

Running a Personal Grievance Case

1. INTRODUCTION	1
The Employment Relations Authority	3
2. INITIAL PREPARATION OF YOUR CASE	5
Examining the cost in terms of time, money, preparation and representation	5
<i>The economics of litigation</i>	6
<i>The calculator as a tool</i>	6
<i>Calderbank letters</i>	7
3. MEDIATION	9
4. THE AUTHORITY	11
5. PREPARATION FOR INVESTIGATION	13
Preparation of evidence	13
<i>Gathering documents</i>	13
<i>Disclosure</i>	13
<i>Briefs of evidence</i>	14
<i>Giving evidence</i>	15
<i>Onus of proof</i>	15
<i>Quantifying a claim</i>	16
<i>Reinstatement</i>	18
Cross-examination	19
<i>Preparation of cross-examination</i>	19
<i>Preparing your clients for being cross-examined and giving evidence</i>	21
Submissions	22
<i>Applicant's submissions</i>	22
<i>Respondent's submissions</i>	22
<i>Applicant's reply</i>	23
6. APPEAL PROCESS	25
CONCLUSION	27
APPENDIX 1 – ERA PRACTICE NOTE	29
APPENDIX 2 – SCHEDULE OF DAMAGES	33