubled his workload. Kevin Kelloway (Saint Mary's University) is also leaving. After being Chair in 2008-2009, Kevin became Past-Chair and then was elected for two years as Program Chair. His infectious enthusiasm and long-term perspective on CSIOP's affairs were very much appreciated. Tom Oliver (University of Guelph) did a great job as Student Representative. I know everybody on the Executive wishes him well as he graduates and joins the workforce.

As valuable members of the I/O community leave the team, others join in enthused by CSIOP's mission. It is with great pleasure that we welcome Pylin Chuapetcharasopon (University of Waterloo) as our new Student representative. Lance Ferris (Smeal College of Business - Penn State) became our new Newsletter Editor. He was on the Executive a few years ago and his return in this new role is very positive. Damian O'Keefe (Saint Mary's University) is our new Membership Coordinator. His two-year mandate ensures we will continue to have a strong Atlantic Canada representation on the Executive. Finally I am very pleased to welcome Silvia Bonaccio (Telfer Business School - Ottawa University) as Program Chair. I had the pleasure of working with her for the last couple of years at the Organizational Behavior division of ASAC. I know she will

do a great job leading us to Québec in 2013 and then Vancouver in 2014.

These new team members join a stable core of volunteers still at work on their mandate. Joan Finegan (Western University) was chair in 1996-1997 and has been Secretary-Treasurer then Treasurer since 1999. She is the best source of information on CSIOP's history. Tom O'Neill (University of Calgary) who first joined as Student representative is in his second year as Communications Coordinator. Tim Jackson (Jackson Leadership Systems) continues as Secretary, an essential position he occupies very competently.

Finally, there are shifts among the team. Deborah Powell (University of Guelph) moves from Membership coordinator to Chair-Elect and as I mentioned before Blake Jelley (School of Business Administration - University of PEI) is now Past-Chair. I look forward to working in close collaboration with Deb and Blake.

#### *Highlights from Halifax*

From the feedback I got, it seems the CSIOP program at CPA was a great success. Thanks to Kevin Kelloway (Saint Mary's University) for his fantastic work as Program Chair. As always, the Military-I/O social event was a high point of the conference. Peter Bradley (Royal Military College of Canada), Chair of the military section and our own Damian O'Keefe (Saint Mary's University) were the architects of this success. Tom Oliver organized a great Mentorship event and a student symposium. The CSIOP Institute was also a success. Michael P. Leiter facilitated a great session on "The Respectful Workplace". About 40 people attended, many from the Halifax professional community. Other highlights from the conference include a CSIOP Distinguished Contributions to I/O Psychology award bestowed to Gary Johns (John Molson School of Business - Concordia University). This is only the fifth time CSIOP has given out this award. Finally, the conference would not be the same without the generosity of our sponsors. This year, Jackson Leadership Systems Inc. RHR Canada Ltd., and the CN Centre for Occupational Health and Safety made contributions.

#### *Looking forward to Québec and beyond*

As chair, I intend to continue the numerous initiatives the Executive set out to undertake. For example, we worked to include simultaneous translation for some of our sessions in Halifax. This is a prelude to Québec City where we hope to expand this capability. Last year we published an entire issue of the newsletter in both official languages. We will repeat the experience this year as well. Because of our comfortable finances we were also happy to add prizes for best student poster and to pay for registration for first authors participating in the student symposium during CPA this year. I expect the Executive will want this repeated next year in Québec City. We will also continue to provide our feedback on the "Police Guidelines". Blake discussed this at length in a few newsletters last year.

I hope you enjoy the last few days of summer. As past chairs

have done in the past, I urge you to get involved in CSIOP, provide comments and feedback, and submit a proposal to the conference. An association such as ours is only as strong as its members' involvement.

François Chiocchio (f.chiocchio@umontreal.ca)

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#### *De Halifax à Québec*

Bonjour chers membres de la SCPIO! J'en suis à ma quatrième année sur l'exécutif de la SCPIO et il s'agit de mon premier "Mot du président". J'ai passé deux ans à titre de Coordonnateur aux communications et une année comme président élu. C'est maintenant mon tour d'être président pour 2012-2013. Je suis précédé par une longue liste de président(e)s qui ont fait un excellent travail par le passé. Conséquemment, je suis relativement terrifié de leur succéder.

#### *Quelques changements*

Blake Jelley (School of Business Administration - University of PEI) quitte la présidence pour devenir président sortant. Il a fait preuve d'un grand leadership sur plusieurs fronts et son travail aux affaires professionnelles me viennent en tête comme un des nombreux exemples. Je me compte chanceux d'être président alors qu'il est président sortant. D'autres membres de l'exécutif ont choisi de s'engager dans d'autres projets. Cheryl Lamerson était présidente sortante et prends maintenant sa "retraite" de la SCPIO. J'ai apprécié sa vision des nombreux défis auxquels fait face la communauté I/O du Canada. Elle va me manquer. David Stanley (University of Guelph) a édité ce bulletin de manière brillante pendant de nombreuses années. Il a notamment soutenu le projet de bulletin bilingue malgré que cela lui ait doublé sa charge de travail. Kevin Kelloway (Saint Mary's University) quitte aussi. Après avoir été président en 2008-2009, Kevin est devenu président sortant puis a été élu président du programme pour 2 ans. Son irrésistible entrain et sa vision à long terme des affaires de la SCPIO furent très appréciés. Tom Oliver (University of Guelph) a fait un excellent boulot à titre de représentant des étudiant(e)s. Je sais que tous les membres de l'exécutif lui souhaitent de terminer ses études supérieures en beauté et l'appuient dans son intégration dans le monde du travail. C'est avec un grand plaisir que nous accueillons Pylin Chuapetcharasopon (University of Waterloo) à ce poste. Lance Ferris (Smeal College of Business - Penn State) est notre nouvel éditeur de bulletin. Il était sur l'exécutif il y a quelques années et son retour est une excellente nouvelle. Damian O'Keefe (Saint Mary's University) est notre nouveau coordonnateur aux membres. Son mandat de 2 ans assure une bonne représentation de la région de l'Atlantique. Enfin, je suis très heureux d'accueillir Silvia Bonaccio (Telfer Business School - Ottawa University) comme présidente du programme. J'ai eu le plaisir de travailler à ses côtés ces dernières années au sein de la division du comportement organisationnel de l'ASAC. Je sais qu'elle fera un excellent travail pour nous mener à Québec en 2013 ainsi qu'à Vancouver en 2014.

Ces nouveaux membres se joignent à d'autres membres qui oeuvrent encore à leur mandats respectifs. Joan Finegan (Western University) était présidente en 1996-1997 et est secrétaire-trésorière ou trésorière depuis 1999. Elle est la meilleure source d'information sur l'histoire de la SCPIO. Tom O'Neill (University of Calgary) qui était d'abord représentant des étudiant(e)s en est à sa seconde année comme coordonnateur aux communications. Tim Jackson (Jackson Leadership Systems) poursuit comme secrétaire, un travail essentiel qu'il effectue de manière très compétente. Enfin, il y a des changements de rôles au sein de l'équipe. Deborah Powell (University of Guelph) passe de coordonnatrice aux membres à présidente élue et, comme je l'ai mentionné plus haut, Blake Jelley (School of Business Administration - University of PEI) est maintenant président sortant. J'ai hâte de travailler aux côtés de Deb et de Blake.

#### *Faits saillants d'Halifax*

D'après les commentaires que j'ai reçus, le programme de la SCPIO lors du congrès de la SCP fut un succès. Merci à Kevin (Saint Mary's University) pour son excellent travail comme président de programme. Comme toujours, l'activité sociale "Militaire-I/O" fut un moment important du congrès. Peter Bradley (Royal Military College of Canada), président de la division militaire et notre propre Damian O'Keefe (Saint Mary's University) furent les architectes de ce succès. Tom Oliver a organisé l'activité mentorat et le symposium étudiant. L'institut SCPIO fut aussi un succès. Michael P. Leiter a animé un atelier intitulé "The Respectful Workplace". Environ 40 personnes ont assisté à l'événement dont plusieurs personnes de la communauté professionnelle d'Halifax. Un autre fait saillant de la conférence inclut la remise du prix Contribution exemplaire à la psychologie I/O à Gary Johns (John Molson School of Business - Concordia University). Ce prix n'a été remis que 5 fois. Enfin, nous tenons à remercier nos commanditaires sans qui la conférence ne serait pas la même sans leur générosité. Cette année Jackson Leadership Systems Inc., RHR Canada Ltd., et le CN Centre for Occupational Health and Safety ont contribué.

#### *Québec et au-delà*

Comme président, je compte continuer à mettre en place les initiatives amorcées par l'exécutif. Par exemple, nous avons travaillé à permettre la traduction simultanée d'une partie du programme d'Halifax. Il s'agit d'un prélude à Québec où nous espérons faire encore plus. L'an passé nous avons publié un numéro entier du bulletin dans les deux langues officielles. Nous répéterons l'expérience cette année. Étant donné notre bilan financier positif, c'est avec joie que nous avons ajouté des prix pour les meilleures affiches étudiantes et payé les frais d'inscription au congrès des premiers auteurs des présentations du symposium étudiant. J'anticipe que l'exécutif voudra répéter l'expérience à Québec. Nous continuerons aussi de fournir notre rétroaction au sujet des "Directives policières". Blake a amplement discuté de ce thème dans quelques numéros passés du bulletin.

Je vous souhaite de profiter des derniers jours de l'été. Comme

les présidents du passé l'ont fait avant moi, je vous invite à vous impliquer au sein de la SCPIO, à faire des commentaires et suggestions, et à soumettre une proposition de communication pour le congrès. Une association comme la nôtre n'est forte que dans la mesure où ses membres s'impliquent.

François Chiocchio (f.chiocchio@umontreal.ca)

#### **CSIOP Membership**

*Damian O'Keefe, PhD*  
*Saint Mary's University*

Hope everyone had a great summer!

CSIOP has a total of 295 members (three new Associate Members), which consists of 21 CPA Fellows, three Lifetime Members, four international affiliates, eight Special Affiliates, 168 Full Members, and 88 Student Members.

Please join me in welcoming the following new associate members:

#### *Associate Members*

Alex Roussakis

David Gallagher

Helen Ofosu

Louis Mbani

#### **CSIOP News Items**

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

James Beck was recently hired as an Assistant Professor of Industrial/Organizational Psychology at the University of Waterloo. He received his B.S. from Michigan State University, his M.A. from the University of Akron, and his Ph.D. from the University of Minnesota. His research focuses on the processes involved as individuals allocate finite resources across multiple, often competing goals. James' work has been published in *Organizational Behavior and Human Decision Processes*, *Leadership Quarterly*, *Industrial and Organizational Psychology*, and *Consulting Psychology Journal*. Despite having recently moved into the heart of Maple Leaf country James remains a die-hard Red Wings fan.

#### **Recent publications:**

Lee, S., Adair, W.L., & Mannix, E.A. & Kim, J. (2012). The relational versus collective "We" and intergroup allocation: The role of nested group categorization. *Journal of Experimental Social Psychology*, 48, 1132-1138.

### Best Paper Awards:

Thun, B., & Kelloway, E.K. (2011). *Virtuous Leaders: Assessing Character Strengths in the Workplace*, Canadian Journal of Administrative Science was judged to be the best paper published last year in CJAS and received the Best Paper award at the 2012 ASAC meeting in St John's, NF.

Adair, W., & Brett (2005), *Organization Science* won the 2012 Most Influential Paper Award, Conflict Management Division, Academy of Management.

The paper titled *Informational role self-efficacy: A validation in interprofessional collaboration contexts involving service and project teams* Francois Chiochio co-wrote with Faculty of Medicine colleagues Paule Lebel and Jean-Nicolas Dubé won the Honorable Mention award for Organizational behavior at ASAC 2012.

Semnani-Azad, Z. & Adair, W. (2012). *Watch your tone! Paralinguistic communicating negotiation approach across culture* won the Runner-up, Best Student Paper Award at the Annual Meeting of the International Association for Conflict Management, Capetown, South Africa.

Congratulations to Matthew McLarnon of Western, 2012 recipient of the RHR Kendall Award for best student paper at the CPA conference! As well, Leann Schneider (Guelph), Lindie Liang (Waterloo), and Lauren Florko (Saint Mary's) came in first, second, and third place for the CSIOP best poster award.

### Graduations:

Claire Dumouchel graduated with her Masters from Université de Montréal. The title of her Master's Thesis was: *Learn, perform or avoid: the effect of goal orientation on conflict type and academic performance among college students involved in an educational project*, and it was supervised by Francois Chiochio.

### Other:

Francois Chiochio joined Richard Klimoski (George Mason University), Beverly Dugan (HumPRO) and Carla Mesikomer (Project Management Institute) as co-editor of an upcoming SIOP Professional Practice / Jossey-Bass book titled *The Art and Science of Managing Human Resource Projects*.

Our thanks to Jackson Leadership Systems for sponsoring the student mentor event at CPA, and to the CN Centre for Occupational Health and Safety for sponsoring the CSIOP Institute!

Finally, Francois Chiochio will be Chair of the OB Division of the Administrative Sciences Association of Canada for 2012-2013.

Please send any information you want to share with your colleagues to me.

Email: Arla.Day@smu.ca Phone: 902-420-5854

### Communications Update

Tom O'Neill, PhD  
University of Calgary  
with

Nazanin Dormani, Organizational Psychology Consultant, Personnel Psychology Center, Ottawa

In June we attended a roundtable session, organized by Blake Jelley, former chair of CSIOP, at the annual meeting of the Canadian Psychological Association (CPA) in Halifax, Nova Scotia. The formal discussion focus was accreditation, licensure, and I/O related credentialing. One reason we are interested in such issues is because there is potential to increase evidence-based management. As scientist-practitioners, it's clear that we need to incorporate scientific evidence in organizational consulting practices, but that might not always happen.

A tangent that sparked our interest at Blake's roundtable involved discussion about accreditation in the UK. Becoming a chartered "Occupational Psychologist" requires meeting several criteria including (a) completing a British Psychological Society accredited degree or conversion course, (b) complete a period of practice as a Trainee Occupational Psychologist, under the supervision of a Chartered Psychologist with Full Membership of the Division of Occupational Psychology (DOP) and registered with the Health Professions Council (HPC) as a Practitioner Psychologist (Stage 2). All candidates are required to complete a minimum of two years full-time (or the part-time equivalent) supervised practice under an Approved Supervisor. We find this very interesting because I/O psychology in North America seems somewhat uninterested in any regulation; yet, many other fields here place a heavy emphasis on accreditation (e.g., clinical psychology, accounting). The motive, in large part for us, is that a charter system has the potential to facilitate evidence-based management; that is, the scientific and judicious application of the state-of-the-science in organizational decision making. Something we should all strive for in our view.

Clearly accreditation would involve a tremendous combined effort, and rest assured, we are not planning to start that crusade tomorrow. But, this forum is a place to raise issues relevant to the communication of ongoing developments in the field of I/O psychology in Canada. And we feel that the issue of accreditation is one that warrants some comment.

Despite barriers to building any certification system, CPA, in a response to a Psynopsis cover story by Blake and Tom, suggested they would be interested in supporting a movement. Maybe it's something to keep on our agenda.

### Student Update

*Pylin Chuapetcharasopon*  
*University of Waterloo*

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

After four years of reading the CSIOP newsletter since my undergraduate, it is my pleasure to actually write an article for the newsletter as the new Students' Representative! I am a first year PhD student at the University of Waterloo working with Dr. Wendi Adair. I also received my MA in I/O psychology at UWaterloo, and I attended the University of British Columbia for my undergraduate studies. I have met the past three representatives, and they have been very helpful and have organized successful student-mentor sessions and I/O student symposiums. It is my hope to continue in their footsteps.

My main motivation to become CSIOP Student Representative is to help develop Canadian I/O students' networks. I believe that we, as students, can definitely benefit from expanding and strengthening our networks with each other in addition to professors and practitioners who value the science and practice of our field. Therefore, I would like to also promote student-mentor socials to the local level (i.e., at each of the Canadian universities) to increase the frequency of these sessions and for local I/O communities to strengthen their ties.

I obviously cannot do this alone and would definitely value your input and support in propelling this vision forward. If you are interested in becoming the local contact of your school for this initiative, please contact me at [pchuapet@uwaterloo.ca](mailto:pchuapet@uwaterloo.ca)

I am also incredibly excited that the CPA conference will be held in Quebec City in 2013. I encourage both undergraduate and graduate students to start thinking about submissions to this conference, as the deadline is around mid-October. As before, an I/O student symposium will be organized to showcase great student research from across Canada. Also, as François has mentioned, the first authors participating in the student symposium will have their registration fee paid for and there will be prizes for best student poster.

Looking forward to a great year!

~Pylin

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Bonjour à tous,

Depuis mon premier cycle et après quatre ans comme lectrice du bulletin d'information, je suis vraiment heureuse d'écrire mon premier article en tant que nouvelle représentante des étu-

dants! Je suis en première année au doctorat à l'Université de Waterloo et je travaille avec Dr. Wendi Adair. J'ai aussi obtenu ma maîtrise en psychologie I/O à UWaterloo, et j'ai effectué mes études de premier cycle à l'Université de la Colombie-Britannique. J'ai rencontré les trois derniers représentants. Ils ont été très actifs et ont organisé avec succès des sessions étudiants-mentors et le symposium étudiant I/O. J'ai l'espoir de pouvoir poursuivre sur leurs traces.

Ma principale motivation pour devenir la représentante des étudiants de la SCPIO est d'aider à développer un réseau d'étudiants I/O canadien. Je crois que nous, les étudiants, pouvons certainement bénéficier de l'expansion et du renforcement de nos réseaux les uns avec les autres, en plus d'avec les professeurs et les praticiens qui apprécient la science et la pratique dans notre domaine. Par conséquent, je voudrais aussi encourager la tenue de rencontres étudiants-mentors sur la scène locale (c'est-à-dire dans chacune des universités canadiennes) pour en augmenter la fréquence et pour renforcer les liens au sein des communautés I/O. Je ne peux évidemment pas faire cela toute seule et j'apprécierais votre contribution et votre soutien pour concrétiser cette vision. Si vous êtes intéressés à devenir la personne-ressource de votre université dans le cadre de cette initiative, s'il vous plaît me contacter à [pchuapet@uwaterloo.ca](mailto:pchuapet@uwaterloo.ca).

Je suis aussi incroyablement heureuse que la conférence de l'SCP se tiendra à Québec en 2013. J'encourage les étudiants du premier cycle et des cycles supérieurs de commencer à penser au thème de leur soumission à cette conférence, la date limite se situe autour de la mi-octobre. Comme auparavant, un symposium d'étudiants I/O sera organisé pour présenter les grandes recherches des étudiants de partout au Canada. En outre, comme François l'a mentionné, les premiers auteurs qui participent à ce colloque étudiant auront les frais d'inscription payés et il y aura des prix pour la meilleure affiche étudiante.

Je vous souhaite une excellente année!

~Pylin

### The Convention Corner/Le Coin de la Conférence

*Silvia Bonaccio, PhD*  
*University of Ottawa/Université d'Ottawa*

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

It is hard to believe that the 2012 CPA convention held in Halifax is already a few months behind us. However, while the dog days of summer seem to beg us to slow down for an ice cream break, the CSIOP Executive members are already hard at work on our next program.

First, I must invite you all to join me in thanking Kevin Kelloway for his dedication and hard work on the CSIOP program for the last two CPA conventions. As I take over the Program Coordinator role from him, I find myself eager to continue a tradition of rich and exciting CSIOP programs. Indeed,

the Halifax one was particularly successful, ranging from the CSIOP institute led by Michael Leiter, to a thought-provoking invited address by Julian Barling, to several well-attended symposia and workshops, not to mention many insightful poster presentations. I anticipate that the 2013 program will be just as interesting.

And speaking of our next convention...While the call for papers is not yet out, please mark your calendars for June 13-15 2013 as we are meeting next year in beautiful Quebec City. As such, it is now time to start thinking about which of your papers you will be submitting. In particular, I wish to remind students of the many benefits of presenting and attending the convention. In addition to being a great opportunity for networking, building your vita and getting some feedback, the convention is a great opportunity to hone your research presentation skills in front of a supportive audience. In addition, there are many student-centered activities, such as a CSIOP student research symposium, and workshops on topics of import to students (e.g., funding).

Of course, I invite you to share with me any ideas you may have about the conference program. Are there any workshop or roundtable discussion topics that are of interest to you? Do you have a topic in mind for an invited symposium? Do you have any ideas for new session formats that would benefit the CSIOP community? In addition, I will be planning a CSIOP institute to be held on June 12. Are there any topics you are eager to hear about? Please send all of these suggestions my way at [bonaccio@telfer.uottawa.ca](mailto:bonaccio@telfer.uottawa.ca).

Finally, here is a tidbit of information for those of you who are interested in the history of the CPA convention. Did you know that the CPA website lists all past convention locations and program officers since 1940! You can find a link to the historical list of conventions on this page <http://www.cpa.ca/convention/futureconventions/>. And while you're at it, why not jot down the dates for the 2014 and 2015 conventions as well?

Have a good summer and please be on the lookout for the CPA call for papers.

Silvia

C'est difficile de croire que le congrès de l'ACP 2012 d'Halifax soit déjà derrière nous. Bien que la canicule nous invite à prendre une pause et savourer une crème glacée, les membres du comité exécutif de la SCPIO travaillent activement sur le prochain programme. Premièrement, je vous invite tous à vous joindre à moi pour remercier Kevin Kelloway pour son dévouement et son travail ardu sur les programmes de la SCPIO des deux derniers congrès. Puisque je prends sa relève en tant que coordonnatrice de programme, je tiens à continuer cette tradition de programmes enrichissants et de qualité. En effet, le programme d'Halifax fut un succès car il contenait, entre autres, l'Institut SCPIO présenté par Michael Leiter, une présentation stimulante par notre conférencier d'honneur, Julian Barling,

plusieurs symposiums et ateliers très courus et des présentations par affiche enrichissantes. J'anticipe que le programme de 2013 sera également intéressant.

En parlant de notre prochain congrès... En attendant l'appel aux communications, je vous invite à retenir les dates du 13 au 15 juin 2013 pour notre prochain rendez-vous dans la charmante ville de Québec. Il est donc le temps de penser à quels projets de recherche vous voudriez y présenter. En particulier, je désire rappeler aux étudiants les nombreux avantages reliés à la participation et à la présentation au congrès. Outre à être une grande opportunité de réseautage, une occasion de bâtir vos CV et d'obtenir une rétroaction sur vos recherches, le congrès est une place idéale pour raffiner votre habileté de présentation devant un public amical. De plus il y a plusieurs activités qui visent les étudiants telles qu'un symposium de recherche étudiante et des ateliers (ex. sur l'obtention de subventions).

Bien sur, je vous invite tous à partager avec moi des idées sur le congrès. Y a-t-il des sujets d'ateliers ou de table ronde qui vous intéressent? Avez-vous un sujet en tête pour un symposium ou un nouveau format de session qui pourrait être utile à la communauté SCPIO? De plus, nous planifions un Institut SCPIO qui aura lieu le 12 juin. Quels sont les sujets dont vous aimeriez en savoir d'avantage? Veuillez envoyer vos suggestions à mon attention à [bonaccio@telfer.uottawa.ca](mailto:bonaccio@telfer.uottawa.ca)

Enfin, voici une petite information pour ceux qui sont intéressés par l'histoire du congrès ACP. Saviez-vous que son site internet contient la liste des endroits où la conférence a été tenue depuis 1940? Les présidents du congrès y sont aussi indiqués. Vous trouverez cette information ici <http://www.cpa.ca/congres/congresavenir/>. Et tant qu'à y être, pourquoi ne pas noter les dates des conventions de 2014-2015?

Je vous souhaite un bon été et je vous prie d'être aux aguets pour l'appel aux communications.

Silvia

***Takin' Care of Business...with Unpaid Overtime***  
***Erika Ringseis & Steven Kley<sup>1</sup>***

You may have noticed a recent increase in "class action" discussion in Canada. More traditionally seen south of the border, large law suits by employees against their employers have been relatively rare in Canada...until now.

Recently taking centre stage in the entertaining world of human resources law are a series of class action cases. Specifically, employees who have worked a large amount of overtime hours without being compensated for that overtime are discovering the possibility of compensation without enduring the costs associated with pursuing an employer single-handedly.

Four recent Ontario decisions are discussed below that have sent a strong message about the requirements for pursuing class-action lawsuits for unpaid overtime.

### *Background*

Claims for unpaid overtime generally fall into two categories: “misclassification” cases and “off-the-clock” cases. The former is based on a claim that an employer has misclassified employees into managerial roles to avoid paying overtime. In the latter, employees make a claim that, while their positions would otherwise be entitled to overtime pay, the employer has a habit of denying overtime.

To proceed with either kind of claim by way of a class action lawsuit, the members of the class (the unpaid employees) must show a degree of commonality between themselves (ie., they have to show that they can be grouped as a “class”). Where sufficient commonality is shown, a court will certify the claims as a class action.

The employer has two chances to win the lawsuit: first, by showing that there is not sufficient commonality to form a class and secondly, by showing that there is actually no outstanding overtime to be paid.

The recent cases discussed below address the first stage in the process (forming a class). The cases that have been permitted to form a class will now either proceed to the next stage of court hearing, or to a further appeal to the Supreme Court of Canada, leaving you on the edge of your seat for our follow-up article in a couple of years...or more...

### *The Ties that Bind*

Two decisions from the Ontario Court of Appeal, *Fulawka v Bank of Nova Scotia (Fulawka)* and *Fresco v Canadian Imperial Bank of Commerce (Fresco)*, concerned claims brought by front-line bank staff. Each bank had policies that required overtime to be pre-approved by a manager before it would be compensated. The employees alleged that the requirement for pre-approval was contrary to their employment contracts. They also alleged that the banks had failed to keep proper records of overtime hours. In *Fulawka*, certain employees also claimed that they had been misclassified as managers, disentitling them to overtime. Thus, unlike *Fresco*, which was a strict off-the-clock case, *Fulawka* contained both off-the-clock and misclassification elements.

The banks attempted to downplay commonality between employees by stressing the diversity of overtime practices between individual bank branches. Both Scotiabank and CIBC filed evidence that overtime practices varied between branches, as each was a unique working environment headed by managers with significant autonomy. Each claim, the banks argued, would require an individual assessment of overtime hours that had been required or permitted, but went unpaid.

The Court of Appeal stated that the arguments made by the banks ignored the systemic nature of the employees’ claims: that the banks failed to implement a proper system for recording overtime hours and failed to ensure that employees where not working hours the banks didn’t intend to compensate. The potential need for individual assessments of damages would not undermine

the utility of resolving common aspects of the negligence claims by way of a class proceeding.

In *Fulawka*, the Court of Appeal also certified the claim that some employees - financial advisors and account managers for small business - had been misclassified as being exempt from overtime.

### *A Manager by Any Other Name*

On the other hand, the Ontario courts refused to certify two strictly misclassification cases.

In *McCracken v Canadian National Railway Company*, employees alleged that a level within the company, First Line Supervisors, or FLSs, had been improperly misclassified as managerial employees. FLSs are between unionized employees, on the one hand and superintendant positions, on the other. The class included approximately 70 different job positions. The employees argued that FLSs were regularly required to work in excess of 40 hours per week, on holidays or as replacements for unionized employees.

The employees brought evidence from several FLSs that, despite their classification as managerial, they did not have real decision making power in essential managerial matters such as hiring/disciplining/terminating employees, representing management in collective bargaining or negotiating contracts.

CNR led evidence that the claims were actually highly individualized, on both a branch/office basis, as well as within the roles and functions of FLSs themselves. For instance, CNR argued that FLSs working in more remote locations tended to exercise greater decision-making authority than FLSs in busier, urban locations.

The Court of Appeal reviewed the previous misclassification cases and reiterated that those cases has been successfully certified on the basis that the claimants shared similar job functions and tasks, not simply because they shared a similar job classification.

The Court accepted CNR’s evidence that the job functions of FLSs were too varied and that practices between offices were too divergent to certify the claims as a class action. The claim for certification was rejected.

The decision of the Ontario Superior Court in *Brown v Canadian Imperial Bank of Commerce (Brown)* also stressed the need for commonality within job functions, not simply commonality between job classifications.

In *Brown*, the plaintiffs sought certification for claims brought by “Analysts”, “Investment Advisors” and “Associate Investment Advisors” who had allegedly been misclassified as managers and denied overtime pay. The Ontario Superior Court, presented with CIBC’s complex matrix of employee roles, without standardization for job title, level and code, sided with CIBC and refused certification. Looking at the diversity of tasks within the various job classifications, roles, titles, levels and codes, no

commonality could be found. All that could be said was that while “Advisors” advised and “Analysts” analyzed, more commonality was required to proceed by way of class action.

*Uncommonly Common*

The need to classify and rank employees into a grand chart seems common within organizations. Indeed, whole teams are often dedicated to the task, producing org charts proudly displayed on websites and in annual filings.

When it comes to claims for overtime pay however, these tendencies are largely irrelevant. As the foregoing caselaw shows, courts are far more concerned with the fundamental day-to-day roles and tasks of employees than their actual positions in the hierarchy.

In determining who is entitled to overtime pay, organizations need to look beyond job levels and titles to truly identify where managerial responsibility rests. Likewise, employees dreaming of retiring on the lucrative proceeds of a class action for overtime pay need to look beyond the job titles on their business

cards. An application for certification on that basis alone won't be successful, only costly. Class action lawyers always get paid overtime, they just call it “billing” instead.

*<sup>1</sup>Erika Ringseis is Senior Legal Counsel in the Human Resources law group at TransCanada with a Ph.D., and an ever present interest, in I/O Psychology. Steven Kley is the newest addition to the HR law team and is in a class all his own (literally, as the poor guy works in an all-female legal team)*

<b>2013 Conference Dates</b>	<b>Name &amp; Location</b>	<b>Submission Deadline</b>
Aug 9-13	Academy of Management, Orlando	Mid January
July 31-Aug 4	APA, Honolulu	TBA
May 23-26	AAPS, Washington, DC	Jan. 31
June 8-11	ASAC, Calgary	TBA
June 13-15	CPA, Quebec City	TBA (typically around Oct 15)
May 22-25	EAWOP, Münster, Germany	Sept. 30, 2012
July 9–12	European Congress of Psychology, Stockholm, Sweden	Nov. 15, 2012
Apr 11-13	SIOP, Houston	Sept. 12, 2012
May 16-19	Work, Stress, & Health, Los Angeles	Oct. 1, 2012
** Please double check dates because they may change.		



## ***Your Career Starts Here!***

### **Organizational and Performance Effectiveness Consultant Toronto, Ontario Requisition number C04588**

#### **Company Summary**

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, Mark's and FGL Sports Limited.

#### **Role Purpose**

Reporting to the Manager, Organizational and Performance Effectiveness, the Consultant, Organizational and Performance Effectiveness will support the department in its mandate to provide Canadian Tire Corporation and its subsidiaries with best in class approaches, processes and tools in the areas of organizational culture, employee engagement, performance management and employment branding to enable optimal organizational performance.

#### **Role Accountabilities**

- Support the design, development and/or acquisition of approaches, processes and tools in relation to key Organizational Performance and Effectiveness initiatives including: organizational culture, performance management, team effectiveness, employee experience (including on-boarding and orientation) employee engagement, and employee value proposition and branding.
- Gather and report on established metrics for measuring utilization and effectiveness of individual OE approaches/processes/tools. Analyze metrics across the portfolio and make recommendations for continuous improvement of programs.
- Support the execution of the Team Opinion Survey through analysis of survey data, providing technical support and developing tools and resources to build managerial capability and support team-based action planning.
- Provide consulting/advisory services to HR Solutions partners on approaches to enhancing manager and employee effectiveness, recognizing desired behaviours and results and building capability around performance and employee engagement.

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**OPPORTUNITY**

- Continuously evaluate the effectiveness of Organizational and Performance Effectiveness initiatives to ensure needs and requirements of internal stakeholders are met or exceeded.
- Design and deliver professional skills and leadership programs to enhance the employee experience using sound instructional design principles and methodologies
- Facilitate a variety internal workshops and courses to align with overall employee engagement and business requirements.
- Participate in setting vendor selection criteria and service level expectations.
- Support initiatives to inform HR about the spectrum of approaches, processes and tools available in relation to the performance management and employee engagement suite of offerings.

### **Qualifications;**

- 5-7 years experience in Human Resources with minimum 3 years in HR programs development and/or HR business analysis in a complex, forward thinking and sophisticated environment with a large employee base and multiple locations.
- Knowledge and experience in one or more areas employee engagement surveys, performance management, organizational culture, employment branding and employee value proposition.
- Superior analytical and technical skills to support the direction of initiatives.
- Well versed in methodologies for measuring and assessing effectiveness of organizational and performance management programs
- Strong consulting, influencing, relationship management and organizational skills
- Strong instructional design skills
- High level of integrity and the demonstrated ability to handle sensitive and confidential information in a professional manner.
- Exceptional communication (written and verbal) and presentation skills
- Ability to effectively interact with individuals at all levels of the organization
- Must be self starter who shows initiative, agility and flexibility
- Undergraduate degree in a related field such as Business Administration, Psychology, and/ or Human Resources is required.
- Post graduate education in Adult Education, IO Psychology, MBA, and/or Master of Industrial Relations is an asset.
- Proven ability to bring programs to fruition. Strong project management skills.

As a condition of employment, this position is subject to the successful completion of the following pre-employment conditions:

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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.