



LE REGROUPEMENT CANADIEN DES
PSYCHOLOGUES INDUSTRIELS ET
ORGANISATIONNELS

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Comments From The Chair

*Pat Rowe
University of Waterloo*

The CPA Convention in St. John's has come and gone, and the consensus of those attending was that it was an excellent meeting. Our two guest speakers, Tim Judge and David Campbell, gave interesting, thought-provoking talks to good-sized audiences. We were very fortunate to have Milt Hakel from Bowling Green participate in the ethics symposium. Both Milt and David attended and participated in other sessions, and joined us for various social

events. Milt's wife Lee, who administers SIOP, also attended the meeting and shared some of her knowledge of SIOP with us. All of the other sessions were well attended, despite the glorious weather that lured us outside. Fortunately, the good weather lasted until Sunday, so I had the opportunity to enjoy the walk and magnificent views on the headlands of Signal Hill.

A number of issues were discussed at the CSIO P business meeting that we invite input from the members to guide the decisions of the Executive over the next year. Some of you, I know, were disappointed that the workshop was cancelled this year because of low registrations. Several suggestions were made by the Workshop Coordinator, **Lisa Keeping**, and by the participants at the business meeting, which will need to be disseminated to the members before any decisions are made about the future of the workshop. Similarly, the lack of applications for the RHR Kendall award indicates the need for change in the procedures followed for this award.

The ethics symposium, chaired by **Gary Latham**, provoked a lot of discussion and the realization that many I/O psychologists were unaware of the implications of the CPA Code of Ethics for them, and that we probably did a rather inadequate job of communicating ethics to our students. The matter was on the agenda for the business meeting, and it was agreed that a task force should be set up to examine the relevance of the CPA Code for I/O psychologists, to consider various options such as a casebook for I/O psychologist, and perhaps to develop a model curriculum for the teaching of ethics to I/O students. **Al Okros**, of the Canadian Forces Leadership Institute, agreed to lead the task force, and he will be joined by **Marjory Kerr**, of SHL, and **Steve Harvey**, of Bishop's University.

Other matters arising at the business meeting were privacy issues, which must be more closely monitored under the new privacy legislation and with the ubiquitous web, and the increased interest in work-life issues. **Arla Day** will be our liaison with various initiatives directed towards a healthy workplace.

Many of the coordinators on the CSIOP executive were not present at the section business meeting, and submitted written reports, which I delivered. In order that members have a clearer picture of the activities carried out by the executive, these reports will be posted on the web. Questions or comments should be directed towards the appropriate coordinator.

A highlight of the conference for many of us is the joint CSIOP/Psychology in the Military reception. This year was no exception, with a well-attended affair held at the Crowsnest, a military bar in the centre of St. John's. As usual, our thanks are extended to Allison MacIntyre and the Military section for planning this social event.

Finally, I would like to introduce you to the new executive members who were voted into office at the meeting. First, **John Tivendell**, of the University of Moncton, was confirmed as Secretary-Treasurer. John actually assumed the position in the fall of 2003, when **Kim Baron**, who had been elected that year, had to resign due to an impending maternity leave. **Marjory Kerr** joins the executive for three years, this coming year as Chair Elect. **Steve Harvey** was elected as Program Coordinator, and **Liane Davey** becomes Communications Coordinator. **Natalie Allen** takes over as Chair, and I become Past Chair. I would like to offer my sincere thanks to those leaving the executive: **Arla Day**, after several years, most recently as Past Chair, **David Zweig** as Communications Coordinator, and **Derek Chapman** as Program Coordinator.

Have a great summer, but don't forget to begin planning for next year's CPA convention in Montreal!



Translated by Sebastien Blanc

Le congrès de la Société canadienne de psychologie (SCP) vient de se terminer et l'opinion des participants indique que ce fut une excellente rencontre. Nos deux conférenciers invités, Tim Judge et David Campbell, ont fait des exposés intéressants et inspirants devant un assez grand auditoire. Par ailleurs, nous avons été très chanceux que Milt Hakel, de Bowling Green, puisse participer au symposium sur l'éthique. Milt et David ont même participé aux autres sessions et ils se sont joints à nous pour les divers événements sociaux. Lee, la conjointe de Milt et administratrice de SIOP, a aussi assisté au congrès et partagé ses

connaissances de SIOP avec les gens présents. Un grand nombre de participants ont assisté aux autres sessions, et ce, malgré la superbe température qui nous attirait vers l'extérieur. Heureusement, cette belle température a duré jusqu'au dimanche, ce qui m'a permis de me promener sur les caps de Signal Hill et d'y apprécier la vue.

Un certain nombre de questions ont été abordées lors de la réunion d'affaire de CSIOP et nous invitons les membres à faire des suggestions susceptibles de faciliter les décisions du comité exécutif au cours de la prochaine année. Je sais que certains d'entre vous ont été déçus que l'atelier fut annulé par manque d'inscription. Le coordonnateur de l'atelier, **Lisa Keeping**, et les participants à la réunion d'affaire nous ont fait part de plusieurs suggestions qui devront être communiquées aux membres avant qu'une décision soit prise quant à l'avenir de l'atelier. De plus, le manque d'applications pour le prix RHR Kendall témoigne du besoin de changement au niveau de la procédure suivie pour l'attribution de ce prix.

Le symposium sur l'éthique, animé par **Gary Latham**, a provoqué de nombreuses discussions et la prise de conscience que plusieurs psychologues I/O ne sont pas au courant des implications du Code d'éthique de la SCP pour leur profession, et que nous avons possiblement fait un travail inadéquat en ce qui a trait à l'enseignement de l'éthique à nos étudiants. Ce problème était à l'ordre du jour de la réunion d'affaire, et il a été décidé qu'un groupe de travail devrait être constitué afin d'examiner la pertinence du Code d'éthique pour les psychologues I/O, pour considérer certaines options telles qu'un recueil d'études de cas pour psychologues I/O, et pour peut-être même développer un programme scolaire pour l'enseignement de l'éthique aux étudiants en psychologie I/O. **Al Okros** de l'Institut du leadership des

Forces canadiennes a accepté de diriger les opérations de ce groupe de travail. Il sera épaulé par **Marjory Kerr** du SHL et de **Steve Harvey** de l'Université Bishop.

Les autres questions soulevées lors de la réunion d'affaire faisaient référence à la protection de la vie privée, ce qui devrait être surveillé plus étroitement en accord avec les nouvelles règles sur la protection de la vie privée et les documents électroniques, ainsi qu'à l'augmentation de l'intérêt envers les questions liées à l'équilibre entre la vie privée et le travail. **Arla Day** sera notre point de contact pour les initiatives liées à ce dernier sujet.

Plusieurs des coordonnateurs du Comité exécutif de CSIOP étaient absents de la réunion d'affaire, mais ils ont soumis des rapports écrits dont je vous ai fait part. Pour que les membres aient une meilleure compréhension des activités du Comité exécutif, ces rapports seront affichés sur le web. Vos questions et commentaires devront être adressés aux coordonnateurs concernés.

Pour plusieurs d'entre nous, un des points saillants de la conférence, est la réception conjointe de CSIOP et de la Section sur la psychologie du milieu militaire. Cette année encore, la réception organisée au Crownest, un bar militaire dans le centre-ville de St. John's fut très prisée. Comme à l'habitude, nous remercions Alister MacIntyre et la Section sur la psychologie du milieu militaire pour l'organisation de cet événement.

Finalement, j'aimerais présenter les nouveaux membres élus du Comité exécutif. Premièrement, **John Tivendell** de l'Université de Moncton fut assigné au poste de secrétaire-trésorier. John a déjà occupé ces fonctions à l'automne 2003 lorsque **Kim Baron**, élue la même année, décida de prendre un congé parental. **Marjory Kerr** se

joint au Comité exécutif comme présidente élue pour période de trois ans. **Steve Harvey** fut élu au poste de Coordonnateur des programmes, et **Liane Davey** devient la coordonnatrice des communications. **Natalie Allen** devient présidente alors que je deviens ancienne présidente. J'aimerais offrir mes sincères remerciements à ceux qui quittent le Comité exécutif : **Arla Day**, après plusieurs années et récemment comme présidente, **David Zweig** comme coordonnateur des communications, et **Derek Chapman** comme coordonnateur des programmes.

Je vous souhaite un très bel été, mais n'oubliez pas de commencer à planifier la prochaine conférence de la SCP qui aura lieu à Montréal!



The I/O Files: Chronicles of the paranormal in I/O Psychology
Arla Day, Ph.D., Saint Mary's University
Tracy Hecht, Ph.D., University of Manitoba

CONFERENCE DATE REMINDERS...

- **Inter-University Seminar on Armed Forces and Society (IUS) Conference:** 1-3 October 2004 Toronto, Ontario, Canada
- **Australian Psychological Association:** September 29- October 3, 2004; Sydney,
- **4th Health Psychology International Conference:** November 15-19, 2004; Havana, Cuba
- **European Academy of Occupational Health Psychology:** November 24-26, 2004; Oporto, Portugal; www.ea-ohp.org/oporto2004/index.asp
- **SIOP** – deadline for papers is September 15, 2004. SIOP Conference is April, 2005 in Los Angeles.

- **CPA** - deadline for papers is October, 2004. CPA conference is June 9-11, 2005 in Montreal.

CONGRATULATIONS!

Julian Barling, **Kevin Kelloway**, and **Lori Francis** have received a SSHRC grant for their project entitled "Take this job and love it." **Kevin** will be busy, because he also received another SSHRC for his project on "Predicting Protest."

Michael Leiter is the principal applicant (along with several co-applicants, including myself) on a Health Canada grant on "Building Quality Healthcare Workplaces: Nurses as Knowledge Sharers in Atlantic Canada."

New Job News...

Tracy Hecht has accepted a position as assistant professor at the John Molson School of Business at Concordia University. Tracy was formerly working the Asper School of Business at the University of Manitoba.

Thanks to all the contributors for their valuable information! All news items can be directed to me at Arla.Day@smu.ca.

CSIOP Membership Column
Tracy Hecht, Ph.D.
Concordia University

Summer greetings!

By now, you should have received the annual membership directory (I apologize to those who were unable to open the first attachment). This year we chose to produce the document in pdf format, rather than hardcopy, in order to save costs (and trees). I did my best to ensure that your contact information was correct, but if you find a mistake, please let me know and I will correct it in an upcoming directory update.

Please note that my contact information has changed and I can now be reached by email at thecht@jmsb.concordia.ca. My new mailing address is:

Tracy Hecht
John Molson School of Business, Concordia
University
Department of Management
1455 de Maisonneuve West
Montreal, Quebec, Canada, H3G 1M8

Membership Statistics and New Members

CSIOP's membership is now at 318 (222 full members, 80 student members, and 16 associate members).

New Process

Following an inquiry from one of our members regarding protecting member privacy, the CSIOP executive held a discussion about including updates to member contact information in the newsletter, which is posted on the web. This issue was subsequently discussed at the CSIOP Annual General Meeting, held at CPA earlier this summer. Based on these discussions, it was decided that updates to members' contact information will no longer be included in the newsletter. Rather, we will use the listserv to send periodic directory updates to members and these updates will not be posted on the web (much like the directory itself). We will continue to welcome new members in the membership column of the newsletter, but we will only print their names and not the details of how they can be contacted (see below for examples).

New Members

We welcome the following members who have joined CSIOP in the past few months:

Their contact information will be included in an upcoming update to the directory.

Lynda Davies
Helen Gardiner
Matthew Prosser
Laurienne Ring



**Putting a New Course:
A Brief Summary of *Geluch v. Rosedale
Golf Assn., Ltd.*¹
Erika L. Ringseis²**

Facts:

Michael Geluch was hired as the General Manager and Secretary/Treasurer by Rosedale Golf Club Association ("Rosedale") in Ontario. His job responsibilities as a general manager were varied but included the important functions of overseeing the golf course and operations, overseeing the food, beverage and catering services, supervising staff and preparing budgets. Rosedale operates under an elected board, and part of Mr. Geluch's responsibilities included liaising with the Rosedale board ("the Board") to ensure the smooth functioning of operations at Rosedale. As Secretary/Treasurer, Mr. Geluch was also required to take minutes at meetings and to present financial information to the Finance Committee.

¹ [2004] O.J. No. 2740, online: QL(OJ).

² Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State University and her LLB from the University of Calgary. She is currently on maternity leave from her associate position in the labour and employment group at Fraser Milner Casgrain LLP in Calgary.

In the fall of 1997, a past employee confided in the Board that Mr. Geluch had treated her in a degrading and belittling manner.

Members of the Board recorded the past employee's complaints and convened an emergency meeting. The Board had some concerns about Mr. Geluch's performance even without the past employee complaint.

The Board decided to dismiss Mr. Geluch without further investigation. Without informing Mr. Geluch of the reason for a meeting, a Board member contacted Mr. Geluch to arrange a meeting for the next day, during an employee's retirement function. Mr. Geluch left the party to meet with the Board member and was surprised to find two other Board members in the room. The Board members indicated to Mr. Geluch that the Board had "lost confidence" in his abilities and gave him the opportunity to resign before he was dismissed. Mr. Geluch was given a termination letter and asked to turn over his keys and identification cards immediately.

Because of the on-going retirement party, several employees were at Rosedale and saw Mr. Geluch meeting with the Board members and saw Mr. Geluch's abrupt departure.

After Mr. Geluch was dismissed, the President of Rosedale sent a letter to all the members that contained some negative statements, including: "We already had concerns about the overall effectiveness of the Club's Senior Management".

At trial, Rosedale indicated that Mr. Geluch was terminated for cause as a direct result of his: (1) fiscal impropriety, (2) theft and (3) abusive conduct towards staff.

At the time of his dismissal, Mr. Geluch was earning \$129,000 per year, including an annual clothing allowance of \$2,000 and an

annual car allowance of \$8,000. Mr. Geluch was also entitled to health and medical benefits, five weeks' vacation, and an employer's contribution to pension in the amount of six to seven per cent of his base salary. It took Mr. Geluch 13 months to find comparable employment after his dismissal.

Issue:

Mr. Geluch sued Rosedale for wrongful dismissal. In its 30-page decision,³ the Court considered whether Mr. Geluch had been wrongfully dismissed and, if so, what notice should have been provided.

The Law:

It is trite law that an employer has a right to dismiss an employee provided that adequate notice is given. Although employment standards legislation in each province sets the minimum notice period required by law, the court will often lengthen that notice period if the terminated individual is not likely to find a new job within that time frame. At common law, a determination of an appropriate notice period starts with consideration of the factors enunciated by the Ontario Supreme Court in *Bardal v. Globe & Mail Ltd.*⁴ and adopted by all levels of court, including the Supreme Court of Canada in *Wallace v. United Grain Growers Ltd. (c.o.b. Public Press)*.⁵ Specifically, the court considers the character of the employment, the length of employment, the age of the employee and the availability of similar employment in order to determine how long an appropriate notice period should be.

³ Full text of the decision is available on-line at: <<http://www.lancasterhouse.com/decisions/2004/jun/0scj-geluch.htm>> date accessed July 14, 2004.

⁴ [1960] O.J. No. 149, online: Q.L.(OJ) ("Bardal").

⁵ [1997] 3 S.C.R. 701, [1997] S.C.J. No. 94, online: QL(SCC) ("Wallace").

The theory underlining the *Bardal* analysis is that employees in management positions will have more difficulties finding new employment than employees looking for lower-level positions. Further, employees with a long tenure at a place of employment will have more difficulty re-entering the job search world. Younger employees are more likely to be hired than older employees according to *Bardal* analysis, and finding a job when there are many openings in a particular area will be easier than finding a job when the job market is saturated.

The *Bardal*, factors are not an exhaustive list of what a court will consider in determining an appropriate notice period, as indicated by the Supreme Court of Canada in *Wallace*. Another factor relevant to the present case was outlined by the Supreme Court at paragraph 95:

The point at which the employment relationship ruptures is the time when the employee is most vulnerable and hence, most in need of protection. In recognition of this need, the law ought to encourage conduct that minimizes the damage and dislocation (both economic and personal) that result from dismissal. . . I note that the loss of one's job is always a traumatic event. However, when termination is accompanied by acts of bad faith in the manner of discharge, the results can be especially devastating. In my opinion, to ensure that employees receive adequate protection, employers ought to be held to an obligation of good faith and fair dealing in the

manner of dismissal, the breach of which will be compensated for by adding to the length of the notice period.

Thus, any form of “bad faith” conduct by an employer may increase the notice period to which a wrongfully dismissed employee is entitled.

In addition to base salary, a wrongfully dismissed employee is entitled to compensation for lost benefits during the entire notice period.

Application of the Law to this Case:

Rosedale was not able to substantiate its allegations in regard to a just cause dismissal of Mr. Geluch and the court chose on the balance of probabilities to favour the evidence of Mr. Geluch. The court concluded that Rosedale had wrongfully dismissed Mr. Geluch and he was entitled to pay in lieu of notice.

The Court considered the *Bardal* factors, specifically Mr. Geluch's age of 54 years, his management position, his 12 years of service and his salary level (approximately \$129,000) and concluded that Mr. Geluch was entitled to a 15-month notice period.

The court also noted that an investigation into the allegations against Mr. Geluch would have been appropriate. Specifically, the court indicated:

In considering the circumstances surrounding Mr. Geluch's dismissal from Rosedale, I find that he was dismissed summarily without warning and without explanation. He was never given an opportunity to respond to the allegations made against him. The Board had relied upon what it had been told and had

acted with haste. They offered to allow him to resign and gave him only a few minutes to make that decision. He was escorted out the door in the presence of other staff members.

In circumstances such as these, Rosedale could have suspended Mr. Geluch for a period of time while an investigation was undertaken, and allowed him the opportunity to address the allegations that were made. Rosedale chose not to do so.

Thus, the notice period to which Mr. Geluch is reasonably entitled is 15 months. In that he was able to secure employment after reasonable efforts within 13 months, the monies he earned during the period of notice are deducted.⁶

Mr. Geluch had also claimed bad faith or *Wallace* damages as a result of Rosedale's conduct at the time of dismissal. Mr. Geluch testified at trial that the club industry is a small and, as such, word would get around as to the reasons for Mr. Geluch's departure and the letter sent to Board members. Mr. Geluch argued that this would be harmful to his reputation and therefore *Wallace* damages would be appropriate. The court agreed that the *Wallace* factor was applicable to the present case and stated:

Following Mr. Geluch's departure from Rosedale, without going into details, the Board attempted to convey to the membership that he had left the organization and that Rosedale had had concerns about "former senior management". I accept that a message to the

membership with those words may have had a negative impact on Mr. Geluch's job search, particularly in light of the industry in which he was employed. Given the circumstances surrounding his dismissal and the manner in which it was handled, I am satisfied that Mr. Geluch is entitled to an additional notice period of two months for "*Wallace*" damages.⁷

The court determined that Mr. Geluch was not entitled to any additional punitive damages. Also, since he had mitigated his damages by finding a new job after 13 months of looking, his new salary had to be deducted from the court's award. A plaintiff cannot be compensated twice for the same loss.

Mr. Geluch was also awarded \$8,000 for expenses he incurred through his mitigation (job search) efforts. Finally, the court awarded Mr. Geluch compensation for untaken accrued vacation pay in the amount of \$50,000, even though Rosedale had a "use it or lose it" policy. The court indicated that such a policy was contradictory to the existing *Employment Standards Act* in Ontario.

Final Thoughts:

Mr. Geluch's case provides a comprehensive review of the *Bardal* factors that a court will consider when determining an appropriate notice period, as well as a summary of the *Wallace* factor. An employee cannot be dismissed without notice unless that employee is dismissed for cause. Cause must be proven by the employer, and Rosedale was not successful in proving that any cause had existed to terminate Mr. Geluch. Alleging incidents such as fiscal impropriety

⁶ At paras. 173 – 175.

⁷ At para 188.

and staff abuse without conducting appropriate investigations and allowing an employee an opportunity to speak to the accusations will likely invoke *Wallace* considerations and lengthen the notice period to which a dismissed employee is entitled. Further, the wise employer will maintain “clean hands” at all times – a letter sent to all Board members should be carefully written so as to not jeopardize the job search of a former employee.



There Have Been Stranger Bedfellows
Mark Hammer, Ph.D.
Public Service Commission of Canada

As an undergraduate at McGill and later at McMaster, way too many years ago, I/O psych happened in a different building and as a result tended not to be seen as part of mainstream psychology. Consequently, when a turning point in my career occurred after graduating with a degree in lifespan development, I had to be dragged kicking and screaming into I/O. Initially, I felt a sadness, like I was leaving “real” psychology behind. In the end, I was wrong about that assumption, and the marriage of developmental perspective and workplace issues has turned out to be a very fruitful and pleasing one, both for the types of analytic challenges it poses, and the types of opportunities it holds for turning theory into real improvements in real lives. At the same time that the workplace context provides endless challenge and interest, the study of human development should not be something that “other psychologists” study or consider. In retrospect, I would consider graduate training in human development as a useful part of training in I/O. Maybe not as central

as evaluation or test construction, but certainly not far behind.

One of the things that organizations and management tend to forget too often is that the world of work, while certainly a big chunk of our lives, is added on to a life “already in progress”. By that, I don’t mean that work is an imposition. Rather, people have plans, goals, schemas, etc., before they reach a job, and choices made within the workplace are framed by those plans and schemas. For example, people grow restless in jobs when certain types of career progress do not seem to have occurred “on-time”, to use Bernice Neugarten’s notion of life-course events and implicit timetables. At the same time, their plans and schemas are changing partly because of how work has shaped their sense of emerging self. Retirement decisions are certainly based on fiscal considerations, but few persons would have any sense at age 25 of what it would take to feel like they were “done” with work, or how they would need to go about winding down their workforce participation while still maintaining a strong sense of self. These are things they can only discover later on.

What I’d like to do here is outline a few suggested areas where the collaboration and mutual consultation of those in developmental psych, and those in I/O, might open up some doors and turn on a few lights for mutual benefit. It is by no means a complete list. At the very least, I hope to make you think twice when sifting through journals in moments of idle curiosity.

Organizational Justice and Moral Development - There is a remarkable overlap between these two literatures. The moral development literature often looks at the extent to which parental styles result in children accepting and internalizing the rules or guidelines laid out by others. Some of the

factors that are proposed to facilitate internalizing parental or teacher rules are quite similar to those which facilitate perceiving organizational transactions as fair. Although the parental rearing style literature does not explicitly frame such matters as issues of procedural, distributive, and interactional justice, it seems fairly clear that how things are done, who gets what in the end, external benchmarks for treatment, and parental interactional/explanatory style can also mediate how much doors are slammed and shrieks of “It’s not fair!” are heard. In many respects, what underlies both these literatures is probably a more general theory of human exchange, communication, negotiation and compliance under conditions of asymmetrical power. I suspect that developmental theorists have something to learn from looking at supervisor-employee interactions, and organizational researchers could benefit from looking at family dynamics. The similarities between trustworthy supervisors and effective parents is too striking to ignore.

Biodata - The study and use of biodata in selection and staff development is essentially developmental psych turned around. In development, one often studies particular pivotal events, such as family circumstances, pubertal onset, reading difficulties, etc., and looks for their various long-term sequelae. The core of it is “I wonder what eventually happens to people who have *this* experience/context?”. The biodata paradigm starts with a particular outcome, and asks the question “I wonder what sorts of developmental experiences/ contexts would lead to *this* happening?”. Indeed, I would think the basis of any rationally-driven (as opposed to empirically-driven) approach to identifying biodata indicators would be an understanding of what sorts of life-course events would likely be pivotal or formative in people’s lives, and how they would be.

Family-dynamics and psychological templates - One of the things encountered in literature on both attachment, strained relationships and familial dissolution, is the notion of an “inner working model” or a template of how close human relationships work, formed out of experiences within those earliest important relationships. At the same time, there is an emerging literature on supervisor-employee relationships. So where do expectations about those latter relationships emerge from? Do people bring their family experience to the workplace? Do their interactions with co-workers, with management, with clients, reflect some inner working model of what those relationships ought to look like when they’re working well? Do employees bring “psychological baggage” from their family experiences with them to the workplace. I suppose this has implications for biodata as well as organizational justice-oriented notions of how one might re-establish trust in the workplace when it is fractured. One might expect different forms or levels of organizational citizenship behaviour in those with different sorts of early family experiences and forged expectations of what reasonable exchange between people is.

Early work experience - There are a few applied psych researchers who think about work across the adolescence-adulthood boundary, such as Serge Desmarais, but the extensive literature on adolescent employment generally tends to not look much farther than immediate effects of work experience on the private and scholastic lives of adolescents and young adults. Any adolescence textbook will tell you that there is reason to ponder the impact that early formative work experiences have on adolescents= attitudes about the workplace, as well as upon gender role or commitment to career paths. Few researchers, however, tend to look at the relationship between such early

work experiences and other lasting attitudes about the workplace and work. How does someone who has spent several hundreds of hours slinging burgers and fries by the age of 17 think about career? Do “McJobs” shape employee loyalty in any lasting way? Is there something that employers need to build into the employment they offer youth that will add value to the workforce in general? Do early work experiences help form “inner working models” of employee/employer relationships the way that early attachments forge schemas of intimate social relationships?

Wisdom and managerial cognition - The study of wisdom in adulthood emerged in the early 1980's, partly as a response to an increasing awareness that psychometric intelligence is fundamentally a story about thinking during the school years, and an incomplete story about thinking in adulthood. If the empirical study of wisdom has taught us anything (interested parties can start with the work of Paul Baltes and Jacqui Smith), it has been the way that personality and intelligence become hopelessly intertwined and interdependent in adulthood as problem-solving style. When we look for competencies and KSAs in managerial candidates, we tend to approach it in terms of dissociable cognitive and personality elements, but in some respects, what we are truly aiming for is something that falls squarely under the banner of “wisdom”. It's what we value and want in a leader. It's what we miss when they leave or retire. So how do you get it? How do you identify it? What can organizations do to foster it? What are the respective roles of age and experience in becoming wiser in leadership roles? Perhaps most importantly, what role do wise individuals play in transferring relevant knowledge within organizations? Here, the benefits of study extends in both directions. The study of managerial wisdom provides a

context in which development of wisdom within a domain can be extensively studied and linked to formative experiences, and the consideration of adult development models of wisdom can inform our notions of what ought to look for and how.

Retirement intentions/cognition - Age demographic considerations have forced many employers to become acutely aware of the risks they face in the near future as boomers everywhere become eligible for pension and contend with making decisions about their continuing participation in the workforce. How do people think about work when there are “golden handshakes” 2, 4, or 10 years away? What leads people to go or stay, and what can employers do, based on an understanding of those “lives in progress”, to encourage those with needed expertise and critical skill-sets to stick around longer or even return to work? How do we (psychologists and employers) effectively prepare older workers for the transition? Do knowledge workers and skilled-trade workers think differently about work in later life?

Career-related social cognition - The godfather of this area is Donald Super, whose models of how children and young adults come to understand work, career, avocation, etc., have stimulated much additional research. Certainly, the hub of it is the fascinating relationship between cognition about self and about the social institutions of work and work-roles. But of course, it doesn't really end with the simple commitment, by choice or default, to some line of work. In the Sengian era of “learning organizations” where employees are encouraged to form individual learning plans, how do people identify what it is they need to learn/know for their careers. How do notions of one's relevant competence within organizations change? Developmental notions of career-related cognition revolve primarily around

pre-work thinking. How does work itself shape emerging notions of self and career? How do we know what we're "cut out for", not only in terms of *type* of work, but in terms of organizational level?

(Mark Hammer is a senior research analyst in human resource management in the Canadian federal government, and holds a doctorate in lifespan developmental psychology from the University of Victoria to complement his M.Sc. in animal learning and cognition from the University of Alberta. Comments on this article, in either official language, can be sent to the Editor or to Mark Hammer at: Mark.Hammer@psc-cfp.gc.ca).



CSIOP Student News

Melissa Warner
University of Guelph

I hope everyone is enjoying their summer. I am just back from an internship in Texas, and I must say that I am glad to be back...y'all. Although the weather and the people were fantastic, it's good to be home and actually nice to be back to student life.

I had the opportunity to attend CPA in June, in St. John's Newfoundland. The atmosphere was professional, yet relaxed with a lot of networking, learning, and socializing...okay, and most of us got screeched in, which helped. The Mentor outing occurred Friday night of the conference and was excellent thanks to our wonderful Mentors and students.

I want to extend my sincerest thank you to our Mentors (**Dr. Aaron Schat, Dr. Lori Francis, Dr. Jack Duffy, Dr. Pat Rowe, Dr. Peter Hausdorf, and Dr. Leanne Son Hing**)

for volunteering their time and sharing their wisdom and experience with students at the outing. I received several emails since CPA from students (and mentors) indicating how much they learned and how pleasurable it was to get to know each other. I also want to extend a sincere thank you to the CSIOP executive on behalf of the students for their contribution toward all the food and drinks for the outing. Finally, at not least, I want to thank the I/O students for their genuine interest and participation in the outing.

As my term is now coming to an end, I want to let everyone know how much I have learned over the past year and how rewarding it has been to represent the Canadian I/O students on the CSIOP executive. My leaving is bitter sweet, as I have really enjoyed myself over the year. However, I *am* happy to introduce your new student representative, Lance Ferris. Lance is a PhD student at the University of Waterloo and I assure you he will serve you well. Lance wrote the following about himself as an introduction for you:

Profile of Lance Ferris, New CSIOP Student Representative

The roots of my I/O Psychology career were in my undergraduate degree in Psychology at McMaster University, where I experimented with the effects of testosterone on the parental behaviour of male Mongolian gerbils (*Meriones unguiculatus*). One day, while observing how often the male gerbil huddled with its offspring, it struck me – instead of only looking at the effect of testosterone, we should also be looking at how the stress of the gerbil's work life interferes with the gerbil's home life (a.k.a., work-family conflict). Thus, a fascination with I/O psychology began.

I quickly shed my experimental psychology background and signed on for two years with

Pat Rowe at the University of Waterloo in the Masters of Applied Science (MaSC) program. I liked it so much I recently re-upped for a PhD tour of duty, again at Waterloo, with John Michela. My MaSC thesis is on organizational commitment and low alternatives in a contingent worker sample; my PhD studies will be on vision and values; and in-between consulting projects I'm conducting research on personality, work-family conflict, and job contexts.

I believe that getting involved with CSIOP will be a great experience and I look forward to being able to contribute to the close-knit I/O community in Canada. My own perception, after having been to a few CPA conferences now, is that at CPA there is a certain *je-ne-sais-quoi* that lends itself to the exchange of ideas and the formation of friendships that can result in shared research programs, new views on existing research, employment opportunities, and/or late nights at pubs. So, as the new CSIOP student rep, I hope to communicate the benefits of being in CSIOP (perhaps after I actually figure out what the *je-ne-sais-quoi* actually is!) and help clarify to students what the benefits of CSIOP membership are, especially in comparison to our big neighbour association to the south. Additionally, I'd like to see more co-operation between universities on internship placements. Instead of having access to only the usual placement suspects of your own university, you might be able to know where students in Calgary, Vancouver, Windsor or Montreal have completed internships.

On that note, I'd love to hear from you (students and non-students alike) on what *you* like about CSIOP, and how you think it differs from SIOP. Alternately, I'd like to hear what you'd like to *see* in CSIOP in the

years to come. Please contact me at dlferris@uwaterloo.ca with your comments! If you ask nicely, I may even share some gerbil stories from my time at McMaster.



Comments From The Editor

*Sunjeev Prakash, M.Sc.
RCMP, HR Research and Intelligence*

I hope everyone's summer has been a productive one, both at work and personally. These past few months have definitely been quite involved for me. Once the dust settles, I'm hoping that the next few months will be a little less dynamic.

As noted in the Chair's Column, some members of the CSIOP executive have finished their terms. It was a pleasure working with this year's executive and I'm looking forward to the upcoming year. **Steve Harvey** has already been busy with the plans for next year's convention. I don't doubt that the end result will be another series of presentations worth attending.

With the summer coming to a close, the Ottawa Industrial/Organizational Psychology Group (OIOPG) is getting ready for the next series of talks. The organizing committee is currently finalising the line-up of speakers for the upcoming sessions. The talks will take place on the last Friday of every month starting in September. If anyone is interested in being added to our mailing list, or would like to present to our group, please contact me at sunjeev.prakash@rcmp-grc.gc.ca.



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Note: The articles in this newsletter do not necessarily reflect the opinion of the Canadian Society for Industrial and Organizational Psychology.