Chair's Column

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

Dear CSIOP members,

First of all, I hope you and your families are safe and healthy during such difficult times.

As you will notice, this issue of the CSIOP newsletter comes a bit later than usual. Given the unprecedented impact of the COVID-19 pandemic, all of us have had to adapt, rewrite, and update our columns several times. We also wanted to have a bit more clarity on the CPA convention before publishing the newsletter. Of course, all of us are impacted by this unprecedented crisis, in terms of our health first and foremost, socially (with the need to stay isolated), and at work (e.g., losing work for many, working remotely from home others, and moving to online teaching, e-meetings, etc.). While news from your CSIOP Executive team might seem trivial right now, we thought it would still be important to keep our members updated with some of the work and initiatives we have been involved in since the beginning of the year. So, here we are, better late than never!

It is also already the fourth and last column I have the privilege to write as the CSIOP Chair. On the one hand, it feels like it was only very recently that I had to take over from Tom O'Neill. On the other hand, I believe it has been a very productive (and certainly eventful!) year so far. The CSIOP Chairs team and the whole Executive team has worked very hard to start new initiatives to create value for its member. For instance, I am very proud of the work we are doing with the upcoming special issue "Emerging Research in Industrial-Organizational Psychology in Canada" in the *Canadian Journal of Behavioural Sciences*. And, we now have regular posts on our social media platforms to highlight emerging trends and challenges in I-O psychology, thanks to the initiative of our Editor, Lisa Alonzo McDermott, and our social media manager, Prachi.

As usual, there are many interesting and relevant columns to check out so I strongly encourage you to review the entire newsletter. Below are just a few highlights.

(I-O) PSYCHOLOGY AND COVID-19

You might have noticed that we did not communicate with the members extensively during the first few weeks of the pandemic. This was a decision of the CSIOP Chairs Team, to avoid "spamming" our membership with excessive information. If you are like me, you are already submerged by too many emails, social media posts, news updates, etc. And, you certainly don't need an extra "daily update" from CSIOP.

That said, we know it is important to offer useful, evidence-based information for our members during this difficult time. As such, I want to highlight a few very relevant resources:

- First, many larger associations have put together valuable documents. For instance, CPA is offering a number of fact sheets. As an example, see: https://cpa.ca/psychology-works-fact-sheet-psychological-

impacts-of-the-coronavirus-covid-19/ SIOP has also a number of useful pages about remote work (https://www.siop.org/Business-Resources/Remote-Work) or online teaching (https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/3418/Teaming-in-the-Age-of-COVID-19)

- Second, there are some excellent ongoing initiatives from I-O psychologists trying to provide organizations with valuable resources and/or better understand how to deal with such a unique and difficult situation. For instance, you might want to check the COVID-19 research project conducted by the team led by Dr. Kevin Kelloway, from Saint Mary's University (https://www.ohpdata.com/). Many I-O experts around the world are also sharing best-practices to work online. A great example is the YouTube video by Dr. Steven Rogelberg about organizing effective online meeting (https://www.youtube.com/watch?v=gkoCNJVrd04&t=4s).

NEWS ABOUT THE 2020 CPA (VIRTUAL) CONVENTION

As you have probably heard, the pandemic has forced CPA to cancel the in-person 2020 convention on May 28-30 in Montreal. I imagine that many of you are disappointed. We certainly are too, as we have worked hard to put together an exciting CSIOP program, with a lot of great I-O content.

I want to thank our conference coordinator, Leah Hamilton, for her hard work managing the review process, as well as our student rep, Duygu Biricik-Gulseren, for organizing our student symposium. We had a fantastic convention program lined up with 59 CSIOP submissions accepted. And, of course, the program wouldn't exist without the help of our record-breaking number of reviewers, 28 this year. Thank you to all of those who helped!

At this time, we now know that CPA is planning to put together a virtual conference, but there is still a lot of uncertainties about its definitive format. As such, Leah, Duygu, and I have decided to combine forces. Instead of the usual "Convention Corner" and Student Rep Update, we describe in this column (a) what the conference would have looked like in person and (b) what we know at this stage regarding the virtual conference.

Planned in-person conference: Day 1 of the convention would have included our student symposium coordinated by our student rep Duygu Biricik-Gulseren and several I-O symposium sessions. Day 2 would have involved our poster session, our section guest speaker session (by Dr. Ariane Ollier-Malaterre from UQAM), the AGM, and a busy evening with the student mentoring session and the joint reception with the military section. Finally, Day 3 would have started with our plenary speaker (Dr. Marylene Gagné from the Future of Work Institute at Curtin University in Australia), followed by day-long CPA student career event.

Virtual conference: CPA is preparing a virtual conference, with mostly asynchronous sessions (PowerPoints for posters, recorded presentations for symposia and guest speakers, etc.) that you should be able to view for several weeks throughout the summer. The CSIOP Exec Team is working closely with CPA on this to help organize virtual content, offer our members the opportunity to share their work, and make that work available to as many people as possible. As I'm writing this, CPA is still finalizing the last details of the format for that virtual convention. As soon as we know more, we will communicate with our membership (via the listserv and social media) regarding the ways you can upload/present your work. At this stage, in addition to all the online sessions, we plan to organize a virtual AGM via video-conference, and we hope to offer a platform for student mentoring, as well as have our best posters competition/awards. Stay tuned for more details soon…

CONGRATULATIONS TO LINDIE LIANG

The CSIOP Exec Team wants to congratulate Dr. Lindie Liang from Wilfried Laurier University who received the 2020 CPA President's New Researcher Awards. Lindie's work addresses topics such as abusive supervision and aggressive behavior in leaders and managers in the workplace. Her work has been published in the *Journal of Organizational Behavior, The Leadership Quarterly, Journal of Applied Psychology, and Academy of Management Journal.* I also want to thank all those who helped with Lindie's nomination (Tom O'Neill, Ivona Hideg, Gary Latham, and Ramona Bobocel).

CJBS SPECIAL ISSUE ON I-O PSYCHOLOGY IN CANADA

Just a reminder that, given the COVID-19 situation, the co-guest-editors from the CSIOP Executive Team (Tom O'Neill, Leah Hamilton, Winny Shen, Joshua Bourdage, and myself) have postponed the submission deadline for the special issue "Emerging Research in Industrial-Organizational Psychology in Canada" in the *Canadian Journal*

of Behavioural Sciences. Submissions are now due online by **May 15, 2020.** For more information about this special issue, see: https://www.apa.org/pubs/journals/cbs/call-for-papers-i-o-psychology

UPDATE ON OUR DISCUSSION WITH CPA

Finally, over the last year, the CSIOP Team has been continuously discussing with the CPA Executive team and the CPA Board, in order to find ways for us to make a bigger impact on I-O psychology in Canada. While we are still negotiating with CPA for the creation of a new Section Associate membership category, the discussion has been put on hold, with the current situation. We still hope to reach a positive agreement and be able to present it to the membership soon.

Stay safe and healthy everyone!

Nicolas Roulin

CSIOP Membership

Aleka MacLellan, Ph.D
Lee Hecht Harrison Knightsbridge

As of April 21st, CSIOP has a total of 166 members, which consists of 13 CPA Fellows, 4 Honorary Lifetime Members (including 2 CPA Honorary Life Fellows), 2 Special Affiliates, 2 CPA International Affiliates, 2 Retired Members (including 2 CPA Retired Fellows), 48 Student Members, and 95 Full Members.

CSIOP News

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

WILFRID LAURIER UNIVERSITY

- Anja Krstic (graduate with PhD in OBHRM from Laurier, currently a postdoctoral researcher at Laurier with Dr. Ivona Hideg) has accepted a tenure track position at the School of Human Resources Management at York University. Congratulations, Anja!
- Sara Murphy, WLU's Doctoral Candidate, has received the SSHRC Doctoral award for the 2019-2020 year. Congratulations!

SAINT MARY'S UNIVERSITY

- Nicolas Roulin won the SIOP 2020 Jeanneret Award for Excellence in the Study of Individual or Group Assessment, for the paper "LinkedIn as a new selection measure: Psychometric properties and assessment approach" (co-authored with Julia Levashina, Kent State University).
- Nicolas Roulin received a David Sobey Centre Research Grant for the project "Cross-cultural Impression Management tactics in Job Interviews" (in collaboration with his PhD student Rene Arsenault). Congratulations!
- Ryan Cook (PhD student) and Odelia Wong (MSc student), supervised by Nicolas Roulin, won 2019 CPA Grants for Student Research and Knowledge Dissemination.

UNIVERSITY OF PRINCE EDWARD ISLAND

- Congratulations to Blake Jelley, Professor in the UPEI Faculty of Business, who has been appointed Vice-Chair of the PEI Employment Standards Board. He has served as a Member of the Employment Standards Board since 2018.

UNIVERSITY OF GUELPH

- Congratulations to Thomas Sasso and Melissa Pike for winning SIOP 2020 travel award!

WESTERN UNIVERSITY

- Dr. Johanna Weststar has been inducted into the Toronto Leader's Circle in recognition of her role (Co-Chair) in bringing the 10th International Labour and Employment Relations Association Regional Congress of America to Toronto. ILERA2020 will be held at the Ted Rogers School of Business June 24-27th.
- Dr. Johanna Weststar has been invited to provide her expertise this summer in a condensed summer course at Radboud University in Nijmegan, Netherlands!

Please send any I/O or program information, photos, congratulations, etc. to our Social Media Coordinator and News Column Editor, Prachi at Prachi.28x@gmail.com
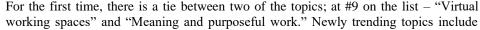
Practice Makes Perfect

Lynda Zugec, M.A.
The Workforce Consultants

The Society for Industrial and Organizational Psychology (SIOP) is pleased to announce its seventh annual Top 10 Workplace Trends list. Based on member surveys, these are the issues that will have the most impact on the workplace in 2020.[1]

TOP 10 WORKPLACE TRENDS FOR 2020

For the first time, there is a tie between two of the topics; at #9 on the list – "Virtual working spaces" and "Meaning and purposeful work." Newly trending topics include workforce health and well-being, and meaning and purposeful work. The entries in SIOP's Top 10 list are broad, complex issues posing difficult challenges to the business world and modern society, so it's no surprise that many other trends have appeared on previous lists.

Industrial-organizational psychologists study workplace issues of critical relevance to business, including talent management, coaching, assessment, selection, training, organizational development, performance, and work–life balance. I-O psychologists can help all kinds of organizations, including for-profit, nonprofit and government, grappling with these issues find solutions that are right for their organizations and their staff.

To create this list, SIOP asked its members for their predictions based on their expertise as well as interactions with clients and colleagues. After the responses were compiled, members selected the top 10 issues organizations are likely to face in 2020. Nearly 1,000 members responded, and here's what they had to say:

10. Data visualization and communication
First appearing on the list of top trends in 2019, the need to visualize and communicate the results of data analysis remains a global business priority. Making sense of the massive amounts of data available to organizations is a necessary step in making sound, data-driven decisions. The volume and velocity at which data are collected by organizations can be overwhelming. Organizations will need to find ways to creatively yet simply present data to stakeholders to effectively communicate the core messages of each data analysis and leverage the power of the data.

[1] Adapted with permission

9-TIE! Virtual working spaces

Virtual coworking space can help limit workplace distractions while creating a sense of community for employees. In virtual coworking space, employees can join multiple chatrooms with coworkers (some work related, some common interests), see what meetings others are attending, and work on projects together. Virtual coworking comes at a low cost for employers and provides employees with flexibility, but they do have disadvantages. For instance, it is more difficult to foster employee engagement, and a lack of engagement can spiral into a lack of commitment, employee burnout, and attrition.

9-TIE! Meaning and purposeful work

A newcomer on the 2020 Top 10 Workplace Trends list, "meaning and purposeful work" reflects the shift in how people view work in the context of their lives. Finding meaning is a basic psychological need, and people are increasingly seeking to fill that need through their work. They seek work that is aligned with their values and supports their sense of life purpose. People are no longer viewing work as a means to an end but rather a way of life; they want to do something they believe will contribute to the world and fulfill them. Organizations will need to rethink their human capital strategy in order to evolve along with the mindset of their employees.

8. Workforce health and well-being

Stress and insecurity aggravated by the technology-mediated pressure to be "always on" contribute to rising rates of employee burnout. Business leaders are finding that burnout is not only harmful to employee health but also costly and detrimental to organizations. If organizations want to retain their top performers, they need to think not only about the employees' well-being at work but also consider how the employees' work life can affect their personal life in both positive and negative ways.

In addition to the business case for worker health, there are strong ethical mandates for businesses to consider worker well-being (e.g., the UN Sustainable Development Goals and understanding of health as a human right).

7. Algorithmic selection – validity, bias, and applicant reactions

Algorithmic hiring is a growing trend in employee selection. Algorithms in employee selection use a formula to combine test scores into an overall candidate score, as opposed to using judgment or intuition to combine them. Algorithms can also be applied to arrive at a score for a specific assessment method, such as using artificial intelligence (AI) to score résumés instead of having recruiters evaluate them. In other types of AI assessments, candidates might be asked to play custom-built games to test their reaction time or speed.

However, many practitioners have expressed concerns about validity and bias in algorithmic selection, as well as how applicants respond to more structured selection practices. Although using formulas to combine test scores is more valid and less biased than judgmental combinations of scores, many questions remain about AI methods.

6. Automation of jobs and tasks

Rapid increases in the sophistication of automation technology are, along with artificial intelligence, driving growing concern over the extent to which automation will disrupt the workforce. This is not a new concern, having returned with each new evolutionary phase in technology. But it is on the minds of many today and should be the subject of considered thought for educators, workforce planners, and business leaders in all sectors.

As jobs are increasingly automated, new jobs will emerge. These new jobs will require a 21st-century skill set that is in high demand already. Organizations view a growing skills shortage as one of their top concerns.

5. The changing nature of work

Moore's law defines the exponential growth of computing power, and that pace is driving the rapid changes in how people work. This is the fourth year in a row that the changing nature of work on the SIOP Top 10 Workplace Trends list, moving up two spots from last year. As organizations embrace new and evolving technologies including social media communications, cloud-based collaboration tools, artificial intelligence, automation, and the digitization of work, our traditional notions of the workplace continue to evolve.

Employee attitudes and expectations are also shifting (e.g., see Trend #9) and require organizations to rethink their strategies for attracting and retaining employees. Organizations will also need to create agile policies and processes in order to respond to continuous change in a timely manner if they want to maintain a competitive edge.

4. Working with big data

Organizations continue to expand their capabilities for collecting large amounts of data from a multitude of sources (including people's social media activity, digital work activities or purchase behavior, and other disparate

information) at a rapid pace. The sheer amount of data available to organizations provides an unprecedented opportunity to explain and predict organizational outcomes.

But as several recent news stories and regulatory changes illustrate, the collection and use of big data in poorly designed systems can also create big risks. Using big data to inform employee selection may have unforeseen legal repercussions for organizations, for example, when analyses are conducted by those without a background in organizational psychology or statistics. Collecting data from employees and applicants also raises concerns over privacy intrusion in data collection. Big data analytics will only become more prevalent in organizations, and it is up to business leaders to ensure that they are protecting their organizations' interests by behaving ethically and responsibly.

3. "Gig economy" – contract work

The gig economy is here, and it doesn't seem to be going anywhere. Estimates range from 10.1% of America's workforce (2017; Bureau of Labor Statistics) to 36% (2017; 35% in 2019; Upwork & Freelancers Union). Three major questions business leaders will need to tackle concerning the growing gig economy relate to recruitment and selection, the relationship between the organization and its workers, and regulatory issues.

First, do current recruitment and selection best practices generalize to hiring and contracting gig workers? Leaders may need to revisit and revise their current hiring practices and systems for this labor supply. Second, how is the client–gig worker relationship different from the employer–employee relationship? What implications does this have for whether and how organizations invest in, retain, and develop their gig workers? Finally, what are the legal hotspots (e.g., compliance) of gig work that organizations and gig workers must understand and how do these impact the work itself?

2. Diversity, inclusion, and equity

Diversity, inclusion, and equity continue to be top considerations in the workplace, with an increasing focus on inclusion and equity. The #MeToo movement is just one recent example of how these concerns can move from the workplace into the headlines, underscoring the need for organizations to create diverse, inclusive workplace cultures.

Continued efforts to advance representation of women and historically underrepresented ethnic groups, particularly in leadership, are increasingly joined by inclusion and equity considerations of LGBTQI employees, renewed attention to age and ageism, global diversity and immigration, and integration of workers with disabilities, including invisible disabilities and mental health. Extending workplace inclusion and removing barriers for neurodiverse individuals is a growing imperative.

The public increasingly scrutinizes equity in organizations, including pay gaps, income inequality, executive pay, and minimum wage. Improvements in workplace equity may also enhance employer brands and the ability to attract and retain talent.

And the #1 trend this year…

1. Artificial intelligence and machine learning

Artificial intelligence and machine learning continue to be the number one workplace trend for the year 2020. More and more employers are exploring the use of artificial intelligence (AI) in personnel decisions such as hiring, retirement planning and benefits enrollment, and many other areas.

Though the use of AI in HR is still in the early stages, AI has immense potential to change how organizations make personnel decisions through the use of predictive analytics and metrics for talent acquisition, training and development, and compensation.

In hiring, AI can predict the likelihood of success on the job as well as the risk of turnover. AI could be used to offer personalized recommendations for training/career development as well as suggest which employees should be assigned to specific teams for higher team performance.

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Read previous Top 10 Trends lists here and find short videos on the 2019 trends, including an expert discussion of each trend and a brief overview of all the trends, here.

This year's Top Ten Workplace Trends list was coordinated by the Media Subcommittee of SIOP's Visibility Committee based on two online surveys sent to approximately 8,000 SIOP members from October of 2019 to

December of 2019. Committee members include Nikki Blacksmith, Chair; Amanda Woller, Chair in Training; Andrew Pepper, Media Chair; Dan Eisen, Survey Analysis Coordinator. Thanks to these volunteer writers for helping create the report: Nicholas Baldwin, Emily Campion, Nick Howald, Uma Iyer, Jaclyn Jensen, Ludmila Praslova, Jerel Slaughter, Tilman Sheets, and Laura Tate.

Do you have comments or suggestions for this column? Is there an area of science and/or practice you would like to see highlighted in a future issue? If so, please contact Lynda Zugec at Lynda.Zugec@TheWorkforceConsultants.com. We would be delighted to 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.

Whether it's Apple's reputation for design innovation, Southwest Airline's reputation for fun, or Google's reputation for employee empowerment, having a strong, identifiable culture or brand is generally viewed as a good thing for companies. One of the benefits a strong culture brings is communicating what the company values; this in turn is thought to attract employees who think the same way. This makes culture a foundational element of the classic "attraction-selection-attrition" model we all learned about in grad school.

But what if culture also acts as a signal to applicants about how they should present themselves? Is it possible that cohesive organizational culture acts as a sort of Cliff's Notes for faking, telling applicants what they should focus on so as to fool employers into thinking the applicants are a good fit for the organization? This question was the focus of a recent article in press at the *Journal of Applied Psychology* by our own outgoing CSIOP chair Nicolas Roulin of Saint Mary's University and Franciska Krings of the University of Lausanne.

Roulin and Krings argued that applicants use organizational culture as a signal for what type of applicant is desired by the organization and alter their responses to personality measures accordingly. Focusing in particular on cooperative vs. competitive and innovative vs. formalized (i.e., less innovative) organizational cultures, they argued that applicants would present themselves as less agreeable and more rule-breaking and focused on winning when applying to companies with a competitive culture, but the opposite would hold when applying to companies with a cooperative culture. Similarly, applicants applying to companies with an innovative culture were argued to present themselves as more open and extraverted than applicants applying to companies with more formalized cultures.

Across six studies presenting a mix of experimental and field studies, using both fictional companies and actual companies with real employee testimonies (from glassdoor.com) about the organization's culture, they found general support for their predictions. They also found that these effects were mediated by applicants' perceptions of the ideal personality profile for the position, suggesting the applicants were indeed inferring personality profiles and trying to present themselves as a match to those profiles. Finally, these effects held regardless of job level and type, as well as regardless of people's tendencies to be dishonest more generally. That is, it wasn't the case that it was just bad apples who were faking in their responses.

Of particular note for organizations is that applicants targeted their faking towards traits they viewed as relevant – that is, they did not just generally fake across the board. This has a number of implications for trying to weed out people who fake, because it suggests some of the usual ways companies do this may not be effective. For example, using socially desirable questions (e.g. "I have never told a lie in my life") may not work unless they are related to the targeted trait. They also found that screening for blatantly extreme responding (e.g., always using the endpoints of a scale to indicate maximal/minimal amounts of the trait) may not work, as applicants did not always use the extreme endpoints of scales (particularly when trying to reduce traits – e.g., presenting oneself as slightly rule-breaking, not extremely rule-breaking).

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

Roulin, N., & Krings, F. (in press). Faking to fit in: Applicants response strategies to match organizational culture. *Journal of Applied Psychology*.

Communication Update

Lisa Alonzo McDermott, MCom.
Northwest University, South Africa

Dear CSIOP members,

When I first thought about content and ways to inspire our readers in the beginning of the year, I never thought that the next time I would contribute to our quarterly newsletter would be under such circumstances. Our worlds have been turned upside and suddenly most of us are in some form of survival mode. During this time of extreme stress and grave uncertainty, CSIOP will do our utmost to provide you with content and support to help you where possible.

While our annual conference has been cancelled, we do encourage you to stay positive and keep connected through the various technologies and social media sources that we have available to us all. Now is the best time to connect with fellow IOPs and specialists, whether it be to join forces in researching the effects of the pandemic on business and performance, or sharing thoughts and ideas of how to help businesses and people cope.

Stay safe, keep the physical distance and keep supporting one another.

Student Update

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

Dear Student Members of CSIOP,

Traditionally, the April issue of our newsletter is reserved to make annual convention-related announcements and share our preparations with you. I wrote the first draft of this column in the first week of March and talked about our graduate student symposium, upcoming student-mentor social, new AMAs, and student awards. The world was a completely different place then…

Some of us could adjust to the changing circumstances fast while some others are still struggling with this is new normal. Personally, I found some opportunities in this pandemic. With many meetings and events being cancelled, I have more uninterrupted time for writing. I am also planning to play with that dataset I hoarded some time ago and never touched. I hope you are all staying safe and keeping sane, too.

To support researchers many organizations are offering discounted or free services and materials during this time. I wanted to share a few of them assuming that you might also want to make the most of your quarantine by honing your research skills. I hope you find them useful:

https://www.ithinkwell.com.au/
This is a consulting firm that supports researchers and faculty members. I purchased some of their books a while ago and found them immensely useful. Now they are offering 50% discount on their books.

http://www.offbeat.group.shef.ac.uk/FIO/trainingcourses.htm
You probably know Dr. Chris Stride and his statistical consulting services. Many of my colleagues flew to London, UK to attend his courses. Now they are all available online!

https://carmattu.com/member-events/
Another useful resource is CARMA's advanced statistics courses. If you are a student member of the Academy of Management or if your institution has membership, you can watch their pre-recorded online lectures for free. If not, they are also offering discounted fees.

http://davidakenny.net/
The famous Kenny of the Kenny and Baron (1986) made all of his online lectures free. You may be able to find unique video lectures that may not be available anywhere else.

https://library.ucalgary.ca/c.php?g=715294
The library of the University of Calgary compiled a list of free books, journals, and movies. Perhaps you will find some of them useful.

NEW STUDENT REPRESENTATIVE ELECTION

My term as student representative came to an end. We are looking for candidates for the next term. This is a 2-year term role. Main responsibilities include:
- Promoting students' interests to the CSIOP committee and collaborate with CSIOP executive members
- Developing and leading projects that add value for student members
- Responding to student questions and concerns
- Communicating relevant information to students
- Writing a column in the quarterly CSIOP newsletter
- Organizing and chairing the I-O student symposium
- Organizing the student-mentor annual activity.

The position also creates great networking opportunities and visibility with both academics and practitioners.

If you are interested, please nominate yourself by contacting me with the following information at studentrep@csiop-scpio.ca. The deadline for self-nomination is May 5, 2020, 5 pm in EST.

- Your Name
- University and program
- In 100 words or less, describe an initiative you would like to undertake if you are elected as the student representative
- In 100 words or less, describe how you intend to maintain the links established with the Francophone and Anglophone universities.

This is my last column. You will hear from our new student representative in the next issue. It has been a great pleasure meeting and working with many of you during my term. I am looking forward to seeing you all again!!!

Update On: Alliance for Organizational Psychology

Lynda Zugec, M.A.
The Workforce Consultants

The Alliance for Organizational Psychology (AOP) was established in 2009 and member organizations include the Society for Industrial and Organizational Psychology (SIOP), the European Association of Work and Organizational Psychology (EAWOP), the Organizational Psychology Division of the International Association of Applied Psychology (IAAP-Division 1), and the Canadian Society for Industrial & Organizational Psychology (CSIOP).

NEW AOP WHITE PAPER: ACTIVE AGING AT WORK

Access the White Paper Here:
https://img1.wsimg.com/blobby/go/0567b461-ac8d-411b-b8fe-abb7b43bd87d/downloads/Active%20Aging.pdf?ver=1581389711229

AIMS AND OBJECTIVES OF THE WHITE PAPERS

The aims of the Alliance for Organizational Psychology (AOP) white paper series is to:

1. Address globally relevant topics that are of interest to policy and decision-makers
2. Highlight key areas where Organizational Psychology can make a substantial contribution to practice
3. Feature contributors offering international perspectives and viewpoints

The intended purpose of these White Papers is to share information about the value of Organizational Psychology (OP) and how OP can be used to improve the well-being and performance of people and organizations with non-OP HR and business practitioners and leaders.

Special thank you to the Alliance White Paper Subcommittee members (Angela Carter, Hazel McLaughlin, Maree Roche, and Lynda Zugec) for their efforts and support in making the white paper series a reality.

INPRACTICE CALL FOR PAPERS

InPractice is an applied journal of Work and Organizational Psychology (WOP) and is unique in this purpose (see http://www.eawop.org/ejour-editor-s-statement). The journal is recognized with a 1-star rating in the current ABS journal ranking document.

We are interested in wide range of material from both practitioners and academics focusing on the application of WOP in Europe (and further afield). This may be empirical work, theoretical contributions, descriptions and evaluations of interventions or commentary on current "hot topics". We are also interested to know what it is like to practice (or teach) WOP in your country and how psychologists maintain their continuous professional development. We welcome reports (with pictures) about activities and qualifications from psychological associations that will inform other applied psychologists.

The most recent edition (available from http://www.eawop.org/latest-issue) gives a good flavour of the variety of material we publish.

We are happy to receive material in the form of a paper, or a plan of an intended paper. The plan will allow the editorial team to interact with the authors at an early stage and encourage a focus on the application of material.

Please contact us through InPractice@eawop.org or via one of the editors. We look forward to working with you soon.

Employment Law Implications of Living Under a COVID Cloud

Erika Ringseis2, Ph.D.
InHaus Legal

As I am sitting down to write the quarterly legal article for CSIOP, my phone is buzzing with email warnings and texts about event, activity and lesson cancellations because of COVID-19. Maybe by the time you read this article life will have returned to normal, hockey games will be played, borders will be open, toilet paper will be re-stocked on shelves. Or maybe living in isolation or social distance from each other will feel normal.

I cannot focus on completing a case law review for this article because my mind is busy thinking about the difficulties facing my clients, creative ways to try to reduce layoffs and alternatives to flooding the overwhelmed Canadian Employment Insurance system. The health authorities talk about flattening the curve of the outbreak; I am trying to flatten the curve of employment loss.

In the employment realm, the COVID-19 pandemic has highlighted a business need necessary for all employers, regardless of size. All businesses need to be prepared for emergencies. We have seen emergencies in the form of floods, wildfire, cybersecurity attacks, coronavirus…reacting to devastation at work seems to be the new norm. Luckily I/O psychologists have skill sets that are extremely helpful to help organizations be prepared for the worst and survive as best as possible.

The three stages of emergency planning to consider is before the incident, during the incident and after the incident. The "incident" could be a global event like a natural disaster or a health pandemic, or it could be personal to the particular business, such as a cyber attack. The first step, the "before the incident," is the preparation of plans and incident readiness. In this stage, every organization should draft a general emergency response plan. Although a comprehensive checklist of the contents of such a plan are outside the scope of this brief legal article, organizations should consider **when** an emergency will be declared, **who** has decision-making authority, **who** (internal and external to the organization) should or must be consulted or informed, **what** steps will be taken and **what** aspects of the business are critical and **where** information will be securely held. Critical considerations include not only servicing client needs but data security, health and safety of workers and the public, human rights issues and practical realities.

The next stage, during the incident response, is when organizations are going to need to rely on their emergency response plan and be nimble in their decision making and reaction. We are currently seeing this in the large number of Canadian employees being sent home to work remotely. Some organizations are scrambling to put the technology in place, to classify essential work and to address all of the issues that are arising, especially with the closure of schools. Places of employment where working from home is not possible are facing questions of how to provide requisite social distancing while still provide the necessary goods and services. And some employers are unfortunately reaching out for assistance with temporary layoffs, wage rollbacks and permanent staff reductions. Knowing how to make those decisions, what documentation is required and what business and legal risks are associated with each option is important.

For example, in the current COVID crisis, employers are facing very real concerns about data security with employees working remotely. They are trying to balance an employee's right to privacy with the need for those who have travelled to identify themselves and self-isolate. They are considering if they can afford to maybe keep benefits available to employees during a temporary layoff period and how they can keep the lights on with reduced hours of operation or reduced pay. Employers are considering health and safety from a different perspective as they are providing information about hand washing, sneezing and coughing protocols and are mindful of a required 6 foot radius for interactions with others. A decision to keep doors open one day is quickly followed by a change in government mandate the next.

The immediate response to an emergency (e.g., send everyone home with pay while leadership meets to address the issue) eventually needs to be replaced by a longer term business continuity plan to assist the organization in moving ahead in the new reality. The same five w's need to be addressed from the ongoing perspective in order for the organization to navigate the new reality. Some operations may need to shut down or be consolidated. Work may have to be conducted remotely. Whether the end is known (e.g., wildfires being brought under control after

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2 Erika Ringseis is senior legal counsel at InHaus Legal, a virtual law firm where remote work is the norm…although having four additional office mates in the form of children pursuing their academics and a husband working remotely presents new challenges. Erika's background in Industrial/Organizational psychology and her experiencing overseeing the human resources emergency management plan at a large pipeline company have been helpful in her practical approach to addressing COVID-19 employment concerns.

devastating a region) or unknown (e.g., COVID-19 cases continuing to rise and government regulation becoming stricter), businesses need to have a continuity plan in place to keep the essential operations running and keep in communication with their workforce.

Undoubtedly many employers will have valuable learnings from their COVID-19 response that they should document and include in preparation for the next critical event facing their organization. This brings us to the final stage of emergency response. Finally, when the dust all settles and the organization returns to "normal" (until the next emergency), a debrief is necessary. Examining the emergency response and business continuity plans in hindsight will help the organizations to make necessary adjustments to their documentation to assist in the next crisis. Likely some training opportunities will also come out of the COVID-19, if you are looking for a silver lining in the COVID cloud.

To end this unique CSIOP legal article, I provide you with a few tips and traps for helping employees and employers transitioning to a remote workplace in the COVID-19 reality we face.[3]

1. *SOLUTIONS*
   a. Technology
      i. Do your employees have the technology and equipment they need to allow remote access and communications?
      ii. Would some training for possible online platforms be helpful?
      iii. Do you need more data, such as through your cellular plans, to allow for tethering of computers to phones during wi-fi slow down?
   b. Flexibility (and Structure)
      i. Think outside the box for online meetings and sharing of work.
      ii. Understand that "work hours" may need to be adjusted given family commitments and resource-sharing within households. Nevertheless, encourage schedules and some structure to help with the uncertainty.
      iii. What works today might not work tomorrow; be ready for change.
   c. Leadership
      i. Isolated employees may need even more contact now. Reach out. Daily "tailgate" meetings can be replaced by virtual meetings or daily emails.
      ii. People leaders need to adapt and still be in contact with their teams.
      iii. Communication, communication, communication.
      iv. Provide structure. There is still work to be done and people need to do it. Build in time for social interaction and COVID discussions but also set boundaries.
      v. Wear pants. Although pjs are fun and casual work attire might be appropriate, set some standards and model norms to help provide some needed structure.
2. *SECURITY*
   a. Do you have the systems in place to protect your organization's confidential data?
   b. Are your systems secure?
   c. Where are employees saving and sending data? Is everything appropriately backed up and encrypted?
   d. Have employees been reminded, even during these unprecedented times, of their obligations of confidentiality and the rules surrounding business information and privacy?
3. *SAFETY*
   a. OH&S obligations haven't disappeared…just because employees are remote does not mean you have no obligation to take action to keep them safe. Modify safety moments and procedures to take into account the remote workforce. You will also need to consider your reporting obligations if anyone tests positive.
   b. Employees rely on their employers as information sources. Provide updates from your provincial health authorities. Some might find it unusual to provide reminders to their staff to wash hands, cover their mouth with their arm when sneezing or coughing, etc. but in this current environment such communications are not just acceptable but expected.
4. *SANITY*
   a. Mental health concerns are serious. See the notes under "Leadership" above and know that daily interactions with teams are not just about the work getting done but about human connection.
   b. Remember obligations under human rights legislation, including not only accommodation of disability, but also family status.
   c. Remind employees about resources available, including any EFAP, EAP or other employer benefits, or resources available from the government and other agencies.

[3] Please note that this information is not intended as specific legal advice, which is assessed on a case-by-case basis. Industrial Organizational psychologists are likely uniquely positioned to be able to provide support and advice to organizations given the current COVID climate.

CSIOP Updated Job Advertising Policy

After discussions between the Chair Team and CPA, we are happy to announce that job advertising through CSIOP is back!

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), 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.

Please contact chair@csiop-scpio.ca if you have any questions or are interested in other forms of advertising with CSIOP.

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