

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: June 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, Length and Timing – TBD

2. Updates from the Working Groups

A. *Diversity Working Group*

Co-Chairs: Bethany McCoy (Lenczner Slaght) and Nicole Salama (Gowling WLG)

Members:

- Anna Maria Decia-Gualtieri (Windsor Law)
- Glenn Chu (City of Toronto, Legal Services)
- Lisa Del Col (Osgoode Hall Law)
- Neil Dennis (U of T Law)
- 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 planning its annual Diversity Summit for December 2022. They are in the process of determining the timing and format for the Summit.

The working group is discussing the creation of a Canadian-focused inclusive recruitment guide based on NALP's own Diversity and Inclusion Best Practices Guide which was last scheduled to be updated in 2019. They are also discussing the possibility of running a webinar on inclusive recruiting 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)
- Bethany McKoy (Lenczner Slaght)
- Samantha Samuels (BLG)
- Laura Pringle (UVic Law)

Update

The CLDE Working Group has met a number of times in the last quarter to move its mandate forward and the two sub-groups (detailed below) have also been busy accomplishing this work:

Demographic Categories Sub-Group – This subgroup reviewed the demographic categories used by the Canadian law schools and law societies and has a draft list of categories developed for the CDLE. The working group feels strongly that membership consultation is important prior to any implementation of new categories so plans are to brief members at the July 19th Canadian Section meeting. The group will also be engaging in one-on-one member stakeholder consultation over the summer and present its final recommendations on this front to the NALP membership at the Canadian Winter meeting held in December for implementation in 2023.

Qualitative Sub-Group – This subgroup engaged with student groups to solicit feedback on the qualitative sections of the CDLE focussing on the Diversity & Inclusion, Professional Development and Pro Bono/Public Interest sections. Highlights of these recommendations will be shared with the NALP membership at the July 19th Canadian Section meeting and specific recommendations will be provided to NALP by the end of the summer in hope that this can be implemented for the upcoming fall 2022 NALP CDLE renewal cycle.

Laura Pringle has recently left on maternity leave and the working group thanks her very much for her contributions this past year.

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 Law)
- Amanda Fiorelli (Davies)
- Kim Grange (Dentons Canada)
- Hakim Kassam (McCarthy Tetrault)
- Cheryl Biehler (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)
- Brian Puddington (PPSC)
- Glenn Chu (City of Toronto, Legal Services)

Update

SAWG recently updated the Best Practices for Summer and Articling Recruitment Activities to align with the new Law Society of Ontario (LSO) Recruitment Procedures for 2023-2024 articling and 2023 summer positions in the city of Toronto. Articling applications are due July 8 with interviews and offers in August. After discussions with members of SAWG and the broader Canadian NALP membership, the application deadline for 2L summer positions which was usually mid-August was moved up to July 25. OCIs start in early September and in-firm interviews and offers are the first full week of November. SAWG continues to work with the NALP membership, other working groups and regulator to identify and implement changes to improve the recruitment process.

SAWG employers recently met to discuss the challenges associated with an in-person interview process for the upcoming Articling Recruit. The consensus of those in attendance was that it continued to make sense from a logistical and COVID safety perspective, to have the Articling Recruit remain virtual for 2022. Consideration was given to the continued and ongoing pandemic, differing approaches across firms to return to the office, differing mandates regarding vaccination, and feedback from students that a virtual process was preferred. The group considered a hybrid approach, but it was unilaterally rejected as it

presented too many logistical challenges for both employers and students. The virtual approach was supported by the law schools and has been communicated to employers participating in the upcoming articling interview process.

SAWG will continue to monitor the situation with the pandemic and make a decision before the fall on the November interview process for the 2L Recruit.

SAWG co-chairs met with chairs of the NALP Canadian Section and the Canadian OCI Working Group in June to review the mandate and composition of SAWG, review succession plans and explore common interests between the working groups. SAWG has recruited two new school members to provide out of province representation and is looking at recruiting more employers to improve the diversity of working group members. Discussions between the groups are ongoing.

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)
- Laura Pringle (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 has recently updated their Best Practices for Summer and Articling Recruitment Activities to include updated language regarding gifts. “Providing a student with a lavish gift such that it indicates an early intent to offer” is now listed as employer conduct inconsistent with the Vancouver Bar Association Guidelines. The updated Best Practices document is attached, which will be uploaded to NALP Connect shortly.

E. OCI Advisory Working Group

Co-Chairs: Chris McKenna (Bennett Jones, Toronto) - Outgoing & Gabrielle Maunier (Blakes, Calgary) - Incoming

Members:

- Natasha Bhimji (Stikeman Elliott, Toronto)
- Neil Dennis (U of T Law)
- Shawn Swallow (Dalhousie Law)
- Christine York (Alexander Holburn)

Update

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 Mid-Winter Meeting Working Group met on June 21, 2022 to get the planning process started. After much discussion, they decided to go with a virtual format again this year. They will follow the format from the last two years and hold the conference on December 6 and 7, 2022 from 1:00 pm to 5:00 pm EST each day.

They are meeting again in July 2022 and hope to decide on a theme and start reaching out to potential speakers in the coming weeks.

G. Canadian Industry Data Working Group

Co-Chairs: Madeleine Natale (U Calgary Law) & Shawn Swallow (Dalhousie Law)

Members:

- Laura MacLelland (U Alberta Law) – Outgoing Chair
- Christi McCauley (TRU Law)
- Laura Pringle (UVic 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 Snapshot Survey closed on April 15. Judy at NALP has already circulated the report for the Snapshot Survey. The Employer Salary Survey is open for responses until July 14.

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.

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

Since Jennifer Nadon stepped in as Chair in April 2022, the National Recruitment Survey Working Group reconvened to incorporate and finalize pieces of the survey that they had worked on updating and expanding, including new questions developed in collaboration with the Diversity Working Group to collect demographic information, and new questions developed by the Toronto Recruitment Review Working Group.

This large, comprehensive edition of the survey incorporated the 2022-2023 articling recruits and the 2022 summer recruits in all major markets across the country. It was circulated to students in early June and closed on June 20, 2022 with a healthy response rate. The working group looks forward to analyzing the data and creating a summary as well as employer-specific reports in August with the aim of sharing as much feedback as possible to help inform best practices for the next recruitment cycle.

The group is always open to welcoming new members.

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)
- Margaret Seko (Lincoln Alexander Law) – Outgoing
- Grace Premachandran (Lincoln Alexander Law) - Incoming
- Selena Randhawa (Windsor Law)
- Ryan Baker (Bereskin & Parr)
- Cheryl Biehler (Faskens)
- Hayley Wong (Norton Rose Fulbright)

Margaret Seko will be retiring in the coming weeks, so she will be replaced by Grace Premachandran of Lincoln. The working group thanks Margaret very much for her contributions this past year.

Update

Group Mandate:

The Toronto Recruitment 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 the “intent to call” process, (c) the in-firm process, and (d) timing/ schedule of the recruit.

Work to Date:

1. Consultants

The working group has 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. To learn more about Gimbal, visit their website [here](#).

The working group met with Gimbal in mid-April to discuss their goals and set out a work plan, which included input on their survey process, and setting goals for a workshop with Gimbal once survey results have been analyzed.

2. Surveys

The working group is in the final stages of their survey drafting, following some input from Gimbal on the format and structure of questions to ensure they are collecting the correct data. Surveys will go out in the coming weeks to employers and in the coming week or so to schools and will remain open for 2-3 weeks.

The working group will be drawing from the results of the annual NALP Recruitment Survey for student feedback. They worked with the National Recruitment Survey Working Group to incorporate some questions into their survey that were specific to the Toronto Recruitment Working Group's mandate to gain additional student feedback (the general student survey questions will also be helpful in their analysis). The NALP Recruitment Survey went out in early June, with a closure date of June 20. The working group is awaiting the results of that survey.

Next Steps:

Once the surveys close, the working group will review and analyze the data, and create a summary of the results for Gimbal to review. They will also conduct an environmental scan of other industries and markets (cities) about their recruitment processes, to see if there are any alternate models – in whole or in part – that Toronto could adopt. In late August, they have a two-day workshop scheduled with Gimbal to hear their recommendations for steps forward.

The working group is targeting the annual spring meeting of the NALP Canadian Section as a time to dive into these issues more deeply and/or bring in the consultant to facilitate a discussion of the working group's findings and/or possible recommendations.

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.

We have asked for feedback on or before Wednesday, October 12, in advance of the due date for the October 2022 Board Report.

Should any working group recommend guidelines for itself, it is proposed that these be incorporated into the working group's charges.

Thus far, we have received feedback from the 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.