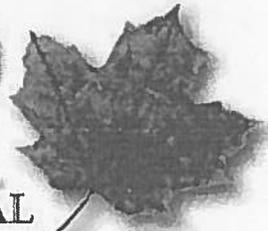


CSIOP

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

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COMMENTS FROM THE CHAIR

Ramona Bobocel, PhD
University of Waterloo

The last few months have been a busy time for CSIOP! In this column, I would like to update you on some of our major activities and solicit your input on a matter of strategic planning.

First, as you can see, we have made the leap to electronic delivery of your CSIOP Newsletter. I would like to acknowledge and thank Queen's University for agreeing to host and sponsor an electronic version of the Newsletter. Thanks are also extended to Lori Francis for the hard work she has put into achieving this innovation. (See Lori's column for more details.)

Second, as those of you who attended the SIOP convention know, CSIOP had a definite presence in Toronto earlier this month. To cite a few events, there was the CSIOP invited talk delivered by Robert House (co-

sponsored by the Canadian Forces Leadership Institute and CSIOP) and Gary Latham's Canadian All-stars panel. And, of course, there was the CSIOP booth! At the booth, passers by could pick up brochures about Canadian I/O psychology programs and identify the location of our programs on a map; they could learn about CSIOP; they could peruse books published by Canadian authors. People could even play a "Canadian trivia game" each day for prizes, such as CPA t-shirts and backpacks. The booth was a hub of activity, and from the many compliments we received from non-Canadian SIOP members (and from Canadian members), I'd say the booth was successful in helping to raise our visibility within the larger I/O community. I want to thank Arla Day and David Zweig for the many hours and ingenuity they put into organizing the CSIOP booth. And of course thanks to all the CSIOP volunteers who "staffed" it.

Finally, the CSIOP Executive held its annual Long Range Planning Meeting (LRPM) on March 2, 2002 in Waterloo, Ontario. This meeting provides the members of the Executive with an opportunity to report on their activities and to identify "action items" for the upcoming year. We will be reporting on these activities and initiatives at the Annual Business Meeting (AGM) at the CPA convention in Vancouver. One of the major activities—aside from the aforementioned initiatives—is the development of I/O psychology "fact-sheets" to be posted on the CPA web site. Another initiative in the works is the development of a position paper on I/O psychology to help CPA lobby on behalf of CSIOP. In addition, as you will see in this issue of the Newsletter, we have another full program lined up at the CPA convention this year. Thanks to Shaun Newsome for the hard work he has put into organizing a great program for us. Thanks also to Peter Hausdorf for coordinating the

pre-convention workshop to be held on May 29, 2002. Laurie has also been working on some activities of special interest to students. (See inside for all the conference details.)

In addition to discussing specific activities of Executive members, much of our discussion at the LRPM involved looking inward at CSIOP. In particular, as we have grown as a Society and as the world around us has changed, the demands on us have evolved and become more numerous. So, we asked the question: What is the mission of CSIOP? On reflection, we believe that there could be great value in clarifying our Society's mission. For one, by articulating some guiding principles, the CSIOP Executive could better focus its efforts in any particular year on achieving a specific goal or set of goals consistent with our mission. Moreover, clarifying our mission would facilitate convention planning: Members of the Executive have expressed understandable frustration with trying to meet a variety of different goals when planning the annual conference program. For example, is the objective of our pre-convention workshop to provide upgrading opportunities for established researchers and/or practitioners or is it to provide I/O students opportunities to develop basic skills to complement their education and prepare them for careers in science and/or practice? Is it both? Depending on our goals, the workshop may "look" quite different. (See Peter's column for more discussion of the workshop.)

In our discussion, the Executive identified three goals that could serve as the basis for our mission. These are: (a) to increase the visibility of I/O psychology in Canada within the business community and the broader discipline of psychology, (b) to encourage students to choose a career in I/O psychology and to enable them to do so, and (c) to build and support a community of I/O psychology professionals.

In the spirit of helping to develop a new mission statement for CSIOP, we would like your input. Please send any relevant comments you have to any member of the Executive (names and contact information are listed at the end of the Newsletter) or me. We will also raise the issue at the AGM in Vancouver in hopes of receiving input from you there. We will report back to you on this matter in the July issue of the Newsletter.

In closing, I would like to say that, time and time again this year, I have been truly impressed with the dedication and conscientiousness of CSIOP Executive members. Everyone cares deeply about CSIOP and the field of I/O psychology more broadly and has gone above and beyond the call of duty to ensure that we continue to improve both. We are very fortunate to have such devoted people working behind the scenes, and we have much to be proud of.

I look forward to celebrating CSIOP with you all in Vancouver!

MOT DE LA PRÉSIDENTE

Ramona Bobocel, Ph. D., Université de Waterloo (Translated by Kathleen Boies, MA, University of Western Ontario)

Les derniers mois ont été une période de grande activité pour CSIOP! Dans cette chronique, j'aimerais vous informer de certaines de nos activités et solliciter vos idées au sujet d'une question de planification stratégique.

D'abord, comme vous pouvez le constater, nous distribuons maintenant le Bulletin de CSIOP électroniquement. J'aimerais souligner et remercier Queen's University, qui a accepté de servir d'hôte et de parrainer la version électronique de ce Bulletin. Merci également à Lori Francis, qui a déployé beaucoup d'efforts en vue de l'adoption de cette innovation.

Deuxièmement, comme ceux qui ont assisté au congrès de SIOP le savent déjà, CSIOP était bien présente à Toronto plus tôt ce mois-ci. Pour ne citer que quelques événements, nous avons eu Robert House comme conférencier invité (coparrainé par l'Institut de leadership des Forces armées canadiennes et CSIOP) et la table ronde «Canadian All-Stars» de Gary Latham. Et, bien sûr, il y a eu le kiosque de CSIOP! Au kiosque, les passants pouvaient se procurer des dépliants sur les différents programmes de psychologie I/O au Canada et trouver l'emplacement de nos programmes sur la carte, en apprendre plus sur CSIOP, ainsi qu'y feuilleter des livres publiés par des auteurs canadiens. Ils pouvaient même jouer au «jeu questionnaire canadien» chaque jour et gagner des prix tels que des t-shirts de la SCP et des sacs à dos. Le kiosque fourmillait d'activité, et d'après les nombreux compliments que nous avons reçus des membres non canadiens de SIOP (ainsi que des membres canadiens), je peux dire que le kiosque a réussi à augmenter notre visibilité dans la grande communauté I/O. J'aimerais remercier Arla Day et David Zweig pour leurs efforts et l'ingéniosité dont ils ont fait preuve afin d'organiser le kiosque de CSIOP. Et bien sûr, merci à tous les bénévoles de CSIOP qui y ont «travaillé».

Finalement, le comité exécutif de CSIOP a tenu sa réunion annuelle de planification à long terme le 2 mars 2002, à Waterloo, Ontario. Cette réunion permet aux membres du comité exécutif de faire un compte rendu de leurs activités et d'identifier des «mesures à prendre» pour l'année suivante. Nous ferons le compte rendu de ces activités et initiatives à l'assemblée générale annuelle au congrès de la SCP à Vancouver. Une des activités principales – mis à part les initiatives mentionnées ci-haut – est la création des «fiches d'informations» sur la psychologie I/O qui sera postée sur le site web de la SCP. Une autre initiative en cours de développement est

la rédaction d'un exposé de principe sur la psychologie I/O ayant pour but d'aider la SCP à exercer des pressions au nom de CSIOP. De plus, comme vous pourrez le constater dans ce bulletin, nous avons encore une fois un programme chargé au congrès de la SCP cette année. Merci à Shaun Newsome d'avoir organisé ce programme pour nous. Merci aussi à Peter Hausdorf d'avoir coordonné les ateliers précongrès qui se dérouleront le 29 mai 2002. Laurie a aussi contribué à certaines activités destinées aux étudiants (voir tous les détails du congrès dans ce bulletin).

En plus de discuter des activités propres aux membres du comité exécutif, la discussion à la réunion annuelle de planification à long terme a beaucoup porté sur l'examen interne de CSIOP. En particulier, comme notre Société s'est développée et que le monde autour de nous a changé, nous sommes de plus en plus sollicités et ce que l'on attend de nous a évolué. Nous nous sommes donc demandé : Quelle est la mission de CSIOP? Après réflexion, nous croyons qu'il pourrait être très utile de clarifier la mission de notre Société. D'abord, l'articulation de nos grandes lignes directrices permettrait au comité exécutif de mieux concentrer ses efforts chaque année afin d'accomplir des buts précis en accord avec notre mission. De plus, la clarification de notre mission pourrait faciliter la planification du congrès : les membres du comité exécutif ont exprimé une frustration bien compréhensible à essayer d'atteindre plusieurs buts différents lors de la planification du programme du congrès annuel. Par exemple, l'objectif de notre atelier précongrès est-il d'offrir une occasion à des chercheurs ou des praticiens établis de perfectionner leurs connaissances ou est-ce d'offrir aux étudiants en I/O l'occasion d'acquérir des habiletés de base représentant un complément à leur éducation et les préparer à des carrières en science ou en

pratique? Ces deux objectifs ont-ils une importance égale? Selon nos buts, l'atelier pourrait prendre une «allure» bien différente (voir la chronique de Peter pour une discussion portant sur l'atelier).

Suite à nos discussions, le comité exécutif a identifié trois buts qui pourraient servir de base à notre mission. Ils sont: (a) augmenter la visibilité de la psychologie I/O au Canada dans la communauté des affaires et dans le domaine de la psychologie en général, (b) encourager les étudiants à choisir une carrière en psychologie I/O et leur donner les moyens de le faire, et (c) bâtir et soutenir une communauté de professionnels en psychologie I/O.

Dans le but d'élaborer un nouvel énoncé de mission pour CSIOP, nous aimerions solliciter vos idées. Vous pouvez envoyer vos commentaires à l'un des membres du comité exécutif (leurs noms et coordonnées apparaissent à la fin de ce Bulletin) ou à moi-même. Nous en discuterons également à la réunion générale annuelle à Vancouver, en espérant y recueillir vos commentaires. Nous ferons un compte rendu de ces discussions dans le numéro de juillet du Bulletin.

Finalement, j'aimerais dire que, à de nombreuses reprises cette année, j'ai été vraiment impressionnée du dévouement et du sens du devoir des membres du comité exécutif de CSIOP. Tous ont à coeur CSIOP et la psychologie I/O en général et déploient énormément d'efforts afin de continuer à les améliorer. Nous sommes vraiment chanceux d'avoir des personnes si dévouées qui travaillent à l'arrière-scène, et nous pouvons en être fiers.

J'ai hâte de célébrer CSIOP avec vous à Vancouver!

CONFERENCE NEWS

Shaun Newsome, PhD, Program Coordinator

Given that this will be the last newsletter prior to the conference, I thought I would take the opportunity to once again highlight our upcoming program at the CPA conference. The following paragraphs list the main CSIOP activities.

The I/O poster session will take place on **Thursday, May 30** from **2:00-3:50pm** in the **Party Room**. The **keynote address by Dr. Bruce Avolio** will also take place on **May 30**. It will be held in **Room 212** from **4:00-4:55 pm**. The title of the keynote address is "How Advanced Information Technology Mediates Leadership: Disruption, Corruption, or Enablement".

CSIOP members are all invited to attend the **Military/CSIOP Social on Friday May 31, from 7 pm to 10pm**. Rumor has it that it will be a fine evening of food, drink, and socializing. Announcements regarding location will be made at the conference.

The **CSIOP annual business meeting** will run from **9:00-10:25 am** on **Saturday, June 1** in **Room 214**. The Saturday morning program will also feature **Dr. Linda Scratchely**. Her presentation entitled "Building to last: Assessing Human Capital from Janitor to CEO" will be held from **10:30-11:55** in **Room 214**.

CPA 2002 PRE-CONVENTION WORKSHOP UPDATE

*Peter Hausdorf, Ph.D.
Workshop Coordinator, University of Guelph*

I have two objectives with respect to my column in this newsletter. The first is to continue to encourage those of you who have not signed on for the workshop to do so. My

second objective is to raise issues with respect to the strategic role of the workshop in terms of CSIOP's key stakeholders (I/O students, faculty and practitioners).

First, to the workshop. As of April 19th there are still a few spaces available. For those of you who may be sitting on the fence, I thought that I would provide you with some additional information with the intent to sway you to attending. The workshop facilitator, Chuck Evans, is an I/O practitioner with considerable depth (both academically and experientially) in leadership development. He is currently a partner at Jackson Leadership Systems Inc. (www.jacksonleadership.com) a rapidly growing Organizational Psychology consulting firm specializing in Leadership Assessment and Development. The session will focus on both knowledge and skill development with respect to critical leadership skills, coaching and mentoring relationships in the context of organizational change. The workshop is being designed to offer something to students, faculty and practitioners. I expect it to be informative and engaging.

Now, to the future. Given that this is my second year as Workshop Coordinator, I have started to think more strategically about the purpose of the workshop and how we can most effectively meet the needs of our different constituent groups. In the past, the majority of participants have been students and practitioners with the workshop led by academics. In my experience, these sessions, tended to be more of a lecture than a workshop. In these sessions, participants noted that they learned a lot with respect to the information being delivered, however, in my opinion, the skill development component was lacking. If the purpose of the workshop is to bring in experts from I/O Psychology who can share their knowledge and expertise with participants then I would say that it has

been highly successful. However, this raises the issue of why CSIOP members have to pay for something that could take place within the convention itself? In other words, what distinguishes the workshop from other convention activities?

This brings me to my first question, what should the workshop focus on (e.g. knowledge building, skill development, both)? A related second question is, should the workshop be designed for all CSIOP members or specific groups within the section (students, faculty or practitioners)? A third question is, would it be better to have ½ day sessions (similar to SIOP) that are focused on the needs of different stakeholders (students, faculty or practitioners) or even different topics (okay these are two questions)? In my view, these questions are important for the long-term viability of the workshop both from a professional development perspective for I/O Psychologists and a revenue stream for CSIOP. I am sure that there are other questions that I have not asked. I would like to engage in discussion with CSIOP members with respect to these questions and any other comments that you have on this issue. The workshop is for you and for CSIOP. Only if we share the same goals will it continue to be a valuable tool for all of us. Please send me your thoughts (phausdor@uoguelph.ca).

MEMBERSHIP REPORT

*Veronica Stinson, PhD
Saint Mary's University*

We currently have 275 CSIOP members: 178 Full Members, 81 students, and 16 Associates. If you haven't renewed your membership, please contact me for an Associate Membership or CPA for full or student memberships. If you've moved recently or have changed your contact information (including e-mail address), please be sure you let me know so that we can

ensure that there are no disruptions in any CSIOP correspondence.

As always, we're looking to increase our membership, so if you know of people with I/O interests who aren't CSIOP members, please encourage them to visit our web site or contact me (veronica.stinson@stmarys.ca). By the way, the membership directory will be mailed out soon!

CSIOP STUDENT NEWS

*Laurie Barclay, BA
University of British Columbia*

Student Representative Position

The student representative position provides a great opportunity for individuals to become involved in the I/O community, and ensure that student voices are heard. Each year we hold an election for this position, and although we traditionally announce the new student representative at the CPA conference when s/he formally takes over the role, I wanted to take a moment to introduce the 2002-2003 representative to all the student members. Our new representative is (drum roll, please)...Sarah Carroll from the University of Calgary. Sarah is looking forward to working with all of you starting in June, and has provided us with the following background information:

Following the completion of my undergraduate degree at Saint Mary's University, I entered the graduate program in I/O psychology at the University of Calgary. Building upon my honours thesis research on situational and behaviour description interviews, my Master's thesis research examines situational interviews as a means of minimizing socially desirable responding in the assessment of personality. I am currently nearing the end of my Master's degree, and am looking forward to continuing my work with Dr. Lorne Sulsky when I begin my Ph.D.

this fall. This year, I served as a Psychology Graduate Students' Association co-representative. I believe that this experience, combined with my experiences as an I/O student over the past three years, will serve me well as CSIOP student representative.

As the CSIOP student representative, I will follow the lead of previous student reps, who have made great strides in promoting I/O psychology among undergraduate and graduate students. My first objective will be to increase awareness of, and membership in, CSIOP among undergraduate and graduate students. I hope to increase awareness of the value of student membership in CSIOP by continuing to organize conference events that allow students to network and socialize with other I/O students, faculty members, and practitioners. Finally, I will attempt to increase the benefits of CSIOP student membership by soliciting students' opinions about what they hope to get out of their CSIOP membership and attempting to address those needs.

Congratulations Sarah, and good luck in the new position.

CPA Conference News for Students

The CPA conference is just around the corner and its time to start planning the events we want to hold. I would like to organize a mentoring session to provide an opportunity for students to learn more about the academic and/or consulting world from people who are actually working in the field. Further to this end, I have sent around emails to gauge the level of interest in this event. Currently, only a few people have expressed interest. If not enough interest is shown the event will *not* be organized. So if you are interested, please send me a quick email (laurieav@interchange.ubc.ca) indicating your interest.

If there are any other student events that you would like to see organized at the conference please send me a note. As the conference approaches, I will be sending around emails updating you on events that are being offered; this includes not only CSIOP events, but also events being organized by the student section that may be of interest to you. If you don't think that I have your email, please be sure to send it to me at laurieav@interchange.ubc.ca and I will add you to the list. The conference is a great opportunity for us all to get to know each other, network, and learn. Let's make the most of it! See you there.

LETTER TO THE EDITOR: Time for a Name Change?

To the editor:

Over the past few years, I have been pleased to see an evolution in the published content of our CSIOP Newsletter. In addition to reports from the executive members, reminders of conferences, etc., as was typical of the past, the CSIOP Newsletter now includes research reports, articles, and discussion pieces on various issues and items of interest to the I/O researcher/practitioner. And since the CSIOP Newsletter has evolved beyond just reporting on "news," it is my view that its name be changed to better reflect the more diverse and more professional nature of its content.

My suggestion for a new name is: *The Canadian Industrial-Organizational Psychologist*. Not only would such a name better reflect the more professional nature of its content, I believe it would also reflect more positively on the substantive articles that are now published in it. In other words, referencing an article printed in the current "CSIOP Newsletter" would not appear to convey the same positive professional identity as would the suggested new name. And given the generally high quality of articles that are currently published, I am not

proposing anything further in terms of formalizing (or peer-reviewing) submissions.

With an electronic version of the "Newsletter" soon to make its debut, perhaps we might add to this debut with a new and, in my judgment, a more fitting name for our CSIOP publication.

Sincerely,

Terry J. Prociuk
CSIOP Chair 1994/1995

Dear Dr. Prociuk,

Thank you for your recent letter. The CSIOP executive is pleased to hear that you enjoy the format and content of the Newsletter. Over the past few years we have endeavoured to broaden the content of the Newsletter to reflect the high quality work that is being carried out by Canadian I/O psychologists. We agree that, with the change in the delivery format, it seems like the appropriate time to entertain a new title. We appreciate your suggestion of *The Canadian Industrial-Organizational Psychologist*. However, we would also like to solicit other member's input regarding the new name. As such, we invite CSIOP members to email suggestions for a new Newsletter name to me (lfrancis@uoguelph.ca). We will feature the ideas generated in a future issue of the newsletter.

Sincerely,

Lori Francis
CSIOP Newsletter Editor

SPECIAL FEATURE: Congratulations to Theresa Kline, the New CPA Scientist-Practitioner Representative
David Jones, MSc & Sarah Carroll, BA University of Calgary

On behalf of CSIOP, we would like to congratulate Theresa Kline on her recent two-year appointment as the Scientist-Practitioner representative on the CPA Board of Directors! Theresa will draw upon her 15 years of research and practice to bring an I-O perspective to the forefront of scientist-practitioner issues addressed by the CPA Board. In addition to increasing the visibility of CSIOP to other CPA members, Theresa's role as the Scientist-Practitioner representative will allow her to promote the unique needs and interests of Canadian I-O Psychologists.

Although we are not privy to the clandestine discussions of the CSIOP executive, we have reason to suspect that they are planning to take over CPA, and possibly the world. Observe that members of CSIOP have been quietly infiltrating important positions in CPA. Gary Latham served as CPA President-Elect, President, and Past-President from 1998 to 2001. Vic Catano is the current editor of *Canadian Psychology*, and in 2003, Lorne Sulsky officially takes over the editorial reins for the *Canadian Journal of Behavioural Science*. Now, Theresa will sit on the CPA Board of Directors, which represents yet another coup for CSIOP. At this rate, it is only a matter of time before there is a copy of the *Principles* in every hotel room and *JAP* is available at your local newsstand.

All kidding aside, Theresa is an ideal choice for the Scientist-Practitioner position because she exemplifies the scientist-practitioner model in her teaching, research, and practice. Following the completion of her Ph.D. in 1990, Theresa accepted a position in the

Industrial-Organizational Psychology group at the University of Calgary, where she is currently a Full Professor. As a scientist, Theresa has been prolific and successful; she has published more than 40 papers in peer-reviewed journals. Theresa's research embodies the scientist-practitioner spirit, and she focuses her efforts on team performance, psychometrics, and organizational effectiveness. In 1999, Theresa published her book, *Remaking Teams: The Revolutionary Research-Based Guide That Puts Theory Into Practice*, in which she reviews the teamwork literature, presents her research on the measurement of team performance, and offers advice for practitioners. As the title of the book suggests, bridging the scientist-practitioner gap is one of Theresa's primary objectives. Her second book, *Teams That Lead*, is expected to be in print in 2003.

As a practitioner, Theresa has been active in consulting pursuits. She is the Director of the research and consulting unit, Creating Organizational Excellence (COE), at the University of Calgary (www.fp.ucalgary.ca/COE), and leads most of the projects conducted by COE. Theresa's consulting practice outside of COE focuses on team building, test development, psychometric assessment, and validation. Theresa is currently working with SkillPlan to evaluate the Test of Workplace Essential Skills. She has also worked with a number of organizations in the past, including: Husky Oil, Pan Canadian Petroleum, NOVA Gas Transmission, Telus Corporation, Northern Telecom, Enron Transportation Services, Forzani's, City of Calgary, University of Calgary, Department of National Defense, and the Royal Canadian Mounted Police. Because of Theresa's interest and expertise in psychometrics, measurement, and validation, she has also served as an expert witness in several court cases on test fairness and bias.

When we asked Theresa about her new position, she told us that she is very much looking forward to bringing an I-O perspective to the CPA Board. She feels that scientist-practitioner issues extend well beyond the interests of clinical psychologists, and more attention needs to be paid to the unique concerns of Canadian I-O psychologists. For example, issues relating to test use and development in organizational settings need to be visible at the national level. Moreover, our I-O colleagues in the US have been recently grappling with licensure and accreditation issues (see the January 2002 TIP), and Theresa feels that it is important for CPA to be aware of, and monitor, these developments. Finally, Theresa hopes to be able to address the issue of balancing science and practice in I-O graduate training. At the end of our interview with Theresa, we asked her if she had any other comments regarding her new position. She replied, "The scientist-practitioner model is how I think of myself. I can't be one without being the other." In our opinion, her comments reflect a welcome departure from a categorical "us versus them" view of science and practice.

Theresa has been an active member of CPA and CSIOP during the past 12 years, and has served as the CSIOP Chair-Elect, Chair, and Past-Chair, as well playing an active role on several CPA committees. We are confident that CPA and CSIOP will benefit from Theresa's experience, continued involvement, and her commitment to working towards bridging the scientist-practitioner gap. Theresa invites you to forward any comments, ideas, or issues you would like her to bring to the attention of the CPA Board (email: babbitt@ucalgary.ca).

SPECIAL FEATURE: Gary Latham Receives SIOP's Distinguished Scientific Contributions Award

The following is a press release detailing Dr. Latham's latest honour and his record of work. CSIOP extends its congratulations to Dr. Gary Latham!

Dr. Gary Latham, Secretary of State Professor of Organizational Behaviour at the University of Toronto's Joseph L. Rotman School of Management, has received one of the highest honours bestowed by the Society for Industrial and Organizational Psychologists. Latham was presented the Distinguished Scientific Contributions Award at SIOP's annual meeting in Toronto today.

He was cited for his significant efforts in advancing the science of industrial-organizational psychology. His work has made him one of the most widely recognized I-O psychologists in both Canada and the United States. His research findings have set the standard for goal setting theory and influenced an entire generation of researchers interested in employee motivation in general, and goal setting theory in particular. Another of Latham's major contributions is his pioneering work in testing theories and methods in field settings. By the mid-1980s he had done more field experiments than any other I-O psychologist to that point in time, according to Dr. Edwin A. Locke of the University of Maryland, one of several who nominated Latham. Another colleague, Dr. Lyman Porter of the University of California at Irvine credited Latham with "almost single-handedly taking the leadership in showing how rigorous methodology can be applied to research on I-O-related issues in field settings." He is a prolific writer, having published more than 116 articles, chapters and books. Moreover, his work is among the most frequently cited by other I-O psychologists in their work.

In 1998, he received SIOP's Distinguished Professional Contributions Award. With his latest honour, he is the only person among SIOP's more than 6000 members to receive the society's top two awards-recognition of the outstanding record he has amassed as both a practitioner and a scientist in the field of I-O psychology. His stature as a scientist is acknowledged by his memberships in professional organizations. He is Fellow of the Canadian Psychological Association, the American Psychological Association, the Academy of Management and the American Psychological Society. In 1997, he was the first I-O psychologist to be made a Fellow of the Royal Society of Canada. And in 1999-2000, he served as president of the Canadian Psychological Association, the first I-O psychologist to be elected to that office. A native of Halifax, Latham earned a bachelor's degree at Dalhousie University and his masters and doctoral degrees, respectively, at Georgia Institute of Technology in Atlanta and the University of Akron in Ohio. He joined the University of Toronto faculty in 1990 after having served as a professor of management and organization in the School of Business Administration at the University of Washington. Latham has also been an active consultant on human resource and other workplace issues since 1976. He has worked in industry as a staff psychologist at the Weyerhaeuser Co. in Tacoma, WA and the American Pulpwood Association in Atlanta, GA.

CALL FOR NOMINATIONS: Distinguished Contributions to Industrial and Organizational Psychology in Canada Award

The CSIOP executive seeks nominations for the 3RD Distinguished Contributions to Industrial and Organizational Psychology in Canada Award. This award is given once every three years to recognize the achievements of a Canadian I/O psychologist.

The past recipients of this award are Dr. Gary Latham and Dr. Patricia Rowe. We welcome nominations of scientists and practitioners in the field. However, the nominated individual must be a member of CSIOP. The award will be presented at the 2003 CPA conference in Hamilton, Ontario. CSIOP members can nominate individuals by submitting the nominee's name to Dr. Ramona Bobocel, CSIOP chair (see contact information at the end of the newsletter).

THE I/O FILES: Chronicles of the paranormal in I/O Psychology

Arla Day, PhD
Saint Mary's University

UPCOMING CONFERENCES

CPA will be held May 30-June 1 in Vancouver (see www.cpa.ca). We have a busy schedule planned for our I/O section. Hope to see you there!

ASAC (Administrative Sciences Association of Canada) is holding its conference on May 25-28 at the Hotel Fort Garry in Winnipeg. If you are heading to CPA from the east, leave a few days earlier and stop off in Winnipeg on your way to Vancouver (see their Web site: www.asac.ca).

Academy of Management will be held in Denver, August 11-14, 2002. Check out their Web site at www.aom.pace.edu.

APA: APA will be held in Chicago, August 22-25, 2002. See www.apa.org/convention/ for more information.

APA/NIOSH-2003: The 5th APA/NIOSH interdisciplinary conference on "Work, Stress, and Health: New Challenges in a Changing Workplace" will be held March 20-22, 2003, in Toronto, Ontario, at the Sheraton Hotel. Continuing Education workshops will be held on March 19. Submission deadline is

May 31, 2002. For more information, e-mail: work-stress-conf@apa.org.

CONGRATULATIONS TO...

... **Gary Latham**...who received the Distinguished Contributions to SIOP as a Science Award at the SIOP conference in Toronto. He is the first person to have received both this award and the Distinguished Contribution to Psychology as a Profession (which he received in 1998).

... **Manon Levesque**...who successfully defended her dissertation. Manon is the first I/O student to graduate from UQAM. Her thesis was titled: "Motivation, qualité de vie au travail et comportements organisationnels en contexte gabonais"(Motivation, quality of work life, and organizational behaviours in a Gabonese context).

... **Laryssa Topolnytsky** just completed her PhD with **John Meyer** at Western. She has taken a job as a consultant with Mercer Delta Consulting Inc. in Toronto.

... **Us....** Faculty from Saint Mary's Departments of Psychology and Management have formed the CN Centre for Occupational Health and Safety. Initial start-up funding for the Centre was provided through a Canadian Institute of Health Research Capacity building grant. Ongoing operating funds are provided through a \$500,000 endowment from CN. The goals of the Centre are to conduct occupational health and safety research, to provide mechanisms for the training of both occupational health psychologists and practitioners/managers, and to improve the health and safety of working Canadians. For more information, please contact Kevin.Kelloway@StMarys.ca.

Out & About...

... **Rick Hackett**, who has been in Hong Kong since July 2001 as a Visiting Scholar at the Hong Kong University of Science and

Technology, has just agreed to a year extension through to July 2003. He has also agreed to be on the editorial board for JAP! Congratulations!

New Job News

There is a lot of action in the academic "new job department." Three U of Western grads (or soon-to-be grads) have accepted academic jobs: Kibeom Lee has accepted a position in the psychology department at the U of Calgary; **Tracy Hecht** moving to the Business school at the U of Manitoba; and **Julie McCarthy** is joining the Division of Management at the U of Toronto at Scarborough. Finally, I am very pleased to announce that **Lori Francis** has accepted a faculty position with us in the Department of Psychology at Saint Mary's! We are very excited to add another I/O person to our ever-growing department! Congratulations on all the new hires!

If you have news to share with us, please e-mail me at Arla.Day@StMarys.ca.

SIOP UPDATE: Oh, Those Crazy Canucks!

*Arla Day, PhD
Saint Mary's University*

What do you get when 3000 conference delegates (including over 230 Canadians...most of whom appeared to be from the Personnel Psychology Centre in Ottawa) descend upon Toronto for the SIOP conference in April? ... one very fun-filled, educational, interesting, and exhausting weekend!

In honour of SIOP being in Toronto for the very first time, CSIOP had some special events. The CSIOP booth was a definite hit, and became known a favourite hangout for the Canadian delegates. However, we may have to rethink the Canadian trivia challenge because most of the Americans said they

didn't know any Canadian trivia (even though they were encouraged to interact with Canadians to get the answers). We highlighted Canadian authors and we provided a list of suggested restaurants for the conference delegates (thanks to U of T and the Toronto RHR office for their recommendations). We advertised Canadian I/O and business programs. Some of the booth volunteers also advertised their own organizations. And (of course) we sold people on the merits of becoming a CSIOP member!

Other CSIOP initiatives at SIOP:

Maria Rotundo organized the tour of the SkyDome. This event was quite a success!

Gary Latham held a special symposium highlighting excellence in I/O research in Canada. His panel included **Steve Cronshaw, Gary Johns, John Meyer, Craig Pinder, Dan Skarlicki, Lorne Sulsky,** and Victor Vroom (**Pat Rowe** was supposed to be on the panel, but was otherwise engaged). I think it is a credit to Canadian I/O Psychology that we have so many Canadian experts, that we would need several panels to accommodate all of them.

Al Okros and the Canadian Forces Leadership Institute sponsored an invited talk by Robert House. Dr. House talked about his on-going GLOBE leadership project, which examines leadership across over 60 cultures around the world.

Thanks to all of the volunteers who helped staff the booth, especially **David Zweig** for all of his tireless work in organizing the booth and volunteers. Thanks also to CPA and Saint Mary's for sponsoring the trivia prizes. And thanks to SIOP for providing the booth to us for free! Please let me know if you have any comments about our initiatives this year or if you have any suggestions for future events at SIOP!

Thanks to all students and faculty from Calgary, Western, Saint Mary's, & Waterloo (along with the CSIOP executive) for contributing to the Canadian I/O trivia questions! The most popular trivia question that we asked was: Q: Based on his name, what famous Canadian I/O researcher missed his calling as a Formula 1 race car driver? A: Victor Vrooooooooooom (for those of you who know Lorne Sulsky, you will recognize his wit behind this question!)

RECENT CANADIAN LEGAL CASE:
Ontario Human Rights Commission v. Falconbridge (Decision rendered on February 8, 2001).
Silvia Bonaccio, BA, Concordia University.

The case reported in the following paragraphs concerns an alleged discrimination on the basis of a physical disability. The complainant, Ms. Dawn Metsala, had reasons to believe that her employer, Falconbridge Limited, had unjustly discriminated against her during a period of medical leave, which is contrary to the Ontario Human Rights Code.

A. The Complaint

Ms. Metsala started working for Falconbridge in 1972 in Timmins, Ontario as a steno-clerk. By 1988, Ms. Metsala had been promoted twice to reach the position of payroll clerk. However, payroll clerks were subjected to an appreciable amount of overtime work as well as pressure imposed by inflexible deadlines. In December 1989, Ms. Metsala was suffering from job-related stress and asked a human resource official to be transferred to a different position. She was referred to her direct supervisor and was informed that she should wait for a vacant position to be posted. However, Ms. Metsala left for a disability leave on December 11, before she could be transferred. She returned to full-time work at Falconbridge almost 4 years later.

For the first six months of her disability leave, the Complainant was fully supported by her employer, thereby receiving her full salary. However, Falconbridge's long-term disability plan was different: Ms. Metsala was compensated at 66% of her salary for the next two years. Her disability compensation was ceased between July 1992 and December 1993. As such, Ms. Metsala received no income during this period.

B. The Evidence and the Counter-Evidence

Ms. Metsala was forced to take a disability leave since her family physician, as well as other professionals, diagnosed her as suffering from a reactive depression and chronic fatigue syndrome. Her physician indicated that she was not ready to return to her regular duties and that instead she should be considered for "non-intense office work". The Complainant assured Falconbridge's occupational health supervisor, George Rodda, that these restrictions were temporary and therefore enquired regularly about her reinstatement. Mr. Rodda's responsibility was to find existing positions for employees who were on disability leave, thereby matching job openings with the capacities of workers on leave. He did not, however, have any budget or authority to modify existing positions or to create new ones.

Mr. Rodda was aware of a number of clerical positions that were vacant between July 1992 and December 1993, but did not offer them to the Complainant since he believed that the jobs would have been too stressful for Ms. Metsala and that she was not qualified to undertake them. However, Mr. Rodda reached these conclusions without consulting the Complainant or her physician. In late 1993, Ms. Metsala learned about a vacant clerical position through her husband. Falconbridge did not inform her about the job before posting it. The Complainant decided to

apply for the position, which she was ultimately awarded.

In sum, Ms. Metsala was on disability leave from December 1989 to December 1993. Between June 1992 and the end of her leave, she did not receive any form of disability benefit, while remaining employed by Falconbridge.

C. The Law

The Ontario Human Rights Code was consulted to determine whether or not Falconbridge had unjustly treated Ms. Metsala. Section 5 states that: "Every person has a right to equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or *handicap*" (italics added).

Section 10 of the code further indicates that a mental disorder is considered a handicap. Falconbridge discriminated against Ms. Metsala on several occasions. Firstly, the Complainant should have been given the opportunity to take one of the clerical positions Mr. Rodda was aware of between July 1992 and late 1993. He should not have made assumptions about Ms. Metsala's inability to undertake the job duties. In fact, Falconbridge did not make any effort to investigate the extent to which Ms. Metsala's medical condition prevented her from working in certain positions, although it is the employer's responsibility to do so. The Complainant should also have been considered for other general clerical positions, which she was not. Furthermore, she should not have been required to compete for the position that she was ultimately awarded. In light of this evidence, a *prima facie* case of discrimination was found.

Falconbridge is found guilty of discrimination as they did not provide a reasonable accommodation to reinstate the Complainant to full-time work sooner. Accommodating an employee goes beyond investigating whether an existing job is suitable for an employee. It requires "investigating whether something can be done to existing jobs to enable the employee to perform a job". A reasonable accommodation would not have posed undue hardship on Falconbridge on a financial level.

D. The Decision

Ms. Metsala was able to demonstrate that she had been discriminated against on the basis of her diagnosis. She was awarded a compensation based on lost wages during her absence from work, as well as \$10,000.00 for general damages.

E. Analysis

Ms. Metsala's case is interesting as it emphasizes the employer's responsibility in reinstating employees who are on a leave of absence. When an employee can no longer perform the duties of his or her regular position, the employer is required to modify the existing position to allow them to return to work, as long as it does not cause undue hardships (financial or others) to the employer. There is no thumb rule to determine whether or not an accommodation is reasonable since this is judged on a case by case basis (Gatewood & Feild, 2001). Thus, it is the employer's responsibility to ensure that they are making every effort to reinstate their employees to full-time work.

F. References

Gatewood, R.D. & Field, H.S. (2001) *Human Resource Selection, 5th Edition*. Fort Worth: Harcourt.

This case and other cases related to employment can be found in *Canadian Cases on Employment Law*. Ontario (Human Rights

Commission) v. Falconbridge is in the Third Series, Volume 8, pages 120 to 136.

WHAT'S NEW IN SCIENCE? Commitment to Organizational Change

Lynne Herscovitch, MA
The University of Western Ontario

The following is a brief description of a recent research project on employee commitment to change initiatives in the workplace. This research will be more fully described in an article, co-authored with John Meyer, which will appear in a forthcoming issue of the *Journal of Applied Psychology*.

When I came to Western in 1997, John Meyer and his graduate students (David Stanley and Laryssa Topolnytsky) had begun a new program of research to better understand employees' reactions to changes in the workplace. This new direction was quite timely given the tremendous rate and magnitude of change that organizations have been experiencing in recent years. Interested in building on this line of research for my Master's thesis, I delved into the enormous and rather amorphous literature on organizational change. What I found was both surprising and very ironic. It seemed in almost every article or book on change that I read, the word "commitment" appeared. Commitment, it was argued, is the *key* to successful change. The meaning of commitment to change, however, was nowhere to be found.

To most people, the word "commitment" is a word like any other. To an I/O psychologist, however (especially one working alongside John Meyer and Natalie Allen), there's so much more to commitment than first meets the eye. Over the last decade, Meyer and Allen have conducted extensive research on the topic of commitment and have developed a Three-Component Model of commitment to

the organization. Critically, the three components, referred to as affective, continuance, and normative commitment have been shown to have different implications for employee behaviour.

Around the same time that our lab was developing the line of research on employee reactions to change, interest was shifting to workplace commitments other than the organization. In fact, *because* organizations have been undergoing so many transformations, concerns have been raised about the relevance of organizational commitment in these changing times. We wondered whether the Three-Component Model could be generalized and used to understand other workplace commitments as well.

So, there it was—a study that would address two research gaps and, at the same time, bridge two seemingly divergent areas of research. The study of *employee commitment to change* would simultaneously bring clarity to a concept that had been used very loosely in the change literature and help to determine whether Meyer and Allen's Three-Component Model could be generalized to another form of workplace commitment. A Master's thesis was born!

Generalizing the Three-Component Model to the domain of organizational change first required that we define the concepts of affective, continuance, and normative commitment to change. We defined affective commitment to change as "a *desire* to provide support for a change initiative based on a belief in its inherent benefits." Continuance commitment was defined as "a recognition of the *costs* associated with failing to provide support for a change." Finally, normative commitment to change was defined as "a sense of *obligation* to provide support for a change." We then sought to answer two questions. First, are the three forms of

commitment to change distinguishable from each other and from the three forms of organizational commitment? Second, do the three forms of commitment to change have different implications for the degree of support exhibited by employees during a change?

This research was conducted with two samples of hospital nurses who completed a survey about their experiences with changes in their organizations (N=157 and N=108). The nurses were asked to describe a recent or ongoing organizational change that had an impact on the way they performed their jobs, and to respond to a series of questions pertaining to their perceptions of, and reactions to, the change. The results confirmed our hypotheses and provided evidence that the Three-Component Model could be generalized to the context of organizational change.

Indeed, our results demonstrated that affective, continuance, and normative commitment to change are distinguishable from each other and are also distinguishable from the three forms of commitment to the organization. Moreover, employees' commitment to a change is a *better* predictor of support for the change than is their commitment to the organization. With respect to our second question, we found clear evidence that affective, continuance, and normative commitment to change are associated with different degrees of support. Employees with strong continuance commitment merely comply with the strict requirements of a change; in contrast, employees with strong affective or normative commitment are more willing to go above and beyond what is required of them and may even "champion" the change. Finally, we found evidence that continuance commitment can actually *inhibit* the effect of affective commitment, such that the positive effects of

affective commitment are *diminished* when continuance commitment is present. This latter finding provides further evidence of the "negative face" of continuance commitment, and highlights the importance of looking beyond each form of commitment in isolation.

Implications

This research provides evidence that, like commitment to the organization, commitment to an organizational change can take three forms. Specifically, it can be desire-based (affective), cost-based (continuance), or obligation-based (normative). Commitment to a change, however, is not the same as commitment to an organization. When the goal is to predict employees' behaviour in a change context, having a sense of how committed they are *to the change* is most useful.

Assessing the different *forms* of commitment provides much richer information about the kind of support that can be expected from employees during times of change. In addition, it's important to consider how these forms of commitment, in combination, influence behaviour.

Not all forms of commitment to a change are equal. Given that effective implementation of change often requires more than strict compliance from employees, affective and normative commitment should be fostered whenever possible. Affective commitment, in particular, is likely to result in the highest degree of support. In general, any strategy that leads employees to feel more involved with a change initiative, to identify with it, and to see its value will likely result in affective commitment. In addition, employees are more apt to be affectively committed to a change when they perceive that they are being treated in a supportive and fair manner.

WHAT'S NEW IN PRACTICE? Aon Consulting's Approach to Employee Surveys – A Focus on Commitment Rather than Satisfaction

*Tara Cree, PhD & Julie Pyper, MA
Aon Consulting Canada, Inc.*

Employee surveys have been used by organizations for decades, with the traditional focus being job satisfaction. Specifically, organizations use employee surveys to measure how employees feel about their job overall (global job satisfaction) as well as how they feel about different facets of their job (e.g., rewards, supervision, etc.). The purpose of the survey is to identify areas for organizational improvement. One of the reasons for the popularity of the study of job satisfaction is that it is a central variable in many theories that deal with organizational phenomena and it has been posited as a cause of important employee and organizational outcomes (Spector, 1996).

Research, however, has not supported strong relationships between job satisfaction and the outcome variables that are of particular importance to organizations. Specifically, research has not supported the relationship between job satisfaction and job performance (Iaffaldano & Muchinsky, 1985), and when the relationship has been found it has been difficult to determine which variable is affecting the other. Job satisfaction has also been found to only have a weak relationship with absenteeism (Hackett, 1989). And although job satisfaction has been found to correlate negatively with turnover, the relationship between organizational commitment and turnover is more pronounced (Reichers, 1985). There are clearly other factors that come in to play in determining whether or not job satisfaction leads to actual behaviour. An employee who hates their job may not leave because there is nothing else available, and a worker who

loves their job may not produce very much because there are no salient rewards for doing so (Miner, 1992).

Additionally, research has found that organizations may have less influence over job satisfaction than commonly believed (Arvey, Bouchard, Segal, & Abraham, 1989). Although it was once assumed that the job situation was what determined job satisfaction levels, research suggests that there is a tendency to bring satisfaction or dissatisfaction to the employment context as a function of personality. Therefore, making changes to the work or job environment (the purpose of employee surveys) may not result in the expected change in attitude.

Given the lack of research supporting the relationship between job satisfaction and key organizational outcomes, and because the results of satisfaction surveys were either short-lived, or were inadequate to the task of providing practical direction for organizational improvement, Aon Consulting began to investigate organizational commitment as the focus of employee surveys. Although organizational commitment has much in common with job satisfaction, the two are distinct constructs (Brooke, Russell, & Price, 1988).

Organizational commitment is more global than job satisfaction, as it applies to the entire organization, not just to the job. It is more stable than job satisfaction, because day-to-day events at work are unlikely to shift it. And finally, the definition of organizational commitment includes the presence or absence of a desire to maintain membership in the organization, therefore organizational commitment is more closely related to turnover behaviour than job satisfaction (Miner, 1992).

Organizational commitment is therefore a critical variable for organizations as employee retention is one of the most

pressing issues facing organizations today. A survey of Canadian companies by The Conference Board of Canada (Compensation Planning Outlook 2001) found that recruitment and retention have become prominent issues for the majority (68%) of respondents.

Aon Consulting's Commitment Research

Aon Consulting began conducting research on employee commitment in the United States in 1995. We conducted focus groups with employees across the U.S. seeking to identify what behaviours employees viewed as demonstrating commitment to the organization. From that research, we developed the Workforce Commitment Index™ that is made up of six behaviours that define commitment in each of three areas: productivity, pride, and retention. Specifically, Aon defines committed employees as those who are productive, who have pride in the organization and its products or services, and who have intentions to stay with the organization longer.

Aon began conducting national research on commitment in Canada in 1999, replicating the focus group research that was conducted in the U.S. to ensure that Canadian employees defined commitment in the same way. Since that time, we have conducted studies on the level of workforce commitment at the national level in the U.S., the U.K., and Canada.

Using our national research data and the data from our client research studies, Aon Consulting developed the Workforce Commitment Model (as shown below), identifying the workplace practices that have been shown to drive workforce commitment. Specifically, the Performance Pyramid™ shows that in order to have employees who are productive, have pride in the organization,

and who intend to stay with the organization at least for the next while...

- Employees need a physical sense of well-being as well as a psychological belief that the environment is free from fear, intimidation, or harassment.
- Employees need compensation and benefits that meet their individual needs.
- Employees need a sense of belonging that includes being 'in the know' and 'part of the team'.
- Employees need opportunities for personal growth and development; and the organization needs to be perceived as growing in the right direction in many aspects (e.g., financial, innovation, customer base, etc.).
- Management needs to pay attention to employees' needs to balance work and family demands.

Aon Consulting/Group-conseil Aon is a provider of integrated human resource solutions in Canada. More than 600 people in offices across Canada link human resource solutions with business strategies in the areas of Health and Benefits, Retirement, Human Resources, Change Management, Compensation, Worker's Compensation, and Communications. Aon Consulting is a member of Aon Corporation, a US holding company that is comprised on a family of insurance brokerage, consulting, and underwriting subsidiaries. For a copy of the Canada @Work™ 2001 Research Report, email: tara.cree@aon.ca

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Workforce Commitment Index

Productivity

- The people I work with make personal efforts to improve their skills so that they can make a better contribution to their jobs.
- The people I work with make personal sacrifices when required to help our work group succeed.

Pride

- I would recommend my company's products and services as the best that a customer could buy.
- I would recommend my company as one of the best places to work in.

Retention

- I intend to stay with my company for the next several years.
- I would stay with my company even if offered a similar job with slightly higher pay.

Performance Pyramid



Figure 1: Aon's workforce commitment mode

COMMENTS FROM THE EDITOR

Lori Francis, MSc
University of Guelph

The current issue of the CSIOP newsletter is our first to be delivered electronically. We hope that our members enjoy this new and convenient format. On behalf of myself and the other members of the CSIOP executive, I would like to extend our sincere thanks to Dr. Patricia Forrest of Queen's University who has been incredibly helpful during the transition to electronic delivery. Patricia is a CSIOP member who graduated in 1991 with a PhD in Applied Social Psychology from the University of

Windsor. She taught at Windsor between 1989 and 1996, and now works in the Information Technology department at Queen's. Both her support of this initiative and the technical resources provided by Queen's University are very much appreciated.

As with most procedural changes, there may be some 'bumps along the road' in the transition to electronic delivery. If any members have concerns or comments about the new delivery format, please contact me (my contact information is noted on the last page of the newsletter). Enjoy the new delivery format!



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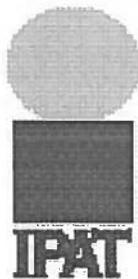
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Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.