



The Canadian Industrial & Organizational Psychologist

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Chair's Column/Mot du Président	1
CSIOP Membership	3
CSIOP News	4
Practice Makes Perfect	4
The "State of the Science"	5
Communications Update	6
Student Update	7
Convention Corner	7
Random Mandatory Alcohol Testing Dealt a Sobering Blow	8

Chair's Column/Mot du Président

*Dr. Deborah Powell
University of Guelph*

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

Hello CSIOP Members!

My name is Deborah Powell, and I will be serving as the CSIOP section chair for the next year. I am currently an Associate Professor at the University of Guelph in the I/O Psychology program. I served as the CSIOP membership coordinator for three years, before being convinced to take on the chair-elect role in 2012. After one year of working with François Chiocchio, and trying to figure out what the section chair does, François now moves into the role of past chair, where he will continue to answer my emails about what I'm supposed to be

doing.

As I've been reading over the chairs' inaugural columns from the last several years, I can see the steady progress that previous chairs have made – starting during their term, and often continuing on afterward. For example, I read Kevin Kelloway's column from 2008 where he gave some examples of how I/O needs to increase its visibility within CPA. He mentioned that there are no I/O related Fact Sheets on the CPA website. In 2011, Tom O'Neil, Derek Chapman, and Blake Jelley started work on a Fact Sheet about the structured employment interview. Last fall, we sent that Fact Sheet out to CSIOP members for review and, as of July 2013, it is finally available on the CPA website (http://www.cpa.ca/docs/file/Publications/FactSheets/PsychologyWorksFactSheet_JobInterview.pdf). Slow and steady, but progress nonetheless!

In the summer 2011 chair's column, Blake Jelley talked about his interest in licensure as it relates to I/O Psychology, and now that his term as past-chair is done, he takes on a special role where he will represent CSIOP on the Licensure of Consulting and I-O Psychologists (LCIOP) task force of the Association of State and Provincial Psychology Boards (ASPPB) – an alliance of licensing boards in the United States and Canada. This is an important issue, and I thank Blake for remaining involved with CSIOP in this special role.

As François Chiocchio moves into his role of past chair, he will continue the work he initiated on revamping the CSIOP website, and increasing the value of CSIOP to its members through some new initiatives such as new columns in the newsletter, and new presentation formats at the convention. We will keep you updated on the changes we make, and we hope you will find the changes valuable.

Other changes to the executive:

In addition to Blake Jelley's move from Past-Chair to special liaison role, and François Chiocchio's move from Chair to Past-Chair, we have three other people who I'd like to thank as they leave the executive committee.

Tim Jackson has finished his term as secretary – thank you Tim for all of your hard work over the past three years.

Joan Finegan is leaving the CSIOP executive after being involved for close to 20 years. At the Joint I/O-Military Social Event at CPA we awarded Joan with a "Distinguished Service to CSIOP" Award. Not only did Joan contribute for many years, but her work moved our section from "close to insolvency" to, with slow and steady increases in revenues and careful tracking of expenses, a place where we have a healthy surplus. Because of the surplus, we are able to support the student poster awards, and also take on special projects such as the website renovation project. Thank you Joan for your dedication to CSIOP.

Pylin Chuapetcharasopon did a fantastic job as student representative and we wish her the best as she works toward finishing her PhD in the coming year.

Now onto our new executive members! I'd like to welcome Véronique Dagenais-Desmarais of Université de Montréal's Département de psychologie, who will take over as treasurer and secretary. These roles are being recombined after they were split in 2005. Véronique has previously served as secretary-treasurer for the Société Québécoise de Psychologie du Travail et des Organisations (SQPTO), and I am confident that Véronique will do an excellent job filling two sets of shoes for CSIOP.

Nick Bremner from the Western I/O program will take over as student representative – welcome Nick!

Finally, Lori Francis was voted in as Chair-Elect. Lori was program coordinator in 2006-2008, and we're thrilled to have her back to the CSIOP executive.

Silvia Bonaccio (University of Ottawa) did a fantastic job as program coordinator in her first year on the executive, including dealing with delays from CPA, and coordinating a bilingual program. We are very lucky that she'll be doing this role again for Vancouver 2014 conference. The call for submissions for the Vancouver conference will be coming out soon – with a fall deadline. I encourage everyone to submit their work to the I/O program of CPA.

Damian O'Keefe (Saint Mary's University) and Sunjeev Prakash will continue as membership coordinators; Lance Ferris (The Pennsylvania State University) will continue as newsletter editor, and Tom O'Neil (University of Calgary) will continue as Communications Coordinator.

We have an excellent mix of experienced and new members on our 2013-2014 executive. I am looking forward to working

with the executive and also to finding a project to take on this year that will make a contribution to CSIOP, increase our visibility within CPA and, hopefully, have a lasting legacy.

Bonjour membres de la SCPIO!

Mon nom est Deborah Powell, et je servirai à titre de présidente de la SCPIO pour l'année à venir. Je suis présentement Professeure Associée à the University of Guelph dans le département de psychologie industrielle et organisationnelle. J'ai servi trois ans à titre de Coordinatrice aux communications, avant d'être convaincue de servir à titre de présidente élue en 2012. Après avoir travaillé un an aux côtés de François Chiocchio, et d'essayer de comprendre ce qu'un président fait, François devient maintenant président sortant, mais il continuera de répondre à mes courriels m'indiquant quoi faire.

En lisant les 'mots du président' des années précédentes, j'ai pu constater le progrès accompli par les anciens présidents durant leur mandat, et souvent même après avoir passé le flambeau. Par exemple, j'ai lu le mot du président de Kevin Kelloway datant de 2008, dans lequel il donne des exemples de stratégies pour accroître la visibilité de la psychologie I-O au sein de la SCP. Il mentionne qu'il n'y a pas de rubrique 'La psychologie peut vous aider' reliées à la psychologie I-O sur le site web de la SCP. En 2011, Tom O'Neil, Derek Chapman et Blake Jelley ont commencé à travailler sur une rubrique portant sur les entrevues structurées. L'automne dernier, nous avons envoyé cette rubrique aux membres de la SCPIO pour obtenir leurs commentaires et depuis juillet 2013, la rubrique est finalement disponible sur le site web de la SCP (http://www.cpa.ca/docs/file/Publications/FactSheets/PsychologyWorksFactSheet_JobInterview.pdf). Lentement mais sûrement, il y a du progrès!

Dans le mot du président de 2011, Blake Jelley parle de son intérêt pour l'autorisation d'exercer la psychologie et particulièrement, la psychologie I-O. Maintenant que son mandat en tant que président sortant est terminé, il commence un rôle spécial à titre de représentant de la SCPIO au sein du groupe de travail sur la Licensure of Consulting and I-O Psychologists (LCIOP) de la Association of State and Provincial Psychology Boards (ASPPB). Cette dernière est une alliance entre les comités d'accréditation des États-Unis et du Canada. Ceci est un sujet important, et je remercie Blake de son initiative et d'être resté impliqué au sein de la SCPIO pour la mener à terme.

François Chiocchio, à titre de président sortant, continuera de remodeler le site web de la SCPIO, et d'accroître la valeur qu'attachent les membres à la SCPIO à l'aide d'initiatives, comme des rubriques dans les bulletins d'information, et un nouveau format de présentation au congrès annuel. Nous vous tiendrons au courant des changements apportés, et nous espérons que vous trouverez ces changements utiles.

Autres changements au sein de l'exécutif

En plus des changements de postes de Blake Jelley (de pré-

sident sortant à son nouveau rôle de liaison) et de François Chiocchio (de président à président sortant), il y a trois personnes que j'aimerais remercier alors qu'elles quittent le comité exécutif.

Tim Jackson a terminé son mandat à titre de secrétaire – merci Tim pour ton excellent travail au cours des trois dernières années.

Joan Finegan quitte l'exécutif de la SCPIO après une implication de presque 20 ans. Durant l'activité sociale Militaire-I/O au congrès de la SCP, nous avons honoré Joan en lui remettant un certificat pour "Distinguished Service to CSIOP". Non seulement Joan a-t-elle contribué pendant de nombreuses années, mais en plus son travail a permis à la SCPIO, à l'aide d'une constante augmentation des revenus et d'un suivi minutieux des dépenses, de passer de 'presque insolvable' à une situation où la SCPIO a des surplus budgétaires. Grâce aux surplus, nous pourrions offrir un support financier aux étudiants qui présenteront les meilleurs posters, et entreprendre des projets spéciaux tels la rénovation du site web. Merci Joan pour ton dévouement auprès de la SCPIO.

Pylin Chuapetcharasopon a fait un travail fantastique en tant que représentante des étudiant(e)s et nous lui souhaitons bonne chance alors qu'elle continuera son PhD dans l'année à venir.

Et maintenant, nos nouveaux membres de l'exécutif! J'aimerais accueillir Véronique Dagenais-Desmarais du département de psychologie de l'Université de Montréal, qui deviendra trésorière et secrétaire. Ces rôles ont été combinés après qu'ils eussent été séparés en 2005. Véronique a précédemment été secrétaire-trésorière pour la Société Québécoise de Psychologie du Travail et des Organisations (SQPTO), et je suis certaine que Véronique fera un excellent travail en comblant deux postes pour la SCPIO.

Nick Bremner, du programme de psychologie I-O de Western, deviendra le Représentant des étudiant(e)s – bienvenue Nick!

Finalement, Lori Frances deviendra présidente élue. Lori était la Coordonnatrice du programme de 2006 à 2008, et nous sommes comblés de la ravoir au sein du comité exécutif.

Silvia Bonaccio (University of Ottawa) a fait un travail fantastique en tant que Coordonnatrice du programme lors de sa première année au sein de l'exécutif, avec des tâches incluant devoir jongler avec des délais de la SCP, et coordonner un programme bilingue. Nous sommes chanceux qu'elle soit avec nous pour le congrès de Vancouver en 2014. La soumission des travaux pour le congrès de Vancouver aura lieu bientôt, avec une date butoir à l'automne. Je vous encourage tous à soumettre vos travaux au programme I-O de la SCP.

Damian O'Keefe (Saint Mary's University) et Sunjeev Prakash continueront en tant que Coordonateurs aux membres, Lance Ferris (The Pennsylvania State University) continuera en tant qu'Éditeur du bulletin, et Tom O'Neil (University of Calgary) continuera en tant que Coordonateur aux communications.

Nous avons un excellent mélange de membres avec de l'expérience et de nouveaux membres au sein de l'exécutif de 2013-2014. J'ai hâte de travailler avec l'exécutif et aussi de trouver un projet qui contribuera à la SCPIO, et qui accroîtra notre visibilité au sein de la SCP, et, je l'espère, qui assurera un héritage pour la SCPIO.

Thanks to Eugénie Légaré-Saint-Laurent for the translation!

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

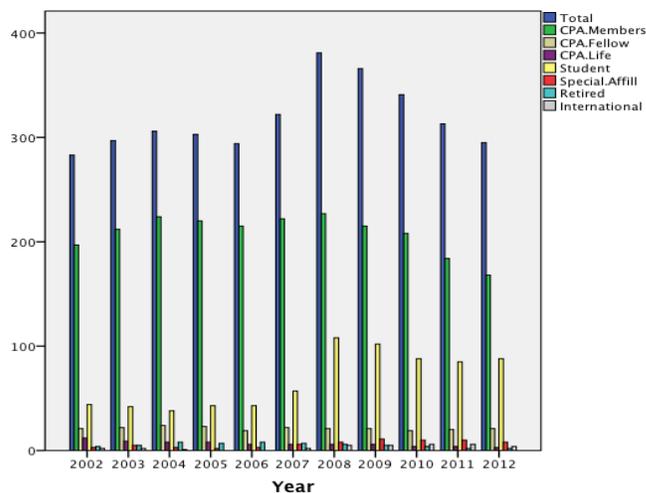
Hope everyone is having a great summer!

CSIOP has a total of 312 members, which consists of 19 CPA Fellows, three Lifetime Members, two international affiliates, nine Special Affiliates, 152 Full Members, two retired members, 93 Student Members, and 32 Associate members

Overview of membership over past 10 years

At the AGM in Quebec, I provided an overview of the CSIOP membership over the past 10 years, and have provided it below for those folks who were not the meeting.

The following graph provides an overview of the membership (including membership type) for each year from 2002 to 2012.



Note that membership has hovered around 300 for the past ten years, with a spike in years 2008 to 2010, which appears to be a function of an increase in student membership during those years. Interestingly, it seems that student membership has remained relatively constant since 2008, but there has been a decrease in the number of regular members. To this end, if your membership has lapsed, please renew it!!

CSIOP News Items

Arla Day, PhD

Saint Mary's University

Congratulations to Trina Chamberlain (SMU, 2005), who is now the Labour Relations Officer for the Province of Manitoba.

U of Calgary

Welcome to Joshua Bourdage who begins his position as Assistant Professor at the U of Calgary. Josh received his doctorate in I/O Psychology at the U of Calgary and returned to Calgary after joining the faculty at the University of Western Ontario last year.

Dr.'s Kibeom Lee and Tom O'Neil were awarded a CFI grant to help study virtual teams. The funds also contributed to a completely renovated area for the UC graduate students. Calgary now has a state of the art facility for graduate students and multiple laboratory spaces which will house incredible new technologies for team communications and research.

One of UC's former graduates, Tunde Ogunfowora, has been hired as an Assistant Professor at the Haskayne School of Business (UC). Tunde previously taught at the University of Regina and Brock University.

Congratulations!

There has been a recent flurry of student scholarship activity, so I wanted to take the opportunity to congratulate all of the students for their recent awards, scholarships, and achievements.

Thanks to all of the students who responded to request for information on their achievements!

Laval University

Jessica Garant (Laval University) received a honorable mention from the Dean of the Faculty of Social Sciences for her academic excellence, and she received a \$7500 scholarship to complete a 12-week internship at the Trauma Studies Center in Montreal for the VISAGE research team (Violence at work, according to sex and gender).

Saint Mary's University

Timur Ozbilir received the Handyside Ethical and Social Responsibility Award for his paper "From Corporate Social Responsibility to Organizational Responsibility: Investigating the Drivers of Social Responsibility".

Aleka MacLellan received SSHRC Joseph-Armand Bombardier Canada Graduate Scholarships (masters).

Samantha Penney, Shauna Smith, and Dylan Smibert all received the Nova Scotia Health Research Foundation Scotia Scholarship (Masters).

Jennifer Dimoff received the SSHRC Joseph-Armand Bombardier Canada Graduate Scholarship (PhD).

Western:

Kyle Cameron received a SSHRC (Masters) scholarship.

Helen Lee & Nick Bremner received a SSHRC (PhD) Scholarship.

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

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

Practice Makes Perfect

Silvia Bonaccio, PhD

University of Ottawa

Every year, the executive committee of CSIOP gathers in a Long Range Planning Meeting. It is a full day devoted to discussing our Society. In addition to the nitty gritty details (budgets, programs, etc), we also spend a lot of time discussing how CSIOP can provide more value to its membership. The result of our most recent discussion is two new columns in our newsletter: What's New in Science and Practice Makes Perfect. The former column was launched in the previous edition of this newsletter. As we work on future Practice Makes Perfect columns, I invite interested parties to contact me with ideas for submissions. We're excited to hear of new developments on the practice front. What are some of the new challenges consultants face? What do newly minted PhDs need to be aware of when they join the world of practice? What are some of the cutting edge practices your firm is leading? Please send these my way at bonaccio@telfer.uottawa.ca

As our inaugural Practice Makes Perfect column, we're pleased to bring you some good information for those of you interested in a career down South (and by down South, I mean, in the USA). Having lived in Indiana for four years while getting my PhD at Purdue University, I know firsthand how difficult it can be navigating the world of work permits and visas. Students interested in studying in the USA are lucky in that their University will take care of the required paperwork for them to obtain their study visa. On the other hand, consultants must often do some of the visa research on their own. There are different visas corresponding to different situations and types of work. Below, we provide information on the more common immigration questions IO professionals are likely to have.

Working in the USA in I-O Psychology with a TN Visa

By Joanna Kraft¹

Ever wanted to work in the USA? There are many opportunities for I-O Psychology students and graduates to gain valuable experience in a variety of different contexts in the USA (both internal and external consulting); however, there are a few things you should know about being able to legally work south of the border. There are several different Visa options that will allow you to legally work in the USA. If you are only planning on working in the USA temporarily (for a few years) and you are not planning on obtaining citizenships or permanent residency, then a TN Visa is an excellent option.

- A TN Visa costs \$56, can last from one to three years, and can be renewed as many times as you want. To apply for a TN Visa you need to be working in a profession that is listed under the NAFTA designated professions and have the minimum educational requirements or credentials (<http://www.visabureau.com/america/tn-visa-professions.aspx#TNgeneral>).
- You will apply for the TN Visa at a port of entry along with: proof of citizenship, a letter from your employer (outlining the company, job responsibilities, and duration of contract) and any relevant documentation of your educational requirements (i.e., your actual framed diploma).

Within I-O Psychology, you will most likely apply under one of two NAFTA designations:

1. **Statistician:** This designation requires a formal degree and will fit with many I-O Psychology job descriptions. A statistician is someone who collects, analyzes, and presents data; other titles include: Analyst, Research Associate, Program Research Specialist (<http://www.richardskruger.com/tn-mathematicianstatistician>).
2. **Management Consultant:** This designation seems to fit perfectly with what I-O Psychologists do, however this designation does not require a formal degree and often relies on years of experience (and due to this lack of formal requirements, it is a designation that is often subject to a high degree of scrutiny). You may experience a lot of difficulty at the border, as the NAFTA officer may not accept your non-business degree as the required education to be a Management Consultant. Further, the Management Consultant designation cannot be used when working for a company internally (and instead should be used when working for an external consulting firm). See this website for more details on this designation: <http://www.tnvisabulletin.com/nafta-tn-management-consultant/>

Other Timing Considerations:

There are a few other pieces of information that are helpful to know when planning your move to the USA.

- You can apply for your TN Visa no more than two weeks prior to your start date.
- Your eligibility of work begins on the day you apply, and

thus your end date is a year less a day from that date (i.e., you cannot get this Visa post-dated to your first official day of work).

- You must be in the USA for 10 days before they will process your application for a Social Security Number (which you will need to be paid) and in order to apply for the SSN you need your I-94, that is, your TN Visa (<http://www.tn-visabulletin.com/nafta-tn-blog/2006/9/12/how-to-apply-for-a-social-security-number-with-a-tn-visa.html>).

Working in the USA can be a rewarding and valuable experience, but ensure you do your homework and know exactly what it will take for you to be able to work legally. There are many websites that can be valuable in your research. For example, www.canuckabroad.com has posts about getting a TN Visa, applying for a SSN, importing your car, and other important factors to consider when moving to the US (<http://www.canuckabroad.com/forums/canadians-in-the-usa-vf4.html>).

¹ *Joanna Kraft (PhD) worked for 11 months as an Organizational Effectiveness Intern at The Home Depot corporate headquarters in Atlanta, Georgia. She is currently employed as an Organizational Psychology Consultant at SPB Organizational Psychology, in Toronto, Ontario. If you have any questions about working in the USA, please feel free to email her at: joanna.m.kraft@gmail.com*

The “State of the Science”

*D. Lance Ferris
The Pennsylvania State University*

Welcome back to our new column for the CSIOP Newsletter, “The State of the Science!” The purpose of this column is to briefly highlight recently published or in press research coming out of Canadian universities that is relevant to I/O psychology. Each issue, new research will be summarized for our readers who may not have time to read (or access to) the full articles. If you have any suggestions for research to cover in future columns, please see the contact information at the end of this column.

We begin this week with a summary of work by researchers at the University of Toronto and Wilfrid Laurier University examining the effects of employees’ lunch break activities on their end-of-workday fatigue. The paper was co-authored by Dr. John Trougakos at the University of Toronto, Dr. Ivona Hideg at Wilfrid Laurier University, Bonnie Cheng, a doctoral student at the University of Toronto, and Dr. Daniel Beal at the University of Texas at San Antonio. Their work challenges lay wisdom which suggests that socializing with others during your lunch break will replenish your energy, while continuing to work during the lunch break will deplete your energy. Not necessarily: it depends on how much control you feel you have over your lunch break!

In an article in press at the Academy of Management Journal, the researchers proposed and examined the effect of three types of activities that employees engage in during their lunch breaks (relaxing activities, work-related activities, and socializing activities) on their end-of-workday fatigue. The researchers further proposed that the same lunch break activity may have different consequences for the end-of-workday fatigue depending on whether employees perceive that they have control over how to use their lunch breaks (employee lunch break autonomy). In a sample of administrative employees, the study employed multisource experience sampling design for 10 consecutive workdays to assess lunch break activities immediately following employees' lunch breaks on a daily basis, and coworker ratings of employees' displays of fatigue at the end of each workday. In general, they found that relaxing lunch break activities decrease fatigue, while work-related and social activities increase fatigue during the workday. More critically, they found that employees' autonomy over how to utilize their lunch break time impacted the relation between lunch break activities and fatigue. Higher levels of work-related and social activities were especially fatiguing under conditions of low lunch break autonomy and less fatiguing when autonomy was higher. Further, low levels of relaxing activities combined with low lunch break autonomy proved to be especially fatiguing for employees. Their findings suggest a more complete understanding of the types of work breaks employees experience and the various activities they choose to engage in, as well as the role of autonomy, is required to more comprehensively understanding the benefits (or lack thereof) of lunch breaks at work.

If you are interested in the topics of employee well-being, fatigue, breaks, ego depletion, employee autonomy/control, here is a full citation for the article:

Trougakos, J. P., Hideg, I., Cheng, B. H., & Beal, D. J. (in press). Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. *Academy of Management Journal*.

Thanks to Ivona Hideg for her contribution! Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at, a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at lanceferris@gmail.com with a short (1-4 paragraphs) summary of your article, similar to the above.

Communications Update

Tom O'Neill, PhD
University of Calgary

We introduced CSIOP student poster awards in order to create value for student members. The prize money is \$250 (first prize), \$150 (second prize), and \$100 (third prize). The recognition is substantial, as the poster winners are announced

at the I/O-Military joint social on Friday night of the CPA conference. Winning a poster award contributes to the Awards and Recognitions section of student CVs, which is always one of those tough sections to build up. To be eligible for the poster award, students were required to be first authors, attend the conference, and be a CSIOP section member. Posters are judged on a) the quality of the poster, b) the student's presentation of the research, and c) rigor and novelty (more details on these dimensions are on the CSIOP website).

It was my pleasure to judge the student posters this year. I was overwhelmed with the quality of the posters – there were longitudinal field studies, rigorous experiments, large samples, and novel topics. I felt many of the posters have a great chance to be published. Students seemed eager to present their posters and displayed pride in their work. I present a summary of the top three posters below, and what specifically impressed me.

First Prize: Aleka MacLellan, Saint Mary's University

Title: Revisiting attractiveness stereotypes in personnel selection: A test of the meditational processes in hiring decisions of middle-level managers. Aleka MacLellan, Samantha Penney

This study aimed to replicate previous findings demonstrating that physically attractive applicants are more likely to be hired than unattractive applicants when applying for a sex-neutral job (Morrow, 1990). Furthermore, this research provides a novel contribution by examining individual difference variables that moderate this relationship. A sample of 168 participants including undergraduate students and employed individuals assessed multiple female and male applicants for a middle-level manager position. Results demonstrated that applicant attractiveness predicted hiring decisions when controlling for resume qualifications. Importantly, just world beliefs and target sex moderated the relationship between applicant attractiveness and hireability.

What impressed me: This study was completed as part of an intro graduate statistics course by an MA 1 student, yet the quality of the work reached that of at least master's thesis. Experimental materials had to be developed and pilot tested (i.e., to manipulate applicant attractiveness). Hierarchical linear modeling was applied, even though it was not taught in the course. Moderation results were particularly new and important for theory. Given Aleka's stage, this was truly an outstanding project.

Second Prize: Jean-Simon Leclerc, Université de Montréal

Title: Relationships between psychological health and individual performance: A longitudinal study. Jean-Simon Leclerc, Jean-Sébastien Boudrias, André Savoie

Focusing on the concept of psychological health, conceptualized as high well-being and low distress, this panel design study aims at testing the relationships between psychological health at work and performance. This study suggests that the psychological health-performance relation is bidirectional.

What impressed me: This study used a field sample of 152 teachers participating in a longitudinal, cross-lagged panel design. As a result, it was possible to support a reciprocal relationship rather than assume a particular direction of causality as in many cross-sectional designs.

Third Prize: Travis J Schneider, Western University

Title: Social Networking sites, privacy and selection. Travis J. Schneider & Kabir Daljeet

The authors examined how many simulated job applicants would accept or refuse a request from a prospective employer for their social networking site password. 42% of participants reported that they would share their login AND password if asked. The authors also investigated whether there were significant differences in personality and demographics between those who would accept or refuse the request. In terms of the results, individuals who agreed to divulge their SNS login information had significantly higher scores on Agreeableness, Conscientiousness, and Impression Management, but lower Psychopathy than did those who disagreed.

What impressed me: This study used a very large sample size (n = 1081), and it revealed novel findings with respect to the rising use of social media in hiring and promotion. In particular, the large proportion of individuals who are willing to share their login and password, and their characteristics, contributes strongly to our understanding of the potential magnitude of privacy invasion issues and who is most likely to resist them.

Student Update

Nick Bremner

University of Western Ontario

Hi everyone – I’m very pleased to be stepping into the role of student representative this year. For those of you who don’t know me, I am beginning my third year as a PhD student at Western University under the supervision of John Meyer. I’m interested in lots of different topics in I/O psychology, but my main interest is in how organizations’ corporate social responsibility efforts affect their employees. As your student rep, my main goal this year is to take steps to increase the visibility of I/O psychology in Canada. Some more information about my plan can be found on the CSIOP website at <http://psychology.uwo.ca/csiop/student%20rep.asp>.

Since the last newsletter, we’ve had a great conference this summer in Quebec City. Having attended much of my graduate studies in a business school, this was actually my very first CPA conference (but certainly not the last)! I have to say that I was very impressed with the sense of community I felt among the CSIOP crowd. My predecessor, Pylin Chuapetcharasopon, contributed to this positive vibe by organizing an excellent student-mentor social this year. We had the opportunity to speak to a variety of very successful academics and practitio-

ners, and connect with our fellow students over a cold beer in a charming venue in downtown Quebec (I’m not afraid to admit that this will be a tough act to follow next year). I also want to extend a big thank you to all of the mentors who attended this year – I think I can safely speak for the other students when I say that the conversations at this event were very helpful to understanding more about the academic and practice sides of I/O psychology. And as in previous years, four student awards were presented at the CPA conference. Congratulations to this year’s first, second, and third place winners of the student poster awards, and to Pylin Chuapetcharasopon, who was this year’s winner of the RHR Kendall award!

As a final note, I just wanted to say that as you read this, summer is unfortunately drawing to a close (you probably didn’t need me to remind you of this, did you?). By now, most of us are probably gearing up for another academic year. For about as long as I can remember I’ve always associated the month of September with going back to school. In more recent years it has taken on a new “improved” meaning of... school, scholarship applications, teaching assistantships, conference submissions, and a number of other things that I’m sure I’m forgetting/suppressing. However, the reason I bring this up is because as many of you are preparing to apply to SSHRC this year, there has been a new change to the application process that may be important for some of you to know – particularly those of you applying for Master’s funding. SSHRC has decided to adopt the Canadian Common CV (CCV) format for some of their grant applications. In essence, this CV format is consistent with how a growing number of Canadian not-for-profit and government institutions are accepting information about applicants. You can find out more about the CCV here: <https://ccv-cvc.ca>. The main takeaway here is that you’re going to have to redo or transfer your CV to this database before applying. My hope is that this note gives a few of you an early heads up so that you don’t get too mad at the CCV online interface right before this year’s deadline!

The Convention Corner

Silvia Bonaccio, PhD

University of Ottawa

As summer draws to an end, the 2013 Quebec City Convention is already a few months behind us. I heard from many participants that this was one of the most enriching conventions to date. Several first time attendees also noted how welcomed they felt by long-time participants. They commented on the high quality of the program, speakers and activities.

I couldn’t be happier with the program that we put together. In all, there were six symposia ranging in topics from non-traditional workers, I/O considerations in the Canadian military, mental health in the workplace, and assessment and staffing. Other program highlights were Gary John’s (John

Molson School of Business) invited address on presenteeism, Patrick Gaudreau's (University of Ottawa) workshop on SEM, and Julie Grégoire's (SPB Business Psychology) workshop on new approaches to assessment. Another notable session was the student symposium, which showcased recent student research. We also organized two conversation sessions with well-known panelists on the topics of gaining access to real world data, and on the opportunities for bringing divides in our field. Many of these sessions offered simultaneous interpretation. I anticipate that the 2014 program will be just as interesting.

Congratulations go out again to Pylin Chuapetcharason, the 2013 RHR-Kendall Award winner. The CSIOP Executive Committee is grateful to RHR International for their continued support of students via the RHR-Kendall Award. I encourage students at all levels to consider applying for this award next year.

And speaking of our next convention...While the call for papers is not yet out, please mark your calendars for June 5-7 2014 as we are meeting next year in Vancouver, BC. We are also holding our CSIOP Institute on June 4, so plan on arriving a day early.

Please share with me any ideas you may have for our 2014 program. Are there statistics topics you are interested in learning more about? Whom would you like to see as an invited speaker? Are there any workshop topics of particular use to students? Please send all of these suggestions my way at bonaccio@telfer.uottawa.ca.

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

Random Mandatory Alcohol Testing Dealt a Sobering Blow

Erika Ringseis & Athyna Slack¹

You work as an administrator in a quiet office. Your work always gets done, and the highest risk to your safety is a rogue carpet seam or an unfortunate stapling incident. Although stumbling over an uneven carpet may make you look inebriated, there have been no drug or alcohol related workplace incidents in your

15 years of working in the office. Nonetheless, your employer institutes obligatory breathalyzer testing for a random 10% of your office. Do you think this is reasonable?

Now, imagine you work in a paper mill. The work is dangerous and losing your focus for a moment could mean a lost finger, or even a lost life. Employees have seen coworkers show up for work under the influence of alcohol or even drinking while on the job. In the last 15 years, there have been eight alcohol related incidents (luckily no one has been injured or killed!!!). Management thinks alcohol is a problem in your mill and institutes mandatory random alcohol breathalyzer testing for 10% of your workforce. If you refuse the test or blow above 0.04%, you could be fired. Is this reasonable?

Likely, unless you consider working with staplers a safety-sensitive activity, you have a different opinion about the reasonableness of these two situations.² The law, however, may not.

The paper mill scenario described above occurred in New Brunswick when an employee of an Irving unionized mill was forced to give a breath sample. Although he tested negative for alcohol, he felt violated and filed a grievance. Seven years and three decisions later, the Supreme Court of Canada was called upon to resolve this case and the competing interests of employee privacy versus safety, a safety-sensitive workplace versus an unsafe one, and a workplace with noted use of alcohol versus a sober one.³ The results of this case have quashed the hopes of employers wishing to institute mandatory random alcohol testing.

Alcohol Testing and the Law

Prior to this case, employers knew they could test employees for drug or alcohol consumption pre-employment, post-incident or on reasonable cause grounds, if they struck a proper balance between employee privacy and workplace safety. The testing was justified if there was minimal infringement on privacy and there was a discernable benefit to the workforce, namely an increase in safety in a dangerous position. Whether random testing could also be justified has been less clear. The Supreme Court kept this balancing of interests in the Irving case, but the requirements for proving danger are much more stringent for random testing.

Originally in Irving, the labour arbitrator allowed the griev-

2014 Conference Dates	Name & Location	Website
Aug 1-5	Academy of Management, Philadelphia	http://aom.org/EventDetail.aspx?id=541
Aug 7-10	APA, Washington DC	www.apa.org/convention/index.aspx
May 9-13	ASAC, Muskoka, ON	www.asac.ca
June 5-7	CPA, Vancouver	www.cpa.ca/convention
April 14-16	EAOHP, London	www.eaohp.org/conference
May 15-17	SIOP, Hawaii	https://www.siop.org/conferences/

ance. No matter how dangerous the job, without sufficient evidence of an existing problem with alcohol in the workplace, such an infringement on employee privacy was not justified. Irving was not pleased with the decision and appealed it through the judicial review process at the New Brunswick Court of Queen's Bench (NBQB)⁴. The NBQB overturned the arbitrator's decision, finding that a minimally intrusive procedure like a breath test for alcohol consumption is justified in light of the gains in workplace safety.

The union's appeal to the New Brunswick Court of Appeal was dismissed.

In summary, the arbitrator had favored privacy over safety, the first level of court disagreed and focused on safety and the Court of Appeal also emphasized safety.

Finally, the Supreme Court of Canada heard the appeal, and employers around Canada waited with bated breath. This was more exciting than a duchess having a baby!!! Would random alcohol testing be permitted in the workplace? Would the Supreme Court of Canada finally speak out with a strong message regarding the importance of workplace safety?

The Supreme Court of Canada reinstated the arbitrator's decision, holding that Irving could not impose mandatory random testing on its employees without strong evidence of an existing alcohol problem. Unlike the two courts before it, the Supreme Court was not convinced that the dangerousness of a job alone was enough to outweigh the privacy interests of the employee, despite the minimally intrusive nature of breath testing. All analyses of random testing programs are an exercise in proportionality: the reaction of the employer must be in proportion to the threat. The Court noted that because no actual injuries or near misses due to alcohol were recorded, there would be little discernable benefit from the testing program. The majority decision asserted that only an existing problem with alcohol in the workforce will justify a random testing program⁵.

This decision has put employee privacy as the foremost priority in any random alcohol testing regime in Canada. Justification for random testing will need to occur on a case-by-case basis. The circumstances will need to show obvious, and some might argue extreme, safety risk before a random testing regime could be justified.

The former legal principles applied in situations of pre-employment, post-incident or for-cause testing, and then reasonably accommodating employees, still apply. Employers can more easily defend testing in following circumstances:

- Prior to employment in a safety-sensitive role;
- Where there is strong evidence of an existing alcohol or drug problem in the workplace (keeping in mind that the Irving example was not strong enough evidence);
- Where an employee has recently returned from a drug or alcohol rehabilitation program and testing is part of the

return-to-work program;

- When an employee is showing signs of intoxication in a safety-sensitive position; and
- If there is a suspicion that the employee is under the influence and there has been an accident or near-miss, as testing may help determine the root cause.

The Supreme Court of Canada verdict arose out of a policy instituted in a specific unionized workforce in the Maritimes. How these principles apply to other worksites in the other provinces remains to be seen. We anticipate, however, that employers will feel more cautious about supporting random testing regimes and will carefully consider whether there is a true need. As Canada's top court did not think that eight alcohol-related accidents in 15 years, in addition to alcohol use at the workplace, was enough evidence to justify a testing program, what is enough evidence remains to be seen.

In the meantime, even if intoxication at work might not get caught, Athyna says alcohol and staplers don't mix!!!

¹ *Erika Ringseis earned her Ph.D. in I/O Psychology from Penn State before attending law school and becoming a practicing attorney. Erika is currently Senior Legal Counsel and Team Lead for Human Resources Law at TransCanada. Athyna Slack is on a break from her legal studies at the University of Alberta to work in TransCanada's legal department this summer. Athyna was happy to note last week, as Stampede events wind up around the city of Calgary, that TransCanada does NOT have a random alcohol testing policy...*

² *In the NBQB decision of this case, Justice Grant noted there is an "unquestionable" threshold somewhere between an office and a paper mill where a job becomes dangerous.*

³ *C.E.P.U. Local 30 v Irving Pulp & Paper Limited 2013 SCC 34 (Irving). Found at: <http://canlii.org/en/ca/scc/doc/2013/2013scc34/2013scc34.pdf>*

⁴ *Irving Pulp & Paper Limited v Communications, Energy and Paperworkers Union of Canada, Local 30 2010 NBQB 294*

⁵ *The dissenting judges took a different approach, agreeing with lower courts that eight alcohol linked incidents in the mill in the last 15 years, as well as witness accounts of alcohol consumption in the workplace, was enough to warrant mandatory random testing.*

FACULTY POSITION IN INDUSTRIAL/ORGANIZATIONAL (I/O) PSYCHOLOGY. Applications are invited for a tenure stream appointment in I/O Psychology at the rank of Assistant Professor or Associate Professor in the Department of Psychology at The University of Western Ontario effective July 1, 2014. We have a particular interest in applicants who specialize in topics that are typically associated with the “I” side of I/O psychology and who have a solid background in statistics/research methodology, but applicants trained in any area of I/O Psychology are strongly encouraged to apply. Applicants must have a Ph.D. or be very close to completing a Ph.D. by July 1, 2014, and the selected candidate will be expected to maintain an active research program, teach undergraduate and graduate courses in I/O psychology topics, and provide graduate student supervision.

The Psychology Department has approximately 50 faculty members, 20 staff members and over 100 graduate students enrolled in the Masters and Ph.D. programs. It is one of the most distinguished psychology departments in Canada and has a very strong I/O Psychology group. Further information about Psychology and the I/O Psychology group at Western may be found at: <http://www.ssc.uwo.ca/psychology/> and <http://psychology.uwo.ca/IO>, respectively.

Applicants should submit a curriculum vitae, a statement of research interests and teaching experience (including teaching ratings, if available), copies of representative publications, and arrange to have 3 letters of recommendation sent to: Dr. Albert Katz, Chair, Department of Psychology, The University of Western Ontario, London, Ontario, Canada N6A 5C2. Consideration of applications will commence on September 15, 2013 and will continue until the position is filled.

This position is subject to budgetary approval. Applicants should have fluent written and oral communication skills in English. All qualified candidates are encouraged to apply; however, Canadians and Permanent Residents will be given priority. The University of Western Ontario is committed to employment equity and welcomes applications from all qualified women and men, including visible minorities, aboriginal people, and persons with disabilities.

Call for Candidates for CPA Awards or Fellows

Every year, the Canadian Psychological Association (CPA) presents a number of awards and Fellow designations at its annual convention in June. We here at CSIOP would love to see more CSIOP members recognized for their excellent work, which would help raise the profile of I/O researchers, practitioners, and educators within CPA. We strongly encourage CSIOP members to get involved with the competition for these awards.

The CPA awards touch on contributions to research, education, practice, and service to the profession, community, and CPA itself. As I/O graduates tend to be found in some combination of research, education, practice, or service positions, we think there must be many promising candidates out there! A brief list of the award names is provided below; full descriptions of the awards, as well as award criteria and past winners, can be found at <http://www.cpa.ca/aboutcpa/cpaawards/awardeddescriptions/>.

- CPA Gold Medal Award For Distinguished Lifetime Contributions to Canadian Psychology
- CPA Donald O. Hebb Award for Distinguished Contributions to Psychology as a Science
- CPA Award for Distinguished Contributions to the International Advancement of Psychology
- CPA Award for Distinguished Contributions to Education and Training in Psychology
- CPA Award for Distinguished Contributions to Psychology as a Profession
- Distinguished Practitioner Award
- CPA Award for Distinguished Contributions to Public or Community Service
- CPA Humanitarian Award
- CPA Award for Distinguished Lifetime Service to the Canadian Psychological Association
- CPA John C. Service Member the Year Award

Virtually any member of CPA is eligible to receive an award or to nominate a CPA member for an award (see <http://www.cpa.ca/aboutcpa/cpaawards/nominationprocedures/> for more details). The process for nominating and deciding on award winners typically begins about 8 months prior to the actual conference: the nomination deadline for most awards is October 15th while the CPA Fellow nomination deadline is typically November 30th. The requirements for nominations are not overly onerous, consisting of a letter of nomination (self-nominations are not allowed), a current CV of the nominee, and three endorsing letters written by current CPA Fellows or members (with only one letter coming from an individual from the nominee's home institution).

Do you know of any CPA members who might be good candidates for CPA awards or fellowships? If so, help raise the visibility of I/O psychology in Canada! We encourage you to submit a nomination for the individual or, if you have questions or would like assistance, please contact someone on the CSIOP Executive (contact information listed at the end of the newsletter or on our website, www.csiop.ca). We would be happy to help you with the nomination process.



FINNING INTERNATIONAL INC

Department/Group: Global Human Resources

June 24, 2013

Title: Global Talent Manager

- Rare career growth opportunity
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Finning International Inc. is the world's largest Caterpillar equipment dealer delivering unrivalled service to customers since 1933. Finning sells, rents and services equipment and engines to help customers maximize productivity. Headquartered in Vancouver, B.C., the company operates in Western Canada, Chile, Argentina, Bolivia, Uruguay, as well as in the United Kingdom and Ireland. Finning generated revenues of \$6.6 billion in 2012 and employs over 15,000 people world-wide. We are seeking a full time Global Talent Manager with a strong background in designing and executing talent systems and programs to support our global executive team. You will play a pivotal role in developing and managing the processes and programs that support Finning's global talent agenda, including building and developing our executive and high potential pipeline by implementing key strategies, initiatives, tools, processes and systems to support leadership development.

Other aspects of the role include:

- supporting talent assessment and development at the Finning International head office working with OD Directors and HR leaders on our Organizational Effectiveness strategies; designing and implementing performance management;
- supporting employee health & safety programs;
- developing and monitoring HR analytics;
- managing vendors and associated service contracts and budgets.

This is a 'hands on' execution role. The successful candidate will be based in Vancouver, B.C and will have a strong track record of process design and implementation of talent management strategy with specific focus on executives and high potentials for executive roles. Other requirements and qualifications for this role include:

- Masters degree in Industrial or Organizational Psychology or a related discipline and 5-10 years of industry/organizational experience
- Strong background and technical knowledge in talent and human resources systems and in the legal and professional guidelines for selection and assessment, psychometric and statistical theories and procedures, and research methodology and analysis.
- Strong research, analytical, problem solving, as well as strong consulting and influencing skills.
- Experience working with or for an international organization

- Excellent spoken and written English communications and interpersonal skills are essential; Spanish language skills would be a significant asset
- Expert skills in PowerPoint, Excel and database reporting. SPSS or other statistical analysis tools would be an asset.
- Ability to travel internationally (10-15%)

With many exciting global cultural and organizational initiatives underway, this is a great time to join Finning to build your career and make an impact.

To apply to this position, please send your resume to careers@finning.com.



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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.