

To: NALP Board of Directors (via e-mail)

Cc: Lisa Del Col (Canadian Region Regional Rep)
Lynn Iding (NALP Board Member)

From: Lisa Cunningham (Canadian Section Co-Chair)
Karine Laframboise (Canadian Section Co-Chair)

Subject: April 2023 NALP Quarterly Board Report – Canadian Section

Please see below the summary from the Canadian Section, which includes a summary of the Canadian NALP Bulletin contributors, an update from the Working Groups, and the environmental scanning of our section. Lisa Del Col, Regional Representative, will be providing an update on the Canadian Region generally.

Overview

1. NALP Canadian Section 2022/2023 Bulletin Contributors
2. Updates from the Working Groups
3. Environmental Scanning

1. NALP Canadian Section 2022/2023 Bulletin Contributors

The upcoming Canadian Bulletin contributions for 2023 are as follows:

- Katrina Henn and Ellen Dalicandro, Proposed Topic: Mentoring for Mid-Levels: Lessons on a New Program, Length – 750 Words, Timing – May 2023
- Anna Maria Decia-Gualtieri and Ryan Baker, Proposed Topic: The Bewildered Leading the Befuddled? Guiding Students & Associates While Navigating Our Own Career Transitions, Length – 600 Words, Timing – April/May 2023

2. Updates from the Working Groups

A. *Diversity Working Group*

Co-Chairs: Bethany McCoy (Cassels) and Nicole Salama (Minden Gross LLP)

Members:

- Anna Maria Decia-Gualtieri (Windsor Law)
- Glenn Chu (City of Toronto, Legal Services)
- Lisa Del Col (Osgoode Hall Law)
- Neil Dennis (Blaney McMurtry)
- Grace Premachandran (Lincoln Alexander Law)
- Jen Quito (Dentons)
- Samina Singh (Windsor Law)

Update

The Diversity Working Group is working towards creating a Canadian focused inclusive recruitment guide based on NALP's Diversity and Inclusion Best Practices Guide. Members of the group are reviewing the NALP Guide and proposing additional content focused on the Canadian audience.

Myriah Graves (Fogler, Rubinoff) is stepping down as a member of the working group. The working group thanks Myriah for her contributions.

B. *CDLE Working Group*

Co-Chairs: Kara Sutherland (Dentons) & Maryanne Forrayi (U Calgary Law)

Members:

- Ryan Baker (Bereskin & Parr)
- Lisa Cunningham (Wildeboer Dellelce)
- Glenn Chu (City of Toronto, Legal Services)
- Kyle Elliott (Blakes)
- Myriam Lapierre (Osler)
- Robyn Martilla (Western Law)
- Jina Dhillon (UVic Law)
- Samantha Samuels (Cassels Brock)
- Analea Wayne (DLA Piper, Calgary)

Update

Since their last report, Jennifer Lau has stepped off the CDLE Working Group as Samantha Samuels moved to the same firm (Cassels Brock) and Analea Wayne has joined the working group from DLA Piper in the Calgary market.

The CDLE working group met on March 29th and reviewed a draft of the proposed demographic questions for the CDLE. They will have a 'close to final' version to discuss at the Vancouver AEC and then will provide to NALP for review.

Jennifer Lau (Cassels) has stepped down as a member and the CDLE. The working group thanks her very much for her contributions.

C. *SAWG Toronto*

Co-Chairs: Myriah Graves (Fogler, Rubinoff) – Incoming & Robyn Martilla (Western Law, UWO)

Members:

- Grace Smith (Blake, Cassels & Graydon LLP)
- Teri MacDonald (Osler, Hoskin & Harcourt LLP)
- Ari Blicker (Aird & Berlis LLP)
- Cheryl Biehler (Fasken)
- Georgia Brown (Emma Sako while Georgia is on leave) (Torys LLP)
- Karine Laframboise (University of Ottawa)
- Amanda Fiorelli (Davies)
- Hakim Kassan (McCarthy Tetrault)
- Michel Lederman (Goodmans LLP)
- Stephanie Mui (Peter A. Allard School of Law)
- Shawn Swallow (Schulich School of Law)
- Scott Warwick (Department of Justice)

- Glenn Chu (City of Toronto, Legal Services)
- Mya Rimon (Osgoode Hall Law School)

Update

SAWG Toronto has lost some members of the working group. Their vice-chair, Natalie Zinman from Lenczner Slaght is taking some time away from the profession. Stacy Keehn, who represented the University of Ottawa, has left the university for a role on the law firm side and Brian Puddington from the PPSC has been appointed to the bench. The working group thanks each of Natalie, Stacy and Brian for their contributions to the working group over the years.

Myriah Graves from Fogler, Rubinoff LLP has volunteered to assume the vice-chair role and Karine Laframboise in the Career Development Office at the University of Ottawa will be replacing Stacy Keehn. The group will be reviewing SAWG's membership composition and term limits at the next working group meeting.

The Toronto 1L summer recruit wrapped in February. This was the first return to in-person interviews in the Toronto market since the pandemic hit in March 2020. By all accounts the interview process went smoothly. There were no issues with the in-person interview process reported by employers or students who participated in the recruit. SAWG is in the process of reviewing and updating the Best Practices for Toronto Summer and Articling Recruitment Activities ahead of the next round of structured recruitment drives. The group is scheduled to meet mid-April to review changes to the Best Practices and discuss the interview process for the upcoming articling recruit (this summer) and 2L recruit (this fall). All Toronto OCI programs which are scheduled to take place this fall (September – October) will be held virtually.

D. *SAWG Vancouver*

Co-Chairs: Pamela Cyr (Norton Rose Fulbright) & Christi McAuley (TRU Law)

Members:

- Jina Dhillon – UVic Law
- Claire Immega - Singleton
- Allison Jackson – Lawson Lundell
- Jennifer McNaught- Blakes
- Stephanie Mui, Tory Brown & Evan Atkinson – Allard Law, UBC
- Ilana Schragar – McMillan
- Stacy Shields, Norton Rose Fulbright
- Christine York- Alexander Holburn
- Heather Doi, Niall Rand, Elise Kohno, Catherine Repel and David Penner - Vancouver Bar Association Reps

Update

The SAWG Vancouver Working Group last met on February 14, 2023, where they finalized updates and revisions to the V-SAWG Best Practices, which encourages employers to:

- extend the recommended time of any receptions from 5-7 pm to 5-8 pm;
- provide clarity to students that even a brief appearance at a reception (e.g. 1/2 an hour) is permissible; and

- provide as much information to students as possible regarding the format of any meals (e.g. how many students and lawyers will be present- e.g. is the meal 2:1 or with a group of students and lawyers).

The Working Group also clarified that employers and any of their representatives, including law students, should not communicate with candidates at all during the Black Out period, even if initiated by the student, other than to answer any questions relating to the scheduling of the interview.

The updated guidelines have been distributed via NALP Connect, the CLCDN and are now on the VBA website.

E. OCI Advisory Working Group

Chair: Chris McKenna (Bennett Jones, Toronto) – Outgoing Chair

Members:

- Natasha Bhimji (Stikeman Elliott, Toronto)
- Shawn Swallow (Dalhousie Law)
- Christine York (Alexander Holburn)
- Tiffany Soucy (McMillan LLP)
- Gabrielle Maunier (Blakes, Calgary)
- Theresa Chan (University of Toronto Law)

Update

The OCI Working Group continues to address minor issues with the current schedule, but those issues are being resolved and do not materially impact the OCI schedule posted to NALP Connect earlier this year. We await further direction from other working groups on whether the OCI process will return to in-person in years to come, but for now different markets are taking different approaches. In planning for 2024 OCIs the OCI Working Group will take the same approach as it did for scheduling 2023 OCIs and ensure enough time between OCIs to permit travel should in-person OCIs return.

Guidelines for future constitutions of the OCI Working Group to follow will fluctuate depending on whether OCIs are in-person or virtual. Virtual requires minimal input when creating a schedule, whereas in-person requires greater consultation with schools and venues. The creation of a guideline would not be difficult to create.

F. Mid-Winter Meeting Working Group

Co-Chairs: Myriah Graves (Fogler Rubinoff) & Lindsay Kantor (Torkin Manes)

Members:

- Ellen Dalicandro (WeirFoulds)
- Ryan Baker (Bereskin & Parr)
- Grace Premachandran (Lincoln Alexander Law)
- Nicole Salama (Gowling WLG)

Update

The working group does not have any additional updates at this time but will be looking for new members for the next year.

Myriah Graves is stepping down as co-chair and as a member of the working group. The working group thanks Myriah for her contributions over the years.

G. Canadian Industry Data Working Group

Co-Chairs: Shawn Swallow (Dalhousie Law) & TBD

Members:

- Christi McCauley (TRU Law)
- Ryan Baker (Bereskin & Parr)
- Nanci Shipp (Davies)

Update

The working group manages three surveys. The Class of X Snapshot Survey occurs annually, and there are two biennial surveys – the Law School Salary Survey and the Survey of Legal Career Professionals Employer Salary Survey.

- Class of 2022 Snapshot Survey: Circulated to schools with April 28th due date to send to Judy Collins. Judy will compile the results.
- Law School Salary Survey: Will be circulated in early May.
- Survey of Legal Career Professionals - employers: Will be circulated towards the end of May.

This working group is looking to have a co-chair as well as school and employer side members and if anyone is interested in joining, please contact Shawn Swallow.

No feedback on structure of this working group can be provided until there is a full complement of members.

Lisa Cunningham (Wildeboer Dellelce) has stepped down as a member of the working group. The working group thanks her for her contributions.

H. National Recruitment Survey Working Group

Chair: Jennifer Nadon (uOttawa Law)

Members:

- Maryanne Forrayi (U Calgary Law)
- Christi McAuley (TRU Law)
- Nicole Martin (Osgoode Hall Law)
- Myriah Graves (Fogler Rubinoff) – employer advisor
- Martha McClellan (UNB Law)

Update

The National Recruitment Survey Working Group has been hard at work generating, compiling, and reporting student feedback from/to major markets across the country such as Vancouver, Calgary, Ottawa, Toronto and Montreal for the various 1L, 2L, and articling structured recruitment processes, at a frequency of three surveys per year (covering the Fall, Winter and articling recruits).

They continue to produce a full summary report as well as individualized, market-specific employer reports for each survey, thanks to the support of school-side representatives from each major market. Their efforts to simplify and streamline the fully bilingual survey content continue, in an attempt to continue to increase student response rates to their surveys. As such, the group recently assessed their current content through a critical lens, eliminating questions for which they feel adequate data had been collected, clarifying language as needed and reordering some questions more strategically with the support of Judy Collins and in accordance with survey creation and data collection best practices. Prior to each survey release, they consider integrating additional questions to gather data proactively (for example, questions on student preferences for virtual or in-person OCIs) based on ongoing recruitment discussions and identified needs

by other working groups, fulfilling their mandate to help inform recruitment best practices.

The Working Group meets again in May. This summer, the group will establish a timeline / calendar of activities, to give prospective new volunteer members a clearer idea of the workload and commitment involved, and to facilitate transitions in leadership.

I. Toronto Recruitment Review Working Group

Co-Chairs: Lisa Del Col (Osgoode Hall Law School) and Tiffany Soucy (McMillan)

Members:

- Julie Banting (Queen’s Law)
- Grace Premachandran (Lincoln Alexander Law)
- Selena Randhawa (Windsor Law)
- Ryan Baker (Bereskin & Parr)
- Cheryl Biehler (Fasken)
- Hayley Wong (Norton Rose Fulbright)

Update

Group Mandate:

- The working group’s mandate is to conduct a review of the Toronto 2L student recruitment process including timing, format and related procedures and make any recommendations to NALP (and the LSO) for changes to improve the recruitment processes.
- Broadly speaking, the working group will be looking at four major areas of the recruit: (a) the application process, (b) OCIs and “intent to call” process, (c) the in-firm process and (d) timing/schedule of the recruit.

The group consists of 8 members from the employer-side and school-side.

Work to Date:

- Background Work: Surveys & Consultant Workshop
- The Working Group conducted surveys with stakeholders, including employers, schools, and students to identify major pain points.
- The Working Group retained the services of Gimbal Consulting to assist them in their work. Gimbal is a company consisting of lawyers who provide consultation and guidance on legal process improvement. You can read more about Gimbal [here](#).
- They completed a summary of the survey results to serve as a guide for their work with Gimbal, and also shared high-level survey results with the NALP Canadian Section membership.
- The Working Group had a two-day workshop with Gimbal on December 13 and 14, where they worked to identify the main goals of each stakeholder, and then worked together to identify key pain points and work through possible solutions. The work was very productive.

Final Steps:

- The group Chairs will be setting up a meeting with the Law Society of Ontario to discuss their recommendations and to get feedback on their involvement/to canvas potential changes to the Recruitment Rules.
- They will be summarizing their recommendations for changes into a brief report to share with the NALP Canadian Section.
- Following the sharing of the report, they aim to host a town hall style event in May as an opportunity to discuss the recommendations.

- Following the town hall, they will finalize recommendations and aim to have these in place for future recruits.
- The Working Group will complete a final report of their work for the NALP Board.

3. Environmental Scanning

It was recommended by last year's Canadian Section leadership team, namely Sophie Roy-Lafleur, Katrina Henn and Laura Pringle, with the support of Lynn Iding, that consideration be given to developing guidelines/best practices relating to the structure of the Canadian Section's working groups.

Matters that may be considered include: chair/co-chair selection, roles and responsibilities of chair(s) and members, maximum terms for chair(s) and members to facilitate change, size and composition (e.g., number of school-side and employer reps, seniority/years of experience, representation from varying geographical regions, types of employers represented – big, mid-size and boutique firms, public interest/government), sub-groups (i.e., are any necessary, or are they established as required depending on the tasks or issues that arise?), and leadership transition.

With respect to leadership transition, some working groups have already taken it upon themselves to set things up so that leadership is staggered (e.g., co-chairs stay on for two years, with staggered exits). The idea is that with some leadership consistency, there is less ramp-up time, and more information sharing.

We asked each working group whether they are supportive of developing guidelines and if so, (i) are there any guidelines that they propose apply to all working groups, and (ii) given the unique needs of each working group, whether there are specific guidelines that their group would propose for itself.

We received the following feedback:

- The SAWG Vancouver Working Group's consensus is that the informal system that we have so far maintained has been working well. Their group is always open to welcoming new members and has solicited members at the Vancouver Bar Association roundtable meeting.
- The Toronto Recruitment Working Group will not implement any guidelines as they are an ad hoc group that will not presumably be continuing beyond its mandate.
- The SAWG Toronto Working Group is still determining what best practices or guidelines could be beneficial for this working group.
- The OCI Advisory Working Group is currently seeking to have an Ontario school representative and a Western Canadian school representative join. With things happening virtually in 2023, and 2024 to be decided, it likely does not make sense to codify an approach to this working group right now as the approach varies considerably with in-person vs. online OCIs. That is not to say the group would not be happy to put best practices or guidelines together, but it is to say that Vancouver, Calgary and Toronto continue to discuss 2024 and some determinative guidance on the future is likely coming in early 2023 (or so the working group is hoping). In terms of leadership transition, *two-year terms make the most sense*.
- The Mid-Winter Meeting Working Group thinks that for planning purposes for this working group *it is important to make sure there is some continuity from year to year*. This typically has not been an issue for this working group. It is also good to get some new members each year for fresh ideas for new content. The working group has not talked about who will be staying on the working group for the next meeting, but we will have those discussions before the last board meeting.

- Members of the National Recruitment Survey Working Group shared the following thoughts:
 - Canadian members of NALP have a smaller volunteer base compared to the US and members who are engaged with NALP working groups are often involved with several groups. We want to be careful about introducing unnecessary administrative steps that would make it harder to run a working group / unappealing to take on a chair or co-chair position.
 - Canadian groups have been working well informally for years, while it would be nice in some respects to formalize certain processes, let's not fix what isn't broken.
 - Our working group in particular is not particularly 'sexy' – we don't want to make it any harder to attract new volunteers by introducing more formality.
 - That said, *we very much like the idea of staggering co-chair exits to improve leadership transition and will be integrating this into our group's structure – we are definitely losing time ramping up after a leadership change.*
 - We will also work on developing a detailed and official timeline of activities (yearly calendar of what specific tasks need to be done when) to help keep us accountable and on track with pumping out surveys and reports.

During the NALP Canadian Section Quarterly Call on March 7th, 2023, we discussed with the members in attendance the proposal to add a recommended best practice to all Working Group charges that chairs, and co-chairs commit to two-year terms with staggered exits to facilitate knowledge transfer and leadership transition. Specifically, each chair or co-chair would complete a one-year term and then stay on for an additional year as an “outgoing chair/co-chair” to support the new chair/co-chair(s). If a chair or co-chair is unable stay on for more than one year, maintaining consistency among the members of the working group is important.

The above listed feedback received from various chairs and co-chairs was discussed in detail with the members in attendance and a poll was shared where participants were asked: “Are you in favor of adding to each Working Group's charges the need for staggered exits of Chairs or Co-Chairs to improve leadership transition?”

The results of the poll were that 59% of the respondents that answered the poll indicated that they were in favor of the proposal by selecting “yes” while the rest of the poll participants responded, “No Preference”.

As a next step, given the foregoing feedback, it is suggested that at the Vancouver AEC, members be given one last opportunity to object to the proposal, as they might have not attended the March 7th NALP Canadian Section Quarterly Call or might have had more time to reflect on this proposal and made a decision that they wish to share with the group.