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# The Canadian Industrial & Organizational Psychologist

## Chair's Column

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*Nicolas Roulin, Ph.D.  
Saint Mary's University*

Dear CSIOP members,

Happy New Year from your CSIOP Executive Team!

As usual, there are many interesting and relevant columns to check out so I strongly encourage you to review the entire newsletter. In this column, I just want to highlight a few important news and inform you on updates about projects the Exec team has been working on.

### **WELCOME TO OUR NEW EDITOR**

The CSIOP Exec Team is thrilled to introduce Lisa Alonzo McDermott as our new Editor. Lisa is an I-O practitioner originally from South Africa (MCom from Northwest University, South Africa). She joins our team last November with a host of professional experiences. She has already been working on a number of exciting ideas in collaboration with other Exec team members. Check her column below for some highlights, and keep an eye out for new initiatives that will benefit our members.

### **CJBS SPECIAL ISSUE ON I-O PSYCHOLOGY IN CANADA**

Five members of the CSIOP Executive Team (Tom O'Neill, Leah Hamilton, Winny Shen, Joshua Bourdage, and myself) are co-editing the special issue "Emerging Research in Industrial-Organizational Psychology in Canada" in the *Canadian Journal of Behavioural Sciences*. This is a unique opportunity to highlight the excellent research conducted by CSIOP members (and Canadian I-O researchers more generally). The special issue will include three invited papers from wonderful Canadian scholars (Ramona Bobocel, Ivona Hideg, and Gary Latham & Ed Locke) and regular submissions from all areas of I-O Psychology. Submissions in English or French, and either as Regular Articles or Brief Reports are welcome. We strongly encourage submissions resulting from research projects led by CSIOP student members. Final submissions are due by March 31st, 2020 and we encourage people interested to send us a one-page statement of intent by January 15. See the detailed call for proposals here:

<http://csiop-scpio.ca/resources/CBS%20Call%20for%20Papers%20IO%20Psychology%20Canada.pdf>.

### **NEWS ABOUT THE 2020 CPA CONVENTION**

We are putting together an exciting CSIOP program for the 2020 CPA convention on May 28-30. Thanks to the amazing work of our program coordinator Leah Hamilton and all our reviewers (thanks to everyone who volunteered!), there will be a lot of great I-O content in Montreal. This will include our plenary speaker Dr. Marylene Gagné from the Future of Work Institute at Curtin University in Australia, our section speaker Dr. Ariane Ollier-Malaterre from UQAM, our student symposium coordinated by our student rep Duygu Biricik-Gulseren, or a career-oriented workshop for graduate students with several I-O experts organized in collaboration with CPA. This is on

top of the traditional CSIOP sessions and events (poster session, student mentoring event, military-IO social, AGM, etc.).

### ***SURVEY ABOUT I-O PSYCHOLOGY IN CANADA***

A group of researchers (Drs. Jessica Sim and Jennifer Feitosa from Elmhurst College) are conducting a historical analysis of Industrial-Organizational Psychology around the world. They are looking for individual to share their views/opinion about the role of I/O Psychology in various countries, including Canada, in a 5-10min survey. If you are interested to contribute, please follow this link:

[https://claremontmckenna.co1.qualtrics.com/jfe/form/SV\\_abmSMLnDaiyghWB](https://claremontmckenna.co1.qualtrics.com/jfe/form/SV_abmSMLnDaiyghWB)

### ***UPDATE ON OUR DISCUSSION WITH CPA***

As mentioned in my previous columns, the CSIOP Team has been discussing with the CPA Executive team and Board over the last year, in order to find ways for us to make a bigger impact on I-O psychology in Canada. Most importantly, we are still negotiating with CPA for the creation of a new Section Associate membership category (i.e., working as a replacement for the affiliate membership that CSIOP used to offer), with lower membership fees but only access to limited resources (i.e., from CSIOP but not CPA). The discussion is in progress and, as you can imagine, we are trying to find a solution that benefits everyone, which is not easy. That said, I hope we can present something to you very soon.

Nicolas Roulin

## **CSIOP Membership**



*Aleka MacLellan, Ph.D*  
*Lee Hecht Harrison Knightsbridge*

As of December 13<sup>th</sup>, CSIOP has a total of 200 members, which consists of 11 CPA Fellows, 2 Honorary Lifetime Members, 3 Special Affiliates, 1 CPA/APA Joint Member, 3 CPA International Affiliates, 4 Retired Members, 69 Student Members, and 106 Full Members.

## **CSIOP News**



*Prachi, M.Sc. Student*  
*Saint Mary's University*

### ***UNIVERSITY OF CALGARY***

- Dr. Tom O'Neill's ITPmetrics.com teamwork and assessment feedback site just exceeded 200,000 assessments taken! Please feel free to use this evidence-based platform, 100% free, for developing your student and industry teams!
- Dr. Adam Murry released an inspirational [video](#) about his communication skills training for employee-leader, student-teacher, and child-parent interactions

### SAINT MARY'S UNIVERSITY



- E. Kevin Kelloway was the recipient of the SMU President's Award for Exemplary Service. Congratulations!
- Duygu Gulseren, Phd Candidate, joined the Canadian Centre of Advanced Leadership in Business at the Haskayne School of Business, University of Calgary as Researcher and Student Fellow. In addition to that, she also joined SSHRC's Centre for Research on Work Disability Policy project as a fellow. Congratulations!

### WILFRID LAURIER UNIVERSITY



- Peter Fisher, Doctoral Candidate, has accepted a tenure track position at the Ted Rogers School of Management at Ryerson University. Congratulations!

### UNIVERSITY OF GUELPH



- Grace Ewles successfully defended her PhD, entitled "Enhancing Organizational Support for Emergency First Responders and their Families: Examining the Role of Personal Support Networks after the Experience of Work-Related Trauma". Congratulations Grace!

### UNIVERSITY OF WATERLOO



- Anna Godollei (PhD Student) is participating in an international research exchange in the Winter Term 2020. She will be working with Dr. Gillian Yeo at the University of Western Australia on research related to employee perceptions of automation in the workplace. Exciting!
- Amy Barron (MAsc Student) won a Joseph-Armand Bombardier CGS Master's Scholarship. Congratulations!

### UNIVERSITY OF TORONTO



- Congratulations to Gary Latham of the University of Toronto, whose article in Motivation Science (co-authored with Edwin Locke) titled "The Development of Goal Setting Theory: A Half Century Retrospective" was listed as the third-most downloaded article in 2019 out of all articles published that year across APA's 89 journals.

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

## Practice Makes Perfect



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

What's new in the area of Selection and Assessments? What are some of the topics receiving the most attention and focus? In this issue of "Practice Makes Perfect", we connected with Ben Porr and Alexander Schwall to learn more about the Leading Edge Consortium Conference on Assessments organized by the Society for Industrial and Organizational Psychology for those who were unable to attend. Read on to hear about 5 key takeaways that will likely peak your interest.

### **5 Key Takeaways from the Society for Industrial and Organizational Psychology (SIOP) Leading Edge Consortium (LEC) Conference on Assessments**

The SIOP LEC conference on Assessments was a great state of the union of where we are as a field. From the opening to closing keynote, it was apparent that we are in an exciting yet challenging time in assessments. With topics such as artificial intelligence, machine learning, natural language processing, data privacy, and gamification, there was plenty to learn and digest. Here are the 5 key takeaways from the conference.



Ben Porr

## 1. ARTIFICIAL INTELLIGENCE (AI)

We all know this is a buzzword people throw around but what does it actually mean for assessments? The key aspect in our field is how much we are willing to allow the machine to make decisions that would normally be based on human judgement.

We always talk about human bias and as shown, identifying and controlling for these biases makes for a better measurement tool. AI is a real paradigm shift for us and one we need to keep discussing and sharing best practices on so it's used effectively and ethically.

Many in our field have asked, "Show us the results! How good is AI really in predicting?" The presenters did deliver and results suggest that AI can play a critical role in automating selection processes, for example, in video interviewing or AI-based assessment games.

## 2. MACHINE LEARNING

This subset of AI is a great way to analyze large datasets. With so many assessment companies collecting many more points of data, it's not an option to ignore. As discussed, is there such a thing as dustbowl empiricism in an age where you can analyze and test an exponential number of data points? Of course, the dialogue revolves around whether we should trust results if we don't understand the relationship. Moderators and mediators are always at play in these relationships.

## 3. NATURAL LANGUAGE PROCESSING (NLP)

There were some great presentations on the application of NLP as well as resources for beginners in the space. The ability to analyze and find construct measurement evidence in unstructured text is another area we are making great strides in. There are also many innovative ways of collecting this data through open-ended questions, video interviews, email communication, etc.

To us, it seemed that more than AI in general, NLP has crossed the threshold of being a practical and a useful tool in using written or spoken language as a data source for predictive models. The consequences of this will be far-reaching: it is conceivable that our digital trace, our comments, tweets, and blog posts will be usable to mine for predictive information. Again, there are ethical concerns but as a field we should understand and explore these methods to provide guidance on how to use them ethically.

## 4. DATA PRIVACY

A continuing discussion in our field is whether any and all data available can be used legally and ethically. With General Data Protection Regulation (GDPR) in Europe and ongoing state legislation in the US, this topic is one that will only grow in importance in our field.

## 5. GAMIFICATION

Another great and broad topic across the LEC talks was about gamification. We are constantly trying to engage our audience, while also testing new ways to assess constructs. Questions still remain on how face valid these measures are to applicants, how construct validity changes, and whether there is an increase in overall prediction.

## CLOSING THOUGHTS

Overall, it was an insightful conference. Not surprisingly, our colleagues all drove home the importance of breaking jobs into their parts to understand the different aspects that drive performance (i.e., basics of job analysis). One of the other topics that continues to be discussed in our field is the connection between selection and development. Moreover, there were multiple topics that discussed using assessment for development and the more we can connect assessment across the employee lifecycle, the more we can demonstrate impact and ROI in our field.

It's clear from this conference that IOs are in a great position to drive the narratives and findings on many of these topics. It is essential for us all to continue learning from each other to make sure that the assessments used in selection and employee development are as fair, unbiased and ethical as they can be. Big thanks to the organizers and sponsors of the event. Let's keep the conversation going.



Alexander Schwall

## ABOUT BEN AND ALEXANDER

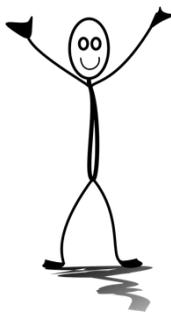
Ben Porr, Ph.D., is the Vice President of Assessment and Analytics for Harver. He currently leads the development and implementation of their global pre-recruitment selection program. In his role, he leads a dispersed workforce in the U.S. and Europe to scope client needs and implement a selection program that meets their goals. Previously, he was a managing consultant working across all aspects of the talent lifecycle from strategic planning, talent acquisition, talent management, talent development and performance management. Ben received his Ph.D. and M.A. in Industrial and Organizational Psychology at George Mason University. He received his B.A. in Psychology from the Hofstra University. He volunteers on multiple committees including SIOP, IPAC and DisruptHR.

Alexander Schwall, Ph.D. is Chief Scientist & Co-Founder of Rhabit Analytics, a performance management software company. For the last 12 years, Alexander has applied his passion for technological innovation toward building successful talent management solutions that make work more engaging and fulfilling. He founded Rhabit to apply new approaches to long-standing challenges around how we manage talent and shape work culture. At Rhabit, Alexander ensures that the science and content behind the platform empowers HR and People Ops leaders with unprecedented insights while supporting individual growth through actionable feedback.

Prior to founding Rhabit, Alexander was Senior R&D Consultant for DDI, creating leadership potential instruments and managing large-scale job analyses and implementations for global clientele. He earned his PhD from Pennsylvania State University.

Do you have comments or suggestions for this column? Is there an area of science and/or practice you would like to see highlighted in a future issue? If so, please contact Lynda Zucec at [Lynda.Zucec@TheWorkforceConsultants.com](mailto:Lynda.Zucec@TheWorkforceConsultants.com). We would be delighted to 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.*

Whether it's over salary or responsibilities or more complex problems like a merger, many people dread negotiations. As most negotiations inherently involve the possibility of conflict over contentious issues, they can be a breeding ground for volatile emotions such as anger. This anger, in turn, has generally been shown to have mixed effects on negotiation outcomes, with some research showing that it can be beneficial and some research showing it can be detrimental.

However, a lot of this research has focused on how being angry (or aggressed against) influences your share of the pie in a negotiation. An alternate view is that being angry can actually *increase* the size of the pie in general, by forcing individuals to search for more information that leads to realizing non-obvious opportunities for cooperation and value creation. This is the viewpoint of a new paper by Laura Rees, who recently joined the faculty at Smith School of Business at Queen's University, tackles this topic. Her paper, co-authored with Shu-Cheng Chi of National Taiwan University, Ray Friedman of Vanderbilt University, and Huei-Lin Shih of Taiwan's Industrial Technology Research Institute, is currently in press at the *Journal of Applied Psychology*. As a broad overview, their results suggest that having an angry negotiation partner can make you a better negotiator who strikes better deals – but you have to watch out for who actually benefits from these deals.

In particular, Rees and colleagues argued that seeing that your negotiating partner is angry can instill an urgent need to address the problem, and this should lead you to search for information that is relevant by asking probing questions and attending to answers. On the other hand, seeing that your negotiating partner is happy instills a sense that all is well and information does not need to be exchanged, which leads to overlooking possible ways to expand the pie in

such a way that both parties benefit. Because asking questions and searching for information are important ways in which negotiators come to understand the situation of their negotiating partners, this can lead to better deals for everyone involved by optimizing possible areas of cooperation and mutual benefit.

Rees and colleagues tested their ideas across five different studies, using a variety of different methods (e.g., recall of past negotiations and participating in text-based and video-based negotiations). They generally found support for their predictions as people with angry negotiating partners were more likely to search for more information with questions such as “Which issue is the most important to you?” This search for information in turn led people who had angry negotiating partners to negotiate better overall deals compared to those with happy negotiating partners.

Do these results suggest you should be happy when someone yells at you in a negotiation? Not exactly, as they found two important caveats. First, although people who had angry negotiating partners negotiated better deals *overall* – that is, the deals they negotiated created more value – these negotiated deals were also less likely to benefit *themselves*. That is, while they negotiated deals that were better in terms of optimizing potential value, the benefits of that optimization largely went to their angry negotiating partner. Or to put it differently, the deal turned out great – for the angry partner! Second, they also found it may not even be necessary to have an angry negotiating partner to get these same effects: in one study, they found having a negotiating partner who said they were “disappointed” produced similar results, without invoking the drama of dealing with an angry partner!

Perhaps most surprising, negotiating with either an angry or a disappointed partner led to better negotiated deals than negotiating with a happy negotiating partner – but again, the benefits largely went to the angry partner. So if you’re happily negotiating away with your partner, it may be to your benefit to find something to get angry about! (Presumably this doesn’t work with spouses, though...)

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

Rees, L., Shu-Cheng, S. C., Friedman, R., & Shih, H.-L. (in press). Anger as a trigger for information search in integrative negotiations. *Journal of Applied Psychology*.

*Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at [lanceferris@gmail.com](mailto:lanceferris@gmail.com).*

## Communication Update



*Lisa Alonzo McDermott, MCom.  
Northwest University, South Africa*

Dear CSIOP members,

It is with pleasure that I introduce myself as your editor. I have a Masters degree in Industrial and Organizational psychology from South Africa. While I am new to Canada and this role, I have been involved in IOP societies that have seen the empowerment of IOP students as well as professionals in the field. I am extremely grateful to be working with everyone at CSIOP.

I look forward to getting you, our members, more involved in our exciting new initiatives for 2020. You can expect to see more information and interactions relating to industry trends for the year ahead.

Let’s work together to make CSIOP work for you while adding value to our industry.

## Student Update



*Duygu Biricik-Gulseren, M.Sc.  
Haskayne School of Business & Saint Mary's University*

Dear Student Members,

We left another holiday season behind us. The next couple of months will be full of grant applications, paper submissions, new projects, and internship applications for those of you who have already been enrolled in a graduate program. For those of you who just applied to graduate school, you will start hearing from those programs soon.

Graduate school is an important investment and your decision can impact your whole career. With the hopes that we could support you with your decisions, I asked CSIOP's university liaisons about what made their program unique. Below you will see their comments. Hope you find them useful!

Please keep in mind that these are personal opinions of the university liaisons. Also, if you could not find about the program you are interested in, it is because we do not have a liaison from that program. The comments are alphabetically ordered by the last name of the liaisons.

### **PRACHI SAINT MARY'S UNIVERSITY**

#### ***Applied Psychology (MSc.) / Industrial/Organizational Psychology (PhD)***

*Degrees offered: MSc / PhD*

The I/O Program at Saint Mary's University (SMU) will leave you equipped with skills that you will definitely be using in an applied and academic setting in the future. The summer internship offered by the program helps you apply concepts in the real-world setting. In addition, SMU has well-renowned faculty, who varies in their research of interest from Occupational Health Psychology to Selection and Recruitment. They have a diverse group of professionals to learn from.

### **SAMANTHA HANCOCK WILFRID LAURIER UNIVERSITY**

#### ***Organizational Behaviour and Human Resource Management***

*Degrees offered: MSc / PhD*

Laurier is unique because of the many opportunities graduate students have such as collaborating with different faculty members and other graduate students. We also have a great undergraduate participant pool for running studies!

### **ARIEF KARTOLO UNIVERSITY OF WINDSOR**

#### ***Applied Social Psychology***

*Degrees offered: MA & PhD Combined*

The University of Windsor Applied Social Psychology program provides a wide breadth of discipline, such as health psychology, community psychology, feminist psychology, and Industrial/Organizational Psychology; additionally, students are given the opportunity to apply their theoretical knowledge through practicum and internship with a variety of industries (i.e. non-profit, government, private sector). Students can focus on one (or more) discipline while having the opportunity to collaborate and integrate with other fields thanks to the resources and support that are available within the department.

### **EVA KWAN WESTERN UNIVERSITY**

#### ***Industrial/Organizational Psychology***

*Degrees offered: MSc / PhD*

Western I/O program has a strong history of successful alumni that is complemented by our current boundary spanning faculty (e.g., adjunct in DAN management and organizational studies and in Western Space, cross-

appointed faculty in social psychology, and ongoing partnerships beyond psychology), facilitating our students to develop vast connections and experience in the research and applied communities.

**YANHONG LI**

**TELFER SCHOOL OF MANAGEMENT, UNIVERSITY OF OTTAWA**

***Management with Specialization in Organizational Behaviour & Human Resources***

*Degrees offered: PhD*

The mentorship our students receive comes from not only their supervisors but also the entire OB/HR family. Moreover, learning and personal growth are not restricted to within one's field of study; there are many opportunities for cross-disciplinary (e.g., Entrepreneurship, Health System) collaborations.

**MARIA NAZEER**

**UNIVERSITY OF WATERLOO**

***Industrial/Organizational Psychology***

*Degrees offered: MAsc / PhD*

Our program facilitates outstanding skill development toward whichever career path a student chooses. Not only do we work collaboratively to conduct cutting-edge research and work on applied projects, but throughout the year we have many activities and events to keep us close as an I/O family.

**YANNICK PROVENCHER**

**UNIVERSITY OF GUELPH**

***Industrial/Organizational Psychology***

*Degrees offered: MA / PhD*

There are many things that makes the I/O program at the University of Guelph special, but I will select two in particular. The first one is the sense of community within the program. At Guelph, you feel at home and you know that there will always be someone ready to help you if you need it. The second one is the practical experience that we get early in the program, as every student is a consultant for Organization & Management Solutions during their first three years in the program, which I believe really makes Guelph unique.

**TIM WINGATE**

**UNIVERSITY OF CALGARY**

***Industrial/Organizational Psychology***

*Degrees offered: MSc / PhD*

The University of Calgary Industrial/Organizational Psychology program keeps close connections with related academic fields (e.g., Organizational Behaviour, Human Factors, Social, and Indigenous Psychology), faculties (e.g., Alberta Children's Hospital Research Institute, Schulich School of Engineering), and the practitioner community in the city (e.g., Calgary I/O Psychology Society); we use these connections to fuel our research and gain practical consulting experience. The Canadian Rockies, just outside the city, are spectacular for skiing, camping, etc. For more information, see: <https://ucalgaryio.com/>

*If your program is not in the list or if you would like to be the liaison of your program, please get in touch with us at [studentrep@csiop-scpio.ca](mailto:studentrep@csiop-scpio.ca)*

**STUDENT UPDATE**

The student body of CSIOP conducted its first AMA (Ask me anything) session successfully. Our first host was Dr. Nicholas Bremner. Dr. Bremner is an alumni of the Western University Industrial/Organizational Psychology graduate program. He is currently working as a people research scientist at Uber. You can find his AMA here: [https://www.reddit.com/r/uwo/comments/dw1kue/i\\_am\\_nicholas\\_bremner\\_people\\_research\\_scientist/](https://www.reddit.com/r/uwo/comments/dw1kue/i_am_nicholas_bremner_people_research_scientist/)

We would like to thank Dr. Bremner for his time and answers. A special "thank you" also goes to Reddit moderator Faelun for moderating the session. The next AMA session will be about academic careers. Stay tuned!

## The Convention Corner



*Leah Hamilton, Ph.D.  
Mount Royal University*

Happy New Year! I hope you enjoyed the holidays and that 2020 is off to a great start. For many of us, one of the highlights of 2020 will be the [CPA Annual Convention](#). The 81<sup>st</sup> Annual CPA Convention will take place at Le Westin Montreal from May 28 to 30, 2020. Pre-convention workshops take place on Wednesday May 27, with the main convention running from Thursday May 28 to Saturday May 30.

I am pleased to report we received 60 submissions that are currently under review by a team of fantastic CSIOP reviewers. Reviews are due January 6<sup>th</sup> and then we will work with CPA to finalize the CSIOP Program in a timely manner. We are thrilled that [Dr. Marylène Gagné](#) will be one of the two plenary speakers, and that [Dr. Ariane Ollier-Malaterre](#) will be our CSIOP Section Speaker.

In the upcoming months, please keep your eye out for Convention updates. Duygu and I will be planning a few fun social events and, as always, will be looking for both practitioner and academic mentors.

Finally, don't forget to register for the Convention. Registration is set to open mid-January and early bird fees will be available until April 30<sup>th</sup>.

If you have any questions or ideas about the CSIOP Program please email me at [lhamilton@mtroyal.ca](mailto:lhamilton@mtroyal.ca). Don't forget to follow CSIOP on Twitter (@CSIOP\_SCPIO) and [Facebook](#) for convention updates. The full program will also be posted on our [website](#).

## Update On: Alliance for Organizational Psychology



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

**THE ALLIANCE FOR ORGANIZATIONAL PSYCHOLOGY (AOP) ANNOUNCES NEW LOGO!**



The Alliance for Organizational Psychology (AOP) has redesigned their logo to ensure an updated representation for member organizations. The AOP was established in 2009 and member organizations include the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology (EAWOP), the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-Division 1), and the Canadian Society for Industrial & Organizational Psychology (CSIOP).

The International Association of Applied Psychology (IAAP) will be celebrating 100 years of applying psychological science to “glocal” realities at the 2020 conference in Cancun, Mexico (December 13-17): [www.ccapcancun2020.com](http://www.ccapcancun2020.com)

Be sure to attend the "Hot Topics" sessions being presented by Division 1 (Work & Organizational Psychology). They include:

- **Artificial Intelligence and Machine Learning**

Artificial Intelligence (AI) and machine learning have changed the nature of the workplace – both in positive and negative ways. Thanks to advanced computer science, we have machines capable of intelligent behavior and the



ability to replace humans in carrying out tasks, solving workplace problems, and improving productivity. At the same time, AI comes with workplace challenges and unintended consequences that must be addressed.

- **Diversity and Inclusion at Work**

Thanks to increases in technology and global markets, many organizations today have an international presence. As a result, we face an even greater demand to develop strategies and tactics in the workplace where everyone has equal rights and equal opportunities to succeed. Along with the benefits of globalization and diversity is the rise of populism, racism, and sexism.

- **Changing Nature of Work and „Gig Economy”**

The nature of work is changing. Organizations grow rapidly thanks to technology. These advances have altered the boundaries of organizations and created new challenges to the production model. Technology has made it easier for businesses to impact more people and at a faster rate than ever before. The most visible change in the form of employment is the „Gig Economy.” The Gig Economy is a system where work is contracted on a freelance short-term basis, often using technology to connect workers and employers.

***EAWOP CALL FOR PROPOSALS ON PRACTITIONER-ORIENTED INITIATIVES PROMOTED BY EAWOP CONSTITUENT MEMBERS (SECOND EDITION)***

The mission of EAWOP is to promote and support the development and application of Work and Organizational Psychology (WOP) in Europe and to facilitate links between scientists and practitioners working in this field across Europe. In line with this mission, the EAWOP Executive Committee (EC) has decided to continue the practitioner-oriented initiatives initiated last year and launch a second call for proposals. With this call, the EAWOP EC wants to support initiatives promoted by its constituent members that focus on the practice of WOP in Europe and that are European in scope and impact.

Practitioner-oriented constituent members are particularly encouraged to respond to this call but all constituent associations may apply; it is the practical relevance of the proposed initiative that determines eligibility. Each constituent may submit only one application. Joint initiatives by two EAWOP constituents (from the same country or different countries) are also welcome. The proposed initiative should be practitioner-oriented and have a European perspective. A wide range of initiatives may be supported, such as (but not limited to):

- Supporting the invitation of an expert from another European country as a guest speaker for a National congress, small (e.g. one-day) conferences, or knowledge exchange initiatives.
- Supporting the invitation of an expert from another European country as a trainer for seminars, workshops or other training, development and educational activities.
- Supporting the participation of practitioners from several countries to work together to develop new practice or educational initiatives, or new guidelines for practice.

Initiatives with an interdisciplinary or multidisciplinary approach (e.g. clinical, mental health, etc.) are also eligible, as long as WOP is central to the initiative.

The EAWOP EC is particularly looking for **academic-practitioner co-operation on topics emerging from the field of practice**, that facilitate the enhancement and dissemination of WOP knowledge, and those that enable the development of new professional competencies and strengthen existing ones.

EAWOP is making 15000 Euros available for this call, with individual proposals funded up to a maximum of 3000 Euros. The budget is to be used exclusively for organizational costs. Moreover, **it is explicitly meant for not-for-profit initiatives**. Please note that the organizers of the funded initiative will receive up to 2000 Euros before the initiative and the remainder after it (on the presentation of original invoices) following the requirements presented below.

In order to receive funding, original invoices are required after the initiative has taken place corresponding to the amount to be financed by EAWOP. These invoices should have EAWOP in the entity name. Additionally, for requesting the advance of the funding the final program of the initiative and a short description/justification of expenses is required.

Constituents interested in responding to this call are invited to submit a proposal to the EAWOP EC by email to Barbara Smorzewska, [barbara.smorzewska@us.edu.pl](mailto:barbara.smorzewska@us.edu.pl) (including cc [eawop.secretary@gmail.com](mailto:eawop.secretary@gmail.com)). **The deadline for submissions is February 29th, 2020. Decisions will be communicated by March 31st, 2020.** The proposal should contain the following:

- Title and description of the initiative, including an explanation of its practitioner-oriented nature and European scope
- Timing and location of the initiative (which should take place in 2020)
- Contact person from the constituent
- Contact person from the initiative together with details of any organizing committee or sponsoring organizations
- Budget

The following criteria will be used for selecting the successful proposals: a) overall relevance to the call; b) the extent to which the topic has emerged from the field of practice and the practical dimension of the proposed initiative; c) a clearly identified international/European component/perspective; d) having an interdisciplinary or multidisciplinary approach; e) implications that reach beyond the local event itself. Additionally, the constituent proposing the initiative should be up to date with the annual EAWOP membership fee payment, that is, it should have paid the 2019/2020 EAWOP membership fee.

## Playing for the Other Team: A Case Summary of “Reverse” Discrimination in Canada<sup>1</sup>



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### **FACTS:**

Mr. Jagadeesh spent hours on the telephone in his call centre role at the CIBC, which led to a disabling throat condition.<sup>3</sup> Looking for some accommodation in order to complete his work, Mr. Jagadeesh sat down for a meeting with his manager. Instead of a discussion of his request for workplace changes to assist him, Mr. Jagadeesh alleged that his manager started the meeting by suggesting that Mr. Jagadeesh should “join their group.” He clarified that the management team at CIBC were all gay or bisexual males and, if Mr. Jagadeesh wanted to advance in the company, he understood the implication was that he had better start with some advances with the men. Mr. Jagadeesh was a little surprised by the suggestion and noted that he was actually quite happy pursuing relationships with women. The manager told him not to tell anyone about the conversation but pointed out the obvious fact that some junior, inexperienced men were advancing quickly in the company because they had figured it out. The manager also allegedly asked Mr. Jagadeesh what he thought of him, to which Mr. Jagadeesh responded that he had no concerns with working with any of the members of CIBC but he was not interested in a sexual relationship with any of the men.

Mr. Jagadeesh noted that less-experience and less qualified individuals were promoted in the organization quickly. In the meantime, he claimed that he was denied opportunities to advance even when he was clearly a strong candidate or where there was an opportunity to accommodate his disability.

Mr. Jagadeesh’s throat pain worsened and his medical advisors recommended that he take frequent medical breaks to rest his voice and recover between calls. Although CIBC accommodated the breaks, Mr. Jagadeesh claimed that

<sup>1</sup> A discussion of the recent Federal Court decision in *Jagadeesh v. Canadian Imperial Bank of Commerce (CIBC)* 2019 FCC 1224. Available online.

<sup>2</sup> Dr. Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology before obtaining her J.D. and practicing labour and employment law. She currently works with InHaus Legal, a virtual law firm, where she assists clients with all HR governance matters.

<sup>3</sup> As a side note, this case gives my teenage daughter a great excuse to engage in more Facetime activity...excessive-voice-use-training in preparation for future employment maybe? Will that help it to be less annoying as she walks around the house tethered to her phone and showing a friend what cute antics are being displayed by the rabbit or what we have in our cupboards or the mess in her sister’s room or...

they did not adjust their metric recording, which included assessing what percentage of the time Mr. Jagadeesh spent on the phone and how many calls were completed. As such, Mr. Jagadeesh's pay plummeted; he no longer qualified for incentive pay associated with performance. CIBC suggested that Mr. Jagadeesh failed to use the special code he was provided to record his time as being appropriately off the clock when he needed his medical break.

Mr. Jagadeesh's medical doctor recommended temporary accommodation in a different role not requiring continued use of his voice but CIBC did not find him another role and ultimately terminated Mr. Jagadeesh's employment.

Mr. Jagadeesh filed a discrimination complaint with the Canadian Human Rights Commission, on the basis of sexual orientation and disability.<sup>4</sup> The Investigator looked at what steps had been taken with respect to accommodating Mr. Jagadeesh's disability and concluded that sufficient accommodation measures were made. The investigator concluded that there were additional steps Mr. Jagadeesh should have done, and chose not to do, which affected CIBC's ability to accommodate him further. The investigation did not address the sexual orientation allegation and ultimately Mr. Jagadeesh's complaint was dismissed. He then appealed to the Federal Court.

### **THE DECISION**

The first issue before the Court was the appropriate standard of review. When tribunal decisions are appealed, the standard used by the Court is either correctness (i.e., the Court needs to confirm the tribunal made the correct decision on the facts) or reasonableness (i.e., the Court needs to conclude the tribunal made a reasonable decision even if it is not the same decision the Court would have made), depending on the nature of the issue being appealed. The Court concluded that the decision to dismiss Mr. Jagadeesh's complaint was reviewable on the standard of reasonableness, which is the easier standard for the Tribunal to meet in defending its decision. However, the first issue was whether or not the Tribunal decision was procedurally fair, which is a legal decision that is reviewable on the standard of correctness.

The Court held that the Tribunal did not meet its duty of procedural fairness as the investigator had failed to investigate the allegations of discrimination based on sexual orientation. As such, there was no need to discuss the reasonableness of the conclusion. The case was sent back to the Human Rights Commission for a new investigation.

### **DISCUSSION**

Notably absent from the decision is the word "reverse." The allegation made by Mr. Jagadeesh was that he was discriminated against because he was straight, which is opposite from the usual expectation of discrimination against someone because he is gay. This highlights an important feature in Canadian Human Rights legislation: Protection extends to everyone regardless of whether they fall into the "majority" or "minority" group. Not promoting someone because he is straight is the same as not promoting someone because he is gay; it is discrimination on the basis of sexual orientation.

The case also provides valuable insight into the investigation process and the importance of procedural fairness. Individuals who file human rights complaints are often unrepresented by legal counsel and may not provide clear details and explanations in the written complaint. An investigation will be held to the high standard of procedural fairness even if the complainant's submissions are vague.

### **CONCLUSION:**

The case provides us with a reminder of how human rights legislation operates, that discrimination is discrimination regardless of who is the target of the unfair treatment. It also reminds us that Tribunals, although specialist decision making bodies to whom the Courts are deferential on substantive matters, must meet the fundamental standard of procedural fairness in the investigation stage. The court decision was released in the fall of 2019, interested readers should watch for this case to re-appear in the Human Rights Tribunal decisions in the future. The discrimination

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<sup>4</sup> Both discrimination based on sexual orientation and disability are prohibited grounds of discrimination under the *Canadian Human Rights Act*, RSC 1985, c H-6 [CHRA], s 3(1). All of the human rights legislation contains enumerated grounds upon which discrimination is not permitted. Although the actual grounds vary slightly between provinces, generally discrimination is not permitted on the basis of sex, sexual orientation, race, colour, religion, age, physical or mental disability and other demographic and personal characteristics. Discrimination complaints must be on the basis of one of the enumerated grounds in order to be heard by the Commission. As sexual orientation and disability are both prohibited grounds under the CHRA, and the CIBC is federally regulated, Mr. Jagadeesh's complaint passed this first stage of the test for discrimination.

alleged in Mr. Jagadeesh's complaint may not have been "reverse" but the decision of the Tribunal was reversed by the Federal Court.

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For further questions contact: Dr. Luis M. Arciniega [larciniega@itam.mx](mailto:larciniega@itam.mx)

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