TOPICS
Informed Opinions on Legal Management
FALL 2023
bclma

New Pay Transparency Laws in BC Will Affect Legal Marketing

PRESTON PARSONS, Partner, Overholt Law LLP

The new *Pay Transparency Act* received Royal Assent on May 11, 2023 and introduces new requirements on employers to increase pay transparency (the "*Act*"). With the passage of this *Act*, BC joins federally regulated private employers in Canada, as well as other Canadian provinces in implementing pay transparency laws including Manitoba, Quebec, New Brunswick, Ontario, Prince Edward Island and Nova Scotia.

The *Act* is intended to address systemic discrimination in the workplace. Statistics Canada identified that BC has one of the highest gender pay gaps in Canada. On average, women in BC earned 16.7% less than men in 2021, whereas the national median lies at 12.9%. The full discussion paper can be viewed online[1], but these statistics indicate that there are still barriers to gender equality that remain unaddressed. This is not a Canadian phenomenon: parts of the United States including California and New York, as well as the United Kingdom, Australia, France, Norway, and Denmark have also implemented pay transparency laws.

[1] https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/services-policies-for-government/gender-equity/bc-pay-transparency-discussion-paper.pdf

FEATURES

1 **NEW PAY TRANSPARENCY LAWS IN BC WILL AFFECT LEGAL MARKETING**
New legislation with a laudable aim at eliminating systemic gender pay discrimination at work is in force, and matters to your business.

6 **BCLMA SUMMER SOCIAL '23**

10 **ARTIFICIAL INTELLIGENCE IN THE LEGAL PROFESSION**
The legal profession, which relies heavily on the use of text, has the potential to be transformed by AI systems that learn from data. Legal professionals can leverage text based artificial intelligence to automate analysis and processing of documents containing complex domain specific language.

19 **PREPARING THE NEXT GENERATION OF LAWYERS: ASSOCIATE BUSINESS DEVELOPMENT**
BD buy-in starts early. Here are some tips to help strengthen that relationship and drive engagement with the Associates at your firm.

ALSO IN THIS ISSUE

MEMBER SNAPSHOT
Dean Lys **9**
Igor Khvan **15**

WELCOME & KUDOS **13**
SAVE THE DATE **14**
THE SOUNDING BOARD **16**
RECIPE **17**
2024 CONFERENCE PREVIEW **18**

Editorial Committee
Heather Orchison, Chair
BCLMA
general@bclma.org

Keith Cassidy, TOPICS Editor
Borden Ladner Gervais LLP
Direct: 604-640-4157
kcassidy@blg.com

Ronda Smyth, TOPICS Advertising
Waterstone Law Group LLP
604-824-7777
rsmyth@watertstonelaw.com

Lorin Birnie
Norton Rose Fulbright Canada
Direct: 604-641-4560
lorin.birnie@nortonrosefulbright.com

Alicia Bond
Norton Rose Fulbright Canada
Direct: 604-641-4520
alicia.bond@nortonrosefulbright.com

Lifen Lee
Hastings Labour Law Office
Direct: 604-609-6699
ll@hllo.ca

Lynda Wendland
Dentons Canada LLP
Direct: 604-691-6436
lynda.wendland@dentons.com

TOPICS Production
Doris Pfister Murphy
DPM Word Projects

VOLUNTEER OPPORTUNITY!
The TOPICS Newsletter Committee is looking for volunteers to join us! We're a dynamic, fun group who are looking for a few members to help source thought-provoking articles that are relevant and beneficial to all subsections. We have four lunch hour planning meetings per year (lunch provided) in which we plan out each edition. No business writing skills are required, just your enthusiasm.

This is a great opportunity to both network and contribute to BCLMA and the legal community. If you are interested or have any questions please contact Committee Chair, Heather Orchison at general@bclma.org.

Who We Are
Founded in 1972, the BCLMA is is a non-profit organization with 190 law firm members and 595 individual members across BC. The BCLMA's goal is to provide educational and networking opportunities, enhance skills as legal administrators and managers, and provide professional and personal benefits to its registrants.

Member Services
The BCLMA provides opportunities to network with other law firm administrators and managers at annual Spring and Winter socials, and monthly subsection meetings. We host an annual Managing Partners Event, and a large conference every other year.

Newsletter Services
TOPICS is a public newsletter. Contact the Editorial Committee to provide comments on articles, to offer suggestions for articles in future issues, or to augment the circulation list. We welcome your feedback! Please send comments to general@bclma.org.

Submissions
If you have an article or story idea you would like to submit, please email Heather Orchison at general@bclma.org. Please note that our prescribed article length is 1000 words. All submissions will be subject to review by the editorial board.

Copyright Reproduction Rights
TOPICS is copyrighted. However, we encourage you to circulate or copy this newsletter unmodified for your own internal or private use.

The newsletter, its contents or its material may not be sold, intact or modified, nor included in any package or product offered for sale.

©2023 BCLMA, CANADA. This issue and the newsletter's archive are all available in PDF format at www.bclma.org

EFFECTIVE IMMEDIATELY

Since May 11, 2023, all BC employers are prohibited from asking job applicants about their pay history, unless this information is publicly accessible.

Employers are also prohibited from dismissing, suspending, demoting, disciplining, harassing, or disadvantaging (or threatening to take these actions against) an employee for:

» inquiring about their pay to the employer;

» disclosing their own pay information to another employee of the employer, or to another individual who has applied for employment with that employer;

» inquiring with the employer about a pay transparency report or information contained in these reports;

» asking the employer to comply with their obligations under the *Act*; or

» reporting to the director in relation to the employer's compliance with its obligations under the *Act*.

COMING SOON

As of November 1, 2023, all BC employers are required to include the expected pay or expected pay range on a publicly advertised job posting. Notably, the job poster does not need to disclose pay information if it is not posted publicly.

Another requirement also takes effect on November 1, 2023: publicly posting annual pay transparency reports. Unlike the prior obligations outlined earlier in this article, the annual reporting requirement pertains only to a "reporting employer" as defined in the *Act*, rather than to employers in general. The definition of "reporting employer" expands over time though, slowly capturing a broader range of BC employers as follows:

» By November 1, 2023: the BC government and the six largest Crown corporations, which are BC Hydro, BC Housing, BC Lottery Corporation, BC Transit, ICBC, and WorkSafeBC will be required to post annual pay transparency reports.

» Thereafter, the requirement to post annual pay transparency reports applies as follows:

- By November 1, 2024: all BC employers with 1,000 employees or more;
- By November 1, 2025: all employers with 300 employees or more; and
- By November 1, 2026: all employers with 50 employees or more.

While BC employers with less than 50 employees may be tempted to breathe a sigh of relief, the *Act* provides for the possibility that this reporting requirement will apply in a year after 2026. In other words, stay tuned.

The specific requirements for the annual pay transparency reports will not be available until later in 2023. Those requirements are currently being developed in collaboration with the BC Public Service Agency, and the first tranche of reporting employers with reports due November 1, 2023. In the interim, what we know is:

» the pay transparency report will apply to all employees of an organization in BC;

» gender information may be collected by an employer following the Gender and Sex Data Standard, but employees may decline to provide their gender to their employer for the purpose of this report;

» employees can voluntarily update their gender information annually (in fact, employers are required to make this option available);

» the report:
  - will include information on the pay gap differences between hourly wages, overtime, and bonuses received by men, women, and non-binary people; and
  - the pay gap results will not be reported as "real wage data"; and

» employers will submit the report using a specific reporting tool, to be developed by the BC government in the near future.

The consequences for an employer's non-compliance are not entirely known at present; however, the Minister of Finance will publish an annual report starting June 1, 2024 indicating the number of reports of non-compliance reported to the director, as well as a description of the nature of those reports.

CONCLUSION

It will be interesting to see in the coming years whether the *Act's* laudable goals will be achieved. For now, BCLMA members need to be mindful of these requirements already in effect and coming soon. The good news is that the vast majority of law firms in BC have years before the annual reporting requirements will affect them – if in fact they ever do. The bad news is that, in combination with the June 2023 Competition Act amendments prohibiting wage fixing and no-poach agreements, BC firms have a lot more regulation to keep in mind when hiring now and into the future.

With special thanks to Fiona Wong for contributing to this article.

Preston Parsons is a partner at Overholt Law, practicing in the areas of employment and labour relations, human rights, and privacy law. Overholt Law is a boutique employment and labour relations firm located in downtown Vancouver, British Columbia. For more information regarding Overholt Law, please visit overholtlawyers.com.

Where Legal Professionals Do Work

World's #1 Trusted Cloud Platform

- Built & Optimized for the Cloud
- Access Documents Anywhere at Anytime
- Highest Security of any Cloud-Based DMS
- Internal & External Built-In Collaboration
- Industry Leading Tech Support 24/7/365

Call BCS to Request a Demonstration
(916) 677-4277

Baker Cadence Solutions is here to help with any & all of your NetDocuments needs

baker+cadence | solutions, LLC

www.bakercadence.com | (916) 677-4277 | info@bakercadence.com

Offering Industry-Leading Legal Software Implementation and Training Since 1997

People and relationships are our business

We are British Columbia's leading provider of commercial & personal risk management and insurance services to Law Firms.

Some of our specialized Law Firm solutions include:
- Excess Professional Liability Insurance Products
- Office Package including:
  - Property, Business Interruption, & Commercial General Liability
- Privacy & Cyber Liability

We also offer concierge personal insurance including:
- Auto
- Homeowners
- Seasonal and High Value Home
- Travel
- Jewelry & Fine Art
- Condo & Tenant

Let us know how **we can help you today.**

Axis Insurance's Law Firm Practice Leadership

Raquel Cooper CAIB
VP, Professional & Financial Lines
T (604) 629.2670
E raquel.cooper@axisinsurance.ca

Mario Montagliani B.A., C.I.P.
VP, Risk Management
T (604) 699.2064
E mario.montagliani@axisinsurance.ca

Phil Moir
Account Executive
T (604) 699.2077
E phil.moir@axisinsurance.ca

AXIS Law Firms

#400-555 Burrard Street, Vancouver, BC, V7X 1M8
www.axisinsurance.ca

Want to move your law firm to the cloud **securely?**

bmc networks inc. TECHNOLOGY SERVICES

WE CAN HELP

(604) 789-3401 | www.bmcnetworks.ca

BCLMA Summer Social '23

We had another great turnout on June 8th for our annual BCLMA summer social! In our second straight year on the sunny patio of D/6 Bar & Lounge, we mingled with fellow members, special guests, business partners and event sponsors. Thanks to everyone who attended for making it such a fun event.

Special gratitude to our various event sponsors -- we couldn't do this without you! Thank you for your generous support and amazing draw prizes that went to lucky winners courtesy of the prize wheel.

Looking forward to seeing everyone at the winter social on November 16th.

HUNTER WEST
LEGAL RECRUITMENT

Effective, ethical and proven recruitment
for firms, lawyers and legal professionals.

hunterwest.ca

A SPECIAL THANK YOU TO ALL OF OUR AMAZING EVENT SPONSORS:

Premier Sponsors: Axis Insurance, Com Pro Managed Business Solutions, Ricoh
Event Sponsors: MNP, SAI Systems Auditing, West Coast Title Search
Contributor Sponsors: Impact Recruitment, Hub, Aura Office Environments, LawyerDoneDeal (LDD), Wright CPA

MEMBER SNAPSHOT

DEAN LYS

Q&A

How long have you been a member of BCLMA?
18+ months

Where do you work?
Miller Thomson LLP

What would your dream vacation look like?
A luxury train trip across Europe.

Tell us your favourite quote or joke
Yesterday's news is tomorrow's Fish and Chip paper.

Recommend a wine – red or white – for under $20 a bottle
Lately I'm more of a Gin Cocktail fan.

Favourite BC day trip location
The Othello Tunnels

Favourite place to have lunch during the work week
Not at my desk!

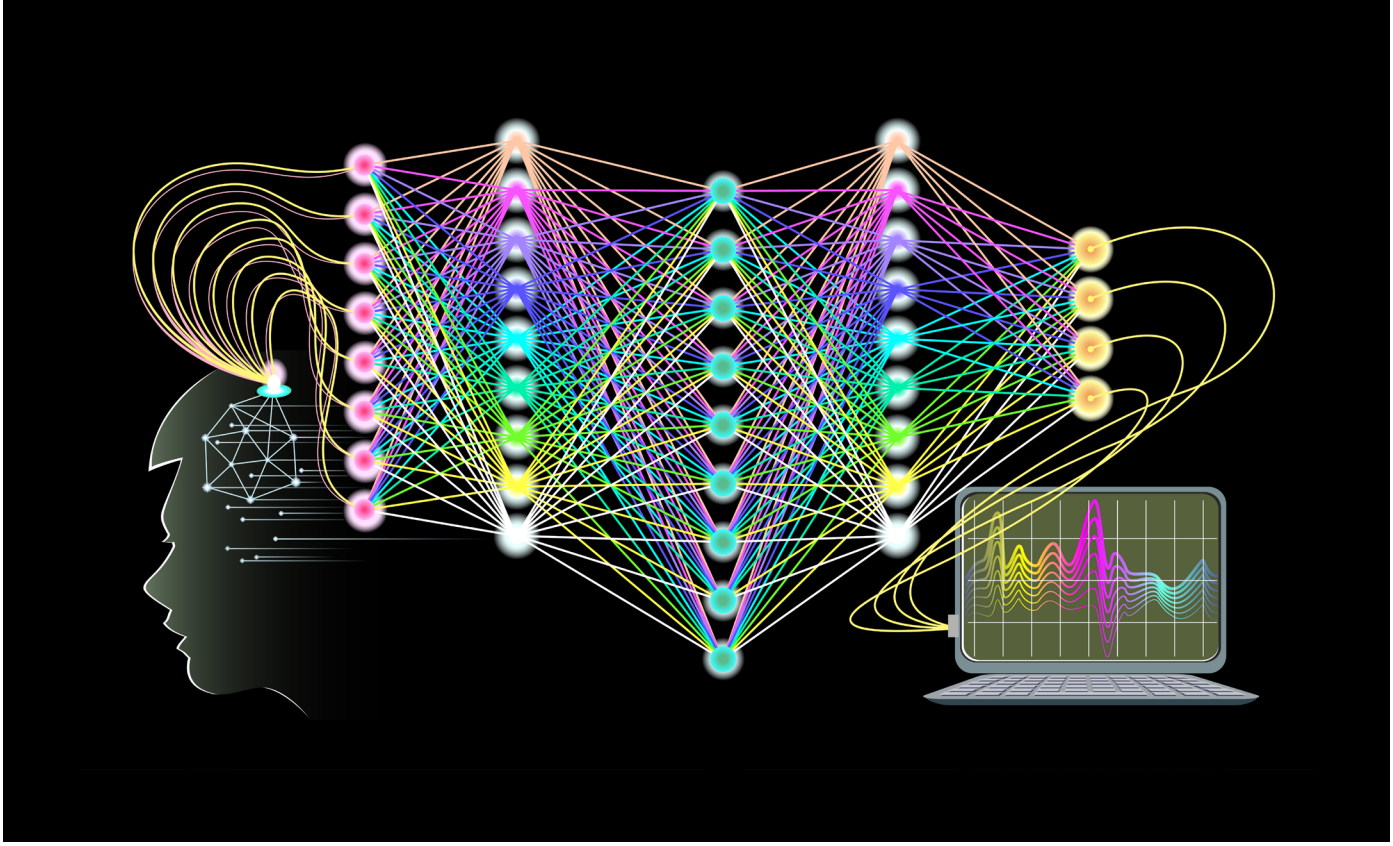
Favourite restaurant
Depends on my culinary preference on the day I dine out

One thing that not many people would know about you
When I was younger, I had a side gig dressing up as an RCMP officer and posing (with guests) for photos at international conferences held in Vancouver. I have visions of my photo taped onto refrigerators all over the world.

Favourite or most recent movie you've seen
The Whale

In my spare time, I like to…..
Travel!

What do you most enjoy about working in the legal industry?
No two days are the same in my position and that's just how I like it. There's a challenge around every corner.



Artificial Intelligence in the Legal Profession

JASON FAKIDIS, CEO, Deep Insight Analytics Inc.

The emergence and wide scale dissemination of modern Artificial Intelligence (AI) technology has captured the imagination of the public and has left humanity with a sense of both excitement and anxiety regarding the broader implications of AI in society.

WHAT IS ARTIFICIAL INTELLIGENCE?

Artificial intelligence as a formal academic discipline surfaced in the mid 1950's. The field experienced varied levels of public confidence up until the early 1990's when *machine learning* techniques based on probabilistic reasoning matured. Today, the convergence of vast amounts of publicly available data, specialized computer hardware and algorithmic innovation has secured *deep learning* (a machine learning paradigm which employs statistical models influenced by biological neurons) as the de-facto approach to engineering intelligent systems. Specifically, foundation models (such as the ChatGPT large language model) have experienced exceptional success and have accelerated the commercialization of artificial intelligence.

LEARNING MACHINES

Modern artificial intelligence algorithms are based on statistical models which use training data to make predictions or decisions without the need for explicit programming or direct human intervention. Deep learning models, called *artificial neural networks*, function in a way that is loosely analogous to a human brain. To elucidate the learning process let's imagine that we would like to train a neural network to determine whether a given piece of text (such as a document containing a review of a product) has a positive or negative sentiment (or affective value). First, we would collect a large dataset of product reviews which we would label appropriately. Next, we would input each of these documents into the neural network one at a time. The network will make a prediction as to whether the image is in favour of or against

Interested in Professional Development?

Check out what BCLMA has to offer.

a product. It will then use the label we provided to calculate a score or error which quantifies the accuracy of its prediction. The network will then use this error to update its internal state such that the predictive error of the model decreases as new examples are seen. In this way, the neural network improves its accuracy on this task as it is exposed to more and more examples.

LANGUAGE AND THE LAW

Legal professionals rely heavily on the use of language. Large volumes of text are produced and stored digitally in documents such as legal briefs, contracts, patents and judicial decisions. Language employed by judges, lawyers and regulators is complex. It is historically informed and rich with semantic nuance. The grammar of legal language is different from that of regular language and is marked by its use of pedantic phrasing and culturally informed stylistic norms. The need for tools to automate the analysis and processing of legal language is paramount given that the complexity and volume of relevant documentation required to do appropriate diligence is ever increasing.

NATURAL LANGUAGE PROCESSING

Today *Natural Language Processing* (NLP), an interdisciplinary subfield of AI, plays a central role in legal technology. NLP algorithms have advanced to the point where they can learn to ”understand” both the content and context of a document in a meaningful way. Broadly speaking, these algorithms can be used in two ways. First, for classification, by assigning text to one or more categories. Second, for generation, by synthesizing novel text. Legal applications of NLP such as e-discovery, legal research, contract review, and due diligence can be reduced to a set of fundamental tasks. These tasks, with examples, are as follows:

1. TEXT CLASSIFICATION

Identification of fraud is a pervasive problem. Investigators with access to historic corporate records may be interested in isolating language that signifies potential fraud. A machine learning algorithm trained with many examples of fraudulent language can learn to deduce whether a phrase in a document signifies potential fraud or not. Once trained, the algorithm can analyze large volumes of text to identify fraudulent language.

2. ENTITY CLASSIFICATION

Analyzing the language of a document requires the ability to identify words (or "entities") that are semantically similar. For instance, we could teach a machine to identify whether a word is the name of a person ("John") or an organization ("ATCO"). We can use the machine to read a document (such as a contract or judicial decision) and extract names of people and organizations. Extracting these named entities automatically from a document allows legal professionals to streamline the process of legal research.

3. ENTITY RELATION CLASSIFICATION

If we extract entities from a document that represent people and organizations, we can use that information to train a new machine learning model to predict the type of relationship between pairs of entities ("works for", "owns shares of", or "is obligated to"). This model could then be employed to locate all instances in a document where action statements such as "John is employed by ATCO" occur. When analyzing case law, this application can be used to automate extraction of the factual matter of a case without the need to read it directly.

4. TEXT GENERATION

To train a model to generate text we give it the task of predicting the next word in a document given previous words. Training a generative model on a large corpus of text (such as the internet) will allow the model to produce highly coherent language. We can sample from this model to generate text that is both novel and very convincing. For example, we can train a generative model on a large number of real estate contracts. Once trained, the model will be able to synthesize a new contract with statistically similar properties to the contracts it has read during training.

The legal profession, which relies heavily on the use of text, has the potential to be transformed by AI systems that learn from data. The field of NLP offers legal professionals a set of applications which allow them to improve efficiency and reduce costs. These applications allow practitioners the opportunity to automate analysis and processing of documents containing complex domain specific language. Due to its accessibility and affordability, AI is now becoming increasingly essential to stay competitive in a fast-evolving legal sector.

Jason Fakidis, B.A.Sc., is CEO of Deep Insight Analytics Inc, a SaaS software solutions company that uses AI and ML technologies to improve productivity by helping clients streamline legal research and automate document analysis and processing. DIA are also the creators of the legal app *LawAI*. Learn more at insight-analytics.ai

WELCOME & KUDOS

New Member Firms and Their Representative

Michael Rathborne **Bradford Rathborne Law** Surrey

Emma Chen **Gudmundseth Mickelson LLP** Vancouver

Sonia Han **Olthuis van Ert** Vancouver

New Representatives for Existing Member Firms

Gohar Babakan **Cassels Brock & Blackwell LLP** Vancouver

Linda Lam **Lidstone & Company Law Corporation** Vancouver

Natalie Leon **Mogan Daniels Slager LLP** Vancouver

Ashley Chand **Murphy Battista LLP** Vancouver

Jennifer Lawrence **Spraggs Law** Coquitlam

Ronda Smyth **Waterstone Law Group LLP** Chilliwack

New Individual Members

Marina Tanase **Blake Cassels & Graydon LLP** Vancouver

Lindsay Chen **Cozen O'Connor LLP** Vancouver

Jennifer Cookson **Farris LLP** Vancouver

Lindsay Baird **Gowling WLG (Canada) LLP** Vancouver

Lorleen Langhorn **Gudmundseth Mickelson LLP** Vancouver

Renu Bains **Hamilton Duncan Law Corporation** Surrey

Anne Marie Johnston **Hammerco Lawyers LLP** Vancouver

Mary Ryan **Jamal Law Group** Vancouver

Emma Trotter **Legacy Tax + Trust Lawyers** Vancouver

Nina Erickson **Lindsay Kenney LLP** Vancouver

Krysta Williamson **Nathanson Schachter & Thompson LLP** Vancouver

Rachel Rabinovitch **Roper Greyell LLP** Vancouver

Jennifer Hansen **Singleton Urquhart Reynolds Vogel LLP** Vancouver

Tanner Cherepuschak **Singleton Urquhart Reynolds Vogel LLP** Vancouver

Willa Livingston **Spraggs Law** Coquitlam

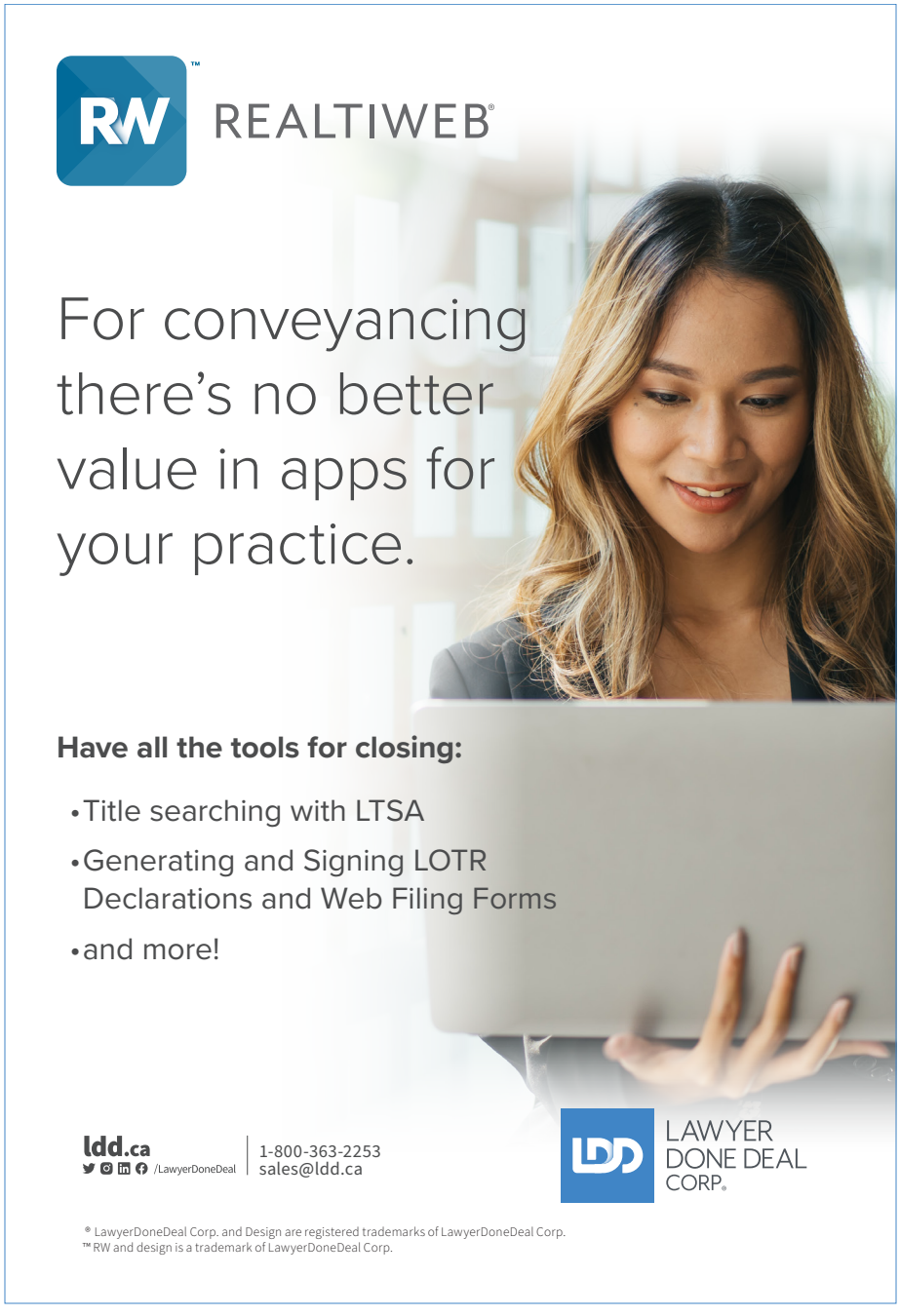
Jennifer Chien **Terra Law Corporation** Vancouver

Adria Kennedy **Terra Law Corporation** Vancouver

Kevin Peers **Whitelaw Twining Law Corporation** Vancouver

Retiring

Sam Mann **Singleton Urquhart Reynolds Vogel LLP** Vancouver



Save the Date

BCLMA Educational Presentation
30 Leadership Tips in 60 Minutes
Guest Speaker: Debbie Foster, Affinity Consulting Group
Date: Thursday, October 19, 2023
Time: 11:45 am – 1:30 pm
Location: Terminal City Club

Managing Partners Event
Bracing for Turbulence: Economic Trends and Challenges
Guest Speaker: Todd Hirsch
Date: Wednesday, November 1, 2023
Time: 11:45 am – 1:30 pm
Location: Terminal City Club

BCLMA Annual Winter Social – Reception
Date: Thursday, November 16, 2023
Time: 5:15 pm – 9:00 pm
Location: Sutton Place Hotel

Empower YOU
Balanced for Business
BCLMA 2024 Conference & Marketplace
April 18-19, 2024 | Vancouver Convention Centre East

For more information and to register visit bclma.org

MEMBER SNAPSHOT

IGOR KHVAN

Q&A

How long have you been a member of BCLMA?
Since 2022

Where do you work?
Osler, Hoskin & Harcourt LLP

What would your dream vacation look like?
A trip to Bali!

Tell us your favourite quote or joke
"I am learning to become who my soul knows I am."

What famous person is getting the invite to your dinner party?
Sandra Bullock or Keke Palmer

Recommend a wine – red or white – for under $20 a bottle
Local wine Bodacious is strangely good

Favourite BC day trip location
I'm guilty of not exploring the beautiful nature we have in BC…

Favourite place to have lunch during the work week
Canada Place

Favourite restaurant
Danbo Ramen Shop, also Robba Da Matti

One thing that not many people would know about you
I love singing but am not good at it. Though, I am sure, my neighbours know this about me.

Favourite or most recent movie you've seen
Moonlight (2016)

What are you currently reading or what would you recommend as a must read?
Anything by Celeste Ng. Her language is simple yet emotional and captivating.

In my spare time, I like to…..
Dance

What do you most enjoy about working in the legal industry?
Staying busy and working with smart and driven people.

If you could pick a movie title to describe your life, what would it be?
"Don't worry, he won't get far on foot." (I don't have a car)

THE SOUNDING BOARD

YOUR BCLMA. YOUR NEWS.

We hope everyone had a wonderful summer relaxing with family and friends. It was nice to see so many of you at our Summer Social at the D6 Lounge (see the fun photos in this issue). If you haven't attended a social in the past, we encourage you to join in. It's a great opportunity to network with your fellow BCLMA members and maybe win a prize!

The Subsection Chairs have been very busy planning some great sessions for this fall. Please regularly visit our events page for updates so you don't miss out! We look forward to our first Educational Event on October 19 -- **30 Leadership Tips in 60 Minutes** presented by Debbie Foster at the Terminal City Club. Registration is now open.

And finally, thank you to the 2024 Conference Committee for the many hours they've spent planning our 2024 Conference. Keep an eye on the conference website for updates on speakers and workshops. Please see our Conference Chair, Lorraine Burchynsky's message on page 18 of this newsletter.

bclma
BC Legal Management Association

RECIPE

(Easy)

Pasta with Creamy Pumpkin Sauce and Toasted Hazelnuts

This rich, earthy dish featuring canned pumpkin puree was inspired by stovetop mac and cheese. The hazelnut and chive garnishes lend an elegant touch to this hearty pasta.

Recipe from foodandwine.com

INGREDIENTS

1/2 c. hazelnuts
1 pound orecchiette pasta
4 tbs. unsalted butter
1 medium red onion, finely diced
2 garlic cloves, minced
2 tsp. minced fresh sage
1 can pumpkin puree
Kosher salt
Freshly ground black pepper
1/2 c. mascarpone cheese
1/4 c. freshly grated Parmigiano-Reggiano cheese, plus more for serving
1/4 c. snipped chives

DIRECTIONS

1. Preheat oven to 375°F. Spread hazelnuts in a pie plate and toast for 7 minutes, until golden. Let cool. Rub off most of the skins and roughly chop.

2. In a large pot of boiling salted water, cook the pasta until al dente. Drain the pasta, reserving 1 cup of the cooking water.

3. Meanwhile, in a medium saucepan, melt the butter. Add the onion, garlic, and sage and cook over moderately low heat until the onion is softened, about 7 minutes. Transfer the mixture to a food processor. Add the pumpkin puree and process until smooth. Season with salt and pepper.

4. Wipe out the pasta pot. Scrape the pumpkin puree into the pot and cook over moderately low heat until hot. Mix in the mascarpone and the 1/4 cup of grated cheese. Add the pasta and the reserved cooking water and toss to coat thoroughly and heat through. Season with salt and pepper. Transfer the pasta to bowls, sprinkle the hazelnuts and chives on top, and serve right away, passing additional Parmigiano at the table.

Empower YOU
Balanced for Business

BCLMA 2024 Conference & Marketplace
April 18-19, 2024 | Vancouver Convention Centre East

Save the Date
April 18 & 19, 2024

Discover Excellence at the 2024 Conference: Empower YOU! Balanced for Business

Get ready for the upcoming 2024 Conference – an event the Planning Committee has been diligently working on since February. Expect enriching insights for the daily management of your firm.

Highlights:

1. **Opening Keynote:** Join Clinton Gary from Credo Consulting LLC, addressing barriers that prevent collaborative growth in firms. Discover the Smarter Collaboration Diagnostic Toolkit™ spotlighting strengths and growth inhibitors.
2. **Breakout Session:** Tailored to your needs, choose two from the three Day 1 sessions, repeated on Day 2.
3. **Panel Discussion:** Explore Hybrid Workplaces and Employee Wellness with industry experts.
4. **Marketplace:** Connect with innovators, gather strategic insights, and shape your future.
5. **Closing Keynote:** Tanis Frame of Luminous Leadership shares What Matters Most, extracting lessons for both personal and professional realms.

Save the date! We look forward to your participation and the exchange of knowledge that will undoubtedly ensue.

Lorraine Burchynsky, Chair
2024 Conference Committee
BCLMAconference.com

Preparing the Next Generation of Lawyers: Associate Business Development

PRISCILLA J. MARTINDALE, Business Development/Marketing Manager, Richards Buell Sutton LLP

Over the course of my legal career, I've learned effective ways to help associates accelerate their business development success, better positioning them for a career of quality legal work they enjoy and that plays to their strengths. Here are a few ideas for your tool kit.

GAIN THEIR TRUST

A fulfilling aspect of my role is mentoring junior lawyers. Openness, a willingness to build relationships, flexibility, and discipline through action are imperative to building trust with clients. They also apply when building associate rapport.

Each personality is unique, and I aim to be creative in how I engage with them on marketing and their business development (BD). I've talked shop while playing tennis with a mix of associates and partners, at social gatherings in my home, over dinner instead of lunch, while walking the seawall, and at our firm's Friday Happy Hour. Gain their trust and friendship, and they're more apt to follow your guidance. It's far easier to mentor someone when they *like* you.

DON'T OVERLOOK BASICS

Associates join firms with energy and enthusiasm for practicing law. However, the first years can be stressful given the many expectations placed on them; learning about the organization, building relationships with partners and colleagues, and meeting billable targets are only a few.

Every new-hire at our firm goes through a marketing orientation. For associates, practical content and soft skills are reviewed. Practical training includes developing client service skills, the elements of a strong bio, differences between marketing and business development, what a CRM is and how to use it effectively, developing disciplines around maintaining and using contact lists, making the most out of sponsorships etc.

Softer training includes phone/email/out of office etiquette, time management tips, reminders to stay visible and to ask senior lawyers for more work in areas they enjoy, and to communicate if something goes wrong on a file or if they don't understand directions.

Starting early with basic skills training sets the stage for the more sophisticated BD to come.

PROMOTE A CULTURE OF BUSINESS DEVELOPMENT

Normalize business development and make it everyone's business. Firm-wide communication supported by management like sharing newsletters written by lawyers, encouraging staff to promote social media posts which spotlight lawyers' marketing activities, and sending "BD Tips" on a regular basis are informal ways to emphasise business activity. It also broadens business conversations in the lunch room.

Teaching Legal Assistants how to support their lawyers' marketing efforts in their orientations engages them, strengthens the lawyer/assistant relationship, and helps to keep accountability. I give marketing and BD presentations to our Law Students, encourage attendance at networking events, and to co-author articles with lawyers which we promote in order to build their online presence and digital footprint early on.

A standing "share and tell" agenda item in monthly practice group meetings where lawyers report on

their BD activity (industry events attended, prospects they've met for lunch, etc.) drives associates to action between meetings; no associate comes unprepared to share in a room full of partners!

We are all firm ambassadors, and implementing practices like these play a key role in promoting a BD culture.

PROVIDE BUSINESS DEVELOPMENT TRAINING AND SET EXPECTATIONS

Most associates have no idea what marketing and BD is, let alone know what's expected of them. Most law schools don't prepare them for what's to come. I've been a guest lecturer at UBC's Allard School of Law for the past few years on the topic of "the business of law". This is a good start for these students, and hopefully other institutions follow suit.

Crucial training includes: Workshops and coaching on techniques to nurture client relationships that foster client loyalty. Recognizing and understanding the business issues of clients to better serve them and to become trusted advisors who help navigate complex legal issues. Building a strong personal brand and professional reputation. Developing niche practice areas within their primary areas to differentiate themselves. Effective networking tips that lead to referrals. And, leveraging technology, social media and other forms of digital marketing for business growth. If BD is not your strength, there are consultants who conduct this training. In my earlier years, I hired senior legal marketing consultants to support this aspect of my role. Asking rainmakers and/or partners in the firm to share their knowledge and wisdom to associates through lunch and learns is also beneficial.

Regularly engaging in conversations on activities that are crucial to building their specific practices provides the intel needed to best support them. And, tying their efforts into performance reviews, career development, and accountability – is essential.

ASSOCIATE BUSINESS PLANS

Requiring that all associates have a personal business plan provides a framework to help set their short and long-term objectives and connects them to the strategic goals and interests of the firm.

We guide lawyers through the process of creating achievable BD plans with action items for their legal, professional, practice management, business development, and health and wellness goals. Including an addendum to the business plan templates outlining marketing activities connected to a

lawyers' year of call, with specific non-billable target BD hours, makes it easier for them to be specific about their marketing efforts. Click here for 10 BD Plan Templates with examples and samples to get you started.

BE THEIR CHAMPIONS

Business development professionals are often an associates' confidante given the mentorship relationship they've built. Associates have entrusted in us their career aspirations, and often we know before others do when they have a win. Many guard their accomplishments. We are their advocates and sharing these wins internally is a tangible way of doing so.

Draw attention to their achievements and give them a shout-out in practice group meetings. Identify leadership opportunities for associates geared to leadership positions which leave them feeling the firm is more fully invested in them for their strengths and skills, resulting in a deeper sense of satisfaction. And let the Managing Partner, Practice Group Leader, and/or their formal mentors know when they've put in the extra effort.

Lawyers spend so many non-billable hours on their business development. Championing associates encourages repeat performances, inspires their colleagues to commit to their BD efforts feeding the business development culture within the firm, and most importantly, makes them feel validated and appreciated.

IN CLOSING:

Associates are the future leaders and business owners of our firms. It is important to foster strong business development skills early on for junior lawyers. It is a key component for a successful legal career, and ultimately helps expand business growth and profitability benefitting all departments.

** This is a non-ChatGTP/ AI assisted article.*

Priscilla Martindale has 14 years' experience in firm management, and is the Business Development/ Marketing Manager at Richards Buell Sutton LLP. Collaborating with the firm's Executive Team, she plans, leads and implements strategic client-centred marketing and business development initiatives while overseeing the daily operations of the department. An active member of the BCLMA, she is currently the Co-Chair of Programming for the 2024 Conference Committee.

sai systems auditing

Systems Auditing (SAI) markets and supports Secured Integrated Workflow Solutions for products such as Copitrak (Cost Recovery Suite with Advanced Scan workflow, Secure Print Management), Matter Experts from Nth Degree, and other products.

Nth Degree Technologies has developed software, that seamlessly integrates with legal financial systems to streamline tedious and time-consuming workflow processes.

Expense & AP Automation
Automate your expense management processes, eliminating costly errors, reducing paper usage and relieve staff of inefficient manual tasks.

New Business Intake Designed to automate your firm's business acceptance process while extending a flexible model adapted for your business environment.

Paperless Proforma/Pre- Bill for Aderant and Elite. Intuitively designed to meet the needs of all users / functions in the firm. Paperless Proforma / Pre-Bill will adapt to your unique workflow requirements with ease

Bundledocs is a cloud-based document bundling solution. Bundledocs organizes them into a neat, numbered, indexed, and sectioned booklet in minutes. Instantly ready to save, share, integrate to firms document management system or print.

No matter how big or small, you can change in seconds.

Copitrak continues to lead the industry by offering revolutionary user-friendly features and functionality to boost productivity. The Copitrak solution today is a fully integrated cost recovery system, with full Secure print plus Advanced Scan Routing technology to integrate seamlessly to your firm's Document management Solution.

sai systems auditing

Call of visit us at www.sai.ca
604.685.1078 email: info@sai.ca

THE BCLMA TEAM

SUBSECTION CHAIRS & CO-CHAIRS

FACILITIES & SERVICE MANAGEMENT

Stephanie Muzur, Chair
Clark Wilson LLP
604-687-5700
smuzur@cwilson.com

Beth Krushinsky, Co-Chair
Lakes, Whyte LLP
604-984-3646
beth@lakeswhyte.com

FINANCE

Renata Drag, Chair
Edwards Kenny & Bray LLP
604-689-1811
rdrag@ekb.com

Mirela Gakovic, Co-Chair
Farris LLP
604-684-9151
mgakovic@farris.com

LITIGATION TECHNOLOGY & eDISCOVERY

Susan Van Altena, Chair
Nathanson Schachter & Thompson LLP
778-945-1479
svanaltena@nst.bc.ca

Tracy McBride, Co-Chair
Miller Thomson LLP
604-628-2899
tmcbride@millerthomson.com

KNOWLEDGE MANAGEMENT

Sarah Richmond, Chair
Alexander Holburn Beaudin + Lang LLP
604-628-2719
srichmond@ahbl.ca

Julie Wettstein, Co-Chair
Farris LLP
604-684-9151
jwettstein@farris.com

MARKETING

Sara Habibovic, Chair
MLT Aikins LLP
604-682-7737
shabibovic@mltaikins.com

HUMAN RESOURCES

Christine Drag, Chair
Nathanson, Schachter & Thompson LLP
604-662-1330
cdrag@nst.ca

Tiej Dapp, Co-Chair
Clark Wilson LLP
604-643-3188
tld@cwilson.com

Sara Fry, Co-Chair
Watson Goepel
604-642-5662
sfry@watsongoepel.com

SMALL FIRMS

Susanne Tholl, Co-Chair
Lakes, Whyte LLP
604-984-3646
Susanne@lakeswhyte.com

LEARNING & DEVELOPMENT

Judie Boroevich, Co-Chair
Borden Ladner Gervais LLP
604-632-3421
jboroevich@blg.com

Barbara Blouin, Co-Chair
Boughton Law Corporation
604-647-5520
bblouin@boughtonlaw.com

INFORMATION TECHNOLOGY

Greg Holubowicz, Chair
Kornfeld LLP
604-331-8324
gholubowicz@kornfeldllp.com

2024 CONFERENCE

Lorraine Burchynsky, Chair
Boughton Law Corporation
604-647-4162
lburchynsky@boughtonlaw.com

BOARD OF DIRECTORS

Rubyna Jinnah, President
Harris & Company LLP
604-684-6633
rjinnah@harrisco.com

Alexa Kingsmith, Past President
Harper Grey LLP
604-895-2907
akingsmith@harpergrey.com

Kirsten Whitley, Director / Secretary
Alexander Holburn Beaudin + Lang LLP
604-484-1700
kwhitley@ahbl.ca

Dorothy Cheung, Director / Treasurer
DuMoulin Black LLP
604-602-6815
dcheung@dumoulinblack.com

Keith Cassidy, Director
Borden Ladner Gervais LLP
604-640-4157
kcassidy@blg.com

Sandra Lowe, Director
Jenkins Marzban Logan LLP
604-681-6564
slowe@jml.ca

Ronda Smyth, Director,
Waterstone Law Group LLP
604-824-7777
rsmyth@watertstonelaw.com

ADMINISTRATION

Jane Kennedy
BCLMA Administrator & Membership Services
604-988-1221
info@bclma.org

Heather Orchison
BCLMA Administrative Assistant
604-315-2087
general@bclma.org