



Council of Canadian  
Administrative Tribunals

# *Back to the Future*

**Redefining Tribunal Excellence**

**CCAT's 7<sup>th</sup> International and 32<sup>nd</sup> Annual Symposium**

**May 29-31, 2016 - Shaw Centre, Ottawa, Canada**

## **Symposium Co-Chairs**

- Marie Charest, Juge administrative, Tribunal administratif du Québec
- Mario Dion, Chairperson, Immigration and Refugee Board of Canada
- Lilian Ma, Member, Refugee Protection Division, Immigration and Refugee Board of Canada





**★ Centre Shaw Centre**  
 55 Colonel By, Ottawa  
 1-800-450-0077 | (613) 563-1984

**★ Supreme Court of Canada –  
 Cour suprême du Canada**  
 301 rue Wellington Street, Ottawa  
 1-866-360-1522 | (613) 995-5361

**★ Wharf at Jacques Cartier –  
 Quai parc Jacques Cartier**  
 Gatineau

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 1-800-267-4298 | (613) 235-3333

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CAPITALE DU CANADA  
**OTTAWA**  
 CANADA'S CAPITAL



PRIME MINISTER · PREMIER MINISTRE

May 29–31, 2016

Dear Friends:

I am delighted to extend my warmest greetings to everyone attending the 7th International and 32nd Annual Symposium of the Council of Canadian Administrative Tribunals (CCAT).

This forum provides an excellent opportunity for the administrative justice community to share their knowledge, ideas and experiences and to participate in a variety of professional development activities. CCAT brings together stakeholders involved in tribunals, boards and agencies that regulate or adjudicate on a wide range of economic and social issues at all levels of government.



Over the course of the next three days, delegates from across Canada, the US and abroad will be able to take in a wide array of plenary sessions, workshops, roundtable discussions and keynote addresses. This year's theme "Back to the Future: Redefining Tribunal Excellence" is sure to offer fresh perspectives on how to achieve excellence in the regulatory and adjudicative realms.

I would like to commend CCAT for supporting the work of administrative tribunals and for putting together a rewarding program for everyone involved.

Please accept my best wishes for a productive symposium and an enjoyable stay in Ottawa. Sincerely,

A handwritten signature in blue ink, which appears to be "Justin Trudeau", written in a cursive style.

The Rt. Hon. Justin P.J. Trudeau, P.C., M.P.  
Prime Minister of Canada



**Premier of Ontario - Première ministre de l'Ontario**

May 29 – 31, 2016

A PERSONAL MESSAGE FROM THE PREMIER

On behalf of the Government of Ontario, I am pleased to extend warm greetings to everyone attending the 7th International and 32nd Annual Symposium on Administrative Justice, "Back to the Future: Redefining Tribunal Excellence."

Since its inception, the Council of Canadian Administrative Tribunals has dedicated itself to the promotion of excellence in administrative justice. This fine organization provides a forum for discussion, education, research and policy development in the field of administrative justice.



This event promises to be an exciting opportunity for attendees to benefit from practical professional development by exchanging ideas, sharing best practices and sharpening their professional skills. This forum also offers a chance to network with colleagues and peers in the field of administrative justice. I commend everyone in attendance for demonstrating their commitment to their career development.

I would like to extend my appreciation to the organizers, volunteers and everyone who has worked hard to ensure the success of this symposium. To all attendees: welcome to Ottawa — I know the warmest welcome awaits all of you to this great city.

Please accept my sincere best wishes for an enjoyable event and for much ongoing success.

A handwritten signature in black ink that reads "Kathleen Wynne".

Kathleen Wynne  
Premier



May 29 – 31, 2016

On behalf of Members of Ottawa City Council, it is my distinct pleasure to extend a warm welcome to all those participating in the **7th International and 32nd Annual Symposium of the Council of Canadian Administrative Tribunals**, taking place at the Shaw Centre, in the heart of Canada's capital, from May 29th to 31st 2016.

I am delighted to offer my moral support to the CCAT for providing a valuable forum adjudicators and staff of administrative tribunals to network, partake in professional development opportunities, and learn more about the latest research, policy developments and issues of interest to the administrative justice community.



As Head of Council, I want to acknowledge the CCAT, guest speakers, sponsors and facilitators for dedicating efforts, expertise and resources to the successful organization of this educating meeting of international scope.

As Mayor of the host city, I invite visitors to explore the Ottawa Sports Hall of Fame and the Barbara Ann Scott Gallery at City Hall, as well as the revitalized Lansdowne Park, its heritage pavilions, and new TD Place, home of the Ottawa REDBLACKS CFL team, and Ottawa Fury FC North American Soccer League team. Can-Am League baseball fans will not want to miss the Ottawa Champions playing at Raymond Chabot Grant Thornton Park.

Allow me to convey my best wishes to the participants for a very productive and rewarding gathering, as well as to the visitors for a most enjoyable stay in Ottawa.

Sincerely,

A handwritten signature in black ink, which appears to read "Jim Watson".

Jim Watson  
Mayor

## Symposium 2016 – At a Glance

### “Back to the Future: Redefining Tribunal Excellence”

09:00 – 11:00	Meeting of CCAT Board . . . . . (Room 202)
10:00 – 5:00	Registration . . . . . (North Corridor)
11:30 – 12:30	Luncheon & Networking . . . . . (North Corridor)

12:30 - 12:45  
Gatineau 205-207

Welcome & Opening Remarks

#### Speakers

**Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

Symposium Co-Chairs:

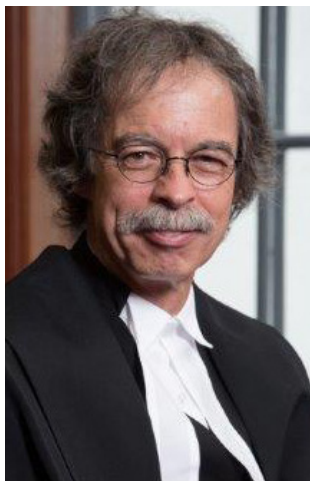
**Marie Charest**, Marie Charest, Juge administrative, Tribunal administratif du Québec, QC

**Mario Dion**, Chairperson, Immigration and Refugee Board of Canada, ON

**Lilian Ma**, Member, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

12:45 - 1:15  
Gatineau 205-207

Keynote Address: Decision Making Excellence – Its Evolution from History to Future



The Honourable Yves de Montigny will speak briefly about the key milestones in the history of Canada's administrative tribunals. Most of his presentation will focus on what tribunals should prioritize and his views on striving for excellence. He will use examples drawn from professions he has practised, in particular that of professor, assistant deputy minister for the Department of Justice's Public Law Group, and judge.

#### Speaker

**The Honourable Yves de Montigny**,  
Justice, Federal Court  
of Appeal, ON

#### Moderator

**Mario Dion**, Chairman, Immigration  
and Refugee Board of Canada, ON

1:30 - 2:45  
Gatineau 205-207

Plenary A: What is Tribunal Excellence?

“Excellence” means many things to many people, but what does it mean in the context of administrative tribunals and delivery of administrative justice? Does “excellence” just refer to assuring the quality of legal decisions exiting from a specific tribunal or does it extend to a multitude of other values such as: enhancing stakeholder accessibility and care, improving tribunal administrative efficiency, and maintaining the pillars of administrative justice like independence, impartiality and the courage to address attempts to compromise these principles?

This panel unpacks three national experiences concerning the meaning of “tribunal excellence”. First, perspectives from our neighbours—France and the United States—are presented to compare and contrast our Canadian experience. Then in the Canadian context, federal and provincial tribunal experiences are explored across two dimensions—from the bench and from the trench. From the bench, a former judge of the Supreme Court of Canada shares what tribunal excellence looks like when administrative justice is under review while from the trenches, a current chairperson of a federal administrative tribunal shares how tribunal excellence is more than just a sound decision but also respects and promotes stakeholder expectations of excellence.

**Speakers**

**Heather E. Gunnarson**, Presiding Judge, Director, Adjudication Division, Utah Labour Commission, USA

**Terry Olson**, Senior Conseiller d’État and Deputy Chairman of Litigation Section, Conseil d’État, France

**The Honorable Michel Bastarache**, C.C. former justice of the Supreme Court of Canada, QC

**Tom Jarmyn**, Acting Chairperson, Veterans Review and Appeal Board, PEI

**Moderator**

**Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

2:45 – 3:15

Break . . . . . (North Corridor)

3:15 - 4:45

**Simultaneous Roundtables**

Room 201

**Roundtable 1: Comparing Administrative Justice in Labour and Employment Law**

Last year, the Supreme Court of Canada changed the legal landscape when it issued its new Trilogy of cases dealing with the right to collective bargaining and the right to strike.

In *Saskatchewan Federation of Labour 2015 SCC 4*, the Court recognized that the right to strike is protected under section 2(d) of the Charter as an essential part of collective bargaining.

This represents a complete sea change in Canadian constitutional labour law and sets new parameters for governments as they attempt to balance divergent interests in their offering of public services.

This panel will examine how the issue of essential services is evolving in various jurisdictions in the post Trilogy era and the implications for Labour Relations Boards in their role as administrators of labour legislation.

Since the conference focuses on the theme of Tribunal Excellence, we will also examine how excellence can be defined and assessed in the context of a labour relations tribunal.

Participants will have an opportunity to learn from the Fair Work Commission in Australia and its experience with the implementation of standards of excellence and discuss the concept of "Public Value" and results achieved to date.

**Speakers**

**Kenneth G. Love**, Chair Saskatchewan Labour Board, SK

**Catherine Ebbs**, Chair, Public Service Labour Relations and Employment Board, ON

**Justice Iain Ross**, Fair Work Commission, Australia via Skype

**Moderator**

**Ginette Brazeau**, Chair, Canada Industrial Relations Board, ON



Gatineau 205-207

**Roundtable 2: Comparing Administrative Justice in Human Rights Law**

All jurisdictions in Canada, federal, provincial and territorial, have established human rights codes to protect people from unlawful discrimination based on prohibited grounds. Human rights tribunals were created to be the vehicles to enforce those anti-discrimination laws and to protect human rights. However, over time we have seen the emergence of different models for justice and how tribunals and commissions deal with incoming human rights complaints. This roundtable will explore the different models for administrative justice in the human rights context. Specifically, the panelists will explore the Commission-Tribunal model, the direct access model, one international model, and will also engage in a general discussion about human rights tribunals in Canada and whether they are the best vehicle for justice for all parties concerned.

**Speakers**

**David Rutherford**, Chief Commissioner of the New Zealand Human Rights Commission via Skype

**Sherri Walsh**, Chief Adjudicator of the Adjudication Panel, MB

**Yola Grant**, Associate Chairperson, Human Rights Tribunal of ON

**Jonathan Kay**, Editor-in-Chief, Walrus Magazine, ON

**Moderator**

**David Thomas**, Chairperson, Canadian Human Rights Tribunal, ON

Room 203

**Roundtable 3: Local Regulation in an International Environment**

Regulatory and adjudicative activity is affected on a daily basis by a climate of increasing globalization, raising a host of new issues including use of international standards in domestic contexts, cross-cultural facility, mobility, technology and cross-jurisdictional conflict. Adapting to this often unspoken realm is vital to many regulators and regulatory tribunals. The panel will address issues and evolving practices from a variety of regulatory and adjudicative realms including competition law, environmental protection, securities regulation, professional regulation and health law. Combined with roundtable discussion from the participants, this roundtable will elicit a range of insights into new challenges and their solutions.

**Speakers**

**Jonathan Chaplan**, Executive Director and Senior General Counsel, Competition Bureau Legal Services, Justice Canada, ON

**Cecilia Low**, Commissioner, Alberta Energy Regulator, AB

**Taivi Lobu**, Vice-Chair, Health Professions and Health Services Appeal Boards, ON

**Josée Turcotte**, Secretary, Ontario Securities Commission, ON

**Moderator**

**David A. Wright**, Chair, Law Society Tribunal, ON

5:30 - 8:30

CCAT Chair's Reception  
at the Supreme Court of Canada

Hosted by **Don Buckingham** – Chairperson, CCAT and **The Honourable Madame Justice Andromache Karakatsanis**, Supreme Court of Canada

**Presentation of the CCAT Medal 2016**

Every year CCAT honours an individual who has made an exceptional contribution to administrative law in Canada. This is our opportunity to honour this year's recipient.

**Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

8:00 – 8:45 Registration / Breakfast . . . . . (North Corridor)

9:00 - 10:15  
Gatineau 205-207 **Plenary B: Courage to Face Emerging Issues**

This session will discuss how the German and Canadian national authorities responded to a human rights challenge of unprecedented magnitude.

The German government adopted a generous stance when faced with an influx of hundreds of thousands of additional claims in 2015. At stake, authorities had to determine how to decide expeditiously but justly on the eligibility of each refugee claimant, in accordance with international and domestic law. Justice Dörig of Germany’s Supreme Court of Administrative law will talk about the procedure adopted to meet these objectives.

Mario Dion, current Chairperson of the Immigration and Refugee Board of Canada, and Tamara Thermitus, from the Federal Department of Justice, will talk about the genesis of the 2006 landmark agreement on the Indian Residential Schools. This agreement took shape in 2005 following a series of steps and events that have marked the search for justice in the name of ten thousand former boarders still alive. Again, this was to create humane and effective mechanisms, respectful of the rights of the parties involved. This work has culminated recently with publication of the report of the Truth and Reconciliation Commission.

- Speakers**
- Judge Harald Dörig**, Supreme Court Administrative Justice, Germany
- Me Tamara Thermitus, AD.E.** former Chief of Staff of the Deputy Minister and Director of Policy and Strategic Planning, Indian Residential Schools, Federal Ministry of Justice, ON
- Mario Dion**, Chairman, Immigration and Refugee Board of Canada, ON

**Moderator** **Sylvia Cox-Duquette**, Deputy Chairperson, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

10:15 – 10:45 Break . . . . . (North Corridor)

**10:45 - 12:15 Concurrent Workshops****Gatineau 205-207****Workshop 1: The Great Debate: Open Courts vs. Privacy Rights**

Should the open courts principle prevail over privacy concerns in administrative justice settings? What are the implications and consequences of choices tribunals make when addressing privacy issues? Through a debate format, this session will explore the dimensions of these often competing interests.

**Speakers**

**David P. Jacobs**, Senior Partner, Watson Jacobs McCreary LLP, ON  
**Chantal Bernier**, Counsel, Dentons Canada LLP, ON

**Moderator**

**Janice H. Vauthier**, Chair, Health Professions and Health Services Appeal and Review Boards, ON

**Room 201****Workshop 2: How to Deal with Difficult Parties and Representatives**

Few issues are more challenging than dealing with difficult parties and/or representatives. Not only do they increase the complexity of the hearing process, but test the skills of the adjudicator who is often left feeling frustrated, stressed and tired. This interactive workshop will provide a forum for exchanges and discussions regarding these challenges. Participants will review best practices for managing challenging situations. Topics may include counsel incivility, underrepresented parties, self-represented parties, dealing with culturally diverse litigants, and dealing with difficult hearing-room situations. Discussions will focus on best practices and how these may vary, or be similar, from an international perspective.

**Speaker**

**Gary Dukeshire**, Senior Counsel, Immigration and Refugee Board Legal Services, ON

**Moderator**

**Marilyn McNamara**, Chair, Employment and Assistance Appeal Tribunal, BC

**Room 203**      **Workshop 3: The Importance of Administrative Justice for Indigenous Peoples**

With administrative tribunals, boards and commissions a fundamental source of the first contact of Canadians seeking to address their legal concerns, it is important to consider how our current legal administrative justice institutions affect First Nations and Inuit peoples. Is the impact of such institutions cultural valid and appropriate? Do these institutions need to re-examine themselves in light of First Nations and Inuit concerns? This workshop addresses, with the use of practical examples, how administrative law and administrative juridical institutions are having consequential impacts on the lives of First Nations and Inuit people across the country.

**Speaker**                      **Mr. Justice Harry Slade**, Chairperson, Specific Claims Tribunal, ON

**Moderator**                    **Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

12:15 – 1:15                    Lunch Buffet . . . . . **(North Corridor)**

**Gatineau 205-207**      **Guest Speaker: Excellence Standards in Administrative Justice**

**Speaker**                      **The Honourable Sir Anthony Mason**, former Justice of the High Court of Australia via prerecorded video

**Moderator**                    **James W. Campbell**, Member, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

**1:15 - 2:00**  
**Gatineau 205-207**      **Annual General Meeting**

**Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

2:00 - 3:00  
Gatineau 205-207

Plenary C: Efficiency through Clustering - Looking at the Past and Present for a Better Future

In these times of budgetary restrictions, governments have been trying to make administrative tribunals more efficient through clusters and mergers. Our speakers will tell us what works and what doesn't in their varied experiences. The objective is to help identify what is really efficient in these processes, and what should be avoided or at least carefully considered before deciding to go ahead with such a change.

**Speakers**

**Marie-France Pelletier**, Head of the Federal Administrative Tribunal Support Agency, ON

**Marie Lamarre**, President of the Tribunal administratif du travail, QC

**Marie Charest**, Juge administrative, Tribunal administratif du Québec, QC

**Moderator**

**Santina Di Pasquale**, Administrative Judge, Tribunal administratif du travail, QC

3:00 - 3:30

Break . . . . . (North Corridor)

3:30 - 5:00

**Concurrent Workshops**

Room 203

Workshop 4: Administrative Law Update

This lively and interactive workshop will provide an update on developments in administrative law over the past year.

**Speakers**

**Michele Flaherty**, Assistant Professor, University of Ottawa, and Arbitrator and Mediator, ON

**Margaret Leighton**, Counsel to the Executive Chair/Manager Legal Services, Social Justice Tribunals Ontario and Editor-in-Chief, Journal of Canadian Administrative Law and Practice, ON

**David A. Wright**, Chair, Law Society Tribunal, ON

**Moderator**

**David A. Wright**, Chair, Law Society Tribunal, ON

## Room 201

**Workshop 5: Access to Justice: Unequal Access to Evidence and Other Procedural Barriers**

How do you ensure a more level playing field when one party does not have enough access to evidence or enough understanding about what evidence is needed, and the other party may be an institutional decision maker with ample resources and no obligations to disclose their documents? This panel will discuss concerns such as: responding to expert evidence when there is an imbalance of resources; reviewing first-level proceedings with no available record; and presenting your case when there are time-limits for direct and cross-examination. The panel will include two speakers with a case now before the Supreme Court of Canada which highlights the difficulties when appealing or challenging a first-level decision-maker who cannot be compelled to provide information or documents about their consideration of the case.

**Speakers**                    **Amy Nguyen**, Centrale des syndicats du Québec, QC  
**Nathalie Léger**, Centrale des syndicats du Québec, QC

**Moderators**                **Athanasios Hadjis**, Senior Counsel, Public Service Labour Relations and Employment Board Secretariat, ON and **Robert Blair**, Manager, Adjudication Legal Services, Office of the Secretary, Ontario Securities Commission, ON

## Gatineau 205-207

**Workshop 6: New Ethics for Tribunals**

This workshop looks at ethical issues for administrative tribunals. As the work of tribunals has expanded over the last 30 years, so have the informal rules on which ethical order is maintained. Much of the governing law is found in cases which establish the role of courts and the ethical principles by which they are bound. As tribunals in Canada develop along very different lines, there is a need for legislators and courts to develop ethical principles which address the unique issues which regulators and tribunals face in carrying out their mandate.

**Speaker**                        **The Honourable Anne Mactavish**, Judge of the Federal Court and of the Martial Appeal Court of Canada, ON

**Moderator**                    **Cecilia A. Low**, Commissioner, Alberta Energy Regulator, AB

6:15 - 8:45

## Reception &amp; Banquet

Empress of Ottawa departs sharply at 6:15 p.m.

Experience the Capital from a new perspective on the historic Ottawa River with this voyage on the Empress of Ottawa.

Hosted by **Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

## TUESDAY, MAY 31

8:00 - 8:45

Registration / Breakfast . . . . . (North Corridor)

8:45 - 9:45

Gatineau 205-207

## Plenary D: Discoveries in Understanding Impartiality in Decision Making – Part 1: Truth or Myth?

This session will explore what science and psychology have been saying about the notion of an “open mind” in decision making. Are judges truly impartial without any prejudice or are their “open minds” limited by the inherent cognitive capabilities of human beings? Do judges who tend to use more deliberative techniques for decision making avoid this kind of prejudice?

The panel will examine this question using well-known and well-explored psychological tests. Examples will be introduced to promote better understanding of our own mind with a view to improve our decision making process in the context of renewed tribunal excellence. The audience will have a chance to learn about psychological testing, the Cognitive Reflection Test (“CRT”) and Implicit Attitude Test (“IAT”) and other studies which had been published in the area, and the group results of the Symposium participants who choose to do a pre-conference test.

**Speakers**

**Professor Jeffery Rachlinski**, Henry Allen Mark Professor of Law, Cornell Law School, NY

**Professor Norman Farb**, Department of Psychology, University of Toronto, ON



**Moderator**      **Lilian Ma**, Member, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

9:45 – 10:00      Break ..... (North Corridor)

### 10:00 - 11:15      **Concurrent Workshops**

**Room 203**

#### Workshop 2: (repeat) How to deal with Difficult Parties and Representatives

Few issues are more challenging than dealing with difficult parties and/or representatives. Not only do they increase the complexity of the hearing process, but test the skills of the adjudicator who is often left feeling frustrated, stressed and tired. This interactive workshop will provide a forum for exchanges and discussions regarding these challenges. Participants will review best practices for managing challenging situations. Topics may include counsel incivility, underrepresented parties, self-represented parties, dealing with culturally diverse litigants, and dealing with difficult hearing-room situations. Discussions will focus on best practices and how these may vary, or be similar, from an international perspective.

**Speaker**      **Gary Dukeshire**, Senior Counsel, Immigration and Refugee Board Legal Services, ON

**Moderator**      **Marilyn McNamara**, Chair, Employment and Assistance Appeal Tribunal, BC

**Room 201**

#### Workshop 4: (repeat) Administrative Law Update

This lively and interactive workshop will provide an update on developments in administrative law over the past year.

**Speakers**      **Michele Flaherty**, Assistant Professor, University of Ottawa, and Arbitrator and Mediator, ON

**Speakers  
(cont'd)**

**Margaret Leighton**, Counsel to the Executive Chair/Manager Legal Services, Social Justice Tribunals Ontario and Editor-in-Chief, Journal of Canadian Administrative Law and Practice, ON

**David A. Wright**, Chair, Law Society Tribunal, ON

**Moderator**

**David A. Wright**, Chair, Law Society Tribunal, ON

Gatineau 205-207

### Workshop 7: Discoveries in Understanding Impartiality in Decision Making – Part 2: How Can I Improve my Mind?

A pre-conference participation exercise by the audience will be administered where a series of hypothetical test cases are used to assess the relationship between prejudgment and fast thinking, and their impacts on judicial decision making. Results from this assessment will facilitate the development of training interventions for judges and adjudicators to develop better maintenance of an open mind in the decision-making process.

During the workshop, participants will find out more about the degree of their open mind and the possibilities, including some training techniques, on how impartiality in decision making can be improved.

**Speakers**

**Professor Jeffery Rachlinski**, Henry Allen Mark Professor of Law, Cornell Law School, NY

**Professor Norman Farb**, Department of Psychology, University of Toronto, ON

**Moderator**

**Lilian Ma**, Member, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

11:30 - 12:15  
Gatineau 205-207

30 Minutes – 30 Tips!

In this fast-paced fun session, a panel of six tribunal experts will each provide five of their favourite and most useful tips in a wide range of areas, such as hearings, mediation, training, time management, client service, work-life balance, stakeholder relations, leadership, etc.

- Speakers**
- Gary Yee**, Associate Chair, Licence Appeal Tribunal, SLASTO, ON
  - Colin Baile**, Chairperson, NWT Workers' Compensation Appeals Tribunal, and NWT Liquor Licensing Board, NWT
  - Marie Charest**, Juge administrative, Tribunal administratif du Québec, QC
  - David A. Wright**, Chair, Law Society Tribunal, ON
  - Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON
  - Heather Gunnarson**, Presiding Judge, Director, Adjudication Division, Utah Labour Commission, USA

**Moderator** **Gary Yee**, Associate Chair, Licence Appeal Tribunal, SLASTO, ON

12:15 – 1:30 Lunch Buffet. . . . . (North Corridor)

12:15 - 12:30  
Gatineau 205-207

Closing Remarks and Thanks;  
Video Presentation and announcement for  
The 33rd Annual Symposium in 2017

Next year, CCAT will be venturing West and it will be a symposium not to miss. Come and hear what CCAT will be doing for our country's 150th anniversary.

**Speaker** **Don Buckingham**, Chairperson, Canada Agricultural Review Tribunal; Chairperson, Council of Canadian Administrative Tribunals, ON

1:30 - 3:30  
Room 202

CCAT Board of Directors Meeting

## Accreditation

CCAT is pleased to inform participants that the Symposium has been accredited by certain law societies for Continuing Professional Development credits. Registrants who wish to receive confirmation of attendance are requested to submit their requests by e-mail after the Symposium to [info@ccat-ctac.org](mailto:info@ccat-ctac.org)

## Evaluation Form

Participants' kits contain a Symposium Evaluation Form. Please complete this and deposit it in the box at the registration service desk.

CCAT uses participants' comments and suggestions to continuously improve the quality of its annual Symposia, programs and services. Thank you!

### Presentations by Speakers

The papers and presentations of speakers will not be reproduced but will be available on CCAT's website after the Symposium. However, only those papers authorized to be posted by their authors will be on the website.

## 2016 Symposium Planning Committee

The CCAT Board of Directors and Executive Committee extend their sincere appreciation to the following volunteers who gave generously of their time and effort to bring you this Symposium.

### SYMPOSIUM ORGANIZING COMMITTEE CO-CHAIRS:

**Marie Charest**, Juge administrative, Tribunal administratif du Québec, QC

**Mario Dion**, Chairperson, Immigration and Refugee Board of Canada, ON

**Lilian Ma**, Member, Refugee Protection Division, Immigration and Refugee Board of Canada, ON

### COMMITTEE MEMBERS:

**Ginette Brazeau**, Chair, Canada Industrial Relations Board, ON

**Don Buckingham**, Chair, Canada Agricultural Review Tribunal, ON

**James W. Campbell**, Member, Refugee Protection Division, Immigration and Refugee Board Canada, ON

**Sylvia Cox-Duquette**, Deputy Chairperson, Refugee Protection Division, Immigration and Refugee Board Canada, ON

**Santina Di Pasquale**, Administrative Judge, Tribunal administratif du travail, QC

**Michele Flaherty**, Assistant Professor, Faculty of Law, University of Ottawa, ON

**Christian Fournier**, Special Advisor to the Chairperson, Immigration and Refugee Board Canada, ON

**Taivi Lobu**, Vice-Chair, Health Professions and Health Service Appeal and Review Boards of Ontario, ON

**Marilyn McNamara**, Chair, Employment and Assistance Appeal Tribunal, BC

**David Thomas**, Chairperson, Canadian Human Rights Tribunal, ON

**David A Wright**, Chair, Law Society Tribunal of Ontario, ON

**Gary Yee**, Associate Chair, License Appeal Tribunal, SLASTO, ON

**For more information about CCAT, please contact:**  
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University of Ottawa

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Telephone: 514-799-6208  
[info@ccat-ctac.org](mailto:info@ccat-ctac.org)

The Council of Canadian Administrative Tribunals wishes to thank the following supporters of this event

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## CCAT's 7<sup>th</sup> International and 32<sup>nd</sup> Annual Symposium – Timetable

### Sunday May 29th

08:00 – 17:00	Registration Service Desk	Room 2-C North Corridor
11:30 – 12:30	Luncheon & Networking	North Corridor
12:30 – 12:45	Welcome & Opening Remarks	Gatineau 205-207
12:45 – 13:15	Keynote Address: The Honourable Yves de Montigny, Justice, Federal Court of Appeal	Gatineau 205-207
13:15 – 14:45	Plenary A: What is Tribunal Excellence	Gatineau 205-207
14:45 – 15:15	Refreshments & Networking	North Corridor
15:15 – 16:45	Roundtable 1: Comparing Administrative Justice in Labour and Employment Law	Room 201
	Roundtable 2: Comparing Administrative Justice in Human Rights Law	Gatineau 205-207
	Roundtable 3: Local Regulation in an International Environment	Room 203
17:30 – 20:30	CCAT Chair 's Reception & Awarding of CCAT Medal	Supreme Court of Canada

### Monday May 30th

08:00 – 09:00	Registration Service Desk	Room 2-C North Corridor
08:00 – 09:00	Breakfast	North Corridor
09:00 – 10:15	Plenary B: Courage to Face Emerging Issues	Gatineau 205-207
10:15 – 10:45	Refreshments & Networking	North Corridor
10:45 – 12:15	Workshop 1: The Great Debate: Open Courts vs. Privacy Rights	Gatineau 205-207
	Workshop 2: How to Deal with Difficult Parties and Representatives	Room 201
	Workshop 3: The Importance of Administrative Justice for Indigenous Peoples	Room 203
12:15 – 13:15	Luncheon with Guest Speaker: Excellence Standards in Administrative Justice	Gatineau 205-207
13:15 – 14:00	Annual General Meeting	Gatineau 205-207
14:00 – 15:00	Plenary C: Efficiency through Clustering: Looking at the Past and Present for a Better Future	Gatineau 205-207
15:00 – 15:30	Refreshments & Networking	North Corridor
15:30 – 17:00	Workshop 4: Administrative Law Update	Room 203
	Workshop 5: Access to Justice: Unequal Access to Evidence and other Procedural Barriers	Room 201
	Workshop 6: New Ethics for Tribunals	Gatineau 205-207
17:45 – 20:45	CCAT Banquet & Cruise	Jacques Cartier Wharf, Gatineau, QC

### Tuesday May 31st

08:00 – 13:00	Registration Service Desk	Room 2-C North Corridor
08:00 – 08:45	Breakfast	North Corridor
08:45 – 09:45	Plenary D: Discoveries in Understanding Impartiality in Decision Making: Part 1 – Truth or Myth?	Gatineau 205-207
09:45 – 10:00	Refreshments & Networking	North Corridor
10:45 – 11:15	Workshop 2 (repeat): How to Deal with Difficult Parties and Representatives	Room 203
	Workshop 4 (repeat): Administrative Law Update	Room 201
	Workshop 7: Discoveries in Understanding Impartiality in Decision Making: Part 2 – How Can I Improve my Mind?	Gatineau 205-207
11:30 – 12:15	30 Minutes – 30 Tips	Gatineau 205-207
12:15 – 13:30	Lunch, Closing Remarks and Thanks; Presentation for 2017 Symposium	Gatineau 205-207