

**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:** February 2023 NALP Quarterly Board Report – Canadian Section

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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 – February 2023
- Christopher McKenna and Angela Sordi, Proposed Topic: Onboarding in the New Normal: A Further Retrospective on Onboarding Summer Program Post-Pandemic, Length – Medium/Large, Timing – February/March 2023
- Anna Maria Decia-Gualtieri and Ryan Baker, Proposed Topic: The Blind Leading the Blind: Guiding Students Through Recruitment While Navigating Our Own Career Transitions, Length: TBD and Timing: March/April 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)
- Myriah Graves (Fogler Rubinoff)
- Grace Premachandran (Lincoln Alexander Law)

- Jen Quito (Dentons)
- Kristy Foreman (ForeReach Consulting)
- Samina Singh (Windsor Law)

## **Update**

The Diversity Working Group held a successful Diversity Summit on January 27th from 12:30-4:30 EST. At the Summit, they discussed topics ranging from neurodiversity in the law to making welcoming and inclusive spaces for NCA students. They also began the day by acknowledging International Holocaust Remembrance Day, and reflecting with a brief video on the subject. Thank you to all the NALP members that joined the working group at the Summit.

Now that the Summit is complete, the working group is focusing on next steps to create a Canadian-focused inclusive recruitment guide based on NALP's Diversity and Inclusion Best Practices Guide, and a potential inclusive recruitment seminar for the Canadian Section.

## ***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 Marttila (Western Law)
- Jina Dhillon (UVic Law)
- Samantha Samuels (Cassels Brock)
- Analea Wayne (DLA Piper, Calgary)

## **Update**

The CDLE working group was very active last quarter:

- They finalized the recommended demographic categories for the CDLE for consultation.
- They engaged in one-on-one member stakeholder consultation with the broader NALP membership.
- They presented the results of this consultation at the NALP Canadian Winter meeting in December.

Please find attached their presentation from the NALP Canadian Winter meeting which will provide some further context for the Board on the results of their outreach. Based on member feedback, the working group believes that they will be in a position to include further demographic questions on the CDLE for the next collection cycle. The working group is meeting in February to try to finalize their recommendations which they will then forward to NALP and the Board for review and approval once that work has taken place.

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

### **C. *SAWG Toronto***

**Co-Chairs:** Natalie Zinman (Lenczner Slaght) & Robyn Martilla (Western Law, UWO)

#### **Members:**

- Kari Abrams (Blake, Cassels & Graydon LLP)
- Teri MacDonald (Osler, Hoskin & Harcourt LLP)
- Ari Blicher (Aird & Berlis LLP)
- Cheryl Biehler (Fasken)
- Georgia Brown (Emma Sako while Georgia is on leave) (Torys LLP)
- Stacy Keehn (University of Ottawa)
- Amanda Fiorelli (Davies)
- Hakim Kassan (McCarthy Tetrault)
- Mya Rimon (Osgoode Hall Law School)
- Michel Lederman (Goodmans LLP)
- Stephanie Mui (Peter A. Allard School of Law)
- Shawn Swallow (Schulich School of Law)
- Scott Warwick (Department of Justice)
- Brian Puddington (PPSC)
- Glenn Chu (City of Toronto, Legal Services)
- Mya Rimon (Osgoode Hall Law School)

#### **Update**

Recruitment for 2023 2L summer positions wrapped up in November. The recruitment process for 2023 1L summer positions is currently underway, with in-firm interviews scheduled for February 21-23, 2023.

Members of SAWG met in November to debrief on the 2L fall recruit and to discuss the interview process for the upcoming 1L recruit and plans for next year's 2L Toronto OCI programs. Most Canadian markets outside of Toronto have returned to in-person interviews. It was felt that the 1L recruit, which is much smaller in scale, would be a good opportunity for the Toronto market to ease back in to an in-person interview process. This recommendation received broader employer and school-side support at the NALP Canadian Mid-Winter Meeting in December. The timing of transcripts for the 1L recruit is always an issue. SAWG solicited agreement amongst Toronto employers to push the Law Society of Ontario (LSO) application deadline back to ensure transcripts were available. The deadline was pushed to January 25th – the LSO rules were not formally amended.

Turning to the 2L recruit, schools have experienced increased employer participation with virtual OCI programs. Given the costs and efficiencies and the challenge in securing venues, it was felt that it was best to continue to hold OCIs virtually this fall with the aim of returning to in-person interviews during the November interview period. There was some employer support for a return to in person OCI's although the majority supported this process remaining virtual for 2023. The feasibility of in person interview for the 2L process (in-firm) will be assessed pending the outcome of the 1L recruit in Toronto. It is expected that the in-firm portion of the 2L recruit will be in person in November.

SAWG will meet to debrief after the 1L recruit and continue to work with the NALP membership, other working groups and the regulator to identify and implement changes to improve the recruitment process and Best Practices.

#### ***D. SAWG Vancouver***

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

#### **Members:**

- Allison Jackson (Lawson Lundell)
- Marianne Johnstone (Singleton)
- Jennifer McNaught (Blakes)
- Jina Dhillon for Laura Pringle (maternity leave) (UVic Law)
- Ilana Schrager (McMillan)
- Heather Doi, Niall Rand, Elise Kohno & Catherine Repel – Vancouver Bar Association Reps
- Stephanie Mui, Tory Brown & Evan Atkinson (Allard Law, UBC)
- Christine York (Alexander Holburn)

#### **Update**

The SAWG Vancouver Working Group last met on November 22, where they had a debrief on the 2L summer 2023 recruit. While virtual OCIs are here to stay, the group has welcomed the return to in-person in-firm interviews in the Vancouver market. The interviews held in October went well, with the vast majority of interviews held in person, and employers reporting that things ran smoothly on their ends (for example, they did not have issues with multiple requests for last-minute remote interviews).

Going forward, based on feedback from employers and schools, the group is working to revise the V-SAWG “Best Practices” so as to provide more clarity on what communications are allowed during the blackout period and suggested guidelines for receptions held during the interview period.

V-SAWG’s next meeting is set for February 14.

#### ***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)

#### **Update**

The OCI Advisory Working Group has completed the schedule for the fall 2023 recruit and are awaiting replies from other schools on any issues regarding timing.

They are currently seeking Ontario school representation from a proposed member but would like to put out a request for a Western Canadian school to join as well.

Gabrielle Maunier has stepped down as the Incoming Chair but will remain a member of the working group.

### ***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 Mid-Winter Meeting Working Group is happy to report that the Canadian Winter Meeting which took place virtually on December 6 and 7, 2022 was well attended. The working group received great feedback on the content and speakers. Now that the Winter Meeting is done, they have completed their mandate for this year.

A big thank you to NALP and Mary Beal for their assistance in ensuring that the meeting went off without a hitch.

### ***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 Industry Data working group manages three surveys. The Class of 202X Snapshot Survey occurs annually, and there are two biennial surveys – the Law School Salary Survey and the Employer Salary Survey.

The Law School Salary Survey and Employer Salary Survey go out between May and July each year. Both 2022 surveys have been circulated, data compiled and posted.

A draft Snapshot Survey for the Class of 2022 will be sent out to CLCDN for feedback in February 2023. The final Snapshot Survey will be sent out by end of February 2023 and due end of April 2023.

This working group is looking to have a co-chair and if anyone is interested in joining, please contact Shawn Swallow.

Lisa Cunningham (Wildeboer Dellelce) has stepped down as a member and 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)
- Selena Randhawa (Windsor Law)
- Myriah Graves (Fogler Rubinoff) – employer advisor

## Update

The National Recruitment Survey Working group met on January 31<sup>st</sup>. They have a survey in circulation now which is closing on February 20 surveying 2Ls on the Fall 2022 recruitment processes. In this survey, they are also gathering new data about student preferences for the format (virtual or in person) of the OCI portion of the interview process in major Canadian markets; they look forward to reporting on that in the coming months. They are also going to be reporting on the results of a survey they circulated following the 2023-2024 articling recruitment process, ahead of the next structured articling recruitment cycle. The survey on Winter 2023 recruitment processes will go out in the Spring to students. Finally, the group will be doing a critical review of their existing surveys to ensure they are still producing data that is useful and adjusting content in consultation with their employer advisor.

They would love to expand their coverage of markets to include smaller markets such as Atlantic Canada, Edmonton, Other Ontario, Montreal, etc. and they hope more volunteer school-side NALP members will consider joining us to help liaise with employers in those markets as well as help with the group's workload. Any NALP member interested in joining on as an employer advisor is welcome as well!

### *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 (Faskens)
- Hayley Wong (Norton Rose Fulbright)

## Update

**Group Mandate:**

- Our 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 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 employers and school-side. The members are: Tiffany Soucy, McMillan LLP (Co-Chair), Lisa Del Col, Osgoode Hall Law School (Co-Chair), Ryan Baker, Bereskin & Parr, Cheryl Biehler, Fasken, Haley Wong, Norton Rose Fulbright, Julie Banting, Queen's Law, Selena Randhawa, Windsor Law and Grace Premachandran, Lincoln Alexander School of Law.

**Work to Date:**

**Consultant Workshop**

- 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](#).
- 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.

- They are now doing follow-ups on particular elements they felt they needed more info on before proceeding with finalizing a report with recommendations

Next Steps:

- They are in the process of conducting some targeted outreach to stakeholders who have knowledge about novel aspects or software related to the recruit to gain some additional insights.
- They will also conduct an environmental scan of other industries and cities about their recruitment processes, to see if there are any alternate models – in whole or part – that they could adopt.
- They will be conducting some consultation with stakeholders, including the LSO, to explore options for next steps.
- They will be completing a report of our work with our key recommendations, and sharing that with stakeholders.
- They aim to host a town hall style event in advance of the NALP Annual Education Conference 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.

### **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 have 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. Prior to the preparation of this third report, we sent a second reminder to the working groups to discuss the above and provide us with their feedback.

Thus far, we have 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.

As a next step, given the foregoing feedback, it is suggested that at the next quarterly regional call and/or Canadian Section meeting at the Vancouver AEC, members be given the opportunity to object to a proposal to add a recommended best practice to all working group charges that chairs and co-chairs stay on for two years, with staggered exits, to facilitate knowledge transfer and leadership transition.



# CDLE Working Group Update

## NALP December Winter Meeting

December 7, 2022



# CDLE Changes for 2023

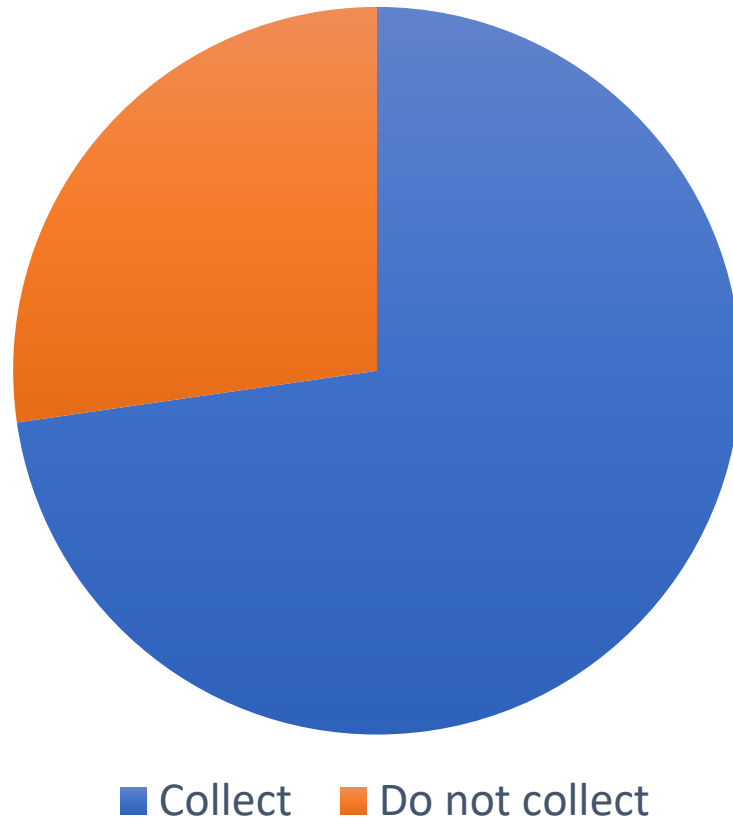
- We conducted focus groups with students earlier this year to determine what information they are looking for when they review the CDLE
- As a result of that review, the CDLE questions in relation to community involvement, pro bono, professional development and EDI initiatives, were enhanced this year
- The 2023 data will be published online at [www.nalpcanada.com](http://www.nalpcanada.com) on **December 9**. Any forms that have not been submitted by that date will no longer display on the searchable public database (but will still be available for updating on the data collection site) until you follow the steps below to update for 2022.
- To update your data please go to [www.nalpcanada.com/employer\\_login](http://www.nalpcanada.com/employer_login) and log in using your employer ID and password. If you do not know your employer ID, please contact [support@nalp.org](mailto:support@nalp.org).

# CDLE demographic project

- In addition, the Working Group has also been looking at the possibility of expanding the demographic data on the CDLE which currently only collects data for gender
- The Working Group prepared some possible questions and demographic categories and has been conducting member outreach to legal employers
- To date we have received input from 23 legal employers from across Canada
- If you would like further information, please reach out to any of the Working Group members

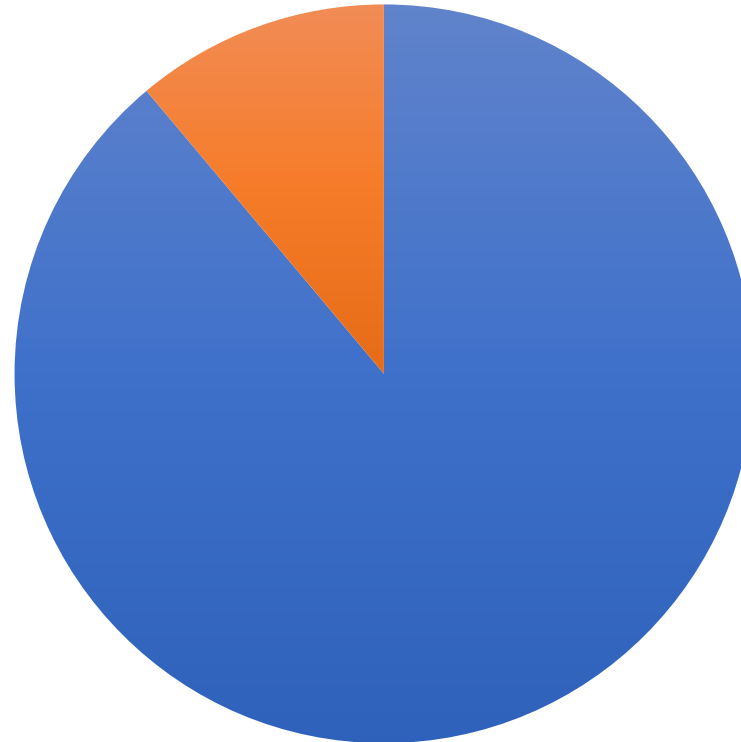
# CDLE – results of outreach

Does your employer organization collect demographic data?



# CDLE – results of outreach

Can the data be reported for only lawyer demographics

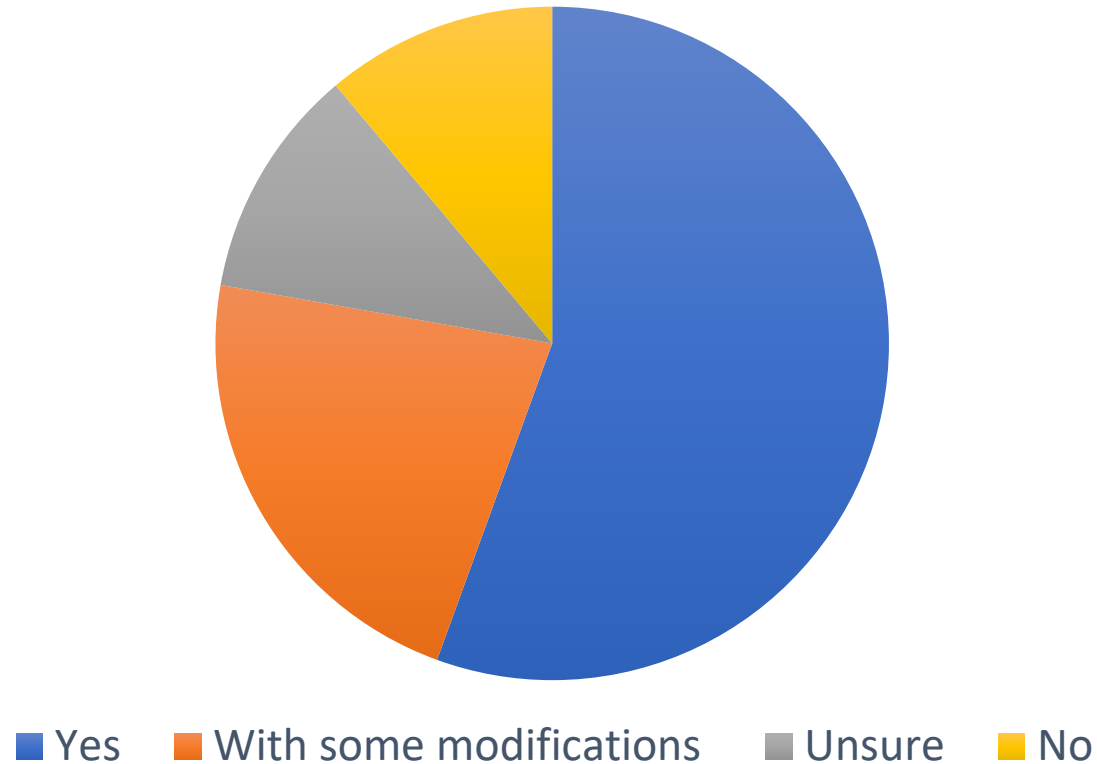


■ Can sort by lawyer demographics

■ Cannot sort by lawyer demographics or unsure

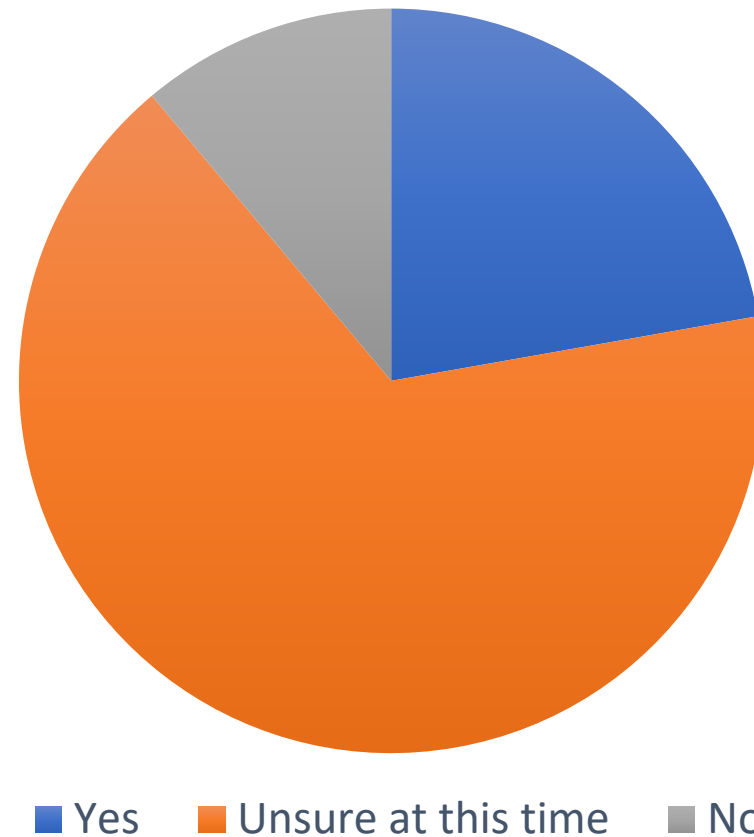
# CDLE – results of outreach

Are the demographic categories proposed for inclusion in the CDLE similar enough to your surveys, so that you could meaningfully translate and report your results?



# CDLE – results of outreach

Would the employer organization likely participate in this reporting initiative via the CDLE?



# CDLE – WG members

- Maryanne Forrayi, University of Calgary
- Kara Sutherland, Dentons Canada
- Ryan Baker, Bereskin Parr
- Lisa Cunningham, Wildeboer Dellelce
- Glenn Chu, City of Toronto, Legal Services
- Kyle Elliott, Blakes
- Myriam Lapierre, Osler
- Jennifer Lau, Cassels Brock
- Robyn Marttila, Western University
- Jina Dhillon, University of Victoria
- Samantha Samuels, BLG