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THE SUPERHR DIGEST

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FROM THE GET-GO

What's Changing

September is a good time to look ahead. While many workplaces are getting back into their regular rhythm after summer, several employment standards changes are coming into effect on October 1, 2026. Employers should use September to review payroll, policies and workplace practices so there are no surprises when the changes take effect.

Manitoba - New Sick-Note Rules

A significant change is coming to Manitoba on October 1, 2026. The ESC now limits when employers can require employees to provide a doctor's note for short-term illness or injury.

British Columbia- ESA Complaint Process Changes

The changes are designed to streamline the ESB complaint and dispute-resolution process. An employer appealing an ESA decision must now deposit the amount owing before the appeal can proceed.

Minimum Wage Changes- October 2026

Several provinces will see minimum-wage increases:

- Ontario: \$17.95/hour
- Manitoba: \$16.40/hour
- Saskatchewan: \$15.70/hour
- Nova Scotia: \$17.00/hour
- Prince Edward Island: \$17.30/hour,
- Nunavut: \$20.17/hour

HR compliance means to demonstrate that workplace practices, and employment decisions are compliant.

BC's Labour Statutes Amendment Act, 2026 (Bill 10) introduced several changes to the Employment Standards Act complaint and dispute-resolution process. The stated objective is to resolve straightforward complaints more efficiently and encourage earlier resolution between the parties.



There are four changes particularly relevant to employers:

1. More emphasis on early complaint resolution - The Employment Standards Branch can now require parties to participate in a complaint resolution process for straightforward matters before proceeding to a full investigation. The intention is to encourage employers and employees to communicate and resolve relatively clear issues earlier.

This is important because an employer should not assume that an Employment Standards complaint automatically means a lengthy formal investigation. Early resolution may become a more significant part of the process.

2. Appeals now have a financial consequence - This is probably the most important change for employers. Where an Employment Standards determination requires an employer to pay money to an employee, an employer seeking to appeal must generally deposit the amount ordered before the appeal can proceed. The deposit is normally the full amount owing under the determination, although the Tribunal can consider whether a smaller amount is adequate in the circumstances.

That changes the practical calculus of an appeal. An employer cannot simply treat an appeal as a way of postponing payment while the dispute continues.

3. Investigation reports are no longer automatically required - The Director now has discretion regarding whether to prepare a written investigation report before making a determination. If a report is prepared, the parties have an opportunity to respond within the timeframe established by the Director.

4. The Branch has greater flexibility in closing complaints - The amendments clarify the Director's ability to close a complaint where there are no wages or other amounts owing, helping avoid unnecessary continuation of matters that do not require further action.

What does this mean for employers?

When an employee raises a concern about wages, overtime, vacation pay, termination pay, statutory holidays or another Employment Standards issue, employers should take the concern seriously and address it with records, facts and legislation, not assumptions. Good documentation becomes particularly important. Employers should be able to produce employment contracts, payroll records, schedules, vacation records, time records, policies and relevant correspondence when necessary.

Perhaps most importantly, don't wait for a complaint to discover that your HR practices are inconsistent.





Fall Reset: Is Your Workplace Ready for the Busy Season?

September often marks a shift in workplace pace. Vacation season winds down, teams return to regular schedules, workloads increase, and many organizations begin preparing for their busiest months of the year. That transition can create safety risks that are easy to overlook.

Fatigue is one of them. Employees who are adjusting to new schedules, working longer hours, covering staffing gaps or managing increased workloads may be more vulnerable to errors, incidents and injuries. Employers should pay attention to excessive hours, insufficient breaks, changing schedules and signs that employees are struggling to keep up.

But workplace safety isn't only physical. Psychological safety matters too. A workplace where employees are afraid to speak up about hazards, mistakes, workload concerns or inappropriate behaviour is not a truly safe workplace. As operations become busier, managers should reinforce that raising a safety concern is a responsibility—not a problem.



The Fall Safety Reset

September is a good time to ask:

- Are employees properly trained for the work they are performing?
- Are new or returning employees aware of workplace hazards and procedures?
- Are emergency procedures and contact information current?
- Are workloads and schedules creating unnecessary fatigue?
- Do employees know how to report hazards, incidents and unsafe behaviour?
- Are managers actively demonstrating safe workplace practices?

A particularly important point for employers is leading by example. Employees notice when managers skip safety procedures, ignore breaks, tolerate unsafe shortcuts or discourage people from raising concerns. Safety expectations need to be demonstrated consistently—not simply written into a policy.

SuperHR Safety Reminder: A busy workplace is not an excuse to lower safety standards. In fact, the busier the workplace becomes, the more important consistent safety practices become.



Gossip in the Workplace — Not Here

Gossip rarely announces itself. It can begin with a casual comment in the lunchroom, a private message between coworkers, or a seemingly harmless “Did you hear what happened?” One conversation becomes another, and eventually people begin sharing information they don't know to be true, discussing coworkers who aren't present, questioning management decisions, or speculating about someone's personal or professional situation. When these conversations become normalized, gossip can quietly become part of the workplace culture.



The impact can be significant. Morale drops, trust erodes, teams become divided, and employees become less willing to communicate openly. People start wondering what is being said about them when they leave the room. Employees may form “sides,” information becomes distorted, and managers can spend increasing amounts of time dealing with conflict that originated from something that was never properly addressed. What may have started as a few conversations can eventually affect engagement, collaboration, productivity and retention.

But here is the gold: gossip can be addressed. When employees learn how to recognize it, stop participating in it and redirect conversations toward constructive communication, the workplace changes. Trust has room to rebuild. Teams become more focused on solving problems rather than discussing people. Employees feel safer speaking directly with one another, and managers can spend less time managing unnecessary drama and more time developing their people.



This Month at SuperHR Academy

That is exactly why we created **Gossip in the Workplace — Not Here**.

Our newest training program gives employees practical tools to understand how gossip starts, why people participate in it, the damage it can cause, and what they can do differently. It is designed to turn an uncomfortable workplace topic into a constructive learning opportunity.

Because the goal isn't simply to tell people “Don't gossip.”

The goal is to build a workplace where people don't need to.

The Expectation Gap - When Employees Don't Know What "Good" Looks Like

One of the most common reasons employees struggle with performance is surprisingly simple: they don't know exactly what is expected of them. A manager may think an expectation is obvious, while the employee is operating with a completely different understanding of what "good" looks like. "Be more proactive," "communicate better," or "take more ownership" may sound clear to a manager—but they are not necessarily actionable expectations for an employee.

A strong expectation answers three questions: What needs to happen? What does success look like? When does it need to happen? Instead of saying, "You need to improve your communication," try: "When there is a delay that will affect a customer or another team member, communicate the issue to your manager before the deadline is missed." Now the employee knows exactly what behaviour needs to change. The same principle applies to attendance, teamwork, customer service, safety, productivity and workplace conduct. Clarity creates accountability. When expectations are clear, employees have a fair opportunity to succeed, managers have something objective to coach against, and performance conversations become much more productive.

So, What Can We Do?

Discuss the issue

Sometimes the best intervention is simply addressing the issue early. If attendance is becoming inconsistent, deadlines are being missed, communication is deteriorating, don't wait for the problem to become a pattern that is much harder to correct. A timely conversation can clarify the expectation and establish what needs to change.

Use Discipline

If an employee knowingly disregards a reasonable workplace expectation, repeatedly fails to correct behaviour after being given an opportunity to improve, progressive discipline may become appropriate. The important distinction is that discipline should be based on the circumstances, the expectations communicated, and the opportunity provided to improve.

Consider Job Redesign

Sometimes the problem isn't the employee, it is the job. Job redesign can involve changing responsibilities, workflows, reporting relationships, priorities or how work is distributed. Before concluding that someone is a poor performer, ask whether the role itself is still designed for success.

HR Gold:

Diagnose Before You Decide

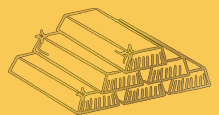
There is no single HR solution for a performance gap.

Expectation unclear? → Clarify.

Skill or knowledge gap? → Train and coach.

Behaviour needs to change? → Have the conversation.

Role no longer fits the business or employee? → Consider redesign.



The goal of good HR isn't to find a reason to discipline someone. It is to create a reasonable opportunity for improvement while protecting the organization's standards and interests.

A New Focus on Growth

We're excited to introduce a new section in our newsletter dedicated to Employee Development, because strong organizations are built on continuous learning. Each month, we will highlight practical training opportunities available to your team, including a featured course, Info-Sessions and a micro-learning video designed to reinforce key workplace skills in a simple and engaging way. Our goal is to make development accessible, relevant, and easy to implement, supporting both compliance and long-term team success.



Strong workplace cultures don't happen by accident, they are built through continuous learning and development. Organizations that invest in employee training see stronger leadership, better communication, increased engagement. This month, we're pleased to introduce a number of SuperHR Academy courses. A full OH&S section is now available, and a set of training programs for Managers and Employees are also available. Remember, success is built on a daily basis, and training is a key element of success.



- Slip, Trip and Fall
- Kitchen Safety
- Work Alone
- Lift and Carry
- The ABC of Managing Others
- Prevention Passive Agreement
- Go See. Ask. Act. Be proactive
- Workplace Respect
- Leading by Example
- How to Receive Feedback

Micro-learning Video of the Month



Follow the Playbook - Superior performance, compliance, and workplace safety all begin with something simple: following established procedures. This month's micro-learning video, **Follow the Playbook**, reminds employees why leadership instructions, policies and established processes matter, and how taking shortcuts can create unnecessary risks, inconsistencies and avoidable problems. Encourage your team to take a few minutes to watch the video and consider how their everyday decisions affect people, quality and business results. Following the playbook isn't about making work harder; it's about making sure we do things the right way, consistently and safely.

Employment Records

Join us for our next Info Session: **Employment Records – A Gold Mine for the MOL**. Learn why employment records are often one of the first things requested during an inspection, audit, or employee complaint, and how incomplete or inaccurate documentation can lead to unnecessary penalties and liability. We will explore what records employers are required to maintain, how long they must be retained, and common compliance gaps. This session will help employers reduce risk, demonstrate compliance, and ensure they have the records needed to support important employment decisions.



New Clients Joining our Community

We're excited to welcome **Ridge Meadows Recycling Society** to the SuperHR Canada community!

Both organizations have partnered with us to strengthen their workplace practices, enhance compliance, and continue investing in their people. We look forward to supporting their HR journey through practical solutions, leadership development, and workplace training that help build strong, respectful, and high-performing cultures.



Welcome aboard, we're excited to be part of your continued success!

Out & About with SuperHR



1: Ridge Meadows Chamber - HR event
2: Vantage Point Summer Social

3: Surrey Digital Client Appreciation BBQ