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Chair's Column
Peter Hausdorf, PhD
University of Guelph

When I was asked to consider being chair of CSIOP last year I thought that this would be a good time to take a leadership role in the section. I am very excited to be the CSIOP chair at this time. CSIOP has a strong membership, I/O Psychology is becoming more visible in Canadian businesses and international collaboration amongst I/O and HRM associations is increasing in priority. I expect this year to be a dynamic and challenging one.

I would like to welcome our new members of the executive – Cheryl Lamerson (Chair Elect), François Chiocchio (Communications Coordinator), and Deborah Powell (Membership Coordinator). After years of strong service to the section Aaron Schat and Anuradha Chawla are taking a well-deserved break from the executive this year. I am sure that they will be back in

the future. Apparently, one never really leaves the executive....

My sincere thanks to Kevin Kelloway for leaving me with a section that has solid balance sheet, a strong membership and seasoned executive. As I look forward to the rest of 2009 and 2010 I am now forced to ask myself – “what do I need to do as chair?”. Certainly, I get to liaise with CPA, to bring issues to the executive and to support the section’s activities. But, is there something else? Well, I have at least two priorities. The first is to encourage all of you to support CSIOP by contributing to and attending the CPA convention in Winnipeg. The second is to increase the role and visibility of CSIOP with related associations. We have an excellent opportunity to do this with CCHRA through Cheryl. We could explore other associations as well (e.g. SHRM, Human Resource Planning Society). I could manage an additional goal or two (which would be challenging yet achievable) so please let me know what else you think the chair needs to do.

Let’s start with the CPA convention. As many of you may be aware, the CPA track record for conventions in non-touristy locations is not very good. Many of us, including me, typically attend the convention to socialize with our colleagues, to visit a popular Canadian location, to share our academic activities and maybe to take a family vacation. Unfortunately, locations like Winnipeg do not draw large numbers of attendees. I am hoping to change this because the CPA convention is only as good as the number of I/O colleagues who attend, which depends, in part, on the number and content of I/O submissions. From our end Kibeom is working very hard to build one of the best programs in CSIOP history. The executive and I will support him as much as we can in this. You will receive regular updates in the newsletter about the program. With a strong program

more of us will attend which will facilitate our socializing and sharing of academic activities. Although not typically thought of as a vacation destination, in the summer Winnipeg does offer many attractions to visitors. I suggest that you check out their website at <http://winnipeg.ca/interhom/toc/visitors.asp>. You may be surprised to see what it has to offer.

With respect to more strategic issues, I plan to approach other associations (I/O and HRM) to discuss potential collaboration at the association level. For example, can we increase our voice with government and organizations by sharing that voice with these associations? Can we share resources with other associations to strengthen awareness of our profession? Can we expand our knowledge base by participating in joint conferences? It is my hope that CSIOP can build an even stronger association through these partnerships. Let me know what you think about this – for or against. Forming these partnerships will take time and effort but at least the discussions can begin in 2009-2010. François discusses this in his article, as it will be a key focus for him this year.

So, do I feel ready to lead CSIOP for the next year? Yes. For those of you who don't know me, I have over 19 years of consulting experience, 4 years in a corporate environment, and 10 years as an academic. I have managed large-scale projects, owned my own consulting firm and played a key role in the training of I/O graduate students at the University of Guelph. In terms of resources, I have the extensive knowledge of my colleagues on the executive, the Operations Manual for Chairs of CPA Sections from the CPA website and you. If you have any ideas, suggestions, comments, criticisms please let me know. After all, this is your section and I can only make it better when I know what is working and what needs to be changed. I look forward to working with you.

Best,

Peter



CSIOP Membership
Deborah Powell, PhD
University of Guelph

Hello CSIOP Members!

My name is Deb Powell, and I am the new CSIOP Membership Coordinator. I am a graduate of the PhD program in I-O Psychology at the University of Western Ontario. After my PhD I spent a year at Saint Mary's University, and I am now an Assistant Professor in I-O Psychology at the University of Guelph. I am looking forward to hearing from current CSIOP

members, as well as helping to grow CSIOP through new memberships.

On behalf of CSIOP, I would like to thank to Aaron Schat for his three-year term as membership coordinator. I'd also like to thank Aaron for helping me get started in this new position.

CSIOP currently consists of 385 members (242 full members and affiliates; 117 student members; and 26 associate members), similar to a year ago at this time (when we had 392 members).

New CSIOP members since April of 2009:

CPA Members

| | |
|----------------|--------------|
| Derek Chapman | Freda Ngai |
| Peter Charlton | Perry Sirota |
| Nicole Evers | Kim Wamsley |

International Affiliate

Marcel Lourel

Associate Members

Earon Kavanagh Alex Wainstein

Student Members

| | |
|-----------------|---------------|
| Mathieu Albert | Brenda Nguyen |
| Deborah Csumrik | Kyle Palmer |
| Meghan Donohoe | Bryn Robinson |
| Howard Muchnick | Sigal Ronen |
| | Rong Zhou |

Changes to your Membership Information

If your contact information (e.g., email addresses, work phone number) has changed and you are a CPA member, please contact the CPA membership coordinator at membership@cpa.ca. If you are not a CPA member, then please inform me of the changes. My contact information is as follows:

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Conference Update

*Kibeom Lee, PhD
University of Calgary*

The CSIOP conference in Montreal this year went very well. We had a healthy number of presentations for the CSIOP section; 44 posters, 4 symposia (2 in French), 2 workshops, and 2 theory review sessions (1 in French). Thanks to all of the presenters for helping to make the conference a huge success!

Special thanks are in order to Gary Johns at Concordia University for delivering the keynote talk (Title: Beyond the Individual: Contextual Influences on Work Attendance), to Tracy Hecht at Concordia University for organizing the invited symposium (Title: The effect of organizational and managerial practices on job performance) and to Alain Forget of Analyx Organizational Psychology Inc., and Jean-Sébastien Boudrias at the University of Montreal for running the invited practitioner workshop program (Title: Establishing the conditions for success to support leadership development). These invited sessions were received extremely well.

The second edition of the pre-conference CSIOP institute (Title: Passion, Motivation and Employee Engagement: Fostering Optimal Human Functioning at Work) was held at the UQAM School of Management Science, which met with a great success this year. More than 60 people registered for the institute, doubling the attendees from the inaugural Halifax Institute. Jacques Forest (UQAM) and François Chiochio (Université de Montréal) did a wonderful job in organizing the Institute.

The joint Military/IO sections social event was held on Friday evening, which was partially sponsored by Nelson Education. The RHR Kendall award presentation took place during the event. Richard Davis of RHR International joined us for the night to present the award to this year's winner, Babatunde Ogunfowora (University of Calgary).

Finally, the CSIOP Student—Mentor Social organized by our student representative, Leah Hamilton (University of Western Ontario) was held on Friday afternoon, which was a truly valuable event for both students and mentors.

I am sure that the Winnipeg CPA conference will be as successful as it was for the Montreal conference. Interesting sessions are being currently prepared, which I will be able to tell you more in the upcoming issue of the CSIOP Newsletter. Please start thinking about something to submit now, because the submission deadline is slowly approaching, and will be announced soon.

Have a good summer!

Student Update

*Leah Hamilton,
The University of Western Ontario*

Greetings!

I hope all of you are having a wonderful summer and finding a nice balance between catching up on work and taking time to relax and unwind with friends and family.

If you were fortunate enough to make it to CPA this year, I'm sure you enjoyed the conference and all that Montreal has to offer. I'm thrilled to report that, once again, the CSIOP Student-Mentor Social was a big hit. I'm very grateful to the 7 incredible mentors who took time out of their busy conference agendas to take part in this important event. Thank you Jacques Forest, Kevin Kelloway, Marjory Kerr, Gary Johns, Peter Hausdorf, Lance Ferris, and Cheryl Lamerson. It was wonderful to have such a diverse representation of academic and practitioner mentors at various stages of their careers and from multiple locations across Canada (not to mention Singapore!). Kudos to Kate McInnis and Erin Marcotte for stepping up to make sure the event ran smoothly. Finally, I would like to thank SHL Canada for once again sponsoring the event.

In other news, congratulations to Babatunde Ogunfowora from the University of Calgary for winning the RHR Kendall Award for his paper entitled "The Relative Validity of Ethical Leadership in Predicting Employee Performance Behaviour." I would like to extend a sincere thank you to RHR International for continuing to recognize outstanding work by CSIOP student members.

As I begin my third year as your CSIOP student representative, I'm looking for someone to translate my quarterly article into French. By way of thanks, I can offer my eternal gratitude and coffee (or beer) next year in Winnipeg.

Finally, I'd like to remind you that I'm here to make sure you get the most out of your CSIOP student membership. To do so, I need to hear your questions, comments, and suggestions. Please don't hesitate to contact me anytime (lhamil2@uwo.ca). In the meantime, enjoy the rest of your summer!



Lance Ferris and Jacques Forest chat with I/O students during the CSIOP Student-Mentor Social.

Conversations

Ready? 1, 2, 3: GO

François Chiocchio

Université de Montréal

(La version française est à la suite de la version anglaise)

As I write this first column as Communications Coordinator (CC) since my election in June, my initial thoughts are for Steve Harvey for suggesting my name and Kibeom Lee for nominating me at the Annual General Meeting. Thank you. I wanted to get involved for a while and the timing is perfect. I also want to thank Anuradha Chawla, who as past coordinator, helped me grasp the nature of the role and take stock of her excellent work and initiatives, all of which I wish to pursue during my two-year mandate.

In this column, I will reflect on my understanding of my role, and outline three priorities for the next two years. So, what is my job?

My job as CC is to increase the profile of I-O psychology and CSIOP within Canada, and act as a liaison between CSIOP and the larger academic and business communities, including the media. This explains why I chose to entitle my column “Conversations” (a word chosen to be relevant in both French and English). These elements are consistent with a boundary-spanning role and the fostering of inter-organisational collaborations. What do we know of boundary-spanning and inter-organisational collaborations?

Inter-organisational collaborations are usually voluntary processes emphasizing a perception of interdependence between parties and where exchanges are regulated through the development of a shared meaning (Rodriguez, Langley, Béland, & Denis, 2007) – easier said than done.

Forty years ago, inter-organisational collaborations were already perceived as complex and multi-faceted (Evan, 1965). They are not less complex today in light of a worldwide movement toward collaborative governance, particularly since the 90's (Huxham & Vangen, 2000). In fact, inter-organisational collaboration is a paradox as it combines competition and cooperation, and autonomy and interdependence (Rodriguez et al., 2007). Although boundaries are necessary and act as a protective barrier from environmental threats to the survival of an organisation, boundaries can contribute to isolation. It is safe to say that the need for boundary spanning is as old as boundaries themselves, especially when impermeable boundaries become obstacles to organisations reaching their objectives (Wittenbaum et al., 2004).

Interestingly, at CSIOP's Annual General Meeting, Gary Latham, past president of SIOP, presented his strategy and rationale for creating partnerships between SIOP and other associations such as EAWOP. SIOP's activities to increase

awareness of its value and to engage in mutually beneficial collaborations with other organisations have great relevance to my role as CC.

I consider it important to seek similar opportunities that will be beneficial to CSIOP and that will foster learning and exchanges with other groups, entities, and organizations. This is a difficult challenge. Success factors of such complex endeavours include partner-related issues (e.g., mutual understanding and use of complementary strengths, expertise, and aims), quality of execution (e.g., mutually agreed-upon project plan and milestones), universal success factors such as mutual trust and openness to learning, and finally, bridging gaps such as those caused by a lack of flexibility (often seen between organisations) or lack of understanding of business imperatives (often seen in academics) (Barnes, Pashby, & Gibbons, 2006).

As I reflect on my role and the importance of inter-organisational collaborations, I think all CSIOP members are potential boundary-spanners. Aren't we already actively engaging in complex forms of collaborations in our jobs? I think so.

As academics, we must constantly seek research opportunities involving industry partners and demonstrate that the costs and efforts necessary to collect data from employees will provide a future benefit. As professionals in consulting firms, we must often migrate from discreet short-term one-sided service delivery business models to a more complex form of value-generating activities where long-term partnerships aim to enhance mutual learning and where process and outcome accountability serve as currency. As internal consultants in mid to large-size organisations, we must identify inefficient silos and enhance the permeability of these internal boundaries to accommodate the rise of cross-functional management strategies. In other words, although I have a formal role in CSIOP, all members have the potential to enhance CSIOP's profile through boundary spanning. So, how should we proceed?

In my opinion, to initiate inter-organisational collaborations we must first believe that CSIOP – which is after all the sum of its members' competencies – is an important player in the Canadian landscape, one that is central in helping individuals, groups and organisations create value. Second, we must identify and carefully package what is unique about us. This is because mutual awareness of what partnering entities can offer each other is an important determinant of satisfactory and efficient inter-organisational collaboration (Polivka, Kennedy, & Chaudry, 1997). Third, once partners with a potential benefit to CSIOP are identified, we must establish frequent communications aiming at clarifying roles and responsibilities (Polivka, 1995). Fourth, before formal collaborations can start, we must craft an operational plan that involves intertwined resources aimed at mutually beneficial outcomes (Barnes et al., 2006).

I hope you share my interest in these issues. In a nutshell, I have three priorities: (a) Continue what was achieved before by past communication coordinators; (b) Foster inter-organisational collaborations and boundary-spanning activities, and (c)

Encourage as many CSIOP members as possible to engage in similar activities. Ready? 1, 2, 3: GO!

François Chiocchio (f.chiocchio@umontreal.ca)
(References appear at the end of the French version)

Conversations

Prêts? 1, 2, 3: Partez!

François Chiocchio

Université de Montréal

Alors que j'écris cette première chronique à titre de coordonnateur aux communications (CC) depuis mon élection en juin, mes premières pensées sont pour Steve Harvey qui a suggéré mon nom et Kibeom Lee qui m'a mis en nomination. Merci. Je voulais m'impliquer depuis un certain temps et l'occasion était parfaite. Je veux aussi remercier Anuradha Chawla qui, à titre de coordonnatrice sortante, m'a aidé à comprendre mon rôle et à apprécier son excellent travail et ses initiatives ; activités que je souhaite d'ailleurs poursuivre durant mon mandat de deux ans.

Dans cette chronique, je vais partager mes réflexions sur ma compréhension de mon rôle en plus de décrire mes trois priorités pour les prochains deux ans. Alors, quel est mon travail?

Mon travail de CC est d'accroître la visibilité de la psychologie I-O au Canada, d'agir comme personne-ressource auprès des communautés universitaires et d'affaires, ainsi qu'avec les médias. Cela explique pourquoi j'ai intitulé cette chronique « Conversations » (un mot aussi pertinent en français qu'en anglais). Il s'agit donc d'un rôle d'agent de liaison et de facilitateur de collaborations interorganisationnelles. Que savons-nous du rôle d'agent de liaison et des collaborations interorganisationnelles?

Les collaborations interorganisationnelles sont des processus habituellement volontaires qui mettent l'accent sur la perception d'interdépendance entre des parties et dont les échanges sont régulés par l'élaboration d'une compréhension commune (Rodriguez et al., 2007) – facile à dire, mais pas facile à faire.

Il y a quarante ans, les collaborations interorganisationnelles étaient déjà considérées comme complexes multidimensionnelles (Evan, 1965). Elles ne le sont pas moins aujourd'hui étant donné l'émergence d'un mouvement international vers la gouvernance collaborative, particulièrement depuis les années 90 (Huxham & Vangen, 2000). En fait, les collaborations interorganisationnelles sont paradoxales : elles combinent la compétition et la coopération, l'autonomie et la l'inter-dépendance (Rodriguez et al., 2007). Bien que les frontières soient nécessaires aux organisations qui doivent se protéger des menaces provenant de leur environnement, ces mêmes frontières peuvent contribuer à les isoler. On peut dire sans risques d'erreur que le besoin de traverser les frontières existe depuis que des frontières existent, surtout lorsque leur étanchéité devient un obstacle qui empêche les organisations d'atteindre leurs objectifs (Wittenbaum et al., 2004).

Fait à noter, à l'assemblée générale annuelle de la SCPIO, Gary Latham, président sortant de SIOP, a présenté sa stratégie et les raisons qui ont motivé la création de partenariats entre SIOP et d'autres organisations comme EAWOP. Ces activités de sensibilisation à la valeur de SIOP et l'amorce de collaborations mutuellement bénéfiques sont très pertinentes lorsque je pense à mon rôle de CC

Je considère important de rechercher des opportunités similaires qui seront avantageuses pour la SCPIO et qui seront des occasions d'apprentissages et d'échanges avec d'autres groupes, entités et organisations. Il s'agit d'un défi important. Les facteurs de succès de ces formes de collaborations complexes incluent les échanges entre partenaires (p.ex. la compréhension et l'utilisation des forces, expertises et objectifs complémentaires), la qualité de l'exécution (p.ex. la planification conjointe de projet et des ses livrables), les éléments universels comme la confiance mutuelle et l'ouverture à l'apprentissage, et finalement, l'évitement des problèmes causés par un manque de flexibilité (que l'on constate souvent entre les organisations) ou le manque de compréhension des contraintes vécues par les organisations (un aspect qui se constate chez les universitaires) (Barnes et al., 2006).

En réfléchissant à mon rôle et à l'importance des collaborations interorganisationnelles, je pense que tous les membres de la SCPIO ont le potentiel d'être des agents de liaison et de favoriser la traverses de frontières. Ne sommes-nous pas activement impliqués dans des collaborations complexes dans notre travail? Je le crois.

En tant qu'universitaires, nous devons continuellement rechercher des partenaires dans le monde des affaires et démontrer que les coûts et les efforts associés à la collecte de données généreront un bénéfice éventuellement. En tant que professionnels dans des firmes de consultants, nous devons souvent passer de modèles d'affaires fondés sur des transactions ponctuelles, unidirectionnelles et à court terme, à des activités plus complexes caractérisées par la création de valeur ajoutée où des relations à long terme visent à accroître les apprentissages mutuels et où les processus et leurs résultantes constituent une nouvelle monnaie d'échange. À titre de consultants internes dans des organisations de moyenne ou de grande taille, nous devons identifier les silos inefficaces et accroître la perméabilité de ces frontières internes afin de laisser la place à des stratégies interfonctionnelles de plus en plus en vogue. En d'autres termes, même si je suis celui qui a un rôle formel en ce sens à la SCPIO, tous les membres ont le potentiel d'accroître le profil de l'association par le truchement d'activités transfrontières. Alors, comment faire?

Selon moi, afin d'initier des collaborations inter-organisationnelles, nous devons d'abord croire que la SCPIO – qui, faut-il le rappeler correspond à la somme des compétences de ses membres – est un acteur important du paysage canadien, un acteur central lorsque vient le temps d'aider les individus, les groupes et les organisations à créer une valeur ajoutée. Ensuite, nous devons identifier et articuler consciencieusement ce qui

nous rends unique puisque la connaissance mutuelle de ce que des partenaires peuvent faire les uns pour les autres est un déterminant important de la satisfaction et de l'efficacité interorganisationnelle (Polivka et al., 1997). Puis, après avoir identifié des partenaires pouvant être bénéfiques pour la SCPIO, nous devons établir des communications fréquentes ayant pour but de clarifier les rôles et les responsabilités (Polivka, 1995). Enfin, avant d'amorcer les collaborations formellement, nous devons constituer un plan opérationnel qui marie les ressources et qui vise à un bénéfice mutuel sur le plan des résultats. (Barnes et al., 2006).

J'espère que vous partagez mon intérêt pour ces thématiques. En résumé, j'ai trois priorités: (a) Poursuivre les réussites des coordonnateurs aux communications; (b) Favoriser les collaborations inter-organisationnelles par des activités transfrontières d'agent de liaison, et (c) Encourager autant de membres de la SCIO que possible à s'engager dans des activités similaires. Prêts? 1, 2, 3: Partez!

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Polivka, B. J. (1995). A conceptual model for community inter-agency collaboration. *IMAGE: Journal of Nursing Scholarship*, 27, 110-115.

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True Colors: A Discussion of Anti-Union Animus and the Case of Calgary Flames Limited Partnership v. United Foods and Commercial Workers Union, Local No. 401,¹

Erika Ringseis²
McCarthy Tétrault LLP

Labour relations legislation across the country prohibits employers to engage in conduct illustrative of "anti-union animus". Employers need to be careful that they are not taking any actions that can be seen as discouraging or undermining a union, both during the formation/termination stages as well as while the union is in effect in the workplace. This is why employers need to be careful to, for example, invite union representatives to attend disciplinary reviews.

Anti-union animus is often found when employers try to prevent unionization efforts. In the recent past, you may have heard of the Quebec Wal-Mart case, where an entire store shut down rather than accept a unionized workforce. More recently, the Alberta Labour Relations Board found anti-animus in the termination of an employee, in a non-unionized environment.

The employer challenged the Board decision that found the employer had been motivated in part by anti-union animus in terminating an employee. The 5-year employee had received a promotion and then, less than two months later, he was terminated for job performance issues.

The Employer argued that the decision was not made based on any anti-union sentiment. The promotion was made not based on merit, but was made to retain an experienced employee. Further, the employee had antagonized fellow employees and the employer received e-mail complaints from clients regarding the employee's work the week of the termination.

The union, however, led evidence that the employee had hosted a meeting with a union organizer one month before his termination. The timing looked suspicious.

In its decision, the Board had noted that prior to the employee's termination, he had never received a verbal or written warning about his performance. Thus, the employer could not substantiate the claim for poor performance. Considering this fact and the employee's recent promotion, the Board found that the termination was motivated in part by anti-union animus.

On appeal, the employer argued that the Board's finding was unreasonable in the absence of any cogent evidence justifying that inference. The court noted that the Board had concluded that anti-union animus was only one factor in the employer's decision to terminate.

The court therefore did not agree with the employer and found that the Board's decision was reasonable and that the Board had considered all of the relevant evidence. The court upheld the Board's decision.

The employer also challenged an aspect of the Board's order that required, as the consequence for its breach, that union material be distributed to all kitchen and serving staff. The employer argued that there was no rational connection between the breach of the Code in relation to the employee's termination and the distribution of union materials.

The court also disagreed with this ground of appeal and found that there was a sufficient connection as the termination of the employee would have resulted in a "chilling" effect with the remaining employees and that central to the union activity the employee had been involved in would have included informing fellow employees of the purpose, benefits and services of the union.

Thus, if the employer was truly attempting to thwart the union's attempts to organize by sending a strong message to employees, the approach backfired and resulted in the distribution of union materials to all of the employees.

1. 2009 ABQB 30.

2. Erika Ringseis received her Ph.D. in Industrial/Organizational Psychology from Penn State and her LLB from the University of Calgary. She is currently a non-unionized lawyer practicing in the Calgary Labour and Employment group of McCarthy Tétrault LLP.

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- Develop long term, high-level business relationships with clients at the senior level.
- Consult with clients to design complex, integrated solutions that meet business needs. Partner with clients to ensure effective realization of DDI solutions.
- Design and implement large-scale strategic initiatives which include Succession Management, Executive Assessment, Executive Coaching and Development, and Executive Team Building.
- Overall accountability for operations of our Assessment Centers, as well as Assessment center administration, role plays and debriefing. Ensure consistency, profitability and reliability of assessment solutions
- Resource assessment projects to ensure deadlines are met and project profitability is maintained.
- Consulting with clients to determine appropriate human performance strategies, succession management, talent management strategies.
- Conduct executive level feedback sessions around results interpretation.
- Provide consulting services on topics including job analysis, selection system design and implementation, behavioral interviewing, assessment centers, assessment feedback, testing, and test validation strategies.
- Directly support the sales force in sales strategy development, proposal writing, and "closing the sale" in large, complex, and/or competitive sales situations in the assessment and selection solution areas.
- Managing client projects including the generation of scope of work, budget, and timelines. Assist in controlling costs and impact profitability.
- Provide strategic delivery support and/or coaching to internal partners in situations requiring expertise in assessment and selection solutions.
- Maintain close liaison with selection solution group resources regarding technology standards, best practices, development and education of delivery resources.
- Up to 30% overnight travel.

REQUIREMENTS FOR SUCCESS:

- Ph.D. in I/O psychology (consider alternate advanced degree - e.g., clinical psych, social psych, ABD I/O or Masters in I/O with additional experience, etc.) and 3 to 5 years of relevant experience in selection and assessment, ie. running assessment designs such as in-basket, simulation based day in the life exercises, role playing and use of personality type instruments along with providing feedback and coaching
- Strong verbal and written communication skills in both English and French
- Ability to propose, designs, and manage multiple large-scale projects with high quality results and within budget.
- Exceptional high impact client skills and outstanding sales presentation skills
- Successful experience in designing and implementing complex integrated solutions addressing various client business issues.
- Strong project management and organizational skills.
- Able to take initiative, manage ambiguity, and learn quickly.
- Excellent written, interpersonal, and influencing skills.
- A demonstrated ability to work both independently and collaboratively to accomplish work. Strong internal and external client service orientation.

Research Associate – EI Products

MHS is a knowledge-based, customer and growth-driven company engaged in the development, marketing, and delivery of high-quality, standardized and integrated assessment and diagnostic products, as well as practice and treatment management products and services. Our customers are mental health, counseling, and human resource professionals in clinical, managed care, forensic, education, and corporate organizations.

We are currently looking for a Research Associate – EI Products

Location: Toronto

Overview:

The Research Associate is responsible for the overseeing and providing content expertise in the development of psychological assessments for the Emotional Intelligence (EI) product line and related products and for the adaptation and customization of existing MHS assessments.

Reporting Relationships: R & D Manager, Emotional Intelligence Assessments

Key areas of Responsibility:

Work with project management, data collection, psychometricians, and other product development/publishing team members to develop new products for the EI product line

Blueprint and document product development process

Work with data collection team to prepare data collection specifications and monitor progress

Work with EI marketing and business development to ensure customer considerations and needs are addressed in product development efforts

Oversee the completion of literature reviews and coordinate expert feedback process on new/revised assessments

Conduct statistical analysis relevant to instrument development

Correspond with authors regarding test development

Write/edit psychological content of technical manuals and custom documentation

Write/edit content of reports

Prepare programming specifications for software/web assessments

Conduct quality assurance testing of software/web assessments

Ensure assessments and customization projects meet APA standards

Ensure timely release of assessments and custom projects

Attend conferences and give presentations on new assessments and ongoing research

Prepare and submit manuscripts about assessments and research to academic journals

Respond to technical customer inquiries that cannot be answered by Customer Service

Assist in the development and modification of EI related training curriculum as required

Skills and Attributes

Strong communication skills (written and oral)

Ability to problem-solve

Supervisory, leadership and coaching skills

Attention to detail and ability to concentrate for extended periods

Able to work on multiple projects and prioritize to meet deadlines

Qualifications:

Master's degree in Psychology or a related discipline with graduate level courses in Psychological research methods and statistics

Experience using Microsoft Office applications (Outlook, Word, Excel, Powerpoint, Access)

Experience using Statistical Software (e.g., SPSS, Statistica, SAS)

Scope and Accountability:

As a key member of product development team, responsible for ensuring MHS and APA standards are met in MHS published products and custom adaptations/projects

Working Conditions:

Some travel required

Interested candidates can forward a current résumé and cover letter to: hr@mhs.com

We thank everyone for applying, but only candidates selected for an interview will be contacted.



2009-2010 EXECUTIVE

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University of Guelph

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