



# The Canadian Industrial & Organizational Psychologist

## Volume 31, Issue 2 (February 2015)

<b>Chair's Column/Mot du Président</b>	<b>1</b>
<b>CSIOP Membership</b>	<b>2</b>
<b>CSIOP News</b>	<b>3</b>
<b>Practice Makes Perfect</b>	<b>3</b>
<b>The "State of the Science" Report</b>	<b>5</b>
<b>Communications Update</b>	<b>6</b>
<b>Student Update</b>	<b>6</b>
<b>Convention Corner</b>	<b>8</b>
<b>CSIOP Institute 2015</b>	<b>9</b>
<b>How Much is Enough for Just Cause Termination?</b>	<b>9</b>

### **Chair's Column/Mot du Président**

*Dr. Lori Francis*

*Saint Mary's University*

(Translation by Jessica Garant)

Hello CSIOP Members,

Welcome to the February issue of the CSIOP Newsletter. Over the course of the winter, the CSIOP executive has been busy with several activities, including advancing the new website design. Stay tuned for the unveiling of our new and improved online home. Blake Jelley has continued to represent the interest of Canadian I/O Psychologists on the matter of licensure at the ASPPB's Joint Task Force on Licensure of Consulting and I/O Psychologists. Blake recently attended a task force meeting and will be providing an update to CSIOP

members in the coming months. We've also been busy with preparations for the CPA Convention. You'll find more details about the I/O program at the conference throughout the newsletter. We very much look forward to connecting with you in Ottawa this June.

I'd like to offer hearty CSIOP congratulations to our Secretary-Treasurer, Dr. Véronique Dagenais-Desmarais, who is expecting a baby in the coming weeks. Due to her upcoming leave, Véronique will be stepping down as secretary-treasurer before the official end of her two year term. We sincerely thank Véronique for her work on the CSIOP Executive. We will be filling the vacancy on the Executive with an interim Secretary-Treasurer until we hold our official elections at the CSIOP AGM at CPA in June. We will keep the membership posted about any changes via email.

During the unusually snowy and cold winter here in Halifax, the I/O people at Saint Mary's have been busy with classes, projects, research, consulting, and the like. However, we recently took some time out to engage in an interesting exercise that provided an opportunity to engage in quality reflections on advances in our field. One of our dynamic and highly able PhD candidates, Nikola Hartling, challenged the students and faculty in our program to generate a list of their top 10 I/O articles. Nikola collected the responses, tabulated the results, and hosted a brown bag discussion session to talk about the exercise, our individual lists, and our collectively generated top 10 list. Some of our doctoral students had undertaken this activity as a class project for the doctoral seminar on the history of I/O Psychology. In coming together to discuss our respective lists, our I/O group was struck by several elements of the process, including how we each defined 'top' articles, be it citation counts,

seminal influence, personal impact and so on. For me, my list was a mixture of widely influential I/O articles, both classic and relatively current, and articles that had a particular influence on my thinking about my own research areas. One thing that struck me, as chair of CSIOP was the true and strong presence of Canadian I/O psychologists on our individual and collective lists. Our submitted lists and brown bag discussions included such individuals as Meyer, Allen, Latham, Barling, Vroom, Bandura, Johns, and others. As we celebrate the 40th anniversary of CSIOP, this exercise served as a reminder the Canadian I/O psychology rocks!

So, I challenge our CSIOP members to think about their own Top 10 lists. What do you think are the most influential articles in I/O psychology? Perhaps this is an exercise you can discuss around the water cooler with your I/O colleagues or in brown bag sessions in your own programs. While, I'm very tempted to include our SMU generated list here, that would be negligent from a research methods perspective. Feel free to get in touch with me to share your list. If there is adequate interest, perhaps we can report the results in an upcoming CSIOP Newsletter. I'll look forward to chatting with you about the results at CPA.

---

Bonjour à tous les membres de la SCPIO,

Bienvenue à cette édition du bulletin de la SCPIO. Au courant de l'hiver, le comité exécutif de la SCPIO a été très occupé avec diverses activités, incluant la conception du nouveau site internet. Restez à l'écoute pour le dévoilement de ce nouveau site amélioré. Blake Jelly a continué à représenter les intérêts des psychologues I-O canadiens au sujet de l'autorisation d'exercer lors de la rencontre du groupe de travail sur l'autorisation d'exercer de l'Association of State and Provincial Psychology Boards (ASPPB). Blake a récemment assisté à la rencontre du groupe de travail et va fournir une mise à jour aux membres de la SCPIO au courant des mois qui suivent. Nous avons également été occupés avec les préparatifs du congrès annuel de la SCP. De plus amples détails au sujet du programme I-O lors de la SCP vous seront fournis tout au long du présent bulletin. Nous avons hâte d'échanger avec vous à Ottawa en juin.

J'aimerais offrir mes sincères félicitations à notre secrétaire-trésorière, Dre Véronique Dagenais-Desmarais, qui attend la naissance d'un bébé dans les semaines qui suivent. Étant donné son congé à venir, Véronique va quitter le poste de secrétaire-trésorière avant la fin officielle de son mandat de deux ans. Nous remercions sincèrement Véronique pour son travail en tant que membre du comité exécutif de la SCPIO. En attendant les élections officielles durant l'assemblée générale annuelle de la SCPIO lors de la SCP en juin, un membre du comité exécutif pourvoira au poste vacant de secrétaire-trésorier. Nous allons tenir les membres de la SCPIO au courant à propos de tout changement par courriel.

Durant cet hiver inhabituellement enneigé et froid ici à Halifax, les étudiants et professeurs I-O sont occupés avec les cours, les projets, la recherche, la consultation, etc. Toutefois, nous

avons récemment pris quelques moments pour nous avons fait un exercice intéressant qui donne l'opportunité de réfléchir en profondeur sur le développement des connaissances dans notre domaine. Un de nos dynamiques et très compétents candidats au doctorat, Nikola Hartling, a mis au défi les étudiants et professeurs de notre programme de produire une liste de leurs 10 articles I-O préférés. Nikola a collecté et compilé les réponses, puis a organisé un diner-causerie pour discuter de l'exercice, des listes individuelles et de la liste collective des 10 meilleurs articles I-O. Quelques étudiants au doctorat ont entrepris de réaliser cette activité dans le cadre d'un projet de cours pour un séminaire sur l'histoire de la psychologie I-O. En se réunissant pour discuter de notre liste respective, notre groupe I-O a été étonné par les divers éléments du processus de réflexion, incluant notre définition respective des «meilleurs» articles basée sur soit le nombre de citations, le développement de nouvelles inspirations, l'impact personnel, etc. Pour ma part, ma liste regroupait une variété d'articles I-O classiques et récents largement influents et des articles qui ont eu une influence particulière sur ma façon de penser à propos de mon propre domaine de recherche. Une chose qui m'a frappé, en tant que président de la SCPIO, était la réelle et grande présence de psychologues I-O canadiens dans nos listes individuelles et collectives. Les listes que nous avons soumise et les discussions lors du diner-causerie incluaient des individus tels que Meyer, Allen, Latham, Barling, Vroom, Bandura, Johns et plusieurs autres. Alors que nous célébrons le 40e anniversaire de la SCPIO, cet exercice a servi à titre de rappel que la psychologie I-O canadienne est extraordinaire!

En ce sens, je mets au défi tous les membres de la SCPIO de penser à leur propre liste des 10 meilleurs articles. Quels sont selon vous les meilleurs articles en psychologie I-O? Peut-être que ceci est un exercice que vous pourrez discuter lors d'une pause-café avec vos collègues ou lors d'un diner-causerie dans votre propre programme. Pendant ce temps, je suis vraiment tenté d'inclure ici la liste que nous avons produite à Saint Mary's University, ceci serait toutefois négligent selon l'optique des méthodes de recherche. Enfin, soyez à l'aise de me contacter pour me partager votre liste. S'il y a un intérêt suffisant, nous pourrions possiblement transmettre les résultats dans un futur bulletin de la SCPIO. J'attends avec impatience l'occasion de discuter des résultats avec vous lors de la SCP.

#### **CSIOP Membership**

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

As of 18 January 2015, CSIOP has a total of 239 members, which consists of 16 CPA Fellows, 4 Lifetime Members, 5 Special Affiliates, 5 Retired Members, 67 Student Members, 23 Associate Members, and 110 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](mailto:damian.okeefe@smu.ca).

### 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](mailto:membership@cpa.ca). If you are not a CPA member, then please inform me at [damian.okeefe@smu.ca](mailto:damian.okeefe@smu.ca).

### Membership Survey

To date, approximately 75 members have completed the membership survey, which constitutes is about a 30% response rate. Results from this survey may be used to guide planning and strategy set by the CSIOP Executive Committee. If you have not so, you are encouraged to participate using one of the following links:

English Survey:

[https://smupsychology.qualtrics.com/SE/?SID=SV\\_6rrap032sfhnxP](https://smupsychology.qualtrics.com/SE/?SID=SV_6rrap032sfhnxP)

French Survey:

[https://smupsychology.qualtrics.com/SE/?SID=SV\\_ezLfr7U-JuR49Lh3](https://smupsychology.qualtrics.com/SE/?SID=SV_ezLfr7U-JuR49Lh3)

### CSIOP News Items

*Arla Day, PhD  
Saint Mary's University*

*Congratulations to:*

- Tom O'Neill, who was one of the 2015 winners of the CPA President's New Researcher Award. This award recognizes the exceptional quality of one's work as a new researcher in psychology in Canada.
- Michael Leiter and Christina Maslach, who have the cover story on this month's Scientific American Mind ("You Can Conquer Burnout") <http://www.scientificamerican.com/article/you-can-conquer-burnout/>

*Defences:*

- Michael Cannon (SMU; -Supervisor-Kevin Kelloway)

[www.csiop-scpio.ca](http://www.csiop-scpio.ca)

defended his PhD dissertation entitled Employee Recognition: Understanding the Construct, its Measurement and its Relationship to Employee Outcomes. He is currently working as a Professional Associate at CLG.

- Eugenie Legare-Saint-Laurent (Guelph) defended her Master's thesis entitled Priming Effects of LinkedIn Advertisements on Evaluations of Applicants.
- Katrina Synyak (Western; supervisor-Joan Finegan) completed her master's thesis entitled Exploring Relationships Between Resume Fraud and Individual Differences.

*Books:*

- Arla Day, Kevin Kelloway, and Joe Hurrell (Eds.). Workplace Well-being: How to Build Psychologically Healthy Workplaces Wiley.
- Richard Klimoski, Beverly Dugan, Carla Messikomer, and François Chiochio (Eds.). Advancing Human Resource Project Management. Wiley.

*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](mailto:Arla.Day@smu.ca) Phone: 902-420-5854

### Practice Makes Perfect

*François Chiochio, PhD  
Telfer School of Management, University of Ottawa*

### Confessions of a Project Manager

I consider myself an accidental professor. I got to be a professor in a management school after a series of unplanned life events, many near crashes, and some successes. What is consistent however is that I always managed projects. Today I manage research projects. I also manage writing endeavors such as writing or editing books, or writing articles of course. Although I still do occasionally, earlier in my career I used to manage consulting projects. Looking even farther over my shoulder, I used to manage film projects. I remember fondly having to assemble a large crew, a lot of complicated equipment and actors of course obviously to capture the perfect scene. Interestingly, I am not different than you. Whatever your occupation is today, chances are you are involved in at least one project, you have done a few in the past, and—if I interpret the literature on project management correctly—projects are the next wave of work's organizing factor, so you will work on even more projects. There are three things I have learned that might be useful for others to know.

1. To manage projects successfully, everything needs to be explicit.
2. If you don't control the project, the project will control you.
3. Choosing projects is a determinant of project success.

***To manage projects successfully, everything needs to be explicit.***

A project is by definition an endeavor that implies dealing with uncertainty. There is a level of newness to a project that imply that nobody working on the project can accurately predict how the project will be done and what it will result in. So the process of the project is as much a cause for concern as the output of the project. I know that at the end of a research project I will have to demonstrate that I created new knowledge. I have an idea of what that new knowledge will be. But I cannot predict it with any measure of certainty. I have an idea of the methods I will use and the steps I will take to create this new knowledge. But I also know that I will have to improvise and perhaps even learn new ways of solving unknown complex problems along the way.

So why is it important to make everything explicit while managing a project? Because making things explicit connects me with the others on the project team in a way that prevents project failures. Making things like 'when', 'what', 'how' and 'why' explicit all the time enables everybody to test whether their assumptions on the process of the project or on the outcome of the project are adequate. Making things explicit such as discussing roles and responsibilities throughout the entire project forces all team members to think collectively and adjust to each other and to the project. The last thing you want during a project is to take things for granted, to think that whatever worked during the previous phase of the project will still work in the current or future phases.

***If you don't control the project, the project will control you.*** The word control has a bad reputation. Somehow it implies that you will dictate and limit others in their actions. Its meaning is different in project management. Controlling a project means you are learning whether the project is healthy or not. Controlling the project requires that you create and nurture a constant flow of information about the project that will tell you how likely it is to fail.

Project control requires work and energy. It implies planning for milestones (e.g., validating an instrument with a control group before using it in the study), testing prototypes of your outcome (e.g., dry run of the training you are developing for a client), meeting with clients' stakeholders to ensure their buy in (e.g., focus group on best practices), and make many go/no go decisions along the way. Most people I meet when I act as a project coach are reluctant to control their project. They feel that controlling the project is taking time away from actually executing the project. And since time is such a rarity, they want to charge ahead. For example, a consultant might want to bypass meeting with stakeholders because it is taking time away from, say, developing whatever intervention their client is asking for. Failing to invest this "extra" work is like closing your

eyes hoping for the best while your project is growing into a giant slimy beast of "unknowns" that will eat you up once it decides to inform you of unavoidable doom. It is much better to get to know earlier and on your own terms—keep the monster small and happy.

***Choosing projects is a determinant of project success.*** There are many writings on determinants of project success. A vibrant portion of this literature focusses on not getting involved in projects in the first place. Indeed, prioritizing projects—a fancy term that simply means some projects are not worth getting into—is a good way to not get overwhelmed. For example, I am currently consulting an IT team on how to prioritize the inflow of information systems' projects they are asked to oversee from internal clients from all over their organization. They want to please everybody by accepting all their requests. But in doing so they are limiting their capacity to deliver and they are seriously depleting their team's vitality and resources. So we are implementing a two-step prioritization system. In short, the system involves self-educating their clients on the value of their projects so they can either propose projects that have a better chance of succeeding or opt to not propose a project at this time. For example, clients must first demonstrate that the project will benefit more than their unit as well as align with the strategic objectives of the organization. Seems obvious, but making this explicit had never been done before and people took for granted that if it was a request it was justified. Making this explicit in the clients' minds avoided initiating less-than-worthy projects. It also made good ideas even better. Either way, clients get to educate themselves on what is considered a good project and everybody benefits. On the receiving end of these projects, the IT team has its own set of criteria. One of which is the amount of maintenance the new information system will require once implemented. In many instances in the past, the new systems freed up time for the clients, and did not take too much energy to implement for the IT team. Two very positive points. However, the IT team often got stuck with heavy maintenance post-implementation, because the technology was sub-optimal. So now they examine each project through this particular lens—among others—and make sure they will be able to absorb the ongoing maintenance afterwards. If they assess that they cannot provide dependable support, they meet with the client and suggest better alternatives or explain why they will not oversee the project for now. Either way, the client is smarter about these projects, which feeds into the next iteration. Everybody wins. We hope that only the best projects will move forward. The IT team is confident it will offer responsive implementation services as well as proactive support afterwards. However, it took time and energy to get there. This two-step system took about 6 months to implement. There are about 10 criteria self-assessed by clients and another 10 or so that the IT team uses. It required many stakeholder discussions to have everybody agree with the principle and criteria of this system.

**Confessing**

Although some consider me an expert on project management and project teams, I have an important confession to make. I regularly fail miserably at the three points I just wrote about in my own projects. For example, I remember clearly the day where I realized that I was using the term “interprofessional” incorrectly. I had been working on an action-research project with health care professionals for about 6 months already. The research required developing training on improving “inter-professional” collaboration, implement the training, and test whether professionals were more “interprofessional” following the training. Needless to say we had use the term hundreds of times. Yet we did not have the same definition of it. For my health care teammates, “interprofessional” meant categories such as physicians, nurse, psychologists—that is, different professions. For me, with my I/O background, I understood the term as meaning “cross-functional”. For me any work related distinction of role or function counted as “interprofessional”. This lead me to make distinctions between, say a general nurse and a specialized nurse and that complicated the training and the study of training efficacy considerably. So while I was designing and re-designing the study protocol, my health care colleagues were wondering why I was spending so much energy on trivial matters. They were even questioning if they wanted to still be part of the project. So the project was in danger and I did not know why. We were all taking for granted the validity of our unspoken definition. It was not because I was smart enough to ask “What do you mean by ‘interprofessional?’” that the problem got resolved. It was when a graduate student on the team actually dared to ask. Thank goodness! Things got resolved and we moved on.

I still have projects that control me. I cut corners, thinking I can get away from verifying whether or not the project is going well. My biggest failure of this kind occurred while implementing a large-scale study in a big organization. After many meetings and planning sessions, representatives of the organization and I had agreed on a procedure to recruit employees to take part in the study. This procedure was then submitted to the ethics review board. However, I had failed to maintain frequent contacts with the people in the field such that once ready to go—after an long and tedious review process—most of the key players had moved on to other things. I realised I had failed at ensuring a constant inflow of information regarding roles and responsibilities of key players. Keeping in touch more often would have informed me of important changes and I would have had a chance to adjust proactively as it was happening. But it was too late. By then the monster was too big and ugly. I was full of monster slime. To get myself out of trouble, I had to invest an incredibly large amount of energy in a short period of time to redeploy a somewhat similar research project in another organisation. It would have taken one tenth of this energy to keep myself informed.

Finally, I am really bad at choosing projects. I get excited by the idea of working with fun people in stimulating settings. I say YES and charge forward. But I’m also over committed and stretching others’ patience with my lateness. For example, I am late writing this column... Early in my academic career

I got in to all kinds of trouble by staying in consulting mode from my previous job. When people expressed a need I wanted to respond. This almost derailed other more pressing matters such as writing grant proposals. Today, I do very little consulting. I developed a set of criteria. If I cannot answer yes to these three questions, I decline. 1) Will I learn something new? 2) Will this project get me to meet with people or organizations that I can do research with? 3) Can I do this alone without the additional efforts needed to train or employ collaborators? Now that consulting does not get in the way of my research activities, at least I can say that I’m overwhelmed with research. Not a bad thing altogether.

*François Chiochio is OBHR professor at the Telfer School of Management. Through rich collaborations with co-editors, he recently published *Advancing Human Resource Project Management (SIOP/Wiley)* and will publish *The Psychology and Management of Project Teams (Oxford University Press)* in 2015.*

### **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.

Today we’ll discuss an article by Tara Reich and Sandy Hershcovis, who recently published a paper on observing workplace incivility in the *Journal of Applied Psychology*. Tara is a graduate of the University of Manitoba’s I. H. Asper School of Business (now employed at the London School of Economics and Political Science), and Sandy recently moved west from the U of M to the University of Calgary.

In their article, Tara and Sandy examine the reactions of those who observe one person treating another with incivility - or low intensity rude acts like berating ideas. Given incivility is generally considered to be on the rise in the workplace, understanding how observers react to witnessing incivility is an important area in need of research attention. Across two studies - one having participants observe interactions between two people, and another having participants actually interact with two actors - participants observed two people treating each other with civility or one person treating the other with incivility.

The study examined reactions to both the person engaging in incivility, as well as the target of incivility. The findings generally indicated that participants felt negative emotions towards the person engaging in incivility, and that led participants to

evaluate the person negatively and gave them undesirable work. Interestingly, there was no systematic pattern of reactions to the target of incivility - although you might expect that they would be treated favorably after being exposed to incivility, there was no significant positive (or negative) effect of being treated with incivility on observers' subsequent treatment of the targets of incivility.

The full citation for the article is as follows:

Reich, T. C., & Hershcovis, M. S. (2015). Observing workplace incivility. *Journal of Applied Psychology, 100*, 203-215.

*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](mailto:lanceferris@gmail.com) with a short (1-4 paragraphs) summary of your article, similar to the above.*

### Communications Update

Joshua Bourdage, PhD  
University of Calgary

Hello all, from the Communications area, we're putting the finishing touches on several major initiatives designed to change the way you engage with CSIOP, and how CSIOP engages with the community. In conjunction with the website, we're planning to roll out both our Twitter and Facebook accounts (LinkedIn to follow). For those who are looking forward to it, the twitter account handle is @CSIOP\_SCPIO, and our facebook page is "CSIOP - SCPIO". Consistent with the branding of our website, we feel it is incredibly important to ensure that we recognize both our French and English naming.

In terms of what you can look for from these initiatives, essentially the goal is to change your connection with CSIOP from being static to dynamic. In addition to linking to original content generated for the website, including the State of the Science, there are plans for additional independent content, including interviews with researchers and practitioners in Canada, and links to discussion forums on important issues where we can engage. In addition to this, we'll use this as a way to promote the accomplishments of our members and reach a broader audience, and promote the exciting research being presented at CPA and the CSIOP Institute.

Moving forward, you can expect to get a notification once these go live some time in the next 6 weeks. We look forward to engaging with you on a new level!

### Student Update

Isabelle Tremblay  
Université de Montréal

Hi everyone! I hope 2015 is off to a great start. Like me, you might have taken a few resolutions such as finishing that Ph.D or keeping healthy habits. As your student rep I have added to the list to keep seeking and integrating your feedback and suggestions into the well-established activities.

In this newsletter you will find highlights of the need assessment survey some of you took last fall. In order to provide more information about research in Canada and, thus, to meet some of your needs, an overview of Canadian research laboratories and some of their main topics will follow. You will also find information about the upcoming 9th Annual Southwestern Ontario I/O Psychology and OB Graduate Student Conference and details of a new student initiative at the end of this article.

### Need Assessment Highlights

First, I would like to thank everyone who participated in the need assessment survey that was conducted in fall. This has allowed us to gain greater insights into what you might want to see more and it will definitely help us build tools and activities that will be relevant. Thank you very much for this precious information! I would also like to thank Nicole Hocking, an undergraduate student from the University of Calgary, she has been most helpful with the data and has shown a great interest in participating in the I/O community.

First interesting finding from this survey hints at the difference between Quebec and other provinces in terms of students' knowledge of CSIOP. As students from Quebec are less exposed to CSIOP, they are less inclined to participate in CSIOP related-activities. Moreover, compared to 63% of students from Anglophones provinces, only 13% of Quebec's students who took the test were members of CSIOP. Activities to reach a greater number of Quebec's students have been scheduled for the upcoming months.

Second, in line with your input, CSIOP meets or exceeds your need in regard to opportunities to network with students from different universities and with academics as well. Results also suggest that CSIOP activities related to CPA annual meeting provides such opportunities and that most students make the best use of it. We will make sure to maintain current opportunities and to provide more in the future.

Third, in line with your input, there is room for improvement in order to meet your need in regard to opportunities to network with professionals and to grant you access to more information regarding career opportunities in I/O psychology as a practitioner and as an academic and regarding research done in Canada. We will make sure to maintain current opportunities and to provide more in the future. We are currently working on colliding information about researches currently done in laboratory across Canada. In the meantime, here is an overview of the diversity of research done in Canadian labs.

### Lab Research from Coast to Coast

## Nova Scotia

*Saint Mary's University* has many researchers focused on safety and security issues. Working in the Laboratory of Dr Mark Fleming, Dr. Andrea Bishop, Dylan Smibert, Kate Bowers, Briana Cregan, Blaine Mackie and Renelle Bourdage strive to use psychological research to help organizations reduce occupational fatalities and adverse events. They are currently working on the development and validation of two useful measures: the first is an international safety culture perception survey in association with IAEA and the second is a safety values scales aimed for selection of safety critical position. A very interesting result drawn from their researches indicate that the safety values scale explains unique variance in occupational injury after controlling for personality variables. This could be a very interesting tool if you ever do selection for safety critical jobs.

## Quebec

*L'Université de Sherbrooke* also holds numerous laboratories with diverse research focus. In Dr Francesco Montani's laboratory, Mylène Benoit, Élizabéth Lachance, Nesrine Ahmed Yahia and Anne-Marie Lajoie are interested in innovation process in the workplace. Their studies focus on mindfulness's impact on innovative behaviors at work, on organizational practices that enhances innovative behaviors and on psychological resources as a buffer to the negative impact of stress on innovative performance. Hence, enabling psychological resources with micro-interventions such as those proposed by Sin and Lyubomirsky (2009) could enhance innovative performance.

*L'Université du Québec à Montréal* has numerous laboratories with a wide range of research topics. In Dr Jacques Forest's laboratory, Chloé Parenteau, Lara Manganelli, Anaïs Thibault Landry, Anja Olafsen, Laurence Crevier-Braud and Sarah Girouard are interested in motivation, the signification of money, career aspiration, work organization and optimal functioning. Results from one of their study indicate that the use of signature strengths reported by individuals were related to increases in harmonious passion, which in turn led to higher levels of well-being (Forest, Mageau, Crevier-Braud, Bergeron, Dubreuil & Lavigne, 2012). This could be of great interest if you are looking at means to enhance well-being in organizations.

*L'Université de Montréal* has many researchers focused on psychological health at work, its outcomes and its antecedents. Working with Dr Jean-Sébastien Boudrias, Julie-Élaine Phaneuf, Denis Lajoie, David-Emmanuel Hatier, Jean-Simon Leclerc, Léandre-Alexis Chénard Poirier, Frédérique-Emannuelle Lessard and Jessica Bérard take interest in empowering and transformational leadership, psychological health and feedback on competences. Results from one of their study highlight the impact of psychological empowerment on employee's in-role and extra-role behaviors (Boudrias, Lajoie, & Morin, 2014). Thus, if you are developing leadership skills, focusing on psychological empowerment could induce numerous benefits for organizations.

## Ontario

[www.csiop-scpio.ca](http://www.csiop-scpio.ca)

*University of Guelph* has numerous laboratories with a variety of research topics. In Dr Deborah Powell's laboratory, Leann Schneider, Paul Comeault, and recent graduates Amanda Feiler and Eugénie Legaré-Saint-Laurent study personnel selection, employment interviews and impression management. Recent research findings show that interview anxiety is negatively related to performance in the interview - but some short interventions, grounded in the social anxiety literature, can be effective in decreasing candidates' interview anxiety (Feiler, unpublished PhD thesis). This is noteworthy if you plan to use this selection method in your practice.

*University of Waterloo* has numerous laboratories with a wide range of research topics. Dr. Winny Shen and her student, Edward Leung, conduct research on topics related to leadership, diversity and inclusion issues, and occupational health psychology. Recent research finding highlights of the lab show that contrary to popular belief, a meta-analysis conducted by Dr. Shen and her colleagues reveals that there is little evidence of gender differences in work-family conflict, suggesting that work-family conflict is not just a problem faced by women in the workforce (Shockley, Shen, Denuzio, Arvan, & Knudsen, manuscript in progress). This is noteworthy for organizations and practitioners interested in developing and implementing organizational programs aimed to facilitate work-family balance.

*Western University* has numerous laboratories with a variety of research topics. In Dr. John Meyer's lab, graduate student's Nicholas Bremner, Brittney Anderson, Joe Choi, Chelsea Vaters, Christina Eastwood, and Jose Espinoza have been working on the development of a measure of personal growth to be used as an outcome variable their work on employee commitment and motivation. This research will contribute to a growing body of evidence suggesting that the commitment and motivational mindsets associated with optimal outcomes for organizations (retention, performance) can also have positive implications for employee well-being. This is another argument to heightened organizations' awareness in organizational commitment and to convince them to take the matter at heart.

## Alberta

*University of Calgary* oversees many research laboratories that investigate a wide range of topics. In Dr. Thomas O'Neill's laboratory, Stephanie Law, Amanda Deacon, Nicole Larson, and Genevieve Hoffart have been researching various areas related to impression management, as well as team membership, cohesion and performance in virtual and face to face settings. Presently, the lab has been focusing on developing a teamwork assessment and training strategy that examines patterns of team conflict and their relationship with performance. This research has many applications due to the prevalence of teamwork based projects both in university and industry settings.

This overview of Canadian research laboratories in I/O Psychology highlights the diversity and the quality of research

conducted by academics and students. We will be exposed to such great studies in our next annual conference. As a reminder, for those who have submitted at CPA, the confirmation letters are expected around the end of February. In the meantime, there is another great student initiative that will take place on March 7th: The 9th Annual Southwestern Ontario I/O Psychology and OB Graduate Student Conference. While keynote speakers are still to confirm, based its past successes, I highly recommend you to attend this great conference where you will meet and hear seasoned academics and students from different universities. Even better, it is free for students with light breakfast and lunch provided! This conference also offers great opportunity to extend your network and build strong relationship with future colleagues. Everyone is encouraged to please send their registration forms to: [2015iostudentconference@gmail.com](mailto:2015iostudentconference@gmail.com). There is also the possibility to submit a 15 minute oral presentation or a poster presentation. If you are interested, please email a brief abstract of roughly 250 words using the submission form by February 13th at 4pm. If you have not yet received these forms, require additional copies, or have any questions, please email Katya Pogrebtsova: [epogrebt@uoguelph.ca](mailto:epogrebt@uoguelph.ca). In addition to the enriching opportunities during the day, everyone is welcome to get together after the conference for dinner and cocktails in beautiful downtown Guelph.

Finally, in an effort to share and recognize studies conducted by students across Canada I invite you to submit at [isabel-letremblayudem@gmail.com](mailto:isabel-letremblayudem@gmail.com) the name of a colleague you fell should be recognize for his/her research along with the research outcome (poster, article, etc.) by March 13. Resume of the best research for each university will be published in the next CSIOP newsletter. On a final note, if you have any questions or suggestions, feel free to email me. Wish you all a great winter semester.

**The Convention Corner**  
*François Chiochio, PhD*  
*Telfer School of Management, University of Ottawa*

Hello CSIOP community! June 2015 will be an exciting month. The CPA conference in Ottawa will prove to be a stimulating event. We received 60 poster, 7 symposia and 1 workshop submissions. All submissions were reviewed with at least 2 reviewers. CPA is now in possession of the results and we are awaiting their input before we can announce decisions.

I want to thank all the reviewers who performed admirably. Many wanted to review but I had difficulties assigning submissions in some cases. For instance, the system used by CPA to manage submissions does not allow for non CPA members to review. In some cases, current member status was not updated in various databases. Next year I will initiate a campaign in early fall to make sure that those who want to review are reminded to renew their membership and/or clarify their status with CPA so the system has correct information.

Our program is shaping up! We will have three special events. First, Kevin Kelloway (Saint Mary's) will deliver a talk titled "Leading to well-being" where he will discuss a series of studies examining the effects of leadership on individual well-being. As you know, Kevin will be President of CPA starting in June 2015. This is a great time for CSIOP to have member of our community become CPA President and his talk will hold a special place in our program. Stay tuned.

Second, representatives of the Personnel Psychology Centre will share their expertise in large scale assessment practices in the Canadian public service. The Personnel Psychology Centre is a central figure of the Canadian assessment landscape. It provides an intricate array of services in a complex and dynamic environment. The PPC enjoys the largest concentration of personnel psychologists in Canada. It develops and delivers innovative selection tools and processes in diverse human resource settings and programs – many people do not fully appreciate all the complexity involved.

Third, because 2015 will mark the 40th anniversary of a CSIOP program at the annual CPA conference, a special presentation involving many past CSIOP chairs will take place. Representatives of each decade will present what were the challenges they faced and how they overcame them. Then all chairs will be asked to think of the future of CSIOP and I/O in Canada and foresee the needs we will need to address to stay strong as a community. This will be chaired by Incoming CSIOP chair Silvia Bonaccio. If you want an all-star panel, a strong sense of history, and a clear view of the future, this is a must see event.

Hope to see you there!

2014 Conference Dates	Name & Location	Website
Aug 7-11	Academy of Management, Vancouver	<a href="http://aom.org/annualmeeting/">http://aom.org/annualmeeting/</a>
Aug 6-9	APA, Toronto	<a href="http://www.apa.org/convention/index.aspx">www.apa.org/convention/index.aspx</a>
June 13-16	ASAC, Halifax	<a href="http://www.asac.ca">www.asac.ca</a>
June 4-6	CPA, Ottawa	<a href="http://www.cpa.ca/convention">www.cpa.ca/convention</a>

## CSIOP Institute 2015

*Silvia Bonaccio, CSIOP Chair-Elect  
Telfer School of Management, University of Ottawa*

I'm excited to announce that we will have pre-conference event this year in the form of a CSIOP Institute. We invite I/O, OB, and HR scholars and practitioners to attend a three-hour seminar on followership. Followership is defined as the manner in which people act to support their leader. Although it is an age-old adage that there are no leaders without followers, the lack of attention to followership in organization and management theory is more like a gulf than a gap. Followers have been typically viewed as recipients or vehicles for the realization of their leader's vision or goals. This view ignores the more proactive role that followers can play in organizations. Dr Laurent Lapierre, Professor of Organizational Behaviour and a Telfer Research Fellow at the Telfer School of Management at the University of Ottawa will facilitate this seminar. Registration will be open on March 1st 2015. To register and pay, go to [www.csiop-scpio.ca](http://www.csiop-scpio.ca) and click on "events". Dr Lapierre's seminar is 25\$ for students, 50\$ for CPA members or CSIOP Affiliate members, or 65\$ for non-members. All proceeds go to CSIOP. These are early-bird rates valid until May 1st. This will be a great opportunity to visit our new web site!

## The Forgiveness Factor: How Much is Enough for a Just Cause Termination?

*Erika Ringseis<sup>1</sup>*

In parts of the United States employees enjoy "at will" employment; an employer can terminate an employee at will, without notice or pay in lieu of notice. In Canada, however, every province requires that employees be given notice of termination, or pay in lieu of notice. The amount of notice depends on the relevant provincial or federal legislation, the length of employment and any relevant provisions in a written contract. The exception is when "just cause" exists to dismiss an employee summarily because the employment relationship has been irreparably harmed.

In a unionized environment, the concept of progressive discipline often results in a certain number of strikes before an employee is out, and thus opportunities for inappropriate behavior to be corrected. Only extreme, flagrant misconduct can justify a cause dismissal in a unionized environment. Employers have struggled to determine what employee actions would justify dismissal for cause in light of recent court decisions that have merged union concepts of progressive discipline into the non-unionized workforce and a general willingness to allow second, and even third, chances for employees to learn their lesson and improve behavior. Usually such leniency has been observed where employees have shown great remorse and apologized for

any wrongdoing. A recent Ontario decision, however, forgave misconduct and subsequent lying about the misconduct, placing heavy emphasis on an employee's past performance in over-turning an employer's just cause termination.<sup>2</sup>

### Facts:

A private school in Mississauga was not impressed with a 56 year-old teacher's poor decisions, although he had been an employee for 10 years. First, the teacher falsified the grades received on student records. Perhaps there are a few students, maybe even some parents, eternally grateful for this action, but the school did not appreciate his efforts to assist those students. Even more troubling was the fact that the teacher lied during the investigation, and then lied to the court as well! The judge concluded that the teacher had indeed committed academic fraud, which many of us expected would have certainly been just cause for termination of a teacher, especially with the added element of lying.

The surprise twist was that the judge found that the academic fraud did not justify termination without notice or pay. The judge weighted heavily the fact that the teacher was well-respected and had an unblemished 10 year career before the poor judgment was exhibited. Further, the judge remarked, "Although the defendants referred to this as 'academic fraud', that is a very dramatic way of describing a few students who were marked on presentations that they had not yet given. That presentation was only one part of one course and the presentation made up only one part of the overall mark." The teacher's behavior was bad, but not that bad. Although the courts have always provided some consideration to the degree of unacceptability of employee behavior, a teacher falsifying grades for students does justifiably cause some alarm for an academic employer. We have in the past also seen more support to employees who confess than lie and deny, which was another unexpected outcome in this particular case.

### Outcome:

In this particular instance, given the 10 year service, the age of the teacher, the prior unblemished record and the fact that there was no contract limiting the employer to the employment standards minimum, the judge determined that the reasonable notice period was 12 months.

In case you are feeling any sympathy toward the employer, who thought it was doing the right thing by firing a teacher who had falsified records and then lied about it, the story does not end with a one-time payment, worth one year's salary.

On the day that the teacher was terminated, he became completely disabled, unable to work. For a lawyer practicing in HR law, this is the high risk scenario that is often considered but difficult to mitigate, a risk taken by employers often. Long term disability (LTD) coverage usually ends the moment an employee ceases to be an employee, leaving employers with the risk that the employee will become disabled during the notice period. Because pay in lieu of notice period is supposed to replicate the alternative solution of an employee working during the term of the notice period, employers may be liable to keep the employee in the position he

would have been, had he worked the notice period. If he had worked the notice period, he would have still been eligible for all benefits, including LTD.

There was no contrary evidence to suggest the teacher could ever work again, so the court accepted that he was permanently disabled. Because he would have received LTD payments, had he been given notice of his termination, the school was found liable for the value of the disability benefits until the teacher reached the age of 65 (i.e., nine years).

**Conclusion:**

The lessons learned from this case are quite clear. First, an employer may have to clear a high hurdle to prove a just cause termination. Not only should the employer consider the true nature of the misbehavior (e.g., not just “fraud” but how extreme was the fraud), but even blatant lying may need to be forgiven in the case of a long term employee with a clean past record. In order to determine how much is enough for a just cause dismissal, an employer will need to engage in a contextual analysis, including examining the seriousness of unacceptable behavior, the response of the employee, the past record of the employee, the length of service, and whether or not progressive discipline was used.

Further, the hypothetical risk of an employer needing to shoulder the burden that would have been that of an insurer, but for a termination, is not so hypothetical! Labour and employment lawyers everywhere will likely use this case to illustrate to employer clients the risk associated with terminating long term disability coverage. Employers beware!

<sup>1</sup> *Dr. Erika Ringseis has practiced in labour and employment law for more than ten years and is currently the Manager of HR Compliance, Diversity and Global Mobility at TransCanada.*

<sup>2</sup> *Note that courts, and arbitrators in the unionized setting, have generally been more sympathetic with employees who admit fault and apologize immediately as opposed to lying and attempting to covering up, which often wastes time and resources for the employer and the court.*



---

2014-2015 EXECUTIVE, NEWSLETTER EDITOR, & LISTSERV COORDINATOR  
2014-2015 COMITÉ EXÉCUTIF, ÉDITEUR DU BULLETIN, & COORDINATEUR  
DE LA LISTE DE DISTRIBUTION ÉLECTRONIQUE

---

**Chair/Président**

Dr. Lori Francis  
Saint Mary's University/Université Saint Mary's

**Past Chair/Dernier président**

Dr. Deborah Powell  
University of Guelph/Université de Guelph

**Chair-Elect/Président-élu**

Dr. Silvia Bonaccio  
University of Ottawa/Université d'Ottawa

**Secretary-Treasurer/Secrétaire-Trésorier**

Dr. Véronique Dagenais-Desmarais  
Université de Montréal

**Programme Coordinator/Coordonateur  
de programme**

Dr. François Chiochio, PMP, CHRP  
University of Ottawa/Université d'Ottawa

**Communications Coordinator/Coordon-  
nateur des communications**

Dr. Joshua Bourdage  
University of Calgary/Université de Calgary

**Student Representative/Représentant  
étudiant**

Isabelle Tremblay  
Université de Montréal

**Membership Coordinator/Coordonna-  
teur des adhésions**

Dr. Damian O'Keefe  
Saint Mary's University/Université Saint Mary's

**Newsletter Editor/Éditeur du bulletin**

Dr. D. Lance Ferris  
Penn State University/Université de Penn State

**Listserv Coordinator/Coordonateur de la  
liste de distribution électronique**

Sunjeev Prakash  
RCMP, Assessment and Research/Évaluation et  
recherche  
Ottawa, Ontario

---

Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.