



Volume 36 | Issue 4  
**July**

# The Canadian Industrial & Organizational Psychologist

## Chair's Column

### Table of Contents

Chair's Column .....1  
 CSIOP Membership .....3  
 CSIOP News.....3  
 In Memoriam – Dr. Victor M. Catano.....4  
 In Memoriam – Blair John....5  
 Practice Makes Perfect.....5  
 State of the Science .....8  
 Student Update .....9  
 The Convention Corner .....10  
 Update On: Alliance for Organizational Psychology ..11  
 Discrimination is Discrimination In Any Direction .....14  
 Award Recipients.....16



*Nicolas Roulin, Ph.D.  
 Saint Mary's University*

Dear CSIOP members,

It is my pleasure and honour to represent you as the new CSIOP Chair for the next 12 months. I am an Associate Professor of Industrial-Organizational Psychology at Saint Mary's University in Halifax. Although I'm new to that role, I have been involved in the CSIOP

Executive Committee for the last four years, with three years as Secretary-Treasurer and one year as Chair-Elect. I am grateful for the opportunity to serve you, and will do my very best to continue the amazing work done by my predecessors.

### **THE CPA CONVENTION**

The CPA convention that took place last month in Halifax was a very successful one. The CSIOP team put together a number of excellent IO sessions and events, including a keynote presentation by Dana Kabat-Farr, our traditional CSIOP student symposium and poster session, a student-mentor social, and the joint CSIOP-Military social. Please see the Convention Corner in this newsletter for more details. I want to thank Ivona Hideg, Lisa Keeping, Winny Shen, and Duygu Biricik-Gulseren for their hard work to make this happen, especially given that several Executive members (me included) could not attend because of the simultaneous EAWOP conference. Mark your calendar for next year's convention, which will take place on May 28-30 in Montreal!

### **EXECUTIVE COMMITTEE**

It is this time of the year when the CSIOP Executive is reorganized. I would thus like to recognize the excellent work of those leaving their roles (and those staying!), and welcome new motivated individuals who agreed to give their time to serve our section.

First of all, I want to thank Lisa Keeping (Wilfrid Laurier University) who leaves the Executive team after three years in the various Chair roles. Lisa was instrumental in steering CSIOP's boat at a time when CPA was implementing a number of new regulations that had major implications for how we operate as a section and our financial resources. Her experience working with CPA was also immensely useful when the CSIOP Chair team started to re-negotiate our relationship with CPA over the last year.

I also want to recognize Ivona Hideg (Wilfrid Laurier University) who did a tremendous job as Program Coordinator for the conventions in Toronto in 2017 and Halifax in 2019. Dealing with the CSIOP program is always a complex process, having to coordinate a large number of submissions, finding reviewers, and juggling with CPA's ever-changing formats and deadlines. Yet, Ivona always managed to put together an amazing program, and ensured that it runs smoothly.

Tom O'Neill (University of Calgary) is moving to Past-Chair. Over the past year, Tom did a wonderful job as Chair. One of his key initiatives was to renegotiate our relationship with CPA. As you all know, the changes in CPA regulations and policies over the last few years (e.g., the elimination of the associate members) have had a major

impact on our section and its finances. Tom has led the (friendly but tough) negotiations with CPA's team, and we are optimistic that they will soon lead to changes which will positively influence CSIOP for the years to come. I'm looking forward to working with Tom (and benefiting from his wisdom) to help our section make an even bigger impact on I-O psychology in Canada.

Winnie Shen (now at York University) is moving to Chair-Elect after serving for many years as Membership Coordinator. Winnie's drive and experience will be essential both in our discussions with CPA and new initiatives aimed at increasing our membership numbers and our impact.

We are very lucky to have Joshua Bourdage (University of Calgary) continue for a second year as Secretary-Treasurer. Over the last year, Josh oversaw the transition of our banking and finances from a section-centered model to a CPA-centered model. He also effectively ensured that we remained within our financial capacity.

We are also fortunate to have Duygu Biricik-Gulseren (Saint Mary's University) continue as Student Representative. Duygu not only did an amazing job organizing student events during the CPA convention (e.g., student symposium, student-mentor social), but she also started several initiatives for our student members. An excellent example is the creation of student liaisons within each university to ensure optimal communication from and to the Executive team. Check Duygu's Student Update column in this newsletter for more details about past and future initiatives.

I want to offer a warm welcome to two new Executive members. First, Leah Hamilton (Mount Royal University) is our new Program Coordinator. Leah is returning to the CSIOP Exec after serving as Student Representative in the past. Her research focuses on the social and economic integration of immigrants and refugees in Canada. I have heard wonderful things about Leah's motivation and organization skills, and I'm looking forward to see her help CSIOP bring our future conferences to the next level.

Second, Aleka MacLellan (Lee Hecht Harrison Knightsbridge) is our new Membership Coordinator. Aleka has been working as a consultant in Talent and Leadership Development after graduating from Saint Mary's University. I'm excited to have a brilliant young practitioner joining the Executive team, and helping CSIOP attract new members in the years to come.

I also want to thank our Special Collaborators who have all done an impressive job over the last year and that we are happy to continue working with. Lance Ferris' (Michigan State University) contribution as Newsletter Editor is essential for us to communicate with our members. And, we are always informed on great findings by CSIOP researchers in his "State of the Science" columns. Rachael Jones-Chick (Saint Mary's University) should be recognized for her help to prepare the newsletter. Prachi (Saint Mary's University) has done a wonderful job revitalizing our social media presence and collecting information for the newsletters. Peter Fisher (Wilfrid Laurier University) stepped in last winter to take over the Webmaster role, and we are grateful to benefit from his dual I-O/computer science expertise. Lynda Zucec (The Workforce Consultants) has continuously informed us about the initiatives of the Alliance for Organizational Psychology. Finally, thanks to Blake Jelley (University of Prince Edward Island) for his work as Co-Chair of the CPA Task Force on Title, and his continued efforts to inform us on the ever-evolving issues of title and licensure.

### ***CLOSING REMARKS***

I hope this coming year will be one with "light at the end of the tunnel", after years of unprecedented financial challenges and tough decisions to make. As mentioned above, the Chair team is working hard to obtain better conditions in our relationship with CPA. And I hope to be able to share some good news in one of the next newsletters. I am also hopeful that these changes, together with some new faces in the Executive, will allow to us attract more members (students, faculty, and practitioners), provide even more value and initiatives to our members, and make a bigger impact on Canadian Industrial and Organizational Psychology.

I want to finish my first column as Chair by sharing that CSIOP grieves the recent passing of two of its members, both from Saint Mary's University. Dr. Vic Catano was a pillar of the Canadian I-O community. He served as CSIOP Chair for two terms from 1984 to 1986, was instrumental in the creation and success of the graduate I-O programs at SMU, and made numerous long-lasting contributions to both research and practice in I-O and military psychology. Blair John was a talented PhD student, passionate, and eager to learn about all areas of I-O psychology. He served as the SMU student liaison for CSIOP this past year. Both of them will be deeply missed, and I invite you to read the "In Memory" columns written by Vic and Blair's colleagues in this newsletter.

## CSIOP Membership



*Winny Shen, Ph.D.*  
*York University*

As of 10 June 2019, CSIOP has a total of 181 members, which consists of 11 CPA Fellows, 2 Honorary Lifetime Members (including 1 CPA Honorary Life Fellow), 4 Special Affiliates, 4 Retired Members (including 2 CPA Retired Fellows), 61 Student Members, and 98 Full Members.

## CSIOP News



*Prachi, M.Sc. Student*  
*Saint Mary's University*

### **WILFRID LAURIER UNIVERSITY**

- Victoria Daniel and Tessa Neilson have been awarded the very prestigious and highly competitive *SSHRC Doctoral Fellowships!*
- Sara Murphy has been awarded the *Ontario Graduate Scholarship!*
- Ivona Hideg and Anja Krstic were awarded *Distinguished Winner of the Responsible Research in Management Award* co-sponsored by the International Association for Chinese Management (IACMR) and the Community for Responsible Research in Business and Management for their recently published paper on the unintended consequences of maternity leaves.

- Ivona Hideg was honoured with a Research Fellowship with the Women and Public Policy Program at Harvard Kennedy School (Harvard University) for the 2019-2020 year.
- Anja Krstic (advisor: Dr. Ivona Hideg) has successfully defended her doctoral dissertation on June 12, 2019. Congratulations to Dr. Krstic!

### **SAINT MARY'S UNIVERSITY**

- Rachael Jones-Chick received the *SSHRC Doctoral Fellowship* for a four-year term!
- Gregory Anderson received the *SSHRC Masters Fellowship!*

### **UNIVERSITY OF GUELPH**

- Congratulations to Jeff Spence and David Stanley who were successful in obtaining a *SSHRC Insight Grant* called "Quantifying the amount of uncertainty in single studies caused by measurement error."

### **WESTERN UNIVERSITY**

- Julia McMenamin (PhD Candidate, Western University), along with Dr. Hayden Woodley (University of Prince Edward Island), and Dr. Natalie Allen (Western University) were awarded a *Mitacs Accelerate Grant*. Their research project, "From incubator to money maker: An investigation of entrepreneurial founding teams," will be conducted in collaboration with their industry partner, StartUp Zone, a Prince Edward Island business incubator.
- Dr. Hayden Woodley (PI; University of Prince Edward Island) and Dr. Alex Benson (Co-Investigator; Western University) received a *SSHRC Partnership Engage Grant* in collaboration with the PEI Public Service Commission, entitled: "Don't tell me how to lead! The effects of personality on the transfer of a leadership development program".



- Sarah Carver (MSc student; Western University) received a *Mitacs Globalink Research* award with Dr. Tara Reich (University of Surrey). They are currently working on a project examining the role of perspective-taking on reactions to witnessing incivility at work.

*Please send any I/O or program information, photos, congratulations, etc. to our Social Media Coordinator, Prachi at Prachi.28x@gmail.com*

## In Memoriam – Dr. Victor M. Catano

*E. Kevin Kelloway and Arla Day  
Saint Mary's University*

Dr. Victor M. Catano - one of the most prominent I/O psychologists in Canada – passed away May 10, 2019. Vic was the founder of the Saint Mary's University graduate program in I/O psychology and was scheduled to retire this year after 48 years on faculty at the University. He is survived by his wife of 50 years, Janis, and their sons, Victor and Michael, and their partners. He is mourned by a large community of students, coworkers, practitioners, military members, and others whose lives he has touched in his many professional activities.



Vic was the epitome of the scientist-practitioner – a researcher who sought out opportunities to work with organizations to resolve their problems. Although he had broad interests in I/O, Vic's particular specialty was in personnel selection. He was the senior author of *Recruitment and Selection in Canada* (Nelson), a co-author of *People and Work in Canada* (Nelson), and he worked extensively with the Canadian Armed Forces and other organizations on issues relating to personnel selection. Vic also frequently served as an expert witness for arbitrations and hearings that dealt with selection and other personnel decisions.

Vic also was a dedicated trade unionist. Active in the formation of the Saint Mary's University Faculty Union, Vic served in virtually every executive position, including President and Chief Negotiator. He also served as President of the Canadian Association of University Teachers and received their Donald. C. Savage Award in 2009. His practice was, of course, reflected in his research. Vic was one of the leading researchers on the psychology of unionization – publishing articles on members' commitment to, and involvement in, the union, as well on the effects of strikes and political campaigns.

A two-term Chair of CSIOP, Vic received the Distinguished Contribution to I/O Psychology Award and was a Fellow of the Canadian Psychological Association, as well as a recipient of the CPA Award for Distinguished Contributions to Education and Training in Psychology. Just before his death, Vic received Presidential Recognition as a Scientist Practitioner from SIOP. Throughout his career, he served on numerous editorial boards including two terms as editor of *Canadian Psychology*.

As one of his students put it, Vic's "gruff demeanour" was a red herring. He was a warm and supportive person who always had time for his students and colleagues. He loved to travel and attended many international conferences. His death is a loss to the department, the university, and to the profession. He will be greatly missed.

## In Memoriam – Blair John

*Nicolas Roulin, E. Kevin Kelloway, and Arla Day  
Saint Mary's University*

A few weeks ago, Blair John tragically passed away while attending the 2019 EAWOP conference in Turin, Italy. Originally from the Bahamas, Blair obtained his Masters' degree from St. John's University in Minnesota, and was a PhD student in I/O Psychology at Saint Mary's University. He was a smart, curious, open-minded, and passionate young individual. He was eager to discover and learn more about all areas in I/O psychology from personnel selection, to employee well-being, leadership, diversity, and training.



Over the last year, he served as the SMU university liaison for CSIOP. He recently successfully passed his comprehensive exam, was attending his first big I/O conference to present his research findings, secured a summer internship, and was starting to work on his dissertation topic. He also recently won first prize in the Three-Minute Thesis competition at Saint Mary's University for his research project "Catching the Fakers: Exploring New Methods to Identify Applicant Faking in Interviews", going on to represent SMU at the Eastern Regional Competition in Montreal.

Blair will be remembered as a bright student who was eager to learn, a supportive colleague, and someone who radiated positivity and could illuminate a room with his smile! Our thoughts go to his family, friends, and colleagues around the world.

## Practice Makes Perfect



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

In this issue of "Practice Makes Perfect", we connected with Ginger Whelan (Whelan & Associates) who serves as the current chair of the Society for Industrial and Organizational Psychology (SIOP) Local I-O Group Relations Committee. As a practitioner, she started and led the local work and organizational psychology group in Memphis. Her drive and enthusiasm for connecting with other practitioners contributed to the success of the local group and here she shares some of her updates with us!

### Local Work and Organizational Psychology Groups

#### **WHAT IS A LOCAL WOP GROUP?**

**Ginger:** So glad you asked! Local Work and Organizational Psychology (WOP) groups, also known as Local I-O Groups, are grass root communities of like-minded individuals who like to meet to share their interest in applying the science of psychology to organizations. Local groups can be virtual or face-to-face, depending upon the interests and geography of interested members.

### **WHAT ARE THE BENEFITS OF PARTICIPATING IN A LOCAL WORK AND ORGANIZATIONAL PSYCHOLOGY GROUP?**

**Ginger:** Those who belong to local work and organizations psychology groups describe many benefits including:

- **Fellowship.** Members enjoy meeting socially, engaging in discussions with people in the same profession, gaining a greater sense of belonging, and becoming energized as a result of participating in the group.
- **Professional Growth Potential.** The groups serve as a forum for engaging in initiatives, building networks, developing professional contacts, promoting work and organizational psychology, increasing knowledge and experience, and exchanging tools used within the profession.
- **Staying Connected.** By joining a group, work and organizational psychologists stay connected to colleagues, are informed of new methodologies and trends within business and the general market, and share achievements within work and organizational psychology.
- **Enhanced Cohesion.** Local work and organizational psychology groups are able to enhance interaction among colleagues – something that may be difficult for larger associations and groups to achieve.
- **Reflection and Learning.** The local work and organizational psychology groups present an opportunity to reflect on knowledge and skills and the applicability of these in business. Groups typically consist of those within both the scientific and practice areas of work and organizational psychology and as such bring different perspectives on life as a work and organizational psychologist.

### **WHAT IS THE COST OF JOINING A LOCAL WORK AND ORGANIZATIONAL PSYCHOLOGY GROUP?**

**Ginger:** As grass roots, non-profit organizations, membership costs will depend upon the local group you join. Many groups are free and some charge a small fee to cover costs such as meeting room fees, guest speaker expenses, and web services. Ask your local group what the fees for membership are. You may be pleasantly surprised!

### **WHAT HAS YOUR COMMITTEE LEARNED ABOUT LOCAL GROUPS?**

**Ginger:** The Local I-O Group Relations committee has administered two surveys to learn about professional members' interests in local groups; one sponsored by SIOP in 2013 and another sponsored by the Alliance for Organizational Psychology (AOP) in 2017. The surveys show that about one out of three respondents say they belong to a local group.

### **WHAT ELSE HAVE YOU LEARNED ABOUT LOCAL GROUPS?**

**Ginger:** Survey participants indicated that they join for a variety of reasons including networking, professional development, to promote the profession, and to earn CE credits. Other reasons people join include fellowship (40% in the SIOP survey), to develop others in the profession (38% in the SIOP survey) and to discuss specific topics (63% in the AOP survey), such as women's issues in the workplace.

### **CAN YOU SHARE SOME OF THE CONFERENCE ACTIVITIES WITH US?**

**Ginger:** Of course! At this year's 34th Annual Society of Industrial and Organizational Psychology conference at National Harbor in Washington, DC, members of the SIOP Local I-O Group Relations committee were actively promoting the benefits of these grass root organizations. This was our fourth year hosting a booth in the Committee Zone. The Committee Zone was created by SIOP to enable its committees to connect with members at the conference. The Local I-O Group Relations committee encouraged visitors to the booth to "pin themselves on the map." Once people are drawn to the map, it gives us a chance to discuss how they might connect with a group near them or encourage them to start a new group if none exists.



Left to Right: Rosalind Searle, Virginia Schein, Ginger Whelan, Anna Erickson, and Nancy Tippins gather around the maps in the Committee Zone at the 34th SIOP conference, National Harbor, Washington, D.C. April 5, 2019

The Local I-O Group Relations committee also hosted a special session at the SIOP conference to better meet the needs of members during the “I Am SIOP - Local I-O Group Incubator Session.” Committee members led discussions on how to start, maintain, and revive local I-O groups.



Local I-O Group Committee Members (Left to right): Sharon Glazer, Donna Sylvan, Michael Chetta, Peter Scontrino, Pete Rutigliano, Ginger Whelan, Anna Erickson, and Naz Tadjbakhsh.

#### ***WHAT DO YOU FORESEE FOR THE FUTURE OF LOCAL I-O AND WOP GROUPS?***

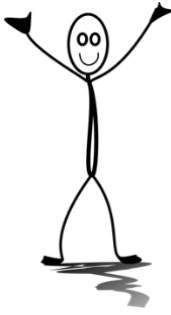
**Ginger:** Great question! There is a nascent group of us, a few passionate individuals including myself, Anna Erickson, Barbara Kozusznik, Corinne Williams, and Lynda Zugec, who are framing up a plan that will enable us to obtain a greater reach globally. While we are in the very early stages, we have already begun by educating people about the benefits of starting or joining a local WOP group at conferences such as EAWOP in Dublin and ICAP in Montreal.

#### ***ABOUT GINGER***

Ginger Whelan, Ph.D., President, Whelan & Associates, is the current chair of the SIOP Local I-O Group Relations ad hoc committee and has been an active member since its inception. She has organized numerous informational booths and events at conferences to promote local groups in North America and Europe. She is also the current Membership Chair of the International Association of Applied Psychology (Division 1). She is past president, cofounder, and program chair of the Memphis I-O Psychologists, which is celebrating its tenth year. Ginger served as director of employee metrics for a national hospitality and entertainment company, where she led all selection, performance management, leader assessment, and employee survey systems for 20 years. She earned her doctorate of philosophy in Experimental Psychology with a specialty in I-O Psychology from the University of Memphis. Ginger’s private consulting firm specializes in a continuous improvement approach to employee selection, leader assessment and development, and performance engagement systems.

Are you a member of a local work and organizational psychology group? Would you like to highlight new ideas on how to connect with other practitioners? Do you have comments or suggestions for this column? If so, please contact me at [Lynda.Zugec@TheWorkforceConsultants.com](mailto:Lynda.Zugec@TheWorkforceConsultants.com). Perhaps we can share your thoughts in an upcoming issue of “Practice Makes Perfect”!

## 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.*

Examples of the stereotypical angry coach abound in sports, with Bobby Knight being the classic example. Although often censured, it’s also not uncommon to hear these tactics defended by other coaches, fans, and even the players themselves. As the logic goes, “tough love” is often necessary to spur the team to even greater heights. But is the logic correct? That question is the focus of a new paper recently accepted at the *Journal of Applied Psychology* by Katy DeCelles of the University of Toronto’s Rotman School of Management, as well as her co-authors Barry Staw of the University of California-Berkeley, and Peter de Goeij of Amsterdam.

Drawing upon the Emotions-as-Social Information model and the dual threshold model of anger, DeCelles and colleagues argued that coaches displaying anger can be both a good and a bad thing. On the one hand, displaying anger at relatively low intensities communicates to players that their work is unacceptable and needs improving. On the other hand, high-intensity anger displays can result in players focusing less on their own work and more on the fact that their coach is behaving inappropriately. As such, they predicted a curvilinear relation between displaying negative affect (i.e., anger) and team performance, such that low- to medium-intensity displays improve team performance, while high-intensity displays harm team performance.

To test this idea, DeCelles and colleagues conducted two studies. The first study was a field study examining the emotion content conveyed in locker-room speeches by basketball coaches during half-times (the teams were male and female teams that played basketball for high schools and non-NCAA colleges near Berkeley, California). Research assistants recorded the speeches, which were later coded for the extent to which the coach displayed unpleasant affect; these values were used to predict the difference in points scored between the two teams in the second half (i.e., after the speech). A follow-up experiment used excerpts from the field study’s speeches that had been rated as low, moderate, or high in unpleasantness; after hearing the excerpts, study participants rated the extent to which they thought the team would try to improve their performance after hearing the speech. Whether actual performance or expected effort was the dependent variable, both studies showed the expected inverted-U curve for the relation between the intensity of the unpleasant display and the outcomes. In other words: showing a bit of anger can be a good thing, just don’t go overboard.

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

Staw, B. M., DeCelles, K. A., & de Goeij, P. (in press). Leadership in the locker room: How the intensity of leaders’ unpleasant affective displays shapes team performance. *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](mailto:lanceferris@gmail.com).*



## Student Update



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

Dear Student Members,

I hope you are all enjoying your summer. It has been quite a busy summer for me so far. First, we had the CPA convention, then we held the online Annual General Meeting.

### **POST CPA CONVENTION**

As you know, CPA's annual convention was in Halifax this year. We had a great scientific program. The attendance and engagement from the student body was quite high and I really enjoyed my time. I was responsible for organizing our traditional student-mentor event as well as the graduate student symposium.

We had 7 mentors who accepted our invitation to the student-mentor social. You can see their names below. I received very positive feedback from the students who attended the event. They said they had a great time chatting with you. Thank you very much for sharing your experience with us. We also had a record-breaking participation from students. Twenty seven students registered to the event. This is usually what we get when the CPA Convention is in a major urban area such as Toronto or Montreal. Thank you very much for your interest!

- Erica Carleton
- Dana Kabat-Farr
- Lisa Keeping
- Angela Langille
- Kibeom Lee
- Brent Lyons
- Jessie Zhan

RHR sponsored the RHR Kendall award one more time this year. Anna Gödöllei from the University of Waterloo was this year's recipient. Anna and her co-author James Beck's paper's title was "Development and Validation of the State Regulatory Focus Scale". Congratulations Anna! CSIOP also sponsored the Student Poster Award. **Thomas Sasso** from the University of Guelph received the first place with his work entitled "With Us and For Us: Consensual Queer Allyship in the Workplace". He co-authored his work with Gloria Gonzalez-Morales from the University of Guelph. The second place went to **Roy Hui** from the University of Waterloo. The title of Roy and his co-authors Lindie Liang (Wilfrid Laurier University) and Douglas Brown's (University of Waterloo) work was "Coping with Abusive Supervision: Retaliation Versus Perspective Taking". **Anja Krstic** from Wilfrid Laurier University received the third place with her work "How Taking a Paternity Leave Impacts Men's Career Outcomes: The Underlying Effect of Communitary Perceptions". Anja co-authored this study with Ivona Hideg from Wilfrid Laurier University. Lastly, **Ryan Cook** from Saint Mary's University received the honourable mention for his work "Developing a Faking Resistant Measure of Corporate Psychopathy for Use in Employment Selection: The CRT-WP". Ryan's co-author is Nicolas Roulin from Saint Mary's University. Congratulations to all of you!



From left to right: Duygu Biricik-Gulseren, Baylee Rubinoff, Cielo Zhang, Brent Lyons, and Peter Fisher

We closed the convention with the Graduate Student Symposium. Our theme was “The Role of Psychology in Assessing and Managing Employees”. Cielo Zhang from Saint Mary’s University, Peter Fisher from Wilfrid Laurier University, and Baylee Rubinoff from the University of Guelph shared their work with the audience. Brent Lyons from Schulich School of Business, York University served as our discussant. We had a very active Q&A period. Thank you for anyone who showed an interest to our session.

Last but not least, I would like to extend my thanks to Prachi, our social media coordinator, and Eva Kwan, Western University’s liaison, for their help and support during the convention. They were there during all sessions, took photos, and shared highlights on our social media channels. Thank you very much Prachi and Eva!

### **GOODBYE BLAIR**

As you might have heard, our friend, Blair John (Saint Mary’s University) passed away in a tragic way during European Academy for Work and Organizational Psychology Conference in Turin. We are deeply saddened by his loss. Blair was one of CSIOP’s university liaisons. He was also a PhD candidate at Saint Mary’s University. Rest in peace, Blair. We will miss you!



Blair John

### **WHAT IS NEXT?**

Now that the annual convention is over, I will focus my attention to planning and organizing the student webinars. Based on the student survey results, finding a job and careers in consulting are most demanded topics from student members. I will make sure to prioritize these topics. In the meantime, if you have any questions, comments, or concerns, please do not hesitate to get in touch with me at [studentrep@csiop-scpiop.ca](mailto:studentrep@csiop-scpiop.ca)

## **The Convention Corner**



*Ivona Hideg, Ph.D.  
Wilfrid Laurier University*

I am thrilled to report that once again and against all odds, we had a fantastic conference in Halifax! Given that this year’s CPA convention completely overlapped with EAWOP, the executive team was very concerned whether we would have a program for this year and how well attended our program would be. I am happy to say that our worries were unfounded and we had an amazing program thanks to our fantastic contributors and attendees; attendance by students especially did not seem to suffer at all. This year’s program and attendance was a real testament of our membership’s dedication to CSIOP!

I would like to thank everyone who contributed to our CSIOP Program this year and would like to highlight some key events and sessions. First, we had a fantastic invited talk by Dr. Dana Kabat-Farr (Dalhousie University)! She talked about subtle social peril of incivility and consequences for well-being and diversity outcomes in the workplace. Many thanks to Dr. Kabat-Farr for joining us this year and delivering an engaging talk! We also had an interesting Professional Development Workshop on applications of an evidence-based approach to case competition delivered by Drs. Blake Jelly and Tina Saksida (UPEI). We had two forum discussions that were super well attended! The first one was delivered by Thomas Sasso and Grace Ewles (University of Guelph) on a critical look at compassionate research in Industrial-Organizational Psychology. I organized the second one and it was on publishing in I/O and related disciplines. Huge thanks to the three panelists for very insightful tips and insights on publishing: Dr. Yujie (Jessie) Zhan (Laurier), Dr. Kibeom Lee (U of Calgary), and Dr. Brent Lyons (York)! As usual, our poster session was hugely popular and busy, especially given our poster competition and only one hour to judge over 40 student posters! I wish to thank all of our students for presenting their work here and for participating in our poster competition. I would also like to thank our poster judges without whom this would be impossible (they were literally running for the entire hour trying to hear students’ spiel on their posters!): Tunde Ogunfowora, Jessie Zhan, Lisa Keeping, Winnie Shen, Brent Lyons, Blake Jelly, and Tina Saksida.

The student symposium session was also a real hit and a well-attended session! Our student representative, Duygu Gulseren, did a fabulous job with putting this symposium together. Finally, our student-mentor event and military/IO social were another real hit! Countless thanks go to Duygu for organizing our student-mentor event! Duygu made sure that we have a great list of mentors, food (and plenty of it!) and drinks! I would also like to thank Damian O’Keefe for once again working with us and organizing a fabulous military/IO social. This year we were not in a military venue, but were in the same pub following our student-mentor event. Yet, everyone seemed to have a great time and that was the most important thing! Finally, our photographer Prachi documented all of this in pictures! Thanks so much Prachi for being there and taking pictures!

I will probably stop here as I could go on and on about the conference and the fun we had there, but it is time for me now to say my goodbyes. This year concludes my 2<sup>nd</sup> year as a CSIOP Program Coordinator (although it feels much longer given my mat leave year in between my Year 1 and Year 2) and hence the end of my term. I am very thankful for this opportunity and feel honoured to be a part of such a great team and work with wonderful colleagues and friends. I think we also accomplished a lot over the past few years and we also had a lot of fun. I would like to thank my friends and colleagues on the current and previous exec team: Thomas O’Neill, Joshua Bourdage, Winy Shen, Lisa Keeping, Nicolas Roulin, and Lynda Zugec. Special thanks go to Duygu, our student rep – she is brilliant and she has made my role much easier! I enjoyed very much working with all of you and will miss you all (although I probably won’t miss our all day-long LRP meetings!). Finally, I would like to thank Silvia Bonaccio for being here for me and helping me in my first year as a Program Coordinator. She was my “to go to” person and she had tremendous amount of patience and knowledge (nobody knows CPA as well as Silvia☺). I would also like to thank Lance Ferris for keeping me (and others) on schedule for this newsletter! Many thanks to all others who I am forgetting to name right now but who have helped me on this journey (not trying to make excuses, but with two young kids and many sleepless nights not remembering things is my new reality for better or worse☺). Finally, but probably most importantly I would like to introduce our new Program Coordinator: Dr. Leah Hamilton. And Leah would like to say a few words! Thank you all for two fun years and I will miss you all!

***From Leah Hamilton, Our New Program Coordinator:***

Hi CSIOP Members!

I am an Associate Professor of Organizational Behaviour at the Bissett School of Business at Mount Royal University in Calgary. In this role I teach Organizational Behaviour, Leadership Development, and Research Methods; I also coordinate our BBA Honours Program. I am a community-engaged scholar who works with the settlement sector (immigrant-serving agencies) and all levels of government in order to foster the resettlement and integration of newcomers and refugees across Canada. Recently, much of my work has focused on fostering the resettlement of Syrian refugees in Calgary.

I have a PhD in Industrial/Organizational Psychology from Western University. During my time at Western, I served as the Student Representative on the CSIOP Executive from 2007-2010. I’m thrilled to be returning to the CSIOP Executive as your Program Coordinator, continuing the incredible work Ivona has done over the last two years (thank you Ivona!). I’m looking forward to working with you to create a fantastic CSIOP Program this year.

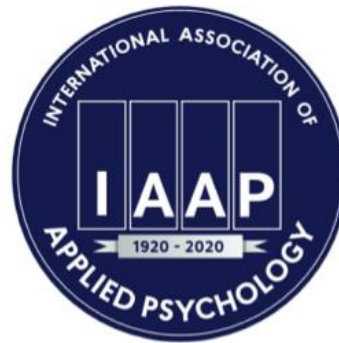
## Update On: Alliance for Organizational Psychology



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

The Alliance for Organizational Psychology (AOP) was established in 2009 by an agreement among the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology ([EAWOP](#)), and the Organizational Psychology Division of the International Association of Applied Psychology ([IAAP-Division 1](#)). The Canadian Society for Industrial & Organizational Psychology (CSIOP) joined the AOP in 2016.

The International Association of Applied Psychology (IAAP) will be celebrating 100 years of applying psychological science to “glocal” realities at the 2020 conference in Cancun, Mexico (December 13-17).



**100** CENTENNIAL  
CONGRESS  
OF APPLIED PSYCHOLOGY  
CANCÚN, MÉXICO  
2020

Celebrating 100 years of Applying  
Psychological Science to  
“glocal” realities

**2020 / 13-17 DECEMBER**

The International Association of Applied Psychology (IAAP) was founded in 1920 and is organized around seventeen divisions and one student division that cover the principal areas of applied psychology. The divisions are:

Division 1 – Work and Organizational Psychology  
Division 2 – Psychological Assessment and Evaluation  
Division 3 – Psychology and Societal Development  
Division 4 – Environmental Psychology  
Division 5 – Educational, Instructional and School Psychology  
Division 6 – Clinical and Community Psychology  
Division 7 – Applied Gerontology  
Division 8 – Health Psychology  
Division 9 – Economic Psychology  
Division 10 – Psychology and Law  
Division 11 – Political Psychology  
Division 12 – Sport Psychology  
Division 13 – Traffic and Transportation Psychology  
Division 14 – Applied Cognitive Psychology  
Division 15 – Students  
Division 16 – Counseling Psychology  
Division 17 – Professional Psychology  
Division 18 – History of Applied Psychology

[www.ccapcancun2020.com](http://www.ccapcancun2020.com)



The Scientific Committee for the Centennial Congress of Applied Psychology invites all to submit abstracts for CCAP 2020. Proposals are sought for:

- Symposia
- Panel discussions
- Oral presentations
- Poster and coffee presentations
- Book presentations

**Submission Deadline is October 15<sup>th</sup>, 2019**

Please see the following link for additional details:

[https://iaapsy.org/site/assets/files/1443/triptico\\_2020.pdf](https://iaapsy.org/site/assets/files/1443/triptico_2020.pdf)



SCIENCE FOR A SMARTER WORKPLACE

The 2019 SIOP Leading Edge Consortium brings together a diverse group of thought leaders who will describe the evolving state of the practice and science on assessment. Presentations focus on framing practical solutions, helping practitioners make sense of the disruptions, and incorporating new insights and technologies into organizational assessment programs.

**SIOP LEADING EDGE**  
CONSORTIUM 2019

**ADVANCING THE EDGE:**  
Assessment for the 2020s

As the world of assessment continues to change, new challenges arise. The 2019 SIOP LEC shines a light on these challenges, and will provide leaders with the creativity and tools to successfully navigate the changing field of assessment.

LOEWS ATLANTA HOTEL | 1065 Peachtree St NE, Atlanta, GA

PRE CONSORTIUM WORKSHOPS: **October 24**

CONSORTIUM: **October 25-26**



**Registration:**

[http://www.siop.org/Leading-Edge-Consortium?fbclid=IwAR0dljl8mU661aLvzVoCt0BRpMVf\\_FjaS33J4zTRpW4\\_7tZeYQBAJIIDogw](http://www.siop.org/Leading-Edge-Consortium?fbclid=IwAR0dljl8mU661aLvzVoCt0BRpMVf_FjaS33J4zTRpW4_7tZeYQBAJIIDogw)

## Discrimination is Discrimination In Any Direction

### *A Summary and Discussion of a Recent BC Human Rights Decision<sup>1</sup>*



*Erika Ringseis<sup>2</sup>, Ph.D.  
InHaus Legal*

巧妇难为无米之炊。(qiǎofù nán wéi wúmǐ zhī chuī).<sup>3</sup>

Human rights legislation across Canada protects workers from being treated differently because of their race or other protected characteristics. People often assume that the legislation is intended to protect those who are in the minority race, but members of majority are also protected. The term “reverse discrimination” is not a legal term in Canada. Discrimination is discrimination and the analysis is the same whether unacceptable behaviour is directed at an individual because they are a member of a minority group or if it is directed at someone because they are NOT a number of the minority group.

#### **THE BACKGROUND FACTS**

The owner of Spruce Hill Resort, tucked away in rural British Columbia, Kim Wa Chan, decided it would be a great initiative to help Chinese students come to Canada for work experience at the resort. On the face of it, this sounds like a laudable goal and opportunity for young persons. However, Mr. Chan continued on to say to his mainly Caucasian staff that “Chinese workers are better and cheaper than white workers” and also noted that he would benefit from not having to pay holiday pay or overtime pay, which would be appealing to the investors and bring down costs.

Melanie Eva was the Caucasian General Manager for the Resort. She was responsible for overseeing the operations of the Resort as well as the ongoing renovations. She raised concerns to Mr. Chan about the fact that he owed some of the workers overtime or holiday pay. He noted that he wanted Chinese workers because they would work on salary and then he would not be required to pay overtime or public holidays.<sup>4</sup> Ms. Eva reminded him that the labour laws would apply to all employees, but Chan said the Caucasian employees were costing him too much money.

As all hiring decisions needed to be approved by Mr. Chan, he maintained ultimate control and proceeding to advertise for new employees in Chinese, in targeted publications. He hired a number of Chinese students throughout the summer of 2016. He proceeded to change the schedule for the August long weekend that year so the Chinese employees worked but not the Caucasian employees. When Ms. Eva and others arrived to work the Tuesday following the long weekend, the kitchen was a disaster. Mr. Chan indicated that the kitchen was a mess from an event he had catered over the long weekend and he told the Caucasian employees to clean it. When Ms. Eva argued with him, he indicated that he was in charge and she was not to speak to any employees or guests. Mr. Chan then proceeded to post a new schedule giving all shifts to the Chinese workers.

Eventually Ms. Eva and seven other Caucasian employees were either dismissed or quit over the next couple of days. The eight employees submitted a human rights complaint together alleging discrimination on the basis of race because they were treated rudely and then either terminated or forced to resign because they were not Chinese.

In the Human Rights complaint, Ms. Eva also raised allegations of sexual harassment. On a business trip to China to purchase supplies for the renovation, Mr. Chan informed Ms. Eva upon arrival that she was to share a room with him at an expensive hotel, a single room with a bathroom separated only by a wall of glass, in order to save money. Mr. Chan said that he wanted to save money and “...in China we do things the Chinese way.” Ms. Eva

<sup>1</sup> Available online:

[http://www.bchrt.gov.bc.ca/shareddocs/decisions/2018/oct/238\\_Eva\\_obo\\_others\\_v\\_Spruce\\_Hill\\_Resort\\_and\\_another\\_2018\\_BCHRT\\_238.pdf](http://www.bchrt.gov.bc.ca/shareddocs/decisions/2018/oct/238_Eva_obo_others_v_Spruce_Hill_Resort_and_another_2018_BCHRT_238.pdf)

<sup>2</sup> Erika Ringseis, Ph.D., J.D., has a long-time interest in employment issues stemming from her I/O Psychology and legal background. Erika is currently Senior Legal Counsel at InHaus Legal.

<sup>3</sup> Chinese proverb: No one can accomplish anything without the necessary means.

<sup>4</sup> To be clear, the decision about whether overtime, holiday pay or other earnings are due and owing is based upon an assessment of roles for eligibility under the relevant employment standards legislation. Whether an employee is “salaried” or willing to work without overtime pay is irrelevant to the analysis as to whether such payments are legally required. Mr. Chan was wrong in law.

informed Mr. Chan that she was going to simply fly home but then Mr. Chan conceded and found her another room.

Though Mr. Chan said it was only about saving money, on the way back to the hotel, Mr. Chan walked Ms. Eva through an area with a market selling sex toys. Ms. Eva was uncomfortable in the presence of this market, in a strange country, with her direct boss.

### **THE LAW & APPLICATION TO THE FACTS**

In the summer of 2018, the BC Human Rights Tribunal convened to hear this case.

To prove their case, the Complainants were required to establish three facts:

- (1) they are protected under race, colour, ancestry, or place of origin;
- (2) they experienced an adverse impact in their employment at the resort; and
- (3) their race, colour, ancestry, or place of origin was a factor in that adverse impact.<sup>5</sup>

On the facts before the Tribunal, each of the Complainants identified as Caucasian and were referred to by Mr. Chan as being “white” and their race as “Caucasian”. Further, based on the evidence given by the Complainants and the lack of credible alternative facts from Mr. Chan, the tribunal found that each of the Complainants experienced a cessation of their employment, which was an adverse impact.

Finally, on the basis of the facts described above, the Tribunal concluded that race was indeed a factor in the adverse impact. As such, the Tribunal found discrimination on the basis of race had occurred against Ms. Eva and six other employees (one complaint was dismissed).

In addition, the Tribunal found that Mr. Chan had engaged in sexual and unwelcome conduct toward Ms. Eva when she was in a position of vulnerability, in a foreign country with her boss. The tribunal did not find Mr. Chan’s argument that he was trying to save money to be credible given that the hotel was an expensive hotel, Mr. Chan took Ms. Eva to eat at restaurants that were expensive and also provided spending money. He also indicated that he paid for boarding costs for her dog back in Canada during the business trip.

### **OUTCOME:**

Mr. Chan and the Resort were ordered to pay more than \$113,000 to Ms. Eva and the other employees for wrongfully losing their jobs and an additional \$60,000 in damages for injury to dignity, feelings and self-respect.

In the end, Ms. Eva received the largest award, with approximately \$25,000 for past wages and \$18,000 for the damage to dignity, feelings and self-respect.<sup>6</sup>

In a statement to the Free Press, Mr. Chan said:

Spruce Hill Resort and Spa prides itself on being non-discriminatory... We are a business that does not hire people based on ethnicity... Spruce Hill Resort and Spa is a place where everyone of ethnicity, from staff to patrons, can gather and enjoy the finer experiences of the Cariboo.

### **A FINAL NOTE**

We do have to remember, of course, that *bona fide* occupational requirements are an exception allowing discrimination in some circumstances. For example, if Spruce Hill Resort was a Chinese establishment servicing largely Chinese clientele and requiring a solid understanding of a Chinese language and culture, advertising for employees in Mandarin and preferring individuals who have a solid understanding of the culture, may have been acceptable. However, this decision is clear that targeting certain employees because you believe you can exploit them more easily is not a *bona fide* occupational requirement...

---

<sup>5</sup> At para 89.

<sup>6</sup> The case provides a valuable analysis of each of the complaints and circumstances leading to the differing damages awards, as well as a reasonable, brief summary of the legal principles.

## Award Recipients

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

### *Joan Finegan Award for Outstanding Contribution to CSIOP*



Lynda Zugec

(see <http://csiop-scpiio.ca/awards/distinguished-contributions-to-csiop-service/2019-lynda-zugec.html>)

### *RHR Kendall Award*



From left to right: Anna Gödöllei, Lisa Keeping

### *CSIOP Student Poster Award*



From left to right: Ryan Cook, Anja Krstic, Roy Hui, and Lisa Keeping. Absent: Thomas Sasso



**Chair/Président**

Dr. Nicolas Roulin  
Saint Mary's University/Université Saint Mary's

**Editor/Éditeur**

Vacant

**Past Chair/Dernier président**

Dr. Tom O'Neill  
University of Calgary/Université de Calgary

**Student Representative/Représentant étudiant**

Duygu Biricik-Gulseren  
Saint Mary's University/Université Saint Mary's

**Chair-Elect/Président-élu**

Dr. Winny Shen  
York University/Université York

**Membership Coordinator/Coordonnateur des adhésions**

Aleka MacLellan, Ph.D  
Lee Hecht Harrison Knightsbridge

**Secretary-Treasurer/Secrétaire-Trésorier**

Dr. Joshua Bourdage  
University of Calgary/Université de Calgary

**Program Coordinator/Coordonnateur de programme**

Dr. Leah Hamilton  
Mount Royal University/Université Mount Royal

**Newsletter Editors/Éditeurs du bulletin**

Dr. D. Lance Ferris  
Michigan State University/Université de Michigan State

Rachael Jones-Chick  
Saint Mary's University/Université Saint Mary's

**FOLLOW US!**

[@CSIOP\\_SCPIO](https://twitter.com/CSIOP_SCPIO)



[Canadian Society for Industrial & Organizational Psychology](https://www.facebook.com/CanadianSocietyforIndustrialandOrganizationalPsychology/)



[Canadian Society for Industrial and Organizational Psychology](https://www.linkedin.com/company/canadian-society-for-industrial-and-organizational-psychology/)

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.