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**PRACTICE DESCRIPTION**

I am a founding partner with the law firm of Watershed LLP where I practice labour and employment law. For nearly 20 years before founding Watershed LLP, I practiced labour and employment law at one of Canada's largest national law firms and, since 1999 was a partner in the firm. I am an Adjunct Professor at the University of Toronto where, for the past 12 years, I have taught the labour and employment law at Woodsworth College.

I am fluently bilingual. I have been named in Canadian HR Reporter's *Employment Lawyers Directory (a Comprehensive Directory of the Top Employment Law and Immigration Law Practitioners in Canada)* and as by Lawday as one of the Top 100 leading Canadian lawyers in the area of labour and employment law. The *Lawyer's Weekly* has also named me one of Canada's [24 top legal social media influencers](#). I have co-authored two books and have contributed to a number of others.

**LEGAL EXPERIENCE**

<b>Watershed LLP</b> Barristers and Solicitors	January 1, 2010-Present
<b>Borden Ladner Gervais LLP</b> (formerly Borden & Elliot) Barristers and Solicitors Partner since 1999	1991-December 31, 2009
<b>University of Toronto</b> Adjunct Professor Woodsworth College	1998-Present

**EDUCATION**

Bachelor of Laws  
Queen's University 1991

*Senator Frank Carroll Scholarship*

Bachelor of Arts, Major in Industrial Relations  
McGill University 1988

**PROFESSIONAL ACTIVITIES**

**National Magazine's Addendum** 2005- 2009  
Labour and Employment law contributor for the  
Canadian Bar Association's National Magazine's *Addendum*

**Human Resources Professional Association of Ontario** 2007  
Course Instructor, *Employment Contracts: Tips, Traps and  
Techniques*

**PROFESSIONAL ASSOCIATIONS**

Law Society of Upper Canada  
Human Resources Association of Ontario (HRPAO)  
Oakville Chamber of Commerce

## **PUBLICATIONS AND SPEAKING ENGAGEMENTS**

### **Books and Law Journal Articles**

Contributed chapter to the *Labour Arbitration Yearbook* (Lancaster House, forthcoming) on *Discrimination Based on Family Status: How High Should the Threshold Be? An Employer Perspective* (forthcoming)

Michael P. Fitzgibbon, *Different Doesn't Necessarily Mean Different: A Discussion of Keays v. Honda Canada* (2009), 59 UNBLJ 167

Contributed paper to the book *L'A-B-C des cessations d'emploi et des indemnités de départ* (Édition Yvons Blais, 2007) on *Tendances en matière de dommages-intérêts versés en cas de congédiement injustifié dans les provinces de common law*

Contributed paper to the book *L'A-B-C des cessations d'emploi et des indemnités de départ* (Édition Yvons Blais, 2006) on *Les cessations d'emploi et des indemnités de départ: tendances en common law*

Fiona A.E. McQuarrie, *Industrial Relations in Canada* (Second Edition) (John Wiley & Sons Canada, Ltd., 2007) (*interviewed for chapter on "Introduction to Industrial Relations in Canada"*)

Michael P. Fitzgibbon and Matthew Certosimo, *Understanding Ontario's Employment Standards Act, 2000* (Carswell, 2002)

Michael P. Fitzgibbon and Matthew Certosimo, *An Employer's Guide to the Acquisition and Termination of Bargaining Rights in Ontario* (Carswell, 2001)

### **Papers and Presentations**

Michael P. Fitzgibbon, *Giving Employment References and Reference Checking: What Can You Do and What Should You do?* (Osgoode Professional Development Conference, December 12, 2011) - forthcoming

Michael P. Fitzgibbon and Steve Mendelsohn, *Maintaining Positive Employee Relations in a Non-Union Environment* (HRPAO Annual Conference & Trade Show, February 3, 2011)

Michael P. Fitzgibbon, *Duty to Accommodate Critical Trends to be Aware of* (Canadian Institute, 10th Annual Advanced Forum on Employment Law, October 27-28, 2010)

Michael P. Fitzgibbon, *Overcoming Duty to Accommodate and Return to Work Challenges in Today's Tough Economic Times* (Canadian Institute, Managing and Litigating Disability Insurance Claims, October 21-22, 2010)

Michael P. Fitzgibbon, *Human Rights & Questions on Human Rights* (HRPAO, 2010 HR Law Conference, October 21, 2010)

Michael P. Fitzgibbon, *Employment Agreements* (Ontario Bar Association, Fundamentals of Employment Law - Joint Program of Labour & Employment Section and Young Lawyers' Division, September 21, 2010)

Michael P. Fitzgibbon, *Discrimination Based on Family Status The Prima Facie Debate* (Law Society of Upper Canada Six Minute Employment Lawyer on June 15, 2010)

Michael P. Fitzgibbon, *Special Challenges Faced by Insurers and Employers* (Canadian Institute, Managing Mental Health in the Workplace Advanced Proactive Strategies for Confronting Challenges, Minimizing Claims & Reducing Risks, April 16, 2010)

Michael P. Fitzgibbon, *Structuring the Severance Package: Innovative Solutions for Difficult Times* (Canadian Institute Workforce Restructuring conference, July 10, 2009)

Michael P. Fitzgibbon and Kate A. Zavitz, *How Plan Sponsors are Handling Continuation of Benefits During a Layoff* at the London Chapter of the Canadian Pension and Benefits Institute – Ontario Region Pension and Benefits in an Economic Crisis breakfast seminar (June 16, 2009, London)

Michael P. Fitzgibbon and Denise Bamborough, *Your Legal Right to Investigate*, at the Association of Certified Forensic Investigator's ("ACFI") 11th Annual Fraud Conference (May 4, 2009, Toronto)

Michael P. Fitzgibbon, *Effectively Managing the Use of Technology/Company Property* (Osgoode Hall Professional Development, Osgoode Hall Law School, 3rd Annual Conference on Employment Law, April 28, 2009)

Michael P. Fitzgibbon, *Winning Return to Work Strategies: Boosting Productivity and Cutting Costs* (Canadian Institute, January 28, 2009)

Michael P. Fitzgibbon, *Current Issues in Employee and Workplace Privacy* (Canadian Institute, 2008)

Michael P. Fitzgibbon, *Emerging Grounds for Employment Litigation* (10<sup>th</sup> Annual BLG Symposium, November 8, 2007)

Michael P. Fitzgibbon, *Beyond Contract Law: Emerging Grounds for Employment Litigation* (Canadian Institute 7th Annual Advanced Forum on Employment Law, October 29, 2007)

Michael P. Fitzgibbon, *Tendances en matière de dommages-intérêts versés en cas de congédiement injustifié dans les provinces de common law* (Quebec Bar Association, ABC des cessations d'emploi et des indemnités de départ: 3ième édition, 2007, September 27, 2007)

Michael P. Fitzgibbon, *The ADR/Law Blogger: Free Marketing in 15 Minutes or Less* (Ontario Bar Association, June 4, 2007)

Michael P. Fitzgibbon, *Accommodating Older Workers* (Canadian Institute, 5th Annual Advanced Forum on The Duty To Accommodate For Unionized and Non-Unionized Workplaces May 11, 2007)

Michael P. Fitzgibbon, *Employment Contracts: Tips, Ticks and Techniques* (Human Resources Professional Association of Ontario, one day workshop, May 10, 2007)

Michael P. Fitzgibbon, *Since Wallace v. United Grain Growers* (Ontario Bar Association, Current Issues in Employment Law 2007: Developments in Supreme Court Doctrine, February 28, 2007)

Michael P. Fitzgibbon, *Performance Management in the Non-Union Sector* (HRPAO Annual Conference, February 2007)

Michael P. Fitzgibbon, *Individual Liability in Employment Law* (HRPAO Annual Conference, February 2007)

Michael P. Fitzgibbon, *“Off the Beaten Path” Damages in Employment Law: How to Stay on the Trail* (Canadian Bar Association, National Labour and Administrative Law Conference (Ottawa, Ontario), November 24, 2006)

Michael P. Fitzgibbon, *Employment Law in the Age of Technology – The Good, the Bad and the Ugly* (Canadian Institute, 6th Annual Advanced Forum on Employment Law, October, 2006)

Michael P. Fitzgibbon, *Weblogs at Work* (Keith Bagg Group Breakfast Conference, October 17, 2006)

Michael P. Fitzgibbon, *Les cessations d'emploi et des indemnités de départ: tendances en common law (Trends and Developments in Wrongful Dismissal Damages in Common Law Jurisdictions)*, (Quebec Bar Association, May 5, 2006)

Michael P. Fitzgibbon, *Performance Management in the Non-Union Workplace* (BLG Breakfast Seminar, Kitchener, Ontario)

Michael P. Fitzgibbon, *Employment Contracts – Trends, Developments and Considerations for Employers*, (HRPAO Annual Conference, February 3, 2006)

Michael P. Fitzgibbon and Michelle Henry, *Progressive Discipline – Recent Developments and Practical Strategies for the Non-Union Employer* (BLG 2005 Client Symposium, November 10, 2005)

Michael P. Fitzgibbon, *Accommodation Issues in the Unionized Workplace*, (INFONEX, Duty to Accommodate – Latest Developments and Techniques for Effective Accommodation, October 24, 2005)

Michael P. Fitzgibbon *Surveillance Evidence at Arbitration – Is There an End in Sight?* (Law Society of Upper Canada, *Six-Minute Labour Lawyer*, June 2, 2005)

Michael P. Fitzgibbon, *Progressive Discipline in the Non-Union Environment* (HRPAO Annual Conference, *HR on the Move*, February 2, 2005)

Michael P. Fitzgibbon, *Privacy in the Workplace – Welcome to the Front Lines* (INFONEX Conference, December 7, 2004)

Michael P. Fitzgibbon, *Mediation Without Tears or How to Settle Without Giving Up Your Shirt* (BLG 2004 client symposium) – with Stephen Raymond, Arbitrator & Mediator

Michael P. Fitzgibbon, *Managing the Return to Work Process* (Canadian Institute Conference, November 2, 2004) with Jean-Mark MacKenzie, Vice President and General Manager, Disability Management Group Medcan Health Management Inc.

Michael P. Fitzgibbon, *Age: The Latest Word on Hiring and Retirement* (The Canadian Institute, 2003)

Michael P. Fitzgibbon, *Employment Contracts: Tips, Traps and Techniques* (The Canadian Institute, October 2003)

Michael P. Fitzgibbon, *Surveillance in a Unionized Workplace* (The Law Society of Upper Canada, *Six-Minute Labour Lawyer*, 2003)

Michael P. Fitzgibbon, *Collective Bargaining Simulation* (Infonex, 2003)

Michael P. Fitzgibbon, *Defamation and Wrongful Hiring* (September 25, 2003)

Michael P. Fitzgibbon, *Returning the Sick or Disabled Employee to Work: Legal, Medical and Corporate Issues* (November 2003)

Michael P. Fitzgibbon, *Progressive Discipline and Performance Management in the Workplace* (Federated Press, 2003)

Michael P. Fitzgibbon, *Labour Arbitration Workshop – Strategic, Practical & Legal Issues* (BLG Symposium, November 2003)

Michael P. Fitzgibbon, *The Duty to Accommodate in a Unionized Workplace* (Infonex, 2002)

Michael P. Fitzgibbon, *Employment Standards Act, 2000: A Compliance Primer* (Canadian Institute)

Michael P. Fitzgibbon, *Managing and Accommodating the Disabled Worker* (Strategy Institute, 2001)

Michael P. Fitzgibbon, *Drawing the Line: Employer and Employee Interests in the Electronic Workplace* (Insight, 1999)

Michael P. Fitzgibbon, *Drawing the Line: Employer and Employee Interests in the Electronic Workplace* (Paper Presented at the *Insight Conference Workplace Privacy* on June 22, 1999)

Michael P. Fitzgibbon, "*Employment Standards Act: A Tough Act to Follow* (Presented at the Human Resources Professional Association of Ontario Employment Law Conference on October 21, 1997)

Barry W. Earle, Q.C. and Michael P. Fitzgibbon, *Violence in Schools - Suspensions, Expulsions and the Young Offenders Act*" Paper Presented at the Capsule 1995 Conference in Ottawa, Ontario on "Education in Transition: Legal Issues in a Changing School Setting" held on April 24, 1995

Michael P. Fitzgibbon, *Court-Annexed ADR*, Paper Presented at the Ontario Hospital Association Conference for Human Resources Managers: Into a New Era held on April 18 and 19, 1995 and to the Canadian Institute Seminar on Human Rights and Wrongful Dismissal" on March 3, 1995.

Michael P. Fitzgibbon, *Trends in Notice Determination* Paper presented at Borden & Elliot Seminar, September 1994

## Articles

Michael P. Fitzgibbon, *The Role of Human Resources in the Accommodation of Disabilities* (Canadian HR Reporter)

Michael P. Fitzgibbon and Robert W. Weir, *Supreme Court of Canada Revisits Concept of Undue Hardship* (*Legal Alert*, July 2008)

Michael P. Fitzgibbon, *Supreme Court of Canada Decides Keays v. Honda Canada Case* (*Legal Alert*, June 2008)

Michael P. Fitzgibbon, *Lieu Time as Overtime – Ask the Expert Column* (forthcoming)

Michael P. Fitzgibbon, *Desperate for Workers? Watch Your Step* (Canadian HR Reporter, January 28, 2008)

Michael P. Fitzgibbon, *Workplace Bullying and Harassment* (Canadian Bar Association, *National Magazine, Addendum, forthcoming*)

Michael P. Fitzgibbon, *Fighting Harassment in the Workplace* (Canadian HR Reporter, October 22, 2007)

Michael P. Fitzgibbon, *Are post-employment restrictions enforceable?* (Canadian Bar Association, *National Magazine, Addendum* June 2007) <http://www.cba.org/cba/newsletters/addendum06-07-2/news.aspx>

Michael P. Fitzgibbon, *Wallace Damages and Mitigation Income – Is the Case Closed?* (Canadian Bar Association, *National Magazine, Addendum*, April, 2007) <http://www.cba.org/cba/newsletters/addendum04-07/news.aspx#article3>

Michael P. Fitzgibbon, *The Only Rule is that There are No Rules* (Labour and Employment Law News, Spring 2006) <http://www.blgcanada.com/publications/disclaimeraccept.asp?PublicationKey=801&LanguageKey=1>

Michael P. Fitzgibbon, *Determining the Period of Reasonable Notice of Termination* (*National Magazine's Addendum*, April 2006) <http://www.cba.org/CBA/newsletters/addendum04-06/news.aspx#article5>

Michael P. Fitzgibbon, *How a Rushed Investigation Can Double Your Trouble* (*eNational*, Canadian Bar Association, December 2005) <http://www.cba.org/CBA/newsletters/addendum12-05/news.aspx#article1>

Michael P. Fitzgibbon, *Lessons for Not-For-Profits About Employee Terminations* (BLG *Not-For-Profit Newsletter*, Summer 2005)



Michael P. Fitzgibbon, *2004 Techno Trend: Weblogs and the Practice of Law* (*Lawyers Weekly*, December 24, 2004)

Michael P. Fitzgibbon, *Liberal Government Proposes Labour Law Reform* (BLG Client Update, September 24, 2004)

Michael P. Fitzgibbon and Michelle Henry, *Medical Leave Employment Alert* (BLG Client Update, July 12, 2004)

Michael P. Fitzgibbon, *The Duty to Accommodate and 'Bundling' of Job Duties* (*Labour and Employment Law News*, Fall 2003)

Michael P. Fitzgibbon, *Arbitrator's Authority to Award Damages in lieu of Reinstatement* (*Labour and Employment Law News*, Fall 2002)

Michael P. Fitzgibbon, "Defamation in a School Context" (*CAPSLE Comments*, December 1999)

Michael P. Fitzgibbon, "Surveillance in a Unionized Workplace" (*Labour & Employment Law News*, Spring 1999)

Michael P. Fitzgibbon, "What an Employment Contract Should Contain" (*Transitions Magazine*)

Michael P. Fitzgibbon, "Arbitrators Consider Delay in Discipline Cases" (*Labour & Employment Law News*, Fall 1999)

Michael P. Fitzgibbon, "Is the Door Closing on Summary Judgments for Notice?" (*Hiring & Firing*, July/August 1999)

Michael P. Fitzgibbon, "Employer Responses to Union Organizing Drives" (*Law Clerks Review*, June 1998)

Michael P. Fitzgibbon, "Random, Pre-Employment Drug Testing Illegal, Says Ont. Human Rights Tribunal" (*The Lawyers Weekly*, October 4, 1996)

Michael P. Fitzgibbon, "Terminating Pregnant Employee Can Raise Wrongful Dismissal, Human Rights Claims" (*The Lawyers Weekly*, May 31, 1996)

Michael P. Fitzgibbon, "Sexual Harassment Policies: First Line of Defence" (*Hiring & Firing*, March 1996)

Michael P. Fitzgibbon, "Reasonable Notice Affected by Recent Developments" (*Executive Employment*, 1995)

Michael P. Fitzgibbon, "Door Still Left Ajar for Juniors to Contest Higher Notice for Seniors?" (*The Lawyers Weekly*, November 3, 1995)

Michael P. Fitzgibbon, "Certification Training - The Employers' Oft Forgotten Obligation", (*Human Resources Professional Magazine*, July/August 1995)

Michael P. Fitzgibbon, "Expulsion Hearings: Procedural Requirements and Allegations of Bias" (*Education Law News* (Winter 1995))

Michael P. Fitzgibbon, "The New "Reality" of Reasonable Notice", (*The Lawyers' Weekly*, (April 28, 1995))

Michael P. Fitzgibbon, "Expulsion Hearings: Procedural Requirements and Allegations of Bias" (*CAPSLE Comments* (March, 1995))

Michael P. Fitzgibbon, "Expulsion Hearings: Procedural Requirements and Allegations of Bias" (*CAPSLE Comments* (March, 1995))

Michael P. Fitzgibbon, "Certification Training - The Employers' 'Oft' Forgotten Obligation" (*HRPAO* (July/August, 1995))

Michael P. Fitzgibbon, "Door Still Left Ajar for Juniors to Contest Higher Notice for Seniors?", (*The Lawyers Weekly* (November 3, 1995))

Michael P. Fitzgibbon and Malcolm J. MacKillop, "Reasonable Notice Affected by Recent Developments" (*Executive Employment*, (Vol. III, No. 1, 1995))

Michael P. Fitzgibbon, "Checklist: Recent Developments affecting contract, dismissal and liability issues" (*Executive Employment*, 1995)

Michael P. Fitzgibbon, "More Notice for NonManagerial Employees" (*Legal Alert*, December 1994)

Michael P. Fitzgibbon, "Contracting for Services in Ontario: A New Picture" (*Executive Corporate Real Estate*, September 1994)

Michael P. Fitzgibbon, "Bridge Settlement a CostEffective Measure for Employers" (*Legal Alert*, May, 1994)

Michael P. Fitzgibbon, "Careful Planning Critical in Employee Terminations - Part I", (*Legal Alert*, April 1994)

Michael P. Fitzgibbon, "Violence in Schools - Suspensions, Expulsions and The Young Offenders Act" (*Education Law News*, Spring 1994)

Michael P. Fitzgibbon, "School Violence - The Right to Hold Expulsion Hearings Reconsidered", (*EduLaw*, 1994)

Michael P. Fitzgibbon, "Are Reasonable Notice Periods Expanding for LongService NonManagerial Employees?" (*Corporate Liability*, 1994)

Michael P. Fitzgibbon "Copyright Law in a School Setting" (*Education Law News*, Fall 1993)

### **Interviews**

Quoted in "[On again, Off Again](#)" in the October/November 2010 issue of OHS Canada Magazine

Quoted in "Cancer patient wins \$20,000 discrimination suit" in the July 13, 2010 edition of the *Globe and Mail* (<http://www.theglobeandmail.com/news/national/toronto/cancer-patient-wins-20000-discrimination-suit/article1638176/>)

Featured in "From big-firm law to boutique practice" in the Canadian Bar Association Practice Link) ([http://www.cba.org/CBA/practicelink/solosmall\\_people/boutique.aspx](http://www.cba.org/CBA/practicelink/solosmall_people/boutique.aspx))

Quoted in "[RSS feeds way of the future](#)", March 5, 2010 edition of *The Lawyers Weekly*

Interviewed on CBC Radio about strike replacement laws in Ontario (August 2009)

Quoted in "Accommodating for Family Status" in the August 2009 issue of *Canadian Lawyer* magazine

Quoted in "Getting real: Can we learn to live with less?" in the July 11, 2009 edition of the *National Post*

Quoted in "The unblinking eye of the boss sees more than you realize" in the March 12, 2009 article on *CBC.ca* (<http://www.cbc.ca/technology/story/2009/03/12/f-workplace-surveillance.html>)

Featured in 'Busy times' in labour and employment law in the March 2, 2009 issue of *Law Times* (<http://www.lawtimesnews.com/Headline-News/Busy-times-in-labour-and-employment-law>)

Quoted in "Backlash on Protected Grounds" in the December 2008 issue of *OHS Canada Magazine* (<http://www.ohscanada.com/issues/story.aspx?aid=1000224803>)

Quoted in "Violence, bullying protections break ground" in the September 2008 issue of *OHS Canada Magazine* (<http://www.ohscanada.com/issues/story.aspx?aid=1000228819>)

Quoted in "Reasonable accommodation not a one-way street" in the August 2008 issue of *Canadian Lawyer Magazine*

Quoted in "Keays has employers breathing easier" in the July 6, 2008 issue of *Law Times*

Quoted in the "Supreme Court sides with Honda on chronic fatigue firing" in the June 28, 2008 issue of the *Globe and Mail*

Quoted in "Employers eye Supreme Court ruling on wrongful dismissal" in the June 26, 2008 issue of *The Montreal Gazette*

Quoted in "Employers eye Supreme Court ruling on wrongful dismissal" in the June 26, 2008 issue of the *Ottawa Citizen*

Quoted in "Fit For Workplace Demands" in the June 2008 issue of *OHS Canada Magazine* (<http://www.ohscanada.com/issues/story.aspx?aid=1000228691>)

Quoted in "Cogeco pays for third-party interference" in the May 22, 2008 issue of *Canadian Employment Law Today*

Quoted in "Bullying study reveals unexpected results" in the March 18, 2008 issue of *OHS Canada*

Quoted in the article "You're fired! Should we say anything more?" in the March 3, 2008 issue of *Law Times*

Quoted in "SCC to determine HR obligations" in the March 3, 2008 issue of *Law Times*

[\*Honda Looks to Supreme Court in Discrimination Case\*](#) (*Benefits Canada*, February 26, 2008)

Interviewed on 940 am (Montreal) on February 21, 2008 on the Aphrodite Salas Show regarding the *Keays v. Honda Canada Inc.* case and the appeal to the Supreme Court of Canada

*Labour and Employment Landmines* (by Jennifer McPhee, *Canadian Lawyer – In House*, October 2007)

*Post Haste* (*OHS Canada Magazine*, June 2007)

*Advantage Employee* (by Jeffrey R. Smith, *Canadian HR Reporter*, June 4, 2007)

*CEOs should blog, but be careful, and don't be boring* (by Ian Harvey, *Backbone Magazine*, March/April 2007) [http://www.backbonemag.com/Magazine/E\\_Trends\\_03010701.asp](http://www.backbonemag.com/Magazine/E_Trends_03010701.asp)

*When blogging casts an unflattering light* (by Roma Luciu, *Globe and Mail*, January 31, 2007)

Quoted in the article “Appeal court chops record award that appeared in the October 16, 2006 issue of *Law Times*

Quoted in *Recruiting Outside the Box* (by Lori Bamber, *Report on Business Magazine*, (*Globe and Mail*, June 2006)

Interviewed for the second edition of *Industrial Relations in Canada* (John Wiley & Sons) by Fiona McQuarrie

Quoted in *The Risks and Rewards of ‘Blawging’*, (*Canadian Lawyer*, January 2006)

Quoted in *Running with Scissors* in the October 2006 issue of *OSH Canada Magazine* (<http://www.ohscanada.com/issues/story.aspx?aid=1000215243>)

Quoted in *Workplace ADR*, (Canadian Bar Association, *National Magazine*)

Quoted in *Blog Warning: No Policy Equals Exposure* (*Computing Canada*, May 27, 2005)

Quoted in *Job Yes, But Benefit? Maybe*, (*Toronto Star*, June 8, 2005)

Quoted in *Small Effect Seen In Forced-Retirement Ban* (*Toronto Star*, June 8, 2005)

Quoted in *Blogging The Spotlight*, (*National Magazine*, April/May 2005) (<http://www.cba.org/CBA/National/aprmay05/feature2.aspx>)

Quoted in *Bloggers beware: The boss can read: Workplace Weblogs: Employees don't enjoy full freedom of speech, lawyer warns* (*The Vancouver Province*, May 1, 2005)

Quoted in *Lawyering on the Web* (*Canadian Lawyer Magazine*, October 2004)

Quoted in *Is 65 Just a Number* (*Toronto Star*, August 21, 2004)

Quoted in *Top 100 Employers* (*McLean's Magazine*, October 20, 2003) [http://www.macleans.ca/article.jsp?content=20031020\\_67488\\_67488&source=srch](http://www.macleans.ca/article.jsp?content=20031020_67488_67488&source=srch)

Quoted in *Blackout Absentees Don't Have to be Paid* (*National Post*, August 20, 2003)

Quoted in *Lack of Confidence in Court System Prompts Litigations to Seek out Alternative Dispute Resolution* (*The Lawyers Weekly*, April 17, 1995)

### **Speaking Engagements**

Numerous speaking engagements including events hosted by the Law Society of Upper Canada (LSUC), Canadian Bar Association (CBA), Ontario Bar Association (OBA), Quebec Bar Association, Human Resources Professional Association of Ontario (HRPAO), Canadian Institute, Strategy Institute, Infonex, Insight and Federated Press and Medcan, Food & Commercial Products of Canada (FCPMC) and the Ontario Hospital Association (OHA) as well as at a number of client seminars.

### **Weblog**

I am the author of *Thoughts from a Labour Lawyer* ([www.labourlawblog.typepad.com](http://www.labourlawblog.typepad.com)), one of the first Canadian legal weblogs. This weblog was a finalist in the 2008 Canadian Legal Weblog Awards in the category of Best Practitioner Support Blog.

### **REFERENCES**

Available upon request