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Chair's Column



Winny Shen, Ph.D.
York University

Dear CSIOP members,

With the uplifting news of vaccines beginning to be approved in Canada and elsewhere in the world, I hope that you and your loved ones are safe and well and have found novel ways to celebrate and give thanks during this pandemic holiday season. Although we continue to be apart physically, this does not mean that CSIOP has ceased making plans and moving forward!

Fond Good-Byes And Warm Welcomes

The entire CSIOP executive wishes Lisa Alonzo McDermott the best as she departs our executive team. We thank Lisa for all her efforts as our Editor over the past year. We are also pleased to welcome Peter Fisher (Ryerson) as our new Editor. Peter is our current webmaster, without whom we could not function, and we are thrilled that he is willing to join the executive and take on this larger role as Editor!

The CPA Convention

We have now heard that CPA 2021 will again be a virtual convention taking place over three weeks in June. Submissions are due January 22, 2021, and we look forward to seeing your posters, symposiums, and workshops! For more details, please see our program coordinator, Lindie Liang's (Wilfrid Laurier University) message in this newsletter!

NEW Section Associate Membership

We are excited to announce that CPA has developed a new membership category that we think will be of interest to many, and that can help us expand our reach and impact! The new section associate category is for folks who want to be affiliated with a particular section, such as CSIOP, but for various reasons may not desire full membership in the broader CPA association. For example, this may be of interest to I/O practitioners who may be interested in staying involved in the Canadian I/O community through CSIOP or academics, practitioners, or students in allied or related fields (e.g., business, management), who may not necessarily qualify for membership in CPA as they do not have a background or training in psychology. This membership is at a lower price point: \$85 + \$25 section fee (\$110 in total), which makes it a more affordable option if the benefits of full membership are not critical to you! We encourage you to share this information with those who you think may be interested in joining our community through this new mechanism: <https://cpa.ca/membership/becomeamemberofcpa/>

CSIOP Stands Against Racism

The past year has ignited a much delayed conversation regarding race and inequity within our society, particularly the systemic discrimination often faced by Black and Indigenous communities. It is important to the CSIOP executive team that our community continues to be an inclusive one, and that we stand united against hate and prejudice in all forms. Further, we believe that I/O psychology can play a key role in addressing issues of racism in the workplace, allowing all people a pathway to a life lived with dignity and without want. Given these beliefs, our

executive team is in the midst of ongoing conversations regarding how we as an organization can demonstrate our commitment to anti-racism and support our members in their efforts as well. If you have ideas you would like to share, please feel free to reach out to me directly.

Closing Remarks

I am always grateful to everyone who volunteers their time and energy with CSIOP, but never more so than over the past trying year. As we all attempted to adjust to these new circumstances, I am deeply appreciative of how kind everyone in our community continues to be and each individual's willingness to prioritize CSIOP, even while balancing numerous other demands. From the bottom of my heart, thank you for your continued support and involvement.

CSIOP Membership



*Aleka MacLellan, Ph.D.
LHH*

As of 20 January 2020, CSIOP has a total of 135 members, which consists of 15 CPA Fellows, 1 Honorary Lifetime Member, 5 Special Affiliates, 1 CPA International Affiliate, 4 Retired Members (including 3 CPA Retired Fellows), 32 Student Members, and 77 Full Members.

CSIOP News



*Samantha Hancock, Ph.D. Candidate
Wilfrid Laurier University*

University of Calgary

- Congratulations to Tom O'Neill and team for securing funding for a Discovery Grant from the Australian Research Council (2021-2025).
 - Applicants: Drs. Marylène Gagné (PI), Thomas O'Neill, Ramón Rico, & Mark Griffin *Motivating Work Teams: An Emergence-Based Process Model* Value: \$335,985

University of Guelph

- Parco Sin received a Joseph-Armand Bombardier CGS-Doctoral Scholarship
- Amanda Deacon started a Mitacs post-doctoral position, in conjunction with Plum, with Deborah Powell in the Guelph Selection Lab
- Melissa Pike and Marian Pitel received a Mitacs accelerate grant with [nugget.ai](#) entitled: "Show and tell: Testing an alternative simulation-based method for assessing demonstrated soft skills"

Western University

- Do university employees prefer working from home? Dr. Johanna Weststar and her colleagues' new article in [the conversation](#) helped answer this question. They surveyed work from home preferences of 11,000 university employees across Canada and Australia.
- Are video game developers satisfied? Find out in Dr. Johanna Weststar and Shruti Kumar's new 2019 video game developer satisfaction [report](#), completed in partnership with the International Game Developers Association.



- In exciting news, Julie McMenamin (PhD candidate) and Dr. Natalie Allen’s research on teamwork during a Mars analog mission made international news headlines! Their research was picked up by various news agencies, such as [CNN](#), [CBC](#), and [Daily Mail](#) UK, amongst others. Find their interview on various media outlets!
- Big congratulations to Eva Kwan (PhD candidate) and Dr. Johanna Weststar who were awarded a Mitacs Accelerate grant! Their research on investigating mentorship needs in the Ontario manufacturing industry will be conducted with the Trillium Network for Advanced Manufacturing.

Practice Makes Perfect



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

This issue of the “Practice Makes Perfect” column is a bittersweet one. I fondly remember when Silvia Bonaccio and I were discussing the column and the direction it would take back in 2015. The first time I had officially led the column was in the August 2015 issue. That was over 5 years ago! Though it is sad to bid you adieu (for now), it brings me great delight to introduce you to Ameetha Garbharran!!! She will be taking over the column to provide what I am certain will be sage advice for current and aspiring practitioners. Below you will find her first note to you as the new CSIOP “Practice Makes Perfect” columnist, followed by her impressive experience in the field. I encourage you all to provide her with a warm welcome and I am sure she would be elated to hear from you.

Introducing Our New Practice Makes Perfect Columnist

By Dr. Ameetha Garbharran

I am thrilled to be named the new columnist for CSIOP’s Practice Makes Perfect column. I have followed and consumed the excellent work published by Lynda Zugec and her collaborators over the years and realize that I have big shoes to fill. I remember Lynda asking me to write a piece for the column a few years ago. As an internationally registered I-O Psychologist specializing in psychological and behavioural assessments, writing about my experience with assessments was an obvious choice. I contributed an article related to best practices in the deployment of assessments for leadership selection and development. It was deeply gratifying to share my perspectives through my practitioner’s lens with CSIOP’s readers. I am, therefore, no stranger to CSIOP or the Practice Makes Perfect column and now have the unique privilege of contributing once again. I have long admired CSIOP’s commitment to supporting, showcasing, and enhancing the practice of I-O Psychology and am so excited to join the team as another champion of this noble objective.



We are living in a momentous time and it is an honour to bear the torch as CSIOP’s Practice Makes Perfect columnist as we navigate through this pivotal moment in human history. COVID-19 has radically transformed the world causing us to re-define the way we live, work and play. This has led to unprecedented changes in the global economy and the world of work as we know it has been drastically re-shaped over the last few months and continues to be as I write this piece. WFH (Work From Home), an acronym that few people had heard of before March 2020, is now a familiar term, widely used to describe a format of work that has become the new reality for so many: remote work. Entire industries have been toppled and many more need to be reinvented if they are to survive this epic disruption. We are in the midst of what could be, in very substantive terms, the Fourth Industrial Revolution.

In parallel, the strain of the global pandemic has laid bare embedded fractures in the fabric of human society as deep socio-economic inequities became more visible and pronounced worldwide. People began to speak out in one global voice against the unfairness that had been entrenched in our societies for generations. Their message was impossible to ignore and the institutions responsible for promoting fairness and providing equal opportunities for all people had to take notice. The world of work, in particular, came under sharp scrutiny as age-old questions became amplified about why Black people, people of colour, women and other marginalized groups were so visibly under-represented at the most senior ranks in organizations in particular and at all levels of organizations in general. It is against this unique backdrop that I-O Psychology professionals now operate. As practitioners and academics alike, we have the

unique ability and the profound responsibility to influence the outcomes of this momentous turning point in the world of work. This is our time to leverage our skills, training, and experience to help organizations and their people to pivot and constructively absorb the disruptive consequences of COVID-19 and the unprecedented challenges it has introduced.

I-O Psychology is supported by over a century of scientific research to guide our professional practice and the science is evolving continuously. Fundamentally, our profession is premised on ensuring objectivity, fairness, and equal opportunities. We accomplish our objectives by focusing on tangible business outcomes and how best to achieve them through the skills and capabilities of people regardless of arbitrary factors such as race, gender, religious affiliation, sexual orientation, disability, etc. Therefore, in response to questions by organizations regarding how they can enhance diversity, inclusiveness and equity, we as I-O Psychology professionals have an obligation to raise our hands and share our insights about how this can be practically achieved. Now, more than ever, we have to insist on injecting science back into talent management practices to ensure that the best people are hired for jobs rather than allowing organizations to hire people based on subjective criteria that have little to no bearing on their ability to succeed. We are equipped to understand the psychology behind microaggressions and how to support both the recipients and proponents of these behaviours in the workplace. We have the capability to recognize inequitable policies and practices that are having an adverse impact on entire groups of marginalized people, to point them out to key decision-makers and show them the implications, and we have an obligation to propose solutions and strategies to eliminate them and make a meaningful difference to impacted groups and to businesses as a whole. We need to be the custodians of policies, strategies and practices that are objective, fair and promote humanity in tandem with protecting and promoting organizations' best interests. Our mission is to amplify our voice to ensure that organizations take heed of the science, research, and best practice guidelines to meaningfully promote diversity, inclusiveness, and equity.

Individuals are required to be increasingly adaptable and resilient to cope with the dramatic changes introduced by the pandemic and organizations are prioritizing the identification and development of hardy and agile leaders to guide their businesses through these challenging times. I-O Psychology professionals have a key role to play to help leaders and their teams navigate the ambiguity and uncertainty. We understand the psychology of resilience and the personality styles that predict it. We have the tools and skills to measure resilience and agility in individuals and the know-how to help people develop strategies to improve their ability to withstand and rise above unexpected and profound change. The WFH reality has led to interesting questions and conversations around how to lead remote teams optimally, how to manage the performance of individuals you can no longer physically observe, how to hire, onboard and develop new employees you are unable to meet in person, and how to build and enhance trust, communication and collaboration in teams that now operate 100% virtually. These present interesting challenges to organizations, leaders, and their teams and for I-O Psychology professionals as the custodians of strategic talent management. We have an opportunity to leverage our deep understanding of human motivation, and best practices in selection, onboarding, performance management, team functioning and leadership development to support organizations and their HR departments as they confront these unprecedented virtual challenges. More broadly, as the industries that have been disrupted work to reinvent themselves and stay relevant in a COVID-19 and post-COVID-19 era (I am remaining optimistic!), we are well-positioned as human behaviour experts, leadership specialists and strategic advisors to provide input about the implications of the adoption of new business models on job roles, organizational structures, leadership and employee selection and development practices and talent management strategies.

I believe that I-O Psychology professionals may be more relevant now than ever before. This is our call to action and we need to ready ourselves to be the thought leaders, scientists and practitioners that make an indelible mark on the Fourth Industrial Revolution. As we traverse this new and unfolding landscape, there will be many interesting developments in the practice of our profession. It is my goal to work in collaboration with fellow I-O Psychology practitioners to capture and share the essence of some of these developments in the Practice Makes Perfect column as we make sense of, and lend our efforts to enhance, a dramatically reimagined and rapidly evolving world of work. I look forward to embarking on this exciting journey with you.

About Ameetha

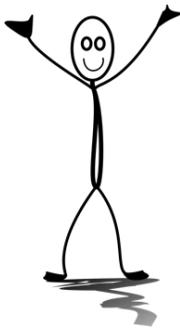
Dr. Ameetha Garbharran is the Founder and CEO of expsynt (pronounced excite). She specializes in executive assessments for selection and promotion; high-potential identification and succession planning; leadership development and executive coaching for C-suite and top tier leaders, entrepreneurs, and other strategic roles. Drawing on decades of global experience, she works with a diverse spectrum of clients including multinational corporations, private sector companies and public sector institutions across multiple industries including telecommunications, information technology, pharmaceuticals, banking, financial services, retail, manufacturing, hospitality, oil and gas, mining and professional services.

Ameetha has published articles in SIOP's The Industrial-Organizational Psychologist (TIP) and CSIOP's The Canadian Industrial and Organizational Psychologist. She presents papers on a range of topics at local and international I-O Psychology conferences, including the annual SIOP Conference. She is particularly interested in the assessment of C-suite executives, the assessment and development of entrepreneurial potential, the advancement of women in leadership roles, promoting diversity, equity and inclusiveness in organizations, the changing nature of work in technologically advancing societies and the study of antisocial workplace behavior. She has published research in academic journals and has presented papers at local and international conferences on antisocial workplace behaviour.

Ameetha holds a Ph.D. degree in Psychology and a Masters degree (*cum laude*) in Industrial-Organizational Psychology. She is an internationally registered Industrial-Organizational Psychologist and a Board Certified Executive Coach. Previously, she served as a member of the Executive Committee of SIOPSA and currently is a member of the US-based Society for Industrial and Organizational Psychology (SIOP), the Canadian Psychological Association (CPA) and the Canadian Society for Industrial and Organizational Psychology (CSIOP).

Do you have ideas on how to merge the science and practice of I-O Psychology to advance the interests of organizations and their people? Would you like to share your practical perspectives with us? We would love to hear from you. Please contact Dr. Ameetha Garbharran at ameetha@expsyt.com if you have comments, suggestions or would like to contribute an article to the Practice Makes Perfect column in an upcoming issue of the CSIOP newsletter.

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 you're a practitioner or an academic, you're probably familiar with goal-setting theory: in comparison to just telling employees to do their best, giving specific, challenging goals is more likely to lead to better employee performance. However, when we think of goal-setting in a work environment, we think of things like performance management meetings with bosses or other explicit statements along the lines of “Make X widgets within Y hours” and not of things like the office poster of a cat hanging from a tree branch saying “Hang in there!”

A recent review of primed goal effects by Xiao Chen (University of Prince Edward Island), Gary Latham (University of Toronto), Ronald Piccolo (University of Florida), and Guy Itzhakov (University of Toronto and University of Haifa) in the journal *Applied Psychology: An International Review* suggests that we may want to take another look at those motivational posters hanging around the office. They conducted a qualitative and quantitative review of the literature of supraliminal goal priming effects – that is, primes we are aware of (i.e., not subliminal) but whose connection to a behavior not be immediately apparent. Examples include things such as a photo of an athlete winning a race priming better performance, or completing a word sort task where the words primarily deal with achievement, or reading an email with achievement-related words included in the email.

Reviewing the results from over 50 studies, they generally found that supraliminal goal primes can have effects on performance. These effects can be long-lasting: one study (comparing the aforementioned emails from a CEO with and without achievement-related words included in the email) found an email sent on Monday had effects across the entire work week. While both visual (e.g., the winning athlete photo) and verbal (e.g., word-find tasks and word exposure) supraliminal goal primes showed significant effects, visual cues seemed to have a larger effect, particularly when the visual cue was related to someone's actual work (in other words, a winning athlete may motivate better performance overall but particularly amongst athletes). Chen and colleagues also found that studies generally show these effects are in addition to more explicit goal-setting effects, in that both explicit goal setting and supraliminal primes had significant effects on performance.

So does this mean we can just throw up some posters and wait for the money to roll in? Not quite: Chen and colleagues also took pains to note that prior work has generally found you cannot prime people willy-nilly, and people have to be at least predisposed towards doing the behavior you are trying to prime. That is, someone who doesn't want to work won't suddenly leap up and start working after seeing a motivational poster; however, someone who is already predisposed to work may be more likely to work even harder. And hopefully your workplace is comprised of the latter types of employees, not the former.

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

Chen, X., Latham, G. P., Piccolo, R. F., & Itzhakov, G. (2020). An enumerative review and a meta-analysis of primed goal effects on organizational behavior. *Applied Psychology: An International Review*. doi: 10.1111/apps.12239

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



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

Hello CSIOP Student Members, and Happy New Year!

Hello CSIOP student members,

I hope you all had a wonderful and productive fall semester as well as a relaxing winter break!

This month, I would like to remind you of the upcoming deadline to submit an abstract for the CPA convention. The deadline for submissions is **January 22nd**.

CPA's 2021 convention will be held virtually from June 7th-25th. I know presenting online is a bit different (and maybe not as exciting) as presenting at an in-person conference, but this is still a great opportunity to showcase your research to the I/O Psychology community in Canada! This may also be a great opportunity to try out giving an oral presentation in a more comfortable environment for those who may typically stick to poster presentations. Additionally, participating in the virtual conference is a great option for students since you can try to organize your schedule around all of the presentations that you want to attend without leaving your desk! So even if you are busy with classes or research, the virtual format will make it possible to learn about new research happening in I/O psychology around Canada.

Traditionally the convention also includes a popular mentorship event where students are matched with I/O psychology mentors and have a chance to talk and ask questions, as well as a social event. Things may look a bit different this year with the online format, but more information will follow about virtual social/mentorship events and student awards as we get closer to the virtual convention.

Don't forget to follow CSIOP social media accounts (handles can be found on the last page of the newsletter) to receive updates and more information!

Update On: Alliance for Organizational Psychology



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

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 Alliance for Organizational Psychology (AOP) White Paper

Women In Power: Contributing Factors That Impact on Women in Organizations and Politics; Psychological Research and Best Practice



Access the White Paper Here:

<https://img1.wsimg.com/blobby/go/0567b461-ac8d-411b-b8fe-abb7b43bd87d/downloads/WIP.pdf?ver=1604625763393>

Aims and Objectives of the White Papers

The aims of the Alliance for Organizational Psychology (AOP) white paper series are 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.

Call for Papers for Special Issue of Applied Psychology: An International Review

Topic: Inclusion of people with limitations in organisational contexts

Guest editors: Alicia Arenas, Lourdes Munduate & Fred Zijlstra

https://iaap-journals.onlinelibrary.wiley.com/pb-assets/assets/14640597/SI_APIR_inclusion_in_the_workplace-1599030724397.pdf

Abstracts (between 250 –300 words) detailing the aims of the paper, main findings and implications should be submitted by March 1st, 2021, via the Submission portal of Applied Psychology: An International Review. Authors will receive feedback on their abstract by June 2021. The deadline for full papers is December, 1st, 2021.



WILEY Call for Papers for Special issue of Applied Psychology: An International Review

Topic: Inclusion of people with limitations in organisational contexts



InPractice 14 – Special Edition on “Innovation in Performance Management and Feedback Interventions”

Special Edition on “Innovation in Performance Management and Feedback Interventions” now available online: <http://www.eawop.org/latest-issue>

Researchers and practitioners in Work and Organizational Psychology (WOP) have devoted decades to understanding and developing performance management systems in organizations.

In this Special Edition of InPractice we would like to shed some light on the practical application of both innovative and evidence-based PM systems and their effects on performance, health, and organizational success. We are more than happy to present authors from both Europe and the U.S. using approaches that are closely related and rooted in WOP research.

We also had the chance to interview Robert D. Pritchard. Bob Pritchard has influenced research in motivation, productivity, and performance management over the last five decades. His worldwide research programme on the ProMES methodology is one of the most striking contributions of WOP in practice.



The Convention Corner



*Lindie Liang, Ph.D.
Wilfrid Laurier University*

Happy New Year everyone! I hope you all had a much-needed break during the holidays!

As you have probably heard already, the 2021 CPA convention will be virtual again! The convention will span three weeks from June 7th – 25th. You can take a look at the preliminary schedule here: <https://convention.cpa.ca/scientific-program/program-schedule-and-themes/>

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!

This year's convention will feature familiar and new presentation types:

(1) Workshops

(2) Spoken individual presentations

- Snapshots (5-minutes)*
- 12-Minute Talk (12-minutes)
- Conversation Sessions (25-minutes)
- Review Session (25-minutes)

*Please note that Gimme 5s have been renamed Snapshots. It is used for presenting a high-level overview of one's empirical research, program, intervention, or the need/impact for/of a policy, they are a method for sharing information in a spoken/visual format in a succinct manner, creating interest in a project or program, and promoting networking amongst delegates.

(3) Spoken group presentations

- Panel Discussion (55-minutes)
- Symposium (55-minutes)

(4) Poster presentations

(5) Skills development sessions

- Knowledge translation in action (5-minutes)

If you haven't yet submitted your work to the convention, you still have until **January 22nd** to submit your presentation. Reviews will take place in February, and you will be notified of the decision by March at the latest.

Same as last year, CPA will be using the EventMobi Platform for the Virtual Series. You will be pleased to know that CPA is also working with their Professional Conference Organizer to explore different means of offering/increasing networking in a virtual format. Also, please stay tuned for the exciting CSIOP social events that we are putting together!

If you have any questions or ideas about the CSIOP Program please email me at lliang@wlu.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.

Pause for Reflection: The Relationship Between HR and Employment Law Beyond 2020



*Erika Ringseis¹, Ph.D.
InHaus Legal*

I have been writing the legal column for CSIOP for years, probably longer than some of the people reading this article have been adults. Often I provide case studies, interesting examples of real world situations that explain to us how the law works in the world of human resources and the applicability of legal decisions to our daily lives. I am sure that is exactly what I will do for the next quarterly column. This column, however, is a little bit different. As we (quite happily) close the door on 2020, I pause to think about the HR side of this past year. In the face of HR playing an increasingly critical role in the workplace, with COVID health rules and return-to-work protocols, questions of mandatory vaccination and increases in harassment and bullying, let us pause for a moment and reflect upon the relationship between human resources and law.

HR professionals are expected to know the law relating to employment. On the face of it, that sounds simple enough. But it is not. The complexities and intricacies surrounding employment standards, labour relations, human rights, employment equity, accessibility, occupational health and safety, worker's compensation and privacy legislation are enough to send any experienced HR professional running from the office screaming obscenities (which may be a violation of anti-bullying, workplace respect or Code of Conduct policies, by the way...). Maintaining a solid understanding of the law and applying legal principles when solving everyday problems arising in the world of people relations is critical.

Of course, HR professionals also need to recognize when the complexities or uncertainties require input from a lawyer. The valuable advice is rarely a definitive answer as to what should be done, because rarely is the application of law so easily black and white. Rather, HR professionals need legal advice that will provide an understanding of the risks associated with different possible outcomes, speak to industry standards and provide possible courses of action in consideration of strategic and business needs, not just the law. Rarely should legal advice be a one-way telephone call. Instead, I find dialogue of options and strategy, possible steps and potential outcomes, risks and reward to be a necessary exchange between a lawyer and an HR professional.²

I had the opportunity for reflection recently when I was interviewed by Enda Soostar³, the contents of which will appear in the upcoming second edition of *Understanding Human Resources Management: A Canadian Perspective*. This book is sold to thousands of students in Business and Human Resources programs annually in Colleges and Universities across Canada. I was asked to discuss the role of HR vis-à-vis employment law, for the chapter "HR and the Law" and to go further by commenting on our participation in precipitating social change. That gave me pause for reflection. Sometimes HR practitioners, researchers and lawyers are remembered late in the process, pulled into an issue only when it is a raging fire out of control, or asked at the last minute for input as an afterthought. People may indeed be the most valuable resource as many organizations tout, but HR is also overhead, not an income-generating function, for most businesses and are sometimes expected to make decisions and move mountains very quickly with limited resources. In the middle of the day-to-day scramble to make sure employees get paid, are supported, are safe and respectful, remember that the role of HR is incredibly important for the culture and legacy of the organization and that the decisions made are rarely black and white, and are rarely "one and done".

Although employment legislation provides the framework for establishing organizational rules, it is the role of HR to move the organization beyond strict compliance with the law to a broader commitment to becoming the

¹ Erika Ringseis is the labour and employment law specialist with Inhaus Legal LLP, an innovative virtual law firm combining real world expertise with solid legal advice. Her deep interest in people at work led her to obtain her Ph.D. in Industrial Organizational Psychology from Penn State before pursuing her legal career.

² To be clear, sometimes questions only require a simple answer, like "what is minimum wage right now?" but, to be honest, I rarely see those types of questions. For example, a recent employer asking me about "vacation payout" triggered questions going back to her even though that employer probably anticipated I could supply a simple one word "yes" or "no" response to an email. Whether vacation needs to be taken, can be forfeited automatically, can be voluntarily forfeited with pay requires consideration of minimum vacation rules under legislation, the difference between vacation time and vacation pay, the employer rules, policies, procedures and past practices and the practical realities of juggling the law, the business needs and what the employees really want.

³ Enda Soostar L.L.M., CHRL, is a Professor with Georgian College, a continuing HR practitioner and a contributing author for the Nelson/Cengage HRM textbook series.

organization that it wants to be. The legislation is really just the ground floor but the minimums are rarely a goal for organizational people strategy. Organizations want committed, satisfied employees who are innovative team players. The human resources function has become fundamentally intertwined with legal aspects, but should aim to provide a more holistic HR governance program, not just HR compliance rules.

HR governance is broader than just law. Governance is about more than the rules, but also the reasons and norms for governing behaviour. An HR practitioner needs to be able to troubleshoot and recognize issues within the complex web of multiple pieces of legislation. Sometimes the answer is not as simple as what the law says but also takes some complex consideration of how the law will be applied and how the message will be delivered. HR practitioners have to help leaders be leaders and employees to get the answers that they need.

My expertise is based on a diverse background of industrial organizational psychology education, a law degree and associated experience, and my current involvement with the Alberta Human Rights Tribunal as a mediator and adjudicator. One valuable experience that shapes the advice I give, and also truly puts me in a position of great empathy toward my clients, is that I had the opportunity to take a role as a leader within a multinational HR department. I oversaw the human resources governance portfolio across three countries for a federally-regulated company with over 6,000 employees and many more contractors. The move from the legal department into a functional leadership role within HR shaped how I was able to give both legal and organizational advice. It was an earning of legitimacy, as I had to live by my own advice in order to make tough leadership decisions and deal with the practical realities of budgets and administration.

In Human Resources you are expected to be an expert on the rules and the people. You have to figure out how to get people to live the rules, not just abide by them. Wouldn't the world be a wonderful place if we all just treated each other respectfully; employees were fairly compensated for all of the work they did; everyone took safety measures to protect themselves and others; employees never stole from their employer or lied; and raindrops were gumdrops? Alas, we are human and that is not the reality we live in. We need employment legislation to set the parameters, which can form the baseline for social change as lead by the Human Resources function. A lawyer can tell you the rules. But, a talented HR professional and Human Resources governance program play critical roles in shaping social change by going beyond legislative compliance to organizational commitment and change. HR can get us to a new state of normal. Maybe even better than normal.

**Chair/Président**

Dr. Winny Shen
York University/Université York

Editor/Éditeur

Dr. Peter Fisher
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Rachael Jones-Chick, M.Sc.
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