

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: October 2022 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 2022/2023 are as follows:

- Ann Gomez and Myriah Graves, Proposed Topic: Hybrid Work – How are Law Firms Responding, Length – Large, Timing – September 2022
- Ann Gomez and Marla Warner, Proposed Topic: How Leaders Can Build a Culture of Wellbeing in a Hybrid World, Length – Large, Timing – October/November 2022
- Morgan Baker and Madori Sakamoto, Proposed Topic: Transitioning from Lawyer to Talent, Length - Medium, Timing - December 2022
- Katrina Henn and Ellen Dalicandro, Proposed Topic: Mentoring for Mid-Levels: Lessons on a New Program, Length – Medium/Large, Timing – January/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 is currently focusing on planning the Equity and Diversity Summit. The Working Group has determined that the Summit will be held virtually on January 27, 2023 from 12:00-4:30. This time works well for members across the country. The group is still finalizing the speakers but the focus of the Summit will be how we can best support all lawyers and students.

Once the Summit is set, the group will focus on the possibility of creating 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)
- Jennifer Lau (Cassels Brock)
- Robyn Marttila (Western Law)
- Jina Dhillon (UVic)
- Samantha Samuels (BLG)

Update

The CDLE working group has not been as active this past quarter as a number of their members have been very stretched with the fall recruit, however, they provided an update at the July Canadian Section meeting on the work outlined below:

- Demographic Categories – They have finalized recommended demographic categories for the CDLE. They will be engaging in one-on-one member stakeholder consultation this fall and hope to present some recommendations at the Canadian Winter meeting in December; and
- Qualitative Questions – Specific recommendations were provided to NALP to improve the Diversity & Inclusion, Professional Development and Pro Bono/Public Interest sections for the upcoming fall 2022 NALP CDLE renewal cycle.

Bethany McCoy has stepped down and the 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)
- Christina Beaudoin (Osler, Hoskin & Harcourt LLP)
- Ari Blicher (Aird & Berlis LLP)
- Cheryl Biehler (Fasken)
- Georgia Brown (Torys LLP)
- Stacy Keehn (University of Ottawa)
- Amanda Fiorelli (Davies)
- Hakin 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)

Update

SAWG recruited two new law school members from west coast and east coast schools to improve representation on the working group. SAWG is looking at expanding the employer representation to include more mid and small size law firms and is continuing to work with the OCI Working Group to explore synergies.

Recruitment for 2023-2024 articling positions in Toronto wrapped up in mid-August. With the lingering effects of the pandemic, the recruitment process was mostly virtual, although there were a few law firms that held in-person interviews and recruitment events. The hybrid nature of the articling recruit posed some challenges for students.

In preparation for the Toronto 2023 2L summer recruit (which is currently underway), SAWG surveyed Toronto employers to canvass employers' preference for a virtual or in-person recruit. The method of interviews was discussed with the broader NALP membership at a Town Hall at the end of August. Given the continuing challenges of doing an in-person recruit (including staffing, accommodation, differing Covid office protocols), for the upcoming Toronto 2023 2L recruitment round, the general consensus was that in the circumstances, a fully virtual recruit is best and avoids the inevitable need to pivot to a hybrid

process on the fly in a compressed timetable (with a litany of ensuing logistical and equity challenges). This approach was supported by both employer and law school representatives. To give students clarity and certainty, employers who are committed to a fully virtual recruit are signing on to a shared Google doc. On Campus Interviews have been fully virtual and wrap up October 24. In-firm interviews take place November 7 to 9, with offers at 5pm on November 9.

It is anticipated the working group will debrief on the recruitment season following its conclusion and in advance of the Winter meeting scheduled for early December. SAWG continues to work with the NALP membership, other working groups and 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)
- Neda Canario (DLA Piper, Toronto)
- Jennifer McNaught (Blakes)
- Jina Dhillon for Laura Pringle (maternity leave) (UVic Law)
- Andrea Greenwood (McMillan)
- Heather Doi, Niall Rand, Elise Kohno & Catherine Repel – Vancouver Bar Association Reps
- Stephanie Mui & Evan Atkinson (Allard Law, UBC)
- Christine York (Alexander Holburn)

Update

The SAWG Vancouver Working Group met August 31, 2022 to debrief on Vancouver's articling 2023-2024 articling recruit (Aug 15-17, 2022) and to discuss OCIs and Vancouver in-firm summer 2023 interview week (Oct 24-26, 2022). A summary of what they discussed is below.

In-Person Interview Week

- How did it go for the articling recruit?

Unlike Toronto, Vancouver held an in-person interview week for articling positions. Firms provided a virtual option if the student needed an accommodation (e.g. unable to travel) or suddenly became ill. The hybrid model worked well for firms, as they were able to set-up virtual interview teams in advance and were able to adapt "on the fly". Hybrid interviews (some in-person and some virtually) presented more of a logistical challenge for students in that if they were downtown to attend interviews in-person, they didn't necessarily have a quiet place to pivot to a virtual interview.

- Plans for summer recruit?

All of the large Vancouver employers plan to hold an in-person interview week but allow for a virtual interview if a student needed this accommodation or suddenly became ill. A concern was raised about some smaller employers opting to only hold virtual interviews, which may make it difficult for students (as noted above). To try to get everyone on the same page it was decided that the VBA will send a note out to all employers, advising that employers should try to all hold interviews in person so as not to put students in a difficult position. This would cover off smaller employers who may plan to just hold virtual interviews. Law schools would look into hiring downtown office space at a WeWork or equivalent in the

event students needed a quiet place to conduct any virtual interviews as it is likely students would not have the funds to rent their own space or a hotel room. Anecdotally, 54/55 of Norton Rose Fulbright's Vancouver summer interviews have been scheduled in person, with only one student from McGill requesting a virtual interview so I don't expect this to be an issue.

In-Person Recruitment Events & Receptions

- Most employers are planning in-person recruitment events as well as in-person meals and receptions during interview week. V-SAWG representatives are content to let firm's follow public health guidelines and to not try to over-regulate events and activities.

No further changes were required to the VBA Guidelines of the V-SAWG Best Practices in advance of Summer 2023 interview week as they currently advise employers to follow Public Health advice and try to accommodate students with a virtual option to keep everyone safe during the course of the pandemic.

E. OCI Advisory Working Group

Co-Chairs: Chris McKenna (Bennett Jones, Toronto) - Outgoing

Members:

- Natasha Bhimji (Stikeman Elliott, Toronto)
- Shawn Swallow (Dalhousie Law)
- Christine York (Alexander Holburn)
- Tiffany Soucy (McMillan LLP)

Update

From first board report dated June 27th, 2022: "After recently making some amendments to the 2022 OCI schedule, the OCI Advisory Working Group will shortly be canvassing schools for their 2023 dates and will be making further decisions/recommendations on whether to proceed with virtual recruitments going forward. They are working closely with SAWG (Toronto) and the new Toronto Recruitment Review Working Group to address the future of recruitment and to structure OCIs and in-firm interviews in 2022 and 2023 with the data points necessary to assist in that process."

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 Canadian Winter Meeting Planning group has been meeting regularly to prepare for the program which will take place virtually on the afternoons of December 6th and 7th, 2022. Most topics and speakers have been secured and a draft agenda has been prepared. A Save the Date has been sent out through NALP Connect, and we anticipate that a finalized agenda will be ready for marketing purposes by the end of the month.

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)
- Lisa Cunningham (Wildeboer Dellelce)

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 Employer Salary Survey. The surveys go out between May and July each year. Both surveys for this year have been circulated. The employer salary survey has closed and Judy (NALP) is compiling the results. A draft Snapshot Survey for the Class of 2021 will be sent out to CLCDN for feedback early January 2023. The final Snapshot Survey will be sent out for completion in February 2023. Next quarterly meeting will be held in November.

The working group has set a goal to produce a new articling/young associate cross-Canada salary survey. They have not got past the initial draft stage yet.

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

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 finished analyzing the data of the Summer 2022 Survey and drafted and circulated a full summary report of results this past September, ahead of the Summer 2023 recruitment cycle. Next, the Group will be looking at a) finalizing and circulating the second part of the summary report for the Summer 2022 Survey ahead of the next articling recruitment cycle, b) finalizing the survey questions for (including aligning the group of questions designed to collect demographic information with those developed by the Toronto Recruitment Review Working Group) and c) circulating a Fall 2022 Survey to collect feedback from current 3L students on the last articling recruitment cycle. The group also plans to distribute a Winter 2023 Survey covering the various Fall structured recruitment processes for Summer 2023 positions. Moving forward the group will strive, as a general goal, to share smaller, more frequent and timely surveys to maximize response rates and data.

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:

- 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, they 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 took over for Margaret Seko, following her retirement from Toronto Metropolitan University.

Work to Date:

1. Consultants

- They have retained the services of Gimbal Consulting to assist 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 met with Gimbal in mid-April to discuss their goals and set out a work plan, which included input on our survey process, and setting goals for a workshop with Gimbal once survey results have been analyzed.
- The Working Group has a two-day workshop set with Gimbal for December 2022, where they will work on next steps in finalizing their recommendations.

2. Surveys

- Surveys have gone out to both school-side and employer-side reps over August and September.
- They are doing some additional targeted follow up with employers registered in OCIs that they have not heard from, and from schools who have not yet completed the survey – they should have these responses in the coming weeks.
- They will be drawing from the results of the annual NALP Recruitment Survey for student feedback. They worked with the Recruitment Survey Working Group to incorporate some questions to their survey that were specific to their mandate to gain student additional feedback (the general student survey questions will also be helpful in their analysis). The survey results for students have been shared with the working group and will be incorporated into their feedback.

- Once all survey results are available, they will be analyzing the results and compiling a report for Gimbal in advance of their December workshop.

Next Steps:

- 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 are targeting the annual spring meeting of the NALP Canadian section as a time where the working group could dive into these issues more deeply and/or bring in the consultant to facilitate a discussion of their findings/ possible recommendations.
- They will consult with the Law Society of Ontario on any matters that may require regulatory feedback.

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 second report, we have reminded each working group to discuss and provide us with any specific needs for their respective groups. Many working groups have indicated that they will ensure to discuss this with their members at their next meeting.

Thus far, we have received feedback from:

- SAWG Vancouver Working Group who discussed the foregoing at a meeting on June 22, 2022. Their 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 will solicit members at the next Vancouver Bar Association roundtable meeting.
- Toronto Recruitment Working Group will not implement any guidelines as they are an ad hoc group that won't presumably be continuing beyond its mandate.
- SAWG Toronto Working Group SAWG recruited two new law school members from west coast and east coast schools to improve representation on the working group. SAWG is looking at expanding the employer representation to include more mid and small size law firms and is continuing to work with the OCI Working Group to explore synergies. SAWG

Toronto is still determining what best practices or guidelines could be beneficial for this group.