

Table of Contents

Preface	xiii
Abbreviations and Citations	xv

PART I PRINCIPLES AND PRACTICE

Chapter 1 The Grievance Arbitration Process	3
What is Arbitration?.....	3
Is Arbitration Public or Private?.....	3
Is Arbitration an Adversarial Contest?.....	4
What Do Arbitrators Do?.....	4
What Powers Do Arbitrators Have?	5
Management Rights and Reasonableness.....	7
Does Arbitration Work?.....	7

A. BEFORE THE HEARING

Chapter 2 Processing the Grievance	11
The Grievance Procedure	11
Sample Grievances	13
Investigating the Grievance	13
Grievance Meetings.....	13
Missing Time Limits – And What To Do	14
Union’s Duty of Fair Representation.....	15
Employee Grievance.....	18
Employee Grievance Alleging Unjust Discipline/Discharge	19
Union Grievance.....	20
Employer Grievance	21
Grievance Investigation Report	22
Chapter 3 Proceeding to Arbitration	25
Giving Notice to Arbitrate	25
Appointing the Nominee	25
Selecting the Arbitrator.....	27
Expedited Arbitration	28
Scheduling the Hearing	29
Notice of Hearing	29
Notice of Evidence	30
Particulars and Production.....	30

Adjournments	30
Grievance Mediation	31
Notice of Referral to Arbitration	33
Request to Minister for Appointment of Arbitrator	34
Sample Minutes of Settlement.....	35
Chapter 4 Preparing the Case.....	37
The Essential Steps.....	37
Organizing the Arbitration Brief.....	37
Ascertaining the Facts	39
Identifying the Issues.....	39
Developing a Theory of the Case	39
Researching the Law	40
Preparing Your Opening Statement and Final Argument in Advance ...	40
Chapter 5 Preparing Witnesses	41
The Initial Interview	41
Prepare, Don't Coach	42
Ask for Statements.....	42
Draw Out the Whole Story	43
Question Witnesses Separately.....	43
Interview Opposing Witnesses, Too	44
The Final Interview	45
Caution Your Witnesses.....	45
Preparing the Expert Witness	46
Map Out Cross-Examination	47
Plan the Evidence	47
Subpoenas to Witnesses.....	47
Summons to Attend Hearing (Ontario).....	49
Witness Fees and Expenses – The Court Tariff (Ontario)	50
Advice to Witnesses in Arbitration Proceedings	51
Chapter 6 Obtaining Documents and Particulars	55
Requesting Particulars of Facts	55
Requesting Production of Documents	55

B. DURING THE HEARING

Chapter 7 Procedure at the Hearing	59
Arbitration Practice.....	59
Appearances.....	59
Preliminary Objections	59

Exclusion of Witnesses	60
Who Goes First?	60
Calling the Grievor	61
The Order of Calling Witnesses.....	62
You Can't Split Your Case.....	62
Moving for Non-Suit	63
Preliminary Objections and How to Handle Them	64
Chapter 8 Opening Statements.....	67
The Essential Elements.....	67
Don't Telegraph the Evidence	68
Be Flexible.....	68
Don't Anticipate	68
Retain Control.....	68
Specify the Remedy.....	69
Chapter 9 The Rules of Evidence	71
The Burden of Proof.....	71
The Standard of Proof.....	71
The Arbitrator's Power to Admit Evidence	71
Relevance and Exclusionary Rules.....	73
The Rule Against Hearsay	73
Exceptions to the Rule Against Hearsay.....	74
Medical Reports.....	74
Business Records.....	74
Privilege.....	75
The Collateral Facts Rule	75
Proof of Documents.....	76
The Best Evidence Rule	76
The Rule Against Self-Serving Statements	76
Character Evidence.....	76
Similar Fact Evidence.....	77
Expert Evidence.....	77
Extrinsic Evidence/The Parole Evidence Rule.....	78
Chapter 10 Examining Your Own Witness: Examination-in-Chief.....	79
The Purpose of Examination-in-Chief.....	79
Leading Questions Restricted.....	79
Refreshing the Witness' Memory Allowed.....	80
Cross-Examination Not Permitted Unless Witness Hostile.....	81
Hearsay Questions Limited	81
Questions Must Be Relevant	82
Opinion Evidence Limited.....	82

Handling Objections	82
Taking Notes	82
Give Your Witness Advice	83
Spotlight the Witness	83
Focus on the Facts	83
Make Your Questions Clear and Interesting	84
Introducing Documents	84
Questioning Your Expert Witness	85
Failure to Call a Material Witness	85
One Last Word	85
Common Objections to Questions Asked in Chief	86
Common Objections to the introduction of Documents	87
Chapter 11 Cross-Examination	89
The Purpose of Cross-Examination	89
Should You Cross-Examine?	89
Preparing Cross-Examination	90
Dealing With Documents	90
Engage the Witness	91
Pay Attention to the Arbitrator	91
Taking Notes	91
Discrediting the Witness	91
Turning Witnesses to Your Advantage	92
Collateral Questions as to Credibility	92
Cross-Examining on Notes Used To Refresh Memory	93
Raising Prior Inconsistent Statements	93
Cross-Examining About Criminal Record	94
Give the Witness a Chance to Explain	94
Don't Suggest Misconduct You Can't Prove	94
Querying the Failure to Call a Witness	95
Can You Cross-Examine a "Friendly" Witness?	95
Hearsay Questions Limited	95
Opinion Evidence Restricted	95
Privileged Matters Out of Bounds	95
Questioning Must Be Directed	95
Avoid Open-Ended Questions	96
Step-by-Step Questioning	96
Closing the Escape Hatches	96
Don't "Retravel Direct"!	96
Unsettling the Witness	97
Questioning – Friendly or Aggressive?	97
Don't Go Too Far	98
Driving the Witness to Extremes	98

Suggesting the Opposite	98
Dialogue with the Witness	98
Make it Clear and Simple	98
Don't React	98
Don't Be Argumentative	99
Asking About Witness Preparation	99
Dealing with Obstructive Tactics	99
Cross-Examining Experts	100
Caution the Witness	100
A Final Note	100
Common Objections to Questions asked on Cross-Examination	101
Communication with Witnesses Giving Evidence	102
Chapter 12 Re-Examination	103
The Purpose of Re-Examination	103
The Technique of Re-Examination	103
Objecting to Re-Examination	103
Chapter 13 Presenting Final Argument	105
The Nature of Argument	105
The Order of Presentation	105
The Manner of Presentation	106
The Essential Elements	107
Framing the Issues	107
Requesting the Remedy	108
Making Submissions Regarding the Meaning of the Collective Agreement	108
Presenting Legal Argument	110
Citing Relevant Authorities	111
Reviewing the Evidence	113
Closing Your Case	115

C. AFTER THE HEARING

Chapter 14 Issuing the Award	119
Deliberations	119
Sources	119
Remedies	119
Time Limits	120
Reserving Jurisdiction	120
Re-Opening the Hearing	120
Amending the Award	120
Costs	121

Chapter 15	Enforcement and Judicial Review	123
	Enforcing the Award	123
	Reviewing the Award.....	123
Chapter 16	The Ethics of Advocacy	127

APPENDICES TO PART I

Appendix 1	<i>Sattva Capital Corp. v. Creston Moly Corp.</i> (excerpts)...	131
Appendix 2	<i>Parry Sound (District) Social Services Administration Board v. OPSEU, Local 324</i> (excerpts)	133
Appendix 3	<i>Communications, Energy and Paperworkers Union of Canada, Local 30 v. Irving Pulp & Paper Ltd.</i> (excerpts).....	141
Appendix 4	<i>Ontario Evidence Act</i> (excerpts)	145
Appendix 5	Rules of Civil Procedure – Ontario Superior Court of Justice (excerpts).....	149
Appendix 6	<i>Re Winchester District Memorial Hospital and Ontario Nurses' Association</i>	151
Appendix 7	<i>Greater Niagara Transit Commission v. Amalgamated Transit Union, Local 1582</i> (excerpt)	159
Appendix 8	<i>United Brotherhood of Carpenters and Joiners of America, Local 579 v. Bradco Construction Ltd.</i> (excerpt)	161
Appendix 9	<i>Nor-Man Regional Health Authority v. Manitoba Association of Health Care Professionals</i> (excerpts)	163
Appendix 10	<i>Bhasin v. Hrynew</i> (excerpts)	167
Appendix 11	<i>Université du Québec à Trois-Rivières v. Laroque</i> (excerpts).....	171
Appendix 12	Rules of Professional Conduct – Law Society of Ontario (excerpts)	179
Appendix 13	Ontario Labour-Management Arbitrators' Association – Code of Ethics.....	185

PART II DISABILITY-RELATED MISCONDUCT: A CASE SIMULATION

A. THE CASE SCENARIO

Section 1 An Introductory Note	193
Section 2 Summary of the Facts	195
The Grievor and the Context of Her Employment	195
History of Failures to Administer Medication	195
The Grievor Admits to Prior Thefts of Narcotics	195
The Employer's Investigation: Lack of Union Representation	196
Ascertaining the Facts: Practical Guidelines	197
The Grievor's Termination	198
The Union Alleges Discriminatory Dismissal, Raises Union Representation Issue	198
The Parties Call Medical Experts with Conflicting Opinions	199
The Parties' Positions	199
The Collective Agreement and the Drug and Alcohol Policy	200

B. PREPARING THE CASE FOR ARBITRATION

Section 3 Framing the Legal Issues	203
Section 4 The Discriminatory Dismissal Issue	205
Caselaw – Overview	205
Identifying the Issues and Conducting Legal Research: Practical Guidelines	207
Caselaw Supporting the Employer's Argument	209
Caselaw Supporting the Union's Argument	211
Section 5 The Union Representation Issue	215
Section 6 The Issue of Credibility	219

C. PRESENTING THE CASE AT ARBITRATION

Section 7 The Parties' Opening Statements	223
Employer's Opening Statement	223
Preparing and Delivering an Opening Statement: Practical Guidelines	225
Union's Opening Statement	226
Employer's Reply	227

Section 8 Employer Evidence: Examination, Cross-Examination, and Re-Examination	229
Evidence of Stacy Elliot	229
Examining Your Own Witnesses: Practical Guidelines.....	231
Evidence of Karima Patel.....	234
Evidence of Todd Renfrew	238
Evidence of Dr. Jeff Ellis.....	241
Cross-Examining Your Opponent's Witnesses: Practical Guidelines....	245
Section 9 Union Evidence: Examination, Cross-Examination, and Re-Examination	247
Evidence of Jane Thoburn	247
Evidence of Tony Ricci	252
Evidence of Dr. Anna Cunningham.....	255
Section 10 Employer's Reply Evidence: Examination, Cross-Examination, and Re-Examination	261
Evidence of Todd Renfrew	261
Reply Evidence: Practical Guidelines	263
Section 11 The Parties' Closing Arguments	265
Employer's Closing Argument	265
Preparing and Delivering Final Arguments: Practical Guidelines.....	267
Union's Closing Argument.....	271
Employer's Reply	277

APPENDICES TO PART II

Appendix 1 <i>Stewart v. Elk Valley Coal Corp.</i> (excerpts).....	281
Appendix 2 <i>Ontario Nurses' Association v. Regional Municipality of Waterloo (Sunnyside Home)</i>	289
Appendix 3 <i>Teamsters Canada Rail Conference v. Canadian Pacific Railway</i>	299
Appendix 4 <i>Mitchnick and Etherington, Leading Cases on Labour Arbitration</i>	307
Glossary	315
Index	329