

Grim numbers spelled out in StatsCan study

'Work-Life balance' another urban myth

BY MIKE BOWERBANK
BLAKE, CASSELS &
GRAYDON LLP

Most of us have heard that work-life conflict is impairing the health of many workers and creating problems within their families.

Statistics Canada released a study in May 2007 about it. Called *Time escapes me: Workaholics and time perception* by researcher Leslie-Anne Keown and published online in *Canadian Social Trends*, it spelled out some pretty grim numbers.

Thirty-one percent of working-age Canadians classified themselves as workaholics. Of that group, 39% say they are working 50 hours or more per week.

The study directly suggested that

Mike Bowerbank is the Manager of Office Services at Blakes. Though there only since September 2006, Mike has actually been a figure in the Vancouver legal industry since 1987, having held various positions at Fasken Martineau and Freeman & Company (remember them?). An avid writer, Mike had been a contributor to Arlyn Reid's quarterly newsletter since its inception. He is the newest writer to join the TOPICS Editorial Board.



workaholics have a "lower level of satisfaction with their overall life" compared to non-workaholics.

People who work too much also reported suffering from general health issues and that they were having trouble sleeping.

A whopping 65% of working Canadians worry that they are not spending enough time with their families, and 56% say they do not have enough time to have any fun.

The most interesting thing that I read in the report's findings was that "the results are really about peoples' own perceptions, rather than a change in the nature of the nation's work habits."

WHAT DO WE DO ABOUT IT?

We've all read the hype, the advice and the promises of absolute nirvana once we find and embrace that elusive work-life balance; a balance

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Interesting, fun, challenging, intriguing... did we mention 'fun'?

'Fresh Tracks' conference a great time

BY STEPHANIE CORNELL
FASKEN MARTINEAU LLP

Almost 50 delegates attended BCLMA's Educational conference, Fresh Tracks, in Whistler from June 14 – 16. While most attendees were from Vancouver-area firms, we were additionally pleased to welcome guests from Vernon, Kelowna, Victoria, Edmonton and Toronto.

The conference, hosted at the Hilton, kicked off on Thursday afternoon. Upon registration, delegates were presented with a tote bag full of goodies, courtesy of the Association and vendor sponsors.

The 5:30 cocktail reception, sponsored by ZSA Legal Recruitment, gave delegates

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EXTREME KARAOKE: 'Fresh Tracks' showed off the hidden talent in the BCLMA... (l to r) Keyboards: Julie Annan of Goodmans; Drums: Cynthia Nerland of Dye & Durham; lead vocals: Cora Aronoff; guitar: Catherine Jacobs of Watson Goepel.

→ *Work-Life Balance: Continued from page 1*

that is as elusive as the Loch Ness Monster, and about as real.

We are led to believe that there is some secret formula that will miraculously let us work nine-to-five (even during closings and month-end), deal with our home life and still have sufficient time to take classes, commune with nature and balance our chequebooks. There is no such formula, so don't stress about not finding it.

The good news, however, is that work-life balance is attainable. It means you first have to set your priorities and decide the single most important thing in your life. You then need to revolve the rest of your life around that.

This prioritization is necessary, because, as one downtown professional told me, "you can have it all; but not at the same time."

This view is echoed by lawyer Chris Hardcastle at McDonald & Company. Chris recently left a large downtown corporate firm for the rel-

atively quieter life of a smaller firm. When asked how busy professionals could find work-life balance, he said the accommodation had to come from the individuals involved. They must, he said, "draw boundaries, manage client expectations and be patient" if they want any sort

Hand-held organizers can act as a ball-and-chain

of sanity in their lives.

Where can a lawyer, for example, begin to find balance? Chris offers this advice: "They can start by throwing their Blackberries in the garbage."

His advice is not as flippant as it sounds. Technology has allowed work demands to invade personal lives. Hand-held organizers can act as

a ball-and-chain if not switched off during non-work hours.

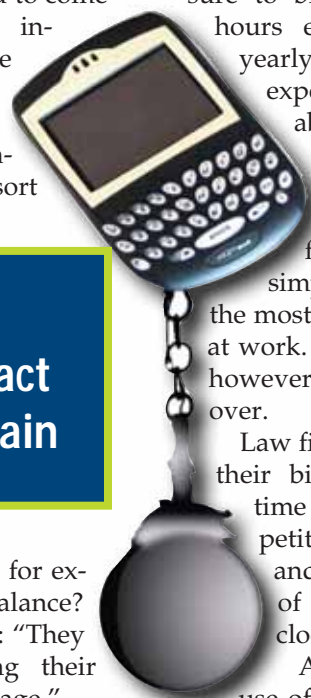
Lawyers are under intense pressure to bill staggering amounts of hours every month. They have yearly quotas. Lawyers are often expected to exceed 1,800 billable hours every year. That means there is not a lot of time for having a life.

In most downtown firms, work-life balance simply means that you make the most of those hours you are not at work. The time you are at work, however, often leaves few hours left over.

Law firms aren't about to change their billable-hours demand any time soon. There is fierce competition for big-name clients, and those clients demand a lot of hard work around the clock.

Another trend has been the use of part-time employees. You would think that being a part-time employee would be a great answer to work-life balance issues, but the data

Continued on page 3 →



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→ *Work-Life Balance: Continued from page 2*

suggests otherwise. Often part-time workers have to hold down more than one job, they don't get benefits and—let's face it—Greater Vancouver is not the most affordable area of the world to live in. Part-time workers want full-time security while full-time workers want more time in their non-work lives but still want the full cheque and benefits.

THE CYCLICAL NATURE OF BALANCE

Work-life balance is not much of an issue in a tight economy when jobs are scarce. Since British Columbia has enjoyed near-record growth for most of the past decade, younger professionals are demanding jobs where they can have it all. In contrast, older professionals, more aware of the cyclical nature of business and economics, are less inclined to think work-life balance is a big deal.

In this current hot economy, firms are struggling to hire and maintain professionals and employees. Employers are looking at flex-hours, job-shares and a myriad of options to at-

tract these workers.

The problems associated with such arrangements are many. When an accountant is not working banker's hours, this creates a problem at month-end, year-end or during closings. How can you promise a litigation secretary shorter hours when the lawyers she supports are working 14-hours a day preparing for a trial? Even if firms implement such policies, they are dependent on lawyers and managers actually applying them.

Then again, you can safely bet your last Twoonie that when the economy eventually goes back into recession, flex-hours, job-shares and

other enticements will be taken off the table as "cost-saving measures." Work-Life Balance means different things to different age-groups. Today's professionals between the ages of 18 and 25

have never worked full-time in anything but a strong economy. Their expectations of the workplace differ greatly from those who remember any—or all—of the recessions of the past three decades.

Most want to be rewarded with flexibility,

perks and so on for choosing to work at Company X and often feel a sense of entitlement. They can afford to be

Continued on page 5 →



You can safely bet your last Twoonie that the economy eventually goes back into recession, flex-hours, job-shares will be taken off the table

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picky because there are more jobs than qualified people to fill them.

In contrast, people who have turned 65 have been forced out the door, even if still fit and productive, often leaving fingernail marks on the floboards in their wake. Their career options at 65 have mainly consisted of a choice between flipping burgers or welcoming people to Wal-Mart. In British Columbia, due partly to a perceived future labour shortage, it's proposed that mandatory retirement at age 65 be eliminated as of January 1, but it's not yet law. [See story, page 18-ed.]

Will recent retirees be the next big source of labour to fill in the gaps that were created when they were forced to retire? The irony is so thick, it's a writer's dream.

For senior people, work-life balance means an entirely different thing. Many older workers have identified their purpose in life with their jobs, so, to them, simply having a job to go to is their balance in life.

domains. Your career is taking up the majority of your waking hours, so it is important to make career choices that will reflect your personal values and will complement your life plan. If your work is compromising what you want out of life, then you are holding down the wrong job.

Another solution is to simplify your life. Don't stretch yourself too thin. Pick a few hobbies or activities that you enjoy most, and pursue them; put any others aside. Balance is going to come from you making life

choices and seizing control of your own destiny.

Conflict in life often comes from people trying to make life fit their own idealistic expectations. People often want to see life other than what it is. ■

RESOURCES:

Statistics Canada's study, Time escapes me: Workaholics and time perception can be found here:

<<http://www.statcan.ca/english/freepub/11-008-XIE/2007001/11-008-XIE20070019629.htm>>



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WHAT IS THE BOTTOM LINE?

The term "work-life balance" also means different things to a workaholic and a couch potato. Many workers feel trapped in that they think they have to choose between career advancement or a meaningful non-work life.

This is a perception issue, as work and life are not necessarily separate

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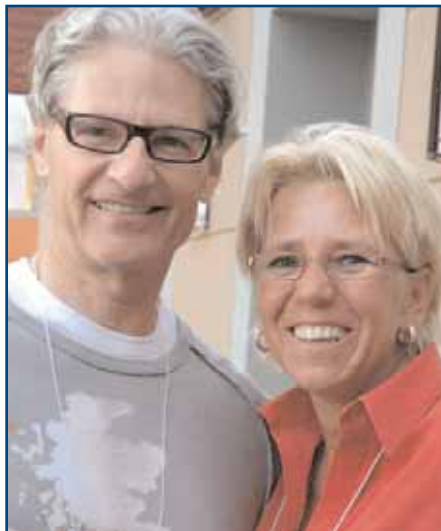
TOPICS would be pleased to welcome *you* to the Editorial Committee. Writers/contributors are needed!

You need not be a professional writer, and *you* will be supported by an enthusiastic team that works well together and has fun doing so! (The food is good, too.)

Please contact Stephanie Cornell if *you* are interested in contributing to the BCLMA's interesting and informative magazine.



TRACKING THE NETWORK: Left to right: Julie Annan of Goodmans, BCLMA president Doug Ausman of Ratcliffe & Co. and Siobhan Rea of ZSA, were among those who gathered with dozens of other conference delegates for corporate networking, interesting seminars and certainly no shortage of good times.



THE OUT-OF-TOWNERS: Terry Thomkins from Parlee McLaws, Edmonton, and Diane Mansfield from Flavia, Montreal were two of those in town for the 'Fresh Tracks' conference.

→ *Fresh Tracks Continued from page 1*

the opportunity to meet one another as well as reconnect.

The uproarious and highly interactive *Go Show* followed the Welcome Dinner later that evening, also sponsored by ZSA. Cora Aronoff, a one-woman comedienne and character actor, brought delegates on stage in groups to participate in "game shows" and skill-testing tasks such as building Mr. Potato Heads—blindfolded! Cora interpreted each model for the audience and provided insight into the creators' psyche. Hilarious.

The evening ended with everyone in the room, arm-in-arm, doing the Can-Can and singing New York, New York.

Following a scrumptious breakfast at the hotel hosted by Equitrac Corporation cost recovery systems, Stephen Haines of the Centre for Strategic Management began his all-day session, enlightening the audience in the matters of *Strategic Thinking & Planning*, and *Leading Company-wide Change*. Stephen's interactive workshop, sponsored by Dye & Durham, allowed conference delegates to learn the processes, tools, tips and techniques to plan positive changes for their firm, regardless of its size, and how to im-

plement them. Stephen explained the dynamics and psychologies that make it difficult to introduce new business services, policies, processes or systems into the workplace.

Attendees were given the opportunity to work alongside one another to practice various processes and present their findings to the entire group. Dele- *Continued on page 7* →

2,010 OPPORTUNITIES

A Vancouver Olympics executive told us the other day that in its first four years, it spent 5% of its \$2 billion budget to operate the Games. "In the next three years, we'll be spending the other 95%."

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Who are you going to rely on for that stream of information about the 2,010+ opportunities? Conferences... every six months? Nope. Local news media? They aren't interested in the business of the Games, like we are; they don't provide you with 20 or 25 business stories a week about the Games, like we do. We're the only news service that names the players, tells you how to contact them. We ask them what they're doing, when and why. We look to the near future, so you can use the information. We follow the money, so you know where it's going. And we're completely independent of VANOC and its friends, so we pull no punches, play no favourites.

One of our subscribers, a municipal executive, told us the other day: "The thing I like about your service: you don't have an attitude. You just tell us what's going on." If you're serious about doing business with the Games, be serious about where you find your opportunities—and ideas. Subscribe now.

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→ *Fresh Tracks: Continued from page 6*

gates were anxious to apply these fresh new methods back at their firms.

Lunch, provided by Flavia Beverage Systems, was where the first of many, many prizes were awarded throughout the two days.

At the completion of Friday's afternoon session, everyone was invited to attend the mini trade show with extra consideration provided by Arcprint & Imaging. Twenty vendors set up booths Vancouver vendors that had

set up booths to present, demonstrate, sample and discuss their most popular products in a relaxed setting. Highlights included official conference photographer, Anna Beaudry, having delegates sit for portraits, but not before her personal make-up artist provided some touch-ups!

In order for delegates to be eligible for the abundance of prizes, everyone had to visit each booth and collect a vendor sticker for their trade-show passport. Everyone enjoyed the occasion to speak with all the vendors, who, in turn, embraced the excellent

opportunities to meet and develop relationships with current and prospective clients.

Passports completed and submitted, vendors took turns drawing names for incredible prizes. A colour laser printer, wine, iPods, gift certificates, and Ticketmaster vouchers were among the long list of treasures.

Dinner that evening was hosted by Systems Auditing at the Wildwood Pacific Bistro in the Whistler Tennis Club. Many of the vendors stayed on

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GO SHOW GLADIATORS: Comedienne Cora Aronoff and her Go Show 'contestants', most of whom knew the score. Left to right: Cora, Ann Johnston of BHT, Annie Ronen of McCarthy's, Sandy Delayen of BHT and Laura Reid of Arlyn Reid.



THINK THANKS: The conferences ended with each leader being thanked for their useful, pragmatic ideas.



FOUR AT THE DOOR: Left to right: Annie Ronen of McCarthy's, Sonia Kenward of Fasken's, Carol Hastie, also of McCarthy's, and her guest.



TRADE SHOW: There was lots of time to meet new people and old friends.

→ Fresh Tracks Continued from page 7

for dinner to further visit with BCLMA members. Another round of prizes were awarded.

Saturday's session by Richard Worzel, supported by Laser Net-

works, was preceded by the Xerox Canada breakfast. Worzel, a leading forecaster and futurist, provided valuable statistics and tools to leverage changes to revolutionize and dominate the legal industry. The projected demographics of the work-

place in the next 10 years, for example, were particularly enlightening.

Before the session ended, yet more prizes were presented to lucky winners. The conference officially wrapped up *Continued on page 9* →



CROWDED HOUSE: It was a fair-sized crowd that circulated during breaks in the activities during Fresh Tracks, and they all seemed to keep themselves thoroughly entertained with networking and people-watching.

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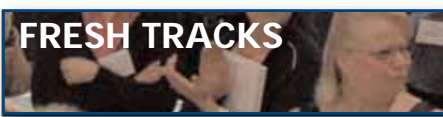


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at noon, however several BCLMA members stayed for the weekend as the Hilton extended special pricing. An early afternoon rain shower cleared, leaving the afternoon open for dining and shopping in the Village.

The conference was an enormous success. Thanks to the Executive Committee, particularly Doug Ausman and Jane Kennedy who dedicated tremendous time looking after every last detail. Everything was absolutely seamless. ■■

Anna Beaudry, who took the pictures for our Fresh Tracks conference and this feature, is a nationally accredited portrait photographer based in Burnaby. You can see all of her Fresh Tracks photos at <<http://www.annabeaudry.com/bclma/>>. Please make your own arrangements with Anna if you want a particular image. She can be contacted at 604.294.6510 or <info@annabeaudry.com>.

THANKS FOR THE HELP

Special thanks to our vendors whose sponsorship dollars and contributions took the conference to a whole other level. We simply couldn't have done it without them:

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YOU BE THE JUDGE

BY PAULA BUTLER, LAWYER

Here's the case we posed to you last issue, followed by a selection of responses from the members of the BCLMA. On the right is a new scenario for you to judge, and, below it, are instructions on how to let us know what you would do in that situation.

THE CASE OF JOHNSON & JONES

Sherry Johnson started working at the law firm approximately six months ago, in a junior accounting position.

After she had been at the firm about three months, Sherry was asked to get some information from Mr. Jones, one of the most senior partners at the firm, for the annual audit.

The first time Sherry tried to talk to Mr. Jones, she booked an appointment with his assistant. Mr. Jones never bothered to show up for the meeting, nor made any attempt to contact Sherry to re-schedule.

Sherry then tried to speak to him at the close of business on the following day, without setting up an appointment. When Sherry arrived at Mr. Jones's office, the door was open. Before she could speak, he yelled, "Can't you see that I'm busy!"

Sherry went back to her desk, upset and uncertain of how she should approach Mr. Jones.

Last week, Sherry decided to again make an appointment to see Mr. Jones. When she arrived at his office, she advised him that she needed some information from him for the auditors.

Mr. Jones grew angry. He told her that she was bothering him for no good reason, and that she should have the information she sought. He said that he was sick of all of the "true incompetence" in the accounting department, and that he couldn't believe the "idiots" that were getting hired into the accounting area. He then screamed "Get the hell out of my office!"

Sherry fled to her manager's office and burst into tears, asking her boss what she should do.

You are Sherry's manager; what do you tell her?

Hi, this is Paula. Many of you wrote in with suggestions for Sherry's manager. The following are some examples, but there is no right or wrong answer to what any of us should do in a situation like that, only possibilities that work better than others. My comments are in italics.

RESPONSE: "IT'S NOT UP TO SHERRY TO 'DO' ANYTHING

The scenario doesn't state specifically whether the senior partner had a history of being difficult to deal with. If he did, Sherry should never have been put in the position



Mr. Jones grew angry. He told Sherry that she was bothering him for no good reason.

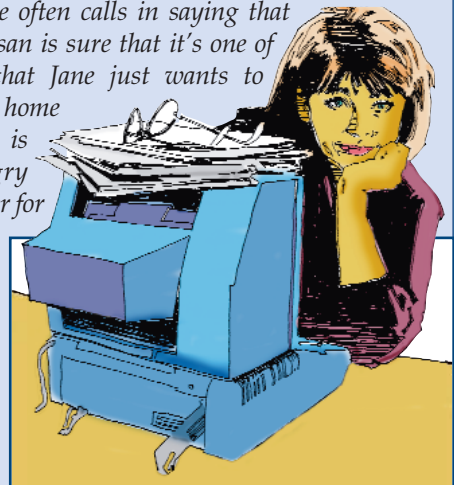
Our new scenario—tell us what you'd do in:

THE CASE OF SUSAN & JANE

Susan and Jane have worked together in their law firm's IT department for ten years. For the first four or five years, they had an excellent working relationship. Five years ago, Jane went on maternity leave and had twins.

One or the other of the twins seems to be sick all the time, especially during the last few years, and Jane is constantly missing work. Jane often calls in saying that she is sick, but Susan is sure that it's one of the children, or that Jane just wants to spend the day at home with them. Susan is increasingly angry that she has to cover for Jane all the time.

As Susan's new manager, you heard about the issue from your predecessor, who said she had decided to let the two of them work it out on their own since they're adults and the work is being done. You can see that Susan is unhappy at work, and that Susan and Jane hardly speak to each other.



Susan's frustration—and workload—increased when she covered for Jane.

What do you do in this situation?

HOW TO BE A JUDGE

This feature of Topics, compiled by Vancouver lawyer Paula Butler, is designed to get you thinking about workplace scenarios that might happen—or have happened—to you.

Read the case above, aimed at challenging your management ability. Then, click here <<http://www.BCLMA.org>> to go directly to the BCLMA website. On the home page, click on the **Respond to Topics Scenario** button to arrive at the You Be The Judge response form. Describe how you would answer the question at the end of the scenario. **Submissions are 100% anonymous. Neither sender's name nor the firm's name will be revealed to the editors—only your response.** Next edition, we'll print a selection of the anonymous responses—and provide a new scenario.

of having to deal with him directly... On the surface, this seems to be inappropriate delegating. It is not up to Sherry to "do" anything. This is a situation that could have been avoided at the outset. Her *Continued on page 11* →

manager should apologize to her for putting her in that position to start with, and tell her that she will deal with it personally...

While sending someone other than Sherri would have been better for Sherri, this approach does not change the behaviour of Mr. Jones and is not going to decrease the chances of further situations arising with him in the workplace.

RESPONSE: "DEAL WITH LAWYERS"

If she's going to make it in a law firm, Sherri had better learn how to deal with lawyers' personalities. Lawyers are under a lot of stress. Sherri needs to learn how to gauge that. Perhaps she needs to learn better communication skills.

Blaming Sherri for this situation doesn't solve the issue of Mr. Jones's inappropriate workplace behaviour. Many people are under stress at work; that doesn't excuse them from engaging them in suitable workplace behaviour.

Her manager should be asked to assist, and guide Sherri through the mine-field to get an appointment at a convenient time

RESPONSE: "COACH FOR CRANKY"

Sherri is a new employee and needs some coaching in how to approach and deal with a cranky, senior partner. Her manager should be asked to assist and guide Sherri through the mine-field to get an appointment at a convenient time with Jones. The manager should know Jones's preferred method of communication, and whether he prefers in-person meetings, voice mail or e-mail, then Sherri will be able to proceed

and get the information she needs. A second suggestion would be to approach Jones's legal assistant for tips on how to approach the old goat.

I would also go further and say that the GM or most senior office manager needs to pick a good time to have a conversation (after the dust settles), and remind [Jones] that the employees are there to assist the partners, and common courtesy needs to be extended when they are simply trying to do what the firm hired them to do.

This response provides two constructive actions in response to Mr. Jones's behaviour: providing tools to Sherri on how to deal with Mr. Jones, and reminding Mr. Jones that his behaviour was inappropriate. This response decreases the chances of a similar incident occurring in the future.

RESPONSE: BLOW THE WHISTLE

Hmmm... I think I would call in the auditors, and find out what he is really hiding!!

Fortunately in our firm, this type of behaviour would not be tolerated. Our Managing Partner would be in Mr. Jones's office without hesitation and any further mis-behaviour of this sort would result in the partnership commencing some form of disciplinary action.

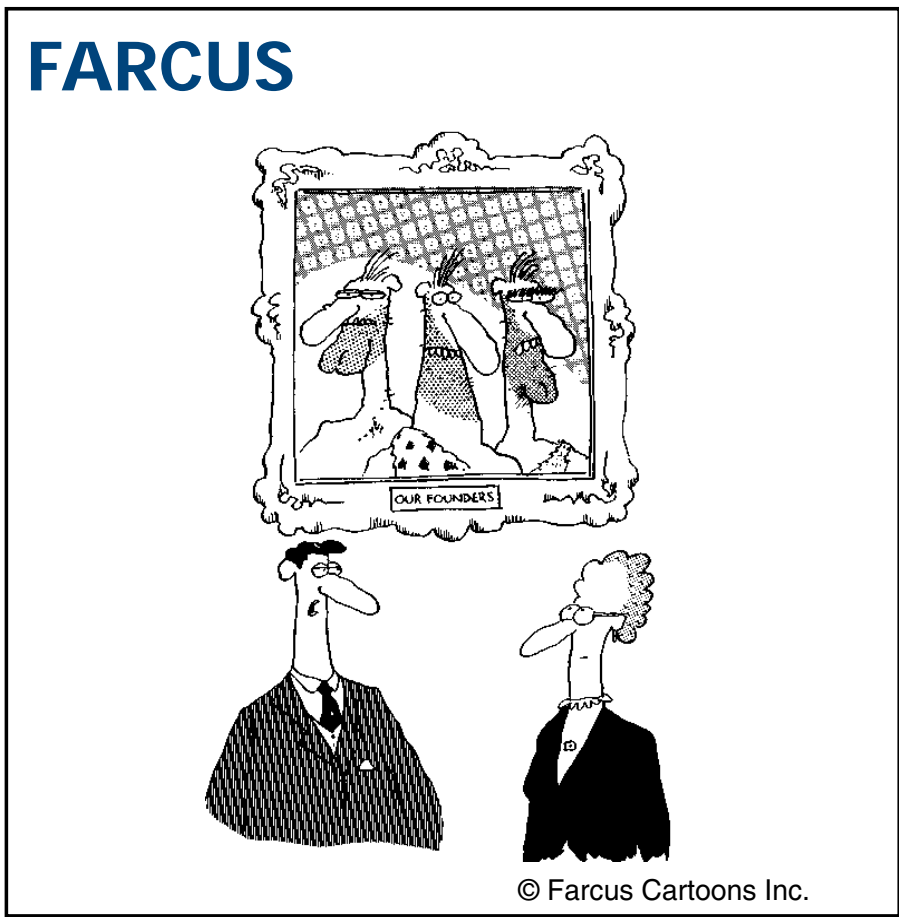
Disciplinary action may be appropriate, particularly if Mr. Jones has engaged in this kind of behaviour before. The firm's management has an obligation to provide a respectful work environment.

The firm has a legal obligation to act if any of Mr. Jones's behaviour is contrary to human-rights legislation (eg., he targets an employee on the basis of their race, sex, etc.). If the firm has a harassment policy that covers bullying and/or personal harassment, the firm may have various obligations under such a policy if a complaint is filed.

LOOK AT OUR NEW SCENARIO

Thanks to those readers who responded to the case of *Johnson & Jones*. Your comments help us all better understand our workplace, and the conversation has been great.

Don't forget to read the *Case of Susan & Jane*, our scenario for this issue, on page 10. Please let us know your suggestions about how you would solve that workplace problem, and we'll provide your comments in the next issue of *Topics*.



Here at Grog, Thor & Grok LLP, we take pride in being the oldest law firm in Canada.

Is there a logical way to solve an ethical problem like Sherri's? Yes

Business Ethics: The trials and tribulations of keeping your balance

BY BONNIE KIRK
LAWSON LUNDELL

Business ethics can be examined from various perspectives: that of the employee, the commercial enterprise or society as a whole. Often, conflict arises between one or more parties when serving the interest of one party is a detriment to the other(s).

For example, turning a blind eye to unauthorized expenses on an expense report might be good for the employee, but bad for the firm. You could justify that you bent the rules because the person works hard and deserves a reward. But are you being honest in your responsibility as a custodian over expenses? It sounds harmless enough, but if others found out, would they consider you honest in other circumstances?

Dealing with ethical issues can be a problem. It requires careful thought as to all the possible consequences that could occur from the decision made. The people most often dealing with these types of situations are those with authority over others, such as directors, managers or supervisors. They often find the conflicts difficult to resolve as they are dealing with matters concerning someone's character. This in turn leads to them, themselves, experiencing high levels of stress.

To assist in resolving ethical issues, there are several resources available on-line that document how to use a structured approach. In reviewing various methods available, I found they all required the follow-

ing criteria to be successful:

- ✓ Clearly state the problem or issue,
- ✓ Determine if there is enough information to make a decision,
- ✓ List the possible actions you could take to resolve the issue, and
- ✓ Analyze the consequences of each action.



To demonstrate the use of a structured method, I'll use the scenario posed in the last issue of *Topics*, the feature

You Be the Judge, where an accounting clerk has trouble getting information from a

grouchy partner in a firm; the Case of

Johnson & Jones. At first glance, most readers

would not have considered this situation to have involved business ethics. It does, because the Josephson Institute of Ethics

includes respectfulness, courtesy and

consideration as ethical behaviour.

USING A STRUCTURED APPROACH TO THE CASE OF JOHNSON & JONES:

Step I: State the Problem

Mr. Jones, a senior partner, was verbally abusive to Sherri Johnson, a junior support employee, causing her to burst into tears.

Step II: Determine if enough information was presented

Determining the level of information required is particular to each case as it arises. In the Johnson & Jones case, you may want to determine:

- ✓ Is this Mr. Jones' usual behaviour or did he just suffer a personal tragedy causing him to 'lose it'?

- ✓ Did anyone else hear him 'screaming' at Sherri Johnson?
- ✓ What is your impression of Sherri's personality when dealing with confrontation? Does she perceive all comments to be a personal attack on her character?
- ✓ Is there a formal corporate policy in place regarding psychological abuse?

For the purpose of discussion, I will assume Mr. Jones has a habit of berating staff and that Sherri is capable of identifying what most would consider excessive abuse.

Step III: List the possible actions that could be taken to resolve the conflict

- ✓ Ask the Managing Partner to talk to Mr. Jones about his behaviour, noting the stand the managing partner takes. The level of support received will determine what further actions are required.
- ✓ Advise Sherri that she should not have approached the senior partner directly, and that the request should have been passed through you.
- ✓ Suggest to Sherri that she should take a communications course.
- ✓ Do nothing and hope it will fade into the sunset.

Step IV: List the possible consequences of your actions listed in Step III

- ✓ Ask the Managing Partner to talk to Mr. Jones about his behaviour, while noting the stand the managing partner is going to take.

If the managing partner agrees that Mr. Jones's behaviour should not be tolerated and that the matter will be taken up with Mr. Jones, advise Sherri (and your other staff) that you have spoken to the MP, and that abusive behaviour is not condoned by the partnership.

◆ Consequence:

- Sherri (and other staff members) will respect you as their superior, strengthening the relationship within the department.
- Your action may result in the managing partner realizing a formal policy needs to be put in place to address such matters
- Loss of revenue if Mr. Jones decides to

Continued on page 13 →

→ Ethical Analysis Continued from page 12

leave the firm

- Possible future abuse to yourself and department by Mr. Jones

If the managing partner does not feel that any action is warranted, that the firm is made up of many personalities and that you (and your staff) should learn to 'deal with it,' then you have a different set of consequences.

Do you tell Sherri that you discussed the matter with the managing partner, who did not think it was an issue? Or do you keep silent and monitor Sherri's attitude towards the firm?

You would then list all the possible consequences to the managing partner's lack of support. This may lead to you questioning your own ethical standards.

- ✓ Advise Sherri that she should not have approached the senior partner directly and that the request should have been passed through you.

◆ Consequence:

- This response places a wall between legal members and their support. Sherri could start to feel insignificant and incompetent in her ability to carry out simple instructions, such as a request of information required by the firm's auditors:

- If Sherri's self-esteem deteriorates, her productivity would also decrease. A low self-esteem often results in some level of depression:

- If Sherri becomes depressed, her absenteeism will increase, resulting in higher costs associated with staffing and benefits

- Stress on other staff members would increase as they tried to cover Sherri's workload.

- ✓ Suggest to Sherri that she should take a communications course: This implies that she provoked the senior partner, and that she is to blame for his abuse.

◆ Consequence:

- If Sherri takes your advice and enrolls in a communications course, she has agreed that she must have done something

wrong. This would have a detrimental affect on her confidence to communicate with others. In turn, productivity would suffer, as would her quality of work. Communication is one of the most important attributes one must possess to ensure a high standard of service is given.

- If Sherri does not take your advice and thinks you're wrong, she may:

- Quit, causing:

- The firm the expense of finding and training a replacement.

- An impact to her to financially means placing stress on herself and family members.

- Stay, taking the course to appease you, but making it clear to all co-workers that you do not support them, resulting in:

- Your staff not respecting you or your directives. This could cause:

- H i g h e r turnover as people will not stay with people they do not respect;

- A lowering of the firm's reputation as the ex-employees express their opinion to potential employees.

- ✓ Do nothing, and hope it will fade into the sunset. This action will have a far-reaching impact on the firm as a whole.

◆ Consequence:

- The firm will suffer as good employees leave because they will not tolerate psychological abuse:

- The calibre of new employees will be lower as your reputation for being an abusive firm becomes known throughout the legal community.

- A lack of respect for each other within the firm will cause in-house fighting.

- As your staff leave, your superiors may feel that you are the cause. This could result in your termination which, in turn, could have:

- A negative impact on your personal finances

- A loss of face with family and friends

- Stress on your family

- Physical and/or emotional illness

As you can see from the above analysis, all actions have a reaction, some more severe than others.

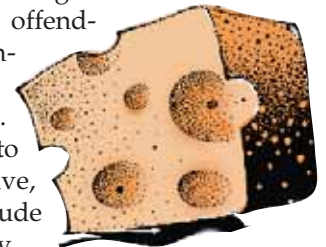
After listing all options and their consequences, decide on the one that has the least negative impact. In our example, I would consider the first option, talking to the managing partner, to be feasible.

Some of you may disagree because it could result in a negative impact on the firm's revenue if the partner were to leave.

If that were to happen, it would be the responsibility of the firm's management group to decide if that was a good or bad consequence. For example, the revenue loss may not be as severe as one may expect. Not all clients choose to leave with a departing lawyer. More often, it is the expertise of the firm as a whole that keeps clients.

Furthermore, the productivity of other lawyers working in close proximity of the offending lawyer increases once the offender leaves.

It is difficult to maintain a positive, productive attitude around negativity.



Before you make your final decision, there is a final question you should ask yourself: *Would your decision pass the 'full-disclosure' test?*

In other words, if everyone knew you made the decision, would it make a difference in your choice?

This may sound like an easy question, but at times the answer might leave you with an apprehensive feeling depending on the sensitivity of the situation. Also, answering this question doesn't imply that you should change your decision; it just means you should be prepared for possible repercussions.

Conflicting interests surrounding ethical issues occur every day within an organization. Quite often they are subtle, as *Continued on page 14* →

BCLMA, 35 years and growing

**DOUG AUSMAN
RATCLIFF & COMPANY**

people make great efforts to appear ethical in nature. And for some, it becomes a constant struggle to recognize the qualities of another's character, and still strive to ensure that an acceptable balance is kept. The implementation of an ethics policy would assist in maintaining this much-needed balance.

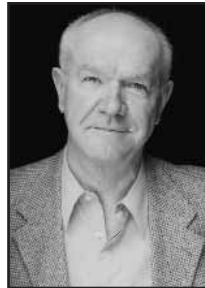
To ensure your policy is successfully followed, an ethics policy should include:

- ✓ The unequivocal support of top management, by both word and example;
- ✓ The policy explained to all, both in writing and orally, with periodic reinforcement;
- ✓ Implementable—it's something employees can both understand and perform;
- ✓ Monitoring by top management, with routine inspections for compliance and improvement;
- ✓ Clearly stated consequences in the case of disobedience. For circumstances involving partners, the consequences should be described and approved at a partners' meeting.
- ✓ Remain neutral and non-sexist.

The workplace will never be a perfect world. There will always be some level of conflicting interests. But as long as firms realize this, and strive to keep high ethical standards, they can feel assured that, in turn, their employees will respond in an equally respectful manner. ■■

I'm proud to be the BC Legal Management Association President for 2007–2008—your Association's 35th year.

We've grown to 90 law-firm members, with almost 300 individual members. We provide educational and development opportunities through dozens of subsection lunch sessions. We also host several large educational seminars each year, plus our major conference, Fresh Tracks, at Whistler this month.



Doug Ausman

In addition, your Association provides opportunities for members to connect and network through direct telephone and e-mail contact with other members, to pick their brains on matters of interest or concern to you. The social events allow members to simply get together with their colleagues to have a great time, while also networking.

Your *Topics* newsletter provides informative articles, and your Association's website provides a very popular Question & Answer discussion board, a calendar of events and a listing of job vacancies, among

many other services.

Through your responses to a major survey conducted late in 2006, you strongly supported the website, and had many suggestions for its improvement. We're working on redeveloping the website to better inform and serve all our members.

We must recognize the incredible dedication and effort contributed by the past 34 BCLMA presidents and all of the other executive members and subsection leaders who have grown that BCLMA into such an effective and valuable organization for its members.

We must also recognize the value of the financial contribution made by all of our sponsors for various events. Their contribution keeps membership fees and events fees very low so that your Association is affordable to your law firm.

I would encourage all members to remember that your Association can only be successful through the efforts of members who volunteer to help. Please do your part to help in the continued success of your Association. Consider helping your subsection leaders, or contact the Association's Administrator, Jane Kennedy — or any Executive member — to discuss the opportunities.

We have a great year planned for events and services, including many fun times... please join us in making it another very successful year for the BCLMA. ■■

MAKING THE MOVES...

These Human Resources professionals have relocated: Elizabeth Anderson, Singleton Urquart... Jody Andrews and Avril Tysoe, Alexander Holburn Beaudin & Lang... Sue Hoff, The Law Society... Elaine Holmes, Lindsay Kenney... Tara McClure, Harris & Company... Allison Milroy, Watson Goepel Malady... and Heather Walker, Slater Vecchio. **Marketing Moves:** Christopher Bailey, Borden Ladner Gervais... Natasha Chetty and Kristina Miller, Harper Grey Easton... and Brady Tupper, MBM Intellectual Property Law. **Finance Moves:** Matt Finneran, Harris & Co., and Vicky Lusse, Watson Goepel. **Facilities Moves:** Kimberly Holden, Harper Grey, and Christopher Lutzer, Watson Goepel. **Assorted Moves:** Brent Kennedy, Trainer, Davis & Co... George Lo, Technology, Harper Grey...

Adam Whitcombe, Technology, Law Society... and Aaron Zuccolin, Knowledge & Technology, Watson Goepel. Last, but not least, Tim Wurtz is the new Administrator at Baker Newby in Chilliwack.

BCLMA: NEW FIRMS & MEMBERS

Jane Thiessen, Kuhn & Company (Abbotsford)... Kimberly MacMillan, MBM IP Law... William Green, Davidson Lawyers (Vernon)... Catherine Jacobs, Watson Goepel... Bob Waterman, RBS... Joan Keir, Cook Roberts (Victoria)... Jeanette McPhee, Law Society... Delia Von Hahn, Genesis Law Corporation. ■■

Have there been promotions or management changes in your office? Send the details when they occur (while you're thinking of them!) by e-mail to Topics editor Stephanie Cornell <SCornell@Van.Fasken.com>.

How many law firms does VANOC use to prepare for the 2010 Games?

BY PETER MORGAN
MORGAN:NEWS:2010

Public perception is not always an accurate one—it's the basis for "Never judge a book by its cover"—and that's the case when it comes to the apparent, versus actual, use of law firms by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games (VANOC).

The appearance: Ken Bagshaw, QC, Chief Legal Counsel for VANOC, was for about 40 years, a partner and rainmaker for Borden Ladner Gervais LLP of Vancouver and its predecessor firms, and he's been with VANOC since his hiring on December 1, 2004. His appointment was confirmed, as is all of VANOC's senior management team, by VANOC's 20-person Board of Directors.

BLG's name also pops up repeatedly over the years as working for VANOC on all of its intellectual property assignments with the Canadian Intellectual Property Office—there's more than 100 files dealing with VANOC trademarks—as well as on at least 10 of VANOC's formal Requests for Proposals and Expression of Interest documents.

The legal work includes general corporate & commercial, construction, engineering, procurement, employment, labour, taxation, intellectual property, real estate, trusts...

Is this a case of nepotism? No, not so fast: it turns out that this is simply the public tip of what is actually VANOC's iceberg of legal work performed by BLG and many other firms.

Dorothy Byrne, VANOC's General Counsel and Corporate Secretary, has held that position for the years stretching back to the early part of this decade when VANOC was in its Bid Committee phase, arranging agreements between the organization and the federal, BC and host community governments that guided the flow of literally hundreds of millions of taxpayer and privately raised VANOC operational dollars, not to mention a range of other business-government dealings, since. She's been involved with supervising law firms working with the 2010 organization in all its forms—during the bid, during the transition to VANOC and during VANOC's early days as the Bid Corp's implementing organization. It's a job that she continued until VANOC's own law department could be created.

The range of VANOC's legal work is wide, deep and increasingly prodigious, and that may not be surprising with an organization that is in the process of raising—and spending—\$1.7 billion in private operational funding, and \$580 million of grants from the BC and Canadian governments for venue and similar legacy construction. It's dealing with literally hundreds of organizations.

The legal work includes general corporate and commercial, construction, engineering, procurement, employment, labour, taxation, intellectual property (IP), real estate, and trusts—with even a smattering of criminal-law advice when protest groups, like the Anti-Poverty Committee get a little too personal. "The only thing that hasn't come up so far," smiles Byrne, "is family law." You have the feeling she was about to add, "Yet", but she didn't.

"There is quite a long list of law firms that we do business with, and

which provide legal advice to VANOC," she says, "They go back to [April] '04. Prior to [Bagshaw] coming on, I was just floundering with the need for legal help, even during that transition period, so we issued an RFP, and secured the services of four



VANOC GENERAL COUNSEL DOROTHY BYRNE:
"The work depends on what's prominent on VANOC's radar screen at the time, and the skill level of in-house counsel at that point in time."

different law firms in response, in clearly identified areas of law that I needed help within." (We asked for the list so we could reprint it here, but VANOC declined to provide it.)

VANOC's general RFP process is stringent and it always has been; such an organization can get into too much trouble too quickly if it's not. BLG was one of the original four firms that was successful in getting work through that process, and that was in the area of IP. Byrne told all the selected firms that the work wasn't necessarily for the long term since the organization was still too new to be making such promises and, even so, it would be gone by the end of 2010.

"We've continued to hire firms in additional, specific areas of the law that we need help in," notes Byrne. "But that, too, is through an RFP process. Ken has specifically—and you won't be surprised by this—not participated in the selection where his firm is in the final stages of being considered for selection."

Byrne says that, for the most part, VANOC has *Continued on page 16* →

→ VANOC's law firms: Continued from page 15

continued doing business with the original four firms, and the others, depending on the specialty needed and the in-house resources VANOC has available at any given time. "The work depends on what's prominent on VANOC's radar screen at the time, and the skill level of in-house counsel at that point in time."

Her phrase, "point in time", is important for VANOC, because its main life span is only eight years and its staffing rises exponentially. During the transition time from bid organization to organizing committee, there were only a handful of people that were working with VANOC. By 2009, it will have more than 1,200 on the payroll and supervising about 25,000 volunteers. By the end of March, 2010, all of the volunteers will have been thanked and released, and all but a skeleton crew of about 50 staffers will have been laid off.

The current skill set is also important. Blake, Cassels & Graydon LLP has provided advice to VANOC as the 2010 group arranged multi-million dollar sponsorship deals, and in the area of commercial law. "But," Byrne says, "we now have an in-house counsel who is experienced in the sponsorship area, so we have virtually stopped using Blakes for that purpose."

Farris Vaughn, Wills & Murphy LLP is another firm that performs commercial law work for VANOC,

"and more-confidential assignments, specific assignments, is what I'd call that work." Fasken Martineau has provided work in the area of privacy law. Fraser Milner Casgrain LLP has done work in what Byrne calls "some complicated land matters." Bull, Housser & Tupper works on aspects of trust law.

And that's not even close to being an exhaustive list of the firms VANOC uses, or has used, or the work done, says Byrne.

But what about BLG and its appearance in, say, all those RFPs, or IP documents? Why does its name tend to make public appearances, but those of the other firms don't? A couple of reasons. One is that BLG and each law firm, like every other contractor and supplier to VANOC, is specifically barred in their engagement or contractual documentation, from using their relationship with VANOC for any promotional purpose without VANOC's prior approval. That's just what is, for VANOC, routine protection of its valuable branding. So, by definition, there's not going to be much in the public record about any law firm and their work with VANOC.

Secondly, IP and RFPs are the two areas of VANOC's law work where there is readily available public documentation. In the case of IP, BLG's name is the agent of record on hundreds of public trademark files, including all of VANOC's so-called Section 9 marks—the reference is to a trademark issued to a "public authority" under Section 9 of Canada's *Trademark Act*, a situation that has caused some controversy over the quantity and scope of those granted to VANOC. Trademark registration needs to be publicly available to reduce the chance of transgressions, hence BLG's name is just as publicly available.

The case of BLG and the RFPs, though, is quite a bit more subtle. Some of the RFPs, which are posted on BC Bid, the BC government's bid-distribution database and, through arrangements with Quebec, in its similar bid distribution system, can run about 100 pages, the wording is stiffly legal and there are a lot of do's, don'ts and or-else's embedded.

Byrne explains: "BLG helped us early on in the development of our

RFP documentation. You're going to see their name on [some of] our RFPs only because of that work, so that if anybody responding to those RFPs has an issue with the form of the documentation, they need to know upfront.. that if they've got a complaint



KEN BAGSHAW, QC,
CHIEF LEGAL COUNSEL FOR VANOC
A partner and rainmaker for Borden Ladner Gervais LLP of Vancouver and its predecessor firms for 40 years. He's been with VANOC since his hiring on December 1, 2004

about the form of the document, and they want to take legal action against VANOC based on the form of that document, they shouldn't go to BLG, because it has a conflict [of interest]. That's the only reason their name is in there." Byrne says BLG might be also representing VANOC on the RFP's subject matter, "but that's a second issue altogether."

And, yes, BLG is doing other work for VANOC—employment law—and that's not so public, perceived or otherwise. ■

Peter Morgan is the editor of Morgan:News:2010, a news service for subscribers that has been reporting daily on the business of the 2010 Winter Olympics since 2003 <<http://www.morgan-news.com/2010/>>. He's also the president of Morgan: Newsletters, which publishes newsletters for companies and various organizations, including the BCLMA. The website is <www.Morgan-News.com>. He can be reached at 604.683.3241 or <PMorgan@Morgan-News.com>.

But what about BLG and its appearance in, say, all those RFPs, or IP documents? Why does its name tend to make public appearances, but those of the other firms don't?

Five keys to interesting blogs

BY JOHN SAREMBA,
THE INFORMATION GUY INC.

What causes people to read a blog regularly? Even though blogs have become prominent sources of information on the Internet, many are largely ignored.

Despite the good intentions of many blog authors, their contributions are not read on a regular basis, if at all. This leaves people wondering how to write effective blog articles.

This article provides several considerations for writing an effective

However, the variety in approaches and techniques to writing blogs make it difficult to provide a magic formula. Here are some considerations:

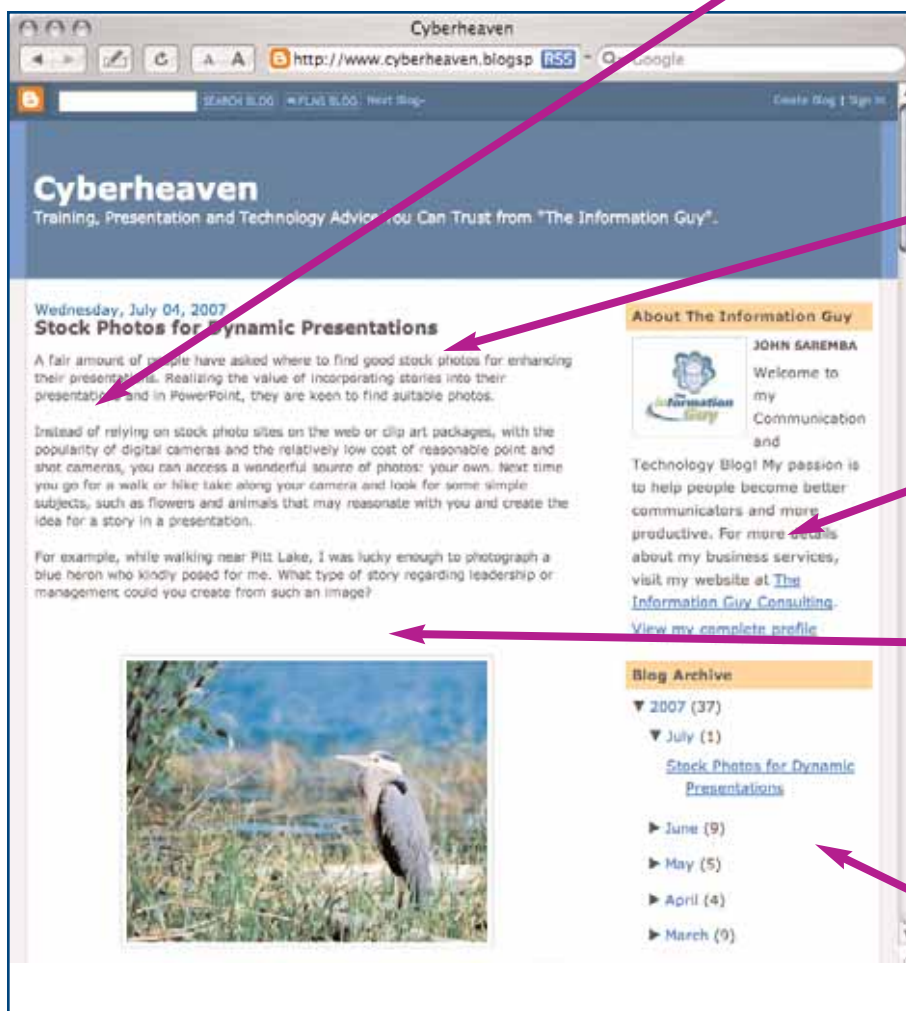
✓ The value and appeal of a blog is mainly in the “eye of the beholder”. Therefore, be sure to think about your intended audience when writing blog posts. After all, it is their opinion that will determine the value of your blog. Think about them and ask yourself, “Am I really saying something that will be of interest and/or val-

new approaches, and striving to constantly improve your writing.

FIVE KEYS FOR A BETTER BLOG

The following tips will help you create an interesting blog and attract readers:

- ✓ Write blog articles with short, bite-sized chunks of information. Most people don't initially take the time to read an entire blog article. Rather, they scan them quickly first for interest. Therefore, it is necessary to adopt a different mindset when writing your blog posts to capture the reader's attention. It is far better to write several concise and interesting articles instead of a long one that may take considerable time to read.
- ✓ Create an interesting blog headline that grabs the reader's interest. Quite often, readers will only view the headlines in their news aggregators. Therefore, your best chance to get them to read your full article is attract their attention with a compelling headline.
- ✓ Make it easy for your readers to follow your blog article. Try to think of it in terms of a list. This will help structure the article and make it easier to read. Not every blog article has to be based on a list, but every blog article should have a clear set of structured ideas.
- ✓ Take the time to edit your article before you publish it. In doing so, strive to maintain a high standard of writing for your blog, particularly those used for business.
- ✓ Create continuity and a community of interest in writing your blog. The best blogs contain a lot of continuity of thought and subject matter, which attracts repeat readers and develops a “community of readers”. When writing on different topics or themes, make sure to show the relationship between such topics, that is, connect the dots for readers to see the relationship among topics.



blog, and lists five keys to writing good blog copy. Taking the time to follow these steps will help you maximize the benefit from this online communication tool.

BLOGGING CONSIDERATIONS

There are some general conventions and principles when writing a blog.

- ue to my intended readers?”
- ✓ Since in many cases, you may not get feedback on the specific value or impression of your blog posts, it is important to write to the best of your ability each and every time.
 - ✓ Be willing to develop your skills in writing blog articles by reading other blogs, experimenting with fresh

John Saremba is a Training Specialist for The Information Guy Inc. They have a website, naturally—<<http://www.theinformationguy.com>>—but they also have a blogsite: <<http://www.cyberheaven.blogspot.com>>

BC makes retirement a lot less mandatory, giving HR new ideas

BY PETER MORGAN
MORGAN:NEWS

The BC government has approved legislation to bring British Columbia in line with a number of other provinces in Canada by extending the protections of the BC Human Rights Code to those 65 or older, and thus eliminate mandatory retirement at that age.

The *Human Rights Code (Mandatory Retirement Elimination) Amendment Act, 2007*, introduced on April 25 by Attorney General Wally Oppal as Bill 31, went through the remainder of the mandatory three-readings process, including committee, and then received Royal Assent, all within just a few minutes and without debate, on May 31, the day the BC Legislature took its summer break.

The law is due to take effect January 1, 2008. At that point, any policy requiring retirement at a particular age in any industry governed by the provincial *Human Rights Code* will be considered discriminatory, and covers any organization that provides "any accommodation, service or facility customarily available to the public." It will, as of 2008, be discriminatory to deny employment to any person who is 19 — the unchanged floor age for *Human Rights Code* protection — or older simply because of their age.

The law also amends the *BC Public Service Act*, removing the part that requires BC government employees to retire at age 65, although Bill 31 allows discrimination if the age distinction "is permitted or required by any Act or regulation." By that, it means "statutorily mandated mandatory-re-

irement schemes, as well as other statutory schemes with age-related benefits, such as the *Workers Compensation Act*, [can] continue without contravening the *Human Rights Code*."

The current notion of 65 being the mandatory-retirement age got its regulatory start in 1951, when Canadian legislation that ultimately became the *Canada Pension Plan* and *Old Age Secu-*



The old law will no longer be there to automatically remove personnel who are no longer doing their job well.

urity program was introduced; since then, it's pervaded our employment culture.

The courts, back in 1990, confirmed the concepts during a legal challenge to them. However, it was the *Premier's Council on Aging and Seniors' Issues* report, released last December, that triggered premier Campbell's Liberal government to enable legislation to end mandatory retirement. One of the report's key points said there was insufficient protection from age discrimination for British Columbians 65 and over, and Campbell's government at that point began to publicly support removing 65 as the threshold.

Judith A. Macfarlane, of Farris, Vaughan, Wills & Murphy LLP in Vancouver, expects "there will be some major adjustments for British Columbia employers arising from this change. Many employment contracts, workplace policies, and collective agreements were negotiated with the expectation that employees would be required to retire at age 65. These documents and plans will need to be changed to reflect the new reality."

The January 1 enforcement deadline gives some time for companies and organizations like yours to bring your own policies into compliance before the law is implemented.

That should also give you some time to go through all of your firm's workplace policies, contracts and manuals to ensure that you change any wording that deals with mandatory retirement—but make sure you only change what needs to be changed. Policies that allow retirement at a particular age, but don't require it, are okay to leave as they are. It's the essential and underlying concept of whether the requirement is mandatory that would trigger a conflict with the new law.

But you will also need to consider that the old law will no longer be there to automatically remove personnel who are no longer doing their job well. It means that employers will have to beef up, more stringently enforce, or equally enforce, their regular personnel performance reviews for everybody on staff.

But even that way lies a concept worth considering. In the current issue of the peer-reviewed *Journal of Economic Behavior & Organization*, authors Tyler Cowan and Amihai Glazer note that, "When individuals care about what other people think of them, especially fearing bad evaluations, they may prefer jobs that hide information about their qualities... Such a motive can contribute *Continued on page 19* →"

→ Retirement: Continued from page 18

to explanations of wage stickiness, high-powered incentives, search, up-or-out contracts, mandatory retirement, and related issues."

Doug Lavender, writing in the current issue of *HR Professional*, notes that some employers are concerned that mandatory retirement also equates with an increase in health care and disability claims.

It will also be important to ensure all of your front-line human-resource personnel know specifically about the changes, since a firm is vicariously liable for the acts of its employees - acts that could trigger an age-discrimination complaint.

The so-called "BFOR" defence — bona fide occupational requirement — is still allowed under the changes authorized by the new law. That's where an employer has to be able to show that a particular age or age range is reasonably necessary, based on the physical and mental requirements of a particular job, and it also has to show that it can't accommodate a person outside that age in a job without causing hardship to the employer.

Macfarlane quietly notes, "The standard to be met is high."

That's similar to the exemption allowed in determining age distinctions for third-party supplied or self-supplied insurance plans and contracts, and agreements for plans dealing with retirement and superannuation — they're okay, as long as they are, to quote the act, "bona fide." ■

RESOURCES:

The link for the wording of Bill 31 is: <http://www.leg.bc.ca/38th3rd/1st_read/gov31-1.htm>

Peter Morgan is the president of Morgan: Newsletters, which publishes newsletters for companies and various organizations, including the BCLMA. The website is <www.Morgan-News.com>. He can be reached at 604.683.3241 or <PMorgan@Morgan-News.com>. He's also the editor of Morgan:News:2010, a news service for subscribers that has been reporting daily on the business of the 2010 Winter Olympics since 2003 <<http://www.morgan-news.com/2010/>>.

Big Night: the 2007 BCLMA Spring Social was a "really big shew"

BY TIM WURTZ
BAKER NEWBY LLP

Big Night, the title theme of this year's BCLMA Spring Social, appropriately described the event. I hope my movie-poster invitation inspired some members to partake in the cleverly organized social. The *Big Night* had several "Bigs," a few of which included:

BIG TASTE

The steady stream of large plates of classic Italian appetizers, main courses and desserts made interesting table conversation.

And my goodness, thatz-a-spicy-meat-a-ball (I mean *penne arrabbiata*). Perhaps this will be the social I remember for the small piece of *penne* that slithered down my throat the wrong way, *Continued on page 20* →



PAPARAZZI PROTEST: Tammy "Uh-Oh" Toeppner (left) and Gord "No Pictures!" Van Horn, both of Borden Ladner Gervais LLP



HAPPY PAIR 1: Christopher Schilling, Lang Michener LLP, and Ruth-Ann Spencer, Bull Houser Tupper LLP



HAPPY PAIR 2: Terry MacInally, Fasken Martineau DuMoulin LLP, and Janice McAuley, Lawson Lundell LLP (with Kathy Hogarth of Lawson Lundell LLP giving the peace sign in the back.)

causing a good five minutes of coughing, crying and general discomfort and embarrassment.

BIG TURNOUT

A very impressive 60 RSVP's had guests in the cozy bar area shoulder to shoulder before retiring to our tables for dinner. BCLMA president Doug Ausman, of Ratcliff & Company LLP, reminded everyone to register for the conference, and thanked guests for an admirable display of our membership to attend such functions.

BIG GAME

By the time of publication, the playoffs will be a distant memory, but many eyes turned to the TV at 7 to watch the Canucks take on Dallas in game five of round one. Unfortunately, the Stars went on to win 1-0 in overtime that night. Sigh.

BIG PRIZES

Prize winners for the gift baskets
Continued on page 21 →



PARTY TIME: Sonia Kenward, Penny Harvie and Miriam Abassi, all of Fasken Martineau DuMoulin LLP.



PARTY TIME: BCLMA President Doug Ausman, Ratcliff & Company LLP with Sarah Anderson of ZSA.

→ *Data Theft: Continued from page 20*

and wine packages were:

1. Marian Verdicchio of Thorsteins-sons LLP;
2. Nancy Johnson of Lindsay Kenney LLP;
3. Christopher Schilling of Lang Michener LLP;
4. Tanya Doell of Oyen Wiggs Green & Mutala LLP;
5. Jacquie Wintrup of Lawson Lundell;
6. Nicole Miller of Stikeman Elliott
7. Caren Cook of Slater Vecchio;
8. Jas Mann (Sam's wife) of Singleton

Urquhart LLP; and
 9. Ruth-Ann Spencer of Bull Housser & Tupper LLP.

BIG POSES

My imposing camera once again made many people cringe, however I was able again to catch the festivities of the evening with some poses spontaneous or formal.

In the pictures displayed here, ladies and gentlemen, I present the first picture of Lawson Lundell's Janice McAuley at a BCLMA social where the photo doesn't show her with a drink in her hand and her

mouth wide open.

Terry MacInally, Fasken Martineau DuMoulin LLP, your chin looks fine.

And Gord Van Horn, Borden Ladner Gervais, sensing an impending embarrassing caption, asked, "No pictures, please."

Only Sarah Anderson of ZSA thought an impromptu rendition of the Village People's YMCA was an appropriate celebratory dance for the occasion.

An finally, a **BIG** thank you to ZSA for their generous sponsorship. Hope to see everyone at the next social. ■



KEEPING APPRISED 1: A lighter moment while Allison Milroy accepts a prize from Doug Ausman, Ratcliff & Company LLP, Sarah Anderson of ZSA, and Jane Kennedy, BCLMA Administrator



KEEPING APPRISED 2: Sarah Anderson of ZSA presents a prize to Nancy Johnson of Lindsay Kenney LLP while Doug Ausman of Ratcliff & Company LLP looks on.



HAPPY PAIR 3: Barb Marshall of Fasken Martineau DuMoulin LLP with Christina Saremba of Alexander Holburn Beaudin & Lang LLP

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- ✓ The discussion section on our website allows our members to quickly get questions answered with advice from others who may have faced similar situations.

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