

# The Canadian Industrial & Organizational Psychologist

## Volume 33, Issue (February 2016)

<b>Chair's Column/Mot du Président</b>	<b>1</b>
<b>CSIOP Membership</b>	<b>3</b>
<b>CSIOP News</b>	<b>3</b>
<b>Practice Makes Perfect</b>	<b>4</b>
<b>The "State of the Science" Report</b>	<b>6</b>
<b>Communications Update</b>	<b>6</b>
<b>Student Update</b>	<b>7</b>
<b>The Convention Corner</b>	<b>8</b>
<b>No Stoned Unturned...Accommodating Medical Marijuana in the Workplace</b>	<b>9</b>

**Chair's Column/Mot du Président**  
*Dr. Silvia Bonaccio*  
*Telfer School of Management, University of Ottawa*

Dear CSIOP members,

I hope 2016 is off to a good start for you and your families. As you will see in this newsletter, the CSIOP Executive group and our many collaborators have been hard at work to continuously improve the value that we bring to our community.

One important activity that we carried out over the last year is the roll out of our new website. Our Program Chair and Webmaster, Dr. François Chiochio, was instrumental in this project. The advantages of our new website are plentiful and in the coming months you will start seeing more activity on it. In particular, you will start seeing regular contributions on our three blogs, which give a space to students, academics, and

practitioners to discuss current matters. My hope is that these blogs will also serve as a way for all CSIOP members, regardless of career type or stage, to interact with one another. I am particularly hopeful that science and practice will meet in these forums.

With new technology also come adjustments and a need to make changes in response to user experience. And one big change we have just implemented is that our Newsletter is no longer in the password protected area of our website. Indeed, we heard from some of our members that they found the password area cumbersome. We listened. We made changes. We hope you will be pleased.

In this respect, I hope you will take some time to look at our newsletter [page](#). As you might recall, we have been in the process of collecting all past issues of the newsletter. A big thank you once again to Dr. Vic Catano for looking through his personal archives and providing scans for the early decades of our Newsletters.

My goal is to have a complete collection of all newsletters published by CSIOP available on our website. If you have past issues in your filing cabinets, please let me know. You will see a list of missing issues on page 8 of this newsletter or by looking at the newsletter page of our website.

Should you have information you want to post to the CSIOP website, please send it to our webmaster, François, at [webmaster@csiop-scpio.ca](mailto:webmaster@csiop-scpio.ca). You can also use this address if you experience technical difficulties with the website.

As mentioned above, the Executive of CSIOP is always looking for ways to better serve our members. As Chair of CSIOP,

I was invited to participate in a day-long retreat in December at the CPA headquarters here in Ottawa. Dr. Kevin Kelloway, CPA president, chaired the meeting, which was attended by a few chairs of large sections of CPA as well as key persons from CPA. The goal of the meeting was to discuss how CPA can better engage with its many sections, and in turn, how both CPA and the sections can bring more value to their members. Topics of discussion ranged from how we can make the convention an even greater success, to providing more opportunities for skill development to our members either at or outside of the convention. As your Executive team, we are here to listen to our members, and I want to encourage you to email us if you have ideas for initiatives that we can undertake, or if you have identified needs that we can better serve.

In closing, I would be remiss if I didn't remind you to book your travel for the CPA Convention in June. Our colleagues at CPA will be sending out acceptance notices for the convention soon and they will then finalize the program schedule in the coming months. We are excited to see that IO will be well represented in the invited speaker category. Dr. Julian Barling will be the conference-wide Plenary Speaker. CSIOP will also welcome Dr. Steven Rogelberg to give an invited talk, which we are sure will have broad appeal beyond IO. Additional convention details are included in the Convention Corner on page 8. Our website will also be updated regularly with information relevant to the IO program at the Convention.

Have a wonderful winter,

Silvia Bonaccio

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Chers membres de la SCPIO,

J'espère que 2016 s'est amorcé du bon pied pour vous et vos familles. Comme vous le verrez dans ce bulletin, l'Exécutif de la SCPIO ainsi que nos nombreux collaborateurs travaillent en permanence pour améliorer la valeur des informations que nous pouvons offrir à nos membres.

Une activité importante que nous avons réalisée au cours de la dernière année est le déploiement de notre nouveau site Web. Notre président du programme et webmestre, le Dr François Chicchio, a joué un rôle central dans ce projet. Les avantages de notre nouveau site Web sont nombreux et dans les prochains mois vous commencerez à voir plus d'activités sur celui-ci. En particulier, vous commencerez à voir des contributions régulières sur nos trois blogues. Ces blogues permettent aux étudiants, universitaires et praticiens de discuter de questions d'actualité. Mon espoir est que ces blogues permettront également à tous les membres de la SCPIO, indépendamment du type de carrière ou du stade de celle-ci, d'interagir entre eux. J'ai particulièrement bon espoir que ces forums permettent à la science et la pratique se rapprocher.

L'implantation des nouvelles technologies crée également un besoin d'apporter des changements, en réponse aux commen-

taires des utilisateurs. Un grand changement que nous venons de mettre en œuvre est que notre bulletin n'est plus dans la zone de notre site Web protégée par un mot de passe. En effet, nous avons su que certains de nos membres trouvaient la nécessité d'un mot de passe encombrante. Nous avons écouté leur point de vue et nous avons apporté des changements. Nous espérons que vous en serez heureux.

À cet égard, j'espère que vous prendrez le temps de lire la page de notre bulletin d'information. Comme vous vous en souviendrez, nous sommes à la recherche de tous les anciens numéros du bulletin. Un grand merci encore une fois au Dr Vic Catano pour avoir fouillé dans ses archives personnelles et nous avoir fourni des copies digitalisées de tous les numéros des premières années de notre bulletin.

Mon but est d'avoir une collection complète de tous les bulletins d'information publiés par la SCPIO disponible sur notre site Web. Si vous avez des numéros antérieurs dans vos archives, veuillez me l'indiquer. Vous verrez la liste des numéros manquants à la page 8 de ce bulletin ou en regardant la page du bulletin d'information de notre site Web.

Par ailleurs, si vous avez des informations que vous souhaitez publier sur le site Web de la SCPIO, veuillez les envoyer à notre webmestre, François, à l'adresse suivante: [webmaster@csiop-scpio.ca](mailto:webmaster@csiop-scpio.ca). Vous pouvez également utiliser cette adresse si vous éprouvez des difficultés techniques avec le site.

Tel que mentionné ci-dessus, l'Exécutif de la SCPIO est toujours à la recherche de nouvelles façons de mieux servir les intérêts de nos membres. En tant que présidente de la SCPIO, j'ai été invitée à participer à une retraite d'une journée en décembre au siège de la SCP, ici à Ottawa. Dr Kevin Kelloway, président de la SCP, a présidé la réunion, à laquelle ont participé quelques présidents d'autres sections majeures de la SCP ainsi que des personnes clés la SCP. Le but de la rencontre était de discuter de comment la SCP peut mieux collaborer avec ses nombreuses sections, et à son tour, comment la SCP et les sections peuvent apporter plus de valeur à leurs membres. Les sujets de discussion allaient de la façon dont nous pourrions améliorer la convention pour qu'elle soit un succès encore plus grand, à comment nous pourrions offrir davantage de possibilités de développement professionnel à nos membres (pendant ou hors de la convention). En tant que votre équipe de direction, nous sommes à l'écoute de nos membres, et je tiens à vous encourager à nous contacter si vous avez des idées d'initiatives que nous pourrions entreprendre, ou si vous avez identifié des besoins que nous pourrions mieux combler.

En terminant, je serais négligente de ne pas vous rappeler de faire vos réservations pour la convention de la SCP en juin. Nos collègues de la SCP vont envoyer les avis d'acceptation des communiqués très bientôt et ils entreprendront ensuite de finaliser l'horaire des présentations au courant des prochains mois. Nous sommes ravis de voir que la psychologie industrielle et organisationnelle sera bien représentée dans la catégorie des conférenciers invités. Dr Julian Barling donnera une allocution

durant la session plénière. La SCPIO accueillera par la suite le Dr Steven Rogelberg qui donnera une allocution sans doute attrayante pour des membres au-delà de notre domaine. Des détails supplémentaires au sujet de la convention sont inclus dans « Coin de la Convention » sur la page 8. Notre site Web sera également régulièrement mis à jour avec des informations pertinentes au sujet la programmation IO.

Au plaisir,

Silvia Bonaccio

Présidente SCPIO

### CSIOP Membership

Winny Shen, PhD

University of Waterloo/Université de Waterloo

As of 26 January 2016, CSIOP has a total of 212 members, which consists of 17 CPA Fellows, 2 Lifetime Members, 6 Special Affiliates, 4 Retired Members, 44 Student Members, 25 Associate Members, and 114 Full Members.

#### Renewal reminder

CPA memberships operate on an annual basis and expire at the end of the year. Therefore, if you have not yet renewed your membership for 2016, we encourage you to do so at your earliest convenience via the CPA website. Please note that renewal notices for CSIOP Associate Members will be going out soon, and Associate Members can renew their membership via the CSIOP website: <http://csiop-scpio.ca/about-us/join/>

#### Membership Survey Results

Our previous membership coordinator, Damien O’Keefe, spearheaded a membership survey in 2014 and I have the privilege of sharing some of these results with you here.

Seventy-four members (22% response rate) responded to the online survey: 60.8% members, 18.9% student members, 13.5% fellows, and 6.8% student members. Of members who were currently working, 55% were employed in academia (with an approximately equal mix in psychology and business programs), 21% in independent consulting practices, 9% in internal consulting roles, and 3% in non-profit research organizations, and 12% in other settings.

As part of the survey, the CSIOP executive board was interested in participants’ views regarding different aspects of membership in CPA and CSIOP. Specifically, we drew on Skarlicki, Lucas, Prociuk, and Latham’s (2000) study and assessed four factors: (1) perceived outcomes (e.g., value, job-relevant information, sense of professional identity), (2) advocacy (e.g., efficacy in lobbying the government and regarding one’s interests), (3) organizational justice (e.g., perceptions of fairness and influence on outcomes), and (4) professional recognition (e.g., involvement favorably viewed by committees).

Each item was scored on a five-point Likert scale, with 1 = strongly disagree and 5 = strongly agree. The table below indicates that participants generally viewed membership in CPA and CSIOP relatively favorably; average responses were generally above the mid-point of the scale for most factors examined for both organizations. However, participants appeared to perceive the CPA could do more to directly hear their voices, while CSIOP could do more to advocate on their behalf.

	Members views on... (N = 72)	
	CPA Mean (SD)	CSIOP Mean (SD)
Outcomes (8 items)	3.13 (0.68); $\alpha = .86$	3.65 (0.65); $\alpha = .87$
Advocacy (5 items)	3.22 (0.71); $\alpha = .90$	2.87 (0.62); $\alpha = .87$
Organizational Justice (4 items)	2.71 (0.82); $\alpha = .91$	3.25 (0.88); $\alpha = .85$
Professional Recognition (3 items)	3.33 (0.75); $\alpha = .81$	3.47 (0.65); $\alpha = .74$

The CSIOP executive committee has taken this information along with the other data collected as part of the 2014 membership survey and have been actively brainstorming and considering ways to increase the value of membership in CSIOP to our members. Please know that we are always interested in hearing members’ ideas and suggestions, so please do not hesitate to contact our executive committee members with your thoughts!

#### References:

Skarlicki, D. P., Lucas, C., Prociuk, T., & Latham, G. P. (2000). Factors explaining why people join, remain in, or leave a scholarly society: The Canadian Psychological Association. *Canadian Psychology/ Psychologie canadienne*, 41(1), 69-74.

### CSIOP News Items

Arla Day, PhD

Saint Mary’s University

#### New Jobs...

Congratulations to:

- Jennifer Dimoff (Saint Mary’s), who has accepted a tenure track position at Portland State University beginning this coming fall!
- Marjory Kerr, who has just been appointed as the President of Booth College University (Salvation Army based University in Winnipeg)
- David Kraichy (Calgary MSc) is now an Assistant Prof at U of Saskatchewan school of business (Edwards)
- Travis Schneider (Western; supervisor= Rick Goffin), who recently successfully defended his dissertation entitled “Social networking sites and personnel selection: An initial

validity assessment.”

### ... And New Job Openings

Both Calgary & Saint Mary's are hiring new I/O faculty.

### Honours

Congratulations to:

- Amanda Deacon (Calgary), who was awarded the Alberta Innovates Health Solutions Graduate Studentship in Patient Oriented Research (\$30,000) for the undertaking of health-related research with a patient-oriented approach.
- Dr. Kevin Kelloway will be honoured by the Society for Psychology in Management (SPIM) when he receives the Distinguished Psychologist in Management Award in Atlanta in February. This award recognizes outstanding contributions to the practice of management by a psychologist.

### “Retirement”

Gary Johns has retired from Concordia and moved to Vancouver. However, he is still in the office most days as an Adjunct Professor, OB/HR Division, Sauder School of Business, University of British Columbia, and he is Professor Emeritus of Management, Honorary Concordia University Research Chair in Management, John Molson School of Business

### Other Congrats

Congratulations to Dr. Johanna Weststar and Dr. Jennifer Robertson, who joined Western's I/O area as adjunct faculty members. Johanna and Jennifer are both Assistant Professors in the DAN Management and Organizational Studies department at Western. Johanna specializes in industrial relations and human resources and their related fields (i.e., sociology of work, labour studies). Jennifer's research focuses on psychological issues involved in organizational environmental sustainability and the nature and prediction of leadership.

### Student Conference

Western will be hosting the 10th annual Southwestern Ontario I/O & OB Student Conference in March. Here is a bit of background and a description. The conference is organized entirely “by students, for students” for the purpose of learning about student research and developing relationships among local I/O & OB students.

And... I am off to New Zealand on a Fellowship at the University of Canterbury. I'll be working with Katharina Naswall and her colleagues, teaching and conducting occupational health research (e.g., Psychologically Healthy Workplaces, Work-Life Balance, and workplace interventions).

*Please send any I/O or program information, photos, congratulations, etc. you want to share with your colleagues to me at:*

Email: [Arla.Day@smu.ca](mailto:Arla.Day@smu.ca) Phone: 902-420-5854

### Practice Makes Perfect

*Lynda Zugec, M. A.*

*The Workforce Consultants*

Have you ever wondered how feedback surveys actually work in organizations? Have you witnessed their effects? Uncovered some of the challenges? If not, don't fret. We asked Dr. Katherine Alexander about all this and much more. Read on to discover her insights into the world of feedback surveys!

### *What Textbooks Don't Tell You About 360 Feedback Surveys*

*by Dr. Katherine Alexander*

360° feedback surveys, or multisource feedback, remain one of the most commonly used tools in talent management and consulting practices. Ideally they are a means by which an employee can gain greater self-insight and awareness by receiving feedback from many sources in their organization – their manager, peers, direct reports, customers, etc. Typically raters are asked to answer a series of Likert-type questions assessing multiple leadership competencies (e.g., communication, flexibility, people management), as well as several open-ended questions. The potential gains in self-awareness come through the interpretation of the results: how do self-ratings compare to ratings from other groups? What trends exist among the different rater groups? What themes emerge in the qualitative feedback?

Theoretically, the feedback should be richer, more meaningful, and less partial as it comes from multiple sources across the business, all with the potential to witness unique behaviours and components of performance. Empirically, though, 360° feedback surveys have been met with more controversy and skepticism. Most notably in their meta-analysis of performance feedback, Kluger & DeNisi (1996) found that performance following feedback actually declined in one third of all studies analyzed, due to a lack of depth in the feedback process, how feedback was delivered, or the personality of the recipient.

Fortunately though many follow-up studies have indicated more positive outcomes. Under the right conditions and through the application of evidence-based best practices, feedback has been shown to improve self-awareness and individual performance (Smither, London & Reilly, 2005). There is accumulating and supporting evidence that feedback is necessary and important for behavioural change, and is especially

useful for employees with low to moderate levels of self-insight or for those who express a strong motivation to improve.

In my consulting practice at Kilberry Leadership Advisors, 360° feedback surveys are a staple in the executive coaching and development work. I have also found these surveys to be especially helpful when assessing high potential employees – employees who are viewed as ‘rising stars’ within the business with the capacity to eventually take on executive-level roles. With these employees, they typically have had fewer opportunities to receive feedback from across the organization and 360° surveys can be an excellent way to start this discussion.

I have learned more than a few lessons after having conducted and debriefed many of these assessments across different clients and businesses. In this article, I will focus on three lessons I have learned from my own personal experiences. They are ones that I missed when studying feedback in graduate school, and rather learned the long way through experience and trial-and-error. They made me appreciate the balance between the science and art of delivering feedback. That being said, here are a few of the lessons I’ve learned thus far:

### ***360° feedback is emotional***

When beginning to deliver and debrief feedback, I grossly underestimated how emotionally charged these conversations can be. For some, it is the first time they are receiving feedback, on paper or otherwise, from their colleagues and direct reports. This can be understandably overwhelming. Some clients break down into tears seeing, in black and white, how appreciated they are by their coworkers. They never knew, and this was a game-changer for them in the best way possible. Of course there are also those who are shocked to see the critical feedback they received. Some can become indignant and dismissive of the results; others clam up and take the feedback extremely personally.

As a practitioner who is helping to make sense of these results, it is my job to facilitate the feedback process and to make it as valuable as possible. Sometimes this means holding people’s feet to the fire by helping them see why others may be critical. Other times it’s about not crushing a person with feedback they weren’t expecting. Either way, the process is highly therapeutic, a focus we like to avoid in I-O psychology. Processing a 360 is a difficult cognitive and emotional process, and as practitioners, we need to be ready for this.

### ***360° feedback surveys can be damaging***

As a proponent of 360° surveys in my consulting work, I believe that a well-designed and executed feedback program can be enormously helpful to an individual’s development. I also recognize the potential for these assessments to cause harm. Beyond the concerns of negligible performance gains highlighted by Kluger & DeNisi (1996), these surveys can also have a big impact on an individual’s morale and motivation. If done improperly or hastily, they can actually introduce a lot of risk for an individual or a business.

Personally, I have witnessed the potential for harm to be greatest when there is poor communication surrounding the feedback program. It is alarming how many organizations implement 360° surveys without explaining to employees its purpose or what will be asked. Employees become confused about how their results will be used and who will have access to their data – very legitimate concerns. Raters also become concerned with the confidentiality of their responses and, in my experience, tend to limit their candor when completing the survey.

Without adequate communication upfront, the feedback process is typically met with uncertainty and cynicism. This makes the task of debriefing employees on their results that much more challenging. I’ve learned that we, as practitioners, must advocate for, and insist upon, clear dialogue from the start.

### ***Some 360° feedback questions matter more than others***

As I-O practitioners, we are experts in survey design. We design valid and reliable tools, with strong psychometric properties. We write items that are clear and concise, free of double-barreled statements. And of course a well-designed 360° survey is a necessity when it comes to obtaining feedback from multiple sources.

But despite our best efforts in crafting psychometrically sound tools, it has been my experience that participants tend to fixate on the qualitative feedback they receive. This feedback, usually reported at the end of a survey, speaks in plain language to what the employee could stop, start, and/or continue doing in order to be most effective. This is where their colleagues, in their own words, explain what they are seeing – the good and the bad.

At the end of the day, people don’t care about the dispersion of their scores or the reliability between and within rater groups. They want to read for themselves what their colleagues think. In a development context, this is ok. Assuming the feedback process has been communicated properly and raters are free to be candid, these comments are incredibly helpful, oftentimes more so than any well-developed survey item.

Developing our skills in collecting and delivering feedback is an important job for I-O practitioners, and one that involves both science and art. We have big roles to play in helping people see themselves as others do. As the writer Franklin P. Jones says, honest criticism is hard to take, particularly from a relative, a friend, an acquaintance, or a stranger. It’s not easy to deliver feedback, but it is a skill that can be developed over time. I hope these lessons are helpful to other CSIOP practitioners who may be beginning to use feedback tools in their work, or for more seasoned consultants who might be compelled to reflect on their own lessons-learned.

### ***About Katherine:***

Dr. Katherine Alexander is an Organizational Psychologist at Kilberry Leadership Advisors in Toronto, Ontario, where she specializes in the assessment and development of executives

and key corporate leaders. She completed her Masters and Ph.D. in Industrial-Organizational Psychology from Bowling Green State University. You can contact her directly at [kalexander@kilberrygroup.com](mailto:kalexander@kilberrygroup.com) or at (416)-945-6611.

#### References:

Kluger, A. & DeNisi (1996). The effects of feedback interventions on performance: A historical review, meta-analysis and preliminary feedback theory. *Psychological Bulletin*, 119, 254-285.

Smither, J., London, M., & Reilly, R. (2005). Does performance improve following multisource feedback? A theoretical model, meta-analysis and review of empirical findings. *Personnel Psychology*, 58, 33-66.

Do you have questions regarding 360 degree feedback surveys? Do you have some comments, suggestions, or stories to share? If so, please contact me, Lynda Zugec, at [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com). Perhaps we can share your thoughts in an upcoming issue of Practice Makes Perfect!

#### The “State of the Science” Report

D. Lance Ferris  
The Pennsylvania State University

Welcome back to “The State of the Science,” where we highlight recently published or in press research coming out of Canadian universities that is relevant to I/O psychology. Each issue, new research will be summarized for our readers who may not have time to read, or access to, the full articles. If you have any suggestions for research to cover in future columns, please see the contact information at the end of this column.

#### *The Employee Strikes Back (Sometimes)*

Although the customer may always be right, anyone who has worked in service jobs knows the customer is also sometimes a jerk. Service employees often have the opportunity to strike back at rude customers – think of your waiter or waitress spitting in your food (or maybe don’t think of that, it’s sort of gross), or a cashier “forgetting” to give you the sales discount on some clothes you’re purchasing. What determines if service employees engage in these forms of customer sabotage? New research suggests, perhaps counterintuitively, that the service employee’s supervisor – someone not even involved in the employee-customer interaction – is a determining factor.

The paper outlining these findings was recently published in the *Journal of Applied Psychology* by a research team that crosses Canada – Daniel Skarlicki and Danielle van Jaarsveld of the University of British Columbia, Ruodan Shao of the University of Manitoba, and Young Ho Song of McGill University – and Mo Wang of the University of Florida...which is where a

lot of Canadian snowbirds spend their winters (in Florida that is, not at the University of Florida). In two studies, their paper examined when call center workers in North America and South Korea react to rude customers with customer sabotage – in a call center context, this would mean intentionally putting customers on hold for a long time or transferring customers to the wrong department. What they found suggested that rude customers are more likely to be sabotaged when the service employee both (a) didn’t view being moral as a central part of who they are, and (b) had supervisors who typically treated them as unfair. Although at first blush it might be odd that how a supervisor treats his or her employee can influence how that employee treat customers, the authors argued that having an unfair supervisor was mentally taxing, leaving the employee with fewer cognitive resources to refrain from retaliating against rude customers – and an unfair supervisor combined with morality not being a central part of the employee’s identity sets the stage for the employee to sabotage rude customers.

The full citation is as follows:

Skarlicki, D. P., van Jaarsveld, D. D., Shao, R., Song, Y. H., & Wang, M. (2016). Extending the multifoci perspective: The role of supervisor justice and moral identity in the relationship between customer justice and customer-directed sabotage. *Journal of Applied Psychology*, 101, 108-121.

*Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at, a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at [lanceferris@gmail.com](mailto:lanceferris@gmail.com) with a short (1-4 paragraphs) summary of your article, similar to the above.*

#### Communications Update

Joshua Bourdage, PhD  
University of Calgary

Part of the new CSIOP Communication platform is to enhance the ways that we engage with our members, and provide a forum for members to communicate with one another. To this end, we’ve been working hard to develop consistent new material for our members and beyond. We are very excited to inform you of several new contributions you can look forward to over the next several months. In short, we have several regular contributors who will be posting regular content.

For our practitioner column (<http://csiop-scpio.ca/practitioners-blog/>), we have two practitioners who will be writing regular contributions. First, we have Dr. Tom Oliver, a graduate of the University of Guelph. Tom is an independent consultant with a specialization in leadership, and background working with organizations such as Blackberry and Cenovus. Tom’s first entry will be geared at generating discussion of ways that we can demonstrate value to decision makers and organizations,

while balancing a best practice approach. The second practitioner contributor is Duygu Biricik Gulseren, a new CSIOP member from Turkey, and experienced consultant. Her first entry will tackle issues related to gender and technology in the workplace.

For our academic column (<http://csiop-scpio.ca/academics-blog/>), we are pleased to welcome contributions from Dr. Stephanie Gilbert, an Assistant Professor at the Shannon School of Business at Cape Breton University. Stephanie is a graduate of St. Mary's University. In addition, Drs. Joe Schmidt and Chelsea Willness, from the Edwards School of Business at the University of Saskatchewan, will be writing columns beginning this summer. We are thrilled that these academics will be able to highlight and generate discussion around issues relevant to academics.

Finally, we are pleased to welcome two student contributors, Timothy Wingate and Clara Lee, from the University of Calgary. These students will be authoring a regular "Spotlight on Canadian I-O Research" column, which will focus on interviewing academics as well as student researchers. Their first interviewee will be Dr. John Meyer, from the University of Western Ontario. This column will be an excellent forum for getting to know more about the work being done in Canada, and the people behind that work.

As a CSIOP member, we encourage you to read and share these posts as they come up, and engage in active discussion. New postings will be communicated through our social media accounts, including Twitter, Facebook, and LinkedIn. If you are interested in getting involved as a contributor, please email [editor@cspio-scpio.ca](mailto:editor@cspio-scpio.ca).

### Student Update

Isabelle Tremblay  
Université de Montréal

Hi Everyone,

I hope 2016 is off to a great start for you. In this section you will find info about a money opportunity, an opportunity to let your passion for communication run wild and insights into the transition from a Ph.D. student to a consultant.

I hope I grabbed your attention with "money opportunity". If you're like most grad students, I probably succeeded! Truth be told, it much more than a money opportunity. It is an amazing opportunity to make your research and efforts shine. If you are presenting a paper, a poster or a presentation at CPA, this is for you. This year the **RHR Kendall award** will once again be given at the CPA convention to the best student paper. Thus, if you are presenting at CPA, I greatly recommend that you submit for the RHR Kendall award. The deadline for submission is **April 15th**. For more info, see at: <http://csiop-scpio.ca/awards/rhr-kendall-award.html>

Moreover, there is an amazing opportunity for those of you with a creative tendency. We are looking for 3 to 4 contributors to the CSIOP student blog. If you have a passion for writing and you would enjoy writing about I/O related topics than this is for you. It's also a great way to get some exposure. Write about your research or any topic that piques your interest and broadcast it on other platforms, such as LinkedIn or Twitter. This will make you visible to potential employer will broadcasting your expertise. The topic of blog entries would be entirely up to you, as long as it fits CSIOP's broad vision. If you are interested by this opportunity, you can contact me at [studentrep@cspio-scpio.ca](mailto:studentrep@cspio-scpio.ca).

### Transition from student to consultant

Here in Quebec, we do a lot of things a little differently: the Ph.D. in I/O is one of those. For those who don't know we finish the Ph.D. with a psychologist title. This means that our Ph.D. has a focus on research and intervention. Thus, we have over 1800 hours of internship to do. Our internships are not in clinical psychology, but in I/O. As almost all I/O consultants are certified psychologists it is easy to get supervision here. What is great about this is that we get real experience as consultants a lot sooner than most. Without getting into too many details, we do start off by following consultants in their mandate and being closely supervised and gradually move on to conducting interventions with clients on our own. Thus, the shock from a grad student to a consultant is definitely not as harsh as it is for most I/O students in Canada. However, between the first mandates you get as an intern to 1800 hours later, there is a lot to be learned. Based on experience from freshly graduated I/O students and my own, here is a bit of wisdom on this transition.

What put many of us out of our comfort zone is the pace. The rhythm of consultation is hectic and so fast. This in itself isn't the problem. The trouble for many with adjusting to this pace is the inevitable toll it takes on the rigour behind the interventions we do. As grad students we are molded into scientists, which means we fact-check all of what we do, we develop an expert mindset and we avoid stating anything without references. In consultation, we do this but up to a certain point. There isn't always time to ensure that an intervention on performance management, for example, is grounded in the latest research findings. As I/O consultants, we do need to make sure our interventions are relevant and aligned with the field in general, but it is almost impossible to be up to date with the latest findings. As many, I've had to learn to be satisfied with displaying rigour that reaches 80% and not 100%. It's a fine line between being rigorous and efficient enough. **Lesson 1: every intervention does not have to be backed by as many references as your memoir/thesis.**

This first challenge leads me to the next big one I hear about and experienced when stepping outside of academia, which was: trusting your own expertise. Throughout our program, we acquire tremendous amount of knowledge. Although it was only one class we took on the subject and not the subject of

our thesis, we have enough knowledge to form an opinion. As others, I know I often refrained to voice my opinion at first, feeling I didn't know enough about the topic to add anything. I've come to realise that we often underestimate our abilities. I've even surprised myself telling a friend she should voice her concern to her boss in regard to an intervention because she did know enough about this topic to tell it was a bad idea, while, put in the same situation, I often doubted myself. Thus, as many of us learn to do, I've come to trust my expertise and I've realized that my input was relevant. Moreover, as we are fresh out of the books, most senior consultants see this as an opportunity to have their facts and methods updated a bit. Although it's always important not to step so much out of your area of expertise that you suggest interventions that would be detrimental to clients due to the lack of appropriate knowledge, you are probably your toughest critics and that's probably not going to happen. **Lesson 2: trust your expertise and voice your opinion.**

Finally, what strikes me most as a universally shared challenge we face when entering the consulting world is the fact that we don't see the competencies we have acquired throughout our program. This view can also be shared by employers. Indeed, some of my colleagues have even been told that they weren't going to be paid the entry salary because they had no experience in the field and thus, lacked the competencies to do the job yet. I am not saying you will master all competencies to be a striving consultant on your first day in a new job, but, at the end of grad school, you certainly are not without many competencies that will allow you to perform. I wonder why, as I/O psychologists, we often fail to see the competencies we acquired in our program. There are so many competencies linked to successfully conducting research, writing a memoir or thesis, supervising students, teaching, and doing teamwork. Based on

a literature review my teammates and I did in grad school, to succeed in a Ph.D. in I/O these are the competencies required: adaptability, proactivity, oral and written communication skills, social astuteness, learning abilities, problem solving skills, empathy, observation skills, deductive and inductive reasoning, organization, prioritizing, openness to feedback, teamwork and cooperation. It is safe to say that you probably possess most of these competencies to a certain level. The idea here is that you become aware of the competencies that will allow great performance in a new and different environment. Moreover, it can come in handy to know about them so you can highlight them for potential employers. If you are in need of more ideas, look at graduate teaching assistant on O\*Net (yes it is there). In sum, many of the competencies you develop through grad school are transferable in the consulting world; you only have to be mindful of your own potential. **Lesson 3: know your competencies and be prepared to discuss them.**

The transition from student to consultant is not all harsh, it's mostly exhilarating. I hope these hints will help you into this transition and appreciate your full potential. Don't forget to submit for the **RHR Kendall award** before **April 15th!**

**The Convention Corner**

*François Chiocchio, PhD*

*Telfer School of Management, University of Ottawa*

We're looking forward to seeing all of you at CPA's 77th annual Convention, June 9-11, 2016 in Victoria B.C. at the Victoria Conference Centre and the Fairmont Empress Hotel.

**Do you have past CSIOP newsletter issues? If so, we want them!**

We're looking for newsletters published in the following years:

- 2002: Volume 19 Number 1 (likely published in the Fall)
- 2001: Volume 17 Number 4 (likely published in the Summer) and Volume 17 Number 2 (likely published in early Winter)
- 2000: Volume 17 Number 1 (likely published in the Fall)
- 1992-1999: We are missing all issues from this decade. That is, we are missing all issues from Volumes 8 to 15. Typically, CSIOP publishes 4 issues/year.
- 1991: Volume 7 Number 2 (likely published in the Winter) and Volume 8 Number 1 (likely published in the Fall).

Should you have these issues, please contact Silvia Bonaccio ([Bonaccio@telfer.uottawa.ca](mailto:Bonaccio@telfer.uottawa.ca)).

**Avez-vous de anciens numéros du bulletin de la SCPIO? Si oui, nous les voulons!**

Nous recherchons des bulletins publiés dans les années suivantes:

- 2002: Volume 19 Numéro 1 (probablement paru à l'automne)
- 2001: Volume 17 Numéro 4 (probablement paru à l'été) et Volume 17 Numéro 2 (probablement paru à l'hiver)
- 2000: Volume 17 Numéro 1 (probablement paru à l'automne)
- 1992-1999: Nous n'avons aucun numéro de cette décennie. C'est-à-dire que nous n'avons aucun numéro parus dans les Volumes 8 à 15. Typiquement, la SCPIO publie 4 numéros / an.
- 1991: Volume 7 Numéro 2 (probablement paru à l'hiver) and Volume 8 Numéro 1 (probablement paru à l'automne).

Si vous avez ces numéros, s'il vous plaît contacter Silvia Bonaccio ([Bonaccio@telfer.uottawa.ca](mailto:Bonaccio@telfer.uottawa.ca)).

There are plenty of places in Victoria to meet and network with your colleagues. For instance, the world renowned tea lobby of the Fairmont Empress has served the tradition of Afternoon Tea to royalty, celebrities and dignitaries. If tea is not your cup of ...well... tea, Victoria is also a pioneer of the craft beer scene – dating back to the 1850s, so be sure to try their local brews.

Victoria has a lot of nature packed into a small city. Enjoy it your way - perhaps by bonding with your CSIOP colleagues during the excitement of whale watching or by taking some private time to plan your next study while strolling through the tranquil Butchart Gardens.

Whatever your plans, get the most out of all of the CSIOP talks, posters and symposia - just don't forget to catch at least one spectacular sunset at Victoria's Inner Harbour.

**No Stoned Unturned...**  
**Accommodating Medical Marijuana in the Workplace**  
*Erika Hernandez & Erika Ringseis<sup>1</sup>*

Human Rights legislation requires employers to accommodate the needs of employees with disabilities up to the point of undue hardship. At the same time, Occupational Health and Safety legislation requires that employers take every reasonable measure to protect their employees' health and safety. At first glance these two legislative requirements may seem conflicting when it comes to accommodating employees who use medical marijuana to treat underlying disabilities. When using marijuana for medicinal purposes first received legal support, some of our readers may have thought ahead to the complexities of following such legislation in the workplace. Some may find it hard to believe that employers can keep their workers, and the public, safe and healthy while supporting employees who may be "stoned" on the job.

In the *City of Calgary v. Canadian Union of Public Employees (CUPE 37)*<sup>2</sup>, an employee in a safety-sensitive position obtained a permit to possess medical marijuana from Health Canada to treat pain caused by degenerative disc disease in his cervical spine. The employee informed his supervisors of his use of marijuana for medical purposes and he was allowed to continue in his role. After two years, management became aware of the situation, removed the employee from his safety-sensitive role and placed him in a non-sensitive position pending an investigation. After a lengthy investigation, the City of Calgary determined that the employee had a marijuana dependency and gave him the option to continue in a non-safety-sensitive position or consult with yet another doctor to further assess his dependency. Instead, the employee's union filed a grievance asking that the employee be returned to his original safety-sensitive position.

During arbitration, the City of Calgary argued that the case was not about the employer accommodating an employee using

medical marijuana in safety-sensitive work, but whether or not the decision not to allow the particular employee perform his safety-sensitive job was fair, reasonable and in good faith based on the concern that the employee had a substance dependency. Substance dependency could be unjustifiable risk if the City continued to let him operate heavy machinery while under the influence of drugs. The arbitration board disagreed as the employer did not provide proof to support its concern of substance dependency or that the employee had been impaired while on duty, the investigation process was unduly long and possibly tainted. Furthermore, the arbitration board found that the employee (and his supervisors at the time) had followed the City of Calgary's substance use policy by reporting his use of medical marijuana to his supervisors and he had continued to work in his safety sensitive role without incident or signs of addiction since then. As a result, the arbitration board directed the employer to reinstate the employee to his original safety sensitive position.

The use of marijuana for medical purposes is rapidly growing and employers may soon receive requests to accommodate employees that use medical marijuana. In order to appropriately respond to these requests, employers should:

#### **Be prepared:**

Part of the City of Calgary's problem was its unfamiliarity with the matter, which caused the investigation to take longer than necessary and poor decisions to be made throughout the process. Employers should know about their duty to accommodate employees with disabilities to the point of undue hardship, and learn about the use of medical marijuana and its implications.

Employees must inform their employers when they have disability related needs, and provide clear information of their specific requirements, including fulfilling all the legal requirements (such as the proper medical permit in the case of medical marijuana). Employers, however, are responsible for requesting all the information that will allow them to properly assess the situation, to ensure that the right means are provided to employees so that they can safely and effectively perform their jobs.

The use of medical marijuana on its own does not disqualify an employee to perform his or her job. It is important that employers engage their health and safety consultants and medical advisors while learning and understanding this issue so that biases and stereotypes related to marijuana medical use are correctly managed. Employers face a risk of human rights violation if they simply assume that someone is "stoned" and cannot perform the job tasks safely.

#### **Have, communicate and follow clear policies:**

The City of Calgary had a relevant policy in place; the problem was that the City did not follow its own policy.

The arbitration board found that the City of Calgary had al-

lowed the employee to work in a non-safety-sensitive position, with no due diligence or concern over potential impairment, dependency and addiction, in violation of its own policy, as the fitness for work requirement was not exclusive to safety sensitive roles but rather applied to “All City employees.”

Employers should review their duty to accommodate and drug and alcohol use/testing policies regularly. The relevant processes should be broad enough to allow for an appropriate assessment of each situation individually, but also precise enough that managers and employees know what to do (what, when and how) as well as the disciplinary consequences in case of breach, reducing the possibility of discrimination.

### **Take it seriously:**

Employees using prescription drugs, including now marijuana, that may impact their ability to perform their jobs, may need to be accommodated. Every time they receive a request from an employee that has been prescribed medical marijuana to treat a disability, employers should go through their processes and develop accommodation plans that include all the reached agreements, duration and revision procedures.

Courts continue to grapple with the balance of human rights and occupational health and safety; marijuana use is the latest chapter in the saga. Future court and arbitration decisions will help to clarify many uncertainties that still remain around the use of medical marijuana and implications for employers. What we know now is that an employer’s duty to accommodate does have limits, if the employer can justify safety concerns. When made aware of an employee’s need for accommodation, employers must be able show their efforts and good faith to accommodate that employee to the point of undue hardship.

<sup>1</sup> *Erika Ringseis, who obtained her Ph.D. in Industrial/Organizational Psychology from Penn State before becoming a lawyer, is now the Manager of HR Compliance & Programs at TransCanada. Erika’s new policy is to hire only people named “Erika” because they are all-around awesome people (thus far no discrimination complaint has arisen). So far the policy is working well as Erika Hernandez, originally a lawyer in Venezuela, has recently joined the team as the Diversity Compliance Analyst. Erika 2.0 (the newer model of Erika) has no need for medical marijuana yet, but we’ll see how she is doing after a few more months of working with Erika the First...*

<sup>2</sup> Available online at: <http://www.canlii.org/en/ab/abgaa/doc/2015/2015canlii61755/2015canlii61755.pdf>

### ***NEWSLETTER HELP NEEDED!***

We are seeking assistance with a redesign of our quarterly newsletter. Our aim is to have a set of different page design files that can be used by our newsletter editors to display various forms of newsletter content (tables; pictures; text; advertisements).

#### ***Requirements:***

- Page designs should be done in Adobe InDesign CS6
- Page designs should be attractive and easy to read
- 3-4 different page designs should be provided, with different designs devoted to different possible newsletter page uses (e.g. a page designed to present text in an attractive manner; a page designed to display photos in an attractive manner; a page designed to display a mix of text and photos, etc.)
- Page designs should include a practical and attractive way to publish the material in a bilingual manner
- All page designs should be structures such that Adobe InDesign CS6 novices can use them with relative ease (e.g., facilitating easy pasting of text from articles submitted by contributors in Word documents into the newsletter)
- A small honorarium will be provided as thanks

For more information, please contact [newsletter@csiop-scpio.ca](mailto:newsletter@csiop-scpio.ca)



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Note: The opinions expressed in this newsletter are strictly those of the authors and do not necessarily reflect the opinions of the Canadian Psychological Association, its officers, directors, or employees. Furthermore, the articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.