

TABLE OF CONTENTS

VOLUME 1

<i>Preface</i>	v
<i>Table of Contents</i>	C-1
<i>Contents Checklist</i>	CL-1
<i>Table of Cases</i>	TC-1

PART 1 — INTRODUCTION

Chapter 1 Introduction	1-1
1:10 Introduction	1-1
1:20 Historical Antecedents of the Employment Relationship	1-2

PART 2 — CONSTITUTIONAL JURISDICTION

Chapter 2 Constitutional Jurisdiction	2-1
2:10 Antecedents and General Framework	2-1
2:20 Multi-Undertaking Employers	2-6
2:30 Concurrence	2-7
2:40 Federal Spending	2-8
2:50 Non-use of Constitutional Authority	2-9
2:60 Corporate Identity	2-9
2:70 Workers' Compensation and Occupational Health Schemes	2-9
2:80 Human Rights	2-10
2:90 Integral	2-10
2:100 Transportation	2-14
2:110 Telecommunications	2-16
2:120 Aeronautics	2-18
2:130 Aboriginal Peoples	2-19
2:140 Banking	2-21
2:150 Emergencies	2-22
2:160 Declaration	2-22
2:170 Federal Territory	2-23

CANADIAN EMPLOYMENT LAW

2:180 Federal Public Sector and Crown Corporations 2-23
2:190 Charter Remedy 2-23

PART 3 — PRIMARY COMPONENTS OF THE RELATIONSHIP

Chapter 3 Employer and Employee Status 3-1
3:10 The Existence of the Relationship 3-1
3:10.1 The “Master and Servant” Relationship 3-1
3:10.2 Control 3-6
3:10.3 Fourfold Test 3-8
3:10.4 Entrepreneur Test 3-9
3:10.5 Organization Test 3-11
3:10.6 Assignment of Employment Contracts 3-13
3:20 Employee and Employer Status 3-13
3:20.1 Employee vs. “Intermediate”/Dependent Contractor Status 3-13
3:20.2 Employees vs. Partners 3-16
3:20.3 Employees vs. Directors 3-17
3:20.4 Employees vs. Officers 3-18
3:20.5 Employees vs. Shareholders 3-18
3:20.6 Employees vs. Agents 3-18.1
3:20.7 Employees and Family Members 3-18.2
3:20.8 Employees and Personal Service Corporations 3-19
3:20.9 Commission Sales Representatives 3-19
3:20.9A Employees and Invoicing Payor 3-21
3:20.10 Employees and Prisoners 3-21
3:20.11 Employees and Clergy 3-21
3:20.12 Employees and Canadian Forces Members 3-22
3:20.13 Franchiser and Franchisee 3-23
3:20.14 Bands and Band Councils 3-23
3:20.15 Multiple Employers 3-23

Chapter 4 Status of the Employer 4-1
4:10 The Corporate Group and the Corporate Veil 4-1
4:15 Piercing the Corporate Veil and Individual Liability 4-6
4:20 Receivership 4-6
4:25 Amalgamation 4-7
4:30 Government Employers 4-7
4:40 Municipal Employers 4-12
4:50 Employers and Office Holders 4-14
4:55 RCMP Members 4-14
4:60 Employees and Legislative Assemblies 4-16
4:70 The Charter and Government Employees 4-17
4:80 Sovereign State Immunity 4-17
4:90 International Organizations Created by Treaty 4-18

TABLE OF CONTENTS

Chapter 5	Basic Elements of the Employment Relationship	5-1
5:10	Express Terms and Conduct of the Parties	5-1
5:20	Implied Terms	5-2
5:30	Terms Implied by Law	5-5
5:40	Statutory Terms	5-8
5:50	Effect of a Collective Agreement	5-8.1
5:53	No Meaningful Remedy under Collective Agreement	5-15
5:57	Torts and Collective Agreements	5-16
5:58	Defamatory Statements to Parties Outside the Workplace Relationship	5-16
5:59	Disability Benefits and Collective Agreements	5-17
5:60	Public Service Statutory Grievance Procedures	5-17
5:70	Unfair Labour Practice and Labour Relations Board	5-18
5:80	Unfair Representation and Tort Claims Against Unions	5-18
5:90	Between Certification and Collective Agreement	5-19
Chapter 6	Employment Contracts	6-1
6:10	Structure and Uniqueness of the Employment Contract	6-1
6:20	Offer and Acceptance	6-4
6:30	Certainty of Terms	6-5
6:40	Bargains vs. Non-Contractual Expectations and Statements	6-7
6:50	Interpretation of Employment Contracts	6-9
6:55	Good Faith and Reasonableness Controls on Employer Contractual Discretion	6-10
6:60	Fixed Term Contracts and Task Employment	6-13
6:65	Seasonal Employees	6-17
6:70	Frustration of the Employment Contract	6-17
6:70.1	Introduction and Principles	6-17
6:70.2	Illness and Disability	6-18
6:70.2A	Death of Employee	6-20.3
6:70.3	Loss of Professional and Other Qualifications	6-20.4
6:70.4	Prison	6-21
6:70.5	Strikes and Labour Unrest	6-21
6:70.6	Poor Economic Conditions	6-22
6:70.7	Fire	6-22
6:80	Parol Evidence Rule	6-22
6:90	Consideration	6-24
6:100	Variation	6-24.3
6:110	Collateral Warranty	6-24.5
6:120	Illegal Employment Contract	6-24.5
6:130	Displacement of Reasonable Notice — General Considerations	6-24.7
6:135	Reasonable Notice and Contractual Termination Notice in Accordance of Legislation	6-27
6:136	Mitigation and Contractual Termination Payment	6-27
6:140	Unconscionability	6-28
6:140.1	The Traditional Approach	6-28

CANADIAN EMPLOYMENT LAW

6:140.2	Commercial Morality and Inequality of Bargaining	
	Power	6-29
6:140.3	Fairness and Reasonableness.	6-33
6:150	Undue Influence and Duress	6-35
6:160	Employer Policy Manuals and Guidelines	6-37
6:170	Removal of Substratum.	6-38.1
6:180	Strict Construction	6-40
6:190	Ambiguity and Contra Proferentem	6-44
6:200	Mistake	6-46
6:210	Non Est Factum	6-47
6:220	Penalty Clauses	6-47
6:221	Golden Parachutes	6-49
6:225	Oppression Remedy	6-50
6:230	Statute of Frauds	6-50
6:240	Fraud and Fraudulent Misrepresentation	6-51
6:250	Enforceability of Releases.	6-52
6:260	Indian Bands and Councils	6-52
Chapter 7	Restraint of Trade Doctrine in the Employment Context	7-1
7:10	Introduction to Restrictive Covenants.	7-1
7:10.1	Determining of Restraints: Functionalist vs. Formalistic	
	Approach	7-4
7:10.2	Employment Restraints vs. Restraints from Sale of Business	7-6
7:10.3	Partnerships, Shareholders and Restraints of Trade	7-6.1
7:10.4	Independent and Dependent Contractors Who Provide	
	Personal Services	7-6.1
7:10.5	Assignments of Employee Covenants	7-6.2
7:20	Legitimate and Proprietary Interest	7-6.2
7:20.1	Introduction.	7-6.2
7:20.2	Protection of Trade Secrets.	7-8
7:20.3	Protection of Trade Connections	7-12
7:20.4	Lack of Proprietary Interest in Employee's Professional Skill	
	and Experience	7-15
7:30	Reasonableness Between the Parties	7-15
7:30.1	Introduction.	7-15
7:30.1A	Timing of Determination of Reasonableness	7-18
7:30.1B	Employee Acknowledgment and Agreement that Restraint	
	is Reasonable	7-18
7:30.2	Reasonableness of Spatial Restraint.	7-18
7:30.3	Reasonableness of Temporal Restraint.	7-23
7:30.4	Reasonableness of Subject Matter of Restraint.	7-25
7:30.4A	Reasonableness of Subject Matter of Non-Conventional	
	Restraint	7-33
7:30.5	Ambiguity, Certainty and Vagueness of Restraint.	7-33
7:30.6	Reasonableness with Reference to the Public Interest	7-34
7:30.7	Onus.	7-37
7:40	Agreements Between Employers	7-37

TABLE OF CONTENTS

7:50 Quantum of Consideration, Fairness and Equality of Bargaining Power 7-37

7:55 No Consideration 7-39

7:60 Employer’s Breach of the Employment Contract. 7-39

7:65 Employee’s Repudiation of Contract of Employment 7-41

7:70 Restraints During the Employment Relationship 7-41

7:80 Severance 7-42

7:85 Rectification of Restraint 7-45

7:90 Invalid Restrictive Covenants 7-46

7:100 Damages for Breach of Restrictive Covenant 7-46

**PART 4 — IMPLIED RIGHTS AND OBLIGATIONS
IN THE EMPLOYMENT RELATIONSHIP**

Chapter 8 The Right to Terminate the Employment Relationship 8-1

8:10 Resignation 8-1

8:11 Deemed Resignation through Litigation 8-5

8:13 Employee’s Revocation of Resignation 8-6

8:15 Wrongful Resignation. 8-6

8:17 Length of Reasonable Notice for Resignation 8-8

8:18 Table of Length of Reasonable Notice for Resignation 8-8

8:20 Abandonment. 8-9

8:30 Dismissal and the Employer’s Right to Dismiss 8-10

8:35 Dismissal after Employee Gives Notice 8-13

8:40 Termination for “Repudiation” vs. Dismissal for Misconduct. 8-13

Chapter 9 Reasonable Notice of Dismissal 9-1

9:10 Theory of Notice 9-1

9:20 Commencement of Reasonable Notice 9-5

9:25 Commencement of Notice and Maternity Leave 9-8

9:30 Reasonable Notice – General Considerations 9-8

9:31 Maximum Reasonable Notice 9-11

9:31A Reasonable Notice Beyond 24 Months. 9-13

9:31B Reasonable Notice and Grid Theory 9-13

9:32 Pay Period and Notice 9-14

9:33 Employee’s Belief as to Reasonable Notice 9-14

9:35 Notice and the Obtainment of New Employment 9-14

9:36 Providing Notice vs. Payment in Lieu of Notice. 9-15

9:40 Variables Affecting Length of Notice Period 9-15

 9:40.1 Length of Service 9-15

 9:40.1A Short Service. 9-16

 9:40.2 Age 9-17

 9:40.3 Break in Service 9-19

 9:40.4 Lack of Employment Opportunities. 9-21

 9:40.4A Length of Unemployment. 9-23

 9:40.4B Economic Downturn 9-23

CANADIAN EMPLOYMENT LAW

9:40.4C	Employee’s Family Situation and Inability to Relocate	9-23
9:40.5	The Specialist	9-24
9:40.6	Inducement	9-24
9:40.7	Character of Employment.	9-26.1
9:40.7A	Managerial Employee and Employee’s Position in Management Structure	9-31
9:40.8	Lapse of Fixed Term Contract	9-31
9:40.9	Direct and Indirect Reports.	9-32
9:40.10	Single Employer	9-32
9:40.11	Improper Cause Allegations	9-33
9:40.11A	Dismissal Due to Third Party Allegations of Non-Work- Related Misconduct	9-34
9:40.12	Manner of Dismissal	9-34
9:40.12A	Comments to Third Parties Adversely Affecting Job Search . . .	9-35
9:40.13	Failure to Provide Letter of Reference and References	9-36
9:40.14	Diminution of Future Prospects of Employment.	9-36
9:40.14A	Loss of Apprenticeship.	9-36
9:40.15	Improper Interference with Mitigation	9-36
9:40.16	Effect of Disability	9-36.1
9:40.17	Part-Time Employment	9-36.1
9:40.18	Successor Employer.	9-36.1
9:40.18A	Common Employer	9-36.3
9:40.19	Health of Employee.	9-36.3
9:40.20	Near Cause	9-36.4
9:40.21	“Ball Park Justice”.	9-37
9:40.22	Industry in Recession.	9-39
9:40.23	Custom and Industry Practice	9-41
9:40.23A	Promise of Extraordinary Security.	9-42
9:40.23AA	Contractual Language Suggesting Long Term Employment. . . .	9-43
9:40.23AB	Employer’s Failure to Warn	9-43
9:40.23AC	Employer’s Delay in Announcing Lack of Work	9-43
9:40.23B	Limited Formal Education and Skills	9-43
9:40.23C	Failed Employer	9-43
9:40.23D	Employer Restraints of Trade	9-44
9:40.23E	Retirement Age	9-44
9:40.23F	Proximity to Major Benefit.	9-44
9:40.23G	Pregnancy and Maternity Leave	9-44
9:40.23H	Relocation.	9-44.1
9:40.23I	Importance to Employer’s Operations	9-44.1
9:40.23J	Size of the Employer.	9-44.1
9:40.23K	Employer Hiring to Use Employee’s Contacts	9-44.2
9:40.23L	Lack of Fluency in English	9-44.2
9:40.23M	Length of Service in Same Field.	9-44.2
9:40.23N	Investment Advisors and Books of Business	9-44.2
9:40.23O	Salespersons with Built-Up Client Bases	9-44.2
9:40.23P	Immigration Status Tied to Employment	9-44.2
9:40.23Q	Non-Profit and Meritorious Nature of the Employer	9-44.3

TABLE OF CONTENTS

9:40.23R	Employer Compliance With Implied Duty of Good Faith and Fair Dealing	9-44.3
9:40.23S	New Employment with Purchaser of Operation	9-44.3
9:40.24	Other Variables	9-44.3
9:40.25	Intermediate/Dependent Contractor Status	9-45
9:50	Table of Reasonable Notice	9-45
9:50.1	Executive	9-66.2
9:50.2	Managerial	9-53
9:50.3	Professionals	9-78.1
9:50.3A	Financial Sector and Investment	9-78.7
9:50.4	Skilled	9-78.8
9:50.4A	Supervisory	9-88.1
9:50.4B	Education Sector	9-97
9:50.4C	Executive Assistants and Office Positions beyond Clerical	9-97
9:50.5	Sales and Marketing	9-97
9:50.6	Non-Skilled/Clerical.	9-102.2
9:50.7	Effect of Inducement and Security Representations.	9-111
9:50.7A	Effect of Employer Restraint of Trade.	9-114
9:50.8	Effect of Breach of the Good Faith and Fair Dealing Obligation	9-114
9:55	Wallace Damages After Keays — Moral, Aggravated and “Bad Faith” Damages	9-117
9:60	Notice for Intermediate Category.	9-117
9:70	Notice for Short Service Employees	9-119
9:80	Notice for Older Employees	9-122
9:90	Notice Greater than 24 Months	9-128
Chapter 10	Constructive Dismissal.	10-1
10:00	Introduction	10-1
10:10	“Modern” Framework and Basic Principles	10-5
10:10.1	First Branch Analysis.	9-114
10:10.2	Second Branch Analysis.	9-114
10:10	General Principles Prior to Potter v. New Brunswick (Legal Aid Services Commission)	10-5
10:13	Constructive Dismissal vs. Actual Dismissal.	10-5
10:14	Anticipatory Breach of Contract and Constructive Dismissal	10-5
10:14A	Constructive Dismissal without Breach of Specific Contractual Term.	10-5
10:15	Fundamental Breach Through Cumulative Effect	10-6
10:18	Common Employer and Constructive Dismissal	10-6
10:19	Employee’s Election to End Contract of Employment.	10-6
10:19A	Employee’s Lack of Knowledge of Employer’s Intention and Conduct.	10-6
10:19B	Employer’s Subjective Intent and Motives	10-6
10:19C	Events Ex Post Facto Constructive Dismissal	10-6
10:20	Commencement of Notice.	10-6
10:30	Demotion.	10-7

CANADIAN EMPLOYMENT LAW

10:30A	Change in Reporting	10-10.1
10:30B	Loss of Opportunity for Advancement and Impact on Future Employment with Employer	10-10.2
10:30C	Demotion and Other Changes Accompanied by Discipline.	10-11
10:31	Cause for Dismissal and Demotion	10-11
10:32	Promised Promotion	10-11
10:33	Promotion	10-11
10:40	Change in Responsibilities	10-11
10:45	Reduction in Managerial Responsibilities	10-14.1
10:50	Change in Working Hours	10-14.1
10:51	Decrease in Working Hours	10-15
10:52	Increase in Working Hours	10-15
10:55	Change in Working Conditions	10-15
10:60	Geographic Transfers	10-15
10:70	Change in Employer's Identity and Sale of Business.	10-17
10:80	Reduction in Hours of Work	10-18
10:85	Increase and Other Changes in Hours of Work	10-18
10:90	Inappropriate and Abusive Behaviour of Employer	10-18
10:90A	Breach of Human Rights Legislation in the Workplace	10-21
10:91	Breach of Employee's Privacy.	10-21
10:92	Destruction of Trust	10-22
10:93	Abusive and Inappropriate Behaviour by Co-workers	10-22
10:95	Negative Performance Reviews and Unwarranted Warnings.	10-23
10:98	Marginalization and Reduction of Effectiveness	10-23
10:99	Removal of Support and Infrastructure.	10-23
10:100	Demand for Resignation	10-24
10:110	Lay-offs.	10-24
10:111	Forced Leaves of Absence	10-25
10:115	Suspensions	10-26
10:116	Administrative (Non-Disciplinary) Suspensions — General Principles	10-26
10:117	Administrative (Non-Disciplinary) Suspensions — Specific Examples	10-26
10:120	Placing Employee on Probationary Status.	10-28
10:125	Discipline Short of Dismissal	10-28
10:130	Change in Remuneration.	10-28
10:135	Additional Work with No Compensation	10-31
10:140	Condonation — Timing of the Acceptance of the Repudiation.	10-31
10:150	Onus	10-32
Chapter 11	Cause for Summary Dismissal	11-1
11:10	Introduction	11-1
11:13	Evolving Societal Attitudes.	11-6
11:15	Contextual Approach	11-6
11:17	Senior Employees, Employees in Trust Positions and Just Cause	11-7
11:18	Contextual Approach and Necessity of Actual Harm to Employer	11-9
11:20	Onus of Proof	11-9

TABLE OF CONTENTS

11:30	Standard of Proof	11-9
11:40	Duty to Warn.	11-10
11:50	Common Law Duty to Give Reasons.	11-12
11:60	Common Law Position of Obligation to Give Hearing	11-13
11:65	Common Law Duty to Investigate	11-15
11:70	Cumulative Cause	11-15
11:80	Condonation	11-16.1
11:90	Insubordination	11-18
11:95	“Anticipatory” Insubordination	11-18.4
11:100	Conflict of Interest	11-18.5
11:105	Kickbacks and Bribes.	11-22
11:110	Incompetence.	11-22
11:120	Conduct Incompatible with Faithful Discharge of Duty	11-24
11:130	Habitual Neglect of Duty	11-26
11:140	Insolence	11-26
11:145	Employee’s Expression of Dissatisfaction.	11-28
11:150	Revelation of Character	11-28
11:150.1	Loss of Confidence	11-31
11:150A	Case Building and Removal of Information	11-31
11:160	Outside Activities.	11-31
11:160A	Prison and Incarceration	11-33
11:160B	Unsubstantiated Allegations Made by Third Party.	11-33
11:160C	Pending Criminal Charges.	11-34
11:170	Absenteeism, Lateness and Unauthorized Absence	11-34
11:180	The Disruptive Personality	11-37
11:190	Breach of the Employer’s Policy	11-38
11:193	Unauthorized Trading	11-41
11:195	Internet and E-mail Misuse	11-41
11:196	Off-duty Social Media and Internet Postings.	11-43
11:200	Intoxication	11-43
11:205	Drugs in the Workplace	11-44
11:210	Dishonesty.	11-44
11:213	Lying to Employer During Investigation	11-45
11:215	Dishonest Statements at Time of Hiring	11-46
11:220	Theft and Fraud	11-46
11:222	Breach of the Employer’s Confidence	11-49
11:223	Inaccurate Expense Reports and Over Claiming Expenses	11-49
11:225	Criminal Acquittal	11-49
11:230	Sexual Harassment	11-50
11:240	Assaults.	11-51
11:245	Dangerous Activities and Violence	11-52
11:250	Communication Through Legal Counsel.	11-52
11:260	Commencement of Action.	11-54
11:270	Applying for Other Employment	11-53
11:280	Not Following Reporting Structure	11-54
11:283	Unmerited Complaints About Supervisor	11-54
11:285	Failure to Disclose	11-55

CANADIAN EMPLOYMENT LAW

11:290	Duty to Report Misconduct	11-55
11:300	Age	11-55
11:305	Previous Discipline of Other Employees for Similar Misconduct	11-56
11:310	Marriage, Cohabitation and Social Relationships	11-56
11:315	Romantic and Sexual Relationships and the Workplace	11-56
11:320	Probationary Employees	11-56.1
11:330	Conduct After Constructive Dismissal	11-57
11:335	Conduct After the Giving of Notice	11-58
11:337	Conduct After Dismissal	11-58
11:340	Alteration of Grounds	11-58
11:345	After Acquired Cause	11-59
11:350	Mitigating Factors	11-60
11:350.1	Long Service	11-60
11:350.1(1)	Performance in new position in relation to total service	11-60
11:350.2	Employer Contribution to Circumstances	11-61
11:350.3	Provocation and Other Mistreatment by the Employer	11-61
11:350.4	Stressful and Difficult Workplace Environment	11-61
11:350.5	Lack of Intent to Harm Employer and Lack of Malicious Intent	11-61
11:350.6	Admitting Fault and Rehabilitated Attitude	11-61
11:360	Nature of Position and the Employer	11-61
11:370	Common Law Cause for Financial Services Employee	11-62
11:380	Accepting Employment with New Employer	11-63
11:390	Planning to Compete with Employer	11-63
11:400	Employer Failing to Follow its Own Discipline and Dismissal Policy	11-63
Chapter 12	Mitigation	12-1
12:10	Nature of Obligation to Mitigate	12-1
12:11	No Obligation to Undertake Fruitless Job Search	12-5
12:12	Failure to Notice Job Advertisements	12-6
12:13	Delay Due to Personal Impact of Dismissal	12-6
12:15	Mitigation and Fixed Term Contracts	12-7
12:20	Contractual Exception to Mitigation Duty	12-7
12:30	Constructive Dismissal and Remaining with the Employer	12-8.1
12:31	Requirement of Employer Offer of Continued Mitigation Employment	12-14
12:35	Wrongful Dismissal and Remaining with the Employer	12-14
12:40	Starting a Business	12-16
12:45	Obligation of Employee to Accept Different Kind of Work	12-18
12:50	Change in Careers	12-19
12:60	Obligation to Move and Commute	12-19
12:60A	Pension Payments During Notice Period	12-20.1
12:70	Subsequent Dismissal for Cause	12-22
12:80	Employer's Misconduct	12-22

TABLE OF CONTENTS

12:85 Employer’s False Cause Allegations 12-22

12:87 Employee Criminal Conviction and Effect on Mitigation Efforts . 12-22.1

12:90 Effect of Failure to Mitigate 12-22.1

12:100 Onus of Proof 12-24

12:110 Mitigation after Early Trial 12-24

12:120 Higher Paying New Employment. 12-25

12:130 Stock Options 12-25

12:140 Disability During Notice Period. 12-25

12:145 Disability Payments During Notice Period 12-25

12:150 No Finding by Trial Judge of Mitigation 12-26

12:160 Constructive Dismissal Through Sale of Business 12-26

12:165 Mitigation of Wallace Extended Notice Period 12-26

12:170 Maternity Leave and Mitigation. 12-26

12:180 Delay Due to Post-employment Recovery 12-27

12:190 Older Employees 12-27

12:200 Language Difficulties 12-27

12:210 Duty to Seek Medical Assistance. 12-27

12:220 Post-termination Training Courses 12-27

12:230 Income Made During Employment Standards Notice Period 12-28

12:240 Failure to Use Employer-Provided Employment Consultants 12-28

12:250 Obligation to Hire Employment Consultant 12-28

12:260 Employer’s Use of Expert Witness 12-28

Chapter 13 Fiduciary Obligations 13-1

13:10 Introduction 13-1

13:20 What is a Fiduciary? 13-2

13:30 Fiduciary Obligations Arising out of the Employment Relationship 13-4

13:30.1 When Does an Employee Become a Fiduciary? 13-4

13:30.2 Narrow Approach to Fiduciary Status 13-11

13:30.2A Professionals and Fiduciary Status/Duties 13-11

13:30.3 Canaero Widely Applied 13-12

13:30.3(1) “Key management” and “senior management” 13-13

13:30.3(2) “Key employees” and “senior employees” 13-13

13:30.3(3) Vulnerability through customer contact 13-14

13:30.3(3A) Vulnerability through trust of employer’s assets and operations 13-16

13:30.3(4) Fiduciary obligations through “agency” 13-17

13:30.3(5) Fiduciary status via corporate group. 13-17

13:30.3(6) Conclusion. 13-18

13:30.4 “Pre-employment” Fiduciary Obligations 13-19

13:30.5 Employer as Fiduciary 13-20

13:40 Consequences of Being a Fiduciary 13-21

13:40.1 During the Employment Relationship 13-21

13:40.1A Breach of Fiduciary Duty and Cause for Dismissal. 13-24

13:40.1B Making Plans to Compete During Employment 13-25

CANADIAN EMPLOYMENT LAW

13:40.1C	Fiduciaries and Wrongful Resignation	13-25
13:40.2	Post-employment Fiduciary Obligations	13-26
13:40.2A	Professional Employees	13-31
13:40.2B	Proper Contact vs. Improper Solicitation	13-32
13:40.3	Effect of Termination of Employment on Fiduciary Duties	13-33
13:40.4	Length of Post-employment Fiduciary Obligations	13-36
13:40.5	Liability of Third Parties	13-38
13:40.6	Remedies for Breach of Fiduciary Duty	13-39
Chapter 14	Implied Duty of Care, Skill and Competency	14-1
14:10	Implied Duty of Care, Skill and Competency	14-1
Chapter 15	Duty of Good Faith and Fidelity	15-1
15:10	Duty During the Employment Relationship	15-1
15:15	After Notice but Before Departure	15-5
15:17	After Departure of Employee During Employee's Notice Period	15-5
15:20	Post-employment Duty	15-5
15:20.1	Introduction	15-5
15:20.2	What is a "Trade Secret"?	15-6
15:20.3	Scope of Post-Employment Duty	15-7
15:20.3A	New Employer and "Inevitable Disclosure"	15-11
15:20.3B	Liability of New Employer for New Hire's Breach	15-12
15:20.4	Faccenda Chicken Ltd. v. Fowler	15-12
Chapter 16	Copyright	16-1
16:10	Copyright	16-1
Chapter 17	Inventions	17-1
17:10	Inventions	17-1
Chapter 18	Equitable Breach of Confidence	18-1
18:10	Introduction	18-1
18:20	Constituent Elements of Cause of Action	18-3
18:30	When Information is Confidential	18-4
18:40	Confidential Information vs. Know-How and Other Unprotectible Information	18-7
18:50	Springboard Principle	18-10
18:60	Inevitable Disclosure	18-11
18:70	Post-employment Obligations Modified by Employer and Industry Practice	18-11
18:80	Remedy for Breach of Confidence	18-11
Chapter 19	Duty to Provide Work	19-1
19:10	Duty to Provide Work	19-1
Chapter 19A	Invasion of Privacy	19A-1
19A:10	Invasion of Privacy	19A-1

TABLE OF CONTENTS

Chapter 19B	Employer Duty to Evaluate Fairly and Honestly	19B-1
19B:10	Employer Duty to Evaluate Fairly and Honestly	19B-1
19B:20	Employer Duty to Use Compensation Discretion Fairly and Reasonably	19B-1

PART 5 — TORT OBLIGATIONS IN THE EMPLOYMENT RELATIONSHIP

Chapter 20	Tort Obligations in the Employment Relationship	20-1
20:10	Vicarious Liability of Employers	20-1
20:10.1	Introduction	20-1
20:10.2	Rationale for Vicarious Liability	20-2
20:10.3	Course of Employment	20-6
20:10.3(1)	Introduction	20-6
20:10.3(2)	Examples of torts within the course of employment	20-9
20:10.3(3)	Examples of torts outside the scope of employment	20-9
20:10.3(4)	Intentional torts	20-11
20:10.3(4A)	Intentional acts unauthorized by the employer	20-12
20:10.3(4A)(a)	Assaults	20-13
20:10.3(4A)(aa)	Sexual assaults	20-14
20:10.3(4A)(b)	Fraud and dishonesty	20-15
20:10.3(4A)(c)	Arson	20-17
20:10.3(4A)(d)	Defamation	20-17
20:10.3(4A)(e)	Negligent and intentional infliction of mental suffering	20-17
20:10.3(5)	Prohibited conduct	20-18
20:10.3(6)	Frolic and detour	20-19
20:10.3(7)	Non-Profit organizations	20-20.2
20:10.4	Medical Personnel	20-20.2
20:10.4(1)	Introduction	20-20.2
20:10.4(2)	The Canadian approach	20-21
20:10.4(2)(a)	Doctors	20-21
20:10.4(2)(b)	Nurses and other employees	20-24
20:10.4(2)(c)	Locums	20-26
20:10.5	Servant with Two Masters — The Borrowed Employee	20-27
20:10.5A	Servant with Two Masters — Partnerships and Other Multi-Employer Situations	20-30
20:10.5B	Admissions of Former Employee	20-30
20:10.6	Employer's Indemnification	20-30
20:10.7	Superior Employees	20-31
20:10.8	Common Employment	20-31
20:10.9	Punitive Damages and Vicarious Liability	20-32
20:10.10	Agents and Independent Contractors	20-33
20:20	Employee Negligence and Third Parties	20-33
20:20.1	Employee Duty of Care	20-33
20:20.2	Employees as Third Party Beneficiaries to Exclusion Clauses	20-39

CANADIAN EMPLOYMENT LAW

20:20.2(1)	Introduction	20-39
20:20.2(2)	Application in the employment context	20-40
20:20.2(3)	Protection through relaxation of privity of contract	20-41
20:20.3	Modification of Tort Responsibilities through Contract	20-43
20:23	Employee Negligence and the Employer	20-44
20:25	Tort Liability of Employees, Officers and Directors	20-44
20:30	Negligent Misrepresentation	20-45
20:30.1	Introduction.	20-45
20:30.2	Duty of Care in Canada	20-46
20:30.3	Standard of Care	20-47
20:30.4	Untrue, Inaccurate and Misleading Representations	20-48
20:30.5	Detrimental Reliance and Damages	20-49
20:30.5A	Policy Reasons for Not Imposing Attributing Liability	20-50
20:30.6	Reasonable Reliance	20-50
20:30.7	Contributory Negligence.	20-51
20:30.8	Valid Disclaimer	20-52
20:30.9	Negligent Referencing	20-52
20:40	Defamation	20-53
20:45	Negligent Investigation	20-56
20:50	Employer’s Action for Loss of Services	20-56
20:60	Intimidation	20-58
20:70	Inducement of Breach of Contract and Interference with Economic Relations	20-59
20:70.1	Introduction.	20-59
20:70.1(1)	Negligent inducement of breach of contract	20-60
20:70.1(2)	Unlawful interference with economic relations	20-60.1
20:70.2	The Employee’s Action	20-60.1
20:70.3	The Employer’s Action	20-61
20:70.4	Damages for Inducement of Breach of Contract.	20-62
20:70.5	Damages for Interference with Economic Relations	20-63
20:75	Conspiracy.	20-64
20:80	Infliction of Mental Suffering	20-64
20:85	Negligent Infliction of Emotional Distress, Mental Suffering and Nervous Shock.	20-67
20:87	Damages for Intentional and Negligent Infliction of Mental Suffering and Shock	20-68
20:90	Employer’s Duty Concerning Employee Safety.	20-69
20:100	Employer’s Obligation in Hiring Employees.	20-71
20:100A	Employer’s Duty Concerning Retention, Directing and Disciplining of Employees.	20-72
20:100B	Harassment	20-72
20:100C	Sexual Harassment	20-73
20:110	Developing Causes of Action	20-73
20:110.1	Bad Faith Discharge	20-73
20:110.1(1)	Introduction	20-73
20:110.1(2)	Deficiencies in the common law of wrongful dismissal	20-75

TABLE OF CONTENTS

20:110.1(3)	Building a Canadian model	20-76
20:110.1(3)(a)	Judicial controls on express contractual discretion.	20-78
20:110.1(3)(b)	Common law procedural fairness	20-79
20:110.1(3)(c)	Canada Labour Code as evidence of modern social policy.	20-80
20:110.1(3)(d)	Labour relations.	20-81
20:110.1(4)	Bad faith as tort in Canada	20-81
20:110.1(4)(a)	Policies and goals of tort law	20-82
20:110.1(4)(b)	Application of policies and goals of tort law to bad faith	20-82
20:110.1(5)	Bad faith discharge as a contractual action.	20-85
20:110.1(6)	Conclusion.	20-87
20:110.2	Developing Employer's Duty of Care	20-89
20:110.3	Retaliatory Discharge.	20-91
20:110.4	Invasion of Privacy	20-92
20:120	Interplay between Tort and Contract	20-92

VOLUME 2

PART 6 — CANADA LABOUR CODE AND NON-ORGANIZED EMPLOYEES

Chapter 21	Canada Labour Code and Non-Organized Employees	21-1
21:10	Introduction	21-1
21:20	Interpretation of the Canada Labour Code	21-3
21:30	Qualifying Conditions.	21-5
21:30.1	Is the Complainant an Employee?.	21-5
21:30.2	Is the Respondent an Employer?.	21-7
21:30.3	No Other Redress	21-7
21:30.4	Requirement of a Dismissal	21-9
21:30.5	Constructive Dismissals	21-10
21:30.6	Resignations	21-12
21:30.7	Non-Renewal of Fixed Term Contract.	21-14
21:30.8	Economic Lay-offs	21-15
21:30.9	Manager	21-25
21:30.9A	Examples of Employer Failing under Managerial Exemption.	21-28.6
21:30.9B	Examples of Employer Succeeding under Managerial Exemption.	21-28.6
21:30.10	Existence of a Collective Agreement.	21-28.6
21:30.11	Obligation to Work 12 Consecutive Months.	21-29
21:30.12	Limitation Period under the Code	21-31
21:30.13	Execution of Release and Satisfaction and Accord	21-32
21:30.14	Contractual Limitations and Exclusion Clauses	21-34

CANADIAN EMPLOYMENT LAW

21:30.14A	Statutory Notice, Statutory Severance Pay and “Avoidance” of Unjust Dismissals.	21-34
21:30.14B	Common Law Reasonable Notice and Attempting to Avoid Unjust Dismissal	21-38
21:30.15	Deceased Employees	21-39
21:30.16	Constitutional Jurisdiction	21-39
21:40	Investigations Under the Code.	21-39
21:41	Jurisdiction of the Inspector	21-40
21:50	Appointment of Adjudicator	21-40
21:60	Jurisdiction of the Adjudicator.	21-40
21:60.1	Mediation	21-40.2
21:60.2	Withdrawal of Complaint	21-40.2
21:60.3	Jurisdictional Objection Based on Bias or Apprehension of Bias	21-40.2
21:70	Discovery Under the Code	21-40.3
21:70.1	Production of Documents	21-40.3
21:70.2	Production of Particulars	21-40.4
21:80	Procedure and Evidence	21-40.4
21:80.1	Who May be Present	21-40.4
21:80.2	Transcripts	21-40.4
21:80.3	Order of Proceedings	21-40.5
21:80.4	Preliminary Objection	21-40.5
21:80.5	Evidence — General Considerations	21-41
21:80.5A	New Evidence	21-42
21:80.6	Onus of Proof	21-42
21:80.7	Burden of Proof.	21-44
21:80.8	Alteration of Grounds	21-44
21:80.9	Natural Justice.	21-46.1
21:80.10	Location of Hearing.	21-46.2
21:80.11	Adjournments	21-46.2
21:80.12	Hearing by Video Conference.	21-46.2
21:90	Just Dismissal	21-46.2
21:90.1	Employer’s Right to Dismiss Under the Code	21-46.2
21:90.2	Types of Discharge: Culpable v. Non-culpable.	21-47
21:90.3	Progressive Discipline Requirement.	21-49
21:90.4	Culminating Incident	21-52
21:90.5	Condonation	21-54
21:90.6	Employer’s Obligation of Procedural Fairness	21-56
21:90.6A	Employer’s Own Internal Disciplinary Procedures	21-56
21:90.6B	Employer Provocative Behaviour and Just Cause	21-57
21:90.7	Incompetence	21-57
21:90.8	Physical Altercation.	21-59
21:90.9	Off-duty Behaviour	21-60
21:90.10	Good Faith and Fidelity	21-61
21:90.11	Competition against Employer	21-62
21:90.12	Marriage or Cohabitation	21-62
21:90.12A	Sexual Relations with Subordinates.	21-62

TABLE OF CONTENTS

21:90.13	Insolence.	21-62
21:90.14	Unsuitable Personality	21-63
21:90.15	Theft and Dishonesty	21-64
21:90.16	Bank Employees	21-65
21:90.16A	Airline Employees	21-68
21:90.17	Conflict of Interest.	21-68
21:90.18	Absenteeism and Lateness	21-69
21:90.18A	Prison and Incarceration.	21-71
21:90.18B	Frustration of the Employment Contract	21-71
21:90.19	Breach of Company Policy.	21-71
21:90.20	Inadvertence and Negligence	21-74
21:90.21	Misleading Application	21-74
21:90.22	Insubordination	21-75
21:90.23	Sexual Harassment.	21-76
21:90.24	Loss of and Inability to Obtain Qualifications	21-76
21:90.25	Sleeping on Job.	21-76
21:90.26	Loss of Confidence	21-77
21:90.27	Surreptitiously Taping Employer.	21-77
21:90.28	Drugs in the Workplace	21-77
21:90.29	Internet and E-mail Use	21-77
21:90.30	Social Media and Internet Postings off Duty	21-77
21:90.31	Breach of the Employer’s Confidence	21-77
21:100	Mitigating Factors on Penalty	21-77
21:100.1	Previous Good Service Record	21-78
21:100.2	Remorse	21-78
21:100.3	Length of Service of Complainant.	21-79
21:100.4	Discrimination.	21-79
21:100.5	Provocation	21-80
21:100.6	Premeditation	21-80
21:100.6A	Non-Repetitive Conduct.	21-81
21:100.7	Hardship	21-81
21:100.8	Circumstances Negating Intent	21-81
21:100.9	Seriousness of the Offence	21-81
21:100.10	Similar Discipline	21-81
21:100.11	Double Penalty	21-82
21:100.12	Events After Discharge	21-83
21:100.13	Little or No Prejudicial Effect to the Employer	21-83
21:100.14	Employer Not Following its Own Policy with Respect to Investigation and Progressive Discipline.	21-83
21:110	Remedies under the Code	21-83
21:110.1	Authority to Make Awards.	21-83
21:110.2	Nature of the Remedy	21-84
21:110.3	Reinstatement	21-86
21:110.3A	Reinstatement and Short Service	21-94
21:110.3B	Reinstatement and Displacement of Incumbent in Complainant’s Position.	21-94
21:110.4	Re-engagement	21-95

CANADIAN EMPLOYMENT LAW

21:110.5	Reinstatement with Demotion	21-95
21:110.5A	Reinstatement with Suspension	21-95
21:110.5B	Reinstatement with Partial or No Back Pay	21-96
21:110.5C	Conditional Reinstatement	21-96
21:110.6	Compensation for Loss of Position and Income	21-96
21:110.7	Modification of Employment Records	21-99
21:110.8	Training	21-99
21:110.9	Substitution of Penalty	21-100
21:110.10	Loss of Fringe Benefits	21-100
21:110.10A	Reissuance of Restricted Shares and Vesting of Shares	21-100
21:110.11	Loss of Vacation Pay	21-100
21:110.12	Mitigation Expenses	21-100
21:110.13	Loss of Pension and CPP Benefits	21-101
21:110.14	Increments During Unemployment	21-101
21:110.15	Inconveniences	21-101
21:110.16	Business Expenses	21-101
21:110.17	Bonuses	21-102
21:110.18	Loss of Home Equity and Mortgage	21-102
21:110.19	Interest	21-102
21:110.20	Mental Distress	21-102
21:110.20A	Loss of Dignity and Harm to Self-Esteem and Reputation	21-103
21:110.21	Punitive Damages	21-103
21:110.21(1)	Tax consequences	21-104
21:110.22	Legal Costs	21-104
21:110.22(1)	Costs to employer	21-106
21:110.22(2)	Costs on judicial review and appeal	21-107
21:110.22(3)	Costs associated with attending hearing	21-107
21:110.23	Non-Monetary Awards	21-107
21:110.24	Letter of Reference	21-108
21:110.24A	Oral Reference	21-108
21:110.24B	Publicizing the Adjudicator's Award	21-109
21:110.25	Professional Assessment and Career Counselling	21-109
21:110.26	Mitigation	21-109
21:120	Effect of Adjudicator's Award	21-110
21:130	Stay of Adjudicator's Award Pending Judicial Review or Appeal	21-110
21:140	Judicial Review of Adjudicator's Decision	21-111

PART 7 — REMEDIES

Chapter 22	Remedies	22-1
22:10	Injunctions	22-1
22:10.1	Introduction	22-1
22:10.2	Threshold test	22-3
22:10.2(1)	Introduction	22-3
22:10.2(2)	Restrictive covenants	22-6

TABLE OF CONTENTS

22:10.2(3)	Fiduciary cases	22-7
22:10.2(4)	Breach of confidence cases	22-8
22:10.3	Irreparable Harm	22-8
22:10.3(1)	Application by employer	22-8
22:10.3(2)	Application by employee.	22-12
22:10.4	Balance of Convenience.	22-13
22:10.4A	Contractual Relations with Third Parties.	22-17
22:10.5	Status Quo	22-17
22:10.5A	Employment Contracts Containing Injunction and Irreparable Harm Agreements	22-18
22:10.6	The Defence of Laches and Delay	22-18
22:10.7	Undertaking for Damages.	22-19
22:10.8	Clean Hands	22-19
22:10.9	Premature Application	22-20
22:10.10	Rule in Doherty v. Allman.	22-21
22:10.11	Target of Injunction.	22-22
22:10.12	Anton Piller Order.	22-22
22:10.12A	Other Injunctions Without Notice	22-23
22:10.13	Mandatory Injunctions	22-24
22:10.14	Charter of Rights and Freedoms	22-24
22:10.15	Length of Injunction	22-24
22:20	Action for Wrongful Dismissal	22-24
22:20.1	Loss of Remuneration	22-25
22:20.1A	Commissions	22-25
22:20.1B	Assessing Future Notice Period Commissions	22-26
22:20.2	Fringe Benefits	22-27
22:20.2A	Calculation of Benefits as Percentage of Salary	22-28
22:20.3	Bonus and Profit-Sharing	22-28
22:20.3A	Calculation of Bonus During Notice Period	22-30
22:20.3B	Stock Options and Restricted (Share) Units	22-32
22:20.4	Salary Increments	22-33
22:20.5	Overtime.	22-34
22:20.5(1)	Earned overtime prior to dismissal.	22-34.1
22:20.6	Company Car and Car Allowance	22-34.1
22:20.7	Vacation Pay.	22-35
22:20.8	Professional Dues	22-36
22:20.9	Employer’s E.I. and C.P.P. Contributions	22-36
22:20.10	Action for Debt	22-36.1
22:20.11	Loss of Opportunity.	22-36.1
22:20.11A	Loss of Book of Business.	22-37
22:20.12	Effect of Disability	22-37
22:20.13	Employer’s Liability for Disability Insurance Payments	22-41
22:20.13A	Inability to Work at Time of Dismissal and During the Notice Period.	22-41
22:20.13B	Effect of Maternity Leave	22-42
22:20.14	Moving Expenses	22-42
22:20.15	Housing Benefits and Real Estate Losses.	22-42

CANADIAN EMPLOYMENT LAW

22:20.15A	Living Allowance	22-43
22:20.15B	Company Computer and Software	22-43
22:20.15C	Professional Development Seminars and Courses	22-43
22:20.15D	Phone Expenses	22-43
22:20.16	Mitigation Expenses	22-43
22:20.17	Employee Discounts	22-44.1
22:20.18	Compromise of Competitive Position	22-44.1
22:20.18A	Post-Employment Grants	22-44.1
22:20.19	Mental Distress and Aggravated Damages	22-44.1
22:20.19(1)	Extended damages, mental distress and aggravated damages	22-44.1
22:20.19(1.1)	Extended damages and duty of good faith	22-48
(I)	Post Wallace aggravated and mental distress damages	22-48
(II)	Creation of duty of good faith	22-49
(III)	Consequence of breach of duty of goodfaith and fair dealing	22-50
(i)	Potential deficiencies with the majority approach in Wallace	22-50
(a)	Fixed term contracts and contracts which limit reasonable notice	22-51
(b)	Mitigation and intangible losses	22-51
(c)	Social strata and quantum of extended damages	22-52
(ii)	Examples of breach of duty of good faith and fair dealing	22-53
(iii)	Examples of good faith argument failing	22-56
(iv)	Quantum of extended damages after Wallace	22-58
(v)	Timing of employer bad faith or unfair conduct	22-59
(vi)	Discrete Wallace extensions	22-59
22:20.19(1.2)	Wallace after Keays	22-60
(I)	Extended economic loss	22-61
(II)	Loss of reputation	22-63
(III)	Mental distress	22-63
(IIIA)	Dignity, Integrity and Humiliation	22-63
(IV)	Medical evidence requirement?	22-63
(VA)	Examples of compensable good faith and fair dealing damages since Keays	22-67
(VB)	Examples of damages not being awarded since Keays	22-68
(VC)	Examples of good faith argument failing since Keays	22-68
(VI)	Quantum of “moral” or aggravated damage for breach of obligation of good faith and fair dealing since Keays	22-68
(VII)	Timing of conduct	22-70
22:20.19(1.3)	Good faith and fair dealing as an implied contractual term	22-70
22:20.19(1.4)	Interaction between aggravated (Wallace/moral damages) and tort of infliction of mental suffering	22-70
22:20.19(1.5)	Post-Wallace aggravated damages	22-70

TABLE OF CONTENTS

22:20.19(1.6) General Damages and Mental Distress in Civil
 Action for Breach of Human Rights Code. 22-70.1
 22:20.19(2) Tort theory. 22-70.2
 22:20.19(3) Tort damages and duplication with bad faith
 contractual damages 22-72
 22:20.20 Loss of Reputation. 22-72
 22:20.21 Loss of Equity on Home 22-75
 22:20.22 Effect of U.I.C. Payments. 22-75
 22:20.23 Workers’ Compensation Board Payments. 22-75
 22:20.24 Letter of Reference 22-75
 22:20.25 Pension Losses 22-76
 22:20.26 Interest 22-77
 22:20.27 Trial Before End of Notice Period and Treatment of
 Awards 22-78
 22:20.28 Summary Judgment 22-80
 22:20.29 Jury Trials. 22-80.2
 22:20.29A Jury Submissions and Instruction 22-80.2a
 22:20.30 Tax Consequences 22-80.2a
 22:20.31 Action by Spouse and Family Members 22-80.3
 22:20.32 Employer Adducing Evidence First 22-80.4
 22:20.33 Employee’s Action for Contractual Retiring Allowance 22-80.4
 22:30 Employer’s Action for Excessive Draws 22-80.4
 22:31 Employee’s Action for Commission. 22-80.4
 22:33 Employee’s Action for “Lieu Time” 22-80.5
 22:35 Employee’s Action for Accumulated Vacation Time. 22-80.5
 22:40 Employer’s Remedy for Breach of Fiduciary Obligations 22-80.5
 22:41 Forfeiture of Earned Remuneration and Bonus from Faithless
 Fiduciary 22-80.8
 22:42 Judgment Against Fiduciary which Survives Bankruptcy 22-80.8
 22:43 Employer’s Remedy for Breach of Duty of Good Faith. 22-80.9
 22:45 Employer’s Damages for Breach of Restrictive Covenant 22-80.9
 22:47 Employer’s Remedy for Breach of Confidence or Misuse of Trade
 Secrets. 22-81
 22:48 Employer’s Remedy for Employee’s Failure to Provide Reasonable
 Notice 22-81
 22:50 Employer’s Action for Damages for Employee Negligence
 and Disobedience 22-81
 22:51 Employee’s Right to Indemnification. 22-83
 22:55 Employee’s Statutory Action Against Directors for Wages 22-84
 22:60 Quantum Meruit and Unjust Enrichment 22-84
 22:65 Pro-rated Bonuses and Profit-Sharing to Termination Date 22-86
 22:70 Reinstatement and Specific Performance 22-87
 22:71 Ordering of Employer to Correct Records 22-89
 22:80 Oppression Remedy 22-89
 22:90 Action for Breach of Charter Right 22-90.2
 22:100 Interaction with Statutory Rights and Remedies 22-91
 22:100.1 Stay of Proceedings and Human Rights Complaints 22-91

CANADIAN EMPLOYMENT LAW

22:100.2	Action Based on Breach of Human Rights Code	22-92
22:100.2A	Human Rights Damages in Ontario Civil Actions.	22-93
22:100.3	Human Rights Complaints and Overlap with Common Law Actions	22-93
22:100.4	Issue Estoppel	22-94
22:100.5	Ontario Employment Standards Severance Payments	22-98
22:100.6	Judicial Enforcement of Employment Standards Rights	22-98
22:110	Punitive Damages.	22-100
22:110.1	Introduction.	22-100
22:110.2	Punitive Damages Against Employers	22-103
22:110.2A	Punitive Damages Since Keays	22-108
22:110.2B	Breach of Good Faith and Fair Dealing and Punitive Damages	22-109
22:110.2BA	Duty of Honest Performance and Punitive Damages.	22-110
22:110.2C	Quantum of Punitive Damages	22-110
22:110.2D	Table of Quantum of Punitive Damages Against Employers	22-111
22:110.2E	Aggravated and Moral Damages Making Punitive Damages Unnecessary.	22-113
22:110.2F	Calculation of Punitive Damages in View of Compensatory Damages and Costs Awarded	22-113
22:110.2G	Punitive Damages and Inadequate Proof of Compensatory Damages	22-114
22:110.3	Punitive Damages Against Employees.	22-114
22:120	Costs.	22-115
22:121	Quantum of Costs for Summary Judgment	22-118.1
22:121.1	Successful Application.	22-118.1
22:121.2	Unsuccessful Application	22-118.1
22:122A	Quantum of Costs for Less Than One Week Trial.	22-118.1
22:122B	Quantum of Costs for Approximately One Week Trial	22-118.2
22:123	Quantum of Costs on Appeal	22-118.2
22:125	Notice to Canada Revenue Agency	22-118.2
22:130	Enforceability of Releases.	22-118.2
22:140	Accord and Satisfaction	22-119
22:150	Set off.	22-121
22:160	Declaratory Relief	22-121
22:170	Choice of Law	22-121
22:180	Jurisdiction and Forum Non Conveniens	22-122
22:190	Class Action	22-124
22:200	Appellate Review in Employment Cases	22-126
22:200.1	Notice Periods.	22-126
22:200.2	Cause for Dismissal.	22-128
22:200.3	Frustration.	22-128
22:200.4	Determination of Fiduciary Status.	22-129
22:200.4A	Remedies for Breach of Confidence and Breach of Fiduciary Duty.	22-129

TABLE OF CONTENTS

22:200.5	Enforceability of Restrictive Covenant	22-129
22:200.6	Breach of Confidentiality Agreement	22-130
22:200.7	Punitive Damages	22-130
22:200.8	Vicarious Liability	22-130
22:200.9	Mitigation	22-131
22:200.10	Unconscionability	22-131
22:200.11	Constructive Dismissal	22-131
22:200.12	Condonation	22-132
22:200.13	Interlocutory Injunctions	22-132
22:200.14	Abandonment/Resignation	22-132
22:200.15	Review of Jury Instructions	22-132
22:210	Judicial Review Under the Canada Labour Code	22-132
22:215	Prematurity of Judicial Review	22-135
22:220	Standard of Judicial Review for Other Employment Law Tribunals	22-135

PART 8 — OCCUPATIONAL HEALTH AND SAFETY

Chapter 23 Introduction to Occupational Health and Safety		23-1
23:10	Purpose and Scope	23-1
23:20	Legislative Framework	23-2
23:30	Constitutional Jurisdiction and Applicability	23-3
Chapter 24 Rights and Duties		24-1
24:10	Definitions	24-1
24:10.1	Employers	24-1
24:10.2	Constructors	24-3
24:10.3	Employees	24-5
24:10.4	Owners	24-6
24:10.5	Supervisors	24-6
24:10.6	Suppliers	24-7
24:10.7	Corporate Directors and Officers	24-7
24:20	Duties, Rights and Obligations	24-8
24:20.1	Employers	24-8
24:20.2	Constructors	24-9
24:20.3	Employees	24-13
24:20.4	Owners	24-14
24:20.5	Supervisors	24-15
24:20.6	Suppliers	24-15
24:20.7	Corporate Directors and Officers	24-16
Chapter 25 Obligations and Liability		25-1
25:10	Common Law	25-1
25:10.1	Implied Obligations	25-1
25:10.2	Pre-statutory Common Law	25-2
25:10.3	Post-statutory Common Law	25-3

CANADIAN EMPLOYMENT LAW

25:20	Breach of Statute as Tort	25-6
25:30	Criminal Negligence	25-7
25:30.1	Bill C-45	25-9
25:30.2	Amended Negligence Provisions	25-10
25:30.3	Criminal Negligence — What must be proved?	25-11
25:30.4	Sentencing Factors	25-11
25:30.5	Sentencing Options	25-12
25:30.6	Order of Probation	25-12
25:30.7	Potential Elements of Pre-charge Due Diligence	25-12
25:40	Directors' Liability	25-14
Chapter 26 Multi-Personnel Liability		26-1
26:10	Supervisor-Employee Liability	26-1
26:20	Conflict of Interest	26-4
26:30	Indemnification	26-5
Chapter 27 Workplace Hazardous Materials Information		
System (WHMIS)		27-1
27:10	Purpose and Scope	27-1
27:20	Legislative Framework	27-1
Chapter 28 Health and Safety Committees		28-1
28:10	Purpose and Scope	28-1
28:20	Powers and Duties of the JOHSC	28-2
Chapter 29 Right to Refuse		29-1
29:10	Overview	29-1
29:20	Common Law	29-1
29:30	Statute	29-3
29:30.1	Danger	29-3
29:30.2	Workplace	29-9
29:30.3	Inherent Work or Normal Condition of Employment	29-10
29:40	Reasonable Cause	29-13
29:50	Exclusions under Right to Refuse Work	29-16
29:60	Reprisal	29-19
29:60.1	Grounds for Reprisal Actions	29-19
29:60.2	Defence against Reprisal Actions	29-22
29:70	Procedure	29-26
29:70.1	Disciplinary Action and Forum	29-26
29:70.2	Refusal	29-28
29:70.3	Rights and Remedies	29-32
29:70.3A	Effect of the 2002 Amendments to Part II of the Code — “Danger” — Revised Definition	29-33
29:70.4	Summary — Work Refusals vs. Reprisals	29-33
29:80	Additional Health and Safety Matters	29-35
29:80.1	Workplace Violence	29-35

TABLE OF CONTENTS

29:80.2	Harassment	29-38
29:80.3	Downsizing/Staffing.	29-43
Chapter 30	Enforcement	30-1
30:10	Power of Safety Officers.	30-1
30:20	Appeals	30-4
30:30	Remedial Powers	30-10
30:40	Investigations.	30-15
30:50	Orders	30-18
30:50.1	Suspension of Orders.	30-19
Chapter 31	Prosecution	31-1
31:10	Overview.	31-1
31:20	Process	31-3
31:30	Defences	31-3
31:30.1	Procedural Defence	31-3
31:30.1(1)	Defect in form or irregularity	31-4
31:30.1(2)	Constitutional jurisdiction or validity	31-7
31:30.1(3)	Trials within a reasonable time	31-15
31:30.1(3)(a)	Onus of proof	31-19
31:30.1(3)(b)	Effect of stay of proceedings	31-20
31:30.1(4)	Abuse of process	31-21
31:30.1(5)	Res judicata.	31-26
31:30.1(5)(a)	Special pleas	31-27
31:30.1(5)(b)	Issue estoppel	31-29
31:30.1(5)(c)	Double jeopardy	31-30
31:30.1(5)(d)	Rules against multiple convictions.	31-31
31:30.1(6)	Time limitations.	31-35
31:30.1(7)	Want of prosecution	31-35
31:30.1(8)	Inconsistent verdicts	31-36
31:30.2	Substantive Defences.	31-37
31:30.2(1)	Absence of mens rea	31-37
31:30.2(2)	Due diligence.	31-39
31:30.2(3)	Officially induced error.	31-42
31:40	Sentencing	31-44
31:40.1	Purpose.	31-44
31:40.2	Fines	31-46
31:40.3	Alternative Measures	31-47
31:40.4	Trends	31-49
31:40.4(1)	Fines	31-49
31:40.4(2)	Imprisonment.	31-104

CANADIAN EMPLOYMENT LAW

Chapter 32 Strategic Approaches to Reduce Liabilities 32-1
32:10 Checklist 32-1

PART 9 — HUMAN RIGHTS

Chapter 33 Human Rights 33-1
33:10 Introduction 33-1
33:10.1 The Legislation 33-1
33:10.2 Purposes of Human Rights Legislation 33-2
33:10.3 Human Rights Distinguished from Criminal Law 33-2
33:10.3A Difference Between Discrimination under the Charter and
Human Rights Legislation. 33-3
33:10.4 Discrimination Defined 33-4
33:10.5 Types of Discrimination. 33-5
33:10.6 Discrimination in Employment 33-6
33:10.7 Prohibited Grounds of Discrimination 33-8
33:10.8 Sexual Harassment. 33-9
33:10.8A Intersectional Approach to Discrimination 33-10
33:10.8B Reprisal 33-10
33:10.9 Procedural Matters. 33-12
33:10.9(1) The Commission 33-12
33:10.9(2) Adjudication: Board of Inquiry or Tribunal 33-13
33:20 Discrimination 33-13
33:20.1 Discrimination Defined 33-13
33:20.2 Types of Discrimination. 33-15
33:20.3 Direct Discrimination. 33-17
33:20.4 Adverse Effect Discrimination 33-18
33:20.5 Significance of the Difference between Direct and Adverse
Effect Discrimination 33-22
33:20.6 Indirect Discrimination. 33-24.2
33:20.7 Systemic Discrimination. 33-25
33:20.8 The Unified Approach to Direct and Adverse
Effect Discrimination 33-27
33:30 The Bona Fide Occupational Requirement or
Qualification (BFORQ) Defence 33-29
33:30.1 BFORQ Defence to Direct Discrimination 33-30
33:30.2 BFORQ Defence to Adverse Effect Discrimination 33-31
33:30.3 BFORQ Defined 33-32
33:30.4 The Subjective Element Before the Unified Approach 33-33
33:30.5 The Evolution of the Objective Element in the BFORQ
Defense 33-34
33:30.5A The First Element of the Unified Approach — The
Rational Connection. 33-36
33:30.5B The Second Element of the Unified Approach — Honest
and Good Faith Belief 33-36

TABLE OF CONTENTS

33:30.5C	The Third Element of the Unified Approach — Undue Hardship	33-37
33:30.6	Safety Considerations.	33-38
33:30.7	Special Employment BFORQ Provisions	33-40
33:40	Duty to Accommodate Short of Undue Hardship.	33-41
33:40.1	Introduction.	33-41
33:40.2	Legislative Provisions	33-42
33:40.3	Common Law Development	33-42
33:40.4	Common Law Development — Distinguished from BFORQ.	33-44
33:40.4A	Accommodation Under the Unified Approach	33-46
33:40.5	Undue Hardship.	33-46
	33:40.5(1) Safety considerations	33-50
33:40.6	Employees’ Obligations	33-51
33:50	Discrimination on the Basis of Age	33-52
33:50.1	The Legislation	33-52
33:50.2	Constitutional Challenges to Maximum Age Limits	33-52
33:50.3	Younger Employees.	33-53
33:50.4	Application Forms	33-54
33:50.5	BFORQ Defence	33-54
	33:50.5(1) General	33-54
	33:50.5(2) BFORQ in benefit plans	33-55
33:60	Disability or Handicap	33-57
33:60.1	The Legislation	33-57
	33:60.1(1) Physical disability.	33-57
	33:60.1(1.1) Drug and alcohol testing	33-59
	33:60.1(2) Mental disability	33-60
33:60.2	Permanent or Ongoing Disability	33-61
33:60.3	Individual’s Control Over Disability	33-62
33:60.4	Perceived Disability.	33-63
33:60.5	BFORQ and Similar Defences	33-64
33:60.6	Duty to Accommodate.	33-65
33:70	Discrimination on the Basis of Race, Ancestry, Origin, Nationality, Language	33-66
33:70.1	Race	33-66
33:70.2	Ethnic Origin	33-66.1
33:70.3	Ancestry	33-66.1
33:70.4	Place of Origin	33-66.1
33:70.5	Nationality and Citizenship.	33-66.2
33:70.6	Language	33-66.2
33:70.7	Difficulty Proving Discrimination on the Basis of Race	33-67
33:70.8	“White” Complainants	33-68
33:70.9	Racial Harassment.	33-68
33:70.10	Employer’s Obligations	33-70
33:80	Discrimination on the Basis of Religion or Creed.	33-71
33:80.1	The Legislation	33-71

CANADIAN EMPLOYMENT LAW

33:80.2	Sincerely Held Belief	33-71
33:80.3	Direct Discrimination, BFORQ and other Defences	33-72
33:80.4	Adverse Effect Discrimination	33-73
33:80.5	Duty to Accommodate	33-74
33:85	Discrimination on the Basis of Family and Marital Status	33-74
33:85.1	Childcare	33-76
33:85.2	Eldercare.	33-77
33:90	Discrimination on the Basis of Sex	33-77
33:90.1	Legislation	33-77
33:90.2	Systemic Discrimination.	33-78
33:90.3	BFORQ Defences	33-79
33:90.4	Pregnancy	33-80
33:90.5	Sexual Harassment.	33-82
33:90.5(1)	Legislation	33-82
33:90.5(2)	Examples	33-83
33:90.5(3)	Quid pro quo and poisoned atmosphere	33-84
33:90.5(3.1)	Requirement of a sexual component.	33-85
33:90.5(4)	Course of unwelcome conduct.	33-85
33:90.5(5)	Vexatious conduct	33-86
33:90.5(6)	Perpetrator ought reasonably to know conduct unwelcome	33-86
33:100	Discrimination on the Basis of Sexual Orientation	33-88
33:100.10	Legislation	33-88
33:100.20	Definition of “Sexual Orientation”	33-88.1
33:100.30	Sexual Orientation and the Charter	33-89
33:100.40	Sexual Orientation and Other Prohibited Grounds.	33-90
33:100.40(1)	Sexual orientation discrimination as sex discrimination.	33-90
33:100.40(2)	Sexual orientation and family status.	33-91
33:100.40(3)	Sexual orientation and marital status	33-91
33:100.50	Discrimination in Employment	33-92
33:100.60	Harassment	33-93
33:100.70	Spousal Status and Benefit Plans	33-93
33:110	Remedies.	33-95
33:110.10	Overview	33-95
33:110.20	Pecuniary Damages	33-95
33:110.30	Non-pecuniary General Damages	33-98
33:110.35	Table of Quantum of Human Rights General Damages.	33-100
33:110.35(1)	Discrimination on the basis of age	33-100
33:110.35(2)	Discrimination on the basis of disability.	33-100
33:110.35(3)	Discrimination on the basis of family and marital status.	33-103
33:110.35(4)	Discrimination on the basis of race, ancestry, origin, nationality, language	33-104
33:110.35(5)	Discrimination on the basis of religion or creed	33-106
33:110.35(6)	Discrimination on the basis of sex	33-106
33:110.35(7)	Discrimination on the basis of sexual orientation	33-108

TABLE OF CONTENTS

33:110.35(8) Discrimination on other grounds	33-109
33:110.35(8)(a) Harassment	33-109
33:110.35(8)(b) Political belief	33-110
33:110.35(8)(c) Record of offences	33-110
33:110.35(8)(d) Reprisal	33-110
33:110.35(8)(e) Sexual harassment, sexual solicitation or advance	33-112
33:110.35(8)(f) Violation of procedural duty to accommodate .	33-115
33:110.40 Punitive Damages	33-115
33:110.50 Reinstatement	33-115
33:110.60 Compliance Powers	33-117
33:110.60(1) Systemic remedies	33-118
33:110.70 Employer Liability	33-119
33:110.70(1) Vicarious liability	33-119
33:100.70(2) Direct liability	33-120
33:100.70(3) Duty to investigate	33-121
33:110.80 Interest	33-121
33:110.90 Costs	33-122
33:120 Procedure	33-122
33:120.10 Initiating a Complaint	33-122
33:120.20 Role of the Commission	33-124
33:120.30 Jurisdictional Challenges on the Basis of Delay	33-126
33:120.40 Other Jurisdictional Challenges	33-127
33:120.50 Role of the Board or Tribunal	33-129
33:120.60 Right of Appeal	33-131
33:120.70 Judicial Review	33-131
33:120.80 Other Avenues for Legal Redress for Breaches of Human Rights Legislation	33-135
33:120.85 Pursuing Alternative Claims	33-139
33:120.90 Settling Human Rights Complaints	33-140
<i>Index</i>	IN-1