



The Canadian Industrial & Organizational Psychologist

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Chair's Column/Mot du Président

*Dr. Silvia Bonaccio
Telfer School of Management, University of Ottawa*

Dear CSIOP members,

It has been a busy few months for the CSIOP Executive and it is hard to believe it's already November. With shorter days and colder temperatures, I expect that many of you, like me, are looking to stay inside and spend an afternoon with some good reading and a hot beverage. I'm pleased to share some rather thrilling reading material in the following paragraphs. I'm also happy to update you on our Preserving our History Project.

What to Read Now!

CSIOP members will be interested in the latest issue of *Psychological* Magazine, the magazine of the Canadian Psychological

Association. *Psychological* has recently published a [Special Issue](#) focused on "Psychology and the Workplace." Edited by Drs. Kevin Kelloway and Joshua Bourdage, the special issue features a series of eight articles on topics such as deception in the employment interview, the links between work experiences and performance, developing healthy workplaces, psychology at the National Defence and Canadian Armed Forces, and the experience of employees with disabilities, just to name a few. Please see Joshua's column on page 5 of this newsletter for more details on the *Psychological* special issue.

Another item to place on your reading list is a short piece I co-authored with Joshua Bourdage, François Chiocchio, Gary Latham and Winny Shen about the history of CSIOP. The article was published in *The Industrial-Organizational Psychologist* (TIP) October issue and it is available on the Society for Industrial and Organizational Psychology website via this [link](#). Working on this article, and learning about how I-O psychology in Canada has grown since its origins in 1928, was fascinating. In the article, we discuss how CSIOP was born. Indeed, CSIOP owes its very existence to a determined and passionate group of colleagues who include Gary Latham, our first president, Robert Haccoun, John Tivendell, Lorne Kendall, and Ken Grant. Finally, we end the article by looking forward and discussing challenges and opportunities for our field in Canada. I hope that you will find value in this article.

Preserving our History Project

As you may recall from the September newsletter, one of the things I wish to accomplish as Chair of CSIOP is preserving our history. As part of this initiative, I aim to collect all past issues of our newsletter and make them available to our

members.

On our website, www.csiop-scpio.ca, you will find the newsletters spanning the years 2003 to today. In addition, Victor Catano has looked through his personal files and scanned several newsletter issues, first called Memos and then Bulletins, starting with the very first issue in 1984. Thanks to Vic, we have a complete set of newsletters until 1991. I was just ecstatic when I received this email from Vic. A big thank you to Vic on behalf of CSIOP members is in order.

These newsletters will be posted to our website in the next few weeks and I hope that you will have some time to read through them.

On page 8, you will find a list of newsletters still missing from our archives. Will you take a moment and see if you might have one or more of these issues in your files?

A second initiative I wish to undertake as Chair is to put our CSIOP history to paper. As you can read in the TIP article discussed above, we have written records on IO psychology in Canada until 1988. However, much of our history is left unwritten. In the next months, I will be contacting past chairs to ask for their recollections. Along with past issues of the newsletters, I intend to use information received from past chairs to write an account of CSIOP's history.

Changes in the Executive

Our Chair-Elect, Melissa Warner, has had to step down from this role due to personal reasons. On October 19, CSIOP members (who have agreed to receive email communication from CPA) have received a call for nominations. Interested members had until November 9 to submit their nomination. By acclamation and as outlined by CPA guidelines and procedures, Lynda Zugec becomes the Chair-Elect for CSIOP - we extend a warm welcome to Lynda!

Lynda has said the following with respect to her commitment to CSIOP: "I envision CSIOP as a Canadian association that provides unmatched value to its I-O practitioner and academic membership via activities, resources, and tools that encourage networking, professional development, and collaboration across the I-O community. It is my goal to increase active involvement in CSIOP initiatives so that we can better enable, and further develop, I-O psychology in Canada. I also strongly believe in the need to strengthen ties and build bridges with like-minded associations worldwide and assist in the exchange and dissemination of our knowledge and scientifically-based best practices globally." Lynda is the Managing Director at The Workforce Consultants.

2016 CPA Convention—We're headed to Victoria!

The [call for submissions](#) for the 2016 convention is now open. Please see François Chiocchio's column (aptly named the Conference Corner) for more details. The submission deadline is December 1, 2015.

Have a wonderful fall,

Silvia Bonaccio

Chers membres de la SCPIO,

L'exécutif de la SCPIO a eu quelques mois très occupés et il est difficile de croire qu'il est déjà novembre. Avec des journées plus courtes et des températures plus froides, je pense que beaucoup d'entre vous, comme moi, cherchent à rester à l'intérieur et passer une après-midi avec une bonne lecture et une boisson chaude. Je suis heureuse de partager des idées de lecture dans les paragraphes suivants. Je suis également heureuse de vous mettre à jour sur notre projet « Préservons notre histoire. »

Que lire maintenant!

Les membres de la SCPIO seront intéressés par le dernier numéro de Psynopsis, le magazine de la Société Canadienne de Psychologie. Psynopsis a récemment publié un [numéro spécial](#) mettant l'accent sur « la psychologie et le lieu de travail. » Sous la direction des Drs. Kevin Kelloway et Joshua Bourdage, le numéro spécial propose une série de huit articles sur des sujets tels que le manque d'honnêteté dans l'entrevue de sélection, les liens entre les expériences de travail et la performance, le développement de milieux de travail sains, la psychologie à la Défense Nationale et dans les Forces Armées Canadiennes, et l'expérience des employés ayant une déficience physique ou intellectuelle, pour ne nommer que quelques articles. Vous trouverez de plus amples renseignements sur le numéro spécial de Psynopsis dans la rubrique de Joshua à la page 5 du présent bulletin.

Un autre élément à mettre sur votre liste de lecture est un court article que j'ai écrit avec Joshua Bourdage, François Chiocchio, Gary Latham et Winny Shen sur l'histoire de la SCPIO. L'article a été publié dans le numéro d'octobre de The Industrial-Organizational Psychologist (TIP). L'article est disponible sur le site Web de la Society for Industrial and Organizational Psychology via ce [lien](#). Travailler sur cet article et apprendre comment la psychologie IO a évolué au Canada depuis ses origines en 1928 fut fascinant. Dans l'article, nous examinons comment la SCPIO est née. En effet, la SCPIO doit son existence à un groupe de collègues déterminés et passionnés qui inclue Gary Latham, notre premier président, Robert Haccoun, John Tivendell, Lorne Kendall et Ken Grant. Enfin, nous terminons l'article en regardant vers l'avant pour discuter des défis et des opportunités pour notre domaine au Canada. Je souhaite que vous trouviez cet article intéressant.

Projet « Préservons notre histoire »

Comme vous vous souviendrez de votre lecture du bulletin de septembre, l'une des choses que je souhaite accomplir en tant que présidente de la SCPIO est de préserver notre histoire. Dans le cadre de cette initiative, je cherche à rassembler tous les anciens numéros de notre bulletin et les rendre disponibles à nos membres.

Sur notre site, www.csiop-scpio.ca, vous trouverez les bulletins d'information couvrant les années 2003 à aujourd'hui. En outre, Victor Catano a plongé dans ses fichiers personnels et a digitalisé plusieurs numéros du bulletin, en commençant par le tout premier numéro de 1984, alors appelé Mémo. Grâce à Vic, nous avons un ensemble complet des bulletins entre 1984 et 1991. Quel bonheur de recevoir le courriel de Vic. Un grand merci à Vic au nom des membres de la SCPIO est requis.

Ces bulletins seront publiés sur notre site Web au cours des prochaines semaines et je souhaite que vous ayez le temps de les lire.

Sur la page 8, vous trouverez une liste de bulletins qui manquent encore à nos archives. Veuillez prendre un moment pour voir si vous avez un ou plusieurs de ces numéros dans vos archives.

Une deuxième initiative que je tiens à entreprendre en tant que présidente est de mettre notre histoire de la SCPIO sur papier. Comme vous pouvez le lire dans l'article de TIP discuté ci-dessus, nous avons des écrits sur la psychologie IO au Canada jusqu'en 1988. Cependant, une grande partie de notre histoire reste orale à ce jour. Dans les prochains mois, je vais communiquer avec les anciens présidents pour leur demander de partager leurs souvenirs. J'ai l'intention d'utiliser les informations reçues ainsi que le contenu des anciens numéros des bulletins pour écrire un compte rendu de l'histoire de la SCPIO.

Les changements dans la direction

Notre présidente-élue, Melissa Warner, a dû démissionner de ce rôle pour des raisons personnelles. Le 19 Octobre, les membres de la SCPIO (qui ont accepté de recevoir des courriels de communication de la SCP) ont reçu un appel de candidatures. Les membres intéressés avaient jusqu'au 9 novembre pour soumettre leur candidature. Tel qu'indiqué par les lignes directrices et les procédures de la SCP, Lynda Zugec devient de fait la présidente-élue de la SCPIO. Nous accueillons donc Lynda en tant que notre nouvelle présidente-élue.

Lynda a décrit son engagement envers la SCPIO de cette manière: « Je vois la SCPIO comme une association canadienne qui offre une valeur incomparable à ses membres, qu'ils soient praticiens ou universitaires, à travers des activités, des ressources et des outils qui favorisent le réseautage, le développement professionnel et la collaboration au sein de la communauté IO. Mon but est d'augmenter la participation active aux initiatives de la SCPIO afin que nous puissions développer davantage la psychologie IO au Canada. Je crois aussi fermement à la nécessité de renforcer les liens et de construire des ponts avec les associations partageant les mêmes idées dans le monde entier. De plus, nous devons promouvoir l'échange et la diffusion de nos connaissances et de nos meilleures pratiques ayant un fondement scientifique au niveau mondial. » Lynda est la directrice générale de The Workforce Consultants.

Convention de l'ACP 2016 –En Route vers Victoria!

L'appel de candidatures pour le congrès de 2016 est maintenant ouvert. S'il vous plaît voir le texte de François Chiocchio (avec pertinence, nommée le Coin de la Conférence) pour plus de détails. La date limite de soumission est le 1er décembre 2015.

En vous souhaitant un bel automne,

Silvia Bonaccio

CSIOP Membership

Winny Shen, PhD

University of Waterloo/Université de Waterloo

As of 19 October 2015, CSIOP has a total of 326 members, which consists of 17 CPA Fellows, 4 Lifetime Members, 7 Special Affiliates, 4 Retired Members, 127 Student Members, 25 Associate Members, and 142 Full Members.

Renewal reminder

A review of the membership status indicates that there are a number of lapsed memberships. Please renew your membership if you haven't done so to ensure that your membership is current. CPA members can renew their membership through the CPA website, and now Associate members can renew their membership through the new CSIOP website - <http://csiop-scpio.ca/about-us/join/>

Spotlight on CSIOP Associate Membership

As CSIOP continues to strive to build a vibrant and flourishing community of Canadian I/O psychologists, we encourage you to discuss CSIOP Associate Membership with your colleagues as a visible and economical way to join our community. CSIOP Associate Memberships are only \$40 a year and associate members have access to the members section of our website, including our popular and informative quarterly newsletter. CSIOP associate membership is perfect for individuals who wish to participate in the Canadian I/O psychology community, but for whom being a member of the Canadian Psychological Association (CPA) is not critical or necessary. For example, you may consider encouraging your colleagues abroad in the U.S. and other countries, who have strong ties or interests in the Canadian I/O Psychology community to become associate members.

CSIOP News Items

Arla Day, PhD

Saint Mary's University

Welcome to the new I/O psychology students:

Calgary

Anna Godollei

Clark Amistad

Genevieve Hoffart

Julia Smith
Tim Wingate

Guelph

Sulan Kith
Amanda Amaral
Sergey Mazuritsky
Josh Hannah

Saint Mary's

Anamika Bhatt
Olivier Roncalez
Carrie Topping
Taylor Oakie
Sydney Mann
Shavonne Pye-Strowbridge

Western

Rebecca Factor
Julia McMenamin
Christina Politis

Congratulations to Gloria Gonzales and her colleagues on their new research centre at the University of Guelph. The Centre for Workers Health and Wellbeing is funded through CFI and it should be ready to open for January, 2016. It will house the labs of Peter Hausdorf, Leanne Son Hing, and Gloria. Cailin Starmarkski & Leanne Son Hing also have an article out on gender inequalities in the workplace in *Frontiers in Psychology*.

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

*Lynda Zugec, M. A.
The Workforce Consultants*

Many different Industrial-Organizational Psychology groups exist across the globe. If you are interested in Humanitarian Work, you might want to think about taking a look at what the Global Organisation for Humanitarian Work Psychology is doing. They have some great initiatives on the way. Here, they answer some preliminary questions!

What is Humanitarian Work Psychology?

Humanitarian Work Psychology or HWP concerns the syn-

thesis of organisational, industrial, work, and other areas of psychology with deliberate and organised efforts to enhance human welfare.

This definition includes activities that are not only traditionally associated with humanitarian assistance and international development, but also with the promotion of the International Labour Organisation's (ILO) concept of decent work as well as poverty-reduction more generally.

What is the GOHWP?

The Global Organisation for Humanitarian Work Psychology (GOHWP), founded in 2013, is an international coalition of more than 300 I-O psychology academics and practitioners actively engaged in work devoted to poverty reduction, corporate social responsibility, and the humanitarian treatment of all people in their places of work, whether in low-, middle-, or high-income settings. This group is interested in pursuing two avenues of outreach: one, to expand its membership to include a larger number of I-O psychologists; and two, to publicize the work being done and facilitate collaboration by the professionals in the field.

GOHWP have explicit goals and follow a specific set of values as they work together to promote and engage in humanitarian activities through the practice and study of organisational psychology. Because of GOHWP's goals and values, it is a hybrid organisation that mixes aspects of a professional association with a non-profit organisation devoted to humanitarian work and international development.

Members of GOHWP are certainly not the only individuals who work in the area of humanitarian work psychology and it hopes to unify, promote, and support the diverse efforts of our members and the many others who use organisational psychology for the deliberate and organized enhancement of human welfare. The activities and identities of GOHWP's members are varied.

GOHWP's membership includes practitioners, researchers, and students in the field of organisational psychology in addition to professionals from other disciplines and organisations that utilise organisational psychology to enhance human welfare.

Can you join?

Yes! GOHWP is pleased to invite the members of CSIOP who are engaging in HWP work (or are interested in doing so) to apply for membership in GOHWP. There is no charge to become a member, as the organisation simply aims to serve as a community of like-minded professionals and facilitate collaboration on projects and initiatives in the field.

Who can you connect with?

For more information visit www.gohwp.org, or their Twitter account (@GOHWP) or Facebook page (search for "The Global Organisation for Humanitarian Work Psychology") or

their [LinkedIn](#) page.

If you have questions or concerns, or would like to get more information, contact info@gohwp.org.

If you are a part of an Industrial-Organizational Psychology group and would like to highlight some of what the group is doing in an upcoming "Practice Makes Perfect" column, we would be happy to have you! Just contact me, Lynda Zugec, at Lynda.Zugec@TheWorkforceConsultants.com

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.

Are you aiming to recruit retirees back to the workplace? Targeting the right persons and fulfilling their needs!

People today can look forward to more years of retirement than ever before. Yet many retirees choose to return to work, even after retirement. This is great news for organizations that strive to maintain their talent pools by retaining and attracting older workers and retirees, but raises the question of who organizations should be targeting when trying to recruit such individuals. In other words, who are more likely to be interested in working after retirement?

New research from Jessie Zhan (Wilfrid Laurier University), Mo Wang (University of Florida), and Junqi Shi (Sun Yat-sen University) in the *Journal of Applied Psychology* sheds light on this question. According to their results, retirees who have goals directed toward obtaining acceptance in personal relationships and getting along with others (i.e., communion striving) and retirees who have goals directed toward teaching, training, and sharing knowledge and skills with younger generations (i.e., generativity striving) are more likely to work after retirement, and are also likely to invest more time on work-related activity.

The effects of motivational orientations also vary across gender. Male retirees having goals directed toward obtaining social worth and maintaining a high standing within a status hierarchy (i.e., status striving) tend to continue working after retirement. However, female retirees are not motivated to go back to the workplace by the concern for status loss in retirement.

Taken together, these findings indicate organizations should target these potential candidates in recruitment, and design jobs that may help these potential candidates fulfill their needs. That is, task and social characteristics of work should be aligned

with employees' motivational orientations in order to encourage work participation of retirees back to the workplace.

The full citation is as follows:

Zhan, Y., Wang, M., & Shi, J. (in press). Retirees' motivational orientations and bridge employment: Testing the moderating role of gender. *Journal of Applied 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

Joshua Bourdage, PhD
University of Calgary

From the Communications Corner, there has been a great deal of content being generated as of late, some of which you'll have heard about in the Chair's Column. First off, Kevin Kelloway and I worked together to co-edit an issue of *Psynopsis*, Canada's Psychology Magazine. This special edition focused on the role of psychology at work. This was a tremendous opportunity to highlight the many contributions of psychology to understanding workplace phenomena. What is perhaps most impressive is the breadth of contributions we received. These included (but weren't limited to) understanding the experience of employees with disabilities, the ground breaking programs on stigma in the workplace being done by the Mental Health Commission of Canada, work on organizational safety, and the role of I/O psychology in the military. Truly, this issue reinforces the tremendous impact that I/O psychology is having, and forums such as *Psynopsis* allow us to communicate these contributions to the broader psychology community in Canada and beyond. From the perspective of an academic, writing for a non-academic forum was particularly challenging, but is a very valuable skill set as we try to effectively engage in knowledge translation and dissemination.

In addition to this, several of your CSIOP executive members worked together to publish a piece in *The Industrial-Organizational Psychologist* (TIP) on the history and future of I/O psychology in Canada. This was a very energizing piece to work on, and in addition to creating a forum to compile much of this important information, served to give further exposure of CSIOP to our American counterparts. Moving forward, finding additional ways to create collaboration between CSIOP and SIOP is absolutely a priority.

Finally, the website and social media is running smoothly and gaining momentum every day. Our new Social Media Coordinator, Justin Weinhardt, is doing a fantastic job, and has been

posting a number of important pieces on our Facebook, Twitter, and LinkedIn pages. If you aren't already engaging with us on one of these forums, wait no longer! For this particular newsletter, I'd like to highlight the blog section of our website. We just had our first contribution from outside of the CSIOP executive, which we're thrilled about. Graham Ross just put together a practitioner-oriented piece on working with physicians. We would like to emphasize that these forums have tremendous potential. We'd like to encourage you to engage in two ways: first, by reading these posts and commenting, and second, by approaching us with your own ideas. If you have an idea for a blog post, we welcome suggestions from students, practitioners, and academics. You can email me at editor@csiop-scpio.ca, and I'm happy to work with you to put together and promote a posting.

Student Update

Isabelle Tremblay
Université de Montréal

Hi Everyone! I hope your semester is going well. As you might all have been very busy with your classes, teaching and research, I will take time to remind you about the upcoming CPA conference. Also, as we all have to collaborate throughout our studies I thought it useful to talk about counterproductive work behaviors in teams and ways to prevent them.

CPA

This year's conference will be held on the beautiful island of Victoria. I hope you will find time to attend this one; I'm sure it will be memorable. Last year's conference was a big hit with the great experience of the student-mentor social and the wide range of interesting topics covered throughout the conference. This year we plan to continue the great tradition of the student-mentor activity and offer you more opportunities to network with peers and professionals. CPA is always great to meet new people, learn about new research topics and build a strong network for your future. I/O is such a small world and the relationships you build throughout your degree will help you all through your career. I can't recommend it enough!

On a related note, if you have research that you would like to present at CPA, don't forget about the CSIOP student symposium. Taking part in this symposium is a great experience; it allows you to develop your presentation skills in a supportive environment and it will help build your resume. If you are interested, we are looking for 3 - 4 I/O psychology graduate students from a Canadian university to deliver 10 - 20 minute presentations in this symposium. If you were already thinking about submitting your research as a poster for CPA, then I recommend you take the opportunity to submit your research as a presentation in our symposium. The deadline is December 1st, but if you are interested we would like to receive your submission by November 20th. I can't promise to include your

research, but I'll let you know in time for you to submit to the conference as a poster. I also encourage you to share this opportunity with other students in your program who may not possess a CSIOP membership. Moreover, again this year there will be awards for students' poster. See our website for more details.

Counterproductive work behaviors in teams

Last week I got the chance to hear Anne-Marie Paiement, a Ph.D student at Université de Montréal, present this subject and I thought it would be very useful for any student to understand counterproductive work behaviors (CWB) that can arise in teams and ways to prevent them. Anne-Marie generously let me use her materiel for this newsletter. As these behaviors are obstacles to great teamwork and team performance, it appears important for our own projects as well as for future interventions to fully understand them. After all, teamwork is now ubiquitous in organizations.

According to Aubé and collaborators (2008) there are five types of CWB that arise within teams. The first one, which most of us have experienced in a team project, is social loafing. Social loafing behaviors have to do with relying on others to do one's part of the teamwork. For example, those who adopt these behaviors will not assume their responsibilities, counting on the other members to do their part. Overtime, these behaviors can generate frustration within the team and feelings of injustice. Potential sources for these behaviors are numerous. Comer (1995) has suggested that an individualistic tendency, being given boring tasks, believing that the team does not need us, and perceiving that our contribution won't impact the end result can contribute to more social loafing in team context. The second type of CWB found in teams is interpersonal aggression. These behaviors undermine the physical or psychological integrity of one or more teammates (Aubé et al., 2008). Manifestations of this type of CWB include talking behind a team member's back or blaming a colleague for our errors. These behaviors impair the team's functioning and create a climate of suspicion. Interpersonal aggression often derives from conflicts within the team. The third type of CWB in teams is overvaluing oneself. These behaviors have to do with overestimating one's personal importance and contribution to the team's project in relation to that of his or her colleagues or taking credit for others' work. This usually creates tension amongst team members and can also reduce cohesion of the group. Overvaluing oneself can be encouraged by an environment that highly values competitiveness. The fourth type of CWB found in teams is individualism. A team member can be characterized as individualistic when he or she is not concerned with other team members and has an "every man for himself" philosophy. For example, one might refuse to follow the plan adopted by the team, might consider only his or her ideas and might make decisions without considering the impact on other team members. These behaviors can arise in an environment that highly values responsibility and autonomy (Clarke, 1999; Weller, 1995). Finally, the fifth type of CWB in teams is

inefficient use of resources. These behaviors refer to the misuse of material or equipment made available to the team and to the destruction or theft of such resources. In sum, they hinder teamwork by depriving the team of its resources necessary to the fulfilment of its goals.

There are three general interventions that can prevent CWB in teams (Aubé & Rousseau, 2009). The first intervention aims at regulating collective work. To achieve this, all team members must agree on the team's goals and specify everyone's contribution; they must allow for timely feedback and voice any suggestion for improvement; finally, they must ensure that rewards are linked to the accomplishment of the team's goals. The second intervention aims to enhance the value of teamwork. This implies that all team members need to meet regularly to encourage discussions between teammates; they need to clearly state which work behaviors are encouraged (e.g. conflict resolution, open communication, cooperation); and they must highlight the advantages and importance of teamwork for the fulfilment of their goals. The third intervention aims to encourage the team's self-management. In order to do so, team members are encouraged to find solutions to their problems collaboratively, and to choose and agree on their work methods as a team.

Specific interventions can be put in place to reduce the occurrence of social loafing. For example, at the start of a team's project, it could be important to identify everyone's strengths and to attribute tasks that match these. When individuals are left with boring tasks or tasks they do not feel they can handle, it can heighten social loafing behaviors. Moreover, having everyone participate in the decision making process about who does what, how it should be done and when would also reduce social loafing. Finally, social loafing behaviors tend to increase when there are too many team members doing the same task. Just think about when you all had to read the same 10 pages for a team project. How many members did not do the task because they thought it was unnecessary? Limiting the number of individuals on the same tasks reduces the risk of such behaviors arising. Furthermore, interventions that aim to develop individual goals that are inherently linked to the team's goal and that include all team members to develop common team goals will specifically reduce individualistic behaviors. Finally, interventions that aim to develop a cooperative climate within the team are most useful to reduce behaviors that reflect overvaluing oneself. What's most important, however, is to properly identify the root cause of CWB and to systematically address the problematic behaviors.

With these tips in mind, I hope you will all have a great semester and CWB-free teams. If you have any questions regarding the CPA submission, feel free to email me at studentrep@csiop-scpio.ca.

Aubé, C., Rousseau, V., Morin, E.-M., Langdeau, P.-E. (2008). Les comportements contre-productifs dans les équipes. In Lemoine, C., Balikdjian, A., Kridis, N., Salengros, P. (eds.), *Actes du 14e Congrès de l'Association internationale de psychologie du travail de langue française*, Lille, France, p. 207-215.

Aubé, C., & Rousseau. (2009). Des équipes de travail efficaces : Ce qu'il faut faire et ne pas faire. *Gestion*, 2(4), 60-67.

Comer, D. R. (1995). A model of social loafing in real work groups. *Human Relations*, 48(6), 47-67.

The Convention Corner

François Chiochio, PhD

Telfer School of Management, University of Ottawa

Hello everybody. The fall is an eventful time of the year for scholars and business alike. Profs and students must prepare for classes and submit grant proposals. Internal and external consultants initiate new projects with tight deadlines. The executive has been busy as well. The CSIOP portion of the Victoria 2016 CPA program is shaping up. We will have an internationally known speaker discuss a topic that will interest all CSIOP members and other CPA attendees as well. More on this in my next column! As for every year we will need reviewers. Volunteers are welcomed. Reviewers must be professionals or academics that are CPA members in good standing (which reminds me I have to pay my dues!). I hope you are as excited as we are about summer conference in B.C. You still have time to submit. Submission deadline is December 1, 2015. To submit, go to <http://www.cpa.ca/Convention/callforsubmissions/>.

Bonjour tout le monde. L'automne est un moment de l'année riche en événements pour les chercheurs comme pour les entreprises. Professeurs et étudiants doivent préparer leurs cours et soumettre des demandes de subvention. Les consultants internes et externes doivent initier de nouveaux projets avec des délais serrés. L'exécutif a été bien occupé aussi. La partie SCPIO du programme de la SCP de Victoria 2015 se dessine. Nous aurons un conférencier de calibre international qui fera une présentation qui intéressera tous les membres de la SCPIO ainsi que les autres membres de la SCP. Je vous en dirai plus dans le prochain bulletin ! Comme à chaque année nous aurons besoin de réviseurs. Les volontaires sont les bienvenus. Ceux-ci doivent être des professionnels ou des professeurs membres en bonne et due forme de la SCP (ce qui me fait penser que je dois payer ma cotisation !). J'espère que vous êtes aussi enthousiastes que nous le sommes pour notre rendez-vous estival en Colombie-Britannique. Vous avez encore le temps de se soumettre vos propositions. La date limite de soumission est le 1er Décembre 2015. Pour soumettre, allez à <http://www.cpa.ca/Congres/demandedecommunications/>.

Hitting Where it Hurts: Unprecedented Damages Award in Sexual Harassment Case

Logan Corkin & Erika Ringseis¹

A warning should precede this case study that some readers may find the facts disturbing. This is not a case of innuendo and teasing, as often seen in mild sexual harassment cases, but rather a case of physical and sexual abuse, blatant disregard for law and dignity to women, and overt violation of Canada's immigration processes and law. In a landmark decision by the Ontario Human Rights tribunal, two foreign workers who accused their employer of sexual harassment and reprisal contrary to the Ontario Human Rights Code, received damages that exponentially exceed any prior ruling in Canada.²

Facts:

Two sisters from Mexico, OPT and MPT, were employed as temporary foreign workers ("TFW") for Presteve Foods Ltd ("Presteve"). Presteve hired and housed many migrant workers at a company-owned residence. Upon the workers' arrival, Presteve's owner, Jose Pratas, took into his possession and stored the migrant worker's passports, work permits and return flight tickets. Mr. Pratas also enforced a strict curfew.

In 2007, Mr. Pratas became increasingly interested in OPT. He began singling OPT out at work and requesting to take her for dinners in the evening. OPT asserted she did not want to go to these dinners but when she declined, Mr. Pratas would get angry and threaten to send her back to Mexico. Despite OPT's protests, Mr. Pratas continued to escalate his behavior to the point of sexual contact. OPT ultimately testified she had oral or vaginal sex on six separate occasions with Mr. Pratas against her will. OPT only acquiesced to the touching and sexual contact for fear that Mr. Pratas would make good on his threats and send her back to Mexico.

MPT came to work at Presteve at the same time as OPT. She alleges that during her employment Mr. Pratas touched her over her clothes multiple times and continually propositioned her for sex. MPT testified she told Mr. Pratas she would not engage in any sexual acts with him. Mr. Pratas showed up the house one evening looking for OPT. When he did not find OPT, he became very angry and told MPT she had better not go out because it was too close to curfew. MPT went for coffee but when she returned the other women in the house told her she must apologize or she would be sent back to Mexico. MPT

had a meeting at Presteve with Mr. Pratas to address these issues but refused to apologize for getting coffee on her own time and refused any further sexual advances. In April 2008, Mr. Pratas sent MPT back to Mexico.

The events between OPT and Mr. Pratas finally culminated in an assault in May 2008, after her sister had returned home. After this assault, OPT ceased working at Presteve. In August 2008, OPT moved back to Mexico where she claimed she received three phone calls from Mr. Pratas professing his love. In the winter of 2008, OPT returned to Canada and met with a police detective and to disclose the allegations of sexual assault.³

MPT returned to Canada in February 2009 and proceeded to apply for refugee status. During this process, she learned she could make a human rights claim against Mr. Pratas. In July 2009, a request to amend an existing human rights application was filed to add OPT and MPT as applicants.

OPT and MPT gave detailed and specific testimony to the Ontario Human Rights Tribunal about their experiences at Presteve. Mr. Pratas chose not to testify in this case.

Issue:

This case really had three major issues. The first issue was whether OPT and MPT could bring an action against Presteve after the year timeline had expired. The second issue was one of credibility, where OPT and MPT's testimony was not contradicted by Mr. Pratas' testimony. Lastly, the Tribunal had to decide whether Presteve, the corporation, or Mr. Pratas, the individual, should be held liable for any wrongdoing.

The Law:

The Human Rights Code allows for an action to be brought within one year of the last alleged incident. If an applicant brings an action outside of the year deadline, they must prove to the Tribunal that the delay was incurred in good faith and no substantial prejudice will befall any other parties.

In assessing the credibility of claims, the onus is on the applicant to prove what they alleged, did in fact occur based on a balance of probabilities. The Tribunal must look to the totality

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of the evidence and decide whether the claims are consistent, clear and cogent enough that an informed person would consider them reasonable.

Under the Human Rights Code, the corporate respondent is liable for the actions of officials and employees in the course of their employment. The court has purposively interpreted this law to include actions that occur away from the workplace but are still in some way related or associated with employment.⁴

Application of the Law to this Case:

The Tribunal first looked at the timeline of the case to determine whether or not the application by OPT was filed within the one-year deadline. Mr. Pratas' lawyer argued the May 2008 assault was the last incident and therefore the July 2009 application was outside the deadline. The Tribunal rejected this claim, choosing to include the August 2008 phone calls as part of the series of incidents between Mr. Pratas and OPT. Regardless, the Tribunal also noted that OPT was an especially vulnerable migrant worker and given the circumstances also incurred the delay in good faith.

MPT's filing, however, was definitely outside the one-year deadline. Taking into consideration that Mr. Pratas forced MPT to leave the country and she had no knowledge of her rights under the Human Rights Code, the Tribunal found that the delay was incurred in good faith. The Tribunal also easily found the delay did not result in an unfair prejudice to Mr. Pratas or Presteve as they had been put on notice by the criminal investigation that started within the year timeline.

Next the court had to determine the credibility of OPT and MPT and weigh which version of events was more credible, OPT and MPT's or Mr. Pratas'. Mr. Pratas, however, chose not to testify. As a result, the Tribunal had no trouble finding OPT's and MPT's claims credible. The sisters' stories were consistent and believable throughout the trial. Interestingly, even though the Tribunal did not have to go any further to determine credibility, it chose to draw an adverse inference from the fact that Mr. Pratas chose not to testify. The Tribunal inferred that Mr. Pratas' testimony would not have supported his case.

Lastly, the Tribunal had to decide if these acts happened in the course of employment to determine the liability of the corporation. The Tribunal held that while not all events happened within the work context they should all be treated as such. Mr. Pratas was the owner of Presteve and therefore always had power and authority over OPT and MPT. In his position as owner, Mr. Pratas was also considered the directing mind of the corporation making the corporation and him individually equally liable.

The Tribunal awarded OPT \$150,000 and MPT \$50,000 in injury to dignity, feelings and self-respect. In case the reader is concerned about the delay between the offensive acts and the judgment, it is worth noting that pre-judgment interest was also awarded on both amounts.

Final Thoughts:

The case of OPT and MPT is a disturbing and egregious case of sexual misconduct by an employer, representing the far end of the continuum of sexual harassment. An employee was forced to engage in sexual contact with her boss in order to keep her job. Accordingly, one of the most important findings from an employment law context is the quantum of damages awarded. The amounts awarded to OPT and MPT represent a striking departure from prior human rights case law.⁵

Another key element of the case is the discussion of vulnerability. The Tribunal acknowledged that TFW are an especially vulnerable group because they are completely reliant on their employer to a degree not experienced by other Canadian workers. The extreme power imbalance was an underlying theme that ran throughout the judgment and made the case extremely sympathetic to the Tribunal. Readers may recall that the timing of this case also coincided with some TFW legal changes that have continued to sweep across Canada.

The rules of evidence and procedure are also more flexible in a Human Rights tribunal than in a court setting. Unlike the criminal trial proceedings, the Tribunal accepted a wide range of testimony and evidence at trial, and permitted an application outside of the strict one-year time limit. Further, the Tribunal drew an adverse inference from Mr. Pratas' failure to testify. Employers should also be aware of the risks of ignoring unacceptable behavior, or even failing to take positive steps to ensure their employees are safe from harassment in the workplace. No company is immune and this case should stand as a strong reminder to organizations about the importance of maintaining consistent respectful workplace policies and providing associated training to all employees. The purposive approach used by the Tribunal allows for corporations to be found jointly or severally liable for large sums of money for conduct of employees even away from the traditional workplace, if the situation is connected to work. Indeed, the Tribunal definitely hit Mr. Pratas, and the small business, Presteve, in the bank account where it hurts.

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² O.P.T. v. Presteve Foods Ltd., 2015 HRTO 675 at para 1 (Can-LII); available online at: <https://www.canlii.org/en/on/onbrt/doc/2015/2015hrto675/2015hrto675.html>.

³ *The focus of this article is on the human rights and employment aspects of the case, but interested readers should note that Mr. Pratas did plead guilty to assault, therefore avoiding a full trial on the issue of sexual assault. More information can be found online, such as at: <http://www.chathamdailynews.ca/2011/03/01/pratas-pleads-to-simple-assault>.*

⁴ *This is why, for example as we head into Christmas party season, employers should remember their human rights obligations and remind employees of respectful behavior expected at work functions.*

⁵ *Adrian Ishak, "New High Water Mark for Human Rights Damages: OPT v. Presteve Foods Ltd., 2015 HRTO 675", (13 June 2015), Canadian Labour and Employment Law Human Rights & Accommodation (blog), online: <http://www.labourandemploymentlaw.com/2015/06/new-high-water-mark-for-human-rights-damages-opt-v-presteve-foods-ltd-2015-hrto-675/>*

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