**SUBSECTION TERMS OF REFERENCE – SUBSECTION CHAIRS**

1. [Facilities & Services Management](#Facilities)
2. [Finance](#Finance)
3. [Human Resources](#HR)
4. [Information Technology](#IT)
5. [Knowledge Management](#KM)
6. [Learning & Development](#KM)
7. [Litigation Technology & eDiscovery](#LTE)
8. [Marketing](#Marketing)
9. [Small Firms](#SmallFirm)

Each Subsection was created for a specific purpose. The Terms of reference (TOR) define the purpose and structures of the Subsection which are largely member volunteers who have agreed to work together to accomplish a shared goal.
Each Subsection has a title followed by the date terms of reference written / revised

**A. Subsection Chairs – Roles and Responsibilities**:

**Overview: Subsection chair responsibilities as outlined in the Policies & Procedures (PP)**

Each subsection shall elect from among them a Chair, whose duties shall include:

• Attend bi-annual board meetings, subsection meetings, biennial conference, educational

events, and social events

• Survey and respond to the educational needs of Representatives and Affiliates

• Schedule and host at least four meetings per calendar year to provide information and/or

training on current topics of interest relating to their section (venue, catering, speaker costs,

speaker gift, presentation materials, AV equipment)

• Establish an agenda for subsection meeting

• Invite all applicable subsection affiliates to meetings via email from event page on the website

(include meeting date, time, venue) with link

• Establish and collect meeting fees

• Maintain the budget set for the subsection

• Arrange for the contribution of an article for the newsletter by asking your event speaker

• Provide a summary of each meeting, presentation slides, whitepaper, or any other resource

appropriate, and post to the appropriate Forum within 10 days of the meeting.

**The Policies and Procedures are guidelines and are a supplement to our by-laws.**

**B. Subsection Resources:**

**BCLMA Website**
Member Resources
 – Subsection Chairs and Committee Members
 – Website Instructions
 **Posting on Calendar of Events**

Please post your event dates as soon as possible, even if you have partial information.
Once you have the information go back and fill it in on the calendar, open the ticket collector and send out your event notice.

 Contact Jane info@bclma.org or Heather general@bclma.org for help.

**C. Subsection Budgets**

Each subsection has $1,000 budget (January – December 31st)
Each subsection is encouraged to use their allocation of funds in full by the end of the year. Money cannot be carried over. They funds can be used for:

• Subsidizing sub-section lunch costs
• Speaker fees & gifts for free speakers
• Deposits for speakers booked for the next calendar year
• Equipment or meeting supply costs
• Chair & co-chair planning lunch
• Entertaining costs with a potential speaker

Any unused funds at the end of the year are rolled back into general funds for the BCLMA and a fresh budget is given to the subsection in January of the next year.

We encourage subsections to partner on events and invite BCLMA members from other subsections whenever possible. We encourage subsections to send event notices to other subsections that may benefit from your event topic. If you are planning an event and need extra funds contact Jane.

All receipts must be submitted by December 18, 2019

**D. Billing & Accounting Procedures**

If an event is taking place within a firm the Chair or Co-Chair collect the cheques, payable to your firm. Your firm pays the catering / venue bill from the money collected.

If there is a shortfall, please send a simple invoice outlining the cost per person include GST, venue bill amount, amount collected and amount to be reimbursed to your firm. Please include the business name needed for the cheque.

If you collected extra money please ask your firm to BCLMA a cheque. These extra funds collected will go back in your budget.

For events at the Terminal City Club or the Four Seasons, cheques are payable to BCLMA. The Chairs or Co-chairs collect the money, follow up with those who haven’t paid and mail the cheques to Jane with a registration summary of who’s paid and who is mailing their cheque directly to BCLMA.

We are encouraging managers to consider sending employees who may not be a member but would benefit from an event. When uploading your event to the website please include a BCLMA member’s price and a Non-Member price $5 - $10 more than the member price. A non-member should pay $15 more if the event has a paid guest speaker.

If you are planning a larger event with other subsections, Jane will assist with onsite coordination and cheques should be made out to BCLMA.

**E. Website Forum Section**
We encourage you to post relevant information from a subsection event in the appropriate forum and then send a quick email notice to advise section members it’s been posted. Please keep in mind, the forum sections are open to all members with the exception of the HR forum. Confidential material should not be posted.

**F. Topics**

Ask your speaker if they would be keen to submit an article for our newsletter Topics. (1,000 words) We will include a photo, byline and contact information.

**G. Surveys**
BCLMA has a Survey Monkey membership. If you wish to conduct a survey amongst your subsection members please contact Jane for login information and to discuss the timing so we can stagger your survey with other scheduled BCLMA surveys.

**H. Hosting Meetings**

To assist with fostering an atmosphere of inclusivity, for small meetings please have members go around the room and introduce themselves and for larger meetings please prepare adhesive name badges. We are committed to offer opportunities for our out of town members to participate in our events. BCLMA will offer live streamlining of our association wide educational presentations. For meetings in firms, those with a WebEx license, please consider offering this option or a conference call. Consider asking a subsection member or co-chair to take notes and then post them to your section forum.

**I. Subsection Election Process**
Elections should take place in the fall to be completed by December 31 so the new person is ready to start in the New Year. Plan for this when you plan your fall schedule. An email calling for nominees should be sent weeks before the meeting where the elections will take place. After an election please send out an email to all your subsection members to notify them of the new incoming Co-Chair.

Subsection Chair Electoral Process as outlined in the Policies & Procedures (PP)

An electoral process will occur every fall season for subsection leadership to:

• Provide long-standing Chairs the occasion to step down where they might not have otherwise considered this an option
• Provide up-and-coming subsection members with an opportunity to volunteer within their own focused group, and enhance their own professional development and profile
• Regulate leadership turnover and provide a defined “term of service”

**The Model**
• A Chair already has one year experience in the leadership role
• A Co-Chair joins the Chair to learn the processes and protocols of subsection leadership
• The Chair provides guidance and mentorship along the way
• After one year, the Chair steps down, the Co-Chair becomes promoted to Chair, and an election takes place for a Co-Chair pg. 5
• Nominations can be submitted ahead of time or at the elections meeting (with the prior knowledge of the nominee)
• Individuals may nominate themselves
• A show of hands (or paper ballot when more than one candidate emerges) will determine the Co-Chair for the next year
• Subsection Co-Chairs serve a two-year term in total
• At least one Board Member will attend each subsection's electoral process if requested

**Honorariums**As a token of our appreciation, the BCLMA presents the subsection chairs with an honorarium. You are welcome to spend it on anything, (confidentially ensured) just sent me the receipt by December 18 and you’ll be reimbursed up to $150. Subsection chairs are invited to attend the Spring & Winter social on a complimentary basis. Please remind your firm’s accounting department or the person in your firm to submit a cheque requisition for the social events of this benefit.

**1.** **Facilities & Services Management Subsection**

The broad purpose of the Facilities & Services Management subsection is to foster education and learning to those involved or wish to get involved with the management of facilities and services within law firms in British Columbia. Facilities and Services Managers oversee the functions of the buildings and rooms that make up an organization. Law firms hire facilities managers to keep everything running smoothly. When managing the functioning of the physical aspects of a legal office, supervisors answer calls for issues that arise before and after hours and must give attention to the discretion required in private legal matters.

**Setting goals as a facilities manager involves focusing on tasks such as:**Building Upkeep
Oversea Services
Organize Purchasing
Address Safety and Security

The role within BCLMA is to elevate awareness and education of facility and services management
The Facilities & Services Management Subsection aims to address current and relevant issues and learning opportunities for their members.


**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection Chair. 

The Facilities & Services Management Subsection is reviewed by the Board once a year for its contribution to its membership.

**Facilities & Services Management uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 3rd Wednesday every second month (Sept, Nov, Jan, March, May, July)
Meetings location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by the subsection members.
The format of the meetings are generally round table.
Non-members are invited under what circumstances?
Who is the secretary for the group?

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**2.** **Finance Subsection**
The broad purpose of the Finance Subsection is to foster education and learning to those involved or wish to be involved with the management of the firm’s finances within law firms in British Columbia. Finance covers a diverse, complex, and often unpredictable portfolio of challenges which relate to:

**The Past**- Accounting - Bookkeeping and Payables/Receivables
- Financial Reporting and Control
- Tax and Compliance

**The Future:**- Strategic Planning and Financial Planning & Analysis
- Treasury & Working Capital Management
- Capital Budgeting
- Risk Management
- Corporate Development & Corporate Strategy

The role within BCLMA is to elevate awareness and education of Finance as an integral business department within law firms.
The Finance Subsection aims to address current and relevant issues and learning opportunities for their members.

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Finance Subsection is reviewed by the Board once a year for its contribution to its membership.

**The Finance Subsection uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 3rd Thursday of the month (September – June) excluding December
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.

Topics for the agenda are generated by
The format of the meetings are generally
Non-members are invited under what circumstances?
Who is the secretary for the group?

**3.** **Human Resources Subsection**
The broad purpose of the Human Resources Subsection is to foster education and learning to those involved or wish to be involved with the management of the firm’s human resources within law firms in British Columbia. In most law firms, law office management is how they track personnel issues and find solutions for those issues on behalf of the human resources department. This includes creating, maintaining, and ending the employment relationship involving the following tasks:

**Creating:**Reviewing Staffing Needs

Writing the Job Description

Setting the Salary

Finding an Employee

Screening Applicants

Interviewing

Checking References

Offering the Job

Asking for a Social Insurance Number

**Maintaining:**Avoiding Avoidance: The Key to Management Success

Correcting Employee Behaviours

Counselling Employees with Mental Health Issues

Setting the Rules of the Workplace

Policies I need at my firm

Obeying Employment Standards Laws

Income Tax, Employment Insurance, and Canada Pension Plan Laws

Workers' Compensation and Health and Safety Laws

Respecting Human Rights

Other Applicable Laws

**Ending:**Just Cause

Termination Without Just Cause

Caution: The Tale of Bad Faith Dismissal

Obtaining the Signed Release

The role within BCLMA is to elevate awareness and education of human resources within law firms.
The HR Subsection aims to address current and relevant issues and learning opportunities for their members.

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Human Resources Subsection is reviewed by the Board once a year for its contribution to its members.

**Human Resources uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 2nd Wednesday of the month (September – June)
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by...
The format of the meetings are generally...
Non-members are invited under what circumstances?
Who is the secretary for the group?

**4.** **Information Technology Subsection**
The broad purpose of the Information Technology Subsection is to foster education and learning to those involved or wish to be involved with the management of the firm’s information technology (IT). In most law firms, IT covers the processes and practices that gauge the end-to-end delivery of IT solutions and those used to manage the composite hardware, software, network resources and services comprising an enterprise IT environment. This includes understanding the legal workflow needs of the firm; research, RFP, recommendation, procurement, installation; training, monitoring, security of, maintenance schedule for and decommissioning of technology for all department and users of the firm; both onsite and remote.

The role within BCLMA is to elevate awareness and education of Information Technology in law firms.
The Information Technology Subsection aims to address current and relevant issues and learning opportunities for their members.
The responsibilities of the group are

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Information Technology Subsection is reviewed by the Board once a year for its contribution its members.

**Information Technology uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held ad hoc.
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by
The format of the meetings are generally
Non-members are invited under what circumstances?
Who is the secretary for the group?

**5.** **Knowledge Management Subsection**
The broad purpose of the Knowledge Management Subsection (or “KM”) helps law firms win and keep business. For law departments, it supports more efficient and effective operation. In a market where clients demand value and efficiency, KM is an essential approach to reducing cost while maintaining quality. KM captures and reuses lawyers’ collective wisdom. It consists of both processes and systems that identify, save, profile, disseminate, and use prior work and accumulated expertise to solve legal and business problems.

The role within BCLMA is to elevate awareness and education of KM in law firms.
The Knowledge Management aims to address current and relevant issues and learning opportunities for their members.

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Knowledge Management Subsection is reviewed by the Board once a year for its contribution to its members.

**Knowledge Management uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held Wednesdays every 2 – 3 months
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by…
The format of the meetings are generally …
Non-members are invited under what circumstances?
Who is the secretary for the group?

**6.** **Learning & Development Subsection**
The broad purpose of the Learning & Development (L&D) Subsection is to share, examine and develop the various learning strategies available to support maximum potential of each individual at our firms. L&D examines how, through consistent personal growth, within the areas agreed to in the firm, all employees can be successful for themselves and for the firm.

This includes but, is not limited to, bringing about real performance improvements such as:

- Win new business through focused training;

- Attract and retain talent through exceptional development opportunities;

- Prepare employees for progression through integrated development programs;

- Apply the right kind of learning and development at every level;

- Maximize the effectiveness of informal learning and knowledge sharing;

- Use technology and new media such as e-learning, webinars, social networks, wikis, blogs and virtual academies;

- Use feedback from clients as a powerful catalyst for development;

- Bring about effective learning and development on a tight budget;

- Justify the investment in learning and make sure you get the best return.

The role within BCLMA is to elevate awareness and education of L&D in law firms
The Learning & Development Subsection aims to bring awareness to law firm employees the L&D is critical to deliver the high levels of performance required to remain competitive in the current business climate.


**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Learning & Development Subsection is reviewed by the Board once a year for its contribution to its members.

**Learning & Development** **Management uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 1st Wednesday of the month
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by…
The format of the meetings are generally ..
Non-members are invited under what circumstances?
Who is the secretary for the group?

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**7.** **Litigation Technology & eDiscovery Subsection**
The broad purpose of the Litigation Technology & eDiscovery Subsection is to educate its members to better understand data, how it is stored, how it can be searched, how it can be reviewed, and how technology can be applied to the discovery process to come up with innovative and cost effective ways to conduct document discovery and wade through the large volumes of data to find key information. Litigation Technology supports litigation, from the initial preparation of cases through trial and on appeal. This working in LT, Install, maintain, upgrade, and provide user access and support for litigation related software.

The role within BCLMA is to elevate awareness and education of litigation technology and eDiscovery in law firms.
The Litigation Technology & eDiscovery Subsection aims to bring awareness to relevant issues and learning opportunities for their members.

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Litigation Technology & eDiscovery Subsection is reviewed by the Board once a year for its contribution its members.

**Litigation Technology & eDiscovery Management uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 3rd Tuesday every second month (Sept, Nov, Jan, March, May, July)
 Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by…
The format of the meetings are generally …
Non-members are invited under what circumstances?
Who is the secretary for the group?

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**8.** **Marketing Subsection**
The broad purpose of the Marketing Subsection is to educate its members on the marketing processes within law firms. Marketing targets the building of the business pipeline. Its second arm, Business development, functions to ensure prospects become clients.

The marketing subsection may cover topics such as:

Advertising
Public Relations
Social Media and Online Marketing
Website Branding and paid SEO
Branding and Creative Design
Business Development
Client Development
Lawyer Development
Team Cross Selling
Employees as Ambassadors

The role within BCLMA is to elevate awareness and education of marketing in law firms.
The Marketing Subsection aims to bring awareness of relevant challenges and opportunities for their members

**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Marketing Subsection is reviewed by the Board once a year for its contribution to its members

**Marketing uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held Last Monday of the month
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by…
The format of the meetings are generally …
Non-members are invited under what circumstances?
Who is the secretary for the group?

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**9. Small Firms Subsection**
The broad purpose of the Small Firms Subsection is to provide education and awareness of the multi-tiered responsibilities small firm leaders face on a daily basis.

Some examples of the areas covered by the Small Firm Subsection include:

Building personal leadership skills
Human Resources

Finance

Facilities Management

Training and Education

Marketing

Technology

Other Functions include anything the stakeholders feel is necessary and anything related to law society rules, security, and the various laws related to above areas.

The role within BCLMA is to attract leaders of small firms to share ideas, discuss challenges and create educational opportunities for those leaders of small firms.
The Small Firms Subsection aims to bring awareness and education to challenges and opportunities for their members


**Accountability:**

Individual group members are responsible for reporting back on their activities to the Subsection team lead. 

The Small Firms Subsection is reviewed by the Board once a year for its contribution to its members.

**Small Firms uses various methods of working:**
Often sub groups are formed to pursue submissions for particular subject matter or theme.
Meetings are held 4th Thursday of the month (September – June excluding December)
Meeting location is determined at the end of each meeting and generally are held at a Law Firm or by video conference.
Topics for the agenda are generated by…
The format of the meetings are generally …
Non-members are invited under what circumstances?
Who is the secretary for the group?