Chair's Column

Deborah Powell, Ph.D.
University of Guelph

Dear CSIOP Members,

It was wonderful to see and meet so many of you at the CPA conference in Calgary. Of course, we missed those of you who couldn't make it (due to cancelled flights, positive covid tests, or the various other reasons that come up). We hope to see even more of you next year in Toronto.

Thank you to Dr. Sandy Hershcovis (Haskayne School of Business) for her insightful talk on bystander intervention in workplace harassment. Congratulations to Dr. Hayden Woodley (Ivey School of Business) for winning the CPA President's New Researcher Award. Finally, congratulations to all of our student award winners:

RHR-Kendall-Evans Award for best student paper: Janice Lam, York University, (Male Allyship: The Consequences of Communality Perceptions for Men's Careers)

Student Poster Awards:

EDI research best poster: Jessie Kim, Smith School of Business (How changes in prevalence impact perceptions of the severity of sexual harassment)

1st place: Denise Law, University of Waterloo, (What Hurts The Most-Not Being So Close? Meta-Analytic Comparison Of Why Ostracism Lowers OCB At Work)

2nd place: Eva Kwan, Western University, (Manufacturing Workplaces Exclude Women: What Can Organizations Do?)

3rd place: Amy Barron, University of Waterloo, (Forgiveness outcomes in the workplace depend on why employees decide to forgive)

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

Executive Committee Updates

I would like to thank all of the members of the CSIOP executive who have finished their terms: Dr. Winny Shen is finished her term as past-chair and Dr. Josh Bourdage moves from chair to past-chair. I'd also like to thank Rachael Jones-Chick for her excellent work as Student Representative, Dr. Anja Krstić, who did a wonderful job as Program Coordinator this past year, and Samantha Hancock for excellent work as social media coordinator.

Thank you also the executive members who are continuing their work with CSIOP: Dr. Matt McLarnon (Secretary/Treasurer); Dr. Aleka MacLellan (Membership Coordinator), Dr. Peter Fisher (Editor) and Dr. Lance Ferris and Maddy Blazer (Newsletter Editors).

And, welcome to our new executive members! Dr. Ivona Hideg is our new chair-elect, Alvan Yuan will be the new webmaster, Abigail Mengist is the new social media coordinator, and Jocelyn Brown (Saint Mary's) has been voted in as the new Student Representative. Finally, Dr. Lindie Liang is returning to the Program Coordinator role. I look forward to working with all of you this year.

At the CSIOP Annual General Meeting, we also voted in new Executive position – the EDI Strategic Lead. I look forward to continuing our work with the EDI working group, and working the new EDI strategic lead.

Connecting the I-O and OB programs in Canada

The CSIOP EDI working group has been meeting regularly, and will take a break for the summer months. One of the themes that has come up in our conversations is improving connections between the various I-O and OB graduate programs, so that programs can more readily share ideas and resources. To this end, I would like to propose holding regular Program Director meetings with a representative from each of the I-O or OB programs in Canada. I will be reaching out to members over the summer to try to identify a representative from each program.

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

Finally, if you have any ideas for how CSIOP can better serve our members, feel free to reach out to me.

Best,

Deborah Powell, PhD
Associate Professor
University of Guelph
CSIOP Chair

CSIOP Membership

Aleka MacLellan, Ph.D.
LHH

As of July 11th, CSIOP has a total of 203 members. This consists of 103 Full Members, 6 Early Career Members, 68 Student Affiliates, 10 CPA Fellows, 4 Section Associates, 1 Retired CPA Fellows, 2 CPA Retired Members, 3 CPA Special Affiliates, 2 Honorary Lifetime Fellow, 2 Honorary Life Members, 1 International Affiliate, and 1 International Student Affiliate.

CSIOP News

Samantha Hancock, Ph.D. Candidate
Wilfrid Laurier University

Saint Mary's University

- Ryan Cook, PhD student in I/O Psychology, was selected among the 25 finalists for the 2022 SSHRC Storytellers awards for his project "Developing the Conditional Reasoning Test for Workplace Psychopathy"
- Damian Canagasuriam, PhD student in I/O Psychology, received a SSHRC Canada Graduate Scholarship Doctoral (CGS-D)
- Shahad Abdulrazaq, MSc student in I/O Psychology, received a SSHRC Canada Graduate Scholarship Masters (CGS-M)
- Christina Scott, MSc student in I/O Psychology, successfully defended her MSc thesis titled "You Can Record an Asynchronous Video Interview Anywhere! ... But Should You?"

University of Guelph

- Simonne Mastrella (MA student) was awarded a CPA Scientific Affairs Committee Student Research Grant for her project entitled *Don't Look So Anxious: The Impact of Anxious Nonverbal Behaviour on Interview Performance Ratings*. This grant recognizes exceptional student research in all areas of psychology.
- Scott Cassidy, a Guelph PhD graduate, recently accepted as position as Assistant Professor at the University of PEI.

University of Waterloo

- Congratulations to Carlo Isola (MASc), Jaydum Hunt (MA), and Sarah Towers (MA) for convocating this summer!
- Congratulations to Taylor Carroll (MASc Student) for receiving the CPA Student Section Research Grant, the Pat Rowe Graduate Scholarship, and the Ontario Graduate Scholarship (OGS).
- Congratulations to Denise Law (PhD Student) for receiving a SSHRC Doctoral Fellowship.
- Congratulations to Amy Barron (PhD Student) for receiving the 2021-2022 Outstanding TA Award from the Council of Canadian Departments of Psychology (CCDP) and a SSHRC Doctoral Fellowship.
- Congratulations to Dr. Ramona Bobocel for receiving the 2022 University of Waterloo Faculty of Arts Award for Excellence in Teaching and for being awarded a multi-year SSHRC Insight Grant.

Western University

- Congratulations to Roy Hui (MSc student) for receiving the Canada Graduate Scholarship-Master's (CGS-M)!
- Congratulations to Talib Karamally (MSc student) for receiving the Canada Graduate Scholarship-Master's (CGS-M)!
- Congratulations to Vishal Sooknanan (MSc student) for receiving the Canada Graduate Scholarship-Master's (CGS-M)!

Wilfrid Laurier University

- Sabah Rasheed has been awarded the Ontario Graduate Scholarship, congratulations!
- Jie (Kassie) Li and Tim Wingate will be joining the OB/HRM area as tenure-track Assistant Professors
- Victoria Daniel has accepted a tenure-track assistant professor position at the School of Administrative Studies at York University
- Samantha Hancock has accepted a tenure-track assistant professor position in the DAN Department of Management and Organizational Studies at Western University.

York University

- Congratulations to Brent Lyons (of York University) and Lynda Zugec (of The Workforce Consultants) for receiving a SIOP Small Grant Award with their colleagues for their project entitled "The Interconnected Nature of Women's Experiences Pre- and Post-Partum: A Longitudinal Examination Across Two Countries"!

Practice Makes Perfect

Ameetha Garbharran. Ph.D.
expsyt

The adverse reaction I have witnessed from some talent management leaders to the idea of competencies is concerning. While many misconceptions abound, a common one is that if people perform poorly on competency assessments, then they are incompetent. Reductionistic interpretations of competencies like this one have led people to lose sight of the immense benefits competency-based approaches have to offer in the talent management process. As such, competencies have been vilified and discarded by some and the 'baby has effectively been thrown out with the bath water'.

Organizations who do not leverage competency-based approaches for talent decision-making tend to rely on other less scientific, less systematic, less measurable and consequently, less objective approaches for deciding on how to funnel applicants for jobs, who to hire, how to identify individuals with high potential for promotion and succession, etc. The result is that decisions are typically made based on subjective criteria and the potential for bias and unfair discrimination is rife.

Today the principles of diversity, equity and inclusion (DEI) are increasingly at the forefront of many organizations' strategic imperatives. Yet, when decision-makers use subjective methods that are not scientifically designed for making fair talent decisions, the attainment of these strategic ideals is actively thwarted. This is commercially and socially unacceptable in the world of work. Therefore, it is vital that those who have had an adverse reaction to the idea of competencies in the past, revisit their understanding of this construct and critically reflect on the advantages that leveraging competency-based approaches can have on achieving broader strategic goals, including advancing the DEI agenda.

In this article, Dan van der Werf, Ph.D. presents a brilliant account of what competencies are, outlines their benefits and explains why organizations should use competencies as the foundation of talent management.

Applying Behavioural Competencies to the Talent Lifecyle

Dan van der Werf, Ph.D.
Co-Founder, Perennial Talent

The mere mention of competencies makes many leaders cringe.

"Competencies won't work here"
"We tried that 10 years ago, and they just sat on a shelf"
"Competencies are too much work, for too little value"

It's true that many organizations have been burned by competencies in the past. But, when implemented thoughtfully, competencies can bring meaningful value to all stages of the talent lifecycle.

Introduction to Competencies

A competency is simply a cluster of related knowledge, skills, abilities, and other characteristics (KSAOs) defined in terms of the observable behaviours needed for success in a job. The key is that they need to be observable and measurable. Competencies should allow you to answer the question "how do I know it when I see it?"

Too often in organizations, employees and their managers do not have a clear and shared sense of what success looks like for a given role. For example, you might hear feedback like 'I need you to be a better team player' or 'I need you to communicate better.' What does this feedback mean exactly? It's too vague. Moreover, two people can have a completely different idea of what 'good teamwork' or 'good communication' looks like. Competencies can be that bridge between interpretations.

In practice, many organizations don't like the term 'competency' and use other terms, such as 'skill' or 'capability.' There are theoretical differences between these terms, but at the end of the day, if you are describing the observable behaviours, it doesn't matter too much what label you use. For the sake of consistency, I will continue to use the term "competencies."

There are several off-the-shelf competencies on the market, with some being very simple and others being much more complex. Some warning signs that competencies might not be the best quality include:

1. They are too vague
2. They only have one level of proficiency
3. They are too long (i.e., include too many behaviours)
4. They are outdated
5. They are not measurable

Good quality competencies should have a clear name and definition, should have multiple stages of proficiency (4 or 5 is ideal), should focus on the most critical behaviours for each stage of proficiency (3 to 5 is ideal), and must be observable. Here is an example of a Financial Acumen competency:

1. Name and Definition

Financial Acumen: Applies an understanding of finances and financial data to make informed decisions that support the achievement of organizational goals.

3. Key Areas	Stages — 2. Stages of Proficiency			
	Developing	**Proficient**	**Advanced**	**Mastery**
Determines financial performance	Interprets key financial indicators relevant to own role and area.	Monitors key financial indicators to determine progress and needed adjustments for a project or initiative.	Analyzes financial data to identify trends and forecasts.	Evaluates financial indicators to assess risks and strategic opportunities.
Applies financial data	Gathers financial data needed to inform decisions and solve basic problems.	Uses financial data when designing or implementing projects or initiatives.	Uses financial data to identify project or process efficiencies and inefficiencies.	Sets priorities based on financial data that are aligned with the organizational strategy.
Communicates and reports on financial data	Completes financial reports or documents accurately and on time.	Summarizes financial results clearly and logically. [4. Example Behaviours]	Presents financial information to diverse audiences using a variety of formats.	Provides short and long-term forecasts, explaining the link to organizational goals.

If off-the-shelf competencies aren't your thing, competencies can also be developed from scratch. Developing custom competencies is common when defining the core competencies linked to core values, or when defining the more technical aspects of a role (e.g., cyber security incidence response).

When implementing competencies into an organization for the first time, it's critical to spend some time upfront defining the competency architecture.

Competency Architecture

You wouldn't build a house without a blueprint, and similarly you shouldn't start a competency initiative without first defining the competency architecture. A competency architecture refers to the rulebook or blueprint for your competency initiative. It should answer a range of questions to help define the scope and complexity of what you are trying to accomplish.

Some common questions to consider include:
- What roles/jobs will be included?
- How will roles be grouped together?
- How many competencies will be included in a competency profile?
- What type(s) of competencies will be included, and how many of each type?
    o Core – apply to all roles across the organization
    o Job Family – apply to a subset of similar roles
    o Job Specific – apply to a specific role
    o Leadership – apply to leadership roles
- What competency structure will be used?
    o Number of levels

- o Proficiency scale
- o Number of behaviours at each level
- What will the competencies and competency profiles be used for?
  - o Hiring
  - o Onboarding
  - o Learning and Development
  - o Career Pathing
  - o Performance Management
  - o Succession Planning
- Where will competencies and profiles be stored, and who will have access to them?

After your competency framework is in place, you can start developing competency profiles. In other words, the fun part!

Creating Competency Profiles

A competency profile is the collection of competencies required for a job (usually 6-10 total). To develop competency profiles, you need to first identify which competencies are most critical, and then identify which stage of proficiency is required for each competency for each job.

One mistake I often see people make when creating competency profiles is not involving the right people. It's critical to consult subject matter experts (SMEs) who have a thorough understanding of the jobs you are creating competency profiles for. Ideal SMEs should have a deep understanding of the requirements for the jobs being profiled, collectively cover all aspects of the jobs (e.g., differences in geography, function, tenure), and be credible and respected colleagues to help build buy-in throughout the initiative. There are a variety of methods you can use for consulting SMEs. For example, you can hold a focus group with many SMEs at the same time, conduct one-on-one interviews, distribute a survey, or use any combination of these methods. The best method to use will depend on the SMEs availability, and the culture of the organization.

Having your SMEs select the most relevant competencies to include in a profile can be overwhelming, particularly if you are using a large competency dictionary. As a result, it can be more efficient to start with a shortlist (that is, a smaller subset of competencies likely to be relevant to the jobs you are profiling). Some vendors use AI technology to scour the internet for similar roles to identify what KSAOs or competencies tend to be included in job descriptions or job ads for similar roles. Alternatively, you can consult relevant internal documents (e.g., job descriptions, performance criteria), industry skill models, or talk to SMEs to identify the best competencies for the shortlist. Typically, it makes sense to have a mix of cognitive competencies (e.g., problem solving), interpersonal competencies (e.g., teamwork), intrapersonal competencies (e.g., adaptability), and technical competencies (e.g., sales strategy, IT troubleshooting).

It's often helpful to start creating competency profiles for a pilot group first. That way, you can generate some quick wins and lessons learned for when you roll them out across the rest of the organization. After your competency profiles are in place, you can start using them for any and all of your talent applications (including hiring, onboarding, learning and development, career pathing, succession planning, and performance management).

Using Behavioural Competencies for Hiring

Two of the biggest hiring mistakes I see organizations make are: 1) asking questions that are not related to the requirements of the job and 2) making decisions based on 'gut feel' rather than objective criteria. Fortunately, these mistakes can be easily avoided by using competencies for hiring.

When you have competency profiles in place, you can assess candidates using the behaviours within the competencies to see if they meet the requirements for the role. Many of the best hiring tools that I-O practitioners use are well-suited to assess behavioural competencies. One obvious tool is the behaviour-based structured interview, which asks candidates to describe how they have behaved in a specific situation in the past. These behaviour-based questions can be linked to the competencies required for the job. For example, if Financial Acumen and Continuous Learning are two competencies required for the role, the associated interview questions could be 'tell me about a time you needed to leverage financial data to make a decision' and 'describe a time when you were committed to learning something new.'

Your competencies (which should define the behavioural expectations across multiple stages of proficiency) can easily be translated into a Behaviourally-Anchored Rating Scale (BARS). As I-O practitioners, we know that having a solid BARS is the crux of a good quality structured interview. Many organizations unfortunately miss this critical step. They might ask good behaviourally-based questions, and use a structured approach that asks the same questions to all candidates, but then score the questions using a subject rating scale (yikes!).

Using Behavioural Competencies for Learning and Career Development

Another common use of behavioural competencies is for learning and development. Employees can assess themselves against the competencies in their profiles to identify areas for development or strengths. For example, if my role requires me to be at 'Stage 3 – Advanced' for the Financial Acumen competency, and I do a self-assessment and realize that I am at Stage 2, it could be flagged as an area for development. Assessments can also be completed by managers and/or peers (e.g., 360 assessments).

It can be helpful to map competencies to a variety of learning resources, so that when people identify a learning need, they have a variety of options for development. Of course, learning should not be prescriptive, and I always recommend that a custom learning plan be created collaboratively by the employee and their manager.

An added benefit of having competency profiles for all roles is that they can also be used for career pathing. Employees can not only assess themselves against the criteria for the role they are currently in, but also for any role that they aspire to move into.

ROI of Using Competencies

The benefits of using competencies for talent applications can be substantial. In fact, a study by Brandon Hall Group found that organizations with a mature competency framework in place were:

- 55% more likely to have increased revenue over the past year
- 41% more likely to have increased market penetration
- 41% more likely to have increased customer satisfaction
- 37% more likely to have increased employee engagement

To Conclude

I hope I have convinced you of the merits of using competencies. The next time you see any rolled eyes at the mention of competencies, I hope you can convince people otherwise!

References

Brandon Hall Group (2017). *Great ROI awaits investors in competency management*.

About Dan van der Werf, Ph.D.

Dan is the co-founder of Perennial Talent, a talent management consulting company that specializes in helping organizations hire, grow, and retain top talent using competency frameworks. Dan has a PhD in Industrial-Organizational Psychology from the University of Guelph. Feel free to connect with Dan on LinkedIn, https://www.linkedin.com/in/dan-vanderwerf/

Do you have ideas on how to merge the science and practice of I-O Psychology to advance the interests of organizations and their people? Would you like to share your practical perspectives with us? We would love to hear from you. Please contact Dr. Ameetha Garbharran at ameetha@expsyt.com if you have comments, suggestions or would like to contribute an article to the Practice Makes Perfect column in an upcoming issue of the CSIOP newsletter.
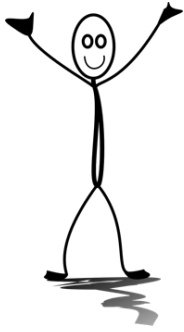
State of the Science

Lance Ferris, Ph.D.
Michigan State University

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

While bad bosses and abusive supervisors have been received the lion's share of attention in both the media and organizational research, their opposites – humble leaders – have increasingly become the focus of research over the last decade. Conceptualized as leaders who are willing to be self-critical, appreciative of their own weaknesses and others' strengths, and open to feedback, humble leaders are thought to be role models for team members in organizations. Yet it has also been said that people may interpret humble leaders as lacking self-confidence and be less willing to follow such leaders; the literature similarly suggests the effects of humble learning on outcomes can be variable.

A new study published in the Journal of Organizational Behavior by Pierre-Marc Leblanc and Vincent Rousseau (of Université de Montréal) and Jean-François Harvey (of HEC Montréal) tried to address when and how humble leaders are able to have a positive impact on organizational outcomes, focusing in particular on their effect on a team's level of innovation. In particular, they argued that a humble leader can act as a role model for teams to become more reflective, which in turn leads to greater innovation – but only when the team has a high level of proactive team members.

More specifically, Leblanc and colleagues argued that humble leaders can legitimize reflexivity among team members – that is, legitimize thinking about the best methods and optimal approaches to achieve objectives – by modeling behaviors such as questioning their own approaches, being open to diverse opinions, and accepting feedback in an open-minded manner. However, such role modeling also requires that teams be characterized as high in proactivity, as such teams are more likely to see humble leadership as an opportunity to improve team functioning; on the other hand, non-proactive teams are more likely to prefer the status quo and wait for the leader to decide things for them, shying away from taking on additional work. Using multi-wave and multi-source data collected from 71 teams at a Canadian university-affiliated hospital, they found support for their model: humble leadership was related to greater team reflexivity, which in turn was related to greater team innovation, but this relation only held for teams characterized by a high level of proactivity.

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

Leblanc, P-M., Rousseau, V., & Harvey, J.-F. (2022). Leader humility and team innovation: The role of team reflexivity and team proactive personality. *Journal of Organizational Behavior*. doi: 10.1002/job.2648

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.

Student Update

Rachael Jones-Chick, M.Sc.
Saint Mary's University

Hello CSIOP student members!

I hope you are all having a wonderful summer! In this newsletter column, I will go over some details from the CPA convention and introduce you to your new student representative!

CPA Convention

Student Symposium

Thank you to the 4 students who were part of the CSIOP student symposium: Benjamin Moon, Anna Gödöllei, Guler Kizilenis Ulusman, and Justin Brass. Though Justin and I were both unable to make it to the symposium due to flight cancellations, the symposium was full of very interesting research, and I am so glad that these presentations were shared at the convention!

Student Mentor Event

The student mentor event was once again very successful. Thank you to all the students who registered for and attended the event! Also, a huge thank you to our 8 fantastic mentors: Derek Chapman, Julie Choi, Amanda Julian, Stephanie Law, Matthew McLarnon, Tom O'Neill, Deborah Powell, and Nick Turner.

The Next CSIOP Student Representative!

I have been so happy to hold the role as your CSIOP student representative for the last 2 years, but now, I am thrilled to introduce your new student representative: Jocelyn Brown!

Here is a message from Jocelyn:

Dear CSIOP members,

I am so happy to have the opportunity to work with you all over the next two years! My name is Jocelyn Brown. I completed my master's at Western University and am now joining the PhD program at Saint Mary's University this upcoming academic year. My research interests are primarily focused on equity, diversity, and inclusion at work. In particular, I focus on the experiences of candidates and employees with disabilities. As your student representative, I am looking forward to engaging students across the country. In addition, I want to help share students' research and to connect students with prominent researchers or practitioners with similar interests.

I want to take the time to thank Rachael for her hard work during the past two years as the student representative. Thanks to her efforts, CSIOP continues to have a successful student mentor event that will hopefully continue after her tenure. I know she was dedicated to creating sources of information to help current students and those that will join our field in future years. Best of luck with your future ventures Rachael!

If you have any ideas or questions, please feel free to introduce yourself to me. I am enthusiastic to talk about anything I/O related with students, faculty, practitioners, or any other members of our community. During my tenure, I hope to get the chance to meet as many of you as possible so please reach out for a zoom call, chat over email, or at any in person events.

You can reach me at: studentrep@csiop-scpio.ca

Update On: Alliance for Organizational Psychology

Lynda Zugec, M.A.
The Workforce Consultants

Alliance for Organizational Psychology Announces New Officers

We congratulate the following Alliance for Organizational Psychology (AOP) Officers on their new positions and look forward to working with them in the near future!

President: Barbara Kozusznik
Secretary-General: Sharon Glazer
Communications: Janneke K. Oostrom
Treasurer: Mark L. Poteet

The Alliance for Organizational Psychology (AOP) was established in 2009 and member organizations include the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology (EAWOP), the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-Division 1), and the Canadian Society for Industrial & Organizational Psychology (CSIOP). Our "Update On: Alliance for Organizational Psychology" column seeks to provide our readership with information relevant to the AOP and member associations so as to encourage a more global and unified approach in the dissemination of knowledge, exchange of ideas, and participation in varied initiatives.

A list of Network Partners can be found here:
https://alliancefororganizationalpsychology.com/the-%22big-tent%22

SIOP Celebrates 40 Years!

Forty years ago this month, Articles of Incorporation were filed with the Recorder of Deeds in Washington, DC, formally establishing the Society for Industrial and Organizational Psychology, Inc. We continue the celebration of this milestone by highlighting 40 facts about SIOP's last 40 years:

https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/5813/40-Facts-Celebrating-40-Years-of-Incorporation?utm_medium=email&utm_source=rasa_io

Call for Proposals – Small Group Meetings (SGM)

EAWOP's mission is to promote and support the development of Work and Organizational Psychology in Europe.

One obvious way to do this is to get work and organizational psychologists from across Europe together to explore mutual interest and build collaborative networks. In addition to its successful biennial congress, EAWOP funds Small Group Meetings (SGM), which are small-scale research or practice-oriented conferences for 20-25 participants with an international group of delegates that aim to stimulate contact between EAWOP members, and to develop cross-national collaborative networks within Europe. **The EAWOP Executive Committee (EC) is happy to announce the opening of a new call for SGM proposals**. We recognize that there may be still some difficulties in organizing in-person meetings. Thus, virtual meetings are allowed. However, in-person SGMs will be prioritized over virtual meetings if conditions allow participants to travel and gather indoors.

Specifically, the EC is seeking proposals for intensive, multi-day SGMs with an international range of delegates in which members of EAWOP play an active part. EAWOP members interested in organising a SGM are invited to submit a proposal to the EAWOP EC by the **deadline** on **September 15th 2022:**

http://eawop.org/calls

Next EAWOP Congress: 24-27 May 2023, Katowice, Poland

The 21st EAWOP Congress is being organized by the Polish Association of Organizational Psychology between the **24th and 27th of May 2023** at the International Congress Center in Katowice, south of Poland.

We are delighted to announce that the theme of the EAWOP 2023 Congress will be: **The Future is Now: the changing world of work.**

We are all really looking forward to meeting and sharing this face-to-face event with our fellow work and organizational psychologists! Typically, over 50 countries are represented with attendances approaching 2000 psychologists. What a wonderful opportunity to renew old friendships and to make new ones.

Over the coming months, we will be keeping you updated on all the exciting developments through EAWOP's Newsletter, LinkedIn and Twitter accounts. You can also follow the #EAWOPCongress on social media. We have also recently launched our new website! Click to check it out:

https://www.eawop2023.org/

The Convention Corner

Lindie Liang, Ph.D.
Wilfrid Laurier University

After a year of maternity leave, I am excited to be back and continue my role as the CSIOP Program Coordinator! I attended the CPA annual convention in Calgary – it was my first in-person conference since 2019, and I am thrilled to report that it was a successful one!

A heartfelt thank you to all the contributors, reviewers, attendees, mentors, and poster award judges for making this happen! A special thanks to our Interim Program Coordinator Anja Krstic for putting together a fantastic program, and to our Student Representative Rachael Jones-Chick for organizing a successful student symposium and the CSIOP social events!

To kick-start the first day of the convention, our Section Keynote speaker Dr. Sandy Hershcovis from the Haskayne School of Business at the University of Calgary had a fantastic talk on bystander intervention in workplace harassment. Sandy's talk generated many insightful questions from the audience and has inspired new research insights for faculty and students who are interested in the topic. One of the things that stood out for me was the "burrito study" field experiment of customers witnessing a server being mistreated, which took place in a burrito restaurant – I bet a lot of the audience members had burritos for lunch after the talk ☺ Following Sandy's talk, Christine Novitsky, a PhD student from Saint Mary's University, gave a talk on healthcare leadership interventions. Hayden Woodley from the Ivey School of Business at Western University—the recipient of the CPA President's New Researcher Award—gave a talk on his research. To wrap up a great first day, students enjoyed chatting to faculty and practitioner mentors at the Student-Mentor Event. Thanks again to all the mentors who took their time to share their experiences with the students!

The second day of the convention was a busy one for the CSIOP section. There were a series of snapshot session talks in the morning, followed by the CSIOP Student Symposium organized by our student representative Rachael Jones-Chick in the afternoon, featuring work conducted by students in I/O psychology on a wide range of topics (impression management profile in job interviews, leadership behaviors, and technology and job insecurity). I was happy to see that the Student Symposium was very well-attended – the room filled up quickly and the audience was engaged. After the Student Symposium, CSIOP had its Annual General Meeting. Finally, the most-anticipated annual CSIOP Military Social Event took place in the Thompson Hub in the conference hotel. This event was a great opportunity to meet and catch up with I/O and Military section attendees, as well as some Calgary-area academics and practitioners, who were invited to the event this year. The event ended with the presentation of the RHR Kendall Award – CSIOP's annual competition to recognize outstanding papers by CSIOP student members.

Congratulations to Janice Lam – a PhD student from Schulich School of Business at York University – for winning this year's RHR Kendall Award!

On the last day of the convention, the I/O section presented their posters bright and early in the morning. Although I was not able to attend the poster session, I heard it was well-attended and there were so many interesting research ideas! A huge thanks to our judges of the Student Poster Awards (Josh Bourdage, Deb Powell, Matthew McLarnon, Jessie Zhan, Kabir Daljeet, and Harris Rubin), and congratulations to all the award winners!

It Takes a Village…A Story of 10 People, Two Dogs, One Rabbit and A Lot of Big Hearts

Erika Ringseis[1], Ph.D.
Inhaus Legal LLP

In the morning my kitchen is like a life-size game of pinball. Bodies bounce off each other and cupboard doors open and close as ten people eat breakfast and pack up for school, daycare, work and job hunting.

My legal column this quarter is a bit different…a bit less about law. A bit more about humanity.

I was honest in the original ad I placed at icanhelp.host[2] to host a Ukrainian family fleeing from the war with Russia in my basement, describing my household with such words as "chaotic," "squishy" and "full." I emphasized that the basement included rec room space with an uncomfortable futon and no separate bedroom, but a small private bathroom was available. I noted that we were a family of five, plus two dogs and a rabbit. No one in my house speaks Ukrainian or Russian or has ever even been there. Even with the realistic preview of what I had to offer, I received multiple responses, requests for help and a place to stay, the minute my ad went live.

A man named Sergei sent me a note…he was forced to stay behind in Kiev in case he was called in to fight. But his wife with their two young children and his sister with her teenage son had escaped the war and evacuated to Poland. Now they wanted to come to Canada. Five people looking for a place to stay in Calgary, but unwilling to go to separate homes. No matter how squishy and chaotic our home may be, he asked me to help.

How could I say no?

But how could I say yes? How could I take five additional people in a house bursting at the seams, with work busy for both my husband and me, kids in the middle of graduation and exams, sports competitions and dance and band performances? And then I realized the answer was in how I asked the question. How could I say yes? "I" did not need to say yes. I was not facing the challenge alone. Many people are willing to help the evacuees, and I have been overwhelmed, literally and emotionally, with offers of help and support. My neighbourhood responded to my plea with everything from clothes to rides to toys and toiletries. I called the CEO of the daycare that my girls used to attend and without hesitation she offered the three year old Ukrainian girl a free daycare spot.[3] The 7 year old was able to get into the neighbourhood elementary school for a month of normalcy, and the 14 year old goes to junior high with my youngest daughter. My middle daughter gave up her bathroom and basement "lair" so the Ukrainians could have their own bathroom. Several people in the neighborhood have come forward to hire one of the Moms to clean houses and act as a companion for an elderly neighbour, allowing her to start earning some income while still working on her very limited English. My Ukrainian family has been offered free passes

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[1] Erika Ringseis is a labour, employment, privacy and human rights lawyer practicing with Inhaus Legal LLP. With a Ph.D. in Industrial/Organizational psychology and an ongoing commitment to diversity and inclusion, Erika focuses her career on HR governance issues. Currently Erika lives in Calgary in a very full house.

[2] If after you finish reading this article you would like to consider offering help to a family, whether hosting or otherwise, another great option is to connect with a local Ukrainian church, where you can be matched up with someone needing help.

[3] Many ongoing thanks to the warm hearts and patient souls of the Kids & Company staff, including CEO Victoria Sopik https://kidsandcompany.com.

to swimming and Calaway Park, discounted prices and free items. We stopped to pick up dry cleaning and the woman behind the desk, eyes watering knowing what trauma this family had been through, offered what she had to the children (a candy and free bottle of water). We walk into stores and when I explain the situation, people shed tears, share thoughts of anger and hope, and want to hug the Moms.

In a time when life has been difficult, I am touched by the daily reminders of how amazing our country is and how lucky I am for the life I have here. I have so much gratitude for all of the people who have shown support and love.

But, life as a family of 10 has not all been easy or fun. Within the first couple of hours of landing in Calgary, the three year old Ukrainian girl was bit in the face by my over-anxious dog and we spent over four hours navigating the children's hospital and health care system with jeg-lagged, exhausted family members…and certainly my own work, life and health have taken a backseat in importance as I am called upon to help navigate the complexities of our Canadian systems. Many, many hours have been spent applying for health care, getting ID cards, applying for SINs, getting bank accounts, looking for jobs, exploring the city, trying to showcase some of the great things Canada has to offer, untangling the web of supports available from churches, newcomer societies, the government, charities and more. Gas continues to be expensive and we have to drive multiple vehicles to fit all 10 people, not to mention buying food for a family of 10.

From a legal perspective, you may be wondering what the obligations and commitments are. The Ukrainians are entering Canada under a special CUAET program,[4] so they are not refugees. If you choose to host a family, you have no financial or legal obligations other than what you agree to with the family. The Ukrainians get an open work permit under the CUAET program, so they are able to apply for any jobs and get settled quite quickly.
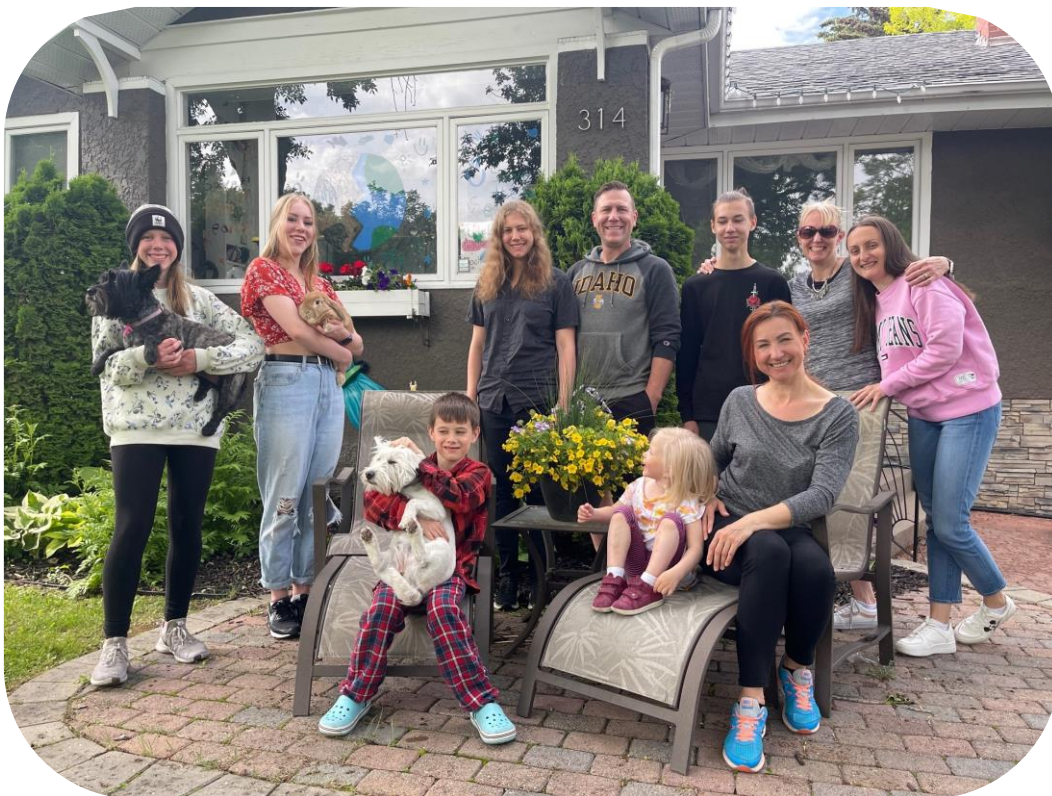
The amount of work realistically necessary for a host family depends on the nature of the family you agree to support. If no one in the family you are hosting speaks English well, there will be more a burden on you to help fill out paperwork and navigate phone calls (Google translate is my new favourite app). Job hunting is also more difficult without adequate English. Children in the household add more complexity as you have to figure out schools and caregiving. Families with immediate members still in the Ukraine have additional needs and ongoing support requirements than those who arrive as an intact unit.

The five Ukrainians living with me are incredibly grateful, loving people who respect my house and family, although they find our pace of life does cause them to feel a bit dizzy, they say (to be fair, I did give them a realistic home preview of life in a Canadian household of three teenagers, each with extracurricular interests, two parents who work and three pets who are overly enthusiastic, but I guess adding to that the regular ridiculousness of the month of June with school activities and end-of-year celebrations and it is a bit dizzying, to be sure).

My final message to you is to take a moment today…forget about COVID and the legal realties of life, forget about the pressures of work and the demands of family. Take a moment to look around and appreciate the country that we live in and the joys that we have. Share a meal with a person struggling to get by, give a kind word to the grumbling person on the street.

I look forward to having time to read some case law and write a regular legal column next time. But, this time, I am taking my moment of reflection and gratitude. Thank you for sharing it with me. Now back I go to my life-sized pinball game…

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[4] For more details, see: https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/03/canada-ukraine-authorization-for-emergency-travel.html.

Erika and her expanded family!

Award Recipients

Congratulations to all of the award recipients from this year's CPA convention!

1st Place Poster Winner

From left to right: Deborah Powell and Denise Law

2nd Place Poster Winner

From left to right: Deborah Powell and Eva Kwan

3rd Place Poster Winner

From left to right: Deborah Powell and Amy Barron

RHR Kendall Award

From left to right: Josh Bourdage and Janice Lam

EDI Award

From left to right: Deborah Powell and Jessie Kim

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