

Why Gen Z Can't Be Managed Like They're Millennials

TARA LANDES, President of Bellrock

On a recent vacation, my teenager ordered the Goat Cheese Burger at a restaurant. Was his palette finally opening? He took his first bite and exclaimed, "This is not the G.O.A.T. I've had way better cheeseburgers." I explained his misinterpretation (goat the animal, *not* Greatest Of All Time) and he ate the fries instead.



There are *four* different generations in the workforce today, each with their own characteristics, desires, experience, and perspectives. If we treat the 25-year-old Gen Z in the workplace the same as we treat the 35-year-old Millennial, we're going to suffer. These two generations were formed in diverse ways, have different perspectives, different language, and *very* different "common sense". Generalizations are dangerous in general, but treating Millennials and Gen Z's as a single cohort is not just risky, it's wrong headed. If you've ever questioned why someone didn't just pick up a phone to sort things out after the umpteenth email, read on.

DIFFERENCES FROM MILLENNIAL TO Z

Millennials were raised mostly by Baby Boomers. This is the "everyone gets a trophy" generation that grew up in a

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Editorial Committee

Heather Orchison, Chair

BCLMA

general@bclma.org

Keith Cassidy, TOPICS Editor

Borden Ladner Gervais LLP

Direct: 604-640-4157

kcassidy@blg.com

Lifen Lee

Hastings Labour Law Office

Direct: 604-609-6699

ll@hllo.ca

Ronda Smyth, TOPICS Advertising

Wiebe Wittmann Robertson LLP

Direct: 604-629-1044

rsmyth@wrrlaw.ca

Lorin Birnie

Norton Rose Fulbright Canada

Direct: 604-641-4560

lorin.birnie@nortonrosefulbright.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 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.

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robust economic climate and were taught that they were each as unique as a snowflake and could accomplish anything they put their minds to. They were also on the bleeding edge of social media, when the privacy concerns were as serious as they are today, but no one really understood that yet.

Generation Z faced a different reality. They were shaped, in part, by the insecurity their Gen X parents experienced entering the labour market when there were “no jobs” because of the huge Boomer cohort and the fear post-9/11. In 2008, they saw their older siblings moving back into the family home with the Global Financial Crisis. The lessons of “The Star Wars Kid” and heavy media reporting of cyber-bullying incidents served as cautionary tales that the online world could be just as unsafe as the world offline.

While Millennials are attracted to “work-life balance”, Generation Z is more desirous of stability. Not the stability of Boomers with their defined benefit pensions and fully funded health care, but they do believe that hard work will be rewarded. They aren’t going to settle for lower compensation in exchange for a better title. Gen Z understands their worth in the market and aren’t afraid to stand up for it. When Z’s aren’t offered these opportunities they “job-hop”, “quiet-quit”,

develop a side hustle, or even get over-employed working several full-time jobs at once to build a nest egg for the future. And the differences don’t end there.

Both generations are tech savvy, however, Gen Z are digital natives. They’ve never known a world without a computer in your pocket. Millennials grew up learning from, and still respond to, written and visual communication. Gen Z prefers short form video and podcasts for their information consumption.

BUSINESS PRACTICES TO MANAGE THE GENERATIONS

Despite their differences, there are many management practices that will inspire productivity and motivation to both generations. While they can’t be applied in the same way to all, they do rhyme.

1. PRIORITIZE DEVELOPMENT AND GROWTH.

Humans like to feel as if they’re making progress. While pre-digital generations expected that progress to be measured in years, the digital generations are used to leveling up with greater frequency. This requires organizations to develop

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more enduring organizational tools with more incremental milestones. Important business systems include explicit career paths and training programs that allow for advancement of skills.

2. EMPOWER WITH INDEPENDENCE.

Neither generation wants to do it as we always have, if it no longer makes sense. Technological freedom to use whatever platform serves the work best, geographic freedom to work from where they work best, and evaluation based on the quality of work, not the number of hours worked all empower employees to deliver their best work on their own terms.

3. CONNECT WITH PURPOSE (THE “WHY”).

Yes, people work to make money and yes, if you don't pay them enough, there will be a negative impact on performance. Once we get the compensation right, however, how do people compare one job to another?

It's the culture of the organization. Companies that are able to connect what they do with a greater purpose or “why” tend to have more motivated, productive employees. This starts at the job posting and the messaging should carry through all company activities – town halls, performance evaluations, quarterly themes, etc. People feel better when they're working for a noble purpose.

4. FACILITATE AND ENABLE.

There is no generation that hopes they will be micromanaged. In order to allow for autonomy, even in the most junior roles, expectations should be well set for employees to thrive. Communications systems that include regular townhalls are an opportunity to explain the context in which the business operates and provide criteria for independent decision-making. Of course, people also need boundaries which are most efficiently set with robust

job descriptions, including evaluation criteria that allow everyone to measure progress with a common ruler.

ASSUME THE BEST

Most people are good people, trying hard to contribute to society no matter what year they were born. They want to return home at the end of a hard day's work and feel like they made a difference – and they'd like it if someone recognized them for doing so. Management practices don't have to change all that much to accommodate the different generations in the workforce. “Management” itself, however, is necessary. While the Gen X's of the world might prefer to be left alone to do their jobs, and Boomers had to work up hill in the snow both ways (manager? he was having a three martini lunch!), Millennials and Z's want to work for and learn from G.O.A.T.s. Training managers to be supportive of all employees' development is necessary for any organization that recognizes the value of their company is derived from the people within it.



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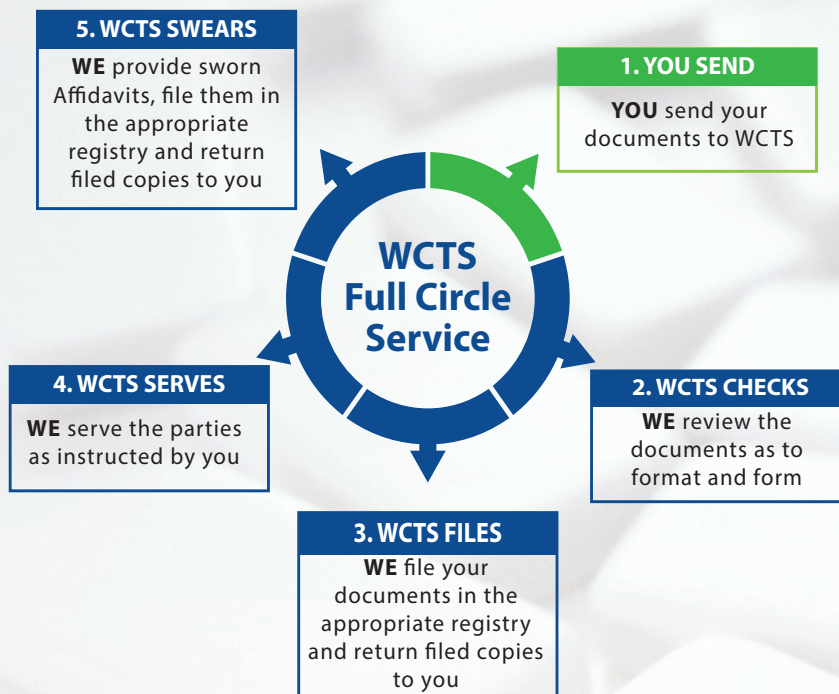
Call for Submissions

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!

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

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Young Professionals Event



We held our Young Professionals networking event on April 19th at GRETA YVR in Gastown. With nearly 60 people attending it was a great opportunity for people to mingle amongst like-minded professionals in the legal industry. The atmosphere was casual and laid back but once the games of air hockey started the competitive fire was lit! Thanks to all who attended and made this event so much fun. Hope to see you at the next one!





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MEMBER SNAPSHOT

MARGARET CIVIDINO



Q
&A

How long have you been a member of BCLMA?

12 years as a member. I was with a vendor for a number of years before that.

Where do you work?

Miller Thomson LLP

What would your dream vacation look like?

A couple of weeks in an over water villa in the Maldives

Tell us your favourite quote or joke

"There are no victories, in all our histories, without love."

~Sting, Mad About You

What famous person is getting the invite to your dinner party?

Alive, probably Jon Favreau – foodie and pretty much the ultimate nerd these days (runs the Marvel and Star Wars franchises for Disney).

Dead – Geoffrey Chaucer

Recommend a wine – red or white – for under \$20 a bottle

Villa Teresa Organic Merlot

Favourite BC day trip location

Hope, specifically Emory Creek

Favourite place to have lunch during the work week

On the steps of the Art Gallery with a Hula Poke to go

Favourite restaurant

Autostrada

One thing that not many people would know about you

I have a Japanese traditional tattooed suit in progress.

Favourite or most recent movie you've seen

Three Thousand Years of Longing

What are you currently reading or what would you recommend as a must read?

I've Been Meaning to Tell You: A Letter to My Daughter
by David Chariandy (a local author)

In my spare time, I like to.....

Hike and cook.

What do you most enjoy about working in the legal industry?

It's always interesting, we're often at the forefront of dealing with innovation either ourselves or for our clients and at the end of the day, our purpose is generally to make life better for our clients.

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

Inside Out

BCLMA Summer Reads and Activities 2023!

BCLMA
Summer
Reads &
Activities
is Back!



We received fantastic feedback last year regarding the Summer Reads and Podcast article, so we brought it back for another year. We've changed it up a bit for 2023 and asked BCLMA members for their summer reads and activity suggestions. They didn't disappoint. Check out their suggestions below to help fill up your summer downtime.

SUGGESTED SUMMER READS

Homegoing by Yaa Gyasi

Yaa Gyasi's *Homegoing* is a novel about race, history, ancestry, love and time, charting the course of two sisters torn apart in 18th century Africa through to the present day. Read more [here](#).

The Maid by Nita Prose

A *Clue*-like, locked-room mystery and a heartwarming journey of the spirit, *The Maid* explores what it means to be the same as everyone else and yet entirely different—and reveals that all mysteries can be solved through connection to the human heart. Read more [here](#).

An Island Wedding by Jenny Colgan

New York Times bestselling author Jenny Colgan brings us a delightful summer novel that will sweep you away to the remote Scottish island of Mure, where two very different weddings are about to take place. Read more [here](#).

Count the Ways by Joyce Maynard

In her most ambitious novel to date, *New York Times* bestselling author Joyce Maynard returns to the themes that are the hallmarks of her most acclaimed work in a mesmerizing story of a family—from the hopeful early days of young marriage to parenthood, divorce,

and the costly aftermath that ripples through all their lives. Read more [here](#).

Independence by Chitra Banerjee Divakaruni

India, 1947. In a rural village in Bengal live three sisters, daughters of a well-respected doctor. When the partition of India is officially decided, a drastic -- and dangerous -- change is in the air. India is now for Hindus, Pakistan for Muslims. The sisters find themselves separated from one another, each on different paths. They fear for what will happen to not just themselves, but each other. Read more [here](#).

All the Light We Cannot See

by Anthony Doerr

Marie-Laure lives in Paris near the Museum of Natural History, where her father works. When she is twelve, the Nazis occupy Paris and father and daughter flee to the walled citadel of Saint-Malo, where Marie-Laure's reclusive great uncle lives in a tall house by the sea. With them they carry what might be the museum's most valuable and dangerous jewel. Read more [here](#).

The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life

by Steve Zaffron & Dave Logan

A proven system for rallying all of an organization's employees around a new vision, and ideas for making the vision stick. Read more [here](#).

Atomic Habits: An Easy & Proven Way to Build Good Habits and Break Bad Ones

by James Clear

No matter your goals, *Atomic Habits* offers a proven framework for improving — every day. James Clear, one of the world's leading experts on habit formation, reveals practical strategies that will teach you exactly how to form good habits, break bad ones, and master the tiny behaviours that lead to remarkable results. Read more [here](#).

IDEAS FOR SUMMER ACTIVITIES

Golden Spike Days

A community event with live music and family friendly activities. Admission to Golden Spike Days is by donation with a minimum \$5 suggested amount.

June 30 – July 3, Rocky Point Park, Port Moody

Shipyards Night Market

Explore the vibrant market stalls, showcasing unique products and handmade crafts. Enjoy the live music performances, indulge in some delicious dishes from the food trucks and relax with a beverage in the beer garden.

Friday nights, May 12 – September 15,
Shipbuilder's Square, 19 Wallace Mews, North Vancouver

Steveston Salmon Festival

Celebrate Canada Day in Steveston. Take in the parade, performances and some great food.

July 1, Steveston

Vintage Pasture Sale

Stroll through the pasture and check out the curated vintage items and antiques. Food trucks will be there if you're feeling hungry and stop in at the brewery if you're feeling thirsty.

July 29, 1:00 – 4:00, Locality Brewing, Langley

Pet-A-Palooza The Day of the Dog

The West Coast's largest outdoor pet festival is coming back! This free and pet friendly festival is the most fun you'll have with your pet all summer. Bring your pet to sample treats, food, accessories, and toys.

August 27, 11:00 – 4:00, Yaletown 1100 Mainland Street, Vancouver

Cross the Kinsol Trestle

The historic Kinsol Trestle is open to the public for cyclists and hikers. The Kinsol Trestle is one of eight trestles along the Cowichan Valley Trail route. It is one of the tallest free-standing and most spectacular timber rail trestle structures in the world.

Public vehicle access to the Kinsol is from Shawnigan Lake through to the south end of the trestle.

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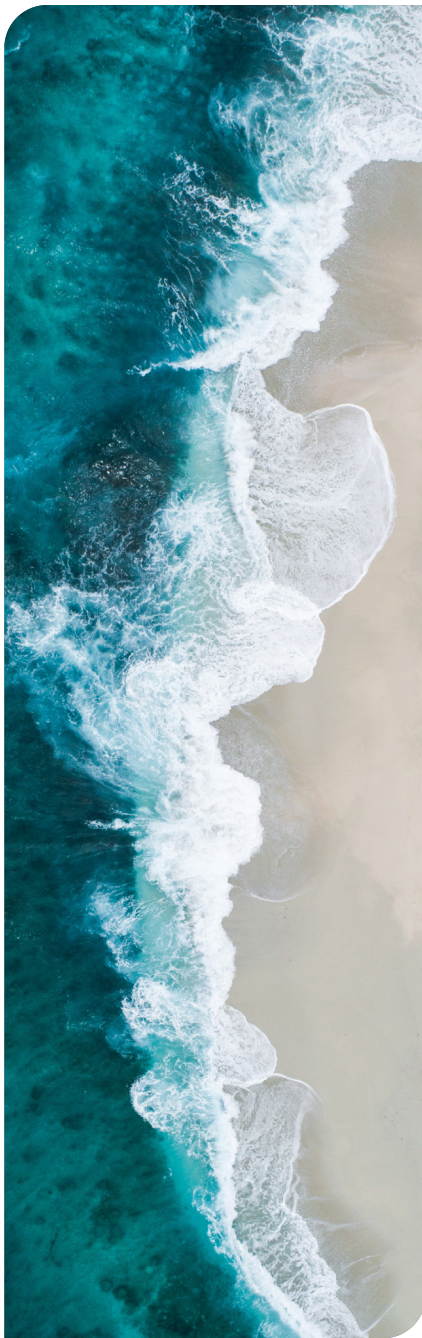
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2. Use your email address as your login credentials
3. Click "Forgot my Password" to reset
(If you don't receive a notification about resetting a password, check your spam folder)
4. Technical difficulties? Email support@bclma.org for assistance.





Time Theft Can Be Cause for Termination

PRESTON PARSONS, Partner, Overholt Law LLP

Earlier this year, the BC Civil Resolution Tribunal released an interesting decision commenting on the implications of time theft by an employee in a wrongful dismissal case. Generally, time theft happens when an employee is paid by the employer for work that they did not perform. In this case, the employee entered timesheets for files she did not work on, causing the employer to terminate her for cause.

BACKGROUND

The employee, Ms. Besse, worked as an accountant at Reach CPA Inc. (“Reach”) for five months. Around four months into her employment, Miss Besse started having issues with her productivity, so in response, Reach installed time-tracking software on her computer with her knowledge. One month later, Reach found that some of Miss Besse’s files were over budget and behind schedule, prompting the company to come up with a performance improvement plan. Reach noticed that Miss Besse entered a timesheet for a file she did not work on. Upon investigating further, Reach discovered that Miss Besse had 50.76 unaccounted hours based on her timesheets. Reach expressed its concerns

to Miss Besse and gave her a chance to process the information and respond later, but Miss Besse declined to do so. Reach terminated her employment shortly after due to the unaccounted hours.

After she was terminated, Miss Besse sued Reach for her unpaid wages and severance pay. Reach disagreed with her position and argued that it had just cause to terminate Miss Besse’s employment because she engaged in time theft. As a result, Reach believed that Miss Besse was not owed severance pay, and Reach counterclaimed against Miss Besse for the unaccounted 50.76 hours of wages.

TRIBUNAL FINDINGS

The Tribunal found that Miss Besse engaged in time theft and Reach had just cause to terminate her for it. Consequently, the Tribunal allowed Reach’s counterclaim to recover the wages paid for the unaccounted hours and dismissed Miss Besse’s claim for severance pay or notice in lieu of pay.

Reach had proper and precise evidence showing how and when Miss Besse engaged in time theft. Although she used the work laptop (with the time tracking software on it) for personal use, the software had an automatic tracking function that separated her work-related and personal activities without further action. Miss Besse also claimed that she spent a lot of time working with

paper copies of documents, and as a result her hours recorded electronically were inaccurate. However, Miss Besse did not upload the hours spent on paper copies or later dispute them with the employer.

The Tribunal was also satisfied that Reach gave Miss Besse an opportunity to respond to the time theft allegations before terminating her employment, because terminating an employee for just cause is a serious matter. Just cause for termination is only established when there is an “irreparable breakdown” of the employment relationship because the employee engages in serious misconduct. Here, Miss Besse’s time theft was considered serious misconduct.

Finally, the Tribunal also found that Reach did not owe Miss Besse any unpaid wages as the parties signed an advance agreement when she started working for the company. The advance agreement allowed Reach to “forgive” a certain portion of her advance for every month that she was employed. If she was terminated before the advance was fully forgiven, the agreement required Miss Besse to repay Reach for the unforgiven part of the advance. The Tribunal agreed that the advance agreement was a contractual amendment rather than an entirely new agreement. Based on its terms, Reach was allowed to rely on the agreement to withhold Miss Besse’s wages and make up for the difference. Had the advance agreement been found to be an entirely new agreement, the Tribunal would have had to additionally determine whether the terms of that agreement were valid and enforceable.

SIGNIFICANCE OF DECISION

Time theft is not a novel concept in our courts, but this decision was novel in finding that a terminated employee

can be required to repay wages to an employer if there are unaccounted hours. It has implications for all workplaces, but especially those where employees record their own hours and are paid for the same accordingly.

The Tribunal’s findings also come out at a time when many employers continue to grapple with post-pandemic hybrid and remote work arrangements. While this decision is a welcome sigh of relief for employers, we advise caution as it is highly context specific. Electronically monitoring employees’ activities, including their timekeeping, can raise employment, privacy, and even human rights concerns for employees, and a risk of claims and complaints for employers. At the same time, employers want to ensure that employees – particularly those working remotely – are productive and focused. It is a difficult balancing act to strike.

We recommend obtaining legal advice before installing timekeeping software on employees’ computers to monitor their productivity, and before terminating someone for just cause based only on time theft allegations. Termination for just cause is a high standard to meet that often frustrates employers, but if the right steps are taken, as in this case, the standard can be met.

With special thanks to colleague 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.

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MEMBER SNAPSHOT

BETH KRUSHINSKY



Q
&A

How long have you been a member of BCLMA?

Since 2018

Where do you work?

Lakes, Whyte LLP

What would your dream vacation look like?

Italy! The food and the breathtaking scenery.

Tell us your favourite quote or joke

"This too shall pass."

What famous person is getting the invite to your dinner party?

Oprah Winfrey

Recommend a wine – red or white – for under \$20 a bottle

Oyster Bay Chardonnay

Favourite BC day trip location

Brohm Lake – Squamish

Favourite place to have lunch during the work week

Outside in the sunshine on our amazing patio!

Favourite restaurant

Altesi Downtown Ristorante – Soho, NY

One thing that not many people would know about you

I love to sing!

Favourite or most recent movie you've seen

My boys and I saw *Avatar – The Way of Water*

What are you currently reading or what would you recommend as a must read?

I am currently reading *Spare* by Prince Harry

In my spare time, I like to.....

Go on epic hikes in the forest. Spend time with my teenage boys and friends.

What do you most enjoy about working in the legal industry?

My co-workers and our wonderful clients.

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

Eat, Pray, Love

Save the Date

BCLMA Educational

Date: First week of October

Time: 11:45 am – 1:30 pm

Location: TBA

Managing Partners Event

Date: Wednesday, November 1, 2023

Time: 11:45 am – 1:30 pm

Location: Terminal City Club, Vancouver

BCLMA Annual Winter Social – Buffet Dinner

Date: Thursday, November 16, 2023

Time: 5:15 pm – 9:00 pm

Location: Sutton Place Hotel

Mark the Date

BCLMA Biennial Conference

April 18 – 19, 2024

Location: Vancouver Convention Centre East

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THE SOUNDING BOARD

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It's summer, and things are looking bright!

Attendance has steadily increased at our many subsection and Association events, including the recent AGM. We've welcomed new Board members and said grateful farewells to those leaving. Our subsections have risen to the eager demand for new learning with round table discussions, webinars, and other educational events. Thanks to the BCLMA Conference Committee, exciting plans are underway for next year's conference in April 2024.

But it's not all work and no play! BCLMA young professionals recently shared a fun night of games and good company at GRETA YVR in Gastown. And more than 150 members celebrated longer days and warm breezes at our annual Summer Social at Parq's D6 Lounge in June. Watch for photos in the Fall TOPICS.

There's so much ahead for all of us. Read the full Sounding Board for details on these and other upcoming events on the [BCLMA website](https://www.bclma.org). Happy Summer to all.

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RECIPE

Elote

(Mexican Street Corn)

Elote is an unbelievably popular antojito (little craving or street food) that you can find all over Mexico. In this craveable dish, grilled corn is covered in a creamy mayo and sour cream mixture before being topped with chili powder, cotija cheese, and plenty of lime juice.

INGREDIENTS

6 ears corn, shucked and cleaned
¼ c. mayonnaise
¼ c. Mexican Crema or sour cream
Chili powder
1/3 c. Grated cotija cheese
Freshly chopped cilantro
Lime wedges, for serving

DIRECTIONS - FOR THE GRILL:

Step 1:

Preheat grill or grill pan to medium-high. Grill corn, turning often, until slightly charred all over, about 10 minutes.

Step 2:

Brush corn with a layer of mayonnaise and sprinkle with chili powder, cotija cheese and cilantro. Serve warm with lime wedges.

Spread 1 tablespoon of mayonnaise onto each cob, then sprinkle with chili powder, cotija cheese and cilantro.



Recipe from delish.com

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Log into our website and visit the FORUM where you can connect and collaborate with other BCLMA members. Check out the Q & As. Join in discussions. Find materials from Speakers' Events, and more.

Great minds think alike. Your question may already be posted and answered in the FORUM. Before you begin, "SEARCH" and find out.

Share your ideas in our safe, professional online community at BCLMA.org.

RECIPE

Floradora

The Floradora is a classic gin cocktail everyone will love! Raspberry, lime, and bubbly ginger beer are the perfect pairing with floral gin. This lovely pink cocktail is bubbly and light: great for parties or patio sipping!

Prep Time: 3 minutes

INGREDIENTS

2 ounces gin

½ ounce raspberry syrup or Chambord liqueur

½ ounce lime juice

3 ounces ginger beer

Ice, for serving ([try clear ice!](#))

For the garnish: Lime wedge, raspberry (optional)

INSTRUCTIONS

Step 1:

In a highball glass or stemmed glass, add the gin, raspberry syrup or Chambord, and lime juice.

Step 2:

Fill with ice and top with ginger beer. Garnish with a lime wedge and raspberry, if desired.



Recipe from [A Couple Cooks](#)

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MEMBER SNAPSHOT

JOHN PATER



Q
&A

How long have you been a member of BCLMA?

Since it was VALA

Where do you work?

Pryke Lambert Leathley Russell LLP

What would your dream vacation look like?

I have never been to Hawaii and think a "money is no object" vacation in Hawaii would be brilliant.

Tell us your favourite quote or joke

"The person who says it cannot be done should not interrupt the person doing it!"

Recommend a wine – red or white – for under \$20 a bottle

I don't drink but do love a good Perrier

Favourite BC day trip location

Anywhere on the motorcycle on a sunny day.

Favourite place to have lunch during the work week

Usually bring a lunch but have recently discovered Tokyo Joes.

Favourite restaurant

No favourites. Although I enjoy trying out small "ma & pa" restaurants. Otherwise it is more about what I am craving at the moment.

One thing that not many people would know about you

I once was a canoe instructor

Favourite or most recent movie you've seen

Most recent was *AIR*. Was a pleasant surprise. Had no expectations and very much enjoyed it.

In my spare time, I like to.....

Support my daughter's music career (shameless plug: ashleypater.com) and ride my motorcycle.

What do you most enjoy about working in the legal industry?

Lawyers... oh wait, the joke question was earlier but seriously, I very much enjoy the business of law including working with so many talented lawyers.

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

There are so many titles to choose from. *Groundhog Day*, *Psycho*, or *Fight Club* for example, however, I would say *It's a Wonderful Life* sums it up best.

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

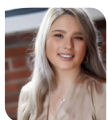


Sarah Richmond, Chair
Alexander Holburn Beaudin + Lang LLP
604-628-2719
srichmond@ahbl.ca



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

MARKETING



Sara Habibovic, Chair
Alexander Holburn Beaudin + Lang LLP
604-628-2733
shabibovic@AHBL.CA

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,
Wiebe Wittmann Robertson LLP
604-629-1044
rsmyth@wwrlaw.ca

ADMINISTRATION

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

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