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The Canadian Industrial & Organizational Psychologist

Chair's Column

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

Dear CSIOP members,

I hope you are all keeping well and seeing a light at the end of the tunnel after an extremely challenging time. It has been a hard road for many on both personal and economic fronts, and the hope is that things are moving in the right direction.

It is my pleasure to be the new Chair for CSIOP. For those who don't know me, I am an Associate Professor at the University of Calgary. I have been on the Executive since 2014, and served in a number of other roles before becoming Chair, including Program Coordinator, Editor, and Secretary-Treasurer. I am honoured to be taking over as Chair, and working together with the team to serve I/O psychology in Canada.

Executive Team

First, I would like to take the time to thank the current executive team and welcome in the new members.

In terms of those moving on, Dr. Nicolas Roulin has finished his term with CSIOP, and has transitioned out of the Past Chair role. Nicolas was an exceptional leader during his time with CSIOP, and will be missed. Most recently, he has helped to coordinate the awards for the CPA conference, and worked with CPA to help organize a student career fair and professional development series (that I know was very helpful to our student members!). Nicolas' efficiency and enthusiasm will be missed! In addition, Dr. Lindie Liang has finished up the Program Coordinator role, after organizing a wonderful virtual conference (more on this below). Big thanks to Lindie for all of her hard work. Importantly, this means that we are looking for a new Program Coordinator. If you would like to know more about this role, please reach out to me at chair@csiop-scpio.ca.

We are also thrilled to welcome Dr. Deborah (Deb) Powell back to the executive. Deb was the CSIOP Chair in 2013-2014, and we are lucky to have her returning as Chair Elect this year. Importantly, this highlights that even if you have served previously on the executive in the past, we would love to welcome you back, and such experience is highly valued. The remainder of our very strong executive team will be remaining the same, including Rachael Jones-Chick (Student Representative), Dr. Aleka MacLellan (Membership Coordinator), Dr. Peter Fisher (Editor/Webmaster), Dr. Matt McLarnon (Secretary-Treasurer), and Dr. Winny Shen (Past Chair). We are also lucky to have several special collaborators who kindly devote their time to various initiatives, including Lynda Zugec (Delegate to the Alliance for Organizational Psychology), Dr. Blake Jelley (Licensure), Samantha Hancock (Social Media Coordinator), and our newsletter team (Dr. Lance Ferris and Maddy Blazer). In short, due to the volunteer work of many committed and passionate individuals, CSIOP is in good hands!

CSIOP/CPA Convention

This year was once again an unusual year for the conference, with the conference taking place virtually. However, Lindie Liang and Rachael Jones-Chick were able to work with CPA to organize a very impactful and important conference. Every year I am extremely impressed by the caliber of work that is presented, and this year was no exception.

Indeed, much of the work highlighted the central role that I/O Psychology can play in informing important and current issues, such as around the pandemic and the changing nature of work, and the urgent need to enhance and encourage equity, diversity, and inclusion in both our field and organizations more generally. For example, our section invited speaker was Dr. Arianne Ollier-Malaterre (Université du Québec à Montréal), who gave a wonderful talk on work-life boundaries, including a historical context and applications during the pandemic. Similarly, we were extremely fortunate to have Dr. Marylene Gagne (Future of Work Institute, Curtin University) give a keynote address on important advancements in I/O Psychology in the digital age. Further, our student symposium, which focused on stereotypes, training, and disabilities in the workplace, once again demonstrated the high quality of work being done by students in Canada. This was mirrored in the great work presented in the virtual poster sessions and other conversation sessions. Finally, kudos to Rachael Jones-Chick for organizing a well-attended student-mentor event. Huge thanks to the many academic and practitioner mentors who took the time to share their expertise.

Awards

As usual, we had a number of student awards associated with the conference. Overall, the quality of student research presented at the conference was extremely strong this year, and these decisions were difficult ones!

First, the CSIOP executive is very pleased to announce the inaugural “*Best Equity, Diversity, and Inclusion Poster Award*”, designed to recognize the importance of EDI in our field and the importance of rigorous research in this area. Congratulations to Kiah Caneira (University of Guelph) and their team (Thomas Sasso, Hana Chu, & Dr. Gloria González-Morales) for the study “Drag IS employment: An Analysis of the Occupational Experiences of Drag Queens”. This project received top marks, and was incredibly interesting. Congratulations!

Second, we would like to extend hearty congratulations to the winners in our general student poster competition. The judges agreed that these projects were extremely well done!

- **1st Place:** Claire Keenan, Saint Mary’s University: Gender Differences in Virtual Leadership. This work was completed with Claire Keenan, Maria Holley McGee, Haya Bakour, and Dr. Debra Gilin
- **2nd Place:** Katherine Malchelosse, Université du Québec à Montréal: Resilience as a Mediator of the Relationship between Passion for Work and Work-family Interface. This work was completed with Dr. Nathalie Houlfort
- **3rd Place:** Ethan Katz-Zeitlin, Université du Québec à Montréal: Investigating School Principals’ Leadership Trajectories And Associations With Their Own Well-being. This work was completed with Dr. István Tóth-Király, Simon A. Houle, Dr. Alexandre J.S. Morin, and Dr. Claude Fernet

Last but not least, I would like to congratulate Amy Barron (University of Waterloo) for winning the RHR Kendall Award. Although we had many intriguing submissions, Amy’s paper, titled “She Can’t Handle the Truth: Do Gender Stereotypes Undermine Managers’ Enactment of Justice?” really stood out. Amy’s work was completed under the supervision of Dr. Ramona Bobocel. Thank you to RHR for continuing to sponsor this prestigious award, and to our team of judges: Drs. Rima Tarraf, Ameetha Garbharran, Matt McLarnon, and Peter Fisher.

CJBS Special Issue

We are excited to announce that current and former members of the CSIOP executive co-edited a special issue in the *Canadian Journal of Behavioural Sciences* on “Emerging Research in Industrial-Organizational Psychology in Canada”. The co-editors of this special issue were Drs. Nicolas Roulin, Leah Hamilton, Winny Shen, Thomas O’Neill, and myself. The Editorial, which describes the research papers contained in the issue, and future directions for I-O Psychology in Canada, can be found here: <https://psycnet.apa.org/fulltext/2021-45895-001.html>.

The special issue featured 7 accepted papers on a variety of topics of interest to both academics and practitioners, including important topics such as I-O Psychology and Indigenous employment, the utility of personality feedback interventions, leadership, justice, diversity, and remote work and teamwork. The special issue also features two

invited submissions. The first is from Dr. Ramona Bobocel (Waterloo University) on the topic of organizational justice. The second is by Dr. Ivona Hideg (York University), and discusses research in gender equality. This is a topic that is particularly relevant given that the pandemic has in many ways highlighted and exacerbated existing inequalities. Together, this special issue really highlighted that I-O Psychology in Canada is well-situated to examine many centrally important issues for organizations and employees.

Closing Remarks

As I move into the Chair role, I wanted to encourage you to reach out if you have any questions or concerns, or any ideas about how CSIOP could better serve our discipline and our members. One of the goals for this year (led by Dr. Aleka MacLellan) will be to hone in on how we can enhance value for our members, but we also view this as a collaborative effort, and appreciate any feedback. In the interim, I'd like to highlight that CSIOP is now more actively posting job advertisements (<http://csiop-scpio.ca/career.html>) and can be a good forum to advertise jobs that might be of interest to our membership. In addition, our social media has been very active thanks to the work of Samantha Hancock. If you don't already, you can follow us on LinkedIn (<https://www.linkedin.com/company/canadian-society-for-industrial-and-organizational-psychology---csiop-scpio/>), Twitter (@CSIOP_SCPIO), or Facebook (<https://www.facebook.com/CSIOP.SCPIO>). In addition, if you would like us to share any new publications or posts that may be of relevance to CSIOP members, please get in touch at socialmedia@csiop-scpio.ca so that we can help promote important work.

On the whole, we're looking forward to a better year, but know that there is a lot of work ahead, and we look forward to engaging with you. In the longer term, I sincerely hope to be able to welcome you to my home town of Calgary this time next year!

Best,

Josh Bourdage, PhD
Associate Professor
University of Calgary

CSIOP Membership



*Aleka MacLellan, Ph.D.
LHH*

We were unable to get updated numbers for membership since our last newsletter, but as of 20 March 2021, CSIOP has a total of 138 members, which consists of 15 CPA Fellows, 1 Honorary Lifetime Member, 8 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*

Saint Mary's University

- Congratulations to Duygu Gulseren who recently defended her dissertation and for accepting a tenure-track assistant professor position at York University School of Human Resource Management!
- Congratulations to Tammy Mahar and Timur Ozbilir for recently defending their dissertations!
- Congratulations to Haya Bakour (MSc student) for being awarded a SSHRC!
- Congratulations to Yannick Provencher (PhD student) for being awarded a Doctoral SSHRC!
- Congratulations to Ehsan Etezad and Gregory Anderson (both PhD students) for being Scotia Scholar Award winners!



University of Calgary

- Eden-Raye Lukacik won the University of Calgary Students' Union Teaching Excellence Award for Teaching Assistants.
- Congratulations to Stephanie Law, who successfully defended her PhD thesis on February 26. Her thesis was entitled, "Interview Impression Management: Examining the use, effectiveness, and longitudinal relationships." Her supervisor was Josh Bourdage.
- Congratulations to Elaine Atay for being awarded a SSHRC Doctoral CGS Award.
- Congratulations to Tom O'Neill (PI) for being awarded a SSHRC Partnership Development Grant (2021-2024) with Co-applicants: Drs. Cristina Gibson and Matthew McLarnon entitled *Time for Flexible Remote Work? Developing the Capabilities of Leaders and Individual Contributors* (Value: \$500,000)



University of Guelph

- Hannah Teja (MA Student) participated in the Association for Psychological Science (APS) conference "Pitch Perfect Three-Minute Thesis Competition". From over 40 entries, her video was selected as one of the top 6. Those 6 people then presented live at the virtual conference to judges and the conference audience. Her talk was ranked 2nd place from the judges was chosen as the top speech by the audience votes!



University of Waterloo

- Congratulations to Amy Barron, recipient of the RHR Kendal Award at the 2021 CPA Conference for her paper titled: "She Can't Handle the Truth: Do Gender Stereotypes Undermine Managers' Enactment of Justice?"



Western University

- Congratulations to Dr. Alex Benson for receiving a 5-year SSHRC Insight Grant! The project is entitled: "A relational perspective of social rank dynamics in teams: Zooming in on the roles of followership and leadership".
- Congratulations to Dr. John Meyer for publishing a new book on employee engagement in the changing world of work! Find out more through this [link](#).
- Congratulations to Tianyue (Tina) Xu (MSc student) for receiving the Canada Graduate Scholarship-Master's (CGS-M)!
- Congratulations to Noelle Baird (PhD candidate) for receiving the Ontario Graduate Scholarship (OGS)!
- Congratulations to Sarah Carver (PhD candidate) for receiving the Canada Graduate Scholarship - Doctoral (CGS-D)!



- Congratulations to Janice Lam (PhD Student) who was awarded an OGS!

Practice Makes Perfect



*Ameetha Garbharran, Ph.D.
expsyt*

When we embark on a career in I-O Psychology we are confronted with many interesting work opportunities and choices that define and shape our career trajectory. One of the critical decisions we may confront is that of self-employment. In this column, registered I-O Psychologist and President of BL Associates Corporate Psychologists, Brooke Lyons, takes us on her journey to self-employment and captures some of the key considerations she factored into her decision-making as she navigated the forks in the road. We invite you to share in her fascinating transition from full-time employment as a psychologist to self-employment and hope that you are able to draw on her amazing lessons and insights to help you answer the question: Is self-employment for you?

Is Self-Employment for You?



*Brooke Lyons, M.A., R.Psych
President, BL Associates Corporate Psychologists Inc.*

One of the biggest decisions facing an I-O psychologist is deciding whether to be self-employed or to work as a full-time salaried employee for an organization. This article chronicles my own personal journey from employment to self-employment with the objective of sharing insights gained along the way to help other I-O psychologists who may be grappling with this decision. This article is written with an audience of recent graduates in mind but may also be helpful for psychologists more advanced in their career. I review what led to the decision, the decision-making process and the transition itself.

Factors leading up to the decision

I had a very happy employment experience as a salaried psychologist for over a decade. For the first five years I worked as a uniformed psychologist for the New Zealand Army providing I-O services to military personnel. We were a small but close-knit team, with supportive, competent leadership and we felt a sense of pride and value in the work we did. Nonetheless, I had a thirst for adventure and wanderlust that not even jumping out of helicopters or conducting debriefs in jungles could quench, thus I decided to take off to Canada for a year's leave. A coffee date with a friend turned into a chance encounter with his CEO and subsequent job offer as OD Manager at an Employee and Family Assistance Program (EFAP) company. I fell in love with both Vancouver and my job and spent two years flipflopping mentally between returning home or staying, ultimately landing on the latter. The process of making that decision came in handy with the key question at the heart of this article.

The new job was wonderful – again I had the good fortune to be part of a competent, well-functioning team with great leadership. Six years in, however, our company got bought by a larger company, which in turn got bought by an even larger company – think of a minnow being eaten by a tuna, which then gets eaten by a shark. Maximizing profit became the most salient value and the inevitable consequences of downsizing and budget cuts followed. While I was fortunate to keep my job, the day-to-day atmosphere of the workplace had changed. The insecure context had understandably put people on edge, and interpersonal hostility became more commonplace (ironic, given the I-O services we provided clients to avoid this very issue). Feeling disillusioned, I started to look around at other organizations, but having had the opportunity to consult with dozens of corporations, I knew the potential existed for the same scenario to play out in nearly any organization. For the first time in my career, I was unclear on what I wanted to do next; advancing to a director role meant moving further away from practicing psychology, thus held no appeal, but I also did not want to stay treading water in a management role.

Making the decision

The thirst for adventure that had brought me to Canada in the first place started to resurface and the idea of going it alone gently nudged itself into my awareness. I had plenty of role models to draw from – through our pool of sub-contractors, I had the opportunity to see clinicians successfully operating as sole proprietors and, closer to home, my own stepfather and husband had their own businesses. The last few years in management had given me working knowledge of the business of selling I-O psychological services. But perhaps most importantly, I had developed confidence in myself and felt that, just possibly, I might have what it takes to make a living for myself outside the shelter of an organization...

Pregnancy put the idea on hold for a few months. On maternity leave, free from dealing with the minutia of everyday work and benefiting from the perspective of distance, I was able to reflect on what I really wanted out of life and the idea of being able to captain my own ship took hold in my heart and head and would not let go. Furthermore, my priorities had now shifted – I wanted to be able to spend more time with my family and to have the flexibility to work hours of my own choosing. To check in that I was not just entertaining a fantasy, I consulted with a handful of people whose opinion I respected, and who I could trust to have my best interests at heart yet be brutally honest. Their support of the idea was unanimous; their advice essentially boiled down to, “there is nothing to lose from giving it a go, but *not* giving it a go will likely lead to future regret.”

Taking the plunge...sort of

Dreams aside, there was an important practicality to be considered – I needed to be able to earn enough to meet our family’s financial commitments. Therefore, like many who go this route, I decided to try self-employment on a part-time basis. I negotiated my position down to 80% upon my return from maternity leave and used the day off each week to build my business. I worked my way through the checklist of starting a business (found online on provincial government websites): registering the business, hiring a bookkeeper, setting up a business bank account, creating a website and marketing materials, and so forth. Given that benefits cover therapy, I figured therapy would be a more dependable place to start so I tried to bridge the gap with I-O psychology by offering support to individuals dealing with workplace issues. While there was a learning curve and several training courses that needed to be attended, I had been working with cognitive behavioural therapy, mindfulness, and other techniques with executive coaching clients for years, so the transition was smoother than anticipated.

After a few months, I saw that the demand for therapy was such that I could safely move into full-time self-employment – which was great, the only problem being: I am not cut out to provide full-time therapy. While I have immense respect for those who can, this was not my forte, and most importantly, I missed the traditional I-O work that I loved.

So, question number two: **how to create a living as a self-employed I-O psychologist?** This question was trickier than simply becoming self-employed as it required a leap of faith that clients would be willing to pay for services not covered by benefits. I decided my best plan was to sub-contract out my services to as many contractors as possible; I was willing to go anywhere and to do anything, as long as it was I-O related.

Taking the plunge for real

After a few months, I had secured half a dozen sub-contractor agreements and felt confident there would be enough work coming in to sustain full self-employment (with therapy as a back-up plan). So, I left my job – almost a year to the day from the start of the process. It was one of the most exciting yet scary days of my life! A large part of that decision was making sure I was also emotionally on board. As someone who typically scores in the 90th percentile on extraversion in personality tests, I had to be at ease with the idea of working solo day-in-day-out, months on end. As part of my long-term self-care, I would have to make a concerted effort to maintain social connections during the day as it would no longer happen organically.

For people that decide to go the route I did, finding that exact tipping point of when there is enough work to sustain self-employment is like walking a tight rope. Option one: leave before you have a full slate of work with the belief that work will quickly pick up and your savings will be sufficient in the interim. Or option two: face the exhaustion of managing both workloads until there is enough work to step straight into – potentially losing contracts along the way through not being able to keep up with demand.

My previous employer was kind enough to keep me on as a sub-contractor and, ironically, was my primary source of revenue for the first year as it took a while to find a replacement for my position; I continued to do the same work but for twice the pay and half the hours! I was acutely aware, however, that this was not a reliable long-term revenue stream. I was also starting to feel exhausted from doing so many diverse types of contracts and cognizant, that as a sub-contractor rather than contractor, I may have been captain of the ship, but this was not the level of autonomy I had originally sought. This was, therefore, not a sustainable model.

I decided to connect with people who were living the life I wanted – I-O psychologists with their own businesses – and hear firsthand their journeys in the hopes of gleaning some ideas. I was a member of an Organizational Psychologist group (“O group”) for Metro Vancouver, so started there. This approach proved very fruitful. On a walk with one woman who had carved out a successful niche in executive coaching, she emphasized the importance of patience and work life balance, “quality work will naturally beget further business; our children are only little once”. Lunch with another woman brought forward the nugget, “specialists are more likely to be successful than generalists”; advice that helped me have the confidence to move away from what I *could* do, to what I *wanted* to do.

At this stage in the journey, I felt comfortable and confident with being self-employed and did not yet realize I was also on the cusp of another major fork in the road.

Wonderful opportunity or high risk move?

The next coffee date with one of the O group members ended up changing everything (and a striking reminder of the salient role good old-fashioned luck plays in any story). It turns out that this psychologist was looking for someone to take over his business so that he could retire within the next few years, and my credentials were a perfect fit.

Enter decision number three: **continue to operate as a sub-contractor or buy an established business?** This carried considerably more risk than the original self-employment question as it came with a hefty price tag. As before, I did a lot of consulting with trusted friends and family. The message was again unanimous: sometimes big risks need to be taken in order to succeed – but do due diligence before signing; you are not just inheriting the clients, but also the company’s history and reputation.

I was intrigued to take up the psychologist’s offer and buy his business, but not before I had an intimate knowledge of it. If it was going to be a marriage, we were going to date first. So, I worked with him for a year on a sub-contractor basis. I quickly saw that he provided a quality service, had a loyal client base, and conducted himself with integrity and with values that aligned with my own. Still, it was a lot of money and I was hesitant. I engaged in some self-reflection to help understand this hesitation and realized that I was suffering from imposter syndrome. I was petrified that clients would not want to work with me (a 30 something woman) when they had been working with this seasoned expert with several books to his name. Worse, I was petrified that I was, in fact, not up to the task. Who was I to think I could manage an established business? Did I really want to get incorporated? It seemed so much more formal and therefore there was so much more to lose.

In the end, it was listening to strong successful women leaders which eventually gave me the confidence to go for it – the Sheryl Sandbergs, Brené Browns, Oprah Winfreys, Hillary Clintons... My situation was a tiny grain of sand compared to the deserts they had travelled, but the underlying message remained the same: “do not let our internal obstacles hold us back.” I also had the full support of my husband, whose confidence in me never once wavered.

Fast forward two years, and it has proven the best decision I ever made. This is not to say it is always easy. There have been some challenging moments – the administration can be more time-consuming than expected, I have had to brush up on areas well outside my comfort zone that would normally be taken care of by others in an organization (e.g., cybersecurity), and, on the inevitable occasions I make a mistake, I do not just have to deal with the embarrassment, but the potential loss of revenue should a client decide to leave. But these aspects have been more than offset by the positives of the autonomy, flexibility, and stimulation of running one’s own business – I was finally the captain. I would go down with the ship if I failed, but the feeling of being at the helm is worth it. There is tremendous satisfaction in seeing the direct result of your own efforts.

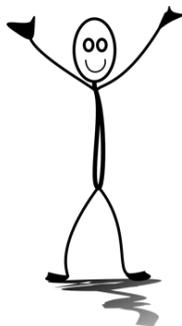
Self-employment is not for everyone. I have several friends who are perfectly content with their salaried psychologist jobs and their reasons for choosing this path are well-considered and legitimate – and for a decade, so

was I. But I would encourage those of you who are maybe considering branching out on your own to find your courage. The transition will likely be easier if you have first built up a few years' experience as an employee working alongside experienced psychologists. If you are someone who is organized, self-motivated, and who takes pride in your work, the chances of you succeeding are higher than you may think.

About Brooke Lyons

Brooke Lyons (nee Owen) is a registered Industrial-Organizational (I-O) Psychologist in B.C. Canada. She has over 15 years' experience providing I-O psychological support to a wide range of organizations, including private, government, public sector and non-profit organizations. Brooke started her career in 2004 as a uniformed psychologist with the New Zealand Army and progressed to the rank of Captain before moving to Vancouver, B.C. in 2008 to work as an organizational consultant and manager with a nationwide EFAP company. In 2017, she started up her own private practice and joined BL Associates Corporate Psychologists Inc. as an associate and became the President in February 2019. In addition to her primary passion of leadership assessment, coaching and development, Brooke supports organizations in the areas of building a respectful workplace and resolving conflict. She is a member of the British Columbia Psychological Association and the Society for Industrial and Organizational Psychology. Brooke also participates in various national and international speaking events on the topics of women in leadership and personnel selection and assessment. To contact Brooke, email blyons@blassociates.ca.

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.

They say nothing is certain except death and taxes, and today's column is about the former (I'll be happy to write a bookending column about taxes, if research on that subject ever appears in our journals). As vaccines help countries – including Canada – make tentative steps out of the darkness of the past year, it's undeniable that during this time death has been a more constant presence than all of us would have preferred. How do the consequences of living with this presence play out in the workplace?

A recent publication in *Journal of Applied Psychology* examined this question. Co-authored by Rui Zhong, Rebecca Paluch, Sandra Robinson (all from the Sauder School of Business at University of British Columbia) and Vanessa Shum and Christopher Zatzick (both from the Beedie School of Business at Simon Fraser University), their research sought to examine how risk of catching COVID impacted death anxiety – that is, “fear or panic about ... mortality” (p. 839), which in turn influenced workplace outcomes such as well-being and prosocial behavior. However, they also argued that risk of catching COVID could lead to death reflection – that is, “a cognitive state in which individuals engage in analytic and deliberate contemplation of the meaning of mortality” (p. 849) whose cool-headed approach may lead to a greater appreciation of life and desire to contribute meaningfully to it.

They were particularly interested in how these two forms of death awareness – both anxiety and reflection – could exist within the same person, given they are not mutually exclusive. Using latent profile analysis across two studies, they found that employees tended to be grouped into one of three categories. “Anxious reflectors” were those employees who had high levels of both death reflection and death anxiety; “calm reflectors” had high levels of death

reflection and low levels of death anxiety; finally, “the disengaged” had low levels of both death anxiety and death reflection. They also found that anxious reflectors were generally more likely to be individuals who were at a high risk of contracting the virus, whose work required human contact, or who lived in areas with a high level of infections or fatality rates.

With respect to outcomes at work, they found that anxious reflectors were more likely to experience decreased well-being (i.e., greater depression and emotional exhaustion). In terms of prosocial behavior (e.g., organizational citizenship behavior and pro-diversity behavior), Zhong and colleagues found in their first study that anxious reflectors were actually *more* likely to engage in prosocial behavior than calm reflectors or the disengaged. They argued this may be because anxious reflectors are engaging in prosocial behaviors as a way to buffer against anxiety by engaging in meaningful acts that also could lead to social support; however, Study 2 only partially replicated these findings, so more work is needed to better understand this relationship.

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

Zhong, R., Paluch, R. M., Shum, V., Zatzick, C. D., & Robinson, S. L. (2021). Hot, cold, or both? A person-centered perspective on death awareness during the COVID-19 pandemic. *Journal of Applied Psychology, 106*(6), 839-855.

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!

The Industrial Organizational Psychology programming at the virtual CPA convention has come to a close, and yet again, there was a lot of high quality and interesting research from CSIOP student members!

CSIOP Student Symposium

We had another successful CSIOP Student Symposium with 3 fantastic presentations! The symposium was titled, “I/O Psychology: The Next Generation” and included the following presentations:

- **Bipolar Disorder and Hiring Intentions: How Knowledge Influences the Effectiveness of Disclosure Strategy** – Presented by Tian Kuan and Anh Nguyen with co-authors Dan Samosh and Brent Lyons
- **She Can't Handle the Truth: Do Gender Stereotypes Undermine Managers' Enactment of Justice When Communicating Bad News** – Presented by Amy Barron and co-authored with Ramona Bobocel
- **Warmth Matters: How Warmth Stereotypes Undermine East Asian Employees with Non-Organizational Members** – Presented by Christianne Varty and co-authored with Victoria Daniel, Jessie Zhan, and Ivona Hideg

Thank you all for sharing your fascinating research during the CSIOP Student Symposium!!

RHR Kendall Award

During the CSIOP Annual General Meeting, the RHR Kendall award was presented for the best conference paper submission by a CSIOP Student. This year's recipient was Amy Barron for her paper, *She Can't Handle the Truth: Do Gender Stereotypes Undermine Managers' Enactment of Justice* – CONGRATULATIONS, AMY!

CSIOP Student Poster Awards

I would like to echo Josh's congratulations to this year's student poster award winners - Congratulations to Kiah Caneira, Claire Keenan, Katherine Malchelosse, and Ethan Katz-Zeitlin! Thank you for sharing your excellent I/O Psychology research at the CPA convention!

CSIOP Student Mentor Event

Finally, we had our annual CSIOP Student Mentor Event. While this event was a little bit different in a virtual format, we had a great turnout from our students, and we had 6 magnificent mentors! On behalf of all the student attendees, I would like to extend another huge thank you to the mentors for volunteering their time and sharing their expertise with us students. This year's mentors were: Ashlyn Patterson, Josh Bourdage, Pylin Chuapetcharasopon, Stephanie Goyert, Tanya Zarina, and Vivian Chan.

Update On: Alliance for Organizational Psychology

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



Alliance for Organizational Psychology (AOP)

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).



Better Together Tuesdays



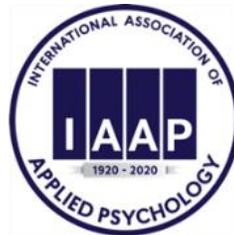
SIOP's new President, Dr. Steven G. Rogelberg, has launched a monthly video message to increase communication to members about Society happenings. A new video will be posted on the last Tuesday of each month, with links and resources to information and initiatives mentioned in the video and added to this page for your convenience:

<https://www.siop.org/About-SIOP/Better-Together-Tuesdays>



'Each One Reach One' Membership Challenge

In their 101st year, IAAP has set a goal to gain 101 new members in 101 days. The Each One Reach One membership campaign will end July 8th.



The Reward

New members will receive: 18 months of membership for the price of 12, and an invitation to a special reception at the Beijing ICAP!

Existing members that recruit new members will receive:

- A centennial IAAP pin and an invitation to a special reception at the Beijing ICAP Conference for the first new recruit.
- Entry into a drawing for free registration for the 2022 International Congress of Applied Psychology in Beijing for every new recruit after the first.
- For every member recruited from Africa, Central and South America, or Oceania, get TWO entries into the drawing for free ICAP registration.

InPractice: Publication of Special Issue



EAWOP is delighted to announce the publication of a Special Issue on Young People's Work, Employment, and Careers. This Special Issue features a collection of articles and interviews centered around the research and application of work and organizational psychology enabling young people to enter the labour market. There is a particular focus on impact looking at EAWOP's Impact Incubator (EAWOPii), organizational stakeholders, and disadvantaged groups. This publication has developed from an EAWOP Small Group Meeting held in Glasgow, Scotland in June 2020.

Full Special Issue here: <http://www.eawop.org/latest-issue>



EAWOP Small Group Meeting – Call for Submissions

An SGM with the title "COVID-19 and the asymmetric impact on careers and work-life balance of women and ethnic minority individuals" has been proposed for 9th-10th January 2022, Adam Smith Business School, University of Glasgow.

The proposed SGM seeks to advance our empirical and conceptual understanding of both the medium and long-term impacts of the COVID-19 pandemic for women and ethnic minority employees' careers, work-life balance and senior leadership ambitions. We will do this through the exploration of four sub-themes:

1. How has the pandemic shaped the professional job prospects and career progressions at all levels for women and ethnic minority employees?
2. What are the long-term career consequences of pandemic health and wellbeing issues for women and ethnic minorities?

3. What are the consequences of the pandemic for balancing work and family life with the ongoing impact of the pandemic?
4. What practical support can work psychology provide organisations and policy makers in ameliorating these consequences of employees and their talent pipelines?

The meeting will be held over two days on 9th-10th January 2022. The meeting will be held at University of Glasgow in Scotland, United Kingdom, preceding the annual EAWOP Conference.

Glasgow is Scotland's largest city and recently voted the world's friendliest city. The University is Scotland's second oldest, founded in 1451.

If interested, please follow us on Twitter (@RuthSealy, @jlg27 (Johanne Grosvold), @drdeanderson, @ProfSearle, @EAWOPI – the EAWOP Impact Incubator) for information and updates on the meeting organization. To receive more information please, contact Ruth Sealy (R.Sealy@exeter.ac.uk).

And So It Begins...Checking in With COVID Case Law¹



*Erika Ringseis², Ph.D.
Inhaus Legal LLP*

In the rush of stay-at-home and isolation orders, widespread fear and concern for the unknown that marked 2020, employers introduced mandatory screening, mandatory testing, temporary layoffs and other emergency measures. Now, a year later and still living in a pandemic, we are starting to see case law emerge, especially in labour grievance arbitrations, related to union challenges of employer decisions.

On April 25, 2021, an Ontario arbitrator ruled that a mandatory COVID-19 testing policy was reasonable. This case highlights a lot of the issues that organizations are facing with current decisions regarding COVID screening, testing and vaccinations in the workplace. Although privacy is paramount, employers can successfully introduce mandatory programs to protect the health and safety of employees in the workplace.

As the reader is likely aware, many food processing plants experienced high rates of COVID-19 spread, due to the confined nature of the processing work space. As essential services providing food, closure of facilities was a hardship. A food processing plant operated by Unilever Canada in Ontario did not itself experience any widespread COVID-19 in its workplace, but had a few employees who tested positive. Also, Unilever was aware of the issues being faced by similar workplaces elsewhere in Canada. Unilever therefore introduced a testing program that required all employees to get a nasal swab once a week. The test was conducted on-site by a third party contractor and was a rapid test, so immediate results allowed Unilever to take immediate action and then destroy the sensitive personal information collected immediately.

Employees who refused the test were placed on an unpaid leave of absence. Those who tested negative resumed work and those who tested positive were sent home to isolate and reported to the public health authorities. These individuals were automatically placed on sick leave.

Unilever offered accommodations. Any employee who was held out of service due to a false positive test or a potential workplace exposure would be paid for their isolation time. Any employee who was not able to take the rapid test due to medical restrictions received an alternative testing format.

¹ A review of a recent arbitral decision, *Unilever Canada Inc. v United Food and Commercial Workers, Local 175*; but see also the more recent case of *Ellisdon Construction Ltd. v Labourers' International Union of North American, Local 183*, CanLii 50159 (ONLA) upholding a rapid testing. Available online: <https://www.canlii.org/en/on/onla/doc/2021/2021canlii50159/2021canlii50159.html>

² 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.

The union challenged the employer's decision to introduce the testing and make it mandatory. Because of the nature of the workplace, the care taken to consider accommodations and individual circumstances, the attention paid to sensitive personal health information and the legitimate concerns of the employer, the Arbitrator upheld the mandatory testing as a reasonable exercise of managerial rights. Even though the facility itself had not experienced an outbreak, the Arbitrator acknowledged that the risks were real and the reaction was prudent.

Employers, even those who are not unionized, need to consider what mandatory programs are being introduced in response to COVID and what steps are required to ensure that privacy and dignity of the person is protected. We anticipate seeing more decisions soon that will help shape the workplaces of the future as we enter the new normal.



POSITION PROFILE

Thorek/Scott and Partners (TSP) has been connecting accomplished organizations with talented individuals for almost four decades. At TSP, our track record of successfully completing challenging searches across the professional spectrum has earned us an exceptional reputation at the forefront of the recruitment industry. Our Canadian and International clients include: global banks and non-bank financial institutions, private equity and investment funds, professional service firms, and entrepreneurial businesses in a variety of industries. We value the human connection and distinguish ourselves through an unwavering dedication to understanding the goals and motivations of our clients and candidates alike.

Industrial/Organizational Psychologist for Prestigious, Strategic Consulting Firm

Position Overview:

Our Client helps Boards make the right decisions on executive compensation and its governance and board effectiveness, within an environment of heightened complexity and scrutiny. They work with public and private company Boards who understand that experience and judgment, not just data, drive decision making.

Our Client is looking to grow their Board Effectiveness practice and are searching for a pro-active, strategic thinking individual to support the Board Effectiveness Practice Area by means of coaching Boards about their effectiveness, CEO succession and CEO performance management. The selected candidate will bring a PhD in Psychology and boardroom gravitas to ensure the firm retains the specialist knowledge and credibility necessary to offer these services into the future.

The primary responsibility of the Industrial/Organizational Psychologist will be to work with the Board Effectiveness Partner and other staff in growing this practice and continuing to develop this practice for the firm.

This is an exciting role with significant stretch opportunity. The individual is expected to play a critical role in the company's current and future growth of the Board Effectiveness business.

Responsibilities:

- Successfully delivers services in Board evaluation, CEO performance management and CEO succession/transition services areas, being the second in command on a majority of accounts.
- Provides support to the company in 3 specific practice areas:
 - Board Evaluation and Action Planning

- Building evaluation design
 - Gathering data from surveys/interviews
 - Synthesizing data and writing reports
 - Providing feedback and action planning
- CEO performance management:
 - Designing overall performance management process
 - Participating and facilitating discussions on performance management metrics with the Board and CEO
 - Documentation of the process and execution of the outcomes
- CEO Succession Planning and Transitions:
 - Designing the succession planning and transition process
 - Creation of CEO Profile For Success
 - Assessment of Candidates
 - Board and Candidate Feedback
 - Board Decision Support
 - CEO Transition Management and Development Planning
- Leads the continuing communication and education about, and advocacy for, the services within the company.
- Partners in continuing to market these services to existing clients and building Board effectiveness brand externally.
- Conducts regular meetings with clients to clarify objectives and develop a strategy/action plan that will help achieve their goals.
- Helps clients embrace their potential for growth and adjust their thinking so that they can facilitate improvements in their performance and change their strategies for dealing with specific issues.
- Reports on project progress, offering viable solutions and opportunities as they arise.
- Actively engages in marketing, prospecting, and business development.
- Participates in corporate initiatives and special projects.
- Commits to the shared success of the team and contributes to the performance and wellbeing of the company.
- Participates in training and professional development opportunities.

Qualifications:

- Candidate must possess a PhD in Psychology
- 8+ years of experience in internal or external consulting, specialist knowledge
- Fluency in French an asset

Contact Information:

Should your skills and experience match the requirements of this position, please forward your resume to **Lisa Millar at Thorek/Scott and Partners.**

APPLY TO: lmillar@thorekscott.com

All inquiries and applications will be held in strict confidence.

We regret that only qualified candidates will be contacted.

If you're not interested, but know someone who is, please help a current or former colleague in their career development by referring them.

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