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<p>Comments from the Chair <i>Steve Harvey, PhD</i> <i>Bishop's University</i></p>

We are only five months away from the meeting in Halifax and already the planning process is well underway with many developments to communicate. Based on submissions for this year's conference, CSIOP has continued to attract significant numbers of presenters and posters for sessions in Halifax. It is sometimes more difficult to keep the numbers high as we move away from central Canada, so this is no small feat. Indeed, particular recognition is due to the program coordinator, Dr. Lori Francis, who has done an incredible job of pulling things together. In the previous newsletter, Lori called on the membership to send in their papers and I believe many have answered the call.

As we prepare for the conference, I encourage everyone to promote the RHR Kendall Award. This is truly a great chance

for students to showcase their work and help us grow interest in our conference. If you are a student presenting at the conference, think seriously about sending in your paper for this competition. In fact, I ask all of us to persuade students to give it some thought. We are thankful to RHR that they have generously increased the award amount to \$1,000.00 this year, so please be ready as we will be posting information for the competition on the website shortly.

CSIOP is increasingly vibrant and we are innovating again this year. Our launching of the first pre-conference Institute is in the final stages of planning and it will take place on the afternoon prior to the CPA conference in Halifax. Drs. Kevin Kelloway and Lori Francis have worked very hard at putting this together and I know that those attending stand to be excited by the quality of the program. No question-- this event promises to be a high-caliber seminar/discussion series that you don't want to ignore. It is designed to attract academics, practitioners, students and local human resource professionals at little cost. Please see the details within this newsletter and stay posted for developments. In the meantime, plan to be in Halifax on the afternoon of June 11th to attend the event; Help make a success of what we hope will become a professional tradition for CSIOP and the community.

We took away a collective goal at our last business meeting in Ottawa to work, through various means, at increasing the value of membership in CSIOP and our exposure to the community. So I am very pleased to see these aforementioned developments and I hope that you will agree that those involved have accomplished important objectives. It should not be a surprise therefore that other members of the executive have been at work equally hard to advance CSIOP in additional ways. One

important advance, thanks to Dr. Anuradha Chawla, is that we now have a reliable conduit for directing media requests internally and, on the flip side, we are working on making our expertise better known. Indeed, I would advance to the membership that this relationship works both ways and that we should welcome the thought of contacting the media ourselves to promote our expertise and views on topics of importance, such as through invited editorials or op-ed pieces. I'm sure Anuradha would be happy to talk with those who think we should consider any such initiatives at a particular moment.

An additional item I wish to mention in closing is the value of our website and the need for us to start thinking about its future. The website recently received a facelift and it will be populated with more information through time. We have many people to thank for this, but the work of Drs. Joan Finegan and Stephan Brutus in particular are significant. There is little argument that maintaining an adequate website will continue to be an important interface between CSIOP, the membership and the public as people increasingly rely on web-based information. Many requests are now being addressed to the executive as a result of visits to the website; including, interests in membership, media requests and questions from organizations and employers. The website has quickly become a primary window to the world; so I am asking the membership to send us comments and ideas that will help us make plans for the future of CSIOP in relation to its internet portal.

I look forward comments and to seeing you in Halifax.

Steve

Nous sommes encore à cinq mois du congrès annuel d'Halifax et la planification de l'événement est suffisamment bien avancée pour que nous ayons déjà plusieurs développements à vous communiquer. En se basant sur les demandes de présentations à la conférence de cette année, SCPIO a continué d'attirer un nombre significatif de conférenciers et de présentations par affiche pour le congrès d'Halifax. Il est parfois difficile de préserver un nombre élevé de propositions lorsque l'on s'éloigne du centre du Canada, alors c'est un grand exploit. De plus, une mention particulière doit être accordée à la coordonnatrice de programme, Dr. Lori Francis, qui a fait un travail extraordinaire afin de mettre les choses en place. Dans le dernier bulletin, Lori a invité les membres à envoyer leurs travaux et je crois que beaucoup ont répondu à l'appel.

Pendant que nous préparons la conférence, je vous encourage fortement à faire la promotion du prix RHR Kendall Award. Celui-ci représente véritablement une belle opportunité pour les étudiants de mettre en valeur leurs travaux, tout en nous permettant d'accroître l'intérêt de présenter à notre convention. Si vous êtes un étudiant présentant à au congrès, vous devriez envisager sérieusement d'envoyer les documents nécessaires pour vous inscrire au concours. En fait, Je demande à chacun d'entre nous de convaincre les étudiants d'y réfléchir. Nous sommes reconnaissant au RHR, qui a généreusement augment-

er le montant de la bourse à 1000,00\$ pour cette année, alors soyez attentifs, car nous afficherons sous peu les informations à propos du concours sur notre site internet.

La SCPIO est de plus en plus dynamique et nous innovons encore une fois cette année. Le lancement du premier événement pré-congrès en est à ses dernières étapes de planification et il aura lieu l'après-midi précédant le congrès de la SCP à Halifax. Dr. Kevin Kelloway et Dr. Lori Francis ont travaillé très fort à mettre le tout en place et je sais que ceux qui y participeront peuvent s'attendre à être subjugués par la qualité du programme. Aucun doute, cet événement promet d'être une série de séminaires\discussions à ne pas manquer! L'événement est conçu pour intéresser les professionnels académiques, les praticiens, les étudiants et les professionnels en ressources humaines locaux, le tout, à faible coût. Vous trouverez plus de détails dans ce bulletin et d'autres informations sont à venir. Toutefois, prévoyez dès maintenant être à Halifax l'après-midi du 11 juin pour participer à l'événement. Aidez-nous à faire un grand succès de ce que nous souhaitons voir devenir une tradition pour la SCPIO et la communauté!

Nous avons convenu d'un objectif commun à notre dernière rencontre à Ottawa : celui de travailler, par plusieurs façons, à améliorer la valeur de l'adhésion à la SCPIO ainsi qu'à la visibilité de notre société au sein de la communauté. Alors, c'est avec grand plaisir que je constate les développements mentionnés auparavant et j'espère que vous serez d'accord avec moi pour dire que les personnes impliquées ont accompli d'importants objectifs. Par ailleurs, il ne faut pas se surprendre que d'autres membres de l'exécutif ont travaillé aussi ardemment et au même moment à faire progresser la SCPIO sur d'autres plans. Une des avancées importantes, que nous devons au travail de Dr. Anuradha Chawla, est la mise en place d'une structure efficace, nous permettant dorénavant de diriger à l'interne les demandes médiatiques et, du même coup, de contribuer à faire reconnaître davantage notre expertise. Du même souffle, je voudrais rappeler aux membres que cette relation fonctionne dans les deux sens et que nous sommes favorables à l'idée de contacter nous-mêmes les média, afin de promouvoir notre expertise et notre point de vue sur des dossiers importants, comme par la rédaction d'éditoriaux et/ou de textes d'opinion. Je suis certain qu'Anuradha serait ravi de discuter avec ceux qui auraient des propositions à faire à propos d'initiatives à prendre au moment opportun.

Avant de conclure, je souhaite aborder un dernier point qui concerne la valeur de notre site web et la nécessité pour nous de commencer à penser au future. Le site web a subi récemment un rajeunissement et il contiendra de plus en plus d'informations. Pour cela, plusieurs personnes sont à remercier, mais nous devons tout de même souligner en particulier l'importante contribution de Dr. Joan Finegan et de Dr. Stephan Brutus. Il semble évident que de maintenir un site web de qualité nous permettra de conserver une interface importante entre la SCPIO, ses membres et le publique, puisque de plus en plus de gens se réfèrent à l'information recueillie sur in-

ternet. Beaucoup plus de demandes sont maintenant adressées à l'exécutif et celles-ci sont souvent effectuées suite à une visite de notre site web. Ces demandes incluent, entre autres, des demandes d'information à propos de l'adhésion, des requêtes médiatiques ainsi que des questions provenant d'organismes et d'employeurs. Le site web est devenu rapidement une fenêtre primordiale sur le monde, alors j'invite tous les membres à faire part de leurs commentaires et de leurs suggestions afin de nous aider à planifier le future de la SCPIO par l'entremise de son portail internet.

Au plaisir de recevoir vos commentaires et de m'entretenir avec vous à Halifax.

Steve



CSIOP Membership
 Aaron Schat, PhD
 McMaster University

Let me begin by wishing you all a belated Happy New Year.

With the change to a new year, providing an accurate picture of the current CSIOP membership is difficult. This is a time of year when CPA is updating its membership database based on renewals that continue to arrive well into the new year. This affects us because most of our membership information comes from CPA. Most renewals should be completed soon, so by the next newsletter, I should be able to give you an accurate CSIOP membership update. In the meantime, if any of you still need to renew for 2008, consider this a friendly reminder to complete your renewal, either by contacting me (if you are a CSIOP Associate member) or via the CPA website (if you are a CPA member or student affiliate).

In the absence of updated membership statistics, let me briefly highlight a couple of membership initiatives that are underway. First, Leah Hamilton, the student representative on the CSIOP Executive, spearheaded a student membership drive to encourage new and returning I/O psychology graduate students to initiate—or renew—CSIOP membership. As you will see from the list of new student members below, this initiative is already bearing fruit and we hope that more student members are forthcoming. If you are a student member of CSIOP, please help us out by inviting your student colleagues to join.

The second initiative stems from a discussion that occurred during the CSIOP business meeting at last year's CPA Convention. At that time it was suggested that although CSIOP has many members—both graduate students and faculty—from

faculties of business and management, there are still those who have I/O-related interests (in Organizational Behaviour, Human Resource Management, etc.) that are not yet CSIOP members. We believe that it would be beneficial for these individuals and for our association if they became part of CSIOP. As a first step toward this, a number of current CSIOP members who are in business or management faculties were asked to invite their colleagues and students to consider becoming members for 2008. If you know of anyone who may be interested in CSIOP membership, please invite them to consider joining or put them in touch with me. This will be an on-going initiative and your assistance would be greatly appreciated.

Although I don't have a complete membership update, I do have a list of new members who have joined CSIOP during the past three months. Please join me in welcoming the following new CSIOP members.

Full Members

- | | |
|----------------------|----------------|
| Jean-Martin Bouchard | Larry Loomis |
| Cinthia Branco | Michael Minden |
| James Broad | Julie Pepin |
| Gordon Davidson | Larry Sanders |
| Patricia Edelstein | Alain Simard |
| Cheryl Guest | Cindy Wahler |
| C. Gail Hepburn | |

Student Members

- | | |
|------------------------|--------------------|
| Nicole Aitken | Melissa Littau |
| Nicole Bérubé | Kate McInnis |
| Michelle Castaldi | Christin Moeller |
| Steven Champ | Graham Nagy |
| Judith Wayne Cormier | Pamela Patterson |
| Lisa Coulson | Stephen Risavy |
| Laurence Crevier-Braud | Leah Sheppard |
| Guillaume Duguay | Jeffrey Spence |
| France Guertin | Jenesis Squires |
| Diane Kilby | Kirk Stokes |
| Gregory Kratzig | Rachelle Thibodeau |
| Andre Kung | Karen Turner |
| Jessica Leal | Vidushi Vohra |
| Francis LeBel | Eliza Von Baeyer |
| Donald Legere | Liu Yang |

Changes to your Membership Information

If your contact information (e.g., email addresses, work phone number, areas of interest) has changed, please let me know. My contact information is as follows:

Aaron Schat
DeGroote School of Business, McMaster University
1280 Main Street West,
Hamilton, Ontario, Canada L8S 4M4
Email: schata@mcmaster.ca
Phone: 905.525.9140, Ext. 23946
Fax: 905.521.8995

If your membership is through CPA (i.e., if you are a full member or student member), we receive your contact information via CPA. Therefore, please be sure to update your information with CPA directly as well. The CPA membership coordinator can be reached via email at membership@cpa.ca.



Conference Update

Lori Francis, PhD
Saint Mary's University

The CSIOP program at the 2008 Convention is one you don't want to miss. The 2008 CPA is taking place in Halifax, Nova Scotia June 12-14, 2008. Halifax has much to offer as a conference destination...wonderful views, great restaurants and down east hospitality to name a few. The convention is being held at the Marriott Harbourfront Hotel (1919 Upper Water Street, Halifax, NS, 902.421.1700, <http://www.marriott.com/hotels/travel/yhzmc-halifax-marriott-harbourfront/>).

New CSIOP Offering: I/O Institute on Public Policy, June 11, 2008 in Halifax.

You may want to arrive in Halifax a little in advance of CPA. This year we are pleased to announce that for the first time CSIOP will host an independent ½ day I/O Institute before CPA in Halifax during the afternoon of Wednesday, June 11, 2008.

This is an exciting new feature to our CPA-related programming. The event is co-sponsored by CSIOP and the CN

Centre for Occupational Health and Safety at Saint Mary's University. We hope that this is the first in a series of annual CSIOP I/O Institutes.

The theme for the 1st CSIOP I/O Institute is Public Policy: A Role for I/O Psychology. I/O Psychologists have considerable know how and experience in affecting change among individuals and in organizations. However, despite expertise in areas of considerable importance to the Canadian public and of pertinence to legislation, such as unionization, occupational health and safety, human rights, retirement, and working conditions to name a few, researchers and practitioners in I/O bring less influence to matters of public policy. I/O Psychologists, policy makers, and media experts will join in a series of panel sessions to explore I/O psychology's potential in public policy development. Over the course of the afternoon we will consider I/O's role in matters of public policy and focus on the skills that I/O Psychologists can use to affect change in public policy development.

We invite CSIOP members who are traveling to Halifax for CPA to fly out a day early and join in the Institute. Additional details regarding the schedule, speakers, registration process and fees, and meeting location will follow as the planning continues. The fee for the Institute will be nominal and thus this session will be a highly affordable add-on to you CPA trip. Please watch for additional details on this session in the April issue of the Newsletter, and on the CSIOP listserv and website.

CPA Program

Our submission numbers were a little down from last year, but we still have an exciting roster of speakers, symposia, and posters. At the core of the I/O program this year are keynote addresses given by Dr. John Meyer and Dr. Natalie Allen. At the 2007 conference John and Natalie were awarded a CSIOP achievement award for their contributions to Canadian I/O Psychology. Their related talks will consider the complex relationship between I/O science and practice using teamwork and employee engagement as illustrative cases.

We also have some I/O social events in the works. These gatherings provide great opportunities to catch up and network with your colleagues from across the country. I encourage student presenters to watch for details on the RHR-Kendall award and consider submitting your CPA paper to this competition.

The CPA wide programming looks also good this year. The Honorary President's Address is being given by Dr. Steven Pinker, Professor of Psychology at Harvard University and author of several books including "The Stuff of Thought" and "The Blank Slate". His talk is entitled "Language as a Window into Human Nature." You might want to take in this session during the conference.

Looking forward to seeing you in Halifax for the I/O Institute and CPA 2008!

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Student Update

*Leah Hamilton,
The University of Western Ontario*

On Saturday, November 3rd, 2007, Industrial/Organizational Psychology students gathered at the University of Waterloo for the 2nd Annual Southwestern Ontario I/O Psychology Student Conference.

This year's conference was a tremendous success – it was well attended and included a great mix of learning, networking, and socializing. There were four excellent research presentations that ranged in topics (from workplace ostracism to implicit measures in personnel selection) and stages of research (from study development to a job talk). There was ample time for questions and comments after each speaker, and this helped to create an interactive and supportive environment. Student presentations were intermingled with breakout group discussion sessions on topics such as research interests (e.g., leadership) and future career paths (e.g., academia, consulting). There was also a useful workshop by Kate McInnis on CVs, resumes, and personal websites. To top off a great conference, most attendees went out for dinner together at an Italian restaurant in Waterloo.

According to Katrina Goreham, "The I/O Grad Student Conference is an excellent way for I/O grad students across Southwestern Ontario to share their research ideas, practice their presentation skills, and get to know one another in an informal, supportive environment. The grad students at the University of Waterloo were thrilled to host the 2nd annual meeting and we are all looking forward to next year's conference!"

Many thanks to Katrina Goreham, Jennifer Komar, and Kathy Tsang for doing a superb job organizing this year's conference. Of course, these conferences would not be possible without support from our departments. Thank you to the UW Faculty of Arts and the UW Department of Psychology for their generous funding.

Where did such a great idea come from in the first place? At the CSIOP-military social gathering during the 2006 CPA Convention in Calgary, a group of I/O students from Western, Waterloo, and Guelph were sitting around chatting about our research interests and how it would be nice to see each other more than once or twice a year (at CPA and SIOP). One thing led to another and a group of students from Western decided to organize a conference. Other I/O students and faculty members received the idea enthusiastically, and the conference has continued to expand ever since. This year, students from the University of Windsor were also invited to attend, and there is talk of once again increasing the scope of the conference in

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2008, by inviting students from programs in Toronto and at McMaster.

I am thrilled at the initiative I/O students took in organizing these conferences, and at the responsiveness and support of our departments. I believe that, to truly make the conference a success, we will need continued involvement from students – I look forward to seeing this happen!

If you have any ideas or suggestions for the Fall 2008 conference, please email me at lhamil2@uwo.ca

Thank you to Guillaume Duguay for the translation that follows.

Samedi le 3 novembre 2007, des étudiants se réunissaient à l'Université de Waterloo pour la 2e conférence annuelle étudiante des étudiants en psychologie du sud-ouest de l'Ontario.

La conférence de cette année a été un succès retentissant - avec un large auditoire et comprenant un judicieux mélange d'apprentissage, de réseautage et de socialisation. Il y a eu quatre excellentes présentations variant au niveau du sujet (allant de l'exclusion en milieu de travail en passant par les mesures implicites en sélection de personnel) et du stade d'avancement (allant du développement de l'étude à une discussion d'emploi). Un généreux temps pour les questions et les commentaires sur



Lance Ferris, former CSIOP Student Representative, presenting his talk on ostracism in the workplace. Lance Ferris, ancien représentant étudiant de la SCPIO, présentant son exposé sur l'exclusion en milieu de travail.



Students chatting during breakout group discussion. Des étudiants échangeant durant une pause pour la discussion en groupe.

chaque présentation a contribué à créer un climat interactif et convivial. Les présentations des étudiants étaient séparées par des pauses où des discussions de groupes sur des sujets tels que les intérêts de recherche (par exemple le leadership) ou les futurs cheminements de carrière (par exemple la recherche, la consultation) prenaient place. Il y eut également un intéressant atelier donné par Kate McInnis sur les CVs, les résumés et les sites web personnels. Pour couronner cette brillante expérience, la plupart des participants sont allés souper ensemble dans un restaurant italien de Waterloo.

Aux dires de Katrina Goreman: « La conférence des étudiants gradués en psychologie I/O est une excellente façon pour tous les étudiants du sud-ouest de l'Ontario de partager leur idées de recherche, de pratiquer leur habiletés de présentation et d'apprendre à se connaître dans un climat informel et convivial. Les étudiants gradués de l'Université de Waterloo étaient enthousiasmés d'être les hôtes de cette seconde conférence annuelle et attendent tous avec intérêts la conférence de l'an prochain! » [Traduction libre]

Tous nos remerciements à Katrina Goreham, Jennifer Komar et Kathy Tsang pour avoir fait un si superbe travail d'organisation de la conférence de cette année. Évidemment, ces conférences n'auraient pu être possibles sans le support de nos départements. Merci à la Faculté des Arts de l'UW et au Département de Psychologie de l'UW pour leurs généreuses contributions financières à ce projet.

D'où provient une si belle idée? Lors de la rencontre sociale conjointe SCPIO-Militaire durant le congrès 2006 de la SCP à Calgary, un groupe d'étudiants en psychologie I/O de Western, Waterloo et Guelph étaient assis à discuter de leurs intérêts recherche et de combien il serait plaisant de pouvoir se voir plus souvent qu'une ou deux fois par année (à la SCP ou à la SIOP). Une chose entraînant une autre, un groupe d'étudiants de Western décidèrent d'organiser une conférence. Les autres étudiants en I/O et membres des facultés ont répondu avec enthousiasme à cette idée et la conférence continue de prendre de l'ampleur depuis. Cette année, des étudiants de l'Université de Windsor ont également été invité et il est question d'étendre encore la portée de la conférence en 2008 en invitant des étudiants des programmes à Toronto et à McMaster.

Je suis très enthousiaste face à l'initiative que des étudiants en I/O ont pris en organisant ces conférences et par l'ouverture et le support manifestés par nos départements. Je crois que pour que la conférence soit un succès véritable, nous aurons besoin d'un engagement continu des étudiants – J'espère sincèrement que cela se concrétise !

Si vous avez des idées ou des suggestions pour la conférence qui se tiendra à l'automne 2008, veuillez me les faire parvenir à lhamil2@uwo.ca.

Merci à Guillaume Duguay pour cette traduction.

Reference Checking: The Good, The Bad, & The Ugly

Erika Ringseis¹

McCarthy Tétrault LLP

A recent decision under the Personal Information Protection Act ("PIPA") in Alberta highlights the growing issue of reference checks conducted in the course of hiring employees. Across the country, we commonly see employers engage in a number of steps in the selection process, including the conducting of some form of background checks.

The biggest concern with respect to reference checks from a legal perspective has traditionally been the potential for human rights violations. Employers are restricted from basing hiring decisions on prohibited grounds, which vary from province to province but generally include race, religion, ethnic origin and, in some provinces, criminal record. Information related to these grounds may be exposed in a background check and therefore careful attention to the creation of the selection system is necessary.

Recently, there have been some concerns with respect to potential employers calling past employers and asking for references with respect to former employees. Concerns have been raised from the common law perspective of defamation and harassment, but, more recently, there have been concerns raised from a privacy perspective. In Alberta, British Columbia and Quebec, privacy legislation exists that affects the exchange of personal information for the purposes of employment. In all other provinces, the federal privacy legislation, the Personal Information Protection and Electronic Documents Act governs all personal information and is usually not as applicable to the employment relationship.

On January 2, 2008, the Alberta Office of the Information and Privacy Commissioner² released its decision with respect to a complaint filed by a potential employee ("the Complainant"). The Complainant applied for a job with Burnswest Corporation ("Burnswest"). As part of its standard procedure, a human resource manager at Burnswest called the Complainant's prior employer, Byma Real Estate team ("Byma") to ask for its opinion of the Complainant as an employee. Burnswest asked the following questions about the Complainant as part of the reference check:

The position she was employed in?

Reporting structure?

On time?

Dependable/reliable?

Conscientious?

Quality of work?



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Skill level of filing?

Skill level of decision making?

How does the individual get along with co-workers?

Would you re-hire?

The Complainant's former manager at Byma responded by indicating that he felt that the Complainant was a very capable person and had done a good job initially but that she did not live up to expectations once the team dynamics changed. Byma advised Burnswest that she was responsible for some "screw-ups" and that she stole or wasted time while employed. With respect to whether or not Byma would hire the Complainant again, Byma indicated that the answer would be "not in a million years."

The Complainant did not get the job and laid a complaint with the Privacy Commissioner because she felt that her personal information was wrongly disclosed. Byma and Burnswest both argued that the information that was exchanged was necessary to assess the Complainant's suitability for an employment position. The Privacy Commissioner reviewed the notes made by a Burnswest employee and held that it was most probable that

they did not discuss personal information about the Complainant that was not relevant to the job. The Privacy Commissioner found that the conversation between the Byma and Burnswest employees was limited to a discussion of the Complainant's job skills and performance.

Under both Alberta and British Columbia's Personal Information Protection Acts, slightly different treatment is accorded to "personal employee information" and "personal information." Personal employee information is for the purpose of establishing, managing or terminating the employment relationship and is accorded less privacy protection than personal information. The Privacy Commissioner concluded:

I have already found that Byma and Burnswest discussed the Complainant's job skills and performance during the telephone conversation in question. I find that job skills and performance are personal employee information and that this information was collected by Burnswest for the purpose of recruiting a potential employee. In addition, the consent of the Complainant was not required, as the disclosure of information about job skills and performance is reasonable for the purpose for which it was being disclosed and relates to the employment of the individual, for the purposes of section 21(2)(a) and (b). I do not find that section 21(2)(c) applies, as the Complainant was not an employee of either Burnswest or Byma at the time of the reference check.

Thus, the Privacy Commissioner released both Burnswest and Byma from any liability associated with the reference check conducted about the Complainant.

This case highlights the growing area of concern for employers with respect to privacy and information exchanged when hiring employees. Often the legal advice given to employers is that they should simply indicate what position a former employee held, what dates the employee held the position and, possibly some information with respect to prior positions held within the organization. Traditionally, employer counsel have been reluctant to advise employers to give any other information with respect to past employees because of risks of litigation or defamation claims.

Any employer who chooses to give or collect information about a former employee should ensure that the questions asked are appropriate and relevant to the work relationship, that any personal information is not discussed and that careful notes are kept.

¹ Erika Ringseis received her Ph.D in industrial/organizational psychology from Penn State University before completing her law degree at the University of Calgary. She is currently an associate lawyer in the Labour and Employment Group of McCarthy Tétrault LLP in Calgary where she advises employers with respect to issues such as reference checks. Rarely does her legal advice include the phrase: “not in a million years . . .”!

² Order P2006-006 and P2006-007; decided together.

2008 RHR Kendall Award

The Canadian Society for Industrial Organizational Psychology in collaboration with RHR is sponsoring the RHR Kendall Award, our annual competition to recognize outstanding papers by undergraduate and graduate CSIOP student members. The winner of this award will receive a prize of \$1,000. The award is named in honour of Dr. Lorne Kendall, a Canadian psychologist and member of CPA whose work on job satisfaction and various psychometric issues contributed greatly to the field of Industrial Organizational Psychology.

All papers, posters, and presentations accepted in any part of the CSIOP program of the annual convention of CPA submitted by graduate or undergraduate students are eligible. To be considered for the award students must submit a full paper as outlined below. The work must have been carried out by a student but may be part of a larger research program directed by someone else. The student must be first author on the paper submitted and be at the conference to present the work.

Papers will be reviewed anonymously by three CSIOP members representing both industry and academia. Submissions will be judged by the following criteria:

1. Quality of conceptual background
2. Clarity of problem definition
3. Methodological rigour (omitted for theoretical/review papers)
4. Appropriateness of interpretations/conclusion
5. Clarity of presentation

Entrants must submit a summary paper that adheres to these entry guidelines and provide a letter (e-mail acceptable) from a faculty member certifying that the paper was written by a student. The name of the author(s) should appear only on the title page of the paper. The title page should also show the authors' affiliations, mailing addresses, e-mail and telephone numbers. Papers are to be no more than 15 double-spaced pages, including title page, abstract, tables, figures, notes, and references. Papers should be prepared according to the current edition of the Publication Manual of the American Psychological Association.

Entries (papers and letters from the faculty members) must be received by Friday April 25 2008. Winning papers will be announced at the CSIOP business meeting at the CPA Conference in Halifax.

Entries should be submitted with the subject field indicating “Kendall Award” electronically to Dr. Lori Francis at: Lori.Francis@SMU.CA



Right Management Senior Consultant, Lead Western Canada Leadership & Organizational Development

Right Management, the world's leading career transition and organizational consulting firm, is seeking an Organizational Development Consultant to join the consulting team. This person will work in Calgary in a key leadership role supporting our Western Canada offices including British Columbia.

This individual will both close and deliver large-scale consulting initiatives in the areas of Leadership and Organizational Development. Ideally, his/her areas of capability should include: leadership assessment and development, coaching, performance management, employee engagement, change management, training design and delivery. This person will also work in a highly collaborative manner with the sales team to diagnose organizational needs and recommend the appropriate course of action. They will identify opportunities for new business within existing clients.

The person selected for this role will have a Master's degree or higher. They will have 8+ years of experience in Leadership and OD interventions with at least 3-5 years as an external consultant. To be highly successful, the person must have strong consulting skills and be capable of thought leadership. The ideal person is a subject matter expert with the ability to design, develop, and deliver Right's solutions. They must also have worked successfully as part of an extended sales team driving overall business and possess the ability to close consulting engagements. They must possess an executive-level presence and operate with the utmost integrity. They must be business minded with an ability to identify the ROI on the interventions they recommend.

This position will require the person to juggle multiple demands and work in a low-structure environment. Strong communication skills – written, oral, and presentation – are required. Strong project management skills are necessary for effective implementation. The individual selected for this position will be highly knowledgeable within numerous industry sectors where they have previously consulted.

This position offers a competitive compensation package along with expected benefits. Interested and qualified candidates can send their resume to Dr. Henryk Krajewski, National Practice Leader, Consulting at henryk.krajewski@right.com



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