



Frank Molnar, KC, MIR, Counsel

in

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Overview

Frank Molnar, KC has over 35 years experience helping employers with complex labour and employment and education law issues. He provides representation and strategic advice in all labour and employment matters, including labour arbitration, Labour Relations Board proceedings, human rights, collective bargaining, executive employment issues, wrongful dismissal, employment standards, workers' compensation and occupational health and safety proceedings.

Frank's clients span numerous industries in both the public and private sector, including educational institutions, health care providers, manufacturers, broadcasters, oil and gas companies, transportation companies, public agencies, municipalities, professional associations and construction companies.

Frank advises federally and provincially regulated employers regarding the discipline and termination of unionized and non-unionized employees, collective agreement interpretation, collective bargaining, labour arbitrations, and complaints and applications before the Alberta Labour Relations Board and the Canada Industrial Relations Board. He also helps clients with human rights complaints, workplace investigations, drug and alcohol testing, employment standards complaints, executive compensation and the preparation and revision of employment agreements and human resources policies.

Frank advises post-secondary institutions on a broad range of issues, including institutional policy and procedures, student misconduct, and labour relations matters with academic and non-academic staff, such as discipline, human rights accommodation, disability management, workplace harassment, academic tenure and promotion, grievance arbitration, labour relations board hearings, collective bargaining, and interest arbitration.

Frank has appeared as counsel before all Alberta and Federal Courts and has represented clients in numerous labour arbitrations (under provincial legislation and Canada Labour Code) and before the Alberta Labour Relations Board, the Canada Industrial Relations Board, Human Rights Tribunals (provincial and federal), Canada Labour Code Adjudicators (unjust dismissals), Employment Standards Umpires, Employment Insurance Umpires, Appeals

Industries

Education

Health

Construction

Municipal

Services

Labour + Employment

Workplace Human Rights

Workplace Investigations

Education

University of Toronto, 1985,

Bachelor of Laws

University of Toronto, 1982, Master

of Industrial Relations

University of Alberta, 1981,

Bachelor of Commerce

Admissions

Ontario, 1988

Alberta, 1986

Commission for Alberta Workers' Compensation and the Occupational Health and Safety Council Appeal Division.

Frank is a frequent speaker to professional, business and community groups on labour, employment and human rights issues, and also serves as chair of numerous conferences. He has presented at national Canadian Bar Association conferences and Legal Education Society of Alberta conferences and has been a frequent presenter at the Calgary Labour Arbitration Conference. Frank is also a contributing author to Remedies in Labour, Employment and Human Rights Law (Carswell).

Value to Clients

"I take a proactive approach to litigation and strategic counseling and focus on finding the most practical, cost-effective path to solving my clients' problems. After more than three decades of handling labour, employment and education law matters, I've seen nearly every scenario and dispute imaginable. What continues to make it all so interesting is how the law constantly evolves. I have the opportunity to collaborate with clients to help them adapt effectively and overcome the new challenges they face today and in the future."

Outside the Office

Frank is active in the community. He has served on the Board of Directors of Alberta Ballet since 1993 and has been Corporate Secretary since 1994.

Experience

TST-CF Express and Western Canada Council of Teamsters (National Day of Truth and Reconciliation), 2022 (Norrie) – Federal Grievance Arbitration Award

Abdi v Wood's Homes Society, 2025 AHRC 45 (CanLII), Alberta Human Rights Tribunal

BURNCO Rock Products Limited and General Teamsters, Local Union No. 362 (Driver Assignment of Work Interpretation), 2025 (Asbell), Alberta Grievance Arbitration Award

TST-CF Express and Teamsters Local Union No. 31 (National Day of Truth and Reconciliation), 2025 (Somjen), Federal Grievance Arbitration Award

Chapin v Board of Governors of Southern Alberta Institute of Technology, 2024 AHRC 115 (CanLII), Human Rights Tribunal of Alberta

MacLennan v Board of Governors of Southern Alberta Institute of Technology, 2024 AHRC 108 (CanLII), Human Rights Tribunal of Alberta

Arsenault v Big Rock Brewery Limited Partnership by its general partner Big Rock Brewery Operations Corp. and Big Rock Brewery Operations Corp, 2024 ABKB 387

Sterling Crane v International Union of Operating Engineers Local 955 (Cormier), 2024 CanLII 46844 (AB GAA) (Norrie)

Canada Post Corporation and Canadian Union of Postal Workers (Brock), 2024 (Norman), Federal Grievance Arbitration Award

Van Hee v Glenmore Inn Holdings Ltd., 2023 ABCJ 244

Professional

Canadian Association of University Solicitors

Member

2003 - Present

Calgary Bar Association

Member

1994-Present

Canadian Bar Association Alberta, Labour and Employment Law Section (South)

Member

1992-Present

Law Society of Alberta

Member

1986-Present

Law Society of Ontario

Member

1988-Present

Canadian Association of Counsel to Employers

Member

2013 - 2018

Community

Legal Affairs and Corporate Secretary, Alberta Ballet Company, 1994-Present

Board of Directors, Alberta Ballet Company, 1993-Present

Member, Knights of Columbus, 2009-Present

Labour Relations Sub-Committee, Chair, Calgary Chamber of Commerce, 2012-2019

Human Resources Committee, Calgary Chamber of Commerce, 2002-2019

Vice-President, Alberta Ballet Company, 1994-1995

Recognition

Labour and Employment Law, The Best Lawyers™ in Canada: 2015 - 2025

Employment + Labour: Alberta, Chambers and Partners: 2018 - 2025

"Distinguished", Martindale-Hubbell® Peer Review Ratings™: 2013 - 2025

"Repeatedly Recommended" Workplace Human Rights (Employer), Canadian Legal Lexpert® Directory: 2019, 2021

Media

- Shaw TV - Challenges for employers and employees caused by Alberta's economic downturn, May 18-20, 2016
- CBC Calgary Television News - Employment litigation options and implications arising from the resolution of the remaining criminal charge against Jian Ghomeshi, May 11, 2016
- CBC - Edmonton shoe store 'no-veil' policy unlikely to withstand human rights challenge, February 1 and 2, 2016
- 660 News (Calgary) - Interview by Audrey Whelan, Morning News Anchor at 660 News - Strategies for companies and employees to manage during Alberta's current economic downturn, November 11, 2015
- 660 News (Calgary) - Interview by Kevin Usselman, News Director at 660 News - How companies can effectively manage employee relations during an economic downturn and strategies for responding to pressure to reduce payroll costs, April 25, 2015
- QR77 (Calgary) - Sportstalk with Mark Stephen and Jock Wilson - NHLPA disclaimer of interest and NHL response of commencing a civil action in New York Federal Court for declaratory relief and filing an unfair labour practice complaint with the National Labour Relations Board, December 14, 2012
- Sportsnet 960 The Fan (Calgary) - The Big Show with Pat Steinberg and Peter Maher - NHL lockout and request by owners to meet with and bargain directly with a group of player representatives, November 30, 2012
- QR77 (Calgary) - Calgary Today with Angela Kokott - Intervention by the Federal Minister of Labour in Air Canada's Dispute with Its Flight Attendants, October 12, 2011
- QR77 (Calgary) - Doug Rutherford Show - CIBC Overtime Class Action, December 16, 2008
- 630CHED (Edmonton) - Doug Rutherford Show - CIBC Overtime Class Action, December 16, 2008

Client Stories

Our client: A large, federally-regulated employer, with a major, national operation and a non-union workforce.

- **Where we began:** The company purchased a unionized operation and needed help integrating the two operations. As Frank put it, *"Our client wanted to realize the efficiencies of merging into one, non-union location while recognizing the rights of the union employees. First, however, we needed to assess the legal issues and the scope of the unionized workers' rights."*
- **Our approach:** In collaboration with the client, we decided to keep the unionized group initially separate. *"This allowed the client time to sort out the complicated issues and scenarios involved including the impact on the client's national operations and to negotiate with the union concerning the integration of the union and non-union operations."*

- **The result:** The unionized location was closed. The unionized employees were moved and integrated into a non-union site and the two groups of employees were intermingled. The Canada Industrial Relations Board ordered that a vote be held of the combined group of union and non-union employees to determine whether the intermingled site would be union or non-union. Ultimately, the employees decided to go non-union. As a result, the client was successful in acquiring a unionized operation and shedding the union.

News + Views + Events

February 2025

[Labour + Employment: Trends Shaping Your Workplace in 2025 \(Part 1\)](#)

February 2025

[Jurisdictional Misclassification Proves Costly: ESA Upholds \\$10,000 Award](#)

October 30, 2024

[2024 Post-Secondary Summit](#)

July 2024 - 6 min read

[First Court Decision Interpreting New Streamlined Trial Rules in Alberta](#)

February 2024

[2023 - A Year in Review: Labour + Employment \(Part 1\)](#)