

The Canadian Industrial & Organizational Psychologist

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Comments from the Chair
E. Kevin Kelloway, PhD
Saint Mary's University

I'm sure that you've all faced the same experience I've had over the last week. Although much of my professional life is spent writing, I've spent the last week (because I also procrastinate) knowing that I had to submit my column but having no idea of what to write about. Trying to find some inspiration I've been reviewing past issues of the Canadian Industrial Organizational Psychologist. I've particularly focused on the previous chairs' writings hoping that their words of wisdom would inspire me. As Steve Harvey's inaugural column of 2007 pointed out, we have a 30 year history as a vibrant and active section of CPA.

So... I begin my term as Chair with a secret sinking sensation that I will not be able to maintain the tradition. As many of you know, prior to assuming the role of Chair there is a year spent as acting chair. This gives the incoming person a chance

to see the inner workings of the executive and to vicariously enjoy the crises and last minute hiccups that go into putting together the conference program and elements that go into keeping the section running for another year. I spent the year watching a collegial (and congenial – not always the same thing) group of individual all contributing to make the section “work”. It reminded me of one of my favourite readings in graduate school.

The People Make the Place

In his 1987 Personnel Psychology article Ben Schneider argued that organizations are functions of the people they manage to attract, select and retain. The CSIOP executive is an outstanding example of this principle, we have been fortunate to have at our disposal the services of dedicated, motivated and highly capable individuals who have willingly sacrificed their own free time to make the section a success. To take Schneider's model in reverse order....

Attrition

Steve Harvey steps down as President and into the role of Past-President. Having watched quietly (ok – not so quietly but I watched), I can tell you that Steve was a highly capable and effective Chair of the section. Frankly, he was everything one could desire in a section chair. I suspect that it is only those who have known Steve for a long time that recognized how much he puts into his activities. Steve truly cared about the well-being of the section, and put a lot of thought into every decision – that showed in his actions and his accomplishments. I am personally happy that he is there to correct my more egregious errors as the year progresses. We also wish Steve well as he takes his new (and much less powerful) position as Dean of

the School of Business at Bishops!

Lori Francis has also stepped down from her role as program coordinator. Lori oversaw two successful CPA conventions and is now headed off on sabbatical. In addition to the normal section program, she was the key person organizing the successful pre-conference institute. Again, we all benefited from her work but she is insistent on going on sabbatical this year and could not be convinced to stay on for one more convention. Thanks Lori!! (and do come back...)

Selection

We are extremely fortunate to have the majority of the executive remain in their roles with only minor arm twisting and threats of retaliation. Joan Finegan continues her masterful command of the finances in her role of treasurer while Anuradha Chawla and Aaron Schat try to generate more revenue through managing the section's communications and increasing membership respectively. David Stanley continues to produce the newsletter, Sunjeev Prakesh to manage the listserv and Blake Jelley continues to keep us all honest by maintaining an accurate record in his role as secretary. Last but not least, Leah Hamilton (who with Aaron is responsible for last year's boom in student memberships) remains in her role as student representative. I am vastly relieved that such capable and committed individuals continue in their roles and anticipate relying on them a great deal in the coming year.

Attraction

Two new members have also joined the executive this year. Peter Hausdorf (U of Guelph) will serve as President Elect and will take over as President at our next convention (unless he mounts a coup d'état in the next couple of months). Kibeom Lee (U. of Calgary) has stepped into the role of program coordinator and will be overseeing the IO program for next year's conference in Montreal. We are also grateful that Jacques Forest (UQAM—Business School) and François Chiochio (UM—I/O Psychology Department) have agreed to organize the pre-conference institute at CPA next year in Montreal. With these additions I am sure that the year will run smoothly and the Montreal conference will be bigger and better than others.

So there you have it – do feel free to contact members of the executive with your questions or, indeed to volunteer your services. Kibeom will be looking for reviewers and conference submissions in the very near future and there are many opportunities to get involved with section activities.

Back to the Future

So what does the coming year have in store? Some issues I've already mentioned. The conference and institute will be next year in Montreal. I expect that the IO program will be an active one and I hope to see you all there.

In addition to maintaining our current activities and building on the success of last year's institute. I think there are at least

two things that the section needs to focus on in the near future. First, thanks to the dedication of Joan Finegan the books remained balanced and even show a small surplus. The surplus is shrinking, however, and in the foreseeable future our expenses will overcome our revenues unless we take action. As many of you know we have begun to take some steps to redressing the imbalance (see the CSIOP webpage for our new advertising policy for job ads and internship postings). I think we offer good value for money in bringing ads to the attention of a qualified audience while at the same time offering a real service to our members. If you are doing recruiting or hiring I encourage you to take advantage of this service.

The second thing that I have set as my own personal goal for the section is to increase our visibility in CPA. Many of those who know me were surprised that I took on the role of CSIOP chair – I am not exactly known as an ardent supporter of CPA. For example, I once penned an opinion piece entitled “There's no IO in CPA” in this very newsletter (I seem to also recall sending an email to the entire CSIOP and CPA executives one year with the subject “Why I am not attending CPA anymore”). I think our role as a section has to be to “put the IO in CPA”. If you browse the CPA website, for example, you will not find IO related fact sheets in the Psychology Works section. Arguably, that's because we haven't taken the initiative to make sure the fact sheets are written. I think that we should.

I've also volunteered (despite being old enough to know better) to serve on a CPA task force looking at the supply and demand for psychologists in Canada in the near to medium future. I am thankful that Arla Day is also on the committee so that she and I can take turns in reminding others that the majority of psychologists in Canada are not clinicians and are not registered as psychologists. I don't actually think that we, as a profession, are being ignored as much as individuals who work in clinical settings (for example), tend to define the profession in their own terms. Its up to us to point out that we are also in the association and have a role to play.

In short, I think we need to start talking more often to groups outside of our own section; promoting I/O psychology both within CPA and to the larger society that remains largely unaware of what we do. As professionals we possess a knowledge base that speaks directly to issues that affect a large number of people. Scan the papers and you will see numerous accounts of workplace violence, changes to retirement legislation, trends in work stress or work family balance, concerns about recruitment in a tight labour market – all areas in which we possess a body of knowledge that would inform decision makers and policy makers. I think a good first step is to start identifying our areas of expertise (sometimes even to our own colleagues in different sub-fields).

So... its already shaping up to be a busy year. But for now its July and time to engage in a large number of what Sabine Sonnentag calls “stress recovery activities”. I simply call it vacation.... Have a great summer! Start planning for next year in Montreal! And please join with me and my fellow members of

the executive to keep CSIOP an active and vibrant organization.

Sláinte



CSIOP Membership

*Aaron Schat, PhD
McMaster University*

In my April report, I did not provide a membership update, citing the fact that membership tend to be in flux during the first several months of the year while renewals come in. By the time the annual CPA convention arrives, however, the membership data stabilize because most members who plan to attend the CPA convention renew before they register for the conference, to take advantage of reduced conference rates for members. Because the CPA convention has passed and membership has stabilized, this is a good time to get a reasonably accurate snapshot of CSIOP's membership.

CSIOP currently consists of 392 members, including 27 regular members (CSIOP members who are also CPA members, including fellows, international affiliates, and special affiliates), 28 associate members (CSIOP members who are not CPA members), and 127 student members.

The current membership level represents CSIOP's highest level of membership in 5 years, about 25% higher than 5 years ago and 17% higher than last year. I don't have the historical data available to determine how it compares to membership levels of more than 5 years ago. Looking at the main categories of membership, the numbers of regular/full members have remained relatively stable for the past 5 years and the numbers of associate members have fluctuated over that time, but have increased slightly. The most significant increase (and the one primarily responsible for the overall growth) is in the number of student members, which ranged between 60 and 80 over the past several years to the current level of 127.

Those who have joined CSIOP since April are listed below. Please join me in welcoming them to CSIOP.

Full Members

- | | |
|--------------------|---------------------|
| Michael Carston | Sonia Mills |
| Catherine Loughlin | Leanne Son Hing |
| Donald Macnab | Suzanne Winterflood |

Student Members

- | | |
|-----------------------|--------------------|
| Garett Boyda | Alexandre Lavoie |
| Sarah Carroll | Deborah MacDonald |
| Catherine Duchesne | Jennifer Martinell |
| Danielle Durepos | Chris Noone |
| Lauren Florke | Lianne Sarson |
| Marc Frey | Jason Slaunwhite |
| Renata Godlewski | Soo Sutherland |
| Edith Knight | Michael Teed |
| Dominic Lapointe | Kathy Tsang |
| Jean-Michel Latulippe | |

Associate Members

- Freda Ngai

International & Special Affiliate Members

- Joey Jegonia

Changes to your Membership Information

If your contact information (e.g., email addresses, work phone number) has changed and you are a CPA member, please contact the CPA membership coordinator at membership@cpa.ca. If you are not a CPA member, then please inform me of the changes. My contact information is as follows:

Enjoy the rest of your summer!

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Conference Update

*E. Kevin Kelloway, PhD
Saint Mary's University*

In Lori's post-conference leading into sabbatical absence, I've agreed to write the conference organizer's report that bridges between Lori and Kibeom's term in this important and demanding position. In my view this is probably the most demanding position on the executive in the run up to the conference and we are always fortunate to have dedicated people step forward to oversee the process for us.

The Halifax conference had an active I/O program with 58 posters, 2 symposia, 1 workshop, 1 theory review session and 1 conversation session. Submissions were down from previous years which past conference organizers will recognize as the "coastal" effect. Submissions are often down when CPA meets on either the East or West Coasts. We are grateful to the 10 anonymous and conscientious reviewers who volunteered their time and expertise to enable the peer review process.

Other conference highlights included the presentation of the RHR Kendall award, the invited addresses by Natalie Allen and John Meyer and, of course, the Friday night social. Leah Hamilton did a terrific job in organizing the mentorship program.

The Halifax convention marked the inception of what we intend to be a new tradition for the section – a pre-conference institute. The inaugural event focused on the role of I/O psychology in contributing to public policy and attracted approximately 30 registrants. Attendees heard from two section members (Mark Fleming and Kevin Kelloway) who have had some experience in presenting research to inform policy makers as well as from Mr. Dan Harrison and Ms. Kelly Shiers, who work communications and media addressed how to communicate research results and scientific expertise to a wide audience. Finally, Policy makers, Ms. Barb Jones Gordon and Mr. Paul Jelley, discussed how I/O Psychologists can help them shape public policy.

The institute promises to be an interesting and valuable addition to the I/O conference program. Think about coming to Montreal a day early next year to check it out.



Student Update

*Leah Hamilton,
The University of Western Ontario*

As my first year as the CSIOP student representative comes to a close, it's hard for me to believe the CPA Convention has come and gone and that September is right around the corner. As always, the summer has flown by. I'm very happy to say that the CPA Convention in Halifax was one of the highpoints of my summer. For me, highlights of the conference ranged from Steven Pinker's Honorary Presidential Address to the CSIOP-Military social. I also managed to do some general exploring of Halifax and the beautiful surrounding area (including the magnificent Peggy's Cove).

From what I could tell, the large group of I/O students at the Convention managed to keep quite busy (both during the day and out at night). On Friday night, many students enjoyed both the CSIOP student-mentor social and the CSIOP-Military social. With 7 mentors and over 30 students, this was one of the biggest student-mentor social events yet. I was thrilled to see so many familiar and new faces and to hear the friendly resistance every time I told groups of students that it was time to switch mentors. Apparently the conversations were so engaging that it was hard to move on. At times I wondered who was enjoying the event more – the mentors or the students!

Based on the feedback I've received I think it's fair to say that the mentoring event was a success! Many students contacted me after the event to emphasize how much they learned from the various mentors, and how great it was to have a balance of academics and practitioners. Sincere thanks go out to our incredible group of mentors: Natalie Allen, Sarah Crown, Jinder Gill, Blake Jelley, Kevin Kelloway, Cheryl Lamerson, and Shaun Newsome, as well as to all of the enthusiastic students who showed up. Last but not least, many thanks to our generous sponsor SHL Canada for their continued support over the years and for recognizing the importance of this event.

The CSIOP-Military social was an excellent way to follow the student-mentor social and an opportunity for students to seek out mentors and finish the conversations they were pulled away from earlier. As usual, I was very pleased to see the cohesiveness among the I/O students from across Canada.

In other news, congratulations to Nicole Bérubé from the John Molson School of Business at Concordia for winning the RHR Kendall award for her paper entitled "Validation of the Satisfaction with Work Scale in Six Organizational Settings." Thank you to RHR for continuing to recognize excellence among I/O students in Canada. Perhaps not surprisingly, the number of RHR Kendall award submissions increased substantially this year following RHR's decision to increase the value



Kevin Kelloway displays the art of mentoring
Kevin Kelloway pratiquant l'art du mentorat

of the award to \$1000. While this made reviewers' jobs quite challenging, they noted that the quality of the papers was excellent. Indeed, the future of I/O Psychology in Canada is in good hands!

In terms of other CSIOP student updates, many of you have already heard from me regarding the CSIOP student facebook page. For those of you who haven't, in an effort to 'keep up with the times' and facilitate communication, I have created a facebook group (called 'Canadian Society for Industrial & Organizational Psychology – Students' if you want to add it). Please think about joining. It will be a great way to inform each other about events, conferences, potential internships and job opportunities, etc.

As I embark on my second year as your CSIOP student representative, I want to remind you that I am always looking for suggestions and feedback regarding all aspects of CSIOP (ranging from newsletter topics to ideas for student initiatives). I am also here to answer any questions you may have about CSIOP or I/O Psychology in Canada. Please contact me anytime at lhamil2@uwo.ca. I would love to hear from you!



I-O students from Western & Guelph enjoy a beverage after the student-mentor social.

Des étudiants en I-O des universités Western et Guelph qui prennent un verre après l'activité étudiant-mentor.

Translated by Guillaume Duguay
Étudiant au doctorat -Université de Montréal

Comme ma première année en tant que représentante étudiante de la SCPIO se termine, j'ai de la difficulté à croire que le congrès de la SCP est déjà terminé et que septembre est à nos portes. Comme toujours, l'été a passé en un éclair. Je suis très contente de pouvoir dire que le congrès de la SCP à Halifax a été un des points forts de mon été. Pour moi, les moments forts du congrès s'étendaient de l'allocation du président d'honneur de Steven Pinker à l'évènement social SCPIO et section militaire. Je me suis également permise un peu d'exploration d'Halifax et de la région environnante (incluant la magnifique Peggy's Cove).

Pour ce que je peux en dire, la grande délégation d'étudiants I/O au congrès était passablement occupée (autant durant le jour que la nuit). Le vendredi soir, plusieurs étudiants ont profité tant de l'activité étudiant-mentor SCPIO que de l'évènement social SCPIO-Militaire. Avec 7 mentors et plus d'une trentaine d'étudiants, cette activité étudiant-mentor a été l'une des plus importantes jusqu'à présent. J'étais enthousiasmée de voir autant de visages familiers et de nouveaux visages et d'entendre l'amicale résistance à chaque fois que je disais aux groupes d'étudiants qu'il était temps de changer de mentor. Apparemment, les conversations étaient si prenantes qu'il était difficile de passer à autre chose. À un certain moment, je me demandais qui appréciait davantage cet évènement – les mentors ou les étudiants!

Si je me fie à la rétroaction que j'ai reçue, je crois qu'il juste de dire que cet évènement de mentorat a été un succès. Plusieurs étudiants m'ont contactée après l'évènement pour souligner combien ils avaient appris des différents mentors et à quel point il était intéressant d'avoir autant de praticiens que de d'académiciens à cette rencontre. De sincères remerciements vont à cet incroyable groupe de mentors : Natalie Allen, Sarah Crown, Jinder Gill, Blake Jelley, Kevin Kelloway, Cheryl Lamerson et Shaun Newsome, et également à tous les enthousiastes étudiants qui étaient présents. Enfin, un merci tout spécial à nos généreux commanditaires SHL Canada pour leur support continu au travers des années et de reconnaître l'importance de cet évènement.

La rencontre sociale SCPIO-Militaire a été un excellent moyen de faire suite à l'activité étudiant-mentor et de donner l'opportunité aux étudiants d'aller à la rencontre des mentors et de terminer les conversations desquelles ils avaient été extirpés plus tôt.

Autres nouvelles, nos félicitations pour Nicole Bérubé de l'école de gestion John Molson à Concordia pour avoir gagné le prix RHR Kendall pour son papier intitulé «Validation of the Satisfaction with Work Scale in Six Organizational Settings». Merci à RHR de continuer à reconnaître l'excellence dans les étudiants en psychologie I/O au Canada. Peut-être sans surprise, le nombre de soumissions pour le prix RHR Kendall a augmenté substantiellement cette année après la décision de

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RHR d'augmenter la valeur de la bourse rattachée au prix à 1000\$. Bien que ceci a rendu le travail des réviseurs plus difficile, ceux-ci ont noté que la qualité des papiers soumis était excellente. Il semble donc que le futur de la psychologie I/O au Canada soit entre bonnes mains!

En ce qui concerne d'autres nouvelles étudiantes SCPIO, plusieurs d'entre vous avez déjà entendu parler de la page facebook de la section étudiante SCPIO. Pour ceux d'entre vous qui n'en avez pas entendu parler, dans un effort pour « être de son époque » et pour faciliter les communications, j'ai créé un group facebook (appelé « Canadian Society for Industrial & Organizational Psychology – Students » si vous voulez intégrer ce groupe). S'il vous plaît, pensez à joindre ce groupe. Cela sera une excellente façon de se tenir au courant des événements, congrès, potentiels internats et opportunités d'emplois, etc.

Comme je commence ma deuxième année en tant que votre représentante étudiante SCPIO, je veux vous rappeler que je suis toujours à la recherche de suggestions et de rétroaction en ce qui concerne tous les aspects de la SCPIO (allant d'idées pour de futurs articles aux initiatives étudiantes). Je suis également là pour répondre à toutes vos questions sur la SCPIO ou sur la psychologie I/O au Canada. S'il vous plaît, n'hésitez pas à me contacter n'importe quand au lhamil2@uwo.ca. J'aimerais bien entendre de vos nouvelles!

Profitez bien du reste de l'été!

www.csiop.ca

IOTA
John Tivendell
University of Moncton

Well it is blistering hot out here in the Maritimes, not a time to be working in a still warmer office, but knowing what type of weather we shall be having in February I shan't complain too much. That said, once winter sets in we should all plan a visit to Lance Ferris, (remember when he was our student member of the CSIOP board?) who is taking up his post in Singapore this fall. It was nice seeing him and many of you in Halifax this past June. Speaking of CPA 2008, the CSIOP board will certainly be thanking those involved, including the Saint Mary's University team. Where did they find the time? Especially, given the work they have been doing on that new Ph.D. and keeping ex-Bishop's University teacher Mike Teed in line... organisational and team skills do help, eh? Still on the subject of SMU and its impact on I/O psychology in Canada, congratulations to Arla Day on becoming a fellow of CPA. Moving geographically westward, l'Université de Moncton congratulates Stephanie Maillet, their second student to study at Manchester University. I believe the BPS it is arguably the best school of business psychology in the world. (Hmmm, I wonder what Ottawa's

Personnel Psychology Centre's Tammy Carroll would tell us about that?). Meanwhile from Montreal's Concordia University we learned that Gary Johns co-authored the best 2007 journal article to be published in Human Relations, whilst Katherine Boies became tenured in the same School of Business. Congratulations to both. Geographically, I have to thank two Ontarian stalwarts of I-O, John Meyer and Natalie Allen, for their talks at CPA. Finally, from Calgary we learned that Rebecca Schalm joined the well established OD firm, HRR International. I suspect we shall soon be sending her some of our interns. We need to know what is going on in your neck of the woods so, whilst I am in Ouagadougou until Labour day, think about telling us.

John Tivendell, Moncton

Editor's Additions

Dr. Joan Finegan from The University of Western Ontario will begin a new position as Associate Dean (Academic) in the Faculty of Social Science.

Sarah Ross at The University of Western Ontario gave birth to her daughter, Kyla Lynne Ross, on June 28th.

At the 2008 SIOP Fun Run Stephen Risavy (University of Guelph PhD student) finished second in his category (Men 20-29) with a time of 18:18 for 5km (6th Overall). Dr. Deborah Powell from Saint Mary's University finished first in her category (Women 30-39) with a time of 19:45 for 5km (12th Overall).

Dr. Leanne Son Hing has been named a Fellow of the Canadian Institute for Advanced Research (CIFAR) Successful Societies program.

Amy Christie (Queens University) will be joining the faculty in the OB/HRM area in the School of Business & Economics at Wilfrid Laurier University (WLU) in the Fall of 2008. She adds to the strong complement of organizational researchers who are working to build new, research-focused Masters and doctoral programs in OB/HRM at WLU who include: Laurie Barclay, Greg Irving, Lisa Keeping, Richard Martell, Chet Robie, Lorne Sulsky, and Simon Taggar.

We Are Family... Accommodating "Family Status" in the Workplace

*Erika Ringseis¹
McCarthy Tétrault LLP*

The majority of human rights statutes in Canada establish that an employer cannot discriminate against an employee on the basis of "family status". The issue of "family status" is becoming an increasingly controversial topic, as it is only recently that courts, tribunals and arbitrators have been called upon to examine an employer's accommodation obligations where an employee's needs relating to his or her family status have come into conflict with workplace requirements.

One of the most common questions being asked in this regard is whether an employer has a legal obligation to accommodate employees who are facing family challenges such as caring for an ailing parent or disabled child, as well as family obligations relating to issues such as childcare. This is a very important legal issue, as employers are increasingly being faced with demands for accommodation that conflict with job performance as busy parents try to attend to the needs of children or aging parents.

Campbell River & the Serious Interference with a Substantial Obligation Test

The leading authority on the issue of when the duty to accommodate in the workplace is triggered by a family status-related need or obligation is found in the 2004 decision of Health Sciences Assn of B.C. v. Campbell River and North Island Transition Society². The employer in this case informed an employee that her hours of work were going to change. The employee requested to work her usual hours because her son had serious medical and behavioural problems that required her to provide after-school care. The employer refused to accommodate the employee, and the union filed a grievance on the employee's behalf alleging discrimination on the basis of family status. Although the arbitrator dismissed the grievance, the British Columbia Court of Appeal ultimately reversed the decision.³

Best Paper with International Implications Award

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The best international paper award recognizes the paper whose theme and content best reflects an awareness of business and management outside domestic boundaries.

The 2008 award recipients are:

Heather MacDonald (University of Waterloo), Douglas Brown (University of Waterloo), and Lorne Sulsky (Wilfrid Laurier University) for their paper "A cross-cultural examination of the motivational differences in feedback seeking."

This paper will be presented at the Anaheim Marriott, Grand Ballroom - Salon D, on Monday, August 11, 10:40 a.m. - 12:00 p.m. Congratulations Heather, Douglas and Lorne!

And thank you to the members of the International Implications Award Committee: Fabiola Bertolotti, Diya Das, Erica Dawson and Tracy Zhou.

In the Court of Appeal's view, in order to prove discrimination an employee had to demonstrate:

- (1) the employer changed a term or condition of the employment; and
- (2) the change resulted in a serious interference with a substantial parental or other family duty or obligation of the employee.⁴

If an employee is able to prove both parts of this two-stage test, then a prima facie case of discrimination is made out and the onus then shifts to the employer to prove that the change in the term or condition of employment was reasonably necessary in all of the circumstances. In establishing this particular test, the Court of Appeal noted that:

...in the vast majority of situations in which there is a conflict between a work requirement and a family obligation, it would be difficult to make out a prima facie case [of discrimination].⁵

This is important, as it demonstrates the particularly high bar that the Court of Appeal decided to set when expressing the appropriate test for discrimination based on family status and the associated duty of an employer to accommodate.

Unsettled Law: Hoyt & Johnstone

Although Campbell River remains the only Canadian Court of Appeal authority on the subject as to what constitutes a prima facie case of discrimination on the basis of family status, recent decisions give rise to questions concerning its future authority. For instance, the decision has been criticized by both the Canadian Human Rights Tribunal in *Hoyt v. Canadian National Railway* and the Federal Court of Canada, in *Johnstone v. Canda*⁶. In *Johnstone*, the Court stated that there is no reason to apply a higher standard of proof to demonstrate discrimination in the context of family status complaints than for other grounds of discrimination by requiring a change in a term or condition of employment.

Other Human Rights tribunal decisions from the Western provinces have applied the Campbell River test. It will be interesting to see what developments in this area of the law are to come, as there is no doubt that we have not heard the last word on this issue.

Beyond Children

The concept of family status may not necessarily be limited to an employee parent-with-child relationship, but may go beyond that to include a much broader range of familial relationships, such as a child-parent relationship (involving an employee who needs to care for an aging parent). If an employee is experiencing a conflict between a family-related obligation and the requirements of his job, and the employee cannot or is unable to resolve the conflict on his own, employers must proceed with caution.

A Final Word

Although the case law does not provide much guidance as to the type of family obligations or duties that are sufficient enough to constitute the prohibited ground of "family status", there are a few lessons to be taken from the cases described above and other cases within this growing area of the law:

It is unlikely that all family commitments are sufficient to equate to "family status". Factual situations that are common place or preference-based as opposed to mandatory or essential or unlikely to trigger a duty to accommodate.

It is likely that an employer's duty to accommodate can be triggered through a change in an employee's personal circumstances, for example due to the birth of a child or a family illness.

It is likely that an employer's duty to accommodate will be triggered through a change in work scheduling that causes a disruption to an employee's attempts to fulfill family obligations.

This area of the law will only become better developed and defined in future cases that are sure to follow in which arbitrators, human rights adjudicators and the courts will be further called upon to set the boundaries of the extended "family status" protected in the workplace. Stay tuned for further developments!

EndNotes

¹ Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State and her LLB from the University of Calgary. She is currently a labour and employment lawyer with McCarthy Tétrault LLP in Calgary, where she is pleased to report that her family status has been reasonably accommodated. The author gratefully acknowledges the assistance of Toni Eckes and Nick Leeson, summer students.

² [2004] B.C.C.A. 260 ["Campbell River"]

³ *Ibid.* at 38

⁴ *Ibid.* at 39

⁵ *Ibid.* at

⁶ [2007] FC 36 ["Johnstone"]



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**Assistant to Full Professor, Industrial/Organizational Psychology
University of Waterloo, Department of Psychology**

The Department of Psychology at the University of Waterloo invites applications for a tenure-track position at the Assistant to Full Professor level in Industrial/Organizational Psychology. The successful candidate must have a Ph.D. in I/O Psychology or equivalent field, and a demonstrated record of published research. Candidates with expertise in either Personnel or Organizational Psychology will be considered. Responsibilities include undergraduate and graduate teaching, graduate student supervision, and an ongoing research program. Information about the I/O program can be found at <http://www.psychology.uwaterloo.ca>. Anticipated start date for the position is July 1, 2009. Review of applications will begin on October 31, 2008 and will continue until the position is filled. Applicants should submit a vitae, statement of research and teaching interests, reprints or preprints of recent papers, and arrange for three confidential letters of reference to be sent to: I/O Psychology Search Committee, Department of Psychology, University of Waterloo, Waterloo, Ontario, Canada N2L 3G1. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, native people, and persons with disabilities. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.



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