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Chair's Column/Mot du Président
Dr. Silvia Bonaccio (Chair-Elect)
Telfer School of Management, University of Ottawa

Dear CSIOP members,

It has been a great year, even though it has gone by quickly. With the CPA Convention fast approaching, I thought I would use this column to highlight some important news that you, as our members, would want to be aware of.

First, there is still time to register for the CSIOP Institute. Dr. [Laurent Lapierre](#), of the Telfer School of Management at the University of Ottawa, will lead a session on "Followership: What is it and why is it critical to successful leadership?" The Institute will take place on June 3 2015 from 1 to 4 pm in Ottawa, at the Center for Executive Leadership. Registration costs

are \$25 for students, \$50 for members of the Canadian Society of Industrial and Organizational Psychology, and \$65 for non-members. Information about the Institute, and registration is available at <http://csiop-scpio.ca/events/>. Remember that the Institute is capped at 45 participants and spaces are filling up quickly. Please do not delay registering. We don't want you to be disappointed!

Second, while you're on our [website](#), please take a tour! We've been hard at work at redesigning it. I must thank François Chiocchio for leading this initiative. Our new website is dynamic and we hope you will visit us often with your smart phone, tablet or computer. We have created three new blogs targeting practitioners, academics, and students. We invite you to pen entries and share your stories, ideas, concerns, and solutions. We hope to establish a regular dialogue through our blogs. The website also has substantial resources for students, from information on awards, to internship positions.

Along with a new website, we've gone social! We now have presence on the three primary social media platforms. So, don't forget to like us on [Facebook](#), follow us on Twitter (@CSIOP_SCPIO), and join us on [LinkedIn](#). If you have any photos from the upcoming CPA Convention, please do share them with us. We'll gladly post them on the Facebook page.

Third, the CSIOP program is posted online at <http://csiop-scpio.ca/events/>. I wish to highlight one event in particular, which will take place on Thursday, June 4 at 12:30 pm. We have organized a panel discussion composed of 13 CSIOP Past Chairs to underscore the 40th anniversary of CSIOP at CPA. This is your chance to ask the past chairs some questions and hear each of them talk about their year at the helm of your

Society.

I also hope you will attend our Annual General Meeting, on June 5 at 11:00 am. We have three important positions to fill: Secretary-Treasurer, Membership Coordinator, and Chair-Elect. As such, we hope that many of our members can weigh in on these decisions at our AGM.

See you in Ottawa!

Chers membres de la SCPIO,

Nous sommes entrain de clore une belle année qui a passée rapidement. Avec la Convention de la SCP qui approche à grands pas, j'en profite pour mettre en évidence quelques nouvelles importantes pour vous, nos membres.

Tout d'abord, il est encore temps de vous inscrire à l'Institut de la SCPIO. Dr. [Laurent Lapierre](#), de l'École de gestion Telfer de l'Université d'Ottawa, dirigera une session sur «Le followership: Qu'en est-il et pourquoi est-il essentiel pour un leadership efficace?» L'Institut aura lieu le 3 Juin 2015 de 13 à 16 heures à Ottawa, au Centre de Leadership pour Cadres. Les frais d'inscription sont de 25 \$ pour les étudiants, 50 \$ pour les membres de la Société canadienne de psychologie industrielle et organisationnelle et de 65 \$ pour les non-membres. Des informations sur l'Institut et sur l'inscription sont disponible à <http://csiop-scpio.ca/events/>. Rappelez-vous que l'Institut est plafonné à 45 participants et les espaces se remplissent rapidement. S'il vous plaît, veuillez ne pas tarder à vous inscrire. Nous ne voulons pas que vous soyez déçus!

Deuxièmement, pendant que vous êtes sur notre [site web](#), je vous encourage à y jeter un coup d'œil. Nous avons travaillé fort à le reconcevoir. Je dois remercier François Chiocchio pour l'effort qu'il a mis à mener cette initiative à bout. Notre nouveau site Internet est dynamique et nous espérons que vous viendrez nous voir souvent via votre téléphone intelligent, tablette ou ordinateur. Nous avons créé trois nouveaux blogues ciblant praticiens, académiciens et étudiants. Nous vous invitons à écrire des textes pour partager vos histoires, idées, préoccupations et solutions. Nous espérons établir un dialogue régulier à travers nos blogues. Le site dispose également de ressources considérables pour les étudiants avec maintes informations sur les prix et stages disponibles.

Nous avons également créé des plateformes de discussion sur les réseaux sociaux ! Nous avons maintenant une présence sur les trois plates-formes principales de médias sociaux. Donc, n'oubliez pas de nous aimer sur [Facebook](#), de nous suivre sur Twitter (CSIOP_SCPIO), et de nous rejoindre sur [LinkedIn](#). Si vous avez des photos de la prochaine convention de la SCP, n'hésitez pas à les partager avec nous. Nous nous ferons un plaisir de les afficher sur la page Facebook.

Troisièmement, le programme de SCPIO est affiché en ligne à <http://csiop-scpio.ca/events/>. Je tiens à souligner un événement en particulier, qui aura lieu le jeudi 4 juin à 12h30. Nous avons

organisé un panel de discussion composé de 13 présidents et présidentes de la SCPIO pour souligner le 40e anniversaire de notre présence SCPIO à la SCP. Ne manquez pas votre chance de poser des questions à ces présidents et présidentes et de les entendre discuter de leur année à la tête de votre société.

Je vous invite aussi à participer à notre assemblée générale annuelle, qui aura lieu le 5 juin à 11h00. Nous avons trois postes importants à combler: secrétaire-trésorier, coordonnateur des adhésions, et président élu. En tant que tel, nous espérons que beaucoup de nos membres puissent donner leur opinion sur ces décisions à notre AGM.

Au plaisir de vous voir à Ottawa!

CSIOP Membership

Damian O'Keefe, PhD
Assessment Strategies Inc.

As of 4 May 2015, CSIOP has a total of 283 members, which consists of 17 CPA Fellows, 4 Lifetime Members, 7 Special Affiliates, 4 Retired Members, 101 Student Members, 24 Associate Members, and 125 Full Members.

Renewal reminder

A review of the membership status indicates that there are a significant number of lapsed memberships. So, please renew your membership if you haven't done so to ensure that your membership is current. CPA members can renew their membership through the CPA website, and now Associate members can renew their membership through the newly developed CSIOP website - <http://csiop-scpio.ca/about-us/join/>

Membership Survey

Seventy-four completed the membership survey for a response rate of 22%. We plan to publish excerpts from the survey over the next few months on the new CSIOP website.

CSIOP News Items

Arla Day, PhD
Saint Mary's University

A belated welcome to Dr. Winny Shen, who joined the I/O Psychology Area at the University of Waterloo last year. She received her Ph.D. in Industrial/Organizational Psychology from the University of Minnesota in 2011. Her primary research interests involve leadership and diversity and inclusion in the workplace, which she often studies from an identity perspective. She also has secondary interests in personality and occupational health psychology.

Congratulations to:

- Vic Catano, Willi Wiesner, and Rick Hackett for the 6th

edition of their 'Recruitment and Selection in Canada' text.

- Kevin Kelloway (SMU), for the successful renewal of his Tier 1 Canada Research Chair, as well as the publication of his book "The Psychology and Management of Project Teams" with François Chiochio and Brian Hobbs.
- Jim Meurs (Haskayne School of Business, U of Calgary), who recently received tenure and was promoted to Associate Prof.
- Jocelyn Wiltshire (ABD working with Kibeom Lee at U of Calgary), who has accepted a tenure-track assistant professor position at University of Lethbridge at Calgary.
- Lynda Zucec (The Workforce Consultants), Darja Maslic Sersic (U of Zagreb), and Karen Korabik (U of Guelph), who were awarded the International Research and Collaboration Small Grant Award from the SIOP Foundation in Philadelphia at the SIOP Conference.

And congratulations to all of the graduate students who received graduate scholarships and awards:

Carleton

- Amanda McEvoy (Supervisor- Kate Dupré) received a SSHRC CGS (Masters) for her thesis looking at the effect of injuries on romantic partners.

Saint Mary's

- Alycia Damp (Supervisor- Debra Gilin Oore) received a SSHRC CGS (Masters) to examine whether individual conflict management styles interact with organizational conflict cultures to produce positive work-related outcomes.
- Beth DeCoste received a Scotia Scholarship (Masters level) 2-year funding from the Nova Scotia Health Research Foundation.
- Blaine Mackie (Supervisor-Arla Day) received a Scotia Scholarship (Masters level) 2-year funding from the Nova Scotia Health Research Foundation to examine the buffering effects of the resiliency and emotional management on the relationship between empathy and burnout for healthcare managers.
- Timur Ozbilir (Supervisor- Kevin Kelloway) received a SSHRC (PhD) to study the impact of perceived corporate social responsibility on employee outcomes.
- Samantha Penney (Supervisor-Arla Day) received a Scotia Scholars Award (PhD level) 2-year funding from the Nova Scotia Health Research Foundation to develop and evaluate psychologically healthy and safe workplace training.

Waterloo

- Justin P. Brienza (Supervisor-Ramona Bobocel) received OGS funding to examine wisdom in leadership.
- Samuel Hanig (Supervisor-Doug Brown) received OGS funding to examine how leaders in organizations influence the (un)ethical behaviour of employees.
- Navio Kwok (Supervisor-Doug Brown & Winny Shen)

received a SSHRC Joseph-Armand Bombardier Canada Graduate Scholarship-Master's (CGS M) to examine how cultural identity affects self control.

- Frank Mu (Supervisor- Ramona Bobocel) received the SSHRC Joseph Armand Bombardier Master's Scholarship to examine apology motives and conflict resolution in the workplace.

Western

- Jose Espinoza (Supervisor-John Meyer) received a SSHRC CGS (Masters) for his work on understanding the role of goal alignment in the relationships between commitment to multiple foci and positive outcomes.

More Student News...

- Congratulations to Patricia Baratta (Guelph) for receiving the Richard Barham Graduate Medal for 2015. This award is given annually to the College of Social and Applied Human Sciences nominee for the Governor General's medal for outstanding academic achievement at the Master's level of study at the University of Guelph.
- Congratulations to Kevin Doyle (Western), who received the 2015 award from the London Chapter of the Human Resource Professionals Association of Ontario for "research that has helped to advance the evidence-based practice of human resources in the area of Industrial/Organizational Psychology." The latter award was in recognition of Kevin's research in the area of performance management.
- Western welcomes two new students into their MSc program for September, 2015: Christina Politis (who will be working with John Meyer) and Julia McMenamin (who will be working with Natalie Allen).

Other News...

- Saint Mary's is hosting the 4th Occupational Health Psychology Summer Institute July 20th-23rd with keynote addresses from Christina Maslach, Bob Sinclair, Leslie Hammer, Michael Leiter, and many, many more OHP Experts. Check out the website: www.cncentreinitiatives.com
- Finally, congratulations to CSIOP's own Véronique Dagenais-Desmarais on the birth of her baby boy Gael!

I look forward to seeing everyone in Ottawa for CSIOP's 40th!

Please send any I/O or program information, photos, congratulations, etc. you want to share with your colleagues to me at:

Email: Arla.Day@smu.ca Phone: 902-420-5854

Web Page Update

François Chiocchio, PhD

Telfer School of Management, University of Ottawa

I am happy to report that our web site has seen 1,238 users and more than 3,900 page views since March 1st. I am also quite pleased that we did not have technical difficulties with the website's functionalities such as online payments, passwords' security and reset. This is in addition to the fact that our website is friendly to many platforms—smartphones, tablets and computers—with automatic resizing and formatting. Interestingly, 37% of sessions on our website come from the USA while 33% come from Canada. The rest come for all continents. This is a great indicator of the website's outreach capacity. Don't forget that you can post something on one of our three blogs. Write a short (300–400 words) and punchy text and send it to me. I will post it for you. Then all can comment and engage in dialogue with the rest of the community. A great way to share! I am working on the French version of the website and hope to have it done by June. Send your feedback and suggestions!

The “State of the Science” Report

D. Lance Ferris

The Pennsylvania State University

Welcome back to “The State of the Science,” where we highlight recently published or in press research coming out of Canadian universities that is relevant to I/O psychology. Each issue, new research will be summarized for our readers who may not have time to read, or access to, the full articles. If you have any suggestions for research to cover in future columns, please see the contact information at the end of this column.

Some of your coworkers help out at work because they are genuinely nice people who want to help out the organization (let's call them good citizens). Some of your coworkers help out at work because it makes them look good to those in charge (let's call them good actors). Can your boss tell the difference? In a recent article that is in press at the *Journal of Business and Psychology*, Magda Donia (University of Ottawa), Gary Johns (Concordia University), and Usman Raja (Brock University) found out.

To see if supervisors can tell the difference between a good organizational citizen and a good actor, Donia and colleagues first had employees self-report the extent to which they engaged in helping behaviors out of a concern for the organization (call them “good employee motives”), as well as the extent to which they engaged in the behaviors out of a concern for creating a good impression (call them “good actor motives”). They then had the employee's supervisor report the extent to which they *thought* the employee engaged in helping behaviors due to good employee and good actor motives. Ideally, you would want to see a high level of convergence between supervisor and employ-

ee ratings, so that good actors and good citizens are accurately recognized and differentiated by supervisors. This is particularly important given supervisors tend to get angry and give poor performance ratings to employees they suspect of being good actors: if the supervisor can't accurately identify and differentiate between good citizens and good actors, they may be punishing the wrong people.

Thankfully, Donia and colleagues largely found that supervisors can tell the difference: if an employee reported they were helping out based on “good employee motives”, the supervisors agreed; if the employee reported they were helping out based on “good actor motives”, the supervisor also recognized this. So while your fellow employees (or maybe even you!) may think the boss is fooled, the boss seems to be pretty aware of what's going on (well, at least in this case!).

The full citation for the article is as follows:

Donia, M. B. L., Johns, G., & Raja, U. (in press). Good soldier or good actor? Supervisor accuracy in distinguishing between selfless and self-serving OCB motives. *Journal of Business and Psychology*.

Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at, a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at lanceferris@gmail.com with a short (1–4 paragraphs) summary of your article, similar to the above.

Communications Update

Joshua Bourdage, PhD

University of Calgary

From the Communications side, we've begun to see some really interesting movement on our new social media initiatives and the webpage. Our LinkedIn, Facebook, and Twitter followings are increasing by the week, and analytics are showing that our posts are reaching hundreds of people per week. This is fantastic exposure for our discipline, creating a forum for academics and practitioners to come together and transfer knowledge. In addition, looking at the profile of some of our followers, this has clearly been an opportunity for people outside of the discipline to learn I/O psychology, the work we do, and our value to society. These forums have also helped us create connections with affiliated bodies in other countries, and work together for a broader presence. Thus far, we've been creating blog entries, sharing media coverage of Canadian IO psychologists, and links to relevant events and topics for discussion, on topics such as job interviews, abusive supervision, and project management.

At its core, these initiatives have been designed to increase engagement both within and outside of group. Although

we've had an excellent response thus far, we're keen for you to get involved. How can you do this?

1) Send any media coverage or interesting articles you come across to communication@csiop-scpio.ca. Even if you aren't media savvy yourself, we can post these materials to the appropriate forums for you.

2) Follow us on any of the platforms you use, including:

- a. LinkedIn – CSIOP-SCPIO – join the group page
- b. Facebook - <https://www.facebook.com/CSIOP.SCPIO>
- c. Twitter - @CSIOP_SCPIO

3) If you already follow us on any of these platforms, invite others to join.

4) Go to our website (www.csiop-scpio.ca) and engage in discussion on the blog postings. The blogs cover academic topics, practitioner topics, and student topics.

5) If you have an idea for a blog posting, please email us at communication@csiop-scpio.ca and we can determine the best way for you to get involved.

Moving forward, we've been in discussions about the best ways to generate more original content. Although we're happy to link to other important sources, we'd also like to become a source of information for those who follow us. Although the blog postings are one way to do this, we're determining the types of content we'd like to focus on beyond the blogs, and find regular contributors to put this material together on regularly scheduled intervals. We will touch on some of this at the meeting at CPA, and keep you updated as we make progress in this area. As always, we welcome your ideas and contributions!

Student Update

Isabelle Tremblay
Université de Montréal

Hi everyone! We are only a few weeks away from our annual convention! I am eager to see you all. In this newsletter edition you will find details about the convention, the much anticipated Student-Mentor activity and the new Student network activity and tips on how to brand yourself in such events.

General Information about CPA and CSIOP

The official program is finally out! There are plenty of interesting presentations from the I/O section to keep you busy this year (Check it here: <http://csiop-scpio.ca/events/>), but there is one symposium you really don't want to miss: The Student symposium entitled *Industrial-Organizational Research as a Tool to Face Organizational Challenges* on June 6th at 4:00. Make sure you come support your fellow students!

If you have a poster and are a member of CSIOP, you will be eligible for the poster awards (click here for more info: <http://csiop-scpio.ca/awards/student-poster-awards.html>). Also the

RHR-Kendall award winner will be presented at the I/O & Military event held on June 5th. The details about this event will be posted on our website.

Student-Mentor Activity and Student Networking Activity

This year the student-mentor activity will be held on June 4th from 5:30 to 7:00 at Hearts and Crown in ByWard Market. Please show up around 5:10. In the upcoming weeks I will provide you the list of our ten mentors and it will be available in the member section of our website. This will help you prepare your questions in advance. This year's edition has a few novelties, thanks to your generous input in the student need assessment. First, the formal activity will last longer (i.e. an hour and a half). This will allow you to have more time with each mentor. Second, mentors have been invited to stick around after for informal chat. This will give you the opportunity to seek one or two mentors and engage in a deeper discussion (see below for tips on networking). Finally, students will be paired according to their interests and what year they are in. Thus, **I need the following information if you plan to attend:** a confirmation that you will be there for the student-mentor activity, proof of your CSIOP membership, what year you are in, what program you are in, what are your interests (academic, practice or both), and, if you are in a master degree, whether you plan on doing a PhD or not. Email this to isabelletremblayudem@gmail.com. Food and drinks will be provided!

This year also mark the first edition of the *student network activity*. For all of you who are interested in getting to know your fellow students and, who knows, creating research opportunities, this is a great activity. This semi-structured activity will take place after the Student-Mentor event around 8:30 at the same location. You will be encouraged to engage in informal discussions with students from different background and universities. There are prizes to win!

How to Brand Yourself

As a nerdy Ph.D student, I tried to gather sound information about how to brand yourself. Unfortunately, I haven't been able to find many studies on personal branding (i.e. could be an interesting field to investigate). After a first draft of 7 pages, I realise there is however a lot to say about the topic. Thus, I will sum up what I took away from research on personal branding, networking and social media presence and general guidelines found online. I will go into greater depth and give examples on the student blog section of our website.

Who are you?

Scientific and popular literatures highlight the need to determine who you are. Here are a few tips to get you started on your personal brand as an I/O consultant.

Standing out

One of the most popular suggestions is to determine your unique value, and research has confirmed its importance (Parmentier, Fischer & Reuber, 2013). Spend time thinking

about what makes you different than your peers: What are your strengths? If you left your job or lab today, what would your company and colleagues miss? Parmentier and colleagues (2013) suggest you think about what makes an individual successful in a specific organization or field you wish to strive in. What are the kinds of accomplishments and affiliations that are valued? This will help you brand your uniqueness effectively. We will come back to this later, but you can see how important it is to know what you want, as if you wish to go into academia you won't put forward the same kind of accomplishments and you won't nourish the same network as if you are to go into practice. For more on branding for academic positions see Close, Moulard and Monroe's (2011) paper.

Fitting in

Although it is important to know your edge, it appears to be just as important to effectively fit in. This was a very interesting finding from Parmentier and colleagues (2013) study that I have not found in any popular article. Why is it important to brand yourself as fitting in? We only need to rely on the vast literature on Person-Organization fit to articulate a sensible answer. It is important to show that you can comfortably comply with the field or organization's requirements. Again, this highlights the importance of knowing which environment you aim for. You can emphasize how you fit in by accumulating greater field-specific capital than competitors, by positioning your expertise and experiences in ways that reflect the culture of the organization you pursue, and by using vocabulary that reflects the field you are targeting.

Feedback

To help you articulate who you are and what is your personal brand don't shy away from feedback. Knowing how others see you will be helpful to create your personal brand and grasp the real impression you leave. So seek input from trusted colleagues, supervisor and friends. Ask them: how they would describe you? What are you good at? And, if you dare, what don't they like about you? What are areas you could improve? When you have gather sufficient information (i.e. try the best you can to get real 360-degree feedback) assess how big is the gap between you self-perception, their perception and who you want to be. Start to build your personal brand on your confirmed strength and elaborate a plan to work on the areas you wish to improve. This is where our background in Psychology comes in handy.

In this process of creating your personal brand, remember to be authentic. Personal branding is not an act; it has to reflect who you are. This will serve you well, as you will take and be call for mandate that fits you.

What do you want?

The next step, once you have identified your personal brand, is to define what you want.

Your goals

It is crucial to identify where you would like to be in six month,

a year, five years and even ten years from now. It is completely understandable if you don't have a clue of what you wish your career would look like now, but the sooner you get a clear vision of this, the sooner you can plan and prepare for it. So I invite you to reflect on the type of environment you would feel comfortable in: Do you prefer a fast-pace environment? Do you enjoy having frequent contacts with your colleagues? Do you prefer to work on a lot of different subjects or to go in depth in one specific subject?

While goal setting will be the topic of one of my blog entries this summer, it is of utmost importance to identify your career goals and to be as specific as possible when doing so. Because being a senior consultant in an international firm or tenured professor at Harvard won't happen overnight, you need to plan for it. There are steps to prepare you to achieve those goals and the way you will brand yourself today will either help or hinder your progression towards them. For example, if I wish to become an expert in a specific field, I will craft my message in way that differs from if I was aspiring to be vice-president of HR.

Your target

Drawing from research in marketing, it is important to know your market. Who is your target audience? Who needs to know about your services? Once you have pinpointed your target, identify how you can be of use to them. How will you, with all your skills and unique qualities, help them fill a need they have or hadn't known they have? This will help you hone your message and deliver it to the right niche.

How do you broadcast yourself?

We are lucky enough to have access to numerous platforms to broadcast ourselves for free (e.g. Twitter, LinkedIn, Blogs, etc.). However, you need to be mindful about what you broadcast and how you do it.

Become a social networker

If you are not already active on social media, now is the time to get to it. All the different platforms come with different commitments if you wish to create and maintain an impactful reach on your target audience. Although there are many other platforms (e.g. WordPress, Joomla) you can use to interact online, I will go into greater details regarding Twitter. Herrera and Requejo's (2012) paper offers guidelines on how to interact and have a positive impact on your network. In 140 characters, it is a great way to sell your personal brand. However, it is important to be authentic and not to use Twitter just as a way to push your product or your expertise. Here are some questions to ask yourself before you post on Twitter in order to increase your visibility and broadcast yourself efficiently: Am I being consistent with my personal brand through this post? Can I link it to external content to enrich my contribution (e.g., one of my blog entries)? Is my post useful? Can I add value to this conversation? Can I provide this information in a more attractive matter? Can I use hashtags in an effective way? Can I add multimedia value (link to a video or picture)? These are habits

successful organizations use to reach to their audience (Herrera & Requejo, 2012), so why not use them to promote yourself? They also suggest to post as frequently as once a day.

Broadcast yourself offline

It is of utmost importance not to forget face-to-face interactions, so don't hesitate to participate in different conferences that target your audience and join and participate in industry groups. In the past year I have joined different groups, such as the junior chamber of commerce of Montreal, and have attended all their events. This has allowed me to experiment asserting my personal brand and to double my LinkedIn connections.

In sum, there are many aspects to consider when you create your personal brand. It is a deliberate effort to identify and promote yourself effectively, so make sure you use all the tools available to you to be as successful as possible. You will have a great opportunity to experiment with your personal brand in the Student-Mentor activity. What I have discussed in this newsletter will be reviewed in more depth in the student blog on CSIOP's website, so keep an eye open for more info on this topic. On a final note, if you have any questions or suggestions, feel free to email me.

I am eager to see you all in Ottawa!

Close, A. G., Moulard, J. G., & Monroe, K. B. (2011). Establishing human brands: Determinants of placement success for first faculty positions in marketing. *Journal of the Academy of Marketing Science*, 39(6), 922-941.

Herrera, S., & Requejo, J. L. (2012). 10 good practices for news organizations using Twitter. *Journal of Applied Journalism & Media Studies*, 1(1), 79-95.

Parmentier, M. A., Fischer, E., & Reuber, A. R. (2013). Positioning person brands in established organizational fields. *Journal of the Academy of Marketing Science*, 41(3), 373-387.

The Convention Corner

François Chiocchio, PhD

Telfer School of Management, University of Ottawa

So there you have it : CSIOP's full program is available on the Events section of www.csiop-scpio.ca. I'm happy to report that none of the CSIOP activities compete with each other. You will be able to attend all of the symposia and workshops! Furthermore, 3 sessions will have "live" translations, and many other presentations will have bilingual formats, with projectors showing slides in both official languages or bilingual hard copies being distributed. This year will be a strong year for assessment. Our invited symposium will feature many I-O Psychologists from the government presenting on the topic of innovative assessment practice in the Canadian federal public service. Colleagues from Guelph will discuss recent development in employee selection. Montreal colleagues will address

leadership in teams and colleagues from the west coast will discuss team conflict in a workshop format. Colleagues from across the Outaouais River will present on learning transfer. This year's student symposium will be on the topic of how I-O psychology helps organizations with their challenges. Finally, past CSIOP Chairs for the last 4 decades will discuss past and future challenges of I-O psychology in Canada. You simply do not want to miss these events!

Making a Difference: CSIOP at 40

D. Lance Ferris

The Pennsylvania State University

CSIOP is turning 40! As we hit this major milestone, we felt it would be a good time to reflect on how CSIOP has impacted people's lives. Towards this end, our newsletters and websites over the upcoming year will feature stories from our membership about how CSIOP has had a positive effect on them. If you have something you would like to contribute, please contact Lance Ferris at lanceferris@gmail.com. We look forward to hearing from you!

As CSIOP turns 40, I'm happy to share some memories about how CSIOP has had a positive impact on my life. It's not an exaggeration for me to say that without CSIOP, I wouldn't have a job in academia, and I wouldn't be where I am today. I say this in all seriousness because there are two instances where my involvement with CSIOP directly led to me getting interested in academia and ultimately to my job at Penn State. Without the involvement with CSIOP, I would likely be working some unsatisfying 9-5 job somewhere, so I'm very grateful to CSIOP for sparing me from that fate!

The first career-changing involvement with CSIOP came about via CSIOP's student-mentor meeting at the CPA conference. Some background: I had just completed the third year of what would eventually be six years at the University of Waterloo. This was my first trip to a CPA conference and hence my first real exposure to CSIOP. Like many grad students, I had at this point accumulated some experience on a few consulting projects, finished an internship, and struggled mightily with writing my Master's thesis paper (and numerous class papers). I was also at the point where I felt like I should really be figuring out what my dissertation should be on, but pretty much every idea I could come up with would turn out (after a quick PsychINFO search) to have already been done. Usually done back in the 1970's, based on the articles I would find. Sometimes I got lucky and the articles had been published in the 80's, which I took as a sign of intellectual progress – my ideas were becoming more current, even if they were still done decades ago!

Like all IO PhD students, I was faced with the choice to go applied or to go academic, and at that point it was pretty clear that I was going to go applied. The consulting work I had done was fine (albeit not thrilling) and I heard the pay was good, while my academic ideas were generally weak (a point many of my Waterloo profs agreed on – with good reason!) and the

idea of making a living writing papers and standing up in front of a class was pretty terrifying. So – assuming I was ever able to come up with a PhD-worthy idea – the goal was to start positioning myself to get a consulting job and therefore to start making some contacts with people in the business. With that in mind, I was intrigued to see that CSIOP was putting on a student-mentor meeting at the CPA conference.

If you’ve ever attended a CSIOP student-mentor meeting, you know how it works. Half of the mentors are academics, the other half are practitioners, and students move in small groups from mentor to mentor (spending about 10-15 minutes talking with each mentor, speed-dating style). Before we started the session, I was both excited and full of dread: excited because I was really looking forward to networking with practitioners, and full of dread because I had no idea how I was going to fill 10-15 minutes talking to academic mentors about a career I had zero interest in pursuing. I presumed the academics would want to talk about things like writing papers and the merits of various statistical packages; if things really got bad, my plan was to start talking about the weather or the local sports team. Well, at least the beer at the event was free, so my time with the academic mentors wasn’t going to be a total loss.

After chatting with a few practitioners, I couldn’t avoid it any longer – my group was now sitting with an academic mentor, so it was time to begin the awkward small talk with someone I had no desire to talk to. Across the table was Aaron Schat, IO PhD grad from University of Guelph and assistant professor in the HRM department at McMaster’s DeGroot School of Business (that was then; now, he’s an associate prof and chairs the entire HRM department). Turns out the weather was not much of a conversation starter, and I really knew nothing about the local sports teams, so I was struggling to figure out what to say to this guy. Perhaps prompted by some insecurities aroused by another disheartening PsychINFO search, I finally asked Aaron some variant of “How do you come up with ideas for papers? Everything I come up with has already been done. Also, can you please pass the beer pitcher?”

I’m guessing Aaron probably doesn’t remember this, but his response changed my perspective on academia, and my career trajectory. I can’t remember his exact words, but he said something along the lines of “for someone at your stage in the PhD process, it’s entirely normal that every idea you have has already been done; you’re still getting exposed to the existing literature and ideas and how things are done, and that eventually – once you have a firm foundation to build on – the ideas would just come to you.” That is, at some point I would be reading an

article and it would occur to me that there is an alternate explanation than what the authors suggest, or I would see some finding the authors can’t make sense of but that I could because of something I had read before – and that is how ideas are born.

This advice was revelatory to me – and it’s why it’s stuck with me so long, and it’s what I tell my own students now. Wait, you mean the fact that I can’t come up with a good idea yet didn’t mean I sucked at being an academic? There could still be hope for me? My past performance isn’t necessarily going to predict my future performance? In essence, I went from feeling hopeless as an academic to realizing almost everyone is hopeless as an academic at that stage of the PhD, and the fact that I was hopeless didn’t rule out academia as a career option. Now, I can’t say that at that point I said “Alright, sign me up for academia!” but I can say that I distinctly remember thinking “Well, I don’t feel so stupid now...maybe academia isn’t out of the question.” So, open to new career options, I decided to get involved in a few research projects at Waterloo. That led to a few more. Then a few more. Aaron was right: the ideas started coming. They’re still coming. But if I hadn’t met that mentor at that CSIOP event at that point in my career, my life would be quite different today.

The second career-changing involvement with CSIOP wasn’t a specific event like the above, but came about more from connections made during my time as the CSIOP student rep. Following my first experience with CSIOP outlined above, I was hooked, and I asked to be considered for the CSIOP student rep position (the current student rep was stepping down). I got the position, and I liked it: I held onto it for the next three years. Being in that position meant that I was involved with, and got to know, a number of other volunteers on the CSIOP Exec. One of those people was Stéphane Brutus, who overlapped with my three years as student rep as Stéphane was the chair-elect, then chair, and then past chair of CSIOP (and is now Associate Dean at the John Molson School of Business at Concordia University).

Knowing Stéphane turned out to be particularly useful when I was on the job market for the first time in 2007. I was in the last year of my PhD program, and had set up an interview at the Academy of Management with Gary Greguras of Singapore Management University. I don’t know why I had decided to apply to Singapore, but universities in Singapore at the time seemed to always be hiring, and I like to travel, so it seemed like it could potentially be a good fit!

2015 Conference Dates	Name & Location	Website
Aug 7-11	Academy of Management, Vancouver	http://aom.org/annualmeeting/
Aug 6-9	APA, Toronto	www.apa.org/convention/index.aspx
June 13-16	ASAC, Halifax	www.asac.ca
June 4-6	CPA, Ottawa	www.cpa.ca/convention

Unbeknownst to me, Gary and Stéphane were in the same PhD cohort at Bowling Green. And, lucky for me, the two of them had actually met over dinner the night before my interview with Gary. I'm not privy to what happened at that dinner but when I met with Gary the next day, he told me Stéphane had nothing but positive things to say about me. That meant Stéphane must have done a lot of lying, but I appreciated it nonetheless.

Now, at the time, you should know that I was very much a candidate on the margins – I had one second-author paper published at *Organizational Behavior and Human Decision Processes*, I had some work in the pipeline, but I was coming out of an IO psych department and applying for a business school position, and so there was nothing that really distinguished me from probably dozens if not 100+ other applicants on the market at the time. People usually don't believe this when I tell them that, but the proof is in the numbers: that year I sent out around 50 job applications (much to the consternation of my reference letter writers), and I received a grand total of 2 invites from universities to give a job talk. Not a very good response rate.

Having Stéphane put in a good word for me must have helped, though, because one of those two was Singapore Management University. To cut a long story short, my involvement with CSIOP – and Stéphane putting in a good word for me – helped me stand out a bit among the applicants to Singapore Management University. After some additional help from other Singapore Management University faculty like David Chan, I was invited out to give a talk and then – success – I had my first job offer! Of course, had I not been volunteering with CSIOP, I wouldn't have met Stéphane, and then I wouldn't have gotten the invite out, and ultimately wouldn't have headed out to Singapore for my first job. And that first job then led to my current position at Penn State: my Singapore Management University colleague Dave Wagner (who I obviously never would have met had I not been in Singapore) put my name on the “invite list” of recently graduated Assistant Profs who met yearly at AOM for dinner. When Penn State was looking to hire an advanced assistant prof, they looked at that invite list to see who potential candidates were. They saw my name, invited me out, and here I am.

These are the two events that stick out the most to me, but they are hardly the only ways in which CSIOP has had a positive impact on my career. I met Russ Johnson and Daisy Chang at a CSIOP poster session; some combination of the three of us have gone on to publish 3 papers together (hopefully 4 soon). As a student, winning the CSIOP Kendall Award was another indicator that maybe I wasn't hopeless at academia after all. Finally, I've met so many wonderful and helpful people through the CSIOP Exec and the annual meetings that it would be impossible to list them all and all that they have done for me.

Even though my attendance at the conference sadly became more sporadic since graduating (due to distance while in Singapore, and then having less conference funding now in the States

– I miss SSHRC!), I've tried to maintain ties with CSIOP via editing this newsletter and the “State of the Science” column. It's a small way of giving back to an organization that has given so much to me. So as CSIOP turns 40, let's all raise a glass and say here's to 40 more!

CSIOP Institute 2015

*Silvia Bonaccio, CSIOP Chair-Elect
Telfer School of Management, University of Ottawa*

Remember to register for the CSIOP Institute. You can do so online at <http://csiop-scpio.ca/events/> and click on CSIOP Institute 2015. Spots are filling up quickly so register early to reserve your spot. Registration is 25\$ for students, 50\$ for CPA members or CSIOP Affiliate members, or 65\$ for non-members.

The Institute will take place on June 3 2015 between 1-4 at the downtown Ottawa campus of the Telfer School of Management. Directions are available on the CSIOP website.

This year's CSIOP Institute will be delivered by Dr. Laurent Lapierre of the Telfer School of Management. He will be speaking about followership and the important role it plays in supporting leaders. Followership is defined as the manner in which people act to support their leader. Although it is an age-old adage that there are no leaders without followers, the lack of attention to followership in organization and management theory is more like a gulf than a gap. Followers have been typically viewed as recipients or vehicles for the realization of their leader's vision or goals. This view ignores the more proactive role that followers can play in organizations. Dr Laurent Lapierre is a Professor of Organizational Behaviour and a Telfer Research Fellow at the Telfer School of Management at the University of Ottawa.

Caring for the Caregiver: A Summary and Analysis of the BC Human Rights Case of PN vs. FR/MR¹

Michelle Miller & Erika Ringseis²

Any parent trying to juggle work and family knows the importance of finding good childcare. Some may be on daycare waiting lists before the end of the second trimester of pregnancy, others may pursue dayhome arrangements, a local nanny or even sponsor a nanny as a foreign worker. Having a nanny means becoming an employer, with all of the associated payroll and taxation concerns, as well as liabilities under employment standards and human rights legislation.

A recent BC Human Rights Tribunal case provides a horrific example of nanny abuse and applies human rights law to the private home. PN, a 28 year old mother of two, moved from her home and children in the Philippines to work as a family's

caregiver in Hong Kong. Arranged through an employment agency, PN attended to FR (father), MR (mother) and their two children.

Once PN arrived, the promising opportunity turned into a horrible reality. PN was required to work over 18 hours a day with no breaks and \$600 per month as compensation. FR and MR constantly threatened to deduct PN's wages if she was caught sitting down, even during meals. PN's pay often reflected this deduction. MR verbally abuse PN, calling her evil and speaking to her in a very demeaning manner. PN contacted her employment agency about the mistreatment, but was told it would be okay and no action was taken.

The harsh conditions PN endured eventually included sexual abuse. FR warned her if she spoke about this to his wife, PN would be fired and therefore unable to send money home to her family. PN chose not to contact the employment agency for fear they would dismiss her allegations as they had done previously.

In July of 2013, the family decided to move to Richmond, British Columbia to advance their children's education. They decided to take PN with them but she did not want to join them. PN eventually agreed following intense pressure by FR. An employment contract was executed which required PN to reimburse the family for the visa fees (\$600) and airline tickets (\$13,000) if PN terminated her employment.

Upon arriving in Canada, the family stayed in a two bedroom hotel room, with PN sleeping on the couch in the living room. PN had no means to contact her family back home, had little cash and her passport was held by FR. PN did not know anyone in Canada and was forbidden to befriend any hotel employee from the Philippines.

FR's frequent sexual assaults on PN continued in Canada. MR's abuse of PN worsened. The verbal abused intensified, personal attacks of her appearance were common and PN was publically embarrassed and humiliated in front of MR's friends. FR and MR used coercion, threats, emotional abuse, economic abuse, humiliation and isolation successfully to keep PN compliant.

On August 18, 2013, while taking out the garbage, PN ran away from the hotel, leaving behind her money, passport, clothing, and other personal effects. She called the police from a local store, but was told her case did not fall under their jurisdiction and she would have to resolve the matter in Hong Kong. Later that evening when FR reported PN missing the constable reconsidered and took on her case.

PN met with the constable who retrieved her passport and other personal effects and she was given a voucher for a women's shelter. PN traveled to Surrey and Burnaby, staying in church compounds, homes of those who heard her story and eventually Deborah's Gate, a program that serves "international and domestic women age 18 and up who have been trafficked into situation of sexual and labour exploitation, and are in need

of protective and restorative housing and healing".³

PN arrived at Deborah's Gate malnourished and sleep-deprived. PN did not make eye contact with other residents, often cried in her room and asked permission to do mundane things. She suffered from nightmares and flashbacks. It was clear to the staff PN had been traumatized. PN lived at Deborah's Gate for a year and a half. She was provided with food, toiletries, access to counseling and help with her immigration status.

Deborah's Gate provided PN with legal support to file a complaint against FR and MR with the BC Human Rights Tribunal ("Tribunal"), alleging discrimination on the basis of sex, race, age, family status, ancestry, colour and place of origin, contrary to section 13 of the BC Human Rights Code.

The family had returned to Hong Kong at the time of the Tribunal's hearing into the case, but FR testified via video conferencing. He denied the allegations of discrimination; even saying he and his wife treated her like a member of the family.⁴

The Tribunal ruled in favor of PN, rewarding her \$5,866.89 for lost wages due to discrimination and \$50,000 damages for injury to her dignity, feelings and self-respect arising out of both FR and MR.

Analysis:

Putting aside the criminal aspects of this case, not to mention that the reader may be experiencing some sense of horror and moral outrage, the employment law issues are relatively clear. An employer cannot discriminate against its employees on the basis of any of the enumerated grounds in the relevant jurisdiction. Harassment is considered in law to be a form of discrimination.

In this particular case, the harassment occurred on a number of enumerated grounds. PN was sexually touched, and forced to touch her boss, which is an extreme example of sexual harassment. In addition, she was humiliated, threatened and ridiculed by all members of her employing family based on her race, national origin and sex. In this case, the BC Human Rights Tribunal had jurisdiction to hear the case because the parents were employers who were, at the time, carrying on business in BC as her employer. The fact that PN had to fight to get help from local authorities, however, highlights how difficult it can be for foreign workers to enforce their rights.

In addition to the employment law and human rights issues, the case illustrates concerns associated with foreign workers in Canada. PN was not eligible for social assistance and felt a lack of protection from employment agencies, local and foreign governments. Jurisdictional issues arise when the facts of the case involve nationals from other countries. In this particular instance, the authors agree that the Tribunal was justified in hearing the case and are pleased to note that the Tribunal award was high for Canadian standards. The largest BC Tribunal ruling for damages for injury to dignity, feelings and self-respect to date was \$75,000, with the majority of rulings falling between \$500 and \$15,000. PN was awarded

almost \$56,000 in total. Likely she would also have cause of action with respect to wages owing and other entitlements due to employees in Canada, given the blatant violation of employment standards regulations by her employer. Unfortunately, PN still has to collect the money from the respondents, which may present additional difficulty for her, as FR and MR remain in Hong Kong.⁵

¹ Available online on the BC Human Rights Tribunal website: http://www.bchrt.bc.ca/decisions/2015/pdf/apr/60_PN_v_FR_and_another_No_2_2015_BCHRT_60.pdf

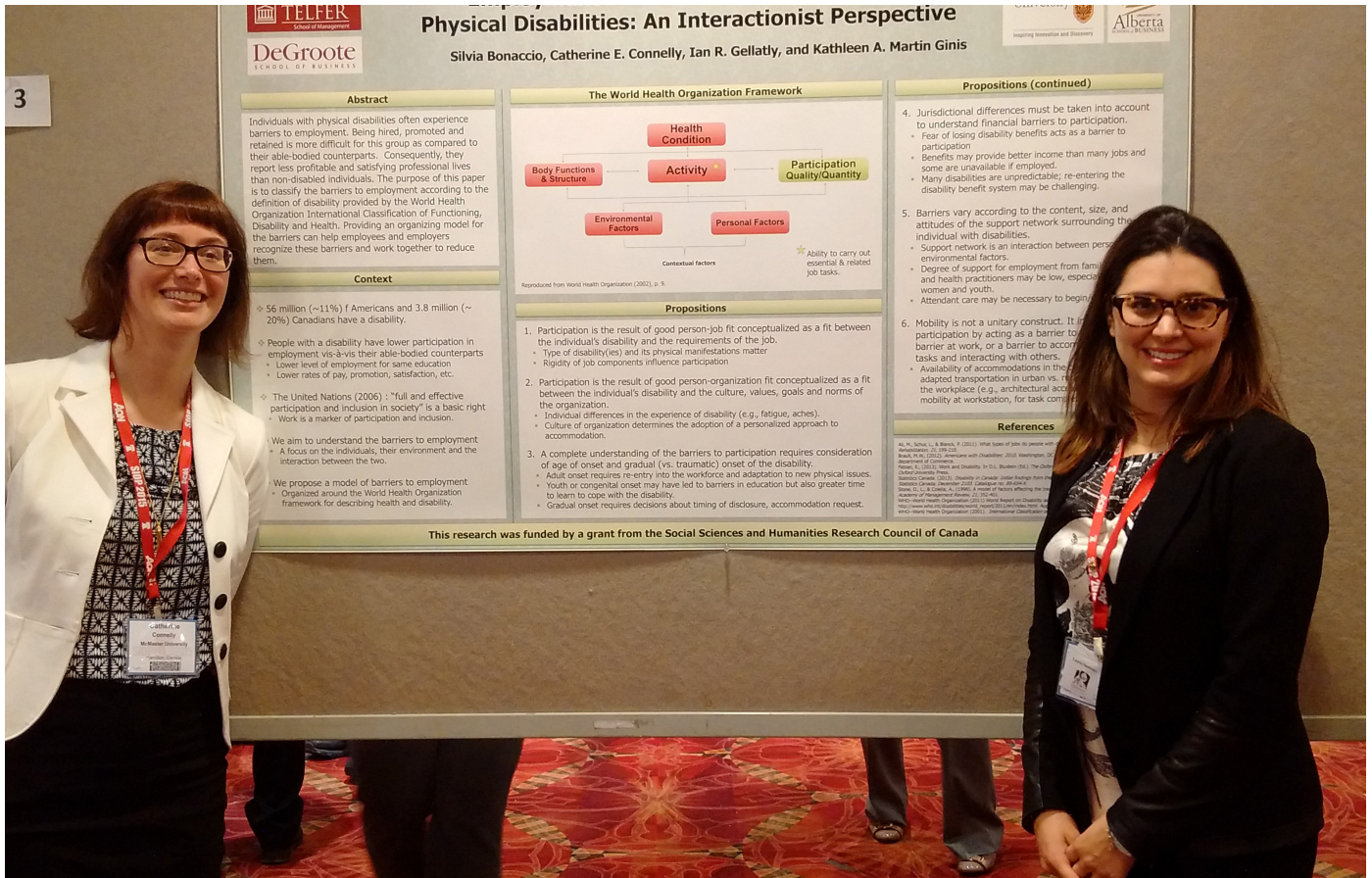
² Michelle Miller is studying management at UBC, Okanagan, and is spending her summer at TransCanada working with Erika Ringseis's team (HR Compliance, Diversity and Global Mobility). Erika has her Ph.D. in Industrial Psychology and is a lawyer specializing in employment and human rights issues. When she isn't working, Erika is busy parenting her three children (nope, no nanny). Michelle thinks she might be interested in focusing on Human Resources in her studies, but perhaps a summer with Erika will change that!

³ Deborah's Gate Who We Are. Available online at: <http://www.deborahsgate.ca/>

⁴ The authors cynically note here that quite possibly PN WAS treated in some ways like a member of the family; who knows what prior abuse was suffered by the children or one of the parents vis-à-vis the other, helped to shape the abusive personalities of the R family?

⁵ The case did mention she is entitled to interest for the \$56,000 until it is paid by FR and MR; hopefully that will allow her to collect faster.

CSIOP GOES TO SIOP 2015!



Above: Silvia Bonaccio (right) and Catherine Connelly at a poster session.

Below: Lynda Zugec (right) and Karen Korabik receiving their International Research and Collaboration Small Grant Award





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Sunjeev Prakash
RCMP, Assessment and Research/Évaluation et
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Ottawa, Ontario

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