



The Canadian Industrial & Organizational Psychologist

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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)

Are we there yet?

It seems everywhere I look I see the importance of industrial and organizational psychology. Take today's online newspapers and follow-me westward as I scan local news. Halifax-based The Chronicle Herald reports that a fire destroyed a Labrador City apartment building under construction [1]. Firefighters, seeing the building could not be saved, concentrated their efforts on avoiding damage to the hospital next door. I see situational judgment on the part of firefighters who have to make quick decisions in difficult circumstances [2]. The Province of Quebec's current Charbonneau Commission is hearing witnesses on corruption in the construction industry [3]. I see strikingly shocking examples of counterproductive work behav-

iors and the need to select out individuals prone to such actions [4]. Winnipeg Free Press reporter Mary Agnes Welch explains how CP's new president Hunter Harrison is looking at ways to make CP more efficient [5]. Stakeholder groups fear this means the city's railway yards may move. I can't help but see the interplay of transactional and transformational leadership [6]. The Vancouver Sun reports that British Columbia's health care workers are thinking of calling a strike [7]. The report explains that the 46,000-member union includes some 270 job classifications! I think of the complexities of working together across disciplines [8] and organizational boundaries [9, 10] and on the many studies describing stress at work in this sector [11]. Isn't I/O everywhere? If you did not see it before, I hope you do now. Note I did not even look at business news where obviously issues regarding work abound.

Although you and I may see I/O is everywhere, it is difficult for others to recognize us or our contribution to our society. This may be because I/O folks are in psychology departments, but also business schools and industrial relations programs. In many ways this is good news. It shows that our craft is crucial in many ways, in diverse fields and across different schools of thought. But it does raise the issue of branding. Are we doing a good job at branding ourselves?

Part of the answer requires identifying a target. Take the CPA Board of Directors for example. We now make sure that members of our division apply to CPA Board of Directors openings (if you are interested, let us know!). This way we are better represented "upstairs", and we can explain our role in society and advocate our place in CPA. Targeting other members of CPA is also important. Dynamic CSIOP members have, within the last 18 months, written in CPA's Pynopsis. These efforts help explain to other members, such as clinical psychologists, what

I/O psychology is. We will continue with these efforts. Should you have an idea for a piece in Pysnopsis, let us know.

Other targets of branding efforts deserve our attention. Members of the general public come to mind. For that CPA has “fact sheets”. Go check out CPA’s current list of available topics covered by these well-made, short, to-the-point, collection of documents (www.cpa.ca, click on “Public”, then on “Psychology Works Fact Sheets”). You will notice nothing on I/O psychology. Nothing. This is about to change as some of us are working on adding I/O-specific topics. In fact you will be consulted on drafts as they pour in. An infinite number of I/O topics could be added and for that your suggestions and participation are necessary. I think the public deserves and needs to know us better.

Finally, future graduate students certainly deserve our attention. In many business, psychology and industrial relations undergraduate programs, I/O issues are only glossed over. How can these students apply to relevant grad programs if they do not know of I/O psychology and of our important contribution? We have a PowerPoint presentation that we can provide to you with basic information you can present in your university.

So are we there yet? To that I answer a qualified ‘No’. We recognized areas for improvement. We have made efforts and succeeded thus far. We are persisting and – given the competency level of CSIOP members – there are no reasons to expect anything less than success. So the glass is half full. We are not there yet however until more CSIOP members want to participate in these various branding endeavors. What do you think?

François Chiochio (f.chiochio@umontreal.ca)

Sommes-nous rendus ?

Il me semble que partout où je regarde, je vois l’importance de la psychologie industrielle et organisationnelle. Prenez les journaux en ligne d’aujourd’hui et suivez-moi vers l’ouest, alors que je parcours les nouvelles locales. Le Chronicle Herald d’Halifax rapporte qu’un incendie a détruit un bâtiment en construction de Labrador City [1]. Les pompiers voyant que le bâtiment ne pouvait être sauvé ont choisi de concentrer leurs efforts sur la protection de l’hôpital voisin. Je vois là un exemple de jugement situationnel de la part des pompiers qui ont à prendre des décisions rapides dans des circonstances difficiles [2]. La Commission Charbonneau accapare les ondes du Québec par les témoignages sur la corruption dans l’industrie de la construction [3]. J’y constate des exemples aussi saisissants que choquants de comportements contreproductifs au travail et de la nécessité d’identifier les personnes sujettes à de telles actions au cours des processus de sélection [4]. La journaliste Mary Agnes Welch du Winnipeg Free Press explique comment le nouveau président du CP, Hunter Harrison, cherche des moyens de rendre plus efficace la compagnie de chemins de fer [5]. Les groupes d’intervenants craignent que cela signale le déménagement de la gare de triage. Je ne peux pas m’empêcher de voir l’interaction

entre les comportements de leadership transactionnel et transformationnel [6]. Le Vancouver Sun rapporte que les travailleurs de la santé de la Colombie Britannique envisagent de déclencher une grève [7]. Le reportage explique que le syndicat comprend 46,000 membres répartis dans quelque 270 catégories d’emplois! Je pense à la complexité de la collaboration entre les disciplines [8] et par-delà les frontières organisationnelles [9, 10] et sur les nombreuses études décrivant le stress au travail des travailleurs de ce secteur [11]. La psychologie I-O n’est-elle pas partout? Notez que je n’ai même pas examiné les nouvelles économiques et d’affaires où évidemment nos préoccupations figurent en grand nombre.

Bien que vous et moi pouvons voir la psychologie I-O partout, il est difficile pour les autres de nous reconnaître ou de reconnaître la contribution que nous faisons à notre société. C’est peut-être parce que la psychologie I-O prend racine dans des départements de psychologie, mais aussi dans les écoles de commerce et les programmes de relations industrielles. À bien des égards cet étalement est une bonne nouvelle. Cela montre que notre métier est crucial de bien des façons, dans divers domaines et par le truchement de différentes écoles de pensée. Mais cela soulève la question de l’image de marque. Faisons-nous un bon travail d’identification à notre image de marque?

Une partie de la réponse nécessite l’identification de cibles. Prenez le conseil d’administration de la SCP par exemple. Nous allons maintenant faire en sorte que les membres de notre division postulent au conseil d’administration lorsqu’il y a des postes qui s’ouvrent (si vous êtes intéressés, faites-le-nous savoir!). De cette façon, nous sommes mieux représentés «en haut», ce qui nous permet d’expliquer notre rôle dans la société et de défendre notre place à la SCP. Cibler les autres membres de la SCP est également important. Des membres dynamiques de la SCPIO ont, au cours des 18 derniers mois, écrit des articles dans Pysnopsis, l’organe de communication de la SCP. Ces efforts contribuent à expliquer à d’autres membres tels que des psychologues cliniciens que la psychologie I-O est bien de la psychologie. Nous allons poursuivre ces efforts. Si vous avez une idée pour un article dans Pysnopsis, laissez-le-nous savoir.

D’autres cibles pertinentes pour véhiculer notre image de marque méritent notre attention. Les membres du grand public viennent à l’esprit. Pour ça, la SCP publie des “fiches factuelles”. Allez voir la liste actuelle de ces courts documents, bien faits et qui vont droit au but (www.cpa.ca, cliquez sur “Public”, puis sur “La psychologie peut vous aider”). Vous remarquerez qu’aucun des thèmes ne traite de la psychologie I-O. Aucun. C’est sur le point de changer à mesure que certains d’entre nous travaillons sur l’ajout de thèmes particulier à la psychologie I-O. En fait, vous serez bientôt consultés pour commenter sur des ébauches. Un nombre infini de thèmes pourraient être ajoutés. Pour cela vos suggestions et votre participation sont nécessaires. Je pense que le public mérite et a besoin de mieux nous connaître.

Enfin, les futurs étudiants des cycles supérieurs méritent certainement notre attention. Dans les programmes de baccalauréat des écoles d’administration, des départements de psychologie

et de relations industrielles, les thèmes relatifs à la psychologie I-O sont traités très légèrement seulement. Comment ces étudiants peuvent-ils appliquer aux cycles supérieurs s'ils ne savent pas ce qu'est la psychologie I-O et l'importance de notre contribution à la société? Nous avons une présentation Power-Point que nous pouvons vous fournir si vous voulez effectuer un atelier dans votre université.

Ainsi, sommes-nous rendus? Je réponds prudemment «Non». Nous avons reconnu les points à améliorer. Nous avons fait des efforts et atteint nos objectifs jusqu'à présent. Nous persistons et - compte tenu du niveau de compétence des membres de la SCPIO - il convient de s'attendre à d'autres succès. Ainsi, le verre est à moitié plein. Nous ne sommes toutefois par encore rendus tant que d'autres membres de la SCIOP ne s'engagent pas à rehausser notre image de marque. Qu'en pensez-vous?

François Chiocchio (f.chiocchio@umontreal.ca)

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CSIOP Membership
Damian O'Keefe, PhD
Saint Mary's University

Hope everyone had a great fall!

CSIOP has a total of 340 members, which consists of 20 CPA Fellows, four Lifetime Members, six international affiliates, 10 Special Affiliates, 208 Full Members, three retired members, and 89 Student Members.

However, a review of the membership status indicates that there are 98 lapsed memberships. Soooooo, please confirm that your CSIOP membership is current.

Renewal reminder

All current CSIOP members can expect to receive renewal reminders in the near future. If you are currently a member of both CPA and CSIOP, you will receive your renewal reminder from CPA. If you are a member of CSIOP but not CPA (i.e., a CSIOP Associate), then your renewal reminder will come directly from CSIOP. Please be sure to complete your renewal before the end of 2012 so that your membership continues uninterrupted.

Changes to your Membership Information

Pylin Chuapetcharasopon, the CSIOP student rep, recently sent an email to student members and had at least one email bounce back to her stating that the email address was incorrect. To this end, if your contact information (e.g., email addresses, work phone number) has changed and you are a CPA member, please contact the CPA membership coordinator at membership@cpa.ca. If you are not a CPA member, then please inform me (damian.okeefe@smu.ca) or Joan Finegan (finegan@uwo.ca) of the changes.

Please join me in welcoming Rod Miller of Resources Global Professionals to CSIOP.

CSIOP News Items

Arla Day, PhD

Saint Mary's University

Fall has been a busy time in the Canadian I/O world. New students across the programs... graduating students, as well as awards, new books, and new positions.

Research Chairs



Julian Barling has been appointed the inaugural "Borden Chair of Leadership" at Queen's School of Business. The Borden Chair of Leadership recognizes Julian's contribution to the academic and professional communities, and will support his ongoing research.



Kathleen Boies was awarded the Concordia University Research Chair in Leadership Development.

Congratulations to Julian & Kathleen!!

Wilfrid Laurier News: Dr. Ivona Hideg (University of Toronto) and Dr. Manuela Priesemuth (University of Central Florida) have joined the OB/HRM area at WLU. Ivona's research interests include cultural variations in the social effects

of emotions, diversity, and culture in the workplace. Manuela's research interests include workplace deviance (e.g., abusive supervision), leadership, behavioral ethics, and organizational justice.

University of Guelph News: Guelph faculty and students are collaborating with the ERASMUS MUNDUS - Masters in Work, Organizational, and Personnel Psychology program. This program allows for the exchange of MA and PhD students between partner universities (e.g., universities from France, Italy, Portugal, and Spain).

PhD student Chris Upton attended the Winter School "Bernhard Wilpert" organized by The European Master in Work, Organizational and Personnel Psychology (WOP-P). This year, three Master's students (Dan Van der Werf, Ashlyn Patterson, Thomas Sasso) will be taking this exchange course in Gandia (Spain). As part of the student exchange, we are expecting three to five students from the European master to complete their internship with OMS from March to June.

Guelph had a visiting professor from University of Barcelona (Marina Romeo) during the summer. Deb Powell and Gloria Gonzalez Morales will be teaching in Valencia this December seminars on Personnel Selection and Occupational Health Psychology respectively.

University of Calgary News: University of Calgary has been given a new junior I/O assistant professor position, which will likely start in the summer of 2013 or fall 2013. They will be sending out more detailed information and a job description to the CSIOP listserv when they receive it.

Paper Awards: At its biennial conference in Rishon LeZion (Israel), the International Society for Justice Research (ISJR) presented the Morton Deutsch Award for the best articles published in Social Justice to Kathleen Otto, Anna Baumert, and Ramona Bobocel, for their article "Cross-cultural preferences for distributive justice principles: Resource type and uncertainty management." Social Justice Research, 24, 255-277. Congratulations to the authors!

New and Graduating Students: SMU welcomes 8 new MSc Students: Joseph Carpini; Lenora Collins; Katherine Berlinguette; Michelle Boutilier, Samantha Penney, Aleka MacLellan, Shauna Smith, and Dylan Smibert.

SMU also has 3 students starting the PhD program: Nikola Hartling, Mohammed Al-hamdani and Jen Wong.

Guelph welcomes 6 new masters students: Patricia Barata;

Jenny Cao; Paul Comeault; Alexandra Chris; Grace Ewles;
Eugenie Legare-Saint-Laurent

New WLU Graduates: Annika Hillebrandt graduated from the MSc program (“The way you make me feel: The effects of coworkers’ emotions on employees’ fairness perceptions”). Annika has received a Joseph-Armand Bombardier Canada Graduate Scholarship from the Social Science and Humanities Research Council of Canada (SSHRC) to continue her PhD studies. Teodora Trifan graduated from the MSc program (“A new perspective on the met expectations hypothesis: Disappointment as a proximal outcome to unmet expectations”). Teodora has joined the PhD program at Wilfrid Laurier University.

New Books: Kibeom Lee and Mike Ashton have a new book entitled *The H Factor of Personality: Why Some People are Manipulative, Self-Entitled, Materialistic, and Exploitive—And Why It Matters for Everyone*. This book explores the importance of the Honesty-Humility factor of personality in various aspects of people’s lives (<http://hexaco.org/books.html>).

The Project Management Institute has published the book “*Stress and Performance in Health Care Project Teams*” by François Chiochio, Paule Lebel, Pierre-Yves Therriault, Andrée Boucher, Carolyn Hass, François-Xavier Rabbat, and Jean-François Bouchard.

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

In my CSIOP role I have focused largely on issues that can be tied back to the common theme of evidence-based management. For example, with two physicians and a human factors expert, I submitted an article to CPA’s *Psynopsis* magazine entitled “How Industrial and Organizational Psychology can Impact Innovation in Health Care.” The article focuses largely on advancing knowledge of key success (and failure) factors involving first responder teams (e.g., paramedic teams, emergency room teams). I/O psychologists have a strong theoretical and methodological background that can contribute uniquely to research efforts, and this is an area where human lives are at stake. More generally, using our skills to build a base of evidence, on which practitioners (in this case, medical personnel) can make increasingly informed decisions based on empirical data, seems like a valuable way to contribute to the evidence-based management enterprise. I suspect that there are likely many such untapped avenues for I/O psychologists to contribute.

CPA “Fact Sheets” offer an important and pressing avenue for translating and disseminating our knowledge for use in organizations. According to CPA’s website “**Psychology Works** Fact Sheets are designed to give you information that you can trust” (bolding in original). I agree in principle with this objective, and CPA is an obvious place for CSIOP members to share management tips based on the evidence. It is shocking, however, that there is not one single I/O contribution (of the 42 postings). It is my view that this needs to be remedied immediately. I currently have a Fact Sheet under review on the job interview with Derek Chapman (University of Calgary) and Blake Jelley (University of Prince Edward Island). A submission on Pre-employment personality testing is underway, which will be followed by another submission on job performance assessment. However, we desperately need Fact Sheets covering personnel selection and decision-making, self-managed teams, work motivation, leadership, job attitudes, organizational culture and/or change, and so forth. If you are interested in working on a Fact Sheet, do not hesitate to contact me for further information. I think it is time that I/O exploits the CPA Fact Sheet outlet for sharing and distributing our knowledge.

Student Update

Pylin Chuapetcharasopon
University of Waterloo

Hello everyone! Hope your fall term is going well. For this Student Update, I bring you news regarding upcoming conferences and a brief article concerning an issue that might be of interest to graduate students.

Conference updates:

By now, you should have received CPA’s call for submission for the 2013 convention, which is due on November 15th. The CPA convention will be held in Québec City on June 13-15, 2013. I highly encourage both graduate and undergraduate students to go not only for the chance to attend informative and inspiring workshops, symposia, and poster sessions, but also for the amazing networking events held by CSIOP, including the student-mentor social! Like previous years, I am also submitting a CSIOP student symposium, and it promises to be a great one with topics that span motivation and regulatory fit to goal-setting and organizational justice. Thank you again to all the students who have submitted their abstracts!

Furthermore, I want to help spread the word that the 2012 Southwestern Ontario I/O Psychology & OB Student Conference is being hosted by the University of Western Ontario on November 17th, 10:00am - 5:00pm. This conference is entirely run by graduate students, and it is a great opportunity for students to showcase their research in a supportive environment and to network with their peers. The keynote speakers this year are Dr. Joshua Bourdage (UWO), Dr. Tim Jackson (Jackson

Leadership Systems Inc.), and Dr. Mary Jo Ducharme (York University).

Article: Workplace mistreatment

(co-authored by Lindie Liang and Sana Rizvi¹, University of Waterloo)

Graduate school offers excellent opportunities for students, such as becoming experts within the field and making long lasting connections with supervisors and peers. Yet, it is still like any other organizations where people, politics, and power are involved. Therefore, my co-authors and I wanted to take this opportunity to briefly address potential workplace mistreatment issues in graduate school. As with all topics of the “dark side” of an organization, we believe that these problems are not openly discussed and should be brought to the surface to raise awareness.

Interpersonal mistreatment in the workplace can occur at all levels. Graduate students are most familiar with mistreatments from colleagues, for example, when your office mate leaves your office door unlocked without consulting you about it or, more seriously, when your colleague badmouths you to your supervisor. However, the more challenging mistreatments are those that occur when there is power difference between individuals such as those between a professor and his graduate student, or between a graduate student and his undergraduate RA. The purpose of this article is to briefly document potential areas of mistreatment, its consequences, and some remedies.

Recognizing the existence of workplace mistreatment is the first step in tackling the problem. There are many forms of mistreatment. For example, interactional injustice is a violation of how fairly individuals treat one another. It is the quality of interpersonal treatment received by an individual (Cropanzano & Folger, 1998) and includes two components; (i) interpersonal sensitivity (being polite and respectful) and (ii) explanations for an unfavorable outcome (Bies & Moag, 1986; Cropanzano & Folger, 1998). For example, you may be perceived as interactional unjust when you do not provide an explanation for a negative performance review to your RA.

Another form of workplace mistreatment is social undermining, which is a combination of “[behaviors] intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation (Duffy et al., 2002, p. 332). An example of social undermining is negatively gossiping about your RA to your colleagues in your lab.

A more sinister form of workplace mistreatment is abusive supervision, defined as “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact,” (Tepper, 2000). An example of abusive supervision would be your supervisor telling you that your research proposal idea is stupid.

Repercussions of workplace mistreatments are mostly negative. For example, interactional injustice is associated with poor attitudes, engagement in conflicts, poor performance (Bies & Moag, 1986), and decreases in physical and mental health (Judge & Colquitt, 2004). Social undermining can lead to negative affective, cognitive, and behavioural outcomes, such as somatic complaints, perceived lack of self-efficacy, and counter-productive behaviours (Duffy et al., 2002). Abusive supervision is positively related to employee job dissatisfaction, life dissatisfaction, depression, anxiety, and emotional exhaustion (Tepper, 2000).

Responses for these repercussions could be destructive. For example, retaliating or seeking revenge can have negative interpersonal, psychological, and health effects (McCullough, et al., 2006), such as preventing the restoration of the relationship (McCullough et al., 1998) and reducing victims’ life satisfaction and well-being (McCullough, 2001).

Another response to workplace mistreatment is emotion-focused coping strategy, which is aimed at reducing or managing emotional distress. Although this strategy involves behaviours to minimize the negative emotional impact of a stressful situation, surprisingly, such a strategy is destructive because often times it entails avoiding the source of stress. Indeed, emotion-focused coping in response to abusive supervision is associated with negative affect in subordinates (Yagil et al., 2010).

Remedies for workplace mistreatment abound. For example, forgiveness can result in better mental health such as reduction in depression, anxiety, and hostile anger characteristic (McCullough et al., 1997; Fehr et al., 2010). It can also have positive consequences for the victim-offender relationship (Karremans & Van Lange, 2004).

Additionally, contemplating on negative experiences using a self-distanced perspective (i.e., visualizing these experiences through a third-party’s eyes) has been shown to be more beneficial than using a self-immersed perspective (i.e., visualizing these past experiences through your own eyes; Kross et al., 2005). In the short term, self-distancing leads to less negative affect. In the long term, using self-distanced perspectives leads to less recurring negative thoughts and delayed cardiovascular reactivity (Ayduk & Kross, 2008; Kross & Ayduk, 2008).

Lastly, problem-focused coping strategies have been shown to be effective at dealing with stressors (Tepper et al., 2007). Problem-focused strategies entail taking direct action against the stressor, such as talking directly to the supervisor. Another way of eliminating the stressor could be seeking help from an impartial third party, such as a graduate student coordinator, so they can tackle the problem on your behalf.

The 4R’s of workplace mistreatment: Recognition – Repercussions – Responses – Remedies

In summary, workplace mistreatment can occur even in graduate school. Thus, students ought to engage in the 4R’s of workplace mistreatment; that is, we should **recognize** its existence,

and be aware of its negative **repercussions** and our negative **responses** to it. We should also focus on the **remedies** that can help us cope with the mistreatments. We hope our article will encourage you to avoid mistreating others and to raise your voice if you are or have witnessed mistreatment. We encourage all graduate students to actively create a work environment that emphasizes dignity, respect, and positive communication.

¹Lindie Liang, MA, is a first year PhD student with research interests in abusive supervision and conflict in the workplace. Sana Rizvi, MA, is a third year PhD student with research interests in organizational justice.

The Convention Corner/Le Coin de la Conférence

Silvia Bonaccio, PhD

University of Ottawa/Université d'Ottawa

While many of you were working on your submissions for the Convention, the CSIOP Executive Committee has been busy in making sure that the 2013 CSIOP program will be filled with interesting talks and enriching activities.

I won't spoil all of the surprises quite yet but here is one bit of information that I cannot keep to myself. We are pleased to announce that Dr. Laurent Lapierre of the Telfer School of Management at the University of Ottawa has agreed to lead the CSIOP Institute. Laurent will be sharing insights from his research on leadership and followership. We believe this Institute will be of great interest to researchers, practitioners and students alike.

The Institute will take place on June 12, the day preceding the beginning of the Convention. We encourage you to make your travel arrangements such that you can attend the Institute. It is a great venue for IO enthusiasts to share their passion for our field, to network with new and old colleagues, and to learn and discuss current topics of import. Please keep an eye out for more updates on this activity and other parts of the CSIOP program in future newsletters.

I look forward to coordinating the review process for your Convention submissions in late November. Decisions on the submissions will be forwarded by CPA to the first and corresponding authors in February 2013.

As always, please send any and all suggestions on how to make our Convention even better my way at bonaccio@telfer.uottawa.ca.

Silvia Bonaccio

And What is the Purpose of Your Travel? An Introductory Tutorial to Cross-Border Legal Travel Issues

Erika Ringseis & Birgit Davidson¹

Chances are that either you or someone you work with will have to travel to the United States for business purposes at some point during your career. A brief introduction to the es-

entials of immigration may just spare you, your employees, or your employer significant headaches at the 49th parallel.

We all know that bad things happen to people who are caught working illegally in the US. But what, exactly, does it mean to be "working illegally?" And what, for that matter, does it mean to be "working?" The answer to the first question is straightforward enough: you cannot work in the United States if you are not a citizen or lawful permanent resident of the United States or if you do not hold a valid work visa. The meaning of "work," however, is rather more nebulous and US Citizenship and Immigration Services' website fails to offer a precise definition of the term. Rather, they state that Canadians do not require a visa for any of the following temporary business activities: "Consulting with business associates; Travelling for a scientific, educational, professional or business convention, or a conference on specific dates; Settling an estate; Negotiating a contract; Participating in short-term training..."

"Work," then, is anything that falls beyond the scope of these listed activities. And it doesn't take much for that to happen. A traveler can consult with business associates in the US but cannot manage them; she can attend a convention but cannot be paid for speaking at one; and she can receive training but cannot necessarily train others. The slope is a slippery one at best and, when in doubt, one should always err on the side of caution; the consequences of working without a visa far outweigh the inconvenience of obtaining a visa that may not actually be required. An offending employee could personally be barred from all future travel to the US. An employer could be black-listed with the result that no visas will be issued to any employees for a certain number of years.

Business travellers are urged to exercise caution even in those cases that appear to meet the "not work" criteria. Customs officers are afforded enormous discretionary power over matters of admissibility. If they have the slightest doubt about the true nature of a person's trip, then that person will be turned around at the border. As a precaution, many companies provide travellers with letters that clearly define the parameters of the visit. These should provide exact arrival and departure dates, detail the nature of the planned activities and show how these activities are relevant to the traveler's role and/ or to the overall functionality of the business. Essentially, the letter should serve to assuage any lingering doubts that a border guard might have about the legitimacy of the claim that the trip is "not work".

As noted above, traveling for the purpose of attending or presenting at a conference is acceptable, provided the traveller is not paid for his efforts. Those intending to attend a conference may wish to carry a copy of the agenda or conference materials in case proof is requested.

When it comes to travelling to the United States for temporary work, the only option is to apply for a visa through the proper channels. For Canadian citizens, the process is relatively easy as they can normally submit their petition at a Port of Entry on the same day that they plan to travel. Nationals of other

countries, however, usually have to apply to a US Embassy well in advance of their intended trip. As our space is limited, we will focus on some of the types of visas available to temporary Canadian workers only.

Perhaps the most common type of work permit is the TN visa under The North American Free Trade Agreement (NAFTA). NAFTA established special privileges for Canadian members of established professions (lawyers, engineers, etc). The application process is relatively simple with the traveller essentially having only to prove their Canadian citizenship, their professional qualifications and that they have a suitable job waiting for them with a US employer.

H-1B visas are also common and provide work authorization to people who possess high levels of expertise in certain specialized disciplines. Scientists, computer programmers, and fashion models(!) can all apply under this category. One drawback is that the employer must file a Labor Condition Application (which includes publicly posting guarantees regarding wages and working conditions) with the US Department of Labor in advance of submitting the visa application, resulting in lengthier time considerations than exist for other visa types. Other points to consider are that applicants must generally hold at least a bachelor's degree (fashion models are exempt from this requirement) and only 65,000 H-1B visas are issued per year in all of the United States.

Another category of visa is the L-1 or "Intracompany Transferee." This allows a US company to temporarily bring in workers from an affiliate company in another country, such as Canada. L-1s are further subdivided into L-1As (for executives or managers) and L-1Bs (for employees who have specialized knowledge of how the company operates). In both cases, the applicant must have been working for the company for at least one year and proof of the relationship between the foreign affiliate and the US entity must be provided.

The above is merely the tip of the iceberg in terms of different available visa types. One applicant may be able to apply under numerous different categories whereas another may not be a good fit for any. The importance of involving a qualified

immigration lawyer cannot be understated when it comes to determining the best course of action. Aside from being able to decipher the legal intricacies of a given case, they have access to insider info and are able to identify trends in approval (or rejection) rates that the lay person simply cannot.

Remember that the USA has every right to decide who it will and will not allow in. Travellers should also be aware that a criminal record, previous questioning at the border and even certain mental illnesses are also reasons that a person could be denied a visa, or even denied entry into the country. In fact, a visa can be rejected just because the officer on duty doesn't trust you. This brings us to a final point of advice...keep a respectful and polite demeanour regardless of what questions you are being asked or in what manner you are being asked them. A true situation happened recently where two individuals attempted to enter without visas, which really weren't necessary in the circumstances. The polite individual sailed through immigration and happily sat enjoying a coffee while her colleague, who had a more aggressive and demeaning tone, spent more than an hour cooling his heels sitting in a stark questioning room beside a large box of rubber gloves...

¹*In case you didn't read the footnote last time, Erika Ringseis received her Ph.D. from Penn State in I/O Psychology before heading off to law school (sucker for punishment). Besides advising TransCanada on all employment legal matters, Erika currently leads the Immigration Administration group in TransCanada's legal department, of which Birgit Davidson is the newest member. This article is truly the remarkable work of Birgit who keeps TransCanada employees out of trouble during cross-border travel.*

²<http://www.uscis.gov/portal/site/uscis/menuitem.eb1d4c2a-3e5b9ac89243c6a7543f6d1a/?vgnnextoid=cf6d83453d4a3210VgnVCM100000b92ca60aRCRD&vgnnextchannel=cf6d83453d4a3210VgnVCM100000b92ca60aRCRD>

2013 Conference Dates	Name & Location	Website
Aug 9-13	Academy of Management, Orlando	http://meeting.aomonline.org/2013
July 31-Aug 4	APA, Honolulu	www.apa.org/convention
June 8-11	ASAC, Calgary	www.asac.ca
June 13-15	CPA, Quebec City	www.cpa.ca/convention
May 22-25	EAWOP, Münster, Germany	www.eawop2013.org
July 9-12	European Congress of Psychology, Stockholm, Sweden	www.ecp2013.se
Apr 11-13	SIOP, Houston	www.siop.org/conferences
May 16-19	Work, Stress, & Health, Los Angeles	www.apa.org/wsh
May 9-10	Société québécoise de psychologie du travail et des organisations	http://www.sqpto.ca/colloque
See http://www.mapageweb.umontreal.ca/chiochf/congres_fr.htm for more conferences. Note: dates may change.		



Manager, Leadership Development

Company Description

Rogers Communications is a diversified Canadian communications and media company engaged in three primary lines of business. Rogers Wireless is Canada's largest wireless voice and data communications services provider and the country's only national carrier operating on both the world standard GSM and HSPA technology platforms. Rogers Cable is a leading Canadian cable services provider, offering cable television, high-speed Internet access, and telephony products for residential and business customers, and operating a retail distribution chain which offers Rogers branded wireless and home entertainment services. Rogers Media is Canada's premier group of category-leading broadcast, specialty, print and on-line media assets with businesses in radio and television broadcasting, televised shopping, magazine and trade journal publication, and sports entertainment. Rogers Communications (TSX: RCI; NYSE: RCI)

Description:

The overall purpose of the position is to consult, design, deliver and evaluate management programs within the Leadership, Organization Development team through leading multiple programs and initiatives across the Rogers' Enterprise. Reporting to the Sr. Manager, Leadership Development the position manages multiple stakeholders (from Manager to Vice President), cross functional and vendor relationships to ensure a successful delivery of management development programs.

Major Accountabilities:

- Deliver core management development content and facilitate lively, relevant interactions – online and in workshops – to ensure that managers are getting maximum value out of their participation
- Program manage all facets of enterprise-wide management development programs, including scheduling, managing stakeholders, communications strategies and detailed program roll-out plans
- Using sound instructional design, develop and update core management development content that is aligned to the broader Rogers leadership development architecture and supports business requirements
- Evaluate all programs using sound leadership development evaluation methodologies
- Lead and facilitate requirements gathering through surveys, focus groups, interviews with senior leaders (Manager – Vice President level)
- Ability to build relationships and influence other leaders, from Manager to Vice President across enterprise

- Manage vendor relationships to ensure deliverables are consistent with Rogers' culture , values and strategic priorities

Qualifications

- Strong facilitator – proven ability to lead a group in workshops and online
- Instructional design expertise with proven ability to design development programs and modules
- Excellent program management skills with proven ability to manage large, enterprise-wide initiatives from project planning to execution to demonstrating program results
- Agility to build business acumen across all enterprise verticals
- Strong persuasion, influencing and relationship building skills.
- Motivated self-starter that requires minimal direct supervision
- Excellent interpersonal, verbal and written communication skills
- Excellent organization, negotiation and time management skills
- Strong customer focus and follow-through skills
- Proven ability to manage and prioritize multiple tasks.
- Excellent problem solving skills

Experience & Education

- Formal Education in OD, IO or Adult Education - Masters preferred
- Adult Education / Training & Development Post-Grad certification
- Minimum 4-6 years of work experience in facilitating and designing management development programs

Technical Skills

- Subject Matter Expertise in Leadership Practices, models and concepts
- Adult Learning Methodologies, particularly experiential learning design
- Practical experience in all phases of the Learning lifecycle (ADDIE – Analysis, Design, Development, Implementation, Evaluation)
- Experience with cross-enterprise, national training implementations

Please apply at: <http://www.rogers.com/web/Careers.portal>

Job #32946 –Manager, Leadership Development



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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.