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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 that you are doing well as we head into the new year, despite the ongoing challenging situation of the omicron wave. Your CSIOP Executive Team has been hard at work over the past few months, as you will see in the columns below.

If you do not typically read through the entirety of the newsletter, I would heartily encourage you to give it a thorough look, as we have some really amazing content throughout each issue. For instance, we've had some wonderful contributors to our "Practice Makes Perfect" columns, and some really insightful columns by Erika Ringseis that have covered the interplay of COVID and the

workplace from a legal perspective. Our Newsletter Editor (Lance Ferris) also typically highlights an academic article or two, if you've had trouble keeping up with the literature. In addition, our executives update you on developments in the various portfolios, and news from graduate programs across the country. Although you will be able to learn more about progress on various initiatives below, there are a few things I'd like to highlight.

EDI Working Group

We are very excited to announce that CSIOP will be facilitating a working group to discuss the state of Equity, Diversity, and Inclusion in I/O Psychology in Canada, and steps we can take towards improvement in identified areas. Areas where diversity can be improved in I/O psychology have been increasingly recognized, including more broad efforts from [SIOP](#). Similarly, a number of members of the CSIOP Executive discussed EDI in I/O in Canada in the special issue of the [Canadian Journal of Behavioural Science](#). Together, we felt it was time to utilize some of the amazing expertise in Canada to discuss various opportunities that CSIOP can help to facilitate. To this end, Dr. Ivona Hideg (York University) is currently chairing a working group of academics, practitioners, and students from across the country. You will hear more about this in the future, as well as have potential opportunity to provide feedback on initiatives and ideas, but I wanted to put this on your radar. The members of this working group are:

Ivona Hideg, Kemi Anazodo, Silvia Bonaccio, Joshua Bourdage, Jaydum Hunt, Janice Lam, Ji-A Min, Deborah Powell, Nouran Sakr, Thomas Sasso, Aisha Taylor, and Justin Wilson.

*Note that names are ordered alphabetically in terms of last name, after Ivona Hideg (Chair)

Thank you so much to these individuals for putting their time and energy forward. I am incredibly excited to see this group in action, and am very grateful to have such expertise in Canada.

CPA Conference

As you will have seen, the CPA Convention deadline was extended from December 3rd to 10th, and applications have now closed. Overall, the number of submissions that we have received for this conference is very healthy, and on par with what we have typically seen for in person conferences in locations such as Calgary. We very much appreciate those of you who submitted your work to the conference. The review period has now commenced, and we'd like to thank the many individuals who agreed to serve as reviewers for this year's program. Reviews will take place until mid-January, with decisions likely being announced some time in February.

In addition, I know with the roller coaster that is COVID, there is a lot of uncertainty from folks as to whether it will be safe to attend an in person conference. At this time, we are so far out from the conference, it is difficult to know what the state of things will be. The current plan is to have an in person conference, with an eye towards following all public health guidelines and taking steps towards maximizing safety. While it would be ideal to be able to offer more hybrid options, CPA cannot accommodate a fully hybrid conference, as there are simply technological limitations. However, rest assured that CPA has been keeping a very close eye on the situation, is very keen to ensure a safe experience, and will adapt accordingly. We will strive to keep you up to date as the situation evolves and the conference date approaches.

Website

As I have noted in previous newsletters, our current website, while still officially up and running, has been having a number of technical difficulties. Because of this, we have been in the process of a website redesign, led by our Editor, Peter Fisher. This should be launched sometime in the Winter. Our website is a major way in which we promote I/O Psychology in Canada, amassing several thousand visitors. Big thanks to Peter for all of his work on this!

Financial Situation

Typically a large proportion of our cost as a section surrounds the convention. However, because we have not held an in person convention in the last several years, we do have a surplus of funds that we will need to spend by the end of 2022 to stay in compliance with rules and regulations governing organizations such as ours. As such, if there are any initiatives or ideas that you believe CSIOP could use to serve our members better, we would love to hear from you. You can get in touch at chair@csiop-scpio.ca.

Conclusion

I am very pleased to present this edition of the CSIOP Newsletter. Whether your primary interest is research or practice, or news from our graduate programs, there is something of interest for all! Thank you to all of our contributors for your work!

Josh Bourdage, PhD
CSIOP Chair

CSIOP Membership



Aleka MacLellan, Ph.D.
J. D. Irving Limited

As of December 14th CSIOP has a total of 215 members. This consists of 109 Full Members, 72 Student Affiliates, 16 CPA Fellows, 8 Section Associates, 3 Retired CPA Fellows, 2 CPA Retired Members, 2 CPA Special Affiliates, 1 Honorary Lifetime Fellow, 1 International Affiliate, and 1 International Student Affiliate.

CSIOP News



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

University of Guelph

- Jordan Ho successfully defended his PhD thesis in October. It was titled “Job Applicant Behaviour and Stigma in Employment Interviews.”



Western University

- Congratulations to Dr. Johanna Weststar, Shruti Kumar, Trevor Coppins, Eva Kwan, and Ezgi Inceefe on releasing their recent report on game industry worker satisfaction! This report was made in collaboration with the international game developers association (IGDA). Find it [here](#).



Practice Makes Perfect



*Ameetha Garbharran, Ph.D.
exsyt*

We sadly said our final goodbye to Professor Peter Saville in early January 2022. The world grew a little dimmer as a guiding beacon in the field of I-O Psychology and a brilliant human being was laid to rest.

Tribute to Professor Peter Saville (1946 – 2022)

Professor Peter Saville was a British Chartered Occupational Psychologist and earned international acclaim as one of the most successful psychologists within the business psychology profession. He was recognized by the British Psychological Society for having “established Britain as a centre for psychometric testing” and being “responsible for cementing fair and objective assessment in human resources across the world”.

Described in the World Anthology of Psychology as “one of the greatest psychologists of our time”, he was truly an icon, a visionary, and a trailblazer in the field of psychometric assessments. An intrepid entrepreneur, he founded Saville and Holdsworth Limited (SHL), Saville Consulting (later acquired by Towers Watson) and was most recently the Founder and Chairman of 10x Psychology. He was a Professor of Psychology at Queens University and Professor at Kingston University, London.



During his illustrious career spanning more than 50 years he contributed a plethora of ground-breaking workplace assessment products like the Occupational Personality Questionnaire (OPQ), the Saville Wave personality assessment, libraries of cognitive ability tests and most recently new measures of personality, motivation, wellbeing, ability and employee engagement drawing on predictive analytics that provide real-time, integrated insights across the employee life-cycle.

Peter Saville’s contributions to the field of I-O Psychology were unique and profound. He brought the theory and science of psychometric assessments to life and shaped the way I-O Psychology is practiced in the 21st century. Coupling his visionary ideas and entrepreneurial mindset with his deep technical knowledge as a skilled

psychometrician, he successfully commercialized the scientific practice of objective assessments in the workplace. The quintessential scientist-practitioner, he contributed significantly to both the practice of psychology in business and the field of academia. He masterfully identified the needs in the industry and crafted meaningful solutions to help individuals and businesses to thrive. He subjected his assessment solutions to rigorous scientific scrutiny to ensure that they were reliable, valid and fit for purpose. He is held in high esteem in both academic and business circles for his strong commitment to upholding the core principles of psychology and his brilliant commercial acumen and entrepreneurialism; a rare combination.

His assessment solutions helped millions of people around the world find their optimal fit in the right jobs and in the right organizations. His products, services and methodologies promoted fairness, standardization and consistency by emphasizing job-related criteria in hiring, performance management, training and development, succession management and other organizational processes, thereby eliminating the potential for the use of subjective and arbitrary criteria that could taint or bias talent decision-making. Thus, long before diversity, equity and inclusion became popular, Peter Saville's contributions to the world of psychological assessments in the workplace promoted fairness, objectivity and equity in talent decision-making. His dedication to providing guidance to employers on how to make objective decisions based on job-related criteria spoke to his integrity and calibre as a human being.

In his book "Testing Times: Psychologist at Work" Peter Saville described some of the challenges he encountered early in his career as he struggled to gain traction and convince clients of the value of using purposefully designed, scientific psychological assessments to make important, strategic decisions about people at work. This point really stuck with me as decades later I continue to confront similar challenges as an I-O Psychologist. Peter Saville worked tirelessly to educate the market about the benefits of I-O Psychology applied to business and there is still work to do. Building on the foundation of his strong advocacy for the relevance of psychological assessments at work, we as I-O Psychologists have an obligation to carry the torch and continue to highlight the obvious benefits of using fair and objective assessment methods to hire, develop and promote competent individuals who have the abilities, personality attributes, and potential to perform their jobs effectively and drive organizational success.

Making an immeasurable and indelible impact, he touched the lives of millions of people and his lifelong work has shaped the careers of many I-O Psychologists around the world. My own career was profoundly influenced by Peter Saville's genius when I completed my internship at SHL before registering as an I-O Psychologist. I went on to work as an I-O Psychologist at SHL for several more years. His elegant and intelligent conceptualization and application of cognitive ability, personality and behaviourally-based assessments to help businesses make objective and accurate talent decisions was the foundation on which my career was built. I learnt from a master of our craft how to apply the science of psychological assessments meaningfully and fairly to the world of work and I will be forever grateful for the opportunity to have stood on the shoulders of this giant in the field of I-O Psychology.

Peter Saville's legacy will undoubtedly live on. His contributions have shaped and will continue to influence the field of I-O Psychology around the world. We will miss his genius and novel ideas about how to push the boundaries of traditional psychometric theory to its limits and leverage psychological assessments in innovative ways to keep pace with technology. His departure is a sad loss to the profession and leaves a massive void. Wishing his family, friends, colleagues and all those he made an impact on comfort during this difficult time. May he rest in peace.

References

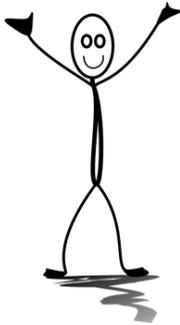
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About Dr. Ameetha Garbharran

Dr. Ameetha Garbharran is the Founder and CEO of expsy (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. She is an internationally registered Industrial-Organizational Psychologist and a Board Certified Executive Coach. She holds a Ph.D. degree in Psychology and a Masters degree (*cum laude*) in Industrial-Organizational Psychology. She has published research in academic journals, written articles for publications by SIOP and CSIOP and has presented papers at local and international conferences. Previously, she served as a member of the Executive Committee of SIOPSA and currently is a member of the 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.

Imagine you come into work one day and you see two fellow employees talking. The first employee is rolling their eyes at the second employee and constantly interrupting them; this tracks with other behavior you’ve witnessed, with the first employee excluding the second employee from work events and gossiping about the second employee behind the second employee’s back. As a bystander, you ask yourself whether you should say something to the first employee, or find some way to support the second employee.

Do you? A paper recently published in the *Journal of Business and Psychology* by Jaclyn Jensen and Jana Raver (of DePaul University and Queen’s University, respectively) suggests there are a number of factors that will influence how bystanders will react to observing incivility between a target and a perpetrator at work. Using a policy capturing study, they sought to experimentally manipulate a number of different factors to see which influenced whether or not bystanders (i.e., the participants) were likely to support the target of incivility and confront the perpetrator.

They particularly argued that because incivility tends to be a low-intensity form of deviant behavior that is inherently ambiguous about whether the perpetrator really means to harm the target, factors that reduce ambiguity around whether harm is occurring should increase the likelihood that bystanders will intervene (either in the form of support for targets or confronting the perpetrator). Specifically, they examined whether the target seems bothered by the treatment, and whether the target asks you for help directly, as these reduce ambiguity surrounding whether the treatment is unacceptable.

However, they also argued that the decision to intervene involves a consideration of the costs of both taking action and not taking action. Along these lines, they also examined whether the bystander’s own workload, and the job performance of the target of incivility, affected the likelihood that bystanders will intervene, arguing that greater workload increased the cost of intervening, while *not* intervening when the target is a valued high-performer would also be costly (to the team and organization). Finally, they also argued that supervisors would be more likely to intervene, both because it is part of their role and because failing to intervene could reflect poorly on their own ability to maintain a productive team.

These hypotheses were tested using a policy capturing methodology, which involves creating scenarios that simultaneously manipulate each of these factors (they also manipulated the gender of the perpetrator and target). This leads to a lot of scenarios and requires a high number of participants – in this study, over 3,400 people participated! – but does allow for a comprehensive examination of the joint influence of multiple different factors while also affording the ability to experimentally manipulate factors to better establish causality.

They found general support for their predictions, in that participants were more likely to intervene with targets who were bothered by the treatment, targets who asked for help, targets who were high performers, and when their own workload was low (supervisors were also more likely to intervene than coworkers, as were those participants who had strong moral identities; the gender composition of the perpetrator-target dyad did not produce any consistent effects). Interestingly, however, they found that the biggest influence on whether people chose to intervene was not the costs of acting (or not acting), but rather whether or not the target of incivility looked like they were bothered or asked for help. Although costs did influence the outcome, the targets’ reactions accounted approximately 90% of the variance in how people responded.

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

Jensen, J. M., & Raver, J. L. (2021). A policy capturing investigation of bystander decisions to intervene against workplace incivility. *Journal of Business Psychology*, 36, 883-901.

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*

Whether you are attending classes virtually or in person, I hope you are all having a great start to the winter/spring semester!

Results of the CSIOP Student Initiatives Survey

Thank you to everyone who participated in the survey I sent out a few months ago asking for your feedback on upcoming initiatives and activities for student members!

The responses indicated that there is a lot of interest in webinars or Q&A sessions on careers and internships in I/O psychology or 'ask me anything' sessions with experts in the field. Other suggestions included sessions on getting published and interest in ways for I/O students from different programs to connect online. Thank you for your feedback and please watch for these types of opportunities in the future!

CSIOP Student Programming at the CPA Convention

We had several great submissions for the CSIOP Student Symposium which is set to take place at the CPA Convention in Calgary this spring (as long as that is possible with the ongoing COVID-19 pandemic). Thank you to everyone who submitted an abstract to both the symposium and other program options!

In addition to the student symposium, there will be award opportunities and great networking events for student members including the annual student mentor event and the I/O social. Please watch your email and the CSIOP socials for more information in the coming months so that you can participate in these great events!

Become The Next CSIOP Student Representative!

This is my second year as the CSIOP Student Representative, so I will be looking for someone to take over the role in the spring. If you are interested in volunteering with CSIOP and becoming the next student representative, please consider applying when I send out the call for nominations! Until then, if you have any questions, you can send them to me at studentrep@csiop-scpio.ca.

Update On: Alliance for Organizational Psychology



*Lynda Zucec, 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). Our "Update On: Alliance for Organizational Psychology" column seeks to provide our readership with information relevant to the AOP and member associations so as to encourage a more global and unified approach in the dissemination of knowledge, exchange of ideas, and participation in varied initiatives.



A list of Network Partners can be found here: <https://alliancefororganizationalpsychology.com/the-%22big-tent%22>



EAWOP Small Group Meeting:

Why people engage in counterproductive work behaviour and what can prevent this?
Understanding the underlying psychological and social processes

21-23 March 2022, University of Amsterdam, The Netherlands

(*Our preference is to hold the SGM as a face to face meeting. However, this would depend upon COVID related restrictions in place at that time. Please await further updates.)

Organisers:

Roberta Fida (University of East Anglia, UK, r.fida@uea.ac.uk),
Rosalind Searle (University of Glasgow, UK, rosalind.searle@glasgow.ac.uk)
Deanne den Hartog (University of Amsterdam, NL, d.n.denhartog@uva.nl)

This SGM seeks to explore the processes leading to CWB at micro (e.g., anger, moral disengagement, moral licensing), meso (e.g., group loyalty, authentic and (un)ethical leadership), and macro (e.g., organisational culture, policy) levels to enhance the means of mitigating and preventing the enactment as well as routinisation of CWB.

Meeting format, location and date:

The SGM will take place over three days with sessions organised thematically. The program will include academic research talks as well as practitioners/policy makers talk and poster sessions. Ample time will be provided for discussions and networking. In particular, the extended discussions planned at the end of each session will participants the space to co-generate questions and to discuss the next steps to bridge the gap between research, organizational practice, and policy. There will also be keynote presentations: Prof Celia Moore (Imperial College London, UK), Dr. Karen Renaud (Strathclyde University, UK).

The format of this SGM (25 -30 participants) is designed to foster extensive discussions, constructive feedback as well as research collaboration around counterproductive work behaviour. The presentations will be selected through

a competitive process, in which submissions are pre-screened by the organizing committee and then sent out for double blind peer-review.

We are also planning to give two awards: one to the best Policy/Practitioner- focused Paper and one to the best Early Career Paper.

The SGM will be hosted at the University of Amsterdam, The Netherlands, 21-23 March 2022. Our preference is to hold the SGM as a face to face meeting. However, this would depend upon COVID related restrictions in place at that time.

Conference fees:

The conference fee is 100 EUR for all participants (reduced student fees is 50 EUR). This registration fee includes two lunches, all coffee breaks, a welcome reception and a conference dinner.

Additional details can be found here:

<http://www.eawop.org/news/call-for-papers-eawop-small-group-meeting-why-people-engage-in-counterproductive-work-behaviour-and-what-can-prevent-this-understanding-the-underlying-psychological-and-social-processes>



2022 SIOP Annual Conference

Preparations are underway for the 2022 SIOP Annual Conference, and there is much to consider as we design an event with the high-quality, peer-reviewed content, diversity of perspectives and topics areas, and blend of science and practice you value.

The Conference Committee is reviewing lessons learned from the past two virtual conferences to structure an event that meets the needs of our membership. Our preliminary plans for 2022 are to offer an in-person, flagship event April 28-30, 2022, at the Washington State Convention Center in Seattle, Washington. We are also planning a virtual offering so that members who do not make the trip to Seattle may still engage in a subset of the conference.

You can find the tentative schedule here: <https://www.siop.org/Annual-Conference>

The Convention Corner



*Anja Krstić, Ph.D.
York University*

Happy New Year, everyone! I hope that all of you had a wonderful holiday and that you were able to find time to relax and take a much-needed break!

As the Interim Program Coordinator for this year, I first wanted to introduce myself for those of you who don't know me. I am an Assistant Professor in the School of Human Resources Management at York University and I received my graduate training in Organizational Behaviour/Human Resource Management at the Lazaridis School of Business & Economics at Wilfrid Laurier University. I am really excited to be in this role because I have attended CPA/CSIOP since I was a grad student and I

always enjoyed meeting other students, scholars, and practitioners and always found the conference to be so welcoming, informative, and fun. I hope to put together a program that will leave you with the same impression.

As you have probably already heard, the 2022 [CPA Convention](#) will take place in Calgary, Alberta from June 17-19, 2022 and Pre-Convention Workshops will take place on June 16, 2022. After two years of a virtual convention, the plan at this point as I write this is still for it to be held in person along with some hybrid/virtual components! Stay tuned for more details.

I am pleased to report that we received 63 submissions for various presentation formats, such as posters, symposia, Snapshots (previously called Gimme-5's), and 12-minute talks. These are under review until January 12. After this, we will work with CPA to finalize the CSIOP program and Rachael and I are in the process of planning our social events. CPA will be announcing the status of each submission in February via email, which is also when registration is set to open. We are also thrilled to announce that Dr. Sandy Hershcovis from the Haskayne School of Business at the University of Calgary will be our CSIOP Section Speaker!

If you have any suggestions or questions about the CSIOP Program, please email me at krstica@yorku.ca. Don't forget to follow CSIOP on Twitter (@CSIOP_SCPIO), Facebook, and LinkedIn for important Convention updates. We'll try to keep you updated as we receive more information from CPA. The full program will also be posted on our [website](#) when it is finalized.

Take a Break, But Don't Break a Bone: Applying Worker's Compensation Analysis to Injuries at Home

*Erika Ringseis¹, Ph.D.
Inhaus Legal LLP*



Since 2019, I have been a member of a virtual law firm, each of us working from our own home offices across the country. For us it was a unique advantage, reducing our overhead and aligning with our philosophy of providing strategic and practical legal advice with an eye to business and other realities.² Then, March of 2020 hit hard and Canada shut down. Across the nation, people quarantined, sheltered in place and were ordered to work from home. But unlike our law firm, which was designed to operate in a virtual space, organizations struggled to figure out what technology, equipment and rules would be required.³

The Canadian workforces and businesses limped along through 2020 and 2021, accepting government aid and trying to keep the lights on. Summer of 2021 felt like a reprieve, with the arrival of widespread vaccination opportunity, many individuals back in the office or preparing to return, masks being made optional and a sense of a new normal returning. And then the next wave came...more cases, more concerns, anti-vaccination protests and more working from home.

We are past the phase of working remotely being an emergency measure and organizations are settling into another new normal. Many businesses, even while undergoing or contemplating a return to the office, are considering hybrid

¹ Erika Ringseis is senior legal counsel at Inhaus Legal LLP, 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 and employers begin to consider their masking and vaccination rules.

² Please check out our website at inhauslegal.com and subscribe for our information blasts. Or follow us on LinkedIn.

³ On a personal note, the COVID shutdowns still affected how I did work...prior, I had many phone calls with clients and occasional meetings in person. With COVID came no more meetings in person but everyone wanted virtual platform meetings. Suddenly I had to dress professionally and do my hair and make-up every day! As that is not a hardship compared to the many difficulties suffered by people across our country, I share this change in client behaviour not to garner sympathy but rather as an interesting acknowledgement of how COVID changed communication patterns and methods. Now phone calls are rare, people ask for Team and Zoom meetings instead and cameras are on for the majority of the meetings.

arrangements with some remote work days being possible. As we are out of the emergency phase, however, organizations need to ensure they have a solid policy in place. Consideration should be given to technology, data protection and security. Development of rules of engagement for hours worked and tracking, availability, use of virtual meeting platforms and other details are also necessary. Questions of location (working from home or working from anywhere), tax and conflict of laws and occupational health and safety and workers compensation need to be answered.

An employer has a legal and moral obligation to ensure that a work site, generally defined in occupational health and safety legislation across the country as being a place in which workers do work, is safe. Usually this involves some sort of hazard assessment process. We can all agree with the standard phrase: Safety is important. But, organizations are struggling what that means in the context of remote work. Does an employer need to conduct a hazard assessment in the homes of its staff? Or is a checklist of dos and don'ts sufficient? Where do we draw the boundaries between work and personal activities when the lines are blurred and staff members throw in a load of laundry while waiting for a conference call to begin or take a meeting while reclining on a coach? How are hours of work tracked? Employers should be thinking about all of these considerations as they draft appropriate policies and work from home agreements. The potential risks and costs are high.

A recent arbitration decision out of Quebec highlights for us how difficult it is to determine where and when is "working".⁴ In the case of *Air Canada v. Gentile-Patti*,⁵ an Air Canada employee was working from home during the COVID-19 pandemic. Her schedule was structured, allowing for a break at a predetermined time. One day she stood up to take her break, walked out of her office space and fell down the stairs.

Is that a workplace injury? If the employee was attending at work and fell when exiting, that would likely be considered a workplace injury. An employee attending an offsite training in a hotel who gets injured on lunchbreak while at the training is likely injured during the course of work, even though the employer has no control over the third-party premises. So, an employee working from home, on a break from work, falls and become injured while going to get lunch. Is the employer liable? Does workers compensation legislation apply? This sounds like a law school exam question! The employer argued that the injury did not happen during the course of work since the employee was on a break and that it had no ability to ensure safety in a private residence.

The administrative tribunal needed to determine whether a "work accident" had occurred, which was defined in Quebec law as an "unforeseen and sudden event" occurring in the course of work. Should walking down the stairs to go get lunch be considered "in the course of work"? The tribunal held that the strict schedule of break and work connected the act of going down the stairs at home to work and made the tumble down the stairs indeed a work accident. In so doing, the tribunal said it was not required to assess whether or not the employer was liable for the accident per se, as the issue before it was just one of compensation. So, Air Canada was not responsible for the failing to maintain a safe worksite, but the employee received compensation for her injury through the worker's compensation process.

Although this decision is limited to Quebec and unique to the legislative wording of Quebec, the situation in most of Canada is quite similar in worker compensation analyses. The jump from liability for compensation to liability under occupational health and safety legislation is not a big one and employers should be concerned about what the analysis might look like if one of their employees becomes injured while at home.

Transitioning to permanent work-from-home or hybrid work scenarios requires some careful thought, consideration and planning. Risks can be mitigated with appropriate policy wording and enforcement of rules. And "pivot" is still the word of the day for organizations...rules change, policies change, laws change. Right to disconnect, occupational health and safety obligations, employment standards updates...stay tuned for more excitement!

⁴ See case available online (in French): <https://canlii.ca/t/jl6lc>.

⁵ *Air Canada et Gentile-Patti*, 2021 QCTAT 5829 (CanLII)

Job Advertisement

Assistant Professor, Industrial & Organizational Psychology, Department of Psychology, Faculty of Arts

Refer to link in the University of Calgary hiring portal:

<https://careers.ucalgary.ca/jobs/8247908-assistant-professor-industrial-and-organizational-psychology-department-of-psychology-faculty-of-arts>

Job ID: 24748

Updated: December 23, 2021

Location: Main Campus

We would like to take this opportunity to acknowledge the traditional territories of the people of the Treaty 7 region in Southern Alberta. The City of Calgary is also home to Métis Nation of Alberta, Region III.

Position Description

The **Department of Psychology** at the University of Calgary invites applications for a position in **Industrial & Organizational Psychology** at the rank of **Tenure-Track Assistant Professor**, to begin July 1st, 2022.

Candidates will have the opportunity to join a leading psychology department in the dynamic city of Calgary. The University of Calgary I/O Psychology program is well established and widely regarded as one of the best in Canada. We offer both a M.Sc. and a Ph.D. with a Specialization in I/O Psychology. Many of our Ph.D. graduates have gone on to careers in academe, reflecting the strong research focus of our program, and our graduate program receives many competitive applications every year.

Successful candidates will develop a strong research program, mentor undergraduate and graduate students, contribute to undergraduate and graduate teaching, and engage in service activities at all levels of the university and in the community. The position is expected to involve an equal emphasis on research and teaching.

The successful candidate will bring expertise on equity, diversity, and inclusion in the context of traditional I/O topics (e.g., recruitment, selection, performance management, leadership, teamwork, motivation) in supporting productive, just, and inclusive workplaces. For example, the successful candidate's teaching and research could examine the intersection of equity-deserving or sovereignty-deserving groups and workplace issues. With respect to teaching, course design, pedagogical practices, and assessments of learning should be centered on an intentional effort to create an inclusive environment and equitable opportunity for learning. With respect to research, successful applicants may have a focus on understanding the lived experience of a diverse workforce, seeking ways of enabling work to reflect more equitable and inclusive ideals, and/or address topics such as leadership in minority contexts; equity in personnel recruitment and selection processes; retention issues with respect to diverse peoples; voice, psychological safety, power, incivility, justice, microinequities, and microaggressions involving equity- and sovereignty-deserving groups; and inclusive practices, cultures, and strategies in organizations.

Applicants should have a Ph.D. in Industrial/Organizational Psychology or a related discipline (e.g., Organizational Behaviour) by July 1st, 2022. The specialty within I/O Psychology areas of expertise is open, with the requirement that the successful applicant will bring experience and expertise in equity, diversity, and inclusion in the context of traditional I/O topics. Applicants should present evidence of quality and quantity of peer-reviewed published research in high-quality journals and other relevant publication or translational streams (e.g., book chapters, community reports), a record of funding, including studentships, fellowships, and awards, and demonstrate a record of or potential for external funding. Finally, ability to teach graduate-level univariate and multivariate statistics will be considered an asset. Applicants should feel free to state obstacles or other reasons with respect to why they might not have had the opportunity to meet traditional hiring criteria.

Interested individuals are encouraged to apply online via the 'Apply Now' link. Please be aware that the application process allows for only four attachments. Your four attachments should be organized to contain the following (which may require you to merge documents):

- Cover letter
- Curriculum vitae, including the names and contact information of three referees, and written permission to the Chair of the Search Committee to contact the referees for letters of references
- Research statement (not to exceed two pages)
- A concise record of teaching experience, including evidence of effectiveness and a statement of teaching philosophy
- A one-page statement detailing experience working with a diverse student body and the contributions you would make to advancing a culture of equity and inclusion in the classroom and in the lab

The selection committee will **begin reviewing applications on January 31, 2022 and will continue until the position is filled.** It is likely that interviews will be virtual.

The Department of Psychology respects, appreciates, and values diversity, and we encourage diverse applicants to apply for this position. The Department of Psychology has a very active EDI Committee (click [here](#) to learn more) that was established because we recognize the historical inequities within the field of psychology that impact all aspects of what we do. In addition, a number of resources are available on campus to support diversity and inclusion, including two daycares, the Q Centre, the Office of Diversity, Equity, and Inclusion, the Writing Symbols Lodge, and the Women's Resource Centre. For more information, please visit www.ucalgary.ca.

Competitive salary and start-up funds are available.

In 2018, the University of Calgary was chosen as one of Canada's best diversity employers. The University of Calgary believes that a respectful workplace, equal opportunity, and building a diverse workforce contribute to the richness of the environment for teaching, learning, and research, and provide staff, faculty, students, and the public with a university that reflects the society it serves.

We are committed to removing barriers that have been historically encountered by some people in our society. We strive to recruit individuals who will further enhance our diversity and will support their academic and professional success while they are here. In particular, we encourage members of the five designated groups (women, Indigenous people, LGBTQ2S+, persons with disabilities and members of racialized groups) to apply.

The University of Calgary has launched an institution-wide [Indigenous Strategy](#) in line with the foundational goals of [Eyes High](#), committing to creating a rich, vibrant, and culturally competent campus that welcomes and supports Indigenous Peoples, encourages Indigenous community partnerships, is inclusive of Indigenous perspectives in all that we do.

The University of Calgary recognizes that a diverse staff/faculty benefits and enriches the work, learning and research experiences of the entire campus and greater community. We are committed to removing barriers that have been historically encountered by some people in our society. We strive to recruit individuals who will further enhance our diversity and will support their academic and professional success while they are here. All qualified candidates are encouraged to apply; however Canadians and permanent residents will be given priority. In this connection, at the time of your application, please answer the following question: Are you a Canadian citizen or a permanent resident of Canada? (Yes/No)

Additional Information

To learn more about academic opportunities at the University of Calgary and all we have to offer, view our [Academic Careers website](#). For more information about the Faculty of Arts visit [Careers in the Faculty of Arts](#).

COVIDSafe Campus Strategy

The University has implemented a new [Vaccination Directive](#) that requires all faculty and staff to be fully vaccinated against COVID-19 by January 1, 2022. You will be required to upload proof of vaccination prior to commencing your duties. Please review the [COVIDSafe Campus website](#) for further information and access to additional resources.

About the University of Calgary

The University of Calgary is Canada's leading next-generation university – a living, growing and youthful institution

that embraces change and opportunity with a can-do attitude. Located in the nation's most enterprising city, the university is making tremendous progress on its Eyes High journey to be recognized as one of Canada's top five research universities, grounded in innovative learning and teaching and fully integrated with the community it both serves and leads. The University of Calgary inspires and supports discovery, creativity and innovation across all disciplines. For more information, visit ucalgary.ca.

About Calgary, Alberta

The University of Calgary is located on a modern campus in an attractive residential area, just minutes from downtown Calgary. Calgary has a population of over 1.3 million and is a thriving city. It hosts the second largest number of corporate headquarters of all Canadian cities, affording opportunities for industry collaborations and partnerships. Calgary is routinely ranked in the top 5 most livable cities in the world by The Economist and other global quality of life indices. These rankings reflect Calgary's highly regarded public and private schools, low crime rates, excellent health care, and thriving arts and leisure culture. Calgary is situated in the foothills of the Rocky Mountains, a one-hour drive from the world famous Banff National Park, and offers excellent year round recreational opportunities such as skiing, hiking, rafting, and camping.

[APPLY NOW](#)

Need help?

View our [Application FAQs](#) for answers to common questions regarding the application and selection process.

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