

Cyber Hygiene: Protecting Your Business

MIKE NUNN, CEO of TLC Solutions

In today's rapidly evolving digital landscape, maintaining robust cybersecurity is not just an IT responsibility—it's a business imperative.



The global cybercrime industry, valued at a staggering \$8.15T in 2023, continues to grow in sophistication, targeting vulnerable small and medium businesses (SMBs). As an industry, cybercrime is equivalent to the third largest economy in the world behind the United States and China. Moreover, the cybercrime industry is estimated to grow to over \$15T by 2029 according to Statista. Cybercriminals are motivated by money, and they're getting paid.

Lack of public awareness and reporting contributes to the lack of understanding SMBs have about how prevalent cyberattacks are. As of 2021, according to the Financial Post, only 10% of attacks were reported, yet when asked, most people have either had their own business attacked or have an immediate connection in their network who has suffered a cyberattack. Companies must take necessary steps to improve their cyber hygiene and secure their business networks and data simply because employees, customers, and the business are worth protecting.

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LOOKING FOR A VOLUNTEER OPPORTUNITY?

The TOPICS Editorial Committee welcomes new volunteers to help us connect with association members through our informative newsletter! Our fun and collaborative group seeks BCLMA members to suggest ideas and help source thought-provoking articles that will benefit all subsections.

We meet formally at four lunch-hour planning meetings per year (lunch provided) to plan the next edition. We also host meetings virtually for volunteers who live and work in the valley or the interior, or on the island or the coast!

Don't miss this rewarding opportunity to build valuable relationships, and contribute to the BCLMA and to our legal community across the province.

No business writing skills required – just your enthusiasm!

Contact Committee Chair Heather Orchison at general@bclma.org if you have any questions, need additional information, or feel ready to join!

Who We Are

Founded in 1972, the BCLMA is a non-profit organization with more than 630 members from 185 law firms 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

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

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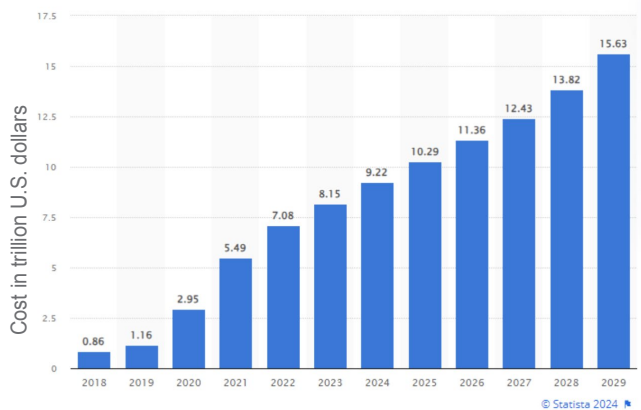
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Accenture reports that while 43% of cyberattacks are aimed at small businesses, only 14% have defence mechanisms in place. Additionally, the cost of a cyberattack can range from \$500k to \$3M when factoring in ransom payments, downtime, remediation, hardware replacement, and more. Most businesses, even large ones, don't have that much cash to weather a successful cyberattack, which is why 60% of SMBs don't recover. On the positive side, Gartner reports that the financial impact of a successful cyberattack can be reduced by an average of 90% when a strong cybersecurity architecture is in place.

**ESTIMATED COST OF CYBERCRIME
WORLDWIDE 2018-2029**



Like taking your car to the mechanic when the engine light appears, you need to trust experts to complete a cybersecurity maturity assessment, perform a penetration (“pen”) test, help update your business continuity and disaster recovery plan (BCDR) to include a cyberattack, and help create a cyber incident response plan.

Quick Cyber Hygiene Health Check

- » Are all devices on the latest patches/ updates/ operating system?
- » Do you have business-grade backups that use the 3-2-1-1-0/ BCDR method?
- » Do you have a cyber incident response plan?
- » Do your staff members receive phishing and cybersecurity training?
- » Are all your endpoints protected? Is that protection managed?
- » Are networks segmented?
- » Has your IT team/ provider proven cyber readiness and resiliency?

Once you have an understanding of your current cyber hygiene level, consider the following essential layers of protection.

The 3-2-1-1-0 method:

- » Maintain at least three copies of business data.
- » Store data on at least two different types of storage media.
- » Keep one copy of the backups in an offsite location.
- » Keep one copy of the media offline or air-gapped.
- » Ensure all recoverability solutions have zero errors.

Segmentation. Think of your office or business network as a fish tank and all the fish in it represent computers and devices on the network. If the filter fails or the tank becomes contaminated, then the entire fish population is at risk. When it comes to your office network, it's MUCH better to have separate networks (aka tanks), where possible, to keep critical data separate from non-critical data, such as separating Office from Guest, IoT, and production networks. This way, if a cybercriminal gets into one tank, they cannot necessarily access the other tanks.

Backups are like the safety net for tightrope walkers. You're relying on your cyber hygiene (aka balance pole) to stay steady to make it from one side to the other knowing that, just in case the environment gets the best of you, you've got that safety net in case you fall. That said, know that not all backups are created equal. For optimum protection, make sure your backups follow the 3-2-1-1-0 method.

Multi-factor authentication (MFA) or two-factor authentication (TFA) adoption has come a long way in recent years, yet still some companies don't have this essential layer of cyber hygiene in place on all platforms. MFA can reduce the chance of a cyberattack by over 90% and is worth the extra step(s) at login in order to protect your data.

Endpoint detection & response (EDR) and **managed detection & response (MDR)** are the modern business-grade antivirus tools. While traditional antivirus tools watch for things that “look” like viruses or threats, like watching for criminals wearing masks, dark clothes, and carrying a weapon, modern EDR and MDR tools look for patterns, behaviours, and actions that aren't normal, which can indicate a cyber criminal's presence. EDR and MDR lock devices down when a threat is detected.

Employees are the front line of defence for cyber hygiene. As a result, cybersecurity and phishing training is one of the best cyber hygiene investments any business can make. Email has rapidly evolved into the most common attack vector for cybercriminals, hoping people are untrained

and unaware of what to look for in a socially engineered phishing attempt. A request to change banking information, an attachment from the "Admin" team, or a link to pay an overdue invoice can all look legitimate. But a trained employee will recognize the signs and defend the business appropriately.

Should your backups be deleted or encrypted, **cyber insurance** is a last line of defence that offers an essential layer of protection for providing financial assistance to recover from the attack. Additionally, cyber insurance providers give you access to cybersecurity professionals who can help and guide you in the response and remediation phases of a successful cyberattack. The application process alone will give you insights and highlight gaps you might need to address before the insurance provider is able and willing to offer cyber insurance.

Strengthening cybersecurity and cyber hygiene is an important investment every company or firm should take in our modern business environment. By budgeting and investing in a monthly increase of operating expenses, you will greatly reduce the risk of rolling the dice and hoping the attack isn't too big. Remember, it's not a matter of if, it's when a cyberattack will happen and how prepared you are for it. Let's be cybersecure!



Mike Nunn is CEO of TLC Solutions, an IT & Software solutions provider in Canada and the US that is committed to a vision of delivering "technojoy"! Mike's dynamic career spans a variety of industries and leadership roles where he's always stayed focused on the importance of building strong cultures and high-performance teams. TLC Solutions was recently named one of Canada's Most Admired Corporate Culture for 2024.

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MEMBER SNAPSHOT

ROBYN BENJAMIN



Q
&A

Tell us about your current role.

As Manager of People & Culture (HR) at GBC Law, I help plan and manage all people and culture-related items, with the goal of fostering a great workplace that ultimately supports the client experience and GBC's business success.

Each day is different and can include anything spanning from recruitment through departure, plus payroll and benefits.

What do you enjoy the most about your role?

Continued opportunity for variety, learning, connection and creativity within a great team with excellent leadership.

When did you join the BCLMA?

2020

What is the greatest value you receive from the BCLMA?

Real-time opportunity to stay up-to-date and engaged on industry trends and conversations.

What advice would you give to young professionals developing their legal career?

Be curious and learn about the business and what's involved in how the firm operates outside your specific role. This helps you think strategically and makes you more effective in contributing value to the firm's overall goals and intentions.

If you could pick a song title to describe your legal career, what would it be?

Taking Care of Business!

My dream vacation:

Japan

My favourite BC day trip location:

Harrison Hot Springs for pork hock and Black Forest cake from the German restaurant in town.

My favourite restaurant – anywhere:

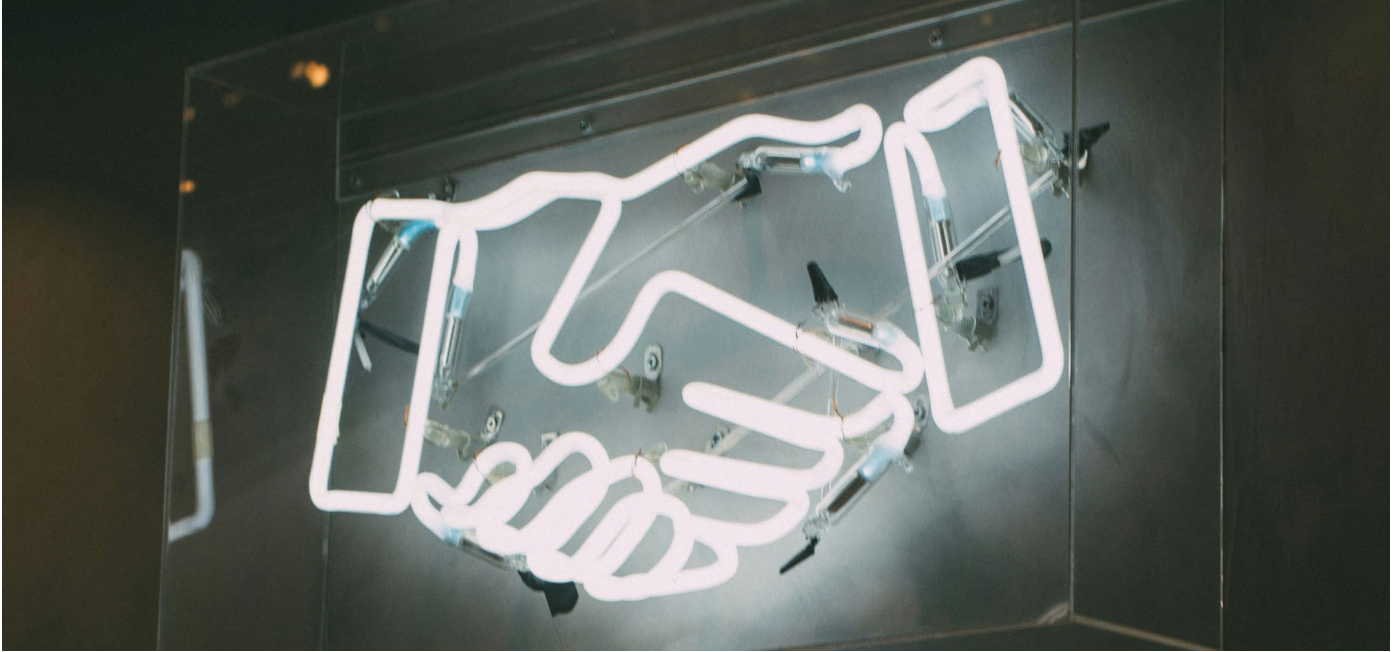
Beer on the patio of De Windmolen in Burges, Belgium

The last movie I saw:

Moana 2 (I'm a big Disney fan!).

In my spare time, I like to:

Go on random outdoor adventures with my husband and son.



The State of CRM

CHRIS FRITSCH, Founder and President of CLIENTSFirst Consulting

Client Relationship Management (CRM) systems are foundational to the success of law firms' marketing and business development (BD) teams because they are the primary platforms to effectively centralize, manage and leverage client and contact information. These systems also provide a vast array of business benefits including improving communication, supporting client service, loyalty and retention, accelerating business development and top-line growth, providing invaluable insights and analytics and enhancing overall efficiency.

Over the years, however, there has been continual discontent with CRM across industries. In fact, according to multiple industry analysts, up to 70% of CRM implementations fail to meet expectations. And the level of frustration has been growing.

Recent research by top legal marketing consulting firms verified that marketers consider CRM to be one of the two least effective tools, with a majority of respondents recently ranking it not effective at all.

As the leading CRM Success consultants for law firms for almost two decades, we've seen first-hand the CRM challenges law firms grapple with – from data quality and management issues to user adoption and training frustrations, to data entry and integration issues, to cost and ROI concerns to change management and resistance to change.

A key consideration: CRM is only as good as the data in the system. But the complexity of capturing, managing, integrating and ensuring data quality and accuracy from multiple sources can be daunting. Additionally, ongoing communication, training and support are essential to encourage consistent adoption and maximize benefits.

Up to 70% of CRM implementations fail to meet expectations. And the level of frustration has been growing.

But sometimes the issues begin earlier, before the system is even selected. Firms often face resistance from partners and staff in justifying the expense and time required to implement a CRM system. After implementation, they struggle with demonstrating long-term ROI.

Overcoming these issues requires strong leadership and clear communication about the benefits and value of CRM.

With so much at stake for our Clients, the CLIENTSFirst team felt that it was important for us to dig deeper into these challenges, analyze and share the data to help firms understand specific points of failure and provide insights for long-term success. In order to accomplish this, we undertook a survey of larger and midsize law firms to identify their specific CRM issues and challenges.

Here's what we found:

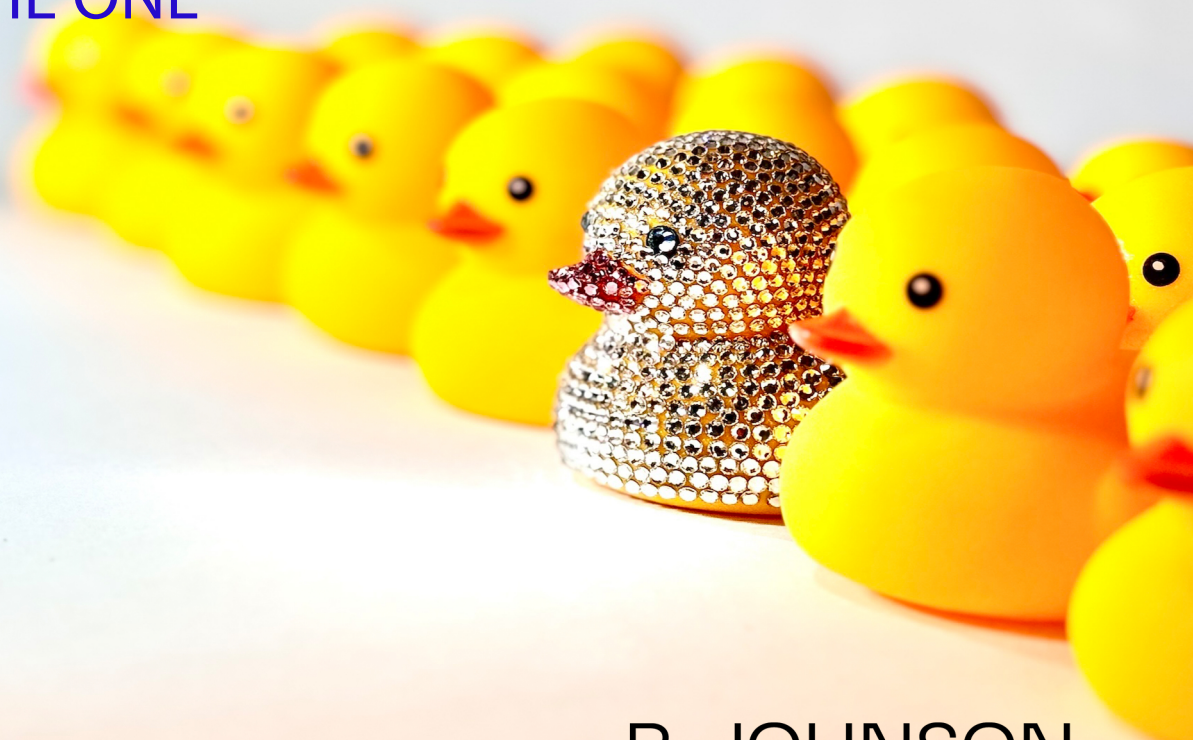
THE RESULTS

What we learned from our survey results is that the majority of law firms are very dissatisfied with their CRM systems, rating satisfaction at a failing rate of 5 on a scale of 1 to 10.

What is also revealing is the related rating of firms' CRM data quality, which was rated a dismal 6 out of 10. This tracks, because the real value of a CRM system is in the data, and how can a firm get value if the system data is poor?



THE ONE



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LEGAL RECRUITMENT

Some other trends of note likely contributing to the widespread dissatisfaction with CRM include the vast disconnect between CRM users – i.e., marketing and BD teams – and the firm’s attorneys. Firm after firm in the survey cited lack of attorney adoption as one of the main obstacles to success with their CRM. While we understand that this is a frustration, it’s also illustrative of the point that marketing and BD are currently the biggest beneficiaries of a successful CRM.

It also calls to light a more important consideration: perhaps it’s time for firms to rethink their metrics for defining CRM success. Instead of defining success by attorneys putting information into the system, success should be defined by attorneys getting information and value out of the system.

Firms across the board also indicated that many of these pain points were likely caused by having outdated technology or not selecting the right CRM for their needs, which explains why so many firms were currently open to or actively looking to switch systems. The majority of respondents have had their current system in place for more than six years. Many firms are saying it’s time for a change.

NEXT STEPS FOR CRM SUCCESS

The good news is that success is possible, and a significant number of firms are actively looking for resolutions to their issues because they understand the value that a well implemented CRM can provide.

Here are a few tips and best practices from firms that are overcoming their challenges:

- » **Outsource data stewarding:** Entrusting your data stewarding function to outside experts can be a good option for firms with budget limitations. Outsourcing data stewarding can be significantly less expensive and can allow a firm to “right-size” this function to get only the hours they need.
- » **Upgrade your system:** Many successful firms have assessed their needs and requirements and are investing in new cloud-based CRM technology that can minimize IT headaches and support more sophisticated business development.

BCLMA Ask a Mentor

BCLMA’s mentorship program provides advice to members just entering the legal industry, as well as seasoned professionals working through novel challenges or an extraordinary business situation.

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- » **Integrate:** Integrating multiple systems can reduce duplicative data entry, enhance reporting and improve efficiency.

These are just a few ideas to address some of the top CRM challenges identified in the survey. Additional information, ideas and best practices can be found on the [RESOURCES](#) tab on our [website](#). You can also reach out to the team at CLIENTSFirst Consulting anytime because when done right, firms are able to reach the goal of a successful CRM that actually delivers on its promise.



Chris Fritsch is the founder and president of CLIENTSFirst Consulting – the legal industry’s leading consultancy helping firms achieve success and ROI with the selection and implementation of technology such as Customer Relationship Management (CRM) and eMarketing, and with the enhancement of data quality. Chris also writes and speaks frequently about these and other topics at the industry’s most important legal

marketing and business development technology events.

Email Chris at: CF@CLIENTSFirstConsulting.com

Call for Submissions

Do you have an idea for an article that you think would benefit BCLMA members? Are you itching to put pen to paper (or more likely fingers to keyboard) or do you have an article already written that you’d like to share? We are always looking for submissions!

Please contact Heather Orchison at general@bclma.org if you have an article or story idea you would like to submit. Please note that our prescribed article length is 1000 words.

All submissions will be subject to review by the editorial board.

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Save the Date

BCLMA Annual General Meeting

Date: April 3, 2025
Time: 12:00 pm – 1:00 pm
Location: Harper Grey LLP

BCLMA Newcomers Networking Event

Date: May 22, 2025
Time: 5:00 pm – 7:00 pm
Location: Commodore Lanes Bowling & Billiards

BCLMA Annual Summer Social Reception

Date: June 5, 2025
Time: 5:00 pm – 8:00 pm
Location: D6 Lounge at the 'JW Marriott Parq Vancouver'

BCLMA Educational Events

Anti-Money Laundering – Current Landscape and Best Practices
Date: April 10, 2025
Time: 11:45 am – 1:30 pm
Location: Fairmont Waterfront Hotel

Addressing Burnout and Overwork in the Legal Profession

Date: October 2, 2025
Time: 11:45 am – 1:30 pm
Location: Fairmont Waterfront Hotel

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THE SOUNDING BOARD

YOUR BCLMA.
YOUR NEWS.

It's been an active start to the year for BCLMA board, subsections, and members!

In January, we held the annual Employment Law Updates, and in March, we hosted a presentation on simple practical ways to start using AI. Next month, we will host another, titled 'Anti-Money Laundering – The Current Landscape and Best Practices'. We're also excited to host the Newcomers Networking Evening in May. Visit the Events page on our website for more details on this year's events and educational sessions.

The AGM will take place on April 3rd at Harper Grey LLP. Four Director positions will be voted on with one Director running for another term.

We extend a warm welcome to the 2026 Conference Committee! Thank you to Conference Chair Janiene Chand, and committee members Ismahan Ali, Lori Chu, Carlos Masocco, Kalynda Hampshire, and Karen Vandervoort!

Enjoy the full [President's Message](#) on our website.

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Your new employee: AI

PRESTON PARSONS, Partner, Overholt Law LLP

Last summer, Thomson Reuters rolled out its generative artificial intelligence (AI) tool to its Canadian customers, with LexisNexis following closely behind with Lexis AI+. Despite the cautionary tales of lawyers improperly using AI in their work, the issue of AI is not a question of *if* it will play a role in the legal profession, but rather *how and to what extent*.

In the winter 2023 edition of this newsletter, I shared some practical and ethical risks of employees' use of AI in legal workplaces. Whether you are considering introducing AI to your workplace or have already implemented some of these tools, the quickly evolving technological landscape raises important questions about how your workforce may change in response.

POTENTIAL USE CASES FOR AI

According to a 2024 report, more than 50% of respondents noted that their organization either currently uses AI or expects to use AI within a year for legal research, contract analysis, document generation and summarization, and document review.¹ In a survey of more than 2,200 legal professionals, more than 50% of respondents believe that AI could be used ethically for basic administrative tasks, research and analysis, and drafting basic documents.² While certain legal work (including but not limited to advising clients on

the nuances pertaining to their specific facts, advocacy before courts and tribunals, and complex legal analyses) may not be reliably – or ethically – left in AI's "hands" alone, AI may be attractive to organizations seeking to improve efficiency, potentially reduce costs, and aid in the continual search to provide clients with more value for less expense.

Support staff such as paralegals and legal administrative assistants – or even early-career lawyers and articling students – may find AI overtake some of the work they have traditionally completed. Even so, AI products still require careful review by human eyes. A recent study by Stanford University researchers found that 17 to 33% of queries submitted to AI tools on major legal research databases produced hallucinations or erroneous results.³ As such, instead of being replaced by AI, employees may find themselves reviewing AI-generated results – though there may be fewer employees doing so.

CHANGES ON THE HORIZON

The full impacts of AI in the legal profession are yet to be seen, but we can expect some changes in the workforce in the future. For instance, while firms expect law school graduates to have a strong command of legal research tools, skills such as the ability to effectively give directions to AI and critically evaluate AI-generated output may be increasingly sought-after – if not expected.

Employers will need to stay on top of and respond to the adoption of AI by understanding its risks and benefits, and implement AI use and training policies as needed. It is likely that your employees are already using forms of AI, even without consciously turning their minds to that fact. Employers would be wise to stay abreast of developments in the area, to help counsel and staff



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appreciate what AI tools are acceptable or unacceptable for use with firm work, and how the intermingling of personal AI use on work devices could introduce security or data loss risks. Ultimately, employees' use of AI tools will need to be consistent with their professional ethical obligations, making training on the topic – particularly for new entrants to the workforce – a required topic during onboarding for firms.

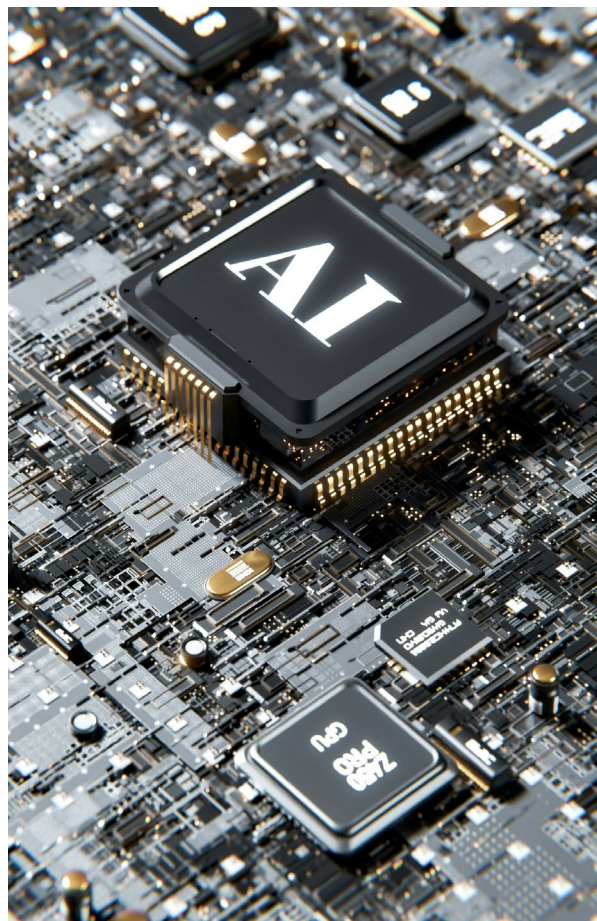
When smartly and thoughtfully integrated into the workplace, AI undoubtedly offers great potential. Ensuring it gets used wisely is in the entire profession's best interests, as well as the public's.

Preston wishes to give special thanks to Grace Lo, articling student, for her assistance with 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.

- 1 Generative AI in Legal 2024" (Nov 2024), IDC # US52651624
- 2 Thomson Reuters, "Future of Professionals Report: AI-powered technology & the forces shaping professional work" (July 2024).
- 3 Varun Magesh et al, "Hallucination-Free? Assessing the Reliability of Leading AI Legal Research Tools" (2024), online: dho.stanford.edu/wp-content/uploads/Legal_RAG_Hallucinations.pdf.



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"We've worked with Jelly for a number of years now and have been very happy with the entire team. The energy, knowledge and great ideas flow freely. They were able to accommodate our understanding of digital marketing, explaining technical aspects when needed." - Cheryl Scott, Director of Operations & HR, CBM Lawyers

We have supported the BCLMA since 2018

Why we support the BCLMA

We enjoy empowering legal managers to excel in their roles.

Our favourite BCLMA event, and why

The Annual Winter Social allows us to have meaningful conversations with incredible legal professionals.

Coordinates

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RECIPE

One-Bowl Muffins (Many Ways!)

A great Spring Break activity!

This muffin recipe is so easy and lets you bake several delicious muffin variations at once. The add-in options are endless!

PREP TIME: 10 minutes

COOK TIME: 15 minutes

YIELD: 24 mini muffins

INGREDIENTS:

- 1 cup all-purpose flour
- 1 teaspoon baking powder
- 1/2 teaspoon baking soda
- 1/4 teaspoon kosher salt
- 1/4 cup granulated sugar
- 1 large egg
- 1/2 cup milk
- 2 tablespoons butter, melted



Recipe from [The BakerMama](https://www.thebakermama.com)

Add-in Options: blueberries, raspberries, chopped strawberries, chopped banana, chocolate chips, sprinkles, cinnamon sugar, etc.

DIRECTIONS:

1. Preheat oven to 350 F.
2. Spray a 24-cup mini muffin pan with non-stick cooking spray and set aside.
3. In a large mixing bowl, add the flour, baking powder, baking soda, salt and sugar. Whisk to combine.
4. Make a space in the centre of the flour mixture and add the egg and milk. Whisk until just combined. Gently whisk in the melted butter until batter is well combined.
5. Scoop batter evenly among prepared mini muffin cups, filling each one a little over halfway full.
6. Using the end of a wooden spoon or chopstick, press a few add-ins into the muffin batter of each muffin cup. Gently press a few more add-ins into the top of the muffin batter so that they still stick out a bit. If you add cinnamon sugar, sprinkles, or another dry add-in, spoon a little bit on top and use the end of the wooden spoon or chopstick to swirl it down into the batter.
7. Bake for 15 to 18 minutes or until muffins have risen and a toothpick inserted in the centre comes out clean.
8. Let cool in the pan for 10 minutes before transferring to a wire rack to cool completely.

MEMBER SNAPSHOT

NICK SULENTIC



Q
&A

Tell us about your current role.

As Director of Finance at Farris LLP, I am responsible for the day-to-day accounting function, including AP/AR, payroll, time and billing, cash management, and trust inquiries. I focus on continuous improvement and efficiencies within the department and the firm.

What do you enjoy the most about your role?

The ability to influence change and implement improvements. While change is a constant in life, we often find ourselves getting comfortable with the status quo. Embracing change enables us to adapt and take advantage of new opportunities.

When did you join the BCLMA?

2022

What is the greatest value you receive from the BCLMA?

The social events are a great way to meet people and an opportunity to bounce ideas off peers and exchange insights.

What advice would you give to young professionals developing their legal career?

Don't be afraid to challenge the status quo. While some processes are valid, others exist simply because that's "the way they have always been done".

If you could pick a movie title to describe your legal career, what would it be?

Everything Everywhere All at Once

My dream vacation:

Any place with old buildings and a story. I love learning about the past and how it shapes our present day.

My favourite quote or joke:

"Do not pray for an easy life, pray for the strength to endure a difficult one."

One thing about me that might surprise you:

I am an avid beekeeper – an activity I find incredibly relaxing. In a hive with up to 50,000 living creatures, what might seem chaotic and disorganized at first, is a really structured system.

The last movie I saw:

It's a Wonderful Life (a Christmas classic!)

The last book I read:

The Road by Cormac McCarthy

Simply Everything Pre-Matter

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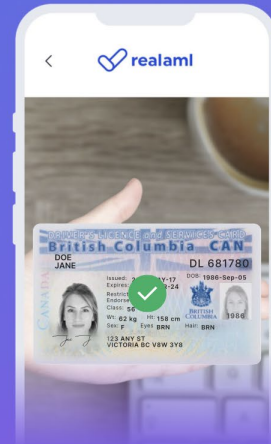
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Member Value Survey

Thank you to everyone who participated in the Member Value Survey last fall and congratulations to all the winners of the draw! We had a commendable response rate combined with helpful feedback.

The majority of respondents work in Administration and Human Resources, and indicated that they use their membership regularly, and most notably for:

- » educational and social events
- » the careers section of the website
- » the TOPICS newsletter

More than half of the respondents indicated they actively use the Member Forums.

Preference for social events was evenly split between receptions and dinners, so we will carry on alternating the winter social format to satisfy both options.

The majority of respondents agreed to a biannual conference at the Vancouver Convention Centre. A reminder that our next conference will take place in 2026.

We received several suggestions for future subsection and educational sessions, and the board will use this list for its future planning.

We remind members to check the [Events page on our website](#) to see all upcoming social, subsection, and learning & development opportunities available through BCLMA (since members only receive notifications related to their registered subsections).

Overall, respondents feel happy with the communications they receive from the BCLMA and some individuals provided great suggestions about how we can enhance and improve our outreach. We look forward to implementing these suggestions in the future.

We appreciate members taking the time to complete the survey. Your feedback is important and valuable!

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