



Canadian Society for Industrial & 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
Volume 18, Number 1
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As this *Newsletter* was going to press, we learned about the terrible events that occurred on September 11, 2001 in New York City and Washington, D.C. Members of the CSIOP Executive would like to extend their condolences and support to all those affected by this tragedy.

Au moment d'imprimer ce *Bulletin*, nous avons appris les événements tragiques du 11 septembre dernier à New York et Washington D.C. Les membres du comité exécutif de CSIOP tiennent à offrir leurs condoléances ainsi que leur soutien à ceux et celles qui ont été affectés par cette tragédie.

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COMMENTS FROM THE CHAIR

Ramona Bobocel, PhD, University of Waterloo

I am honoured to serve as CSIOP Chair this year. It is clear that I/O Psychology is thriving in Canada and that CSIOP is "going strong." If you attended CPA in Quebec last June, then you surely will understand what I mean. Congratulations to Shaun Newsome (Program Coordinator) and Peter Hausdorf (Workshop Coordinator) for putting together what was perhaps our fullest program ever.

There are some changes to the executive that I would like to highlight. First, our past Chair, Gary Johns, leaves the executive after serving CSIOP so well for the past three years. John Meyer assumes the position of past Chair. On behalf of all of our members, I would like to thank John for the strong leadership that he provided last year as CSIOP Chair. As Chair-elect last year, I was continually impressed with his wisdom and efficiency (of course, having worked with John during my dissertation years, I must

contribute to the Newsletter by sending us articles, essays, or critical analyses. If you have any thoughts or comments in reaction to something that you read in a previous issue, send a letter to the Editor. We want to hear from you! Thanks to the Guelph Centre for Organizational Research Incorporated (GCORI) for their financial support of this September issue of the Newsletter. We are still in need of a sponsor for each of the remaining three issues for the year, so if anyone works for an organization that might be willing to sponsor the Newsletter, please let Lori or me know.

With SIOP in Toronto and CSIOP in Vancouver, it promises to be a great year for I/O Psychology in Canada! I wish you all a productive and satisfying year.

MOT DE LA PRÉSIDENTE

Ramona Bobocel, PhD, Université de Waterloo

(Translated by Kathleen Boies, MA, University of Western Ontario)

C'est un honneur pour moi d'agir à titre de présidente de CSIOP cette année. La psychologie I/O est florissante au Canada et la présence de CSIOP ne cesse de grandir. Si vous étiez au congrès annuel de la SCP à Québec en juin dernier, vous comprendrez sûrement ce que je veux dire. Félicitations à Shaun Newsome (coordinateur de la programmation) et Peter Hausdorf (coordinateur des ateliers) d'avoir organisé ce qui a sans doute été notre programme le plus complet jusqu'à maintenant.

J'aimerais souligner quelques changements dans le comité exécutif. D'abord, notre président sortant, Gary Johns, quitte le comité exécutif après avoir beaucoup travaillé pour CSIOP ces trois dernières années. John Meyer sera maintenant le président sortant. Au nom de tous nos membres, j'aimerais

remercier John pour le leadership fort dont il a fait preuve lorsqu'il était président de CSIOP. En tant que présidente désignée l'année dernière, j'ai eu l'occasion d'admirer sa sagesse et son efficacité (évidemment, ayant travaillé avec John durant mes années de thèse, je dois dire que cela ne m'a pas surprise). Heureusement, nous bénéficierons de ses conseils pendant encore un an. De plus, notre futur est prometteur puisqu' Arla Day, après avoir occupé, ces dernières années, différents postes au sein du comité exécutif, devient présidente désignée.

Je suis également heureuse d'annoncer que Joan Finegan a accepté un autre mandat en tant que secrétaire-trésorière, et que Shaun Newsome et Peter Hausdorf occuperont, encore cette année, leurs rôles respectifs de coordinateur de la programmation et de coordinateur des ateliers. Finalement, nous avons plusieurs nouveaux(elles) venus(es) dynamiques et compétents(es) à qui j'aimerais souhaiter la bienvenue: Lori Francis, qui remplacera Kim Baron comme rédactrice en chef du *Bulletin*; David Zweig remplacera Yvonne Shell au poste de coordinateur des communications; Véronica Stinson deviendra coordinatrice des services aux membres, remplaçant ainsi Arla Day; et Laurie Barclay remplacera David Stanley comme représentante étudiante.

À propos du congrès annuel, j'aimerais attirer votre attention sur les chroniques de Shaun et de Peter dans ce *Bulletin*. Pour ce qui est du programme principal, nous avons eu un nombre record de propositions et nous aimerions voir ce nombre augmenter encore cette année. J'espère donc que vous assisterez au congrès (30 mai au 1^{er} juin 2002) et que vous y enverrez vos propositions de communications! La date limite pour l'envoi de propositions est le 14 octobre 2001. Je suis toujours impressionnée de voir la participation de nos étudiants de deuxième et troisième cycles, et j'aimerais les inciter à être encore plus actifs

2002 CSIOP PROGRAM
CPA Convention 2002, Vancouver, BC
Shaun Newsome, PhD
Program Coordinator

By now everyone should have received the call for submissions for the 2002 CPA conference. The deadline is October 14. Categories for submissions include poster, theory review, conversation session, workshop, and symposium. Please remember that the Call for Submissions this year asks people to submit a summary (up to 1000 words) in addition to the usual 200-word abstract that has always been required. We expect a very full program and are looking forward to your submissions.

In addition to the various presentations, posters, etc., our program will include a pre-convention workshop, an invited speaker, a practitioner on Saturday morning, and the Kendall Award. Capt. (N) Alan Okros of the Canadian Forces Leadership Institute has graciously offered to co-sponsor our speaker this year. The additional financial resources are appreciated.

We are seeking faculty members and practitioners to serve on the Kendall Award Committee. If you are planning on attending the conference and are willing to serve on this committee please let me know. Sheila Simsarian Webber chaired the committee last year, and has agreed to work with new members.

John Johnston has volunteered to help organize the CSIOP program this year. For those of you who do not know Cpt. Johnston, he is a faculty member at the Royal Military College in Kingston. His help will be appreciated. Comments and/or questions regarding the above can be sent to either myself (s.newsome@ns.sympatico.ca) or John (John.Johnston@rmc.ca).

CPA 2002 PRE-CONVENTION WORKSHOP
Peter Hausdorf, PhD, University of Guelph
Pre-Convention Workshop Coordinator

This is my second term as the workshop coordinator and I am pleased to say that the CPA 2001 workshop was a success based on solid attendance and positive session evaluations. Similar to my message at this time last year I am encouraging all of you to give me some guidance with respect to workshop topics and presenters.

I have two personal objectives with respect to the CPA 2002 workshop. First of all, I want it to be more like a workshop than a lecture. Although previous sessions have been informative there has not been, in my opinion, enough focus on skill development. Secondly, I would like a topic that is meaningful for academics, practitioners and students as the workshop can provide an excellent forum for discussions between these groups.

Currently, I have two topics that I think may be relevant to you. The first idea is to focus on the I/O Psychologist's role in mentoring and coaching. I envision the workshop as taking multiple perspectives on this topic by focusing on different contexts (e.g. academia versus consulting/corporate environments) and different roles in the process (e.g. mentor/mentee). By capturing these perspectives the workshop should have wide appeal because it will capture issues relevant in each context.

The second topic is work-life, which can cover issues of work/personal life balance, work/family conflict, healthy workplaces, stress and coping. This workshop could focus on identification of organizational and individual issues related to work life as well as research and interventions on how to address these issues.

I realize that these topics are somewhat

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CSIOP STUDENT NEWS

Laurie Barclay, BA, University of British
Columbia

I hope that everyone's new academic year is
off to a great start. Although the beginnings
of semesters always seem to be chaotic, I
wanted to remind everyone not to forget to
plan for the upcoming CPA/CSIOP
conference. The conference is being held in
Vancouver, on May 30-June 1, 2002. The
deadline for submissions is October 14,
2001. For more information visit:
www.cpa.ca/vancouver

I would also like to plan some student events
for the Vancouver conference. Further to this
end, I would like to solicit suggestions
regarding what types of student events you
would like to see at the conference.
Suggestions about activities that you think
students would find informative, helpful, or
just plain fun would be great as well. I would
really like to make sure that all CSIOP
student members get the best "bang for their
buck" at the conference, and that they have
the opportunity to network in the I/O

him many years ago is still presented annually by the student section of the Ontario Psychological Association) and for his legendary skill as a businessman. But his company, Multi-Health Systems, is the distributor of the Bar-on EQi test as well as other material related to Emotional Intelligence.

While Dr. Stein is clearly in a position to comment sincerely and authoritatively on EI, I think it would have been fairer to your readership to identify him as someone who has a personal interest in the success of the EI concept. I believe that this would have contributed substantially to the debate.

Sincerely,

Ronald Myhr, Ph.D., C.Psych.
Managing Consultant
Saville and Holdsworth Canada

Dear. Dr. Myhr,

Thank you for taking the time to share your reaction to the Science and Practice column focusing on Emotional Intelligence that appeared in the July issue of the newsletter. I hope that your letter will start a trend among CSIOP members to voice their views and reactions to our newsletter with the Canadian I/O Psychology Community. The members of the CSIOP executive are pleased that you both found the column to be interesting and thought that the emphasis placed on Emotional Intelligence in July issue reflected the impact that this topic area is currently having on the theory and practice of psychology. It was in no way the intention of CSIOP to disguise Dr. Stein's affiliation with Multi-Health Systems, the company that distributes the Bar-On EQi. We apologize for any confusion or negative reaction that this oversight may have caused our readers. In response to your letter of concern, the CSIOP

executive has decided that in future issues of the CSIOP newsletter, the affiliations of all of our contributing authors will be clearly presented.

Again, thank you for your letter. I welcome any comments that you might have on the articles that appear in future issues of the newsletter.

Sincerely,
Lori Francis
CSIOP Newsletter Editor

THE I/O FILES: CHRONICLES OF THE PARANORMAL IN I/O PSYCHOLOGY

Arla Day, Ph.D., Saint Mary's University

UPCOMING CONFERENCES

CPA will be held May 30-June 1 in Vancouver. The submission deadline is October 14th.

NOTES

CSIOP is working with SIOP on the Toronto Conference. We setting up a CSIOP booth and we are working with the Leadership Institute to get a guest speaker. We are looking for volunteers to help staff the booth! It is a great opportunity to network and to socialize! Please let me know if you are interested! Also, please feel free to let me know if you have any other suggestions on how CSIOP can be involved.

CONGRATULATIONS TO...

.....The University of Guelph, which has a new masters program in Leadership. This program will begin taking on new students in July, 2002 (subject to the approval of the Ontario Council of Graduate Studies). This two-year distance-learning program will be taught through the internet, and targets mid-career professionals. It will involve not only faculty from the psychology department, but also from the political science department, sociology and anthropology department, and the College of Social and Applied Human Sciences. For more information, please

base for thinking and writing. I can't claim much ownership to these ideas and refer the reader on to thinkers such as Lev Vygotsky, Sidney Fine, Michael Polanyi, Heinz Werner, and Ludwig Wittgenstein for the genesis of them.

Skill must be understood against the backdrop of the whole person as an integrated organism. People find ways to integrate their skills in complex, and often creative, sometimes unpredictable, ways. For example, the motor skills required in riding a bicycle are exercised in tandem, and are interleaved, with mental skills used to locate direction or judge distance and even with interpersonal skills used when politely yielding way to pedestrians or talking a police officer out of a ticket (a skill I have yet to acquire). People have their skills on call as needed to use in rapid succession or in a virtually simultaneous manner, layering them and reinforcing one with application of others, to achieve a smooth overall performance in the service of a valued goal or objective. Skills are not orthogonal, in a statistical or any other sense, and should not be thought of as such.

A skill must ultimately be seen -- to be noticed -- by someone, even if only by oneself, and its results have to be seen to make a difference. A skill is not a disembodied construct buried deep within the organism waiting for the right stimulus-response contingency to make an appearance. Neither is a skill reducible to a statistical quantity which inhabits psychological research studies and occupies pages of research journals hidden from public view in university libraries. Skills are part of the irreducible stuff of everyday life for all of us, they are continually enacted, tried out, and honed through experience. Skills allow us to construct, maintain, and re-construct a unique personal life space which gives form, meaning, and direction to our

individual hopes and strivings.

Skills are constantly in motion, changing, evolving. They should be understood from a developmental perspective. For psychologically healthy individuals living in physically and emotionally wholesome environments, skills are embodied and expressed in ever greater complexity throughout the lifespan as individuals find their way through life's challenges and capitalize on opportunities. This is the expected course of events. When this does not happen, we say that people have "plateaued" or "stagnated" and mean something negative by it. However, skill development does not unfold strictly according to a genetic plan. Experience is a key component in actuating skill and guiding its development. As Vygotsky has shown, skill development is characterized by periodicity, unevenness, bursts and delays in skill acquisition. The learner moves toward qualitatively different states of being rather than merely cumulating "more" skill in quantitatively linear fashion. Chaos researchers these days would probably say that skill is characterized by non-linearity in the sequence of change events.

As Vygotsky would say, skills are located within the flow of history. Consider a scenario: Researchers at the University of Guelph are developing new horticultural methods and plant species which will provide food to people in the zero-gravity, low-pressure environments of space vehicles and habitations. When it comes time to build, manage, and harvest these space gardens will it not be the case that people will have to develop new skills that have never been seen before? Will some old skill repertoires drop away, only to be readopted once we are back on terra firma? How well can the form and expression of these emerging skills -- some never before seen in human history -- be predicted from our knowledge of how things "work" back here on Earth? Enough said. Vygotsky was

One year after being terminated, Mr. Crouse asked CSL to reconsider hiring him in a probationary employment period. He was advised in writing by CSL's Human Resources Manager that in order to be considered for future employment by the company, he should provide proof of having attended a rehabilitation program. Furthermore, Mr. Crouse needed to address his insufficient electrical experience by providing letters of reference from Chief Engineers for whom he had worked since his dismissal, as well as his discharge book (a log containing a listing and description of all work he had carried out on ships). Mr. Crouse responded to this suggestion 2 ½ years later by sending the requested documents. He was informed that the letters he provided were enough evidence to address the concern CSL had with his alcohol dependence. They were not, however, sufficient to remove the concerns CSL had with respect to his abilities as an electrician on a cargo ship. He was therefore advised to provide additional references from current supervisors, which he did not.

In 1995, Mr. Crouse was shortly employed by CSL on a vessel as a relief electrician, which is a position closely supervised by the ship's Chief Engineer. The earlier concerns regarding Mr. Crouse's electrical experience were not applicable for this employment period as this position was not one with high responsibilities or duties requiring advanced electrical knowledge. Mr. Crouse's work performance was positively appraised aboard this ship.

In May of 1996, Mr. Crouse applied for the position of permanent relief electrician on a cargo ship operated by the CSL. He was not awarded this position because of his "past work history" on CSL vessels. It is this rejection that was under scrutiny in this case. Since "past work history" referred in part to alcohol dependence, a

prima facie case of discrimination was established.

In response to this evidence, CSL testified that Mr. Crouse's past dependence on alcohol was not the reason retained for rejecting his candidature. The letter informing CSL that Mr. Crouse had been rehabilitated was enough evidence to eliminate this concern, as proved by the 1995 hiring decision. However, CSL was still concerned with Mr. Crouse's electrical experience. This was a valid concern since the responsibilities associated with the position of permanent relief electrician are greater than those required by any other position occupied by Mr. Crouse at CSL. Moreover, Mr. Crouse had not attended a voluntary and free course to upgrade electrical skills that had been offered at various times to all personnel working on ships. Thus, even though Mr. Crouse had received satisfactory evaluations in his previous work, there were no reasons to believe that his electrical experience was now sufficient to occupy the position of a permanent relief electrician.

C. The Law

Section 7 of the Canadian Human Rights Act was consulted during this trial. Section 7 states that:

7. It is a discriminatory practice, directly or indirectly,

(a) to refuse to employ or continue to employ any individual, or

(b) in the course of employment, to differentiate adversely in relation to an employee, on a prohibited ground of discrimination.

Under the Canadian Human Rights Act, disabilities are prohibited grounds of discrimination. Addiction to alcohol is considered to be a disability.

on various outcome variables are considered moderators, because they interact with a stressor to influence whether stress or strain result. Social support is a variable whose stress and strain-reducing effects have received a great deal of attention in the work stress literature. In general, the data suggest that social support is positively associated with employee health, work attitudes, and behavior, although tests of its moderating effects have yielded inconsistent results (see, Beehr, 1995 for review).

The development of effective workplace violence interventions is predicated on empirical data that identify effective means of preventing violence and reducing its negative consequences. In the present study, we hypothesized that two sources of organizational support—instrumental and informational—would moderate the effects of workplace violence on various outcomes (e.g., somatic health). To date, there has been little research examining the effects of support on workplace violence outcomes. In the one study we could locate, Leather, Lawrence, Beale, Cox, & Dickson (1998) examined the effects of support on well-being, job satisfaction, and organizational commitment. They found evidence for the moderating effect of intra-organizational (e.g., from the personnel department) but not extra-organizational (e.g., from family, friends) support. Although the Leather et al. results are promising, a number of methodological weaknesses—including the use of a statistically inappropriate means of testing for interactions—limit the conclusions that can be drawn from the study.

The main goal of the current study was to examine whether support from within one's organization acts as a buffer of the negative consequences of workplace aggression and violence. This study advances previous research by using a

more comprehensive set of predictor (i.e., physical violence, psychological aggression, and vicarious violence), moderator (i.e., instrumental and informational support), and outcome (i.e., fear, emotional well-being, somatic health, job-related affect, and job neglect) variables, and by using hierarchical regression to test for the interactions.

Method

The data for this study were collected from a sample of 225 employees (87% women; 13% men) working in health care settings in the province of Ontario, Canada. The mean age of participants was 40.9 years ($SD = 9.8$) and 56% of the sample had received training to address workplace violence.

Measures used in this study were taken from previous research, and included Physical Violence at Work, Psychological Aggression at Work, Vicarious Violence at Work, Instrumental Support, Informational Support, Fear of Future Violence at Work, Emotional Well-Being, Somatic Health, Job-Related Affect, and Neglect. Scale reliabilities ranged from $\alpha = .76 - .97$.

To test for the interactive effects of workplace violence and organizational support, we conducted a series of hierarchical multiple regressions according to the procedures outlined by Aiken and West (1991). Consistent with research suggesting that interactions accounting for 1% of criterion variance are meaningful (e.g., Champoux & Peters, 1987), we retained any interactions that accounted for at least 1% the variance in our criteria.

Results

Results of the moderated multiple regression analyses showed twelve of the 15 interaction terms involving instrumental support accounted for greater than 1% of the variance in fear, emotional well-being, somatic health, job-related affect, and neglect. Specifically, the interaction between instrumental support and physical violence

**JOB OPENING
APPLIED SOCIAL PSYCHOLOGY
UNIVERSITY OF SASKATCHEWAN**

Applications are invited for a tenure-track position in Applied Social Psychology at the Assistant Professor rank, effective July 1, 2002. Our department is looking for a candidate with a Ph.D. who is trained in applied social psychology or experimental social psychology with applied interests, training, and experience. Evidence of commitment to programmatic research, an established publication record, and teaching effectiveness is required of the candidate. Individuals with training and/or experience in one or more of the following areas are invited to apply: industrial/organizational psychology, program evaluation, needs assessment, policy research, health psychology, community psychology, criminal justice, small group processes, and applied research design and methodology. We are especially interested in applicants with training and experience in organizational development and consultation.

The University is committed to Employment Equity. Members of Designated Groups (women, aboriginal people, people with disabilities and visible minorities) are encouraged to self-identify on their applications. In accordance with immigration requirements, this advertisement is directed in the first instance to Canadian citizens and permanent residents. Other qualified applicants, however, are strongly encouraged to apply. For further information please see www.usask.ca/psychology or contact Dr. Louise Alexitch at alexitch@sask.usask.ca.

Applicants should send a curriculum vitae, statements outlining research and teaching interests, and 3 letters of reference to: Linda McMullen, Head, Department of Psychology, University of Saskatchewan, Saskatoon, Saskatchewan, S7N 5A5. Deadline for applications is 31 January 2002.

- Guelph Centre for Organizational Research Inc. -

“THE INWARD JOURNEY”

EXECUTIVE COACHES RETREAT

January 25-27, 2002
Millcroft Inn, Alton, Ontario

“Executive coaches often do for others what they can’t do for themselves. However, the best coaches take time to replenish their own personal resources to ensure they continue to provide the best quality services for their clients.”

**Charles Evans, Ph.D., C. Psych.
Jackson Leadership Systems**

BENEFITS OF THIS WORKSHOP

This unique and focused retreat will:

- Provide a protected, quiet environment for professional reflection, renewal and growth
- Provide individual and group opportunities to develop insights and ideas for optimal functioning in the work role
- Explore in a holistic and integrated fashion the needs of body, mind and spirit for wellness and balance
- Acquire deeper insight and self-awareness as an individual and as an Executive Coach
- This renewal retreat will give you the opportunity to disengage from the pressures of concentrating on clients’ needs, and allow you to focus on self needs. Participants will have alone time, one-on-one time with Workshop Leaders, as well as the opportunity to network with other Executive Coaches.

Who Should Attend?

- Executive Coaches with several years experience in this field who are looking for personal and professional renewal.

Facilitators: Dr. Brenda Kenyon, Ph.D., C. Psych., Dr. Maritza Freyslinger, Ph.D., C. Psych., and Rev. Lucy Reid

To register call 519-767-5072 or e-mail gcori-oms@psy.uoguelph.ca

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Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.