



The Canadian Industrial & Organizational Psychologist

Volume 28, Number 3

Chair's Column	1
CSIOP Membership	3
CSIOP News	4
Communications Update	5
Student Update	6
Conference Update	6
Congratulations! You're Fired!	7
Job Posting	9

Chair's Column

*R. Blake Jelley, PhD
University of Prince Edward Island*

(La version française est à la suite de la version anglaise)

Our annual gathering at the CPA convention in June is an exciting time as we meet up with colleagues, share our work, and find out what others have been doing. Thanks to everyone who submitted work for this year's convention in Halifax. I look forward to seeing you there! Feel free to visit PEI while you're out east.

This year CSIOP worked with CPA to sponsor simultaneous interpretation for our invited speaker, Dr. Julian Barling (Leaders' Mental Health and Their Leadership Behaviours), for a symposium by Dr. Arla Day and colleagues, and for a workshop on person-centred research strategies by Drs. John Meyer and Robert Vandenberg.

We partnered with the Social and Personality section to sponsor Dr. Michael Norton as an invited speaker (Prosocial Incentives Increase Employee Satisfaction). In addition to those events, the 2012 CSIOP program includes more than 50 posters, symposia, workshops, and theory review sessions. The traditional I/O-Military Social is an annual highlight for CSIOP members. We'll provide details about the social separately. This year we are delighted to recognize Dr. Gary Johns for distinguished contributions to our field. Gary will be recognized at the 2012 I/O-Military Social and invited to speak at our 2013 convention.

We continue to be thankful for RHR's sponsorship of the RHR-Kendall Award for best student paper in the CSIOP program of the CPA convention. The CSIOP executive is working to further strengthen our support for students and recognition of their best work. Students presenting posters will be eligible for a new award, so make sure your best effort is on display. Graduate student research in I/O will be featured in a dedicated symposium. The CSIOP student mentorship event, sponsored by Jackson Leadership Systems, is a great opportunity for students to speak with a variety of more senior members.

The 2012 CSIOP Institute will provide important professional development on Wednesday afternoon before the convention. Dr. Michael Leiter will facilitate this session on the Respectful Workplace. Individual, group, and organizational strategies for improving workplace civility will be explored. Dr. Leiter is Professor of Psychology and holds the Canada Research Chair in Occupational Health and Wellbeing at Acadia University. He is a registered psychologist in Nova Scotia.

Consistent with the professional affairs theme I have pursued this year, I am hosting a Round-Table Conversation Session to

discuss issues such as program accreditation, licensure, I/O credentialing, and the police candidate assessment guidelines that spawned much of this recent interest. This session will encourage discussion about professional affairs in I/O in a dedicated forum (Friday, June 15 at 12:30 pm). Also, please attend the Section Annual Meeting (Friday at 8:00 am) where you will hear updates from your hard-working executive officers, and elect new executives. Don't avoid the meeting just because you're not currently available to serve on the executive. I've heard that excuse before, but it's not a valid reason to sleep in!

I'd like to thank CSIOP members for providing me with the opportunity to be involved in such a wonderful group and for supporting me this year. Special thanks go out to CSIOP members who responded to my direct appeals for help. I'd also like to thank the executive officers whose dedicated service has been truly remarkable. Beyond their formal roles, executive officers provided (often extensive) input on a variety of issues facing the organization, and assistance to people outside CSIOP. Their responsiveness beyond the group has elicited highly favourable feedback (e.g., "You guys are on top of things!").

We are fortunate to have great people continuing on the executive. Dr. François Chiocchio will be our next Chair. In typical François style, he's been a very active contributor as Chair-Elect following up a great term as Communications Coordinator. Dr. Tom O'Neill had a highly productive first year as Communications Coordinator. For example, articles by Tom have appeared in TIP and Psynopsis. Drs. Deb Powell, Tim Jackson, and Joan Finegan served in the roles of Membership Coordinator, Secretary, and Treasurer this past year. Their efforts are vital to keep CSIOP organized. I thank each of them for timely responses to my sometimes last-minute requests for information.

I'd like to offer special acknowledgement to our departing executives. Dr. Cheryl Lamerson leaves the executive after serving as Chair-Elect, Chair, and now Past Chair. We are grateful for her leadership and were especially fortunate to have someone with her expertise in credentialing over the past few years. Dr. Kevin Kelloway departs the executive after serving three years in the various Chair-related roles and then volunteering to serve in the demanding Program Coordinator role for the past two years. Tom Oliver will no longer be the student-representative next year, but we hope to see him back on the executive in another role soon. Thanks to Tom for his work organizing and advocating for student-related activities and support. Finally, Dr. David Stanley is retiring as Newsletter Editor after 29 issues! Perhaps the best way for me to thank him is to submit this column by (or reasonably close to) the deadline... Thanks, David.

Notre assemblée annuelle ce juin prochain au congrès de la SCP est un moment palpitant qui nous permet de rencontrer nos collègues, partager notre travail et découvrir celui des autres. Merci à tous ceux et celles qui ont soumis des travaux aux

congrès de cette année à Halifax. J'espère bien vous y retrouver! N'hésitez pas à venir faire un tour sur l'Île-du-Prince-Édouard lors de votre séjour sur la côte Est.

Cette année la SCPIO a travaillé avec la SCP afin de commander une traduction simultanée de notre conférencier invité, Dr Julian Barling ("La santé mentale des leaders et leurs comportements de leadership"; *Leaders' Mental Health and Their Leadership Behaviours*), pour un symposium avec Dr Arla Day et ses collègues, ainsi que pour un atelier sur les stratégies de recherche centrées sur la personne animé par Dr John Meyer et Dr Robert Vandenberg.

En partenariat avec la section Psychologie sociale et personnalité de la SCP, nous avons commandité Dr Michael Norton comme conférencier invité ("Les incitatives procociales augmentent la satisfaction au travail"; *Prosocial Incentives Increase Employee Satisfaction*). De plus, le programme 2012 de la SCPIO inclut plus de 50 communications affichées, ateliers et sessions de révision théorique. L'événement social "I/O-militaire" est une soirée commanditée par les sections I/O et militaire de la SCP qui représente un grand moment de l'année pour leurs membres, surtout ceux de la SCPIO. Des détails supplémentaires sur cet événement seront fournis séparément. Cette année nous sommes ravis de reconnaître Dr Gary Johns pour ses contributions distinguées à notre domaine. Gary sera reconnu à l'événement "I/O-militaire" et sera également invité à faire une présentation au congrès de 2013.

Nous sommes toujours reconnaissants du soutien continu de RHR pour le prix RHR-Kendall du meilleur article dans le programme SCPIO du congrès de la SCP. Le comité exécutif de la SCPIO travaille toujours à renforcer notre soutien pour les étudiants et à reconnaître leur excellent travail. Les étudiants présentant des communications affichées seront tous admissibles à un nouveau prix, alors assurez-vous de bien démontrer le fruit de vos efforts. La recherche des étudiants aux cycles supérieurs en I/O sera présentée lors d'un symposium qui leur est réservé. L'événement SCPIO pour le mentorat d'étudiants, commandité par Jackson Leadership Systems, donne aux étudiants une occasion privilégiée de partager leurs idées avec une variété de membres plus seniors.

Le mercredi en après-midi, juste avant le début du congrès, l'institut 2012 de la SCPIO organisera une activité de développement professionnel important. Dr Michael Leiter animera cette activité qui portera sur le milieu de travail respectueux. Des stratégies individuelles, groupales et organisationnelles sur comment améliorer la civilité au travail seront discutées. Dr Leiter est professeur en psychologie et titulaire de la Chair de recherche du Canada sur la santé psychologique et le bien-être au travail à l'Université Acadia. Il est psychologue agréé en Nouvelle-Écosse.

Suivant le thème des affaires professionnelles que j'ai poursuivi cette année, je présiderai une session d'interaction en table-ronde portant sur les enjeux suivants : l'accréditation des programmes, les permis d'exercice, les qualifications en I/O,

ainsi que les directives pour l'évaluation des candidats dans la sélection des policiers qui a suscité beaucoup d'intérêt dernièrement. Cette session stimulera des discussions sur les affaires professionnelles en I/O dans un forum réservé (le vendredi 15 juin à 12h30). Vous devriez également vous présenter à la rencontre annuelle de cette section (le vendredi à 8h00), où l'on vous donnera des nouvelles sur le travail réalisé par les membres du comité exécutif, et où les nouveaux membres seront élus. Ne manquez pas cette rencontre même si vous ne pensez pas pouvoir faire partie du comité exécutif. J'ai déjà entendu cette excuse, mais ce n'est pas un prétexte valide pour rester couché!

J'aimerais remercier les membres de la SCPIO qui m'ont aidé à m'impliquer dans un groupe aussi exceptionnel et soutenant. En particulier, j'aimerais remercier les membres de la SCPIO qui ont répondu à mes demandes directes d'aide. J'aimerais également souligner le service incroyable des membres du comité exécutif. Au-delà de leurs rôles formels, ceux-ci ont fourni un apport considérable aux enjeux auquel fait face l'organisation, et ont même généreusement aidé certains individus hors de la SCPIO. Leur sensibilité au-delà du groupe a suscité un feedback très favorable (p.ex. : "Vous avez les choses bien en main!") .

Nous sommes chanceux d'avoir des personnes aussi remarquables sur notre comité. Dr François Chiochio sera notre prochain président. À sa manière, François a été un contributeur très actif en tant que président-élu, faisant suite à son dernier rôle en tant que coordonnateur des communications. Dr Tom O'Neill a pris la relève de façon très productive en tant que coordonnateur des communications. Notamment, les articles de Tom ont apparu dans TIP et Psynopsis. Dr Deb Powell, Dr Tim Jackson, et Dr Joan Finegan ont travaillé fort tout au long de l'année en tant que coordonnateur d'abonnement, secrétaire et trésorier. Leurs efforts sont essentiels afin de maintenir un certain ordre dans le fonctionnement de la SCPIO. Je les remercie sincèrement pour leurs réponses rapides à mes demandes de dernière minute.

J'aimerais particulièrement souligner les membres du comité exécutif qui nous quittent à la fin de cette année. Dr Cheryl Lamerson prend son départ du comité après avoir été président-élu, président, et maintenant ancien-président. Nous la remercions surtout pour son leadership exceptionnel et pour son expertise en matière d'accréditation ces dernières années. Dr Kevin Kelloway nous quitte après avoir occupé plusieurs rôles pendant les trois dernières années, ainsi que d'avoir travaillé en tant que bénévole comme coordonnateur de programme pendant les deux dernières années. L'année prochaine, Tom Oliver ne sera plus le représentant étudiant, mais nous espérons qu'il occupera prochainement un autre rôle sur le comité exécutif. Merci à Tom d'avoir organisé et sollicité du soutien pour toutes les activités étudiants. Finalement, Dr David Stanley prend sa retraite en tant qu'éditeur de ce bulletin après 29 numéros! Peut-être la meilleure façon de le remercier sera de soumettre cet article à temps (ou du moins pas trop en retard...) – Merci, David.

CSIOP Membership
Deborah Powell, PhD
University of Guelph

We have had 24 new members join CSIOP since February 2012. Welcome to all of our new members (and welcome back if you have re-joined CPA!). CSIOP currently has 277 CPA members and 28 Associate members; I hope to meet many of you at the CPA conference in June.

I'd like to extend a warm welcome to our newest members of CSIOP:

Full Members

Paul Bisson	Katherine Dupre
Silvia Bonaccio	David Forster
Scott Colwell	Gloria González-Morales
Roopa Dittakavi	Madelynn Mathews
Nazanin Dormani	Wayne Ormond

Student Members

Zoe Arthurson-McColl	Dustin Manley
Joseph Carpini	James Michaud
Julie Choi	Xiao Qi Mu
Abram Fuentes	Amirreza Talaei Pashiri
Aaron Halliday	Stacey Tetz Kramps
Caleb Leduc	Jennifer Wong
Barbara Mancini	Biru Zhou



CSIOP News Items

*Arla Day, PhD
Saint Mary's University*

FUNDING NEWS

Congratulations to I/O faculty on their funding successes...

-Kate Dupre (MUN) and Julian Barling (Queens), who received 2 Insight Grants from SSHRC

-Lori Francis and Camilla Holmvall (SMU), who received a 3-year SSHRC.

-Mitch Rothstein (UWO), who received a three-year SSHRC.

-Lucie Kocum (SMU) received a 3-year Nova Scotia Health Research Foundation grant.

Congratulations to I/O students across Canada...

...Jen Wong (SMU) & Matt McLarnon (UWO) each have received a three-year SSHRC CGS Doctoral Fellowship at \$35,000 per year.

...Nikola Hartling (SMU) was awarded a 4 year, \$80,000 SSHRC Doctoral Fellowship.

NEW JOBS & APPOINTMENTS

Our I/O colleagues have been busy making headlines....



Concordia Provost David Graham is pleased to announce the appointment of Steve Harvey as dean of the John Molson School of Business for a five-year term to take effect July 1, 2012. "Steve Harvey is a distinguished scholar and teacher with an exceptional academic and professional record," says Graham. "He is a dynamic administrator who will be an excellent dean and a great addition to the university's senior academic leadership."



Greg Chung-Yan has been appointed "Head-Elect" (i.e., Chair) of the Department of Psychology at the University of Windsor. He is on sabbatical starting July 1 and will start the term July 2013.



Steven Cronshaw was appointed Acting Chair of the UNBC School of Business.



Blake Jelley has been promoted to Associate Professor, effective July 1 at UPEI.

Great news & well deserved for all of you!

PHD DEFENCES

Université de Montréal: François Chiochio's PhD students have been very busy finishing up:

-On 28 February 2012, Hélène Essiembre successfully defended her doctoral thesis titled *Complex Collaborations: Theoretical Model And Preliminary Empirical Validation In Interorganisational And Interdisciplinary Project Context* [French].

-On March 1, 2012, Genevieve Leblanc successfully defended her doctoral thesis entitled *Are Motivated Individuals More Effective? Examining The Relationships Between Quantity And Quality Of Work Motivation And Individual Performance At Work* [French].

-On 22 March 2012, Karine Savaria successfully defended her doctoral thesis entitled *Self-Esteem And Cognitive Appropriation Of Feedback In The Context Of Evaluation Of Potential: The Role Of Valence And The Influence Of The Source* [French]

Bravo Karine, Geneviève, and Hélène!

Saint Mary's:

-Congratulations to Jason Slaunwhite, who successfully defended his doctoral dissertation on April 19, 2012. His dissertation was entitled: "Assessing the Predictive Validity of Psychosocial Factors on Influenza Vaccine Acceptance among Health Care Workers: A Multi-study Design"

(continued)

UWO:

Chester Kam successfully defended his PhD thesis entitled: "The role of valence in construct dimensionality debates."

CONGRATULATIONS TO...

...John Meyer, who was awarded the Hellmuth Prize for Achievement in Research at UWO. This award provides a way for all members of the Western community to appreciate and celebrate research achievement of their most distinguished faculty members. Congratulations John! Well deserved.

...Justin Feeney, who was awarded the John C. Flanagan Award for the best student poster at the SIOP conference. Excellent job, Justin!

CPA NEWS...

-John Meyer also has been appointed to the CPA Board of Directors.

-Justin Feeney (UWO) is the new student representative on CPA's board of directors.

RECENT CONFERENCES...

There was a large contingent of Canadians at both the European Academy of Occupational Health Psychology in Zurich in April & at SIOP in San Diego in April.

Six students from SMU, along with 3 faculty members, presented at EAOHP in Zurich (& as you can see, we are all working hard here!)



From left to right: Patrick Horsman; Nikola Hartling; Kate Calnan; Ashley Leopold; Amanda MacDonald; Jen Wong; Arla Day; Jan Catano; Vic Catano

UPCOMING CONFERENCES

CPA.... June 14-16... Halifax ... I look forward to seeing everyone at CPA! We have an exciting I/O program lined up (and Halifax has ordered extra lobsters & beer) so it should be interesting!

Also a reminder of the 1st Annual Occupational Health Psychology Summer Institute in Portland Oregon (also sponsored by the CN Centre for Occupational Health & Safety at SMU).

Check out their site:

<http://www.ohsu.edu/sd/research/centers-institutes/croet/oregon-healthy-workforce-center/ohp-summer-institute.cfm>

Please send any I/O or program information, photos, congratulations, etc. to me.

(Arla.Day@smu.ca; 902-420-5854).



Communications Update
Tom O'Neill, PhD
University of Calgary

Lately my focus has been on two issues. First, I have been working on adapting the SIOP Principles for the Validation and Use of Personnel Selection Procedures to the Canadian context. SIOP has graciously agreed to allow us to make slight adjustments to their document. This will allow CSIOP to advance a formal position on the use of pre-employment psychological test procedures for personnel selection. Interested individuals will be able to download the document free of charge. I believe that adopting a formal position regarding the use of selection tests is critical because of the potential for misuse of pre-employment tests. This is consistent with evidence based management and our mission to communicate research supported best practices to the applied community. I will keep you

2012 Conference Dates	Name & Location
June 9-12, 2012	ASAC conference, St. John's, NF
June 14-16, 2012	CPA Conference, Halifax, NS
June 26-28, 2012	3rd Biennial IWP Conference, Sheffield, UK
July 22-27, 2012	30th International Congress of Psych, Cape Town, SA
August 2-5, 2012	APA Convention, Orlando, FL
August 3-7, 2012	Academy of Management Conference, Boston, MA
September 11-13 2012	British Academy of Management, Cardiff, UK

updated on the advancements in the preparation of the CSIOP Principles.

The second issue on which I am currently focused is CSIOP's role in the Alliance for Organizational Psychology (<http://www.allianceorgpsych.org/allianceorgpsych/>). From their website: "The Alliance has been established by the Organizational Psychology Division of the International Association for Applied Psychology (Division 1), the European Association for Work and Organizational Psychology (EAWOP), and the Society for Industrial and Organizational Psychology (SIOP)." Ultimately, the Alliance aims to federate as many I/O related associations as possible. They also want to have a strong Alliance presence on the programs of its member societies. The mission to help associations who need to influence local policy, educate the public about organizational psychology, and provide additional resources to federated groups' members beyond what they could access through their respective associations (e.g., facilitate connections among researchers and practitioners through advanced networking tools, be actively involved in federated associations' conferences, and so forth). Gary Latham suggested that the idea is that the Alliance would not try to overlap with existing offerings by associations, but rather fill gaps where needed. There might be a one-time fee for CSIOP to join, but then all of our members would then become members of the Alliance and could access all Alliance resources. The Alliance hopes to be incorporated by the end of this year. Dues could not be paid until then, at least. One initiative is a White Paper series, another is a research and practice incubator series. Donald Truxillo has been piloting these with some success (e.g., in applicant reactions). In general, my feeling is that we should become federated. Our members will gain access to all of the Alliance's resources, and this allows us to support a larger umbrella organization with potentially broad impact and lobbying power.



Student Update

Tom Oliver
University of Guelph

Hi Students and Readers!

It's nearly CPA Conference time! The first CPA Conference I attended was when the conference was last in Halifax. MUCH FUN WAS HAD. And along with the fun, I made a number of great connections with students, academics, and practitioners that I have maintained to this day. I am very much looking forward to another great conference experience. Halifax will not disappoint!

I have news about the two biggest I/O student events of the conference. First, the Jackson Leadership Systems CSIOP

Student-Mentor Social will be on Friday June 15th at the Economy Shoe Shop (1663 Argyle Street). You are invited to arrive between 4:00 and 4:30pm and the event will wrap-up at 6:00pm. I am very happy to report that there will be free appetizers and free drinks (courtesy of Jackson Leadership Systems), which always makes mingling and socializing much more fun. I have lined up a diverse group of mentors representing such organizations as Awareness Nova Scotia, Penn State University, Royal Military College of Canada, and the University of Calgary. The second big conference activity for I/O students is the Graduate-Student Research in I/O Symposium (11:00 – 12:20 on Saturday, June 16). We have a great set of papers that will be presented by some of the top I/O graduate students in Canada. This year we will hear from speakers representing Saint Mary's, Université de Montréal, University of Waterloo, and Western. I am really excited to hear this year's talks, and I expect a solid crowd of academics, practitioners, and students. I truly believe these are both must attend events, so I strongly encourage that you attend. Be sure to bring out fellow students from your program as well.

It's hard for me to believe, but my year-long service as your Student Representative will come to an end later this June. Our next Student Representative will be Pylin Chuapetcharasopon. If you haven't yet had the pleasure of meeting Pylin, she is a PhD Student from the University of Waterloo. I have no doubt that Pylin will be highly effective at continuing to build stronger and more cohesive networks for Canadian I/O students.

It was a pleasure to serve in this role – and I hope to see you all in Halifax next month!



Conference Update

Kevin Kelloway, PhD
Saint Mary's University

Less than a month to go!!!! Our annual meeting is all planned and Halifax is actually warm and sunny! This bodes well for another successful convention. Full details for the convention are available at <http://www.cpa.ca/convention/> but let me take this space to talk about the aspects of the program that are specific to CSIOP

CSIOP Institute

Dr. Michael Leiter of Acadia University has agreed to present this year's CSIOP Institute on the topic of the Respectful Workplace. Michael will draw on his experience in working with a variety of organizations as well as his research (Leiter et al., 2011, JAP). Although the early-bird registration has

passed, there is still time to register, Indeed you can even register at the door. A warning though – advance ticket sales have been brisk and pre-registration is recommended. For details see below.

This workshop reflects on a Risk Management model of workplace civility. This approach identifies incivility at work as reflecting a hazardous social environment. A supportive workgroups fulfills as sense of belonging; an uncivil workgroup undermines employees' sense of psychological safety. In a world that requires creativity and collaboration in many occupations, workplace civility is a vital resource.

This workshop will consider core strategies for improving workplace civility. It will consider three levels of action:

- Individual: What can individuals do to improve the civility in their day-to-day encounters?
- Group: How can members of small groups work together to improve their interactions with one another and with those around them?
- Organizational: An overview of the CREW (Civility, Respect, and Engagement at Work) program and its application on a system-wide basis.

*The institute will be held JUNE 13, 2012 from 1-4 in SOBEY 260, SOBEY BUSINESS SCHOOL SAINT MARY'S UNIVERSITY.
Hope to see you all there*

CSIOP Program

Of course, CSIOP also has an active program as part of the CPA convention. You won't want to miss our invited speaker, Dr. Julian Barling (Queen's U) as he discusses his most recent research on the implication of leaders' mental health for organizations. Dr. John Meyer (Western) is presenting an invited workshop on person-centered analysis. If you are an active researcher and/or graduate student this is your chance to get in on the ground floor of the "next big thing" in data analytic techniques. Dr. Arla Day (SMU) has put together the section's invited symposium. Of course we also have numerous posters and paper sessions so make it a point to browse the program and build your own personal schedule. I think you'll find that there is lots of I/O content and that there is something of interest on each day of the formal conference.

As I believe I have previously mentioned, as a lead up to next year's conference in Quebec City, CSIOP is experimenting with the provision of simultaneous translation for some sessions. Any member of the executive would be glad to receive your feedback on this innovation.

Finally, you won't want to miss the annual CSIOP business meeting held at 8 am on Friday. As an inducement to attend this early morning, but oh so important, session, I am informed that there will be unlimited refreshments available (at least if you count tap water as a refreshment).

Social Program

I am still trying to convince my wife that going to conferences is more about "networking" than it is about attending symposia (and is it my fault that those I want to network with all hang out in bars 'til the early hours of the morning?). For students who share my view of conferencing, the student mentorship event is a valuable opportunity to meet established members of the field and to acquire free food and drink (both valued outcomes). Jackson Leadership Systems is this year's sponsor of the mentorship event and we very much appreciate the support.

For both the newest members of our field and for those of us who are more "chronologically gifted" the annual military/IO social will happen Friday evening. This year the social event will be held at the officer's mess at Royal Artillery Park, 1575 Queen's St (a short walk from the convention centre) on Friday, from 6-9 pm. PLEASE NOTE: A dress code is in effect at the officer's mess (no jeans, shorts, t-shirts, flip-flops etc.).

Although I am far too busy with work to know this first hand, my colleagues and students tell me that Halifax has many other sources of entertainment including restaurants, bars etc. that you might find to be of interest. Of course, fresh lobster are also available (\$40 in a restaurant or \$5.50/lb on the side of the road – I've said it before and I will say it again – capitalism just doesn't work :-)

So Welcome, Bienvenue and Cead Mile Failte. The Halifax program is set and all we need is you to turn it into the best CPA conference ever!!

See you there!
Kevin



Congratulations and You're Fired! A Brief Summary and Analysis of a Recent PEI Human Rights Panel Decision¹
*Erika Ringseis*²
TransCanada PipeLines

"I'm pregnant!" says the employee in an excited voice, rubbing her extended belly. Undoubtedly the employer feels a stab of dread right in the HR department, worried about filling the role for a potential year and the associated headaches. Nevertheless, as the "Inn on the Hill" case illustrates, the appropriate response is certainly not, "Congratulations...and, you're fired!"

Facts:

Ms. MacKinnon was employed by the Inn on the Hill as an Administrative Assistant for approximately one month before she informed her supervisor that she was pregnant. Dur-

ing that time, Ms. MacKinnon received no feedback about her work, no comments about her attire, and little training or supervision.

One fine October day, Ms. MacKinnon happily announced to her supervisor that she was pregnant. Forty minutes later, she was called into a meeting with her supervisor and the hotel's General Manager and told that she was being terminated.

Ms. MacKinnon did not bother to look for another job because she already looked pregnant, so she qualified early for her Employment Insurance benefits and therefore had only six months of benefits at home with her baby before she was forced to try to find some work.

Ms. MacKinnon filed a Human Rights complaint against Inn on the Hill, alleging that she had been discriminated against on the basis of sex (pregnancy). The Inn on the Hill responded that it had intended on terminating her employment before learning that she was pregnant; Ms. MacKinnon was still in the probationary period of employment and the Inn on the Hill felt that she was not a good fit, had a poor attitude and dressed inappropriately.

Conclusion:

The Human Rights panel concluded that the Inn on the Hill discriminated against Ms. MacKinnon on the basis of pregnancy. She was not advised that she was performing poorly or did not get along with the other employees, nor was she informed that her attire was inappropriate. She was not given an opportunity to address any concerns. Whether or not the Inn on the Hill had planned on terminating Ms. MacKinnon prior to her pregnancy announcement or not, the announcement certainly precipitated a fast response. The Human Rights panel therefore awarded Ms. MacKinnon compensation for lost wages and EI funding as well as an additional \$3,500.00 for hurt and humiliation.

*Although undoubtedly Ms. MacKinnon felt some satisfaction in winning her case, \$3,500 was half of what she had requested for hurt and humiliation compensation. In the United States, such a hurt and humiliation claim in the context of pregnancy discrimination (known as an emotional distress damage claim), depending on the particular federal or state jurisdiction and other factors, would have likely been worth at least ten times that amount!*³

Analysis:

Once a complainant shows that discrimination has occurred prima facie ("on the face of it"), Human Rights law shifts the onus of proof to the respondent to prove that discrimination did NOT occur. This is a shifting burden of proof, such that the employer would be "guilty of discrimination until proven innocent." In a case where the employee is terminated 40 minutes after her pregnancy announcement, having not received any negative feedback at all, finding prima facie discrimination seems rather anti-climatic and expected.

The interesting legal twist in this case is the emphasis that the Human Rights panel placed on the fact that Ms. MacKinnon should have been given an opportunity to improve and meet the expectations of the job, once given feedback about her performance or attire. If we accept this analysis, then the "probationary period" truly is a farce. The benefit to a probationary period is that employees can be terminated at any time, without reason, during the probationary period, so long as Human Rights or other legislation is not violated. In this case, the deciding factor should have been that the Inn on the Hill failed to provide sufficient evidence to prove that the termination had nothing to do with Ms. MacKinnon's pregnancy. The fact that she was not told about her poor performance or poor choice of attire is evidence of no intention to terminate pre-announcement, not a failing by Inn on the Hill to provide feedback and a chance to improve.

Another interesting note is that Ms. MacKinnon does not appear to have been penalized for failing to attempt to mitigate her damages by searching for alternative employment, even though she was pregnant. Ordinarily, mitigation of damages is an accepted principle in employment law and Ms. MacKinnon should have at least attempted to find another job.

Lesson Learned:

A key lesson learned by Inn on the Hill and worthy of note to employers everywhere is that performance and other human resource issues need to be addressed with employees promptly. If an employee does not fit in a workplace, shows poor attitude or performance, the employer should act swiftly to either remedy the situation or terminate the employee. Too often employers let things slide, only to be faced with maternity announcements or disability leaves, which then make performance discussions or termination options much more difficult. Of course, the key lesson from this case is that the correct response to a pregnancy announcement is just "CONGRATULATIONS!"

1. Alison MacKinnon v. Inn on the Hill (1991) Inc. (2012), HRC File 1708-10.
2. Erika Ringseis obtained her Ph.D. in I/O Psychology from Penn State University before she obtained a law degree. Currently Dr. Ringseis is Senior Legal Counsel for Human Resources Law at TransCanada PipeLines Limited. Erika wants to point out that her coworker (and coauthor on former editions of this newsletter) is pregnant BUT certainly not terminated!!!! Also, a note of appreciation goes out to the reader who sent the author the link to the case reviewed for this edition...of course noteworthy stuff happens on "the island" and we are happy to follow your suggestion and discuss this case!
3. Thank you to Erika's US counterpart at TransCanada, Victor Wright, who provided this input.



Senior Consultant, Leadership Solutions



About Knightsbridge Human Capital Solutions

Knightsbridge works with organizations to strengthen their most valuable asset, their people. We help clients seamlessly recruit, develop, and optimize talent to create competitive advantage and improve performance.

Knightsbridge is Canada's leading integrated human capital company, with over 250 employees in Executive Search & Recruitment, Leadership & Talent Development, Career Management and Workforce Management, serving clients across Canada, the US, the UK and Australia. Our strategic alliance with Amrop, the world's largest executive search network, enables us to serve our Executive Search clients globally.

Knightsbridge is proud to be recognized as one of "Canada's 50 Best Managed Companies", and support Junior Achievement as the title sponsor of the Canadian Business Hall of Fame.

Knightsbridge has the people and services you need when you need stronger people.

Role

Reporting to the Alberta Market Team Lead, you will have the opportunity to help Knightsbridge grow its Leadership Solutions brand in Calgary and deliver high quality solutions to new and existing clients. Areas of expertise include organizational solutions in areas such as strategic facilitation, team effectiveness, building leadership capacity, succession management and HR strategy.

Core Accountabilities

◆ Develop relationships to grow the business

- Identify and pursue leads with new and existing clients
- Prepare effective proposals/presentations
- Use client delivery to identify emerging client needs
- Develop innovative solutions that create competitive advantage
- Lead BD process for full lifecycle opportunities
- Build a personal book of business with ongoing accounts
- Look for ways to add value to Account teams

◆ Deliver with insight and impact

- Go beyond the "product" and truly consult to our clients
- Use business savvy to bolster technical expertise
- Help clients gain insight by connecting disparate issues and initiatives
- Customize and tailor existing methods to meet unique client needs
- Develop industry expertise that can be shared with clients
- Deliver services to senior management teams/C-Suite level



Contribute to a Great Operating Company

- Focus on helping the team build a successful, profitable business
- Understand delivery expectations and scale time and effort accordingly

- Manage scope and ask the client for additional budget where appropriate
- Deliver projects efficiently, leveraging existing work where possible

Role Profile

Delivery

- ◆ Develops and presents a series of options for leadership development, assessment and team solutions and identifies a preferred course of action;
- ◆ Assesses leaders to support selection decisions, succession planning and development
- ◆ Leads multi-day leadership development programs
- ◆ Facilitates team sessions
- ◆ Coaches leaders at all levels in the organization
- ◆ Conducts client consultations and focus groups with employers and stakeholders;
- ◆ Participates in corporate initiatives and special projects as available;
- ◆ Looks for new and innovative ways to address client needs;
- ◆ Develops new ideas and solutions for the marketplace.

Business Development

- ◆ Analyzes changing needs of customers and industry, identifying and anticipating trends;
- ◆ Contributes to local thought leadership and marketing initiatives;
- ◆ Prospects and networks, conducts diagnostic needs, develops proposals, negotiates and closes the deal, reviews projects and sustains momentum with the client.
- ◆ Manages professional network of client/ customer organizations in order to maximize business development opportunities;
- ◆ Develops good understanding of customers' business, human resource issues, and advises clients on best services to accomplish their objectives;
- ◆ Recommends customized solutions and provides special considerations if customer requires more than one KHCM service;
- ◆ Liaises with BD people to scope and clarify practice-related opportunities.

Account Management

- ◆ Responds to and addresses inquiries from customers regarding current engagements;
- ◆ Prepares scope of work and proposal documents in response to inquiries for new engagements;
- ◆ Surfacing regional client and market issues to the NPL to foster the development of client-focused solutions;
- ◆ Works with administrative resources to maintain engagement records and review invoicing.

Education

The candidate will have a minimum of an undergraduate degree and ideally possess a post-graduate degree in a related field (e.g., Industrial / Organizational Psychology, Organizational Behaviour, Organizational Development/ Effectiveness, Leadership).

Experience

10+ years of business experience

5+ years of project management experience

5+ years of experience developing models and processes, and facilitating group sessions

Coaching certification or accreditation an asset

Competencies

- ◆ Demonstrated presence and ability to work with senior leaders
- ◆ Exceptional facilitation, training and public speaking skills
- ◆ Entrepreneurial – develops models and business, uses initiative, self-managing
- ◆ A mature person with real depth of experience to draw upon
- ◆ Meets commitments - delivers results to clients
- ◆ Team player – adaptable, collaborative
- ◆ Embraces constant change - flexible and open to new ideas
- ◆ Excellent interpersonal skills – forthright, engaging, low-ego
- ◆ Creative – design of programs and training sessions
- ◆ Energetic, passionate and demonstrates a sense of urgency
- ◆ A positive person who looks for opportunity and seizes it with a sense of vitality and fun
- ◆ Able to handle multiple assignments simultaneously
- ◆ A disciplined and well organized project manager
- ◆ Ability to build relationships with a diverse array of individuals both internally and externally
- ◆ Clarity of understanding regarding the value of influence and persuasion in a Professional Services environment
- ◆ Vision for future possibilities
- ◆ Superior communications skills – verbal (one on one and presentation) and written

Location

Calgary, Alberta

Remuneration & Benefits

Competitive salary plus bonus based on personal and corporate performance.
Comprehensive benefits plan.

Application for consideration

Please send your resume and covering letter outlining your interest in this role to:
internalopportunities@knightsbridge.ca



2011-2012 EXECUTIVE

Chair

Dr. Blake Jelley
University of Prince Edward Island

Past Chair

Dr. Cheryl Lamerson, Colonel (Retired)
PsychWell Associates of Canada

Chair-Elect

Dr. François Chiochio, PMP, CHRP
Université de Montréal

Secretary

Dr. Tim Jackson
Jackson Leadership Systems

Treasurer

Dr. Joan Finegan
The University of Western Ontario

Programme Coordinator

Dr. E. Kevin Kelloway
Saint Mary's University

Communications Coordinator

Dr. Tom O'Neill
University of Calgary

Student Representative

Tom Oliver
University of Guelph

Newsletter Editor

Dr. David Stanley
University of Guelph

Membership Coordinators

Dr. Deborah Powell
University of Guelph

Sunjeev Prakash

RCMP, HR Research and Intelligence
Ottawa, Ontario

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