



J. Berdahl # 1
May 26, 2013
No. S-122255
Vancouver Registry

IN THE SUPREME COURT OF BRITISH COLUMBIA

Between:

JANET MERLO

Plaintiff

and:

THE ATTORNEY GENERAL OF CANADA AND THE MINISTER OF
JUSTICE OF BRITISH COLUMBIA

Defendants

Brought under the *Class Proceedings Act*, R.S.B.C. 1996, c. 50

AFFIDAVIT OF JENNIFER BERDAHL

I, Jennifer L. Berdahl of 105 St. George Street, Toronto in the Province of Ontario, Associate Professor, MAKE OATH AND SWEAR THAT:

1. I have knowledge of the facts and matters deposed to in this affidavit. Where facts are not within my personal knowledge, I have stated the source of my information and I believe those facts to be true.
2. I am an Associate Professor of Organizational Behaviour at the Rotman School of Management, University of Toronto. I have studied gender-based discrimination and harassment for over 20 years and have numerous publications on these topics. I have a Ph.D. in social, organizational, industrial psychology and a M.A. in industrial relations. I have previously been an expert witness on cases of gender-based discrimination and harassment in the U.S. and in Canada.

3. I have reviewed the Notice of Civil Claim filed in this Action.

4. I have asked by Jason Murray, a lawyer at Klein Lyons, to prepare a written report that provides my opinion on seven questions:

(a) What is the meaning of gender-based discrimination against women in the workplace?

(b) What is the meaning of gender-based harassment against women in the workplace?

(c) What is the impact on women who have been the subject of gender-based discrimination and/or harassment in the workplace?

(d) Are there policies, procedures, codes of conduct or guidelines that an employer can implement to protect women against gender-based discrimination and harassment of women in the workplace?

(e) If the answer to the preceding question is yes, are there steps an employer can take to ensure that its policies, procedures, codes of conduct and guidelines on gender-based discrimination and harassment are complied with?

(f) Are there standards for employers in Canada to protect women against gender-based discrimination and harassment in the workplace?

(g) Are there special considerations for police organizations, such as the Royal Canadian Mounted Police?

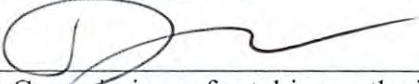
5. My report, dated May 26, 2013, is attached as Exhibit "A".

6. A copy of my *curriculum vitae* is attached as Exhibit "B".

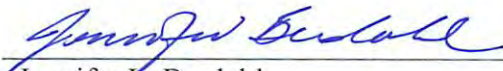
7. I am aware that in giving my opinion to the court, I have a duty to assist the court and not to be an advocate for any party. I have made my report in conformity with that duty and I will, if called on to give oral or written testimony, give that testimony in conformity with that duty.

8. I swear this affidavit in support of the Plaintiffs' application that this action be certified as a class proceeding and for no improper purpose.

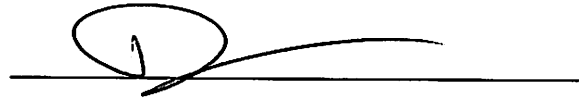
SWORN BEFORE ME at the City of)
Toronto, in the Province of Ontario, this)
26th day of May, 2013.)


_____)
A Commissioner for taking oaths in and)
for the Province of Ontario)

DOUGLAS LENNOX)


_____) Jennifer L. Berdahl

This is Exhibit A referred to in the
affidavit of Professor Jennifer Berhahl
sworn before me, this 26th day of May, 2013

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line that extends to the right. The signature is positioned above a solid horizontal line.

A Commissioner, etc.

EXPERT REPORT

Dr. Jennifer L. Berdahl

Merlo v. Canada (Attorney General), S.C.B.C. Vancouver Registry No. S122255

1. Statement of Qualifications

I am an Associate Professor of Organizational Behaviour at the University of Toronto's Rotman School of Management. Before joining the University of Toronto I was an Assistant Professor of Organizational Behaviour at the University of California Berkeley's Haas School of Business. I have a Ph.D. in social, organizational, and industrial psychology, a M.A. in the same area, a M.A. in industrial relations, and a B.A. in psychology.

I have studied gender-based discrimination and harassment for over 20 years. My publications number over 40 to date and my research has been cited in more than 2,300 other publications. I have published studies in top-tier journals such as the *Journal of Applied Psychology*, *Academy of Management Review*, *Journal of Personality and Social Psychology*, and *Organizational Behavior and Human Decision Processes*. In addition, I have published review chapters in influential volumes such as the *Handbook of Industrial and Organizational Psychology* and *Social Psychology: Handbook of Basic Principles*.

I have played leadership roles in my academic discipline as a journal editor, associate editor, board member, and doctoral advisor and mentor to more than 20 Ph.D. students. In the past year I was nominated for chaired professorships in the U.S. and Canada, to be Editor-in-Chief of the *Journal of Applied Psychology*, and I was promoted to Full Professor by the University of Toronto's Rotman School of Management (awaiting presidential approval).

My research and expert opinions have been featured in prestigious news outlets such as *The Globe and Mail*, *The New York Times*, *The Wall Street Journal*, *Forbes*, and *The Atlantic Monthly*. I have been interviewed for and appeared on national TV and radio, including *CTV*, *OMNI*, and the *CBC*. I have served as an expert witness for sexual harassment cases in the U.S., including cases filed by the U.S. Equal Employment Opportunity Commission, and have testified on sexual harassment before the Canadian House of Commons' Standing Committee on the Status of Women.

2. Purpose of Report

The purpose of this report is to address general questions about the meaning, impact, and management of gender-based discrimination and harassment in the workplace. This report has been prepared to inform the court in its assessment of

gender-based discrimination and harassment against women employed by the Royal Canadian Mounted Police (RCMP).

3. Facts and Assumptions

The facts and assumptions upon which the following opinion is based include my research on gender-based discrimination and harassment in a variety of organizational settings. My opinion is also based on my knowledge of the scientific literature on gender-based discrimination and harassment, which includes over 40 years of experimental, organizational, and legal research studies in addition to theoretical frameworks developed in psychology, sociology, and law.

4. Opinion

a. What is the meaning of gender-based discrimination against women in the workplace?

The meaning of gender-based discrimination against women in the workplace is the presence of unequal and inferior opportunities, terms, and/or conditions of employment for women compared to men.

Gender-based discrimination can be established by comparing the opportunities, terms, and/or conditions of employment experienced by women and men. Whenever possible, this comparison should control for other characteristics that can influence opportunities, terms, and/or conditions of employment, and should examine whether such characteristics interact with gender to affect employment outcomes.

Other characteristics than can affect opportunities, terms, and/or conditions of employment include age, experience, education, rank, income, race, personality, gender expression, sexual preference, marital status, children, and domestic caregiving activities. Some of these characteristics have been shown to interact with gender to affect employment outcomes. For example, being a parent has been shown to improve men's, but to hurt women's, employment outcomes, controlling for characteristics such as age, experience, education, rank, and performance.¹ As another example, women, but not men, with agentic personalities (i.e., assertive, outspoken, and self-confident) have been shown to be negatively evaluated and to experience

¹ Correll, S. J., Benard, S. & Paik, I. (2007), Getting a job: Is there a motherhood penalty? *American Journal of Sociology*, 112, 1297-1338; Cuddy, A. J. C., Fiske, S. T. & Glick, P. (2004), When professionals become mothers, warmth doesn't cut the ice, *Journal of Social Issues*, 60, 701-718; Fuegen, K., Biernat, M. Haines, E. & Deaux, K. (2004), Mothers and fathers in the workplace: How gender and parental status influence judgments of job-related competence, *Journal of Social Issues*, 60, 737-754.

gender-based harassment, all else equal.² Such studies demonstrate that what gets rewarded in men gets punished in women in the workplace, and that the terms and conditions of employment are unequal and inferior for women compared to men.

b. What is the meaning of gender-based harassment against women in the workplace?

The meaning of gender-based harassment against women in the workplace is the presence of unequal and inferior treatment of women compared to men. Gender-based harassment is a type of gender-based discrimination, as unequal and inferior treatment can constitute or influence unequal and inferior opportunities, terms, and/or conditions of employment.

Gender-based harassment against women often involves sexually derogatory treatment, attention, come-ons, comments, jokes, materials, and pranks.³ This type of “sexual” behavior is designed to degrade women and remind those involved in the harassment of men’s dominance over women, sexually and otherwise.⁴ Gender-based harassment against women can also involve general acts of mistreatment that do not directly reference sex, gender, or sexuality, such as repeated ignoring, exclusion, slander, sabotage, withholding of information or favors, undermining, and calling a target’s competence into question.⁵

² Berdahl, J. L. (2007), The sexual harassment of uppity women, *Journal of Applied Psychology*, 92, 425-437; Berdahl, Ramarajan & Moon (2013), Fitting in or Standing Out: The Gender Deviance Trade-off Between Treatment and Promotion, manuscript in preparation; Dall’Ara, E., & Maass, A. (1999), Studying sexual harassment in the laboratory: Are egalitarian women at higher risk? *Sex Roles*, 41: 681-704; Maass, A., Cadinu, M., Guarnieri, G., & Grasselli, A. (2003), Sexual harassment under social identity threat: The computer harassment paradigm, *Journal of Personality and Social Psychology*, 85, 853-780; Rudman, L. A. (1998). Self-promotion as a risk factor for women: The costs and benefits of counterstereotypical impression management. *Journal of Personality & Social Psychology*, 74, 629-645; Rudman, L. A. & Glick, P. (1999), Feminized management and backlash toward agentic women: The hidden costs to women of a kinder, gentler image of middle managers, *Journal of Personality and Social Psychology*, 77, 1004-1010; Rudman, L. A. & Glick, P. (2001), Prescriptive gender stereotypes and backlash toward agentic women, *Journal of Social Issues*, 57, 743-762; Siebler, F., Sabelus, S. & Bohner, G. (2008), A refined computer harassment paradigm: Validation, and test of hypotheses about target characteristics, *Psychology of Women Quarterly*, 32, 22-35.

³ For example, see Fitzgerald, L. F., Shullman, S. L., Bailey, N., Richards, M., Swecker, J., Gold, A., Ormerod, A. J., & Weitzman, L. (1988). The incidence and dimensions of sexual harassment in academia and the workplace. *Journal of Vocational Behavior*, 32, 152-175; Berdahl, J. L. & Raver, J. L. (2011), Sexual harassment. In S. Zedeck (Ed.), *Handbook of Industrial and Organizational Psychology*, 3 (pp. 641-669), American Psychological Association; Cortina, L. & Berdahl, J. L. (2008), Sexual harassment in organizations: A decade of research in review, In C. L. Cooper & J. Barling (Eds.), *Handbook of Organizational Behavior*, 1, 469-497.

⁴ Berdahl, *ibid*; Franke, K. M. (1997), What’s wrong with sexual harassment? *Stanford Law Review*, 49, 691-772; MacKinnon, C. A. (1979), *Sexual harassment of working women*, New Haven: Yale University Press; Schultz, V. (1998), Reconceptualizing sexual harassment, *Yale Law Journal*, 107, 1683-1796.

⁵ Berdahl, *ibid*; Berdahl, & Raver, *ibid*; Cortina, L.M. (2008). Unseen injustice: Incivility as modern discrimination in organizations. *Academy of Management Review*, 33, 55-75; Cortina & Berdahl, *ibid*.

Gender-based harassment against women is most common in male-dominated domains⁶ and has been shown to be triggered by threats to men's identities and self-esteem as men.⁷ For example, studies⁸ have shown that men who consider having a male identity particularly important are more likely to send sexually derogatory images to women who express interest in working in a typically male occupation and the belief that women are equally competent to men. This act of gender-based harassment served to help restore the men's sense of male identity and self-esteem.

Gender-based harassment against women in the workplace generally comes from, but is not limited to, male perpetrators.⁹ Women can put other women down based on gender and are likely to be rewarded for doing so in male-dominated environments.¹⁰ For example, a woman can call another woman a "slut" or put down her performance in order to gain favor or inclusion among the men in the environment.

Gender-based harassment can also be directed against men.¹¹ Gender-based harassment against men often involves insulting women, such as derogating a man by suggesting he is like a (inferior) woman (e.g., suggesting a man performs like a woman sexually or plays a "woman's" role). Thus, gender-based harassment against men typically serves the dual purpose of demeaning a particular man and of demeaning women in general.¹² Gender-based harassment against women and men is thus part of the same system of behavior that penalizes individuals who do not engage in gender

⁶ Berdahl, *ibid*; Gruber, J. E. (1998), The impact of male work environments and organizational policies on women's experiences of sexual harassment, *Gender and Society*, 12(3), 301-320; Mansfield, P. K., Koch, P. B., Henderson, J., Vicary, J. R., et al, (1991), The job climate for women in traditionally male blue-collar occupations, *Sex Roles*, 25, 63-79; Fitzgerald, L. F., Drasgow, F., Hulin, C. L., Gelfand, M. J., & Magley, V. J. (1997), Antecedents and consequences of sexual harassment in organizations: A test of an integrated model *Journal of Applied Psychology*, 82, 578-589.

⁷ Dall'Ara & Maass, *ibid*; Maass et al., *ibid*; Siebler et al., *ibid*.

⁸ *Ibid*.

⁹ Berdahl, J. L. (2007), Harassment based on sex: Protecting social status in the context of gender hierarchy, *Academy of Management Review*, 32, 641-658; Berdahl & Raver, *ibid*; Cortina, & Berdahl, *ibid*.

¹⁰ Derks, B., Ellemers, N., van Laar, C. & de Groot, K. (2011), Do sexist organizational cultures create the Queen Bee? *British Journal of Social Psychology*, 50, 519-535.

¹¹ Axaam, H. S. & Zalesne, D. (1999), Simulated sodomy and other forms of heterosexual "horseplay." Same sex sexual harassment, workplace gender hierarchies, and the myth of the gender monolith before and after *Oncale*, *Yale Journal of Law and Feminism*, 11, 155-243; Berdahl, J. L., Magley, V. J., & Waldo, C. R. (1996), The sexual harassment of men? Exploring the concept with theory and data, *Psychology of Women Quarterly*, 20, 527-547; Berdahl, J. L. & Moore, C. (2006), Workplace harassment: Double jeopardy for minority women, *Journal of Applied Psychology*, 91, 426-436; Franke, *ibid*; Schultz, *ibid*; MacKinnon, C. A. (1997), *Oncale* Amicus Brief for the U.S. Supreme Court submitted by C. A MacKinnon, Attorney for Amici Curiae; *Oncale v. Sundowner Offshore Services, Inc.* 118 S. Ct. 998 (1998); Waldo, C. R., Berdahl J. L., & Fitzgerald, L. F. (1998), Are men sexually harassed? If so, by whom? *Law and Human Behavior*, 22, 59-79.

¹² Berdahl, *ibid*.

stereotypical behavior, and often serves to preserve a domain of work for those considered to be “real men.”¹³

c. What is the impact on women who have been the subject of gender-based discrimination and/or harassment in the workplace?

The impact on women who have been the subject of gender-based discrimination and/or harassment in the workplace is typically a downward spiral of impaired professional and personal well-being, especially if the discrimination and/or harassment is not stopped.

Gender-based discrimination and/or harassment has been shown to have the following effects on targets:¹⁴

- Diminished professional status and reputation
- Impaired concentration and performance
- Decreased motivation, job satisfaction, and organizational commitment
- Increased work withdrawal, tardiness, absenteeism, and turnover
- Social rejection and isolation
- Deterioration of personal relationships
- Depression, suicidal ideation, and attempted suicide
- Post-traumatic stress disorder (PTSD)
- Alcohol and substance abuse
- Diminished physical health and well-being

Gender-based discrimination and harassment can directly diminish a target’s professional status and reputation by encouraging others to view the target

¹³ Berdahl, *ibid*; Franke, *ibid*; Shultz, *ibid*.

¹⁴ For recent reviews, see Berdahl, J. L. & Raver, J. L. (2011), Sexual harassment, in S. Zedeck (Ed.), *Handbook of Industrial and Organizational Psychology*, 3 (pp. 641-669), American Psychological Association; Cortina & Berdahl (2008), Cortina, L. & Berdahl, J. L. (2008), Sexual harassment in organizations: A decade of research in review, in C. L. Cooper & J. Barling (Eds.), *Handbook of Organizational Behavior*, 1, 469- 497; Lapiere, Spector & Leck, 2005; Willness, C.R., Steel, P., & Lee, K. (2007), A meta-analysis of the antecedents and consequences of workplace sexual harassment, *Personnel Psychology*, 60, 127-162.

in a demeaning light.¹⁵ It can also indirectly diminish a target's status and reputation by interfering with the target's concentration and performance.¹⁶

Gender-based discrimination and harassment interferes with concentration and performance as targets attempt to cope with the threat of being devalued, humiliated, and unable to control or prevent their experiences of negative treatment and outcomes in the workplace. This impaired concentration and performance, in turn, has cascading effects on the target's confidence and others' evaluations of the target's worth and abilities. The effects of gender-based discrimination and harassment thus end up providing justification for the mistreatment and its continuation (e.g., "I told you she/they was/were no good!").¹⁷

Employees who experience gender-based discrimination and harassment have been shown to suffer lowered motivation, job satisfaction, and organizational commitment, and to be more likely to behaviorally withdraw from work (e.g., avoid meetings, count the time left in the workday, daydream as a psychological escape), be tardy, absent, and quit.¹⁸

Targets of gender-based discrimination and harassment are also likely to experience social rejection and isolation in their work environments as other

¹⁵ Berdahl, *ibid*; Franke, *ibid*; Shultz, *ibid*.

¹⁶ For example see Lim, S. & Cortina, L. M. (2005), Interpersonal mistreatment in the workplace: The interface and impact of general incivility and sexual harassment, *Journal of Applied Psychology*, 90, 483-496; Magley, V. J., Waldo, C., Drasgow, F. & Fitzgerald, L. (1999), The impact of sexual harassment on military personnel: Is it the same for men and women? *Military Psychology*, 11, 283-302; O'Connell, C. & Korabik, K. (2000), Sexual harassment: The relationship of personal vulnerability, work context, perpetrator status, and type of harassment to outcomes, *Journal of Vocational Behavior*, 56, 299-329; Spencer, S. J., Steele, C. M. & Quinn, D. M. (1999), Stereotype threat and women's math performance, *Journal of Experimental Social Psychology*, 35, 4-28; Woodzicka, J. & LaFrance, M. (2005), The effects of subtle sexual harassment on women's performance in a job interview, *Sex Roles*, 53, 67-77.

¹⁷ See for example Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (Eds.) (2003), *Bullying and emotional abuse in the workplace: International perspectives in research and practice*, London/New York: Taylor and Francis.

¹⁸ For examples see Barling, J., Dekker, I., Loughlin, C., Kelloway, E., Fullagar, C., & Johnson, D. (1996), Prediction and replication of the organizational and personal consequences of workplace sexual harassment, *Journal of Managerial Psychology*, 11, 4-25; Berdahl, J. L. & Aquino, K. (2009), Sexual behavior at work: Fun or folly? *Journal of Applied Psychology*, 94, 34-47; Bond, M., Punnett, L., Pyle, J., Cazeca, D., & Cooperman, M. (2004), Gendered work conditions, health, and work outcomes, *Journal of Occupational Health Psychology*, 9(1), 28-45; Culbertson, A., & Rosenfeld, P. (1994), Assessment of sexual harassment in the active-duty Navy, *Military Psychology*, 6(2), 69-93; Fitzgerald, L. F., Drasgow, F., Hulin, C. L., Gelfand, M. J., & Magley, V. J. (1997), Antecedents and consequences of sexual harassment in organizations: A test of an integrated model, *Journal of Applied Psychology*, 82, 578-589; Magley et al., *ibid*; O'Connell & Korabik, *ibid*; Piotrkowski, C. (1998), Gender harassment, job satisfaction, and distress among employed white and minority women, *Journal of Occupational Health Psychology*, 3(1), 33-43; Schneider, K., Swan, S., & Fitzgerald, L. (1997), Job-related and psychological effects of sexual harassment in the workplace: empirical evidence from two organizations, *Journal of Applied Psychology*, 82, 401-415; Schneider, K., Tomaka, J., & Palacios, R. (2001), Women's cognitive, affective, and physiological reactions to a male co-worker's sexist behavior, *Journal of Applied Social Psychology*, 31, 1995-2018.

employees distance themselves from these devalued and stigmatized targets. The stress and negative effects of discrimination and harassment often spill over into employees' personal lives and well-being. Personal relationships deteriorate as targets bring their stress into the home and their personal lives. Gender-based discrimination and harassment has been linked to depression, suicidal ideation, post-traumatic stress disorder, alcohol and substance abuse, and lowered physical health and well-being.¹⁹

These effects of gender-based discrimination and harassment are likely to be exacerbated when discrimination and harassment is ongoing, complaints do not lead to meaningful action or cessation of the behavior, and particularly if attempts to stand up to the discrimination and harassment result in retaliation.

d. Are there policies, procedures, codes of conduct or guidelines that an employer can implement to protect women against gender-based discrimination and harassment of women in the workplace?

Yes.

e. If the answer to question [d.] is yes, are there steps an employer can take to ensure that its policies, procedures, codes of conduct and guidelines on gender-based discrimination and harassment are complied with?

There are steps an employer can take to make sure its policies, procedures, codes of conduct, and guidelines on gender-based discrimination and harassment are complied with.²⁰

¹⁹ For examples see Berdahl & Aquino, *ibid*; Bond et al, *ibid*; Culbertson & Rosenfeld, *ibid*; Dansky, B. & Kilpatrick, D. (1997), Effects of sexual harassment. In W. O'Donohue (Ed.). *Sexual harassment: Theory, research, and treatment* (pp. 152-174), Needham Heights, MA: Allyn and Bacon; Fitzgerald, Drasgow & Magley, *ibid*; Fitzgerald, Drasgow, Hulin, Gelfand & Magley, *ibid*; Freels, S., Richman, J., & Rospenda, K. (2005). Gender differences in the causal direction between workplace harassment and drinking. *Addictive Behaviors*, 30(7), 1454-1458; O'Connell & Korabik, *ibid*; Parker, S., & Griffin, M. (2002). What is so bad about a little name-calling? Negative consequences of gender harassment for overperformance demands and distress. *Journal of Occupational Health Psychology*, 7(3), 195-210; Piotrkowski, *ibid*; Richman, J., Rospenda, K., Nawyn, S., Flaherty, J., Fendrich, M., Drum, M.L., & T.P. Johnson (1999), Sexual harassment and generalized workplace abuse among university employees: Prevalence and mental health correlates, *American Journal of Public Health*, 89, 358-363; Richman, J., Shinsako, S., Rospenda, K., Flaherty, J., & Freels, S. (2002), Workplace harassment/abuse and alcohol-related outcomes: the mediating role of psychological distress, *Journal of Studies on Alcohol*, 63(4), 412-419; Schneider, Swan & Fitzgerald, *ibid*; Schneider, Tomaka & Palacios, *ibid*; Vogt, D., Pless, A., King, L., & King, D. (2005), Deployment stressors, gender, and mental health outcomes among Gulf War I veterans, *Journal of Traumatic Stress*, 18(2), 115-127.

²⁰ See Canadian Human Rights Commission: Anti-Harassment Policies for the Workplace: An Employer's Guide (2006). www.chrc-ccdp.ca/publications/anti_harassment_toc-eng.aspx; Conference Board of Canada: Sexual Harassment is Still a Management Issue (2001), Barbara Orser, www.conferenceboard.ca/e-Library/abstract.aspx?DID=214; Conference Board of Canada: The High Costs of Workplace Harassment (2011), Lisa Hughes, www.conferenceboard.ca/topics/humanresource/commentaries/11-05-

A written document informing employees of these policies, procedures, codes of conduct, and guidelines is necessary, but not sufficient. These policies, procedures, codes of conduct, and guidelines must be actively provided to all employees (as opposed to passively provided among dozens of other documents or online resources), be made readily available and accessible at all times, and publicized and communicated to everyone in the organization.

Employees considered for promotion to the managerial ranks should be required to undergo training so they are thoroughly informed about these policies, procedures, codes of conduct, and guidelines and how to follow, implement, and communicate these policies as managers. Failing to follow, implement, or communicate policy, procedures, codes of conduct, and guidelines on gender-based discrimination and harassment should disqualify an employee from a managerial position. Repeat offenders should be terminated.

f. Are there standards for employers in Canada to protect women against gender-based discrimination and harassment in the workplace?

Provincial health and safety acts and federal human rights legislation oblige employers in Canada to protect women against gender-based discrimination and harassment in the workplace, and standards and best practices exist for employers to ensure these laws are observed.²¹

The steps outlined above in [e.] should be followed. In addition, leadership, providing victims with multiple channels of advice seeking and/or reporting, immediate investigation into complaints, meaningful attempts to resolve the problem and/or consequences for offenders, and zero tolerance for retaliation are standards for employers in Canada to follow to protect women against gender-based discrimination and harassment in the workplace.²²

Leadership. The importance of leadership in creating and encouraging an organizational culture and work environment free of gender-based

16/The_High_Costs_of_Workplace_Harassment.aspx; Ontario Human Rights Commission: Policy on preventing sexual and gender-based harassment (2011), www.ohrc.on.ca/en/resources/Policies/PolicySexHarrCommentsENG?page=Policy-Summary.html#Heading74; Treasury Board of Canada: Guide to dealing with harassment (2001), www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/phw-bhmttb-eng.asp.

²¹ Canadian Human Rights Commission, *ibid*; Conference Board of Canada, *ibid*; Ontario Human Rights Commission, *ibid*; Treasury Board of Canada, *ibid*.

²² See for example Berdahl, J. L., MacQuarrie, B. & Welsh, S. testimony to the Canadian House of Commons' Standing Committee on the Status of Women, April 16, 2013: <http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&Parl=41&Ses=1&DocId=6079884&File=0>.

discrimination and harassment cannot be overstated. Research shows that if employees do not believe the leadership of their organization “has religion” on this issue – that is, if employees are not convinced that leadership truly believes in gender-based equality and values a work environment free of gender-based discrimination – then gender-based discrimination and harassment tends to thrive.²³ If employees witness leadership engaging in gender-based discrimination and harassment (e.g., making disparaging or derogatory remarks about women), observe leadership ignoring these acts by others, or observe leadership rewarding or promoting employees known to have engaged in gender-based discrimination and harassment, then gender-based discrimination and harassment flourishes.²⁴ Under such circumstances, leadership commits, condones, and rewards gender-based discrimination and harassment, leaving employees to conclude that engaging in gender-based discrimination and harassment has no negative, and is likely to have positive, consequences.

Leaders who vocally express a heartfelt and sincere concern about gender-based equality, promote it themselves through their own actions, and communicate that they will hold those who fail to uphold these values and practices accountable (and do so), can have an immediate and profound impact on minimizing or eliminating gender-based discrimination and harassment in their organizations.²⁵

Multiple and independent channels for reporting. Victims of gender-based discrimination and harassment often experience it at the hands of those to whom they report and in units that condone or somehow reward the behavior (e.g., from laughing at it to joining in, and/or viewing the target in a demeaning light). For this reason, units are often bad at investigating and stopping their own gender-based discrimination and harassment. Leaders and managers often hesitate to go against the grain of unit norms and culture, and are timid about investigating or penalizing their friends and coworkers for bad behavior (the so-called foxes-guarding-the-chicken-coop problem). Victims (and bystanders) are aware of this and therefore hesitate

²³ Glomb, T. M., Richman, W. L., Hulin, C. L., Drasgow, F., Schneider, K. T. et al. (1997), Ambient sexual harassment: An integrated model of antecedents and consequences, *Organizational Behavior and Human Decision Processes*, 71, 309-328; Fitzgerald, L. F., Drasgow, F., Magley, V. J. (1999), Sexual harassment in the armed forces: A test of an integrated model, *Military Psychology*, 11, 329-343; Snyder, J. A., Fisher, B. S., Scherer, H. L., Daigle, L. E. (2012), Unsafe in the camouflage tower: Sexual victimization and perceptions of military academy leadership, *Journal of Interpersonal Violence*, 27, 3171-3194.

²⁴ Offermann, L. R.; Malamut, A. B. (2002). When leaders harass: The impact of target perceptions of organizational leadership and climate on harassment reporting and outcomes, *Journal of Applied Psychology*, 87, 885-893.

²⁵ Ibid; Dovidio, J. (2013), Included but invisible? The benefits and costs of inclusion. Paper presented at the Harvard Business School Conference on *Gender and Work: Challenging Conventional Wisdom*, February 28; Murry, W. D., Sivasubramaniam, N., Jacques, P. H. (2001), Supervisory support, social exchange relationships, and sexual harassment consequences: A test of competing models. *The Leadership Quarterly*, 12, 1-29.

to stand up against or make formal complaints. Ironically, this means that units with particularly high rates of gender-based discrimination and harassment often witness the fewest formal complaints.

Most victims of discrimination and harassment simply want this unwanted behavior to stop.²⁶ To this end, victims need multiple options, places, and people to go to for seeking advice and considering whether to make a formal complaint and if so, to whom and how.²⁷ Sources independent of the victim's unit should be available for victims to go to, such as an ombudsperson over whom the leadership of the organization or unit does not have power. This enables the ombudsperson to make independent and sage advice for the victim(s), and also makes it possible for this person to gather confidential data on patterns observed in the organization.

Another way that organizations can gather information on gender-based discrimination and harassment in their organizations, identify and correct perpetrators, and encourage people to report it is through 360-degree evaluations that include information about gender-based treatment and fairness from supervisors and coworkers. If supervisors and coworkers know they will be evaluated in terms of how respectfully and fairly they treat other employees in terms of gender, they will come to view this as an organizational priority and adjust their behavior accordingly.

Finally, some organizations encourage bystanders to come forward and notify the organization of gender-based discrimination and harassment. Because perpetrators and victims are unlikely to do so, bystanders are often in the best position to report this behavior.²⁸ Schools have encouraged bystander intervention and reporting for bullying with great success,²⁹ and some organizations are beginning to do as well.

Immediate investigation into complaints. If formal complaints are made, they should be immediately investigated.³⁰ The timeliness of a response is not only a good indicator of how important an issue is considered to be, it also ensures that the most accurate information can be obtained about an incident while it is still fresh in people's minds and any problem can be

²⁶ See for example Firestone, J. M.; Harris, R. J. (2003), Perceptions of effectiveness of responses to sexual harassment in the US military, 1988 and 1995. *Gender, Work and Organization*, 10, 42-64.

²⁷ Berdahl & Raver, *ibid*.

²⁸ Banyard, V. L., Plante, E. G., Moynihan, M. M. (2004). Bystander education: Bringing a broader community perspective to sexual violence prevention, *Journal of Community Psychology*, 32, 61-79; Bowes-Sperry, L., O'leary-Kelly, A. M. (2005), To Act or Not to Act: The Dilemma Faced by Sexual Harassment Observers. *The Academy of Management Review*, 30, 288-306.

²⁹ Salmivalli, C.; Kaukiainen, A.; Voeten, M.. (2005), Anti-bullying intervention: Implementation and outcome. *British Journal of Educational Psychology*, 75, 465-487.

³⁰ Canadian Human Rights Commission, *ibid*; Conference Board of Canada, *ibid*; Ontario Human Rights Commission, *ibid*; Treasury Board of Canada, *ibid*.

resolved in a timely manner. Failing to investigate a complaint, or waiting to do so, sends the message that the discriminating or harassing behavior is not considered serious, a priority, or worthy of action. Worse it can send the message that such behavior is considered acceptable or desirable. Failing to investigate a complaint, or waiting to do so, makes it possible for the discrimination and harassment to continue and the problem to escalate.

Meaningful consequences. If complaints are made, meaningful attempts to resolve the problem, with sensitivity to power imbalances between the parties involved, should be made as soon as possible. Mediating face-to-face confrontations between the accuser and accused typically does not go well (if such confrontations were likely to be effective, the accuser and accused probably would have resolved the problem directly in the first place). Those experiencing gender-based discrimination and harassment are usually less powerful than their perpetrator(s), either in formal organizational power/rank, in physical power, and/or in social reputation and informal networks. This makes confronting perpetrator(s) difficult and risky for victims and raises concerns of retaliation. Consequences to perpetrators after complaints are made can include an official warning that goes on file, a warning plus suspension and/or re-education and training, or termination, depending on the severity and history of their behavior.³¹

Zero tolerance for retaliation. It is particularly important to avoid retaliation, reputationally or otherwise, against complainants for seeking help with problems of gender-based discrimination and harassment.³² Even if their complaints are considered unfounded, or the result of a simple misunderstanding, it should be assumed that complaints were made for good reason and in good faith. Another term for the negative consequences that often face victims who bring forth their complaints “secondary victimization.” Retaliation for reporting gender-based discrimination and harassment is gender-based discrimination and harassment in and of itself, and adds to and compounds the problem. The main reason victims do not seek help or come forward with their experiences of gender-based discrimination and harassment is their fear of retaliation,³³ making it critical for organizations to prevent and have zero tolerance for any retaliatory consequences to victims who seek help or complain.

³¹ Berdahl & Raver, *ibid*; Cortina & Berdahl, *ibid*.

³² Berdahl & Raver, *ibid*; Cortina & Berdahl, *ibid*.; Hershcovis, M. S.; Parker, S. K.; Reich, T. C. (2010). The moderating effect of equal opportunity support and confidence in grievance procedures on sexual harassment from different perpetrators, *Journal of Business Ethics*, 92, 415-432.

³³ Bergman, M. E.; Langhout, R. D.; Palmieri, P. A.; Cortina, L. M.; Fitzgerald, L. F. (2002), The (un)reasonableness of reporting: Antecedents and consequences of reporting sexual harassment, *Journal of Applied Psychology*, 87: 230-242.

g. Are there special considerations for police organizations, such as the Royal Canadian Mounted Police?

Traditionally male-dominated organizations, such as the Royal Canadian Mounted Police, often have “macho” cultures in which gender-based discrimination and harassment tend to thrive.³⁴ This is a widely-recognized fact, and one that should make any historically male-dominated organization, such as the RCMP, especially vigilant in protecting women employees from gender-based discrimination and harassment in the ways outlined above. Leadership needs to be proactive in calling out and condemning gender inequality, and in holding managers accountable for following, communicating, and implementing policies, procedures, codes of conduct, and guidelines against gender-based discrimination and harassment.

When a historically segregated occupation begins (and continues) to integrate underrepresented groups into its ranks, leadership should be proactive in reframing organizational and occupation goals and culture to be inclusive of these new identities. It also needs to be proactive in seeking opportunities to recruit, hire, train, mentor, sponsor, and promote historically underrepresented groups and educate management and employees about the unique experiences and obstacles these groups, such as women, are likely to face as historical minorities within the organization.

5. Signature and Acknowledgement of Duties

I am aware that in giving an opinion to the court, I have a duty to assist the court and not to be an advocate for any party. I have made this report in conformity with that duty and I will, if called on to give oral or written testimony, give that testimony in conformity with that duty.

Signature: 

Date: *May 26, 2013*

6. Appendices

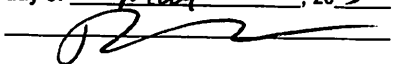
- a. CV
- b. Records reviewed
 - i. Letter from Jason Z. Murray, April 24, 2013
 - ii. Notice of Civil Claim Between Janet Merlo and The Attorney General of Canada and the Minister of Justice of British Columbia, March 27, 2012.
 - iii. RCMP Gender and Respect Action Plan

³⁴ Berdahl, *ibid*; Culbertson, & Rosenfeld, *ibid*; Firestone & Harris, *ibid*; Fitzgerald et al. (1999), *ibid*; Gruber, *ibid*; Magley et al., *ibid*; Mansfield et al., *ibid*; Snyder et al., *ibid*.

**iv. Gender-Based Harassment and Respectful Workplace Consultations,
April 17, 2012**

CURRICULUM VITAE

Jennifer L. Berdahl

This is Exhibit "B" referred to in the
affidavit of D.R. Jennifer Berdahl
sworn before me, this 26th
day of May, 2013


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ACADEMIC POSITIONS

Faculty Positions

2007-present, Associate Professor, Rotman School of Management, University of Toronto
2001-2007, Assistant Professor, Rotman School of Management, University of Toronto
1998-2001, Assistant Professor, Haas School of Business, University of California, Berkeley

Visiting Positions

2007 Visiting Scholar, Department of Organizational Behaviour, INSEAD, France
2005 Visiting Scholar, Institute of Personality & Social Psychology, University of California,
Berkeley
2003 Visiting Research Collaborator, Department of Psychology, Princeton University

EDUCATION

Ph.D., Social, Organizational, & Industrial Psychology, 1999, University of Illinois, Champaign-Urbana. *Thesis: Perception, power, and performance in small groups: Insights from a computational model. Supervisor: Joseph E. McGrath.*
M.A., Social Psychology, 1996, University of Illinois, Champaign-Urbana. *Thesis: Gender and leadership in work groups over time: A test of five alternative models. Supervisor: Joseph E. McGrath.*
M.A., Labor and Industrial Relations, 1993, University of Illinois, Champaign-Urbana. *Supervisor: Francine D. Blau.*
B.A., Psychology (Highest Honors), 1989, Macalester College, St. Paul, MN. *Thesis: Dual-earner stress and coping strategies. Supervisor: Jack Rossmann.*

PUBLICATIONS

Peer Reviewed

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Berdahl, J. L. & Sheppard, L. Intrasex harassment. Manuscript in preparation for special issue of *Sex Roles*.

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Salin, D., Roberge, M. E., Salimaki, a. & Berdahl, J. L. "I wish I had...": Target reflections on responses to workplace mistreatment. Under review at *Human Relations*.

Ramarajan, L. & Berdahl, J. L. Marital satisfaction and men's attitudes toward women co-workers. Manuscript in preparation.

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CONFERENCE PRESENTATIONS

Academy of Management

Berdahl, J. L., Moon, S., Muradov, A. G. & Min, J. A. (2012). Warmth may not cut the ice but cold may break the ceiling: Gender, mistreatment, and advancement in blue and pink collar occupations. *Academy of Management*, Boston, MA.

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Society for Industrial and Organizational Psychology

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Other Conference Presentations

- Berdahl, J. L. & Moon, S. (2012). Workplace mistreatment of middle class workers based on sex, parenthood, and caregiving. *Society for the Psychological Study of Social Issues*, Charlotte, North Carolina.
- Salin, D., Roberge, M. E., Salimäki, A. & Berdahl, J. L. (2011). Coping with workplace mistreatment: analyzing the discrepancy between actual and ideal responses. *European Congress on Work and Organizational Psychology*, Maastricht, The Netherlands.
- Stuart, H. D., & Berdahl, J. L. (2010). Modeling diversity and stereotyping in groups over time. *INGRoup*, Washington, D.C.
- Berdahl, J. L. (2006). The derogation of social role violators at work. *Society for Experimental and Social Psychology*, Philadelphia.
- Berdahl, J. L. (2006). The sexual harassment of "uppity" women. *Society of Personality and Social Psychology*, Palm Springs, CA.
- Anderson, C. P. & Berdahl, J. L. (2000). Formal power, personality dominance, and the experiences of threat and reward. *International Society for Political Psychology*, Seattle, WA & *Academy of Management*, Toronto.
- Berdahl, J. L. & Craig, K. M. (1996). To see or not to see: The effects of communication medium and sex composition on participation and influence in groups over time. *Midwest Psychological Association*, Chicago.
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Berdahl, J. L. & Rossmann, J. E. (1989). Dual earner stress and coping strategies. *American Psychological Society*, Washington, D.C.

INVITED PRESENTATIONS

Brock University Status of Women Committee
Dartmouth College Tuck School of Business
Emory University Goizueta School of Business
INSEAD, France
London Business School
New York University Stern School of Business
Northwestern University Department of Communication Studies
Princeton University Department of Psychology
Queens University School of Business
Stanford University Behavioral Research Seminar
The State University of New York at Buffalo School of Management
United Steelworkers, International Women's Conference, Toronto
University of Alberta School of Business
University of British Columbia Sauder School of Business
University of California Berkeley Haas School of Business
University of California Berkeley Institute for Personality and Social Psychology
University of California Berkeley Institute of Industrial Relations
University of California Hastings College Center for WorkLife Law
University of Illinois Champaign-Urbana College of Business
University of Michigan Department of Psychology
University of Neuchâtel Department of Applied Psychology
University of Oregon Department of Psychology
University of Oregon Institute of Cognitive and Decision Sciences
University of Pennsylvania Wharton School of Business
University of Texas at Austin McCombs School of Business
University of Toronto Department of Psychology
University of Toronto Rotman School of Management
University of Waterloo Department of Psychology
Yale University School of Management

PROFESSIONAL ASSOCIATIONS

Academy of Management
Interdisciplinary Network for Group Research (INGRoup)
Society for Experimental Social Psychology (appointed 2005)
Society for Industrial and Organizational Psychology
Society for Personality and Social Psychology

SERVICE TO THE PROFESSION

Grant Reviewing

National Science Foundation (NSF)
Research Grants Council (RGC)
Social Sciences and Humanities Research Council of Canada (SSHRC)

Journals

Guest Editor *Journal of Social Issues*
Special Issue on The Flexibility Stigma, 2013
With Joan C. Williams, Jennifer Glass, & Shelley Correll

Contributors:

Stephen Benard	Scott Coltrane	Lisa Ackerly	Laurie Rudman
Stephanie Bornstein	Shelly Correll	Hernandez	Alexandra
Jennifer Bosson	Tracy DeHaan	Vanessa Heltinger	Sedlovskaya
Victoria Brescoll	Lisa Dodson	Wendy Luttrell	Jasmine Siddiqi
	Jennifer Glass	Sue Moon	Pamela Stone
			Joe Vandello

Guest Editor *Social Justice Research*
Special Issue on Social Action and Inequality, 2008

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Lilia M. Cortina	I-Ching Lee	Pamela K. Smith	
Kimberly Fairchild	Adam R. Pearson		

Associate Editor *The Academy of Management Annals* (2010-present)

Editorial Boards *Journal of Applied Psychology* (2008-present)
Journal of Organizational Behavior (2006-2011)
Organizational Psychology Review (2009-present)

Regular Ad-hoc
Reviewing *Academy of Management Review*
Administrative Science Quarterly
Journal of Experimental Social Psychology
Journal of Personality and Social Psychology
Organizational Behavior and Human Decision Processes
Organization Science
Psychological Science
Psychology of Women Quarterly
Sex Roles

Associations

Committees Saroj Parasuraman Award Committee, Gender and Diversity in Organizations,
Academy of Management, 2011
Outstanding Publication in Organizational Behavior Award Committee,
Academy of Management, 2007
William H. Newman Dissertation Award Committee, *Academy of Management*, 2005

Chair With H. Colleen Stuart, "New directions in studying group diversity," with
papers by Goncalo, Chatman, Duguid & Kennedy; Tajeddin, Waller,
Doucet, Wang & Phillips; Berdahl & Stuart; and Lee, Phillips & Kinias; *Annual Meeting of the Academy of Management*, Chicago, IL 2009
With Susan T. Fiske, "Social interaction and inequality: The creation and
maintenance of hierarchy," with papers by Berdahl; Fairchild & Rudman;
and Pratto, Lee, Pearson, & Saguy; *Annual Meeting of the Society for Experimental Social Psychology*, Philadelphia, PA, 2006
With S. E. Spataro, "The staying power of status hierarchies and their effects in

- organizations," with papers by Spataro; Jost; Anderson & Berdahl; Owens; and Fong & Teidens; *Annual Meeting of the Academy of Management*, Toronto, Ontario, 2000
- With M. C. Thomas-Hunt, "The enduring effects of demographics: Investigations of hierarchy, expertise, conflict, and performance in work groups," with papers by Phillips & Thomas-Hunt; Chatman, Berdahl, Boinier, Spataro & Anderson; Berdahl & Anderson; and Harrington; *Annual Meeting of the Academy of Management*, Toronto, Ontario, 2000
- Discussant Doctoral Consortium, Academy of Management Gender and Diversity in Organizations, *Annual Meeting of the Academy of Management*, Boston, MA 2012
- Coalition for Faculty Diversity Research Publishing Workshop, *Annual Meeting of the Academy of Management*, Montreal, QC, 2010 & Boston, MA 2012
- Symposium, "Fake it till you make it: How acting powerful leads to feeling empowered," Chair: L. Guillory; Papers by D. Gruenfeld & L. Guillory; P. Smith & A. Schouwstra; N. Fast & S. Chen; A. Cuddy, D. Carney, & A. Yap. *Annual Meeting of the Academy of Management*, Montreal, QC, 2010
- Symposium, "New advances in ostracism research," Chair: S. Banki; Papers by K. Williams; S. Banki; J. O'Reilly & S. Robinson; L. Ferris, Huiwen & D. Brown. *Annual Meeting of the Academy of Management*, Montreal, QC, 2010
- OB Doctoral Student Consortium, *Annual Meeting of the Academy of Management*, Sacramento, CA 2008
- Symposium, "Sexual harassment of special and vulnerable populations in the workforce," Chair: M. S. Stockdale; Papers by A. Estrada & O. F. Morera; L. Cortina, J. Konik, & D. Hook; M. S. Stockdale; S. Swindler; C. A. Pierce, I. S. Muslin, T. Huning, & H. Aguinis, *Annual Meeting of the Society for Industrial and Organizational Psychology*, Dallas, TX, 2006
- Paper Session, "Work/family interface: Gender, race, and other factors," Chair: D. Bilimoria; Papers by L. L. Wadsworth; R. Waismel-Manor, P. Moen, & S. Sweet; S. Foley, F. Linnehan, J. Greenhaus, & C. H. Weer, *Annual Meeting of the Academy of Management*, Seattle, WA 2003
- Panelist With J. L. Raver (Chair), M. Barker, J. Barling, R. Bennett, M. Cronin, L. Keashly, P. Kim, J. Neuman, C. Pearson, C. Rayner, K. Schneider & T. Tripp; Professional Development Workshop, "The dark side of employees' behavior: Evaluating our questions, answers, and future directions," *Annual Meeting of the Academy of Management*, Sacramento, CA 2008
- Host With M. E. Roberge & A. Salimäki, Roundtable Discussion/Conversation Hour, "How to respond to interpersonal misconducts in the workplace?," *Annual Meeting of the Society for Industrial and Organizational Psychology*, New Orleans, LA 2009

FUNDING

Grants and Fellowships

- Social Sciences and Humanities Research Council of Canada (SSHRC), Community-University Research Alliance (CURA) Grant, with Wendy Cukier, 2011-2014
- Social Sciences and Humanities Research Council of Canada (SSHRC), 2006-2011
- Petro Canada Young Innovators Award, 2003-2004
- Connaught New Staff Matching Grant, University of Toronto, 2002-2004

Committee on Research Grants, Univ. of California, Berkeley, 1999-2001
 AAUW Dissertation Fellowship, 1997-1998
 University of Illinois Graduate Fellowship, 1997-1998
 General Mills Fellowship for Graduate Study, 1991-1992

Ph.D. Students Funded

Cameron Anderson, 1998-2000
 Feng Bai, 2012-present
 Paul Martorana, 2000-2001
 Celia Moore, 2002-2004
 Colleen Stuart, 2006-2010
 Alexander Garcia Muradov, 2008-2010
 Ji-A Min, 2008-2011
 Sara Banki, 2009-2010
 Sue Moon, 2010-2011

TEACHING

Awards

Excellence in teaching (ratings of 6+/7) in MBA courses taught at the Rotman School of Management, University of Toronto, 2004-present.

Courses

Managing People in Organizations, MBA Level, 2008-present
 Most recent rating: 6.57/7.00 (60 students, winter 2013)
 Power and Influence in Organizations, MBA Level, 2007-present
 Most recent rating: 6.36/7.00 (23 students, fall 2012)
 Seminar on Meso Organizational Behavior, PhD Level, 2002-2010
 Seminar on Gender in Organizations, PhD Level, 2001-2002 & 2009-2011
 Gender in Organizations, MBA Level, 2005
 Individual and Group Behavior in Organizations, Undergraduate Level, 1998-2007

PhD Dissertation Committees

Anderson, Cameron. Dept. of Psychology, Univ. of California, Berkeley, 1999-2001
 Currently Full Professor, University of California, Berkeley (Haas)
 Bai, Feng. Rotman School of Management, Univ. of Toronto, 2012-present (CHAIR)
 Banki, Sara. Rotman School of Management, Univ. of Toronto, 2009-2012 (CHAIR)
 Currently Assistant Professor, Sharif University
 Brooks, Heidi Schultz. Dept. of Psychology, Univ. of California, Berkeley, 1999-2002
 Currently Senior Lecturer, Yale University (SOM)
 Church, Robin. Rotman School of Management, Univ. of Toronto, 2002-2006
 Currently Assistant Professor, Reyerson University (Ted Rogers SOM)
 Epstein, Lisa D. Haas School of Business, Univ. of California, Berkeley, 1998-2000
 Gilbert, April. Haas School of Business, Univ. of California, Berkeley, 1999-2001
 Currently CEO, April Gilbert Consulting
 Gonzaga, Gian G. Dept. of Psychology, Univ. of California, Berkeley, 2000-2001

Currently Adjunct Professor, UCLA & Senior Director of R&D, eHarmony
 Hill, Kevin. Rotman School of Management, Univ. of Toronto, 2006-2010
 Currently Assistant Professor, HEC Montréal
 Honea, Heather L. Haas School of Business, Univ. of California, Berkeley, 1999-2000
 Currently Associate Professor, San Diego State University
 Lankshear, Sara. Univ. of Western Ontario, 2006-2011
 Currently President, Relevé Consulting
 Moore, Celia. Rotman School of Management, Univ. of Toronto, 2004-2008
 Winner, *INFORMS/OS Dissertation Proposal Competition*
 Currently Assistant Professor, London Business School
 Muradov, Alexander Garcia. Rotman School of Management, Univ. of Toronto, 2010-2013
 (CHAIR)
 Currently Lecturer, Department of Engineering, University of Toronto
 Rowbotham, Kate. School of Management, Univ. of Toronto, 2004-2007
 Currently Assistant Professor, Queens University
 Stuart, Colleen. Rotman School of Management, Univ. of Toronto, 2007-2011 (CHAIR)
 Winner, *INFORMS/OS Dissertation Proposal Competition & Academy of Management
 William H. Newman Award for an Outstanding Paper Based on a Recent Dissertation*
 Currently Assistant Professor, Johns Hopkins University
 Werhun, Cherie. Dept. of Psychology, Univ. of Toronto, 2003-2006
 Currently Officer, University of Toronto (CTSI)
 Young, Randall C. Dept. of Psychology, Univ. of California, Berkeley, 1999-2001
 Currently Associate Professor, Bridgewater College

UNIVERSITY SERVICE

University of Toronto

Program Committees	MBA Programs Committee, Rotman School of Management, 2008-11 Undergraduate Programs Committee, Rotman School of Management, 2004-2007 Ph.D. Comprehensive Exams Review Committee (Chair), Organizational Behavior and Human Resource Management Area, Rotman School of Management, 2004 Ph.D. Program Review Committee, Organizational Behavior and Human Resource Management Area, Rotman School of Management, 2004
Search Committees	Faculty Search Committee, Organizational Behaviour and Human Resource Management Area, Rotman School of Management, 2006/07, 2008/09, 2010/11 Faculty Search Committee, Canadian Research Chair in Social Psychology, Department of Psychology, 2009/10 Rotman School of Management Dean Search Committee, 2004
Other Committees	Tenure Appeal Committee, 2013 – present Chair, Graduate Academic Appeals Committee, Rotman School of Management, 2011-present. Vice Chair, Social Sciences, Humanities, and Education Research Ethics Board, 2012-present. Panel Member, Social Sciences, Humanities, and Education Research

Ethics Board, 2010-2012.
 Task force on Gender Equity at the Rotman School of Management,
 Fall 2010
 New Area Task Force, Rotman School of Management, 2008
 Speaking Up Survey Advisory Committee, 2006 & 2010
 PhD Comps Task Force, 2004
 PhD Program Review Committee, 2004

Reports
 University of Toronto Staff Work Environment Report, 2008
 University of Toronto Faculty Work Environment Report, 2006

University of California Berkeley

Ph.D. Field Advisor
 Organizational Behavior and Industrial Relations Group, Haas
 School of Business, 2000-2001

Search Committees
 Faculty Search Committees, Organizational Behavior and Industrial
 Relations, 1998/99, 1999/00, 2000/01

SELECTED MEDIA MENTIONS

Web

Canada.com
 CTV.ca
 FoxNews.com
 Freakonomics.com

LiveScience.com
 MSNBC.com
 Salon.com

Print

Chatelaine
 Euro Presse
 Journal Les Affaires
 Montreal Gazette
 Ottawa Citizen
 PROFIT
 The Calgary Herald
 The Edmonton
 Journal
 The Globe and Mail
 The Hindustan Times

The National Post
 The New York Times
 The StarPhoenix
 The Telegraph Journal
 The Times of India
 The TimesColonist
 The Wall Street Journal
 Toronto Star
 United Press
 International

Broadcast

Radio

CBC
 CIUT (UofT)
 580News

Television

CBC Newsworld
 CTV News
 Global TV News
 OMNI

CONSULTING

Expert Witness, Royal Canadian Mounted Police (RCMP) Class Action Lawsuit, Merlo V.
 Canada (Attorney General), 2013

Expert Witness on Sexual Harassment, Canadian House of Commons Standing Committee on
 the Status of Women, 2013

Expert Witness, Equal Employment Opportunity Commission, United States Government, 2011-
 2012

Expert Witness, Brandolini & Charlebois v. William Paterson University, 2009

Building a Civilized Work Environment, Executive Session for Hospital for Sick Children Paediatric
 Surgeons, Rotman School of Management, 2009