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Chair's Column



*Winnie Shen, Ph.D.
 York University*

Dear CSIOP members,

First, the past several months has been a difficult time globally given the COVID-19 pandemic, and I sincerely hope that you and your loved ones are safe and well during these extraordinary times. Second, I am deeply honoured to serve as the new CSIOP Chair for the upcoming year. I have been a part of the CSIOP Executive Committee for the past five years, which has been a wonderful and rewarding experience, and I am eager to continue my collaborations with the members of the executive in order to best serve our community. Finally, although the months ahead may be challenging, I believe that our expertise as a field will be more needed than ever before as businesses re-open and need to adapt to the new and ongoing challenges presented by the COVID-19 pandemic. Therefore, I look forward to exploring ways to lend and share our collective expertise for the betterment of workers, organizations, and society.

THE CPA CONVENTION

As you likely know, the originally planned CPA Convention in Montreal in May was cancelled due to COVID-19. To ensure that the valuable knowledge exchange planned for the conference was not lost, CPA has decided to launch a virtual convention instead this year (July 6 – August 28, 2020). Excitingly, registration for the virtual convention will be complimentary for current CPA members and affiliates whose memberships are in good standing. The CSIOP Team, as led by our marvelous program coordinator, Leah Hamilton, is excited to run some of our regular events during the virtual conference, such as our annual student poster award competition.

EXECUTIVE COMMITTEE

Every year, Convention is when transitions on the CSIOP Executive occurs. Therefore, I would like to update you all on the new composition of the committee for the upcoming year and thank those who have served faithfully and whom we will miss dearly!

First, I want to thank Tom O’Neill (University of Calgary), who has completed his role as Past-Chair this year and will be transitioning off the executive team. Over the past couple of years, Tom has been our fearless leader in negotiating our relationship CPA and challenging us all to think aspirationally regarding the future of our organization. In particular, Tom was instrumental in helping us to revive a former stream of important income for CSIOP – job advertisements. (So please email us if you wish to make use of this opportunity to reach the Canadian I/O audience!).

Second, Nicolas Roulin (St. Mary’s University), will now move to the Past-Chair role for the upcoming year. Nicolas has been an amazing chair and has persistently continued the negotiations begun by Tom with CPA. We are optimistic that this is all finally coalescing around a mutually beneficial agreement that we can share with our membership soon! I feel lucky that Nicolas remains on the CSIOP executive to share his insights and wisdom with us all.

Joshua Bourdage (University of Calgary) is moving into the Chair-Elect role for the upcoming year. Josh has served on the CSIOP executive for a number of years, first in the Editor role and more recently as Secretary-Treasurer. Thus, Josh is very familiar with all the issues currently facing CSIOP. I am excited that Josh has agreed to serve in this capacity and, as a leadership scholar, feel so pleased regarding our robust succession planning that will help to ensure a vibrant future for our organization and the I/O community in Canada.

The entire CSIOP executive will truly miss Duygu Biricik-Gulseren (Saint Mary's University). Duygu has been a wonderful student representative, and we have been so fortunate to be able to work with her over the past two years. In particular, our wonderful and popular student events, such as the mentoring event at Convention, would not have been possible without her! At the same time, we are also excited to welcome Rachael Jones-Chick (Saint Mary's University) as the incoming student representative. Rachael has been involved with CSIOP over the past two years and has been instrumental in creating the wonderful newsletters (such as this one) that go out to our membership quarterly. We look forward to Rachael's ideas and contributions!

We are also fortunate in that we have two wonderful executive members who will be continuing on in their roles this year. Aleka MacLellan (Lee Hecht Harrison Knightsbridge) continues on as our Membership Coordinator, and Lisa Alonzo McDermott (Pwc) continues on as Editor. I would like to thank Aleka for all her contributions over the past year and exciting ideas to expand our membership, and Lisa for all her efforts in building a vibrant communications plan and delivering excellent content to our members. Additionally, we have two new faces joining the executive; Lindie Liang (Wilfrid Laurier University) will be our new incoming Program Coordinator, and Matt McLarnon (Mount Royal University) will be our new incoming Secretary-Treasurer. Many thanks also to Leah Hamilton, our outgoing Program Coordinator, for all her hard work in planning a wonderful convention program for Montreal, though it will ultimately look a bit different than initially planned given the transition to the virtual convention this year.

Finally, I would also like to take the opportunity to thank our Special Collaborators who selflessly give their time in support of I/O Psychology in Canada. Lance Ferris (Michigan State University) for his continued service as Newsletter Editor, and Rachael Jones-Chick (Saint Mary's University) for her assistance in this process. Prachi (Saint Mary's University), who has been wonderful in ensuring that we have a robust social media presence. Peter Fisher (Wilfrid Laurier University), our Webmaster, who has been instrumental in maintaining our website and web presence. Finally, I would like to sincerely thank Lynda Zugec (The Workforce Consultants) and Blake Jelley (University of Prince Edward Island) for their important roles as CSIOP's liaisons to the Alliance of Organizational Psychology (AOP) and various committees on issues related to licensure, respectively.

CLOSING REMARKS

Although the social distancing measures put in place to manage the COVID-19 pandemic have made it so that we have been spending more time (physically) apart than ever before, it has also reinforced the importance of community during this time. Thank you for being a part of the vital I/O psychology community in Canada, and I look forward to the day when we can once again gather in the same room to discuss issues related to the research and practice of our field. In the meantime, I look forward to interacting with you all at the virtual convention this summer!

CSIOP Membership



Aleka MacLellan, Ph.D
Lee Hecht Harrison Knightsbridge

CPA was unfortunately not able to provide us with updated membership numbers. However, as of April 21st, CSIOP has a total of 166 members, which consists of 13 CPA Fellows, 4 Honorary Lifetime Members (including 2 CPA Honorary Life Fellows), 2 Special Affiliates, 2 CPA International Affiliates, 2 Retired Members (including 2 CPA Retired Fellows), 48 Student Members, and 95 Full Members.

CSIOP News



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

WILFRID LAURIER UNIVERSITY

- Sara Murphy, Doctoral Candidate, has accepted a tenure-track position in the School of Business & Economics at the University of Winnipeg.
- Christianne Varty, Doctoral Candidate, has been awarded the Ontario Graduate Scholarship.

SAINT MARY'S UNIVERSITY

- Congratulations to Dr. Debra Gilin, Dr. Lori Francis, Dr. Mark Fleming, and Dr. Dayna Lee-Baggley, including student collaborators, Ehsan Etezad and Greg Anderson (MSc students) for their project entitled "Preventing Burnout among Front-line Care Workers to fight COVID-19: Screen and Intervene" being funded by the Nova Scotia Covid-19 Research Coalition.
- Huge congratulations to Dr. Kevin Kelloway (Canada Research Chair), Dr. Jennifer Dimoff (Assistant Professor, Telfer School of Business, U of Ottawa), Dr. Stephanie Gilbert (Assistant Professor, Shannon School of Business Cape Breton U) and Dr. Jane Mullen (Professor, Department of Commerce Mount Allison U) including SMU student collaborators Tabatha Thibault, Rachael Jones-Chick, Vanessa Myers, and Jacqueline Shaw for their project entitled "Organizational Response to Disease" being funded by the Canadian Institute for Health Research, Research Nova Scotia and the New Brunswick Health Research Foundation!
- Ryan Cook (PhD student), supervised by Nicolas Roulin, was successful in securing the Joseph-Armand Bombardier Canada Graduate Scholarship (2020-2023 doctoral scholarship). Congratulations!
- Rachael Jones-Chick's (Supervisor: Kevin Kelloway) previously awarded SSHRC doctoral fellowship was "upgraded" to the Joseph-Armand Bombardier Canada Graduate Scholarship! Congratulations to Rachael!

UNIVERSITY OF CALGARY

- Erika Lieu (incoming MA student to work with Dr. Tom O'Neill) won Social Sciences and Humanities Research Council of Canada Graduate Scholarship Program - Master's Competition in the amount of \$17500. Congratulations!

UNIVERSITY OF GUELPH

- On May 1st Thomas Sasso began a new position as Assistant Professor in the Department of Management at the Gordon S. Lang School of Business and Economics.
- Melissa Pike is the recipient of a SSHRC Joseph-Armand Bombardier Canada Doctoral Scholarships! Congratulations!

WESTERN UNIVERSITY

- Western University welcomes newest faculty member in the I/O Psychology area, Dr. Blair Evans! Blair completed his doctoral studies in social psychology at Wilfrid Laurier University, and is joining Western University from his previous position as Assistant Professor of Kinesiology at Penn State University. Blair primarily studies small group dynamics using varying methods, including the extent to which group-related phenomena predict well-being as well as behaviors that are productive or health-enhancing. Welcome!
- Western University welcomes two new MSc students into the department, Leonid (Leo) Beletski and Tina (Tianyue) Xu. Welcome aboard!
- Congratulations to Erica Sutherland who successfully defended her PhD dissertation entitled "The Measurement of Job Satisfaction among Workplace Leaders: Scale Development and Validation of the Leader Satisfaction Assessment".
- Congratulations to Brittney Anderson on successfully defending her PhD dissertation entitled "A Longitudinal Person-Centered Investigation of Commitment in Newcomers to the Military"



- Dr. Richard (Rick) Goffin was awarded a multi-year SSHRC Insight Grant investigating how to maximize the value of personality assessment in human resource management. Congratulations Rick!
- Dr. Blair Evans and Dr. Alex Benson (co-investigators) were awarded a multi-year SSHRC Insight Grant investigating subgroups and cliques within teams. Congratulations to both!
- Congratulations to Tina (Tianyue) Xu who was awarded an Ontario Graduate Scholarship!
- Jennifer Lynch and Leonid Beletski were awarded the Joseph-Armand Bombardier CGS-M scholarship - Congratulations to both of you!
- Huge congratulations to Eva Kwan (PhD student), Trevor Coppins (PhD student), and Dr. Johanna Weststar were awarded a Mitacs Accelerate Grant. Their research will be conducted in collaboration with their industry partner, the Trillium Network for Advanced Manufacturing.

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

Practice Makes Perfect



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

Are you wondering about your salary? Or maybe thinking about what different positions are paid in our field? The Society for Industrial and Organizational Psychology (SIOP) conducted a Salary Survey late last year and the results are in! The Income and Employment Report 2020 is now available on the SIOP website. To get some background on the report, we connected with Kristl, Chantale, Alyssa, Amy, and Scott to share their highlights with the CSIOP membership. Here they share their insights on the report and what you can expect to find!



THE SIOP INCOME & EMPLOYMENT REPORT IS HERE!¹

By Kristl Davison, Chantale Antonik, Alyssa Kaszycki, Amy DuVernet, and Scott Oppler

SURVEY HISTORY, DESIGN, & ADMINISTRATION: IT TAKES A VILLAGE

Since 1982, SIOP has been regularly surveying the membership about their income and employment information. The survey is done every three years, and represents a great historical snapshot of how the I-O profession has evolved over nearly forty years.

Although the survey has been conducted by different vendors over time, currently it represents a coordinated effort across many players within the SIOP community. Specifically, SIOP's all-volunteer Institutional Research

¹ Adapted with permission. The original article was included in the Summer 2020 issue of SIOP's TIP Publication.

Committee (IRC) is tasked with developing the survey and coordinating the administration and data collection. However, the process for this survey administration required a partnership among multiple parties**.

SIOP members, associate members, international affiliates, and fellows with active email addresses were sent an email invitation to complete the survey. The 2019 Salary Survey opened on October 3 and closed on October 21. Of the 4,362 invitations sent, there were 1,605 respondents before data cleaning. The 36.8% response rate was an improvement from the last survey in 2016. After cleaning the data, the final sample for analysis consisted of 1,403 full-time, working professionals. Analyses revealed that this sample closely mirrors the characteristics of SIOP membership as a whole, and included both doctorate-level as well as master's-level members.

NEW FEATURES & SOME KEY FINDINGS

The survey covered SIOP members' sources of income and benefits in 2018. Beyond the traditional salary survey topics, for the first time the survey also investigated important and timely topics such as remote work and work-life issues, as well as the effects of different specializations on salaries.

Here are a few noteworthy findings from the Executive Summary of the report.

- Salaries for I-O psychologists continue to grow—median incomes were 5.2% higher in 2018 than in 2015, roughly on par with inflation rates.
- The two most commonly reported industries for doctorate-level respondents are consulting organizations (18%) and doctoral universities (31%).
- On average, practitioners earn 24% more than academics.
- Within applied positions, doctorate-level independent consultants have the highest reported median income at \$167,000.
- Within academic positions, I-O psychologists in business and management departments have a higher median income than those working in psychology departments (\$160,000 and \$95,000, respectively, for doctoral institutions).
- Of master's-level respondents, psychologists working in federal government reported the highest median income (\$107,000), followed by I-O psychologists working in the manufacturing industry (\$100,000).

For more specific details, please read the report [here](#).

HOW TO USE THE REPORT

The report is well over 60 pages long, but it is organized into different sections to help you identify the benchmarks that best reflect your own characteristics. Below highlights where to look for some common information:

- Effects of qualifications, experience, and credentials: pp. 8-13;
- Effects of specialization and industry: pp. 14-20;
- Academic employment: pp. 20-25;
- Applied employment: pp. 26-30;
- Geographic differences: pp. 31-37
- Other income, including bonuses and secondary employment: pp. 37-38 & 48-49;
- Raises: pp. 39-41
- Benefits: pp. 42-47;
- Demographics & wage gaps: pp. 50-58.

FUTURE INITIATIVES

Over the coming months, the IRC will continue to delve into the data to examine questions of interest. SIOP's virtual conference in June included a presentation on the topic and sought input from members on what other pressing questions should be addressed:

Antonik, C. W., Davison, H. K., DuVernet, A., Kaszycki, A., & Oppler, S. (2020). Know Your Worth: Results from the 2019 SIOP Salary Survey. Society for Industrial & Organizational Psychology Conference.

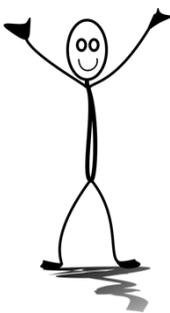
**Multiple parties include:

- SIOP's Administrative Office to promote and distribute the survey as well as the final report;
- Mercer | Sirota personnel, who programmed the survey and collected the data;
- Training Industry, Inc. personnel, who cleaned and analyzed the data, and prepared the final report;

- Other SIOP committees, who provided feedback during the survey development and promoted the survey to their members;
- SIOP's IRC subcommittees, who developed and reviewed the survey, tested the survey platform extensively, and provided feedback on the report;
- Members of SIOP's Executive Board, Officers, and Administrative Office who reviewed the survey and the report.

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 Zugec at Lynda.Zugec@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 looking at who makes up the C-suite or looking at the everyday experiences among lower level employees, it's hard to deny that gender discrimination is still a problem in the workplace. As companies have attempted to diversify their workforces, one of the most commonly used methods is an employment equity plan, which suggests that – all else being equal – women should be provided more career opportunities in order to redress historical discrimination that has led to the current imbalances in representation across organizations.

Yet this description – policies meant to address historical discrimination – may actually be harming support for such policies. In particular, a recent article in *Organizational Behavior and Human Decision Processes* by Ivona Hideg (newly hired at York University) and Anne Wilson (of Wilfrid Laurier University) used a social identity theory framework to argue that reminding men that women have historically been discriminated against may threaten their social identities, because it implies men were the ones doing the discriminating. Given people often respond to threats to their social identities with defensive denials, it is possible that men may respond to reminders about past discrimination with denials that discrimination currently exists.

In a series of studies, Hideg and Wilson examined the effects of reminding men of past discrimination against women on support for workplace diversity, and generally found support for their predictions that such reminders may actually lead to greater denial of current discrimination. In particular, across three studies they manipulated whether or not participants were reminded about past discrimination against women, either in the context of historical discrimination faced at the turn of the 20th century such as not being able to vote (compared to a discussion of early 20th century life in general), or in the context of an employment equity policy that was framed as redressing past discrimination against women (compared to a more neutral framing). They generally found that men reacted more defensively when presented with reminders of past discrimination, such that they were more likely to deny the existence of gender discrimination in the workplace today and less likely to support employment equity policies supporting women. On the other hand, women generally recognized the current existence of gender discrimination and supported employment equity policies regardless of whether or not they were reminded of past discrimination.

They also examined if there was a way to reduce the backlash seen amongst men who were reminded of past discrimination. In particular, they argued that being reminded that some progress had been made in women's rights (e.g., gaining the ability to vote, run for office, and own property) should reduce the threat to men. In line with their predictions, they found that men presented with historical discrimination were less likely to deny the existence of current gender discrimination if they were also told of historical progress in women's rights (compared to men who were not told of progress in women's rights). However, compared to women, men were still more likely to deny the existence of current gender discrimination (regardless of if they were told or not told of progress in women's rights).

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

Hideg, I., & Wilson, A. E. (2020). History backfires: Reminders of past injustices against women undermine support for workplace policies promoting women. *Organizational Behavior and Human Decision Processes*, 156, 176-189.

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.

Communication Update



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

Virtual world, virtual reality, virtual connections...what an intriguing space we are all in. Is it a new reality or is it something we've been slowly gearing towards anyway? Whatever the answer is, I'm sure many of you are currently experiencing some form of an existential crisis. One thing I've learnt from living in Canada is that Canadians stick together and are quick to bounce back.

CSIOP is working safely to support you and our communities. As you are now aware, we will be holding our annual conference virtually! Please remember that your membership will still benefit you, even though our conferences are virtual, the connections you make by being a CSIOP member are invaluable! We strongly encourage our readers to provide content that they would like to share to help other CSIOP readers and members. Articles on stress management, managing anxiety and uncertainty, or tips for small businesses to pull through tough economic challenges would be greatly appreciated to many. Please email us these at editor@csiop-scipio.ca.

Keep strong, stay safe, and respect everyone you meet.

Student Update



*Rachael Jones-Chick, M.Sc.
Saint Mary's University*

Dear Student Members of CSIOP,

I am so excited to begin this role as your new Student Representative! For those who don't know me, I am starting my second year as a PhD student in I/O Psychology this Fall at Saint Mary's University in Halifax. My current research interests are in employee creativity and innovation, occupational health psychology, and training & development.

I would like you all to know that my door (or email in this case) is always open if you have questions. I know that when I completed my undergraduate degree, I never expected to eventually find myself in a PhD program! That being said, I've done a lot of research about programs in Canada, scholarship

applications, and finding internships along the way, so please feel free to contact me if you have any questions at all, or if you'd just like to chat about research interests in general!

THANK YOU, DUYGU!

Duygu has done a fantastic job as our Student Representative over the last 2 years. She planned a fun and informative Student mentor event/social at last year's CPA Convention, and I am sure she had another great event planned for this year if the event had been able to take place in person. Duygu also hosted our first AMA (Ask Me Anything), which was a huge success! On behalf of all the CSIOP Student Members, I would like to thank Duygu for her interesting and informative newsletter columns and all of her great work to keep us updated with relevant information and fun events!

UP NEXT!

I hope to bring some new and useful initiatives to you, the student members of CSIOP over the next 2 years. I will send out a survey in the next few weeks to gauge your interest in some possible initiatives/events that we could have over the next few years, but if you have any suggestions for initiatives, events, or information that you would like to receive, please let me know!

If you have suggestions for student events, questions about I/O psychology programs, or just want to chat about I/O, you can contact me at: rachael.joneschick@gmail.com.

Update On: Alliance for Organizational Psychology



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

Are you looking to hire someone with a background in Industrial-Organizational Psychology or Work and Organizational Psychology? Or maybe you know someone who is?

NEW JOB BOARD FOR WORK AND ORGANIZATIONAL PSYCHOLOGY NOW AVAILABLE!

The Alliance for Organizational Psychology (AOP) and the Work & Organizational Psychology Division of the International Association of Applied Psychology (IAAP) have launched a new job advertisement board to connect work and organizational psychologists with opportunities:

www.workandorganizationalpsychologists.com



“During this unprecedented time, we hope to create connections and support opportunities that will help work and organizational psychologists across the globe” – Barbara Kozusznik, President, Work & Organizational Psychology Division, IAAP



“With this new initiative, work and organizational psychologists worldwide will have equal access to information that will help them forge their personal career paths.” – Gudela Grote, President, Alliance for Organizational Psychology



The Alliance for Organizational Psychology (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).

NEW AOP WHITE PAPER:

The Work–Family Interface Around the World: Implications and Recommendations for Policy and Practice



Access the White Paper Here:

<https://img1.wsimg.com/blobby/go/0567b461-ac8d-411b-b8fe-abb7b43bd87d/downloads/AOP%20W-F%20Final%20White%20Paper.pdf?ver=1588127884615>

Aims and objectives of the White Papers

The aims of the Alliance for Organizational Psychology (AOP) white paper series is to:

1. Address globally relevant topics that are of interest to policy and decision-makers
2. Highlight key areas where Organizational Psychology can make a substantial contribution to practice
3. Feature contributors offering international perspectives and viewpoints

The intended purpose of these White Papers is to share information about the value of Organizational Psychology (OP) and how OP can be used to improve the well-being and performance of people and organizations with non-OP HR and business practitioners and leaders.

Special thank you to the Alliance White Paper Subcommittee members (Angela Carter, Hazel McLaughlin, Maree Roche, and Lynda Zugec) for their efforts and support in making the white paper series a reality.

The Convention Corner



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

I want to thank all of our CSIOP members for their fantastic submissions to CPA's Convention. With the help of our 28 reviewers, we were ultimately able to accept 59 submissions. I know many of our members were disappointed that they weren't able to present in person but I hope you will consider submitting to CPA's virtual convention. As you may have heard, CPA transitioned to a virtual series that will be offered throughout July and August, with new content released each week. Of interest, from July 6-10, CPA released content from I/O Psychologists working in healthcare settings. This was part of their broader theme on understanding what impact the workplace has on our lives and well-being. In addition to featuring submissions that were previously accepted for the original convention, CPA also accepted new submissions about COVID19 and pandemics more broadly (with acceptances going out July 10th).

Looking ahead, the CSIOP Executive remains hopeful that we will see you all at the [2021 Convention](#) in Ottawa. In the meantime, I hope everyone stays well.

Don't forget to follow CSIOP on Twitter ([@CSIOP_SCPPIO](#)) and [Facebook](#) for updates about the virtual series. The full program will also be posted on our [website](#).

“Psychologist” Advocacy: CPA Position Paper and Model Language on Title



*R. Blake Jelley, Ph.D., CHRP
CSIOP Special Collaborator on Licensure
Faculty of Business, University of Prince Edward Island*

Psychology is much broader than health care and clinical practice. Yet, health service provision or more specifically the regulatory environment that accompanies it means that access to the title “psychologist” is elusive for others. People with earned doctorates in psychology cannot necessarily call themselves psychologists under existing legislation in Canadian jurisdictions (Votta-Bleeker & Cohen, 2016). Industrial-organizational (I-O) psychologists know well the discomfort of trying to identify with our discipline while respecting legal restrictions on title.

The field of I-O psychology and the clients who could benefit from the expertise of I-O psychologists are among the losers in the current scenario. The field is robbed of deserved (partial) credit for the work of its skilled practitioners, who operate under other titles and hesitate to identify their psychology degrees. Clients are less easily able to distinguish the qualifications of I-O practitioners working in disguise from those of other service providers. University faculty members in psychology departments are more easily able to identify as psychologists under existing legal exemptions, though such exemptions are variable and suboptimal (Canadian Psychological Association, CPA, 2020). However, I-O trained faculty members also work in business schools or other academic departments. We are not necessarily less psychologically-inclined than are our colleagues in psychology departments. The more significant issue, though, seems to be access to the psychologist title for I-O practitioners. We are not alone. Other psychology sub-disciplines share our access-to-title concerns (CPA, 2020; Votta-Bleeker & Cohen, 2016).

The CPA initiated a Task Force on Title during Kevin Kelloway's CPA presidency (Votta-Bleeker & Cohen, 2016). In addition to Dr. Kelloway, two other former Canadian Society for Industrial and Organizational Psychology (CSIOP) Chairs were involved. Pat Rowe was CSIOP's official representative at that time and I was participating as an interested individual. The title-access problem was related to licensure concerns that I was dealing with while representing CSIOP on the Association of State and Provincial Psychology Board's Joint Task Force on Licensure

of Consulting and I-O Psychologists (see LCIOP Joint Task Force, 2017 and associated commentaries in the June 2017 issue of *Industrial and Organizational Psychology*). (Without going into detail, the title-access issue for non-licensed psychologists was a complete non-starter with the LCIOP Joint Task Force, though there were positive developments in other areas.) In 2018, Kerri Richie, the Canadian Council of Professional Psychology Programs (CCPPP) partner representative to the CPA Board and a clinician, asked me to serve with her as Co-Chair of CPA's Task Force on Title to build on the initial work that had been completed. Given my participation, CSIOP elected not to assign anyone else to the renewed CPA Task Force.

Good news! The CPA Task Force on Title submitted its report to the CPA Board of Directors in February. It was approved and has recently been released on CPA's website as a CPA Position Paper (CPA, 2020): Available at <https://cpa.ca/aboutcpa/committees/cpataskforces/>.

The Title Task Force has advocated for consistent exemptions in Canadian jurisdictions' psychology laws so that people with earned doctoral degrees in psychology will (hopefully someday) be allowed to call themselves "psychologists" without necessarily registering with a regulator of psychology. We have outlined various conditions that we hope will mitigate concerns from the regulatory (pro-licensure) community and legislators about enacting such an exemption. I do not think these will pose much concern in the I-O community.

The basic idea is that to qualify for the exemption one would need an earned doctorate in psychology from a recognized university, not offer health-care services, nor pretend to be qualified to provide health-care services (see CPA, 2020). We also made recommendations to help the public identify qualified health care providers more easily and give health-care psychologists a more consistently-recognizable brand. Please refer to the report and model exemption language for details (CPA, 2020). Dr. Ritchie, who now serves as the Director of Education on the CPA Board of Directors, reports that the Board is excited about this development and eager to move on it. Of course, changing the legislation in Canadian jurisdictions is a tall order. Still, we have a proposed model and support from CPA with which to advocate for change on a longstanding point of contention for I-O psychology.

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https://cpa.ca/docs/File/Task_Forces/20_087_100_CPA%20Title%20Task%20Force%20Report%20-%20FINAL.pdf
- Licensure of Consulting and I-O Psychologists Joint Task Force (2017). The licensure issue in consulting and I-O psychology: A discussion paper. *Industrial and Organizational Psychology*, 10(2), 144–181.
- Votta-Bleeker, L. & Cohen, K. R. (2016). A psychologist by any other name... or not. *Psynopsis, Summer*, 38-40.

Return to Work, But Not Return to Normal



*Erika Ringseis², Ph.D.
InHaus Legal*

Last quarter I anticipated writing a case study for this edition of CSIOP, naively thinking in March that by June surely life would have settled down. Instead, the COVID-19 reality continues. My attention is diverted from case law and litigation³ to focus on the critical question facing employers in Canada right now: What does a return to work look like?

Restrictions are lessening and some Canadian provinces are re-opening schools and daycares, allowing restaurants to operate, permitting hair-cuts, massages and other personal services. The key word is lessening, not lifting. We are not returning to “normal” as people don masks, gloves and other forms of personal protective equipment (PPE), signs on floors and doors mark

² Erika Ringseis is senior legal counsel at InHaus Legal, a virtual law firm where remote work is the norm. Erika's background in Industrial/Organizational psychology and her experience leading a team overseeing human resources governance have been helpful in her practical approach to addressing the return to work after COVID-19 restrictions began to lift across Canada.

³ By next quarter, we will likely return to a standard case study summary and analysis. As this article goes to press, many of the courts and tribunals across the country are starting to re-open or becoming more comfortable with virtual hearings. There are likely to be some very interesting labour and employment cases in the coming months.

2 metre distances and bottles of hand sanitizer are everywhere. This is not the normal employees know, and there is also suspicion that this is a temporary lifting of restrictions as we anticipate another wave of COVID shut down.

The workplaces of a mere five months ago (has it really been less than half a year!?) exist no more. Open concept offices are shunned, handshakes are frowned upon, coffee dates are only permitted at a distance. Employers have to think about occupational health and safety, physical space and personal hygiene as they update and craft new policies, procedures and protocols. Some organizations have suffered great economic setback and are attempting to operate with a skeletal workforce and others are scrambling to keep up with increased demand for products or services. Layered on top of the standard labour and employment concerns are heightened COVID concerns. Organizational cultures and norms are changing and experts are concerned about the mental and physical health of workers.

I/O psychologists have valuable skill sets to assist organizations move into this next “re-opening but a new normal” stage of COVID reality. From a legal perspective, I thought it would be helpful this quarter to provide you with a checklist of considerations as your schools, your students, your organizations, your clients and you return to work now, later or repeatedly. Happy return to the new normal!

1) **PRELIMINARY CONSIDERATIONS – DEVELOP A COVID PLAN**

- What?
 - Federal, provincial and local government rules
 - Industry-specific rules to consider?
 - Will operations resume/continue at a reduced capacity or in full?
 - Prioritization of work and creation of a business continuity plan⁴
 - Hazard assessment for your particular workplace
- Who?
 - Will all workers be called back or only a portion of the workforce? Rotations?
- Where?
 - Will some individuals (continue to) work from home? Or another location?
- How?
 - Transportation choices for employees?
 - Office layout (see physical space section below)
- When?
 - What are the elements that will affect the timing (government, client needs, etc.)?
- Accommodation Policy (consideration of childcare, schooling, mental health needs, etc.)
- Emergency Response/Pandemic/Business Continuity Plan
- Code of Conduct/Business Ethics
- Health Check Policy
- Updating of existing policies
 - OH&S, PPE
 - Privacy
 - Travel
 - General policy review
- Ensuring appropriate procedures are in place (COVID Plan)
 - Social distancing
 - Use of PPE
 - Sick leave (it is not acceptable to go to work sick because it is “just a cold” anymore, and employees may also have to miss more work because of sick children)
 - Process for testing/scanning the workforce
 - Notification and containment if an employee becomes COVID positive (tracing and containment)
 - Hygiene and cleanliness
- Training personnel as to the new policies and procedures.
- Management preparedness:
 - If employees are sick
 - If employees need to travel
 - If employees do not follow new rules
 - If employees refuse to work because of safety concerns.
 - If employees choose to travel for vacation

2) **POLICY & PROCEDURES**

- New policies may now be necessary if they did not already exist Pre-COVID or weren’t put into place during the initial fluster of emergency activity
 - Working Remotely Policy
 - Confidential Information Policy
 - Use of Employer Equipment Policy
 - Electronic Use Policy

⁴ See, for example, <https://www.ccohs.ca/publications/PDF/businesscontinuity.pdf>.

- Leadership in the new workplace.
- Setting new norms (e.g., no handshakes, maintaining distance, using stairs, avoiding high contact areas).

3) **PHYSICAL SPACE**

- Maintaining social distancing where possible.
- Consider if parts of the workplace will remain closed or modified, such as with restricted numbers (e.g., lunchroom area).
- Consider updated cleaning protocols for workspaces.
- Consider if there will be a rotation of people or teams within the workplace.
- Physical barriers for protection of employees.
- Limit unnecessary contact between employees and the public.
- Distance markers for external individuals who enter site
- Posted rules.
- Posted reminders about hygiene (e.g., hand washing;
<https://www.canada.ca/en/public-health/services/publications/diseases-conditions/reduce-spread-covid-19-wash-your-hands.html>)
- Posted reminders about COVID symptoms and notification procedure.
- Provide frequent hand sanitizer stations.

4) **OH&S**

- Remember employer obligation to take all reasonable steps to ensure safety of its employees and those attending at the workspace.

- Hierarchy of controls:
 - Engineering controls (barriers, ventilation)
 - Administrative controls (policies)
 - Personal controls (PPE)
- See physical space and policies/procedures above
- Appropriate PPE available
- Revisit all existing procedures and processes to modify and update as appropriate.
- Review notification requirements and procedures if an employee tests positive.
- Conduct regular hazard assessments.
- Health and safety representative chosen, trained and aware.
- If applicable, joint worksite health and safety committee established, trained and aware.

5) **ADDITIONAL HR CONSIDERATIONS**

- Notice requirements
- Morale of workers
- Plan for workers with pre-existing health conditions or concerns about the workplace
- Management support and training
- Team building
- Education about resources available for physical and mental health
- Building culture

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