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# The Canadian Industrial & Organizational Psychologist

## Chair's column

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Lynda Zugec, M. A.  
The Workforce Consultants

### *On the Registration/Licensure of Industrial-Organizational Psychology*

It is hard to deny that the issue of registration/licensure is one that is near and dear to many of us. And, for good reason. The discussion during Blake Jelley's roundtable on the issue during the CPA convention earlier this year in June highlighted our need to poll the membership and subsequently ask Past President Kevin Kelloway to put

forth a motion for consideration to the CPA. The motion on which the membership poll was based follows:

"With respect to the practice of I/O psychology, individuals possessing the appropriate educational and experiential qualification (as determined by the regulatory authority/licensing board in their jurisdiction) should be eligible for **voluntary** registration/licensure. Such boards should consult with the I/O community to determine appropriate standards for registration/licensing. There should, however, be no requirement that I/O practitioners be required to register or be licensed in order to practice their profession."

The results of the poll are in favor of passing the motion, a process that we will now begin after hearing from our members. Slightly over **89%** of respondents agreed with the statement above.

In addition, we received a formal statement from J. L. Michela, I-O Chair, at the University of Waterloo on the registration/licensing of I-O psychology. The I-O faculty discussed registration/licensing as a group and submitted their thoughts on the issue:

*"Our six-member faculty in I-O Psychology unanimously recommends against a licensing requirement for everyone who claims to be engaging in I-O Psychology practice. Voluntary licensing may have value to some service providers or their clients. Mandatory licensing, however, is unnecessary and most likely would impose very significant costs to service providers, business clients, and to members of society overall, including as taxpayers.*

*With respect to necessity, it is unnecessary because the clients for I-O Psychology services are fundamentally different from the individual members of the public who need the protections afforded by licensing or other certification of physicians, dentists, psychotherapists, and other such professionals who serve unsophisticated individuals. Businesses, in contrast, can reasonably be left with the responsibility to choose service providers—whatever they may call their services—competently.*

*With respect to costs, the costs to service providers would have to be passed on at least to some degree to business clients, which creates an economic cost to society overall. Further economic and social costs would accrue as the skill sets of I-O Psychology became less utilized, and thus the economic and social value of this utilization became less realized. We predict less utilization because some students will choose less onerous training and practice in “Human Resource Management” instead of “I-O Psychology.” In HRM programs, students do not learn the same skills and thus ultimately are not able to provide all of the same services—some quite specialized—that are provided after I-O Psychology training.*

*Taxpayers support universities in all Canadian provinces and in all of the 50 states of the US. It seems inescapable that mandatory licensing for I-O Psychology that mirrors licensing for Clinical Psychology will lead to imposition of training requirements in universities’ I-O Psychology graduate programs. The resulting costs are very high in clinical psychology, so significant cost increases for I-O Psychology programs are predictable as well. These costs will be borne at least in part by taxpayers. Given that the supposed beneficiaries of licensing—businesses—actually will not benefit but, instead, will incur pointless cost—taxpayers, too, will incur pointless cost.”*

We will share this with CPA and other relevant bodies. We welcome similar submissions from other university departments and groups.

We believe there will be occasions for individuals and groups to voice their opinions and publicly share comments on licensure in the future. Our aim is to alert our membership when we become aware of such opportunities. Should you hear of any chances for public comment, please let us know so that we can inform our membership! You can send an email to [lynda.zugec@theworkforceconsultants.com](mailto:lynda.zugec@theworkforceconsultants.com)

Your executive team will also be looking to other I-O groups globally that have a similar mandate to CSIOP to determine the regulatory/licensing environment within which they operate and better inform ourselves about our direction forward.

### ***I-O Salary Survey***

In this issue of “Practice Makes Perfect” (column below), we were able to connect with the Greater Toronto Area (GTA) I/O Psychology Professionals Network. They were kind enough to let us share some of the results of their recent Salary Survey! If you have any questions or comments about the survey or would like a copy of the complete survey results, please contact Joanna Kraft at [kraft.joanna@gmail.com](mailto:kraft.joanna@gmail.com)

### ***New Team Members!***

Welcome to Lindie Liang. Lindie is an Assistant Professor at the School of Human Resources Management at York University. She will be taking over for Arla Day as the CSIOP News Items Columnist. Please send all your news items to Lindie at [lianglin@yorku.ca](mailto:lianglin@yorku.ca).

Also new to our team is Sarah Bourdeau. Sarah is a graduate student in organizational psychology at the University of Quebec in Montreal. She will be working with Lance Ferris to ensure our newsletter meets the changing needs of our members.

### ***Do You Belong to a Local I-O Group in Canada?***

CSIOP is in the process of putting a Local I-O Groups listing together for Canada on our website. If you know of any local groups in Canada that you would like to highlight on the CSIOP website, please send an email to: [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com)

### ***Call for Volunteers!***

Are you interested in serving as a volunteer with CSIOP? If so, please reach out ([lynda.zugec@theworkforceconsultants.com](mailto:lynda.zugec@theworkforceconsultants.com)). Our goal is to engage a greater number of our membership in our activities and we welcome the opportunity to discuss current initiatives and how you can become involved!

## Upcoming Conferences

### CPA Conference



The 2017 CPA National Convention and CPA Marketplace Trade Show will be taking place in Toronto, Ontario, Canada at the Fairmont Royal York Hotel. Recently, we received the Call for Submissions from CPA. We are also in search of reviewers for the conference. If you would like to serve as a reviewer, please contact Ivona: [ihideg@wlu.ca](mailto:ihideg@wlu.ca)

**CALL FOR  
SUBMISSIONS**

Be sure to check out Ivona's "Conference Corner" in this issue of the newsletter for updates and information.

### ICAP Conference



It is never too early to start planning for the International Congress of Applied Psychology. Every four years, the International Association of Applied Psychology (IAAP) organizes this world congress of applied psychology which serves as a review of advances in applied psychology and unites several thousand psychologists from all over the world: <http://www.icap2018.com/>

Canada has the pleasure of hosting the 29<sup>th</sup> Congress in Montreal, Quebec from June 26<sup>th</sup>-30<sup>th</sup>, 2018. The theme for ICAP 2018 is Psychology: Connecting Science to Solutions. The Congress will serve as the venue for the CPA's 79th Annual General Meeting and Convention.

### About IAAP



The International Association of Applied Psychology (IAAP) is the oldest international association of psychologists. Its official languages are English and French. Founded in 1920, it now has more than 1,500 members from more than 80 countries. Its mission is succinctly stated in Article 1 of its Constitution: "...to promote the science and practice of applied psychology and to facilitate interaction and communication about applied psychology around the world".

Division 1 of IAAP is Work and Organizational Psychology: <http://iaapsy.org/divisions/division1>

### Online Archive

We are underway in developing an online picture archive of past CSIOP activities. We would like to include pictures from CSIOP activities such as the annual Canadian Psychological Association (CPA) conference and Long Range Planning (LRP) Meetings. If you have pictures from a previous CSIOP activity, please send these along to: [webmaster@csiop-scpio.ca](mailto:webmaster@csiop-scpio.ca)

Please also identify the year the photo was taken and the individuals within the pictures. Note that by sending these pictures to us, you are confirming your consent to have them posted to the website.

We appreciate your assistance in this as it will help enable us to develop a more complete archive.

## Do you have past CSIOP newsletter issues? If so, we want them!

We're looking for newsletters published in the following years:

- **2002:** Volume 19 Number 1 (likely published in the Fall)
- **2001:** Volume 17 Number 4 (likely published in the Summer) and Volume 17 Number 2 (likely published in early Winter)
- **2000:** Volume 17 Number 1 (likely published in the Fall)
- **1992-1999:** We are missing all issues from this decade. That is, we are missing all issues from Volume 8 to 15. Typically, CSIOP publishes 4 issues/year.
- **1991:** Volume 7 Number 2 (likely published in the Winter) and Volume 8 Number 1 (likely published in the Fall).

Should you have these issues, please contact Silvia Bonaccio ([chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca)).

## Avez-vous d'anciens numéros du bulletin de la SCPIO ? Si oui, nous les voulons !

Nous recherchons des bulletins publiés les années suivantes :

- **2002 :** Volume 19 Numéro 1 (probablement paru à l'automne)
- **2001 :** Volume 17 Numéro 4 (probablement paru à l'été) and Volume 17 Numéro 2 (probablement paru à l'hiver)
- **2000 :** Volume 17 Numéro 1 (probablement paru à l'automne)
- **1992-1999 :** Nous n'avons aucun numéro de cette décennie. C'est-à-dire que nous n'avons aucun numéro paru dans les Volumes 8 à 15. Typiquement, la SCPIO publie 4 numéros / an.
- **1991 :** Volume 7 Numéro 2 (probablement paru à l'hiver) et Volume 8 Numéro 1 (probablement paru à l'automne).

Si vous avez ces numéros, s'il vous plaît contactez Silvia Bonaccio ([chair@csiop-scpio.ca](mailto:chair@csiop-scpio.ca)).

## Preserving our History

Our website ([www.csiop-scpio.ca](http://www.csiop-scpio.ca)) allows us to engage in several initiatives to preserve our history. In her role of Chair, Silvia Bonaccio worked hard to collect historical documents of interest to CSIOP. We have been scanning them to preserve them in electronic format. The CSIOP Executive team is looking forward to continuing this activity. To this end, please send any document you think is of historical interest: memos, photographs, bylaws, announcements, etc. No item is too small if it is of historical note. Second, we have been collecting all copies of past newsletters, and scanning those not available in electronic format. The goal is to have every issue of the newsletter available on our website. We are a few issues short of our goal. We will be making calls for specific issues of the newsletter we may be missing. Please see the note on the left of this newsletter for missing issues. The newsletter represents who we were and what our primary concerns were at specific points in time. These are important documents to retain. Third, we have been listing the names, and when available, the titles of papers, for the prizes awarded to our students. If you have won either the RHR Kendall Award or the Poster Prize, please take a look at our website under the Awards tab and let us know if your name is missing.



## CSIOP Membership

*Winny Shen, PhD  
University of Waterloo*

As of 30 October 2016, CSIOP has a total of 275 members, which consists of 16 CPA Fellows, 4 Honorary Lifetime Members, 8 Special Affiliates, 4 Retired Members, 85 Student Members, 9 Associate Members, and 149 Full Members.

## CSIOP News



*Lindie Liang, PhD  
York University*

### General News

Gary Latham (University of Toronto) is the new editor and Ron Piccolo (University of Central Florida) is the new associate editor of *Organizational Dynamics*, a refereed journal. They succeeded Fred Luthans and John Slocum in January 2016.

The audience for this journal is managers and MBA students rather than scholars. The subject matter of *Organizational Dynamics* is organizational behaviour and human resource management. The purpose of the journal is to translate research findings (evidence based management) into memorable, meaningful language that will inform decision making in organizational settings.

### *Saint Mary's University*



#### **Welcome to New Faculty**

The SMU I/O group is pleased to announce that Nicolas Roulin will be joining the faculty in 2017. Dr. Nicolas Roulin has been working as an Assistant Professor of Human Resources Management at the University of Manitoba since 2013. His research interests include the use and detection of impression management and faking tactics during the selection process, interactions between applicants and interviewers in employment interviews, employment discrimination, and the use of social media as selection instruments. His research has been published in the Journal of Applied Psychology, Personnel Psychology, Organizational Psychology Review, or the International Journal of Selection and Assessment. He is currently the Secretary and Treasurer of CSIOP.

#### **Defence**

- Congrats to Danielle Durepos (supervisor: Lori Francis), who successfully defended her PhD dissertation.
- Congrats to Jennifer Dimoff (supervisor: Kevin Kelloway), who successfully defended her PhD dissertation on “With a little help from my boss: Leaders as resource-facilitators”.
- Congrats to Natasha Scott (supervisor: Mark Fleming), who successfully defended her PhD dissertation.

#### **MASc Graduation**

- Congrats to Brianna Cregan, Alycia Damp, Beth DeCoste and Tabatha Thibault, who recently graduated with MASc in Industrial/Organizational Psychology from Saint Mary's University.

#### **New Job**

- Jennifer Dimoff (PhD 2016) accepted an Assistant Professor position in the Industrial/Organizational Psychology at Portland State University. Congratulations and good luck with your new job!

### *University of Calgary*



#### **Welcome to New Faculty**

The I/O group at the University of Calgary welcomes a new faculty member: Yannick Griep. Yannick Griep is an Assistant Professor at the University of Calgary, Alberta, Canada. He obtained his Ph.D. from the Vrije Universiteit Brussel, working on the role of time in psychological contract processes. He has held previous posts as a visiting research fellow at the North-West University, the University of Stockholm, the University of Toronto-Scarborough, and Carnegie-Mellon University. His primary research interests center around psychological contracts, negative behaviour at work, organizational commitment, and methods for studying everyday behavior (high density repeated measurement designs). He has published his work in leading journals such as the European Journal of Work and Organizational Psychology, PlosOne, International Archives of Occupational and Environmental Health, and the Journal of Occupational Health Psychology. He currently is an Editorial Board member at Frontiers in Psychology and the South African Journal of Industrial Psychology. In addition, he is organizing the EAWOP Small Group Meeting on the role of time in psychological contract processes (London, United Kingdom).

#### **Welcome to the New Students**

- Tessa Neilson
- Samantha Jones

#### **Recognition and Awards**

- Congratulations to Tim Wingate, who won a SSHRC scholarship for a research exchange to Switzerland.





### *University of Guelph*

#### **Recognition and Awards**

Congratulations to Patricia Baratta for receiving the OMS Graduate Scholarship in Industrial/Organizational Psychology for 2016. This scholarship is awarded annually to a graduate student based on academic excellence and contributions to the field of Industrial/Organizational Psychology, and contributions to the program's consulting firm Organization & Management Solutions.



### *University of Waterloo*

The 11th Annual Southwestern Ontario Industrial/Organizational Psychology and Organizational Behaviour (I/O & OB) Graduate Student Conference was held on Saturday, October 29, 2016 at the University of Waterloo. This day-long conference aims to bring together graduate students in I/O psychology, OB, and related disciplines to showcase their research and learn about the work of today's practicing I/O psychologists. Organized entirely "by students, for students", the conference aims to enhance graduate student experience through student poster and oral presentations, career panel discussions, and networking activities. This year's conference was sponsored by the University of Waterloo Graduate Studies Endowment Fund and the Canadian Society for Industrial and Organizational Psychology (CSIOP).

Date/time: Saturday, October 29th, 9am-5pm

Location: Federation Hall, University of Waterloo



### *Wilfrid Laurier University*

#### **Welcome to the New Masters Students**

- Victoria Daniel
- Shreya Kirolikar
- Christianne Varty

#### **Welcome to the New PhD Students**

- Peter Fisher

#### **Scholarships & Awards**

- Christianne Varty has received the Joseph-Armand Bombardier Canada Graduate Scholarship (Masters).

#### **Faculty Recognition and Awards**

- Congratulations to Laurie Barclay, who has received the SSHRC faculty insight grant entitled "Enhancing fairness in the workplace: Understanding employee and manager's experiences of justice and overcoming obstacles to enacting fairness" (\$147,385).

Please send any I/O or program information, photos, congratulations, etc. to  
Lindie at [lianglin@yorku.ca](mailto:lianglin@yorku.ca), 416-736-2100 ext. 22939.

## Practice Makes Perfect



*Lynda Zugec, M. A.  
The Workforce Consultants*

### ***I-O Salary Survey***

This issue of the “Practice Makes Perfect” column shares the results of the Salary Survey conducted and summarized by the **Greater Toronto Area (GTA) I/O Psychology Professionals Network**. The local I-O group continually demonstrates the power getting together with your peers can have. They have kindly allowed us to share their findings from the Salary Survey. Following the Salary Survey are some resources from the special issue of *Organizational Dynamics* on **Enabling Career Success!**

The purpose of this survey was to provide data on employment and salary conditions for professionals in Industrial and Organizational Psychology within the greater Toronto area. This survey was intended to complement the SIOP membership salary survey, while more specifically reporting on the reality facing our network in the GTA.



Fifty-nine out of 134 members (44%) of the I/O Psych network completed the survey. The majority of these respondents reported themselves to be 20 to 35 years of age (65%), female (78%), white or Caucasian (80%) and working as an external or internal consultant in an organization (83%), with an average of 7 years of work experience. All the respondents in this survey held a Master’s (61%) or Doctorate degree (39%) and the majority of them obtained their graduate degree in Industrial-Organizational Psychology (93%).

The base salary reported ranged from \$58,000 to \$350,000. The data indicated that respondents who hold a PhD tend to have a higher base salary (more than \$10,000 higher) than those who hold a Master’s, even when accounting for years of experience. Although years of experience did not significantly affect the amount of bonus or salary raise received, respondents who are more experienced tended to receive a higher bonus.

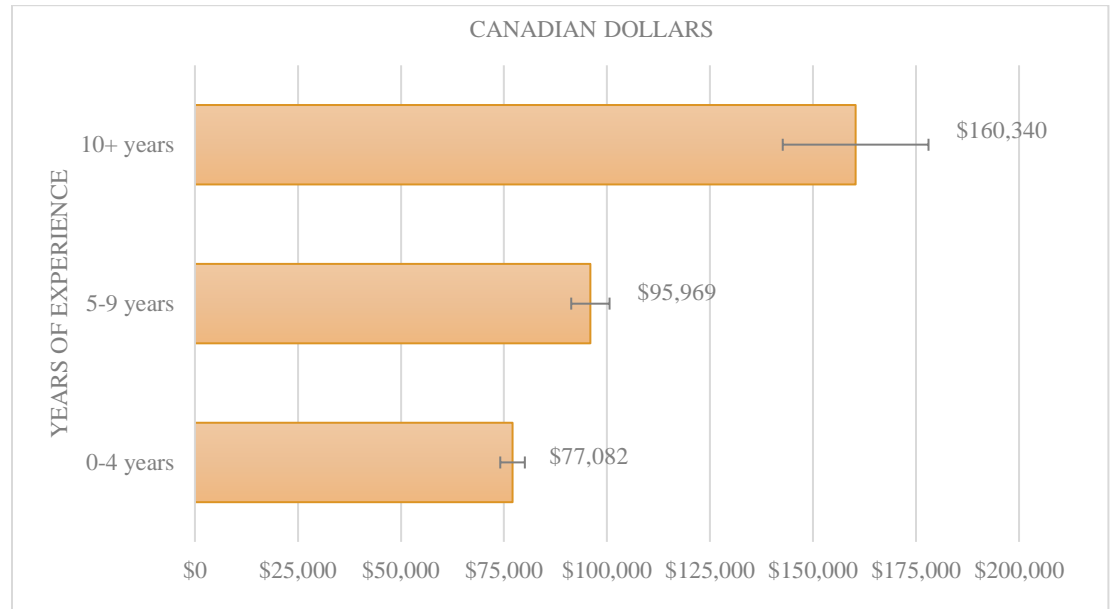


## Base Salary

On average, respondents were paid \$103,993 as a yearly salary. This figure ranges from \$58,000 to \$350,000.

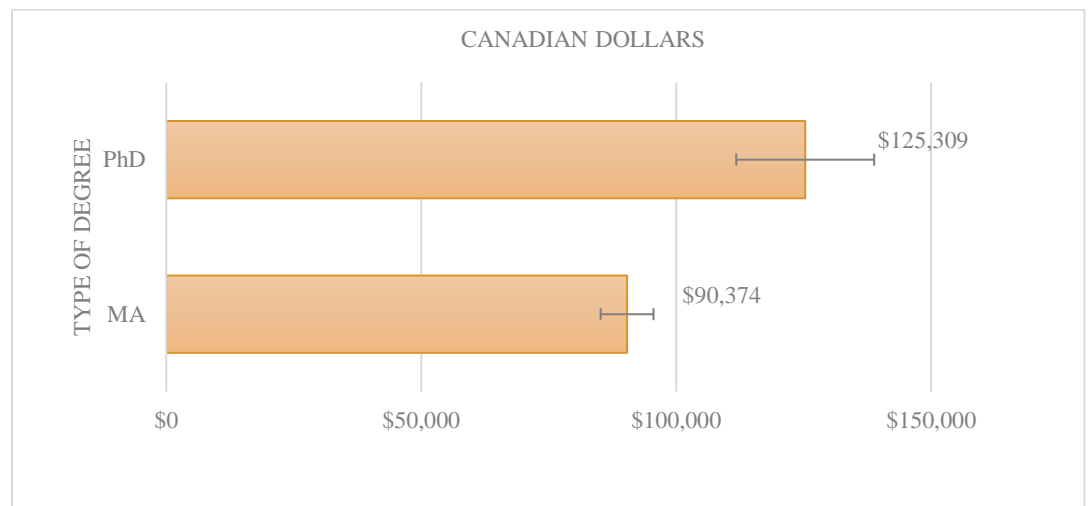
### Salary and Years of Experience

The respondents' base salary and years of experience were significantly positively correlated ( $r = .75, p < .001$ ). When broken into groups, the average salary for those with four or less years of work experience was \$77,082 (range: \$58,000 to \$115,000). Respondents with 5 to 9 years of work experience earned on average \$95,969 (range: \$72,000 to \$135,000), while respondents with ten or more years of work experience had an average base salary of \$160,340 (range: \$108,000 to \$350,000).



### Salary and Degree Obtained

Respondents who have a PhD earned a significantly higher base salary as compared to those with a Master's degree (\$125,309 compared to \$90,374, respectively). Base salaries for those with PhDs ranged from \$65,000 to \$350,000, while the base salary for those with Master's degrees ranged from \$58,000 to \$200,000.



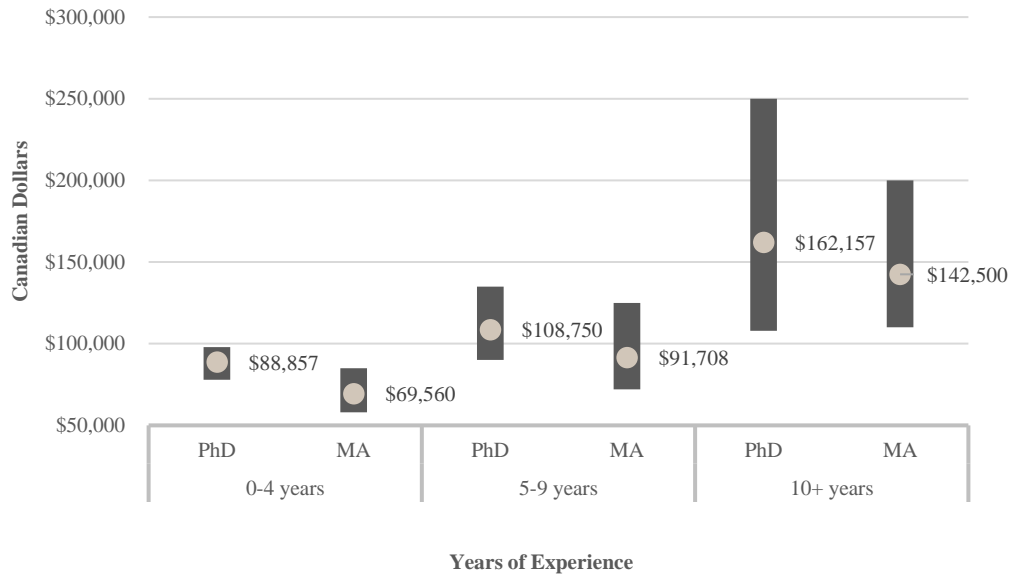




*Salary and Years of Experience by Degree Obtained*

For Master’s degree holders, the average base salary for members with: four or less years of work experience was \$69,560 (range: \$58,000 to \$85,000), 5 to 9 years of work experience was \$91,708 (range: \$72,000 to \$125,000), and ten or more years of work experience was \$142,500 (range: \$110,000 to \$200,000).

For PhDs, the average base salary for members with: four or less years of work experience was \$88,857 (range: \$78,000 to \$98,000), 5 to 9 years of work experience was \$108,750 (range: \$90,000 to \$135,000), and ten or more years of work experience was \$162,157 (range: \$108,000 to \$250,000).

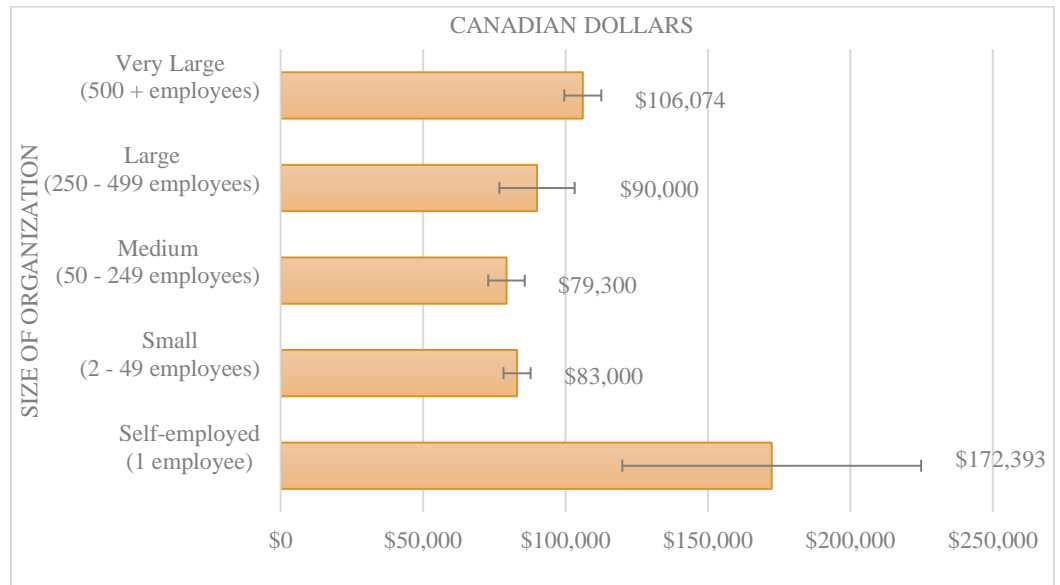


*\*One outlier value was removed from the 0-4 years MA statistics as they were significantly above the rest of the values within that range.*

*\*Two outlier values were removed from the 10+ years PhD statistics as they were significantly below and above the rest of the values within that range.*

*Salary and Size of Organization*

Base salary also varied by size of organization. Self-employed members having the highest base salary at, on average, \$172,393, followed by those within very large organization at \$106,074 on average.

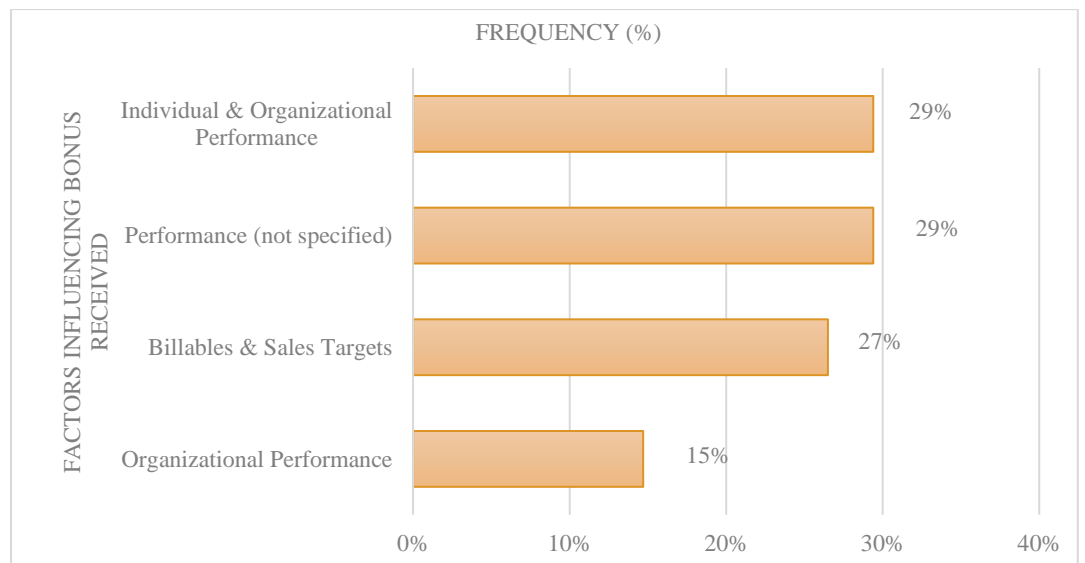


**Bonus**

On average, respondents received a bonus of \$16,763 (range: \$0 to \$125,000). The total value of the bonus was significantly correlated with the overall base salary ( $r = .58, p < .001$ ), indicating that as the base salary increases, so does the annual bonus.

**What is their bonus based on?**

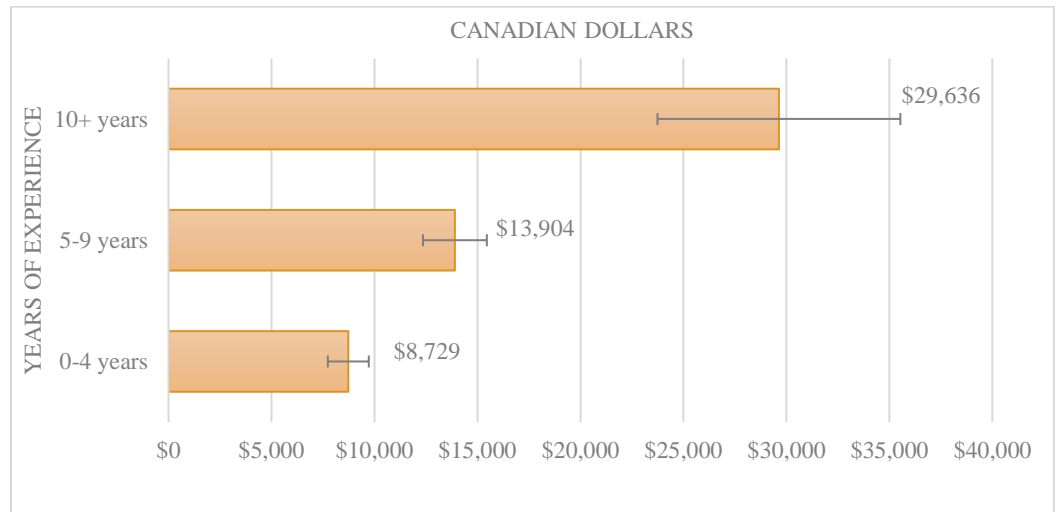
Approximately one-third (27%) of respondents indicated that their bonus was based on billables and sales targets, general performance (29%), or a combination of individual and organizational performance (29%).



\*Twenty-five respondents omitted responses on this question.

*Bonus and Years of Experience*

Although there were no significant differences for the bonus respondents received across years of experience, those with more experience, did receive a higher bonus. This may be a function of salary more so than years of experience.



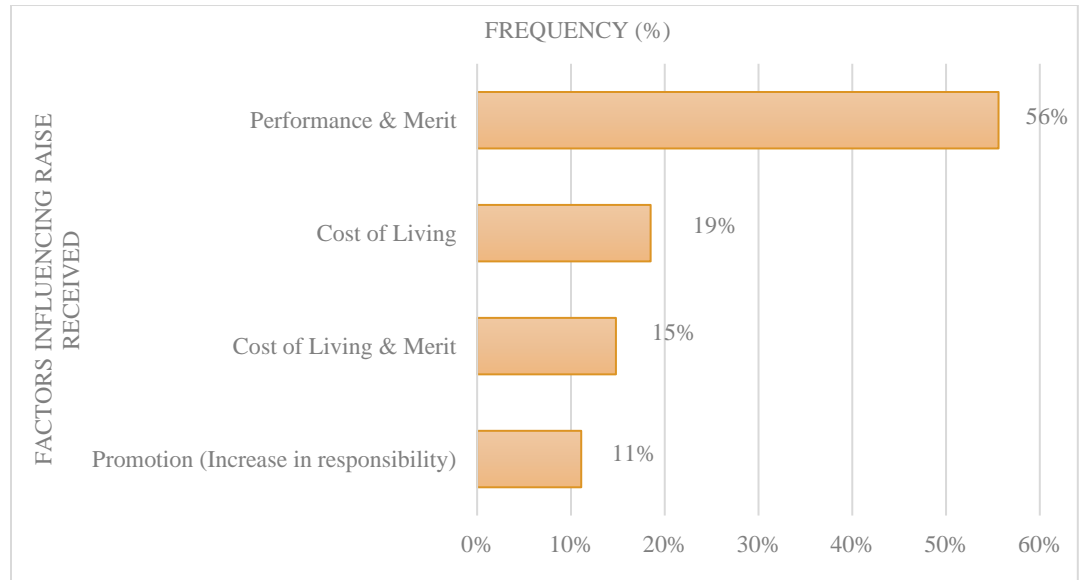
*\*Twenty-two respondents omitted responses on this question.*

**Raise**

On average, respondents received an annual raise of 5.2%. Not all respondents indicated that they receive a raise, and the highest annual raise reported was 20%.

**What is their raise based on?**

Over one-half (56%) of respondents indicated that their raise was based on performance or merit, with another 20% indicating that it was based on cost of living.



*\*Thirty-two respondents omitted responses on this question.*

No significant differences existed for the raise people received and their years of experience.

This survey was led by Joanna Kraft who completed initial drafts of the survey items, data analyses, and report. Vivian Chan, Ji-A Min and Denise O'Brien assisted with completing the report. Additional contributions were made by members of the I/O Psychology Professionals GTA Network Organizing Committee.

If you have any questions or comments, please contact Joanna Kraft at [kraft.joanna@gmail.com](mailto:kraft.joanna@gmail.com)

To learn more about the GTA I/O Psychology Professional Network and to get involved in their professional development and networking events, please visit: [www.iopsychgta.com](http://www.iopsychgta.com).

Do you want to start a group or find resources to help your existing group? You can access SIOP's Local I-O Toolkit here: [http://www.siop.org/UserFiles/Image/Local-IO/SIOP\\_2014\\_Local\\_IO\\_Groups\\_ToolKit.pdf](http://www.siop.org/UserFiles/Image/Local-IO/SIOP_2014_Local_IO_Groups_ToolKit.pdf)

Are you looking to connect with other Local I-O Groups and Related Organizations? If so, be sure to visit the SIOP website for an updated list: <http://my.siop.org/Resources/IOGroups>

CSIOP is in the process of putting a Local I-O Groups listing together for Canada. If you know of any local groups in Canada that you would like to highlight on the CSIOP website, please send me an email: [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com)

Do you have any comments, suggestions, or stories to share that relate to Local I-O Groups? If so, let us know: [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com). We would welcome the opportunity to share your thoughts in an upcoming issue of Practice Makes Perfect!

### Enabling Career Success (Resources)

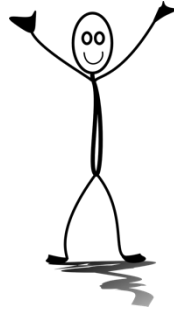
The new special issue of *Organizational Dynamics* is on **Enabling Career Success**, edited by Peter Heslin (UNSQ Australia). It is packed with useful career management tools developed by some of the finest researchers in the careers field. While primarily aimed as practical guides for managers and MBA students, several of these 10 articles may also be useful for consulting, executive education, within your research, or for personal use:

- **Enabling Career Success as an Emergent Process**, by PETER A. HESLIN • DANIEL B. TURBAN
- **Career Anchors and Job/Role Planning: Tools for Career and Talent Management**, by ED SCHEIN • JOHN VAN MAANEN
- **Discerning Career Cultures at Work**, by DOUGLAS T. (TIM) HALL • JEFF YIP
- **Negotiating Flexible and Fair Idiosyncratic Deals (I-Deals)**, by DENISE M. ROUSSEAU • MARIA TOMPROU • MARIA SIMOSI
- **Career Success Across The Globe – Insights From The 5C Project**, by WOLFGANG MAYRHOFER • JON P. BRISCOE • DOUGLAS T. (TIM) HALL • MICHAEL DICKMANN • NICKY DRIES • ANDERS DYSVIK • ROBERT KAŠE • EMMA PARRY • JULIE UNITE
- **Women's Career Advancement: Issues and Opportunities**, by TAMMY D. ALLEN • KIMBERLY A. FRENCH • MARK L. POTEET
- **Wise Proactivity: How to be Proactive and Wise in Building Your Career**, by SHARON K. PARKER • JENNY LIAO
- **From the Ordinary to the Extraordinary: High-Quality Mentoring Relationships at Work**, by BELLE ROSE RAGINS
- **Developing Career Resilience and Adaptability**, by SCOTT E. SEIBERT • MARIA L. KRAIMER • PETER A. HESLIN
- **Managing Work-Life Boundaries in the Digital Age**, by ELLEN E. KOSSEK

In the [opening piece](#), Peter Heslin and Dan Turban outline some possibilities illuminated by conceptualizing career success as an emergent process instead of as a cumulative outcome.

The following provides a glimpse: <http://www.sciencedirect.com/science/journal/00902616>

## State of the Science



*Lance Ferris, Ph.D.,  
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.*

It’s an experience we’ve all had – you go to the grocery store to buy one item, and you leave with a printed receipt roughly the length of your entire arm, if not longer. You might think this much receipt is overkill, but some new research by Jelena Brcic and Gary Latham (of the University of the Fraser Valley and the University of Toronto, respectively) suggests the space on that receipt might be valuable real estate – and what’s on it may influence how satisfied we are with our shopping trip.

Jelena and Gary’s research – in press at the *Academy of Management Discoveries* journal – looks at the effect of priming affect on customer satisfaction surveys, but priming affect in a relatively unobtrusive way: via the presence of smiley faces on store receipts. Specifically, they argued that positive affect can be unobtrusively primed by having the smiley faces on the receipts – similar to how “service with a smile” can increase customer satisfaction (albeit with the smile printed on the receipt instead of from the customer service representative). This positive affect, in turn, should lead to rating stores more positively on customer satisfaction surveys.

In an online experiment, they had participants read a series of receipts that were either stamped with a happy face or with a control image of various geometric shapes. Participants were then asked to think back to a store they had recently shopped at, and to indicate how satisfied they were with the customer service. The results indicated participants who saw receipts with a smiley face stamped on them rated their customer satisfaction scores significantly higher than those who saw the geometric shapes. A follow-up study replicating these results found that this effect was unique to the smiley face: another stamped thumbs-up icon did not produce the same effects.

To ensure these results were not simply occurring in the lab, Jelena and Gary also carried out a quasi-experimental field design where they examined actual customer responses to customer satisfaction surveys based on their experience shopping at a large Canadian retail store. Specifically, they were able to compare customer satisfaction survey scores before and after the retailer began including smiley faces on their receipts. Not only were customers more likely to give retailers top scores on survey items after the smiley faces were included, but they were also more likely to receive letters of praise as well.

Given that customer satisfaction plays an important role in the service industry (which itself accounts for more than 70% of the GDP in Canada/United States, as Jelena and Gary note), these findings illustrating how a small change can make a big difference in customer satisfaction might make store managers...smile. So if the next time you get one of those long receipts you notice it is covered in happy faces, now you know why!

The full citation for the article is as follows:

Brcic, J., & Latham, G. (in press). The effect of priming affect on customer service satisfaction. *Academy of Management Discoveries*.



*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](mailto:lanceferris@gmail.com) with a short (1-4 paragraphs) summary of your article, similar to the above.*



## Communication Update



*Joshua Bourdage, Ph.D.  
University of Calgary*

From the communications perspective, things are going well, and there are a number of interesting pieces of information we should highlight.

First, we are pleased to welcome several new contributors under our Communications portfolio. First, we'd like to thank Sarah Bourdeau (U. Quebec) for her assistance with the newsletter. She'll be assisting Lance Ferris with making our newsletter the best in CPA, and many of you will have noted changes to this edition and the last! Second, we'd like to welcome Grace Ewles (U. Guelph) as the new Social Media Coordinator. She will be replacing Justin Weinhardt. On that note, we would like to thank Justin for his time and efforts in growing our social media presence over the last year. If you have anything pertinent to social media (links to interesting articles, features of your work in the news), you can send this to [socialmedia@csiop-scpio.ca](mailto:socialmedia@csiop-scpio.ca), and Grace will post to the relevant forum. In terms of knowledge mobilization, this can be a great way to reach diverse audiences with your work.

Finally, we'd like to note that we're looking for a new Webmaster. If you have experience working with websites, this is a great way to become involved with CSIOP. We'll be putting out an official post in the coming weeks, but if you are looking for more information, please email me at [editor@csiop-scpio.ca](mailto:editor@csiop-scpio.ca). Francois Chicocchio has done an amazing job thus far getting our new website up and running, and is looking forward to handing this off to somebody new. This position is open to everybody, including students.

In terms of columns you can look forward to over the coming weeks, there is plenty that should catch your interest. Sarah Bourdeau will be releasing a student blog on how to stop procrastinating and start writing, while Jose Espinoza (Western U.) will be releasing another student blog. In addition, another edition of "Spotlight on I-O in Canada" will be released, featuring an interview with Dr. Rick Hackett. If you, your company, or your lab would like to be interviewed for future editions, contact [editor@csiop-scpio.ca](mailto:editor@csiop-scpio.ca). Finally, Chelsea Willness (U. Saskatchewan) will be releasing a column for Academics sometime in November. On the whole, we hope to provide plenty of material to engage with you and foster discussion.



## Student Update



*Jessica Garant, M. A  
University of Guelph*

*La version française de cette rubrique suivra.*

Hi all CSIOP students!

I hope that your Fall semester is going well! I would like to start by thanking the organizing team of the 11<sup>th</sup> Annual Southwestern Ontario Industrial/Organizational Psychology and Organizational Behaviour (I/O & OB) Graduate Student Conference that was held on October 29<sup>th</sup> at the University of Waterloo. I was privileged to attend the conference and learn more about our amazing graduate students' projects here in Canada through both poster and research presentations. The organizing team did an amazing job at creating an environment conducive for knowledge exchange and networking by facilitating a series of engaging activities. Moreover, this year we had the opportunity to discuss with both a practitioner career panel and an academic career panel that shed light on our burning questions regarding our future opportunities and how to reach our goals.

Moreover, during the conference, I had the chance of listening to both Jared Valdron and Frank Mu discuss the impact of journal articles' complexity on the research-practice gap in our field. They mentioned that I-O journal articles tend to be targeted toward academics as they are often complex and not easily accessible for practitioners. This presentation reminded me of the importance of making our research easily accessible for both practitioners and academics by translating and mobilizing knowledge. The topic was brought again during the academic career panel as the importance of studying problems that workplaces are facing in order to make our research useful and applied was discussed.

These *push*, *pull*, and *exchange* of knowledge (Gagnon, 2010; Johnson, 2005) between both the knowledge producers and users are often overlooked as we are planning our research projects or as we are trying to get the information out there. When we are attending conferences and presenting posters or research presentation, we engage in knowledge translation or *push*. This allows the knowledge users to be informed about the new findings and adapt their practice in accordance. Moreover, when researchers are trying to adapt their projects to answer problems or questions that practitioners or businesses are facing in order to inform decision making is called *pull*. Finally, a third and most challenging process is the *exchange* of knowledge where several stakeholders (e.g., researchers, practitioners, community, etc.) are collaborating in order to co-produce knowledge that will be both useful and easily implemented because the knowledge users are part of the process of knowledge creation. For the sake of brevity, I will now discuss a few strategies to help you push knowledge in order to make your research more accessible and create a greater impact on our society.



### *Strategies for Knowledge Translation*

#### *1- Use more than one outlet.*

If you are interested in becoming an academic, one of your main goal will be to publish in top tier journals. Once this goal is achieved, you can summarize your findings in an outlet that is more accessible to practitioners and HR managers. Such outlets can take many forms, but if you want to simply summarize your findings, you can publish a summary in a practitioner oriented outlet, such as Science for Work (<http://scienceforwork.com/>).



Simply make sure to review your journals' terms and conditions prior to engaging in knowledge translation.

#### *2- Choose the best medium for your audience.*

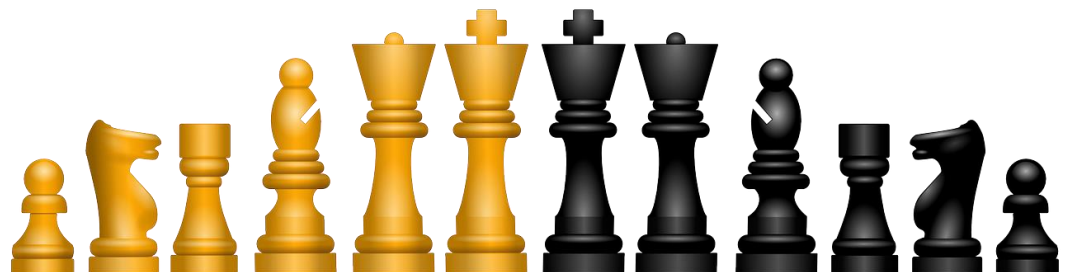
When you are trying to reach I-O practitioners or HR managers, you can target the medium based on what you know from your audience. Your outlet can be either written (e.g., blogs, report, etc.), face-to-face (e.g., symposia, workshop), or from third party channels (e.g., social media) (Hausdorf, Ewles, Garant, & Sorenson, 2016). I would recommend visiting the Conversation Prism website (<https://conversationprism.com/>) to help you navigate the various and complex world of social media outlets in order to choose what is best suited for your needs.

#### *3- Make your message accessible.*

As a graduate student, we are trained to write in a very formal way using complex terminology. When you are translating your message to practitioners, it is often recommended to make your message easy to understand by describing your findings in terms that can be understood by everyone and by sharing your main findings first (CIHR, 2016). Keep in mind that some practitioners and HR managers are really busy and don't have a lot of time to read the whole article before they make the decision that this information is useful for them.

#### *4- Be creative and have fun.*

There are several ways in which you can make your message interesting and interactive. A recent method that I heard of is the creation of PowToon videos to summarize and diffuse research results. There are plenty of information available on the website to help you design your animated video (<https://www.powtoon.com/home/>) and to make your message even more interesting. When your video is ready, you can simply share it on social media (e.g., Linked In) or embed it in websites.





### *2017 CPA Convention in Toronto (CSIOP Symposium call for submissions)*

As a concluding remark, I would like to remind everyone that the 2017 CPA convention will be held in Toronto June 8<sup>th</sup> to 10<sup>th</sup>. This is great opportunity to meet and exchange with your fellow students and to engage in interesting discussions with practitioners and academics in our field. Here are a few deadlines to keep in mind if you are thinking of submitting a proposal:

**November 11<sup>th</sup>:** *Symposia, PD workshops, and round-table conversation*

**December 2<sup>nd</sup>:** *Poster sessions and “GIMME-5” presentations*

If you were already thinking about submitting your research as a poster for CPA, then, I recommend you take the opportunity to submit your research as a presentation in our symposium. The deadline is December 2<sup>nd</sup> for the poster sessions, but if you are interested we would like to receive your submission by **November 9<sup>th</sup>**. I will review all the submissions and let you know in time for you to submit your proposal to the conference as a poster. **Both theoretical and empirical research are welcomed.**

Please send me the following information at [studentrep@csiop-scpio.ca](mailto:studentrep@csiop-scpio.ca):

*Email Subject: CSIOP Symposium 2017*

*Name:*

*Affiliation:*

*Proposed title of talk (250 characters):*

*Keywords:*

*Abstract (1400 characters):*

**I hope to hear from you!**

#### References:

Canadian Institutes of Health Research. (2016). *The Research-Media Partnership*. Retrieved from <http://www.cihr-irsc.gc.ca/e/2169.html>

Gagnon, M. (2010). *Section 5.1 Knowledge dissemination and exchange of knowledge*. Retrieved from <http://www.cihr-irsc.gc.ca/e/41953.html>

Hausdorf, P. A., Ewles, G., Garant, J., Sorenson, J. (June 9, 2016). Developing knowledge mobilization skills to reduce the research-practice gap. *Workshop for the 77th Annual Canadian Psychological Association Convention*. Victoria, Ontario.

Johnson, L. S. (2005). From knowledge transfer to knowledge translation: Applying research to practice. *Occupational Therapy Now*, 7(4), 11-14.

Valdron, J. & Mu, F. (October 29, 2016). Keep it Simple, Scholars: Bibliometric Analysis of Industrial/Organizational Psychology Article Complexity and Citation Count. *Research Presentation for the 11th Annual Southwestern Ontario Industrial/Organizational Psychology and Organizational Behaviour Graduate Student Conference*. Waterloo, Ontario.





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Bonjour à tous chers membres étudiants de la SCPIO!

J'espère que votre session d'hiver se déroule bien! J'aimerais débiter en remerciant le comité organisateur de la 11<sup>e</sup> édition de la Annual Southwestern Ontario Industrial/Organizational Psychology and Organizational Behaviour (I/O & OB) Graduate Student Conference qui a eu lieu le 29 octobre dernier à l'University of Waterloo. J'ai eu le privilège d'assister à la conférence et d'en apprendre davantage sur les projets exceptionnels des étudiants d'ici au Canada grâce aux présentations orales et par affiches. Les membres du comité organisateur ont travaillé fort et ont réussi à créer un environnement propice au réseautage et à l'échange de connaissances en facilitant une série d'activités stimulantes. De plus, cette année nous avons eu l'opportunité de discuter avec une table ronde constituée de professionnels du domaine universitaire et une table ronde constituée de professionnels du milieu de la pratique. Ces discussions nous ont permis de faire la lumière sur nos principales questions concernant nos opportunités futures, ainsi que sur les moyens dont nous disposons pour atteindre nos objectifs.

Pour poursuivre, durant la conférence, j'ai eu la chance d'écouter Jared Valdron et Frank Mu discuter de l'influence qu'a la complexité des articles sur l'élargissement de l'écart entre la recherche et la pratique. Ils ont mentionné que les articles de journal dans le domaine de la psychologie I-O a tendance à être destiné uniquement aux chercheurs puisqu'ils sont écrits dans un langage complexe souvent difficile à traduire en termes de conclusions claires et accessibles pour les professionnels de la pratique. Cette présentation m'a rappelé l'importance de rendre nos résultats de recherche facilement accessible autant pour les praticiens que pour les chercheurs grâce à un processus de dissémination et d'échange des connaissances. Ce sujet a fait également parti des discussions durant la table ronde des professionnels de la recherche lorsque les conférenciers ont discuté de l'importance d'étudier les problèmes auxquels sont confrontées les entreprises afin de rendre nos résultats de recherche utiles et pouvant être appliqués.

Cette action de *pousser*, *tirer* ou *échanger* des connaissances (Gagnon, 2010; Johnson, 2005) entre les producteurs et utilisateurs de l'information est souvent négligée lorsque nous planifions nos projets de recherche ou lorsque nous tentons de publier nos résultats. Lorsque nous assistons à des conférences et présentons des affiches ou des symposiums, nous faisons ce qu'on appelle de la dissémination de connaissances ou l'action de *pousser* ces dites connaissances. Ceci permet d'informer les utilisateurs à propos des plus récentes découvertes afin que ceux-ci puissent adapter leur pratique en conséquence. De plus, lorsque les chercheurs tentent d'aligner leurs projets de recherche afin de répondre à des questions ou résoudre des problèmes auxquels les praticiens ou les entreprises font face est l'action de *tirer* les connaissances. Finalement, le troisième et plus complexe processus est celui d'*échanger* des connaissances. Ceci se produit lorsque plusieurs parties intéressées (e.g., chercheurs, praticiens, communauté, etc.) collaborent afin de coproduire des connaissances qui seront autant utiles que facilement mises en place puisque les utilisateurs font partie intégrale du processus. Par soucis de brièveté, je vais maintenant discuter de quelques stratégies que vous pourrez utiliser afin de vous aider à disséminer vos connaissances afin de rendre vos résultats de recherche plus facile d'accès et pour faire un plus grand impact sur la société.





## Stratégies de dissémination des connaissances

### 1- Utilisez plus d'une source.

Si vous désirez devenir chercheur, un de vos objectifs principal sera de publier dans des journaux de haut calibre. Lorsque vous avez atteint cet objectif, vous pouvez résumer vos découvertes dans une source d'information qui est plus accessible pour les praticiens et les gestionnaires des ressources humaines. Ce type de source peut prendre plusieurs formes, mais si vous voulez simplement résumer vos résultats, vous pouvez publier dans une source destinée aux professionnels de la pratique telle que Science for Work



(<http://scienceforwork.com/>). Veuillez simplement vous assurez d'examiner les modalités et conditions indiquées par le journal dans lequel vous publiez vos résultats avant de vous engager dans un processus de dissémination des connaissances.

### 2- Choisissez le support selon votre auditoire.

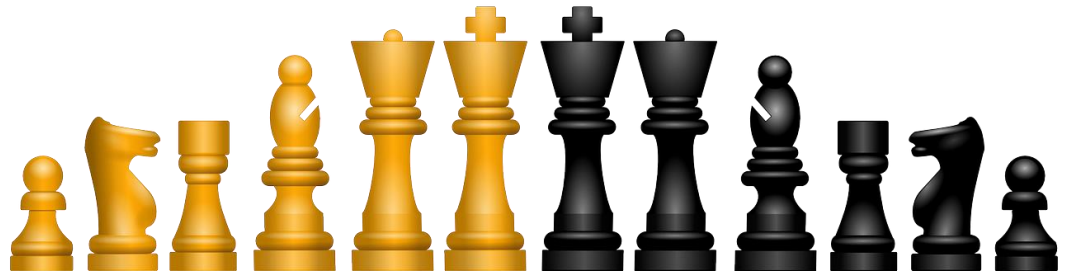
Lorsque vous essayez d'atteindre les praticiens du domaine de la psychologie I-O ou les gestionnaires des ressources humaines, vous pouvez cibler le moyen que vous utiliserez pour transmettre l'information en fonction de ce que vous savez de votre auditoire. La source d'information peut être écrite (e.g., blogs, rapport, etc.), face-à-face (e.g., symposium, atelier, etc.), ou provenant de réseaux tiers (e.g., réseaux sociaux) (Hausdorf, Ewles, Garant, & Sorenson, 2016). Je vous recommande de visiter le site internet du prisme de la conversation (<https://conversationprism.com/>) afin de vous aider à faire le meilleur choix en fonction de vos besoins lorsque vous analysez vos options disponibles dans ce monde complexe et diversifié des réseaux sociaux.

### 3- Rendez votre message accessible.

En tant qu'étudiants, nous sommes formés pour écrire de façon très formelle tout en utilisant des termes plus complexes les uns que les autres. Lorsque vous traduisez votre message à l'intention des professionnels de la pratique, il est recommandé de rendre l'information la plus simple possible en décrivant vos découvertes dans des termes qui peuvent être facilement compris par tous et en décrivant vos principaux résultats en premier. Gardez en tête que plusieurs des praticiens et gestionnaires des ressources humaines sont très occupés et n'ont pas beaucoup de temps pour lire l'article au complet afin de prendre la décision à savoir si l'information transmise est utile pour eux.

### 4- Soyez créatif et amusez-vous.

Il existe plusieurs façons dont vous pouvez rendre votre message intéressant et interactif pour votre auditoire. J'ai récemment entendu parlé de la création de vidéos PowToon afin de résumer et diffuser vos plus récentes découvertes. Cette méthode, simple et facile à utiliser, vous permet de créer vos propres vidéos animés afin de rendre votre message encore plus intéressant



(<https://www.powtoon.com/home/>). Lorsque votre vidéo est prête, vous pouvez simplement la partager sur tous vos réseaux sociaux ou l'incorporer sur un site internet.

### **Congrès de la SCP 2017 à Toronto (Appel de soumission pour le symposium de la SCPIO)**

Je vais conclure en vous rappelant que le congrès de la SCP aura lieu à Toronto du 8 au 10 juin 2017. Ceci est une excellente opportunité pour rencontrer et échanger avec vos camarades étudiants et pour avoir des discussions intéressantes avec des praticiens et des chercheurs dans notre domaine. Voici quelques dates limites importantes à retenir :

- 11 novembre :** *Symposium, atelier et tables rondes*
- 2 décembre :** *Présentation par affiche et "GIMME-5"*

Si vous aviez l'intention de soumettre un résumé pour une présentation par affiche, je vous recommande de saisir cette opportunité de faire partie de notre symposium. La date de soumission pour les affiches est le 1er décembre, mais je dois obtenir vos soumissions pour le **9 novembre** afin de vous aviser si vous êtes retenu pour ce symposium. **Les projets théoriques ou empiriques sont les bienvenus.**

Si vous êtes intéressés, veuillez m'envoyer les informations suivantes à [studentrep@csiop-scpio.ca](mailto:studentrep@csiop-scpio.ca):

*Sujet du courriel :* CSIOP Symposium 2017

*Nom :*

*Affiliation :*

*Titre de la présentation (250 caractères) :*

*Mots clés :*

*Résumé (1400 caractères) :*

**J'ai bien hâte de lire vos projets!**

Références :

Canadian Institutes of Health Research. (2016). *The Research-Media Partnership*. Retrieved from <http://www.cihr-irsc.gc.ca/e/2169.html>

Gagnon, M. (2010). *Section 5.1 Knowledge dissemination and exchange of knowledge*. Retrieved from <http://www.cihr-irsc.gc.ca/e/41953.html>

Hausdorf, P. A., Ewles, G., Garant, J., Sorenson, J. (June 9, 2016). Developing knowledge mobilization skills to reduce the research-practice gap. *Workshop for the 77th Annual Canadian Psychological Association Convention*. Victoria, Ontario.

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## The Convention Corner

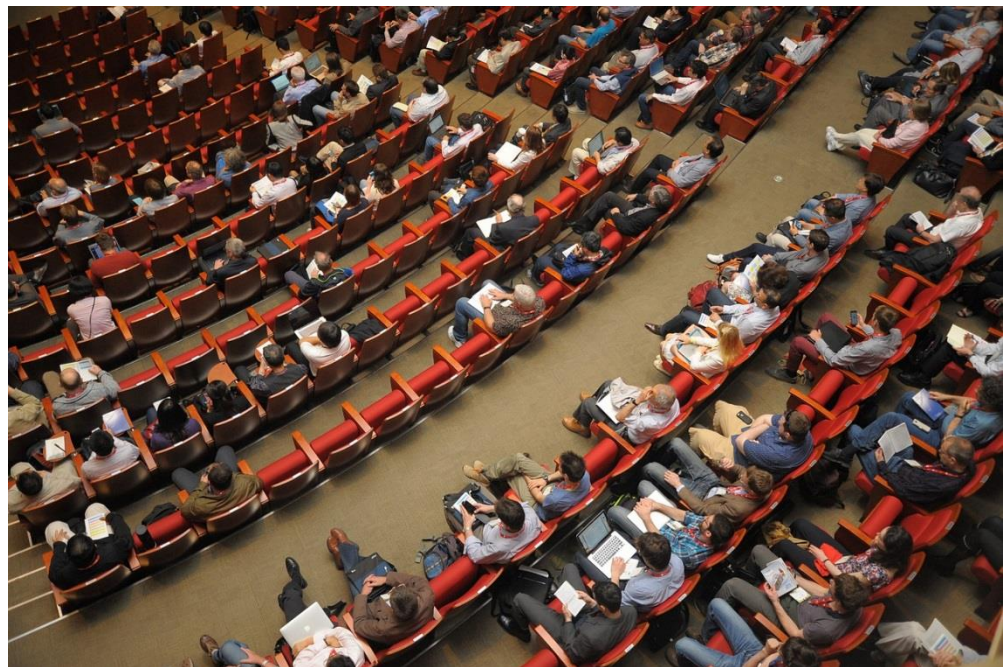
*Ivona Hideg, PhD  
Wilfrid Laurier University*

It's that time of the year again – the time for CSIOP submissions! We have been working hard on the CSIOP program in hopes of delivering an engaging and exciting program for our Toronto conference. Given that our program is just shaping up now, we're still not ready to share details, but I would like to make a small announcement – we will have a fantastic internationally renowned keynote speaker (more about that in the next column!). If you haven't already done so, please put in your calendars that the annual CPA conference will take place June 8-10, 2017 in Toronto. I would be remiss not to mention that Toronto on its own is a great summer destination (I admit I'm a bit biased after spending 5 years in Toronto for my PhD!), so this should also be a perfect opportunity for some Toronto sightseeing.

I would also like to note that the submission system is now open! This year we have some important changes to our submission deadlines. In particular we have two deadlines. The first deadline is for symposia, PD workshops, and round-table conversation. . The deadline for these types of submissions is fast approaching and is **November 11, 2016**. The second deadline is for poster sessions and “GIMME-5” presentations, and that deadline is **December 2, 2016**. Now, you might ask (and quite rightly) what are those “GIMME-5” presentations? This is a new presentation format that CPA is implementing for this year. These would be very short, 5 minute presentations and the maximum number of slides that you would be allowed to use is 3. For more information and details please see the following website: <http://www.cpa.ca/Convention/callforsubmissions/>

I truly hope to see many symposium, workshop, round-table, poster, and “GIMME-5” presentation submissions. As always if you have any additional suggestions or ideas for the conference program feel free to email me at [ihideg@wlu.ca](mailto:ihideg@wlu.ca)

I look forward to receiving your submissions!



## An Atomic Decision



**A discussion of a recent Supreme Court of Canada decision that will blow your mind<sup>1</sup>**

*Erika Ringseis<sup>2</sup>*  
*TransCanada*

### **Background**

In Employment Law 101, students learn that an employer can terminate a non-unionized employee without cause<sup>3</sup> at any time, provided that the employer provides sufficient notice or pay in lieu of notice. The most notable exception is that employers cannot violate human rights legislation by discriminating on the basis of a protected ground, such as terminating employment because someone is pregnant. When former employees sue for wrongful dismissal, it is not because the dismissal itself is wrongful, but because the manner in which it occurred was wrongful (i.e., insufficient notice or pay in lieu of notice).

A recent Supreme Court of Canada decision,<sup>4</sup> however, re-writes the textbook for Employment Law 101, at least for federally-regulated employers.<sup>5</sup>

### **The Facts**

Mr. Wilson happily worked at Atomic Energy of Canada (“Atomic”), a federally-regulated employer, for approximately four and a half years. Following the lessons learned in Employment Law 101, when Atomic was ready to part ways with Mr. Wilson, it offered Mr. Wilson six months’ pay in lieu of notice (likely a reasonable sum under a wrongful dismissal analysis). Mr. Wilson refused the payment and laid a claim under Part III of the *Canada Labour Code* (the “Code”). The claim was adjudicated under the *Code*, that decision appealed to Federal Court of Appeal and then the Federal Court of Appeal decision was appealed to the Supreme Court of Canada.



<sup>1</sup> No minds were actually destroyed in the writing of this article (at least the author believes her mind to still be intact) nor is this article actually intended to destroy any minds.

<sup>2</sup> Erika Ringseis obtained her Ph.D. from Penn State in I/O Psychology before pursuing legal studies in Calgary, Alberta. She currently manages the HR Compliance & Programs team at TransCanada where she endeavors to limit the mind-blowing...but in this case cannot take the blame as any mind blowing is caused by the decision rendered by the Supreme Court of Canada.

<sup>3</sup> An employee may be terminated for cause immediately without notice or pay in lieu of notice. Examples of “cause” for immediate termination include theft, harassment or violation of policy. Careful documentation is required to prove cause and legal advice is recommended before any employer terminates an individual without notice or pay in lieu of notice.

<sup>4</sup> *Wilson v. Atomic Energy of Canada Ltd.* 2016 SCC 29, available online: <https://scc-csc.lexum.com/scc-csc/scc-csc/en/item/16062/index.do>

<sup>5</sup> Federally-regulated companies include banks, railroads, airlines and bus lines and pipelines that cross provincial borders.



### *The Law*

Section 240 of the Code states:

240 (1) ...any person...may make a complaint in writing to an inspector if the employee has been dismissed and considers the dismissal to be unjust.

If an employer is found to have unjustly dismissed the federally-regulated employee, that employer could face fines, payment of compensation to the employee or could even be ordered to give the employee his or her job again. The Code fundamentally changes the concept of “free marketplace” in the economy by forcing an employer to offer employment to a particular individual. Provincially-regulated employers cannot be ordered to take a terminated employee back.<sup>6</sup>

Under the Code, an “unjust dismissal” is not the same as a “wrongful dismissal” requiring notice or pay in lieu of notice. A dismissal is unjust under the Code, according to the Supreme Court of Canada, if an employee is dismissed without cause unless clear exceptions apply. The known allowable exceptions are lack of work (such as a plant closing) or discontinuance of a function.

The Supreme Court of Canada stated that “the purpose of the unjust dismissal provisions was to offer a statutory alternative to the common law of dismissals and to conceptually align the protections from unjust dismissals for non-unionized federal employees with those available to unionized employees.” When the Court examined the Code in its entirety, and looked at the history surrounding the particular provision, the majority of judges agreed that the intent of the Code was to provide a non-unionized, federally-regulated employee the form of job security and protection accorded to those in the unionized environment.

### *Conclusion*

Federally-regulated employers may not terminate an employee without cause, unless there is a lack of work or a role ceases to exist. There may be other possible exemptions or situations in which a payout in lieu of notice for a termination without cause may be acceptable, but these will have to be carefully managed and documented and will likely involved the seeking of legal advice. Further case law will better define the effect on federal employers.

We have seen in the non-unionized sector evidence of union concept “creeping”, such as courts considering whether or not progressive discipline principles were applied before termination. In this case, the court’s interpretation of the Code was that the legislators intended to infuse a unionized concept, job protection except in defined circumstances, to the non-unionized workforce. This is certainly a departure from past interpretation as well as legislation applying to most provincial employers. Unless the government decides to intervene and re-write the relevant provisions of the Code, the textbook has certainly changed for federally-regulated employers in Canada.



<sup>6</sup> Note that some exceptions exist, such as under human rights legislation, but the remedy is rarely sought.






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2016-2017 EXECUTIVE & NEWSLETTER EDITOR

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Note: The opinions expressed in this newsletter are strictly those of the authors and do not necessarily reflect the opinions of the Canadian Psychological Association, its officers, directors, or employees. Furthermore, the articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.