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Chair's column



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La version française de cette rubrique suivra.

Happy Fall everyone!

The Fall season always brings with it a sense of renewal and rejuvenation. This year I've added two other "Rs" to the list – reflection and respect (perhaps admiration is a better word, but that would have ruined the alliteration!). Reflecting on how far I/O psychology has come in Canada and how wonderful it is to be part of such a vibrant community. And respect for those who set the foundation for us and helped build I/O into the thriving field it is today. This was all prompted by an event I attended in celebration of Patricia (Pat) Rowe as part of the 60th anniversary of the University of Waterloo. As Chair of CSIOP, I was asked to speak to the role Pat has played in I/O psychology in Canada. This was especially timely since Pat just received the CPA Award for Distinguished Contributions to Education and Training in Psychology at the CPA Convention in June. This is just the most recent in a long list of awards and accomplishments Pat has had in her career.

The celebration for Pat was a wonderful event attended by many of her past students from both near and far, colleagues, family, and current students and faculty of UW's I/O program. It was remarkable to see the profound effect Pat has had on the field as well as the people in it. I feel so fortunate to have attended. I think it's fair to say that there isn't an I/O program in Canada that hasn't been influenced by Pat. The event also provided me with the opportunity to learn more about Pat's contributions, despite having known her for many years. Pat founded the I/O program at the University of Waterloo, which is the longest-established program in the country. She has mentored over 75 graduate students, more than any other I/O psychology faculty member in the country. These students have gone on to have impressive careers of their own in academia as well as in industry across the country and beyond. I also discovered that Pat is the only person to have served as the Chair of CSIOP for three years and the only one to serve as Chair for two terms, in the early days in the 1970s and more recently in the early 2000s. What many in I/O may not know is that Pat was also a pioneer in cooperative education and research in Canada and was the first female dean at the University of Waterloo.

The event included a number of speakers who spoke to the significant role Pat has played in the I/O program at the University of Waterloo, the Department of Psychology, the Faculty of Arts, the university overall, as well as in cooperative education, and the field of I/O. It would be difficult to find another academic who has made such substantive contributions in such a wide variety of domains. What made the day even more special was the announcement that a graduate scholarship



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in Pat's name had been created through generous donations from past students and UW faculty. In fact, \$100 000 has already been raised for the scholarship fund, a testament to how beloved Pat is to those who have worked with her. The event concluded with remarks from Pat herself. Pat was extremely humble and gracious and attributed her accomplishments to working with others. She was also characteristically humorous in her no-nonsense manner, describing her journey as one less inspired by great vision (she reminded us that she never really bought the whole "vision" thing) and more just a matter of doing what needed to be done. Perhaps Pat's impact on our field can best be captured by the words of Gary Latham (to celebrate one pioneer of I/O psychology it seemed fitting to ask another): "John A. MacDonald was the father of our country. Pat Rowe is the mother of I/O psychology in Canada."



Time to start thinking about the CPA convention!

Believe it or not Fall also signals the time to start thinking about the next CPA convention. As you've heard, CPA has teamed up with the International Association for Applied Psychology (IAAP; of which, the I/O section is the largest) and the convention is part of the International Congress of Applied Psychology (ICAP) being held in Montreal in June. There are more details in the Program column, but ICAP 2018 promises to be an exciting convention and is already accepting submissions! Please see

<http://www.icap2018.com> for details. Organizers have indicated that if you think you'll be attending the conference, it's best to book your rooms early as it will be a busy time in Montreal with other events, such as the Jazz Festival, occurring at the same time.



I hope you all enjoy this wonderful season. As always, if you have any feedback or suggestions for CSIOP or if you are interested in contributing to CSIOP in any capacity, please feel free to drop me a line at chair@csiop-scpio.ca.

Un joyeux automne à tous !

L'automne a toujours été pour moi une saison de renouveau et de rajeunissement. Cette année, j'ai décidé d'ajouter deux autres « R » à cette liste : le respect et la réflexion (peut-être que le mot admiration serait plus juste, mais ça gâcherait l'allitération !). Je réfléchis à tout le cheminement qu'à fait la psychologie I/O au Canada et je me sens choyée de faire partie de cette communauté aussi dynamique. Je porte un grand respect pour ceux qui ont mis en place les fondations de cette communauté florissante. Tout cela découle de ma participation à un événement spécial de célébrations en l'honneur de Patricia (Pat) Rowe, dans le cadre du 60e anniversaire de l'Université de Waterloo (UW). En tant que Présidente de la SCPIO, on m'a demandé de parler du rôle qu'a joué Pat dans le développement de la psychologie I/O au Canada. C'était d'autant plus pertinent puisque Pat venait tout juste de recevoir le Prix pour Contributions Distinguées à l'Éducation et à la Formation en Psychologie de la SCP en juin. Il s'agit là seulement du plus récent prix qui lui a été accordé puisqu'elle a reçu un nombre impressionnant de prix et de reconnaissances pour ces diverses réalisations au cours de sa carrière.

De nombreux anciens étudiants provenant de divers collèges au travers le Canada, des collègues, des membres de la famille ainsi que des étudiants actuels et professeurs de la faculté de psychologie I/O à l'UW se sont déplacés pour participer aux célébrations dédiés à Pat. J'ai pu



m'apercevoir du profond impact que Pat a eu tant sur le domaine que sur les gens qui ont eu la chance de la côtoyer et je me sens choyée d'avoir eu la chance de participer à ces célébrations. Cet événement m'a aussi permis d'en apprendre davantage sur ses nombreuses contributions. Pat a fondé le programme de psychologie I/O de l'UW, programme le plus ancien du Canada. Elle a aussi encadré plus de 75 étudiants diplômés, plus que tout autre membre de la faculté de psychologie I/O du pays. Ces étudiants ont poursuivi des carrières impressionnantes dans le milieu universitaire et dans l'industrie au pays et ailleurs. J'ai aussi découvert que Pat est la seule personne à avoir été présidente du CSIOP pendant trois ans et la seule à avoir occupé le poste de présidente pendant deux mandats, au début des années 1970 et plus récemment au début des années 2000. Ce que beaucoup d'entre nous ne savions peut-être pas, c'est que Pat a aussi été une pionnière dans l'éducation coopérative et la recherche au Canada et a été la première doyenne de l'Université de Waterloo.



L'événement comprenait un certain nombre de conférenciers qui ont parlé du rôle important que Pat avait joué dans divers programmes : le programme I/O de l'Université de Waterloo, le Département de psychologie, la Faculté des arts, l'université en général et l'éducation coopérative, ainsi que le domaine de la psychologie industrielle et organisationnelle en général. Il serait difficile de trouver une autre personne qui aurait apporté autant de contributions à une si grande variété de domaines. Ce qui a rendu la journée encore plus spéciale était l'annonce qu'une bourse d'études supérieures au nom de Pat avait été créée grâce à des dons généreux d'anciens étudiants et de professeurs de l'UW. En effet, 100 000 \$ ont déjà été recueillis pour le fonds de bourses d'études, un grand témoignage de l'affection que portent les anciens collègues de Pat envers celle-ci. L'événement s'est terminé par un discours de Pat. Elle était extrêmement humble et a mentionné que l'ensemble de ses réalisations découlent de ses diverses collaborations avec d'autres chercheurs et étudiants. Elle était de caractère humoristique à sa manière sans détour, décrivant son parcours comme étant moins inspiré par une grande vision (elle nous a rappelé qu'elle n'a jamais cru à cette "grande vision") et que c'était plutôt une question de faire ce qui devait être fait. Afin de mieux saisir l'ampleur de l'influence qu'a eu Pat sur notre domaine, nous avons cru bon se référer aux paroles d'un autre pionnier de la psychologie I/O ; Gary Latham.

"John A. MacDonald était le père de notre pays. Pat Rowe est la mère de la psychologie I/O au Canada. "

Il est temps de commencer à penser aux congrès de la CPA !



Croyez-le ou non, l'automne est aussi le moment de commencer à penser à la prochaine convention de la SCP. Comme vous l'avez probablement déjà entendu, la SCP fera équipe avec l'Association Internationale de Psychologie Appliquée (*International Association of Applied Psychology*, IAAP- dont la section I/O est la plus importante) et la convention fera partie du Le congrès International de psychologie appliquée (*International Congress of Applied Psychology*, ICAP) qui se déroulera à Montréal en juin. Vous retrouverez de plus amples détails dans la colonne Programme. ICAP 2018 promet d'être une convention excitante et accepte déjà les soumissions ! Pour plus d'informations concernant cet événement, rendez-vous sur le site internet (<http://www.icap2018.com>). De plus, les organisateurs vous suggèrent de réserver vos chambres d'hôtel le plus rapidement possible puisque la région de Montréal sera particulièrement achalandée à cette période de l'année. En effet, d'autres événements, tel que le Festival de Jazz, auront lieu au même moment.



J'espère que vous apprécierez cette merveilleuse saison. Comme à l'habitude, si vous avez des commentaires ou des suggestions pour le SCPIO ou si vous êtes intéressé à contribuer à la SCPIO, n'hésitez pas à m'envoyer un courriel à l'adresse chair@csiop-scpio.ca.

CSIOP Membership

*Winy Shen, PhD
University of Waterloo*



As of 13 September 17, CSIOP has a total of 285 members, which consists of 17 CPA Fellows, 3 Honorary Lifetime Members, 6 Special Affiliates, 5 Retired Members, 102 Student Members, 20 Associate Members, and 132 Full Members.

CSIOP News



*Lindie Liang, PhD
Wilfrid Laurier University*



University of Guelph

The I/O program at the University of Guelph welcomes 5 new Master's students starting this Fall: Melissa Pike, Nouran Sakr, Katherine Gibbard, Alexandria Elms, and Craig Leonard.

Western University

New Faculty

Dr. Alex Benson joined Western University in July 2017 as an Assistant Professor in Industrial-Organizational Psychology and Social Psychology. Alex graduated from the Psychology Department at Wilfrid Laurier University.

New Students

The I/O program at Western welcomes 5 new incoming MSc students this year: Noelle Baird, Sarah Carver, Trevor Coppins, Teresa (Eva) Kwan, and Jaime Silta.

Thesis Defenses

- Julia McMenamin successfully defended her MSc thesis entitled "The Influence of Beliefs and Gender on Choosing, and Feeling Like You Belong in, Engineering" under the direction of Natalie Allen.
- Rima Tarraf successfully defended her PhD dissertation entitled "Understanding Workplace Incivility Experiences and the Moderating Role of Mindfulness" under the direction of Joan Finegan.



- Christina Politis successfully defended her MSc thesis entitled “Women’s Experience of Incivility in Professional Occupations: The Role of Gender Representation and Occupational Commitment” under the direction of John Meyer.

New Jobs

- Justin Feeney, a PhD graduate in the I/O program at Western, recently started a position as Assistant Professor of Organizational Behaviour at the Hill and Levene Schools of Business at the University of Regina.
- Dr. Hayden Woodley, a PhD student in the I/O program at Western, recently accepted an Assistant Professor position at the University of Prince Edward Island Business School.



Saint Mary's University

Thesis Defenses & Student Awards

- Congratulations to Taylor Oakie and Olivier Roncalez, who have received their MSc degrees in the Fall.
- Saint Mary’s University is proud to announce that Aleka MacLellan, a recent PhD graduate in the I/O program (supervisor: Kevin Kelloway), has received the 2017 Kenneth E. Clark Student Research Award from the Center for Creative Leadership (CCL) and the International Leadership Association (ILA). This prestigious award honours MacLellan’s doctoral thesis in leadership psychology, entitled “The Role of Leaders in Motivating their Subordinates at Work.” The Kenneth E. Clark Award from the CCL and ILA recognizes outstanding unpublished papers by undergraduates and graduate students. For more information, please [click here](#).



UNIVERSITY OF
CALGARY

University of Calgary

New Students

- The I/O program at the University of Calgary welcomes Renata Godlewski to the PhD program at the University of Calgary. Renata Godlewski is a Personnel Selection Officer with 17 years of experience working with the Canadian Armed Forces, most recently with the Royal Canadian Air Force in the Personnel Psychology and Research Section. She completed her MSc in IO Psychology under the supervision of Dr. Theresa Kline at the University of Calgary in 2011 and has now returned to complete her PhD with Dr. Thomas O’Neill in the Individual and Team Performance Lab.
- Calgary also welcomes Tim Wingate to the PhD program. He is a graduate of the Master's program at the University of Calgary, and will be continuing his PhD under the supervision of Dr. Josh Bourdage.

Thesis Defenses

Congratulations to Genevieve Hoffart, Julia Smith, and Anna Godollei Lappalainen on the successful completion of their Master’s degrees.

University of Waterloo

New Students

The I/O program at the University of Waterloo welcomes 5 new students: Anna Godollei, Jennifer Lau, Anika Sehgal, and Grant Stebner.

Thesis Defense

Justin Brienza (supervisors: Ramona Bobocel & Igor Grossman) has successfully defended his PhD entitled “Exploring the utility of state-level wise reasoning: New assessment and facilitation methods”.





Wilfrid Laurier University

New Students

The OB/HRM program at Laurier welcomes 2 incoming PhD students: Christianne Varty and Victoria Daniel.

Thesis Defenses

Congratulations to Victoria Daniel, Shreya Kirolikar, and Christianne Varty, who have received their MSc degree.

Please send any I/O or program information, photos, congratulations, etc. to Lindie at lliang@wlu.ca.

Practice Makes Perfect



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

Recently, there has been an increasing emphasis placed on working with others outside our field and incorporating ideas and findings from various disciplines. Questions are being raised as to what “multidisciplinary” may mean and how we can work within and through other disciplines to strengthen research and practice collectively. To that end, in this issue of the “Practice Makes Perfect” column, we explore a multidisciplinary, psychomedical model for behavior at work presented by Hakan Yöney from Turkey that is sure to expand our construals of the world of work!

A Multidisciplinary, Psychomedical Model for Behavior at Work: Professional Quotient (PQ)

By Hakan Yöney, MD

As a psychiatrist with 25 years of clinical practice and a former counsellor for employee assistance programs, I have come across a vast number of people who have suffered in professional life due to various factors. My past experiences have led me to the conclusion that if we want to improve professional life, we may want to focus on organizations rather than individuals and try to understand all the factors that contribute to a professional’s performance and well-being. This led me to concentrate my work more directly on I-O research and practice.

Minimizing psychosocial risks that stem from work life, identifying and eliminating negative factors, and implementing a supportive management approach may be necessary for a healthy work life. One way to ensure favorable job performance and general well-being includes the development of a happy and successful professional life. The electrical signals required for the formation of behavior are produced by the brain. The brain itself is in turn dependent on other parts of the body for electrolytes, sugar, hormones, etc. Therefore, if we seek to understand the working person’s behavior, then we might want to consider both the brain and the brain-body interaction. Understanding how the brain



interacts with other brains, and how one is affected by the work environment may be crucial for improving behavior at work.

We can think of the behavioral factors at work like an iceberg. There are some internal and external constituents which have a substantial role in the development of behavior. Some of these constituents cannot be directly observed, but they have an impact on performance and well-being. Understanding the invisible part of the iceberg requires expertise in several areas. By means of a multidisciplinary approach it may be possible to identify problems in advance and to avoid potential losses.

PQ Model

PQ is a new psychomedical model which aims to integrate the data from various disciplines, thereby further bridging the gap between science and organizational behavioral practice.

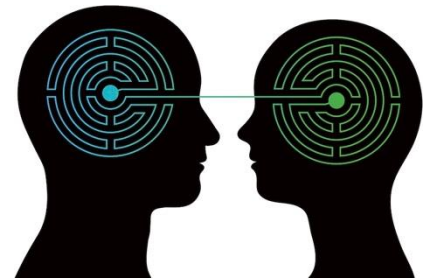
Behavioral sciences, medicine and neurobiology offer us many opportunities to understand the mechanisms of behavior. What we can do is integrate them into business life with a reasonable, understandable and practical model. The behavioral characteristics mentioned within the PQ Model elements were identified by considering the functions of different brain regions, neural network systems with special functions, and data on the formation and behavior of nerve cells. In addition, factors related to the body-brain interaction such as blood glucose level, anemia, and the effects of lifestyle were also considered, with regard to their potential effects on brain functioning. The PQ Model seeks to make this information meaningful in terms of work life.

Elements of PQ

The PQ Model contains 5 main elements. These elements have different neurobiological and behavioral correlates and they are dynamically applicable to professional conditions. They include:

1. Professional Mentalizing

Mentalizing is the ability to understand the mental processes of oneself and other people. It enables us to be aware of and manage the emotions, thoughts, and intentions of one's own and others'; thereby enabling communication and interaction (1,2,3,4). This is how we can see the world from someone else's point of view and understand that people can have different perceptions compared to ours, and anticipate their future feelings and behaviors (1).



Experiments have shown that the brain regions that are active when we move are also active when we see others doing the same action (1,5). The special cell group that is responsible for this is called "mirror neurons" (1,2). Mirror neurons allow us to understand the minds of others directly and not by conceptual thinking (4,5) and share their emotions. (1) Their discovery has been a major breakthrough and it has been stated that mirror neurons would do for psychology what DNA has done for biology (6).

Empathy is a similar social cognitive ability which involves sharing others' emotions (7); however, studies indicate that mentalizing and empathy have different neural pathways (8). In fact, in stressful or very emotional situations empathy may inhibit mentalizing (9). Metacognition (7,10), and emotional intelligence (7) are also related concepts.

Studies have shown that mentalizing can be increased in healthy adults by proper training (3). This is important in the sense that improving people's capacity to understand themselves and others is a crucial mental skill to cope with the globalization issues of today's world (3).

2. Executive Functions

Executive functions are related to the control and management of the brain itself and are mostly managed by the prefrontal cortex, which is at the top of the nervous system hierarchy. It is one of the latest regions of the neocortex to develop, its full maturation is not complete until late adolescence (11,12,13).



Executive functions include planning and organizing the activities going on in other parts of the brain. High level complicated information processing and initiation of action, as well as predicting and preparing for future behavior, and producing rational solutions where information is ambiguous or inadequate are examples of executive functions (11,12,13).

Serotonin, a neurotransmitter substance, has a major role in executive functions like impulse control, response inhibition, and regulating emotion in social decision-making. (14). An important executive function worth mentioning is working memory. It is about keeping in mind certain information while processing related operations at the same time, somewhat like the RAM in computers, and is important for multitasking (15).

During the decision-making process in professional life, sometimes the emotional system leads the person in one direction while the cognitive system leads in the other. The executive functions provide the balance. When executive functions are impaired, the individual begins to make social and cognitive mistakes (13,16).

3. Mental Activity

The brain doesn't always respond to a specific stimulus in the same way. Behavioral modes change according to the environment. Mental functions are affected by external factors like seasonal changes (17,18) or stress (19,20) and internal factors like low thyroid hormone levels (21), iron deficiency (22), etc. All such factors leading to performance fluctuations are in the scope of this pivotal element, which is about maintaining a focused and consistent energy required for professional activities.



The performance of professionals with the same level of skills may show alterations in different work environments. The reason behind this may be the mental activity factor. Therefore, managers and/or organizations can determine the best possible conditions for employees to perform optimally (23,24). When choosing a profession, it could prove useful to determine the suitability of the profession according to one's mental state. For example, a high stress job may not be suitable for someone whose stress tolerance is low.

As stated above, various psychological and medical conditions may not give obvious symptoms and often go unnoticed, causing impairment of a person's performance and well-being. Work overload, high emotional labor, or private life conflicts also disturb mental activity level of a professional.

When speaking about factors that affect performance, it should be noted that what one does during off-work hours has a great impact on performance during work hours. Insufficient physical activity, sleep disturbances, and poor eating habits all affect performance (25,26,27).

4. Neuroplasticity

Whenever new information arrives in the brain it is processed and integrated into the system and starts to participate in subsequent information processing. This dynamic capacity of the brain to change through internal and external factors is called neuroplasticity (28,29). Neurogenesis is the formation of new neural cells and together with new connections and changes in existing ones are among the many processes of neuroplasticity (28,29,30).

This element is about learning and being mentally flexible, which allow us to adapt to changing circumstances and create original ideas.

It has been shown in several studies that an enriched environment (31,32), physical activity (33), music, and art (34) as well as intellectual stimulation (35) and divergent thinking training (36) promote neurogenesis; while negative emotions, chronic stress (37), and inadequate sleep lead to its decrease (38). These studies provide scientific evidence for the importance of positive emotions and thought-provoking activities at work.

5. Professional-Self

The professional self-concept is closely related to almost all the topics covered in the other elements (described above) and deals with the existence of the individual as a professional. There



is a concept of self in behavioral sciences and its psychological and neurobiological correlates are being explored (39). Every professional develops a self that is specific to his/her job, with the relevant attitudes and behaviors. Professional-self is based on the self in personal life.

Professional-self can be viewed from two perspectives; internal and external. Internal professional-self is about a person's career goals, values, principles, work ethic, and interests. External professional-self includes being a role model, creating a professional image in the eyes of others, and one's professional network. In short, it is that part of the self that is expressed overtly within a professional setting.

Professional-self is shaped by a person's education and occupational experience. In the global work environment, people with different backgrounds must develop a common professional-self while working together. In addition to an individual's professional self, there is also the professional self that identifies itself with the organization one is working for. Internalizing this organizational identity improves motivation and performance.



The 3 Dimensions of PQ

In addition to the 5 elements described above, a three-dimensional approach has been adopted to help ensure all individual and institutional requirements are considered and can be assessed.

Individual PQ refers to the mental abilities that are necessary for an individual to be successful in professional life. Individual PQ profiles, career choices, job – person fit, and professional development are covered under this heading.

Group PQ, also defined as “Interactional PQ”, concerns the influence of a professional on other professionals, as well as the dynamics of a group. It is presumed to be important for team success, team building and leadership.

Corporate PQ is about the impact of managerial attitude, organizational culture, and structure as well as working conditions in addition to how organizational policies interact with the expression of personal PQ potential.

Team Building and Interactional PQ



For productive team work, PQ profiles of team members can be taken into consideration. The important questions here include: “Which PQ profiles work better together for a given task?” and “What are the Complementary and Synergetic PQ profiles?” There may also be Antagonistic PQ profiles, depending on the task at hand.

In general, having different PQ profiles in a group is recommended. For example, even in a group that requires a lot of creativity, instead of having all members with high neuroplasticity, including members with high executive function profiles can contribute to a more balanced work force.

Besides one's own performance, every member affects others' performance in a group. For instance, some ambitious people may adversely affect other employees. When forming a team, considering the interaction of PQ elements may help to predict team performance.

Dynamic Implementation of the 3D PQ Model

The elements of PQ are interrelated and interdependent. For example, a person who is under stress or depressed may have impaired planning and organizing functions and/or delayed decision-making (19,20).

To give an example of how the PQ Model can be applied to professional life, we can evaluate change processes which are usually complicated and stressful for the whole organization, whether it be an acquisition, merger, or reorganization. During such a process, a professional needs neuroplasticity to adapt to the new situation. If she or he is rigid, it may prevent adaptation. Every

professional will have to abandon some of the old and ineffective types of behavior, in order to adapt to the new circumstances. This self-management process is related to executive functions.

Emotional reactions during such a change process are very important and they are related to the mental activity element. Appropriate control of mental activity is likely necessary for a smooth transition period. Throughout the process, excellent communication between employees and the administration is sure to be helpful so that they can understand one another. This is where professional mentalizing plays its part. The professional-self component may be necessary for the attitude toward the change process as a professional. Having a reality based professional vision of the continuously changing contemporary business life can help to accept the change process.

Implementation of PQ Model in a Construction Firm



The PQ Model was implemented in a large-scale construction firm based in Istanbul, with many construction sites in Turkey and abroad. The company, with more than fifty years of experience, has been in the "Top 250 International Contractors List" for more than 15 years.

After initial talks with the management team and Human Resources, it was agreed that behavioral competencies needed to be developed. A number of interviews and a survey were conducted to determine the behavioral skills that were important for performance and success. The results showed that all the behavioral skills stated as being important could be covered under the elements of PQ. Therefore, the five elements of PQ formed the basis for the behavioral competencies. However, they were adapted and renamed in accordance with the company specifications.

Each of the competencies were further divided into three sub-competencies. Although each sub-competency is necessary for every employee, the level at which it is exercised is different for every career level. Therefore, four levels, from entry to executive, were defined for each sub-competency. The behavioral indicators of each competency and examples of their relevant behavioral reflections were determined. Job Families were formed and position profiles were created to make employees' abilities and skills match organizational needs. For the blue-collar employees, the main competencies remained the same, and the behavioral criteria were simplified. A detailed competency booklet was prepared with explanations of the competencies, their behavioral indicators, and the definitions of levels.

Workshops based on the experiential learning method were conducted for the competencies to be understood and properly applied by all employees. Our impression is that, the information given to the participants relating to the scientific facts about each competency attracted their attention and stimulated their neuroplasticity, making it easier to adopt the competencies.

A performance management system was developed and the competencies along with the position profiles were incorporated into the behavioral performance criteria. The competencies with four levels fit in well with the performance management system.

Documents regarding the hiring processes, including interview questions related to each competency, were developed for the HR department.

An online survey was conducted in three languages for the evaluation of group and corporate related factors (3D PQ) on individual performance as well as job satisfaction and well-being of employees. The correlations between various determinants like managerial attitude, environmental factors, and the competency related items were evaluated. The data obtained were reported along with the discussion of the results and suggestions.

Some of the feedback we received is shared below:

"I realized that these five elements are sufficient to classify all competencies and that all businesses can classify their competencies accordingly. It was a great honor for me to be involved in a project where a neurobiological approach was so well integrated with the organizational world."

"We observed that we have provided important benefits for our company especially in the fields of 'Selecting the right professional for the right job', 'Objectively evaluating the performance results', 'Identifying the development plans of our managers and employees in a more concrete style.'"

For additional information about Professional Quotient please send an email to info@pq.institute.

Dr. T. Hakan Yöney, professor of psychiatry, worked at the National Institutes of Mental Health (Bethesda, USA) on brain mechanisms of mental disorders. Yöney started his academic career at the University of Marmara School of Medicine in 1986 and became a professor of psychiatry in 2001.

He is currently consulting on various work-related issues. He was the consultant and supervisor of psychological services for the first Employee Assistance Program in Turkey for many years. His work also includes professional development programs, coaching, managerial consulting, HR supervision, and well-being issues at work.

Currently, as a Professor Emeritus at the Marmara University Medical School, Dr. Yöney gives lectures on Brain and Behavior, Human IQ, and Human systems and Relations: The case of organizations. Hakan Yöney is interested in mental skills that are involved in professional success, their neural correlates, and how these skills can be developed.

Do you have ideas on how we can increase cross-collaboration efforts? Thoughts on multidisciplinary work? How we can share the research and practice of I-O psychology with other disciplines? Do you have some comments, suggestions, or stories? If so, please contact me at Lynda.Zugec@TheWorkforceConsultants.com. Perhaps we can share your thoughts in an upcoming issue of "Practice Makes Perfect"!

"In particular, we think that our Competency Inventory is at the 'Best Practice' level in terms of integrating our institutional needs and science in the same pot and making it possible to implement them to different job families and business levels."

Future of PQ

The PQ Model was presented here as a way to spur thinking on such items and share a multidisciplinary, psychomedical model for behavior at work. The continuous development of the PQ Model will be accomplished through feedback and integration of new scientific data. It is our hope that the PQ Model based algorithms enable us to simplify and give meaning to "Big Data" at work - both for the goals of the organizations, as well as the well-being and performance of the individuals they employ.

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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.

Customers who are absolute jerks: we’ve all seen them, whether it’s people yelling at waiters or waitresses, clerks in government offices, or salespeople in stores. As a recent incident in Mississauga illustrated, it can even involve using racist language when demanding to see only a white doctor. These customers can irritate us, embarrass us, make us feel sympathy for the targets of their rage. Sometimes we intervene to support, but most of us do not.

What influences our thoughts, feelings, and behaviors when we observe these customers? An in-press *Journal of Applied Psychology* paper by Sandy Hershcovis (University of Calgary) and Namita Bhatnagar (University of Manitoba) aimed to find out. Using a clever research design, they were able to see how actual customers would react when they saw another customer being a jerk.

In particular, they observed the responses of actual customers in a fast-food restaurant to an encounter between two confederates, one who acted as a customer and the other who acted as the employee who took the orders (the study was conducted with the permission of the restaurant owner). The confederate customer was in line before the actual customer, and followed one of two scripts, placing an order in either a civil or an uncivil manner (e.g., denigrating the employee; the confederate employee reacted neutrally in both cases). The confederate customer then left the restaurant, and the confederate employee took the order of the actual customer. Sandy and Namita found that when the confederate customer acted rudely, the actual customer subsequently treated the employee in a nicer and more friendly way (e.g., saying “please” and “thank you” more often). The customers were also more likely to recommend the employee for an “Employee of the Month” award when asked on a service evaluation prompt. Finally, they also left bigger tips to the employee – figuratively putting their money where their hearts were! (And yes, some customers did intervene – about 11% interrupted the confederate customer with actions such as admonishing them for their rude behavior. All customers were also debriefed following the interaction).

In two subsequent studies, Sandy and Namita used scenario study designs to examine two additional questions. First, they found that these effects were bigger when the mistreatment was also “bigger.” That is, customers indicated they would react even more positively when following customers who were acting aggressively (e.g., saying things like “For such an easy job you’d think you could get through these line-ups a lot faster! No wonder this is the best job you can get!”) compared to indicated reactions following customers who were simply rude (e.g., answering the employee’s questions with an impatient tone). Second, they found that these effects were smaller if the employee was said to have responded to the customer mistreatment with uncivil behavior of their own (e.g., sighing loudly, sarcastically saying “Thank you” – in part because they felt less empathy towards the employee).

For those interested in reading more about their interesting study, the full citation for the article is as follows:

Hershcovis, M. S., & Bhatnagar, N. (in press). When fellow customers behave badly: Witness reactions to employee mistreatment by customers. *Journal of Applied Psychology*.

Are you or one of your co-authors a researcher at a Canadian university? Do you have an I/O-relevant research article that has been recently published (i.e., roughly within the last 6 months), or is in press at, a peer-reviewed academic management journal? Would you like to have your research summarized in a future edition of this column? If so, please contact Lance Ferris at lanceferris@gmail.com with a short (1-4 paragraphs) summary of your article, similar to the above.

Communication Update



*Yannick Griep, Ph.D.
University of Calgary*

This issue will be my first as Editor of Cross Platform Communications. Over the last couple of years Joshua Bourdage and his team have accomplished much and I have some big shoes to fill. In the coming months my communications team and I will be reaching out to our CSIOP members with several initiatives to be more actively involved in showcasing their research findings, writing blogs post, and engaging in debates on our website and social media platforms. Some of these initiatives will have launched before the next newsletter comes out and I hope to be able to give you some more details on the success of these initiatives in our January 2018 newsletter.

Speaking of blogs post, our webmaster (Duygu Gulseren) continues to work tirelessly to keep our website up and running and will soon be posting our most recent blog post on “The Complex Issue of Predatory Publishing” by Dr. Chelsea Willness (Associate Dean, Research & Academic at Edwards School of Business, University of Saskatchewan) on our website. We hope that you will enjoy the blog post and that it will stimulate some interesting discussion among our members! On the social media side of communications, I am happy to report that due to the wonderful efforts of our Social Media Coordinator (Timur Ozbilir), since August 2016 we have seen our social media presence grow gradually, with an approximately 20% increase in followers on Facebook, an approximately 10% increase in followers on Twitter, and an approximately 18% increase in followers on LinkedIn. Not only are we seeing an increase in our followers, we also noticed that our posts are being viewed more, interacted with more, and shared more by our followers. Overall, we will work hard to stay on this upward trajectory and hope that our new initiatives will further increase this growth.

Finally, I would like to remind our members that CSIOP is here to help spread the word on your research and consulting. If you, your company, or your research lab are featured in the news, or you feel there is something our membership would benefit from reading/seeing, please let us know at editor@csiop-scpio.ca. Similarly, if you have an idea for a blog entry and would like to contribute to CSIOP, we are happy to work with you, regardless of your experience level! We look forward to hearing from you!

Student Update



*Sarah Bourdeau, B.Sc.
Université du Québec à Montréal*

La version française de cette rubrique suivra.

Hi all CSIOP students!

I hope you all had a great start to your semesters so far. Even though we’ve just begun, it’s already the time to start planning for the upcoming months, including ICAP 2018!

ICAP 2018

This year, CPA will join the International Association of Applied Psychology (IAAP) to host the 29th International Conference on Applied Psychology (ICAP) from June 26th to June 30th in Montréal, Québec, Canada.



If you have research that you would like to present in a conference this year, ICAP 2018 would be a great choice! With multiple presentation formats to choose from ([you can find more information here](#)), and in the Convention Corner column on p. 16) and an international attendance, it's a great way to reach a wide audience to let people know about you and your work, on top of creating professional relationships that you may keep for the rest of your career. We will, as usual, have our traditional awards to recognize the quality of the presentation of our student members. You will get more information in the months leading up to the conference on how to submit your work for the [RHR Kendall Award](#) and the [Student Poster Award](#) for a chance to win up to 1000\$. We will also host our traditional student-mentor social. We thank all of you who submitted a feedback survey and we'll make sure to consider your comments in the preparation of this year's event.

SIOP Student Symposium

Do you have research that you would like to present at ICAP next year? You can submit your work for the CSIOP student symposium. Taking part in this symposium is a great experience, allowing you to develop your presentation skills in a supportive environment on top of helping to build your resume.

We are looking for 3 or 4 I/O psychology graduate students from a Canadian university to deliver 10 – 20 minute presentations in this symposium. If you were already thinking about submitting your research as a poster for ICAP, then I recommend you take the opportunity to submit your research as a presentation in our symposium. I can't promise to include your research, but I'll let you know in time for you to submit to the conference as a poster.

Please don't hesitate to share this opportunity with other students in your program who may not be CSIOP members.

The Internship Quest in I/O Psychology

I've received feedback from our student members that finding an internship is not easy. Since CSIOP is not equipped to personally assist our student members, we are currently working on an internship series that will be published in the next couple of months. In this series, we will cover the basics (e.g., internship requirements, types of internships) as well as multiple tips and tricks to help you find internship opportunities, get that interview and nail it, and rock the internship. Stay tuned!

Bonjour à vous, étudiants de la SCPIO !

J'espère que vous avez un bon début de semestre jusqu'à maintenant. Bien que nous venions tout juste de débiter l'année, il est déjà temps de commencer à planifier les prochains mois, incluant ICAP 2018 !

ICAP 2018

Cette année, la SCP se joint à l'Association Internationale de Psychologie Appliquée (*International Association of Applied Psychology*, IAAP) pour accueillir la 29^e édition du congrès International de psychologie appliquée (*International Congress of Applied Psychology*, ICAP), du 26 au 30 juin 2018 à Montréal, Québec, Canada.



Si vous avez des travaux que vous aimeriez soumettre dans une conférence cette année, ICAP 2018 serait un excellent choix ! Avec plusieurs formats de présentations parmi lesquels choisir ([vous pouvez trouver plus d'information ici](#)), et dans la chronique *The Convention Corner* à la page 16), et des participants internationaux, ce serait un bon moyen de viser une audience large, pour vous faire connaître, et faire connaître vos travaux, en plus d'opportunités pour créer des relations professionnelles que vous pourriez garder pour le reste de votre carrière. Nous aurons, comme à

notre habitude, nos prix traditionnels pour reconnaître de la qualité des présentations par nos membres étudiants. Vous recevrez plus d'information dans les mois menant à la conférence sur les moyens de soumettre vos travaux pour le [Prix RHR Kendall](#), et le [Prix de l'affiche scientifique étudiante](#), pour une chance de gagner jusqu'à 1000\$. Nous aurons également notre traditionnel événement étudiants-mentors. Nous remercions tous ceux qui ont soumis leurs commentaires dans le sondage, et nous ferons notre possible pour considérer vos commentaires dans la préparation de l'événement de cette année.

Symposium étudiant de la SCPIO

Avez-vous des données que vous aimeriez présenter à ICAP2018 ? Si oui, vous pouvez soumettre vos travaux pour le symposium étudiant de la SCPIO. Prendre part à ce symposium est une belle expérience, vous permettant de développer vos aptitudes de présentation dans un environnement supportant, en plus de vous aider à bâtir votre CV.

Nous cherchons 3 ou 4 étudiants gradués en psychologie I/O provenant d'une université canadienne afin de faire une présentation de 10-20 minutes dans ce symposium. Si vous avez déjà en tête de soumettre vos travaux comme présentation par affiche à ICAP2018, je vous recommande de prendre l'opportunité de soumettre vos travaux pour considération dans notre symposium étudiant. Je ne peux pas vous promettre que votre soumission sera incluse dans notre symposium étudiant, mais je peux vous promettre que vous aurez la réponse assez tôt afin de pouvoir soumettre vos travaux comme présentation par affiche.

N'hésitez pas à partager cette opportunité avec les autres étudiants de votre programme qui ne sont pas nécessairement membre de la SCPIO.

La quête d'un internat en psychologie I/O

J'ai reçu des commentaires de la part de nos membres étudiants comme quoi trouver un internat n'est pas chose facile. Puisque la SCPIO n'est pas équipée pour offrir un soutien personnalisé à nos membres étudiants, nous avons décidé de mettre nos efforts à la préparation d'une série sur les internats qui sera publiée dans les prochains mois. Dans cette série, nous traiterons des éléments de base (e.g., prérequis des internats, types d'internats) ainsi qu'une multitude de trucs et astuces pour vous aider à trouver l'opportunité d'internat, d'obtenir votre entrevue et de la réussir haut la main, et de performer dans votre internat. Restez à l'affût !

The Convention Corner

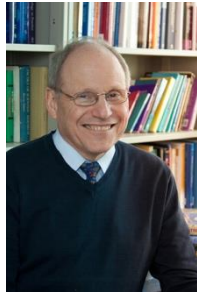


*Joshua Bourdage, Ph.D.
University of Calgary*

The 2018 conference is gearing up, and will be a unique one. Specifically, CPA will be taking place as part of the International Congress of Applied Psychology (ICAP). As such, although the CPA convention will still be happening, it will now be a larger endeavour that integrates ICAP. This should draw a large international audience, and be a very unique opportunity! The conference will take place in the beautiful Montreal, Quebec from June 26-30. The call for submissions should open at the end of September, so look for that on our social media platforms and website.

For more information about the submission system, the formats and types of submission, and the conference, you can go to <http://www.icap2018.com/submissions>. In short, there will be a number of different types of sessions, including pre-conference professional development workshops, posters, presentations, symposia, discussion forums, and the return of the GIMME-5 talks. We will still be hosting a student mentoring event, a social event joint with our military colleagues, and our annual business meeting. If you'd like to get updates about the conference as they come out, you can sign up for the email list at <http://www.icap2018.com/>. For CSIOP-specific

information, make sure to follow us on Facebook and Twitter. In terms of information to date, as a teaser, we know that at least three prominent members of the Canadian I/O Psychology community will be giving talks: Dr. Julian Barling (Queen's University), Dr. John Meyer (University of Western Ontario), and Dr. Robert Vallerand (Université du Québec à Montréal).



Dr. Julian Barling
(Queen's University)



Dr. John Meyer
(University of Western
Ontario)



Dr. Robert Vallerand
(Université du Québec
à Montréal)

We encourage you all to participate and take advantage of this unique opportunity to meet international members of the community. If you are willing to serve as a reviewer, please get in touch with us at program@csiop-scpio.ca.

I QUIT... just kidding



*An analysis and discussion of **Johal v. Simmons da Silva LLP**¹*

Tyson Jackson and Erika Ringseis²
TransCanada

At the age of four, when angered by her family, one of the authors used to threaten to put them in the garbage can so the garbage collectors would take them away. But, everyone understood that the emotional outburst was not a reflection of fact. Fast forward a few years and imagine the author

throwing her hands in the air and saying, “I quit!” at her boss before stomping out the door from her place of employment (no, neither author has quit in this manner). Should she be believed, or is it another case of a garbage collector threat?

Verbally saying “I quit” might not be enough for an official resignation. As demonstrated in a recent Ontario decision, employers must ensure that a resignation is clear and explicit. Declaring an intention to quit in the heat of the moment may not be sufficient to pass as a true notice of resignation.

Facts:

The Plaintiff, Rajinder Johal, was employed as a senior family law clerk for the law firm, Simmons da Silva LLP. Ms. Johal had been with the firm for 27 years and was reaching retirement at 62 years of age. On June 3rd, 2015, Ms. Johal was called into a meeting with Mr. Clark, a partner of the firm. Although the recollection of what happens next differs based on who tells the story, Ms. Johal's position was that she was informed that one of the lawyers was resigning and a senior law clerk who had been on parental leave would be returning. Ms. Johal was told that the

¹ Case available online: <https://www.canlii.org/en/on/onsc/doc/2016/2016onsc7835/2016onsc7835.pdf>

² Erika Ringseis obtained her Ph.D. from Penn State in I/O Psychology before pursuing legal studies in Calgary, Alberta. She currently manages the HR Compliance & Programs team at TransCanada where she endeavors to limit the mind-blowing...but in this case cannot take the blame as any mind blowing is caused by the decision rendered by the Supreme Court of Canada.

returning senior law clerk would be responsible for assigning her work. Ms. Johal was extremely unimpressed, presumably because everyone loves to have a lawyer as a boss.³

The next morning, the Plaintiff entered Mr. Clark's office and handed her security pass to him, then collected her personal belongings and went home. Ms. Johal did not return to work on Friday June 5th, or Monday June 8th. She did not supply a written notice of resignation.

Ms. Johal made no attempts to reach out to the firm or the human resource department, and neither did they reach out to her immediately to confirm resignation. On June 8th, Simmons da Silva LLP mailed a letter to Ms. Johal accepting her resignation, stating it would be effect as of June 8, 2015 at 5:00pm.

The next day, June 9th, Simmons da Silva LLP received an email from Ms. Johal requesting a withdraw of her notice of resignation. The employer refused, stating they had already filled the role with a junior law clerk, and had advised clients and staff of Ms. Johal's resignation. Ms. Johal decided to pursue legal action against the employer by filing a wrongful dismissal claim.

The Issue:

Did Ms. Johal quit and, too bad, so sad, the employer owes her nothing? Or, did Ms. Johal just have a temper tantrum and not intend to quit, so therefore the employer ended her employment with its letter accepting her "resignation"?

The Law:

The employer in this case argued for a finding of resignation. When an employee resigns, the employer retains liability only up to the date of resignation, except as otherwise provided in contract (e.g., benefits continuing for a set period post resignation). If an employer terminates the relationship, however, the employer is liable for statutory payments under the relevant employment standards legislation as well as pay in lieu of notice according to the common law. For someone at a senior level in an organization, who is of advanced age and has been with the company for many years, the pay in lieu of notice can be substantial, even as high as two years' worth of pay and compensation for lost benefits.

A valid and enforceable resignation must be clear and unequivocal. The employee must objectively reflect an intention to resign. The totality of the circumstances must be reviewed to determine whether a reasonable person, viewing the matter objectively, would have understood the employee resigned.

The Court's Decision:

The court considered the circumstances surrounding the alleged resignation:

- the Plaintiff had not considered resigning from the firm before June 3rd,
- the Plaintiff had been in service to the firm for 27 years,
- the Plaintiff did not provide the firm with a written notice of her resignation,
- the firm never attempted to schedule a follow-up meeting with her to ensure there were no misunderstandings, and
- the Plaintiff's departure was extremely out of character.



Due to these circumstances, the court ruled that a reasonable person would not have understood Ms. Johal to have resigned. Therefore, Ms. Johal did not resign, and the court ordered damages to be paid in lieu of appropriate termination notice (the parties were asked to agree on the appropriate damages, or to return to court if they could not agree).

³ See footnote above.

Lessons Learned:

The takeaway for employers is that a valid and enforceable resignation must be clear and unequivocal. The human psyche is complex and courts will err on the side of the employee if any doubt exists. Resignations should be in writing. If the situation is emotionally charged, an employer should allow several days for the employee to cool off before confirming that the employee had true intent to resign. In the Johal circumstances, the employer would have been wise to reach out to Ms. Johal and assign her role to someone on a temporary basis only.⁴

⁴ Note that these types of situations are often complex and benefit from the insight of legal counsel.

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