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## Chair's Column



*Ivona Hideg, Ph.D.*

*Saïd Business School, University of Oxford  
 Schulich School of Business, York University*

Dear CSIOP Members!

Greetings from Oxford, UK! My family and I have been enjoying living in Europe with everything close by and travelling to various destinations across Europe. With overcast weather, no sun, and rainy winters in the UK, one must travel to keep sane (although it is not really cold and sadly my kids missed snow and wearing winter boots – I personally missed none of that)! One interesting trip I would

like to share is a skiing trip in a super tiny (but not the smallest) European country, Andorra (and yes, you need to check out on the map where Andorra is!) – highly recommended! Andorra is known for skiing (who knew) and shopping. Hope everyone is doing well and surviving winter semester with their own adventures.

This is my last column as the Chair of CSIOP (still can't believe that almost a year has passed!) and with that it is my time to say goodbye for the time being, although I won't be completely gone. I will transition into a Past-Chair role, and you will probably be hearing from me next year about various awards. I look forward to the next chapter of CSIOP under leadership of our fantastic Chair-Elect, Duygu Biricik Gulseren.

In this last column I would like to provide some updates on our upcoming conference, RHR Kendall-Evans award, communication strategy, and recruitment for the roles on the executive team. Before I do that, I would like to take a moment to thank the awesome executive team as I could not have done this job without them. I am tremendously grateful to

- Deb Powell, *Past-Chair*, for her wisdom and insights shared with me as past-chair and for working tirelessly on many awards including our inaugural *CSIOP Outstanding Early Career Researcher Award* and *CSIOP Outstanding Practitioner Award*.
- Duygu Biricik Gulseren, Chair-Elect, for her support and stepping in and up for meetings that I could not make due to being in the UK time zone.
- Matt McLarnon, *Secretary and Treasurer*, for being on top of our finances and making sure we can support initiatives that align well with our mission and that we care about.
- Sam Hancock, *Program Coordinator*, for putting together a stellar program for our 2024 convention.
- Jocelyn Brown, *Student Representative*, for being a wonderful representative and advocate for students and for putting together brilliant events for students for our 2024 convention.
- Aleka MacLellan, *Membership Coordinator*, for keeping track of our membership.
- Sara Murphy, *Editor*, for taking on an ambitious and much needed initiative of creating an overall communication strategy and aligning it with our EDI strategies and priorities.
- Aisha Taylor, *EDI Strategic Lead*, for her leadership on our EDI strategy and for convening and leading a standing EDI committee.

Alongside the executive team, we also have a fantastic team of special collaborators who make significant contributions to CSIOP. I would like to extend my gratitude and appreciation to Lynda Zugec (*delegate to Alliance for Organizational Psychology*), Lance Ferris (*Newsletter Co-Editor – Lance has been in this job for many countless years now and also Columnist – State of the Science!*), Elana Zur (*Newsletter Co-Editor*), Abigail Mengist (*Social Media Coordinator*), Jane Phillips (*Columnist - News*), Alvan Yuan (*Webmaster*), Blake Jelley (*Licensure*), Michael Vodiano (*Columnist - Practice Makes Perfect and Speaker Series Host*), and Erika Ringseis (*Columnist-Legal*).

Both the executive team and special collaborators have put many hours in these voluntary roles. But that is what makes CSIOP – its people and their tireless dedication to CSIOP's goals and mission. I could not have been more proud and more honoured than to have a privilege to serve this community, which I personally call home.

Finally, I would like to extend my gratitude and my thanks to our entire community and CSIOP membership for continuing to be a part of our community and for supporting us through good and bad times!

### ***The CPA Convention***

At this point you should have heard about your submissions including details about scheduling of your session(s). We're hoping you're booking your hotels and flights to Ottawa as the program line up is stellar! We have many exciting sessions planned and I would like to highlight a panel on *Indigenous Scholarship and Employment Experiences* organized by Sam Hancock. The reason for highlighting this particular panel (and there are many other excellent panels) is that the opening day of the conference falls on National Indigenous People Days and across the CPA convention there will be a variety of sessions dedicated to Indigenous Peoples and Indigenous scholarship. CSIOP was seeking to contribute to this day by organizing this important panel. I hope we can all attend as many sessions as we can and learn as a community. We are also thrilled to have Dr. Silvia Bonaccio for our section invited talk! For more updates and details on our convention program, please see our program coordinator, Sam Hancock's column below!

### ***RHR Kendall-Evans Award***

We are pleased to announce our annual competition recognizing the outstanding papers by undergraduate and graduate CSIOP students: the RHR Kendall-Evans Award! [RHR International](#) is sponsoring this award and the prize for the winning paper is \$2,500. The deadline for submission is May 15, 2024. Please see our website for more details on how to apply. We look forward to seeing many exciting student papers!

<https://www.csiop-scpio.ca/rhr-kendall-award>

### ***Communication Strategy***

One new development is on our communication front where we have convened a communication working group. The purpose of this group is to create a strategic communication framework that would support CSIOP's goals and would serve well our members. The group is also working with the EDI standing committee to align our communication strategy with our EDI goals.

The working group is chaired by our own Editor, Sara Murphy, and group members include Duygu Biricik Gulseren, Lance Ferris, Elana Zur, Abigail Mengist, Alvan Yuan, and Michael Vodiano. Thank you all for serving on this critical working group! As you can see, our operations have been expanding and our members are having a tremendously busy year.

### ***Recruitment for Roles on the Executive Team***

As we're approaching the convention time, we will also be seeking nominations (including self-nomination) for the roles on the executive team that will become available starting in June of 2024 (after CPA's annual convention). We will be recruiting for three positions: Student Representative, Membership Coordinator, and Chair-Elect. Please stay tuned for the nomination call. I hope you will consider serving in these exciting and important roles.

From my personal experience, serving on the CSIOP's team has been a true pleasure and this was not my first time serving on the executive team. I liked it so much that I had to come back! I previously served as Program Coordinator in 2016-17 and 2018-19, and indeed many people come back because it's truly rewarding and inspiring to serve this incredible community! Please feel free to reach out either to me or any other member of the executive team if you have any questions about any of the roles or more generally serving on the CSIOP.

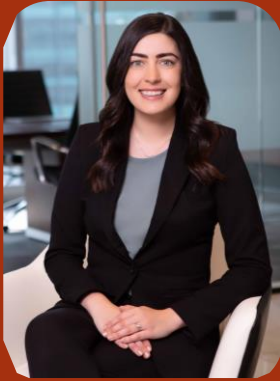
This is all from me for now and in my role as the Chair of CSIOP. As always, if you have any suggestions or ideas how we can serve better our membership, please feel to reach out to me at [chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca).

Please follow us and stay up to date on CSIOP news by following us on social media, including Twitter (@csiop\_scpio) and Instagram account ([https://www.instagram.com/csiop\\_scpio/](https://www.instagram.com/csiop_scpio/)), in addition to our website (<https://www.csiop-scpio.ca/>).

In closing I would like to thank everyone for giving me this opportunity to serve our wonderful community! I will seek to continue supporting CSIOP and our community in years to come in any way I can.

Ivona Hideg  
Associate Professor  
Saïd Business School, University of Oxford  
Schulich School of Business, York University  
CSIOP Chair

## CSIOP Membership



*Aleka MacLellan, Ph.D.  
Kilberry*

As of March 2024, CSIOP has a total of 161 members across a wide variety of membership types. This consists of 90 Full Members, 10 Early Career Members, 33 Student Affiliates, 11 CPA Fellows, 2 CPA Honorary Fellows, 1 Retired Fellow, 1 Retired Member, 5 Section Associates, 1 CPA Honorary Life Member, 6 Special Affiliates, and 1 CPA Complimentary Memberships.

Don't forget to renew your membership, if you have not already done so!

## CSIOP News



*Jane Phillips, MSc Student  
Wilfrid Laurier University*

### *University of Calgary*

Please join me in congratulating Madeline Springle on winning 2<sup>nd</sup> place in the Faculty of Graduate Studies Images of Research Competition in the Humanities/Arts/Social Sciences Category!

I wanted to also congratulate Madeline on being a finalist in the SSHRC Storytellers Challenge. Out of more than 200 submissions, Madeline has made the Top 20, and will be presenting this at the event in Saskatoon. Very impressed with her knowledge mobilization skills here!

[https://www.youtube.com/watch?v=0LypE\\_9vk4o](https://www.youtube.com/watch?v=0LypE_9vk4o)

### *University of Ottawa, Telfer School of Management*

Congratulations to Mikaila Ortynsky, who won a 2024 Telfer PhD Student Engagement Award!

Jane O'Reilly and Jennifer Dimoff at the Telfer School of Management are happy to announce the launch of the Triple-I Lab! The lab is funded by the Canada Foundation for Innovation and the Ontario Research Fund and is the result of an amazing collaboration between researchers from the Telfer School of Management and the Faculty of Arts at the University of Ottawa. The three 'I's' stand for inclusion, interaction, and intervention. The lab will support



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research devoted to better understanding how we can enhance feelings of inclusion across many aspects of life – from the classroom to the boardroom, and beyond. Moreover, the new lab will support lab research done by our graduate students at the Master and PhD level.

*Wilfrid Laurier University, Lazaridis School of Business and Economics*

Congratulations to our current MSc student, Jane Phillips, who has received the PhD Ontario Graduate Scholarship (OGS).

We would also like to congratulate our prospective MSc students, Bahar, on being awarded the Graduate Prestige Scholarship, and Kyra, on being awarded the OBHRM Entrance Scholarship.

*York University*

Mehran Bahmani has been awarded a Graduate Research Fellowship with the Program on Negotiation at Harvard Law School. We're excited for him and congratulate him on this 2024-2025 doctoral fellowship!

Dr. Camellia Bryan, who graduated this past year from the Schulich School of Business, will begin as an assistant professor in the Organizational Behaviour and Human Resources Division of the Sauder School of Business (University of British Columbia) in July 2024.

Marlee Mercer and Tina Sharifi from York University School of HRM received the Best Doctoral Student Paper Award for their work "Endometriosis and Women Leaders: A Feminist Phenomenological Perspective on Career Implications and Stereotype Effects".

Hannah Johnston, from York University School of HRM received SSHRC Insight Development Grant for her study entitled "Regulating algorithmic management in standard employment: A comparison of legislative and industrial relations approaches".

Duygu Biricik Gulseren, from York University School of HRM has been awarded SSHRC Insight Development Grant for her study "Inconsistent Leadership: Scale Development and Measurement".

## Convention Corner



*Samantha Hancock, PhD  
Program Coordinator*

I hope you are all excited about the upcoming CPA convention that will take place at the Westin Hotel in Ottawa from June 21 -23! A friendly reminder that if you plan to attend the conference, you should book your accommodation soon, hotel rooms are going fast!

Here are some exciting sessions to look forward to:

- A conference keynote address by Dr. Leroy Little Bear (University of Lethbridge).
- An invited CSIOP section keynote address by Dr. Silvia Bonaccio (Telfer School of Business, University of Ottawa) entitled "The Facilitators of Positive Work Experiences for Employees Living with Disabilities".
- CSIOP Graduate Student Symposium organized by our student rep Jocelyn Brown, featuring the amazing work being conducted by students in I/O psychology and related programs across Canada.

In addition to the talks, there will also be social events, and the planning is underway. If you have any suggestions on how to improve our convention or if you have any ideas for our program, please email me at shancoc@uwo.ca. Don't forget to follow CSIOP on Twitter/X (@CSIOP\_SCPPIO), Facebook, and Instagram for convention updates. The full program will also be posted on our website closer to the conference. I look forward to seeing you all in Ottawa in June!

Sam

## Practice Makes Perfect



*Michael Vodiano, MA*

While I have been working to understand and support leaders through coaching and development for years, there is an underrecognized adjacent area of practice that focuses on those being led, known as followership. The more I learned about followership, the more the theories and concepts made sense, but there was also a lot that I didn't understand.

That's why I was fortunate to interview followership expert Dr. Marc Hurwitz on the Practice Makes Perfect Discussion Series and learn more about his experience in the followership community of practice, and how organizations benefit from developing leadership and followership concurrently.

### Why Great Followership Leads to Great Performance

*Marc Hurwitz, PhD MBA MSc MSc CMC  
Associate Director, Conrad School of Entrepreneurship and Business*

**Tell us about the followership community and your journey to it. Where do advocates and experts come from, how do they tend to find followership, and what are their areas of interest?**



My origin story goes back to my corporate days as a junior executive in middle management after completing my MBA. Despite conventional training in accounting, finance, operations, and leadership, I sensed a gap in my understanding. And I realized I just wasn't a good follower, despite my managerial role. This sparked a journey of over two decades to learn more about followership. Along the way, I've encountered others—mostly from organizational backgrounds like HR, OD, or middle management—who share similar sentiments. At first, people would react to followership with intense skepticism, but it's changed over time. In part, this was helped by the rise of social media and its emphasis on mutual influence rather than blind obedience. Secondly, modern workplaces demand greater collaboration and initiative from everyone, which naturally challenges traditional hierarchical models. It's no longer about individual engagement but collective participation, and improving the social system that we work in. There's a diverse mix of influences in the community, which is largely driven by practitioners, but has growing interest from academics as well. Our community reflects this diversity, with practitioners from as far as Indonesia to Sweden to Pakistan converging to exchange ideas and experiences at forums like the Global Leadership Conference.

Currently, there's a focus on rethinking traditional leadership paradigms, particularly in recent developments like the British army's inaugural Doctrine on followership. This shift stems from a recognition across different areas, including the US military and healthcare, that hierarchical models of leadership fall short in today's complex, dynamic environments. Instead of a linear top-down approach, there's a growing emphasis on distributed leadership, where individuals at all levels contribute to problem-solving and decision-making. This concept of followership, crucial in maximizing organizational potential, is gaining traction because of its tangible impact. Studies indicate that enhanced followership correlates with improvements of between 17-43% across nearly all organizational metrics, from financial performance to employee engagement and customer satisfaction.

There are also important findings related to emotional intelligence (EI) research, which suggests that, while EI in leaders is vital, the emotional intelligence of followers is really what influences outcomes within teams. This shift in focus prompts exploration into broader implications for both research and practice, encompassing cultural shifts and strategies for fostering empowered followership. From a societal perspective, the importance of nurturing followership becomes even more pronounced. Given the limitations of solely focusing on leadership training, which already incurs significant investment annually, attention is turning towards equipping individuals with the skills to navigate and mitigate the effects of toxic leadership. Empowering people to embrace agency within their follower roles offers a promising avenue for cultivating healthier organizational and social dynamics.

### **How do you differentiate between the roles and skills required of leaders and followers?**

In exploring the dynamics of leadership and followership, we need to acknowledge the interplay between these roles. Research highlights shared priorities like honesty and integrity across both leadership and followership. However, while there's significant overlap in desirable traits, there are distinct differences in responsibilities. For instance, in fostering creativity, leaders focus on framing the process, setting objectives, and facilitating brainstorming, while followers contribute ideas and advocate decisions. Leadership is about creating a framework for action and guiding the team within it, while followership involves executing tasks and contributing to the collective effort. Additionally, interpersonal dynamics vary: followers are responsible for their own engagement, while leaders provide support and foster commitment. So while there's a shared pool of desired traits, the roles themselves and their respective functions are quite different.

When discussing followership with people, the common reaction I get is initial understanding followed by a common concern: "Okay, I get it, but nobody else will." However, when followership is framed as agentic and equally important as leadership, their reactions change. People may still have questions, but they quickly grasp that followership is simply a role to be assumed. Understanding this distinction—where leadership holds the frame and followership works within it—allows individuals to develop their own ideas of what it means to be a good follower. Viewing the world through the lens of leadership and followership transforms various aspects, including competency frameworks. It's essential to differentiate between creativity in leadership versus followership roles. Otherwise, individuals may misunderstand creativity as solely generating ideas, hindering team dynamics and organizational effectiveness. By clarifying these distinctions, we can improve team performance and avoid perpetuating suboptimal conditions through HR systems like competency dictionaries and performance appraisals.

### **Why do you think that followership gets less attention than leadership? What cultural forces might be at play?**

There's a historical basis for this, and it's only become more pronounced over time. Historically, with the onset of industrialization and the introduction of practices like Taylorism and Scientific Management, leadership shifted from being person-centric to focusing more on system and organizational structures. This perspective infiltrated organizational thinking, especially with the advent of factories and standardization, where efficiency relied on strict adherence to procedures. This era also saw the rise of "great man theories," popularized by Thomas Carlyle, which attributed the success of organizations to exceptional individuals. These 19th-century ideas heavily influenced 20th-century leadership models, including more modern ones like authentic, transformational, ethical, and servant leadership, all of which center on the importance of the individual leader. So while followership is not a new idea, it's often neglected by contemporary theory.

Much of the current discourse on followership and leader-follower dynamics is heavily influenced by a Western, predominantly white, and often male perspective. However, different cultures have different associations with the concept. For instance, in some Ugandan tribal cultures and among certain indigenous North American peoples, followership plays a crucial role in organizational dynamics. I had the privilege of participating in several PhD thesis defenses, one of which explored why Asian-Americans and Asian Canadians are overrepresented in technical professions but underrepresented in technical management roles. Surprisingly, bias wasn't against them becoming managers; rather, there was a preference for them as managers. The challenge seemed to lie in the complexities of leadership and followership identities, particularly for those who are bicultural. My colleague Dr. Wendy Edmonds, a researcher on toxic followership, investigated the Jonestown Massacre, highlighting that most of the victims were African-American. She raised questions about how followership differs within African-American communities compared to Caucasian communities and its implications for issues like promotions and discrimination. Understanding these variations is crucial for effective communication and collaboration between communities. However, research on these topics remains scarce, making it an important area for further exploration by scholars. If you're a researcher, please consider looking into this!

### **How do you sell the importance of followership to an organization that is more accustomed to investing in leadership development?**

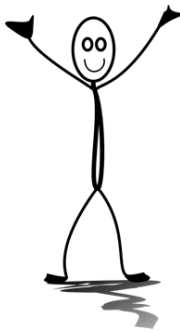
Let me share an example from the Federal Deposit Insurance Corporation (FDIC), one of the midsize federal agencies in the United States among the 27. In 2008, just before the financial crisis hit, they ranked 21st in Employee Engagement. Despite this, their workload skyrocketed. They made a deliberate choice to undergo a culture change, focusing on teaching leadership and followership to everyone in the organization. Two years later, during one of the

toughest times in their history since the 1930s, they surged from 21st to the top spot and maintained it for five years. When we work with organizations, we don't immediately propose training everyone on followership because, understandably, that might not be an easy sell. Instead, we emphasize the importance of everyone learning both leadership and followership. We start by training everyone on leadership, which destigmatizes it. Then, when we introduce followership training, there's greater acceptance. It's crucial that senior managers actively engage in the process to ensure buy-in from the rest of the team. And in our programs, we've seen impressive results. After completing both leadership and followership training, 93% of participants reported feeling more confident taking on leadership roles. Similarly, 97% acknowledged that leadership and followership are equally important. They expressed how this dual training changed their perspective, making them better supporters of their leaders and fostering a more cohesive team dynamic. Ultimately, this approach empowers individuals to take initiative when needed and actively support their teammates, leading to significant improvements across various metrics.

Dr. Marc Hurwitz is the Associate Director at the Conrad School of Entrepreneurship and Business at U. Waterloo and the Chief Insight Officer for FliP University. His many credentials include a doctorate in cognitive neuroscience with graduate degrees in physics, applied mathematics, and business. He is the co-author of the book: *Leadership is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration* from the University of Toronto Press with Samantha Hurwitz.

View the full discussion with Marc here: <https://www.linkedin.com/events/7158553436739792896/>, and connect with Michael Vodiano on LinkedIn to get updates on upcoming Practice Makes Perfect live events.

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? We would love to hear from you. Please contact Michael Vodiano at [mvodiano@gmail.com](mailto:mvodiano@gmail.com) if you have comments or to be a guest of the Practice Makes Perfect Discussion Series.



## State of the Science

*Lance Ferris, Ph.D.*  
*University of Ottawa*

*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.*

As Zoom calls and Microsoft Teams meetings increasingly became common during the work-from-home period of the pandemic, you may have spent a lot of time worried about what was shown in the background of your video stream – is it appropriate to have family photos in the background? Are people scrutinizing your bookcase to see what you're reading? Is it finally time to take down your singing Big Mouth Billy Bass?

If these kinds of thoughts consume you, you might be interested in recent research by Saint Mary's University's Nicolas Roulin, Eden-Ray Lukacik, Lindsey Clow, and Hayam Bakour and University of Calgary's Joshua Bourdage and Pedro Diaz, recently published in the *Journal of Organizational Behavior*. They were particularly interested in the effect such objects might have in asynchronous video interviews, where applicants respond to a series of standardized interview questions via videotaped responses. Given the background of such interviews can include photos (e.g. of partners/children) and objects (e.g., “#1 Dad” coffee mug; rainbow flags, hats with political slogans on walls) in the visual field of the camera., they were interested in the extent to which objects communicating a job applicant's (a) parental status, (b) sexual orientation, and (c) political orientation may influence how the applicant is evaluated.

Participants were from Mechanical Turk and Prolific and acted as hiring managers whose job was to evaluate job applicants in asynchronous video interview videos. Across three studies, they evaluated whether inclusion of objects related to parental status (Study 1), sexual orientation (Study 2), and political orientation (Study 3) influenced participants' ratings of the applicants. Contrary to expectations, they found that participants generally did not discriminate against job applicants with material in the background suggesting they were parents; in fact, there was a slight trend to favor applicants who were parents, as they were rated as warmer and as performing slightly better in

the interview than non-parents (regardless of if the participants were themselves parents). Similarly contrary to expectations, participants did not discriminate against job applicants with material in the background suggesting they were gay or lesbian, with such applicants rated similarly to those with more neutral backgrounds (e.g., a coffee mug saying “Coffee O’Clock”); participants’ own attitudes towards lesbians and gay men also did not moderate the results.

However, material suggesting an applicant’s political orientation did have an effect on how participants evaluated applicants. In particular, when a job applicant’s displayed political orientation matched the political orientation of the participant, the applicant was more likely to be rated by the participant as having performed well in the interview, as being more likely to perform well on the job, and as being both warmer and more competent. In short: displaying politically oriented material in your interview background may not be a politically wise decision (unless you know for sure that the person evaluating you shares your political beliefs!)

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

Roulin, N., Lukacik, E.-R., Bourdage, J. S., Clow, L., Bakour, H., & Diaz, P. (2023). Bias in the background? The role of background information in asynchronous video interviews. *Journal of Organizational Behavior*, 44, 458-475.

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

## Student Update



*Jocelyn Brown, M.Sc.  
Saint Mary’s University*

### Using your knowledge in the community

The desire to find evidence-based solutions to drive positive organizational change is common for many I/O psychologists. As a student, there are many different ways for you to use your knowledge, skills, and abilities to benefit your community! Just remember to balance these opportunities with your academic commitments. Here are a few options that you might want to consider:

#### 1. Student-based initiatives:

For the millions of university students in Canada, their campuses are a big part of their daily lives. This means that classes and on-campus roles are largely influential to them! As an I/O psychology student, there may be opportunities for you to get involved on campus. These might be roles on Human Resources or Occupational Health and Safety committees as subject matter experts. You may also find roles in student groups such as student unions or departmental student societies!

#### 2. Value-based employment:

As you develop as a student, you are going to have more and more to offer as an employee. You may be able to find local or national consulting groups that take on projects relevant to I/O psychology, such as employment training or recruitment decisions. In addition, you may find research projects at your university or another institution that align with your goals and skills! If teaching is your passion, you may find opportunities as a marker, teaching assistant, or instructor to educate fellow students. Finding meaningful employment can be a win-win, as you can learn how to apply your skills while earning some extra money on the side!

#### 3. Volunteering: Steps for Life, Board of non-profits

Your unique expertise and passions might make you the perfect fit for volunteer roles! For example, you could help as a resume reviewer with [4Ukraine.ca](http://4Ukraine.ca) if you are passionate about supporting refugees migrating to Canada. If you are passionate about knowledge dissemination, you could join the [Science for Work](#) team as a contributing author!



Government or non-profit organizations with important missions may also be looking for board members just like you! You could even volunteer with the [United Nations](#)! Check out the awesome paper by Tippins et al. (2023) if you are interested in learning more about volunteering as an I/O psychology professional!

#### 4. Professional Affiliations and Memberships

As a student, there are a variety of professional organizations that you could get involved in. CPA and any of the sub-committees (including CSIOP) often want student volunteers! You also may find opportunities in [Blacks in I/O Psychology](#), [the Society for Industrial and Organizational Psychology](#), and more!

**If you are interested in getting involved, you can become the next CSIOP Student Representative!** As my tenure comes to a close, I will be looking for someone to take over in the spring. Keep an eye out for the call for nominations coming soon! Until then, if you have any questions, you can send them to me at [studentrep@csiop-scpio.ca](mailto:studentrep@csiop-scpio.ca).

#### References

Tippins, N., Hakel, M., Grabow, K., Kolmstetter, E., Moses, J., Oliver, D., & Scontrino, P. (2023). Industrial-organizational psychologists and volunteer work. *Industrial and Organizational Psychology*, 16(4), 421–432. doi:10.1017/iop.2023.70

#### Student Research Spotlight

Canadian students from I/O Psychology, OB, HRM, or other related areas are invited to share their research to be featured in upcoming newsletters. For a chance to be featured, submit your work using our call for submissions.



## Update On: Alliance for Organizational Psychology

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



### Alliance for Organizational Psychology

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>



### Speed Benchmarking and Career Growth Exploration

The SIOP Professional Practice Committee is offering two opportunities (Speed Benchmarking and Career Exploration) at this year's conference to further support your professional development. These two opportunities have limited seating, so sign up early to reserve your spot. Registrations are due by Friday, March 29, 2024. There is no

extra charge for registration, but we kindly request your attendance upon signing up, as seating is restricted to registered participants. Your presence ensures that those genuinely interested can participate fully, preserving a professional and impactful experience.

<https://www.siop.org/Annual-Conference/Attendee-Info/Add-On-Events/Speed-Benchmarking-and-Career-Growth-Exploration>

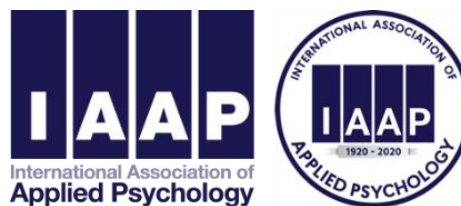


### Join us for the EAWOP Summer School 2024

Attention late-stage PhDs, Postdocs, and early career scholars! We're thrilled to announce the upcoming EAWOP Summer School, scheduled from Tuesday, September 3rd to Saturday, September 7th, 2024. Hosted at the esteemed University of Edinburgh Business School in beautiful Edinburgh, Scotland, this event promises to be an enriching experience. Stay tuned for full program details, including a lineup of distinguished speakers and registration information, which will be available shortly on our webpage, <http://www.eawop.org/next-school2> - Mark your calendars now, as spots are limited and expected to fill up quickly!

### Double the EAWOP Presence on LinkedIn

Did you know that EAWOP maintains two distinct pages on LinkedIn, and you might be following only one of them? These pages may have similar names but serve different purposes. One is designed for all members to share insights and discussions related to work and organizational psychology (<https://www.linkedin.com/groups/1999015/>), while the other is dedicated to delivering essential news and updates directly from the EAWOP association to our valued members, including you (<https://www.linkedin.com/company/eawop>). Ensure you're a member or follower of both groups to stay informed about important developments in the field. And remember, your likes, shares, and comments are always appreciated!



### 31<sup>st</sup> International Congress of Applied Psychology July 21-25 Florence, Italy, 2026

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## Ebony & Ivory: A Summary of the Recent BC Human Rights Case of a *Young Worker*<sup>1</sup>

By: Erika Ringseis, Ph.D., J.D.<sup>2</sup>



### Facts:

A thirteen year-old girl, the “Young Worker”, was an employee at a juice bar and restaurant known as Heirloom. Her job duties originally consisted of dish, fruit and vegetable washing and later broadened to include server and juicer duties, including operating the cash register. One day, Mr. Stone, her adult male supervisor (“Supervisor”) pulled her aside and spoke to her sternly about cash shortages from the cash register. He called the Young Worker untrustworthy and noted that they cannot have thieves working at the store. The Young Worker felt scared and intimidated but asked the Supervisor whether the cash shortages occurred only on her shifts and when. The Supervisor talked over her and refused to answer her questions, insisting that she was untrustworthy, and walked away from her when she burst into tears. She called her Mother in tears following the interaction.

The Young Worker’s Mother, who was also an employee at Heirloom, requested and was granted a meeting with Supervisor, the Young Worker, the Mother and the Owner. The Owner indicated that cash shortages commonly occur, that it was not a big deal but usually due to explainable errors, especially by inexperienced and young staff. The Owner felt that the issue had been dealt with in the meeting.

The Young Worker returned to work, expecting the Supervisor would apologize and treat her respectfully. The Supervisor, however, continued to treat the Young Worker differently from the other employees by not allowing her to work at the cash register, sending her to cut fruits and vegetables and wash dishes like when she was a new employee. She was closely monitored and watched by the Supervisor, who did not restrict or monitor any other employees in that manner. The Supervisor denied that he treated the Young Worker differently than other employees and argued that she had chosen to stop working at the cash register. The Tribunal did not find this version of events credible.

Eventually the Young Worker quit, noting that she didn’t feel safe, welcomed or comfortable and that it was impossible to work somewhere where her boss didn’t trust her.

The Mother suspected that the Supervisor’s treatment of the Young Worker was motivated at least in part by discrimination, as the Young Worker was not only female but also black. On the Young Worker’s behalf, the Mother filed a human rights complaint.

### The Human Rights Complaint

The Tribunal Chair found that the Young Worker had experienced an adverse impact in how the Supervisor first spoke to her in the meeting, and then treated her after the meeting. The adjudicator had to decide whether the adverse treatment was linked to a protected ground.

The Young Worker was not only female, but black. The case provides a summary of the concept of intersectionality, where race and sex must be considered in tandem to understand the possible unconscious bias that may have been operating. The Tribunal Chair considered anti-Black stereotypes in addition to specific stereotypes of Black children and Black girls.

The Tribunal recognized that Black people may be subjected to heightened scrutiny based on a stereotype that they are more likely than White people to engage in criminal activity. A White person in a position of authority is also

<sup>1</sup>*Young Worker v. Heirloom and another*, 2023 BCHRT 137 (CanLII), available online: <<https://canlii.ca/t/k0gq1>>

<sup>2</sup>Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State before focusing her career on employment and human rights law. She currently advises clients through the innovative virtual law firm, Inhaus Legal LLP (<https://inhauslegal.com/lawyers/erika-ringseis/>) and was lucky to have the opportunity to partner with a co-author for this quarterly legal column.

likely to act negatively toward a Black person who does not appear to be submissive in response to allegations. After considering Black stereotypes, the Tribunal considered specific stereotypes applied to Black children, such as the “adultification bias,” when Black children are treated as less innocent and more adult than other children. The Tribunal also considered stereotypes of Black females, concluding that they are more likely to be stereotyped as being aggressive or angry and having “an attitude” than white females.

The Tribunal found, on the balance of probabilities, that the Young Worker’s sex and race were factors in how she was treated by the Supervisor. Under the Canadian legal analysis of discrimination, the protected grounds do not have to be the only, or even the primary reason for the adverse treatment. They need only be one factor in how the Young Worker, the Young Black, female Worker, was treated.

[66] I want to be clear at the outset that there is nothing inherently discriminatory about a manager asking an employee about a cash shortage. However, in this case, Mr. Stone was unable to give any explanation for the way he raised the cash shortage issue with [Young Worker]. [Young Worker] was the only employee spoken to about “reoccurring cash shortages”. Mr. Stone did not speak to any other juice bar employee and had no explanation for why that was the case. There was no evidence that Mr. Stone or Heirloom ascertained whether [Young Worker] was the only person working at the time the cash shortages were said to have occurred. Rather, the evidence was that [Young Worker] usually worked with one to four other employees on any given shift.

[67] ...There is no evidence that Mr. Stone investigated a “plausible explanation” for the cash shortages before or during his conversation with [Young Worker]. He did not presume that an innocent mistake was made by a young and inexperienced worker. Instead, he confronted [Young Worker] in an accusatory and harsh manner, insensitive to her age, her inexperience, and the power imbalance between them.

...

[71] In the absence of an explanation, Mr. Stone’s heightened suspicion, scrutiny, and monitoring of [Young Worker] is consistent with persistent and harmful stereotypes that Black people are prone to theft and that Black children are more adult and less innocent than other children. I find it more probable than not that these stereotypes were at play in Mr. Stone’s treatment of [Young Worker] in relation to the apparent cash shortage issue.

The Tribunal awarded the Young Worker with damages in the amount of \$25,000 for the damage to her dignity and self respect (general damages). The Tribunal also ordered the respondent to pay an additional amount for lost wages due to the Young Worker feeling compelled to resign and expenses she incurred as a result (approximately \$3,000).

#### Final Thoughts:

Social science research plays an important role in assisting Tribunals in understanding and applying the principles of unconscious bias and intersectionality. This case provided a clear analysis of both the concepts and showed the difficult analysis required for the Tribunal to consider whether discrimination had occurred. The discrimination found in modern workplaces is not the blatant sexism or racism of prior decades. No one is told that they cannot do a job or will be treated negatively because they are Black or female, or both. The bias is more subtle, but no less damaging.

The role of the Tribunal is to analyze if discrimination occurred and to determine appropriate reparations. The question that remains, the piece that falls to human resources (or people and culture) departments is the “what next?” How do you address unconscious bias in the workplace? How do ebony and ivory live together in perfect harmony? This is where the legal story ends, and the I/O psychology story begins.

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