Table of Contents

Acknowledgements / iii Introduction / v

CHAPTER 1 CULTURE AND POLICY CONSIDERATIONS

1.1	INTRODUCTION / 1-1				
1.2	AUDITING TERMINATION PRACTICES / 1-2				
	Part One: The Five W s of Root Cause Analysis / 1-2				
	Part Two: Outcomes, Risks and Consequences / 1-5				
	Part Three: Audit Deliverables / 1-6				
	Part Four: Benchmarking Termination Policies and Practices / 1-7				
1.3	TERMINATION DOCTRINE / 1-8				
1.4	EMPLOYMENT POLICIES / 1-9				
1.5	POLICIES VERSUS PROCEDURES / 1-10				
1.6	ALIGNING POLICIES WITHIN THE ORGANIZATION / 1-10				
1.7	THE NECESSITY OF EMPLOYMENT POLICIES AND PROCEDURES / 1-10				
1.8	THE CONTRACTUAL FORCE OF POLICIES / 1-11				
1.9	GENERAL AND SPECIFIC LEGAL REQUIREMENTS / 1-13				
1.10	DECIDING WHAT POLICIES YOU NEED / 1-13				
1.11	DISTRIBUTION OF POLICIES / 1-14				
1.12	WORK STANDARDS / 1-14				
1.13	PROBATION / 1-15				
1.14	ANALYZING TERMINATION TRENDS / 1-16				
	(1) Exit Interviews / 1-16				
	(2) Conducting the Exit Interview / 1-17				
	(3) Reviewing the Employment Cycle / 1-18				
	(4) Performance Improvement Plan Guidelines / 1-19				
	(a) Introduction / 1-19				
	(b) Goals/Objectives / 1-20				
	(c) Duration / 1-21				
	(d) Steps / 1-21				
	(e) Analysing Termination Trends — The Expected Results / 1-23				
1.15	CULTURAL CONSIDERATIONS RELATING TO TERMINATION OF				
	EMPLOYMENT / 1-23				
	Terminating Employees for Lack of Fit / 1-25				
	References / 1-26				

FORMS

Form 1.01 Sample Termination Policy / 1-27

CHAPTER 2 TERMINATION PROCEDURES

2.1 INTRODUCTION / 2-1 2.2 CREATING A TERMINATION PROCESS / 2-1 2.1 INTRODUCTION / 2-1 2.2 CREATING A TERMINATION PROCESS / 2-1 Just Cause / 2-2 (1) (2) Termination Clause / 2-2 Other Process Requirements / 2-3 (3) 2.3 COMMUNICATIONS ISSUES SURROUNDING TERMINATIONS / 2-4 Documentation / 2-4 (1) Seeking the Authority to Terminate / 2-5 (2) Considering Alternatives / 2-7 (3) The Termination Interview / 2-8 (4) (a) Timing / 2-8 Location / 2-8 (b) Interruptions / 2-9 (c) Inviting the Employee / 2-9 (d) The Letter / 2-9 (e) (f) Participants / 2-10 The Opening / 2-10 (g) The Closing / 2-10 (h) Escorting the Employee off the Premises / 2-11 (i) Extreme Taboos / 2-11 (5) The Need to Know / 2-12 (6) Informing Coworkers / 2-13 (7) Informing External Clients and Vendors / 2-14 (8) Defamation and Libel / 2-14 (9) Social Media and Related Concerns / 2-15 2.4 COMMUNICATION SAMPLES / 2-16.2 2.5 NON-COMPETITION/NON-DISCLOSURE AGREEMENTS / 2-16.4 Enforcing a Non-competition/Non-disclosure Agreement / 2-16.4 (1) 2.6 REFERENCES / 2-16.5 Policies on References / 2-16.9 (1) 2.7 MANAGING SENIOR EXECUTIVE TERMINATIONS / 2-16.13 2.8 TERMINATION: INSIGHTS WE CAN LEARN FROM / 2-16.18 (1) Increased Risk of Wrongful Dismissal Litigation / 2-16.18(1) Taking Steps to Deter Litigation / 2-16.18(1) (2) Retaliation from the Employee / 2-16.18(2) (3) Preventing a Violent Response / 2-16.19 (4) Increased Potential of a Human Rights Claim / 2-16.22 (5) Reduced Loyalty from Existing Team Members / 2-16.22 2.9 FORMER EMPLOYEES / 2-16.24 Visits / 2-16.24 (1) REDEPLOYING EMPLOYEES INTERNALLY ELSEWHERE WITHIN THE 2.10 ORGANIZATION / 2-16.2

FORMS AND CHARTS

Form 2.01 Termination Memorandum / 2-16.1

Form 2.01(a)	Termination Procedures Checklist / 2-16.14
Form 2.02	Separation Notice / 2-16.26(2)
Form 2.03	Termination of Employment Record / 2-16.27
Form 2.04	Exit Interview Form to be Filled out by Employees who Voluntarily
	Terminate / 2-16.28
Form 2.05	Record of Exit Interview: Voluntary Resignation / 2-16.30
Form 2.05(a)	Exit Survey / 2-16.36
Form 2.05(b)	Sample Survey — Exit Interview Questionnaire / 2-16.40(1)
Form 2.05(c)	ABC Company — Exit Questionnaire / 2-16.40(3)
Form 2.06	Reference Release / 2-16.41
Form 2.07	Terminations Checklist - Revised / Suggested / 2-16.43
Chart 2.08	Employment Standards / 2-16.45
Chart 2.09	Periods of Notice Awarded / 2-16.47
Chart 2.10	Employee Record Retention Requirements / 2-149
Chart 2.11	Ending Employment Relationships / 2-151

APPENDICES

Appendix 2.1 Alternative Disupte Resolution and Termination of Employment / 2-155

CHAPTER 3 LEGAL CONSIDERATIONS

- 3.1 INTRODUCTION / 3-1
- 3.2 UNJUST DISMISSAL PROCEDURES / 3-1
- 3.3 STATUTES LIMITING DISCHARGE / 3-4
 - (1) Statutory Rights: Discrimination and Prohibited Discharge / 3-4
 - (2) Whistleblower Laws / 3-8
 - (3) How an Employee Can Address Concerns / 3-10
- 3.4 BREACH OF CONTRACT (THE EMPLOYMENT CONTRACT) / 3-11
 - (1) What is an Employment Contract? / 3-11
 - (2) Formal Contracts / 3-11
 - (3) Purpose of the Employment / 3-12
 - (3.1) Employment Contracts and Employment Standards Minimums / 3-13
 - (a) Limiting Compensation on Termination in Employment Contract / 3-14
 - (b) Termination Clause Failed To Include All Types of Remuneration / 3-16.1
 - (c) New Employment Contract May be Offered During Tenure of Old Contract / 3-16.2
 - (4) Duration of the Employment / 3-16.3
 - (a) Termination of Temporary and Contract Workers / 3-16.4
 - (i) Temps / 3-16.4
 - (ii) Independent Contractors / 3-16.5
 - (iii) Dependent Contractors / 3-16.8
 - (iv) Recommendations / 3-16.12
 - (5) Termination / 3-16.13
 - (a) No "Rule of Thumb" for Wrongful Dismissal Damages / 3-16.14
 - (b) Aggravated Damages / 3-16.15
 - (c) Extended Notice for "Bad Faith" Discharge: The "Wallace Bump" / 3-16.16
 - (d) Applications of the Wallace Bump / 3-16.17

- (i) Insisting on a Release in Exchange of Employment Standards Minimum Notice / 3-16.17
- (ii) Dismissal While on Sick Leave / 3-16.18
- (iii) Failure to Provide a Letter of Reference / 3-16.18
- (iv) Alleging Cause / 3-16.19
- (6) Confidentiality / 3-16.24
- (7) Non-solicitation and Non-competition / 3-16.24
- (8) Injunctions to Stop Competition or Solicitation The Legal Test / 3-16.24
 - (a) Introduction / 3-16.24
 - (b) When will Courts Grant Injunctions? / 3-16.25
 - (i) Strong Prima Facie Case / 3-16.26
 - (ii) Irreparable Harm / 3-16.28
 - (iii) Balance of Convenience / 3-16.29
- (9) Preparing Affidavits for an Injunction Motion / 3-16.30
 - (a) Introduction / 3-16.30
 - (i) There is a Non-competition or Non-solicitation Agreement in Place / 3-16.31
 - (ii) The Non-competition or Non-solicitation Agreement is Reasonable and Enforceable / 3-16.31
 - (iii) A Non-solicitation Covenant Would Not Protect the Employer / 3-16.32
 - (iv) The Employee has Breached the Non-competition or Non-solicitation Agreement / 3-16.33
 - (v) The Employer will Suffer Irreparable Harm if the Injunction is Not Granted / 3-16.34
 - (vi) The Balance of Convenience Favours Granting the Injunction / 3-16 35
- (10) Other Tips for Enforcing Non-competition and Non-solicitation Agreements / 3-16.35
 - (a) Introduction / 3-16.35
 - (b) Have the Agreement Kept in Safekeeping / 3-16.35
 - (c) Do Not Delay / 3-16.36
 - (d) Preserve the Evidence of Who Customers Are / 3-16.36
 - (e) Be Sure to Have the Employee Enter into the Non-competition Agreement and Non-solicitation Agreement Before the Employee Commences Work / 3-16.36
 - (f) Provide Consideration for Imposing a Restrictive Covenant During Employment / 3-16.36
 - (g) Conduct a Thorough Exit Interview / 3-16.37
 - (h) Be Consistent with Enforcement / 3-16.37
 - (i) Be Consistent when Drafting Non-competition and Non-solicitation Agreements for Employees Who Have Similar Positions / 3-16.37
 - (j) Pay the Employee's Wages for the Length of the Non-competition Agreement / 3-16.38
- (11) Company Rules, Policies and Procedures / 3-16.38
- (12) Employment Contracts with Long-term Employees / 3-16.38
- (13) Resolving Termination Disputes / 3-16.38
 - (1) Forums / 3-16.39
 - (a) Grievance Arbitration / 3-16.39

- (b) Constructive Dismissal Cases / 3-16.42
- (c) Rights Versus Interest Disputes / 3-16.43
- (d) Wrongful Dismissal Insufficient or Unjust Cause / 3-16.44
- (e) Wrongful Dismissal Disputes over Severance and Notice / 3-16.46
- (2) Other Forums / 3-16.48
- (3) Forum Shopping / 3-16.50
- (14) Unconscionability, Duress, and Undue Influence / 3-16.50
 - (a) Riskie v. Sony of Canada Ltd. / 3-16.52
 - (b) Woollacott v. Canadian Forest Products / 3-16.52
 - (c) Manak v Workers' Compensation Board of British Columbia | 3-16.54

3.5 CONSTRUCTIVE DISMISSAL / 3-16.55

- (1) Change in Remuneration / 3-16.56
 - (a) Farber v. Royal Trust Co. / 3-16.56
 - (b) Change to Bonuses / 3-16.57
 - (i) Pathak v. Jannock Steel Fabricating Co. / 3-16.57
 - (ii) Johnston v. Household Financial Corp. / 3-16.58
 - (iii) Stea v. Kulwahy / 3-16.59
 - (iv) Hannigan v. Ikon Office Solutions Inc. / 3-16.59
 - (v) Schumacher v. Toronto Dominion Bank / 3-60
- (2) Change in Location / 3-16.61
- (3) Change in Responsibilities / 3-18
- (4) Forced Resignation / 3-18
- (5) Change in Fundamental Term or Condition of Employment / 3-18

Appendix 3.1 Significant Employment Law (Termination) Cases / 3-18.1

Bonuses / 3-18.1

Breach Of Employment Contract / 3-18.2.1

Clear And Cogent Evidence / 3-18.2.1

Conflicts Of Interest / 3-18.2.1

Constructive Dismissal / 3-18.3

Damages / 3-18.7

Aggravated Damages / 3-18.8

Discrimination / 3-18.15

Duty of Good Faith / 3-18.19

Employee Misrepresentations / 3-18.20.2

Employer Liable For Benefits / 3-18.20.2

Fixed-Term Contracts / 3-18.20.3

Health and Safety Violations / 3-18.20.4

Improper Use Of The Internet Or Email / 3-18.20.6

Independent Contractors and Employees / 3-18.20.6

Infliction Of Emotional Stress / 3-18.20.7

Issue Estoppel / 3-18.20.8

Just Cause / 3-18.20.8

Mandatory Retirement / 3-18.20.11

Mitigation / 3-18.20.11

Near Cause Doctrine / 3-18.20.14

Negligent Misrepresentation / 3-18.20.14

Non-Solicitation And Non-Competition Agreements / 3-18.20.16

Notice Of A Fundamental Change In The Employment Contract / 3-18.24

Onus / 3-18.25

Performance Issues / 3-18.25

Probitionary Period (or Prior to Start Date) / 3-18.28

Termination Clauses / 3-18.29

Termination Under Ontario ESA / 3-18.31

Unjust Dismissal (Canada Labour Code) / 3-18.32

SAMPLE CONTRACTS

- 3.01: Formal Employment Contract / 3-19
- 3.02: Informal Employment Contract / 3-25
- 3.03: Casual Employment Contract / 3-26
- 3.04: Confidentiality Agreement / 3-27
- 3.05: Confidentiality and Non-Competition Agreement / 3-28
- 3.06: Employment Contract Precedents / 3-30
- 3.07: Termination Contract / 3-46

FORMS

- 3.01: Prohibited Grounds of Discrimination in Employment by Jurisdiction / 3-48
- 3.02: Letter Affirming Employment Contacts / 3-59
- 3.03: Warning Letter for Improper Conduct / 3-59
- 3.04: Warning Letter for Poor Performance / 3-60
- 3.05: Termination Letter Just Cause / 3-61
- 3.06: Termination Letter Without Cause / 3-62
- 3.07: Termination Letter No Cause / 3-63
- 3.08: Termination Letter Reserving Ground for Just Cause / 3-64
- 3.09: Releases / 3-65
- 3.10: Employee Data Checklist for Legal Counsel / 3-68

CHAPTER 4 DISCIPLINARY DISCHARGE

- 4.1 INTRODUCTION / 4-1
- 4.2 CONSIDERATIONS OF THE DISCIPLINARY DISCHARGE PROCESS / 4-2
 - (1) Common Law Just Cause vs. Statutory Just Cause / 4-2
 - (2) Employer and Employee Rights / 4-2
 - (3) Constructive Termination and False Disciplinary Discharge Conditions / 4-3
 - (4) Progressive Discipline Processes / 4-3
 - (5) Positive Discipline and the Mixed-consequences Approach to Performance Management / 4-4
 - (a) Overview / 4-4
 - (b) Application of Progressive Discipline Under a Positive Discipline Model / 4-8
 - (c) Inaction and the Vicious Cycle / 4-9
 - (d) Fixing the Process Implementing a New Approach to Discipline / 4-10
 - (i) Management Buy-in / 4-10
 - (ii) Assessment and Determination of Readiness / 4-10
 - (iii) Program Design / 4-11
 - (iv) Consultation with the Union / 4-12.1

- (e) Non-union Environments and Positive Discipline / 4-12.1
- (6) Justice and Dignity Clauses / 4-12.2
- (7) Sample Justice and Dignity Provision / 4-12.2
- 4.3 ESTABLISHING JUST CAUSE / 4-12.3
 - (1) Violations of a Fundamental Term of the Employment Contract / 4-12.4
 - (2) Gross Misconduct / 4-12.5
 - (3) Gross Insubordination / 4-12.5
 - (4) Dishonesty / 4-12.6
 - (5) Culminating Incident / 4-12.7
 - (6) Endangering Health and Safety / 4-12.7
 - (7) Dereliction of Duty / 4-12.7
 - (8) Human Rights Violations / 4-12.8
 - (a) Harassment Based on a Prohibited Ground of Discrimination / 4-12.8
 - (b) Sexual Harassment / 4-12.9
 - (c) Personal Harassment / 4-12.9
 - (d) Zero Tolerance / 4-12.10
 - (e) Frivolous and Vexatious Complaints / 4-12.11
 - (9) Conflicts of Interest / 4-12.12
 - (10) Illegal Activities / 4-12.13
 - (11) Conduct Outside of Work / 4-12.14
 - (12) Automatic Discharge Policies / 4-12.14
 - (13) Revelation of Character / 4-12.15
 - (14) Condonation / 4-12.15
 - (15) Near Cause / 4-12.15
 - (16) Terminations and Workplace Violence / 4-12.15
 - (a) Background / 4-12.16
 - (b) Bill 168 / 4-12.17
 - (c) Conclusions / 4-12.24
 - (17) Workplace Investigations / 4-12.25
 - (a) Process Steps / 4-12.28
 - (b) Confidentiality / 4-12.32
 - (c) Retaliation / 4-12.32
 - (d) The Decision / 4-12.32

Appendix 4.1 Sample Harassment Policy / 4-12.33

4.4 DISCIPLINARY DISCHARGE IN A UNIONIZED ENVIRONMENT / 4-12.41

- (1) Whether to Consult the Union / 4-12.42
- (2) Recent Developments / 4-12.42

4.5 BEFORE THE DISCIPLINARY DISCHARGE / 4-14.20

- (1) Alternatives to Disciplinary Discharge / 4-14.20
- (2) Documenting Events Leading to Discharge / 4-14.21
- (3) Gathering Supporting Records / 4-14.21
- 4.6 DISCHARGE PROCEDURES / 4-14.22

(1)

- Discharge Review Policy / 4-14.22
 - (a) Review of the Termination / 4-14.22(b) Authority of the Review / 4-14.22
 - (c) Scope of the Review / 4-14.23
 - (d) Actions Pending Review / 4-14.23
 - (e) Length of Review / 4-14.23

	(2)	Discharge Review Points / 4-14.23
	(3)	Mitigating Circumstances / 4-14.24
	` '	(a) Personal Factors / 4-14.25
		(b) Company Rules / 4-14.30
	(4)	Forums for Appealing a Discharge for Just Cause / 4-14.36
4.7		NG THE EMPLOYEE / 4-14.41
	(1)	Before Meeting with the Employee / 4-14.42
	(2)	Breaking the News / 4-14.42
	(3)	Formalizing the Termination — the Termination Letter / 4-14.43
	(4)	Departure from the Employer's Premises / 4-14.44
	(5)	Informing Co-workers / 4-14.44
4.8		DISCIPLINARY TERMINATION FOR CAUSE / 4-14.44
	(1)	Duty to Accommodate / 4-14.44
	(2)	Innocent Absenteeism / 4-14.45
		(a) Innocent Absenteeism as Frustration / 4-14.45
		(b) Establishing Innocent Absenteeism as Frustration / 4-14.46
		(i) Can the Employer Demonstrate a History of Absenteeism? / 4-
		14.46
		(ii) Can the Employer Establish that the Poor Attendance is Not
		Likely to Improve in Future? / 4-14.46
		(iii) Do the Terms of the Employment Contract Include Provisions
		for Sick Pay? / 4-14.47
		(iv) What was the Likely Duration of the Contract of Employment
		in the Absence of Sickness or Disability? / 4-14.47
		(v) Is the Employee's Job "Key" to the Organization? / 4-14.47
		(vi) What was the Length of Employment? / 4-14.47
		(c) Frustration under Employment Standards Legislation / 4-14.48
		(i) Impossibility / 4-14.50
		(ii) Absence of Fault / 4-14.50
		(iii) The Terms of the Contract / 4-14.51
		(iv) The Provision of Sick Benefits / 4-14.51
		(v) Workers' Compensation Benefits/Rights / 4-14.51
		(vi) Miscellaneous Factors / 4-14.52
		(d) Disability and Accommodation Requirements / 4-14.53
		(e) What are "Essential Duties"? / 4-14.53
		(f) Accommodation and Undue Hardship / 4-14.54
	(3)	Poor Performance / 4-14.55
FORMS		
	Form	4.01 Handbook Statement on Dismissal / 4-15
	Form	,
	Form	
	Form	1 /
	Form	ž
	Form	
	2 01111	= ====pmer recite relation poetsion making bears relating 123

Discipline: Notice of Summary Dismissal / 4-25

Notice of Dismissal / 4-24

Form 4.10 Form 4.11

	Form	
	Form	Discipline Checklist: Questions to Consider before Disciplining Employees / 4-26
	Form	
	Form	
	Form	
	Form	· · · · · · · · · · · · · · · · · · ·
	Form	
	Form	.16C Hearing Preparation Checklist for the Unionized Workplace / 4-30.1
	Form	.17 Absenteeism Policies / 4-30.2
	Form	· · · · · · · · · · · · · · · · · · ·
	Form	.19 Employment Terminations / 4-34
	Form	.20 Just Cause Checklist / 4-35
	Form	· ·
	Form	.22 Performance Improvement Plan (PIP) / 4-38
СНАР	TER 5 R	ESIGNATION AND RETIREMENT
5.1		NATION / 5-1
	(1)	Notice of Resignation / 5-2
		(a) Selected Case Law: Notice of Resignation / 5-3
		(i) Engineered Sound Systems Ltd. v. Klampfer 5-3
		(ii) Systems Engineering & Automation Ltd. v. Power 5-4
		(iii) Beninger v. Kuschmierz 5-4
		(iv) Tree Savers International Ltd. v. Savoy / 5-4.1
		(v) Bradley v. Carleton Electric Ltd. 5-4.1
		(vi) RBC Dominion Securities Inc. v. Merrill Lynch Canada / 5-4.1
		(vii) Bru v. AGM Enterprises Inc / 5-4.1
		(viii) GasTOPS v. Forsyth 5-4.2
		(ix) Oliver v. Sure Grip Controls Inc. 5-4.3
		(x) Avalon Ford Sales (1996) Limited v Evans / 5-4.3
	(2)	(xi) Consbec Inc. v. Walker 5-4.4
	(2)	Dismissing Employees who Give Notice / 5-4.6
	(3)	When Employees Choose to Leave — Issues to Consider / 5-4.6
	(4)	Constructive Dismissal / 5-4.6
	(5)	Constructive Resignation / 5-4.7
		(a) Selected Case Law: Constructive Resignation / 5-4.7
5.2	THE	(ii) Beggs v. Westport Foods Ltd 5-4.7
5.2		KIT INTERVIEW / 5-4.9
	(1)	Confidentiality and Anonymity / 5-4.9
	(2)	Exit Interview Preparation / 5-4.10
	(3)	Exit Interview Techniques / 5-4.10
<i>5</i> 2	(4) DETID	After the Exit Interview / 5-4.10
5.3		EMENT / 5-4.11
	(1)	Early Retirement / 5-4.11
		(a) Pension Plan Provisions / 5-4.13
	(2)	(b) Communication Strategy / 5-4.14
	(2)	Mandatory Retirement / 5-4.14
	(3)	Bona Fide Occupational Requirement for Mandatory Retirement / 5-4.15

		(a) Rational Connection / 5-4.22		
		(b) Honest and Good Faith Belief / 5-4.22		
		(c) Reasonably Necessary, Accommodation and Undue Hardship / 5-4.23		
5.4	PHAS	SED RETIREMENT / 5-4.24		
	(1)	Gradual Retirement (Pre-retirement) / 5-5		
	(2)	Post-Retirement-Age Work Options / 5-5		
5.5		RETIREMENT PLANNING PROGRAMS / 5-6		
	(1)	Program Design / 5-6		
	(2)	Retirement Counsellors / 5-7		
	(3)	Financial Planning / 5-7		
	(4)	Quality of Life / 5-8		
5.6	PLAN	NNING FOR RETIREMENT / 5-8		
	(1)	Introduction / 5-9		
	(2)	Common Themes Surrounding Retirement / 5-9		
	(3)	Myths and Misconceptions About Retirement / 5-10		
	(4)	Personal Attitude Towards Retirement / 5-12		
	(5)	Retirement Now or Later / 5-14		
	(6)	Three Trial Period Options / 5-14		
	(7)	Different Levels of Retirement Income / 5-15		
	(8)	Selecting a Financial Consultant / 5-16		
	(9)	Transition to the Retirement Picture / 5-17		
	(10)	Steps to a Successful Passage / 5-18		
	(11)	How To Tell When Your Passage is Over / 5-19		
5.7	EMPI	EMPLOYEE DEATH / 5-19		
5.8	REHI	RING FORMER EMPLOYEES / 5-20		

FORMS

Form 5.01	Voluntary Resignation / 5-20.1
Form 5.01(a)	Communicating the Resignation to Others / 5-20.2
Form 5.01(b)	Communicating the Retirement to Others / 5-20.3
Form 5.02	Letter Approving Employee's Application to Retire / 5-21
Form 5.03	Voluntary Early Option Survey / 5-22
Form 5.04	General Guidelines for Conducting and Documenting an Exit Interview
	/ 5-24
Chart 5.05	Provincial Statutory Notice of Resignation / 5-25
Form 5.06	Retirement Planning Checklist / 5-25
Form 5.07	Retirement Living Expense Summary / 5-27
Worksheet 5.08	Attitude Assessment/ 5-30
Worksheet 5.09	Early Retirement Determination Scale / 5-31

CHAPTER 6 SEVERANCE

- 6.1 PLAN DESIGN / 6-1
 - (1) Types of Severance Plans / 6-1
 - (2) Payment Calculation Options / 6-3
 - (3) Severance Policy Provisions / 6-4
- 6.2 PAYMENT OF SEVERANCE / 6-4
 - (1) Release Agreements / 6-6
 - (2) Release Requirements / 6-6

(3) Release Validity / 6-8 6.3 TAX ISSUES / 6-9 Taxation of Payments Made in Lieu of Notice / 6-10 (1) 6.4 SEVERANCE PRACTICES IN CANADIAN ORGANIZATIONS / 6-12 Introduction / 6-12 (1) Employee Issues / 6-12 6.5 FRUSTRATION OF CONTRACT / 6-17 What is Frustration of Contract Under Employment Law? / 6-14 The "Two-Year" Rule / 6-16 (2) Frustration and Long-Term Disability Benefits / 6-17 (3) Application Under Workers' Compensation Statutes / 6-20 (4) Assessing Damages for the Wrongful Dismissal of Disabled Employees / 6-24 (5) Duty to Accommodate / 6-22 (6) Frustration of the Employment Contract Due to COVID-19 / 6-23 (7)

FORMS

Form 6.01 Sample: Final Release and Indemnity / 6-24

Form 6.02 Sample: Termination/Severance Payment Confirmation Form / 6-25

CHAPTER 7 DOWNSIZING/OUTSOURCING

- 7.1 INTRODUCTION / 7-1
- 7.2 REASONS FOR DOWNSIZING / 7-1
 - (1) Potential Concerns / 7-2
- 7.3 KEY PEOPLE ISSUES / 7-3
 - (1) Good People May Leave / 7-3
 - (2) Allocation of Work and Job Design / 7-3
 - (3) Overload / 7-3
 - (4) Loss of Confidence and Drive / 7-4
 - (5) Disruptive Stress Levels / 7-4
 - (6) Communication Breakdown / 7-4
- 7.4 ALTERNATIVES TO DOWNSIZING / 7-3
 - (1) Supplemental Unemployment Benefit / 7-6
 - (2) Work-Sharing Program / 7-7
- 7.5 PLANNING FOR DOWNSIZING MANAGEMENT'S ROLE / 7-8
 - (1) Planning Preparation / 7-8
- 7.6 MANAGING DOWNSIZING / 7-11
 - (1) Change Strategies / 7-11
 - (2) Workload Management / 7-11
 - (3) Change Skills / 7-12
 - (4) Communication / 7-12
 - (5) Change Measurement / 7-12
- 7.7 WHERE TO DOWNSIZE / 7-13
 - (1) Skill-based Selection / 7-13
 - (2) Retaining Full-time Staff / 7-13
 - (3) Seniority-based Selection / 7-13
 - (4) Merit-based Selection / 7-14
 - (5) Project- or Client-based Selection / 7-14

	(6)		-based Selection / 7-14
7.0	(7)		ned Criteria Selection / 7-14
7.8			NG LAYOFFS — UNIONIZED WORKFORCES / 7-14
	(1)	_	Notice / 7-15
	(2)		nation Meetings / 7-15
	(3)		ating Survivors / 7-16
7.0	(4)		Policy / 7-16
7.9			PEOPLE — RETENTION BONUSES THROUGH
7.10			RING / 7-16.2 VNSIZING PLAN / 7-16.3
7.10	(1)		unicating the Need for Restructuring / 7-16.3
	(2)		unicating the Need for Restructuring / 7-10.5
			Audiences / 7-16.5
	(3)		Management Team / 7-16.5
			Bargaining Agent / 7-16.5
			Affected Employees / 7-16.6
			Other Employees (Survivors) / 7-16.7
			The Media / 7-16.8
			Customers / 7-16.8
			Suppliers / 7-16.9
7.11	OUTSO		NG, OFFSHORING OR DIVESTING DEPARTMENTS OR
7.11		TIONS /	
	(1)	,	uction / 7-35
	(2)		arcing / 7-35
	(3)		ring / 7-42
	(4)		itures / 7-44
	(5)		nation of Employment in an Outsourcing Agreement / 7-45
	(6)		er of Employment — Legal Considerations / 7-46
	(7)		e Management in an Outsourcing Context / 7-48
	(8)	_	nces / 7-50
7.12			P TERMINATION LEGAL CONSIDERATIONS / 7-52
7.12	(1)		round / 7-52
	(2)		Findings / 7-53
	(3)		akeaways for Employers / 7-54
	(3)	itey it	accuracy for Employers / 751
Sample Do	ownsizing	g Strateg	y / 7-17
FORMS			
	Form	7.01	Policy Statement on Workforce Reductions / 7-27
	Form		Sample Policy Statement on Temporary Workforce Reductions / 7-27
	Form '		Sample Policy Statement on Reductions in Workforce / 7-27
	Form '		Sample Policy Statement on Order of Lavoff and Notice / 7-27

of Plant / 7-33

Form 7.05 Form 7.06

Form 7.07

Form 7.08

Sample Union Layoff or Outplacement Worksheet / 7-27

Statement to Employees - Closure of Plant / 7-33

Schedule of Crtitical Activities in Group Reductions/ Downsizing / 7-31

Statement to Employees Personally Impacted by Downsizing - Closure

CHAPTER 8 LIFE AFTER CHANGE — SURVIVORS AND REENGINEERING

8.1	INTRODUCTION / 8-1
8.2	CHANGE MANAGEMENT / 8-2
8.2.1	RESTRUCTURING THE WORKPLACE / 8-3
	(1) The Reengineering Process / 8-3
	(2) The Employee Factor / 8-3
	(3) Staffing the Reengineering Process / 8-4
	(4) Technology / 8-4
	(5) Human Effects of Reengineering / 8-4
	(6) Transition Teams / 8-4
	(7) Self-directed Work Teams / 8-5
	(8) Training / 8-5
	(a) Skills Training / 8-5
	(b) Leadership Training / 8-5
	(c) Team Building / 8-5
	(d) Career Management Training / 8-6
	(9) Suggestion Programs / 8-6
8.2.2	COMMUNICATION / 8-6
	(1) Explaining Restructuring / 8-6
	(2) Selling the New Mission / 8-7
	(3) Job Security / 8-7
	(4) Culture of Security / 8-7
8.3	REACTIONS TO CHANGE / 8-7
8.3.1	UNDERSTANDING REACTIONS TO CHANGE / 8-7
0.0.1	(1) Loss = Fear $/$ 8-8
	(2) Letting Go / 8-9
	(a) Denial / 8-9
	(b) Resistance / 8-9
	(c) Exploration / 8-9
	(d) Recommitment / 8-9
	(3) Resistance and Change / 8-9
	(4) Personal Strategies to Change / 8-10
	(5) Strategies for Coping with Stress / 8-10
8.3.2	SURVIVORS / 8-10
	(1) Survivor Guilt / 8-11
	(2) Keeping Survivors Informed / 8-12
8.3.3	COUNSELLING AND EAPs / 8-12
	(1) Treatment and Referrals / 8-12
	(2) Hotlines / 8-12
8.3.4	RESPONSIBILITY OF LEADERS / 8-13
	(1) Leadership Strategies / 8-13
8.4	NEWS OF TERMINATIONS / 8-13
8.4.1	SOCIAL MEDIA / 8-14
8.4.2	GOING VIRAL / 8-14
8.5	THE PUBLIC PERCEPTION / 8-15
8.5.1	CORPORATE SOCIAL RESPONSIBILITY / 8-15
8.5.2	EMPLOYER BRANDING / 8-17
8.5.3	NEGATIVE PUBLICITY / 8-17

8.6 PUBLIC RELATIONS / 8-19 REFERENCES AND ADDITIONAL READING / 8-20

CHAPTER 9 OUTPLACEMENT SERVICES

9.1	INTRODUCTION / 9-1
9.2	TYPES OF OUTPLACEMENT SERVICES / 9-2
9.3	JOB-SEARCH STRATEGIES / 9-5
9.4	CHOOSING AN OUTPLACEMENT CONSULTANT OR FIRM / 9-7
9.5	JOB SEARCH, CLAWBACK PROVISIONS AND THE DUTY TO
	MITIGATE / 9-12.2
9.6	OTHER CONSIDERATIONS / 9-12.5
	Appendix 9.1 Creating a Resume / 9-13

FORMS

Form 9.01	Resume Review Checklist / 9-23
Form 9.02	Letter Writing Tip Sheet / 9-25
Form 9.03	Telephone Communications Tip Sheet / 9-26
Form 9.04	Tip Sheet for Successful Interviews / 9-27
Form 9.05	Resume Action Words / 9-35

CHAPTER 10 CANADIAN PRACTICES

EXAMPLE POLICIES

10.1	Corrective Action / 10-3
10.2	Discipline and Investigation Procedures / 10-7
10.3	Termination/Dismissal / 10-21
10.4	Demotion / 10-29
10.5	Severance / 10-30.1
10.6	Turnover Analysis / 10-30.5
10.7	Character of the Employment / 10-35
10.8	Layoffs and Recalls; Redundancy; Workforce
	Reductions / 10-43
10.9	Probationary Termination / 10-48.10
10.10	Loss of Seniority, Frustration of the Contract / 10-50
10.11	Termination for Just Cause / 10-54
10.12	Termination Without Cause / 10-58
10.13	Resignation / 10-63
10.14	Retirement / 10-68
10.15	Death / 10-70
10.16	Exit Interviews / 10-74(7)
10.17	Termination Procedure / 10-75
	,

CHAPTER 11 PRESENTATIONS

11.1 CONDUCTING COMPASSIONATE TERMINATIONS / 11-1

CHAPTER 12 ARTICLES

12.1	ARE THE COURTS BEGINNING TO CAST DOUBT ON THE NOTION OF A "ROUGH UPPER LIMIT" FOR WRONGFUL DISMISSAL DAMAGES? / 12-1
12.2	ALBERTA DISCRIMINATION CASES YIELD INTERESTING RESULTS / 12-8
12.2	CONSTRUCTIVE DISMISSAL: WHAT AMOUNTS TO A FUNDAMENTAL
12.3	BREACH OF THE EMPLOYMENT CONTRACT? / 12-12
12.4	TERMINATIONS: HR, PAYROLL BOTH PLAY ROLE / 12-17
12.5	"WE'RE LIVE TWEETING FROM THE HR FIRING SESSION!" / 12-19
12.6	MASS LAYOFFS NO EASY TASK - IS BLACKBERRY DOING IT RIGHT? / 12-21
12.7	PRE-WORK DRINK NEVER A GOOD IDEA (LEGAL VIEW) / 12-24
12.8	VACATION DISPUTE NO REASON TO CHANGE RESIGNATION DATE / 12-27
12.9	IS THERE A DUTY TO ACCOMMODATE DISABILITIES AN EMPLOYER
12.9	DOESN'T KNOW ABOUT? / 12-29
12.10	ARE THE COURTS RELAXING THE PRINCIPLE THAT EMPLOYMENT
	CONTRACTS CANNOT UNDERCUT EMPLOYMENT STANDARDS
	LEGISLATION / 12-35
12.11	ARE PENSION BENEFITS INCLUDED IN THE QUANTUM OF DAMAGES
	AWARDED FOR WRONGFUL DISMISSAL CLAIMS? / 12-45
12.12	FAILURE TO PROPERLY INVESTIGATE ALLEGED WRONGDOING CAN
	LEAD TO A FINDING OF WRONGFUL DISMISSAL / 12-48
12.13	EMPLOYEE TERMINATION BEST PRACTICES / 12-51
12.14	WHAT SHOULD AN ORGANIZATION DO WITH ITS LOW PERFROMERS? / 12-
	53
12.15	IS FIRING EMPLOYEES BY TEXT MESSAGE ACCEPTABLE? / 12-55
12.16	WHEN AN EMPLOYEE TRIES TO BUY WEED AT WORK / 12-57
12.17	WHAT REMEDIES ARE BEING AWARDED IN CASES OF AGE-BASED
	DISCRIMINATION IN EMPLOYMENT? / 12-59
12.18	IS THE "CHARACTER OF EMPLOYMENT" TEST LOSING ITS IMPORTANCE
	AS ONE OF THE <u>BARDAL</u> FACTORES IN DETERMINING REASONABLE
	NOTICE IN WRONGFUL DISMISSAL CASES? / 12-70
12.19	SIX-MONTH NOTICE OF RESIGNATION UPHELD FOR BLACKBERRY
	EXECUTIVE / 12-76
12.20	SIX-MONTH LAST CHANCE AGREEMENT MUST BE RESPECTED:
	ARBITRATOR / 12-78
12.21	SUCCESSOR COMPANY RESPONSIBLE FOR 38-YEAR EMPLOYEE'S
	SEVERANCE AND PENSION: COURT / 12-80
12.22	[REMOVED] / 12-83
12.23	EMPLOYERS ARE ENTITLED TO RELY ON AFTER-ACQUIRED CAUSE FOR
100:	TERMINATION / 12-91
12.24	AVOIDING CONSTRUCTIVE DISMISSAL AS A RESULT OF CORPORATE
10.05	RESTRUCTURING / 12-93 WHEN WILL COURTS LIPHOLD "CREATIVE" NON-COMPETITION AND
12.25	WHEN WILL COURTS UPHOLD "CREATIVE" NON-COMPETITION AND

NON-SOLICITATION AGREEMENTS? / 12-95

12.26	JUST CAUSE FOR DISMISSAL AND THE DOCTRINES OF CUMULATIVE MISCONDUCT,
	PROGRESSIVE DISCIPLINE AND CULMINATING INCIDENT/ 12-98
12.27	MUST AN EMPLOYEE RESIGN IN ORDER TO CLAIM CONSTRUCTIVE
	DISMISSAL
	DAMAGES?/ 12-102
12.28	DETERMINING AN EMPLOYER'S PAYROLL FOR THE PURPOSES OF
12.20	DETERMINING AN EMILEOTER STATROLL FOR THE FOR OSES OF DETERMINING
	ELIGIBILITY FOR STATUTORY SEVERANCE PAY IN ONTARIO/ 12-105
12.29	PROBLEMS RELATING TO ROMANTIC RELATIONSHIPS IN THE
	WORKPLACE/ 12-108
12.20	
12.30	REQUIRING AN EMPLOYEE TO PURCHASE SHARES IN THE
	ORGANIZATION
	COULD LEAD TO INDUCEMENT DAMAGES/ 12-114
12.31	FAILURE TO PROPERLY INVESTIGATE ALLEGED WRONGDOING CAN
	LEAD
	TO A FINDING OR WRONGFUL DISMISSAL/ 12-117
12.32	ARE EMPLOYERS ENTITLED TO PAY DEVELOPMENTALLY DISABLED
	WORKERS
	LESS THAN THE MINIMUM WAGE?/ 12-120
12.33	IS AN EMPLOYEE REQUIRED TO PROVIDE NOTICE OF RESIGNATION/ 12-
	123
12.34	COURT AWARDS BASE SALARY INCREASES DURING THE COMMON LAW
	NOTICE PERIOD/ 12-126
12.35	RESCINDING AN OFFER OF EMPLOYMENT BEFORE AN EMPLOYEE
	STARTS WORK/ 12-129
12.36	SUPREME COURT OF CANADA INTRODUCES THE GENERAL DUTY OF
	HONESTY
	AND GOOD FAITH IN THE PERFORMANCE OF CONTRACTUAL
	OBLIGATIONS/ 12-132
12.37	APPEAL COURT UPHOLDS THE RIGHT OF FEDERALLY REGULATED
	EMPLOYERS
	TO TERMINATE NON-UNION EMPLOYEES WITHOUT CAUSE/ 12-136
12.38	CAN INAPPROPRIATE OFF-DUTY COMMENTS ON SOCIAL MEDIA GIVE
	RISE TO EMPLOYEE DISCIPLINE?/ 12-139
12.39	WHAT ARE FIDUCIARY DUTIES IN AN EMPLOYMENT CONTEXT?/ 12-143
12.40	IS IT REALLY IMPOSSIBLE TO FIRE A UNIONIZED EMPLOYEE?/ 12-146
12.41	DEALING WITH A BAD APPLE (TOUGHEST HR QUESTION)/ 12-148
12.42	EMPLOYERS HAVE THE RIGHT TO REQUEST MORE SPECIFIC MEDICAL
12.12	NOTES FROM EMPLOYEES/ 12-150
12.43	SUPREME COURT OF CANADA CLARIFIES THE LAW ON CONSTRUCTIVE
	DISMISSAL/ 12-155
12.44	BRITISH COLUMBIA COURT OF APPEAL REVERSES DECISION OF TRIAL
	COURT ON CUMULATIVE MISCONDUCT AND CULMINATING INCIDENT/
	12-164
12.44A	THE MEANING OF "SEVERANCE PAY" AND THE ONTARIO EMPLOYMENT
12.44A 12.44B	STANDARDS ACT, 2000 / 12-166
	CHIPOTLE LAWSUIT SHOWCASES TRIALS OF SOCIAL MEDIA POLICIES / 12-
12.77₽	166.3
	100.3

12.44C	DESPITE ASSAULTING HIS MANAGER, EMPLOYEE GIVEN \$25,000,
	REINSTATEMENT / 12-166.6
12.44D	MANAGER'S DRINK AT LUNCH NOT A BREACH OF VAGUE ZERO
	TOLERANCE POLICY: COURT / 12-166.10
12.44E	ALBERTA SALESPERSON'S POCKET DIAL REVEALS MOONLIGHTING ON
	COMPANY TIME (LEGAL VIEW) / 12-166.13
12.44F	ENFORCING EMPLOYEE HANDBOOKS (TOUGHEST HR QUESTION) / 12-
	166.16
12.44G	IS CAUSE REQUIRED TO DISMISS FEDERALLY REGULATED NON-
	UNIONIZED EMPLOYEES? / 12-166.18
12.44H	DAMAGES FOR DEPENDENT CONTRACTORS ON TERMINATION / 12-166.23
12.44I	TERMINATION NOTICE FOR PROBATIONARY EMPLOYEES / 12-166.26
12.44J	REINSTATEMENT AS A REMEDY UNDER HUMAN RIGHTS LEGISLATION /
	12-166.29
12.44K	TERMINATION SHOULD NEVER BE A FOREGONE CONCLUSION / 12-166.33
12.44L	OVERWORKED, SICK EMPLOYEE IN ALBERTA WRONGFULLY DISMISSED
	FOR NOT DOING JOB / 12-166.35
12.44M	DISMISSAL OF INJURED EMPLOYEE NOT DISCRIMINATORY: ONTARIO
	TRIBUNAL / 12-166.38
12.44N	B.C. CASE HIGHLIGHTS DOWNSIDES OF PROBATION / 12-166.41
12.44O	What Constitutes Just Cause / 12-166.45
12.44P	Terminating a Probationary Employee / 12-166.57
12.44Q	Recruiting 'Boomerang' Employees / 12-166.59
12.44R	Terminating Termination Clauses / 12-166.61
12.44S	Supreme Court Confirms Employers Can Terminate Workers with Disabilities / 12-166.63
12.44T	The Importance of Careful Drafting of Termination Provisions in Employment
	Contracts / 166.67
12.44U	The #METOO Movement / 166.77
12.44V	Firefighter's Off-Duty Driving Suspension Doesn't Warrant Termination
	Contracts / 166.86
12.44W	Fighting the Final Act / 166.88
12.44X	Act with Class, Decency When Firing a Worker / 166.90
12.44Y	Working Notice of Termination No Good if Employee Unable to Work: Court / 166.92
12.44Z	Terminating a Probationary Employee / 166.95
12.45	Assessing the Effect of a Final Release After Termination on the Ability to Bring a
	Human Rights Complaint/ 12-166.97
12.45A	Privacy in the Workplace — Part 1/12-166.104
12.45B	Job Abandonment/ 12-166.113
12.45C	Duty to Accommodate and Frustration of Contract/ 12-166.116
12.45D	Termination/Hiring a Replacement During Long-Term Disability/ 12-166.120
12.45E	Ontario Court of Appeal Overturns Motion Judge's Decision Regarding Employee's
12.131	Rescission of Notice of Resignation/ 12-166.124
12.45F	Court Holds Employer Liable for Nine Years' Salary for Constructive Dismissal After
	One Year of a Ten Year Contract/ 12-166.127
12.45G	Court of Appeal Upholds Decision that Refusal of Offer of a Non-Comparable Position
	11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

Ontario Court of Appeal Holds That the Rights of an Employee Who is a Shareholder Regarding His or Her Shares are Distinct from His or Her Rights as an Employee and are Determined According to the Provisions of the Shareholders' Agreement/ 12-166.130

Does Not Constitute a Failure to Mitigate/ 12-166.128

12.45H

12.45I Ontario Court of Appeal Clarifies the Requirements for Dependent Contractor Status/ 12-166.133 Alberta Court of Queen's Bench Holds that a Dismissed Employee Receiving Disability 12.45J Benefits During the Notice Period is Not Entitled to Damages for Lost Wages/12-166.135 Ontario Court of Appeal Rules on Another Termination Provision/ 12-166.137 12.45K 12.45L Nova Scotia Court of Appeal Overturns Finding that Employee was Constructively Dismissed/ 12-166.142 Ontario Court Includes Length of Service with Predecessor Company When Assessing 12.45M Reasonable Notice for Terminated Employee/ 12-166.145 Motion Judge Finds "Termination with Notice" Provision in Employment Agreement 12.45N Distinct from and Not Affected by Invalid "Termination for Cause" Provision/ 12-166.147 12.45O Probationary Employees/ 12-166.149 12.45P Termination of Employment Relating to COVID-19/ 12-167 12.45Q Employer's Failure to Bring Contractual Provisions to Employee's Notice Terminating Stock Option Vesting Rights During Notice Period Leaves Employer Liable for Damages/ 12.45R Who Should Conduct Workplace Investigations?/ 12-174 12.45S The Supreme Court of Canada Speaks Up for Workers in the Gig Economy/ 12-176 12.45T Termination of Probationary Employees/ 12-184.1 12.45U Ontario Court Holds That Infectious Disease Emergency Leave Regulation under the Employment Standards Act, 2000 Does Not Affect an Employee's Right to Bring a Claim for Constructive Dismissal at Common Law/ 12-184.9 12.45V Ontario Court Finds Employer's Attempt to Impose an Additional Requirement for Employee to Receive Her Contractual Entitlements on Termination Constitutes Repudiation of the Employment Contract/ 12-184.12 12.45W Ontario Court Refuses Injunctive Relief to Employer Alleging Breach of Fiduciary Duty and a Restrictive Covenant/ 12-184.14 12.45X Ontario Court Sets Reasonable Notice Period at 26 Months in Wrongful Dismissal Case/

LEGAL MEMORANDA

12-184.17

- 12.46 9896 When will a Court or Human Rights Tribunal Decline to Enforce a Release Executed by a Dismissed Employee?/ 12-185
- 12.46A 7768 Can Public Criticism of his or her Employer by a Private Sector Employee Justify his or her Summary Dismissal by the Employer?/ 12-194
- 12.47 7532 What are the General Principles Regarding Insubordination as "Just Cause" in the Context of Wrongful Dismissal?/ 12-198
- 12.48 6038 Can an Employee's Refusal to do Something in the Course of Employment that is Contrary to Law Amount to a Valid Resignation? And Can Coercion of the Employee by the Employer to Participate in an Illegal Act Amount to Constructive Dismissal?/ 12-204

12.49	7606 — Does an Employee's Failure to Attend a Meeting or Event Scheduled or Requested by his or her Employer Constitute Just Cause for Dismissal?/ 12-208
12.50	851 — Is the Existence of a Consensual Sexual Relationship with a Co-worker Sufficient Grounds for the Termination of an Employee's Employment?/ 12-208.7
12.51	141 — Is a Prior Warning Required Where an Employer Dismisses an Employee for Just Cause?/ 12-208.14
12.52	7988 — Is it Wrongful Dismissal When an Employer Summarily Dismisses an Employee Who Proves Unable to Adapt to Substantial Changes in the Workplace, such as, e.g., the Introduction of a New Computer System?/ 12-209
12.53	9894 — When Does Poor Performance Constitute Just Cause for Termination?/ 12-216
12.54	9846 — When may After-acquired Cause be Used in a Wrongful Dismissal Case?/ 12-238
12.55	7670 — What are the General Principles Pertaining to Condonation by an Employee Where the Employer has Fundamentally Breached the Contract of Employment?/ 12-246
12.56	2213 — Does Just Cause for Dismissal Nullify a Termination Provision in an Employment Contract, Which Provides that the Employee will Receive a Very Substantial Payout Upon Termination?/ 12-252
12.57	442 — Can an Employee be Justifiably Dismissed Because he is Seriously Ill and Unable to Work?/ 12-257
12.58	140 — Does an employer have to state what the grounds for termination are in case of employee dismissal?/ $12-267$
12.59	1521 — What are an employer's duties to a disabled employee who has been fired?/ 12-272
12.60	255 — What are the distinguishing characteristics of management employees for the purposes of defining the type of employment in a wrongful dismissal action?/ 12-275
12.61	12392 — Whether taking a vacation immediately after termination amounts to a failure to mitigate in a wrongful dismissal action/ 12-279

INDEX / I-1