



The Canadian Industrial & Organizational Psychologist

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Chair's Column/Mot du Président

Dr. Deborah Powell
University of Guelph

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

Recently, Silvia Bonaccio (our convention coordinator) along with François Chiocchio (past chair), Alain Forget, Claude Forget, Roland Foucher, Kevin Kelloway, and Thomas O'Neill (communications coordinator) published an article in *Canadian Psychology/Psychologie canadienne* in both official languages whose English title is "Bridging Divides in Industrial and Organisational Psychology in Canada: An Action-Oriented Collaborative Framework". The seven authors represent different geographic regions in Canada, both official languages, academics from both business schools psychology departments, and practitioners. Their article discusses four divides that

characterize I-O Psychology in Canada, and they suggest some solutions for bridging these divides. Their paper was inspired by their panel discussion held at last year's CPA convention. I would highly recommend reading this excellent article. With this article as a backdrop, I gave some thought to the February updates from our CSIOP executive.

First, our newsletter editor, Lance Ferris, recently submitted our November newsletter for consideration for the CPA Section Newsletter Award. Since the last convention, there have been some new sections added to the newsletter, such as "Practice Makes Perfect" and "The State of Science". Our goals in adding these new sections were to share more information about both practice and science. The criteria for the CPA newsletter award include knowledge translation, contributions from multiple individuals, and student content; with our newly added sections, we decided our November newsletter would be a good candidate for this award. We will keep you posted about the results.

Second, we have recently heard from CPA that they will not be providing simultaneous translation for their speakers at the Convention in Vancouver. At the last two CPA conventions (Halifax and Quebec City), CPA and the IO section shared costs in regards to the simultaneous translation for the CSIOP program. However, with CPA not providing translation this year, CSIOP will have to pay for the full cost for translation for our speakers. Given our goals of bridging divides, we have worked hard over the last two years to make our section's program available in both official languages. This year, we will need to balance our competing goals of bridging the French/English divide, while also being fiscally responsible with our members' dues. To this end, we will continue to provide partial translation of our program in Vancouver. We will aim to

provide more extensive translation when the conference is in Ontario, Quebec or the Atlantic provinces; we will continue to provide translation of some sessions when we meet in western Canada.

Finally, the CSIOP executive is currently planning our Long Range Planning meeting, which is coming up on March 1st. At this meeting the executive will review section performance and issues from the current year, make preparations for the CPA convention, and start planning for the upcoming year as well as longer term projects. If you have any issues or concerns that you feel should be discussed at this meeting please let me know. Or, if you've been looking to get involved with the CSIOP executive, you can let us know that as well. Ideally we would like to have both academics and practitioners on the executive, and right now the balance is tipped rather heavily on the academic side.

As I was reading the Bonaccio et al.'s *Canadian Psychology* article, the authors explained some of the challenges of collaboration across divides (such as academics and practitioners). In some cases, academics and practitioners, or French psychologists and English psychologists may need to collaborate, but need to find ways to help to effectively communicate to other party the different information that they have access to. The authors state that "dependency problems at the boundary are solved by translation; that is, by fostering actors' common meaning regarding the information." My 4 month old daughter and I are still working on our successful collaboration!

Reference

Bonaccio, S., Chiochio, F., Forget, A., Forget, C., Foucher, R., Kelloway, E., K., & O'Neil, T. A. (2013). Bridging Divides in Industrial and Organisational Psychology in Canada: An Action-Oriented Collaborative Framework. *Canadian Psychology / Psychologie canadienne*, 54, 213–222.

Récemment, Silvia Bonaccio (Coordonnatrice de la conférence annuelle), François Chiochio (Président sortant), Alain Forget, Claude Forget, Roland Foucher, Kevin Kelloway et Thomas O'Neill (Coordonnateur des communications) ont publié un article dans les deux langues officielles dont la version française est intitulée « Favoriser les rapprochements par-delà les frontières en psychologie industrielle et organisationnelle au Canada : un cadre de collaboration pragmatique » dans la revue « Canadian Psychology/Psychologie canadienne ». À eux sept, les auteurs représentent différentes régions du Canada, les deux langues officielles, ils proviennent de milieux universitaires variés (écoles de gestion et départements de psychologie) et de la pratique. Leur article parle de quatre fossés présents dans la psychologie I-O au Canada et ils suggèrent des solutions pour combler ces fossés. Leur article est inspiré d'une table ronde à laquelle ils ont participé lors de la dernière conférence de la SCP. Je vous recommande fortement la lecture de cet excellent article. Avec cet article en tête, j'ai réfléchi aux nouvelles de nos membres exécutifs pour le mois de février.

D'abord, l'éditeur de notre bulletin, Lance Ferris, a soumis la candidature de notre bulletin du mois de novembre à la SCP pour le prix décerné aux meilleurs bulletins. Depuis la dernière conférence, nous avons ajouté des sections à notre bulletin, telles que «La pratique rends parfait» et «Science: État des lieux». En ajoutant ces sections, nos objectifs étaient de partager nos connaissances autant sur la pratique que sur la science. Les critères d'évaluation pour recevoir ce prix incluent le transfert des connaissances, la contribution de plusieurs personnes, ainsi que le contenu relié aux étudiants. Nous pensons que notre bulletin de novembre a des bonnes chances de remporter ce prix. Nous vous tiendrons au courant des résultats.

Ensuite, la SCP nous a appris qu'elle n'offrira pas la traduction simultanée des présentations à la conférence de Vancouver. La SCP et la SCPIO ont partagé les coûts reliés à la traduction du programme de la SCPIO des deux dernières conférences (Halifax et Québec). Cette année, comme la SCP ne fournira plus le service de traduction, la SCPIO devra défrayer tous les frais de traduction pour ses présentateurs. Étant donné les buts que nous nous sommes fixés, nous avons travaillé fort pour offrir notre programme dans les deux langues officielles. Cette année, nous devons créer un équilibre entre deux de nos objectifs : celui d'offrir un programme dans les deux langues officielles, et celui d'être fiscalement responsable. À cette fin, nous offrirons une traduction partielle de notre programme à Vancouver. Nous essaierons d'offrir une traduction complète quand la conférence se déroulera en Ontario, au Québec, ou dans les provinces de l'atlantique et nous continuerons d'offrir une traduction de certaines sessions lors de nos rencontres dans l'ouest canadien.

Finalement, les membres exécutifs de la SCPIO sont en train de préparer la rencontre de planification stratégique qui se déroulera le premier mars. À cette rencontre, nos membres exécutifs passeront en revue les bons coups et les faiblesses de notre section cette année, en plus de s'affairer aux préparatifs de la conférence de la SCP ainsi que de commencer la planification pour l'an prochain et les projets à long terme. Si vous avez des inquiétudes ou problèmes, veuillez m'en faire part pour que les membres exécutifs en parlent durant cette rencontre. D'autre part, si vous désirez vous impliquer au sein du comité exécutif de la SCPIO, vous pouvez aussi nous en informer. Idéalement, nous aimerions avoir autant d'universitaires que de praticiens au sein du comité. Présentement, il y a plus d'universitaires que de praticiens.

Dans l'article de Bonaccio et al. dans « Canadian Psychology/ Psychologie canadienne », les auteurs parlent de la collaboration entre divers milieux et des défis qu'elle représente. Parfois, les universitaires doivent collaborer avec les praticiens, ou bien les psychologues francophones doivent collaborer avec les psychologues anglophones. Pour se faire, ils doivent trouver des moyens efficaces pour relayer l'information à laquelle ils ont accès. Les auteurs disent que « Les équipes qui doivent créer le prototype d'un produit encore peu clair sont en train de transformer leurs connaissances. Alors que le prototype prend forme et devient de plus en plus concret aux yeux de tous, les membres

de l'équipe en viennent à intégrer leurs nouvelles connaissances en établissant un consensus et en apprenant la valeur de leurs compromis. » Ma fille de quatre ans et moi sommes toujours à la recherche de ce compromis afin d'assurer une collaboration réussie!

Référence

Bonaccio, S., Chiocchio, F., Forget, A., Forget, C., Foucher, R., Kelloway, E. K., & O'Neill, T. (2013). Favoriser les rapprochements par-delà les frontières en psychologie industrielle et organisationnelle au Canada : un cadre de collaboration pragmatique. *Psychologie Canadienne*, 54(4), 223-234.

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

CSIOP Membership

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

Happy New Year!

As of 31 December, 2013, CSIOP had a total of 321 members, which consists of 19 CPA Fellows, three Lifetime Members, three international affiliates, eight Special Affiliates, 153 Full Members, four retired members, 112 Student Members, and 34 Associate Members. However, as of 27 January 2013, only 175 members have renewed their 2014 membership.

Renewal Reminder

Thank you to everyone who has renewed their membership for 2014! 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 (i.e., a CSIOP Associate Member), please send your membership renewal fees to the treasurer at:

Véronique Dagenais-Desmarais, Ph.D., psy., CRHA, Adm.A.
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Please join me in welcoming the following Associate Members:

- Dr Natasha Caverley
- Dr Samantha Paustian-Underahl
- Dr James Kuthy

CSIOP News Items

*Arla Day, PhD
Saint Mary's University*

Congratulations to Akanksha Bedi (DeGroot School of Business at McMaster University), who won the 2013 Best Doctoral Dissertation Award sponsored by the Human Resources Research Institute. Akanksha's dissertation was titled "We appreciate your business, not your abuse: Incivility by customers predicts revenge toward customers." Her dissertation committee included Aaron Schat (Supervisor), Vishwanath Baba, and Rick Hackett. Akanksha is currently an Assistant Professor in the Department of Management at California State University, Northridge.

Congratulations to Annika Hillebrandt (School of Business & Economics, Wilfrid Laurier, below), who is the 2013 recipient of the Best Master's Thesis award by the Human Resources Research Institute of Canada. Her thesis was entitled: 'Angry or guilty? The effect of coworkers' emotions on employees' fairness perceptions.' The award recognizes research excellence in the field of Human Resource Management and aims to provide greater visibility to individuals who have completed a master's program in this field.



Congratulations to Dr. Kevin Kelloway, (below) Canada Research Chair in Occupational Health Psychology at Saint Mary's University, who was a finalist in the Professional of Distinction category at the Discovery Centre's 11th Annual Discovery Awards for Science and Technology.



Tom Oliver (below) has a new job as Senior Advisor, Leadership Development at Cenovus Energy, Calgary. Congrats Tom!



Congratulations to Theresa Kline (below), who has retired, and is now Professor Emeritus at University of Calgary!



Congratulations to Captain Lenora Collins (Saint Mary's University), who was promoted to the rank of Major effective December 1, 2013.

Please send any I/O or program information, photos, congratulations, etc. you want to share with your colleagues to me at:

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

Spotlight on the CSIOP Institute

*Silvia Bonaccio, PhD
Telfer School of Management, University of Ottawa*

CSIOP Institute: The Dark Side of the Workplace

Wednesday June 4, 1-4 pm, Location to be determined

As per our tradition, CSIOP will be hosting its annual Institute on June 4, the day preceding the CPA Convention. We are pleased to be showcasing some of Vancouver's own IO/OB research stars. The format of the Institute will appeal to researchers and practitioners alike. We also welcome students as this is a great opportunity to network with the CSIOP crowd in a laid-back environment.

We will be opening up **registration** in the next few weeks and we expect this session to be very popular. Please register early and feel free to spread the invitation to your network of colleagues.

Institute Details

Danielle van Jaarsveld from the Sauder School of Business, University of British Columbia, is organizing a workshop involving her UBC colleagues including **Sandra Robinson**, and **Marc-David Seidel**. They will discuss their research on the dark side of the workplace touching on topics such as ostracism, customer mistreatment of employees, and the deviant roots of self-employment. In addition, four PhD students from Sauder will present their research in an interactive manner: Leah Sheppard, Kira Schrabam, Anthony Turner, and Marjan Houshmand. Their research will address the following topics:

1. How individuals conduct meaningful work in challenging contexts and the potential 'dark side' of pursuing one's calling (Kira Schrabam)
2. Social power in relation to the impacts of technologies that create virtualized contexts for communication, coordination, and action that cross geographic and social boundaries (Anthony Turner)
3. Gender differences in reactions to team newcomers/preferred group size (Leah Sheppard)
4. The impact of working in a family firm on socioemotional wealth of adolescents, in terms of adolescents' relationship with their parents and their overall psychological well-being (Marjan Houshman)

Organizer Biographies

Danielle van Jaarsveld (vanjaarsveld@sauder.ubc.ca) is an associate professor at the Sauder School of Business, UBC in the OB-HR Division. Her research interests include customer service, customer mistreatment of employees, and non-standard work. Her research appears in *Journal of Applied Psychology*, *Journal of Management*, *Industrial Relations*, *Industrial & Labor Relations Review*, and the *British Journal of Industrial Relations*. She received her AB from Princeton University. She received her MS, and PhD from Cornell University's School of Industrial and Labor Relations.

Sandra Robinson (sandra.robinson@sauder.ubc.ca) is a designated Distinguished Scholar at the University of British Columbia, and a Professor in the Organizational Behaviour and Human Resources Division in the Sauder School of Business. Over the past two decades, Sandra's research has sought to address employee-employer relationships, with an emphasis on individual perceptions and the influence of group and organizational context. Her prior publications, which have appeared in various journals such as *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Harvard Business Review*, and *Academy of Management Review*, have focused upon topics such as psychological contracts, contract breach and violation, trust and trust betrayal, among others. She has won various awards for her work, including the Cummings Award from the Academy of Management for

early career achievement, the Ascendant Scholar Award and JMI Scholar Award from the Western Academy of Management, and a Killam Research Prize. She recently served a five-year term with the Academy of Management Executive board, leading to Chair of the Organizational Behavior Division, the largest division of the Academy of Management. She obtained her PhD from Northwestern University, and her BA and MSc from the University of British Columbia.

Marc-David Seidel (seidel@sauder.ubc.ca) is an associate professor and Chair of the Organizational Behaviour and Human Resources Division at the University of British Columbia. His current research interests include entrepreneurship, diffusion, social networks, and life course models. He is published in both sociology and management outlets including *American Journal of Sociology*, *Research in the Sociology of Organizations*, *International Migration Review*, *Research in the Sociology of Work*, *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *Industrial Relations*, and *Strategic Organization*. He received his B.A. in Economics with a concentration in Law & Society at Cornell University; his M.B.A. at the Johnson Graduate School of Management, Cornell University; and his M.S. and Ph.D. in Organizational Behavior and Industrial Relations at the Haas School of Business, University of California at Berkeley.

The “State of the Science”

D. Lance Ferris

The Pennsylvania State University

Welcome back to “The State of the Science,” where we 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.

Two more articles from Canadian researchers this issue! First up, coming from the University of Calgary, Babatunde Ogunfowora (Haskayne School of Business) and Joshua Bourdage (Department of Psychology) just published an article titled “Does Honesty-Humility influence evaluations of leadership emergence? The mediating role of moral disengagement.”

In their article, Ogunfowora and Bourdage argued that individuals who scored low on the Honesty-Humility personality factor (i.e., those individuals who are neither fair nor humble) were more likely to engage in moral disengagement (i.e., to use various tactics to disengage morally from situations, such as blaming victims or minimizing the harm done to others). In turn, moral disengagement was argued to likely hinder leader emergence because morally disengaged individuals tend to be unwilling to assist or work cooperatively with others. Across two different samples using teams of undergraduate students,

and using peer ratings of who emerged as leaders in their groups, Ogunfowora and Bourdage found support for the notion that those who scored low on Honesty-Humility were indeed more likely to morally disengage, and that this increased moral disengagement was also associated with being less likely to be rated as leaders in their groups – reassuring news indeed!

Readers interested in leadership in general and leader emergence in particular, as well as those interested in personality traits and moral disengagement, should check the article out! The full citation for the article is as follows:

Ogunfowora, B. & Bourdage, J.S. (2014). Does Honesty-Humility influence evaluations of leadership emergence? The mediating role of moral disengagement. *Personality and Individual Differences*, 56, 95-99.

Next, a recently published article in *Canadian Psychology/Psychologie canadienne* may be of particular interest to Canadian I/O psychology. Titled “Bridging divides in industrial and organisational psychology in Canada: An action-oriented collaborative framework,” the paper brought together researchers and practitioners from across Canada, including Nova Scotia (Kevin Kelloway), Quebec (Alain Forget, Claude Forget, & Roland Foucher), Ontario (Silvia Bonaccio & François Chiochio), and Alberta (Tom O’Neill). The article, based on a panel discussion held at the most recent CPA convention, discusses various divisions in I/O psychology, including those common to I/O psychology more generally (e.g., the division between science and practice, and the division between psychology departments and business schools) as well as divisions more unique to Canadian I/O psychology (e.g., language-based and geography-based divisions). The article provides an insightful look into the unique challenges – and opportunities – associated with I/O psychology in Canada. Check it out, eh? The full citation is as follows:

Bonaccio, S., Chiochio, F., Forget, A., Forget, C., Foucher, R., Kelloway, E. K., & O’Neill, T. A. (2013). Bridging divides in industrial and organisational psychology in Canada: An action-oriented collaborative framework. *Canadian Psychology*, 54, 213-222.

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

The Social Sciences and Humanities Research Council

The Social Sciences and Humanities Research Council (SSHRC) is likely the most applicable national scholarship and granting agency for many of us. There are three main funding programs:

1. The Talent Program: A series of master's and doctoral-level scholarships.
2. The Insight Program: Short-term grants for emerging scholars (50% of funding envelope) to pursue any eligible research area or established scholars (50% of funding envelope) to pursue a distinctly different eligible research area from their existing research program (2-year Insight Development Grants, maximum 75K). Further, there are long-term grants for both emerging and established investigators (up to 5-year Insight Grants, maximum 500K).
3. The Connection Program: Knowledge mobilization grants that support the exchange and translation of research knowledge between academia and practice (1-year Connection Grants, maximum 50K). Funding is also available to support the development of partnerships within academia or involving industry (3-year Partnership Development Grants, maximum 200K) and longer-term partnership support (7-year Partnership Grants, maximum 2.5M).

The reason I raise the issue of funding is because SSHRC is actually quite diversified and has a considerable variety of accessible programs for industrial and organizational psychologists. Under the Talent Program there are several substantial and lucrative scholarship opportunities, particularly for PhDs. To win a doctoral scholarship, try to have straight As, a publication, several conference submissions, detailed positive letters, a strong proposal, and a Master's-level Canada Graduate Scholarship. A funding history at the Master's and Doctoral level will help achieve grant funding later.

Under the Insight Program there is a nice set of options for both emerging and established scholars. Emerging scholars can apply in both competitions if not in the same calendar year. In other words, they can apply fall 2013 and winter 2014. Established scholars can apply in both competitions, but to be funded in the Insight Development Program they need to propose a topic in a field that is clearly not related to their current research program.

Under the Connection Program there are significant opportunities for industrial and organizational psychologists to raise serious funding. Given the ease of translating, applying, and conducting our research in organizational settings, partnerships should be within reach. In light of the huge magnitude of funds in place for supporting these partnerships (Partnership

Development Grants, Partnership Grants) and the logical connection to industrial and organizational psychology, this may be an avenue to consider. Further, for supporting knowledge mobilization, such as holding a series of workshops, hosting a conference, presenting in organizations, preparing and distributing translation materials (e.g., pamphlets, white papers, podcasts, video summaries), the Connection Grants offer a nice opportunity.

In my view, as industrial and organizational psychologists we are lucky to have such immense funding at our fingertips. Planning and writing these scholarships and grants has the added potential of forcing us to be explicit about potential research plans 1-7 years out which, for those of you like me, may not tend to occur spontaneously without some external motivation like winning grants. Good luck!

Student Update

Nick Bremner
University of Western Ontario

Hello and happy New Year CSIOP student members! As we move into February, it is time to highlight that the search for the 2014-2015 CSIOP student representative has begun! This position is a fantastic opportunity for you to broaden your exposure to the I/O profession, gain new skills and network with students and professionals. I would encourage you to contact me (nbremner@uwo.ca) if you would like more information about the position.

This year's event-filled, CPA conference is fast approaching and will be held on June 5-7th 2014 in Vancouver, BC. The student-mentor social is sure to be a great success this summer with many opportunities for networking and constructive discussions among established professionals and fellow students in our field! The conference will help broaden your perspective of what's possible in I/O psychology and the I/O student symposium will expose you to interesting and high-quality presentations which cut across a diverse array of research topics.

Additionally, for those of you looking to boost the visibility of your research, the CPA's Section for Students is accepting submissions for the next issue of MindPad, a student run and peer-reviewed newsletter. Submissions are due by February 17th to Justin Feeney (jfeeney3@uwo.ca) and the guidelines can be found at <http://www.cpa.ca/students/MindPad/Submissions/>. MindPad publishes a variety of articles including empirical reports, critical reviews, critical opinion pieces, and new perspectives. This edition is open to all I/O-related topics, and students in all areas of psychology are encouraged to submit. Publishing MindPad is a great way to boost your CV for scholarship season, and articles accepted for this coming edition will be published in time for the next round of scholarship applications. Another substantial advantage of this journal is

that publishing in MindPad will not restrict you from promoting your work in other academic journals in your field!

For the final part of this month's column, I wanted to expand on some of the topics I touched on in the previous newsletter. This month, I sought to find out more about how graduate students in I/O can prepare themselves for the job market. Recently, I had the opportunity to interview Dr. Rob Annan, Vice President of Research and Policy at Mitacs (www.mitacs.ca); a Canadian not-for-profit organization that seeks to bring researchers and industry together by providing training, funding, and internships. My discussion with Dr. Annan revealed some interesting insights about how to supplement the graduate school experience that I'd like to share with you.

Mitacs has a number of different programs, but the most relevant programs for students in I/O are the Accelerate and Step programs. These two programs are excellent opportunities for students, as they connect researchers and industry, and play a unique role in helping overcome the notorious I/O research-practice gap.

The Accelerate program is Mitacs' flagship internship program and is the most accessible to students in the social sciences. Its general purpose is to provide students with applied research experience, and to provide organizations with access to highly skilled experts in a particular field. The program also reduces the cost of hiring researchers by contributing half of the grant money, making research more accessible to small and medium sized organizations. SSHRC also recently partnered up with Mitacs to promote graduate training and business innovation in Canada. The intention of this initiative is to make it easier for SSHRC-funded students to apply their research in practice.

Dr. Annan emphasized that an Accelerate internship helps students build their professional network, develop better communication skills, and puts them in touch with what is going on right now in industry. Perhaps the biggest benefit of the program is that about 75% of the students participating in Accelerate end up using the project as the basis for their thesis or dissertation. This is ideal for students who want to get an early start on building a program of applied research or just get in touch with what the needs of industry currently are. Although this is a relatively new offering to student in I/O psychology, there are several examples of past and ongoing projects on the Mitacs website.

Mitacs also keeps in touch with the personnel-related needs of industry. When asked about what skills organizations need that graduate students most commonly lack, Dr. Annan specified that soft skills such as effective communication, leadership, and teamwork are areas that are highly sought after but difficult to find in researchers. Many organizations see the ideal candidate as someone with a "T shaped" skill distribution, which involves possessing a wide breadth of people and business skills, and one area of in-depth expertise. Of course, the primary objective of graduate programs is to provide students with the opportunity to develop that one area of expertise, but some of these other

important skills may be left undeveloped.

Mitacs Step is a viable way of supplementing graduate education in I/O psychology. It consists of full day training seminars that are offered in cities across Canada, and cover content such as business etiquette, networking, presenting, project management, and teamwork. Given that graduate students must typically find ways to develop many of these areas on their own, these seminars are a great way to build important skills that can help increase your marketability after graduation (and success during graduate school). Oh, and did I mention these workshops are free to all graduate students? For more information, check out: <http://www.mitacs.ca/step>.

The Convention Corner

Silvia Bonaccio, PhD

Telfer School of Management, University of Ottawa

Most of our members have had to deal with a difficult winter so far. So think about how nice Vancouver will be in June. Mark your calendars for June 5-7 2014 for the 75th CPA Convention and June 4th 2014 for the CSIOP Institute. Keep your eyes on the CPA website for the early registration deadline and be sure to think about your transportation needs early. Air Canada and WestJet fly into the Vancouver International Airport, YVR.

This year's conference hotel is the Hyatt Regency Hotel (www.vancouver.hyatt.com). Vancouver is a great city and it has something for everyone. Nature lovers will enjoy Stanley Park (a short distance from the hotel), the Capilano suspension bridge, and English Bay to dip their toes in the Pacific Ocean. Art enthusiasts will not want to miss the Vancouver Art Gallery, which is around the corner from the hotel. There's also plenty of shopping on Robson Street and at the Pacific Center. Foodies will want to head to the Granville Island Market and make reservations at restaurants in Yaletown and Gastown. If you want to venture out of the downtown core, take a stroll down 4th Avenue in Kitsilano or through the West End. Finally, don't forget the Vancouver Aquarium and Science World. With everything there is to do, why not stay a few days extra after the conference to explore the city?

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

Can You M.Y.O.B. and B.Y.O.D.?: Using Employee-Owned Devices on Employer Systems

Erika Ringseis & Julie Baldwin¹

If you think this article is about bringing your own alcoholic beverages to the neighbourhood BBQ, you may have missed a major technological trend in employment. Bring Your Own

Device (BYOD) refers to programs permitting employees to link their own technological devices, such as smartphones, iPads, laptops, etc. with the employer network. Many employers, including Intel, Unisys and Citrix Systems, were pioneers in introducing BYOD programs as a way to increase productivity, employee morale and convenience as well as saving the company substantial costs related to providing employees with electronic devices. Companies that can offer this benefit to employees could become a more attractive employer by appearing flexible and cutting edge.

BYOD programs often appeal to employees because they offer an opportunity to choose a device rather than have one assigned and the convenience of having one device serving a dual purpose instead of carrying two devices, one for work and one for personal use. Employers are often interested in BYOD programs because of anticipated increased productivity because the employee is more familiar with the device's capabilities, cost savings from not having to purchase the device, usage fees and helpdesk support and the perception of being a flexible and progressive employer.

Before jumping on the bandwagon, however, one should consider the following scenarios, representing a sampling of the concerns raised by employers and the legal community:

1. Mary takes her iPad to a local shop for repairs and the technician opens her work emails, learning of an anticipated, highly sensitive corporate takeover;
2. Jordan, a very conscientious and hard-working overtime eligible employee, joins the BYOD program so he can constantly check work email on the weekends and respond quickly to requests, no matter what time of day;
3. Jewad quits the company, taking his BYOD iPad and all the information on it with him;
4. Reema allegedly sent harassing texts to a coworker from her BYOD Blackberry and her manager wants an investigation.

In each of these circumstances, employers may wish to conduct investigations, including examining employee devices, or remotely wipe out personal devices with company information. Employers may also have concerns about overtime pay for employees who engage in work on personal devices during non-work hours and controlling time spent working when employees are away from work. Employer rights related to equipment access and employee use were sometimes difficult to determine

when the equipment was owned by the employer, as has been discussed in past case law in this legal column. How can an organization balance employees' rights to privacy with employer legal obligations and corporate security when the employer has lost control of the medium?

An effective BYOD policy can mitigate the risks associated with a BYOD program and also provide employees with sufficient information to determine if the program is appropriate for them. The policy can help an employer to protect the company from any security, data or information breaches. Having an employee read the policy and sign a waiver before joining a BYOD program offers legal protection and provides the employee with very specific perimeters regarding use, security and costs.

The policy should address the following:

- What corporate information systems will be accessible on the device;
- Who has what responsibilities for backing up both personal and business data on device;
- Who is responsible for the maintenance, support and costs of device;
- Type of software use acceptable on device;
- What to do if device lost or stolen;
- Whether personal devices may be "wiped" at any time (e.g., stolen device, upon termination or loss of device);
- Employer's right to access information on device in specified circumstances;
- Security practices for company data or information; and
- Action taken by employer if employee violates policy.

Security of data is a top priority for employers considering offering BYOD to its employees. Some ways to protect data include:

- Installing antivirus software;
- Encrypting data and password protection;
- Providing technical support;
- Monitoring internet traffic or activate GPS app to monitor location of device; and
- Use of a "sandbox" or "ring-fencing" to keep data contained within a specific application.

BYOD programs are in their infancy and we have yet to see a legal case directly on point. There is, however, valuable insight to be gained from the application of existing employment case law to the hypothetical situations described above, and the authors predict it will not be long before a hypothetical case becomes a true case analyzed in a future column.

| 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 |
| July 8-13 | International Congress of Applied Psychology, Paris | www.icap2014.com |

Conclusion:

Even if employees tape a giant “MYOB” sign across the personal electronic device they have chosen to include in a BYOD program, corporate security and compliance may trump personal privacy in the workplace. Given the current increase in class action certifications for massive overtime claims, employers are also concerned about controlling hours worked by employees when they are away from the workplace. An effective BYOD policy will minimize the chances of an employer earning the dubious title of being the first named in a BYOD-related lawsuit. Stay tuned for more developments.

¹ *Erika Ringseis is a lawyer with a Ph.D. in Industrial/Organizational psychology. She currently is the Manager of Compliance, Diversity and Mobility in the HR department of TransCanada. Erika is devastated to report that she no longer works in the same department as her co-author, Julie Baldwin, who is a talented paralegal at TransCanada. TransCanada has recently introduced a BYOD program.*



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