

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

**Cc:** Laura Pringle (Canadian Region Regional Rep)  
Lynn Iding (NALP Board Member)

**From:** Sophie Roy-Lafleur (Canadian Section Co-Chair)  
Katrina Henn (Canadian Section Co-Chair)

**Subject:** June 2021 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, the environmental scanning of our section and a proposal for a new working group. Laura Pringle, Regional Representative, will be providing an update on the Canadian Region generally.

**Overview**

1. [NALP Canadian Section 2020/2021 Bulletin Contributors](#)
2. [Updates from the Working Groups](#)
3. [Environmental Scanning & New Work Group Proposal](#)

**1. NALP Canadian Section 2021/2022 Bulletin Contributors**

<b>Name of Contributor/ Organization</b>	<b>Email Address</b>	<b>Working Title</b>	<b>Description</b>	<b>Potential Length of Article</b>	<b>Preferred Submission Date</b>
Lussier, Bonnie, DLA Piper	Bonnie.lussier@dlapiper.com	From Languishing to Resiliency, how we Hope to Emerge from the Pandemic	Resiliency of associates during the pandemic and how flexible working has helped to support this.	750 words	Flexible
Rossworn, Jayne, University of British Columbia	rossworn@allard.ubc.ca	How Athletes Cope with Injury (And What This Means for Coaching Students in the Job Search Process)	See “A” below.	750 words	November
Rossworn, Jayne, University of British Columbia	rossworn@allard.ubc.ca	Wise Decision-Making: Coaching Students and Young Associates for Sustainable Career Progress	See “B” below.	750 words	Spring publication preferred

Nadon, Jennifer, University of Ottawa	jnadon@uottawa.ca	Not the Be-All and End-All: Helping Students Analyze Grades as Information, Not Measures of Their Self-Worth	Reframing the ‘impact’ of law school grades when counselling students (student counselling / wellness / personal growth)  See “C” below for more details	750 or 1000 words (as per preference of NALP)	Sept – Nov preference, can write later
Staci Angelis, McGill University	staci.angelis@mcgill.ca	Burnout and stress: The effects of acute and chronic stress on the brain and the implications for lawyers and law students	Subject of burnout amongst lawyers and law students, especially in the context of the pandemic. Depending on the scientific literature available, I would be interested in including a neuroscience element discussing what occurs in the brain during times of chronic and acute stress and burnout	Regular or feature length	No preference
Katie Behan, University of Windsor	Kathleen.Behan@uwindsor.ca	Strategic Social Media Research – Taking it a Step Beyond	Social media as a research tool, LinkedIn to find social justice and explore other career paths, Twitter to expand job search, Facebook for networking with local associations, etc.	750 words	Flexible but prefers fall
Kristy Foreman, Fore Reach Consulting	kristy.foreman@forereachconsulting.com	An Inclusive Approach to Interviewing Legal Talent	Title is self-explanatory	Feature-length (1000 words)	November preference
Maryanne Forrayi, University of Calgary	forrayim@ucalgary.ca	Fostering Innovation - Students Leading the Future of Law (Post Pandemic)	A look at the skillsets that can be fostered in students post-pandemic as change in the legal industry is heightened, the launch of the UCalgary Law Innovation Internship program and curriculum developments will be shared along with innovation skillsets to be fostered in students for future career success	750 words	November or December preference, not September

**A. *How Athletes Cope with Injury (And What This Means for Coaching Students in the Job Search Process)* (750 words, published in November)**

*In my non-working time, I help coach mountain bike skills for high performance youth. This is a sport in which injuries are common and I've seen athletes whose injuries either make or break their competitive careers. However, with the right coaching, athletes can make the most of these setbacks and become better athletes as a result. Rejection in the job search can feel like a setback as major as an injury when a student's goal is to obtain a summer or articling position. Many of the same concepts used to help athletes cope with injury can also apply to helping students cope with setbacks in the job search.*

*Coaching for dealing with injury can take a 6-step approach:*

- 1. Know that this setback is a loss and understand the 5 stages of grief*
- 2. Seek motivation and support from others*
- 3. Patience & persistence is the prescription*
- 4. Keep skills sharp*
- 5. Be optimistic and make the most of recovery time*
- 6. Power through plateaus and setbacks, anticipate ups and downs*

**B. *Wise Decision-Making: Coaching Students and Young Associates for Sustainable Career Progress* (750 words; spring publication?)**

*Articling students and junior associates searching for jobs and starting new positions tend to be full of anxiety and uncertainty and many lose confidence in their decision-making abilities in the process. This anxiety can cause them to seek answers from their career services office for every little decision, thus stifling their own abilities to think independently. I recently met with Allard Law's embedded counsellor to determine tactics to support students to make their own decisions independently and confidently – to show that our office exists NOT to simply provide answers, but rather to empower them to make wise decisions themselves so that they can attain career progress in a sustainable way. Coaching students and associates in this regard centers on the idea of encouraging wise decisions that balance both emotional and logical needs:*

- If you are feeling purely emotional, you will be tempted to spiral into asking the same question multiple times of multiple advisors. What do you need to do to feel calm prior to interacting with the CSO? What makes you feel good? Maybe this is mindful breathing, getting exercise, baking cookies...*
- If you are approaching the CSO with a purely logical mind, you might assume only one right answer exists and you may simply want to be told what to do, when not all questions have black and white answers. Can you view the CSO as a source of guidance and coaching, rather than a mere source of information?*

**C. “Not the Be-All and End-All: Helping Students Analyze Grades as Information, Not Measures of Their Self-Worth**

In the post-pandemic era, Gen Z law students may be increasingly concerned with gaining a competitive edge. Professional Development Counsellors and CDOs are well-positioned to help students reframe their perception of high grades as the ultimate way to set themselves apart and achieve career success. We can teach them how to use growth mindset and mindfulness principles to view law school grades as objective data and feedback – without judgment – and find clues about interests and curiosities instead of abilities and intelligence. (This is flexible and TBD – just me brainstorming but not sure what I would focus on just yet)

**2. Updates from the Working Groups**

**A. *Diversity Working Group***

Chair: Myriah Graves (Fogler Rubinoff) (needs co-chair)

Members:

- Anna Maria Decia-Gualtieri (Windsor)
- Waleska Vernon (U of T)
- Kim Bonnar (Cassels)
- Neil Dennis (U of T)
- Nicole Salama (Osgoode)
- Laura Pringle (Uvic)
- Danica Steadman (Gowlings)
- Ryan Baker (Bereskin)
- Lisa Del Col (Osgoode)
- Kristy Foreman (ForeReach Consulting)

**Update**

The working group will set up a meeting to plan for the Summit in December 2021.

***B. CDLE Working Group***

Chair: Kara Sutherland (Dentons) (needs co-chair)

Members:

- Danielle Laflamme (Borden Ladner Gervais – Ottawa)
- Robyn Marttila (WesternU/UWO)
- Laura Pringle (UVic)
- Katrina Henn (Weirfoulds)
- Georgia Brown (Torys)
- Ryan Baker (Bereskin Parr)
- Lisa Cunningham (Wildeboer Dellelce)

**Update**

This Working Group has had a bit of a slower start and is still in the process of making sure it has the appropriate representation within the group to ensure that it can gain buy-in as it moves forward with the charges.

***C. SAWG Toronto***

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

Members:

- Kari Abrams (Blake, Cassels & Graydon LLP)
- Christina Beaudoin (Osler, Hoskin & Harcourt LLP)
- Ari Blicher (Aird & Berlis LLP)
- Georgia Brown (Torys LLP)
- Stacy Keehn (University of Ottawa)
- Amanda Fiorelli (Davies)
- Hakin Kassan (McCarthy Tetrault)
- Eowynne Noble (Fasken)
- Mya Rimon (Osgoode Hall Law School)
- Angela Sordi (Borden Ladner Gervais LLP)
- Michel Lederman (Goodmans LLP)
- Kara Sutherland (Dentons Canada)
- Scott Warwick (Department of Justice)
- Waleska Vernon (Osgoode Hall Law School)
- Brian Puddington (PPSC)
- Glenn Chu (City of Toronto, Legal Services)

## Update

School and employer members of SAWG met recently to review and discuss the Best Practices for Toronto Summer & Articling Recruitment Activities.

In anticipation of recruitment for 2022 summer positions, SAWG will be updating the Best Practices to include guidance on the format for On Campus Interviews (OCIs) and to address aspects of the application process, including required application materials and the format for transcripts (proof of grades).

Applications for 2022 summer positions in the City of Toronto are currently due August 16, 2021. On Campus Interview Programs are scheduled to take place virtually throughout September and October, with in-firm interviews and offers the first week of November.

SAWG will review the Best Practices again following recruitment for 2022-2023 articling positions which wraps up in mid-August.

Over the coming year SAWG will be continuing to work with the NALP Canadian Section, the Canadian OCI Working Group, and the Law Society of Ontario (LSO) to identify areas for improvement to the recruitment process. Discussions regarding changes and improvements to the current student recruitment process remain ongoing with support from both employers and schools. It is agreed by both employers and schools that COVID, and changes borne by COVID, have identified process and timing issues which would benefit from further review and revision. SAWG looks forward to contributing to and supporting this process.

### *D. SAWG Vancouver*

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

Members:

- Allison Jackson & Jennifer Vermiere (Lawson Lundell)
- Marianne Johnstone & Parveen Sehra (Singleton)
- Bonnie Lussier (DLA Piper)
- Jennifer McNaught (Blakes)
- Laura Pringle (UVic Law)
- Ilana Schragger (McMillan)
- Niall Rand (Fasken) & Vanessa Williams (Blakes) – Vancouver Bar Association Reps
- Jayne Rossworn (Allard Law, UBC)
- Christine York (Alexander Holburn)

## Update

The group has discussed the following topics relating to the upcoming articling and summer recruits:

- **Articling 2022-2023 Recruit**

The current V-SAWG Best Practices document includes guidance on COVID-19 interview considerations, which encourages employers to ensure that they are conducting interviews in a manner consistent with public health authorities' recommendations and reminds employers that virtual interviews may assist in providing equitable access to all candidates, and may be of particular assistance to candidates facing a variety of challenges as result of COVID-19, including health considerations, family obligations, financial constraints, and travel limitations. The situation in B.C. seems to be improving, and while some employers have already opted to conduct interviews for 2022-2023 articling

positions virtually, others are still making their decision. Employers agreed that given the situation, even if one did decide to conduct in-person interviews, candidates should still be given the option for a virtual interview and that no negative inference would be made if a student chose that option. V-SAWG decided that, given the general guidance already provided by the Vancouver Bar Association and in our *Best Practices* document, no further action was needed at this time.

- **Summer 2022 Recruit**

While OCIs will be virtual in September, the group will meet again later this summer to discuss the October in-firm interview week and whether we can reach consensus as to whether in-person interviews will be safe given the current health situation.

- **Timing of 2L Summer Recruit Going Forward**

Given the recent discussions in the Toronto market where we understand some employers were advocating to permanently move the summer recruit from the fall (Sept-Nov) to the spring, the group discussed their preferred timing of the 2L Summer Recruit going forward in Vancouver. The consensus was that the group preferred to revert to having the 2L summer recruit in the Fall semester (Sept-Oct) instead of in the Winter semester (Jan-Mar). The main reasons for reverting to the fall recruit include not extending an already long process, student well-being and an overlap with associate performance review process for many Vancouver recruiters who are consumed with this aspect of their job almost full-time from Nov-March.

- **UBC Employer Intention Survey**

UBC will look into including a disclaimer in future iterations of the survey stating that it would be shared amongst employers, so that future versions could be circulated with the hopes of standardizing things like interview start times.

### ***E. OCI Advisory Working Group***

Chair: Chira Perla (Allard School of Law)

Members:

- Chris McKenna (Bennett Jones, Toronto) – Co-Chair, Outgoing
- Gabrielle Maunier (Blakes, Calgary) – Co-Chair, Incoming
- Natasha Bhimji (Stikeman Elliott, Toronto)
- Neil Dennis (UofT)
- Shawn Swallow (Dalhousie)
- (needs new employer-side member from Vancouver)

### **Update**

In this past quarter, the working group has been busy with the following:

Fall 2021 OCI Schedule (for 2022 2L Summer Positions):

- Added “Make-Up OCI” dates for all three markets (Toronto, Vancouver, Calgary)
- Toronto OCIs:
  - Added a UNB ½ day to the schedule.
  - Coordinated a UofC, UofA, TRU, UVic, USask, and UofM combined date.
- Supported UofC with possible required changes to their Calgary OCI dates due to a likely federal statutory holiday for Truth and Reconciliation on September 30 (Royal Assent given June 3).

Fall 2022 OCI Schedule (for 2023 2L Summer Positions):

- Generated a tentative draft schedule (that works for either in-person or virtual OCIs), which is currently with the schools for feedback.
- Supporting ITLNCA Networks with their OCI planning and expansion into the Vancouver & Calgary markets.

#### ***F. Mid-Winter Meeting Working Group***

Chair: Myriah Graves (Fogler Rubinoff)

Members:

- Hilary Clarke (Potentia)
- Patricia Neil (University of Alberta)
- Nicole Salama (Osgoode)
- Ryan Baker (Bereskin Parr)
- Leanne Shafir (Ryerson)
- Lisa Del Col (Osgoode)

#### **Update**

The Mid-Winter Planning Group is planning its first meeting on June 21, 2021 to get the planning process started. For planning purposes, the working group will move forward with planning a virtual meeting.

#### ***G. Canadian Industry Data Working Group***

Chair: Laura MacLelland (U of A)

Members:

- Christi McCauley (TRU)
- Laura Pringle (U Vic)
- Chantal Riendeau (U Ottawa)
- Jim Liepold (NALP)
- Katie Behan (U Windsor)
- Ryan Baker (Bereskin Parr)
- Nanci Shipp (Davies)
- Lisa Cunningham (Wildeboer Dellelce LLP)

#### **Update**

The working group manages three surveys. One occurs annually (Class of \_\_\_ Snapshot Survey) and then there are two bi-annual surveys (the Law School Salary Survey and the Law Firm Salary Survey). Both surveys for this year have been circulated. Judy at NALP has already circulated the report for the Snapshot Survey. We are just waiting on the Law School Salary Survey Report.

As well as continuing the traditional surveys, the working group is currently working on establishing a new articling student salary survey that could be sent out across Canada with the goal of collecting salary information in all regions of the country. The group has met to discuss and has also spoken to Judy at NALP about this. They are now just in the early stages of putting that together.

#### ***H. National Recruitment Survey Working Group***

Chair: Sophie Roy-Lafleur (McGill University)

Members:

- Maryanne Forrayi (University of Calgary)
- Jennifer Nadon (University of Ottawa)
- Christi McAuley (TRU Law)
- Lisa Del Col (Osgoode)
- Selena Randhawa (Windsor)
- Maryah Graves (Fogler Rubinoff) – employer advisor

## Update

A snapshot of the 2020-2021 survey results was presented at the second Spring Town Hall as well as at a few employer meetings across the region. The working group is currently working on the report. This year, we plan to collaborate with other working groups to decide whether to and how to best include demographic questions in the surveys.

### 3. Environmental Scanning & New Work Group Proposal

During the past year, a need for an in-depth revision of the Toronto 2L Summer Recruitment process became evident. The two Town Halls held in the Spring focused mainly on questions related to that process. Discussions between school-side members and employer-side members have proven challenging, as there is strong division regarding how certain questions should be resolved. We have also seen there is division even amongst the employer members. Such questions include the timing and length of the recruitment process, among other things.

We feel that the current situation is at an impasse, and we are concerned about the section's ability to resolve this situation without a new working group and the involvement of a neutral third party, who will be able to facilitate a constructive discussion between the school side members and employer members. As one NALP member recently commented "*The current recruitment situation is broken, for the students, for the schools and for the employers.*"

The review that is required goes beyond the mandate of existing working groups related to organized recruitment, namely the *Summer & Articling Recruitment Working Group* (SAWG Toronto), the *OCI Advisory Working Group*, and the *National Survey Working Group*.

Among the three working groups listed above, SAWG Toronto's mandate is perhaps the closest to what would be the goal of the new working group. SAWG Toronto is tasked with:

“revis[ing], as needed, the “Best Practices for Toronto Summer and Articling Recruitment Activities” guide for regions throughout Canada and the “NALP Summary of Best Practices. Continue to collaborate with the OCI Advisory Group and the Canadian Legal Career Development Network and provide feedback to the Law Society of Ontario on recruitment procedures and suggest improvements where warranted in light of the COVID-19 crisis. Set viLawPortal electronic application service dates for students and employers in markets across Canada and report dates to section.

Collaborate with the Canadian Student Recruitment Working Group and the National Survey Working Group to evaluate new approaches.” (*emphasis added*)

The types of revisions contemplated in SAWG Toronto's mandate do not encompass a complete overhaul of the recruitment process. Some of the questions at play are so fundamental that they cannot be resolved through revisions to the Best Practices. And if certain considerations were brought about by the context of the pandemic, they cannot be fixed by temporary changes or improvements to the recruitment procedures. Additionally, while SAWG Toronto's mandate references collaboration with the *Canadian Student*



*Recruitment Working Group*, such a group doesn't currently exist. There is a concern that collaboration with the *Canadian Legal Career Development Network*, consisting exclusively of school-side members, could be challenging considering the tensions we experienced at recent Town Halls.

Creating a new working group will be an opportunity to bring fresh perspectives to the table and to involve a neutral facilitator/consultant to bring about consensus between section members.

Proposed Project Goal & Outcome	Responsibilities and Volunteers	Target Dates	Resources Required
<p>The goal of the "Toronto Recruitment Review" Working Group (which would be a two-year addition to the Canadian Section) would be to review the timing, format, and procedures around the Toronto 2L Summer recruitment and issue recommendations.</p>	<p>We will do a call for volunteers should the working group be approved.</p> <p>Preference should be given to school-side and employer-side members who aren't already serving on SAWG Toronto or the OCI Advisory Working Group. There should be co-chairs who are senior members of the PD community (5+ years of experience), with one chair being from the employer side and one from the school side. Members should also be empowered (or have the support of their leadership) to make decisions within their own organizations should recommendations need to be implemented at the school/employer level.</p> <p>Responsibilities would include collecting member feedback by way of a survey on recruitment practices, reviewing recruitment practices in other jurisdictions, and</p>	<p><u>After Board approval:</u> Call for volunteers and creation of the working group.</p> <p><u>Later summer / early fall:</u> Design of survey that will be circulated to section members participating in the Toronto 2L Summer recruitment.</p> <p><u>Late fall:</u> Distribution of the survey.</p> <p><u>Canadian Winter Meeting:</u> Potentially have a half-day session lead by the neutral facilitator to get wider member input.</p> <p><u>By February 15:</u> Review of the survey results and of practices in other jurisdictions.</p> <p><u>By March 15:</u> Consult with external stakeholders:</p> <ul style="list-style-type: none"> <li>• Employers who hire 2L law students outside of the formal recruitment and who are bound by LSO Rules (in-house, NGOs, etc. located in Toronto)</li> <li>• Law Students' Society of Ontario</li> </ul>	<p>Budget to retain the services of a neutral facilitator/consultant (TBD) if we do not find a volunteer.</p>

	issuing recommendations.	<p><u>By April 1:</u> Issue recommendations to the section and to the Law Society of Ontario.</p> <p><u>Year 2:</u> Implement recommendations and collaborate with the <i>National Survey Working Group</i> to assess the impacts of the changes, if any.</p>	
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