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The Canadian Industrial & Organizational Psychologist

Chair's Column

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*Tom O'Neill, Ph.D.
 University of Calgary*

Hello CSIOP!

Great to be back with another exciting newsletter for you! You're going to hear a lot about the conference no doubt, but you'll find many interesting announcements and columns to read as well. Let me get my stuff out of the way first.

CPA BOARD COMPOSITION AMENDMENT – BIG OPPORTUNITY FOR CSIOP

I've been quite vocal in sharing updates regarding CSIOP's board revisions, which can be found here: <https://cpa.ca/aboutcpa/boardofdirectors/amendment/>. In a nutshell, the board will be reconstituted during this year's annual convention. There is the section's chair seat, which is only open to existing section chairs and there will be an internal election for this seat. Hopefully someone from CSIOP or a CSIOP-ally runs as there may be limited competition. I also want to highlight that there will be 5 vacancies on CPA's Board of Directors come June 2019: three pillar seats (Practice, Education, Science) and two at large seats. My understanding is that only a couple of these will be available this term. However, I strongly encourage you to put your name forward or allow us to nominate you. If we want to work with CPA to improve our opportunities for I/O in Canada, this is one of the few influential ways in which we can do it. This will also give us a more complete understanding of how and why decisions are made by CPA. Please let me know if you're interested and if there is anything I can do to help.

REMEMBER, THIS YEAR THE AGM WILL BE VIRTUAL!

This year we have the opportunity to hold the AGM (Annual General Meeting) virtually to accommodate our members that will be attending the EAWOP conference that is co-occurring with the CPA convention. I'm looking at this like an opportunity to engage more of our members. I would like this meeting to be available to anyone interested in I/O psychology in Canada, and I would like to see as many of you attend as possible. We will be providing updates as an executive team and hoping to hear from you about how we can make CSIOP membership as valuable as possible. Keep an eye out for an invitation to attend this meeting.

INITIATIVES WITH CPA

My key objective as chair of CSIOP has been to strengthen the relationship between CPA and CSIOP and make CPA aware of the challenges we face in serving our members in order to generate solutions. The first half of this is going well, as I've started to build many relationships and CPA is well aware and very open to hearing our challenges. They have demonstrated some flexibility in addressing these challenges, but to be honest the structural features of CPA limit the available options (as is typical in bureaucracy). Our goal as a society is to positively influence I/O Psychology in Canada. CPA's vision is "to be the national voice of the discipline and profession of psychology in Canada by supporting and promoting the science, practice and education of psychology and its application in the service of the health and welfare of Canadians." So the visions are not competing; rather, the key difference is in scope. Note that CPA has 7,000 members and affiliates, whereas CSIOP has 200-250 (or 2.9-3.6%). I counted 32 sections within CPA. Thus, at best we are likely an "average" sized section. This means if CPA and

CSIOP have conflicts, we can realistically have some voice but we're not going to have enormous clout. It's important that we work with CPA because they are our governing body, and they have great resources that could be brought to bear on important issues to our discipline (e.g., government policy). Without CPA we would face great difficulty in having national representation when needed.

What I'm trying to do is to be realistic. Specifically, this involves (a) revival of the old affiliate membership that allowed us to sell memberships to CSIOP separate from CPA (at a much lower cost, but with few or no CPA benefits); and (b) an improved revenue structure for advertising (this used to be a significant source of our revenue, but it has been centralized and largely eliminated). I'll be able to keep you informed as to progress in this area. I have enjoyed working with CPA on this and I'm confident our situation will be improved. On the other hand, we are never going to have a huge budget and this does limit what can be achieved (since the executive and other supporting personnel are all volunteers), and I think our members have to keep this in mind.

All this, ultimately, is in the interest of serving I/O psychology in Canada as best as possible, particularly for members. CSIOP does produce a great deal of value, from our diverse awards opportunities for students to fellows, to participating on issues involving licensure and education. We make a very small amount of funds go very far, and we appreciate your involvement and support.

Thank you for the opportunity to serve you.

Sincerely,

Tom O'Neill
CSIOP Chair

CSIOP Membership



*Winny Shen, Ph.D.
University of Waterloo*

As of 14 March 2019, CSIOP has a total of 154 members, which consists of 11 CPA Fellows, 2 Honorary Lifetime Members (including 1 CPA Honorary Life Fellow), 3 Special Affiliates, 4 Retired Members (including 2 CPA Retired Fellows), 41 Student Members, and 93 Full Members.

CSIOP News



*Prachi, B.Tech, HB.Sc
Saint Mary's University*

WILFRID LAURIER UNIVERSITY

Faculty Achievements

- Congratulations to Dr. Ivona Hideg, who has been appointed as an Associate Editor for the Academy of Management Journal! On top of that, she has also been added to the editorial board of Administrative Science Quarterly!
- Dr. Ivona Hideg's paper with doctoral student Anja Krstic on maternity leaves, published in the Journal of Applied Psychology, was featured in the Globe & Mail and also the Harvard Business Review.



Student Achievements

- Annika Hillebrandt won the Governor General’s Academic Medal and accepted a tenure-track position at the Ted Rogers School of Management (Ryerson University).
- Francisca Saldanha graduated from the PhD program and accepted a tenure-track position at Catolica Lisbon School of Business and Economics in her home country of Portugal.
- Samantha Hancock (doctoral student) received the Society for Industrial and Organizational Psychology (SIOP) Student Travel award, valued at \$500.

SAINT MARY’S UNIVERSITY

Faculty Achievements

- Congratulations to Dr. Nicolas Roulin, who has been appointed as an Associate Editor of the International Journal of Selection and Assessment.
- The paper “Identifying applicant faking in job interviews: Examining the role of criterion-based content analysis and storytelling” by Dr. Nicolas Roulin and Dr. Deborah Powell has been awarded the Journal of Personnel Psychology Best Paper Award for 2018.

Student Achievements

- Duygu Gulseren received BRIC NS Graduate Student Research Award, which is given by the BRIC Nova Scotia Foundation. It is a primary healthcare research network.

UNIVERSITY OF GUELPH

Student Achievements

- Marian Pitel received a SSHRC Doctoral Fellowship last September 2018 for a four-year term.

WESTERN UNIVERSITY

Faculty Achievements

- Dr. John Meyer was recognized with a SSHRC and Defence Research and Development Canada grant (PI). “Multiple form and foci of workplace commitment: A profile approach” (\$99,989).
- Dr. Johanna Weststar received a SSHRC Partnership Engage Grant (Co-PI). “Institutional Experimentation for Better Work: A Study of Live Video Game Development” (\$20,320).

Student Achievements

- Noelle Baird received a Mitacs partnership position as a part of Alex Benson’s Mitacs Accelerate Cluster Grant: “Having a pulse for the group: An app-based approach to collecting multiple time-point longitudinal data.”

Please send any I/O or program information, photos, congratulations, etc. to Prachi at Prachi.28x@gmail.com

Practice Makes Perfect



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

We caught up with Amanda Deacon from the University of Calgary for this issue of “Practice Makes Perfect”. Amanda is currently navigating the space that many practitioners remember quite vividly – the transition from graduate school to the world of work. If you are presently doing the same or will be soon, read on to gather additional information from Amanda on some of the common questions asked during this time and what you can expect!

WHAT'S A STUDENT TO DO? LIFE AFTER GRAD SCHOOL FOR THE #STUDENTFORLIFE

By: Amanda Deacon

MY STORY...

Over the decades the word ‘student’ had become a piece of my very identity, with the phrases “yes, I’m still in school” and “do you have a student discount?” having been uttered so many times that I’ve lost track. The very concept of no longer being a student, while exciting, seemed more mythical than obtainable. However, upon completion of my candidacies, I finally saw the light at the end of the tunnel. Unfortunately, and somewhat unexpectedly, it was followed almost immediately by a crashing wave of dread. The question I never really thought of finally hit me, “So what do I do now?”

True to my roots, I did what researchers do, and decided to collect data in an attempt to answer this question. This led me to speaking with 27 people over the course of 10 months who worked in various professions, industries, and parts of Canada. Each individual had come from an I-O background and had successfully made the transition from graduate school to working. Each one was kind enough to provide their experiences and advice and the following is an amalgamation of what I learned.

DECIDING WHICH PATH: ACADEMIA OR INDUSTRY

The first big decision, and usually one that results in much internal angst for any student, is whether you wish to pursue life as an academic or go the applied route. If you are still struggling with answering this or feeling uncertain the advice would be to reflect and write down what you have loved most about your time in graduate school. What have you disliked? What have you felt enthusiastic about, specifically? Identify this and then follow it.

If, like me, you find you have been most passionate about working with clients and providing and implementing I-O solutions to company problems, then the consulting route is a better fit.

WHAT TYPES OF JOBS ARE OUT THERE?

Most positions can be easily classified in two ways.

- *Internal versus external*

Internal, which usually entails being hired on full time at a company, can afford you the valuable experience of learning how a business functions, seeing a project from start to finish, and living a 9-5 schedule. However, it’s usually described as having a slower pace and requires potentially dealing with more layers and administrative items within the organization. On the other hand, working as an external consultant at a consulting company may get you both fast exposure and increased variety with different clients, companies, and industries. The work may include travel, does not necessarily need to be done between 9-5, and can include a higher pay cheque. However, it is not uncommon to work nights and weekends as the clients’ schedule and quick deadlines tend to dictate your work.

- *Large versus small companies*

The size of the company will also make a difference. Smaller companies, such as a boutique consulting firm or a tech start-up, are likely to give you added exposure and broader experience. Your influence within the company may be greater, as you can implement tailored solutions much more quickly. However, with larger companies, such as international consulting firms or finance companies, you may work with more well-known organizations and have more resources available to draw upon for your projects. It is common in a larger company to be put in a specialty area, such as team or leadership development. You are also more likely to sell pre-existing programs or services.

WHAT TO LOOK FOR IN A JOB POSTING

Prior to starting your search, it’s a good idea to write a list of criteria you would like in a position so as to help you narrow in on jobs that are of interest to you. Example criteria may include specifically looking for jobs that require an I-O background, a masters or PhD (so you know they’ll value it), or a place where you may be working with other I-O’s. In order to cast a wide net in their job search, many people said they applied to both internal and external roles, and did not let the requirement of “5 years experience” deter them from applying. Also, if you know which organizations hire I-O graduate students, then be sure to check their websites often for job postings.

TIPS FOR THE APPLICATION PROCESS

Do your research! Review the keywords on the job description and talk about those items so you get screened in. Show the organization how you can help them and what you have to offer. You may do this by representing your work experience so it directly aligns with what the work is going to be. In interviews, show how you fit with the company’s culture and that you are eager and willing to learn. Try to avoid being vague about what you want to focus on within your career and demonstrate that you have a passion for the work required within that specific role.



Amanda Deacon

Additionally, make sure to be professional. Companies want to see how you will present yourself to clients and executives.

HOW LONG DOES IT TAKE TO GET A JOB?

While I was assured that the average was approximately 6 months, many admitted it took between 3-4 months to obtain a suitable position. This was in large part because of good timing and being informed of the available openings without having to actively search. Most found applying to open job postings through job websites, or even the organizations' websites, to be less effective. That being said, if you know you are interested in working for a specific company, try to find a connection that works there and see if you can get an informational interview. Applying via online portals seems to be less fruitful when trying to get an interview.

WHAT ARE TYPICAL SALARIES LIKE?

Most students are told that I-O psychology has one of the highest paying salaries after finishing school in comparison to other psychology degrees. But how much can you actually expect, or even ask for, when first entering the job market? Well the answer is - it depends! Salary will vary based on whether the job is internal or external, the size of the company, and the geographical location of the position. It is your job to do your research so you are aware of the acceptable range for the type of position you are looking for coupled with your experience level. Some helpful advice though is to negotiate strong from the beginning because most salary increases come in the form of small percentage increments. Another important thing to note is that compensation can include more than your annual salary! Negotiate for more vacation days, sponsoring to go to conferences, or money built in for professional development.

STEPS ON PREPARING YOURSELF FOR THE JOB MARKET

1. **NETWORK! NETWORK! NETWORK!** Did I mention network? By talking with people - lots of people - you can get a better understanding of the different types of jobs available and what they entail. By connecting over the phone, Skype, or in a coffee shop, you will also be able to tell people what you are looking for and what your specialty is (try not to be too general or vague). This will help them remember you and keep you in mind for when positions that may be a good fit do come up. Almost everyone I spoke with was informed of their current position by way of a contact rather than through a formal job posting. Furthermore, you will be able to build relationships, which will be crucial for all stages of your career. Some quick tips include starting to network early in your career and staying in touch throughout. When you do secure a position, let people know where you ended up. To keep the ball rolling on your networking efforts, it can be helpful to ask your contact to put you in touch with someone else they know. Last, but most importantly, remember to say thank you to those who have given you their valuable time and remember to give back when you are contacted!
2. Identify what your transferable skills are. There are many! Have you written for different audiences, facilitated a workshop, or led a team of Research Assistants before? Most graduate students are very comfortable working with little supervision and in multidisciplinary teams. Literature searches give us experience in synthesizing large bodies of information and most students are trained in advanced data analysis. In some instances, it may even be helpful to highlight certain courses you have taken that are relevant to the work at hand.
3. Get consulting work on the side. Be able to demonstrate you have worked successfully with clients. This may entail learning how to manage resource and time restrictions while still producing a strong and feasible solution for the client. Ideally the work you do will align with where you want to end up. If you have options, pick what will best help prepare you for the future you want. A second benefit of consulting work is that it may help you realize what you truly enjoy. If you are having trouble securing consulting work, then ask to volunteer with someone more established, intern for a company, or work with not-for-profit companies doing pro-bono work.
4. Create a strong social presence. LinkedIn is an excellent way to get your name and credentials out there. Make sure it is up-to-date, has sufficient detail, and uses key words that will make you searchable to recruiters (for example. team development, assessments, 360 feedback, etc.) Another way to draw attention to your profile is by writing an article or short blog on your current research as it relates to organizations.
5. Create a job specific resume. Make sure your resume tells a story and that the story is specific for each job. Remember, you are not writing for an academic position so your resume needs to be much different than what is expected in academia.

WHAT KSA'S DO YOU NEED TO SUCCEED?

- **Strong communication skills.** You will be required to be comfortable interacting with senior personnel/clients, breaking down complex concepts, and conveying how your skills/services can meet their needs.

- **Professionalism.** Companies need to be able to feel confident putting you in front of senior clients knowing you will represent the company well.
- **Expertise.** Keep yourself well read on research. One asset you possess is your ability to bring core evidence-based knowledge to the table.
- **Business knowledge.** You should have a good understanding of how a business works. Keep yourself updated on what is happening in the business world through reading the news. Get exposure to business, finance, and accounting when you can.
- **Adaptability.** Be able to think on your feet and balance perfectionism with resource constraints.
- **Open-mindedness and humility.** Most new graduates will need to do a lot of learning on the job and we don't know everything coming out of graduate school. Have a willingness to learn.

AT THE END OF THE DAY...

I've connected with a variety of people who have used their degrees in several different ways. Almost all of them have moved around since the start of their career, from internal to external, from small to large companies, and all of that in reverse. The good news is, there doesn't seem to be a wrong way to do this. People tend to move as their skill set and work needs change. Ultimately, it is important to just LOOK FOR A GOOD FIT FOR YOU!

Consider each position in terms of its working conditions, such as a) autonomy level, b) task range, c) flexibility (where and when you work), d) work hour expectations, e) work family balance, f) mentorship programs, g) travel opportunities, h) performance assessment criteria, and anything else that may be important to you. You want to make sure you are a good fit with the company, team, and supervisor you will be working with.

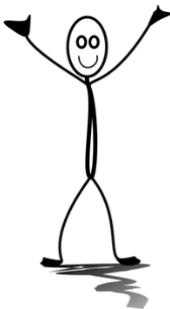
If you are feeling stressed out about choosing the right position remember that it's okay to start in one place and end up in another. Each job leads to increased learning.

ABOUT AMANDA

Amanda Deacon is currently an I-O PhD student in her final year at the University of Calgary. She specializes in team dynamics and team effectiveness, with a particular interest in high reliability teams. She has worked with teams from various sectors including Oil and Gas, Law Enforcement, Education, and Healthcare, to name a few. Her goal is to help all teams reach their full potential and she achieves this through conducting team assessments and facilitating team workshops with everything from student teams to executive teams, and even one martial arts team! She is passionate about making sure I-O knowledge is accessible to all organizations to help them and their employees thrive at what they do best.

Have you had experiences that you are eager to share with your colleagues across Canada? Information that would be helpful to practitioners or graduate students seeking to practice within I-O? Do you have comments or suggestions for this column? If so, please contact me at Lynda.Zugec@TheWorkforceConsultants.com. Perhaps we can share your thoughts in an upcoming issue of "Practice Makes Perfect"!

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.

Pride feels good – it is a positive emotion we experience when we've accomplished a socially desirable outcome, and we like to be part of groups that we can be proud of. But pride also has a dark side, as seen in statements like "Pride goeth before a fall" or its listing as one of the seven sins. So when leaders display pride, is it a good or a bad thing? A paper looking at just that was recently accepted at the *Journal of Organizational Behavior* by two members of the University of Waterloo's in I/O psychology department: Edward Yeung, a PhD student, and Winny Shen, an associate professor.

To help differentiate the good and bad sides of pride, Edward and Winny drew on social psychological research that distinguishes between *authentic* pride – or the attribution that one's successes are due to unstable internal causes, such as working hard – and *hubristic* pride – or the attribution that one's successes are due to stable internal causes, such as being innately talented or smart. These two forms of pride are thought to reflect two different strategies

(*prestige* and *dominance* strategies, respectively) to maintain social status and influence. A prestige strategy involves maintaining social status by sharing one's skills and expertise with others, while a dominance strategy involves using behaviors such as intimidation, coercion, or aggression to influence others. In other words, those experiencing authentic pride are more likely to want to maintain social status by gaining and maintain prestige, while those experiencing hubristic pride are more likely to want to maintain social status by displaying dominance.

Based on this, they argued that leaders experiencing authentic and hubristic pride are more likely to use different types of leadership behaviors. Specifically, leaders experiencing authentic pride are more likely to use consideration leadership behaviors (that is, being respectful towards, and appreciative and supportive of, subordinates) because it aligns well with their goal of gaining prestige by developing good relationships with subordinates and gaining their respect and admiration. Similarly, their goal of gaining prestige also means that leaders experiencing authentic pride are more likely to use initiating structure leadership behaviors (that is, establishing clear rules and roles and structure regarding performance standards and deadlines). On the other hand, leaders experiencing hubristic pride are more likely to use decidedly negative leadership behaviors to achieve their goal of being dominant: they predicted that hubristic pride was likely to relate positively to abusive supervision (that is, engaging in sustained hostile non-physical behaviors towards subordinates such as being rude, lying, or mocking subordinates).

Across three different studies, they found general support for their predictions. In their first study, leaders completed a measure of the extent to which they tend to feel authentic and hubristic pride, while subordinates completed measures of the consideration, initiating structure, and abusive behaviors of their supervisors, while their second study used a within-person design with self-reports from the leader on their pride and behaviors. Finally, their third study used an experimental scenario design where authentic and hubristic pride were manipulated. Regardless of the study design, they found that authentic pride was positively associated with consideration and initiating structure behaviors, while hubristic pride was positively associated with abusive supervision behaviors.

For those interested in the complete paper, the full citation for the article is as follows:

Yeung, E., & Shen, W. (in press). Can pride be a vice and virtue at work? Associations between authentic and hubristic pride and leadership behaviors. *Journal of Organizational Behavior*.

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.

Student Update



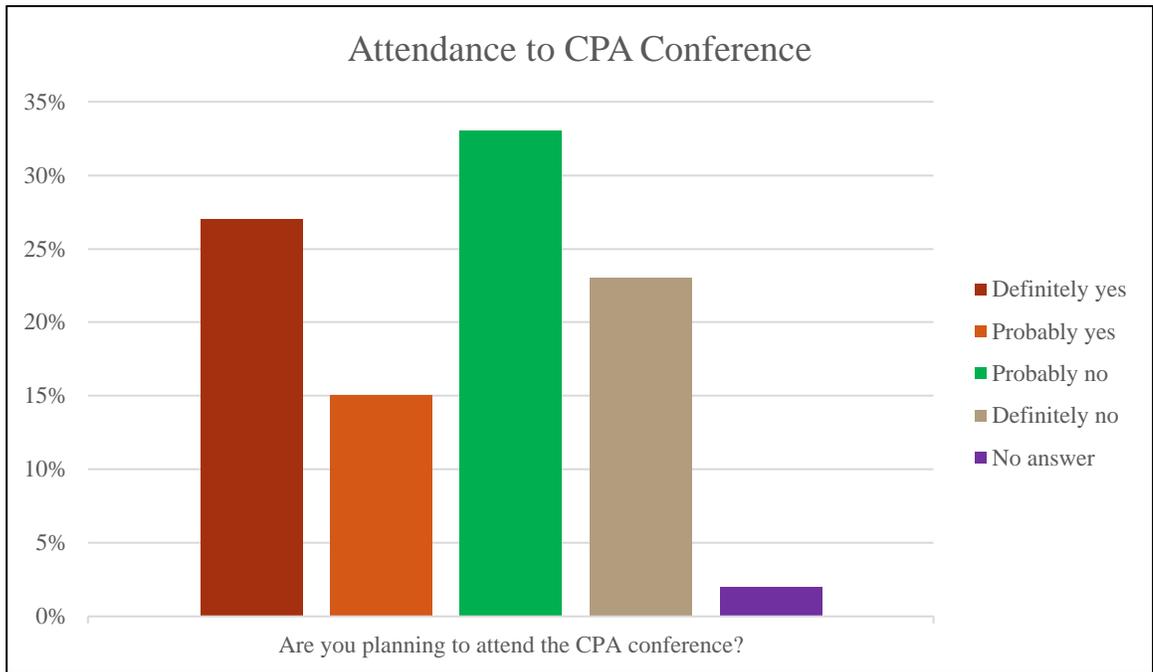
*Duygu Biricik-Gulseren, M.Sc.
Saint Mary's University*

STUDENT NEEDS SURVEY

As the representative of the student body, I prepared a survey to assess students' needs and interests in the upcoming CSIOP initiatives. I would like to thank everyone who participated. The survey mainly gauged opinions in three categories:

- 1) Participants' profile (i.e. distribution of members vs non-members)
- 2) Attendance to the CPA conference and associated activities.
- 3) Interests in the online student seminars and potential topics.

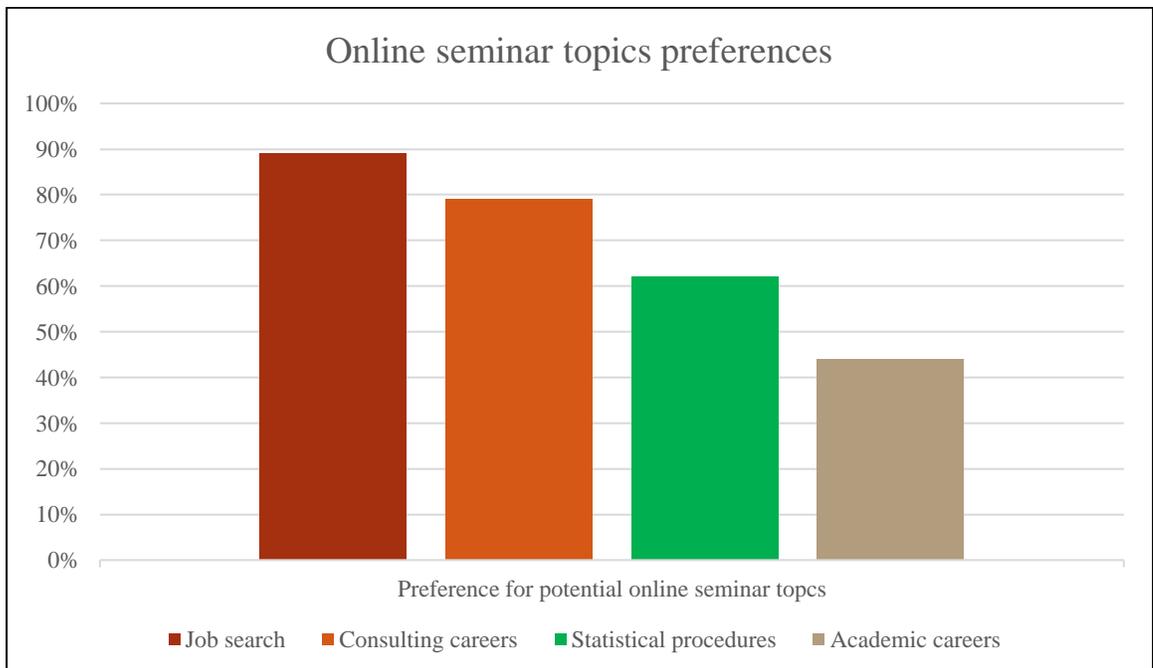
A total of 51 students participated. Among those students, 56% of them are student members of CSIOP and the remaining is non-member students. Almost half of the participants have plans to attend the upcoming CPA conference in Halifax. The distribution is as follows:



If students said they would “definitely” or “probably” attend the CPA conference, we followed up by asking whether they are planning to attend the student-social event. Among the attendees 77% of them plan to attend the student-mentor social and an additional 14% of them may consider participating.

Among the students who have plans to attend the student-mentor social, 15% of them are interested in meeting with academic mentors only, and 35% of them are interested in meeting with practitioner mentors only. The majority (50%) wants to meet both academic and practitioner mentors.

Lastly, we shared our plans to start online seminars for students and asked participants’ interests in potential topics. They selected all the options that appealed to them. The biggest majority of the students wants to learn about job search strategies such as a how to find an academic or a consulting job. This is followed by learning about careers in consulting, different statistical analyses, and careers in academia. The following table shows the distribution.



WHAT IS NEXT?

The executive committee will meet for the long range planning meeting on March 22nd. This meeting is a good opportunity for me to present student members' (and potential members') needs to the executive team. We can discuss how we can utilize our resources to meet your demands. After that meeting, the next step will be organizing the first student seminar. To address the majority's demands, I will make sure that our first online seminar will be about how to find jobs and/or careers in consulting. (This is between us, but I mentioned this initiative to a stellar consultant and she said an unofficial yes!!!)

CONFERENCE UPDATE

Currently, I have been exploring our options for a potential venue for the student-mentor event. Our main criteria are proximity to the conference venue, possibility to book a section to the venue for this event, and reasonable pricing. I contacted several places and I am waiting for some information from them. If you are familiar with Halifax, please feel free to share your venue suggestions with me at studentrep@csiop-scpio.ca

I also invited several high profile academic mentors from various Canadian universities. Most of them confirmed. I will share their names soon. Stay tuned!

Lastly, I contacted many practitioner mentors. As you might know, attendance of practitioner delegates can vary depending on the year and city where the CPA conference is being held. Assuming that Halifax may not be a close place to travel for some, I reached out to the local practitioners living and working in Halifax. Some of them confirmed. However, I would like to invite more practitioners. If you know anyone who might be in town during the conference dates and would be interested in the student-mentor social, please let me know. I would be pleased to get in touch with them.

Otherwise, see you in Halifax!!!

The Convention Corner



*Ivona Hideg, Ph.D.
Wilfrid Laurier University*

While we're dealing with this never ending winter (I truly hope that by the time you read this, this winter is indeed over!), the thoughts of Halifax's waterfront and having a drink by the ocean while engaging in some lively I/O conversations with your friends and colleagues look very appealing! I hope you're all getting ready for yet another fantastic conference in a yet another fabulous location.

At this point, the reviews of conference submissions have been completed and you should have all heard about the results of your submissions. I hope those results are making you now plan your trip to Halifax! The conference planning is well underway and we're looking to have a range of sessions and events. Here are some exciting sessions to look forward to:

- An invited keynote address by Dr. Dana Kabat-Farr from the Rowe School of Business at Dalhousie University entitled "Subtle Social Peril: Incivility as an Impediment to Diversity and Well-being at Work"
- CSIOP Graduate Student Symposium: The role of Psychology in Assessment and Managing Employees
- Professional Development Workshop: Applications of an Evidence-Based Approach to Case Competition
- Discussion Forum "Publishing in I/O and Related Disciplines: Tips and Insights"
- Discussion Forum "The Professional is Personal: A Critical Look at Compassionate Research in Industrial-Organizational Psychology"
- As usual, we're also looking to have our very popular and successful poster session featuring a whole spectrum of highly innovative I/O work in Canada

Just by looking at these fantastic session I already feel like winter is over! In addition, we're also planning a number of social events including our traditional Military/IO social and a Student-Mentor social event organized by our student representative. The student-mentor event will also be followed up by a more general social for all of our members and friends. We still don't have details on these events, but please stay tuned and will be providing details

and will advertise these events heavily closer to conference dates. To stay updated you can follow us on our website (csiop-scpio.ca) or Twitter ([@csiop_scpio](https://twitter.com/csiop_scpio)).

Finally, I would be remiss not to acknowledge the work and support from our highly diligent reviewers who have helped tremendously with our programming by reviewing all of our submissions. Huge thanks go to our 15 reviewers: Winny Shen, Nicolas Roulin, Joshua Bourdage, Lisa Keeping, Tom O'Neill, Thomas Sasso, Deb Powell, Lindie Liang, Cheryl Bolgarsky, Deborah Miller, Matt MacLarnon, Leah Hamilton, Blake Jelley, Peter Hausdorf, and Tracy Hecht. Many thanks to all of you!

As always if you have any suggestions on how to improve our convention or if you have any ideas for our program, please email me at ihideg@wlu.ca.

I wish you all happy conference planning and I'm looking forward to seeing you in Halifax!

Ivona

Update On: Alliance for Organizational Psychology



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

The Alliance for Organizational Psychology (AOP) was established in 2009 by an agreement among the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology ([EAWOP](#)), and the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-[Division 1](#)). The Canadian Society for Industrial & Organizational Psychology (CSIOP) joined the AOP in 2016.

EAWOP CONGRESS

The EAWOP 2019 abstract notification of acceptance process has been concluded! An email has been sent to all the first authors with the details. You can register for the congress via the [congress website](#). The EAWOP 2019 Congress will start on Wednesday 29th of May at 5 pm. Before the Congress starts, a number of highly interesting workshops focusing a variety of themes will be offered. You can find additional information [here](#).



EAWOP JOURNALS

The *European Journal of Work and Organizational Psychology* has launched a call for papers for a Special Issue on "New Directions in Burnout Research". Manuscripts should be submitted by October 1, 2019. For more information or to discuss ideas for the Special Issue, please contact any of the Guest Editors: Evangelia Demerouti (E.demerouti@tue.nl); Arnold B. Bakker (bakker@essbe.eur.nl); Maria C. W. Peeters (m.peeters@uu.nl) and Kimberley Breevaart (breevaart@essb.eur.nl). Read the full call [here](#).

The latest editorial, by editor Kevin Daniels, provides guidance on conducting and reviewing systematic reviews (and meta-analyses) in work and organizational psychology. You can use your EAWOP-membership login on the EAWOP [website](#) for free access to this editorial and all EJWOP publications, such as the latest issue ([volume 28, issue 1](#)).

Stop Picking On Me: Bullying & Harassment in Today's Workplaces



*Erika Ringseis¹, Ph.D.
TransCanada*

Some people shook their heads when, after completing my Ph.D. in Industrial/Organizational psychology, I continued for three more grueling years of post-secondary schooling in the pursuit of a law degree. I had a passion for labour and employment law, though, so, really, there was always a connection between my areas of study. Throughout my career I have seen the overlap between psychology and law in the workplace, but nowhere more clearly than in the area of workplace respect in the last five years or so.

As society has struggled with the removal of the stigma associated with mental health, a realization of the need for psychological safety in the workplace has also grown. No longer are workers expected to be grateful to have a job and simply accept mean teasing, yelling, touching and other bullying or violence in the workplace. Employers are expected to take action to ensure a safe workplace – physically and psychologically.

For years, harassment has been prohibited in Canadian workplaces as a form of discrimination, if the harassment related to protected grounds, such as sex, age, race or religion. Thus, harassment has been viewed as a “us-them” issue, more than a safety issue. For example, in Alberta in 1997, Mr. T could not make lewd comments about Ms. U (harassment based on sex), but he could refuse to hire Mr. V because Mr. V was gay. And he could make all sorts of homophobic jokes in the workplace. Indeed, until the seminal case of Mr. Vriend decided by the Supreme Court of Canada,² sexual orientation was not an enumerated ground in Alberta, so discrimination and harassment on the basis of sexual orientation was not restricted under human rights legislation. There were no rules about harassing people in general, so long as the harassment was not based on any prohibited grounds.

Similar restrictions occurred in other provinces across the country; harassment was prohibited on the basis of enumerated grounds in law, but general bullying or harassing behaviour in the workplace could still occur. Many workplaces by choice introduced anti-harassment or respectful workplace legislation that included definitions of harassment stretching beyond the restricted human rights protections. Occupational health and safety legislation, in the meantime, began expanding to include workplace violence in jurisdictions across the country. As provinces grappled with defining violence and understanding the psychological in addition to the physical manifestations, and ramifications, the country also began to see a rise in on-line bullying, again bringing to light the need for broad definitions of “workplace”, “bullying” and “safety.”

In 2017, the Government of Canada consulted with Canadians with respect to violence and harassment in federal workplaces. Provinces across the country began to include more than “violence” in their occupational health and safety legislation, including provisions prohibiting “bullying” and “harassment”, but without the enumerated grounds requirements under human rights legislation.³

THE GENERAL RULES:

Today, harassment, bullying and violence are generally defined as workplace hazards in provincial occupational health and safety legislation, which then requires that employers:

- Take action to prevent workplace harassment and violence;
- Assess the workplace for violence harassment and bullying as for any workplace hazard;
- Develop bullying, violence and harassment prevention plans (and often policies);
- Train their employees about bullying, violence and harassment and the process available to them under the plans and policies;
- Investigate incidents of violence, bullying and harassment; and
- Take corrective action if incidents of bullying, harassment and violence occur.

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² *Vriend v. Alberta* [1998] 1 S.C.R. 493

³ Alberta's changes to its Occupational Health and Safety Act took effect in June of 2018 and New Brunswick is one of the last provinces with changes to take effect on April 1, 2019.

For many employers, these steps are not intuitive, are not easy and are not clear. The concept of “psychological safety” can be seen as a nebulous concept, or a joke. But the potential ramifications for failure to address these issues in the workplace are serious: fines and even potential jail time for unsafe workplaces. Workplace respect is example of an area where those versed in I/O psychology can offer assistance and support as a clear value-add.

MOCK CASE STUDY

This CSIOP legal column is most often a case summary, a description of an existing case and the court outcomes and a recommendation for employers going forward. For this edition, however, allow me to share with you a mock case study that highlights a growing issue in Canadian workplaces, especially during times of economic hardship, such as during the ongoing recession in Alberta.

I recently left a business role in human resources at a large oil and gas based company to return to private legal practice, this time sitting on the other side of the table. I provide legal advice to employees who are facing a wide range of legal issues, including being under investigation for harassment, being discriminated against because they are on leave, or being terminated with or without cause.

The following case study is “mock” since it is not based on a single case reported in a Canadian court, but it is certainly not untrue. It is illustrative of a common theme of mental distress that I am seeing walk through our firm’s door. By the time I am involved as lawyer, however, it is often too late to fix the issue and we can only focus on financial compensation.

FACTS:

A middle manager, we’ll call him “Mr. Average,” has worked at Normal Company for about 10 years, give or take a few. Mr. Average is about 40 years old, give or take a few years, and has never really had any negative performance reviews throughout his time at Normal Company.⁴ He may have just had a leadership change, or maybe the organizational structure has otherwise shifted. Suddenly, Mr. Average is being told how his performance is dreadful. He may have received Performance Improvement Plans to sign that he does not understand and is being told that he may be terminated for cause. Mr. Average’s direct leader, Ms. Bossy, is “breathing down his neck”, finding fault with everything he does, watching for mistakes and belittling him when he struggles under the intense pressure. Mr. Average works harder and harder, struggling to stay on top of the work he feels is piling up on him. He starts having trouble sleeping, is gaining or losing weight at an unhealthy rate and struggles to find joy in his life.

Ms. Bossy is trying to do more with less, with the downturn in the economy she has been told to reduce headcount. She has also been sent into Mr. Average’s team with the message that it is time to “clean things up” and get the department functioning. It is also possible that Ms. Bossy was told that it would be expensive to give a severance package employees because of their ages or length of service, and it would be better if people would simply quit.⁵

A broken shadow of his former self, Mr. Average eventually goes to the doctor who sends him on short term disability leave, which may extend into long term disability leave.

Or maybe, before he can even admit he has a problem, Mr. Average is terminated for cause because of his alleged poor performance.

THE ISSUE:

Mr. Average appears in the doorway of his lawyer’s office, unsure of what to ask. He wants to return to work and do his job, but he wants to return to the job and a workplace that no longer exist in the same form.

THE LAW:

Under occupational health and safety legislation as described above, we know that Normal Company has an obligation to take reasonable steps to prevent workplace bullying as well as to investigate and address any incidents that may arise. Mr. Average could report his issues internally to the relevant people (probably HR) at Normal Company, or he could report externally to Occupational Health and Safety (OH&S) in his province. Whichever route he chooses to follow, and truly the choice is up to Mr. Average since an employer cannot require an employee to exhaust internal options first, we know that Normal Company will have an obligation to investigate and address any issues they uncover. Likely Normal Company will need to update some policies and ensure that adequate training

⁴ Sometimes Mr. Average has had health, physical or psychological, issues that have affected his performance. Sometimes Mr. Average’s performance has truly been below average. There are many variations of the story, sometimes with more culpability on the part of Mr. Average, sometimes with more extreme bullying by Ms. Bossy.

is provided to all of its employees, including people leaders like Ms. Bossy. Ultimately Mr. Average may claim against Normal Company, potentially for wrongful dismissal damages, but also maybe for general damages because of mental distress.

PRACTICAL IMPLICATIONS:

No matter what the outcome, Mr. Average does not actually want to return to work. He feels great anxiety, including a racing pulse and trouble breathing, if he even drives past Normal Company on his way to a doctor's appointment. Ms. Bossy thinks Mr. Average was overreacting and, besides, she was only acting within her mandate from Normal Company. Normal Company is struggling with financial and economic pressures in addition to the weighty increase in regulatory requirements under OH&S law. There are many sources of blame and likely some combination of these factors put Normal Company, Ms. Bossy and Mr. Average into their current states of stress.

One of the most critical pieces of the changing OH&S legislation is the requirement of preventative action. Although Mr. Average has legal recourse in the above-noted scenario, and may gain financially depending on how the scenario next unfolds, and Ms. Bossy may also have legal recourse, depending on some of the unknown facts, no one is a "winner" once the situation has come this far. For people who are passionate about psychology in the workplace and building great places to work, the need is ever-present to develop the appropriate policies and plans for respectful workplaces, to develop and present effective training for all levels within the organization, to conduct appropriate investigations and to address issues that have arisen with a goal to healing all involved. If organizations viewed such workplace respect initiatives in the past as "nice to have", OH&S legislation of today provides the impetus for a regulatory "need to have."

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