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The Canadian Industrial & Organizational Psychologist

Chair's Column

Table of Contents

Chair's Column..... 1
CSIOP Membership..... 2
CSIOP News..... 3
Practice Makes Perfect 3
State of the Science 6
Student Update 7
Update On: Alliance for Organizational Psychology 8
Convention Corner..... 10
I'm Sorry But this Number is Not in Service (Right Now) 11
Job Advertisement..... 13



Joshua Bourdage, Ph.D.
University of Calgary

Dear CSIOP Members,

I hope that you are all doing well, and looking forward to some nicer weather as we move to put the winter in our rear-view mirrors. As is typical, we have a number of wonderful columns in this newsletter that appeal to both academic and practitioner audiences, and I would encourage you to take a look through the various columns. Whether you are interested in learning more about a practitioner-oriented topic (i.e., our “Practice Makes Perfect”), getting up to date on some recent publications from Canadian authors (i.e., “State of the Science”), the interplay of I/O and the law (i.e., Erika Ringseis’ column), or just looking for news on the conference or Canadian graduate programs, there is plenty to read. Once again, I’d like to take this opportunity to thank our valuable contributors.

Conference

Thank you to all of those who submitted to the CPA conference. We’re thrilled to be welcoming you to Calgary, and as it currently stands, the conference is planned to be held in person. Once again, CPA has assured us that they will follow all local public health guidelines, and monitor the situation with COVID, which tends to be unpredictable. That being said, numbers are currently looking optimistic, and we believe that the conference program is looking quite strong. Our submission numbers were back to typical “pre-COVID” levels. At this point, if you submitted to CPA, you should have heard back as to whether your submission was accepted or rejected. While the final schedule is in progress, we can say that we are extremely excited about the lineup of speakers. For more information, you can see our “Convention Corner” section of the newsletter. That being said, some highlights are:

- Keynote Speaker: Dr. Sandy Hershcovis as our section-invited keynote speaker. The title of her talk is “Bystander Intervention in Workplace Harassment: Insights from Research”. We are extremely excited to have Dr. Hershcovis present her work.
- AGM: A note that our annual general meeting will be done in a hybrid fashion, to allow for greater attendance for those who may not be comfortable travelling. I will send the link out shortly before the AGM date, once it is scheduled.
- Student Symposium: This symposium, titled “The Future of I/O Research” features work from students across the country, including presenters from the University of Guelph (Justin Brass), York University (Guler Kizilenis Ulusman), University of Calgary (Ben Moon), and University of Waterloo (Anna Gödöllei).

Once the schedule is finalized, we will ensure to highlight the sessions relevant to I/O and post on our website.

Website/Social Media

Our Editor (Dr. Peter Fisher) is hard at work on our new website, and we should be ready to launch prior to the conference. At that time we will be happy to solicit any feedback, and thanks to Peter for his work. As usual, the easiest way for you to stay up to date is to follow us on social media, including Twitter (@csiop_scpio).

EDI Working Group

As mentioned in our previous newsletter, CSIOP has established an EDI working group, chaired by Dr. Ivona Hideg. This group has been hard at work creating an action plan for steps to increase EDI in our field in Canada, and we aim to be very consultative with the CSIOP community. As such, you should look for a call for feedback/community consultation over the coming months. I wanted to thank the members of this working group for all of their expertise and valuable time: Ivona Hideg, Kemi Anazodo, Silvia Bonaccio, Jaydum Hunt, Janice Lam, Ji-A Min, Deborah Powell, Nouran Sakr, Thomas Sasso, Aisha Taylor, and Justin Wilson.

*Note that names are ordered alphabetically in terms of last name, after Ivona Hideg (Chair)

Awards

As usual, we will be hosting the RHR Kendall Award for outstanding research. This award is kindly sponsored by [RHR International](#). If you are an undergraduate or graduate student who would like to apply for this \$1000 award, the eligibility and submission criteria can be found on our website [here](#). Applications are due May 15th.

In addition, at the conference we will once again be doing our student poster awards. Given this, if you are a student presenter, you should be prepared to see the award adjudicators working their way through the posters. In addition to this, for the second year in a row, we will have an award for the best student-led poster specializing in the area of EDI.

Beyond these awards, we do offer awards for those who have made [Distinguished Contributions to CSIOP](#) (i.e., “The Joan Finegan Award”) and for those who have made a [Distinguished Contribution to Canadian I-O Psychology](#). If you would like to nominate an individual for these awards, please reach out to [Dr. Winny Shen](#), our Past Chair.

Conclusion

Thank you to all for your contributions to CSIOP, and as always, if you have any ideas for how we can better serve our members, feel free to reach out to me.

Best,

Josh Bourdage, PhD
Associate Professor
University of Calgary
CSIOP Chair

CSIOP Membership



Aleka MacLellan, Ph.D.
LHH

As of April 5th, CSIOP has a total of 180 members. This consists of 97 Full Members, 5 Early Career Members, 52 Student Affiliates, 10 CPA Fellows, 4 Section Associates, 1 Retired CPA Fellows, 2 CPA Retired Members, 3 CPA Special Affiliates, 2 Honorary Lifetime Fellow, 2 Honorary Life Members, 1 International Affiliate, and 1 International Student Affiliate.

CSIOP News



*Samantha Hancock, Ph.D. Candidate
Wilfrid Laurier University*



University of Waterloo

- Congratulations to Taylor Carroll (MAsc Student) for receiving the Pat Rowe Graduate Scholarship
- Congratulations to Muriel Tang (MAsc Student) for receiving the Canada Graduate Scholarship-Master's (CGS-M)
- Congratulations to Amy Barron (PhD Student) for receiving the Provost Doctoral Entrance Award for Women (PDEAW)



Western University

- Congratulations to Dr. Kyle Cameron who defended his PhD dissertation labelled "The Attitudinal and Motivational Consequences of Personality Differences in Teams". Kyle is currently working as a manager for the organizational development team at London Health Sciences Centre (LHSC). Congratulations Kyle!!!

Practice Makes Perfect

A Canadian Perspective on the Practice of I-O Psychology



*Ameetha Garbharran, Ph.D.
Expsyt*

*Kevin Silver, M.A., MBA
Consultant, LHH Knightsbridge*



From a practitioner's perspective, the Canadian I-O Psychology landscape can look quite different compared to equivalent landscapes in other parts of the world. In some countries, I-O Psychology is a well-known and established profession. Organizations employ or actively seek out I-O Psychologists to assist with making key decisions in the areas of recruitment, selection, promotion, talent development and succession planning. I-O Psychologists, with their deep, objective insights into the science of human behaviour and how it plays out in the workplace are sought out as the preferred executive coaches to senior leaders

and as custodians of diversity, equity and inclusion (DEI) in the workplace. And the strong research and analytical expertise that I-O Psychologists are equipped with are leveraged to inform and guide business strategy.

In Canada, the I-O Psychology landscape is quite interesting. First, if you took a quick poll, there is a high probability you would find most Canadian organizations still use unstructured interviews as the primary means for making hiring decisions. This, despite the fact that we now have accrued more than 100 years of I-O Psychology research evidence which shows that structured behavioural interviews are more predictive of job performance than unstructured interviews and that combining structured behavioural interviews with other well-designed, valid and reliable psychometric and behavioural assessment methods can yield better quality selection decisions. Second, in major economic hubs around the country, some key organizational stakeholders have either never heard of I-O Psychology as a profession or do not seem to value the contributions that I-O Psychologists can make to enhance talent management practices beyond what HR can offer. Third, some who leverage I-O Psychology products and services, believe there is a lack of appropriately skilled professionals in Canada and tend to lack confidence in the capabilities of Canadian I-O Psychologists to provide key services e.g. executive assessments for selection and development. Thus, practitioners with these skills are imported from other countries to fulfil the I-O Psychology needs of some Canadian-based organizations.

This raises some important questions: Why do some Canadian organizations lag behind in their adoption of the latest evidence-based I-O Psychology practices? Why have some organizations not heard of I-O Psychology as a profession, why do others not value the contributions that I-O Psychologists can make and why do I-O Psychologists find it challenging to influence and change this reality? What needs to change and what gaps need to be filled in the

academic training and job-related experience of Canadian I-O Psychologists for them to be considered credible and capable of providing core services to discerning Canadian businesses?

In this article, Ameetha Garbharran, Ph.D. and Kevin Silver, M.A., M.B.A. draw on their professional experiences to unpack some home-grown realities and explore how I-O Psychology professionals could navigate these, maximize their contributions and cement their relevance in Canadian organizations.

I-O Psychology's Identity Crisis

How often do you find yourself in conversations with friends, colleagues, or family members and the subject of your profession comes up? The entrepreneur talks about her experience starting a new business and shares the recent challenges she has had to overcome. The lawyer talks about the latest case he won representing an employee who was unfairly laid off. Your sister, who works in sales, mentions that she was the top sales employee of the month and beat the company's sales record. Then it's your turn and you mention that you are an Industrial and Organizational Psychologist. The conversation initially gets a little quiet; you notice a few quizzical expressions and you begin explaining a little more about what you do. Then you field questions and clarify some common misnomers: "No, I'm not a mental health practitioner" or "No, I am not a therapist for business." You try explaining what you do in different ways to shed more light on a profession that few people have heard about, until someone mercifully changes the subject. Has this ever happened to you?

In Canada, the profession of I-O Psychology seems to be suffering an identity crisis. Only some potential consumers of I-O Psychology services seem to be aware of the existence of I-O Psychology as a profession and fewer still seem to know about the practical benefits of leveraging the insights derived from I-O Psychology to make people and organizational decisions. There is an undeniable overlap in the space that HR professionals and I-O Psychologists operate in. But whilst almost everyone has heard about HR as a profession, the same cannot be said about I-O Psychology.

Interestingly, among Canadian I-O Psychologists, there appears to be a lack of a consolidated professional identity. There is a perceived lack of solidarity among academic and practitioner groups and among practitioners, and there is little consensus about what I-O Psychology professionals should call themselves. How can we expect our potential clients to know and understand our profession and the benefits of applying the science of human behaviour at work to optimize people and organizational performance if we, as I-O Psychology professionals, struggle to unite and agree about fundamental aspects of our own professional identity?

Perhaps a positive first step to resolving this identity crisis is to formulate a formal, common understanding of the varied work we do and advocate for the assignment of equivalent recognition to the important and mutually beneficial contributions we are able to make in both industry and academia. It would benefit us all to be more inclusive, tolerant, and respectful of the myriad different roles that we as I-O Psychologists can occupy in society. Moving away from traditional conceptualizations of I-O Psychologists as *either* academics *or* practitioners and embracing the notion of I-O Psychologists as "scientist-practitioners" may be critical to enhance inclusion and cohesion in our field and to support the continued survival and growth of I-O Psychology as a united profession in Canada.

Business Acumen: A Foundational Skill for I-O Psychology Practitioners

A common sentiment among Canadian I-O Psychology Masters and Ph.D. graduates is that their academic programs have prepared and steered them towards roles in academia or research-based positions in organizations. While some suggest that the practical application of I-O Psychology in the world of work is touched on in their programmes, it appears to receive less focus overall. The net effect is that many Canadian I-O Psychology graduates tend to leave university feeling more equipped to embrace careers in academia or research than as practitioners in industry, often leaving a void in the field of the practice of I-O Psychology in Canadian organizations.

Having vast, deep theoretical knowledge and insights about scientific research areas in the discipline of I-O Psychology, is not always immediately useful to clients. This knowledge and the insights derived from it still need to be applied appropriately by a practitioner who understands how to translate the theory and science into actionable strategies to produce meaningful business outcomes. Thus, the practitioner's role is to guide and advise organizations, drawing on valid, reliable and data-driven evidence, on how to enhance business operations (strategy, process, etc.) for maximum results while simultaneously optimizing the deployment and development of their human capital.

Organizations can be conceptualized as having two foundational components: a “business” pillar and a “people” pillar. Working with start-ups, it is clear that the business aspect is the core, and almost exclusive, focus of business owners and leaders, especially in the early years of a company’s inception. If a company provides services, their core focus will be on developing and honing these services. Business strategies will be designed and implemented regarding marketing, sales, delivery and optimizing the service to their client. Similarly, for a company providing products, their resources will be allocated to building the best product, selling the product and creating a profit driven organization. Thus, in their early years, organizations may not consistently recognize or emphasize “people” as a critical component of their strategy for survival and growth.

Based on the academic research, however, I-O Psychology practitioners understand that when organizations acknowledge the contributions of and invest in their human capital, it could help to increase employee motivation and engagement, diminish workplace stress and create work contexts where people feel respected and valued. This, in turn, could have a positive correlation with workplace productivity and the achievement of performance objectives that increase the bottom-line. So, our role is to help all businesses, start-ups included, recognize the benefits of focusing on the “people” pillar even though it may *seem* counterproductive to cost-effectiveness and the maximization of profits. To achieve this, we need to frame these benefits in ways that business-minded clients can relate to; we need to “speak their language”.

If you specialize in talent selection, for example, you could explain how hiring capable talent will boost the company’s success. As I-O Psychology professionals, we may understand the psychometric theory behind how assessments work, why they are valid, and what they measure. Our role is to explain this in practical, business-oriented terms to our clients to illustrate how assessments could facilitate optimal decision-making which could improve the talent pool and why assessments could be beneficial for the company based on concrete business metrics they can relate to, for example, return on investment (ROI).

The message for I-O Psychology practitioners is to reflect on your own academic journeys. Did your program cover topics that are foundational to understanding the different aspects of business such as those covered in typical MBA programs: sales, marketing, business development, growth strategy, products, or service development, etc.? If not, it may be useful to spend some time educating yourself on these topics. If our purpose as I-O Psychology practitioners is to leverage our expertise on human behaviour at work to benefit businesses, then we should all strive to have basic business acumen to frame our contributions and insights in the language of our potential clients to clearly highlight and advocate for the business benefits we can add.

Think Big and Forge Alliances: A Path Forward

Whether we consider ourselves academics, practitioners or scientist-practitioners, we can all take steps to be more inclusive and consider ways in which we can meaningfully collaborate to ensure that the work done in academic institutions feeds into the practical applications of I-O Psychology in industry and vice-versa. We need to leverage these synergies maximally for the benefit of the profession in Canada. Academics and I-O Psychologists in industry are encouraged to form alliances to provide experiential opportunities for students while they are completing the academic portions of their programs. Industry is where research hypotheses and findings can be tested and validated when practically implemented in the world of work and these insights can provide a critical feedback loop for researchers to understand how their theories and hypotheses hold up in real life, and how to revamp and extend their research studies to contribute new and expanded insights about human behaviour in the workplace.

In traditional and well-functioning capitalist economies, there is typically a symbiosis at a policy level between universities and industry. Industry is designed to drive national economic growth and universities are tasked with creating supporting curricula that produce the right number of individuals with the right combinations of skills to achieve this. Therefore, in the realm of the I-O Psychology profession in the context of a functioning, capitalist Canadian economy, there should technically be close synergies between academia and industry in the training of I-O Psychologists to support the needs of organizations in their quest to drive economic viability and growth at a national level. When Canadian businesses feel that they have no other option but to seek out internationally qualified I-O Psychology professionals to gain access to specialized skills, it appears to point to a potential deficit in academic programs to produce graduates with the requisite skills to meet industry demand. It may also point to a lack of practical opportunities provided by Canadian organizations to equip newly qualified professionals with the skills needed to support the I-O Psychology needs of businesses through comprehensive and targeted internships, for example. This needs to be reviewed urgently in our context so that critical gaps can be bridged to ensure the continued relevance of I-O Psychology as a discipline and as a profession.

In closing, we may benefit from looking at our roles as academics and practitioners in the field of I-O Psychology as inter-related and as existing within the same broad ecosystem in order to recognize and appreciate the

dependencies we have on each other. If they exist, we need to eradicate the fractures between academia and industry and unite if we are to sustain and grow I-O Psychology's professional footprint in Canada.

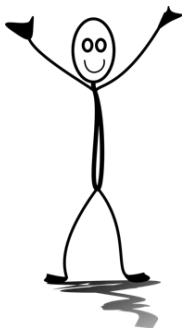
About Ameetha Garbharran, Ph.D.

Dr. Ameetha Garbharran is the Founder and CEO of expsynt (pronounced excite). She specializes in executive assessments for selection and promotion; high-potential identification and succession planning; leadership development and executive coaching for C-suite and top tier leaders, entrepreneurs, and other strategic roles. She is an internationally registered Industrial-Organizational Psychologist and a Board Certified Executive Coach. She holds a Ph.D. degree in Psychology and a Masters degree (*cum laude*) in Industrial-Organizational Psychology. She has published research in academic journals, written articles for publications by SIOP and CSIOP and has presented papers at local and international conferences. Previously, she served as a member of the Executive Committee of SIOPSA and currently is a member of the Society for Industrial and Organizational Psychology (SIOP), the Canadian Psychological Association (CPA) and the Canadian Society for Industrial and Organizational Psychology (CSIOP).

About Kevin Silver, M.A., MBA

Kevin Silver has spent the last three years as solo practitioner, specializing in entrepreneurial and start-up companies. He is currently a Consultant for the Assessment, Succession and Analytics department at LHH. With an MA in I-O Psychology and an MBA specializing in Global Management, along with a certification and expertise in Hogan assessments, Kevin aims at making businesses and organizations optimized through their greatest asset; the People.

Do you have ideas on how to merge the science and practice of I-O Psychology to advance the interests of organizations and their people? Would you like to share your practical perspectives with us? We would love to hear from you. Please contact Dr. Ameetha Garbharran at ameetha@expsyt.com if you have comments, suggestions or would like to contribute an article to the Practice Makes Perfect column in an upcoming issue of the CSIOP newsletter.



State of the Science

*Lance Ferris, Ph.D.
Michigan 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.

For most people, the COVID-19 pandemic has had, and/or continues to have, a large impact on our lives. The early days of the pandemic were particularly stressful, when so little was known about this virus that upended our lives. During this time most people were understandably focused on keeping themselves and their loved ones safe, and dealing with the strain of new routines like working from home, figuring out grocery deliveries, or planning trips to the store when few people were around.

Recent work published in the *Journal of Organizational Behavior* outlines how this stress and anxiety also impacts behavior at work. In particular, Annika Hillebrandt (of Ryerson University) and Laurie Barclay (of the University of Guelph) argued that COVID-19 could have an impact on employee cheating behavior – that is, behaviors that involve unethically advancing one's own interests at work such as exaggerating one's work hours, falsely representing one's productivity, and lying about being absent, among others. Importantly, they also outlined how organizations can take steps to mitigate this relation.

More specifically, they argued that when employees viewed COVID-19 as a personal threat or risk to themselves, they were more likely to experience anxiety. This anxiety was argued to make employees narrow their focus towards themselves and their own self-interests, and away from how their behavior impacted others. Such individuals would be particularly more likely to engage in cheating behaviors, because cheating behaviors ignore the norms or expectations of others while prioritizing one's own interests over others.

Across two studies – both an experimental study and a field study – they found support for their prediction that viewing COVID-19 as a threat was related to increased anxiety, which in turn was related to increased cheating behaviors (in the experimental study, they also established that a focus on the self was the mechanism through which anxiety impacted cheating behavior). However, in both studies they also examined how to mitigate this relation with prosocial messaging, or messages highlighting how their work impacts others. In particular, they expected that prosocial messages from a company would reduce the tendency to focus on one’s own self-interests, and consider the impact of their behavior on others. Supporting their predictions, they found that employees who reported that their organization engaged in more prosocial messaging (or, in the experimental study, participants who were asked to think about their impact on other people) were less likely to react to their anxiety with cheating behaviors. As they put it, such messaging is “simple, easy to implement, and cost effective” (p. 17), and hopefully one that leaders will consider applying to their own workplaces!

For those interested in the complete paper, the full citation for the article is as follows:

Hillebrandt, A., & Barclay, L. J. (2022). How COVID-19 can promote workplace cheating behavior via employee anxiety and self-interest – and how prosocial messages may overcome this effect. *Journal of Organizational Behavior*. doi: 10.1002/job.2612

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.

Student Update



*Rachael Jones-Chick, M.Sc.
Saint Mary’s University*

Hello CSIOP student members!

The spring/summer conference season is about to begin, and it seems like for the first time in 2 years, some of us will be able to attend conferences in person!

CSIOP Student Programming at the CPA Convention

Registration

As you may know, the CPA Convention is set to take place in Calgary, AB from June 17th-19th, 2022. There will also be some virtual programming available for those who are unable to attend the convention in person. If you plan to attend the convention, make sure to register by May 15th to take advantage of the early bird discount!

Student Symposium

The CSIOP student symposium is expected to take place in person at the convention and is a great way to hear about new research from CSIOP students. This year it will include research from 4 students and is titled, “CSIOP Student Symposium: The Future of IO Research”. Make sure to look for the symposium in the program and attend if you can!

Student Mentor Event

The annual student mentor event is scheduled to take place at the convention again this year. This is always a very popular event where participants are matched with a few mentors who are experts in I/O psychology from both academic and practitioner settings. This event will require registration ahead of time since there will be limited

spaces available, so make sure to watch your emails and RSVP! There will also be an I/O psychology social that is a great opportunity to meet or catch up with other I/O psychology people, so keep an eye out for that announcement as well!

CSIOP Student Awards

Poster Awards

Each year, there are poster awards for students presenting in the I/O psychology poster session. Judges will come around to see your poster and hear your presentation, so be prepared if you would like the opportunity to win one of the prizes!

RHR Kendall Award

The RHR Kendall Award recognizes an outstanding paper by an undergraduate or graduate CSIOP student member. If you are the first author and sharing a presentation of any type at the CPA convention, you are eligible to apply for the award by submitting the full paper according to the submission guidelines. You can find more information on the guidelines and how to submit a paper on the CSIOP social media pages (see end of newsletter for links).

Prize for the winning paper: \$1000

Deadline to apply: May 15th, 2022

Please watch your email and the CSIOP socials for more information in the coming weeks so that you can participate in these great opportunities and events!

Become The Next CSIOP Student Representative!

This is my second year as the CSIOP Student Representative, so I will be looking for someone to take over the role in the spring. If you are interested in volunteering with CSIOP and becoming the next student representative, please consider applying when I send out the call for nominations! Until then, if you have any questions, you can send them to me at studentrep@csiop-scpiio.ca

Update On: Alliance for Organizational Psychology



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

The Alliance for Organizational Psychology (AOP) was established in 2009 and member organizations include the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology (EAWOP), the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-Division 1), and the Canadian Society for Industrial & Organizational Psychology (CSIOP). Our "Update On: Alliance for Organizational Psychology" column seeks to provide our readership with information relevant to the AOP and member associations so as to encourage a more global and unified approach in the dissemination of knowledge, exchange of ideas, and participation in varied initiatives.



A list of Network Partners can be found here: <https://alliancefororganizationalpsychology.com/the-%22big-tent%22>



The Society for Industrial and Organizational Psychology (SIOP) is pleased to announce its ninth annual Top 10 Work Trends list. According to member surveys, these are the issues expected to have the most impact on work in 2022:

- TOP10
Work
Trends
2022

- 1: Employee Engagement and Organizational Commitment of Remote Workers
 - 2: Ensuring Inclusive Environments and Cultures
 - 3: Managing the Transition Into Post-Pandemic Work
 - 4: Talent Attraction and Retention in a Candidate-Driven Market
 - 5: Caring for Employee Well-Being
 - 6: The Great Resignation
 - 7: Stress and Burnout
 - 8: Creating Effective Diversity, Equity, and Inclusion Interventions
 - 9: Employer’s Role in Employees’ Mental Health
 - 10: Enabling Organizational Culture in a Changing Workplace Environment

The topics on SIOP’s 2022 Top 10 list are multifaceted and complex—some have been on prior years’ lists. Others are more focused trends resulting from the distress of a global pandemic and critical social issues that came to the forefront in 2020 but still linger on:

<https://www.siop.org/Business-Resources/Top-10-Work-Trends>

Industrial and Organizational Psychology Added to the STEM Optional Practical Training Program

A several-year-long effort by SIOP and advocacy partner Lewis-Burke Associates came to fruition last month when the United States Department of Homeland Security (DHS) added Industrial and Organizational Psychology to the STEM Optional Practical Training (OPT) program.

I-O psychology was one of 22 programs added to enhance the contributions of nonimmigrant students studying in the fields of science, technology, engineering, and mathematics (STEM), and support the growth of the U.S. economy and innovation.

Dia Chatterjee, one of the SIOP members who worked on this initiative, said this designation will positively impact how the field markets itself and will allow graduate students and faculty to now compete for STEM-related funding opportunities and collaborations.

“This transition ensures that the rigorous, scientific contributions of I-O psychology in creating effective organizations are now appropriately recognized,” she said. “It centers the fact that our evidence-based study of the workplace is an important driver of a robust economy and therefore merits STEM classification.”

The STEM OPT program permits F-1 students earning bachelor’s, master’s, or doctoral degrees in certain STEM fields to remain in the United States for up to 36 months after degree attainment to work in their field of study. [According to the DHS](#), adding these 22 fields of study will ensure the U.S. economy benefits from students earning degrees in the United States in competitive STEM fields.

“[SIOP’s advocacy efforts](#) are always at work behind the scenes, in some cases for years, raising awareness of the importance of industrial and organizational psychology science and expanding opportunities for our members and our profession,” said SIOP President Steven Rogelberg. “This advocacy is essential to advancing policies that support funding for I-O research initiatives and promote the adoption of our science in evidence-based policymaking. The addition of I-O psychology to the STEM list is a visible and exciting example of the impact our members can have on the public policy process.”

Read SIOP’s statement on this topic [here](#).



Next EAWOP Congress: 24-27 May 2023, Katowice, Poland

The Polish Association of Organizational Psychology is hosting the 21st EAWOP Congress at the modern International Congress Center in the Polish city of Katowice – definitely in-person. For more information on the next EAWOP Congress please consult [this link](#).



Division 1, Work & Organizational Psychology, of the International Association of Applied Psychology (IAAP) focuses on understanding, explaining and shaping attitudes and behaviour in organizational settings and identifying conditions that promote motivation, creativity, competency, teamwork, leadership, health and wellbeing, as well as the central role of human resources in strategic organizational planning.

For a list of recent initiatives undertaken by Division 1, view their 2021 successes here:

https://iaapsy.org/site/assets/files/2235/january_2022.pdf

Main website access: <https://iaapsy.org/divisions/division1/>

The Convention Corner



Anja Krstić, Ph.D.
York University

Preparations for the CPA annual convention are now well underway and I hope that you're all getting ready for a fun (in-person!) conference in beautiful Calgary! Hopefully you have now begun planning for the conference, which will be taking place at the Hyatt Regency from June 17-19, 2022. Registration is now open and early registration rates will be available until May 15, so make sure that you register by then.

At this stage, the reviews have been completed and you should have heard back about your submission. We have a number of interesting talks and events planned and it looks like it will be a really exciting conference. Here are some things to look forward to:

- An invited Section Keynote Address by Dr. Sandy Hershcovis from the Haskayne School of Business at the University of Calgary, entitled “Bystander intervention in workplace harassment: Insights from research”
- CSIOP Student Symposium organized by our student representative Rachael Jones-Chick and featuring work conducted by students in I/O psychology on a wide range of topics
- Social events, including the Student-Mentor event (currently scheduled for Friday, June 17) and the Military Social (currently scheduled for Saturday, June 18)

Finally, I would like to acknowledge and thank our wonderful reviewers who have helped with our programming by reviewing the submissions. A huge thank you to Alex Benson, Ramona Bobocel, Silvia Bonaccio, Joshua Bourdage, Angela Febraro, Joan Finegan, Peter Fisher, Leah Hamilton, Peter Hausdorf, Kevin Kelloway, Theresa Kline, Matthew McLarnon, Sara Murphy, Deborah Powell, Nicolas Roulin, Thomas Sasso, and Winny Shen!

If you have any suggestions or ideas for the program, please email me at krstica@yorku.ca. We will be providing more specific information about the various events as the conference nears so please make sure that you're keeping an eye on our website (csiop-scpio.ca) and that you're following us on Twitter (@CSIOP_SCPIO), Facebook, and/or LinkedIn.

I'm Sorry But this Number is Not in Service (Right Now): The Right to Disconnect

*Erika Ringseis¹, Ph.D.
Inhaus Legal LLP*



COVID-19 changed the face of employment in Canada. One of the most obvious changes is that the work from home orders and recommendations resulted in many employees blurring the lines between work and home. Technology improved the telecommuting world of the past, with virtual meeting platforms and digital accessibility. We can log into a meeting from our home office, from the couch, from the golf course, from the vacation home on the beach...but should we? Has the mental health of employees suffered from an inability to turn off work or to see the difference between work and home given that there may be limited physical separation?

Some employees couldn't wait to get back to the office. Some have resisted the return and are now looking for more flexible arrangements, including permanent remote work arrangements. Employers will need to consider carefully what go-forward policy aligns with their business needs, organizational values and employee preferences. In Ontario, however, changes to the *Employment Standards Act, 2000*, which establishes the ground floor of employment standards in Ontario, will have an impact on the availability of employees during off-work hours.²

In Ontario, employees now have a recognized right to disconnect. Employers in Ontario with at least 25 employees must introduce policies to permit workers to disconnect from any employment responsibilities during non-working hours. The term "disconnecting from work" means not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.

The message from the Ontario government is clear: mental health of employees is a priority and so is a balance between work and life. Employers cannot require employees to be tethered and available to work at any hour. But, what will be the practical effect of the legislative change? Some organizations struggle to define what is meant by "off work hours" as their employees appreciate working hours flexibly to allow for other activities during daytime hours. Some employees may still feel pressure, regardless of what policy exists, to make themselves available off work hours if they want to advance their careers. The policy may be required, but will anyone use it?

Although the right to disconnect exists in other countries, such as France and Spain, Ontario is the first jurisdiction in Canada to introduce the legislation. Some chatter suggests that the federal government may not be far behind, and then other provinces may follow suit. Employers faced with increasing pressures to accept alternative work arrangements and support flexibility and mental health may find themselves wanting to introduce right to disconnect policies, or encourage a right to disconnect culture.

¹ Erika Ringseis obtained her Ph.D. in Industrial/Organizational Psychology from Penn State before pursuing her law degree and a career in labour and employment law. She is a labour, employment and human rights lawyer practicing with an innovative virtual firm, Inhaus Legal LLP. As Erika is writing this article at 9:47 pm from a hotel lobby while attending her daughter's track meet, one might ponder whether she is the right person to talk about disconnecting from work...

² See more information online: <https://www.ola.org/en/legislative-business/bills/parliament-42/session-2/bill-27>.

Whether the legislation results in the enforcement of effective policy or not remains to be seen. Maybe the right to disconnect would have gained momentum even without pandemic pressures. Certainly the landscape of employment in Canada is changing and HR has an opportunity to shape how employees connect, and disconnect, with the work of the future.

Job Advertisement

Assistant Professor in Industrial-Organizational Psychology

Position Description:

The Department of Psychology at the University of Guelph invites applications for a tenure-track position in Industrial-Organizational Psychology at the Assistant Professor level. The successful candidate will demonstrate the potential to provide effective and innovative teaching and research supervision to a diverse population of undergraduate and graduate students. As well, the successful candidate will contribute to service activities within the I-O program and Department of Psychology and contribute to our consulting training through Organization & Management Solutions. Strong consideration will be given to applicants who show strengths in innovative, equity-informed, and engaging teaching pedagogies.

This is an exciting time of growth for our Psychology Department. We are conducting searches for five positions in the Industrial-Organizational, Applied Social, Clinical, and Neuroscience and Applied Cognitive Science areas. As such, the successful candidate will join the department together with a cohort of enthusiastic and well-supported early career scholars. Our wider department reflects a collegial and welcoming academic community that aims to support a diverse range of people and perspectives in an inclusive work environment.

Applicants should have:

1. A Ph.D. in Industrial-Organizational (I-O) Psychology, or equivalent (e.g., Organizational Behaviour, Human Resource Management)
2. A vibrant research program in any topic area within I-O Psychology. However, a preference will be given to researchers focused on topics related to Equity, Diversity, and Inclusion and/or well-being in the workplace (e.g., gender and leadership, systemic discrimination, inclusion climate, organizational justice, stress/strain/burnout) that complements the strengths of the I-O Area and attracts high-quality graduate students.
3. An established record of effective knowledge mobilization, such as publishing in scholarly journals, conference presentations, and communication of research findings to a broad audience.
4. A proven capacity to obtain external support for research.
5. A commitment to train graduate students in research and Industrial-Organizational consulting skills.
6. A teaching portfolio that demonstrates a record of excellent teaching, such as strengths in innovative and engaging teaching pedagogies, peer evaluations, participation in workshops and training.
7. A commitment to mentoring undergraduate and graduate students.
8. A record of past service activities and contributions to the unit, university, or broader community. If relevant, please highlight EDI-related activities.

The University of Guelph is the third largest employer in Guelph, a city of approximately 130,000 people, located about an hour drive west of Toronto, Ontario. University of Guelph is a top-ranked comprehensive university in Canada with an enrolment of more than 30,000 undergraduate and graduate students across over 40 academic units. The University is known for its commitment to student learning, innovative research, and collaboration with world-class partners. It is a unique place, with transformative research and teaching and a distinctive campus culture. People who learn and work here are shaped and inspired by a shared purpose: *To Improve Life*. Reflecting that shared purpose in every experience connected to our university positions us to create positive change, here and around the world. Our University community shares a profound sense of social responsibility, a drive for international development, and an obligation to address global issues.

Application Process

Assessment of applications will begin on **April 17, 2022**, and will continue until the position is filled. Interested applicants should submit the following materials (preferably as a single PDF file): (1) a cover letter; (2) a curriculum vitae; and (3) a teaching dossier. Applications should be sent to the attention of:

Ian Newby-Clark
Professor and Chair
Department of Psychology
University of Guelph
Guelph, ON N1G 2W1
inewby@uoguelph.ca

All qualified applicants are encouraged to apply; however, Canadians and permanent residents will be given priority.

The University recognizes that applicants may have had obligations outside of work that have negatively impacted their record of achievements (e.g., parental, elder care, and/or medical). You are not required to disclose these obligations in the hiring process. If you choose to do so, the University will ensure that these obligations do not negatively impact the assessment of your qualifications for the position.

The University of Guelph resides on the ancestral lands of the Attawandaron people and the treaty lands and territory of the Mississaugas of the Credit and we offer our respect to our Anishinaabe, Haudenosaunee and Métis neighbours as we strive to strengthen our relationships with them.

At the University of Guelph, fostering a [culture of inclusion](https://uoguel.ph/ox2p9) (<https://uoguel.ph/ox2p9>) is an institutional imperative. The University invites and encourages applications from all qualified individuals, including from groups that are traditionally underrepresented in employment, who may contribute to further diversification of our Institution.

If you require a medical accommodation during the recruitment or selection process, please contact Occupational Health and Wellness at 519-824-4120 x52674.

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