



# The Canadian Industrial & Organizational Psychologist

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### Chair's Column/Mot du Président

*Dr. Silvia Bonaccio*

*Telfer School of Management, University of Ottawa*

Dear CSIOP members,

It's hard to believe that the 2016 CPA Convention is right around the corner. I am looking forward to seeing many of you in Victoria. I know that you will be pleased with the quality of our Industrial/Organizational (I/O) Psychology program. The Convention Corner (see page 8 of our Newsletter) provides more details on our program as does our [website](#), which highlights specific I/O Program sessions.

I encourage you to mark your calendars for the Section Annual Meeting, which will take place on Friday at 5:15 pm. Currently,

we are scheduled to meet in View Royal. I hope to see many of you at this meeting so that members of the Executive can update you in person about the initiatives that we have undertaken over the past year. We will also be voting in two new members of our Executive committee as we have vacancies for the Chair Elect and Program Coordinator positions. Finally, we will be welcoming our new Student Representative (the elections happen independently from the Section Annual Meeting). Please let me know if you are interested in filling either the Program Coordinator or Chair Elect position.

As you will see, the Annual Meeting will cap off a full day of I/O content, so I hope that you will be as inspired by the talks as we have been in organizing the program.

### *Call for Volunteers!*

In addition to the Chair Elect and Program Coordinator positions that we are looking to fill, I'd like to place a call for Special Collaborators to the Executive Committee. You will see the current list of Special Collaborators [here](#). We are always eager to welcome motivated colleagues to join the Special Collaborator group. In particular, we are hoping to find someone who can help us redesign our newsletter. Our content is excellent (in our humble opinion!) but our design is perhaps a little dated. François Chiochio will also soon be retiring as our Webmaster, so this position will be vacant as well.

Another call came to me while attending SIOP last month. I had the pleasure of discussing the new Guidelines for Education and Training in I/O Psychology with Joseph Allen, the Chair of the Education and Training Committee. The E&T Committee is looking for international volunteers to provide advice on education and training matters. It would be wonder-

ful to have a Canadian voice at the table. This person would become a Special Collaborator and liaison between CSIOP and SIOP on all matters of education and training in IO. Details on the position are included on page 11. If anyone is interested, please let me know and I will facilitate introductions with the SIOP E&T Committee.

### *Changes to our Website*

If you read our [February Newsletter](#), you will remember that we have removed the password protection from the [Newsletter](#) space on our website. I'm happy to share that we've recently made another improvement to our website. You will now be able to personalize your Password.

For detailed instructions on updating your password, please see François Chiochio's webmaster column on page 7. You can contact [François Chiochio](#) if you experience technical difficulties with the website.

### *Thank You*

As my term as Chair comes to an end, I wish to thank the Executive Committee and Special Collaborators for the hard work and dedication that they have shown throughout the year. My year has been exciting and enriching, in large part because I had the opportunity to work closely with such wonderful colleagues. CSIOP is a small organization and we don't have the administrative support that some of the other professional associations we belong to benefit from. If CSIOP exists, it is thanks to the good will of our Executive, Special Collaborators, and the many contributors to our Newsletter and now blogs. So, if you found a column in the Newsletter or a post on our website to be thought-provoking, please send in your comments and start a dialogue. Or if you see any of these colleagues at the Convention, please let them know if you enjoyed one of their contributions. And maybe buy them a drink!

See you in Victoria!

Silvia Bonaccio

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Chers membres de la SCPIO,

Il est difficile de croire que l'édition de 2016 de la Convention de la SCP arrive à grands pas. Je suis impatiente de voir plusieurs d'entre vous à Victoria. Je sais que vous serez satisfaits de la qualité de notre programme de psychologie industrielle et organisationnelle (I/O). Le Coin de la Convention (voir page 8 de notre Bulletin d'Informations) fournira plus de détails sur notre programme. Par ailleurs, nous avons mis à jour notre site [Web](#) avec les détails pertinents aux présentations I/O.

Je vous encourage à noter la date de la réunion annuelle de notre section, qui aura lieu le vendredi à 17h15. À l'heure actuelle, notre réunion est prévue d'avoir lieu dans la salle View Royal. J'espère que plusieurs d'entre vous serez présents lors de cette réunion pour que les membres de l'exécutif puissent vous informer des initiatives que nous avons entreprises au cours

de cette année. Nous devons également élire deux nouveaux membres qui siégeront au sein de notre comité de direction puisque deux postes seront bientôt vacants. Il s'agit du poste de coordonnateur du programme et celui de président élu. Enfin, nous allons accueillir notre nouveau représentant étudiant (les élections ont lieu indépendamment de la réunion annuelle de notre section). Veuillez me faire part de votre intérêt pour les rôles de coordonnateur ou de président élu.

Comme vous le verrez, la réunion annuelle de notre section terminera une journée complète de contenu I/O. J'ose espérer que vous serez inspirés par les présentations autant que nous l'avons été par l'organisation de ce programme.

### *Appel aux bénévoles!*

Outre les positions de président élu et de coordonnateur de programme que nous cherchons à combler, je voudrais faire un appel pour des Collaborateurs Spéciaux, qui travaillent étroitement avec le Comité Exécutif. Vous verrez la liste des Collaborateurs Spéciaux [ici](#). Nous sommes toujours prêts à accueillir des collègues motivés à se joindre au groupe de Collaborateurs Spéciaux. En particulier, nous espérons trouver quelqu'un qui peut nous aider à reconcevoir notre Bulletin. Notre contenu est excellent (à notre humble avis!) mais notre conception est peut-être un peu démodée. De plus, François Chiochio quittera bientôt le poste de webmestre et ce poste sera vacant.

Une opportunité additionnelle s'est manifestée alors que j'étais à SIOP le mois dernier. J'ai eu le plaisir de discuter des nouvelles lignes directrices pour l'éducation et la formation en psychologie I/O avec Joseph Allen, le président du « Education and Training Committee ». Ce comité est à la recherche de bénévoles internationaux qui peuvent fournir des recommandations sur les questions d'éducation et de formation en psychologie I/O. Ce serait merveilleux d'offrir une perspective canadienne à cette discussion. Cette personne deviendrait un Collaborateur Spécial et occuperait un poste de liaison entre la SCPIO et SIOP sur toutes questions d'éducation et de formation en psychologie I/O. De plus amples renseignements au sujet de ce poste sont inclus à la page 11. Si quelqu'un est intéressé, veuillez m'en informer pour que je puisse vous mettre en contact avec les membres du E &T de SIOP.

### *Des modifications apportées à notre site Web.*

Si vous avez consulté notre Bulletin de [Février](#), vous vous souviendrez que nous avons supprimé la protection par mot de passe de l'espace des bulletins sur notre site. Je suis heureuse de partager que nous avons récemment apporté une autre amélioration à notre site. Vous allez maintenant être en mesure de personnaliser votre mot de passe. Pour de plus amples renseignements, veuillez vous diriger vers la page 7, qui contient des conseils de notre Webmestre. Vous pouvez contacter [François Chiochio](#) si vous éprouvez des difficultés techniques avec le site.

### *Mille Mercis*

Puisque mon mandat de présidente prend fin, je tiens à remer-

cier le Comité Exécutif et nos Collaborateurs Spéciaux pour le travail minutieux et le dévouement dont ils ont fait preuve tout au long de l'année. Mon année a été passionnante et enrichissante, en grande partie parce que j'ai l'occasion de travailler en étroite collaboration avec des collègues merveilleux. La SCPIO est une petite organisation et nous ne disposons pas du soutien administratif dont bénéficient certaines autres associations professionnelles auxquelles nous appartenons. Si la SCPIO existe, c'est grâce à la bonne volonté de notre Comité Exécutif, nos Collaborateurs Spéciaux et les nombreux contributeurs à notre Bulletin et plus récemment nos blogs. Donc, si vous avez apprécié une rubrique dans notre Bulletin ou un blogue sur notre site web je vous encourage à partager vos commentaires pour initier un dialogue. De plus, si vous croisez un de ces collègues pendant la Convention, pensez à partager à quel point vous avez aimé l'une de leur contributions...et invitez-les à prendre un verre!

Au plaisir,

Silvia Bonaccio

Présidente SCPIO

### **CSIOP Membership**

*Winny Shen, PhD*

*University of Waterloo/Université de Waterloo*

As of 21 April 2016, CSIOP has a total of 237 members, which consists of 16 CPA Fellows, 4 Lifetime Members, 8 Special Affiliates, 4 Retired Members, 65 Student Members, 5 Associate Members, and 135 Full Members.

### ***Hope to see you at Victoria!***

One of the benefits to full membership is that members can register to attend the annual CPA Convention at a discounted rate. There is still time to register! This year the convention will take place in beautiful Victoria, BC from June 9-11, 2016. We hope to see you there as there is an exciting array of IO programming as well as opportunities to connect with fellow CSIOP members.

### **CSIOP News Items**

*Arla Day, PhD*

*Saint Mary's University*

### ***Welcome to spring!***

I had a great time avoiding the Maritime winter as an Erskine Fellow at the University of Canterbury in New Zealand for the past few months. I met a lot of interesting faculty and students, and Occupational Health and Safety people. A few students and faculty have expressed interest in going to New Zealand

for post docs, sabbatical, or study. If you share this interest and would like any information about their programs or contact information, I would be happy to share them with you.

### ***Successful Defences***

Two Western students have successfully defended and graduated:

- Matthew McLarnon (Advisor: Mitch Rothstein) who successfully defended his dissertation entitled: Resiliency and Well-being: Trajectories of Change over Time
- Travis Schneider (Advisor: Rick Goffin) who successfully defended his dissertation: Social Networking and Personnel Selection: An Initial Validity Assessment

### ***Awards***

- Meredith Ivany (SMU; Arla Day), Taylor Oakie, and Olivier Roncalez (SMU; Kevin Kelloway) are recipients of the Nova Scotia Health Research Foundation Scotia Scholars Award (Masters).

### ***Honours***

Kevin Kelloway was the recipient of the Distinguished Psychologist in Management Award from the Society for Psychologists in Management. Kevin also was awarded the Hooker Distinguished Visiting Professor of Management at McMaster.

### ***Research Centre***

The Centre for Workers' Health and Well-being at Guelph (Gonzalez-Morales, Son Hing, & Hausdorf) is now up and running! The CWHW was funded by the Canadian Foundation for Innovation ([www.innovation.ca](http://www.innovation.ca)) and the Ontario Research Fund – Research Infrastructure (Ministry of Research and Innovation). Research at the centre includes 15 graduate students and 30 undergraduate research assistants.

### ***Other News***

This year was the 10th anniversary of the Southwestern Ontario I/O Psychology & OB Student Conference, and it was hosted by Western University in March. The keynote speakers included Dr. John Meyer of Western University, Dr. David Anderson of the Anderson Group, and Dr. Irina Goldenberg of the Department of National Defence. Western University would like to thank the 35 students who attended the conference for making it such a success. The 11th annual conference will be hosted the by the University of Waterloo in 2017.

### ***New Job Openings***

Both Calgary & Saint Mary's are hiring new I/O faculty. Check out their websites or contact them directly for more information.

Hope to see everyone at CPA!

*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

*\*Editor's note: After faithfully collecting all the IO-psych related news that's fit to print, every quarter for no-one-remembers-how-long-anymore, the August issue will be Arla's last time editing the "CSIOP News" column. Don't worry though – Lindie Liang of York University will be taking over the column in her place. We'll provide updated contact information in the August newsletter; in the meantime, be sure to thank Arla for all her service over the years! It's been greatly appreciated!*

### **Practice Makes Perfect**

*Lynda Zugec, M. A.  
The Workforce Consultants*

Have you ever thought about how leaders are assessed? Have you ever conducted assessments and wondered what others are doing to assess their leadership teams? We solicited the expertise and guidance of Dr. Ameetha Garbharran who specializes in the area to find out more. Read on for some best practice tips!

#### ***Best Practices in the Use of Assessments for Selecting Leaders***

***by Dr. Ameetha Garbharran***

Assessments in the I-O Psychology domain have the potential to objectively measure whether leaders applying for jobs and those identified as high-potential candidates for succession into senior roles, possess the cognitive abilities, personality attributes, behavioural competencies and emotional intelligence required for success. Used properly, assessments can provide powerful information to answer talent questions such as:

- Does an applicant for a senior executive role possess the competencies required to help drive the organization towards its strategic goals?
- Does an effective leader have the potential to advance to the next level and form part of the organization's leadership pipeline?
- What critical leadership gaps does an organization need to build capacity in to remain competitive and relevant?

As I-O Psychology practitioners, we have a professional and ethical responsibility to ensure fairness, objectivity and good practice when identifying talent for leadership selection and succession planning. Therefore, we should strive to leverage assessments properly and empower our clients to make talent decisions in accordance with best practice principles. The benefits of doing so could be significant. Identifying leaders with the right mixture of talent and potential can yield highly productive and motivated individuals who are committed to achieving strategic goals. Organizations could realize substantial returns on investment by attracting and promoting the right people who produce outstanding results and optimally lead their teams to maximize bottom-line profits. In addition to the financial gains, organizations could bolster their reputation and credibility when they objectively and responsibly leverage assessments to make leadership selection and promotion decisions that are legally defensible.

Here are my top 3 best practice tips for using assessments to select effective leaders.

#### ***Tip #1: Understand the position ... avoid assumptions***

In theory, the starting point of any assessment project should always, without exception, be a clear understanding of the leadership position for which you are assessing (Peterson & Jeanneret, 1997).

In practice, however, I have been approached to engage in leadership assessment initiatives where there is insufficient information provided about the position. So what should you do when confronted with the challenge of assessing for leadership potential in the absence of clear information about what constitutes an effective leader in your specific context?

An important first step is to not make assumptions about the position for which you are assessing. Rather, consult the organization for any documented information they have about the role. Some may have undertaken a formal job analysis or competency design project to arrive at an understanding of the responsibilities and competencies required for successful leadership performance. If this information is not available, and it is not feasible for you to undertake a formal job analysis or competency design project, then start with the job advertisement and other similar documented evidence about the position such as performance objectives and roles and responsibilities in performance review forms. A review of this information should help you to construct a profile of the individual qualities and competencies that leaders would need to possess in order to perform successfully in a specific position within a specific organization.

If there are gaps in your understanding, while it may be tempting to fill these by making assumptions based on your previous experience with assessing other leaders at the same level or other leaders in different organizations within the same industry sector, you are strongly encouraged to avoid such assumptions. Instead, if you have questions, it is recom-

mended that you speak to subject-matter experts within the organization to obtain answers and build a comprehensive picture of what a good leader looks like based on actual organizational requirements rather than on best-guesses or assumptions. Using this information as the input to designing your assessment strategy will help to ensure alignment between the assessments you choose and the requirements for effective leadership performance and this, in turn, will help you identify candidates with the right talent and potential to fill these positions.

***Tip #2: Not all assessments are created equal ... be discerning about which assessments you choose***

Once you have a clear understanding of the individual qualities, personality attributes and behaviours that will lead to effectiveness in the leadership position for which you are assessing, the next step is to identify appropriate assessments that measure these constructs. When shopping around for assessments, it is important to understand that not all assessments are created equal. At face-value, one personality questionnaire, for example, may look the same as another. However, one may be a trait-based assessment while another might be type-based. One may be developed specifically for use in employment contexts whereas another may be more suitable for use in clinical settings. Thus, it is important to understand the nuts and bolts of the assessments you choose because the quality of this choice will inevitably inform the quality of the leadership selection decisions that you are able to make based on the results they yield.

Here are some useful considerations when reviewing assessments to evaluate their suitability:

- How was the assessment developed, for what purpose and what does it measure?

You want to select assessments that were specifically developed to measure the individual qualities, personality attributes or leadership behaviours you identified as critical for success in the position for which you are assessing. You also want to ensure alignment between the theoretical foundations on which assessments are constructed and the ideological foundations on which your assessment strategy is grounded. For example, using an assessment like the Rorschach Inkblot Test, which is grounded in psychoanalytic theory, may not make sense for predicting leadership performance in the context of a competency-based selection process which is more grounded in the behavioural tradition in psychology. Finally, you want to ensure that assessments are used in the contexts for which they were intended. Therefore, you would not want to use tests designed for clinical applications to make employment decisions in organizational settings.

- Has the assessment tool or method been linked, through scientific research, to effective leadership performance?

Well-constructed assessments, especially psychometric assessments such as cognitive ability, personality and emotional intelligence tests, are usually based on a solid foundation of statistical research which supports their reliability and validity.

Review the reliability and validity research to assess the extent to which you can be confident that the assessment accurately measures the constructs it claims to measure, consistently and stably (Rosenthal & Rosnow, 2008). An assessment should satisfy three validity conditions. It should possess content validity, construct validity and most importantly, for leadership selection, it should possess criterion-related validity i.e. the research should demonstrate a predictive relationship between performance on the assessment and job effectiveness e.g. performance ratings or financial measures such as the dollar amount for the annual number of deals closed. Cast a critical eye over the reliability and validity research presented by test developers in their technical manuals and form your own conclusions about the utility of their findings based on the rigor of their research methodology, the size of their samples, the generalizability of the results based on the contexts and populations used, etc. You are encouraged to also look in academic journals for independent research evidence about the assessments you intend to use to assess how reliable, valid and useful they have been in other organizations for applications similar to the one you are planning.

In addition to reviewing research about specific assessment tools (such as SHL's OPO or MHS's EQi), it may also be useful to evaluate the reliability and validity research associated with the assessment methods you intend to use e.g. personality assessments, competency-based interviews, assessment centres, etc. to determine their utility in the leadership selection arena (Schmidt & Hunter, 1998). If they have been used successfully before, they are likely to serve you well and, if not, you will be alerted to some of their pitfalls and can take steps to avoid them. An important point to remember as you design your selection process is that there is no single assessment tool or method that will provide you with all the information you require to determine the best fit between your leadership candidates and the positions for which they are being considered. It is, therefore, advisable to follow a multi-method approach using a number of different assessments, each of which are effective at measuring different aspects of your leaders. This will help you to formulate a comprehensive picture of their abilities, personality, emotional intelligence and competencies to use as the basis for determining the degree of fit against the requirements for effective performance you identified when you researched the position.

***Tip #3: Make fair and objective decisions based on the evidence ... there is no room for subjectivity in predicting leadership success***

So, you collected information about the position and selected and deployed appropriate assessments to measure candidates against the criteria you identified for leadership success. You now are responsible for making a decision or recommendation about the extent to which your candidates are suitable for the position. Do they have what it takes to be successful leaders in the organization? To answer this question, your task is to match the candidates' assessment results against the criteria for leader-

ship effectiveness you defined in the first step and evaluate the level of fit.

It is important to emphasize that a fundamental pre-requisite to fair and objective decision-making in the leadership selection process is consistency and standardization in the application of the process to all applicants. Although this seems obvious, I have, unfortunately, encountered this deviation from best practice far too many times. Candidates with graduate degrees from a specific school or who previously worked at a certain organization are treated preferentially and are put through a completely different selection process compared to others who applied for exactly the same position. This is unfair, unethical and unlawful. It introduces subjectivity into the decision-making process and jeopardizes the organization's chances of accurately identifying and appointing the best candidate for the role. This could cause severe reputational damage for the organization and may have serious legal ramifications if it is proved in a court of law that unfair selection practices were engaged in.

Beyond ensuring consistency in the process by subjecting all applicants for a position to exactly the same assessments, the data collected from the assessment exercise should be also integrated consistently, using the same decision-rules, to match candidates against the leadership requirements identified for the role. This will eliminate the potential for subjectivity and will prevent common problems such as hiring managers selecting leaders in their own image (Wood & Payne, 1998) or filling critical positions based purely on subjective recommendations which are not related to the requirements of the leadership position in question.

So there you have it. Try these best practice tips the next time you are hiring for a leadership role or identifying suitable internal candidates for a promotion opportunity. Done properly, the results of a well-conceptualized and expertly executed assessment process will elevate the quality of your talent decisions and ensure that you select leaders of the highest calibre.

### References

Peterson, N.G. and Jeanneret, P.R. (1997). Job Analysis: Overview and Description of Deductive Methods. In D.L. Whetzel and G.R. Wheaton (Eds.), *Applied Measurement Methods in Industrial Psychology* (pp. 13-50). Palo Alto, California: Davies-Black Publishing.

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*About Dr. Ameetha Garbharran*

Dr. Ameetha Garbharran specializes in the use of assessments for leadership selection and development. Based in Toronto, Ontario she consults with clients to help them realize maximum return on their investment by using objective assessments to make key talent decisions. She holds a Ph.D. in Psychology from the University of the Witwatersrand, Johannesburg, South Africa and is a registered I-O Psychologist (Independent Practice) with the Health Professions Council of South Africa (PS0072621). You can contact her directly at [ameethag@gmail.com](mailto:ameethag@gmail.com).

### 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.

This issue we examine a bit of a different article: a review article, not an empirical article. The reason for the change is to commemorate the moving on of a couple of our CSIOP board members, as this article is by none other than our own Silvia Bonaccio (who is stepping down as CSIOP Chair and assuming the Past Chair role) and François Chiochio (who is stepping down as CSIOP Program Coordinator after having served a variety of roles over the past few years, including as Chair himself!). Together with their colleagues Jane O'Reilly and Sharon O'Sullivan (all from the University of Ottawa), Silvia and François recently published a review of nonverbal behaviour and communication in organizational research in the *Journal of Management*.

Nonverbal behaviour and communication encompasses a wide variety of topics – think vocal tone, body posture, facial expressions, scents, eye gaze, and use of touching – but the field of organizational psychology has paid relatively little attention to it. Although it's generally recognized that how something is being said can be just as important as what is being said, this insight hasn't really been capitalized on by organizational psychologists. There are some exceptions – research on emotional displays and display rules in particular, and the effect of nonverbal behaviour in interview settings – but by and large the field remains wide open.

Silvia and François argue that nonverbal behaviour and communication deserves more attention. For instance, how do we know when a hug is appropriate in the workplace? What, exactly, are the consequences of getting inside someone's personal bubble? When does a curious gaze linger too long and become threatening? More generally, they argue these sorts of nonver-

bal cues likely play a role in many organizational psychology topics, from relationships between leaders and followers, to how hierarchies and social control are established, to how we make inferences about how nice our coworkers are. Their article outlines directions for future research, as well as touching on how to go about doing this sort of research (e.g. analyzing vocal pitch, following eye gaze, etc.)

For a more detailed look at the role nonverbal behaviour and communication can play in organizations, I encourage you to read their full article; the full citation is as follows:

Bonaccio, S., O'Reilly, J., O'Sullivan, S. L., & Chiochio, F. (in press). Nonverbal behavior and communication in the workplace: A review and an agenda for research. *Journal of Management*.

*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

From the Editor's corner, it has been business as usual. Our social media presence continues to grow. If you still haven't followed us on Twitter (@csiop\_scpio), Facebook, LinkedIn, or pulled up the website, you're missing out on some incredible content. Most recently, Duygu Gulseren published a blog about how technology will influence the employment of women, and the role I/O psychology can play in this realm. Log on to the Practitioner Blog to read the entry and share your thoughts.

Over the next few weeks, you'll see some exciting content. Next week, we'll be posting an article by Stephanie Gilbert (of Cape Breton University) about the transition from I/O graduate school to a management faculty position. This should be hotly anticipated by our student and academic members in particular. In addition, I will be releasing a piece about burnout in academia, along with thoughts from established and mid-career academics.

Finally, you'll see the debut of a brand new column highlighting interviews with researchers in I/O psychology in Canada. This column, written by Tim Wingate and Clara Lee (University of Calgary) highlights the work of John Meyer in the inaugural column, with a new interview with Rick Hackett to come soon.

With CPA approaching in Victoria next month, we're looking forward to connecting with you. Post pictures from the conference online, and use the hashtag "#CSIOP" so we can find and

compile your pictures.

#### Webmaster Update

François Chiochio, PhD  
Telfer School of Management, University of Ottawa

Hello everybody! After a little more than one year of operations we have very good feedback on our website. One thing that we were asked to improve however is the password function. For maximum security we originally programmed the site to generate a password for all its member users. The password was weird and complicated which are two good characteristics of a secure password procedure. However many members found it cumbersome and as a consequence did not visit the members' section as often as they wanted to. We have fixed this. You can now choose your own password if you are not satisfied with the one the system generated for you. There are two ways to change your password. The first is the easiest: send me an email at [webmaster@csiop-scpio.ca](mailto:webmaster@csiop-scpio.ca) using the email that serves as your username. In that email—and if you trust me—indicate the new password you wish to use. I will then make the change for you. The second way to change your password is to manage the process yourself. I have created a special page on our website that describes the procedure. Go to Change password procedure from the Members' section.

#### Student Update

Isabelle Tremblay  
Université de Montréal

Hi Everyone! We are only a few weeks away from our annual convention! In this newsletter edition you will find details about the convention, the much anticipated Student-Mentor activity and more.

#### General information about CPA and CSIOP

The official program will soon be available on our website. Keep an eye open for it as there will plenty of interesting presentations from the I/O section to keep you busy this year. There is one session that you won't want to miss and it's the newest version of the student symposium. This year we innovate with a three minute competition-like symposium where students will present their research in a short time and judges will vote for the best presentation. Make sure you come support your fellow students!

If you have a poster and are a member of CSIOP, you will be eligible for the poster awards (go here for more info: <http://csiop-scpio.ca/awards/student-poster-awards.html>). Also the RHR-Kendall award winner and the new student representative will be presented at the I/O & Military event held on June 10th. The details about this event will be posted on our website.

### *Good conversation plus free food and drinks*

This year the student-mentor activity will be held on **June 9th possibly from 5:30 to 7:00 PM**. The exact time and location will be sent to you in an email. In the upcoming weeks I will provide you the list of our mentors and it will be available in the member section of our website. This will help you prepare your questions in advance. Based on last year success, we will move forward with the new format. Again this year, the activity will last longer (i.e. an hour and a half). This will allow you to have more time with each mentor. Moreover, mentors have been invited to stick around after for informal chat. This will give you the opportunity to seek those mentors with whom you'd like to engage in a deeper discussion. Finally, students will be paired according to their interests and what year they are in. Thus, **I need the following information if you plan to attend:** a confirmation that you will be there for the student-mentor activity, a proof of your CSIOP membership (screen shot is accepted), what year you are in, what program and university you are in, what are your interests (academic, practice or both), and, if you are in a master degree, do you plan on doing a Ph.D or not. If you wish to participate, you must send your confirmation to [studentrep@csiop-scpio.ca](mailto:studentrep@csiop-scpio.ca). Food and drinks will be provided!

Finally, we are still looking for contributors to our Student Blog. If you are interested, please make sure to contact us. We welcome everyone and you get to choose what you wish to write about as long as it fits CSIOP broader vision.

I am eager to see you all in Victoria!

### **The Convention Corner**

*François Chiocchio, PhD*

*Telfer School of Management, University of Ottawa*

The CSIOP program for Victoria 2016 is now on our web site. Go to the [Events](#) tab to see the amazing line up of speakers in our IO program track. I think you will be pleased with the variety of topics and speakers. The latter represent a nice cross-section of Canadian IO psychologists, from students to established colleagues.

This year is particularly special for CSIOP. We are proud to have our very own Kevin Kelloway (Saint Mary's University) as this year's President of CPA. This means that the General Assembly on Thursday morning will have a nice focus on IO. I hope to see you all there to hear Kevin give his Presidential Address on evidence-based mental health in the workplace.

Later that day we have a symposium on dark personalities in the workplace and the I/O poster session. We will be running our annual student poster competition, and when I say running I mean it! Watch out for the judges as they go from poster to poster to hear the students give them the details of their research. We will be crowning the three winners at the end of the poster session, so be sure to stick around!

On the Friday, Julian Barling (Queen's University) will give his Plenary Address during the CPA Lunch Plenary Session. He will be discussing leaders' mental health at work. Other events that day include a symposium on psychological health and safety, as well as a workshop on reducing the research-practice gap. Knowledge mobilization is a growing concern for researchers and practitioners; and we are happy to have a

### **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 us ([chair@csiop-scpio.ca](mailto:chair@csiop-scpio.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 contactez-nous ([chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca)).

workshop aimed at developing relevant skills.

Two more program highlights on Friday are our invited speaker's address. Steven Rogelberg (University of North Carolina Charlotte) will deliver an address on a topic that we can all relate to: the science of meetings at work. Immediately following Steven's talk will be the Student Three Minute Talk Competition. I hope that the entire IO community in attendance at the conference will come and hear the students present their research in this innovative format. The audience will be invited to vote for the winner, which will be announced later that evening at the Military/IO social. But, before we all attend the Social, we will be capping off the day with our Annual General Meeting.

Following tradition, we will have a Student-Mentor activity on Thursday and a joint Military/I-O event on Friday evening. Thanks to our student rep Isabelle Tremblay and the military section's chair Damian O'Keefe for organizing these two events. Damian is also a CSIOP member and has served on the Executive for many years until last year.

I can't wait. See you in Victoria!

**Today in Person, Tomorrow on Facebook:  
Background and Commentary on Privacy Law in Canada  
and the Doe Case**

*Erika L. Ringseis<sup>1</sup>*

**Background:**

The Personal Information Protection and Electronic Documents Act ("PIPEDA") governs the collection, use and disclosure of personal information by organizations operating federally, or in provinces that have not yet enacted their own privacy legislation.<sup>2</sup> You may remember the flurry of activity about 13 years ago, when car dealerships, hair salons, department stores and many other service organizations began to send you notifications about what personal information they had of yours, how they intended to use it, and how they would appreciate your consent. The concept of consent and reasonable use of personal information was just developing as the use of online technology exploded. Now we expect to click past links to organizations' privacy policies and to check off "I agree" to disclosure statements in any commercial transactions.

PIPEDA, PIPA and other privacy legislation is grounded in the fundamental principles of consent and reasonableness. Personal information about individuals should only be collected, used or disclosed if it is reasonable in the circumstances and if the individuals have granted clear consent for the collection, use or disclosure. The legislation goes further to highlight the right to individual access to personal information, how information should be retained, protected and destroyed as well as the rules regarding breaches to personal information security.

What our Canadian privacy legislation does not address is the

harm that can result to individuals if their personal information is accidentally or deliberately collected, used or disclosed in an unreasonable or inappropriate manner by other individuals. Although we have a general sense of valuing privacy and we have tort laws that address issues like defamation, breach of copyright and property rights,<sup>3</sup> there was, in Canada, no recognition of "breach of privacy" as an actionable claim on its own in the court system prior to 2012.

In 2012, the Ontario Court of Appeal held that "intrusion upon seclusion" was a ground for damages when a bank employee used her access to examine the bank accounts of her spouse's former wife on a number of occasions.<sup>4</sup> Spoiler alert: the employee was found liable for her intrusion upon the seclusion of the ex-spouse. Thus, the categories of tort law in Canadian common law jurisdictions continue to grow and the groundwork was laid in Ontario for the case of *Doe v. D.*<sup>5</sup> Although the Doe case is not an employment law case per se, the concepts of privacy and internet bullying and the final verdict are applicable to the employment world.

**Facts & Decision:**

An ex-boyfriend and childhood friend of Ms. Doe, a young woman in university, convinced her to send him a sexually explicit video. The ex-boyfriend, referred to in the case as "D.", promised her that no one else would see it and implied that she owed him the video, given similar footage that she had of him. Within hours of Ms. Doe relenting and sending the video, "college girl pleasures herself for ex boyfriends (sic) delight" appeared on a pornographic website. Childhood friends were directed to the site and many people in Ms. Doe's hometown quickly became aware of its existence.

Although D. removed the video from the website upon his mother hearing of the posting, the damage had been done. The video had been seen, perhaps downloaded and saved, by a number of people. Ms. Doe was embarrassed and humiliated, and began suffering from panic attacks, had to defer her exams and became so physically and emotionally distraught that she was unable to eat or sleep. She spent her days crying and had to seek counselling help. Eventually, she was able to return to university and complete her schooling, but she remains emotionally fragile.

The Court's analysis, discussion and reasoning was not favourable to D. In addition to finding liability on the basis of breach of confidence and other torts, the court discussed whether a breach of privacy existed. The judge wrote:

In recent years, technology has enabled predators and bullies to victimize others by releasing their nude photos or intimate videos without consent. We now understand the devastating harm that can result from these acts, ranging from suicides by teenage victims to career-ending consequences when established persons are victimized. Society has been scrambling to catch up to this problem and the law is beginning to respond to protect

victims.<sup>6</sup>

The court proceeded to analyze the tort of intrusion upon seclusion from the *Jones v. Tse* case, but concluded that this instance was representative of a different type of tort:

While the facts of this case bear some of the hallmarks of the tort of “intrusion upon seclusion”, they more closely fall within Prosser’s second category: “Public disclosure of embarrassing private facts about the plaintiff.” That category is described... as follows: “One who gives publicity to a matter concerning the private life of another is subject to liability to the other for invasion of his privacy, if the matter publicized is of a kind that (a) would be highly offensive to a reasonable person, and (b) is not of legitimate concern to the public.”<sup>7</sup>

The court ultimately granted Ms. Doe damages in the amount of \$100,000, plus interest and some legal costs. Further, the court ordered the defendant to destroy immediately all intimate images or recordings of Ms. Doe, prohibited him from disclosing the intimate images or video in any manner, and permanently prohibited the defendant, or his family, from communicating with Ms. Doe or her family.

#### **Discussion:**

I recently bought a colleague a cute birthday card with a person running around the office uncloned and inside the caption, “Enjoy your birthday...but what happens today shows up on Facebook tomorrow.” Indeed, whether it be in the personal realm or at work, privacy legislation and case law is struggling to keep up with the changing landscape of personal information protection and improper collection, use or disclosure. As employers, we need to ensure proper policies and procedures are in place to address the reasonable collection, use, disclosure, storage and destruction of personal information. On a personal note, a wise employee, indeed a wise individual in any context, will think carefully before posting social media comments or pictures that are created in moments of anger, revenge, lust or greed. Heed the words of the Ontario court judge:

Lastly, I wish to commend the plaintiff for her courage and resolve in pursuing the remedies to which she is entitled. She has experienced considerable psychological pain arising from the events in question, and has been called upon to relive and recount these events in the course of this litigation, thereby reviving painful memories. Given the lack of precedent in Canadian law for such a claim, she had no assurance of the outcome. Quite apart from the personal result for her, her efforts have established such a precedent that will enable others who endure the same experience to seek similar recourse.<sup>8</sup>

*at TransCanada. With a background in employment law and industrial psychology, Erika is keenly interested in privacy concepts and notes how much has changed since social media burst into our lives.*

<sup>2</sup> See, for example, the Personal Information Protection Act (“PIPA” in Alberta, which is very similar to British Columbia’s PIPA).

<sup>3</sup> Tort law is the common law concept of a wrongdoing against another, even if it is not a criminal act.

<sup>4</sup> See *Jones v. Tse*, 2012 ONCA 32, available online: <http://www.canlii.org/en/on/onca/doc/2012/2012onca32/2012onca32.html>.

<sup>5</sup> You know it is going to be an interesting case when only code names and initials are used...*Doe v. D.*, 2016 ONSC 541, available online: <https://www.canlii.org/en/on/onsc/doc/2016/2016onsc541/2016onsc541.html?resultIndex=1>

<sup>6</sup> Para 16.

<sup>7</sup> Para 41.

<sup>8</sup> Para 71.

## **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)

<sup>1</sup> Erika Ringseis is the Manager of HR Compliance and Programs

## Call for Canadian Volunteers: The SIOP Education & Training Committee

The SIOP Education & Training Committee is currently forming a subcommittee in order to get a better grasp on the *education of I-O from an international perspective*. With the recent revision of the SIOP Guidelines for Education & Training in Industrial-Organizational Psychology, there is an interest and a need to 1) more comprehensively understand other models of I-O graduate and undergraduate education and training outside of the U.S.; 2) identify where there may be points of development for ensuring that SIOP members are better aware of models of I-O training and education outside of the U.S.; 3) foster relationships with other organizations outside of the U.S. to aid in a better integration across countries regarding I-O training and education. We are especially interested in creating a subcommittee with members from a diverse set of countries/programs, in order to provide a truly international perspective on this important issue. Current SIOP members who are familiar with graduate and undergraduate I-O programs outside of the U.S. and who are interested in assisting in this effort are strongly encouraged to contact the Chair of the E&T Committee, Dr. Joseph Allen ([josephallen@unomaha.edu](mailto:josephallen@unomaha.edu)) or the chair of the subcommittee, Dr. Marissa Shuffler ([mshuffl@clemson.edu](mailto:mshuffl@clemson.edu)).



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2015-2016 EXECUTIVE, NEWSLETTER EDITOR, & LISTSERV COORDINATOR  
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Sunjeev Prakash  
RCMP, Assessment and Research/Évaluation et  
recherche  
Ottawa, Ontario

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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.