# CURRICULUM VITAE

## JOAN E. FINEGAN

## November 2022

## **EDUCATION**

Degree	Institution	Area of Specialization	Year		
PhD	The University of Western Ontario London, Ontario, Canada	Personality and Social Psychology	1986		
MA	The University of Western Ontario London, Ontario, Canada	Personality and Social Psychology	1980		
BSc	University of Toronto Toronto, Ontario, Canada	Psychology	1978		
AWARDS A	ND SCHOLARSHIPS				
Social Science	1981-85				
Province of C	1974				
ACADEMIC AND PROFESSIONAL EMPLOYMENT					
Acting Chair	July 2022-Dec 2022				
Acting Assoc	Mar 2022-June 2022				
Acting Dean,	Jan 2020-July 2021				
Associate De	2008 - 2019				
Acting Direct	2007-2008				
Associate Professor, Department of Psychology			1996 - present		
Honourary Associate Professor, Department of Psychology The University of Western Ontario			1994 - 1996		
Associate Professor, Centre for Administrative and Information Studies, The University of Western Ontario			1994 – 1996		

Honourary Assistant Professor, Department of Psychology
The University of Western Ontario

Assistant Professor, Centre for Administrative and Information Studies,
The University of Western Ontario

1987 - 1994

Assistant Professor (part-time), Department of Psychology,
The University of Western Ontario

1986

Lecturer (part-time), Department of Psychology, UWO

1984-1986

### **RESEARCH GRANTS**

SSHRC Insight Grant . The Protective Role of Authentic Leadership Against Workplace Bullying, Early Career Burnout and Premature Turnover of New Graduate Nurses: A Longitudinal Study (Heather Laschinger, PI) 2014-2017 (extended 2018)

Academic Development Fund "The role of person-job fit in mitigating the negative effects of emotional labour" University of Western ON awarded Jan 1 2006 to December 31 2007. \$6,546.00

Social Sciences and Humanities Research Council of Canada: "Testing a multi-level model of workplace empowerment in hospital nursing settings: a national study" awarded April 1, 2005 to March 31, 2008 \$48,089, \$46,918, \$39,318 (Co-investigator, Principal Investigator: Heather Spence Laschinger.)

Social Sciences and Humanities Research Council of Canada. "The Impact of Values on the Organization". \$51,000. April 1, 2000 to March 31, 2003. Extended to March 31, 2005

Social Sciences and Humanities Research Council of Canada: "Workplace Empowerment of Health Professionals in Restructured Hospital Work Environments", with Spence Laschinger, H (Principal Investigator). \$60,231. April 1, 1999 to March 31, 2002.

Social Sciences and Humanities Research Council of Canada: 'Testing a Work Empowerment Model in Nursing Hospital Settings," with Spence Laschinger, H. (Principal Investigator). \$75,000. April 1, 1997 to March 31, 2000.

Faculty of Social Science, Applicant to Agnes Dark Cole Fund. "Organizational Justice". \$1,498.00. April 1, 1998 to March 31, 1999.

Social Sciences and Humanities Research Council of Canada, "Patrimony, Personality and Behaviour in the Workplace". \$42,734. April 1, 1991 to June 30, 1995.

Academic Development Fund, The University of Western Ontario. "CAIS Organizational Behaviour Research Facility", with I.P. Suttie (Principal Investigator), N.J. Allen, R. Bobocel, I.R. Gellatly, R.L. Purdy. \$25,000. February, 1991.

Social Sciences and Humanities Research Council of Canada (Internal General Grant), "A values approach to business ethics". \$3500. July 1, 1989-June 1, 1990.

Social Sciences and Humanities Research Council of Canada (Internal General Grant), "Parental Uncertainty". \$435. May 1, 1989-March 31, 1990.

Social Sciences and Humanities Research Council of Canada (Internal General Grant), "Parental Similarity to Neonates". \$645. Oct 12, 1988-June 30, 1989.

Social Sciences and Humanities Research Council of Canada (Internal General Grant), "An investigation of computer administered questionnaires" with N.J. Allen (Principal Investigator). \$500. July 1, 1987-June 30, 1988.

#### REFEREED PUBLICATIONS

Cziraki, K., Wong, C., Kerr, M & Finegan, J.E. (2020) Leader empowering behaviour: relationships with nurse and patient outcomes, Leadership in Health Services Sep 28; 33(4):397-41.

Gill, H., Cassidy, S.A., Cragg, C., Algate, P, Weijs, C.A. & Finegan, J.E. (2019). Beyond reciprocity: the role of empowerment in understanding felt trust. European Journal of Work and Organizational Psychology, 28(6), 845-858.

Tarraf, R. C., McLarnon, M. J., & Finegan, J. E. (2019). Dispositional mindfulness buffers against incivility outcomes: A moderated mediation model. *Personality and Individual Differences*, *138*, 140-146.

Read, E. A., Laschinger, H. K., Wong, C. A., Fida, R., & Finegan, J. (2016). Development and Validation of a Workplace Social Capital Questionnaire for Nurses (WSCQ-N).

Laschinger, HKS, Nosko, A., Wilk, P. & Finegan, J. (April 2014). Effects of unit empowerment and perceived support for professional nursing practice on unit effectiveness and individual nurse well-being: A time-lagged study. *International Journal of Nursing Studies* 51(12), 1615-1623.

Laschinger, HKS, Read. E., Wilk, P. & Finegan, J. (June 2014). The influence of nursing unit empowerment and social capital on unit effectiveness and nurse perceptions of patient-care quality. The Journal of Nursing Administration. 44(6), 347-352.

Spence Laschinger HK, Grau A.L, Finegan J, Wilk P. (2012, April). Predictors of new graduate nurses' workplace well-being: Testing the job demands-resource model. *Health Care Management Review*, 37(2), 175-186.

Hastings, S. & Finegan, J.E. (2011, June). The Role of Ethical Ideology in Reactions to Injustice. *Journal of Business Ethics*. 100 (4), pg. 689-703

Patrick, A., Laschinger, H. K. S., Wong, C., & Finegan, J. (2011, May). Developing and testing a new measure of staff nurse clinical leadership: The clinical leadership survey. *Journal of Nursing Management.* 19(4):449-60.

Laschinger, H. K. S., Finegan, J., & Wilk, P. (2011). Situational and dispositional influences on nurses' workplace wellbeing: The role of empowering unit leadership. *Nursing Research*, 60, 124-131.

Laschinger, H. K. S., Grau, A. L., Finegan, J., & Wilk, P. (2010). New graduate nurses' experiences of bullying and burnout in hospital settings. *Journal of Advanced Nursing*, 66, 2732-2742.

Purdy, N., Laschinger, H. K. S., Finegan, J., Kerr, M., & Olivera, F. (2010). Effects of work environments on nurse and patient outcomes. *Journal of Nursing Management*, 18, 901-913.

Laschinger, H. K. S., Finegan, J., & Wilk, P. (2009). New graduate burnout: The impact of professional practice environment, workplace civility and empowerment. *Nursing Economics*, 27(6), 377-383.

Laschinger, H., Finegan, J., & Wilk, P. (2009). Context matters: The impact of unit leadership and empowerment on nurses' organizational commitment. *Journal of Nursing Administration*, 39, 228-235.

Laschinger, H. K. S., & Finegan, J. (2008). Situational and dispositional predictors of nurse manager burnout: A time-lagged analysis. *Journal of Nursing Management*, 16,(5) 601-607.

Sui, H., Laschinger, H.K.S, and Finegan, J.E. (2008). Nursing Professional Practice Environments: Setting the Stage for Constructive Conflict Resolution and Work Effectiveness. *Journal of Nursing Administration*. 38(5) 250-257.

Laschinger, H.K.S., & Finegan, J.E. (2005). Empowering nurses for work engagement and health in hospital settings. *Journal of Nursing Administration*, 35(10), 439-449.

Laschinger, H.K.S & Finegan, J.E. (Jan/Feb 2005). Using empowerment to build trust and respect in the workplace: A strategy for addressing the nursing shortage. *Nursing Economics*, 23(1), 6-13.

Gill, H. Boies, K., Finegan, J.E. & McNally, J. (2005). Antecedents of Trust: Establishing boundary conditions for the relation between propensity to trust and intention to trust. *Journal of Business and Psychology*, 19(3), 287-302

- Laschinger, H.K.L., Finegan, J.E., Shamian, J., & Wilk, P. (2004). A longitudinal analysis of the impact of workplace empowerment on staff nurses' job satisfaction. *Journal of Organizational Behavior*, 25(4), 527-545.
- Laschinger, H.K.S., Finegan, J.E., and Shamian, J. (2002). The impact of workplace empowerment, and organizational trust on staff nurses' work satisfaction and organizational commitment. *Advances in Health Care Management*, (3), 59-85. (Reprint from *Health Care Management Review* 26(3), 7-23.)
- Finegan, J.E. & Laschinger, H. (2001). The antecedents and consequences of empowerment: A gender analysis. *Journal of Nursing Administration*, 31(10), 489-497.
- Laschinger, H. K. S., Finegan, J., Shamian, J., & Wilk, P. (2001). Impact of structural and psychological empowerment on job strain in nursing work settings: Expanding Kanter's Model. *Journal of Nursing Administration*, 31(5), 260-272.
- Laschinger, H. K. S., Finegan, J., Shamian, J., & Almost, J. (2001). Testing Karasek's demand-control model in restructured health care settings: Effect of job strain on staff nurses quality of worklife. *Journal of Nursing Administration* 31(5), 233-272.
- Laschinger, H. K. S., Finegan, J., & Shamian, J. (2001). Promoting nurses' health in restructured health care work environments: effect of empowerment on job strain and work satisfaction. *Nursing Economics*, 19(2) 42-52.
- Laschinger, H. K. S., Finegan, J., Shamian, J. (2001). The impact of workplace empowerment and organizational trust on staff nurses' work satisfaction and organizational commitment. *Health Care Management Review* 26(3), 7-23.
- Laschinger, H. K. S., Sabiston, J.A., Finegan, J., & Shamian, J. (2001). Voices from the trenches: Nurses' experiences of hospital restructuring in Ontario. *Canadian Journal of Nursing Leadership*, 14(1),6-13.
- Laschinger, H. K. S., Finegan, J., Shamian, J., & Casier, S. (2000). Organizational trust and empowerment in restructured health care settings: Effects on staff nurse commitment. *Journal of Nursing Administration*, 30(9), 413-425.
- Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology* 73, 146-169.
- Finegan, J.E. & Theriault, C. (1997). The relationship between personal values and the perception of the corporation's code of ethics. *Journal of Applied Social Psychology*, 27(8), 708-724.

Finegan, J.E. (Ed.) (1996). Proceedings of the 1996 Administrative Sciences Association of Canada conference, Organizational Behavior Division, 17(5).

Finegan, J.E. & Seligman, C. (1995). In defense of the Velten Mood Induction Procedure. *Canadian Journal of Behavioural Science*, 27(4), 405-419.

Finegan, J.E. & Allen, N.J. (1994). Computerized and written questionnaires: Are they equivalent? *Computers in Human Behavior*, 10(4), 483-496.

Finegan, J.E. (1994). The impact of personal values on judgments of ethical behaviour in the workplace. *Journal of Business Ethics*, 13(9), 747-755.

Finegan, J.E. & Seligman, C. (1993). Mood and the Formation of Attitudes. *Canadian Journal of Behavioural Science*, 25(3), 421-445.

Finegan, J.E., Agocs, C. & Suttie, P. (1992). The introduction of Human Resource Information Systems: Problems and consequences. *Journal of Management Systems*, *4*(2), 29-40.

Seligman, C., and Finegan, J.E. (1990). A two-factor model of energy and water conservation. In J. Edwards, L. Heath, S. Tindale, and E. Posavac, (Eds.), *Social influence processes and prevention*, (pp. 279-299). New York: Plenum Press.

Seligman, C., Finegan, J.E., Hazlewood, J.D., and Wilkinson, M. (1985). Manipulating attributions for profit: A field test of the effects of attributions on behavior. *Social Cognition*, *3*, 313-321.

Seligman, C., Hall, D. and Finegan, J.E. (1983). Predicting home energy consumption: An application of the Fishbein-Ajzen model. In R.P. Bagozzi and A.M. Tybout (Eds.), *Advances in Consumer Research*, *Vol. 10*, (pp. 647-651). Ann Arbor: Association for Consumer Research.

### REVIEWED PAPERS IN PUBLISHED CONFERENCE PROCEEDINGS

Laschinger, H.K.L. Finegan, J.E. & Wilke, P. (2009). Testing a multi-level model of staff nurse organizational commitment. Best Paper Proceedings of the 2009 Academy of Management Conference (Chicago).

Laschinger, H.K.L. & Finegan, J.E. (2004). Empowerment, interactional justice, trust and respect: A nursing recruitment and retention strategy. Best Paper Proceedings of the 2004 Academy of Management Conference (New Orleans).

Finegan, J.E. & Laschinger, H. (2001). The effects of structural and psychological empowerment on job strain and affective commitment. In N Cole (Ed.) *Proceedings of the* 

- 2001 Administrative Sciences Association of Canada conference, Organizational Behavior Division, 22(5), 12-21.
- Finegan, J.E. (2000). A process model of person-organization value fit. In B. Wright (Ed.) Proceedings of the 2000 Administrative Sciences Association of Canada conference, Organizational Behavior Division, 21(5)
- Finegan, J. E., Laschinger, H., Kutzscher, L. & Nish, M. (1998). The effect of perceived and desired empowerment on job satisfaction. In B. Kelsey (Ed.) *Proceedings of the 1998 Administrative Sciences Association of Canada conference, Organizational Behavior Division*, 19(5), 43-52.
- Finegan, J.E. & Reimer, J. (1997). The role of optimism in the prediction of employee attitudes from person and organizational values. In. R. Karambayya (Ed.) *Proceedings of the 1997 Administrative Sciences Association of Canada conference, Organizational Behaviour Division,* 18(5), 39-48.
- Finegan, J.E. (1996). The consequences of roles on work behaviour: An empirical test of Kanter's model. In K. Morouney (Ed.), *Proceedings of the 1996 Administrative Sciences Association of Canada conference, Women in Management Division, 17(11)* 12-20.
- Finegan, J.E. (1995). The impact of person and organizational values on organizational commitment. In I. Gellatly (Ed), *Proceedings of the 1995 Administrative Sciences Association of Canada conference, Organizational Behaviour Division, 16(5)*, 58-66.
- Finegan, J.E. & Theriault, C. (1994). Personal values, corporate values and the perception of the corporation's code of ethics. In M. Withey (Ed.) *Proceedings of 1994 Administrative Sciences Association of Canada conference, Organizational Behaviour Division*, 15(5), 82-91.
- Finegan, J.E. (1992). The relation between personal values and the perception of ethical workplace behaviour. In B. Ashforth (Ed.) *Proceedings of 1992 Administrative Sciences Association of Canada conference, Organizational Behaviour Division*, 13(1), 61-70.
- Finegan, J.E., Agocs, C., & Suttie, P. (1991). Barriers to the Implementation of Human Resource Information Systems. *Proceedings of Canadian Information Processing Society Congress* 1991.

### PUBLISHED ABSTRACTS

Laschinger, H. & Finegan, J. (2008). Personal and dispositional predictors of nurse manager burnout: A time-lagged analysis. International Journal of Psychology 43 (3-4) 462.

- Laschinger, H., Wong, C. & Finegan, J. (2008). Work empowerment, engagement and burnout, International Journal of Psychology 43 (3-4) 212.
- Finegan, J.E. & Gill, H. (2006). Reactions to injustice and self-esteem. *Canadian Psychology* 74:2a, p.7. Poster presented at the annual meeting of Canadian Psychological Association, Calgary, Alberta.
- Gill, H & Finegan, J.E. (2006). Workplace support as a predictor of constructive and destructive reactions to organizational justice: A vignette study. *Canadian Psychology 74:2a*, p 13. Poster presented at the annual meeting of Canadian Psychological Association, Calgary, Alberta.
- Finegan, J.E., & Fleming, L. (June 2004). Affective commitment in volunteer organizations. *Canadian Psychology*, 45:2(a), 13. Poster presented at the annual conference of the Canadian Psychological Association, St. John's, Newfoundland.
- Finegan, J.E. & Fettes, G. (2003). How Important is Organizational Fit? *Canadian Psychology*, 44:2a, 150. Poster presented at the annual conference of the Canadian Psychological Association, Hamilton, ON
- Finegan, J.E. (2002). Predicting Trust from Person-Organization Value Fit. *Canadian Psychology*, 43:2(a), 34. Poster presented at the annual conference of the Canadian Psychological Association, Vancouver BC.
- Gill, H. & Finegan, J.E. (2002). Injustice: Considering the role of personality and constructive reactions. *Canadian Psychology*, 43:2(a), 19. Paper presented at the annual conference of the Canadian Psychological Association. Vancouver BC.
- Gill, H. & Finegan, J.E. (2001). The effect of social anxiety on the relation between person-organization value fit and organizational citizenship behaviour. *Canadian Psychology 42:2(a)*, p 28. Poster presented at the annual meeting of the Canadian Psychological Association, Quebec City.
- Gill, H. & Finegan, J.E. (2000). The relation between values and organizational citizenship behaviour. *Canadian Psychology*, 41:2(a), p. 76. Poster presented at the annual meeting of the Canadian Psychological Association, Ottawa, ON
- Finegan, J.E. & Edmonds, J. (1999). Different strokes for different folks: Organizational citizenship behaviour in Type A's. In D. Miller (Ed.) *Proceedings of the 1999 Administrative Sciences Association of Canada conference, Organizational Behavior Division*, 20(5), p 122. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, Saint John, New Brunswick.

- Finegan, J.E., Gill, H., & Beauchamp, L. (1999). Organizational attitudes as a function of distributive, procedural and interactional justice. *Canadian Psychology*, 40(2a), 114. Poster presented at the annual meeting of the Canadian Psychological Association, Halifax, Nova Scotia.
- Gottlieb, R. & Finegan, J. E. (1998). The effect of work values on the attractiveness of job offers. In B. Kelsey (Ed.) *Proceedings of the 1998 Administrative Sciences Association of Canada conference, Organizational Behavior Division. 19(5)*, 125. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, Saskatoon, Saskatchewan.
- Gottlieb, R. & Finegan, J.E. (1997). Overarching dimensions of organizational values. *Canadian Psychology*, 38(2a), 20. Poster presented at the annual meeting of the Canadian Psychological Association, Toronto.
- Finegan, J.E. & Chau, V. (1996). The impact of mood and personality on persuasion. *International Journal of Psychology, 31 (3 & 4),* 60. Poster presented at the International Congress of Psychology, Montreal, Quebec.
- Finegan, J.E. (1995). The impact of patrimonial relationships on behaviour: The case of the Research Assistant. *Canadian Psychology*, 36(2a), 163. Poster presented at the 1995 meeting of the Canadian Psychological Association, Charlottetown, P.E.I.
- Finegan, J.E. (1995). A cross section of graduate student research in I/O psychology. *Canadian Psychology*, 36(2a), 78.
- Finegan, J.E. & Butchey, C. (1993). Influence of attractiveness on the effectiveness of eyewitness testimony. *Canadian Psychology*, *34*(2*a*), 441. Poster presented at the annual meeting of the Canadian Psychological Association, Montreal, Quebec.
- Finegan, J.E. & Sellery, J. (1992). Exploring the predictive value of Rokeach's value survey. *Canadian Psychology*, *33*(2*a*), 454. Paper presented at the annual meeting of the Canadian Psychological Association in Quebec, Quebec.
- Finegan, J.E. & Johnston, S. (1991). Destabilizing the value hierarchy: Different values for different situations. *Canadian Psychology*, *32(2a)*, 400. Paper presented at the annual meeting of the Canadian Psychological Association in Calgary, Alberta.
- Finegan, J.E. and Mackenzie, A. (1990). Whom do babies look like? *Canadian Psychology*, 31(2a), 300. Paper presented at the annual meeting of the Canadian Psychological Association in Ottawa, Ontario.

Finegan, J.E. and Allen, N.J. (1989). A comparison of computerized versus traditionally administered questionnaires. *Canadian Psychology*, 30(2a), 330. Paper presented at the annual meeting of the Canadian Psychological Association in Halifax, Nova Scotia. Finegan, J.E. and Seligman, C. (1988). Does mood influence the way we report our religious beliefs? *Canadian Psychology*, 29(2a), Abstract #249. Paper presented at the annual meeting of the Canadian Psychological Association in Montreal, Quebec.

Finegan, J.E. and Seligman, C. (1985). The effects of mood on the formation of attitudes. *Canadian Psychology*, 26(2a), Abstract #147. Paper presented at the annual meeting of the Canadian Psychological Association in Halifax, Nova Scotia.

### **PRESENTATIONS**

Carver, S & Finegan, J.E. (July 2022). European Academy of Occupational Health Psychology, Bordeaux, France

Carver, S. J., Reich, T. C., Dhensa-Kahlon, R. K., & Finegan, J. E. (2022, April). Is She Rude or Just Assertive: How Gender Impacts Third-Party Reactions to Incivility. Paper presented at the Society for Industrial Organizational Psychology, Seattle, Washington.

Brown, J., & Finegan, J.E. (Jan, 2022). More than just shying away from conflict: The relationship between social anxiety and workplace incivility, European Association of Work and Organizational Psychology, Glasgow, Scotland (accepted but conference cancelled due to COVID)

Carver, S. J., Reich, T. C., Dhensa-Kahlon, R. K., & Finegan, J. E. (2021, April). Rudeness is in the eye of the beholder: Third-party reactions to witnessed incivility. Poster to be presented at the Society for Industrial Organizational Psychology in New Orleans, LA.

Carver, S. J., & Finegan, J. E. (2020, July). Witnessing incivility: What predicts observer perspective-taking? Poster presented at the meeting for Canadian Psychological Association in Montreal, QC.

Finegan, J.E. (2020, April) Panel Discussion Applying I/O to Academic Administration: Female Faculty Experiences. Jennifer Kisamore (Chair), Participants: Joan Finegan, Barbara Fritzsche, Debra Majors, Kecia Thomas, & Jane Williams, Panel Discussion presented at the Society of Industrial Organizational Psychology Virtual conference

Carver, S. J., & Finegan, J. E. (2019, April). Reactions to Incivility at Work: Gender of the Instigator, Target, and Observer. Poster to be presented at the meeting for the Society for Industrial Organizational Psychology in Washington, D.C.

Cragg, C & Finegan, J.E. (2018, July) Empowering Employees to Reduce Perceptions of Incivility, 29<sup>th</sup> International Congress of Applied Psychology, Montreal, QC.

Tarraf, R. C., & Finegan, J. E. (2016, April). *A panacea after all? The moderating role of mindfulness on incivility outcomes*. Poster presented at the 31<sup>st</sup> Annual Meeting of Society for Industrial and Organizational Psychology, Anaheim, CA.

Finegan, JE, Meyer, JP, Day A and Allen, NJ (Ottawa, June 2015) Symposium: 40 years of CSIOP at CPA: Past Achievements and Future Challenges 1995-2005: Evidence of Old and New Challenges

Tarraf, R.C. & Finegan, J.E. (June, 2014). Are Some People More Sensitive to Workplace Incivility than Others? Poster presented to the Canadian Psychological Association, Vancouver, BC

Tarraf, Rima and Finegan, J.E. (June 2013). Workplace Incivility: Dimensionality Effects. Poster present at the annual conference of the Canadian Psychological Society, Montreal Quebec.

Tarraf, Rima and Finegan, J.E. (June 2013). "Taking a Closer Look at the Source Effects of Workplace Incivility". Paper presented at the annual conference of the Administrative Sciences Association of Canada, Calgary, Alberta

Finegan, J.E (May 14 2013) Teaching Support Spring Perspectives. High Impact Practices.

Hamilton, Leah, Esses, Victoria & Finegan, J.E. (April 2013). *Perceived Underemployment Mediates the Relation Between Skill Utilization and Attitudes*. Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Houston, Texas.

Finegan, J.E. (August 24, 2012) Teaching Support Fall Perspectives

Tarrif, R., Hamilton, L. & Finegan, J. (June 2012). *Emotional Labour: Measurement and Validation*, poster presented at the annual conference of the Canadian Psychological Assocation, Halifax, NS.

Hamilton, L., Esses, V., & Finegan, J. (April 2012) Attributions moderate the effects of perceived underemployment among immigrants. Poster presented at SIOP in San Diego, CA.

Tarrif, R., Hastings, S., Hamilton, L & Finegan, J.E. (June 2011) *The Mediating Effect of Work-Family Conflict on the Relation between Emotional Labour and Job Outcomes.* Poster presented at the annual meeting of CPA Toronto ON

- Laschinger, H. K. S., Finegan, J., & Wilk, P. (May 2011) *Predictors of new graduate nurses workplace wellbeing: Testing the job demands-job resources model.* Paper to be presented at the 15th conference of the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.
- Lashinger, H.K.L., Grau, A., Finegan, J.E. & Wilk, P. (August 2010). *Bad Behavior: Prevalence, Causes and Consequences*. Symposium presented at the annual meeting of the Academy of Management, Montreal Quebec.
- Laschinger, H. K. S., Finegan, J., & Wilk, P. (July 2010). *Individual and contextual predictors of nurses' job satisfaction: Testing a multilevel model.* Paper presented at 27th International Congress of Applied Psychology, Melbourne, Australia.
- Fife, J.& Finegan, (June 2010). *Is the Experience of Work-Family Conflict Moderated by Organization Commitment?* Poster presented at the annual meeting of the Canadian Psychology Association, Winnipeg, MB.
- Hastings, S.E., Hamilton, L.K., Fife, J.A., & Finegan, J.E. (June 2010). *The role of personality in the performance of emotional labour*. Poster presented at the annual meeting of the Canadian Psychological Association, Winnipeg, MB.
- Hastings, S.E., Hamilton, L.K., Fife, J.A., & Finegan, J.E. (April 2010). *Are the Negative Effects of Emotional Labor Exacerbated Among Machiavellians?* Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Sheppard, L. & Finegan, J.E. (April 2010). *Job Promotions, Rater Gender, and the Attractiveness Bias*. Poster presented at the annual conference of the Society of Industrial Organizational Psychology, Atlanta
- Laschinger, H. K. S., Finegan, J., & Wilk, P. (November 2009). *Individual and contextual predictors of staff nurses' organizational commitment: Testing a multilevel model.* Paper presented at the Work, Stress, and Health 2009: Global Concerns and Approaches Conference, San Juan, Puerto Rico.
- Laschinger, H. K. S., Finegan, J., & Wilk, P. (August 2009). *Testing a multi-level model of staff nurse organizational commitment*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL. (HCM Best Paper Award Nominee)
- Purdy, N., Laschinger, H., Finegan, J., Kerr, M., & Olivera, F. (August 2009). *Impact of nursing work environments on teamwork and patient outcomes*. Paper presented at the Academy of Management Annual Meeting, Chicago, IL.

- Hastings, S., Hamilton, L., Sheppard, L, Fife, J., & Finegan, J.E. (June 2009). *Emotional Labor: Does deep acting matter*. Poster presented at the annual conference of the Canadian Psychological Association (Montreal, Quebec).
- Hamilton, L., Hastings, S. Sheppard, L & Finegan, J.E. (April 2009). *Emotional Labor: Scale Development and Validation*. Poster presented at the annual conference of the Society for Industrial Organizational Psychology, New Orleans.
- Laschinger, H.K.S., & Finegan, J.E. (July 2008) Personal and dispositional predictors of nurse manager burnout: A time-lagged analysis. Poster presented at the XXIX International Congress of Psychology ICP (Berlin).
- Laschinger, H.K.S., Finegan, J.E. and Wilk, P. (June 2008) Individual and Contextual Predictors of Nurses Job Satisfaction: The Mediating Role of Burnout". Paper presented at the Eleventh International Conference on Social Stress Research, Santa Fe, New Mexico.
- Hamilton, L., Sheppard, L., Hastings, S & Finegan, J.E. (June 2008) Emotional labour: Scale development and validation. Poster presented at the annual convention of the Canadian Psychological Association, Halifax, NS.
- Gill. H., Finegan, J.E., Knoll, D. & Risavy, S. (June 2008). Effect of perceptions of politics and performance on perceived organizational support. Poster presented at the annual convention of the Canadian Psychological Association, Halifax, NS.
- Hastings, S.E & Finegan, J.E. (June 2007). The role of ethical ideology in reactions to injustice. Poster presented at the annual meeting of Canadian Psychological Association, Ottawa, ON.
- Finegan, J.E. & Laschinger, H.K.S (May 2005). The impact of empowerment on work engagement and physical and mental health. Paper presented at the Annual Meeting of the Administrative Sciences Association of Canada, Toronto, ON.
- Gill, H., & Finegan, J. E. (May, 2005). *Reactions to injustice: A measure development study*. Paper presented at the Annual Meeting of the Administrative Sciences Association of Canada, Toronto, ON
- Laschinger, H.K.L. & Finegan, J.E. (2004). Empowerment, interactional justice, trust and respect: A nursing recruitment and retention strategy. Presented at the annual meeting of the Academy of Management, New Orleans, LA.
- Laschinger, H.K.S., Finegan, J. E., Shamian, J., & Wilk, P. (August 2003). "Workplace Empowerment As A Predictor Of Nurse Burnout In Restructured Health Care Settings,". Paper presented at the annual conference of the Academy of Management, Seattle, Washington.

- Finegan, J.E. & Seligman, C. (October 2003). "The Effect of Value-Fit on Liking for Occupational Groups." Paper presented to the annual meeting of the Society of Experimental Social Psychology, Boston, MA.
- Laschinger, H.K.S., Finegan, J.E., Shamian, J. & Wilk. (August 2002). "A Longitudinal Analysis of the Impact of Workplace Empowerment on Staff Nurses' Work Satisfaction". Paper presented at the annual conference of the Academy of Management, Denver, Colorado.
- Finegan, J.E. (May 2002). Discussant for the session "Organizational Commitment and Emotional Intelligence" at the annual conference of the Administrative Sciences Association of Canada, Winnipeg, Manitoba.
- Finegan, J.E. & Gill, H. Justice and Performance. (May 2002). Paper presented at the annual conference of the Administrative Sciences Association of Canada, Winnipeg, Manitoba.
- Finegan, J.E. & Laschinger, H.K.S. (May 2001). The effects of structural and psychological empowerment on job strain and affective commitment. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, London, ON.
- Laschinger, H.K.S., Finegan, J.E., Shamian, J., & Wilk, P. (May 2001). Structural and Psychological Empowerment in Restructured Health Care Settings: Effects on Job Strain and Nurses' Work Satisfaction Eastern Academy of Management, New York.
- Finegan, J.E. & Laschinger, H.K.S. (June 2001). Do males and females respond differently to empowerment. Poster presented at the annual meeting of the American Psychological Society, Toronto, ON.
- Finegan, J.E. (2000). A process model of person-organization value fit. Paper presented at the annual meeting of the Administrative Sciences Association of Canada conference, Organizational Behavior Division, Montreal, Quebec.
- Laschinger, H.K.S., Finegan J.E. & Shamian, J. (1999). The impact of workplace empowerment, organizational trust, and job strain on staff nurses' organizational commitment, satisfaction and performance. Paper presented at the annual meeting of the Midwest Nursing Research Society Annual Meeting, Indianapolis.
- Laschinger, H.K.S., Finegan, J.E. & Shamian, J. (1999). Impact of workplace empowerment on staff nurses' organizational trust, job tension and organizational commitment and work satisfaction: Testing Kanter's theory of organizational empowerment. Paper presented at the International Nursing Research Conference, Edmonton, Alberta.
- Finegan, J.E. & Murtha, S. (1998). Self-Discrepancy Theory and Androgyny. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Lexington, KY.

- Finegan, J.E. (1998). Discussant in the session "Stress in Organizational Life". Presented at the annual meeting of the Administrative Sciences Association of Canada, Saskatoon, Saskatchewan.
- Finegan, J. E., Laschinger, H., Kutzscher, L. & Nish, M. (1998). The effect of perceived and desired empowerment on job satisfaction. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, Saskatoon, Saskatchewan.
- Seligman, C. & Finegan, J.E. (1997). Values, personality and attitudes toward abortion. Poster presented at the annual meeting of the Society for Experimental Social Psychology, Toronto, ON.
- Finegan, J.E. & Reimer, J. (1997). The role of optimism in the prediction of employee attitude from person and organizational values. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, St. John's, Newfoundland.
- Finegan, J.E. (1996). The consequences of roles on work behaviour: An empirical test of Kanter's model. Paper presented at the 1996 meeting of the Administrative Sciences Association of Canada, Women in Management Division, Montreal, Quebec.
- Finegan, J.E. (1996). Discussant for the Session "Separate Gendered Realities: In college, at the bargaining table and walking out the door" at the annual meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Finegan, J.E. & Chong, A. (1996). The relationship between organizational values, individual values and job-related attitudes. Poster presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Finegan, J.E. & Chau, V. (1996). The impact of a mood manipulation on self-monitors. Poster presented at the annual meeting of the Society for Experimental Social Psychology, Sturbridge, MA.
- Finegan, J.E. & Forrester, K. (1995). Mood and persuasion: Evidence for systematic processing under positive and negative moods. Poster presented at the annual meeting of the Society for Experimental Social Psychology, Washington, D.C.
- Finegan, J.E. (1995). The impact of person and organizational values on organizational commitment. Paper presented at the annual meeting of the Administrative Sciences Association of Canada (Organizational Behaviour Division).

- Finegan, J.E. (1995). Discussant for the session on "Diversity in the Organizational Setting" presented at the 1995 annual meeting of the Administrative Sciences Association of Canada.
- Finegan, J.E. (1994). The impact of dependent employee-employer relations on behaviour: personality or situation. Presented at the annual meeting of the Society for Experimental Social Psychology, Lake Tahoe, Nevada.
- Finegan, J.E. & Theriault, C. (1994). Personal values, corporate values and the perception of the corporation's code of ethics. Paper presented at the annual meeting of the Administrative Sciences Association of Canada (Organizational Behaviour Division).
- Finegan, J.E. (1994). Moderator for the symposium on Gender Issues presented at the annual meeting of the Canadian Psychological Association, Penticton, B.C.
- Finegan, J.E. & Seligman, C. (1993). In defense of the Velten mood induction procedure. Presented at the annual meeting of the Society for Experimental Social Psychology, Santa Barbara, CA.
- Finegan, J.E. (1993). Discussant for the session on Gender Issues at the annual meeting of the Administrative Sciences Association of Canada in Lake Louise, Alberta.
- Finegan, J.E., Seligman, C. & Hylton, S. (1993). The effects of mood manipulations on personal values. Presented at the annual meeting of the American Psychological Association, Toronto, Ontario.
- Finegan, J.E., and Seligman, C. (1992). The role of demand characteristics in mood induction procedures. Presented at the annual meeting of the Society for Experimental Social Psychology, San Antonio, Texas.
- Finegan, J.E. (1992). The relation between personal values and the perception of ethical workplace behaviour. Paper presented at the annual meeting Administrative Sciences Association of Canada (Organizational Behaviour Division).
- Finegan, J.E. (1991). The impact of human resource information systems on the Human Resource Department. Invited paper presented at the annual meeting of the Canadian Association of Human Resource Systems Professional in Toronto, Ontario.
- Finegan, J.E., Agocs, C. & Suttie, P. (1991). Barriers to the Implementation of Human Resource Information Systems. Paper presented at the annual meeting of the Canadian Information Systems Professionals in Victoria, B.C.

Finegan, J.E., Seligman, C., Hazlewood, J.D. and Wilkinson, M. (1984). A Field Test of the Effects of Attributions on Behaviour. Paper presented at the annual meeting of the American Psychological Association in Toronto, Ontario.

Finegan, J.E., and Olson, J.M. (1981). Testing the Expectancy-Attribution Model of the Effects of Placebos. Paper presented at the annual meeting of the Canadian Psychological Association in Toronto, Ontario.

#### OTHER SCHOLARLY ACTIVITIES

Participant in "Difficult Conversations". BrainScan Communication in Neuroscience Day June 10, 2022

External Reviewer for the Bachelor of Management at Dalhousie University 2016.

Member of the judging panel for Focus 2040, a competition for students run by McMaster University's DeGroote School of Business which challenges students to examine the world of work in the year 2040, March 2015.

Participant in Conversation Session "Solutions to increasing access to real-world data for I/O Research: A conversation with Past CSIOP Chairs", and the annual meeting of the Canadian Psychological Association, Montreal, Quebec June 2013.

Treasurer for the Canadian Society for Industrial and Organizational Psychology (1999-2003, 2007-2013).

Secretary-Treasurer for the Canadian Society for Industrial and Organizational Psychology (1999-2003, 2004-2006).

Webmaster for the Canadian Society of Industrial and Organizational Psychology. (1998 - 2015).

Organized Doctoral Consortium with Chris Higgins for Administrative Sciences Association of Canada, London, ON 2001.

Past Chair for the Canadian Society for Industrial and Organizational Psychology (1997-1998).

Program Chair for the 1997 Administrative Sciences Association of Canada (Organizational Behaviour Division) conference.

Chair of the Canadian Society for Industrial and Organizational Psychology (1996-1997).

Academic reviewer for the 1996 Administrative Sciences Association of Canada (Organizational Behaviour Division) conference. Responsible for organizing the reviewing process and adjudicating submissions to the organizational behaviour section.

Chair-elect for the Canadian Society of Industrial and Organizational Psychology (1995-1996).

Program Chair for the Canadian Society of Industrial and Organizational Psychology (1993-1995). Responsible for organizing the program for CSIOP at the annual conference of the Canadian Psychological Association and adjudicating submissions to the section.

Chair of the committee to select the winner of the RHR-Kendall award (best student paper in Industrial and Organizational Psychology) at the 1993 and 1994 conventions of the Canadian Psychological Association.

Section Editor: Journal of Business Ethics (Organizational Behaviour) August 2020 –

present)

Editorial Board: Journal of Business Ethics (effective January 04 end March 2015))

Teaching Business Ethics (until December 2003)

Ad hoc reviewer: Academy of Management Review

Applied Nursing Review Applied Psychology

Asia Pacific Management Review British Journal of Management Business Ethics: A European Review

Canadian Psychology

Canadian Journal of Administrative Sciences Canadian Journal of Behavioural Sciences Computers in Human Behaviour Report

European Journal of Work and Organizational Psychology

European Management Journal

European Review of Applied Psychology

Health care Management Review

**Human Relations** 

Journal of Applied Social Psychology

Journal of Business Ethics Journal of Business Research Journal of Managerial Psychology Journal of Nursing Management

Journal of Occupational and Organizational Psychology

International Journal of Stress Management

Organizational Studies Personality and Individual Differences Personality and Social Psychology Bulletin Western Journal of Nursing research

Ad hoc consultant: Prentice-Hall publishers (reviewed a management textbook)

Reviewer for Academy of Management, Administrative Sciences Association of Canada, Canadian Society for Industrial and Organizational Psychology and the Society for Industrial and Organizational Psychology conferences

Reviewer for SSHRC strategic grants & standard grants

Ontario Graduate Scholarship Selection Panel (2002-2005)

### **HONOURS**

Received "Distinguished Service Award" from the Canadian Society for Industrial and Organizational Psychology" in recognition for years of service on the Board (June 2013)

CSIOP Distinguished Service Award was renamed to the "Joan Finegan Award for Service to CSIOP" (June 2014)

Elected Fellow of the Canadian Psychological Association (June 2005)

Award for Excellence in Undergraduate Teaching (to acknowledge the nomination for the Bank of Nova Scotia, UWO Alumni Association and the University 's Students' Council Teaching Award) April 2005.

Awarded Best Paper from the National Nursing Administration Research Conference in Chapel Hill in November 2002 for the paper entitled "Workplace empowerment as a predictor of nurse burnout in restructure healthcare settings" with Laschinger, H,K., Finegan, J.E., Shamian, J., & Wilks.

Awarded best paper at the Academy of Management, Health Care Management Division, August 2002 with H.K. Laschinger, J. Shamian & P. Wilke.

Awarded honourable mention for paper presented at the Administrative Sciences Association of Canada, Organizational Behaviour Division, May 2001 with H. Laschinger.

Awarded best "theory to practice" paper at Academy of Management, Health Care Management Division, August 2000 with H.K. Laschinger, & J. Shamian.

Recognized by the Panhellenic Council as making a "significant impact on the lives of the women .. at the University of Western Ontario" 1992, 1994, and 1995

University Students' Council Teaching Honour Roll 1995-1996.

### ADMINISTRATIVE RESPONSIBILITIES

## University

Director of Convocation	2022-2024
Honourary Degree Committee	2022-2024
University Senate	2020-2021
IPEC (Indigenous Postsecondary Education Council)	2020-2021
Indigenous Cluster Hire	2020-2021
SUEPP (Subcommittee on Enrolment Planning and Policy)	2020-2021
Faculty Council (Chair)	2020-2021
SUPR-U (Subcommittee on Program Review – Undergraduate)	2009-2019
Recruitment Steering Committee	2008-2020
Experiential Learning Task Force	2018-2019
Medical Notes Subcommittee of SUPR-U	2018-2019
Student Mental Health & Wellness Committee	2016-2019
Subcommittee on Teaching Awards	2014-2017
Subcommittee on Undergraduate Program Review	2007-2020
Evaluator of the HBA program	2009
Evaluator of the Dentistry program	2010
Evaluator of Classical Studies	2011
Evaluator of Arts and Humanities Program	2012
Evaluator of the French Program	2012
Evaluator of Mechanical Engineering	2013
Evaluator of Mechatronics	2014
Evaluator of HBA	2016
Evaluator of MIT Program	2017
Evaluator of Kings Collaborative Program with Fanshawe	2017
Evaluator of MIT	2017
Evaluator of Software Engineering	2018
Evaluator of Music	2019
United Way Campaign Co-Chair for Western	June 2010-June 2012
Educational Partnerships Advisory Council	2008-2011
Timetabling Advisory committee	2005-2011
Subcommittee on Computing & Networking Service	1996-1998
Senator (6 month replacement)	Jan 2010 – Jun 2010
Schator (o month replacement)	Jan 2010 - Jun 2010

# Faculty

Acting Associate Dean	4 months 2022
Acting Dean	2020-2021
Promotion & Tenure for 13 Committees (Chair)	2020-2021
Chair Selection Committee for History	2020-2021
Chair CRC Search Committee	2020-2021
Associate Dean, Undergraduate affairs	2008-2019
Education Policy Committee (Chair)	2008-2019
Executive Committee	2005-2007
Faculty Scholarship Committee	2003-2019
Anthropology Promotion & Tenure Committee	2001-2003
BACS & History Promotion & Tenure Committee	2000-2002
Nominating Committee	2000-2003
Search Committee for Chair in Anthropology	1995-1996
Executive Committee	1993-1995
Educational Policy Committee	1989-1990, 1991-1992,
•	1994-1996, 2004-2007
Division Head of the United Way	
for Faculties of Arts and Social Sciences	1994-present
Search Committee for Chair in Sociology	1991-1992

# Department

Executive Director, Commercial Aviation Management	2008-2021
Flight Standards Committee	2007-2019
Acting Director Management and Organizational Studies	2007-2008
Associate Chair Department of Psychology	2002- 2008
Executive Coordinating Committee	2002- 2008
New Appointments Committee	2003-2007
Nominating Committee	2003-2005
BACS Curriculum Committee	2001-2002
Workload and Resource Planning	2001-2003
Graduate Selection Committee	2000-2002
Undergraduate Affairs	1997-1998
United Way Representative	1992-1997
Appointments, Promotion & Tenure	1994-1995
Library Representative	1994-1995
Social Science Students' Council Essay Award Committee	1991-1992
Curriculum, Promotion & Tenure	1988-1990, 1991-1992
Ethics Committee	1990-1991

Organizer	Fall Preview Day SSc	2008-2019
	March Break Open House SSC	2008-2019
Participant	Ontario Universities Fair	2008-2019
	Faculty Rep at Summer Academic Orientation	2010-2019
	Fall Preview Day	2003-2007
	Social Sciences March Break Open House	2004-2008

## **TEACHING**

## **COURSE EVALUATIONS**

\*Note: Course evaluations after 1996 are rated on a seven-point scale. Prior to 1996, course evaluations are rated on a five-point scale. In all cases, higher scores suggest more positive evaluations.

Course Title	Year	Enrolmen t	Average* Q 1 -14	Overall* Effectiveness
Psychology 4690G  Job attitudes	2009-10	8	6.5	6.9
	2006-07	137	6.1	6.4
MOS 2180/ACS 180: Organizational Behaviour				
	2005-06	174	6.0	6.3
	2004-05	201	5.7	6.0
	2003-04	225	5.6	5.9
	2002-03	189	5.7	6.0
	2001-02	222	5.5	5.8
	2000-01	240	5.3	5.5
	1999-00	143	5.5	5.8
	1999-00	141	5.7	6.0
	1997-98	108	5.7	6.0
	1997-98	104	5.8	6.0
	1996-97	85	5.5	5.9
ACS 285F/G				
Statistics/Research Methods	1996-97	26	5.9	6.4

# Psychology 266a/b

Intro to Industrial/Org Psy	2002-03	48	6.2	6.4
maro to madstrian Org 1 sy	2001-02	38	6.2	6.4
	2000-01	40	5.9	6.2
	1999-00	34	5.9	6.1
	1777 00	51	3.9	0.1
Psychology 365F/G				
Special Topics	2001-02	19	6.3	6.5
1 1	2000-01	19	6.3	6.7
Psychology 465F/G				
Special Topics	2003-04	15	6.6	6.8
Special Topics	2003-04	13	0.0	0.8
			Q 1- 9	Overall
				<b>Effectiveness</b>
CAIS 180				
Organizational Behaviour	1995-96	110	4.2	3.9
	1994-95	107	4.4	4.3
	1993-94	82	4.1	3.9
	1990-91	48	4.6	4.5
	1989-90	51	4.0	4.2
	1988-89	55	4.3	4.2
	1988-89	13	4.4	4.2
	1987-88	55	4.1	3.9
	1987-88	55	4.1	4.0
CAIS 285F/G				
Statistics/Research Methods	1995-96	29	4.4	4.3
	1994-95	29	4.5	4.6
	1993-94	26	4.3	4.2
	1992-93	24	4.5	4.5
	1991-92	31	4.2.	4.2
CAIS 380F/G				
Structure & Processes	1995-96	23	4.0	4.0
	1994-95	29	4.1	3.7
	1993-94	26	4.7	4.8
	1992-93	29	4.6	4.5
	1991-92	16	4.1	4.4
	1990-91	15	4.3	4.4
	1989-90	20	4.4	4.1
	1,0,,,0	20		1.1
Psychology 20	100-	<u></u>		
Intro Psychology	1987	25	4.3	4.0
	1986-87	160	4.4	4.3

	1985-86	170	4.5	4.3
	1984-85	225	4.3	4.1
	1984-85	225	4.1	3.8
Psychology 170 Intro to Social Psychology	1985-86	49	4.3	4.2

### STUDENT SUPERVISION

### **Chief Advisor:**

Masters Rachel Gottlieb (1997), Harjinder Gill (1999), Jeff McNally (2001), Julie Vecchi

(2005), Robyn Valentine (2005), Stephanie Hastings (2007) Leah Sheppard (2009) Jessica Fife (2010), Rima Tarraf (2012) Kateryna Synyak (2013), Chloe

Cragg, Sarah Carver (2019), Jocelyn Brown (2020)

Ph.D. Harjinder Gill (2005), Leah Hamilton (2011), Stephanie Hastings (2011), Rima

Tarrif (2017) Sarah Carver (Present)

## **Advisory Committees:**

PhD - 6 (Psychology)

- 6 (Nursing)

Masters -10 (Psychology)

- 2 (Nursing)

### **Examining Committees served on:**

Ph.D. - 11 (Business Administration)

- 2 (Geography)- 6 (Psychology)

Masters - 4 (Psychology)

- 4 (Sociology) - 9 (Nursing)

- 1 (Occupational Therapy)

- 2 (Geography)- 1 Health Sciences

**External Examiner** 

- -1 McMaster (deGroote School of Business)
- -2 University of Guelph (Department of Psychology)
- -1 University of Western Australia

### **Honours Theses**

Chief Supervisor - 31 (Psychology)

## MEMBERSHIP IN SCIENTIFIC ASSOCIATIONS

Academy of Management Administrative Sciences Association of Canada Canadian Psychological Association Society for Industrial and Organizational Psychology

## **COMMUNITY PARTICIPATION**

Board of Trustees, Western Ontario Therapeutic Community Hostel (June 2004 – Dec 2008).