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# The Canadian Industrial & Organizational Psychologist

## Table of Contents

*Chair's Column* ..... 1

*CSIOP Membership* ..... 3

*CSIOP News* ..... 3

*State of the Science* ..... 4

*Student Update* ..... 5

*Update On: Alliance for Organizational Psychology* ..... 6

*Turning the Canadian Dream into a Nightmare: A Discussion of a Recent Ontario Employment Law Decision* ..... 8

*Building the Team and Setting Strategic Priorities* ..... 10

## Chair's Column



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

*Ivona Hideg, Ph.D.*  
*Saïd Business School, University of Oxford*  
*Schulich School of Business, York University*

Dear CSIOP Members,

It was wonderful to connect with so many of you at the CPA conference in Toronto. We had a full I-O program this year!

Thank you to Dr. Winny Shen (Schulich School of Business) for her insightful talk on Exploring the Asian American Experience at Work. And, congratulations to all of our student award winners:

### **RHR-Kendall-Evans Award for best student paper:**

Samuel Plotnick (working with Samantha Hancock) at the University of Western Ontario for his project: "Emotional Consequences of Task Conflict for Neurominorities"

### **Student Poster Awards:**

#### *EDI Track*

- 1st place: Matthew Sbrissa, University of Guelph, with the study "Drag as Work: Exploring Drag Performance as Employment"
- 2nd place: Shayndel Jim, Western University, with the study "Examining Perceptions of Neurodiverse Women and Neurodiverse Women of Colour in a Teamwork Context"

#### *General Track*

- 1st: Amy Barron, University of Waterloo, with the study "Behaving Justly: An Examination of the Behaviours Underlying Bad News Delivery"
- 2nd: Elana Zur, Wilfrid Laurier University, with the study "When Not Sharing Might Be Caring: Investigating Leader Motivations in their Decisions not to Delegate"
- 3rd: Jennifer Lynch, Western University, with the study "Do Narcissists Make Effective Teammates? How Narcissistic Admiration and Rivalry Relate to Teamwork Processes"

You will find photos from various events at the conference on our social media (thank you to Abigail Mengist for capturing these moments!).

## Executive Committee Updates

I would like to thank all of the members of the CSIOP executive who have finished their terms: Dr. Josh Bourdage is finished his term as past-chair and I will be moving from chair to past-chair. I'd like to introduce Dr. Ivona Hideg as the new CSIOP chair.

Ivona has recently started a new adventure as a faculty at the Saïd Business School at the University of Oxford and is in the middle of a move with her family to the UK. She is also a faculty at the Schulich School of Business at York University. Ivona is a proud long-standing member of CSIOP, which she considers her home. She joined CSIOP many years ago (too many to disclose how many exactly) as a master's student in I/O Psychology at the University of Waterloo before pursuing PhD in management at the Rotman School of Management at the University of Toronto. She served on the executive team as a Program Coordinator in 2016-17 and 2018-19 and in 2021-22 she served as a Chair of the CSIOP's Equity, Diversity, and Inclusion Working Group. Her research focuses on equity, diversity, and inclusion (EDI) at work, and she and the whole executive team will work closely with the newly formed standing CSIOP's EDI committee to further EDI initiatives and efforts within CSIOP and beyond. Last, but not the least important, she is also a proud mom of two high energy and adventurous children! She looks forward to serving the CSIOP community in the upcoming year (which is no small task given the fantastic leadership of previous chairs!) and you will be hearing more from her in the upcoming months and in the next newsletter.

I'd also like to thank Lindie Liang who did a wonderful job as Program Coordinator this year, and Maddy Blazer who is stepping down after serving as newsletter co-editor for several years.

Thank you also to the members who are continuing their work with CSIOP: Dr. Matt McLarnon (Secretary/Treasurer); Dr. Aleka MacLellan (Membership Coordinator), Dr. Sara Murphy (Communications Coordinator), Dr. Aisha Taylor as EDI Strategic Lead, Jocelyn Brown as student representative, and Dr. Lance Ferris (Newsletter Editor).

And, welcome to our new executive members! Dr. Duygu Gulseren is our new chair-elect, and Samantha Hancock is joining the executive in the Program Coordinator role. Elana Zur recently took over as newsletter co-editor. Thank you all for volunteering in these roles, and I look forward to working with all of you this year.

At the CSIOP Annual General Meeting, we announced some new CSIOP specific awards. The first is the CSIOP Outstanding Early Career Researcher Award to recognize new researchers who have made outstanding contributions to the science of industrial/organizational psychology and related fields. The other new award is the CSIOP Outstanding Practitioner Award This award is to recognize a practitioner who is using their background in industrial/organizational psychology to make a positive impact in industry in their role as a practitioner.

Nomination packages are due by November 30, 2023, and they can be self or other nominations.

Full details about what is involved in the nomination process is posted on our website.

Please stay up to date on CSIOP news by following us on social media, including Twitter (@csiop\_scpio).

Finally, if you have any ideas for how CSIOP can better serve our members, feel free to reach out to [chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca)

Best,

Deborah Powell, PhD  
Associate Professor  
University of Guelph  
CSIOP Past Chair

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 June 29, 2023, CSIOP has a total of 224 members across a wide variety of membership types, including some new categories. This consists of 93 Full Members, 12 Early Career Members, 81 Student Affiliates, 13 CPA Fellows, 1 Retired CPA Fellow, 2 CPA Retired Members, 7 Section Associates, 1 Honorary Lifetime Fellow, 3 Honorary Life Members, 5 CPA Special Affiliates, 2 International Affiliates, 1 International Student Affiliate, 2 Bachelor Gap Year Affiliates, and 1 CPA/APA Joint Member.

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



## CSIOP News

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

### *University of Guelph*

Rahul Patel successfully defended his MA thesis, "The Effects of Probing in Asynchronous Video Interviews."

Jessica Garant successfully defended her PhD thesis: "Understanding Incivility Through Interactional Dynamics: Rebooting Andersson and Pearson's Tit-for-Tat Model."

Craig Leonard successfully defended his PhD thesis: "A person-centered investigation of temporal individual differences at work."

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

Welcome to Dr. Lance Ferris who has joined the Telfer School of Management's OBHR group as of June 2023!

Congratulations to Dr. François Durand and his postdoctoral student Pascaline Kamming Tala for obtaining funding through a competition from the Institut du Savoir Montfort to conduct a research project entitled "Socialization of new partner patients in collaborative health teams: a bidirectional learning approach." François also earned a promotion to the rank of Full Professor!

Ghazale Shoghali Niri passed her OBHR comprehensive examinations at the Telfer School of Management. Congratulations and best wishes in the dissertation phase of her doctoral program! Ghazale looks forward to conducting further research on multicultural teams under the supervision of Dr. A.J. Corner and Dr. Laurent Lapierre.

Congratulations to Dr. Silvia Bonaccio for being elected Fellow of the Society for Industrial and Organizational Psychology! Silvia has also accepted a three-year mandate as the Vice Dean of Research for the Telfer School of Management.

### *University of Waterloo*

We want to congratulate our June 2023 convocants: Taylor Carroll (MAsc) and Rochelle Evans (PhD).

Congratulations to Sarah Towers (PhD Student) for receiving the 2022-2023 Canadian Council of Departments of Psychology (CCDP) Outstanding TA Award and the Psychology Memorial Award.

Congratulations to Taylor Carroll (PhD Student) for being awarded a SSHRC Doctoral Fellowship.



uOttawa



Congratulations to Carlo Isola (PhD Student) and Amy Minnikin (PhD Student) for receiving the Ontario Graduate Scholarship (OGS).

**Wilfrid Laurier University**

Congratulations to Sabah Rasheed for receiving a SSHRC – CGS Doctoral Award!



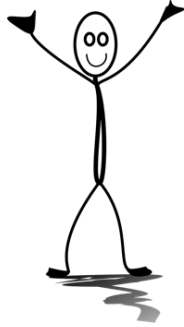
Congratulations to Elana Zur for receiving the Ontario Graduate Scholarship!

**York University**

Congratulations to Janice Lam for receiving a SSHRC Doctoral Fellowship!



## 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.

When you think of narcissists, you’re probably thinking of someone who might not necessarily be considered leadership material. Narcissists tend to be incessant braggarts who constantly talk about themselves, who attack anyone who even slightly suggests they may have been wrong, who take the credit for other’s work, and who put down others to raise themselves up. On the other hand, for a number of you, you may have read the description I just wrote and thought “actually, my boss is exactly like that.” This paradox cuts to the heart of a pressing question in leadership research: how do people like that become leaders in the first place?

Addressing this paradox was the purpose of a paper by Western University’s Jennifer Lynch and Alex Benson, which was recently accepted for publication in the *Personality and Social Psychology Bulletin*. Nothing that various research studies have found narcissism has a positive, negative, or no relation with leader effectiveness and emergence (depending on the study), they argued that the negative effects of narcissistic leaders would take time to develop – while at first blush, their constant self-promotion may be seen as indicating they are accomplished and perhaps even charismatic, over time these effects would dissipate once people got to realize that the narcissistic behavior was more posturing and annoying than substantive and charming.

To help unravel the process through which narcissism eventually led to being viewed as a poor leader, they also examined the extent to which followers viewed narcissists as being motivated by prosocial or self-interested motives. In particular, they argued that narcissists may not be seen as behaving particularly prosocially or self-interested at first, as their behavior could be excused as benign impression management. However, over time, they argued that narcissists would be seen as being less likely to be motivated by prosocial concerns, and more likely to be motivated by self-interested concerns; in turn, these perceived motives would lead to them being seen as poor leaders.

Using a sample of 119 teams from an engineering design course where students worked on projects with actual organizations, Lynch and Benson collected data across 8 months, examining the effects of narcissism across time. They examined two types of narcissistic behaviors: those involving self-promotion (emphasizing uniqueness, believing they are special) and those involving self-protection (acting aggressively towards threats, devaluing others). Their results indicated that while narcissism was generally unrelated to leader effectiveness initially, narcissists behaving in a self-protective manner were viewed over time as less prosocial, leading to them being evaluated negatively as leaders. Interestingly, self-promoting narcissistic behaviors did not seem to influence leader effectiveness, suggesting that the negative effects of narcissism were in part dependent on how it was measured – the more self-protective types of narcissism (e.g., attacking others seen as a threat) was ultimately what lead to negative effects, while the more self-promoting types of narcissism (e.g., bragging) had no effects.

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

Lynch, J., & Benson, A. J. (2023). Putting oneself ahead of the group: The liability of narcissistic leadership. *Personality and Social Psychology Bulletin*. DOI: [10.1177/01461672231163645](https://doi.org/10.1177/01461672231163645)

*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*

### **Making the Most of Conferences as a Student**

CPA 2023 has come and gone! Attending conferences is an invaluable opportunity for students, and this year's conference in Toronto was no exception. They are a place to network, learn about research and industry trends, and gain exposure to career opportunities. Conferences have a lot to offer, BUT this means they can be a bit overwhelming! To make the most of it, you have to plan ahead and be ready to get involved. If you, like so many of us, are taking advantage of student registration fees and university funding, then this is for you! Here are some tips to get as much as you can out of conferences.

#### Before the Conference

- Keep an eye out EARLY especially if you are hoping to present. Abstracts, or even papers, are often due at least 6 months before the event. To find out about events that you may want to go to, sign up for organizations and reach out to mentors. Even if you aren't planning on presenting, planning in advance can help keep your travel costs down!
- Before the conference, take time to plan what presentations to see, people to meet, and places to go. I mean that even if you aren't a planner! There is not enough time in the day to see everything at a conference so it is important to know your options. This planning is especially key when there are fun conference events that require pre-registration!
- Check for funding opportunities through your school, student union, or work. There are lots of ways to help reduce the burden on your wallet, you just have to find them.

#### During the Conference

- Put yourself out there! Network strategically to meet speakers and fellow attendees who have interesting research. This might be the only time you'll be in the same room, especially if the conference is not local. Prepare your elevator speech and exchange contact information for future collaboration opportunities.
- Engage with the sessions. Ask thoughtful questions and write down the things that you are learning. You never know when you will want to refer back to this information.
- Have fun! Conferences are for showing off our hard work and having a good time to celebrate what we have accomplished. Attend fun events like trivia or happy hour, try restaurants near the convention centre, and explore a new place.

#### After the Conference

- Once you get back, tell people about the conference! As researchers, we know how important knowledge sharing is. Share your favourite presentations with your classmates and tell your supervisor about the exciting new research happening in your area.
- Rest!! This is especially true if a conference occurs over a weekend. We all need a break sometimes.

### **Student Research Spotlight**

CSIOP is introducing a new feature for our newsletter - the Student Research Spotlight!! Each quarter, we will be sharing some of the interesting research being done by students. If you are interested in being featured, check out the form on our website.

## 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 (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>



### **2023 SIOP Fellows Announced CSIOP Past Chair Silvia Bonaccio (University of Ottawa) is on the list!**

Every year, SIOP recognizes members whose research identifies solutions to workplace problems, whose practice changes the course of the field, and whose teaching guides the next generation of I-O psychology. Fellowship is one of the highest honors a member can receive. In 2023, 32 members received Fellow status.

These recipients were honored during the in-person Opening Plenary at the 2023 SIOP Annual Conference in Boston. They will also be individually featured in a social media campaign spanning SIOP's [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#) accounts throughout June and July.

SIOP has been recognizing the outstanding contributions of members by granting Fellow status throughout its history. To be considered for SIOP Fellow status, a member must be nominated by another member and endorsed by at least three more SIOP Fellows. A member who has been active in the Society for 10 years or more is eligible based on meaningful, sustained, and unusual impact on the field.

Link: [https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/7670/2023-SIOP-Fellows-Announced?utm\\_medium=email&utm\\_source=rasa\\_io&utm\\_campaign=newsletter](https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/7670/2023-SIOP-Fellows-Announced?utm_medium=email&utm_source=rasa_io&utm_campaign=newsletter)



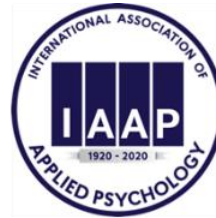
### **Follow-up: The Congress in Katowice, Poland – 21st EAWOP Congress; The Future Is Now: The Changing World of Work**

We would like to extend our thanks to everyone who attended last month's congress in Katowice, Poland. The wonderful city of Katowice, Poland played host to the 21st biennial congress. Under the congress theme 'The Future is Now: The Changing World of Work', psychologists from dozens of countries across the globe attended the much-anticipated event.

The EAWOP EC would like to thank everyone who was involved in organizing the conference and making it a reality. Next congress will be in Prague May 21st – 24th – We recommend saving the date.

*Welcome our new EAWOP president and two new EC members!*

At the General Assembly, May 25th, we had an election for President and two new EC members. First, we would like to thank all candidates and welcome Dr Evangelia Demerouti as our new EAWOP president and Hildur Jóna Bergþórsdóttir and Dr Monica Molino as our new EC members. Together with Dragos Iliescu, Deirdre O'Shea, Eva Derous and Ana Hernandez they form the new EAWOP EC. Finally, we would like to send a big thank you to our former President Annemarie Hiemstra, our former General Secretary David Holeman and Michela Cortini, for their hard work on behalf of EAWOP.



### **IAAP DIVISION 1 project This Works in my Place presented at the SIOP Conference 2023**

We are happy to announce that IAAP Division 1 was present at the Society for Industrial and Organizational Psychology SIOP Conference 2023. Vicente Martínez-Tur (Division 1 President) presented the project This Works at my Place! Latin America as part of the symposium Achieving the United Nations Sustainable Development Goals chaired by Walter Reichman. IAAP President Lori Foster also presented at the symposium.

This Works at my Place! Latin America is one of the biggest Division projects. The main goal of the project was to identify, through the participation and dialogue with experts in Work and Organizational Psychology (WOP) in the Latin American region, relevant contextual factors and WOP strategies-practices in achieving several United Nations (UN) Sustainable Development Goals. The project team was composed of several IAAP Division 1 members and we would like to thank them for their hard work and effort: Barbara Kozusznik, Vicente Martínez-Tur, Ginger Whelan, Katarzyna Więcek-Jakubek, Lynda Zugec and Marija Davcheva. This year the Division is continuing this project in the African region.

# Turning the Canadian Dream into a Nightmare: A Discussion of a Recent Ontario Employment Law Decision

By: Erika Ringseis, Ph.D., J.D.<sup>1</sup> & Katherine Dennis<sup>2</sup>



## **Background:**

Canada is known as a country of strength and freedom, accepting of diversity and full of friendly people. In most cases, immigrants to Canada expect new jobs and opportunities that promote wellness and a fresh slate. However, for Mr. Rezart Osmani, this dream of a better future quickly took a turn for the worse in more ways than one could ever expect.

The Ontario case highlighted below reminds us of the importance of conducting fair investigations into incidents of harassment. It is simply unacceptable for an employer to dismiss an employee who comes forward with a concern or complaint without looking into the details of the allegations. Harassment that intersects with violence should never be dismissed as acceptable joking around, even if the extent of physical damage is unintentional. Further, the case summarized below provides a helpful overview of a

number of foundational legal tests used to determine if human rights or other employment laws have been violated in the workplace.

## **Facts:**

In the 2023 case of *Osmani v. Universal Structural Restorations LTD.*, Rezart Osmani, a recent immigrant to Canada, was an employee of Universal Structural Restorations Ltd. (“USRL”). His employment with USRL began in December 2018 as an “off the books” labourer.<sup>3</sup> In February 2019, he gained Temporary Foreign Worker status.<sup>4</sup> Mr. Osmani had immigrated to Canada in hopes for work and a better life for his family, however, his dream was not achieved.

Mr. Osmani claims to have been subject to humiliation from his supervisor, Mr. De-Almeida, during his employment at USRL. These counts included threats against his immigration status, derogatory and degrading language and profanity directed at the plaintiff. For example, Mr. De-Almeida called Mr. Osmani a “dumb fucking Albanian,” suggested that he had Mr. Osmani by the “balls,” and that he was “his bitch.” Further, Mr. Osmani testified that he was physically abused by his supervisor, including being punched in the groin area. Mr. Osmani claimed that the physical violence by his supervisor resulted in the need for surgical removal of his left testicle.

Mr. Osmani was a vulnerable employee given his initial status and was then in a precarious situation given that English was his second language. Further, his abuser was in a position of power over him in the workplace. Mr. Osmani was reluctant to take any action, but he did eventually tell another supervisor what had happened. Mr. Osmani testified that he was separated for about a month from Mr. De-Almeida at work, but then he had to report to Mr. De-Almeida again and the verbal abuse continued. Mr. Osmani was not aware of any investigation into the actions that Mr. De-Almeida took against him.

In addition, the plaintiff claimed that USRL had hindered him from gaining compensation from the Workplace Safety and Insurance Board (“WISB”) after Mr. Osmani fell from a ladder in his workplace, suffering injuries. Once Mr. Osmani returned to his workplace, he found that the conditions had become unbearable, and therefore claimed that he had been constructively dismissed.<sup>5</sup>

<sup>1</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.

<sup>2</sup> Katherine Dennis is a current Grade Eleven student at West Island College in Calgary. She is interested in pursuing a career in law, and thus volunteered to assist in the summary of this employment law case. The good news for the legal profession is that, even after reading 140 pages, she is still interested in a legal career!!!

<sup>3</sup> Note that new immigrants to Canada are often vulnerable with questionable immigration status or fear of police or other authorities. Employers must be especially cautious when dealing with someone who is a member of a vulnerable or historically abused population.

<sup>4</sup> Temporary Foreign Worker status comes under Canada’s Labor Market Impact Assessment (“LMIA”) program. This states that an employer must obtain an LMIA to hire foreign workers to ensure that no Canadians or Permanent Residents are available to complete the job. <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/operational-bulletins-manuals/temporary-residents/foreign-workers.html%204>

<sup>5</sup> “Constructive Dismissal” refers to situations in which an employer has not directly fired the employee. Instead, the employee has felt forced to quit because of unacceptable, foundational changes to the terms and conditions of employment.



### **Analyses & Findings:**

A major aspect to the decision of this case remains the credibility of evidence presented, as most evidence came from a witness' perspective. In this case, the judge found a varying amount of credibility, which gives them the permission to accept some, none, or all of a witness' evidence.

Investigations for cases of this manner must adhere to the *Human Rights Code*, which includes an obligation for an employer to investigate allegations of workplace harassment (section 5). If an employer fails to do so, this gives rise to cases of liability. The case, *Wall v. University of Waterloo*<sup>6</sup> outlines the circumstances in which an employer has fulfilled an acceptable response to allegations of discrimination and/or harassment. The six criteria that dictate an appropriate response include:

- (i) a prompt response;
- (ii) awareness that the conduct complained of is prohibited;
- (iii) addressing the matter in a serious manner;
- (iv) following an established complaint mechanism;
- (v) a focus on providing a healthy work environment; and,
- (vi) communication to the complainant about the steps taken.

Within *Osmani v. Universal Structural Restorations LTD.*, Mr. Osmani signed a document acknowledging and agreeing to USRL's Employment Policies and Employee Safety Manual. These employment policies included a section addressing incidents of workplace violence and harassment. This policy required USRL to investigate allegations of harassment and violence. However, USRL failed to adhere to the company's policy when he did not investigate after becoming aware of Mr. Osmani's testicle injury.

USRL should have been appalled at the allegation that a supervisor had caused one of his team members to require surgery to remove a testicle. They should have investigated the incident and learned about the supervisor's inappropriate comments and actions toward Mr. Osmani. They should have followed the six steps listed above in response to Mr. Osmani's concerns and they failed to follow any of them.

The court ultimately found in Mr. Osmani's favor on a number of submissions. These include:

- a. Both the employer and the supervisor were jointly and severally (responsible together and apart) for the tort of battery, for which the court awarded general and aggravated damages of \$100,000 and an additional \$25,000 as punitive damages, only against the supervisor;
- b. Both employers were guilty of assault with general damages of \$10,000, jointly and severally between the defendants;
- c. Mr. Osmani was awarded an additional \$50,000 in damages against the employer for a failure to launch an investigation and meet requirements under the *Human Rights Code*;
- d. For wrongful dismissal of Mr. Osmani by his employer, the plaintiff was awarded damages of \$4364.70, equal to four months' pay, less applicable mitigation;<sup>7</sup>
- e. Mr. Osmani was also awarded aggravated or moral damages of \$75,000 and punitive damages of \$25,000 for the manner in which he was terminated;
- f. The employer was also responsible for an additional \$5,794 in unpaid wages.

In total, the court therefore awarded Mr. Osmani \$295,158.70 for the experiences he had in the workplace. It had certainly not been a dream job for Mr. Osmani, and he continues to suffer a nightmare of mental and physical pain.

### **Final Thoughts**

Perhaps this was a poor choice of a first case for a high school student to review for her first legal article. More than once she would pause, appalled, and re-read what was written. The reader will perhaps be comforted that a member of Gen Z would be stunned that such behavior could really occur by adults in a professional workspace. Even the lawyer who has practiced employment and human rights law for more than 20 years had to do a double take and re-read some of the facts of the case.

The plaintiff was successful overall, both against the corporate respondent and his former supervisor personally. Several of the plaintiff's claims were unsubstantiated, however. For example, he failed to prove that he

<sup>6</sup> [1995 CanLII 18161](#) (ON HRT).

<sup>7</sup> Mitigation of damages is required by law. A terminated employee must attempt to secure new employment and any wages received during a reasonable notice period are deducted from what is owed by the employer. Pay in lieu of notice is meant to compensate for lack of sufficient notice to find a new job, not provide the former employee with a windfall.

was a victim of two torts not often applied in employment law settings: the tort of intentional infliction of mental suffering and the tort of human trafficking. The court left open the possibility of these damages being available in other employment fact situations in the future, though. Overall, Mr. Osmani was successful and the court awarded costs against the defendant employer in addition to the damages.

This lengthy case also provides a valuable summary of many important concepts in employment law, including constructive dismissal, sexual assault, assessment of damages, punitive damages, vicarious liability, torts of assault and battery, adverse inference for failure to call a witness and required components of investigations. The authors have provided only a high-level overview of the case and interested readers are encouraged to review the case in full. This case is sure to keep you on your toes as a reader, for you never quite know what the next line will entail...it could just include an account of a gruesome medical experience!

## Building the Team and Setting Strategic Priorities

by Jocelyn Brown, Melanie Grier, and Aisha Taylor



To provide an overview of the work we have done so far as the Equity, Diversity, and Inclusion (EDI) Standing Committee, we're excited to share the following information with you. Earlier this year, CSIOP members were invited to express interest in being a member of the EDI committee via an online form. Four members of last year's EDI Working Group volunteered to form an ad hoc group to set criteria and select committee members from those who expressed interest. The group set criteria for selection of committee members, including:

1. **Values EDI:** A demonstrated commitment to understanding and valuing the importance of diverse perspectives and fostering equity, diversity, and inclusion in organizations
2. **Represents multiple/rare perspectives:** An ability to draw from various life experiences (e.g., background, position, work experience, individual identities) to enhance innovative solutions for strategic action
3. **EDI Expertise:** Expertise from lived experience, research, and/or practical work.

In addition to these criteria, the group took representation considerations into account during the decision-making process. These considerations included the role of the applicant (student, faculty, practitioner), geographic location, and demographic characteristics. Each person who expressed interest was evaluated individually by each member of the ad-hoc selection group, and the independent quantitative ratings were combined prior to a discussion, which took into account all of the factors described above. The result of this process was the selection of 11 individuals from those who had expressed interest in joining the committee. These 11 were joined by the three members of the EDI Working Group who were retained on the Standing Committee.

Here are the CSIOP EDI Standing Committee Members:

1. Kemi Salawu Anazodo, Faculty, Windsor, ON
2. Rachel Appiah, Student, Guelph, ON, Coordinator
3. Elaine Atay, Student, Calgary, AB
4. Jocelyn Brown, Student, Halifax, NS
5. Zuraida Dada, Practitioner, Calgary, AB, Co-chair
6. Irina Doering, Faculty, Prince George, BC
7. Melanie Grier, Student, Calgary, AB
8. Samantha Hancock, Faculty, London, ON
9. Helen Ofosu, Practitioner & Adjunct Faculty, Ottawa, ON
10. Sandrine Poulin, Student, Fredericton, NB
11. Deborah Powell, Faculty, Guelph, ON, CSIOP Chair
12. Aisha Taylor, Practitioner, Calgary, AB, CSIOP EDI Strategic Lead & Co-chair
13. Vincent Wong, Practitioner, Toronto, ON
14. Alvan Yuan, Student, Calgary, AB

In addition to selecting the members, there was also a Leadership Team selection process to practice shared leadership and valuing a diversity of opinions and perspectives. That process included developing basic position descriptions (including a small stipend for the student coordinator position), setting criteria for the co-chair role, and one round of interviews for people who indicated interest in the positions via the online form mentioned above. The role of the Leadership Team is to provide the necessary structure for the committee (e.g., schedule meetings, develop agendas and meeting content), gather information and find themes among it (e.g., send out online forms to gather

input on Strategic Priorities and feedback on committee meetings), and any other coordination that's helpful. All decisions on priorities, actions, and any other committee business are made by the Standing Committee.

Since the formation of the EDI Committee in March 2023, we have met three times (as of mid-June 2023). During these sessions, we have spent time getting to know each other, developed group structure, and brainstormed strategic priorities for addressing EDI in Canadian organizations, classrooms, and research. We are currently in the process of finalizing our Strategic Priorities. We will develop Working Groups based on these priorities, where we will create goals to take impactful, timebound, and realistic action to promote EDI in our profession.

However, the action has already begun! Because we instituted the process of sending out an interest form to develop the committee and we had more interest expressed than there were spots on the committee, we now have a list of people associated with CSIOP who are interested in EDI work. With this list in hand, the EDI Strategic Lead has reached out to this group, (which includes all members of the Standing Committee), and a number of people responded to other calls for assistance, including CPA's invitation to collaborate on the development of Ethical Guidelines for Inclusivity and Non-Discrimination in Psychology. A group of us (including the authors of this article) are currently working on a submission and will deliver it this summer. Another call for action to the faculty and practitioner members of the EDI interest list was to be a judge for 1) the CSIOP Student Poster awards at the CPA conference in June and 2) the RHR Kendall-Evans Best Student Paper Award.

On the Standing Committee, we have been enjoying learning and working together. Rich, thoughtful discussion is the mainstay of every meeting and considering diverse perspectives remains a focal goal of our work. Ever working to balance the necessity of including all voices with the unavoidable institutional and corporate pressures of our field, the volunteer committee continues to respond to tasks efficiently and effectively while managing the emotional load of the work.

Now that the committee has had the opportunity to get familiar with the group's purpose and each other, our focus is on identifying specific ways we can engage with our strategic priorities to support I-O trainees, practitioners, and scholars in embedding and integrating EDI throughout their work. We look forward to a productive and invigorating summer!

### **Student Member Perspectives**

Hi, I am Jocelyn Brown!! I'm a PhD student who is a passionate advocate for equity, diversity, inclusion, and accessibility in the workplace. I received my BSc in Psychology as well as certificates in Disability Management and Intercultural Communication at Dalhousie University. After that, I completed my MSc in I/O Psychology at Western University and then came back to Halifax to do my PhD at SMU. My research focuses on the experiences of employees and candidates in the workplace. When I saw the opportunity to advance EDIA in I/O psychology, I knew I had to take it. I joined CSIOP's EDI Standing Committee, as I have seen through my work experience and research the impact that effective and thoughtful practices can have. In all areas of this field, I/O psychologists can drive change to increase inclusion and belonging.

And I'm Melanie Grier (she/her), a soon-to-be MSc graduate and PhD student at the University of Calgary. I completed my BA (Honours) in psychology at UCalgary in 2017. As a former high school drop and current mother of three adolescents, my enthusiasm for I/O Psychology is deeply rooted in my commitment to a better world for future generations. My research focuses broadly on understanding Indigenous employee experiences and supporting organizational change efforts to align with the TRC's Calls to Action, work which has led to the development of UCalgary's Indigenized Campus Map and Online Guidesite, an interdisciplinary project funded by our Office of Indigenous Engagement. I am grateful to be part of this encouraging group where we foster belonging, learn from each other, get important things done, and together envision a world worth living - and working - for.

### **Practitioner Perspective**

Hello! I'm Aisha Taylor, and I've been learning and growing as a consultant, coach, and facilitator in our field for over 20 years. I'm passionate about creating workplaces where people produce excellent work, have fun, and experience justice. I've worked with government, academic, nonprofit and private sector organizations across North America to guide positive culture change at work through strategic planning, leadership and team development, and EDI training programs. Through the EDI Standing Committee (and the Working Group before it), I'm enjoying being internal to a team that is working on EDI. Oftentimes, as a consultant, I make recommendations and provide options for others to decide on and implement, so it has been a welcome change to be a part of the team and do these tasks together. I've been impressed by the outpouring of interest and deep desire to help our profession continue to improve and grow. It is a pleasure and an honour to be a member of this committee!

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