



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)

Happy spring! For those of you in an academic setting, you might have just finished off an academic year, and are preparing for the summer term. Longer days in Canada often mean a season for taking some time off and rejuvenating. I hope all of you have the opportunity this summer to take some recovery time from work or school. According to Sonnentag and Fritz (2007) recovery from work can take many forms, including psychological detachment (not thinking about your job when you're away from work) relaxation (increasing positive affect, and engaging in low activity levels), mastery experiences (such as learning something new that is unrelated to your specific

job) and control during leisure time (having the ability to decide what to do, and when to do it during your time off). You can do all of these things by taking some time away from your regular job and attending the CPA conference in Vancouver! You can take a little time away from the regular day-to-day of your job, relax outdoors in beautiful Vancouver, learn about some new research, and control how you spend your evenings – perhaps socializing with colleagues from across the country. There are more details about the conference in Silvia Bonaccio's Convention column. In particular, be sure to come to Vancouver one day early to attend the CSIOP Institute on the Dark Side of the Workplace put on by the expert team from UBC featuring Danielle van Jaarsveld, Sandra Robinson, and Marc-David Seidel.

Recovery experiences from work (such as attending CPA!) have a wide variety of benefits. In particular, research by Laurent Lapierre from the University of Ottawa (2012) and his colleagues found that recovery experiences are particularly important for mitigating the negative effects that distractions from home can have on work performance. They found that being distracted by obligations at home (Family Interference with Work; FIW) can negatively affect work performance through Workplace Cognitive Failures. Workplace Cognitive Failures can include lapses in attention, memory, and motor function. Indeed, I have found that a baby who gets me up too early does affect my memory and my ability to pay attention! As I approach the end of my 7-month maternity leave with my daughter, I'm realizing that FIW is a new problem I'm going to have to deal with. But there is good news: in their research Lapierre and his colleagues found that recovery experiences can mitigate these negative effects. So, whether you've just ended a school year, or are just enjoying more sunlight each day – be

sure to take some recovery time to help you recharge this summer. It might just help you remember your password for the CPA website!

Bon début de printemps! Pour ceux et celles parmi vous qui œuvrez dans le domaine académique, vous avez peut-être tout juste terminé l'année scolaire et êtes en train de vous préparer pour la session d'été. Au Canada, des jours plus longs sont souvent synonymes de vacances et repos. J'espère que vous aurez la chance de récupérer après une dure année de travail ou d'études. Selon Sonnentag et Fritz (2007), il existe plusieurs manières de récupérer après le travail, comme par exemple le détachement psychologique (ne pas penser au travail en dehors du lieu de travail), la relaxation (accroître les émotions positives et faire des activités de détente), les expériences de maîtrise (apprendre quelque chose de nouveau et qui n'est pas relié au travail), et finalement, contrôler son temps de loisirs (pouvoir décider de son horaire en dehors du travail). Vous pourrez accomplir toutes ces choses en venant au congrès de la SCP à Vancouver! En effet, vous pourrez passer un peu de temps loin de votre routine quotidienne, vous détendre à l'extérieur dans le décor enchanteur de Vancouver, découvrir des nouveaux résultats de recherche et contrôler la manière dont vous passez vos soirées – peut-être en fréquentant des collègues de partout au pays? L'article de Silvia Bonaccio contient plus d'informations sur le congrès. Notamment, soyez sûrs d'arriver à Vancouver un jour plus tôt pour assister à L'Institut de la SCPIO sur « the Dark Side of the Workplace » (le côté sombre du lieu de travail) animé par une équipe d'experts de UBC comprenant Danielle van Jaarsveld, Sandra Robinson et Marc-David Seidel.

Les expériences qui nous aident à nous ressourcer après le travail peuvent avoir une grande variété de bénéfices. Laurent Lapierre de l'Université d'Ottawa (2012) a démontré que se ressourcer est particulièrement important pour atténuer les effets négatifs que les distractions familiales peuvent avoir sur la performance au travail. Il a trouvé qu'être distrait par des obligations à la maison (l'interférence de la famille envers le travail) peut affecter de manière négative la performance au travail à cause d'échecs cognitifs au travail (« Workplace Cognitive Failures »). Ceux-ci incluent des moments d'inattention, ainsi que des trous de mémoire et difficultés motrice. En effet, avoir un bébé qui me réveille trop tôt affecte ma mémoire et ma capacité de concentration! Alors qu'approche la fin de mon congé de maternité passé avec ma fille, je réalise que l'interférence de la famille au travail est un nouveau problème auquel je devrai faire face. Au moins, la recherche de Laurent Lapierre et ses collègues démontre que prendre le temps de me ressourcer après le travail peut estomper ces effets négatifs. Alors, que vous ayez terminé une année scolaire ou que vous profitiez simplement des journées ensoleillées, prenez le temps de récupérer cet été. Ça pourrait vous aider à vous souvenir de votre mot de passe pour le site web de la SCP!

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Sonnentag S., & Fritz, C. (2007). The recovery experience questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology*, 12, 204-221.

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

CSIOP Membership

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

Happy Spring!!!!

As of 15 April, CSIOP has a total of 262 members, which consists of 17 CPA Fellows, 3 Lifetime Members, 1 International Affiliate, 4 Special Affiliates, 4 Retired Members, 79 Student Members, 14 Associate Members, and 140 Full Members.

Renewal reminder

A review of the membership status indicates that there are a significant number of lapsed memberships. So, please renew your membership if you haven't done so to ensure that your membership is current.

If you are currently a member of both CPA and CSIOP, you should have received your renewal reminder from CPA in the New Year. If you are a member of CSIOP but not CPA (i.e., a CSIOP Associate Member), then your renewal reminder should have come directly from me in the form of an email. CSIOP Associate Members who have not received a renewal reminder, please contact me at damian.okeefe@smu.ca.

Students who have joined CPA but not CSIOP, and plan to present at the annual CPA conference in Vancouver can join CSIOP for just \$5, which will allow you to compete for the best CSIOP Student Poster. Please contact the CPA membership coordinator at membership@cpa.ca to join CSIOP.

Changes to your Membership Information

If your contact information (e.g., email addresses, work phone number) has changed and you are a CPA member, please contact the CPA membership coordinator at membership@cpa.ca. If you are not a CPA member, then please inform me at damian.okeefe@smu.ca.

Upcoming Membership Survey

In the near future, we plan to conduct an online membership survey to get an understanding of your satisfaction with CSIOP, and to glean opinions of, and issues facing CSIOP members. Results from this survey may be used to guide plan-

ning and strategy set by the CSIOP Executive Committee. You are encouraged to participate!

CSIOP News Items

Arla Day, PhD

Saint Mary's University

The Canadian I/O community has been very busy getting new jobs and receiving awards and recognition...

Congratulations to:

- Amanda Feiler (Guelph) successfully defended her PhD entitled "A self-regulation perspective of applicant behaviour in the employment interview."
- Lindsay Bryson (SMU), who has a job as a Research Consultant for MQO Research.
- Lucie Kocum (SMU) for her recent promotion to associate and tenure.
- Gloria Gonzales (Guelph) for her recent promotion to associate and tenure.
- Silvia Bonaccio (Ottawa), who has recently taken on a new role with the External Relations Committee at SIOPI as the liaison between SIOPI and APS.
- Jennifer Dimoff (SMU), who placed second in the cross-disciplinary "3-Minute Thesis" presentation competition. Jenn also received the "People's Choice" award (best presentation as voted by the audience).
- Tom O'Neill (Calgary), who received an Insight Grant (PI) 2014-2019 from SSHRC on the Configural Dispersion in Virtual Teams and the Role of Constructive Controversy.
- Tom O'Neill (Calgary), who recently had one of his papers featured in the Time magazine (see [here](#)).
- Gloria Gonzalez-Morales (Guelph) and Leanne Son Hing (Guelph), who received a CFI to build the Centre for Workers' Health and Well-Being (CWHW).
- Ivona Hideg (WLU, PI) and Lance Ferris (Penn State), who received a SSHRC Insight Grant for their application titled "Double-Edged Sword of Benevolent Sexism: How Benevolent Sexist Attitudes Promote and Undermine Gender Diversity in the Workplace."
- Aleka MacLellan (SMU), who received a SSHRC Michael Smith Foreign Study Supplement and is spending the summer in Belgium conducting research at HUBrussels and KULeuven. The purpose of this grant is to build international collaborations between Canadian universities and affiliated universities abroad. She will be researching workplace and volunteer motivation under the supervision of Anja van den Broeck (University of Leuven) and Kevin Kelloway (SMU).

- Hayden Woodley (Western PhD student, and member of the TeamWork Lab), who is the recipient of a graduate scholarship from the Human Resources Professionals Association, London & District Chapter. The award, to be present in mid-May, recognizes research that helps to advance the evidence-based practice of human resources in the area of Industrial/Organizational Psychology, and acknowledges Hayden's work on the links between equity sensitivity and peoples' reaction to rewards.

Finally, congratulations to the Western Faculty for several successful SSHRC grants:

- Natalie Allen & David Stanley (U of Guelph); Understanding Team Effectiveness: Conceptual, Analytic, and Collaborative Challenges
- Joan Finegan & Heather Laschinger: The Protective Role of Authentic Leadership Against Workplace Bullying, Early Career Burnout and Premature Turnover of New Graduate Nurses: A Longitudinal Study
- Rick Goffin: The Management of Employee Work Performance: Improving a Defective but Vital Human Resource Process
- John Meyer: Commitment Within and Across Cultures: What Role(s) Do Values Play

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

Practice Makes Perfect

Silvia Bonaccio, PhD

Telfer School of Management, University of Ottawa

The spirit of this column is to encourage us to reflect on practice challenges in I/O psychology and to close the science-practice gap. With this in mind, I invited Dr. Patrick O'Neill to pen this installment given that he embodies the science-practitioner model in an exemplary way. I believe that his column will lead to an interesting discussion and I encourage readers to respond to it. We will publish this dialogue in an upcoming newsletter. Please send your responses to my attention at Bonaccio@telfer.uottawa.ca

Social Enterprise and the Unfolding Story

Introduction

There's something different in the air these days: I feel it when I talk to business leaders, in classroom discussions, at conferences, and in casual conversations on airplanes and coffee shops. People are hungry for success - that's nothing new. What's

changed is how they define it. Increasingly, the quest for success is not the same as the quest for status and money. The definition has broadened to encompass contributing something of value to the world and living and working on one's own terms. When viewed through this entrepreneurial lens, every single social and environmental issue becomes a business opportunity in disguise.

Traditionally, it has been understood that combining a for-profit company with a social or environmental mission would complicate and undermine both. However, a growing number of social enterprises like TOMS shoes ("sell a pair of shoes today, give a pair of shoes tomorrow"), Method ("people against dirty") and Patagonia ("use business to inspire and implement solutions to the environmental crisis") are succeeding precisely because they have created an alternative business model that intentionally blends social, environmental and economic value. Beyond simply offering a quality product or service, these organizations are part of a compelling story, a mission, a movement that anyone can join.

For the past decade, I've been increasingly involved in coaching aspiring social entrepreneurs (students and practitioners alike) and consulting with social enterprises who want to be a part of this unfolding story. This has been some of the most enriching and invigorating work of my career and has challenged some of my fundamental beliefs regarding the nature of value in organizations and how to maximize it. The purpose of this article is to briefly highlight some of my observations in the areas of performance, leadership, and innovation and their potential implications for the practice of organizational psychology as we strive to be of service to this rapidly growing sector. My hope is that something that I share will resonate with you, stimulate conversation, and open up exciting possibilities for your own practice.

Performance

Consistent with their heightened emphasis on the triple bottom line (people, planet, profit), I've noticed social entrepreneurs are eager to stretch beyond traditional performance criteria and metrics. In the context of individual and team performance, there appears to be a willingness to embrace the concept of organizational citizenship behavior alongside technical performance placing equal importance on both dimensions. Clients have also expressed an interest in further extending the performance domain to include human virtues such as wisdom, courage, love, justice, temperance, transcendence and awe. Many of these virtues or character strengths fall under the Values in Action (VIA) Classification of Strengths that are recognized as relatively stable but also shaped by environmental conditions and thus capable of change (Peterson and Seligman, 2003). Peak performance, in this sense, seems to be inextricably tied to Abraham Maslow's notions of peak experiences and self-actualization.

This emphasis on human virtues in the domain of performance can also be seen at the organizational level. I typically encounter senior leaders who want to know whether their organization

is perceived by stakeholders to be generating social and ecological value in terms of social justice, humanity (mutual care and concern), purpose (a shared vision of moral goals of the organization), and ecological value (not merely less damage), in their communities. Common questions raised include: how can these constructs be measured at the individual, team and organizational levels? What are the consequences of their presence or absence? How do these virtues develop and how are they sustained? How do they relate to indices of employee well-being, human resource practices and financial performance?

I-O psychologists are uniquely positioned to assist organizations in addressing these conceptual and methodological questions and constructing customized performance frameworks aligned with a triple bottom-line. And yet, when I discuss constructs like transcendence with colleagues, a typical response is that they belong in the domain of spirituality not science. The assumption behind this response is that the science of psychology and spirit are mutually exclusive. Given the core subject of our field is the psyche or "animating spirit", I find myself leaving these conversations questioning whether our science has drifted too far from its origins and whether this expansion of the performance domain is a call to bring our practice back into harmony with spirit or our state of consciousness. This may mean exploring innovative ways of measuring and cultivating different levels of consciousness in ourselves, our organizations, and our communities. While there are many potential avenues to pursue, exploring different perspectives on this question seems like an excellent place to start.

Leadership

Within the realm of leadership development, social entrepreneurs seem inclined towards a conception of leadership as a choice and a collective capacity extending beyond individual traits or environmental factors. In the words of one CEO, "we're all leaders in this organization. All of us take responsibility for our world". And when asked to define leadership, a coaching client working for a start-up social enterprise replied, "There are no heroes in this organization. Leadership is the capacity of a human community to shape its future". Both definitions recognize a paradox of leadership – that individual choice and capability are important and at the same time what gets accomplished is inherently collective. Moreover, leadership implies a creative orientation - the capacity of a human community to craft its future or bring into being the things they care deeply about.

Inspired by this conception of leadership, my practice has naturally evolved to help diverse stakeholders (corporate, non-profit, social enterprise) build their collective leadership capacity to meet global challenges in a more conscious, intentional and strategic way. For several years, I have been working with social technologies that integrate science, consciousness and social change methodologies, such as Appreciative Inquiry (Cooperrider & Whitney, 1999), Future

Search (Weisbord & Janoff, 1995), Theory U (Scharmer & Kaufer, 2013), and Open Space Technology (Owen, 1992). My own integration of these methods and their guiding principles in teaching, coaching and consulting has been especially useful in discovering and mobilizing what gives life to a community when it is most effective and constructively capable in economic, ecological, and human terms.

While clear distinctions can be made between these different methods, a common thread connecting them is a focus on fostering deep reflection and inquiry, nurturing attitudes of openness and curiosity, and a shift away from a deficit-based problem solving mindset towards illuminating genuine aspirations and unquestioned assumptions, individually and collectively. On a deeper level, Theory U holds a fundamental belief that organizational behaviour is influenced by subtle fields of thought and emotion, and these fields are susceptible to change – indeed, they are continually unfolding. Accordingly, developing a conscious awareness of such emerging fields and the capacity to intentionally shift them is said to be at the heart of collective leadership.

It is surprising to me that these methods have received such little attention in the I-O psychology literature given they are rooted in ancient philosophical and traditions and familiar theoretical frameworks, such as socio-technical systems theory (Emery & Trist, 1960), values theory (Maslow, 1943; McGregor, 1960), social psychology (Lewin, 1951; Katz & Kahn 1978), group dynamics (Bion, 1961), and social constructionism (Gergen, 1994). Moreover, a growing body of empirical research attests to the pro-social impact of these methods on a group's self-organizing capacity, the development of high quality connections, and the cultivation of creativity, positive emotions, and resourcefulness (Cooperrider & Lindsey, 2011). Thus, they represent a fruitful area for practitioners to explore.

Innovation

While traditional cultures have long acknowledged the interconnectedness between human beings and their natural environment, this relationship is often overlooked in contemporary organizations. This is no longer acceptable for organizations determined to create ecological value by not only understanding their relationship with the natural environment, but also actively using the principles of nature to inspire breakthrough innovations. Toward this end, a growing number of organizations are using the science and principles of biomimicry to bring industrial practices back in harmony with nature so that we can live a more sustainable future.

Biomimicry simply involves mimicking nature and natural processes, principles and systems to solve human problems. For instance, PAX Scientific leveraged the design and efficient function of nature's vortices and spirals (e.g., hurricanes to develop technologies such as water mixers, air fans, turbines, and propellers). In addition to using nature's design principles, these products also have positive environmental and social outcomes. In the context of organizational behavior, research into the behavior of social insects has helped several companies, including Southwest Airlines, Unilever, McGraw-Hill, and

Capital One, develop more efficient ways to schedule factory equipment, divide tasks among workers, organize people, and design strategy.

One of the pioneers of biomimicry, Janine Benyus (1997) outlines key life principles that are used in designing from nature, which include a) optimizes rather than maximize, b) is locally attuned and responsive, c) fits form to function, d) fosters cooperative relationships, e) is self-organizing, f) mutual adaptation and evolves, g) has a multi-functional design, h) is resourceful and opportunistic, i) learns and imitates, j) contains feedback loops, k) involves cross-pollination, l) is resilient, m) is diverse, decentralized, and distributed. By living in alignment with these relatively simple design principles, living systems have developed highly complex and sophisticated organizational forms. Importantly, these forms originate from within a self-directed system; they are never imposed from the outside in.

While many of these guiding principles for living systems are well-aligned with those of I-O psychology, our consulting practices are to some degree still anchored in a machine metaphor for organizations where strategies, structures, standards, and measures are designed from outside the organization and programmed or engineered in. And yet we want organizations to be adaptive, flexible, self-renewing, resilient, learning, and intelligent – attributes found only in living systems. Perhaps the design principles of biomimicry offer a means of bringing the practice of I-O psychology and the organizations we serve into greater alignment with the innovative genius of nature and closer to a more sustainable future.

Conclusion

In summary, an expanded definition of success has compelled a growing number of entrepreneurs and organizations to advance business models that intentionally blend social, environmental and economic value. This movement has resulted in exciting new possibilities and perspectives for the science and practice of I-O Psychology in the domains of performance, leadership, and innovation. These include: i) opportunities to expand beyond traditional performance domain to include human virtues and character strengths historically confined to the realm of spirituality; ii) building collective leadership capacity through the application of principles and methodologies for whole system change; and iii) using biomimicry design principles as a source of innovation by bringing our practices into alignment with living systems. I present these observations as an invitation for readers to share their own perspectives and any suggestions they might have for bridging gaps in our science and practice.

Dr. Patrick O'Neill was recently appointed to the Director of the Masters of Organizational Psychology (MAOP) program at Adler School of Professional Psychology in Vancouver, B.C. The MAOP program is dedicated to developing and applying the science of I-O psychology to help organizations maximize their value in human, economic and ecological terms. Patrick brings over 12 years of international coaching and consulting experience helping diverse stakeholders from business, government, and social enterprise develop

their collective leadership capacity and innovate at the level of the whole system. His principal research interests include: the psychological dynamics of downsizing and job insecurity, the role of affect and emotions in organizational behaviour, and the deeper dimensions of transformational leadership. To date, Patrick has published in the *Journal of Occupational Health Psychology* and presented papers at conferences such as the *Academy of Management*, the *Society for Industrial and Organizational Psychology (SIOP)*, the *Canadian Psychological Association (CPA)*, and the *European Association of Work and Organizational Psychology (EAWOP)*. A passionate advocate of transformative learning in academia and business, Patrick has taught at Carleton University and the University of Ottawa and works with his students to deliver workshops and retreats using whole systems change methodologies.

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The "State of the Science" Report

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.

First, an article by Manuela Priesemuth of Wilfrid Laurier University, who has an article in press on abusive supervision climate with her co-authors from the University of Central Florida. In their article, they show that abusive supervision exists beyond the dyadic supervisor-employee relationship – that is, abusive supervision can be directed towards entire work units, creating climates of supervisor abuse. Once these climates of abusive supervision occur in organizations, they have detrimental effects on team processes and team outcomes, as well as individual members' attitudes and behaviors. Specifically, the authors found that abusive supervision climate is negatively related to the group processes of group identity and collective efficacy, which, in turn, harm group members' cooperative behaviors (OCB and cooperation) as well as group performance. Furthermore, Priesemuth et al. demonstrated that an abusive climate negatively impacted individuals' job attitudes (e.g., job satisfaction), emotional exhaustion, and conflict, above and beyond individual-level abusive supervision. In all, this research emphasizes the importance of considering abusive supervision at the group level and introduces abusive supervision climate as a construct to the literature. The full citation for the article is as follows:

Priesemuth, M., Schminke, M., Ambrose, M. L., & Folger, R. (in press). Abusive supervision climate: A multiple-mediation model of its impact on group outcomes. *Academy of Management Journal*.

Second, Jacques Forest from the Université du Québec à Montréal joined forces with 20 co-authors from 9 countries for a uniquely international scale validation effort! In their article, they develop a scale to assess self-determination theory's multidimensional view of motivation in an organizational context. Using responses from 3,435 employees in nine countries and in seven languages, they examined the convergent and discriminant validity – in terms of relations with performance, commitment, need satisfaction, and turnover intention, among others – associated with their new scales of intrinsic motivation, identified regulation, introjected regulation, extrinsic regulation (social and material), and amotivation. In developing and validating a new measure of some of self-determination theory's key constructs, their paper stands to provide an important measurement tool for researchers – in many different languages!

The full citation for the article is as follows:

Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspel, A., et al. (in press). The multidimensional Work Motivation scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology*.

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

At the CSIOP Long Range Planning in March I announced my decision to step down from the communications coordinator position. It is time for this position to see some new blood I think. In my 3-year tenure and prior to that 1-year tenure as student representative I have reaped enormous benefits from membership on the CSIOP executive. I made many new acquaintances and friendships that will be career-lasting. It was fun to think of contributions to the profession of I/O in Canada and how we can make an impact in many areas. I tried to raise awareness to enhance community-engaged teaching, help I/O can offer in medicine, support evidence-based management teaching, grant and scholarship opportunities, how to build value for student members through conference poster awards and sponsorship of the Southwestern I/O Graduate Student conference, rally interest around a scientist practitioner I/O conference, and see the need for a set of Principles for I/O psychologists that we could call Canadian. This has been a really fun time, but I'm most excited to see what happens with fresh new personnel and ideas. Joshua Bourdage at the University of Calgary will be filling the position. I'm sure he has big plans to increase visibility and CSIOP membership leveraging his network and social media savvy. With that said, I am extremely optimistic about the future of CSIOP and look forward to ongoing membership and useful ways to be a contributing member.

Student Update

Nick Bremner
University of Western Ontario

Hello everyone! As I write this, we are only about a month away from this year's CPA Convention in beautiful Vancouver!

There are a number of things I'd like to bring to your attention prior to the conference.

Right now we are on the lookout for next year's CSIOP student representative! I strongly encourage anyone who is interested to apply. Furthermore, if there is anyone you know who you think would be suitable for the position: nominate them! The student representative position is open to all graduate students in CSIOP. If you are interested, don't hesitate to shoot me an email at nbremner@uwo.ca and I'd be happy to give you more details. Briefly, the position involves writing a quarterly column for the CSIOP newsletter (which, in my experience has been pretty fun), organizing the student-mentor social, and organizing a student-run symposium at the CPA convention. Another amazing thing about this role is that you have the autonomy to design the role the way you want it. There are lots of possibilities.

The next thing I would like to highlight is the RHR Kendall award, which has been offered in previous years. The award is valued at \$1000, and is presented to the best I/O student paper at the CPA convention. The award is being offered again this year, but **the deadline has been pushed back to June 1st**. Submissions must be 15 pages double-spaced, so get your papers in! You can submit your papers to Dr. Silvia Bonaccio at Bonaccio@telfer.uottawa.ca. More details about the award can be found [here](#). The winner of this award has traditionally been announced at the Military/I-O social, along with the winners of the student poster awards.

Regarding the convention itself, here are three student/CSIOP-relevant things I'd like to highlight for you:

1) Student-Mentor Social

This year's student-mentor social will take place on Thursday, June 5th from 5:30pm to 7:00pm (Location is TBD). This event is a great opportunity to get to know I-O researchers and practitioners in a casual setting. Having attended this event before, probably one of the greatest things about it for me was that the environment was lively, friendly, and not intimidating in the least. If you have any questions about what the possibilities are with a degree in I/O, this is your best opportunity to do it! We have an excellent and diverse lineup of researchers and practitioners this year. The mentors range from academics working in psychology and business schools, to internal and external consultants in a variety of organizations/industries. Come out, have your questions answered, get to know the mentors, and have a (free!) drink or two. **If you haven't already, please confirm your attendance with me at nbremner@uwo.ca.** More details about location and mentor bios will soon follow!

2) I-O Graduate Student Symposium

We have a great lineup of student research at this year's CPA convention. The I-O graduate student symposium will be held on Saturday, June 7th at 10:00am. This symposium will have something for everyone, so come out and support your fellow I-O graduate students! The research in this symposium will

give the audience a sense of what I-O graduate students are currently working on, and touch on a range of topics, including: extra-role behaviors, entrepreneurial intent, resilience, and abusive supervision.

3) CPA Student Social

While this social isn't specifically related to CSIOP, it is open to all student members at the CPA convention. The CPA student social is still being planned by the student executive, but it will definitely be held on Thursday evening and will begin after the Student-Mentor social. Both events will be held close to the conference hotel downtown Vancouver. Any students interested in going can head over with me after the Student-Mentor social. The CPA student social has been an enormous success in past years and promises to be a good time.

That's all for now – expect emails from me in the near future regarding conference and event information throughout the month! I cannot believe how fast this year went by, but I've had a great time as student rep. Looking forward to seeing all of you next month in Vancouver!

The Convention Corner

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

I'm pleased to report that the **Early Registration** is now open for the 75th CPA Convention. Early registration is valid until May 5. Registration rates and information are available on Convention [website](#). In addition, the Convention Program is also available.

When making your travel and hotel reservations don't forget to budget time for the **CSIOP Institute** to be held on June 4th. Registration information for the CSIOP Institute is available [here](#).

The CSIOP Institute will focus on "The Dark Side of the Workplace". A full description is available in the January CSIOP newsletter as well as on the CSIOP website. It will take place on June 4th between 1 and 4 pm at the Robson Square campus of the University of British Columbia (800 Robson Stree, Vancouver, V6Z 3B7), which is a few blocks from the conference hotel.

The Institute is designed to be useful for practitioners, research-

ers and students. Registration is inexpensive (\$20 for students, \$40 for CSIOP members and \$50 for non-members) and receipts will be available onsite. In addition, participation certificates will be handed out at the end of the Institute. Don't miss this opportunity to discuss and important and current I/O topic, expand your knowledge and network with others in the I/O community.

Questions about the Convention or the Institute can be sent my way at bonaccio@telfer.uottawa.ca.

Human Rights Penalties Pack a Big Punch

Erika Ringseis & Julie Baldwin¹

Human resources lawyers in Canada used to look smugly south of the border and note how the human rights related complaints in the United States could result in very costly judgments against employers. In Canada, lawyers could generally estimate that damage awards for the "injury to dignity" portion of human rights complaints would rarely exceed \$10,000. But, that was before late 2013 when, in two surprising decisions, both British Columbia and Alberta saw much higher values attached to the discrimination suffered by employees.

The City of Calgary v. CUPE, Local 38

Facts:

- An employee was sexually assaulted multiple times within two months by her supervisor. The sexual assaults consisted of fondling while the employee was at her desk.
- After the last assault, the employee reported the assaults without giving the name of the assailant to the supervisor's manager.
- The company did not conduct an investigation into the allegations, or reinforce appropriate work behaviours with harassment training for this initial complaint.
- Instead, the manager's resolution was to install an extension to her desk to make it more difficult for the assailant to approach her from behind. The extension was installed two weeks later.
- The assaults continued and the employee, at her own expense, installed a spy camera, which captured evidence of a further assault. It was then that the employee's husband

2014 Conference Dates	Name & Location	Website
Aug 1-5	Academy of Management, Philadelphia	http://aom.org/annualmeeting/
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

set up another meeting with a member of higher management and the assault was reported to Corporate Security. This resulted in the assailant being suspended without pay.

- A second meeting was arranged with the employee and Human Resources to ask the employee to cooperate with Corporate Security and that criminal proceedings were separate from the internal investigation. The employee informed that individual from Human Resources that she was pressing criminal charges against the assailant with the Calgary Police Service. The assailant plead guilty to these charges and he served 90 days in jail and received two years' probation.
- The employee was able to relocate to a different office. The management at the new office knew of the situation from the old office and failed to support her. The management did so by calling her names and removing a light bulb from her lamp.
- Unfortunately, this chain of events caused the employee to experience mental health problems, resulting in admittance to a hospital for professional help.
- The severity of the employee's condition negatively impacted her relationship with her family and made her essentially housebound. She required 2 – 5 years of treatment in order to improve her functionality, which would not allow her to work in any capacity.

Outcome:

- It is important to note that this case was decided by a labour arbitrator as opposed to the Human Rights Commission, which may account for the larger monetary award for general damages (mental distress).
- The employer failed to meet its legal obligations. The employee's concerns were not investigated properly, the solutions imposed failed to address the problem, there was no evidence of proper adherence to an appropriate respectful workplace policy and the employee faced retribution for the actions she had taken when she moved to a new office.
- The adjudicator held the employer accountable for its failure. Improper handling of the complaint by management resulted in total damages awarded to the employee in the amount of \$869,022 for loss of enjoyment of life, injury to dignity, loss of present and future income, pension loss and medical treatment expenses. The general damages portion, accounting for the loss of enjoyment of life and injury to dignity, was \$125,000.

Kelly v. University of British Columbia (No. 4), 2013 BCHRT 302

Facts:

- A medical resident, Mr. Carl Kelly, at the University of British Columbia medical school, who had a non-verbal learning disability and ADHD, failed his first rotation in the residency program.

- After discovering that he had failed, Mr. Kelly disclosed his disability to the program administrators, who requested that he get a medical assessment from a psychiatrist.
- Soon after he had disclosed his disability, Mr. Kelly was dismissed for being "unsuitable" in the program.
- Mr. Kelly received two months' severance from the University. He continued with his medical studies in order to prepare for his return to the residency program as he pursued a complaint through the appropriate formal channels. As time went by with no indication of a resolution to his complaint, he started to look for work.
- The search for employment proved to be difficult. Mr. Kelly was often questioned by employers why a person with a medical degree was not looking for employment as a physician or he was deemed over qualified for the positions for which he applied.

Outcome:

- After approximately six years of contract work and a failed attempt to set up a medical English training programmer. Mr. Kelly was allowed to return to the residency program with some accommodations for his disability.
- Dissatisfied with what he lived through for six years, Mr. Kelly initiated a human rights complaint. Ultimately, the dismissal was determined to be discriminatory and the medical student was awarded total damages of \$460,194 for wage loss, expenses, injury to dignity, feelings and self-respect. Out of this award, the BC Human Rights Tribunal allocated \$75,000 for injury to dignity, feelings and self-respect, a huge jump from the awards hovering around \$10,000 that had been seen in the past.

Conclusion:

Taken together, these cases suggest that substantial penalties may be imposed where employers fail to protect their employees from harassment, or engage in discriminatory action contrary to human rights legislation. The human rights commissions, tribunals and courts in Canada may now yield a larger stick against companies that fail to safeguard the fundamental right of employees to work free of discrimination, including harassment. Indeed, human resources professionals may find a renewed interest developing in organizations for a review of respectful workplace policies, harassment training for personnel and institutionalization of appropriate procedures to prevent discrimination and appropriately investigate and address any that occurs.

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. Julie Baldwin is a paralegal in the Law, Canadian Pipelines department at TransCanada.

Need for a Web developer	Besoin d'un développeur Web
Objective	Objectif
<ul style="list-style-type: none"> • CSIOP, a national non-profit organization, is looking to upgrade their current web site (www.csiop.ca). 	<ul style="list-style-type: none"> • La SCPIO, une organisation nationale à but non-lucratif désire mettre à jour son site web actuel (www.csiop.ca).
Schedule	Calendrier
<ul style="list-style-type: none"> • May 2014 : Choose design from a few templates • June 2014: Alpha version with salvageable elements of old web site • August 2014: Full Beta version tested and approved by members of the Executive • September 2014: Go live 	<ul style="list-style-type: none"> • Mai 2014 : Choix du modèle à partir de quelques exemples • Juin 2014: Version alpha à partir des éléments réutilisables du vieux site • Août 2014: Version beta testée et approuvée par les membres de l'exécutif • Septembre 2014: Go live
Budget	Budget
<ul style="list-style-type: none"> • 3,500\$ 	<ul style="list-style-type: none"> • 3,500\$
General scope	Portée générale
<ul style="list-style-type: none"> • CSIOP wishes to (1) enrich our members' experience, (2) offer a credible source of information to non-member scholars and practitioners, (3) provide members of the Executive with their own section and, (4) enable a WebMaster with the knowledge and skills to maintain modify the website's functionalities. 	<ul style="list-style-type: none"> • La SCPIO désire (1) rehausser l'expérience de ses membres, (2) offrir une source crédible d'information à ses non-membres universitaires et professionnels, (3) fournir aux membres de l'exécutif leur espace privé, (4) fournir au webmestre les connaissances et les habiletés pour entretenir et modifier les fonctions du site.
Requirements: Bilingualism	Exigences: Bilinguisme
<ul style="list-style-type: none"> • Fully bilingual web site with a single web name (e.g., www.csiop-scpio.ca) pointing to a bilingual splash page and each page thereafter with its toggle to the other language 	<ul style="list-style-type: none"> • Site complètement bilingue avec une adresse unique (e.g., www.csiop-scpio.ca) qui pointe sur une page de bienvenue et où chaque page par la suite permet de changer de langue.
Requirements: 3 sections	Exigences: 3 sections
<ul style="list-style-type: none"> • Open to the world section, members only section, executives only section • Possibility of mass email 	<ul style="list-style-type: none"> • Section ouverte à tous, section pour membres seulement, section pour les membres de l'exécutif seulement • Possibilité d'envoi de courriels en masse à ces groupes
Requirements: Registration and Membership	Exigences: Inscription et Membership
<ul style="list-style-type: none"> • Credit Card payment capacity for apply or renew Membership • Credit Card payment capacity for Registration to <i>Institute</i>. 	<ul style="list-style-type: none"> • Fonction de paiement par carte de crédit pour adhérer ou renouveler son membership • Fonction de paiement par carte de crédit pour s'inscrire à l'<i>Institut</i>.
Requirements: Tracking	Exigences: Suivi
<ul style="list-style-type: none"> • Easy tracking (i.e., Google Analytics) 	<ul style="list-style-type: none"> • Suivi facile (c.-à-d., Google Analytics)
Requirements: Social Media	Exigences: Média sociaux
<ul style="list-style-type: none"> • Easy link to and from Twitter, Facebook, and LinkedIn • Show Twitter feed 	<ul style="list-style-type: none"> • Lien de et vers Twitter, Facebook, and LinkedIn • Visualisation du file Twitter
Requirements: ModX environment	Exigences: Environnement ModX
<ul style="list-style-type: none"> • To help the current project manager transfer skills and knowledge to future WebMaster 	<ul style="list-style-type: none"> • Afin d'aider le gestionnaire de projet à transférer les connaissances et habiletés au future webmestre
Requirements: Future capacity	Exigences: Fonctions futures
<ul style="list-style-type: none"> • Blogging 	<ul style="list-style-type: none"> • Blogue
Send resumé / proposition to	Envoyez votre CV / proposition à
francois.chiocchio@telfer.uottawa.ca	francois.chiocchio@telfer.uottawa.ca



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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.