



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

NEWSLETTER

The Industrial-Organizational Section of the Canadian Psychological Association

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CONTENTS

1. Comments from the Chair
2. CSIOP Program
3. CPA 2001 Pre-Convention Workshop
4. Membership Report
5. CSIOP Student News
6. The I/O Files
7. HR.COM
8. Controversial Corner
9. Research in the Canadian Forces and the Department of National Defence
10. The Ottawa I/O Psychology Group
11. OCHOW and CSIOP
12. Future CPA Convention Sites
13. University of Guelph
14. A Word from IPAT
15. CSIOP Executive

COMMENTS FROM THE CHAIR

John Meyer, The University of Western Ontario

By the time you read this, I'm sure you will be back in the full swing of things (maybe you never left) and summer will be a waning memory. I hope that for many of you your visit to Ottawa on the Canada Day weekend to attend the annual CPA convention is one

fond memory that will remain. A lot of hard work went into making the I/O program such a success – congratulations to Stephane Brutus (Program Coordinator) and Marjory Kerr (Workshop Coordinator) for jobs well done. Thanks also to the many people who were there when Stephane and Marjory called on them for help.

As I'm sure most of you are aware, there have been some changes in the CSIOP executive. Our past chair, Lorne Sulsky leaves the executive after serving for many years in varying capacities. His influence will continue to be felt for years to come (by which time I'm willing to lay odds he's back). Others who are leaving the executive are passing the torch to very capable hands – Stephane Brutus to Shaun Newsome, Marjory Kerr to Peter Hausdorf, and Martin Royal (Student Representative) to David Stanley. Martin had a very busy year and did an excellent job of linking our Web site to those of I/O and related graduate programs. If you haven't done so already, I would recommend you check it out. As I move from chair-elect to chair, I am extremely pleased that Joan Finegan (Secretary/Treasurer), Arla Day (Membership Director), Kim Baron (Newsletter Editor) and Yvonne Sell (Communications Coordinator) are

continuing on in their positions. All did outstanding jobs and will make my life a lot easier (my wife thanks them too!).

This brings me to the two individuals in the other chair positions. Gary Johns moves to past-chair (with some relief I sensed!) after a very successful year as chair. Unfortunately, while Gary was able to work in his thanks to his executive at the annual general meeting (AGM), he left us no time at the end to acknowledge his efforts. On behalf of all of last year's executive and the members of CSIOP, let me express our sincere appreciation to Gary. But remember, the job's not done – I'll be relying on your guidance as we try to get through the upcoming year. Finally, in taking a strong handoff from Gary, it is nice to know that, if I fumble, our chair-elect, Ramona Bobocel, will be there to pick up the ball with strong leadership next year (sorry for the football analogy but it IS that time of year – go Mustangs! – but I digress). Ramona will be on sabbatical this year visiting various parts of the world but, thanks to modern technology, will be able to keep an eye on what's going on with CSIOP.

Getting back to the conference for a moment, there were two issues addressed at the AGM that have implications for our members. First, we discussed the fact that CSIOP has been approached by companies interested in purchasing our mailing list. A motion was passed to allow the executive to discuss this issue and reach a decision. After considerable deliberation, the executive decided that we would be willing to sell our list as long as the purchaser would be using it to distribute information of potential interest to our members. Each request will be carefully screened by members of the executive. Selling our mailing list was seen as one way of generating revenue for CSIOP. Our decision to go ahead with this was motivated, in part, by the fact that the CPA

membership list is already available – we will simply be providing a more specialized list to those who want to target their distribution to an I/O psychology audience. For now, we will only be selling the addresses of those who are CPA members. When we next update our membership directory, you will be asked whether you agree to have your address included on the list we provide to customers. In the meantime, if you have any questions or concerns about this policy, please direct them to me and we will discuss them at the next planning meeting.

The second issue had to do with the electronic distribution of the newsletter. We have not yet reached a decision on this issue but are continuing to look into the potential benefits and drawbacks of electronic distribution. Again, if anyone has any concerns about this mode of delivery or suggestions about how it might be accomplished most efficiently, please let us know. Addresses for members of the executive are listed in the back of this newsletter.

Immediately following the AGM in Ottawa, several members of the executive met with Gary Latham (just before he passed the CPA President's gavel to James Ogloff – see the picture of the official passing on the front page of the summer Psynopsis), John Service (CPA Executive Director), and Jennifer Veitch (Director-at-Large and Convention Committee Chair). CPA has been working on establishing a relationship with an organization that operates the Web site HR.com. HR.com offers information about HR issues and has the potential to reach a very large audience. To increase the attraction to their site, however, they need good content. CPA members, and CSIOP members in particular, are potentially valuable sources of information for HR.com. In the short-term, the major benefit of this relationship to CPA and CSIOP is increased visibility. In the long

term, there may be financial implications. To facilitate this arrangement, it was necessary to have a coordinator whose job it is to solicit and receive articles for posting on HR.com. Gary Latham volunteered to take on this position to get the ball rolling. His article in this newsletter provides more information about this co-operative project and describes how CSIOP members can participate. If you have any questions or concerns about CSIOP's involvement in this project, please pass them along to me or to Gary Latham.

Speaking of co-operative relationships, let me also direct your attention to an article in this newsletter by another of our members, John Simone. John is executive assistant to the executive director of the Occupational Health Clinics for Ontario Workers Inc. (OHCOW) Sudbury Clinic. He provides a description of OHCOW and its mission and suggests that there may be mutual benefits to collaboration with CSIOP and its members. If anyone has suggestions for how we might facilitate this or other co-operative relationships, we'd love to hear from you.

In closing, let me remind you that this newsletter is intended as a vehicle for the exchange of ideas among our members. If you have issues you would like to raise, or reactions to anything you've read in the newsletter (remember the Controversial Corner is supposed to be just that – controversial!), please send your submissions to Kim Baron. Thanks again this year to Société Pierre Boucher for their sponsorship of the newsletter.

CSIOP PROGRAM
2001 CPA Convention, St Foy, QC
June 21-23
Shaun Newsome, Program Chair

As the CSIOP Program Chair for the 2001 CPA Conference, I'd like to extend my

thanks to Stephane Brutus for his efforts in organizing this year's past program. It was one of the largest yet. I am pleased that he has promised to act as a sounding board and my personal advisor for the upcoming conference. My hope is that we will continue to grow our conference program.

This year's deadline for submissions is October 27. I am sure it will be here before any of us are quite ready. However, CPA is encouraging you to submit as early as possible. Submissions may be for posters, oral paper sessions, symposia, theory review sessions, workshops, and/or conversation sessions. Details regarding the submission process and accompanying forms can be found on the CPA Web site in PDF format. They were also included in the summer issue of Psynopsis.

I am hoping that there will be plenty of scheduling challenges this year. I hear it is a sign of growth. If you have any questions concerning the submission process or any ideas for submissions, I can be contacted via e-mail at shaun.newsome@sobeys.com or in person at 902-752-8371.

CPA 2001 PRE-CONVENTION WORKSHOP

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

As I embark on my new role as Pre-Convention Workshop Coordinator, I want to extend a sincere thank-you on behalf of all members to Marjory Kerr who, by all accounts, did an excellent job as workshop coordinator this past year. Not only was the session on Honesty Testing in the Workplace by Kevin Murphy well attended and favourably reviewed, it was a moneymaker as well! Marjory has set a high standard, which I hope I can live up to.

As some of you may recall, during the CSIOP general meeting at CPA 2000 we

collected your suggestions for the 2001 workshop. First of all, I want to thank all of you who contributed ideas. I have conducted a detailed multivariate analysis of the results including cluster analysis and structural equation modeling and have come up with the following short list (not really, but it sounds better than I simply counted the chits of paper I received and grouped them based on shared content). As might be expected, there was great diversity in the suggestions, so I will be looking for a little more feedback from you. Also, we are discussing the possibility of having the same person who is conducting the workshop deliver the invited address so timely feedback is important here (your comments on this would be helpful too).

Here is the list of most popular topics (with suggested speakers when identified).

Topics	Suggested speaker(s)
Organizational justice/citizenship	Jerald Greenberg, Rob Folger, Dan Skarlicki, Gary Latham, Ramona Bobocel
Turnover and absenteeism	Jeff Sager, Gary Johns
Consulting skills/individual assessment/executive coaching	
Technology and HR (e.g. internet, HRIS)	
Research skills (cross cultural, meta-analysis, publishing in top tier journals)	Christine Oliver
Group dynamics (I/O in small versus large organizations)	

Although I expect to be contacting some of these speakers for preliminary discussions (e.g. are they available, willing, etc) and looking into potential speakers for the other topics, I would like additional input from you because a clear consensus did not emerge from the data. SO I NEED YOUR HELP! The only comment I have is that I believe

that the workshop should be focused on skill development as well as knowledge building and therefore topics should reflect both. In order for the workshop to be a success I need you to help me prioritize from the list above. Please send any comments to me ASAP at hausdorf@psy.uoguelph.ca. Thanks!

MEMBERSHIP REPORT

Arla L. Day, Membership Coordinator

Our membership has reached an all-time high of 239. Our goal is to increase this number for 2001. If you know of any interested I/O types who are not members of CSIOP, please encourage them to check out our Web site and give me a call.

We have had a few new members over the summer and a few address changes (remember to send any change of address information to me).

WELCOME TO OUR NEW MEMBERS:

Gary Michael Allen; 3970 Selkirk Place, Mississauga, ON, L5L 3L5

Natalie Allen; Department of Psychology, U of Western Ontario, London, ON, N6A 5C2

Steven F. Cronshaw; Department of Psychology, U of Guelph, Guelph, ON, N1G 2W1

Neil Fassina; 105 St. George Street, Toronto, ON, M5S 3E6

David C. Forster; 2570 Fifth Line Rd., RR 1, Dunrobin, ON, K0A 1T0

Kang Lee; Department of Psychology, Queen's University, Kingston, ON, K7L 3N6

Alan C. Okros; 795 Hauteview Crescent, Orleans, ON, K4A 2M2

Rachel Paradis; 285 Laurier, Apt. 2001, Hull, QC, J8X 3W9

Rosemary Park; 89 Fern Valley Crescent, Richmond Hill, ON, L4E 2J6

Sandra Rever-Moriyama; 2760 Cyprus Ave SW, Calgary, AB, T3E 7A2

Michael Teed; Department of Psychology, Saint Mary's University, Halifax, NS, B3H 3C3

James Thacker; Faculty of Business,
University of Windsor, Windsor,
ON, N9B 3P4

Peter Warshaw; RHR International,
330 Bay Street, Suite 1210,
Toronto, ON, M5H 2S8

**PLEASE NOTE THE FOLLOWING ADDRESS
CHANGES:**

Marc C.A. Berwald; Managing Director,
Organizational Studies, Inc.,
759 Square Victoria, suite 105,
Montreal, QC, H2Y 2J7

Jamie Gruman; 492 Doane Rd. E.,
Newmarket, ON, L3Y 4V8

Samantha Hansen Montes;
165 Green Valley Dr., Unit 5,
Kitchener, ON, N2P 1K

Rhena Izzo; 530 Laurier West, Apt.305,
Ottawa, ON, K1R 7T1

Douglas McKibbin; School of Health
Sciences, University of Lethbridge,
4401 University Drive, Lethbridge,
AB, T1K 3M4

Shaun D. Newsome; Sobeys Inc.,
115 King Street, Stellarton, NS, B0K 1S0

Thomas O'Hara; 819-80 Front Street East,
Toronto, ON, M5E 1T4

Aaron Schat; 55 Regent Street, Guelph, ON,
N1E 4W5

Jill Sullivan; Human Resources and
Organizational Development Directorate,
Canada Mortgage and Housing Corporation,
700 Montreal Rd. A1-109, Ottawa,
ON, K1A 0P7

CSIOP STUDENT NEWS

David Stanley, M.A., U of Western Ontario

I know everyone is scrambling with the rush of the new academic year, but I would like to take the time to introduce myself. My name, as you can guess from the article by-line, is David and I'm the new student representative. I completed my B.A. in Psychology at the University of Waterloo and I'm currently working on my Ph.D. at the University of Western Ontario. My research interests include organizational change, work attitudes, and methods of data analysis. By and large my interests

tend to be academic, however, I am also intrigued by the practical difficulties associated with implementing theory in organizations.

I'm very pleased to be able to serve as CSIOP's student representative. I hope that my position will provide me with the opportunity to get to know more about all of you – both in terms of your research and your career concerns. Moreover, I look forward to sharing my interest in I/O with undergraduates considering a career in our field.

At this point, I must take the time to solicit student poster submissions for the CPA/CSIOP conference next summer. That's right, the time to submit an abstract for the student symposium is here already! I know it seems far away right now, but I encourage everyone to take the time to write up your work and share it with the rest of us. The deadline for submitting poster abstracts to CPA is October 27th. If you don't have anything to write up at this point, be sure you still make plans to attend the conference. I'll be organizing a student social hour so that we all get to know each other a little better!

So now that you've heard from me, I'd like to hear from you! Toward that end, I'll be sending an e-mail survey to CSIOP *student* members to learn about your CSIOP experiences. In particular, I'm interested in learning about what makes being a CSIOP member a valuable experience for you. Is there more that CSIOP could do for you and your career? As well, if you have any topics that you think should be addressed in the survey – please let me know!

Best wishes to all -- and good luck with the fall rush.

THE I/O FILES

Arla Day

Welcome to the I/O Files (Chronicles of the paranormal in I/O psychology) and thanks for everyone's input for this edition!

Conferences

The Academy of Management was held in Toronto in August. I was unable to attend, but people who did attend noted that it was a great (if somewhat overwhelming) conference!

Remember the CPA deadlines for submitting a paper is October 27. If you don't have a submission form, you can get one by contacting CPA at 1-888-472-0657 or you can check out their Web site (www.cpa.ca).

If you want to attend a conference in a more exotic locale... why don't you check out the 10th European Congress on Work and Organizational Psychology to be held in Prague (yes, in the Czech Republic) on May 15-19. The deadlines for submitting a paper (they only require an abstract) is October 15, 2000. Check out their Web site www.geocities.com/CAPA_cz.

Comings & Goings

Summer has been a relatively quiet time on the I/O front.

However, on the military scene... there has been quite a bit of activity within the military over the past several months. In fact, there is too much news to address in this column. Look for Cheryl Lamerson's article in this newsletter for all the details (P.S. Congratulations to Cheryl for her promotion to full Colonel... she is one of the 10 women at this rank in the Canadian Forces!). Al Okros (promoted to Navy Captain!) has moved to Kingston to be the Director of the Leadership Institute at the Royal Military College.

Jill Sullivan is leaving the Maritimes and heading to Ottawa for her new job as Human Resources and Organizational Development Directorate at the Canada Mortgage and Housing Corporation.

In the spring, Marc Berwald made the move to Organizational Studies, Inc. He is directing the Montreal office and will be building OSI's human resources business for Eastern Canada.

Congratulations and good luck to all of you!

The universities have a new crop of eager I/O students. According to sources in I/O programs across Canada, applications and enrollment are either holding steady or increasing, which bodes well for I/O Psychology in Canada.

Kudos

I always seem to forget the happenings closest to home! Vic Catano (at Saint Mary's U) was elected Vice President for CAUT (Canadian Association of University Teachers). He will certainly do an excellent job! (... and I'm not just saying that because he is my boss, and I'm up for renewal!) Anyway, congratulations!

If you have newsworthy events you want to pass on to your I/O colleagues, please e-mail me at arla.day@stmarys.ca.

HR.COM

Gary Latham

A goal, as President of the Canadian Psychological Association, was to find ways to increase the visibility of and contributions by psychologists to society. This goal is consistent with our vision of: "Advancing Psychology For All".

A step in this direction was the formalization of a relationship with HR.com located here

in Toronto. They have 15,000 subscribers, most of whom are in the United States. They have accomplished this even though they have yet to celebrate their first birthday.

As the Past President, the CPA Board has asked me to serve as the Editor for articles submitted to HR.com. This approval has also been given by the CSIOP Board.

To submit an article to me:

- One must be a member of CPA.
- The article is to be approximately 1200 words in length.
- The audience is HR practitioners. Use the language of a layperson.
- The paper must have a "bias for action". Make explicit what the reader should start doing, stop doing, or be doing differently as a result of reading the article.
- If the article is accepted, I will ask you for your photograph and a brief biographical statement.

For examples, see the article submitted by Steve Cronshaw on the HR.com Web site. My article will appear shortly.

**CONTROVERSIAL CORNER:
Further consequences of the
competencies framework in I/O
Psychology (Competencies for the
sake of homogeneity)**

Robert Léveillé, Dokimos Inc.

Last June, at the CPA convention, a panel of I/O professionals defined the competencies for a variety of I/O jobs. Their conclusion was that university programs do not prepare students well for some of the roles¹. I did not attend, but I obtained the handouts. I want to push the envelope and examine the same issue in a more controversial fashion. Sharing quarters with

psychologists from different fields does not help us at all in some cases. We should have the courage to clearly establish how we differ from them.

The position of our regulatory bodies is that psychologists share a large set of values. At the same time, psychologists need to maintain objectivity and an emotional distance with the people or the organizations they work in. The required competencies described at this summer's CPA conference indicated, to the contrary, a definite need for I/O psychologists to integrate into their environment.

This objectivity is a remnant of the idea that psychologists apply their scientific knowledge. That search for objectivity stems from an old idea of science. It is now commonly accepted that science is not value-free and that the quest for truth is endless. For Karl Popper, the way ideas are generated is not as important as the way they are criticized^{2,3}. Science does not offer truth, but rather ideas that can be discussed and improved. The practitioner who develops a theory about a customer is indulging in a genuine scientific activity providing he criticizes his ideas in a certain way. The only place where I see this being accepted in psychology is in the prescription for the theoretical validation of tests by the APA.

I expect the competencies approach to change this vision of the role of the psychologist. The unity of the profession may suffer in the process, but the KSAOs that I/O Psychologists need to integrate are quite demanding. To understand a neurotic, it helps to know the subject first hand just a little. To understand leadership, it helps to have some.

I want to highlight two specific issues where I see a serious conflict between the values of I/O psychologists and the values of psychologists in other specialties. The first

issue is the attitude about personal power. In *Technology and Power*, David Kipnis explains how medicine established a strong power base by controlling a few tools⁴. For example, surgery became the turf of doctors when infection was discovered to be a problem. He demonstrates how MDs tend to treat their patients less humanely when they can offer an effective treatment. The doctor that has no treatment to offer plays a different tune. For example, surgeons are distant and authoritarian when they are confident they can save you. Oncologists change their tune, and offer more emotional support, from the moment their bag of tricks is empty. Both specialties call for different personalities and it should be no surprise.

In some cases, you have the choice to deal with a distant, but efficient professional, or to be pampered, helped and nurtured by a nice person that cannot really do something for you. Who would you consult? In theory, psychology tries to develop more efficient methods, but we institutionalized tender and honest loving care to the extent that we can hardly apply efficient techniques. The attitudes efficient people naturally develop are forbidden in psychology by our ethical code. Do we exclude from the profession the types of people that are motivated to develop efficient techniques? I'm afraid we do some of that. If this is true, we shoot ourselves in the foot.

Tools and techniques are the most important and the most legitimate basis for the power of a profession. When I look at the number of psychologists with an e-mail, I have to conclude that they have negative attitudes toward tools and the power that comes with them. Many psychologists view power and technology the same way the Luddites viewed machines. The first tractors that eased farm work were a creation of the devil because work had to be physically exhausting. Our I/O customers look for automation and efficiency.

Our relationship with power holders is also very different. Clinical psychologists made a specialty of helping all kinds of victims. Because the main source of stress for many people is their boss, I/O psychologists work for the number 1 enemy of the clients of clinicians and counselors. By association, we are on the wrong side of the fence for most psychologists and accepting the realities of power is still a problem for many in our field.

The desire to have an impact is an important trait of managers according to most models of competencies at work. Power was taboo in psychology from the end of WWII until David McClelland said power was the great motivator of managers. He said it in the *Harvard Business Review* in 1973 and the idea has not yet diffused everywhere. I know of no group with a more negative attitude toward power than clinical psychologists. It is not easy to reconcile our different positions.

My second argument will focus on the problem of self-presentation, or social desirability. The rule in psychology is still to foster authentic social relations. Most psychologists help people to integrate socially and to have better intimate relationships. I/O psychologists generally help people with more skills who want to have an impact in business relations. This is another world. Deception is part of our game according to F.G. Bailey (1988)⁵. For example, to communicate effectively and lead, you need to cut into the complexity of problems. This means you have to offer a slanted view. This is close to a lie. PR specialists and some lawyers are professional liars. We work for marketing people who want to sell us many things we do not really need.

Paul Eckman (1989)⁸ established a position that is more relevant for us: "*Lying is such a central characteristic of life that better understanding of it is relevant to almost all human affair... One of the great paradoxes is that all the qualities we want in our children: the quality to plan ahead, control their emotions and take the other person's point of view - all of these things equip children to lie successfully*".

In my book, a person that is able to make a good positive distortion has social skills. Now, remember how in the good old MMPI of 1942 a high score on the K scale raises the results of clinical scales. I believe a skill is still a reason to say you are a nut for some.

It took me a while to live with these conflicts and I would like to offer an easier time to today's students. The conclusions drawn at the presentation last June suggested that I/O programs should incorporate clinical and counseling skills. I disagree with that strategy. Integrating the conflicting objectives of different fields of psychology in the first few years is not the best idea. We should not hide the conflicts and we should introduce students to a pure, as distilled and concentrated as possible, I/O program first. We certainly have something to learn from clinical or counseling psychologists, but it should come after the essential aspects of our specialty are assimilated.

¹ Corporate Consulting: What Graduate School Doesn't Teach (And Maybe Should). CPA Convention, Ottawa, July 1, 2000

² Popper, Karl (1976), Unended Quest. Open Court Pub. Co., LaSalle, IL

³ Polanyi, M. (1946), Science, Faith and Society. A searching examination of the meaning and nature of scientific enquiry, U. of Chicago Press.

⁴ Kipnis, David (1990), Technology and Power, Springer-Verlag, NY

⁵ Bailey, F.G., (1988) Humbuggery and Manipulation. The Art of Leadership. Cornell University Press, Ithaca, NY.

⁶ Eckman, P., Why Kids Lie, Scribner's, (as reported in The New York Times, September 1, 1990).

RESEARCH IN THE CANADIAN FORCES AND THE DEPARTMENT OF NATIONAL DEFENCE

Colonel Cheryl Lamerson

What steps would you take to select and effectively manage personnel if you were a large government organization with 60,000 full-time uniformed personnel, 30,000 part-time uniformed personnel and 25,000 civilian personnel? What research would you need when you send those military personnel all over the world, sometimes into extremely dangerous situations defending Canada, Canadians and Canadian values? What information would you employ when families of military personnel move along with their service member spouse/parent?

When selecting military personnel for the 109 occupations they will be trained to conduct, wouldn't you want to make sure selection instruments you employed are valid and reliable? As a leader or manager in the Canadian Forces, wouldn't you want to have insight into the attitudes, beliefs and behaviours of military service members, their families and civilian employees when you are designing or trying to improve personnel policies and procedures?

When you are trying to get a grasp on an ephemeral concept like "operational effectiveness", wouldn't you like to have the strength of rational, studied thought and research to help you?

The points above all raise questions which high-ranking military and civilian leaders in the Canadian Forces (CF) and the Department of National Defence (DND) have struggled with over many years (CPA was formed by psychologists helping to select personnel for military service during World War II). In seeking to answer these questions, the senior military leaders and civilian managers have called upon psychologists and psychological

practitioners, both uniformed and civilian, to help them with research which could, in part, answer some of the pressing human resource questions of the day.

Directorate of Human Resources Research and Evaluation (DHRRE)

We are a directorate of 30 people, half of whom are researchers and half of whom provide technical and administrative support to the researchers who study the people issues of CF/DND. We are responsible for the conduct, supervision of contract research, technical approval and coordination of Human Resources research conducted on CF service members, their families and DND employees. Big task? You bet!

Our research is conducted primarily in three areas:

1. **Personnel Production** (research on attraction, selection, placement, training, appraisal and attrition)
2. **Social Policy** (research in support of attitudinal information on which social policies are developed; e.g., harassment, Quality of Life, Member Assistance Program, ethics, etc.)
3. **Organizational Effectiveness and Leadership** (research in support of operations, debriefing of leaders, determining levels of morale, cohesion, stress and confidence of deployed troops, leadership assessment, to note a few.)

As of August 2000, DHRRE has 24 research projects which we are working on and 60 issues or problems which we have been asked to review to determine if we can conduct research on them (the number of potential research projects currently undergoing problem definition is high as we are switching from a fixed annual research program where new projects could only commence on September 1 to a continuous research program that would allow us to

review potential projects at any time of year). With only 12 full-time military and civilian researchers and upwards of 85 research projects you can see why DHRRE researchers work extensively with research teams made up primarily of consultants and contractors. The research could not be accomplished otherwise.

DHREE undertakes applied research with all of its challenges and frustrations (I suspect this would be true of any organization that has an applied research facility):

1. What the organization wants researched comes first (all of our research is sponsor-driven, if a sponsor doesn't ask for it, we cannot do it—although gentle nudging of potential sponsors has been known to knock them off their chairs);
2. How the organization wants the research done (fast and dirty, sometimes) has priority and sometimes no amount of sound research advice will be listened to;
3. For numerous reasons that the researcher may never be privy to, the organization can cancel the research at any time it wants (this leaves the researcher with a lot of work done, but very little accomplished);
4. The organization may be more interested in descriptive research than quasi-experimental, experimental, model testing or exploratory research (however, applied researchers do get to recommend that we do "good science" not just descriptive);
5. The organization will want a report that tells it the answer to a problem or issue, not an academic thesis and it certainly won't care about alpha, structural equation modeling or any other fancy statistics used to give it answers;
6. The organization owns the data. The researcher does not own the data. This means the organization decides if and when to release results and recommendations to the public.

7. The organization, specifically the sponsor of our research, will be responsible for implementing the recommendations from our research. As researchers we have no control (and often no input) into how and even if the recommendations are implemented.

The seven occurrences outlined above are rare, but each of them happens. On the positive side, we have a very strong vested interest in our research. As members of the Canadian Forces we also have a very good understanding of the structure, policies, procedures and culture of the organization. When we do a good piece of research and it leads to a positive change or better understanding of a concept in the military, we are helping ourselves as well as the other 100,000 plus people with and for whom we work.

The Canadian Forces and the Department of National Defence are about defending Canada, Canadians and Canadian values. DHRRE research is conducted in support of this mission.

THE OTTAWA I/O PSYCHOLOGY GROUP *Glen Morry*

The Ottawa Industrial-Organizational Psychology Group (OIOPG) is dedicated to serving as a professional resource, keeping active practitioners and researchers in the field of I-O psychology and human resource management in touch with each other within the dynamic HR community of the National Capital region. Our monthly meetings provide an opportunity for networking, sharing knowledge and raising the profile of I-O psychology.

The OIOPG has been operating for 10 years, welcoming members from all allied fields, whether student or professional. Some of us are from the public sector (National Defence, Public Service

Commission, Canadian Customs and Revenue Agency, Canada Post Corporation, RCMP, National Research Council, Office of the Auditor General, etc.), some are from the private sector or private practice (CGI, Human Resource Systems Group, Assessment Strategies Incorporated, Hay Group, Saville and Holdsworth Ltd., Nortel, ...), and a few are in academic settings (Carleton and U of Ottawa).

Although many members are also active members of professional societies in the field (IPMAAC, SIOP, CPA, APA, etc.), OIOPG itself is not currently formally affiliated with any of these professional societies. OIOPG membership is free - the only "dues" being having to participate and share your knowledge with your colleagues in the group! Currently we boast 109 members from approximately 20 different organizations!

Over the past season (September 1999 to May 2000), we have had a range of excellent discussions/presentations, including topics such as Personality Assessment in the Federal Government, The Ottawa Carleton Regional Police's New Competency Based Promotion System, The Canada Customs and Revenue Agency's Transitional Resourcing System, A Validation of Schmidtken's Stage Model of a Peacekeeping Operation, and Conflict Management and Alternate Dispute Resolution (ADR) in National Defence.

For more information about our group, please feel free to contact either myself, Glen Morry at glen.morry@cgi.ca, Jennifer Miles at jennifer.miles@psc-cfp.gc.ca, Sikander Majid at Sikander.Majid@ccra-adrc.gc.ca or Colin Mombourquette at ab531@issc.debbs.ndhq.dnd.ca.

**OHCOW and CSIOP:
Establishing a Working Relationship**
Donna Campbell, Executive Director
John L. Simone, Executive Assistant
*Occupational Health Clinics for Ontario
Workers Inc., Sudbury Clinic*

Work can be dangerous to your health. Work should allow us to live healthy and productive lives. But nearly every working day in Ontario at least one worker is killed and more than 1,500 are injured. Every year workplace diseases kill thousands of workers. Thousands more suffer from repetitive strain injuries, hearing loss and other work-related illness or injuries.

The Occupational Health Clinics for Ontario Workers Inc. (OHCOW) is a non-profit organization. It is founded by the Ontario Federation of Labour and is funded by the Workplace Safety and Insurance Board (WSIB). OHCOW runs five main clinics and a number of satellite clinics throughout Ontario.

The mission of OHCOW is to prevent occupational illness and injuries, and to promote the highest degree of physical, mental and social well-being of all workers. We strive to accomplish this through the identification of workplace factors which are detrimental to the health and well-being of workers; through the distribution of excellent occupational, health, hygiene and ergonomic information to increase knowledge among workers, employers and the general public; and through the provision of services designed to produce changes to improve workplaces and the health of workers.

In short, OHCOW was set up to help prevent work-related illnesses and injuries, and to improve workers' physical, mental and social well-being. In this regard, we at OHCOW's Sudbury Clinic have endeavored to do this since we opened our clinic on March 1992. Our Sudbury clinic catchment

area includes all of North Ontario, West to Manitoba border, East to Quebec border, and South to Parry Sound/Muskoka. Our motto is "Prevention through Intervention."

Our clinics can tell clients about things in their workplace that can make them sick or injured. We also provide reliable medical, hygiene, ergonomic and health information. And we can tell clients how to avoid illness and injury in the future. Each of OHCOW's clinics includes doctors and nurses who are experts in workplace health, an ergonomist(s), occupational hygienists, info-tech, administrative staff, and an executive director. OHCOW's multi-disciplinary teams work to address health and safety problems particular to individuals and/or to groups of workers. As an independent organization, OHCOW's staff can recommend and assist—they cannot enforce.

Anyone with a workplace health and safety concern can use OHCOW's services, and our services are free of charge to the workplace parties. OHCOW provides five key integral services:

1. **A medical diagnostic service** for workers who may have work-related health problems. Our medical staff takes detailed occupational, medical and exposure histories. Working with occupational hygienists, ergonomists and nurses and with access to the world's literature on occupational health and safety, the physician will determine whether or not work has caused or contributed to the patient's problem. OHCOW's multi-disciplinary team can then recommend ways of preventing further problems. With the patient's consent, this information will be shared with the joint health and safety committee. If the patient needs to be treated, the OHCOW doctor will send the patient to his or her family physician or another treating physician.

2. **A group service for joint health and safety committees and groups of workers.** OHCOW's team will work with groups to identify and analyze the occupational health and safety in their workplaces to develop practical recommendations to prevent occupational illnesses and injuries. The OHCOW team can do a walk-through tour of the workplace. They will point out any health and safety problems and present them to the joint health and safety committee. They can also suggest that someone investigate the problem further. In some cases, doctors and nurses can do medical exams on several people from one workplace. They will look for a connection between the health problems and the workplace conditions. Designing health questionnaires and administering surveys are another aspect of this service.

3. **An inquiry service to answer workplace health and safety questions.** OHCOW's staff will answer questions about occupational health and safety issues from workers, employers, health professionals, joint health and safety committees, unions, doctors and nurses, community groups, and members of the public. They provide practical, technically sound information, based on current research regarding: the substances individuals and/or groups work with; common diseases in specific sector industries; ways to reduce or eliminate the hazards faced; and, the latest medical and scientific articles.

4. **An outreach and education service to make people aware of health and safety issues.** OHCOW's staff members will speak to groups about health and safety issues. Our goal is to make individuals aware of health hazards in their workplace so that they can avoid illness or injury. In this regard, we also help to educate doctors, medical students,

nurses and nursing students. OHCOW also works with community groups and other health and safety groups to promote safe workplaces. We also want them to be aware of our services. OHCOW publishes a newsletter called OHCOW Provider and information sheets about many different substances, hazards and diseases.

5. **A research service to investigate and report on illnesses and injuries.** OHCOW has been involved in a number of research studies on several different topics, for example: Gaming Workers' Health & Safety research Project (1997); Health Hazards in the Plastics Industry (1996); Assessment of Hand-Arm Vibration Syndrome in a Northern Ontario Base metal mine (1998); Occupational Risk Factors for Coronary Heart Disease (1998); Workplace Violence: Experiences of Nursing Home Workers (1998); and CAW/McMaster Work-Related Health and Safety Risks Study (1999). To assist OHCOW in its research efforts, OHCOW has a Cluster Registry of Occupational Disease and Reproductive Hazards. This registry is a computerized list of clusters reported to OHCOW that have happened in different places among different groups of workers. The registry allows OHCOW with its clinics across Ontario to collect and store this information. If we know about small clusters of diseases, we can determine where we should do more research and where we can suggest changes to the workplace.

As part of our mandate, OHCOW Inc. endeavors to establish working relationships with like-minded organizations that can help us fulfill our mission statement. We recognize that the "Canadian Society for Industrial and Organizational Psychology (CSIOP) is an organization whose mission is to further the welfare of people by: (a) helping organizations effectively manage their

human resources, (b) scientifically investigating human behaviour and cognition at work, and (c) helping individuals realize their work goals, including helping them to maximize job satisfaction and minimize work stress". In this light, we welcome CSIOP members' thoughts about how their respective area of expertise can be applied to enhancing OHCOW's five integral services. It is our desire to establish an on-going relationship with CSIOP, which may include, but not be limited to, sharing links to our respective Web sites, providing educational content related to the workplace, collaborating on research projects, and so on.

We encourage CSIOP and its members to call us at 1-800-461-7120 or (705) 523-2330. FAX us at (705) 523-2606 or send us an e-mail at dcampbell@ohcow.on.ca.

FUTURE CPA CONVENTION SITES

2001 Laval University, Ste. Foy, Quebec
2002 UBC, Vancouver, British Columbia
2003 Hamilton, Ontario
2004 St. John's, Newfoundland

THIRTEEN YEARS OF GRADUATE EDUCATION AND TRAINING IN I/O PSYCHOLOGY AT THE UNIVERSITY OF GUELPH: WHERE HAVE WE BEEN AND WHERE ARE WE GOING?

Dr. Steven Cronshaw and Tracy Cocivera

It has been 10 years since the I/O graduate program at the University of Guelph graduated its first student. To commemorate this milestone, we are holding a reunion at the end of September for past and present graduate students, faculty, and staff. In this brief article, we would like to use our anniversary as an occasion to reflect on our program's past, present, and future.

When the I/O program at the University of Guelph was inaugurated, its aim was to provide the best possible scientist-practitioner education and training in I/O Psychology. In using the guidelines from CSIOP and SIOP as a model, we have striven to maintain the integration of the scientist and practitioner aspects in our educational and training endeavors. This balance is reflected in the wide variety of settings in which our graduates practice, including teaching and research in university psychology and business departments, in-house practitioner roles in business, industry, and government, and consulting in small and large firms.

Since 1987, times have significantly changed and Total Quality Management has made way for Business Process Reengineering. Yet through it all, we have stayed with our goal of blending science and practice. To help us in our efforts, the University of Guelph has hired two new faculty members into the I/O area. We are excited to welcome Dr. Peter Hausdorf who came to us last year and is a graduate from McMaster University, and Dr. Leanne Son Hing who came this year and is a graduate from the University of Waterloo. Our program has grown steadily over the past 13 years to the point where we presently have seven faculty (the two previously mentioned faculty, Drs. Steven Cronshaw, Serge Desmarais, Brian Earn, Karen Korabik, and Michael Matthews) and 19 graduate students.

In contributing to the science of I/O psychology in the year 2000, our faculty and graduate students are running original research programs and studies that are funded both externally and internally. This research spans a wide range of interesting I/O topics and concerns including: justice perceptions in the workplace, bias in employment testing, generalizability of job analysis ratings, applications of I/O in the public service, organizational change,

women in management, occupational health and safety, and differential pay perceptions of men and women.

In emphasizing the practice of I/O, both students and faculty are active in the Guelph Centre for Organizational Research Inc. (GCORI). GCORI and its consulting arm, Organization and Management Solutions (OMS), have as their mandate to transfer I/O principles and knowledge to external organizations both in the public and private sectors and offer practical experience to our graduate students. GCORI is also a stimulus for furthering theoretically-grounded research in actual field settings via existing consulting contracts. As well, GCORI has become a funding source for novel research initiatives and conference travel. For example, GCORI provided funding to help a faculty member conduct an HRM survey while another faculty member received support to hire a research assistant to analyze data.

As with all I/O programs, we are faced with the challenge of continually improving our program in a world of rapid change. To this end, we look ahead to an exciting future as a leading Canadian program that continues to pursue the complementary goals of science and practice. To further the science of our discipline, we will continue to foster high quality and innovative research by both faculty and graduate students. To further enhance the skill set of our students, we are exploring the introduction of a Ph.D. sub-specialization in Consulting Psychology. This specialization would augment our program in both its research and practitioner aspects. In addition to stimulating badly needed research in Consulting Psychology, it would train our students who elect to pursue this specialization in applied skills that include process consultation, organizational change/development, and leadership development.

On a more personal note, we are proud of the strong teamwork ethic that underlies our I/O Program and our considerate, student-centered culture of mutual respect. The Psychology Department, the College of Social and Applied Human Sciences, and the University of Guelph are our biggest boosters — we have much to thank them for in helping to make our I/O graduate program so successful over the last 13 years! If you would like further information about our work and program, please feel free to contact us through the Psychology Department Web site at the University of Guelph (www.psychology.uoguelph.ca/newhome/psy.html).



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

