



**Canadian Society for Industrial and Organizational Psychology**  
**Le regroupement canadien des psychologues industriels et organisationnels**  
**<http://www.sscl.uwo.ca/psychology/csiop>**

## **NEWSLETTER**

**The Industrial/Organizational Section of the Canadian Psychological Association**

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### **COMMENTS FROM THE CHAIR**

*Gary Johns, Ph.D., Concordia University*

First of all, I would like to tell you how honored I am to have been elected Chair of CSIOP. Spending the past year as Chair-Elect has given me a greater appreciation for the vital role of I/O Psychology in Canada. It has also given me the opportunity to meet some of the people who have been making CSIOP work to meet the needs of its members and the profession in general. I want particularly to thank Dr. Lorne Sulsky, our Past Chair, for his fine leadership during the past year. I

took copious notes concerning how Lorne chaired our Long-Range Planning Meeting in Toronto in March and the Annual General Meeting at the Halifax convention. I intend to copy his excellent style, so consider this a fair citation! Always ready to serve, Lorne has agreed to update the CSIOP bylaws and serve as our liaison officer with SIOP this year. Completing the chair triad, I am happy to welcome Dr. John Meyer of the University of Western Ontario as CSIOP Chair-Elect. I am sure that he will bring both affective and normative commitment to this Executive role.

CSIOP has a couple of personnel matters on which I would like to seek your advice. First, we are still looking for a Fund-Raiser to fill out the CSIOP Executive. Seeking resources is not everyone's preferred activity, but I feel confident that this is the kind of position where self-selection works. Please contact me if you wish to nominate yourself. Although a variety of funding sources exist, soliciting ads for this *Newsletter* would be a useful tactic. On another matter, CSIOP as a CPA Division has been asked to supply a member for the CPA Professional Affairs Committee. Some of this committee's work pertains to clinical psychology, but other aspects of its work are related to the practice of I/O, and I feel

we need to be represented there, ideally by a practitioner. If you are interested in serving, please contact me.

The year 2000 will be greeted with much hoopla, some of which will be supplied by us, because 2000 will mark CSIOP's 25<sup>th</sup> anniversary! CPA President Dr. Gary Latham is my source on this, so it must be true. I would be very happy to hear from you concerning any interesting and appropriate ways to mark our silver anniversary. Some special event at the Ottawa convention seems most appropriate, and the CPA convention hierarchy is now more open to a variety of presentation formats. Contact me or Program Coordinator Dr. Stephane Brutus with your ideas. This is Stephane's second year in a row as Program Coordinator. We insist that he does this until he gets it right! Seriously, his getting it "right" is largely dependent on good submissions from *you*, so please heed his gentle reminder elsewhere in the *Newsletter*, and remember that a variety of presentation formats can be accommodated. I am always impressed by the heavy involvement of graduate students in the CSIOP program, so let's make 2000 a record year for student participation. Make new friends and thicken your CV! Students will find themselves well represented this year by Martin Royal of St. Mary's. Martin was so keen to assume this position that he sent me a detailed and ambitious list of goals for the year right after the convention.

Finally, let me put in a plug for the vehicle by which this is reaching you, the *CSIOP Newsletter*. We really do welcome your input in the form of articles, essays, letters to the editor, and so on. Janine Keown did a great job with the *Newsletter* last year, and I am certain that our new Editor Kim Baron will continue the tradition. Kim has managed to secure support for the preparation and mailing of the *Newsletter* from Société Pierre Boucher, a Quebec I/O consulting firm. We are very grateful for this assistance in communicating with our members.

## **CPA CONVENTION 2000**

*Stephane Brutus, Ph.D., Concordia University*

Dear CSIOP members, now is the time of the year to start thinking about next year's conference. The conference will be held in Ottawa from June 29<sup>th</sup> to July 1<sup>st</sup> 2000 and the deadline for submission is October 29<sup>th</sup> 1999.

The submission format is the same as it always was (for those new to CSIOP, you are required to send a 50-word abstract in French or English). More information is available on the Canadian Psychological Association WebPage [www.cpa.ca/ottawa](http://www.cpa.ca/ottawa).

I encourage you to submit your work and to "spread the word" of the conference to your colleagues. The conference represents one of the only means by which we can link up, get to know one another, and strengthen the Canadian I/O community.

One more thing: this conference is small enough for us to get creative with the program. If anyone has suggestions to make on the program, let your voice be heard! I can be reached at [brutus@vax2.concordia.ca](mailto:brutus@vax2.concordia.ca) or at (514) 848-2912.

## **AN INTRODUCTION TO THE STUDENT REPRESENTATIVE**

*Martin Royal, St. Mary's University*

Hi everyone! I would like to introduce myself as your new CSIOP student representative for this year. I am very enthusiastic to be working with the CSIOP team to pursue the projects that my predecessor initiated, as well as to introduce new exciting ideas. As part of my mandate, I look forward to accomplishing four main objectives:

I am hoping to increase student membership by promoting CSIOP among graduate students in Canadian universities. Second, I want to improve communication between I/O students across Canada and

participation in CSIOP activities throughout the year and at the annual CPA conference. Third, I would like to increase networking between I/O students and employers by pursuing the internship project, and adding new employers to a database of organizations hiring I/O psychologists in Canada. Finally, promoting I/O psychology programs in Canada to everyone will be an important priority. I invite you to contact me to learn more about these projects and suggest any initiatives you may have. I look forward to hearing from you!

### **A WORD FROM THE NEWSLETTER EDITOR**

*Kimberlea Baron, M.A.Sc., Université du Québec à Montréal (UQAM)*

I'm really looking forward to serving as a member of the CSIOP executive for the next year, in my role as newsletter editor. In preparation for the first issue of my mandate, I was fortunate to be able to brainstorm with Gary Johns and Stephane Brutus. During the next year, we hope to cover many topics of interest to both academics and practitioners. We will aim to bring you information about I/O programs across the country, controversial topics in our field, updates from the CSIOP executive, as well as new developments in research and practice.

For this first issue, we focus our attention on I/O Psychology in an area of Canada that many people know little about: Quebec. The I/O population in Quebec has tended to have less visibility within CSIOP in comparison to the rest of Canada (although several Quebecois are members). In fact, I have received requests from CSIOP members to have more information about the state of I/O psychology in Quebec. Having moved from Toronto to Montreal 2 years ago, I am currently attending a francophone university in Montreal, and working for a Quebec-based consulting firm - an experience that I am enjoying enormously. I have thus had the opportunity

to form the following impressions (admittedly, based only on my personal experiences):

- Most students, professors and practitioners in Quebec are not informed about CSIOP.
- In contrast, a large number of my acquaintances are members of a provincial association, the SQPT (see article later in this issue), and regularly attend association functions several times a year.
- The I/O related programs in Quebec have a low visibility in the rest of Canada, even though there are several. Of course, the reverse seems to be true as well - programs in the rest of Canada are not well-publicized in Quebec, either.
- Ties between I/O psychologists in Quebec tend to be stronger with France than the rest of North America, likely as a result of a similarity of language.
- There are some very interesting developments occurring in Quebec, both in terms of research and practice, that are not highly publicized within the rest of Canada (some academics tend to publish in French language journals).
- Students and professors in Quebec are themselves highly informed about developments in I/O psychology across North America, and course material frequently consists of readings mainly in English.

The bottom line is that I believe it to be to everyone's advantage that we make every possible effort to stimulate the sharing of information among all individuals interested in I/O psychology. How can we do this? During a conversation with a fellow student, we threw around a few ideas:

- CSIOP could try to target Quebec institutions in order to enhance awareness of the society and CPA conferences.
- Universities could have booths at CPA and/or provincial conferences to recruit students from different provinces.

- The creation of a discussion group for students (or interested others!) across the country.
- A mechanism to facilitate the publication of articles in both official languages. For example, could "Canadian Psychology" print entire articles in French and English, rather than simply the abstract?
- As a first step to enhancing awareness of I/O psychology in Quebec, the articles in this issue of the newsletter focus on the various programs in Quebec that teach aspects of I/O psychology, the provincial association that I mentioned earlier, and the first edition of our "Controversial Corner", written by a practitioner in Quebec.

**Do YOU have any other ideas about how to foster communication among I/O psychologists across Canada? We would greatly appreciate hearing your ideas on this subject, or any other I/O related topic. Please email me directly and we'll publish your letter in the next newsletter.**

## **I/O PSYCHOLOGY IS ALIVE & WELL IN QUEBEC: A LOOK AT GRADUATE TRAINING**

As part of this issue's theme to bring some visibility to I/O Psychology in Quebec, we requested submissions from the 3 psychology programs training students in fields closely related to I/O Psychology: The University of Montreal (U of M), The University of Quebec at Montreal (UQAM), as well as The University of Sherbrooke. Below are descriptions of these programs.

### ***I/O Psychology at the University of Montreal Robert R. Haccoun, Ph.D.***

Montreal, the world's largest French City after Paris, has two Ph.D. programs in I/O and both are in French. The more recently established one is at UQAM, while the other which is described here, is at the U of M. This latter program was created more than

thirty years ago and will be discussed in to this article.

The I/O psychology program at U of M is part of the Psychology Department which has strong clinical roots. Whereas considerable attention is spent on the development of professional skills, a large space is devoted to research. Graduate studies are clearly defined along the scientist-professional model where students learn, to paraphrase Kurt Lewin, "that good theory is practical and that good practice is theoretical".

To receive a Ph.D. the I/O student enrolls in a four year program of courses, seminars and extensive practicums all conducted in French (though English is acceptable for exams and thesis work). The new Ph.D. has successfully completed a general exam, a dissertation project defence as well as the defence of the final thesis. The program intends to develop in graduate students considerable autonomy and self direction as each student constructs his or her own program personally. Perhaps as a contributing consequence, I/O graduates have little difficulty obtaining the professional jobs they seek, even as they finish their theses.

Students are integrated in the research programs (which are generally funded) of their professor and a high value is placed on publications and other scientific activities not only by faculty but by the graduate students. The I/O faculty on staff provide the core curriculum in methodology, statistics and I/O theory while students complete the course work by selecting classes and seminars from those provided elsewhere in the department and in the Business Faculties in Montreal's four universities (Concordia, McGill, U of M and UQAM) and, starting in their second year they spend half their time completing practicum assignments in North America and occasionally in Europe.

The I/O program at the U of M is, as are most similar programs, very lean. Historically, about 8% of faculty in

Psychology at the U of M have been I/O professors. Funding restrictions, combined with retirements have severely shrunk the department of Psychology (downsized by 30%). Attrition has been more severe in the I/O program where the number of I/O faculty has dropped by 60% and the proportion of I/O professors is at an all time low (4.3%). One result: the 1999-2000 academic year will welcome no new I/O students at the U of M.

This is a critical time for I/O at the U of M and it is difficult to predict how the future will unfold, governmental reinvestment in the Education sector not appearing imminent. However, the Psychology Department has requested new faculty positions. But even if the University grants the posts, all sectors of the department are competing for them. As there is a great demand for I/O graduates we are reasonably confident of obtaining some of them.

In the next year or so watch for either of these developments: I/O at the U of M winds down or announcements in CSIOF of I/O posts opening, the latter scenario being (hopefully) more probable.

***A specialization in I/O Psychology at UQAM - Roland Foucher, Ph.D.***

Since 1997, the University of Quebec at Montreal (UQAM) offers a specialization in I/O psychology as part of their Ph.D. program in psychology. This specialization was created following the reflections of a committee that considered the opinion of practitioners, the requirements of various professional associations (e.g., APA, Professional Order of Psychologists in Quebec), as well as an analysis of existing programs.

One of the principal characteristics of this specialization is the involvement of professors from the Department of Psychology as well as the Administrative Studies Department at UQAM. In terms of teaching, this partnership helps satisfy

certain requirements inherent in I/O psychology training. For example, the mastery of knowledge and skills specific to I/O psychology; an understanding of the context in which this discipline practices (that is, organizations); and the mastery of knowledge and skills general to psychology.

The section was created to train specialists in assessment, intervention and psychological research in the organizational field, who are able to integrate scientific thought and professional practice. More specifically, the program aims to develop skills such as the ability to analyse organizational problems with a rigorous methodology, the capacity to identify client needs, and the ability to intervene while taking into account productivity problems as well as the well-being of employees.

The I/O specialization is composed of 30 course credits, 24 research credits, 36 thesis credits and 30 internship credits. The program aims to develop knowledge and skills in the following areas: the foundations of I/O psychology as well as specific areas related to I/O psychology; psychological evaluation (through seminars and internship activities); interventions in the area of I/O psychology (through seminars on this topic as well as internships); ethics and research activities (through methodological and statistical coursework, as well as research seminars and the completion of a personal research project that the student conducts as part of a thesis).

The program is given by 10 professors who are members either of the Department of Psychology or the Administrative Studies Department, these latter professors having been trained in I/O psychology. Students may also benefit from the possibility of being co-supervised by other professors in psychology and administration. There are presently 18 students enrolled in the program, 3 of whom come from outside of Quebec.

***A Psychology Degree in Human Relations***  
***Nicole Chiasson, University of Sherbrooke***

For over 20 years now, the Department of Psychology at the University of Sherbrooke has been training young professionals as human relations consultants. Enrolees (40 each new academic year) work towards a master's degree in psychology (a 2-year program), having previously obtained a bachelor's degree in this field. The curriculum does not reflect what is generally found in an I/O program. It does not, for example, foster the ability to use psychometric instruments. Nor does it train students to become researchers.

The approach and model taught at the University of Sherbrooke is rooted in the human relations movement initiated by Kurt Lewin (1948, 1951, 1959). The underlining determinants of the program are: the desire to foster democratic interactions; the development of a systems approach; the belief in human potential and the need to involve an organization's human resources in change processes that affect them; the importance of recognizing and taking into account people's subjectivity; a focus on co-operative relationships. The various roles a practitioner needs to master in order to adequately accompany a human system in a change process are the basis for the articulation of the model which has been extensively described by Lescarbeau, Payette, and St-Arnaud (1985, 1990) and, more recently, by St-Arnaud (1999).

Different social contexts call for particular skills. Hence the program offers four distinct sectors in which students may choose to orient their training: organizational development, intercultural relationships, health care systems, and individual counselling. In their first year of training, students are introduced to the human relations' approach and model as well as to the basic knowledge to be acquired in their chosen sector. They also participate in workshops aimed at developing specific skills needed in interventions such as team

building, mediation, or data feedback. Early on, they have the opportunity to apply their knowledge and test their professional abilities in practicum situations (60 days over a six-month period) where the particular skills of their chosen sector can be put to use.

During their second year of training, the students participate in a workshop aimed at further developing their practitioner competencies and they undertake a more advanced practicum (75 days over a six month period) as interns in organizations where, once again, they can use the knowledge and abilities needed in their chosen sector of practice. Concurrently, they follow a course on ethics which satisfies the requirements of "l'Ordre professionnel des psychologues du Québec", the province's professional association. The curriculum requires the production of an essay which contributes to the advancement of professional intervention in the area of human relations. The completion of the essay is the final requirement of the program. Students then enter the work force where their professional development continues through their ability to reflect on their actions and experiment with new ways of applying their knowledge to the various needs of human interaction in organizational systems.

**References:**

Lescarbeau, R., Payette, M., & St-Arnaud, Y. (1985). *Devenir consultant, instrument autogéré de formation* [Becoming a consultant: A self-administered training instrument]. Montréal: Les Presses de l'Université de Montréal.

Lescarbeau, M., Payette, M., & St-Arnaud, Y. (1990). *Profession consultant* [Consultation as a profession]. Montréal: Les Presses de l'Université de Montréal; Paris: Les Éditions de l'Harmattan.

St-Arnaud, Y. (1999). *Le changement assisté. Compétences pour intervenir en relations humaines* [Assisted change. Competencies needed in the field of human relations' intervention]. Montréal: Gaëtan Morin Éditeur.

As well as the two I/O psychology programs in Montreal, there is also a lot of I/O research going on in the administration departments in the city. For example, Gary Johns and Stephane Brutus recently wrote an article for the newsletter describing the I/O element at Concordia University. The Business Department at the University of Montreal (HEC) also has several faculty who are trained in I/O psychology, as does McGill University. UQAM, as has already been described above, has many professors in its Administration department that are involved in the I/O psychology program.

### **THE SQPT\*: AN EXPANDING NETWORK**

*Jean-Claude Laurin, President, M.Ps.*

Twenty years ago, as a result of the efforts of several industrial psychologists, the Association of Industrial and Organizational Psychologists of Quebec was born. In fact, the work psychologists of this era had trouble identifying with the structures and activities of what was once called the Corporation des psychologues du Québec, essentially oriented towards the preoccupations of clinicians.

The Association continued and changed its name, to become the Société Québécoise de Psychologie du Travail, or the SQPT (The Quebec Society for Work Psychology). The Society currently has 150 members, grouped in 2 main areas: Montreal and Quebec City. Two other sections are presently beginning as well: one in Sherbrooke and the other in Saguenay-Lac-St. Jean.

In fact, the SQPT is meant to be an organized network for exchanges of information and training among professionals working in the area of work psychology. The SQPT wishes to represent the interests of work psychologists and to promote the recognition and specialization of this discipline of psychology. Eventually,

the society would like to influence Quebec universities as to the quality of the training they provide in work psychology.

Up until now, the Society has organized various training activities for its members. It has also created a Web site where information as to its structure and function may be found. An electronic discussion group has also recently been instigated. This recent development permits many psychologists to identify specialized resources or to find answers to professional questions.

This fall, the SQPT intends to organize a general assembly of its members for the purpose of a scientific congress.

The SQPT maintains close links with certain work psychology and administration departments in Quebec universities: The University of Montreal, UQAM, Sherbrooke University, The University of Quebec at Trois-Rivières and Laval University. The Society would eventually like to become closer to other Quebec universities, such as anglophone universities. Finally, the SQPT also has links with the main work psychology firms in Montreal, Quebec and Sherbrooke.

Many members of the executive also sit on the executive committee of the International Association of Work Psychology for the French Language (The Quebec section), and one of our members is on the committee for CSIOP.

All those with work psychology training and who work in businesses may join our ranks. Membership costs \$35 and the registration form may be found on our Web site: <http://www.a-i-a.com/sqpt/>

\* La Société Québécoise de Psychologie du Travail = The Quebec Society for Work Psychology.

## **CONTROVERSIAL CORNER: A LOOK BACK AT I/O AT THE TURN OF THE MILLENNIUM**

*Marc Berwald, Bell Mobility*

*Milt Hakel, Bowling Green State University*

**For the first edition of Controversial Corner, we are repeating an article that was published in TIP this summer. Given that many CSIOP members are not members of SIOP, and that this article promises to stimulate discussion—which is our goal—we felt the reprinting to be justified. For those of you who have already seen it, it's worth another read.**

**Milt Hakel:** On May 21, 1999, I made a presentation to the members of the Canadian Society for Industrial and Organizational Psychology, as a part of their convention in Halifax, Nova Scotia. Here is the title and the abstract:

### **The Vision Thing: Psychology, I/O, and the Next Millennium**

Only hindsight is 20/20. When you look back on your life in 2020, what will you see? Do you have a dream? Why not? Now is the time to lighten up on precision and analysis, to imagine creatively, and to work on your foresight. Planning a little and setting some goals probably won't hurt either. If you don't enjoy the next 21 years, chances are good that the people you live and work with won't either. You've proved that you're smart—now comes the fun part. I/O psychology is an ideal springboard for just about anyplace you want to go. Don't reduce your intensity. Sharpen your vision. I/O psychology is THE field for the next millennium.

Six weeks earlier, I had sent an e-survey to CSIOP's members, asking for responses to six questions as well as reactions to the above abstract. I received many thoughtful and a few occasionally fanciful responses. One of my correspondents, Marc Berwald, Director of Organizational Development for Bell Mobility, Dorval (Montreal) Quebec, went above and beyond the call of duty, and

here follows his response:

**Marc Berwald:** You want me to remember back to 1999...why, I can hardly remember 2019.

Let's see...that was when the big thing was Y2K...a lot of people made money on that one. That's when it seemed like Microsoft would eventually run the world; telecommunications, financial companies, pharmaceuticals, oil, and the car industry were busy buying each other out stating it was to serve the customer better...people freaked when the Dow hit 11,000...the Dow was the Dow Jones Industrial Average of the New York Stock Exchange, before NASDAQ bought them out; just before Disney bought the whole thing.

And I remember the air and the water...you could see for miles and water was as clear as can be, without the electronic filtering...and we thought it was dirty then. We really did not take that seriously until 2010, when 99% of babies world wide were born with asthma and the World Health Organization was given power over industrial production. Things are a bit better now, but not like they were then.

You want to know about work psychology, or I/O psychology as it was known then...well it was in rough shape...in a real void.

The first sign that the science was in trouble in 1999 is that people still called it "industrial psychology" 100 years after the Industrial Revolution. It was akin to calling a WebMaster an electrical engineer. There was an information revolution going on and I/O people were working on industrial problems.

The second, much more profound sign, was the fact that most work psychologists did not work for the work organizations they were supposed to help. They were so specialized that they worked in consulting firms dominated by people with financial

management. They used to call them the "Big 3." Another group worked for the very highly specialized firms which companies needed about 3 weeks a year to get some thinking and testing done.

The third sign was scary. The people who were doing the leading edge research in what were called "institutes of higher learning" relied on a paper-based, peer-reviewed medium for the dissemination of knowledge and recognition of achievement.

Finally, and probably most telling, the vast majority of research being conducted was incremental and based on previous work done by the same people. Organizations were thirsty for any type of valid thinking about change, about global people strategies, leadership and culture, about information overload and how to work with it, about getting things done quicker, about getting people to work in teams, about understanding customers better, about almost everything concerning people at work NOT found in mainstream I/O psychology. Job analysis was an outdated concept, performance appraisal methods concentrated on static tasks, whereas work was fluid. Selection technology which had been developed in the 60s, 70s, and 80s was being used. It was useful, but just not in solving the problems of the day.

**Then three things happened:**

**1. HR-Out-of-a-Box.** Most of what we knew about human resources principles, practices, and policies was built into intelligent software and made available on the World Wide Web for \$59.95. Although research was going on in most of the areas, most people realized that when you put everything we know into a well-organized system, most of the key traditional areas were pretty well done with. Almost overnight, everyone could use state-of-the-art processes for recruiting, selection, performance management, job evaluation, rewards, training, health at work, to name some of the main ones.

**2. The Electronic Journal of People at Work.** In 2001, the readership of *Fast Company* and *Wired* by human resources professionals, academics, and managers surpassed that of all other scientific and professional journals combined. It was at that time that a group of psychologists who were looking for work, tired of selling HR-Out-of-a-Box on the Internet for a living, got together with a group of Internet junkies who were doing interesting things in knowledge sharing and management and developed the concept of the *Electronic Journal of People at Work*. It was electronic, it was intelligent, it was networked, and it was 100% dedicated to generating coherent, intelligent, and, most of all, innovative solutions for people management at work—from free-lancers to mega-corporations—and it dealt with issues which were 100% relevant 100% of the time.

**3. Shortage of People.** As the baby boomers got older, they started needing more goods and services, and consuming more and more. Because the next generations were much smaller in number than the boomer generation, there were not enough people around to do the work that was required. Automating tasks went from being an economic advantage to a survival issue. The key question became not whether you could provide a product or service cheaper than your competitor, but whether you had enough of the right people to do it at all. Over the span of 5 years, how you managed people actually did become the most important part of work organizations, bar none.

**And this is what came next:**

Researchers and academics decided that they would rather spend time thinking about and working on issues which people in work organizations actually cared about because the demand for innovation and knowledge on the crucial people issues was so high that public funds for other programs dried up. They decided to work with students on finding principles and solutions to current and emerging problems using the old

journals as a historical backdrop rather than as the stimulus to the next piece of work. Training on the traditional aspect of HR moved to technical programs so that more research people would have time to explore the newer issues in more depth. And academics spent 50% of their time networking with practitioners, general business people, and academics from various disciplines in order to come up with innovative solutions and ideas to move business forward. Their contribution was obvious: They were highly motivated, because they were able to pick the issues that they worked on, and they added rigor and scientific knowledge to each issue.

Practitioners reconnected with the researchers and academics and brought their experiences in working with customers, and implementing projects in the real world to the process of finding and creating solutions. Customers participated in the process because it was focused on them. They saw the need to provide time, people, and money to help this new innovative institution grow and prosper. They also saw the need to provide funding to work on some longer-term issues.

And around this new "Journal," which was actually people producing knowledge, solutions and experience, grew a new way of producing, disseminating and using knowledge. The knowledge about people at work grew exponentially, and the management of people at work improved and became, for many organizations, the sole source of advantage over their competitors.

Now I can't remember whether university I/O got in the act or whether they were just replaced because the funding ran out. I also can't remember if any of the Journals got in on the knowledge management game.

What I do know is that the practitioners moved pretty quickly to make sure they were part of bringing these new solutions to organizations to ensure that they maintained

an important role in the productivity of their work organizations.

I also know that what was I/O psychology grew from being a highly specialized supplier to becoming a body of knowledge which is used every day to run our work organizations.

**Once again, we are very interested in hearing your feedback. What is your reaction to this article? Let us know! Send us your thoughts!**

## **CONFERENCE ANNOUNCEMENT**

At the request of Dr. Rabindra Kanungo at McGill University, we include the following announcement of an upcoming conference:

The 7<sup>th</sup> biannual conference on "Work Values and Organizational Behaviour: Toward the New Millennium" will be held during June 25-28, 2000, in Jerusalem, Israel. The conference is organized by the International Society for the Study of Work and Organizational Values.

For more information, please contact:  
ISSWOV 2000 Conference Secretariat,  
ISAS Int'l Seminars, POB 574 Jerusalem  
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# **SPB**

Industrial Psychology Inc.

## **A WORD ABOUT OUR SPONSOR, SOCIÉTÉ PIERRE BOUCHER**

Our mission at SPB Industrial Psychology Inc. is to help our clients *optimize human capital performance within their organization*. We are recognized across Eastern Canada as a leader in the industrial-organizational psychology field. For more than 20 years, we have acted as business partners for clients of small, medium and large-sized companies in the private, public and semipublic sectors. We are the first I/O psychology consulting firm in America to receive an ISO 9002 certification, thus substantiating our emphasis on quality.

The professional services we offer can be divided into three main areas:

The **Individual Performance division** offers a wide range of consulting services to meet clients' needs such as:

- management potential appraisals and development plans; management effectiveness appraisals in the context of acquisition; training, career management; psychometric testing and executive coaching.

The **Organizational Performance division** offers a systemic, integrated repertoire of interventions in areas such as:

- diagnoses of organizational effectiveness; strategic orientation; high performance team building; management of organizational change; strategy and planning, implementation facilitation, awareness building, facilitation, optimization of human resource management systems; conflict management.

The **Talent Acquisition division** offers services to clients seeking managerial and executive talent.

### **It's easy to meet us**

If your goal is to optimize the performance of your organization, and you are looking for a partner to help you achieve your business objectives, we will be happy to collaborate with you. We look forward to meeting with you and listening to your needs.

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**SPB, Industrial Psychology Inc.** also belongs to a global network of North American and European professionals.