

AGENDA

Day 1

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| 9:00 | Welcome and Introductions |
| 9:30 | Workshop Objectives and Expectations |
| 9:45 | Basics for a Fair Hearing <ul style="list-style-type: none">• Overview of key elements of Procedural Fairness• How Fairness Issues Arise in Hearings |
| 10:00 | Structure of Hearings <ul style="list-style-type: none">• Opening• Preliminary Matters• Applicant and Respondent's Case• Closing Remarks |
| 10:30 | MORNING BREAK |
| 10:45 | Two Exercises on the Structure of Hearings: WHO GOES FIRST? <ul style="list-style-type: none">• Adversarial Tribunal Exercise• Hybrid Tribunal Exercise |
| 12:00 | LUNCH BREAK |
| 1:00 | Pre-Hearing Preparation <ul style="list-style-type: none">• The Importance of Clear Issue Identification Ahead of Time• The Value of Pre-Hearing Conferences• Identification of Conflicts of Interest• Electronic and Physical Set up• Considerations for Three Person Panels |
| 1:45 | Hearing Openings <ul style="list-style-type: none">• Purpose of the Opening• Content of the Opening• Exercise – Draft an Opening |
| 2:30 | AFTERNOON BREAK |
| 2:45 | Common Preliminary Matters |
| 3:00 | Exercises for Typical Preliminary Matters – Open Discussion |
| 3:45 | Witness Evidence – Direct and Cross Examination Prepare for Day 2 Exercise and Homework |
| 4:30 | Day 1 CONCLUDES |

Day 2

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| 9:00 | Questions |
| 9:15 | Class in Groups: Discuss Direct and Cross Examination of Witness |
| 10:15 | MORNING BREAK |
| 10:30 | Evidence: Admissibility vs. Weight |
| 10:45 | Common Objections |
| 11:30 | De-Escalation Tips |
| 12:00 | LUNCH |
| 1:00 | Questions |
| 1:15 | Role Play Exercise |
| 2:30 | AFTERNOON BREAK |
| 2:45 | Ending a Hearing |
| 3:15 | Final Questions and Discussion |
| 4:00 | WORKSHOP ADJOURNED |