

TABLE OF CONTENTS

<i>Acknowledgments</i>	iii
<i>Foreword</i>	v
<i>Preface</i>	ix
<i>Author's Biographical Notes</i>	xi
CHAPTER 1 – INTRODUCTION.....	1
CHAPTER 2 – PROCESSING THE GRIEVANCE.....	7
The Importance of Informal Dialogue	7
Formal Grievance Process	8
Types of Grievances	9
Obligations of the Employer	10
Grievance Procedure	10
Framing the Grievance	11
Conducting Grievance Meetings	13
The Importance of Dialogue	13
Without Prejudice Discussions	14
Answers to Grievances	16
Timeliness.....	17
Settlement of the Grievance	22
CHAPTER 3 – EXPEDITING THE ARBITRATION	
PROCESS	25
Expedited Arbitration by Statute	26
Private Arbitration Arising From the Collective Agreement.....	28
Choosing a Nominee	29
Modifying the Traditional Arbitration Model	30
Mediation-Arbitration	31
The Troubleshooter.....	33
Expedited Arbitration	34
Other Available Tools	35

CHAPTER 4 – GETTING READY FOR THE HEARING.....	37
Gathering Information	37
Interviewing Witnesses.....	39
Witnesses	40
The 10 Rules of Witness Preparation	41
Assembling Evidence	45
Order of Proceeding	46
Identifying Witnesses.....	46
Determining the Evidence.....	46
Assembling the Documents.....	47
Using Creativity in the Hearing.....	48
Video Surveillance.....	48
Visual Aids	48
The Use of Notes	49
Agreed Statement of Facts.....	49
Subpoenas Duces Tecum	50
Analysis of Issues	52
The Collective Agreement.....	52
Narrowing the Submissions	52
Prepare for the Opposing Submissions	53
Examining the Caselaw	53
CHAPTER 5 – THE HEARING -	
PRELIMINARY MATTERS	57
Advance Notice of Preliminary Matters.....	59
Filing Documents	59
The Hearing	60
Preliminary Objections	61
Grounds for Objections to Jurisdiction.....	63
Opening Statement	64
Agreed Statement of Facts	66
CHAPTER 6 – THE HEARING -	
MATTERS OF EVIDENCE.....	69
Powers of Arbitrators	69
Exclusion of Witnesses.....	71
Order of Proceedings	73
Preparation of Witnesses.....	73
Examination-in-Chief	74
Types of Questions.....	76

Table of Contents

Refreshing a Witness's Memory	77
Hostile Witnesses	78
Hearsay	79
Cross-Examinations	80
Techniques and Tips	81
Objections During Cross-examination	85
Re-examination on Reply	86
Reply Evidence	87
Should Evidence Be Called at All?	88
CHAPTER 7 – THE HEARING - ARGUMENT STAGE.....	91
Argument in Chief	91
Review of Evidence	92
Review of the Collective Agreement and Legislation	95
Review of Other Arbitration Awards and Cases	96
Argument in Rebuttal	100
Reply Argument	104
CHAPTER 8 – AFTER THE HEARING.....	107
Executive Sessions of a Board of Arbitration.....	109
Dissenting Opinion	113
Questions of Compensation.....	114
Enforcement of Arbitration Awards	117
CHAPTER 9 – JUDICIAL REVIEW OF LABOUR ARBITRATION AWARDS	119
Introduction to Judicial Review	119
The Standards of Review	121
Determining the Standard	123
Examples of Grounds for Review	126
Denial of Procedural Fairness	127
Jurisdictional Error.....	128
Errors in Interpretation and Application of Collective Agreement ...	128
Summary	129
CHAPTER 10 – LEGAL ISSUES	131
Estoppel	131
Issue Estoppel.....	132
Promissory Estoppel	134
Abuse of Process	135

Labour Arbitrations and All That

Laches.....	137
Culminating Incident.....	138
Past Practice.....	139
Double Jeopardy.....	141
Sworn Statements and Will Say Statements/Declarations.....	142
Taking a View.....	143
Expert Witnesses.....	143
Hostile Witness.....	145
CHAPTER 11 – CONCLUSION.....	147
<i>Index.....</i>	<i>151</i>