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The Canadian Industrial & Organizational Psychologist

Chair's Column

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

Dear CSIOP members,

The Executive Team has been working hard over the last few months on both our “usual” activities, such as the preparation for the next convention, and a number of new initiatives that we hope will be valuable to you. I highlight some key elements below.

2020 CPA CONVENTION

The 2020 CPA convention will take place on May 28-30 in Montreal. Our conference coordinator Leah Hamilton and our Student Rep Duygu Biricik-Gulseren are already preparing a great program, so check their columns below for more details. We plan to put together our typical sessions (CSIOP symposium, poster session, section speaker, etc.) and activities (student mentoring, military-IO social). The abstract submission system opened on October 1, and will close on December 2. More information can be found on the convention page (<https://convention.cpa.ca/>).

We are thrilled to announce that CSIOP's nomination for a plenary speaker was successful with CPA. We will have the chance to hear from Dr. Marylene Gagné from the Future of Work Institute at Curtin University in Australia. She will be one of the two plenary speakers at the convention (alongside Dr. Steven Pinker from Harvard University). Dr. Gagné has published an impressive body of work on self-determination theory and on understanding how it impacts people's motivation and autonomy both at work and more generally. For more information about Dr. Gagné, see: <https://staffportal.curtin.edu.au/staff/profile/view/Marylene.Gagne/> We are looking forward to Dr. Gagné's talk in Montreal!

I'm also working closely with Dr. Lisa Votta-Bleeker, Deputy CEO of CPA, to organize a career-oriented workshop during the CPA convention. This event will be focused on helping graduate students in psychology (I-O and other sections) interested in careers outside of academia after their degree. It will include both presentations and round tables providing students with advice about the job search and hiring process, as well as the transition from academia to practice. Dr. Votta-Bleeker and I are currently working on putting together a group of practitioners to share their experience and academics to share their expertise about how to succeed in the hiring process (thanks to all who have already agreed to help!). Stay tuned for more details in the next few months.

DISCUSSION WITH CPA AND THE FUTURE OF CSIOP

As you probably know, because of a number of changes in the structure, rules, and restrictions imposed to CPA (and imposed to sections by CPA) over the last few years, our section's revenues have been impacted. It forced us to be more conservative and careful in how we spent CSIOP financial resources, and to reduce or eliminate some of the services we used to provide. However, the CSIOP Chairs Team has been in discussion with CPA to find potential solutions for several months. Our hope is to ultimately have the resources allowing our section to make a bigger impact on I-O psychology in Canada. The negotiations started by Tom O'Neill last year have already led to one

important success for CSIOP: We are now again allowed to advertise job opportunities. The Executive Team has thus prepared an updated Job Advertising Policy (see section below). Feel free to contact us if you are recruiting a new member for your department or organization and want to reach out to our CSIOP members and followers, via our website, newsletter, listserv, and on social media!

We are still working with CPA on other potential changes and improvements, for instance the possibility of creating a new type of membership (as a potential replacement for the associate membership that CSIOP used to offer). We will continue to keep you posted.

CSIOP JOB ADVERTISING POLICY

Advertising job opportunities with CSIOP ensures a direct connection with our members and the IO community more broadly.

For a **\$250 fee** the advertising includes:

- An email sent via the CSIOP listserv to all members (i.e. around 200 faculty, graduate students, and practitioners)
- Posting on our website (<http://csiop-scpio.ca>) for 3 months. Our website gets over 20,000 unique page views per year.
- Inclusion in the next issue of our newsletter, which is available on our website and emailed to our members (see examples here <http://csiop-scpio.ca/privates-section/members-section/newsletter.html>).
- Regular posting on our social media platforms for 3 months. That is, on LinkedIn (<https://www.linkedin.com/company/canadian-society-for-industrial-and-organizational-psychology---csiop-scpio/>), Twitter (@CSIOP_SCPIO), and Facebook (https://www.facebook.com/CSIOP.SCPIO/?ref=br_rs). Together our three platforms have over 1000 followers.

Alternatively, we can offer a **full year** advertising for **\$750**, with repeated postings using the media described above throughout the year (i.e., one email to the listserv followed by posting in each of the 4 newsletters, presence on the website for a year, regular social media posts).

If you are planning to advertise for a job opening in your department or organization, please contact chair@csiop-scpio.ca. Please share this information with those who might be interested too.

Student positions and internships can either be advertised widely using the platforms and pricing described above. Alternately, CSIOP offers to informally share information about internship opportunities **for free** to student members via the Student Representative and University Liaisons. If you want to inform students about such an opportunity, please contact studentrep@csiop-scpio.ca.

UPCOMING SPECIAL ISSUE WITH CJBS

Over the last few weeks, I have been in discussion with Allison Ouimet, the new editor of the *Canadian Journal of Behavioural Sciences* to put together a special issue focused on I-O Psychology in Canada. This special issue will be co-edited by five members of the CSIOP Executive Team (Tom O'Neill, Leah Hamilton, Winny Shen, Josh Bourdage, and myself). We hope that it will be a unique opportunity to highlight the excellent research conducted by CSIOP members (and Canadian I-O researchers more generally). Submissions from all areas of I-O Psychology, in English or French, and either as Regular Articles or Brief Reports will be welcome. We will certainly encourage student-led research projects (for instance those presented in recent CPA conventions) to be submitted for consideration. Keep an eye out for the official Call for Proposals with more information very soon.

CLOSING REMARKS

As you can see from the various news and ongoing initiatives listed above and in the various columns in this newsletter, your new CSIOP Executive Team is already working very hard to provide new resources and opportunities to existing members. This is only the first step in a number of ideas and projects that we are working on. For instance, I'm personally very motivated to see more francophone members in CSIOP, and have started a conversation with the Quebec association of I-O Psychology (SQPTO) to strengthen the connection between CSIOP and the French-speaking I-O community. We also hope that the work done by the Chairs' Team and CPA will lead to solutions allowing us to attract new kinds of members (for instance students and faculty with I-O

interests/backgrounds from business schools, and – of course – more I-O practitioners) and make a continuous positive impact on Canadian Industrial and Organizational Psychology.

As a final note, I wanted to mention that the Editor role within the Executive Team is still vacant. The Editor is central to helping CSIOP communicating with a unique and influential voice by across all platforms (e.g., newsletter, social media, website). It is an excellent opportunity to make a difference by working with the rest of the Executive Team, as well as with key Special Collaborators (Webmaster, Social Media Coordinator and Newsletter Publisher). Please contact me if you are interested!

Nicolas Roulin

CSIOP Membership



Aleka MacLellan, Ph.D
Lee Hecht Harrison Knightsbridge

As of 17 October 2019, CSIOP has a total of 199 members, which consists of 11 CPA Fellows, 2 Honorary Lifetime Members (including 1 CPA Honorary Life Fellow), 3 Special Affiliates, 1 CPA/APA Joint Member, 3 CPA International Affiliates, 4 Retired Members (including 2 CPA Retired Fellows), 68 Student Members, and 106 Full Members.

CSIOP News



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

UNIVERSITY OF CALGARY

- Congratulations to Elaine Atay on receiving the CGS Masters Fellowship!
- Congratulations to Harrison Boss on being awarded the Eyes High Doctoral Recruitment Scholarship of \$104,000.
- Huge congratulations to CSIOP past chair, Dr. Tom O'Neill, who was successful in obtaining SSHRC Insight Grant of \$238,000 called "Conflict Profiles in Organizational Work Teams: A New Frontier."
- University of Calgary is excited to welcome incoming graduate students to the I/O program: Adam Turner, Ben Mood, Elaine Atay, Harrison Boss, James Klassen, and Janelle Morgan.

SAINT MARY'S UNIVERSITY

- Aaron Manier (Advisor: Dr. Lori Francis) and Samantha Penney (Advisor: Dr. Arla Day) have successfully defended their doctoral dissertation! Congratulations to Dr. Manier and Dr. Penney!
- Alexandra Duval, Jennifer Price, Kim O'Rourke, Rachael Jones-Chick, Ryan Cook, Shayda Sobhani, and Vanessa Meyer have successfully defended their master's thesis in August 2019! Huge Congratulations to all of them!
- Congratulations to Dr. Samantha Penney – She was the recipient of the Kenneth C. Clarke Award, which is an international award recognizing outstanding unpublished student papers presented by The International Leadership Association (ILA) and the Center for Creative Leadership (CCL).
- Congratulations to Damian Canagasuriam on receiving the SSHRC Masters Fellowship!



WILFRID LAURIER UNIVERSITY



- Laurier's OB group is very excited to welcome four new graduate students who have joined Laurier as of September 2019: Christine Hwang, Malika Khakhar, Janice Lam, and Andrew Perossa. Welcome aboard!
- Victoria Daniel (advisor: Dr. Jessie Zhan) has been recognized with the *Best Masters Research Award* from the HRP/HRRI!
- Dr. Annika Hillebrandt, Laurier's former PhD student (advisor: Dr. Laurie Barclay) and a current faculty at Ryerson University, has been recognized with the *Best Dissertation Award* from the HRP/HRRI!
- Dr. Anja Krstic's paper, Laurier's former PhD student and a current post-doc (advisor: Dr. Ivona Hideg) has been selected as the top 10% of all accepted submissions to the Academy of Management Conference and is published in 2019 AOM Proceeding.
- Dr. Steve Risavy along with his co-investigators Peter Fisher (advisor: Dr. Chet Robie) and Dr. Chet Robie, were awarded Lazaridis Institute Seed Grant (\$10,000) for a project entitled "Selection Tool Use in Growth-Oriented Technology Companies"
- Dr. Ivona Hideg has been awarded the Canada Research Chair (Tier II) in Organizational Leadership.

WESTERN UNIVERSITY



- Dr. Jennifer Robertson's paper, "[Linking attachment theory to abusive supervision](#)" published in *Journal of Managerial Psychology* has been selected by the editorial team as Highly Commended in the 2019 Emerald Literati Awards. The paper (link provided in title) has been made free to download for one year.
- Dr. Alex Benson and his colleagues (Dr. Heerey and Dr. Joel) have received the John R. Evans Leaders Fund (\$185,005) from the Canada Foundation for Innovation. This fund will be utilized to establish the Social Observation Laboratory at Western University. Congratulations!
- Congratulations to Noelle Baird, Sarah Carver, Trevor Coppins, and Eva Kwan for successfully defending their MSc thesis.
- In September, the I/O program at Western welcomed Cullen McCurrach, Jennifer Lynch, Jocelyn Brown, and Zhou Li to the MSc program and welcomed Noelle Baird, Sarah Carver, Trevor Coppins, Lynden Jensen, and Eva Kwan to the PhD program.
- Congratulations to Shruti Kumar, who received a Graduate Research Award Fund from the Faculty of Social Science at Western University.

UNIVERSITY OF GUELPH



- University of Guelph is very excited to welcome six new graduate students: Kyle Planche, Hannah Teja, Jordan Moore, Julia Kearney, Ashley Cole, and Christina Gilbert. Welcome!
- Melissa Pike, Alex Elms, Katherine Gibbard, Nouran Sakr, and Craig Leonard have successfully defended their master's thesis! Huge Congratulations to all of them!
- Patricia Baratta and Alex Chris have successfully defended their doctoral dissertation! Congratulations to Dr. Baratta and Dr. Chris!

UNIVERSITY OF WATERLOO



- Navio Kwok was awarded the University of Waterloo Industrial-Organizational Graduate Student Scientist-Practitioner Award. Congratulations!

UNIVERSITY OF TORONTO



- As part of a career perspectives article, Gary Latham was recently interviewed by *Annual Review of Organizational Psychology and Organizational Behavior* about a wide range of topics, including career tips, publishing, and making our research more relevant for managers. The interview can be found at <https://www.youtube.com/playlist?list=PLTND31y5pDISdeHMF9SCkURrdcidIJI6t>

UNIVERSITY OF OTTAWA



- Faculty members at the Telfer School of Management (University of Ottawa) are excited to announce that Jennifer Dimoff has joined us as an Assistant Professor. Jennifer joins Silvia Bonaccio, A.J. Corner, Francois Chiochio, Magda Donia, Catherine Elliott, Laurent Lapierre, Jane O'Reilly, and Sharon O'Sullivan in the OBHR group.

- The OBHR faculty members at the Telfer School of Management are delighted to announce that doctoral student Yanhong Li has won the Telfer PhD Student Engagement award. She is most deserving of this award. Yanhong has worked very hard on building the culture of our PhD program by acting as a role model and mentor for new students, planning career development and social activities that benefit all the students, and by exemplifying what it means to be a fully engaged student. Congratulations, Yanhong!

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

Practice Makes Perfect



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

In the last issue of “Practice Makes Perfect”, we highlighted some of the activities that Local Work and Organizational Psychology Groups have been engaging in. Here, we catch up with Jenny Cao and Nikki Cornell, two of the Organizing Committee Members of the I/O Psychology Professionals Greater Toronto Area (GTA) Network. This past June marked the fourth year that the I/O Psychology Professionals GTA Network has run its annual summit where Industrial-Organizational Practitioners are invited to come spend the day together to connect, share, and learn from each other.

Jenny and Nikki reveal some of the material and discussions covered in the summit agenda, which was full of different topics from a number of speakers in various formats. From presentations to workshops, there surely was something for everyone! While a large amount of knowledge was shared in the span of a day, here Jenny and Nikki recap with some take-aways from each of the sessions:

SESSION 1: ARTIFICIAL INTELLIGENCE AND HUMAN RESOURCES

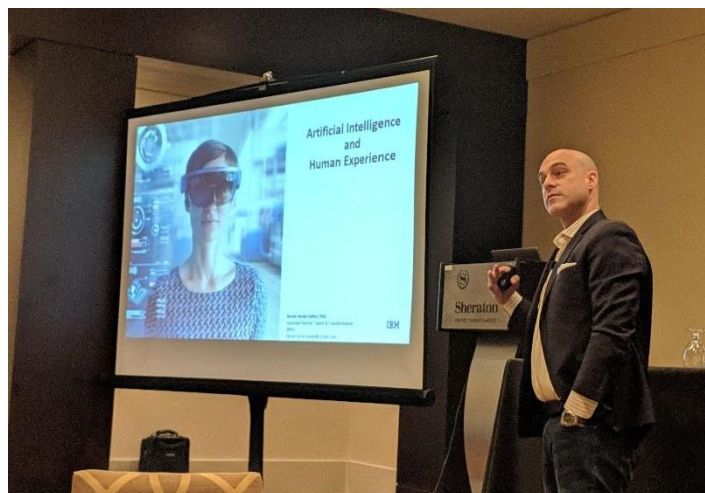
Over the past few years, artificial intelligence (AI) and machine learning has been infiltrating organizations across all departments, including Human Resources (HR). The session started off with clarifying what artificial intelligence is. Is it a machine that has its own consciousness and can think of its own? No. Artificial intelligence can be thought of as statistical models trained with a vast amount of data to predict outcomes. Understanding it through this definition helped clarify the common ground between our field and AI.



Jenny Cao
Manager of Assessments
RBC (Royal Bank of Canada)



Nikki Cornell
Optimization Specialist,
Talent Services
Deloitte



Benoit Hardy-Vallée, IBM

The session examined how widely artificial intelligence can be applied to our practice, from helping with recruitment and talent development to automating HR operations. We were challenged to think about the possibilities of how AI can be used to create Netflix-like experiences that help candidates through personalized job recommendations to helping employees learn through curated content. With all the data that we collect through our HR systems, the possibilities of the problems we can solve are virtually endless.

SESSION 2: THE IMPACT OF PARENTAL LEAVE ON WOMEN'S AND MEN'S CAREERS

With the changes to our parental leave policies in Canada, including extended parental leave benefits and five or eight additional weeks of Employment Insurance parental benefits for those that share the leave with another parent, you may be wondering how taking parental leave affects our careers. It turns out that the impacts can look very different for men and women. For women, a longer maternity leave (over one year) is associated with negative outcomes such as reduced wages and reduced access to promotions. For men, research indicates that taking paternity leave is associated with positive outcomes such as higher perceptions of likeability and hireability and that men who take parental leaves are perceived as more communal, which is increasingly being connected with contemporary leadership effectiveness.



Ivona Hideg, Wilfrid Laurier University

This session discussed strategies that governments, organizations, and employees can implement to successfully manage parental leaves and careers and thus contribute to greater gender equality and inclusivity. Some recommendations for organizations included raising awareness of stereotypes and biases and their harmful effects, providing equal benefits to both men and women (e.g. leave top-ups), recognizing the transferable skills of parenthood (e.g. organization, stress management, resilience), and providing avenues for employees on leave to stay engaged with the workplace to the degree they wish to (e.g. Keep-in-Touch policies that provide opportunities to check in with the workplace, clients, and co-workers). Although it may be a challenge to implement Keep-in-Touch policies due to individual differences in the desire to be contacted or the expectations of availability to connect while on leave, there is evidence to suggest that these policies can be effective in reducing the bias associated with women's parental leaves.

SESSION 3: CHANGE MANAGEMENT CASE STUDY: THE ADOPTION OF AGILE PRACTICES

The agile methodology has gained a lot of popularity in the Information Technology sector. In this session, we learned that the values, principles, and practices can be applied outside of software development to help foster team performance.

Through a case study approach, we learned about the journey one of the largest banks in Canada took to instill these practices in their Human Resources department to build high-performing teams. Their approach included having a leader with a transformational leadership style, recruiting team members that demonstrated a growth mindset, and putting checks in place to continuously monitor team engagement.

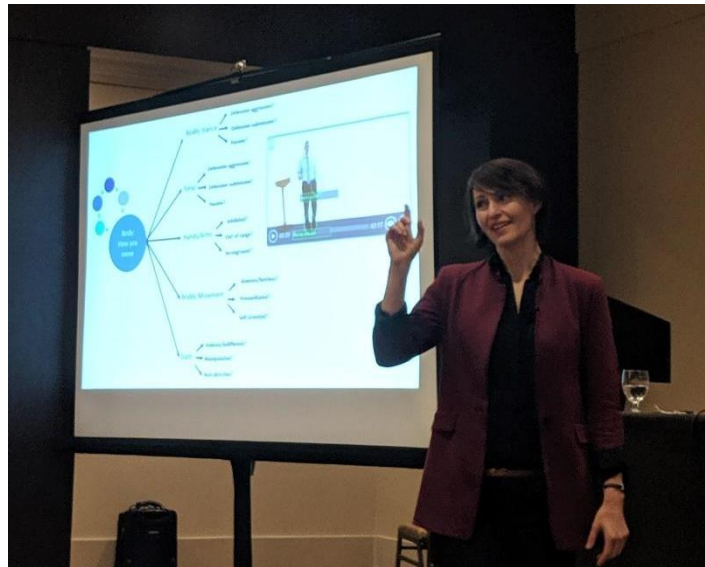
SESSION 4: PANEL DISCUSSION ON EMPLOYEE ENGAGEMENT AND PEOPLE ANALYTICS

This panel session consisted of internal and external consultants focused on advising organizations on employee engagement. They spoke to different methods on how organizations are measuring employee engagement such as annual surveys, pulse surveys, and more recently, passive methods of employee listening such as natural language sentiment analysis.

While the methods of data collection mature, how to maintain ethical boundaries around employee engagement data is becoming one of the more pressing discussions to be had. All in all, panelists agreed that employee engagement needs to be guided by keeping the employee experience in mind.

SESSION 5: WORKSHOP ON PRESENCE

Have you ever given a presentation or vocalized your point of view at a meeting where your expertise was required and felt that the words you uttered were not heard or received the way you intended? When gazing out at a crowd during a talk, do you look over the audience members' heads or perhaps pick one or two people in the crowd to look at directly? If so, you may want to work on building presence by learning more about the impact of non-verbal cues on communication.



Maja Djikic, Rotman School of Management

Using the iceberg model, presence occurs when the thoughts, emotions, intentions, and physiology forming the larger part of the iceberg beneath the water are congruent and synergistic with what we see as the tip of the iceberg: our facial expressions, body language, gestures, and eye gaze. The cues provided by our voice, body, facial expression, as well as the text and visual stimuli provided, should always be in our circle of awareness to ensure our ideas are heard and received with confidence.

Combining many live examples and interwoven humour (does anyone else get uncomfortable if a presenter stares at you for too long or chooses you as their focal point for their entire presentation?), the final session of the day gave us examples of many common pitfalls to avoid as well as recommendations on how to correct them in order to build presence to help ensure that our knowledge and perspectives are well received when we are in a position to share our expertise.

ABOUT THE I/O PSYCHOLOGY PROFESSIONALS GTA NETWORK

The I/O Psychology Professionals GTA Network runs four events a year, including one learning event in addition to the annual summit. Every year at the end of the summit, participants are asked for feedback and take suggestions for future topics and speakers, so there are always a variety of topics covered that are top-of-mind current trends for I/O practitioners.

The 2019 annual I/O Psychology Professionals summit was made possible by the generous support of the following sponsors: Kilberry, Blue-Mark Management Consultants, Lee Hecht Harrison Knightsbridge, RHR International, Development Dimensions International, Inc., SPB, and 3COze. To join, learn more about the network, or register for upcoming events, please visit www.iopsychgta.com.

ABOUT JENNY AND NIKKI

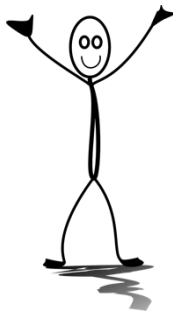
Jenny Cao currently works at RBC (Royal Bank of Canada) as a Manager of Assessments. She applies her expertise in psychometric assessments and organizational change management to advance the bank's workforce strategy

through different initiatives. She completed her Master's degree in Industrial/Organizational Psychology at the University of Guelph.

Nikki Cornell currently advances data quality, process optimization, and technology implementation to drive continuous improvement of HR business processes internally at Deloitte. Nikki is a Certified Human Resources Professional (CHRP) with an MSc in Industrial/Organizational Psychology from the University of Calgary.

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 Lynda Zugec at 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.

Ford, Honda, Volkswagen, and BMW recently made a pact that declared their North American cars would be manufactured to meet California emission standards – standards that, following a memorandum of understanding signed in late June, will be developed in consultation with the Canadian government. As other car companies consider joining the pact, the car companies have been accused of being "politically correct." This leaves companies in a bind where even when they exhibit corporate social responsibility (CSR), they are accused of engaging in greenwashing to buffer their reputations.

Should they be concerned over these attempts to frame their CSR efforts as self-serving? Recent research published in the *Journal of Business Ethics* suggests that yes, they should. A paper by Magda Donia (University of Ottawa), Sigalit Ronen (California State University-Northridge), Carol-Ann Tetrault Sirsly (Carleton University), and Silvia Bonaccio (University of Ottawa) examined the effects of the different types of attributions employees make for their organization's CSR efforts. In particular, they contrasted the effects of *substantive* CSR – that is, CSR efforts that are attributed to a genuine desire to help solve problems in communities – and *symbolic* CSR – that is, CSR efforts that are attributed to a desire to attain other ends such as being viewed more positively than competitors.

Donia and colleagues' model argued that substantive and symbolic CSR have contrasting effects on an employee's perceptions of person-organization fit. In particular, they argued people were more likely to feel a sense of fit with their organization when companies engage in CSR for substantive reasons because such companies are behaving in line with moral imperatives that allow them to feel proud of their organizations, which is not the case when companies engage in CSR for symbolic reasons. In turn, person-organization fit was expected to have downstream effects on workplace attitudes (e.g., job satisfaction, organizational identification) and behaviors (e.g., in role performance and citizenship behaviors).

To test their model, they conducted a multi-wave study using working adults recruited via Qualtrics Panel Management. Using 371 employees from a variety of organizations, they found general support for their model: substantive CSR had positive effects on person-organization fit, while symbolic CSR had negative effects on person-organization fit. In turn, substantive CSR had positive indirect effects on employee performance, while symbolic CSR had negative indirect effects on employee performance. These findings were particularly the case for those who thought CSR was important: when employees believe organizations should engage in CSR, they were more likely to show stronger positive effects of substantive CSR and negative effects of symbolic CSR.

The paper was written in memory of Carol-Ann Tetrault Sirsly, Associate Professor in the Sprott School of Business at Carleton University, who passed away in 2016 while work on the paper was ongoing. Over three years later, her work continues to influence academia.

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

Donia, M. B. L., Ronen, S., Tetrault Sirsly, C.-A., & Bonaccio, S. (2019). CSR by any other name? The differential impact of substantive and symbolic CSR attributions on employee outcomes. *Journal of Business Ethics*, 157, 503-523.

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

Student Update



*Duygu Biricik-Gulseren, M.Sc.
Haskayne School of Business & Saint Mary's University*

Hello Everyone!

Another term has started. I hope you all had a great start so far. Traditionally, our theme of the fall issue of the student column is back-to-school. This year, I contacted the past recipients of the CSIOP Distinguished Contribution to Canadian I/O Psychology Award (you can see the full list [here](#)) and asked their memories of graduate school days. Hope you enjoy!

Ps: Dr. Julian Barling was unable to participate in the mini-interviews and Dr. Vic Catano passed away in May 2019.

(1997) GARY LATHAM

What is the first thing that comes to your mind when you think about your days as a graduate student?

If someone said you can relive your four years as an undergraduate student at Dalhousie where I majored in psychology if you push this button, I would do so in a nanosecond. I had a wonderful, wonderful fun and productive time. If someone said you can relive your four years as a graduate student if you push this button over here, I would flee the room. I developed nose bleeds at the Georgia Institute of Technology (Georgia Tech) and indigestion at the University of Akron. All I did was study, study, study and study. At Georgia Tech, the department head told us that if we could distinguish a week day from a weekend, we would likely not get our degree. He was serious. Beginning at the University of Akron, I have lived my life on Roloids.

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

I had wonderful mentors who continued to take an interest in my career long after I left graduate school. Dr. Ronan (no one dared to address faculty members by their first name in the 60s-70s) was my advisor, thesis supervisor, and close mentor and coach at Georgia Tech. He obtained his PhD under the supervision of John Flanagan, the developer of the critical incident technique. He taught me the importance of criterion development with reliability and validity/relevance. He instilled in me a fear of making Type II errors. He convinced me of the wisdom of taking two years off between the masters and the doctoral degree to apply I-O psychology in an organizational setting. Doing so, he said, would increase the relevance of the PhD readings. He agreed to be a consultant to the American Pulpwood Association if they would hire me as their staff psychologist. Consequently, when I subsequently entered the PhD program at the University of Akron, I was constantly asking myself in doctoral seminars, "How can I use this stuff in the logging industry?" By continually internalizing the knowledge gained from reading the journals, I found it relatively easy to pass the dreaded comprehensive exams.



At the University of Akron, Dr. Gary Yukl was and continues to be my mentor. It was he who protected me from departmental politics, introduced me to the “stars” in SIOP, and put me in contact with Ed Locke. Locke and I published our first paper in 1975 and continue to co-author papers to the present day.

Do you remember any defining moments in your life as a student?

I had written technical reports for the American Pulpwood Association on the effect of goal setting on employee productivity. Goal setting was a topic in Yukl’s seminar on motivation. Hence, I showed the reports to him. He convinced me to mail them to Locke, who responded to me immediately. With Yukl and Locke’s assistance, the two reports were subsequently revised and published in *Journal of Applied Psychology*. Another defining moment was realizing how easy it is to run afoul of departmental politics. Yukl kept my head buried in the journals.

Did you know/feel that you would have a big impact in the field by then?

Expectancy theory and equity theory and even behavior modification (operant conditioning) were in vogue in the early 70s. Goal setting was being criticized by multiple authors as little more than a laboratory phenomenon. When Locke took me under his wing, due to my field studies on goal setting, and both he and Yukl were introducing me to “Dr. Bigs” in Division 14/SIOP, AND my *Journal of Applied Psychology* papers were being cited extensively, I felt I had a good chance of having an impact on our field. I hasten to add that while at Akron, Dr. Wexley inculcated in us that we owed the field; the way to pay the field back, he said, was to publish.

What was the best advice you received as a graduate student?

Stay abreast of the journals. For me the top four were *Personnel Psychology*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes* (no D in that time period) and *Canadian Journal of Behavioural Science*. The *Academy of Management Journals* were not thought highly of in the 60s early 70s. John Miner and especially Larry Cummings changed its ranking.

What advice would you like to give to the student members of CSIOP?

1. Stay out of departmental politics.
2. Develop a strong relationship with a mentor who will teach you the roads to take AND to avoid.
3. Ask your mentor to introduce you to people relevant to your research (e.g., in CSIOP, SIOP, AoM).
4. Stay abreast of the journals.
5. Internalize the readings in the seminars so as to make your preparation for the comprehensive exams relatively easy.
6. When preparing for the comprehensive exams, keep a log of subject matter that interests you. One of them may be the basis for your dissertation.
7. Choose a dissertation supervisor with subject matter expertise and another person to be on your committee who is strong in quantitative methods.
8. While a first year graduate student, read the vitae of the faculty. Who is doing research that interests you? Ask that person if you can assist her/him in conducting an experiment? Ask what you can do to be a co-author? Then be willing to work seven days a week.
9. Attend all department colloquia. Observe the presentation style and make notes on the substance. Doing so will enable you to effectively present a job-talk.
10. Present research at CSIOP and other scholarly societies. You are likely to have a person in the audience who is looking for an assistant professor or who knows of a person who is looking for a new hire.
11. If you choose to go into the private or public sector instead of academia, publish. If you publish, business schools will jump at the chance to hire you if you decide to return to a university. Being able to wow MBA students in the classroom based on your experiences, and being able to wow doctoral students on how to conduct publishable field studies will wow deans and department chairs who ultimately make the hiring decision.

(2000) PATRICIA ROWE

Before answering the questions, it is appropriate to provide some background. I graduated with a B.A. from the University of Toronto in 1956 in Honours Psychology, then obtained an M.A. from Dalhousie in 1957, and a PhD from McGill in 1961 (*de facto* 1960). My answers here are based on my time at McGill, though the experiences at Toronto and Dalhousie were important in my education in psychology. When I was there the Psychology Department at McGill had about a dozen faculty members, a few postdoctoral fellows, and about 25-30 graduate students, very different from the large departments with several specializations found today. That small size meant



that students took courses across the whole discipline, and specialized only in their research, thus having a more generalist education than is typical today.

What is the first thing that comes to your mind when you think about your days as a graduate student?

Exciting, stimulating, busy, and fun.

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

The most influential figure at McGill in those days was, of course, Donald Hebb. But it was pretty hard to use his ideas on cell assemblies and phase sequences to solve the problem of lack of validity in the personnel selection interview. Fortunately, Jerome Bruner was developing his ideas that were important in the founding of cognitive psychology, and they provided the basis for my work on individual differences in the interview and the research of several other students. Ed Webster, my adviser at McGill, saw the value of this new way of thinking about decision making and supported our work enthusiastically.

Do you remember any defining moments in your life as a student?

Probably the most important moment in my time was accidentally overhearing Ed Webster telling Don Hebb that after collecting all the data for my thesis I had no significant results. In shock, I dug deeper into my data and carried out extensive analyses to support my thesis argument that rather than random decision making, my participants (Army Personnel Selection Officers) were making quite reliable and valid decisions. However, they varied from each other in the number of people accepted, similar to differences in “category width” (e.g., varied in the breadth of their category of acceptable applicants) found in perception by Bruner and others.

Did you know/feel that you would have a big impact in the field by then?

Never, in my wildest dreams did I imagine then, or at any later time, that I would have any impact.

What was the best advice you received as a graduate student?

The best advice I received, perhaps because I’m a woman, was to be flexible in my career plans, and to always have a Plan B. Several of us at McGill took a clinical course (projective techniques!) in order to be more employable. Fortunately, I never needed to use it.

What advice would you like to give to the student members of CSIOP?

The same advice I received is probably appropriate today. But for I/O students I would add the need to stay current (AI, technological developments, social media, etc.). It’s too easy once they are on the job to rely on the stuff they learned in graduate school, rather than keeping up with new developments.

(2007) JOHN MEYER

What is the first thing that comes to your mind when you think about your days as a graduate student?

Probably the first thing was the surprise I felt about having been accepted into graduate school in the first place. I came from a family where a university education was strongly encouraged, but not common, so going beyond an undergrad degree to pursue graduate studies was very new territory. Beyond the ‘impostor syndrome’, I recall being impressed with the quality of the faculty and students and how hard everyone worked. I also remember being impressed by the intellectual curiosity and being a bit overwhelmed by how much there was to learn!

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

Without doubt, the biggest influence was my advisor, Dr. Susan Pepper. I did my undergraduate degree at Western, starting in the sciences, but it was taking courses from Susan that got me interested in psychology. She also encouraged me to apply for graduate studies and provided tremendous support throughout my graduate career. Another major influence was Dr. Douglas Jackson who instilled in me an appreciation for high quality measurement and the power of advanced data analytic techniques.

Do you remember any defining moments in your life as a student?



Probably the first was having my Master's thesis research published in JPSP. I think this provided the first inkling that I might have an academic career in my future. The second was when my PhD advisory committee thought it would be a good idea to bring in Dr. Bernard Wiener from UCLA as the external examiner for my dissertation. The focus of my dissertation was attribution theory and Bernie was the world-renowned expert at the time. As intimidating as this was, it let me know that others thought my work warranted attention and again gave me a sense of confidence going forward into the academic world. My dissertation also got published in JPSP and my contact with Bernie was instrumental in getting a study conducted with one of my first honors students published in JPSP. (FYI – my graduate training was in personality and social psychology rather than I/O, so JPSP was my JAP at the time.)

Did you know/feel that you would have a big impact in the field by then?

No (see above)! I left graduate school with some confidence that I could make it as an academic but had no sense that some of my work would be considered as having a 'big impact.' I certainly could not have imagined having an impact in the field of I/O psychology because, to be honest, I didn't know what it was at the time. I was always interested in the practical implications of the research that I was doing, so when I was asked to come back to Western to teach and do research in I/O psychology I was very happy to do so – after all, it was basically the application of personality and social psychology in the workplace. As I re-tooled as an I/O psychologist, Natalie Allen was my first doctoral student. It was her interest in commitment that shaped my early I/O research and, as it turns out, much of my I/O career. Neither of us would have anticipated at the time that the three-component model of commitment, as it became known, would have the impact that it did.

What was the best advice you received as a graduate student?

I don't know that I ever got direct advice that influenced me (at least not knowingly). It was more the intellectual curiosity and the rigorous pursuit of knowledge that were modelled for me that had the biggest influence.

What advice would you like to give to the student members of CSIOP?

At one time I would have focused on developing a passion for research and, in that regard, I would advise students to start with research questions that are truly important to them. Research is the most fun when you are collecting data to answer a question that you believe is really important. If you truly want an answer to that question, you'll use the most rigorous methods and analyses to get it, and that will lead to publications in top tier journals. Starting with the goal of publishing in top tier journals puts the cart before the horse. Even when it works, the process is likely to be less enjoyable.

More recently I have come to appreciate that some students are more interested in going out and making a difference in the work world than in doing research. This is very important work and I/O psychology research cannot have an impact unless it is converted to practice. However, borrowing from Kurt Lewin, I would point out that 'there is nothing as practical as good theory' (and rigorous research). Therefore, it is as important for future practitioners as it is for future academics to have a good understanding of I/O theory and research methods. Both will serve as a guide to quality evidence-based practice. Again, doing work that you believe is important will be the most enjoyable.

(2007) NATALIE ALLEN

What is the first thing that comes to your mind when you think about your days as a graduate student?

I don't know that there is something that comes to my mind first other than that most of my graduate training was at Western and Western has become my academic home ever since. So for me, graduate school and my professional life are very intertwined. Western has given me many major blessings. I attended two other universities before coming to here. Dalhousie University has had a huge impact on me as well.

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

There are five people. Over my graduate education, I had a total of four supervisors. The first one is John Barresi who was honours thesis advisor at Dalhousie and my master's supervisor. He was the person who said to me "Do your PhD somewhere else and go to Western". He sent me Western to work with a very influential researcher named Phil Rushton. I was a social psychology student then and I learned a lot from Phil. And then I had two more advisors: Ellen Konar and John Meyer. John became my fourth and final research supervisor. He was my third PhD supervisor and the one I did all my work with. The fifth one is my husband. He is a professor here whom I met in Western. He is a psychology professor here at Western.



Do you remember any defining moments in your life as a student?

Decisions to change supervisors are always defining. Some of those were in my control and some weren't. Certainly, starting research on commitment and working with John was very important. I have vivid memories of my first two weeks here when I met some wonderful people who have been lifelong friends. One of them is Joan Finegan. She was a graduate student with me and now she is an associate dean in our building.

Did you know/feel that you would have a big impact in the field by then?

Probably not. I don't know that I have had a big impact, but I also don't know if I would predicted it. I am very proud of the work I was involved in with organizational commitment.

What was the best advice you received as a graduate student?

See below.

What advice would you like to give to the student members of CSIOP?

I know a lot of I/O graduate students navigating through different career options. Should I be a practitioner? Should I be a researcher? What path am I going to go? We are lucky, we have more than one option as doctorally trained people. But it is also a curse. If you know early on which path is best for you, then pursue it in a sensible way and maybe don't try to keep all of your options open. Because what will happen is that you will probably close one or the other along the way. But if you don't know, then you have to work extra hard to keep practitioner contacts alive, to make sure you get some experience in the real world, and do research. Either decide early and focus or work really hard to keep the both doors open.

Get involved in CSIOP and meet people. People are nice and they are helpful. You can never know too many people in your field. I was involved in CSIOP for many years. I took many executive roles. That was very helpful for me both personally and professionally.

(2012) GARY JOHNS

What is the first thing that comes to your mind when you think about your days as a graduate student?

My Alfa Romeo Spider sports car...very nice indeed.

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

Academically, a couple of faculty stand out. One was Alan Bass, who somehow managed to teach me some fundamentals of psychometrics and research methods. This material has proven very useful throughout my career, even when doing literature reviews and writing theory. It also eventually enabled me to develop a PhD research methods course, a subject I enjoy teaching. The other was my advisor, Tom Hollmann. He was a new junior faculty member, and he was calm, organized, and supportive, exactly the opposite of several other perpetually frazzled junior faculty who tortured my peers with indecision. Even when I hit him in the back with an errant throw during a student-faculty softball game he sought no revenge. Although he left academe for industry before I completed my PhD (did I cause that?), he was still able to finish my supervision.

Do you remember any defining moments in your life as a student?

Very early in my oral comprehensive exam, a particularly pompous and irritating faculty member announced "I've asked this question in comps many times before and never received a satisfactory answer..." I sat silently for what seemed to be five minutes and then provided what I knew to be the perfectly correct response. I understood right then that the exam was effectively over, and that I had passed.

Did you know/feel that you would have a big impact in the field by then?

I don't know if I've had a big impact, but I do know that I did not have a clue about the future when I was in graduate school.

What was the best advice you received as a graduate student?



Not to take a low-profile academic job I was offered while I was still a student.

What advice would you like to give to the student members of CSIOP?

1. A graduate degree is a beginning, not an end.
2. If you don't enjoy this stuff now you never will.
3. Publishing never gets easier.
4. The ability to write well is the most critical academic skill.
5. A good grasp of research methods will pay multiple dividends.
6. Read broadly, not narrowly.
7. Have fun!

(2015) E. KEVIN KELLOWAY

What is the first thing that comes to your mind when you think about your days as a graduate student?

I loved being a grad student. It was a time when I was totally immersed in the field and in research. During my masters I was discovering I/O and was reading everything I could get my hands on – so ended up with a really solid foundation having read all of the major research and “big ideas” at the time. My PhD was much more about doing research and getting involved with the debates that were going on in the literature.

Who was/were the most influential figure(s) in your life at the graduate school, personally or academically?

I had two. The first was the late Vic Catano – he supervised my honours thesis and my masters' thesis. We started collaborating on research in 1982 and continued to work together right up to his passing this year (2019). Vic was the one who really got me into I/O in the first place.

The second was my PhD supervisor Julian Barling. Julian and I started working together in 1987 and have collaborated on many projects since. He is both a collaborator and a friend. He is the one who really took me from being a student learning about the field, to being an active participant in the research literature. Julian is still the one I turn to when I need advice.

It is literally true to say that I would not have entered I/O without the influence of these two great mentors. In many ways they are very different people but they were able to give me what I needed, when I needed it. Both opened doors for me and provided opportunities that I never would have had without their intervention

Do you remember any defining moments in your life as a student?

I have been combing through memories looking for at least one “aha” moment but am forced to conclude that I really didn't have one. I do remember a conversation with Vic when he was encouraging me to do a PhD – that was the first time I had thought of a PhD and academia as a career option.

Although it wasn't a single moment, working with Julian taught me about research and publishing and broadened my horizons beyond my colleagues in grad school to the broader academic community. Relatively early in my career I was corresponding with and talking to the “big names” in my area of research that Julian introduced me to. As a result I began to think of myself as a member of that research community. I think that's an important transition – going from being someone who reads research to someone who does the research.

Did you know/feel that you would have a big impact in the field by then?

There are days (like today – another article rejected) when I don't think I have had much of an impact on the field yet. Having an impact on the field was never really a goal or a motivation of mine. Although it sounds quite grandiose to say, what I have been really interested in is in changing organizational practices to make organizations better places for employees to be. That continues to be the thought that motivates me to get involved in various areas of research.

What was the best advice you received as a graduate student?

I don't think the best advice I received came when I was in grad school. I am not even sure where I heard it but I once read the advice that you should take your work very seriously and yourself very lightly. I generally try to operate by that guideline. The best part of my job is that I get to work with very smart motivated people that are



interested in the same things that I am – I like to think that we do good and important work, but I also think that it is important to have fun and not take ourselves too seriously.

What advice would you like to give to the student members of CSIOP?

I think we tend to over-emphasize ability and under-estimate the role of simple persistence. I don't think that I have ever had, for example, an article accepted on the first round of submission – and that includes invited articles in special issues. I now know, and work with, very successful researchers who have had a substantial impact on the field and we all continue to experience rejections and failures. Sometimes the pieces that have made a researcher “famous” underwent multiple submissions and rejections before finally landing at a journal. Some people advocate having a “failure CV” to show that our careers have not been a string of successes – I don't have one because mine would be far too long for anyone to read. If there is something that distinguishes the “successful” people in our field, I think it's that they keep at it. I think that requires that we have a strong sense that our work is important and it is that sense that keeps us going in the face of multiple rejections.

The Convention Corner



*Leah Hamilton, Ph.D.
Mount Royal University*

Planning for the [CPA Convention](#) is already underway. The CSIOP Executive team has been working with CPA to create a fantastic program this year. Stay tuned for some exciting announcements in the coming months!

The 81st Annual CPA Convention will take place at Le Westin Montreal from May 28 to 30, 2020. Pre-convention workshops take place on Wednesday May 27, with the main convention running from Thursday May 28 to Saturday May 30. Abstracts will be accepted from October 1st to December 2nd, 2019. We will connect with our membership directly as soon as CPA issues the official call for proposals. We're looking forward to receiving your submissions!

Creating our CSIOP program isn't possible without the help of many wonderful reviewers. Please consider contributing to CSIOP in this role. The deadline to complete reviews of submissions is January 6, 2020.

We want to hear from you about the CSIOP conference program. If you have any ideas please email me at lhilton@mtroyal.ca. And don't forget to follow CSIOP on Twitter (@CSIOP_SPIO) for convention updates!

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.



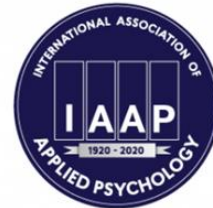
EAWOP invites practitioners working in the field of Work and Organizational Psychology (WOP) to join the 8th EAWOP Practitioner Skills WorkLab. This year's programme is focused on changing work environments and exploring new ways of working. Participants will broaden their understanding of change in the workplace from a variety of different contexts and the effects those changes are having on work design, work-life balance, well-being and efficiency.

This year, WorkLab delegates will be enjoying the beautiful island of Malta and sampling its culture and heritage.

For more information and to register: <http://eawop.org/worklab-2019a>



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The Centennial Congress of Applied Psychology to be held in Cancun, Mexico, December 13-17 of 2020 is now open for presentation proposals.

- We invite contributions from all fields of psychology and related areas
- We especially appreciate applied research and work that involves evidence-based interventions
- We expect authors to submit original work that has not been published or accepted for presentation in other conferences
- All submissions will be subject to peer-review under the supervision of the Scientific Committee
- Notification of acceptance for submissions made in 2019 will be emailed with detailed information and guidelines to the corresponding author three weeks after receipt
- A second round of submissions will open January 1st, 2020, ending July 31st, 2020
- Kindly submit your abstract/s online at www.ccapcancun2020.com

Acceptance of abstracts by the Scientific Committee does not imply any financial assistance or fee deduction. Presenting authors must register by July 31st, 2020 to ensure that their presentation will be included in the CCAP 2020 program.

Sex in the City Office: A Summary of a Recent Ontario Human Rights Tribunal Decision¹



Erika Ringseis², Ph.D.
InHaus Legal

When I first began practicing law back in the early 2000's (yes, we did have electricity way back then, thanks for asking), human rights complaints existed (and were submitted on paper, not online), cases were heard regarding sexual harassment and mental distress damages for such a violation may have been in the range of \$10,000 across Canada.

Times have changed although some things remain the same.

¹ *AM v. Kellock* 2019 HRTO 414; available online.

² Erika Ringseis completed her Ph.D. in Industrial/Organizational Psychology from Penn State University before attending law school and ultimately becoming an employment and labour lawyer in Calgary. Erika is currently Senior Legal Counsel at

Sexual harassment unfortunately still occurs in workplaces,³ although physical and mental disability take the number one spot in many provinces for human rights complaints. Human rights commissions commonly allow online submissions of human rights complaints. And the mental distress awards in egregious sexual harassment cases have grown substantially, as is illustrated in the following case summary.

THE FACTS:

The Complainant, Ms. AM⁴, was a brand new, probationary housekeeper at a hotel in Ontario in 2014. She was attempting to change her life for herself and her young son, following a series of difficult years that included struggling with addiction, becoming a single mother and ending up incarcerated for criminal activity. Ms. AM felt that the criminal record often was a barrier to her employment advancement and other opportunities and took steps to find out about receiving a pardon. Ms. AM asked her supervisor for a letter of recommendation, to use in pursuit of the pardon, as well as for volunteer opportunities and possible future employment. Her supervisor informed Ms. AM that she would have to ask for a reference letter from the General Manager, Mr. Kellock.

Ms. AM knew who Mr. Kellock was, as he had interviewed her for the housekeeping job and gave comments as he passed her in the hallways or in the parking lot, such as “Good day, ‘Luv”. On one such occasion, Ms. AM asked for a letter of reference and Mr. Kellock agreed to provide her with one. A few days later, however, Mr. Kellock asked for Ms. AM’s help in his office as she was passing. He was inflating a ball to use in lieu of a desk chair and said he needed someone with fingernails to help pull out the valve. As he was inflating the ball, Mr. Kellock made the suggestive comment: “I have to pump it hard in order to find the hole.” Ms. AM became uncomfortable and tried to leave the office, but Mr. Kellock insisted that he needed her help to sit on the ball in order to better find the holes. As Ms. AM sat on the ball, Mr. Kellock went and locked the office door, then stood behind her and said that she wasn’t sitting on the ball properly and, in order to feel the benefit, she would need to spread her legs and lean forward more. He then proceeded to touch her, sliding a hand down her down her side, touching her breast, down to her leg, and back up to her belly. Ms. AM was scared, confused and intimidated. Mr. Kellock began to massage her shoulders and Ms. AM tried to regain control and professionalism by asking if he had completed his reference letter for her. Mr. Kellock stopped massaging and told her that she should come back to his office later to get it and tried to hug her as she left the office. Ms. AM stiffened but remained still for the hug.

Ms. AM returned to Mr. Kellock’s office in a few days to ask for the reference letter again. He asked her to sit down in the ball-chair again, which Ms. AM did. Ms. AM was still on probation and concerned about keeping her job, so dared not speak out against the General Manager, who was her supervisor’s boss. This time Mr. Kellock indicated to Ms. AM that the chair was also called an “orgasm chair” given the physical reaction women would get when sitting on it. Ms. AM felt vulnerable and uncomfortable and left the office quickly, explaining that her supervisor would be looking for her.

Over the next few weeks, a series of incidents left Ms. AM feeling further discomfort, including a suggestion from Mr. Kellock that Ms. AM should come back up to his office for a history lesson about some of the hotel’s historic buildings and an unnerving experience being followed by Mr. Kellock when she was attempting to drive home.

Further incidents followed, including kissing and other physical contact, but Ms. AM felt powerless. Although she did push him away, she was afraid that he would claim assault against her and no one would believe her; she was the woman with a criminal record and Mr. Kellock was the general manager. Ms. AM unwillingly submitted to further touching, fellatio and sexual banter. But, Mr. Kellock appeared angry if Ms. AM was uncomfortable or tried to stop his advances. Ms. AM continued to ask for the reference letter, and Mr. Kellock continued to agree to provide it, making suggestions that she should first go out for dinner with him. Eventually Ms. AM decided the only way she was going to get her reference letter was to play along. Ms. AM began sending suggestive and flirtatious emails. Further sexually-charged activity occurred, but eventually Ms. AM got her reference letter, at the expense of her physical and mental health, according to the experts called to testify at the hearing.

Finally, Ms. AM quit her employment, although she had no other opportunities lined up, because she just could not handle it anymore.

InHaus Legal, an innovative virtual law firm. She was just appointed to the Human Rights Commission in Calgary, Alberta and looks forward to conducting mediations and adjudicating human rights disputes.

³ Please note that the facts of this case may be disturbing to some readers.

⁴ Given the serious nature of the allegations and the Complainants desire to remain anonymous, initials were used in the case instead of her name.

Ms. AM proceeded to the police with her concerns but also brought the harassment forward to the employer hotel. Eventually, Ms. AM filed a complaint with the Ontario Human Rights Commission against the employer hotel, but also against Mr. Kellock personally.

The case against the hotel was eventually settled without a hearing, so we can only assume a conclusion was reached to the mutual satisfaction of both parties. Mr. Kellock, however, no longer General Manager of the hotel, did not settle the case against him and it proceeded to hearing.

THE LAW & APPLICATION:

With similar wording to other jurisdictions within Canada, section 7(2) of the Ontario Human Rights Code provides:

Every person who is an employee has a right to freedom from harassment in the workplace because of sex, sexual orientation, gender identity or gender expression by his or her employer or agent of the employer or by another employee.

Harassment is defined in s. 10(1), as “engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome”. The Ontario Human Rights Code goes on to provide that employees have a right to be free from a sexual solicitation or advance made by a person in a position of power.

In paragraph 95 of the decision, the Tribunal quoted from a prior case:

(...) sexual harassment in the workplace may be broadly defined as unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for the victims of the harassment. It is (...) an abuse of power. When sexual harassment occurs in the workplace, it is an abuse of both economic and sexual power. Sexual harassment is a demeaning practice, one that constitutes a profound affront to the dignity of the employees forced to endure it. By requiring an employee to contend with unwelcome sexual actions or explicit sexual demands, sexual harassment in the workplace attacks the dignity and self-respect of the victim both as an employee and as a human being.⁵

Given the complicated history of events between Ms. AM and Mr. Kellock, the central issue in this case is, rather, whether the respondent knew, or ought to have known, that his actions were unwelcome. The test is an objective one: would a reasonable person, in the shoes of Mr. Kellock, have understood that his actions were unwelcome?

Ms. AM did not expressly object to the actions or comments of Mr. Kellock. But he was in a position of power over her and she felt helpless, especially given her specific history and employment concerns. A power imbalance is a fundamental factor to consider in determining whether particular conduct amounts to unwelcome harassment and greater imbalance results in a greater burden on the individual in a position of power to ensure that their behaviour is appropriate. In the present case, Ms. AM was a probationary employee in a junior, low-paying position. Mr. Kellock was at the peak of power as the general manager. The power imbalance was mammoth. As such, Mr. Kellock should have recognized his obligation to ensure that no unwelcome advances were made.

The Tribunal was clear, however, that there was a shift in what a reasonable person would have known to be unwelcome. That shift came when Ms. AM decided to try a new tactic and “play along” with the advances in order to get her reference letter and try to get a pardon (and ultimately find other employment).

Regardless of the shift, and the fact that perhaps later in the employment relationship a reasonable person would not have known the sexual behaviour to be unwelcome, the initial series of behaviours, including the office encounters and suggestion that Ms. AM would receive a letter of reference if she went out to dinner with Mr. Kellock, were in violation of the Human Rights Code.

THE COMPENSATION

Although the employer has an obligation to take positive action to eliminate harassment from the workplace and to address any complaints that come forward, this particular decision was about personal liability of the harasser, Mr. Kellock. Injury to dignity, feelings and self-respect is usually considered in law to be more serious depending on the nature of the facts. The factors to be considered include:

- the immediate impact of the discrimination and/or harassment on the complainant’s emotional and/or physical health;

⁵ *Janzen v. Platy Enterprises Ltd.*, 1989 CanLII 87 (SCC) at paragraph 56.

- the ongoing impact of the discrimination and/or harassment on the complainant’s emotional and/or physical health;
- the complainant’s vulnerability;
- objections to the offensive conduct;
- the respondent’s knowledge that the conduct was not only unwelcome but viewed as harassment or discrimination;
- the degree of anxiety the conduct caused; and
- the frequency and intensity of the conduct.⁶

The highest awards seen in Ontario human rights judgements, applying the criteria above, have been in the range of \$150,000 in egregious sexual harassment cases. The facts of this particular case, including the power imbalance and the blatant *quid pro quo* demands of Mr. Kellock as well as the frequency and the negative effect on Ms. AM, supported a high award. Again, the focus was on the behaviour before Ms. AM started “playing along”, since a reasonable person may not have determined the behaviour to be “unwelcome” after that. Although sexual intercourse had not taken place, there had been sexual conduct and oral sex that caused Ms. AM great distress. The Tribunal ultimately held that an award against Mr. Kellock of \$75,000 to be paid to Ms. AM would be appropriate.

IMPLICATIONS

The first, likely obvious, warning to emerge from the case is to caution individuals, especially those in positions of power, that they may be held personally liable for hefty mental distress damages in a sexual harassment scenario. All employees, even if not in leadership positions, have a responsibility to know the Code of Conduct and policies at their organizations and to follow the rules of respectful treatment of others in the workplace.

Employers should also pay attention to the need not only to have policies in place, but to provide adequate training periodically to all members of the organization, regardless of position, and to monitor the workplace for issues and concerns. Having a policy is not enough; employees need to be aware of the policy and use it. Whistleblower and complainant protection must also be clearly established so that individuals such as Ms. AM know who they can approach in confidence, and that their jobs are not in jeopardy as a result of complaints made in good faith.

Finally, individuals who are victims of harassment at work need to know that they have an onus as well to take reasonable action to demonstrate that the harassment is unwelcome. Playing along, flirting or luring a harasser makes the Tribunal’s analysis more difficult. In Ms. AM’s case, Mr. Kellock’s behaviour was originally unwelcome but changed over time due to Ms. AM’s change in response. What helped the Tribunal find the behaviour unwelcome initially was that Ms. AM had confided in some neighbours who were called as witnesses to her distress, was clearly in a vulnerable position vis-à-vis Mr. Kellock and tried to avoid interactions rather than play along. Tribunals recognize how psychologically difficult it is to say “no” or to inform someone that their behaviour is unwelcome, but in many cases if a victim can speak up initially, the unwelcome behaviour will cease. Speaking up against the behaviour is a fundamental step in bringing harassment to an end, whether the harassment is as egregious and invasive as Ms. AM’s case, or as simple as a derogatory joke meant in good fun. The burden of speaking up is not only the victim’s to bear as coworkers who witness inappropriate behaviour but are not directly affected should also be encouraged to come forward in the workplace.

⁶ *Sanford v. Koop*, 2005 HRTO 53 (CanLII) at para 62.

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