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# The Canadian Industrial & Organizational Psychologist

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## Chair's Column



*Deborah Powell, Ph.D.*  
*University of Guelph*

Greetings all,

I hope that the New Year is off to a great start, and I am looking forward to catching up with many of you in 2023 at both the SIOP and CPA conferences. Interestingly, I recently learned that CSIOP's current membership (of around 200 members) is about the same size as the Canadian membership of SIOP. I'm not sure if those are the same 200 people, or if some people are members of one and not the other.

You've likely received a membership renewal notice from CPA – and this is the time that you can re-join the I-O section as well.

If you would like to stay connected to the I-O community in Canada, but do not want to be a full CPA member, CPA does have a less expensive Section Associate Membership option (but note that section associates are not eligible to vote in association or section business).

SIOP also now has an [Affiliate membership](#), which is less expensive than the full membership option but provides many member benefits.

### *CPA Conference*

The reviewers for the CSIOP program at the CPA convention have been hard at work for the past few weeks, so you should start hearing from CPA about your submissions in mid-February.

### *EDI Working Group Transition to a Standing Group*

In my last column, I introduced Aisha Taylor who is the inaugural EDI Strategic Lead on the CSIOP executive. In her column in this newsletter, she describes [how you can become involved in the EDI standing group](#), if you are interested.

### *Building Connections*

I would like to thank everyone who attended the November 25<sup>th</sup> collaborative event: *How Diverse Branches of Psychology Address Social Justice*. This event was hosted in conjunction with four other CPA sections: Black Psychology, Community Psychology, Counselling Psychology and the Section for Women and Psychology. Our CSIOP sponsored speaker was Kemi Anazodo, from the University of Windsor, who spoke about her research on the experiences of, and processes involved in integrating and reintegrating justice-involved persons into employment. The event had over 100 attendees and was a great way to make connections with other sections of CPA. I think that all of the attendees learned something new.

We also recently started a I-O and OB graduate program directors' group. We will be meeting once per semester to discuss issues that are of interest or concern across different programs. Our first meeting had 16 attendees, and it was great to have representatives from so many programs.

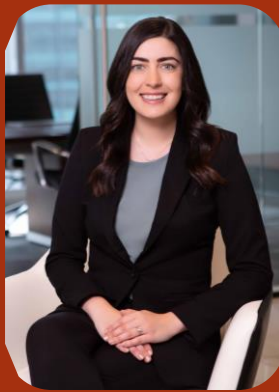
### *Conclusion*

Finally, if we can ever spread the word on any media appearances you're making that would be of general interest, or if you have any new articles you'd like to promote, please contact [socialmedia@csiop-scpio.ca](mailto:socialmedia@csiop-scpio.ca)

Best,

Deborah Powell, Ph.D.  
Associate Professor  
University of Guelph  
CSIOP Chair

## CSIOP Membership



*Aleka MacLellan, Ph.D.  
Kilberry*

As of December 15, 2022, CSIOP has a total of 210 members. This consists of 105 Full Members, 7 Early Career Members, 70 Student Affiliates, 10 CPA Fellows, 1 Retired CPA Fellow, 2 CPA Retired Members, 4 Section Associates, 1 Honorary Lifetime Fellow, 2 Honorary Life Members, 5 CPA Special Affiliates, 2 International Affiliates, and 1 International Student Affiliate.

Don't forget to renew your membership for 2023, if you have not already done so!



## CSIOP News

*Samantha Hancock, Assistant Professor  
DAN Department of Management & Organizational Studies,  
Western University*

### *University of Guelph*

After Covid-19, the Erasmus Mundus exchange program has returned to U of G for 2023!

### *University of Waterloo*

Rochelle Evans has successfully defended her doctoral dissertation. Congratulations to Dr. Evans!



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

Congratulations to Ph.D. student Yanhong Li who had a very successful year. Yanhong successfully defended her dissertation research entitled "Exuding Moral Character or Rocking the Boat? Observers' Reactions towards Displays of Workplace Moral Courage". Yanhong also placed 2nd in the 2022 Telfer Graduate Thesis Competition.

Congratulations to Ph.D. student Daniel Quintal-Curcic, who was selected among the 25 finalists for the 2022 SSHRC Storytellers Challenge awards for his project "Developing the Construct of Mental-Health-Supportive-Supervision (MHSS)". Dan also placed 3rd in the 2022 Telfer Graduate Thesis Competition

Congratulations to MSc student Rory Macleod who successfully defended his master's thesis, "Social Support Buffering During a Traumatic Extraorganizational Stressor: The Relationship Between Supervisor Support, COVID-19 Related Fear, and Mental Health," and joined a boutique consulting firm in Toronto.

Congratulations to MSc Student Parag Puri who successfully defended his master's thesis titled "Influences on the Adoption of Climate Resilient Water Innovation in Agri-food System: A Construal Theory Approach". Parag completed an MSc in Management with a minor in Environmental Sustainability via the Institute of the Environment at the University of Ottawa.

Congratulations to undergraduate student Aisha Gheriani, whose undergraduate research project entitled "Employees' Perceptions of Fairness Toward their Co-workers Mental Health Accommodations," placed 2nd in the 2022 Telfer Undergraduate Research Competition.

We are excited to welcome 3 new Ph.D. students to the Telfer OBHR Ph.D. program. Manal Chakra will be working with A.J. Corner and Jane O'Reilly; Yiyu Guo will be working with Jane O'Reilly; Mikaila Ortynsky will be working with Jennifer Dimoff. Mikaila also received a SSHRC Doctoral Fellowship and she is the new CSIOP student rep for Telfer!

## Practice Makes Perfect



*Ameetha Garbharran, Ph.D.  
expsyt*

It has been two years since I joined as CSIOP's Practice Makes Perfect columnist during a rather eventful time in human history. We have seen a global pandemic, dramatic shifts in the world of work and we continue to be made aware of the impact of social, political, economic and climate-related issues on nations, organizations and individuals. These profound changes have impacted every corner of society in unprecedented ways and will continue to do so. Industrial & Organizational Psychologists, practicing their craft in organizations, have been put through their paces and will have to adapt and innovate their approaches to address old and new issues to make a meaningful impact. It has been a pleasure covering some of the most pressing issues confronting I-O Psychology practitioners over the last two years, but the time has now come for me to move on. I am happy to hand over the reins of the CSIOP Practice Makes Perfect column to Michael Vodiano, Leadership Strategist at DDI Canada. I have no

doubt that you will find his perspectives on the critical issues that impact the practice of I-O Psychology insightful and engaging. Welcome, Michael.

*Michael Vodiano, MA  
Leadership Strategist, DDI*



### *Introduction*

I'm excited to be the new columnist for CSIOP's Practice Makes Perfect Column! I'd like to start by acknowledging the work of Dr. Ameetha Garbharran who contributed and curated amazing articles on the state of our practice in Canada over the last two years.

This column holds a special place in the story of my personal career journey, as I contributed an article in early 2018 about the challenges I-O Psychologists face in building a recognizable brand and selling our value to organizations. At the time, I was one year removed from my master's degree and was working outside of the field, managing marketing for a technology company. The article gained some attention in the I-O world, and it helped me grow my network with practitioners in Canada and abroad, speak publicly for the first time, and opened new doors for my career in I-O Psychology. Today I am a Leadership Strategist at DDI Canada where I shape programs that enable organizations to achieve strategic objectives through their people. I'm excited to contribute to this publication and share this space with our wonderful I-O community.

As the Practice Makes Perfect Columnist my goals are to:

1. Provide valuable, relevant content that highlights the work we do, the advances we are making, and the ways that I-O Psychologists are making an impact in Canada.

2. Offer a platform and elevate the voices of members of our community.
3. Raise awareness of I-O Psychology to future practitioners and the broader market.

In this issue of Practice Makes Perfect, we have an important perspective on a timely topic that is already impacting many of us. We are experiencing turbulent economic times in Canada, and many experts predict that we will experience a recession in 2023, if we are not already in it. While the future can be hard to predict, and a recession may affect some more than others, Canadian I-O Psychologists need to be thinking about the impact it will have on their clients, their employers, and on them in their roles, and what steps they can take today to prepare.

To help us understand what we may face in the period ahead and what we can do to prepare, we turned to Dr. Richard Davis, CEO of Kilberry, who shared his insights as a leader who has navigated three recessions in his career. In the following interview conducted by Dr. Navio Kwok (Kilberry's Vice President of Research and Marketing), Richard shares valuable lessons that he learned on his career journey about managing risk, becoming indispensable to your clients, and developing skills that are worth a premium during hard times.

### *Preparing for a Recession as an I-O Psychologist*



**Richard Davis, Ph.D.**  
CEO, Kilberry



**Navio Kwok, Ph.D.**  
Vice President of Research and Marketing,  
Kilberry

#### **Tell us how you got into I-O Psychology.**

I was doing my undergrad at Western when I left after my second year to become an entrepreneur. I launched a tech business which became successful. It was around that time that I started to see a connection between business, psychology, and technology. After completing my undergrad, I went to Boston University for a clinical-focused master's and then York University for a Ph.D. in applied social and personality psychology. During this time, I returned to Western full circle as an adjunct teaching organizational psychology.

After I finished my Ph.D., I joined an outplacement firm based in Toronto to build their leadership development practice and did a lot of assessment work as part of it. About a year and a half later, I joined RHR and was there for over eight years. I grew my practice within RHR and enjoyed some nice success there. In 2010, I wrote [\*The Intangibles of Leadership\*](#), a turning point for me. With the wind in my sails from the book and the vision of a new specialized firm, I launched Kilberry. Since then, we've grown tremendously over the past 10 years, with 10 extraordinary people, serving senior level clients around the world.

#### **There have been three recessions over the span of your career. How did it impact you or your clients?**

The dot-com boom was an ambiguous moment personally because it was right around when I was finishing up my Ph.D. It wasn't a smooth transition since consulting firms weren't particularly hiring. I knew I had to pound the pavement and speak to as many people as possible. It required a fair bit of grit and resilience to make my own way rather than having people recruit me. I did eventually join that outplacement firm, which was naturally busy during the recession.

#### **What did you learn from the clients of the outplacement firm?**

Working at an outplacement firm during a recession was a sobering experience. Although I didn't really work on the outplacement side, I empathized with the people who were searching for their next job. The ones that were

successful were the ones that relentlessly relied on and built their networks. At the time, outplacement was very much an in-person exercise, so people would use the firm's offices as their own. The successful ones would come in everyday and meet up with or call people. What stood out for me was that they were there every day as if it was their job.

### **There is a lesson around being proactive in the job search process.**

In my own experience, even with landing that first outplacement job, networking is critical. And what I've found is that, especially among our Canadian I-O community, people were way more helpful and amenable to support me than I had ever anticipated. So my advice is and always has been to meet with people and don't be afraid to ask for help. Listen to their advice because they have done it themselves and will give you information that you wouldn't otherwise have, including about yourself and what's going on in the market.

### **Let's move on to the Great Recession between 2007 and 2009.**

I was at RHR's Toronto office. In order to hedge against declines in business, most firms cut costs, pulling back on some of their marketing and growth plans. A few people left our firm, and most consulting companies informally froze hiring. From that, I learned the importance of managing risk and making prudent financial decisions. As a consultant, I also learned that the more in control of your client base you are, the better positioned you are during a recession. I worked hard at business development, which was personally beneficial during an economic downturn and was also of considerable value to the firm.

### **It kept your relevance in the firm.**

Absolutely. It's your relevance, your value. Business development is an important muscle to build in any professional services firm at any time, particularly in advance of a downturn. You will be that much more of an asset to your employer if you are bringing in value in some way. In consulting, that means providing high quality advice and selling the work. If you're internal to an enterprise, create value in some way rather than being an expense line. Among my clients, I recall not seeing a huge downturn, which could've been a selective thing because some industries were hurt more than others. And given my fortunate position as a close advisor, most didn't find me yet dispensable.

### **Indispensable to clients?**

Well, everyone is dispensable in some way. However, the less transactional the work, the less dispensable you are. As an external consultant, this means being a partner not a vendor. Give your time and expertise, regardless of any formal program. One of my clients in the hospitality industry got hit particularly hard by the recession and had to lay off a bunch of people. I remember hearing the news on the car radio, then pulling over to the side of the road and calling him to see if he was okay. He poured out his emotions and described how difficult the experience was. The general nature of our work is that if you can't take some of your time and help someone who is in need, regardless of whether it's in scope of any project or part of any formal coaching engagement, then you're not going to last long, and your clients will move on. At the end of the day, we are psychologists, and we need to meet our clients where they are and help them through challenges.

### **What was it like at Kilberry during the COVID recession?**

We saw zero effect until March, around that fateful day when the NBA postponed their season. That day, I received a call from our biggest client saying that they needed to delay (not cancel) a huge piece of work we were about to embark on. It was a significant program and the fact that it was our biggest client made me concerned. I'm sure my face turned white and those around me could see the shock in my eyes. What I realized immediately was this notion of helping clients where they're at and focusing on what they need. It was an ambiguous time, and I felt that a key part of our role was sensemaking for our clients. And because our firm focuses on senior leadership, the question became what CEOs needed at that moment to ensure their organizations were being led effectively. We hosted a virtual fireside chat alongside a clinical psychologist for thousands of our client's employees and offered virtual coaching to help them navigate the early days of COVID. What I found shortly thereafter was that leadership teams needed us more than ever during times of uncertainty, and after the initial shock of everything, business skyrocketed.

### **What types of I-O jobs are more likely to be impacted during a recession?**

If the business and industry are challenged, it doesn't matter what position you're in within that company, you're unfortunately at risk of being impacted. We're seeing signs in the tech industry right now with public reductions in

workforce. The next indicator of a downturn will be large companies declaring a hiring freeze. However, the tenets that I talked about for the '07 '09 recession ring true, which is the more you are adding real value to the core business, the more protected and valuable you are during a recession. It is a matter of separating the nice-to-haves from the need-to-haves. If you cannot make a direct connection between your work and the success of your company, you are at risk of being impacted.

**Let's say I'm a senior consultant who does mid-level coaching or assessment work. What other things should I be doing in preparation for a recession?**

Build your business development skills. The best way to prepare is to become a good salesperson and a reliable partner to your clients. In order to do that, you need to get out there and network. Organizations like the GTA I/O Network are extremely helpful. Also, understand your unique value and have a strategy. All successful companies must be able to pivot when the situation demands, and the same goes for people. For example, some I/O psychologists are now in roles focused on employee wellness, and I think that's now become a highly valued position within a company as a result of COVID. Whereas in the past, it may have been more dispensable, it's become critical. The market has shifted in terms of how it looks at psychologists and HR because of all of the people-related complexities we've endured through COVID. So, embrace the psychology part of your I/O psychology background.

**I think in the Canadian market, I-O psychologists have an identity crisis, in that people don't know the differences between I/O and HR, or MBAs who specialize in leadership. To get a job, people might actually drop the psychology part and emphasize the business part, and you're saying it's important to bring that back.**

I'm not sure I agree. Perhaps in the early stages of one's career in I-O Psychology, it is unclear how to set your professional identity. I do think it comes in time. I will say that I am a registered psychologist doing this work for 20 years, and I've never felt more like a psychologist than I have over the last three years. And it's in part because people need psychologists of all types during times of uncertainty. Whether it's for mental health issues or just navigating ambiguity, our insights and our background lends well to supporting people during these times. I also believe fundamentally in not undervaluing our services and background. It's a lot more valuable than people in the field sometimes realize. I know for a fact that a lot of our clients feel we are mission critical to them and we should acknowledge that and embrace it. Wear your I-O Psychology badge with pride and confidence.

**What's your advice there?**

Don't sell yourself short. Embrace your degree, background, expertise, and insight. You have the opportunity to impact not only the client in front of you, but the community at large. Realize that your advice is of high value to other people and expect real value from that, whether it's in compensation, fees, or a positive organizational environment.

**Any other final insights?**

It's important to note that a recession lasts on average [10 months](#). That's not a long time. Do great work, network, and stay in touch with people, and be there to advise or help people during this time, whether it's colleagues or clients. The people who plan well and survive through a recession end up doing incredibly well on the upside. And yes, it does take somewhat longer for recruiting and employment to get back to pre-recessionary times, but just to normalize and keep in mind that recessions don't last forever, and on the other side is typically very heady times.

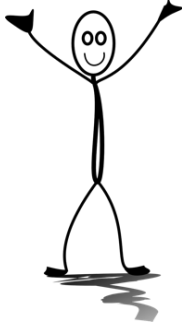
**About Richard Davis, Ph.D.**

Dr. Richard Davis is CEO of [Kilberry](#), a leading firm of organizational psychologists that provide assessment, coaching, team effectiveness, and CEO succession services to senior management. Richard has extensive experience advising CEO's, boards, private equity investors, and large family offices. He has been consulting to organizations for more than 20 years. He is author of [The Intangibles of Leadership](#) (Jossey-Bass) and forthcoming Good Judgment (Harper Collins), due out in 2023. Richard is registered as an Industrial/Organizational Psychologist by the College of Psychologists of Ontario. He can be reached at [rdavis@kilberry.com](mailto:rdavis@kilberry.com) or on [LinkedIn](#).

**About Navio Kwok Ph.D.**

Navio Kwok, Ph.D., is Vice President of Research and Marketing at [Kilberry](#). He oversees the firm's commitment to advancing the science of executive leadership and translating it into practical, actionable advice for the firm's preeminent clients. He can be reached at [nkwok@kilberry.com](mailto:nkwok@kilberry.com) or on [LinkedIn](#).

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 Michael Vodiano at [mvodiano@gmail.com](mailto:mvodiano@gmail.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.*

After finishing a big presentation or project at work, you are probably curious as to how others think you did: were there any mistakes? Room for improvement? Or was it a smash hit? Reaching out to your manager, you ask for some feedback, but beyond a few bromides you are not given a lot of useful information. After all the effort you put into your work, your manager seems to be putting little effort into telling you how you did.

Why managers don't put effort into the feedback they provide was the focus of a recent paper published in the *Journal of Business and Psychology* by Amy Minnikin and James Beck (both at the University of Waterloo) and Winny Shen (at York University). Drawing on the fact that managers have many tasks to do and that providing high-quality feedback requires both time and effort that could be used for other managerial priorities like scheduling and budgeting, they argued that managers make discretionary decisions about how much effort to provide in response to feedback requests. One factor that influences these discretionary decisions is the supervisor's perception of why their subordinate is asking for feedback, or the perceived feedback-seeking motive of their subordinate.

Minnikin and colleagues argued that supervisors can perceive their subordinate's feedback requests as reflecting two distinct motives: an instrumental motive and an image enhancement motive. The instrumental motive involves employees looking for feedback to improve their performance and skills, and to see if they are meeting expectations; the image enhancement motive involves employees looking for feedback not to improve their own performance but to make sure others know that they have done a good job (presumably only seeking feedback after they believe they have done a good job, not a bad job). In other words, while instrumental motives are associated with wanting to improve, image enhancement motives are associated with making sure others know about one's good performance.

Because managers' time is limited, Minnikin and colleagues argued that they are more likely to direct their effort towards allocating feedback when they believe it is likely to be used – that is, when the feedback is seen as motivated by instrumental concerns. As such, they expected instrumental motives to be positively, and image enhancement motives to be negatively, related to the effort managers put into providing feedback. Two studies were conducted to test their hypotheses. The first study had managers recall an instance where they provided feedback to a subordinate, and rated the perceived feedback-seeking motives of the subordinate as well as the effort they put forth in providing feedback. The second study had managers complete a managerial simulation where a subordinate was soliciting feedback on a new company logo; the subordinate's feedback-seeking motives were manipulated, and the actual feedback that the manager provided was collected and analyzed to assess the effort the manager put forth when providing the feedback. Specifically, the feedback was coded in terms of its quality and sensitivity to indicate the effort made by the managers. Across both studies, they generally found support for their hypotheses, with managers putting forth more effort when providing feedback if they perceived their subordinates as having instrumental motives, and less effort if they perceived their subordinates as having image enhancement motives.

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

Minnikin, A., Beck, J. W., & Shen, W. (2022). Why do you ask? The effects of perceived motives on the effort that managers allocate toward delivering feedback. *Journal of Business and Psychology*, 37, 813-830.

*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*

Hi all,

The thing I have noticed about grad school is that time moves by fast. It seems like the academic year was just starting, but now we are in the second term. As we get into 2023, you might already be thinking about summer internships. Whether they are voluntary or a program requirement, internships are a great opportunity to apply your knowledge, develop your skills, and build your network for your future career. Beyond the basic job tips, I have a few tips for you to consider as you dive into your search:

**Utilize your network:** Chances are that you chose a graduate program because your research interest aligned with the faculty and other students. That makes them a great resource for your internship hunt! Reach out to the program chair, your supervisor, and other professors about what you want from an internship. If your university has a career center, they can help with the search as well as the application process. As you're applying, other students can give you information about their experiences during the application process and as an intern. As a CSIOP member, you have access to opportunities through the job board and might be able to connect with a fellow member looking for a student!

**Connect coursework with job competencies:** This applies both in the workplace and when you return to the classroom. One of the many great things about I/O psychology is the practicality of the field. As a result, we learn interesting things to apply to organizational problems to find real solutions. Sell your class projects to employers so they can understand your abilities. In addition, remember the intersectionality and breadth of what we are learning. You may be interested in leadership research, but your internship could be a great opportunity to diversify your experiences and learn about training, health & safety, or equity, diversity, inclusion, & accessibility!

**Keep track and reflect:** You might be asked to keep track of your hours in an internship for credit or compensation purposes. Even if you do not, I recommend tracking both your hours and what you have done. This will help you with future applications as remembering your daily tasks can be more challenging than you expect! I also recommend using this to reflect on your experience. What did you like about the experience? Were there any tasks you hated? This information can help you assess your fit for future projects or jobs.

**Efficiency makes it easier:** Searching for internships can be exhausting, especially if you are taking that on in addition to all your normal responsibilities. Try to streamline your process to save yourself as much time as possible. Though some of you may get internships through your network and formal postings, other students will find success cold calling on websites like LinkedIn. This can be a stressful process, but if it works out in your favour you might get your dream internship! Everything may go according to plan, or you may hit some roadblocks along the way, but remember you will get your internship done and you will learn something from the process.

**Meet personal goals with your internship:** Internships are an excellent option to meet your career goals. Through an internship, you can fill perceived gaps in your resume, research interesting topics, or work with your dream organization. On top of those factors, consider if there are other personal goals you can meet with your internship. For example, do you always wish you moved to another city or even country? Or do you miss home while you're



away at school? Your internship may not need to be done in close proximity to the university. Use your internship to catapult your career and make sure you have fun along the way!

The process is daunting, but you will leave your internship a more competent employee. Keep an eye out for the CSIOP student survey in the next few weeks for a chance to let me know if you are interested in more internship related content. Remember you are in this process with lots of students across the country and the world, so you can always find support!

Jocelyn Brown (she/her)

## 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:

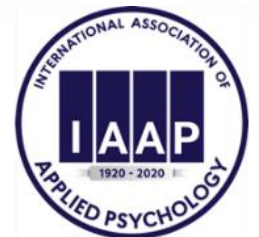
<https://alliancefororganizationalpsychology.com/the-%22big-tent%22>



### **IAAP Division 1 Initiative: "This Works In My Place!"**

Call for Experts "This Works in my Place!" Africa Edition

After the success of [This Works in my place: Latin America Edition](#), we would like to launch the second edition of this project in relation to *This work in my place: Africa Edition*.



The main goal of the project will be to identify pertinent challenges, opportunities, barriers and any other contextual factors in Africa that shape Work and Organizational Psychology (WOP) strategies and practices in achieving relevant Sustainable Development Goals of the United Nations.

For this reason, we are launching a **call for work and organizational psychology experts**, including academics and practitioners, who can contribute with their knowledge and experience to this project. We are looking for experts who are knowledgeable on the context in Africa regardless of where they currently live. To fully capture the diversity of the African context, we are encouraging participation from as many regions of Africa as possible.

The role of the expert will be to contribute to the different stages of the project such as the workshop, the analysis and classification of contextual factors in Africa, the design of a measurement instrument and participation in a Delphi study.

Please share this call with anyone who might be interested in participating!

To obtain more information about the project and to participate, please email us at: [iaapdiv1@gmail.com](mailto:iaapdiv1@gmail.com)

## The Results Are In ... Access the 2022 SIOP Income and Employment Report Now

Whether you're an employee or an employer, the [2022 SIOP Income and Employment Report](#) can help you as you navigate the job market or create benefits packages for your I-O employees. Information in this report can be used when asking for or offering a raise or promotion, job hunting or job promotion, or to fulfill your curiosity.



The 2022 report, which is confidential for SIOP Fellows, Members, Associates, Students, and Retired members only, includes input from more than 1,000 members who responded to a survey about their income and work arrangements in 2020 and 2021. The survey was developed, administered, and reported on by SIOP's Institutional Research Committee (IRC) Salary Survey Subcommittee in partnership with Mercer|Sirota and HumRRO.

The results provide a snapshot of the profession and summarize findings designed to understand the factors that impact income, including highest degree obtained, tenure, and employment sector (e.g., academic vs. practitioner, internal vs. external practitioner, etc.) as well as other demographic variables (e.g., gender, age, geographic location).

New this year was the inclusion of questions about the impact of COVID-19. The pandemic affected nearly every area of life in 2020 and 2021, and the current survey included questions about impact to remote work, caregiving, and changes in employment, income, and benefits.

Be prepared to negotiate your next raise or job offer! Use your SIOP membership log in to access the [2022 report](#). Affiliates and the public may access the report's [executive summary](#) without logging in.

### Call for Papers - EAWOP Small Group Meeting

Topic: Human-AI Teams at Work: Opportunity or Threat?  
University of Amsterdam, Netherlands  
25-27 October 2023  
Submission Deadline: 15 February, 2023  
Further information [here](#).



Topic: Precarious Employment and Work: Understanding the underlying psychological and social processes  
University of Glasgow, Adam Business School, United Kingdom  
4-6 September 2023  
Submission Deadline: 31 May, 2023  
Further information [here](#).

## The Convention Corner



*Lindie Liang, Ph.D.*  
*Wilfrid Laurier University*

Happy New Year everyone! I hope you all had a much-needed break, and are refreshed for the new semester!

The 2023 CPA convention will take place at the Sheraton Centre Hotel in Toronto from June 23 -25, 2023, and will be held in conjunction with the 5<sup>th</sup> North American Correctional and Criminal Justice Psychology Conference.

I am pleased to report that we received 75 submissions ranging from poster presentations (51), snapshots (10), conversation sessions (3), 12-minute talks (6), panel discussions (2), and symposia (3). At this point, the reviews of conference submissions have been completed and you should be hearing back about the results of your submissions soon (if not already by the time you see this newsletter)!

I would like to take this opportunity to acknowledge our wonderful reviewers, who have helped tremendously with our program by reviewing our conference submissions. Many thanks to: Aisha Taylor, Alex Benson, Angela

Febbraro, Anika Cloutier, Annika Hillebrandt, Blake Jelley, Catherine Kwantes, Douglas Brown, Duygu Biricik Gulseren, Joan Finegan, Josh Bourdage, Kabir Daljeet, Kathyne Dupre, Kevin Kelloway, Matthew McLarnon, Nicholas Roulin, Peter Hausdorf, Ramona Bobocel, Samantha Hancock, Sara Murphy, Silvia Bonaccio, Steve Risavy, Theresa Kline, Thomas Sasso, Victoria Daniel, and Zhanna Lyubykh.

The conference planning is well underway and we're looking to have a range of sessions and events. There are some exciting sessions to look forward to:

- A conference plenary session by Dr. Lisa Feldman Barrett (Northeastern University).
- An invited keynote address by Dr. Winny Shen (York University) entitled "Exploring the Asian American Experience at Work".
- 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.

If you have any suggestions on how to improve our convention or if you have any ideas for our program, please email me at [liang@wlu.ca](mailto:liang@wlu.ca). Don't forget to follow CSIOP on Twitter (@CSIOP\_SCPIO) and Facebook for convention updates. The full program will also be posted on our website. I look forward to seeing you all of you in Toronto!

Lindie

## **Damages on the Rise in Alberta: A Summary and Analysis of *McCharles v Jaco Line Contractors Ltd*<sup>1</sup>**

By: *Logan Corkin*<sup>2</sup>

Human rights legislation provides several mechanisms to remedy a human rights violation, including awarding general damages to the complainant. General damages attempt to compensate the complainant for injury to dignity and self-respect, while also serving the underlying purpose of acting as a deterrent and educational tool.<sup>3</sup>

The *Alberta Human Rights Act*<sup>4</sup> has no statutory limit on the amount of general damages. Historically Alberta has been criticized for handing out awards that have little deterrent value and are smaller than its provincial counterparts. This appears to be changing as two recent cases have resulted in record setting general damages awards of \$50,000. To put these awards in perspective, less than a decade ago it was believed that there was a \$10,000 cap on general damages awards in Alberta<sup>5</sup> and it was not until 2020 that \$30,000 was awarded for general damages by the Human Rights Tribunal of Alberta ("Tribunal").<sup>6</sup>

Although awards have been trending higher it is important to remember that damages are contextual and a number of factors go into selecting the final dollar value. These factors include both an objective element of how serious the infraction is and a subjective element of the effect on the discriminated party. This was demonstrated in *McCharles v Jaco Line Contractors Ltd* ("*Jacos*"), one of the recent record setting decisions made by the Tribunal.

### **Summary of the Case**

The female complainant worked as an occupational health and safety specialist at Jaco Line Contractors Ltd ("respondent"). The complainant and owner of the respondent travelled to Vancouver to perform quality audits. Upon arrival the owner claimed to have difficulty securing accommodations and was only able to book one suite for them to share. On the first night, the owner ordered room service for dinner and woke the complainant up from

<sup>1</sup> *McCharles v Jaco Line Contractors Ltd.*, 2022 AHRC 115 (*McCharles*); available online at: <https://www.canlii.org/en/ab/abhrc/doc/2022/2022ahrc115/2022ahrc115.html>

<sup>2</sup> Logan Corkin was called to the Alberta bar in 2018 before pursuing an entrepreneurial passion. He is currently the interim Associate Director of Complaints for the College of Naturopathic Doctors of Alberta. Logan agreed to be a guest columnist given that the regular legal contributor was involved in the case highlighted this quarter and therefore could not provide commentary.

<sup>3</sup> *Walsh v Mobil Oil Canada*, 2013 ABCA 238, at para 31 (*Walsh*).

<sup>4</sup> RSA 2000, c A-25.5

<sup>5</sup> *Walsh* at para 61.

<sup>6</sup> *Kvaska v Gateway Motors (Edmonton) Ltd.*, 2020 AHRC 94.

a nap. The owner claimed he touched the complainant's shoulder to wake her. The complainant claimed the owner touched her breast and hip.

Soon after returning from the trip, the respondent terminated the complainant's employment.

The complainant brought a claim alleging that the owner sexually harassed her by touching her breast and hip without consent and by referring to her as "Supertits" at work. Before the human rights hearing there was an Employment Standards dispute hearing where it was found that the respondent had cause to terminate the complainant for the improper vacation payout and that she did not have the skills necessary to look after audits. The complainant paid the improper vacation payout back.

### **The Law and Analysis**

The legal test for discrimination is straightforward: the complainant must have a protected characteristic, suffer an adverse impact and the protected characteristic must be a factor for the adverse impact. In Canada, it is accepted that sexual harassment is a form of gender discrimination. Sexual harassment is defined as unwelcome conduct of a sexual nature that affects the environment or leads to adverse job-related consequences. Applying the law to *Jacos*, there had to be a finding that the owner sexually harassed the complainant and that she was terminated after complaining about it.

The Tribunal had to assess the credibility and reliability of each witness to determine the truthfulness of their stories. The owner showed a lack of respect for the complainant and women in general on the stand, another witness corroborated his use of the term "Supertits" and he completely ignored and failed to investigate the sexual harassment complaint. All these conditions led the Tribunal to finding that on a balance of probabilities the owner did sexually harass the complainant in general and physically during the trip.

With the first legal requirement satisfied, the Tribunal then looked at the timing of the termination. It was admitted that the owner knew of the sexual harassment accusation before terminating the complainant. Despite the Employment Standards Dispute finding that the respondent had cause for the termination, the Tribunal found the complainant's accusation was at least in part the reason for her termination.

With both these findings, all that was left was to settle on a remedy. As previously stated, the law looks at both the objective nature of the act and subjective impact on the complainant when determining a value for general damages. On the subjective impact, the complainant in this case attended counseling for a year and testified on the grave impact the harassment did on her self-esteem, self-worth and confidence. Furthermore, the Tribunal noted that the loss of employment due to discrimination is a serious affront to dignity that can impact a person's identity and sense of purpose.<sup>7</sup> Objectively, unwanted touching by a boss was considered "far along the seriousness scale of possible sexual harassment."<sup>8</sup> The Tribunal awarded \$50,000 in general damages, 30 days wages for loss of income and required the implementation of an anti-harassment policy and training.

### **Final Thoughts**

It is not unusual for sexual harassment cases to hinge on the credibility and reliability of the parties. What made this case so interesting was that both parties failed to put forward seemingly available evidence that could corroborate their claims. This put the Tribunal in a difficult position where it had to look at the overall work environment to deduce the validity of the claims. The owner's remarks demonstrated a toxic work environment which increased the probability that the harassment took place. That is why it is important to have institutional mechanisms to prevent and investigate harassment in the workplace. In particular, having an anti-harassment policy with a proper reporting and investigation procedure can go a long way in demonstrating a commitment to employee wellbeing. Training employees on the policy would further combat the emergence of a toxic work environment.

It is important to remember there is an inherent power imbalance between employee and employer. While the complainant has the burden of proof, they only have to prove discrimination on a balance of probabilities. Put simply, the complainant has to show that it was more likely than not that the discrimination occurred. Furthermore, the discrimination only has to be a factor in any adverse effect so employers cannot disguise their intentions and should be prepared to defend their actions.

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<sup>7</sup> *McCharles* at para 84.

<sup>8</sup> *Ibid* at para 78.

Finally, it seems safe to say that employers can no longer rely on small damage awards. The Tribunal rejected the respondent's submissions for a smaller award and found comparable cases from out of province to help justify the dollar value. The strong condemnation of the owner's actions suggest that the award could have even been higher: The poisoned work environment where the complainant was exposed to demeaning names, the Owner's gossip about wanting to sleep with her, and then finally being attacked physically is appalling. No person should have to work in these conditions.<sup>9</sup>

## Sharing the Vision for CSIOP's EDI Standing Committee: Strengthening Relationships and Prioritizing Outcomes



*Aisha S. Taylor, Ph.D.*  
*JONES*

The purpose of this article is to introduce you to the vision for CSIOP's inaugural Equity, Diversity, and Inclusion Standing Committee, which we are in the process of forming. Here, you will read about its background, the purpose of the committee, and our vision for it.

### **Background**

In the Fall of 2021, CSIOP formed the Equity, Diversity, and Inclusion (EDI) Working Group. The group's charter was to support CSIOP's commitment to this critical work. The committee had 12 members, including me. We met regularly for a year, taking important steps along the EDI journey. For example, we conducted an organizational assessment often used in strategic planning, called a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, focused specifically on EDI. As of this writing, members of the EDI Working Group are developing a learning document to share more about the group's process.

One idea that came from the working group is a new role on the CSIOP executive committee, called the EDI Strategic Lead, and this is the position I currently hold. Its role is to act as a liaison between the EDI Standing Committee and CSIOP executive, ensuring communication is happening in two directions: from the committee to the executive team and vice versa. Since it is a newly formed position, the role will adapt as needed in the coming years.

To ensure the work continues in a collaborative way, with multiple viewpoints and perspectives represented, we are forming an EDI Standing Committee and we invite anyone who would like to be a part of it to complete an interest form ([click here](#)).

### **Purpose**

The EDI Standing Committee's main goal is to develop intentional and impactful strategies to promote equity, diversity, and inclusion within CSIOP. While the focus is on our professional association, we are confident the committee's work will also positively impact the fields of IO Psychology, Organizational Behaviour, and Human Resource Management.

With the learnings of the EDI Working Group under our belt, we will focus on building and strengthening relationships and prioritizing outcomes that can make a difference in our fields and the occupations and people they serve.

### **Vision**

#### *Three-Legged Stool*

One of the metaphors I use to describe the approach often taken with EDI committees, councils, and working groups is the "three-legged stool". The legs represent people, process, and results. I describe each leg of the stool below.

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<sup>9</sup> *Ibid* at para 58.

### *People*

In a professional society such as CSIOP, nothing will stick in EDI work if it is not based on trusting relationships. We are volunteers. People will get busy, conversations will get tense, and the work will seem like too much if there is not a solid foundation of care, concern, and friendship (or at least psychologically safe working relationships). For the committee members, this means getting to know each other and forming an inclusive team. This also means reaching out and making connections with members of CSIOP, as well as others interested in EDI in our profession and in psychology more broadly.

In EDI, it's people for people sake. Building relationships *is* EDI work. Healthy relationships, though, require trust and safety. How do we know if someone has had an equitable experience? How do we know if someone feels truly included for all the uniqueness they bring? How do we know if folks are code switching because they feel a need to assimilate or bend over backwards to make people in majority groups comfortable? All the while, they slowly disengage, quietly quit, or turn tail and run in the other direction. Why would someone talk about these things if they couldn't trust the person asking? Part of EDI's work is getting to know each other and becoming aligned on our vision. Then we can do the hard work of individual, group, and systems change together. That is not easy, and it requires authentic relationships built on foundations of trust.

### *Process*

If the results seem good, but the journey to achieve the outcome is full of unethical and disrespectful actions, it will ultimately *not* achieve EDI. For an organization to do so, it is necessary to be intentionally inclusive and equitable along the way—the entire way—and to apologize and make amends for mistakes as they are made. As it relates to the EDI Standing Committee, our commitment is to infuse EDI principles into the ways the team works together.

While the committee is currently being formed, we have already begun this work. For example, in the interest of transparency, we are making the committee formation process public and open to all. We are actively soliciting interest from our networks to submit interest forms.

Once the committee is formed, there will be a simultaneous focus on role clarity and shared leadership. For example, a question on the interest form asks whether one would like to be a co-chair of the committee. Operating with a co-chair model will establish collaboration in the leadership of the committee. We also want to share the tasks of running the committee, such as opening and closing meetings, meeting facilitation, and overall information-sharing. We will take steps to ensure members are able to share their unique knowledge, skills, abilities, and other competencies with the committee. At the same time, we will clarify roles and be explicit about who is responsible for what, so we can achieve our goals and share the results of what we have done, come this time next year.

### *Results*

Since George Floyd's murder and the resulting global attention to racial justice, one major change EDI practitioners have noted is a return to focusing on *outcomes*. In the past few decades, organizations have focused more on well-intended words and EDI interventions that are not evaluated well, if at all. This trend has aligned with the decline of affirmative action in the U.S. and a move away from accountability for leaders regarding their diversity goals. With a return to focusing on *results*, organizations have been calling for evidence-based, strategic EDI initiatives. While some of this EDI work is being done, the paucity of it is alarming, given the lucrative EDI industry in the U.S. There is a need for well-designed interventions that peer-reviewed research supports, including longitudinal evaluation plans based on rigorously collected qualitative and quantitative data. As we know, this will allow organizational leaders to measure and then demonstrate the results of the EDI interventions, which will in turn enable them to continually refine and re-develop their strategies as needed.

With this in mind, a critical part of the vision for the EDI Standing Committee is to prioritize outcomes, starting with setting high-level goals. Committee members will discuss and select a few priorities based on a SWOT analysis process that builds on the EDI Working Group's assessment of CSIOP. As we decide on priorities, we will also consider what actions we have capacity and interest in doing. The final consideration in setting priorities will be this two-part question: "What will make the most difference and for whom?" The intention is to spark conversation about what we think are the highest-impact actions, and to discuss and decide who is our target audience. Once priorities are set, we will develop Locke and Latham-style goals, including ways to measure progress and define success in achieving them.

### *Some logistics*

The committee will consist of at least two CSIOP executives (i.e., the Chair and the EDI Strategic Lead), as well as a few members from the past EDI Working Group. CSIOP members and anyone interested in taking action to promote EDI in our fields are invited to submit an interest form. Our goal is to develop an EDI Standing Committee

that includes a wide variety of perspectives that 1) mirrors the diversity within the association, and 2) addresses gaps in representation and inclusion for minoritized and racialized groups in CSIOP.

This means we seek representation across as many areas of diversity as possible. I want to highlight one thing here: ***all identities are needed to do this work***. For me, I bring advantaged and disadvantaged or minoritized aspects of my identity to this work, being a cis-gender woman of German-, English- and Irish-American settler descent who is non-disabled and queer/bisexual. If you are interested in this work, but you're worried that your advantaged identities should keep you out of it, please hear this: ***we need you***. We need people of all races to help eradicate racism. We need people of all genders to eviscerate sexism, misogyny, and transphobia. We need straight people to end heterosexism and stop the epidemic of violence against transgender and gender nonconforming people. We need non-disabled people to listen to and partner with people who are living with disabilities to wipe out able-ism and make our workplaces and institutions of higher learning more accessible. Please do not let any part of your identity stop you from doing EDI work. We need each other to develop the best, most innovative solutions to end oppression and build diverse environments that embody equity and inclusion.

In this article, I have laid out the over-arching vision for the EDI Standing Committee. I hope this compels you in some way to get more involved in the complex and ever-evolving field of EDI. If this participation includes CSIOP's newest committee, please let us know by completing the interest form [here](#). In whatever ways your involvement in EDI bears fruit, I hope we cross paths, and I wish you strength, perseverance, and fun along the way!

#### **About Aisha Taylor, Ph.D.**

Aisha Taylor, Ph.D., is a professional consultant, coach, strategic advisor, educator, and facilitator. With over 20 years' experience, Aisha has become a respected thought leader in workplace equity, diversity, inclusion (EDI), and leadership. Since 2003, Dr. Taylor has worked with leaders in educational institutions, corporations, non-profits, and government agencies across North America. Her main areas of practice are guiding strategic, inclusive culture change at work, delivering leadership and EDI training programs, and building EDI Councils.

With a Ph.D. in I-O Psychology, she has taught university courses and published her work in academic and practitioner settings. In every engagement, Aisha builds trusting partnerships with her clients, a few of which have included the University of Calgary, California State University at Northridge, the Kinkaid School, Toyota, Honda, Seattle Aquarium, Center for Community Solutions, Carpenters International Training Center, and New York City Dept. of Buildings. She lives in Calgary with her spouse and two children, where they enjoy Brazilian Jiu Jitsu, living room dance parties, and building community.

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