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## Chair's Column

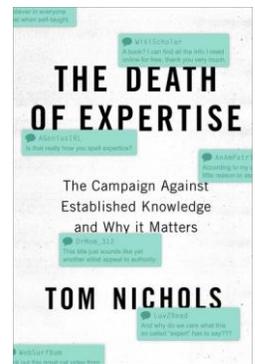


*Lisa Keeping, Ph.D*  
*Lazaridis School of Business & Economics*  
*Wilfrid Laurier University*

*La version française de cette rubrique suivra.*

As you read this we've just embarked on a New Year, full of hope, goals, and resolutions. As I'm writing this, however, we're heading into the holiday season. Maybe it's the goodwill of the season or the fact that my university has been embroiled in a huge controversy on full public display for several weeks, but it has me feeling nostalgic for the past – as in the pre-Internet days. Now don't get me wrong, I'm not a (complete) Luddite and I enjoy online shopping as much (maybe more?) than your average person, but I miss the good old days when discussions occurred between the people actually involved in the situation at hand. Now discussions are aired in public and, usually based on limited information, many people not only cast judgment (let's face it, that's been done since the dawn of time!) but they do so as though they have the expertise to dictate what the right course of action should be. Of course, the reality is that most of them lack this expertise.

Lest you think these are merely the rants of a crazy woman reading too many angry tweets, I'm not the only one who has noticed. In fact, Tom Nichols, in his book, "The Death of Expertise" argues that, "Not only is the Internet making many of us dumber, it's making us meaner: alone behind their keyboards, people argue rather than discuss, and insult rather than listen" (p. 9). In his book, Nichols discusses how social changes have resulted in people having more knowledge and education than ever before such that they believe everyone is equally knowledgeable and intelligent. Armed with self-confidence, they judge and comment on situations, people, and data as though they have the expertise to do so. Even worse, they consider their opinions to be equal to knowledge, expertise, and research findings.



What does this have to do with I/O psychology you might rightfully ask? Well, it affects our field as much as any other. In fact, one might argue that it affects us a little more. One of the things that has always bothered me about our field is that everyone outside the field thinks they are experts on what we do. For example, most everyone has been interviewed, and many people have actually conducted interviews, therefore, they know all about interviews. I'm sure we've all experienced this. I used to think how great it would be to be a medical doctor, where people respected your expertise because they actually believed such a thing as medical expertise existed. Now the medical doctors and other professionals are in a similar boat - where the Internet often suffices as a proxy for actual expertise.

How many times have you heard a layperson with no training in our field, upon hearing the findings of a research study insist that they “don’t believe it?” As though their beliefs are on equal ground with the research evidence! As summed up by Nichols, “We now live in a society where the acquisition of even a little learning is the endpoint, rather than the beginning, of education.” (p. 7).

Sadly, but not surprisingly, Nichols doesn’t provide us with a magic bullet for solving our current state of the role and value of expertise. Sadly, but not surprisingly, neither can I. Instead, I will use the current climate to highlight the importance of what we do as I/O psychologists. Not just the work we do every day in both academic and applied settings, but, more importantly, the way in which we go about our work. We are trained to think critically, to make decisions from evidence, to develop, recommend, and implement solutions to workplace issues based on the application of scientific methods and extant research. The work we do and the methods we employ are more important now than ever. The pendulum will swing eventually, and we will all be here, not just ready for it, but playing a small role in helping to bring it back by adhering to the principles and practices of the scientist-practitioner model. In the meantime, let’s ensure we ourselves don’t fall prey to this illusion of expertise in fields beyond our domain. Let’s continue to discuss and listen.

### *On a lighter note...*

Submissions are closed for ICAP and there are a record number of them! If the doldrums of winter are getting you down, start thinking about attending the ICAP conference in June in beautiful Montreal.

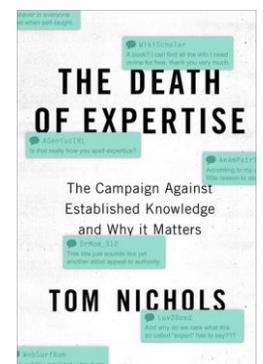


Finally, we on the CSIOP Executive have turned our attention to considering the relationship between CSIOP and CPA. We would love to hear your thoughts on what you think is working or not working and what you’d like to see for the future. Drop me a line at [chair@csiop-scpiop.ca](mailto:chair@csiop-scpiop.ca) with your ideas.

Nichols, T. (2017). *The death of expertise: The campaign against established knowledge and why it matters*. New York, NY: Oxford University Press.

Au moment où vous lisez ceci, nous venons de commencer une nouvelle année pleine d'espoir, de buts et de résolutions. Pour ma part, je vous écris ceci alors que la saison des fêtes approche à grands pas. Peut-être que c'est l'esprit des fêtes qui m'affecte, ou bien le fait que mon université ait été mêlée à une énorme controverse qui a été dévoilée au grand public, mais je ressens un sentiment de nostalgie du passé – l'époque avant l'arrivée d'Internet. Ne vous méprenez pas, je ne suis pas (complètement) Luddite et j'apprécie autant le magasinage en ligne que la moyenne des gens (peut-être même plus?), mais le bon vieux temps me manque. Le temps où seul les principaux intéressés étaient appelés à discuter d'une situation dans laquelle ils étaient impliqués. De nos jours, ces discussions sont diffusées au grand public et les informations transmises sont trop souvent basées sur des informations limitées, beaucoup de personnes émettent leur jugement (avouons-le, cela se fait depuis la nuit des temps!) comme s'ils détenaient l'expertise nécessaire pour dicter le cours d'action à suivre. Bien sûr, la réalité est que la plupart d'entre eux n'ont pas cette expertise.

De peur que vous pensiez que ce sont simplement les diatribes d'une femme folle qui lit trop de tweets haineux, je vous confirme que je ne suis pas la seule à avoir remarqué ces changements. Tom Nichols, auteur du livre "The Death of Expertise" affirme qu'Internet rend beaucoup d'entre nous plus bêtes en plus de nous rendre plus méchants. Seuls derrière leurs claviers, les gens se disputent plutôt que de discuter et insultent plutôt que d'écouter. Dans son livre, Nichols explique que les changements sociaux ont permis aux gens d'avoir plus de connaissances et d'éducation que jamais auparavant, de telle sorte qu'ils croient que tout le monde est également compétent et intelligent. Armés de confiance en soi, ils jugent et commentent les situations, les personnes et les données comme s'ils avaient l'expertise pour le faire.



Pire encore, ils considèrent que leurs opinions sont égales aux connaissances, à l'expertise et aux résultats de recherche.

Qu'est-ce que cela a à voir avec la psychologie des I/O? Eh bien, cela affecte notre domaine autant que n'importe quel autre. En fait, on pourrait dire que cela nous affecte un peu plus. L'une des choses qui m'a toujours dérangé dans notre domaine, c'est que tout le monde en dehors du domaine pense être un expert dans ce que nous faisons. Par exemple, la plupart des gens ont été interviewés, et beaucoup de gens ont mené des entrevues, par conséquent, ils savent tout sur les entrevues. Je suis certaine que nous avons tous vécu cela. J'avais l'habitude de penser à quel point ce serait génial d'être médecin, où les gens respectaient votre expertise parce qu'ils croyaient vraiment que l'expertise médicale existait. Maintenant, les médecins et autres professionnels sont dans un bateau similaire - où l'Internet agit souvent comme un proxy pour l'expertise réelle.

Malheureusement, Nichols ne nous fournit pas une solution miracle pour résoudre le problème actuel lié au rôle et à la valeur de l'expertise. Malheureusement, moi non plus je ne peux trouver de solution. Au lieu de cela, je vais utiliser le climat actuel pour souligner l'importance de ce que nous faisons en tant que psychologues I/O. Pas seulement le travail que nous faisons tous les jours dans les milieux académiques et appliqués, mais surtout, la façon dont nous nous acquittons de notre travail. Nous sommes entraînés à penser de façon critique, à prendre des décisions à partir de données probantes, à élaborer, à recommander et à mettre en œuvre des solutions aux problèmes en milieu de travail en fonction de l'application de méthodes scientifiques et de la recherche existante. Le travail que nous faisons et les méthodes que nous employons sont plus importants que jamais. Le balancier finira par tourner, et nous serons tous ici, non seulement prêts pour cela, mais en jouant un petit rôle pour aider à le ramener en adhérant aux principes et aux pratiques du modèle scientifique-praticien. En attendant, assurons-nous que nous ne sommes pas victimes de cette illusion d'expertise dans des domaines au-delà de notre domaine. Continuons à discuter et à écouter.

#### *Sur une note plus légère ...*

Les soumissions sont fermées pour ICAP et il y a un nombre record d'entre eux! Si le marasme de l'hiver vous déprime, commencez à penser à assister à la conférence de l'ICAP en juin dans la belle ville de Montréal.

Finalement, l'exécutif de la SCPIO, avons porté notre attention sur la relation entre le SCPIO et la SCP. Nous aimerions entendre vos pensées sur ce que vous pensez qui fonctionne bien ou qui fonctionne moins bien. Écrivez-moi à l'adresse [chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca) avec vos idées.

Nichols, T. (2017). *The death of expertise: The campaign against established knowledge and why it matters*. New York, NY: Oxford University Press.



## CSIOP Membership



*Winny Shen, PhD*

*University of Waterloo*

As of 15 December 2017, CSIOP has a total of 285 members, which consists of 17 CPA Fellows, 3 Honorary Lifetime Members, 6 Special Affiliates, 5 Retired Members, 102 Student Members, 20 Associate Members, and 132 Full Members.

## CSIOP News



*Lindie Liang, PhD  
Wilfrid Laurier University*

### *University of Guelph*



#### **Thesis Defense**

Congratulations to Amanda Amaral, Josh Hannah, Sergey Mazuritsky, and Sulan Kith, who have successfully completed their MA degree! Some of their thesis titles are listed below:

- Josh Hannah (Supervisor: Harjinder Gill): “The Effect of Delegation on Felt Trust”. Josh is also presently working at the Ministry of Transportation of Ontario as a Sr. Safety Research Advisor.
- Sulan Kith: “Effect of Cognitive Load on Gender Discrimination in Job Interviews”

#### **New Jobs**

Congratulations to Amanda Amaral (now working at Ministry of Labour), Josh Hannah (now working at the Ministry of Transportation of Ontario), Sergey Mazuritsky (now working at DPRA), and Sulan Kith (now working at Yardstick), for their recent success on the job market!

### *Western University*



#### **Thesis Defenses**

Congratulations to Julia McMenamin, Christina Politis, and Rebecca Factor, who have successfully completed their MA degree! Their thesis titles are listed below:

- Julia McMenamin (Supervisor: Natalie Allen): The Influence of Beliefs and Gender on Choosing, and Persisting in, Engineering.
- Christina Politis (Supervisor: John Meyer): Women’s Experience of Incivility in Professional Occupations: The Role of Gender Representation and Occupational Commitment.
- Rebecca Factor (Supervisor: Rick Goffin): Does Facilitated Reflection Mitigate Negative Emotions Following Work Performance Feedback?

### *University of Waterloo*



#### **Thesis Defense**

Congratulations to Vivian Chan (supervisor: John Michela), who has successfully defended her PhD dissertation entitled “Demonstrating the Impact of Identity-Congruence in Career Intentions: Application of Affect Control Theory”.

#### **New Jobs**

University of Waterloo grad students are having a great year on the academic job market. Dan Brady (supervisor: Doug Brown) has accepted a tenure track position at the Lazaridis School of Business & Economics at Wilfrid Laurier University, and Franki Kung (supervisor: Abigail Scholer, social division) has accepted a tenure track position at the industrial/organizational psychology department at Purdue University! Congratulations to both Dan and Franki!



## *Wilfrid Laurier University*

### **Student Awards**

Congratulations to Annika Hillebrandt (supervisor: Laurie Barclay), who has been selected as a recipient of the “30 in 30” Award from the Wilfrid Laurier University Graduate Students’ Association (WLUGSA). This award recognizes current and former graduate students who “best exemplify a life of leadership and purpose”.

Congratulations to Christianne Varty, who is the recipient of the Medal of Academic Excellence at Wilfrid Laurier University!

### **New Job**

Wilfrid Laurier grad students are also having a great year on the academic job market:

- Annika Hillebrandt (supervisor: Laurie Barclay) has accepted a tenure track position at the Ted Rogers School of Management at Ryerson University!
- Francisca Saldanha (supervisor: Laurie Barclay) has accepted a tenure track position at the School of Business & Economics at Catolica Lisbon in Portugal, her hometown!

Congratulations to both Annika and Francisca!

Please send any I/O or program information, photos, congratulations, etc. to Lindie at [lliang@wlu.ca](mailto:lliang@wlu.ca).

## **Practice Makes Perfect**



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

In this issue of “Practice Makes Perfect”, we connect with Corey Bainerman who discusses what external vs. internal consulting is like for a practitioner. Corey shares his experiences with us as he moved through his I-O career and contemplated the top 5 benefits of external and internal I-O consulting. He also provides some takeaways for those who are considering a career change or beginning their careers. Read on to learn from his experience and learnings!

## *Pros and Cons of Internal vs. External I-O Consulting:*

### *A Case Study*

*by Corey Bainerman*



In 2012, I was fresh out of graduate school and it seemed there were two primary options to pursue as I moved forward in my career. Option 1 consisted of internal consulting, ideally as part of a larger organization's Human Resources, Talent Management, or Organizational Development team. At the time, some of the big banks and telecommunications companies employed handfuls of individuals with an I-O background. Today, more and more industries are seeing the value that us in I-O psychology bring. We are now found in greater concentration in Pharma, Consumer Packaged Goods, and Retail, among other industries. Option 2 included external consulting with firms such as Deloitte, Lee Hecht Harrison Knightsbridge, Multi-Health Systems, Optimum Talent, Korn Ferry, and Yardstick.

Through dedicated networking, I landed a role with Lee Hecht Harrison Knightsbridge, a Human Capital Consulting Firm. I spent about four years there. The first two were in Outplacement Consulting. Picture a *slightly* less debonair George Clooney in the *Up in the Air* movie (and best picture nominee). The latter two years were spent in the Talent & Leadership Development area, where I worked side-by-side with Executive clients through Coaching, Development Planning, Team Effectiveness facilitation, Training, and carrying out Assessments for Succession Planning and Leadership Development.

When I think about my external consulting experience, the top 5 benefits included:

5. Exposure to a plethora of industries and face-time with executives. You learn a lot.
4. Built-in credibility. I was in a delivery role, working with senior people with strong client relationships. Merely being associated with these people and the Lee Hecht Harrison Knightsbridge brand afforded me instant credibility.
3. Freedom to choose the kind of work within the firm that I wanted to specialize in.
2. Working in a team with incredible, intelligent people. I didn't just find a mentor. I had a whole team of them – generous people, each with a specialization and differing perspectives. They pushed me to be my best self and find a niche.
1. Lifelong career management lessons – I learned the importance of building a personal brand (being known for something), proactively managing my career, relentless networking, giving tough feedback, and engaging in productive conflict.

In the summer of 2016, I joined GALE Partners. At the time, it was a 2-year old Business Agency and equal parts Management Consultancy, Creative Digital Marketing Agency, and Technology Builder, all backboned by big data. Basically, it's your Chief Marketing Officer's best friend and saviour.

My responsibility was threefold. Internal coaching, levelling up performance management, and elevating People Managers, a group of people mostly in their 20s who were managing people for their first time. Based on my experience, I knew I could do this. I also knew that I could bring so much more to the table. I made sure my Chief Executive Officer (CEO) knew I had bigger aspirations than the role that had been described to me.

I was the first person to fill this role, and I receive little specific direction. When people hear this, they ask, "Well how do you know what to do then?" I meet with my CEO weekly and bring him the issues and opportunities that I am hearing about and some suggestions for programs I can run to improve the organization. I get approval to carry out these programs with ample autonomy. I design those programs by applying theories that have survived the test of time, most of which I first learned in graduate school. Examples include Self-Determination Theory, Job Characteristics Model, and Neuro-Linguistic Programming. To stay current, I regularly read blogs from Harvard Business Review, Bersin by Deloitte, and Mercer. Finally, I have a set of best practices that I

learned in my days at LHH Knightsbridge. This is the foundation upon which I add value to my organization.

I am proud of my accomplishments at GALE. I implemented a performance management system that is lightweight and focused on ongoing feedback and development. At GALE, everyone now receives an annual qualitative 360-degree feedback review. They also participate in quarterly “career development” 1-on-1s with their managers to talk specifically about career aspirations, stretch opportunities, and challenges. I set up coaching meetings with the leaders of the business and welcome everyone else for coaching meetings, developing a regular cadence of coaching. Regarding the Managers at GALE, I created and facilitate training across 3 geographies (New York, Toronto, and Bangalore). I coach managers 1-on-1 to help shift their mindset toward prioritizing people development. I rolled out organizational processes that support the people-first mindset that we are driving toward. It’s extremely progressive for an organization in this industry to invest in an I-O consultant. It is indicative of the CEO’s devotion to people and culture. That is just one of the reasons for which I admire our CEO, Brad Simms.

Something that has helped me earn fulfilling opportunities is my ability to build credibility. Unlike in external consulting, where the client assumes you are qualified, I had to earn that credibility at GALE. When you work internal, your clients and stakeholders are one in the same. For them to feel it is worth it to engage me when people issues and opportunities arise, I had to do something that I picked up in external consulting. That is, **always bring more to the table than what is asked of you**. Make over-delivering a habit. Have the next step already in mind, put thought into it, articulate it concisely, and offer to move the next step into action. Don’t wait for the work to come your way. Go out and get it. That’s what it means to be proactive!

I realized the top 5 benefits of internal consulting within a small organization included:

5. Applying I-O psychology best practices and theories.
4. Working very closely with a CEO. We meet weekly to partner on people-centric programs.
3. Designing my own role. My ideas are intended to provide value to the organization and I am empowered to bring them to life very quickly. Successfully delivering projects earns me additional freedom to bring forth new ideas and own those projects. Only 2 months passed from the day I brought the idea of starting a Rotation Program to GALE to the day it launched. I now manage 4 Marketing Associates.
2. Expanding my skillset into areas that wouldn’t be called upon in external consulting, where delivering the work was more of a focus. Working internally, I influence others to “sell” my ideas. I also manage projects, systematically communicate programs to people, and measure their impact.
1. Seeing the fruits of my labour. I only have one client now. GALE gets my full attention. Everything I do is in service of our people’s work experience and satisfaction. I have matured our people processes and culture by doing work that I love. That means the world to me.

Here are my takeaways for new I-O psychology professionals considering a career change or those just beginning their careers:

1. Don’t let the job (opportunity) define you. Proactively communicate the skills you want to grow and experiences you want to have to your manager. It is her/his job to be a partner in your career development. If s/he doesn’t make it happen for you, there is another organization out there that will.
2. Always bring more to the table. Ask yourself, “what would good performance look like on this task”? What would “above and beyond” look like? Do the latter.
3. Demonstrate value. Gone are the days where organizations hire us to do a job. Rather, you need to continue to provide increasing value to make yourself indispensable in the eyes of your stakeholders. Always offer to do more and be open to stretching into different areas. Don’t just say, “Can I help you with anything?”. Instead, think of what it means to provide additional value to your manager or to your team, and offer to do it. Show that you’ve thought it through.



*Do you have thoughts on the differences between external and internal consulting roles? Did you have interesting and engaging experiences you want to write about? Do you have comments, suggestions, or stories? If so, please contact me at [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com). I look forward to sharing your thoughts in an upcoming issue of "Practice Makes Perfect"!*

For me, having the experience of both an external consulting role and an internal consulting role has been phenomenal and allowed me to keep developing in a way I may not have if I had stayed put in my last role instead of stretching myself into an interesting and unique opportunity.

People today want to feel like they are continuously developing. If you don't, shoot me a message on LinkedIn and let's talk ☺

LinkedIn profile: [www.linkedin.com/in/coreybainerman](http://www.linkedin.com/in/coreybainerman)

Corey Bainerman leads the Organization Development and Coaching Practice at GALE Partners, a 200-person Business Agency in New York, Toronto, and Bangalore. GALE Partners brings together the expertise of a top management consultancy with the creativity of an advertising agency. Corey works alongside the organization's leadership team to craft people centric programs and provides career development coaching across GALE's talented workforce. Corey has a decade of Organization Development/Talent Management experience having held positions in both External and Internal Consulting. He is a graduate from York University (Psychology), University of Waterloo (Masters in Industrial/Organizational Psychology) and is a Certified Professional Coach.

## State of the Science



*Lance Ferris, Ph.D.,  
Michigan 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.*

Customers who are absolute jerks: we've all seen them, whether it's people yelling at waiters or waitresses, clerks in government offices, or salespeople in stores. As a recent incident in Mississauga illustrated, it can even involve using racist language when demanding to see only a white doctor. These customers can irritate us, embarrass us, make us feel sympathy for the targets of their rage. Sometimes we intervene to support, but most of us do not.

What influences our thoughts, feelings, and behaviors when we observe these customers? An in-press *Journal of Applied Psychology* paper by Sandy Hershcovis (University of Calgary) and Namita Bhatnagar (University of Manitoba) aimed to find out. Using a clever research design, they were able to see how actual customers would react when they saw another customer being a jerk.

In particular, they observed the responses of actual customers in a fast-food restaurant to an encounter between two confederates, one who acted as a customer and the other who acted as the employee who took the orders (the study was conducted with the permission of the restaurant owner). The confederate customer was in line before the actual customer, and followed one of two scripts, placing an order in either a civil or an uncivil manner (e.g., denigrating the employee; the confederate employee reacted neutrally in both cases). The confederate customer then left the restaurant, and the confederate employee took the order of the actual customer. Sandy and Namita found that when the confederate customer acted rudely, the actual customer subsequently treated the employee in a nicer and more friendly way (e.g., saying "please" and "thank you" more often). The



*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.*

customers were also more likely to recommend the employee for an “Employee of the Month” award when asked on a service evaluation prompt. Finally, they also left bigger tips to the employee – figuratively putting their money where their hearts were! (And yes, some customers did intervene – about 11% interrupted the confederate customer with actions such as admonishing them for their rude behavior. All customers were also debriefed following the interaction).

In two subsequent studies, Sandy and Namita used scenario study designs to examine two additional questions. First, they found that these effects were bigger when the mistreatment was also “bigger.” That is, customers indicated they would react even more positively when following customers who were acting aggressively (e.g., saying things like “For such an easy job you’d think you could get through these line-ups a lot faster! No wonder this is the best job you can get!”) compared to indicated reactions following customers who were simply rude (e.g., answering the employee’s questions with an impatient tone). Second, they found that these effects were smaller if the employee was said to have responded to the customer mistreatment with uncivil behavior of their own (e.g., sighing loudly, sarcastically saying “Thank you”) – in part because they felt less empathy towards the employee.

For those interested in reading more about their interesting study, the full citation for the article is as follows:

Hershcovis, M. S., & Bhatnagar, N. (in press). When fellow customers behave badly: Witness reactions to employee mistreatment by customers. *Journal of Applied Psychology*.

## Communication Update



*Yannick Griep, Ph.D.*  
*University of Calgary*

From the communications perspective, things are going well, and there are a number of interesting pieces of information we should highlight.

First, we are pleased to welcome Julie Lauzier under our Communications portfolio. We would like to thank Julie (Université du Québec à Montréal) for her assistance with the newsletter. She will be helping make our newsletter the best in CPA.

Second, in terms of columns and social media releases you can look forward to over the coming weeks, there are plenty that should catch your interest. First, we are happy to announce that, with the excellent help of our Student Representative (Sarah Bourdeau) and Webmaster (Duygu Gulseren), we have posted a new student blog on how you can improve your memory by our Undergraduate Student Representative (Prachi). Second, we recently reached out to our CSIOP members with the request to be more actively involved in showcasing their research findings, writing blogs post, and engaging in debates on our website and social media platforms. Thank you for taking the time to respond to our call. Our Social Media Coordinator (Timur Ozbilir) and myself have sorted through your responses and have recently posted our first promotion of Dr. Brianna Caza’s work on how multiple jobholders achieve role authenticity. Keep your eyes open for more social media releases about the excellent work our CSIOP members are doing. And when you receive our next call (February) keep in mind that this can be a great way to reach several hundreds of people from diverse backgrounds with your work.

Third, speaking of our social media presence, I am happy to report that due to the wonderful efforts of our Social Media Coordinator (Timur Ozbilir) we saw our social media presence grow gradually, with an approximately 20% increase in followers on Facebook, an approximately 10% increase in followers on Twitter, and an approximately 18% increase in followers on LinkedIn. Not only are we seeing an increase in our followers, we also noticed that our posts are being

viewed more, interacted with more, and shared more by our followers. On the whole, we hope to provide plenty of material to engage with you and foster discussion.

Finally, I would like to remind our members that CSIOP is here to help spread the word on your research. If you or your lab are featured in the news, or you feel there is something our membership would benefit from reading/seeing, please let us know at [editor@csiop-scpio.ca](mailto:editor@csiop-scpio.ca). Similarly, if you have an idea for a blog entry and would like to contribute to CSIOP, we are happy to work with you, regardless of your experience level! We look forward to hearing from you!

## Student Update



*Sarah Bourdeau, B.Sc.  
Université du Québec à Montréal*

*La version française de cette rubrique suivra.*

### *Happy new year CSIOP students!*

I hope you all had great holidays, and a great start to the new year so far. Although this can be done all year long, the start of a new year always gives an opportunity to reflect on the past year, and set goals and intentions for the next one. Maybe one of your goals for 2018 is to find an internship, and you might feel like you don't really know where or how to start. In this edition of the newsletter, I wanted to give you a first look into the internship series that we will start to publish in 2018.



### *The Internship Quest in I/O Psychology*

Finding an internship can be a quest of its own. When you spent so many years in school, in your books or doing research, knowing what you need to do to get that internship is not necessarily easy. Where should you start when it comes to finding your perfect internship? Before anything else, you need to get your expectations straight: What do *you* want? Finding an internship may be hard in itself, but a wrong fit during your internship can be worst. If you want to enjoy your experience you need to dig in to find out what you want in your internship, and what you are ready to accept or compromise on. Below is a list of questions to ask yourself whilst preparing for your quest of the perfect internship.

#### 1. What career path do you aim for?

Your internship is likely to shape your career, and in lots of cases, interns become employees. Therefore, choosing the right fit is really important. Are you more interested to work in academia? Then you might want to look for a research-focused internship. Would you rather work as an I/O consultant in an external firm? Would you prefer working internally for an organization? Or for the government? What type of work are you more interested in? Selection and development or organizational culture change? Coaching or organizational development consulting? What do you want to learn during your internship? What do you really not want to do?

You may not know the answer to all of these questions yet, but asking them is a first step. Of course, you may not have the luxury of choosing, or your interests may change while you grow in the I/O psychology field. This brings us to our next question.

#### 2. What are you ready to compromise on?

Although we should strive towards an internship that will be the best fit for us, all of us will have to make some compromises, because the reality is that there's not that many opportunities out there. Therefore, you need to know what you are ready to compromise on. Are you open to work

in a different area, in a different type of organizations, or with another mentor? Are you willing to work long hours, or do you want to keep a regular schedule? Do you want a full time internship, or part time? And are you willing to accept the opposite? Under which conditions? These are all examples of questions you should ask yourselves, and ideally keep in mind when you will be searching for your internship.

Take the time to dig in and ask yourself what you need, want and are ready to compromise. This will guide your search for the internship. Stay tuned!

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### ***Bonne année chers membres étudiants de la SCPIO !***

J'espère que vous avez tous passé un excellent temps des fêtes et que vous avez débuté la nouvelle année du bon pied. Bien que cela puisse se faire en tout temps, le début d'une nouvelle année est toujours une belle occasion de réfléchir sur la dernière année et de fixer nos objectifs et intentions pour la suivante. Peut-être que l'un de vos objectifs pour 2018 est de trouver un stage ou un internat, ce qui peut être effrayant. Dans cette édition du bulletin, je voulais vous donner un premier aperçu de la série sur les internats que nous commencerons à publier en 2018.



### ***La quête de l'internat en psychologie I/O***

Trouver un stage peut être une quête en soi. Après avoir passé tant d'années à l'école, dans vos livres ou à faire de la recherche, il n'est pas toujours facile de savoir ce qu'il est préférable de faire pour obtenir son stage. Où devriez-vous commencer quand il s'agit de trouver votre stage parfait ? Avant tout, il faut identifier vos attentes : Que voulez-vous tirer de cette expérience, à part les crédits ? Trouver un stage peut être difficile en soi, mais réaliser votre stage au mauvais endroit peut être encore pire. Si vous voulez profiter de votre expérience, vous devez creuser en vous pour savoir ce que vous voulez dans votre stage, ce que vous êtes prêt à accepter, et où vous êtes prêt à faire des compromis. Voici une liste de questions à vous poser en vous préparant à votre quête du stage parfait.

#### **1. Quelle carrière visez-vous ?**

Votre internat façonnera votre carrière, et dans de nombreux cas, les internes restent à l'emploi de l'organisation où ils ont réalisé leur stage. Par conséquent, choisir le bon endroit et le bon superviseur est vraiment important. Êtes-vous plus intéressé par une carrière académique ? Alors, une opportunité de stage plus axées vers la recherche pourrait être préférable. Souhaitez-vous travailler comme consultant I / O dans une firme externe ? Préférez-vous travailler à l'interne ? Ou alors pour le gouvernement ? Quel type de travail vous intéresse le plus ? La dotation ou le changement organisationnel ? Le coaching ou alors le développement organisationnel ? Que voulez-vous apprendre pendant votre stage ? Qu'est-ce que vous ne voulez vraiment pas faire ?

Vous ne connaissez peut-être pas encore la réponse à toutes ces questions, mais les poser est une première étape. Bien sûr, vous n'aurez probablement pas le luxe de choisir, et vos intérêts peuvent changer pendant votre parcours. Cela nous amène à notre prochaine question.

#### **2. Quels sont les compromis que vous êtes prêt à faire ?**

Même si nous essayer de trouver le stage qui nous conviendra le mieux, nous devons tous faire des compromis, car la réalité est que les possibilités sont limitées. Par conséquent, vous devez savoir sur quoi vous êtes prêt à faire des compromis. Êtes-vous ouvert à travailler dans un domaine différent, dans un différent type d'organisation ou avec un autre superviseur ? Êtes-vous prêt à travailler de longues heures, ou voulez-vous absolument garder un horaire régulier ? Voulez-vous un stage à temps plein ou à temps partiel ? Cherchez-vous un internat rémunéré ? Et êtes-vous prêt à accepter le contraire de ce que vous attendiez ? Sous quelles conditions ? Êtes-vous pressé par le temps, ce qui vous force à faire plus de compromis, ou alors avec-vous la chance d'avoir du temps devant vous pour bien sélectionner votre endroit de stage ? Ce sont tous des exemples de questions que vous devriez vous poser, et idéalement garder à l'esprit lorsque vous recherchez votre stage.

Prenez le temps de vraiment vous poser ces questions pour identifier vos attentes, et les compromis que vous êtes prêt à faire. Cela vous servira de guide lors de vos recherches pour l'internat parfait. Restez à l'affût pour la série sur les internats !

## The Convention Corner



*Joshua Bourdage, Ph.D.  
University of Calgary*

We are pleased to report that the number of submissions for the 2018 convention has been record-breaking. We are looking forward to seeing you at the convention—you won't want miss it. Indeed, we are sure it will be one for the history books. Here are a few events that are sure to be convention highlights



Held in Montreal from June 26 to 30, the 2018 convention will be the largest one in CPA history. This is because our convention will take place with the 2018 International Congress of Applied Psychology (ICAP). The convention will be slightly longer than regular CPA conventions to which we have become accustomed. But longer conventions mean greater opportunities to interact with convention attendees from around the world! This also means more IO program time. As you know from the previous Convention Corner column, Drs. Julian Barling, John Meyer, and Robert Vallerand will be giving invited addresses. Furthermore, Drs. Stephane Cote, Kevin Kelloway and Kibeom Lee will also be giving invited addresses. The full list of ICAP-invited speakers is available on the [ICAP website](#).



*Dr. Ramona Bobocel*

Of course, CSIOP will be holding its regular IO program. In addition to our annual general meeting, our poster session, symposia, and GIMME-5, make sure to attend Dr. Ramona Bobocel's CSIOP-invited section speaking engagement. We could not be more excited to hear Ramona's talk!

As you can tell, there will be a lot going on at the convention. In addition to the CSIOP program, we also know that several other IO groups are organizing talks, panel sessions, and symposia. In particular, we know that the President of IAAP Division 1, Dr. Gary Latham, will be giving a Presidential Address. Furthermore, the Alliance for Organizational Psychology has lined up a series of exciting sessions. As the various elements of the program are finalized, we will be sure to identify all IO themed sessions to help CSIOP members locate all sessions of interest. We will post program information on [our website](#).



*Dr. Gary Latham*

If you'd like to get updates about the conference as they come out, you can sign up for the email list at <http://www.icap2018.com/>. For CSIOP-specific information, make sure to follow us on Facebook and Twitter.

## Update On: Alliance for Organizational Psychology



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

### *The Alliance for Organizational Psychology has appointed new Officers!*

The new Officers will succeed current Officers Franco Fraccaroli, Rosalind Searle, and Donald Truxillo, who respectively serve as President, Secretary General, and Treasurer, until the 2018 International Congress of Applied Psychology, to be held in Montreal, Canada.



**Alliance for  
Organizational  
Psychology**

The aim of the Alliance for Organizational Psychology (AOP) is to form an international collaboration that would increase the visibility of Industrial-Organizational Psychology in the public and private sectors, and be beneficial to each society member.

### *The new Officers are as follows:*



*Gudela Grote (President)*

Gudela Grote is Professor of Work and Organizational Psychology at the Department of Management, Technology, and Economics at the ETH Zürich, Switzerland. She received her PhD in Industrial/Organizational Psychology from the Georgia Institute of Technology, Atlanta, USA. A special interest in her research are the increasing flexibility and virtuality of work and their consequences for the individual and organizational management of uncertainty. She has published widely on topics in organizational behavior, human factors, human resource management, and safety management. Prof. Grote is associate editor of the journal Safety Science and past president of the European Association of Work and Organizational Psychology.



*Steven Rogelberg (Secretary)*

Steven G. Rogelberg holds the title of Chancellor's Professor at University of North Carolina, Charlotte for distinguished national, international and interdisciplinary contributions. Besides being a Professor of Psychology and a Professor of Management, he is Editor of the Journal of Business and Psychology. He has over 100 publications addressing issues such as meetings at work, team effectiveness, leadership, employee engagement, and organizational research methods. He has been awarded the Humanitarian Award and Distinguished Service Award from the Society of Industrial and Organizational Psychology, the Psi Chi Professor of the Year Award, the Master Teacher Award from Bowling Green State University, and most recently the Humboldt Award.



*Mark L. Poteet (Treasurer)*

Mark L. Poteet, PhD, owns and operates an independent Industrial-Organizational (I-O) consulting practice in Tampa, Florida. He received a BA in Psychology in 1990, and a PhD in Industrial-Organizational Psychology in 1996, both from the University of Tennessee. His work focuses primarily in the areas of leadership assessment, executive coaching, training and development, and competency model. He is also an Adjunct Professor at Baruch College, is Co-Director of the Volunteer Program Assessment at the University of South Florida, and serves as Section Editor for the Practice Forum in the journal Industrial and Organizational Psychology: Perspectives on Science and Practice.



Bonnie Cheng (Communications)

Bonnie received her PhD degree in OB and HRM from the Rotman School of Management, University of Toronto and is currently Assistant Professor in the Faculty of Business, The Hong Kong Polytechnic University. Her research is dedicated to helping employees achieve and maintain emotional well-being in the workplace. This includes understanding how and when workplace anxiety can both undermine and enhance performance, recovering from job demands and resource depletion, and maintaining productivity. She has published in journals such as Academy of Management Journal, Journal of Applied Psychology, and Journal of Personality and Social Psychology. In addition, her research has been featured in leading media sources such as The Wall Street Journal, Forbes, and The New York Times.

***We are seeking volunteers to join the CSIOP Executive Committee as Secretary-Treasurer (see job description below). If you are interested in volunteering, please contact Lisa Keeping at chair@csiop-scpio.ca***

***Secretary-Treasurer (2 years)***

- ***Leadership***
  - *Maintain records of historical relevance and ensure that CSIOP's finances are transparent and strong.*
- ***Reporting and interactions***
  - *Attend LRP and CPA.*
  - *Record expenses and revenues in a ledger, monitor CSIOP bank account online, and monitor the PayPal account (and regularly transfer money to the bank account).*
  - *Table a report (i.e., financial statement) at both LRP and AGM regarding responsibilities.*
  - *Prepare a simplified/revised version of the report for CPA (using their format).*
  - *Present previous year's LRP and AGM minutes.*
  - *Coordinate with all Executives, Special Collaborators, and ("Distinguished" only) invited speakers for expenses and reimbursements.*
  - *Coordinate with the webmaster for the payments related to the website.*
  - *Order cheques from CPA as needed.*
- ***Responsibilities***
  - ***Treasurer.*** *Monitor and report on all revenues (membership, donations, advertisement, etc.) and expenses (e.g., LRP, awards, etc.). Deposit all income in bank account. Manage PayPal account. Reimburse all pertinent and previously agreed-upon expense.*
  - ***Secretary.*** *Take minutes at LRP and AGM. No later than two weeks following these events, circulate draft of minutes among Executives for feedback and make appropriate changes.*



## **Turning Over a New LEAVE: Canadian Legislation Adopts Employment Standards Changes**

*Erika Ringseis, Ph.D., J.D.<sup>1</sup>*

Normally the legal column is reserved for a case study that is interesting, amusing or groundbreaking (or some combination of the three). The focus for this article, however, has a

<sup>1</sup> Erika Ringseis is a lawyer by trade, although she also holds a Ph.D. in Industrial/Organizational psychology from Penn State. Erika does not have any plans for any more maternity or parental leaves (three is plenty!), and is the Manager of HR Governance at TransCanada.



legislative tone. The end of 2017 and the beginning of 2018 will introduce important changes to Canadian employment standards legislation that is worth reviewing given its potential impact to employers.

### *Parental Leave Extensions*

Two pieces of federal legislation are receiving a facelift this year. First, of interest to all employers operating in Canada, the Employment Insurance Act and regulations are offering an option to parents to extend parental leave. Although the amount that will be paid out in Employment Insurance over the course of leave will remain the same, new parents (those who become parents after December 3, 2017), have the option to spread the payments over a longer period of time. New parents can elect to continue with the current standard of receiving 55% of their average weekly earnings (to a maximum of \$543) per week for 35 weeks. Alternatively, new parents can choose to receive 33% of their average weekly earnings (to a maximum of \$326 per week) for 61 weeks.

Parents must elect at the start of the parental leave whether they will take 35 weeks or 61 weeks and whichever election is made by the first parent taking leave is automatically the case for both parents. Remember parental leave is open to both mothers and fathers, whether biological or adoptive. Maternity leave, however, is only for birth mothers, and occurs immediately following the birth of the baby, or up to 13 weeks before the due date.<sup>2</sup> Birth mothers must declare at the start of the maternity leave whether the parental leave will be 35 weeks or less, or 61 weeks, which decision is then applicable to both parents.

The corresponding change to the Canada Labour Code for federally-regulated employers (including banks, airlines, etc.) requires job protection for parental leave that can be up to 63 weeks (i.e., the 61 weeks that are paid under EI legislation as well as a two-week waiting period). Ontario and Alberta are the first two provinces to follow the federal example as both have modified their employment standards acts to incorporate the 63 week parental job protection. Presumably the other provinces will not be far behind.

### *More Reasons to Leave*

Additional new provisions in the Canada Labour Code provide job protection leave for an employee to care and support not only a critically ill child but a family member with a serious medical condition. Up to 17 weeks of job protected leave is available. Ontario and Alberta are also introducing a large number of job protected leaves that will be available to employees, including leaves necessitated by the death or disappearance of a child (related to a crime), sexual violence and domestic violence.

A summary chart appears as an appendix, summarizing in alphabetical order the changes to the employment standards legislation in Alberta and Ontario. The categories of job protected leave are summarized in addition to other legislative changes of interest to employers. The changes sweeping across the employment standards legislation in Canada have been fast and far-reaching.

### *What This Means for Employers*

The author remembers being a student at the time that the federal Employment Insurance legislation was changed to grant a maximum leave of one year for maternity and parental leave. Famous last words spoken by a senior lawyer at a multinational law firm was that Alberta would never match its job protection leave to be THAT long. A few weeks later, Alberta indeed adjusted its Employment Standards Act, necessitating a very fast turnaround of a new communication to all clients! Fast forward a decade (and a bit) later and Alberta is again at the forefront, along with Ontario, matching the new possible 18 months of job protection for combined maternity and parental leave.

<sup>2</sup> This increased opportunity to commence maternity leave well in advance of the baby's birth is also a new legislative change.

Employers will likely experience an increase in time and cost associated with attempting to cover the work associated with an employee's maternity and parental leave given the longer timeframe. The additional administrative burden associated with the large number of new types of leaves may also negatively affect employers. Although many of the new job protected leaves will be granted only on rare occasion, others have the potential to be more common and cause logistical and scheduling difficulties for employers.

Employers should also note that the legislative changes generally include shorter applicability periods, such that new employees may be immediately, or very quickly, eligible for protected leaves.

The immediate need for employers operating federally-regulated businesses, or provincially-regulated operations in Alberta or Ontario, is a policy and practice review. Amendments are likely necessary to ensure that all legislative obligations are met. Employers should note that the new categories of job protected leave are all UNPAID leaves. Although there may be qualifying payments under the federal Employment Insurance Act, employers do not have any obligations to pay for the protected leaves. Employers should be aware of the obligation in some jurisdiction to keep benefits and pension intact, however. Further, if employers offer a top-up plan, consideration should be given as to what changes may be desirable if employees can now take a longer parental leave with a smaller payout from Employment Insurance.

From a leadership perspective, managing a team will take additional effort as the potential for longer absences, and a wider range of possible types of absences, grows. Appropriate training and awareness-building for all organizational leaders is paramount and will help manage the smooth transition between leaves. Canadian employers will be turning over new leaves in addressing leave from work.

<i>Employment Practice/Subject</i>	<i>Jurisdiction</i>	<i>Effective Date (mm/dd/yy)</i>	<i>Change</i>
Bereavement Leave	AB	01/01/18	Unpaid leave up to 3 days per year
Call-Out Premium (Minimum Pay for On Call Work)	ONT	01/01/19	Minimum of 3 hours of pay when an employee is placed on call, whether called in or not
Citizenship Ceremony Leave	AB		Unpaid leave up to half-day
Compassionate Care Leave	AB	01/01/18	Unpaid leave up to 27 weeks, with job protection
Compassionate Care Leave	ONT	12/03/17	Unpaid leave of 17 weeks for Adult
Compassionate Care Leave (Family Medical Leave)	ONT	01/01/17	Unpaid leave of 28 weeks
Compressed Work Weeks	AB	01/01/18	<p>This type of work arrangement has been renamed as “Averaging Agreements.” All such agreements will require support of the majority of affected employees, or be contained within a union collective agreement.</p> <p>Employers and employees will be allowed to agree to average work hours over a period of 1 to 12 weeks for the purpose of determining overtime eligibility. Employers that require longer cycles may apply for a permit.</p>
Critical Illness of a Child	AB	01/01/18	Unpaid leave up to 36 weeks per year
Critical Illness of a Child	ONT	12/03/17	Unpaid leave up to 17 weeks
Death or Disappearance of a Child	AB	01/01/18	Unpaid leave up to 52 weeks, or up to 104 weeks if a child died as a result of a crime
Death or Disappearance of a Child (Child Death Leave)	ONT	01/01/18	Unpaid leave of up to 104 weeks if child dies for any reason
Death or Disappearance of a Child (Crime-Related Child Disappearance Leave)	ONT	01/01/18	Unpaid leave of up to 104 weeks
Deductions	AB	01/01/18	The Code will be clarified to indicate which deductions will be allowed from wages, as well as explicitly prohibiting deductions for faulty work and cash shortages (i.e. dine-and-dash and gas-and-dash scenarios).
Domestic or Sexual Violence Leave	ONT	01/01/18	Paid leave for first 5 days per year, entitled to take 10 days and up to 15 weeks (still not clear in legislation but believe the 10 days is for intermittent use)
Domestic Violence Leave	AB	01/01/18	Unpaid leave up to 10 days per year

Equal Pay for Equal Work	ONT	04/01/18	Casual, part-time, temporary and seasonal employees will be required to be paid the same as full-time employees when performing the same work. This also apply to contractors. Employees will be able to request a review of their wages.
General Holiday	AB	01/01/18	General holiday pay will be calculated as 5% of wages, general holiday pay, and vacation pay received in the previous 4 weeks worked. Elimination of requirement to have worked at least 30 days prior to the holiday.
Hours of Work (Scheduling Provisions)	ONT	01/01/19	Guarantee of 3 hours of pay if shift cancelled with less than 48 hour's notice
Hours of Work (Scheduling Provisions)	ONT	01/01/19	Guarantee of 3 hours of pay if employee attends work and, but works less than 3 hours
Long-term Illness and Injury Leave	AB	01/01/18	Unpaid leave up to 16 weeks per year
Maternity and Parental Leave	AB	01/01/18	Leave up to 16 weeks. An employee whose pregnancy terminates within 16 weeks of the due date will still be eligible for maternity leave; leave will end 16 weeks after the leave began.
Minimum wage	AB	01/01/18	The ability for employers to pay employees with disabilities less than minimum wage will be removed.
On-Call Premium / Hours of Work (Scheduling Protections)	ONT	01/01/19	Right to refuse requests to work or be on call on a day that an employee is not scheduled to work when less than 96 hour's notice has been given.
Overtime	AB	01/01/18	Overtime agreements will allow time to be banked for 6 months rather than 3.  Overtime banking will be calculated at 1.5x for all overtime hours worked, rather than hour-for-hour.
Parental Leave	ONT	12/03/17	Up to 6 weeks leave for employees who suffer a still-birth or miscarriage
Parental Leave	ONT	01/01/18	Leave up to 61 weeks
Parental Leave	Federal	12/03/17	Leave up to 62 weeks
Personal and Family Responsibility Leave	AB	01/01/18	Unpaid leave up to 5 days per year
Personal and Family Responsibility Leave (Personal Emergency Leave)	ONT	01/01/18	2 days paid and 8 days unpaid each calendar year.

Request for Changes to Schedule or Work Location	ONT	01/01/19	Employees can request a change to their work schedule or work location. Employers discuss with employee and either grant the request or provide reason for a denial
Rest periods	AB	01/01/18	Employees will be entitled to a minimum of a 30-minute break (paid or unpaid) within every 5 hours of consecutive employment. If agreed to by the employer and employees, breaks can be taken in two, 15-minute installments.
Termination and temporary layoffs	AB	01/01/18	Requirements for providing termination notice to large groups of employees, unions and the Minister of Labour will be increased and scaled:  50-100 employees: 8 weeks 101-300 employees: 12 weeks 301+ employees: 16 weeks
Vacation Entitlement	AB	01/01/18	Employees must be paid 4% or 2 weeks of their total wages as fraction of pay until they have been employed for 5 years, after which they must receive at least 6%
Vacation Entitlement	ONT	01/01/18	Employees must be paid 6% or 3 weeks of vacation who have more than 5 years of service
Youth employment	AB	01/01/18	Various restrictions on youth employment for those 17 years old or younger

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Note: The opinions expressed in this newsletter are strictly those of the authors and do not necessarily reflect the opinions of the Canadian Psychological Association, its officers, directors, or employees. Furthermore, the articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.