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Chair's Column/Mot du Président
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(La version française est à la suite de la version anglaise)

To be or not to be connected?

I recently decided to boldly go where just about everybody else has already gone before: social media.

Numbers are astounding. For example SIOP has two groups totaling about 20,000 members. About 35% are senior executives, 20% are entry level and 13% are managers. Another group called Linked:HR was started in 2007 and now has 777,696 members! About 200,000 are senior executives, 150,000 are managers, about 140,000 are entry-level and about 105,000 are directors or VPs. The membership grows by about 2% a week. Another group I follow is called The Project Management Network. This group is a few members shy of 400,000 and grows by 10%

a week. More than 600 messages were posted last week.

Perhaps unsurprisingly, I am both delighted and horrified by what I see. Delighted because by joining groups I have a real sense of community and can gain access to wealth of good information. Horrified because anybody can say anything... and often do.

This is where we come in. As an association of IO practitioners and academics, we hold vast amounts of useful knowledge. We are in a good position to market our specific skill set as well as to help people. Here is an example.

One member of the Linked:HR group posted this question: "What do you do when your candidate pool is really small?" There were about 10 responses to the question. One person answered "Hire for talent and potential, and then provide training. (For the record, this is usually the best method regardless of the size of the candidate pool.)". Taking my life into my own hands, I ventured this answer: "One thing you can't do is skimp on the reliability and validity of your selection tools. If you have a small pool and a high selection ratio you need selection instruments with very high validity (and thus high reliability) to add value to your selection process. If your selection ratio is small the problem is not as acute -- although it's still present. So when you cannot raise the number of qualified potential candidates in your pool you can invest in better selection instruments / processes." My attempt was to translate some basic principles derived from Taylor and Russell [1].

One member of the Project Management Network asked this: "What better way to evaluate the performance as project managers? What can we assess? Does anyone know any evaluation?" This question generated 28 comments when I accessed the group to look around. Many of the answers suggested

that delivering the project on time, within budget and at the appropriate quality level was paramount. In fact the gist of the comments was that the performance of a project manager is in fact the same thing as the success of the project; that if the objectives of the project are met, then the project manager performed correctly. Some ventured that many contextual factors outside the realm of the project manager's control affect the outcome of a project. I did not volunteer an answer, but an answer is well within any CSIOP member's skill set given what we learn and observe, that you can't confuse behaviors and results from the behaviors when assessing performance [2,3].

Reading what people post in many groups, I learned that social media fosters "branding" such that lines which used to clearly distinguish between supplier of a good or service and a potential consumer of that good or service are now blurred [4]. Everybody pushes and pulls information making it difficult to distinguish unsubstantiated opinions from evidenced-based information.

So although evidence-based answers are probably not as "sexy" as off the cuff guru-style solutions, they do offer an opportunity to advocate our place in the connected world by offering thoughtful input. Social media and advocacy can go hand in hand [5]. For instance, there are so many people asking interesting questions in various LinkedIn groups that CSIOP members can easily join one or two and volunteer a solid answer here and there. We can also start discussions and more strategically "push" evidence-based information. Say you specialize in turnover, it would be easy to start a discussion on factors that impact turnover in a given segment of the working population or in specific jobs and offer evidence-based explanations and suggestions as people provide their thoughts.

Organizations that "get it" engage in a multi-pronged approach using various social media platforms at once (e.g., YouTube, Twitter, Facebook) [4]. As such we can safely say that CSIOP has not got it yet. However, it would be interesting to have members purposefully scan a strategic list of groups. They could then provide evidence-based answers or start discussions that have value for these groups. Professors can even turn this into a class assignment. I teach selection, for example. One of the most popular questions people are asking relate to interview questions, selection instruments, and the like. Having students review the most popular questions, craft good answers, and then systematically push the answers across various groups would certainly be a good learning experience. It was for me anyways.

Whether this actually changes people at the other end of the keyboard is an open question. Some exert a healthy skepticism as to social media's effectiveness as a communication instrument [6]. Others provide a thoughtful review of how social media and how belonging to a social network can impact behavior [7]. Why don't we try it?

François Chiochio (f.chiochio@umontreal.ca)

Être ou ne pas être branché?

J'ai récemment décidé d'aller audacieusement là où à peu près tout le monde est déjà rendu: les médias sociaux.

Les chiffres sont étonnants. Par exemple SIOP a deux groupes totalisant environ 20 000 membres. Environ 35% sont des cadres supérieurs, 20% sont de niveau d'entrée et 13% sont des cadres. Un autre groupe appelé Linked:HR a été lancé en 2007 et compte aujourd'hui 777 696 membres! Environ 200 000 sont des cadres supérieurs, 150 000 sont des gestionnaires, environ 140 000 sont au niveau d'entrée et environ 105 000 sont des administrateurs ou des vice-présidents. Le nombre de membres augmente d'environ 2% par semaine. Un autre groupe dont je suis membre est appelé le Project Manager Network. Ce groupe est composé de tout près de 400 000 et croît de 10% par semaine. Plus de 600 messages ont été postés la semaine dernière.

Sans surprise, je suis à la fois ravi et horrifié par ce que je vois. Ravi car en rejoignant des groupes j'ai l'impression réelle d'appartenir à une communauté et j'ai accès à une foule d'information. Horrifié parce que n'importe qui peut dire n'importe quoi ... ce qui est loin d'être rare.

C'est là que nous entrons en jeu. Comme association de praticiens et d'universitaires en TO, nous possédons de grandes quantités de connaissances utiles. Nous sommes dans une bonne position pour faire valoir notre savoir-faire singulier ainsi que d'aider les gens. Voici un exemple.

Un membre du groupe Linked:HR a posté cette question: "Que pouvez-vous faire quand votre bassin de candidats est vraiment petit ?" Il y avait environ 10 réponses à la question. Une personne a répondu "Embauchez pour le talent et le potentiel, puis offrez de la formation. (Pour la petite histoire, c'est généralement la meilleure méthode indépendamment de la taille du bassin de candidats.)". J'ai pris mon courage à deux mains et j'ai aventuré cette réponse: "Une chose que vous ne pouvez pas faire est de lésiner sur la fiabilité et la validité de vos outils de sélection. Si vous avez un petit bassin et un taux de sélection élevé, vous devez opter pour des instruments de sélection ayant une validité très élevée (et donc une grande fiabilité) pour ajouter de la valeur à votre processus de sélection. Si votre taux de sélection est faible, le problème n'est pas aussi aigu - même s'il est toujours présent. Ainsi, quand vous ne pouvez pas augmenter le nombre de candidats potentiels qualifiés dans votre bassin, vous pouvez investir dans de meilleurs des instruments ou processus de sélection". Mon intention était de traduire certains principes de base issus de Taylor et Russell [1].

Un membre du Project Management Network a demandé ceci: "Quelle est la meilleure façon d'évaluer la performance d'un gestionnaire de projet? Que pouvons-nous évaluer? Est-ce que quelqu'un connaît une évaluation?" Cette question a suscité 28 commentaires lorsque j'ai accédé au groupe en me promenant. La plupart des réponses ont suggéré que la réalisation du projet dans les délais, selon le budget et avec le niveau de qualité approprié est primordiale. En fait, l'essentiel des observations était que la performance d'un gestionnaire de projet est en

fait la même chose que le succès du projet, que si les objectifs du projet sont remplis, alors le rendement du questionnaire de projet était adéquat. Certains ont proposé que de nombreux facteurs contextuels en dehors du contrôle du questionnaire de projet peuvent affecter le résultat d'un projet. Je n'ai pas proposé une réponse, mais une réponse est loin en deca du seuil élevé de compétence des membres de la SCPIO étant donné ce que nous apprenons et d'observons, c'est-à-dire que vous ne pouvez pas confondre les comportements et les résultats des comportements lors de l'évaluation du rendement [2,3].

A la lecture de ce que les gens postent sur de nombreux groupes, j'ai appris que les médias sociaux favorisent la mise en valeur de son image de marque personnelle de telle sorte que les lignes qui permettaient de distinguer clairement entre le fournisseur d'un bien ou d'un service et un consommateur potentiel de ce bien ou service sont désormais floues [4]. Tout le monde pousse et tire l'information, ce qui rend difficile de distinguer les opinions non fondées de l'information fondée sur les données probantes.

Donc, même si les réponses fondées sur les données probantes ne sont probablement pas aussi "sexy" que les solutions à l'emporte pièce des gourous, elles offrent l'occasion de prendre notre place dans le monde connecté en offrant des commentaires réfléchis. Les médias sociaux et le plaidoyer peuvent aller main dans la main [5]. Par exemple, il y a tellement de gens qui posent des questions intéressantes dans divers groupes LinkedIn que les membres de la SCPIO peuvent facilement en rejoindre un ou deux et proposer des réponses solides ici et là. Nous pouvons également entamer des discussions et de façon plus stratégique "pousser" l'information fondée sur les données probantes. Prenons l'exemple où vous êtes un spécialiste du roulement des employés. Il serait facile de commencer une discussion sur les facteurs qui affectent le roulement dans une portion donnée de la population active ou dans des emplois particuliers puis offrir des explications fondées sur les données probantes à mesure que les gens ajoutent leurs commentaires.

Les organisations "branchées" s'engagent dans une approche à volets multiples qui prends appui sur différentes plateformes de médias sociaux à la fois (par exemple, YouTube, Twitter, Facebook) [4]. En tant que tel, nous pouvons dire que la SCPIO n'est pas encore "branchée". Toutefois, il serait intéressant d'avoir des membres délibérément balayer un ensemble stratégique de groupes. Ils pourraient alors fournir des réponses fondées sur les données probantes ou lancer des discussions qui ont une valeur ajoutée pour ces groupes. Les professeurs peuvent même en faire un devoir de classe. J'enseigne la sélection, par exemple. L'une des interrogations les plus populaires sur les réseaux sociaux a trait aux questions d'entrevue de sélection, aux instruments, etc. Les étudiants pourraient passer en revue les questions les plus fréquentes, concocter de bonnes réponses, puis pousser systématiquement les réponses à travers divers groupes. Cela serait certainement une bonne expérience d'apprentissage. Ce le fut pour moi en tout cas.

La question est de savoir si ces efforts ont une incidence pour

les gens à l'autre bout du clavier. Certains exercent un sain scepticisme quant à l'efficacité des médias sociaux comme un outil de communication [6]. D'autres proposent un examen approfondi de la façon dont les médias sociaux exercent leur influence et comment l'appartenance à un réseau social peut influencer sur le comportement [7]. Pourquoi ne pas tenter le coup?

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

Happy New Year!

As of 31 December, 2012, CSIOP had a total of 431 members, which consists of 21 CPA Fellows, three Lifetime Members, four international affiliates, eight Special Affiliates, 168 Full Members, two retired members, 88 Student Members, and 36 Associate Members. However, as of 25 January 2013, only 211 members have renewed their 2013 membership.

Thanks to everyone who has renewed their memberships for 2013! If you haven't already done so, please complete your

renewal as soon as possible. If you are currently a member of both CPA and CSIOP, you should have received your renewal reminder from CPA. If you are a member of CSIOP but not CPA (e.g., a CSIOP Associate) then your renewal reminder came directly from CSIOP.

CSIOP News Items

Arla Day, PhD

Saint Mary's University

Jobs, Appointments, & Accolades

Stéphane Brutus has been appointed Associate Dean of the John Molson School of Business at Concordia University.

Sonya Stevens, (PhD-2010, Saint Mary's University) moved to Toronto to work as a Consultant at Knightsbridge Human Capital Solutions in Toronto

Western has a new faculty member: Dr. Josh Bourdage completed his PhD at Calgary, and his research focuses on the role of impression management behaviours in the workplace, and individual and group personality.

Dr. Blake Jelley, UPEI School of Business and Past Chair of CSIOP, recently achieved the national top score on the October 2012 National Knowledge Exam (NKE) offered by the Canadian Council of Human Resources Associations. The NKE assesses HR-related knowledge in seven functional dimensions and is one of the requirements to obtain the Certified Human Resources Professional designation.

Congratulations to Simon Grenier, who successfully defended his doctoral thesis on December 19, entitled "From Individual to Team Regulation: Theoretical and Empirical Integration of Self-Determination Theory in Work Teams" (Co-supervised by Marylène Gagné and Francois Chiochio).

Congratulations to all of you!!!

Western welcomes three new students who started last September: Brittney Anderson (who came from UofT (Scarborough)); Kyle Cameron (who came from York); and Kateryna Synyak (who came from Laurier).

Summer Conference Plans

If the rain, sleet, snow, and freezing rain are getting you down, you may want to start planning your summer conference schedule.

You can start by looking at beautiful, sunny, lobster-filled Halifax in July (as I'm writing this column, it is pouring rain outside... however, it will be MUCH nicer in July)! The CN Centre for Occupational Health & Safety and Saint Mary's University is hosting the 2nd Annual Occupational Health Psychology Summer Institute in **July, 2013**. The inaugural Institute was held last July at Portland State University, and it attracted a wide array of academics, practitioners, and students. We have an excellent line up of experts in health and safety, resilience, positive psychology, burnout, and much more. Stay tuned for more info soon!

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

Helen Lee, CPA student section Administration and Finance Officer, and I/O Ph.D. Candidate at Western University

The inaugural SIOPGSC was a huge success. The conference has since been hosted annually on a rotating schedule by Western, Waterloo, and Guelph, and the 7th successful conference was held at Western (for the 3rd time) on Saturday, November 17th. This was the first year in which students from other I/O programs in Canada attended. Specifically, two MA students from the University of Calgary were able to join in the conference activities, which speaks to the interest and reputation that this conference has built.

The aim of this year's featured speaker program was to provide students with diverse, first-hand perspectives of various career trajectories in I/O psychology. Joshua Bourdage (Assistant Professor at Western) presented tips for the prospective academic job applicant, Tim Jackson (Jackson Leadership Systems) gave a preview of the romance and reality of a career in external consulting in an interactive Q&A session, and Mary Jo Ducharme (Associate Professor at York University) talked about her path as an I/O psychologist working in a HR school. There were also research talks and poster presentations given by graduate-students in Canadian I/O programs.

The conference committee sent out a feedback survey to identify areas of improvement for the conference. Interestingly, 21 of 25 students responded "yes" to the question: Do you consider the environment without professors to be beneficial? This is consistent with one of the main reasons for launching the conference, as it gives students a "safe" context for discussing their research. Furthermore, 24 of 25 respondents answered that they plan on attending the student conference

next year (the other individual was “undecided”). The average score for students’ responses when asked how much they valued the conference experience was 4.42 (1= *not at all valuable*, 5 = *very valuable*). Interestingly, 22 respondents reported that they would benefit from external conference funding, such as funds that limited their personal expenses for the trip. Total conference costs for Western’s I/O conference committee came to about \$700, but this seems to be a bargain given the value of this event.

In sum, it appears that the conference continues to be a tremendous success for I/O psychology in Canada. We are confident that graduate students are looking forward to next year’s student conference, which will be hosted by the University of Waterloo for the third time. We hope that students from distant I/O programs, such as University of Calgary and Saint Mary’s University, will be able to attend the meeting.

Student Update

Pylin Chuapetcharasopon
University of Waterloo

Happy February! I hope that at this point you have settled into your new term’s routine and still going strong with all your new year’s resolutions. (Side note: It might actually take, on average, 66 days instead of 21 days to form a new habit, so you’re halfway there! <http://bit.ly/44B22z>)

CPA Convention:

Just a reminder that this year’s CPA convention will be held in Québec City on June 13-15. Come for the informative and inspiring workshops, symposia, and poster sessions and for the amazing networking events held by CSIOP, including the student-mentor social!

Call for the 2013-2014 Student Representative:

As I will be stepping down from this position after the CPA convention in Québec City, it’s that time of year for me to seek nominations for the 2013-2014 CSIOP Student Representative. Being the Student Representative allows you the opportunity to help I/O Psychology students from across Canada in addition to working with academics and practitioners across the country. For more information or to nominate yourself or someone you know, please email me at pchuapet@uwaterloo.ca by Friday, May 3.

Local student-mentor socials:

One of the initiatives for my term as the CSIOP Student Representative is to encourage students to hold local student-mentor sessions with academics and practitioners in their areas. I am in the middle of planning this event for the University of Waterloo, and below I have outlined some strategies to make this event a reality:

Who are our alumni and where are they now? Some univer-

sities keep an updated list of graduates from their program including their current job position/location. If there is no list, it is as easy as asking the professors at your school for their past students’ names. You can also ask the psychology administrative staff for names of the graduates.

If their contact information is not up-to-date, do not worry. The best way to find alumni is through LinkedIn. I find using LinkedIn more effective than Google because if the alumnus has a common name, too many people will show up in your search. You can try to narrow your search on Google by adding your university name. However, on LinkedIn, you might have a mutual connection with the alumnus, thus the top search will be the actual person you are looking for.

How do I contact them? Start first by identifying their personal or work email from the university list or LinkedIn profile. If not, you can be introduced by your mutual link, or just go ahead and contact them through LinkedIn Mail! You can even locate the company they are working at and ask to speak to them on the phone.

Money matters: Talk to your division or department about funding this event. They might have extra money in their budget for you to buy refreshments and food for alumni and students for the event. It does not hurt to ask!

Location: Because this is a “social” event, ideally you would host it at a more “social” place that is not, say, the conference room at your university. Instead, aim for a local coffee shop or pub. But, if someone has a nice house or apartment, try hosting it there!

Pay it forward: At the CPA event, the student-mentor session is open to both undergraduate and graduate student members. At your local event, you can also extend the invitation to include undergraduates in the social! The best way to do so is to ask your RAs if they are interested. I hope that this will help inspire future I/O Psychologists!

The Convention Corner/Le Coin de la Conférence

Silvia Bonaccio, PhD
University of Ottawa/Université d’Ottawa

Although the winter months seem to go on forever, summer will be upon us before we know it. And with summer, comes the CPA annual convention. Make sure to mark your calendars for the convention which will be held on June 13 to 15 2013. In addition, don’t forget to arrive early so that you can attend the CSIOP institute on June 12. It will be led by Dr. Laurent Lapierre on the topic of leadership and effective followership.

A few key dates to keep in mind:

- Early (and cheaper!) registration ends on May 13 2013
- Hotel group rate is valid until May 14 2013.
- Of course, think about your transportation needs early. Air

Canada, Porter and WestJet all fly into the Aréoport International Jean Lesage (YQB). The train is also a good transportation option. Indeed, Via Rail often runs deals on regular and Via 1 tickets. As a bonus, the train station is just a short taxi ride to the hotel and it is much closer than the airport.

This year's conference hotel is the Hilton Québec (www.hiltonquebec.com), which is located within walking distance to the Old City, the Chateau Frontenac, the Plaines d'Abraham, the Musée National des Beaux Arts du Québec, l'Assemblée Nationale, and the Citadel. Consider making a vacation out of the conference. Quebec City is a great place for history buffs, nature lovers, politics enthusiasts, photographers and foodies.

Au plaisir de vous rencontrer à Québec!

Silvia Bonaccio

To Test or Not To Test? That is The Question.

Erika Ringseis & Rebecca R. Norton¹

Would you feel nervous walking in front of a 79-tonne truck being driven by a heavy machinery operator, who has refused to submit to a simple sobriety test? Do you agree with a hydro-milling technician working with high-pressure pumps, in close proximity to hundreds of co-workers, responding to the same request with the statement, "That's an invasion of my privacy"? How would you feel at your job if you were asked to urinate in a cup one morning?

The controversial issue of mandatory random workplace drug and alcohol testing was recently brought to the forefront due to the Court of Appeal's high-profile decision in *Communications, Energy and Paperworkers Union, Local 707 v. Suncor Energy Inc.*² ("the Suncor Case"). In the Suncor Case, the Alberta Court of Appeal upheld an injunction preventing Suncor Energy Inc. ("Suncor") from implementing a new mandatory random drug and alcohol testing policy ("the New Policy") for all of its employees and its contractor's employees in "safety sensitive" positions at its workplace in the oil sands in Fort McMurray, Alberta.

The Suncor Case

On June 10, 2012, Suncor, presumably in response to its commitment to participate in the Drug and Alcohol Risk Reduction Pilot Project ("DARRPP"), advised its employees that it would be implementing the New Policy. A union representing 3,400 Suncor employees filed a grievance asserting that the Policy was unreasonable and in contravention of its collective agreement, the common law, the *Personal Information Protection Act*, and the *Alberta Human Rights Act*. The Union then sought an injunction³ prohibiting Suncor from conducting random drug and alcohol testing pursuant to the New Policy until an arbitration board could decide the reasonableness of the New Policy.

The judge stated that "a reasonable policy should balance the business and safety concerns of the employer with the privacy,

dignity and bodily integrity interests of the employee". Although the judge acknowledged that Suncor's operations are inherently dangerous and even that there were known, ongoing problems among that particular workforce with drug and alcohol use and abuse, he stated that such testing can constitute a significant infringement of a person's privacy and personal integrity. As such, the Court granted the injunction (i.e., Suncor was not permitted to do random drug and alcohol tests in accordance with the New Policy).

Suncor promptly filed an appeal. The Court of Appeal ultimately upheld the Court of Queen's Bench's decision to grant the injunction.⁴ Apparently, there were "only" seven fatalities at its operations since 2000, with "just" three of those killed having been shown to have been under the influence of drugs and alcohol at the time of their deaths.⁵ This was not enough to justify infringing people's rights with random testing.

The Arbitration with respect to the New Policy was scheduled to commence on January 2, 2013. A decision in relation to the adjudication was not yet been published.

The Law Regarding Workplace Drug and Alcohol Policies

Occupational health legislation, and even the *Criminal Code*⁶ places the burden on an employer to ensure the health, safety and welfare of its employees. Further, incapacity at work due to drug or alcohol use poses a serious risk of harm to employees, contractors, site visitors, the public, property and the environment. In order to address and minimize the potential risks of alcohol and drug use, many employers implement comprehensive workplace policies. The development of appropriate policies and procedures, however, requires a delicate balancing of interests. The Suncor case above illustrates that there are limits as to how far an employer can go.

In addition to the obvious privacy concerns associated with alcohol and drug testing, human rights obligations are often in direct conflict with substance use policies. Canadian Human Rights legislation prohibits employers from establishing a policy that discriminates between employees on the basis of disability. "Disability" includes a previous or existing dependence or perceived dependence on alcohol or a drug. Therefore, a workplace policy imposing any form of drug and/or alcohol testing is *prima facie* discriminatory. An impugned policy may be justified, however, if it is a *bona fide* occupational requirement ("BFOR").

The Supreme Court of Canada⁷ established the following three-step test ("the Meiorin test") to determine whether a *prima facie* discriminatory policy is justified as a *bona fide* occupational requirement:

- (1) the employer adopted the policy for a purpose rationally-connected to the performance of the job;
- (2) the employer adopted the policy in an honest and good faith belief that it was necessary to the fulfillment of that legitimate work-related purpose; and

(3) the policy was reasonably necessary to the accomplishment of that legitimate work-related purpose.⁸

For example, an employer might have difficulty justifying substance testing if there is no evidence to show that job performance is affected, the employer is really just introducing the policy to weed out certain individuals and the policy is not necessary. Generally, substance testing is permissible on a non-random basis in safety-sensitive positions. Testing is justified when there is reasonable suspicion of use or post-incident. There is some variation in case law results across Canada, with some jurisdictions more supportive of testing than others. Every case, however, is assessed on its particular details and circumstances.

Proponents of random testing argue that “only” one fatality is too many and random testing should be permitted to keep safety in the workplace. What we can deduce from the jurisprudence is that when it comes to implementing workplace policies for random drug and alcohol testing, the challenge is to strike the proper balance between the employer’s right to adopt policies that promote safety in the workplace and an employee’s right to privacy or freedom from discrimination.

¹ Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State and her J.D. from the University of Calgary. Erika currently practices labour and employment law as Senior Legal Counsel and Team Lead at TransCanada Pipelines Limited (Calgary). Rebecca Norton is an Australian Lawyer and received her LLB from Bond University. Rebecca is currently a Student-at-Law at Egan LLP, an affiliate of Ernst & Young, and recently had the pleasure (Erika wants to point out that Rebecca chose that word herself...) of completing an articling rotation with Erika at TransCanada.

² 2012 ABCA 373.

³ An injunction is a court order that would stop Suncor from being able to enforce the new policy until the union had had an opportunity to have a court decide the issue of whether or not the policy was reasonable.

⁴ Prior case law in Alberta had generally decided in favour of safety trumping human rights, making Alberta the most accepting province for drug and alcohol testing programs. The Court of Appeal appears to be establishing some parameters, and perhaps drawing the distinction often seen in Canada between random testing (harder to defend) and reasonable cause testing. It is interesting to note the difference between countries (the United States, for example, has few barriers for employers wishing to conduct any type of testing scheme) as well as across the Canadian provinces.

⁵ A cynic reading this might wonder how many deaths it would take to justify a random testing scheme...it will be interesting to hear what the arbitrator ultimately says about the New Policy.

⁶ Criminal Code, s. 217.1

⁷ British Columbia (Public Service Employee Relations Commission) v. B.C.G.S.E.U. [1999] 3 S.C.R. 3.

⁸ If you have never read this case, it is a highly-recommended read for I/O Psychologists; the validity of pre-employment testing of firefighters was called into question. People have often asked Erika for examples of I/O psychology meeting law, and this is a fabulous example!

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, Montreal	http://www.sqpto.ca/colloque
March 17-20	Banff International Conference on Behavioural Science (Conference theme: Psychological Health in the Workplace), Banff	http://banffbehavsci.ubc.ca
See http://www.mapageweb.umontreal.ca/chiocchf/congres_fr.htm for more conferences. Note: dates may change.		



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