



Volume 35 | Issue 4
July

The Canadian Industrial & Organizational Psychologist

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Chair's Column



Tom O'Neill, Ph.D
University of Calgary

Dear CSIOP members,

I am very pleased to represent you as the current CSIOP Chair for the next 12 months. I am an associate professor of industrial and organizational psychology at the University of Calgary. Previously I was involved with the executive as Communications Coordinator (2012-2013) and Student Representative (2011). It is a true honour to return to the Executive in this new capacity and I appreciate the opportunity to serve you.

THE CPA/IAAP CONVENTION

It was an incredible conference this year in Montreal with the joint CPA-IAAP (International Association of Applied Psychology) sessions in the same venue during the same week. We heard several fascinating keynotes from each association, awards, and we held a number of successful events such as the student-mentor social, CSIOP/WOP (Work and Organizational Psychology) joint reception, and the joint CSIOP/Military social. It was a fun-filled action packed week and I was proud to see the hard work of the CSIOP Executive payoff and to hear about research projects from our great membership. Next year the conference is set for beautiful Halifax May 31st to June 2nd.



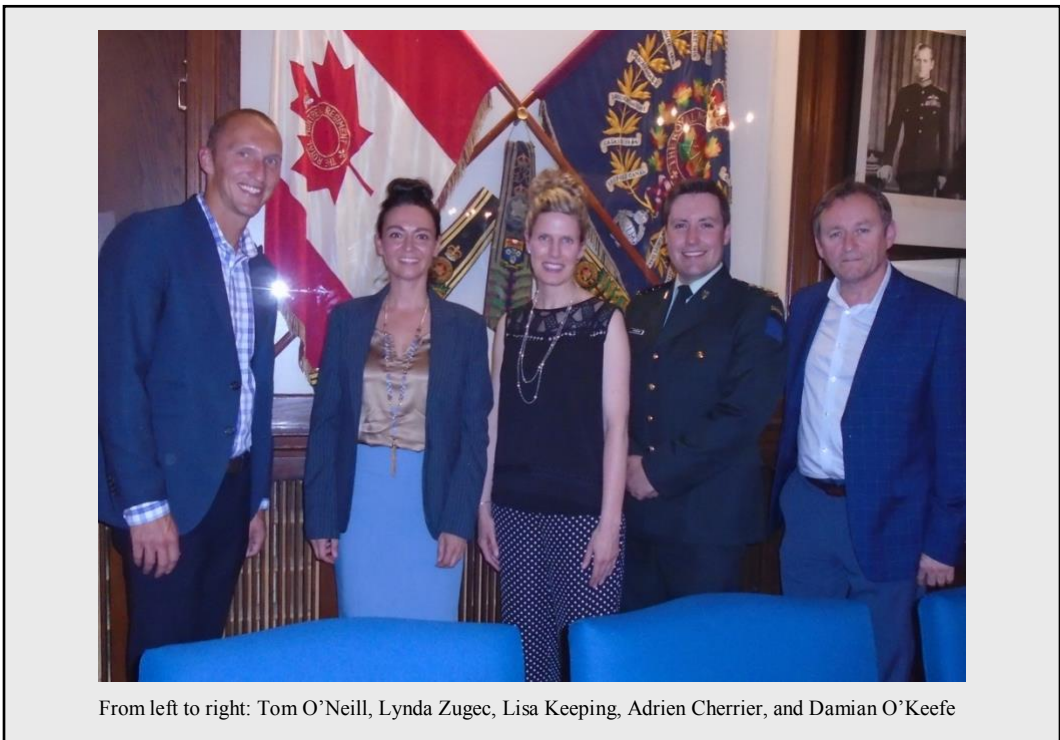
Lisa Keeping
 Past-Chair



Nicolas Roulin
 Chair-Elect



Josh Bourdage
 Secretary-Treasurer



From left to right: Tom O'Neill, Lynda Zugec, Lisa Keeping, Adrien Cherrier, and Damian O'Keefe



Yannick Griep
Editor

EXECUTIVE COMMITTEE

I would like to recognize the past and present CSIOP Executive and draw attention to some changes in the team's composition. I'd like to start by thanking Lynda Zugec (The Workforce Consultants) for leadership as past chair. She will be remaining involved as delegate to the Alliance for Organizational Psychology, ensuring that we keep abreast to relevant happenings in the Alliance. Lynda was highly engaged and built a tremendous network of CSIOP supporters – many of our Special Collaborators – and was incredibly responsive in decision making and information sharing during the year. She really helped me learn what the CSIOP Chair position is all about.



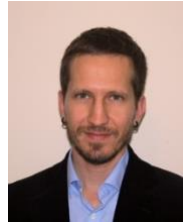
Lynda Zugec
Delegate to AOP

I also want to thank Lisa Keeping (Wilfrid Laurier University) for serving as Chair during the last year and for mentoring me as I prepared for this role. Lisa had her hands full working with CPA on new regulations that have implications for how CSIOP operates as a division of CPA. These regulations are making it increasingly difficult for us to satisfy our objectives and purpose as a division. On a happier note, Lisa was also at the helm when we won the CPA newsletter award, which is a prestigious award that came with a cash prize and one we've been pursuing for quite some time (although clearly this was a team effort!). I'm looking forward to learning more from Lisa as she transitions into the Past-Chair role on the Executive.



Duygu Biricik-Gulseren
Student Representative

We're lucky to have Nicolas Roulin (Saint Mary's University) moving from Secretary-Treasurer into the Chair-Elect role. One of the challenges we face as we move forward is maintaining fiscal solvency as a division of CPA and functioning under its evolving regulations. Nicolas will have invaluable insights into effective strategies given his keen awareness of our revenues and expenses. I'm very much looking forward to working with and learning from him.



Timur Ozbilir
Social Media
Coordinator



Winny Shen
Membership Coordinator

One of the reasons this year's convention was so successful was due to the dedication of Joshua Bourdage (Program Director; University of Calgary) and Silvia Bonaccio (Assistant Program Director; University of Ottawa). This is a massive organizational task that is vital to our members and our discipline. Notably, this year posed significant challenges given the joint CPA/IAAP convention and the increased coordination demands this placed on Josh and Silvia. Despite the challenges, the program was a huge success. We owe Josh and Silvia a great deal of gratitude for that. I'm delighted to announce that Josh is staying on with the Executive as Secretary-Treasurer for the coming year, and Ivona Hideg (Wilfrid Laurier University) will be stepping in as Program Director.

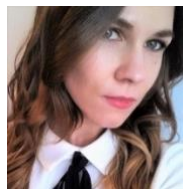


Blake Jelley
Special
Collaborator



Ivona Hideg
Program Coordinator

We're lucky to be keeping Yannick Griep (University of Calgary) as Editor for another term. This is a big role, involving the supervision of a communications team that promotes member research, writes blog posts, and engages our audiences through the website and social media. A number of people help with this and we are so grateful for their contributions: Cristina Marcu (Carleton University), Duygu Biricik-Gulseren (Saint Mary's University), Timur Ozbilir (Multi Health Systems), and Rachael Jones-Chick (Saint Mary's University). Of course, Lance Ferris (Michigan State University) needs to be recognized here as well for his ongoing gracious contribution as Newsletter Editor as well as columns on "State of the Science."



Christina Marcu
Photographer

Winny Shen (University of Waterloo) will be continuing as membership coordinator. This involves keeping up with new, existing, and old members and we're lucky to benefit from Winny's oversight in this respect. As our student representative, Duygu Biricik-Gulseren will have big shoes to fill following the work of Sarah Bourdeau (Université du Québec à Montréal). Sarah was in this role for two years and having done it myself, I can say it is a huge job. The student rep organizes the student-mentor social, writes substantive columns in the newsletter, ensures the Executive hears the voices of our student membership, etc. Thank you Sarah and welcome to the role, Duygu. Having worked with Duygu before this, however, I can say I am 100% confident that she is up for the job!



Rachael Jones-Chick
Co-Newsletter Editor

We also have a number of Special Collaborators, some of whom were mentioned above, that need to be recognized for their vital roles in the CSIOP division:

- Lance Ferris (Michigan State University) continues to serve as our trusty Newsletter Editor with assistance from Rachael Jones-Chick (Saint Mary's University)



Prachi
Executive and
Student Support

- Duygu Biricik-Gulseren (Saint Mary's University) is our previous and interim webmaster but is leaving this job to focus on the student representative role. *We are looking for someone to fill the webmaster role immediately (see job description below)!*
- Timur Ozbilir (Multi Health Systems & Saint Mary's University) is our Social Media Coordinator and continues to keep our CSIOP media channels buzzing with content.
- Blake Jelley (University of Prince Edward Island) continues to serve as liaison on the ever-evolving issue of licensure.
- Cristina Marcu (Carleton University) serves as our photographer extraordinaire!
- Prachi (jointing Saint Mary's University) is in our Executive and Student Support role.

CLOSING REMARKS

This will be an interesting year on the Executive. As I mentioned, there are unprecedented fiscal challenges that need to be addressed. Like Lisa Keeping mentioned earlier, we don't want to alarm anyone, but we want to be transparent. Some difficult decisions may need to be made so that we can stand by our members interests and achieve our purpose as Canada's representation for Industrial and Organizational Psychology. We also have the issue of the European Work and Organizational Psychology conference overlapping perfectly in the CPA annual conference dates (but not continents). Members may be torn about which conference to attend and this is a concern. Despite these and other challenges on the horizon, CSIOP has a long tradition and we aim to make the past, present, and future members proud to be affiliated with us. Stay tuned...

CSIOP Membership



*Winny Shen, PhD
University of Waterloo*

As of 11 July 2018, CSIOP has a total of 204 members, which consists of 15 CPA Fellows, 1 Honorary Lifetime Member, 7 Special Affiliates, 4 Retired Members, 57 Student Members, and 120 Full Members.

CSIOP News



*Lindie Liang, PhD
York University*

GENERAL NEWS

CSIOP member Dr. Julie McCarthy (Rotman School of Management), has been awarded the status of Fellow in the International Association of Applied Psychology (IAAP). Julie received her PhD from the Department of Psychology under the supervision of Doug Jackson at Western University.

SAINT MARY'S UNIVERSITY

Student Awards

- New Funding Awards: Duygu Biricik-Gulseren received a Nova Scotia Graduate Scholarship (NSGS) and the Canadian Education and Research Institute for Counselling Graduate Student Award.
- Ongoing Funding: Tabatha Thibault has received SSHRC and NSGS; Rachael Jones-Chick has received NSGS and Nova Scotia Health Research Foundation (NSHRF).

Welcome New Students

- Alexandra Duval (2nd Year M.Sc.) and Blair John (2nd year PhD) have joined Dr. Kevin Kelloway's lab group.

- Prachi (well known for her work for CSIOP) joins Dr. Kevin Kelloway's lab group and the M.Sc. program at SMU this coming September.

UNIVERSITY OF PRINCE EDWARD ISLAND

Dr. Blake Jelley has been promoted to Professor at the University of Prince Edward Island and appointed to the Prince Edward Island Employment Standards Board.

WESTERN UNIVERSITY

Thesis Defense

Congratulations to Aaron Halliday, Justin Feeney, and Kevin Doyle, who have successfully defended their PhD! Also, congratulations to Alexander McGregor, who has successfully defended his MSc!

- Aaron Halliday (adviser: Mitch Rothstein): "Mindful resilience: Investigating mindfulness and resilience in relation to a broad range of diversity".
- Justin Feeney (adviser: Richard Goffin): "Assessing and preventing applicant faking on personality tests".
- Kevin Doyle (adviser: Richard Goffin): "Examining rating source differences in narrative performance feedback".
- Alexander McGregor (adviser: Mitch Rothstein): "Does Self-Regulation Mediate between Locus of Control and Resiliency Related Outcomes?"

Student Awards

Trevor Coppins, an MSc student, competed in the 3-minute thesis competition at Western. His presentation "Who Are You" was ranked 1st in the Social Sciences and in the top 20 in the University-wide competition.

Other News

Western PhD graduate and consultant, Nicholas Bremner, and current Western PhD student, Jose Espinoza, have launched a podcast directed at the general public that covers a variety of workplace issues (e.g., personality in the workplace, engagement, and the 9-to-5 workday). In 20-25 minute episodes, the hosts discuss some of the research findings on a specific topic, attempting to communicate what science knows and the questions that we have yet to answer. Find out more at www.mindyourwork.io.

WILFRID LAURIER UNIVERSITY

Thesis Defense

Congratulations to Annika Hillebrandt and Francisca Saldanha, who have successfully defended their PhD!

- Annika Hillebrandt (adviser: Laurie Barclay): "Understanding emotions in the workplace: a critical examination of the role of emotions in justice and negotiation".
- Francisca Saldanha (adviser: Laurie Barclay): "Recovering from Workplace Offenses: Understanding the Roles of Resilience and Forgiveness".

Please send any I/O or program information, photos, congratulations, etc. to Lindie at liliang@wlu.ca

We are seeking a volunteer to join CSIOP as our webmaster.

Please email Tom O'Neill (toneill@ucalgary.ca) if you're interested.

- Provide a positive experience to users of the site and enrich its content in a timely manner.
- Provide report to Editor in time for LRP and AGM.
- Coordinate with Editor, Executives and Special Collaborators to upload content to the blogs.
- Maintain csiop-scpio.ca webmail current and up to date.
- Maintain website using MODX technology and interface. Check hyperlinks regularly. Add or modify sections, pages or elements to respond to Executives, Special Collaborators, and Members' needs. Grant or restrict access to private zones.
- Maintain member and user database.
- Troubleshoot and fix problems.
- Monitor and report activity and usage (i.e., Google Analytics).
- Coordinate with the secretary/treasurer that payment for the website has been made before December in each year.



Practice Makes Perfect



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

In this issue of Practice Makes Perfect, we called upon an exciting group of students at the California School of Professional Psychology at Alliant International University who worked on translating research into practice in a very real way. Arman discusses his experience in academia and shares his trials and tribulations in getting to where he is now. Read on to learn more about the inspiration he found working as a team member and his I-O practice journey!

MY DAILY EXISTENTIAL I-O CRISIS

By: Arman Hamamah with Naz Tadjbakhsh, Chris Dang, Paul Richardson, Jr., and Amatia Golbodaghi



Arman Hamamah¹

My name is Arman and I am currently a student at the California School of Professional Psychology at Alliant, completing my M.S. and Ph.D. in Organizational Psychology. I want to share with you my internship and practice journey in the hopes of sparking some thought and discussion with those searching for a career in practice. In 2017, I was traveling almost two and a half hours (each way) to my internship in change management at a big company. I was trying to figure out if I could secure a full-time position there depending on the growth of the project I was working on at the time. I spent multiple hours on the train before and after work, had a few hours of class in the evening, and the day was over with me in bed by 10pm to ensure that I could function effectively the next day. Don't get me wrong, there were some days that felt much longer than others when I internally wrestled with an existential crisis...Who am I? What am I doing? Is this a stepping stone for me to get to where I want to be? Where do I even *want* to be? *Who* do I want to be? How in the world are people pulling off the scholar-practitioner lifestyle? Who are those I-O Psychologists so that I can copy their DNA? When will I have time to finish my stats homework? When will it all come together and what is the p-value on that inference? Overall, however, when I reflect back on the experience, a few months later, I am overwhelmed with gratitude because I came to see how every decision I was making was contributing to the growth of my career in I-O Psychology. I learned, from my peers and professors, how to embrace the challenging moments by turning them into learning experiences.

Perhaps some of us have encountered what I like to call this "daily existential crisis" at one point in our professional lives. Perhaps some of us have doubted if we were even on the right path to begin with, and when we were at our most vulnerable, we entertained the idea that it might be better to stray off course because it would be safer than the steep hills and deep drops of uncharted territory. If you've ever felt this way before, I have good news, because this is a story that will remind you to believe in yourself when the timing doesn't feel right.

I would like to share my story about an eclectic band of originals (my fellow I-O student colleagues), who have so much to offer and yet have a challenging time finding a place to do it. This story does not have a bad guy because getting where you want is more about you than anyone else. This story has a happy ending, but that's really not the point.



Naz Tadjbakhsh²

The eclectic band of originals include: Naz Tadjbakhsh, Chris Dang, Paul Richardson, Jr., Amatia Golbodaghi, and of course...me! No fictional people here with superpowers that shame us with unrealistic expectations as to what we *should* live up to...just some real scholar-practitioners...a group of graduate students early in their careers who genuinely love I-O psychology and want to make a meaningful contribution to the field. When we were given the opportunity to do so by Lynda Zugec at The Workforce Consultants, all five of us were "all in," looking to get our hands dirty and gain experience wherever, whenever, and however possible. This specific project entailed creating a selection process for the hiring process and the development of a performance management system for a firm that specializes in creating assessment education tools, is global, and primarily operates virtually. It became our opportunity to finally merge science and practice! The classes that applied to this project included Survey Methods, Consultation and Facilitation, Business Principles, Organizational Change and Development, Psychological Measurement, and Group Dynamics. When I think back as I write this, it is even more fascinating how much of the information we applied to the project actually came out of what we had been learning in our classes. Yet, any one of us working alone would not have been able to deliver the product that we did.

It certainly helped to have a common base of knowledge and a clear understanding of our goals. And I would like to share with you a list of things I learned about what it means to practice as a scholar:



Chris Dang³

- As a student, you will have an unlimited access to knowledge/peers to consult with about your current projects, ideas, or roadblocks. None of it matter unless you can make decisions about which ideas to implement.
- In class, implementation was discussed in broad strokes, otherwise classes would require many more additional hours to fully understand the intricacies of the process. However, remember that you are working with clients who have different bases of knowledge and sets of priorities. It will be important to translate our work across industries and meet our clients where they're most comfortable.
- Do you identify first as a student or as a professional? More importantly, how do your peers identify you? There are different expectations in a classroom versus in practice. It might be worth asking yourself the above questions to better meet the needs of the work you're doing. This is a question I am working on answering every morning – it's not an easy distinction to make. I've been a student for 20+ years, but at work, that's not very important. The mental transition is important.
- Consider why you were hired for a certain job or project. Deliver along those lines. Did an employer choose you because you are in school and have access to a deep database of knowledge? Use it, but learn to translate it to the real world.

We developed a project plan, giving ourselves ample time to over-deliver on our promise, deliver it early, and offer additional solutions based on our assessment of the client's needs. This gave us both the confidence to get the job done and the comfort of knowing we had enough time to do it. The client was on board with this and everything was set up for our success. That's another lesson: offer specific deliverables, under-promise, and over-deliver.

Succeed we did, by delivering a quality product, and working with the client to customize the result to what they needed. We organized our evidence-based knowledge on the topics of giving feedback and maximizing employee success with best practices for goal setting by providing the client with actionable activities that could be applied at the outset of onboarding. This way, we set the client up for long-term success. Further, armed with the basics, the client can develop their own techniques, or work with us in the future to create more detailed solutions. We aimed to leave the door open without letting the mosquitos in.



Paul Richardson, Jr.⁴

We had multiple meetings, deliverables, and deadlines, and on top of our classes, jobs, and extracurricular activities, we made it happen. The calls were quick and to the point. An hour was blocked off, but we got forty minutes of our weeknight back by getting along and being committed to our goal. Although this project was an extra weight on our shoulders, and something that was on the back of our minds for a few months, it brought with it a confidence and air of accomplishment that would not have existed otherwise. As a young professional, the self-assurance that comes with finishing a project successfully is magical. No grade, recommendation, connection, or piece of feedback has boosted my professional gusto like starting, working on, and finishing this project (and others like it).

Now would be the time to apologize to you, the reader. I'm sorry if you were looking for more about the project, or best practices about consulting for virtual teams, or something else that may have disappointed you by now. But this is about us. This is about a magical realism that existed within and between us during short bursts of inspiration. Like the beasts of the southern wild, there are unseen forces of intense stimulus that propel us when the going gets busy. What is the image you see at 1am, with two hours of work to go, and an alarm set for 6? That is your propeller. My propellers are Paul, Amatia, Chris, and Naz.

Practice and academia need each other but could not be more different from each other. It's like cereal and milk. Two completely different substances that come together to make a bigger, better, bowl of goodness. The five of us are trying to walk the line that brings together the two substances for short periods of time where knowledge is transferred and insights are gained. Like avoiding a soggy bowl of cereal, I've begun to think that practice needs to be practice and academia be itself most of the time. It's the short bursts of connection between the two where we must converge to provide the calories and sustenance that will get us through the next project. Then, back together again to learn and trade new secrets for the next project. It's our job to find the right ratio of the two that will lead to a positive and fluid relationship. This project helped to identify the muse-type role that we play between the two worlds, and how important to the I-O field we are in doing so.



Amatia Golbodaghi⁵

Want to know a trick about decreasing the time you spend dealing with your own daily existential crises? Surround yourself with people who care about what you care about. That's what's happened for me. And, I'm now doing exactly what I want, fifteen minutes from home, in an environment both supportive of my growth and hungry for my opinions. I wouldn't change a thing about my journey getting here, and I hope you wouldn't either.

Thank you for coming on this journey with me. If you'd like to reach out with comments, suggestions, questions, or simply to continue this conversation, contact me at armanhamamah@gmail.com. I am excited to connect with fellow

I-O practitioners along with professionals from all industries in discussing successes, tribulations, career trajectories and planning, and industry trends. I love I-O!

Contributors:

¹**Arman Hamamah** is a second-year Organizational Psychology Ph.D. student at Alliant International University. Professionally, Arman has been working on an overhaul of talent management and culture at a finance/technology firm servicing the entertainment industry, a global organizational change initiative at a Fortune 100 company, and the development of an onboarding program at an innovative transportation start-up. Arman is passionate about empowering individuals to maximize their potential and becoming an exemplary scholar-practitioner in the world of Organizational Psychology.

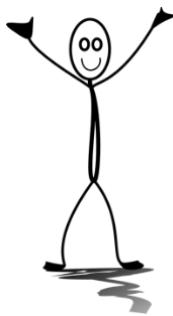
²**Naz Tadjbakhsh** is a Learning and Development leader experienced in designing, conducting, and implementing corporate training and leadership development programs. She is a fourth-year graduate student working on her Ph.D. in Organizational Psychology at Alliant International University. Naz makes an impact by being a teacher and guide on people's ongoing journeys as they discover and activate their inner capabilities to make a more positive contribution to the world and in the lives of others. For over the past year and a half, Naz has supported strategic growth plans at Artemis Search Partners, a nationwide executive search firm, by directing and implementing operational processes that increase overall efficiency, training and developing world-class executive recruiters, and providing ongoing internal coaching to maintain a thriving workplace culture with highly engaged team members. Prior to Artemis, she designed and deployed nationwide training materials for over 6,500 restaurants on Taco Bell's People Development and Learning team. Naz is the Co-Founder of LA's premiere local I-O group, The People Experience Project (PXP), and serves on The Society for Industrial and Organizational Psychology (SIOP)'s national Local I-O Group Relations Committee.

³**Chris Dang** is a second-year Ph.D. student in the Organizational Psychology program at Alliant International University. His previous experiences include revamping the onboarding system and processes at Hyperloop Transportation Technologies, Inc., as well as providing support in the hiring process at Aflac. His interests in the field include leadership development, coaching, and performance improvement.

⁴**Paul H. Richardson, Jr.** is the Director of Training and Development for a concierge healthcare company in Southern California. He has over 15 years of professional experiences in training, leadership development, talent management, education, government, and healthcare. Paul is passionate about enhancing the diversity and inclusion practices within organizations, career matching, and bringing research into practice.

⁵**Amatia Golbodaghi** is an Organization Development professional at Live Nation Entertainment who specializes in employee experience and development across all businesses enterprise-wide. As a current Ph.D. student in Organizational Psychology, she leverages organizational and psychological research to improve business results. Amatia has a professional background in external consulting, facilitating, and training and development, with an ultimate goal to facilitate unparalleled employee experiences. She is passionate about guiding individuals to develop themselves and reach their full career aspirations.

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.

For most people, maternity leave is a topic with personal relevance – either because they or someone in their own family has taken it, or a coworker in their organization has taken it. As a Canadian living in the United States, it's always shocked me how American workers receive comparatively little time for maternity or paternity leave, particularly now that Canada has even announced extended parental benefits from 12 to up to 18 months. This extended time period is doubtlessly viewed as a positive development for many new parents.

But could there be drawbacks to this extended time as well? That question was the focus of a new paper examining how people react to female workers who take long vs. short maternity leaves. The paper, in press at the *Journal of Applied Psychology*, was co-authored by Ivona Hideg and Anja Krstic of Wilfrid Laurier University, Raymond Trau of RMIT University, and Tanya Zarina. This paper is particularly appropriate to discuss in this issue's column,

because Ivona is herself coming off of a maternity leave to re-join the CSIOP exec in the Program Coordinator role! So, we can get a preview of how she might be viewed now that she has returned...

Their paper examined how people react to female coworkers who take a shorter (1-month) vs. longer (the previously legislated 12 months) maternity leave. They argued that taking a shorter-than-permissible maternity leave is viewed by coworkers as signaling the employee is *agentic* – or, assertive, ambitious, and determined. As a result, coworkers will view the employee as more committed to work and be more likely to recommend her for new positions.

Dispiritingly, that is what they found: those who took the full maternity leave available to them were viewed as less agentic, less committed to their work, and were less likely to be recommended for hiring. However, there is a bright side: these negative effects largely went away if a supervisor dispelled the view that the employee was not agentic by vouching for her abilities, or if the organization provided a corporate program that allowed the leave-taking employee to stay in touch while on leave (and the employee took advantage of it).

Ultimately, their paper highlights that taking advantage of a longer maternity leave policy might have a dark side, producing unintended negative consequences; however, those negative consequences can be mitigated. But it should be noted that even this mitigation has a dark side: it relies on a supervisor standing up for the employee (which can be out of the employee's control), or requires the employee to check in regularly at work (which is under the employee's control but happens at a time when she likely has her hands full, figuratively and literally).

So there you have it! And at this point I should note that Ivona has told me she only took a 6-month leave on her maternity break, so we should continue to view her as being agentic! (And, having worked with her many times, I can state with certainty that this view would be accurate!)

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

Hideg, I., Krstic, A., Trau, R. N. C., & Zarina, T. (in press). The unintended consequences of maternity leaves: How agency interventions mitigate the negative effects of longer legislated maternity leaves. *Journal of Applied Psychology*.

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

Communication Update



*Yannick Griep, 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 Rachael Jones-Chick (Saint Mary's University) under our Communications portfolio. Rachael will be filling Sarah Bourdeau's shoes. Welcome to the team, Rachael! Rachael will be handling integrating the columns into the newsletter template, so the next CPA newsletter award we win will be due to her efforts. We would also like to thank Sarah Bourdeau for her assistance with the newsletter during the past year.

Second, in terms of social media releases you can look forward to over the coming weeks, there is plenty that should catch your interest. First, with the help of our wonderful communications team, we have been posting quite

intensively about the recent ICAP conference in Montreal. Take some time to check out the wonderful coverage of the Alliance for Organizational Psychology - Invited Sessions' at ICAP 2018 with panelists Hazel McLaughlin, Kristyn Scott, Lynda Zucec, Virginia E. Schein, and Winnie Shen. Also, check out the coverage on Karen Korabik giving the SWAP invited address on “gender and leadership”, or the State of the Art Lecture by Julian Barling on Leader's Mental Health at Work. Plenty of interesting coverage to read up on. Second, we would like to thank all of you who have taken the time to respond to our call to become more actively involved in showcasing your research findings, writing blog posts, and engaging in debates on our website and social media platforms. We have been very active in promoting all of the wonderful work Canadian Industrial and Organizational Psychologists have been engaged in on our social media platforms. With over 1,000 views, our most interacted posts in this area were on “New meta-analysis on the antecedents of work-family enrichment by Dr. Laurent Lapierre at Telfer School of Management (University of Ottawa)” and “New paper on how perceptions of psychological contract breach and behavioral reactions are inter-related over time by Dr. Yannick Griep at the University of Calgary”. Keep your eyes open for our next call to share updates with us, and keep in mind that this can be a great way to reach several hundreds people from diverse backgrounds with your work.

Third, speaking of our social media presence, I am happy to report that due to the wonderful efforts of our communications team, we continue to see our social media presence grow gradually, with an approximately 36% increase in followers on Facebook, an approximately 25% increase in followers on Twitter, and an approximately 40% increase in followers on LinkedIn since last year in August. Not only are we seeing an increase in our followers, we also noticed that our posts are being viewed more, interacted with more, and shared more by our followers. In general, we seem to have the strongest outreach via Facebook as exemplified by the fact that we reach on average about 350 people with our posts, with up to 2,200 interactions for certain posts. We will continue to work hard to provide plenty of material to engage with you and foster discussion.

Finally, I would like to remind our members that CSIOP is here to help spread the word on your research. If you or your lab are featured in the news, or you feel there is something our membership would benefit from reading/seeing, please let us know at editor@csiop-scpio.ca. Similarly, if you have an idea for a blog entry and would like to contribute to CSIOP, we are happy to work with you, regardless of your experience level! We look forward to hearing from you!

Student Update



*Duygu Biricik-Gulseren, M.Sc.
Saint Mary's University*

Dear Student Members of CSIOP,

I would like to start my first column by sending my warm greetings. It is an honour for me to be elected as your next Student Representative. I want to thank all student members who voted in the elections. I will do my best to represent CSIOP's student body in the next two years.

For those of you whom we have not yet met, let me introduce myself. I am a third year PhD student in Industrial and Organizational Psychology program at Saint Mary's University, Halifax. My supervisor is Kevin Kelloway. My research interests are leading healthy workplaces, chronic pain at work, and work-life balance. I would be happy to connect with you individually and learn about your research, too.

THANK YOU, SARAH!

Our outgoing student representative, Sarah Bourdeau, did a remarkable job during her mandate. On behalf of all students, I would like to thank Sarah for her hard work and diligence. It will be a challenge for me to keep up with her high standards ☺ I also want to send her an individual “special thank you” for taking the time and explaining every single detail about my new role. Thanks to her, I had a confident start to my new adventure. I hope she continues to be involved in CSIOP's activities in one way or another.

POSTICAP

As you know, CPA hosted International Applied Psychology Conference (ICAP) in beautiful Montreal this year. Unlike traditional CPA conferences, we had a busier conference with delegates from all over the world. It was such a productive and fun conference. The RHR Kendall and student poster competitions attracted a lot of interest from students. Midori Nishioka from the University of Waterloo received the RHR Kendall student award. The title of

her paper was “The effect of construal level mindset on individuals' reaction toward supervisor fairness”. A big congratulations to Midori! We also have 4 student poster award winners. Kayla Brown (with Debra Gilin-Oore and Sherry Stewart) from Saint Mary’s University won first place with her poster titled “The effect of an empowered mindset on social anxiety in negotiations”; K. Yourie Kim (and Winny Shen) from the University of Waterloo won second place with her poster titled “Leadership and followership stereotypes of Asian-Americans”; Alexandra Chris (and Yannick Provencher, Serena Thompson, Cody Fogg, Ashley Cole, and M. Gloria Gonzalez-Morales) from the University of Guelph won third place for her poster titled “An integrative model and meta-analysis of experienced incivility and its correlates”; and Sara Murphy (and Lisa Keeping) from Wilfrid Laurier University won honorable mention with her poster titled “Understanding the nature of unstructured interview questions: An exploratory study.” The jury also noted that they had a hard time deciding on the winners. For the next years, if you are interested in any of these competitions, please do not hesitate to ask your questions to me at Duygu.gulseren@smu.ca

RHR Kendall Award Winner



From left to right: Midori Nishioka and Lisa Keeping

Some of the Poster Award Winners with Lisa Keeping



From left to right: Yourie Kim, Sara Murphy, Alexandra Chris, Yannick Provencher, and Lisa Keeping.

The other major student activity was the student-mentor event at ICAP. I would like to briefly explain how it works for those of you who are not familiar with the student-mentor activity. In student-mentor event, registered mentees are matched with minimum 4 mentors based on their career interests (i.e. academic or practitioner). During the event, they have the opportunity to chat with each of these mentors for about 10 minutes. Students not only have the opportunity to network with the mentors, but also ask their questions in an informal, relaxed setting. This year, we had 9 mentors and 14 mentees. I was one of those mentees and it was one of the best experiences of the conference for me. A big thank you to all mentors who kindly accepted our invitation.

WHAT IS NEXT?

In the next two years, I would like to implement new initiatives tailored to the student needs. One of these will be webinar series for professional development. My plan is to invite seasoned CSIOP members who are experts in their respective fields to share their knowledge, experiences, and advice with our student members. However, first we need to identify your needs. In the upcoming days, you will receive a survey from me about this. Watch your e-mails!

I want to close my column with an invitation. We are looking for university representatives from all Canadian institutions. University representatives are the people who bridge their universities and CSIOP. It is such an important function for our society. If you would like to represent your university, share the expectations and concerns of the students in your institution, please contact me at Duygu.gulseren@smu.ca I am looking forward to your applications!



The Convention Corner



*Ivona Hideg, PhD
Wilfrid Laurier University*

I am thrilled to be back in the role of the Program Coordinator after my slight detour and leave for the past year (I had the most endearing and demanding boss over this past year – my now one-year old daughter Aleksandra!). As I take over as the Program Coordinator for the next year, I would first like to thank Josh Bourdage for stepping up to fill this important role for the past year and delivering a top-notch CSIOP program in Montreal. This past CPA convention in Montreal was particularly exciting, but also challenging from the program coordination perspective, as it involved a coordination with the International Congress for Applied Psychology (ICAP). Kudos to Josh to pulling it off and doing such an outstanding job (it seemed to be a good year for me to take a leave☺). I would also like to thank Silvia Bonaccio for her tireless and tremendous support for CSIOP and in particular for program coordination. I truly do not know what we would do without Silvia’s dedication, wisdom, and willingness to help along our journey of delivering a fantastic program. Given her support and contributions to CSIOP, I am also very proud to announce that Silvia was the winner of the 2018 Joan Finegan Award for Outstanding Contributions to CSIOP! Please join me in congratulating Silvia on receiving this well –deserved award! And, please join me in thanking both Josh and Silvia for the rich CSIOP program that we had in Montreal!

I should also note that I actually did not attend the CPA convention in Montreal this year (the Van Gogh museum lured me away while I was visiting the University of Amsterdam for the month of June!), but I know that I missed out on an excellent conference. Given that I was not at the convention, Josh has graciously agreed to provide a brief summary of the conference events – please see below for the CSIOP convention highlights.

Second, I should probably “re-introduce” myself for those who do not know me and who are new to the CSIOP. I am an Associate Professor (newly minted Associate who just got tenure!) of OB/HRM in the Lazaridis School of Business and Economics at Wilfrid Laurier University. I have been an active member of CSIOP since my early graduate student days. I started out my graduate studies as an I/O MSc student at the University of Waterloo and then I went to the Rotman School of Management at the University of Toronto for my PhD. As such, I have background in both I/O psych and business and I have been proudly promoting the CSIOP to both I/O and business students as I feel that CSIOP is a great and welcoming home for a diverse body of students and scholars. Indeed, I am very happy to see that our membership has become more diversified over the years and that makes me proud to be a part of this special organization. I would also like to mention that I was a Program Coordinator in 2016-17 (hopefully you still remember the Toronto CPA convention in 2017!), but then I had to step down for year and take on a very different journey with my new baby. I am happily back now to serve for my second year as a Program Coordinator and look forward to another exciting year working with the CSIOP executive team and membership to deliver our next conference program.

It is probably still too early to talk about our next convention, but it is never too early to mark your calendars, as our next convention will be in a beautiful city of Halifax! Please mark your calendars for May 31-June 2, 2019 in Halifax! I hope you will be making submissions once the call goes out and will contribute to yet another rich and fun CSIOP program. I would also like to invite all of you to share any ideas you may have for the conference program. This is your conference and if you have any ideas, suggestions, or questions please feel free to email me at ihideg@wlu.ca.

I wish you a great end of the summer and a great beginning of the new academic year! Please stay tuned for the CPA call for convention submissions and I hope to start hearing your suggestions for our 2019 program!

And here is as promised highlights of our past convention written by Josh Bourdage:



Thanks again for a wonderful conference, ranging from the many invited speakers to the reviewers, and the many international attendees. Overall, despite having most of our program in an enormous room, attendance was well above the norm for the conference, and I think this reflects a strong program across both CSIOP and IAAP. In addition, many thanks to Damian O'Keefe for his role organizing the I/O – Military social, which was once again a fantastic and well attended event. Beyond this, we were able to host a joint reception with IAAP, which was thoroughly enjoyable, and followed a successful student-mentor event. Thanks to Sarah Bourdeau and Lynda Zugec for their work on this and putting on an incredible event, and to IAAP for their joint funding of the event. There were too many excellent talks and sessions to spend time on all of them, but I will highlight that the consensus was that the students really shone at this conference, with some incredible posters, and the CSIOP student symposium featuring some very high level talks in terms of both the quality of the work and in the delivery! As can be seen, although the program coordinator role can be a heavy one, putting on the annual conference is only possible through big contributions from many individuals, and so we thank everybody for a successful conference! As Ivona noted, if you have any feedback that we should take into account for next year's conference, please contact her at ihideg@wlu.ca.

Update On: Alliance for Organizational Psychology



Alliance for
Organizational
Psychology



*Lynda Zugec M.A.
The Workforce Consultants*

AOP held a Small Group meeting (SGM) in Istanbul, May 2018. The purpose of this SGM was to bring together researchers who have been studying the work-family (W-F) interface in a global context.

Most research on the work-family (W-F) interface has been conducted in North America, limiting the extent to which findings can be generalized to other parts of the world. As such, at the SGM, cross-cultural W-F researchers shared their knowledge about the current state of research findings in the area. Specifically, different researchers/teams discussed similarities and discrepancies in findings, with the aim of moving toward a common understanding of the cultural drivers of W-F dynamics.



SGM participants engaged in theory development, collaborative research ideas, and provided suggestions for culturally-relevant practice. In particular, implications of findings in the field for workers and their families, as well as for organizational and government decision makers in different cultural contexts were discussed. SGM participants identified priorities and set an agenda for future research that will serve to advance the field.

In summary, the SGM addressed a complex topic highly significant to our profession and society, with relevance for both research and practice, that benefitted from a global perspective. Moreover, the SGM fulfilled its goals of advancing theory, research, and practice in the field by creating alliances among the top scholars from different cross-cultural W-F research projects.



All attendees were expert scholars in the field of cross-national W-F interface research. In addition, attendees represented eight different countries, spanning six different geographical/cultural regions (i.e., North America, South America, Europe, Middle East, Southeast Asia, and Confucian Asia).

For more information, please visit the Alliance for Organizational Psychology webpage:
<http://www.allianceorgpsych.org/>



CALL FOR PAPERS

19th Congress of the European Association of Work and Organizational Psychology (EAWOP) Turin, Italy, May 29th to June 1st, 2019

The theme of the 19th EAWOP Congress is **“Working for the greater good: Inspiring people, designing jobs and leading organizations for a more inclusive society”**.

We are living in a period marked by accelerated social change, economic and financial turbulence, and major dislocations of populations, with an associated risk of significant social fragmentation. The theme of the congress highlights the need for work and organizational psychologists, whether academics or practitioners, to actively engage through their work in tackling these risks and promote inclusion, integration, cohesion and participation.

The congress will bring together scientists and practitioners from Europe and around the world. The Program Committee invites you to submit proposals for oral presentations, symposia, posters and panel discussions. Contributions from both scientists and practitioners are welcome as well as contributions that link scientific and practitioner approaches and perspectives.

MAIN TOPICS

Abstract proposals in all areas of work and organizational psychology may be submitted, such as (but not limited to):

- ✓ Employment relations
- ✓ Positive organizational behavior
- ✓ Interventions
- ✓ Ethics and sustainability
- ✓ Emotion in the workplace
- ✓ Employee stress and burnout
- ✓ Work-life interface
- ✓ Employee selection
- ✓ Organizational change and development
- ✓ Technology, work-design and human-machine-systems
- ✓ Human resource management
- ✓ Leadership and management
- ✓ Global issues
- ✓ Performance and productivity
- ✓ Labor market issues
- ✓ Occupational and organizational safety
- ✓ Conflict in organizations
- ✓ Teams and work groups
- ✓ Research methodology
- ✓ Entrepreneurship/self employment
- ✓ Organizational structure, culture and climate
- ✓ Economic psychology, consumer behavior and marketing
- ✓ Emerging themes in work and organizational psychology

CONGRESS VENUE



The 19th EAWOP congress is hosted in the **Torino Lingotto Congress Centre, Via Nizza, 280 – Turin, Italy** (<http://www.centrocongressilingotto.it/EN/Pages/Home.aspx>). Built between 1917 and 1922, the FIAT building symbolised a turning point in the development of Italian industry, marking the end of one era and the start of another. Many generations of workers have been employed in the workshops of this great industrial complex, manufacturing not only cars but also aero engines, commercial vehicles and household appliances. Having already been remodeled on numerous occasions over the years in response to changing industrial needs, in 1985 the factory ceased production. In 1989 an international competition was launched to transform the Lingotto industrial area into a modern multifunctional centre. These were years of frenetic activity, as the winning project by Genoese architect Renzo Piano – designer of the Beaubourg in Paris in the 1970s – was turned into reality, earning acclaim from architects and engineers around the world.

KEYNOTES

The 19th EAWOP congress will include exciting keynotes around the congress theme **“Working for the greater good: Inspiring people, designing jobs and leading organizations for a more inclusive society”**. We are proud to announce Elena Cattaneo (Senator for life of the Italian Republic, University of Milan), Evangelia Demerouti (Eindhoven University of Technology), Vicente González Romá (University of Valencia), David Holman (University of Manchester), Michelle ‘Mikki’ Hebl (Rice University, USA) and Sharon Parker (University of Western Australia). Please visit <http://eawop2019.org/speaker/> for detailed information about key notes and state of the art presentations.

SUBMISSION TYPES AND REVIEW PROCESS

All congress contributions must be in English. Submission may be scientific in nature, with a practitioner focus or a scientist-practitioner collaboration. The following submission types are available: symposium, forum, single oral paper, poster (which may be interactive), and panel discussion. All abstracts are submitted through the conference website <http://eawop2019.org/>. Each submission will be assigned to reviewers with expertise in the related field. The first author of an abstract will be considered to be the presenter of the paper or chair of the symposium or forum at the conference.

ALL ABSTRACTS SHOULD BE SUBMITTED BY SEPTEMBER 30TH, 2018.

NOTIFICATION OF ACCEPTANCE WILL BE COMMUNICATED BY JANUARY 15TH, 2019.

PRE-CONFERENCE WORKSHOPS

In the tradition of EAWOP congresses, a number of pre-conference workshops will be offered on Wednesday, May 29th. The workshops will cover methodological as well as substantive topics, such as multilevel structural equation modelling, growth modelling, modern personnel selection, humanitarian work and organizational psychology, etc. More information is provided at <http://eawop2019.org/>

REGISTRATION

We invite you to register for the conference at the conference website: <http://eawop2019.org/>.

Deadline for early registration (at a reduced fee) is **February 15th, 2019**.

As already announced, we decided to change the original dates (8th-11th May 2019) to the new one (**29th May to 1st June 2019**) to avoid an overlap with a very large Book Fair in Turin. We apologize for any inconvenience this may cause.

Oh, Cannabis: A Summary of the Workplace Implications of Marijuana Legalization in Canada



*Allison Duck Chief and Erika Ringseis¹
TransCanada*

Imagine yourself this fall, sitting around the BBQ on some comfortable deck furniture. The sun is shining, the wind is blowing, the soft scent of marigold and skunk wafts over the cedar deck. “Hey, could you pass the ketchup? And the mustard? Maybe some relish? And the weed?” your younger sibling asks.

As of October, 17th 2018, you, your friends or family members may decide to smoke a joint without risking imprisonment. Maybe you will have a medical need for cannabis, or maybe you will find yourself partaking in some recreational pot during your weekend activities. But, what happens the next morning when you get up and go to work? What happens when your colleague down the hall wants to go for a smoke

break that doesn’t include tobacco? What does the legalization of marijuana mean for Canadian employers?

WHAT EXACTLY IS LEGAL POT?

Starting in October, in Canada, it will be legal for adults to:

- Purchase fresh or dried cannabis, oil, plants and seeds from a regulated (provincially or territorially regulated) retailer, or from a federally-licensed producer;
- Possess in public up to 30 grams of dried legal cannabis;
- Share up to 30 grams of legal cannabis with other adults;
- Cultivate up to four plants per household; and
- Prepare cannabis products (“edibles”) at home for personal consumption, provided that the methodology used is not unsafe.

This legalization is in addition to the current legal consumption of marijuana by prescription. Thus, recreational use will be legalized. Both prescription and recreational use present some challenges to employers.

PROHIBITIONS AT WORK:

Employers are faced with a unique set of challenges with the legalization of cannabis. Although employers will have the right to prohibit use during work hours, it is difficult to ensure that employees are not affected by their recreational, or prescription, use outside of work hours. In Canada, drug-testing (along with any related disciplinary action) is considered an affront to the dignity and privacy of employees, except when workplace safety is a concern. Drug and alcohol testing is hotly contested in the workplaces and courtrooms within Canada. Although the nuances are still under legal debate, employers are generally able to justify testing, and removing an employee from the worksite, if the workplace or position of the employee is considered safety-sensitive. In advance of the legislative change, employers would be wise to re-assess the roles in their organization to ensure the safety-sensitive roles have been appropriately categorized. Employees should also be informed if they are in a safety-sensitive role, and what that means to their use of drugs and alcohol. Employers have the right to expect their employees to show up for work on time and unimpaired.

IMPAIRMENT

What qualifies as impairment? Testing requires a nuanced approach, as THC in the bloodstream can remain in the body within a period of two days to nearly a month, depending on the user’s body mass index, metabolism and rate of consumption. This is further complicated by the fact that most current tests target a non-psychoactive metabolite of THC (THC-COOH), serving as a marker for use rather than a gauge of impairment. This makes it very difficult for an employee to be considered “under the influence”. Employers are truly stuck in a difficult position, wanting to avoid impaired individuals reporting for work, especially in safety-sensitive positions, but being unable to accurately measure impairment. We expect that testing will evolve as methodology becomes more sophisticated and we gain experience with legalized cannabis. Employers should pay close attention to advancements and

¹ Erika Ringseis is an employment lawyer with a Ph.D. in Industrial/Organizational Psychology from Penn State. She is the currently the manager of HR Governance at TransCanada, where Allison Duck Chief is enjoying a summer job away from her communication studies at Mt. Royal University. Allison is greatly enjoying her summer and she says working with the HR Governance team is a natural high and no legalization of cannabis is needed for her!

changes in the testing area, as well as court cases, in order to ensure that their methodology and expectations remain current.

HUMAN RIGHTS OBLIGATIONS

Canadian workplaces also must treat cannabis addiction as a health issue, the same way it is mandated for alcohol and other drugs of abuse. Under human rights and freedoms legislation, employers are obligated to provide workplace accommodations to employees with addiction, and are barred from terminating or otherwise discriminating against employees because of addiction or other mental or physical disabilities.² This obligation applies only for employees with a real dependency issue, and not necessarily someone with problematic consumption patterns affecting performance. Cannabis is also unique in that it may be medically prescribed, as would OxyContin or other prescription drugs, but will also be legal to use recreationally, like alcohol. Thus, the interaction between cannabis and human rights will be complex and multifaceted. Corporate policy-makers should tread very carefully in the future to ensure the wording of policies appropriately captures these nuances.

NEXT STEPS

Before Oct 17, employers should take steps to prepare for the legalization of cannabis.

First, organizations should review their policies. Drastic changes are not necessarily anticipated, but some additional wording may be required. A policy requiring employees not to be impaired at work may be quite helpful, with a definition of impairment that is carefully drafted to include behaviour exhibited when under the influence of cannabis in addition to other substances. Focusing on behaviours, instead of just measures of alcohol or THC will help with flexibility for employers to respond to concerns in the workplace.

Employers also have the right to control behaviour at their workplace. Just because alcohol is legal does not mean it may be consumed at the worksite, and similar rules should also apply to cannabis or other drugs. Wording in existing policies may need to be broadened to ensure cannabis is included.

The fall would also be a great time to remind employees about the existing policies and practices at the organization and update about any changes coming as a result of the legalization of cannabis. Communication between workplaces and their employees will be key in the upcoming months as everyone aims to find their footing on this subject of legalization. What will constitute as acceptable use? How will a company gauge impairment? The answers to these questions may evolve as the subject area evolves and organizations should be prepared to be nimble in their approach and respond appropriately.

FINAL WORD

As we turn in the last half of 2018, workplaces and employment policies will need to be reviewed and updated. Attention should be given to policies relating to discrimination, accommodation, health and wellness, safety and impairment testing. Organizations should also assess the safety-sensitive roles, noting any special concerns for reducing the risk of harm. The legal landscape from both the safety and human rights perspectives is changing constantly and employers will need to stay current. Canadian law and the practical adjustments to policy and practice are entering a new era... Oh Cannabis!

² See earlier columns for a more detailed description of the human rights process related to accommodation. Remember that reasonableness is measured contextually and undue hardship may be very different for a large employer versus a small organization.

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