



Law Society
of Ontario

Barreau
de l'Ontario

PRACTICE MANAGEMENT PRINCIPLES

Practice Assessment April 30, 2018

Practice Management Principles

Practice Assessment April 30, 2018

1. Client Management: Your firm manages client service and communications to ensure that reasonable client expectations are met

a. Objective: Your firm considers and addresses conflicts of interest at the earliest opportunity

How does the firm	Ensure that conflicts of interest are identified and addressed at the earliest opportunity?
Best Practice Examples	<p>The firm has a conflicts management policy and procedure that addresses</p> <ul style="list-style-type: none"> a) the need to identify conflicts at the earliest opportunity: before consultations with prospective clients to avoid learning confidential information; before accepting a new retainer; when a new licensee joins the firm, and when new circumstances arise; b) the need for a written record to demonstrate that conflicts were appropriately considered and handled; c) guidance where a conflict or potential conflict is identified, including recommendations for independent legal advice or representation, or the need to disengage; d) clear identification of the staff person responsible for identifying conflicts, with a licensee having ultimate responsibility.
Requirements	<i>Rules of Professional Conduct</i> – Section 3.4 – Conflicts, https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec4-conflicts
Resources	<p>Law Society of Ontario, Steps for Dealing with Conflicts of Interest, https://www.lsuc.on.ca/ConflictOfInterest/</p> <p>Law Society of Ontario, “Selecting a Conflicts Checking System”, http://www.lsuc.on.ca/with.aspx?id=2147499278</p>
Assessment	<p>My firm has policies and procedures in place to identify and address conflicts of interest at the earliest opportunity.</p> <ul style="list-style-type: none"> <input type="checkbox"/> ALWAYS <input type="checkbox"/> MOST OF THE TIME <input type="checkbox"/> SOMETIMES <input type="checkbox"/> USUALLY NOT <input type="checkbox"/> ALMOST NEVER

	<p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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How does the firm	Ensure that factual information needed to explore potential conflicts is accessible?
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Best Practice Examples	<p>The firm has a database that includes</p> <ul style="list-style-type: none"> a) current and former client names; b) all adverse parties; c) all other persons directly connected to the matter (such as owners, partners, significant shareholders and directors when representing businesses); d) all persons and relevant adverse and related parties where confidential information was obtained in the course of a consultation; e) firm licensee names and any organizations to which licensees have a major interest or act as a director. <p>The firm considers the type of practice and whether additional persons or information should be included in the database, or the subject of a separate database.</p> <p>In a shared space or shared costs arrangement, the firm considers whether the database needs to be expanded to include information from all practices.</p>
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Requirements	
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Resources	
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Assessment	<p>My firm has policies and procedures in place in order that factual information needed to explore potential conflicts of interest is accessible to those who need to review this information.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>
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How does the firm	Ensure that decisions about whether to accept joint retainers are carefully considered and, where accepted, well documented?
Best Practice Examples	The firm has considered the need to document advice to clients about the joint retainer and the clients' consent to the joint retainer.
Requirements	<i>Rules of Professional Conduct</i> , Rule 3.4-5 to 3.4-9 – Joint Retainers, https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec4-conflicts
Resources	<p>Law Society of Ontario, Steps for Dealing with the Joint Retainer Rule – Lawyers, http://www.lsuc.on.ca/with.aspx?id=2147499258</p> <p>Law Society of Ontario, Sample Joint Retainer Acknowledgement and Consent, http://www.lsuc.on.ca/with.aspx?id=2147499280</p> <p>Law Society of Ontario, Sample Joint Retainer Acknowledgment and Consent for Use in Real Estate Transactions, http://www.lsuc.on.ca/with.aspx?id=2147499440</p>
Assessment	<p>Decisions about whether to accept joint retainers are carefully considered, and, where accepted, are well documented in my firm.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

b. Objective: Your firm communicates with clients in a clear, courteous and timely way, to permit clients to understand the status of the file and make informed decisions

<p>How does the firm</p>	<p>Screen new work and ensure that the firm and the client have the same understanding of the scope of the work and the terms on which it will be provided?</p>
<p>Best Practice Examples</p>	<p>When a new client is taken on, the firm</p> <ul style="list-style-type: none"> a) conducts a conflicts check; b) examines and documents client identification; c) understands the purpose of the retainer; d) ascertains key dates and any applicable limitation periods; e) assesses the firm's competence and capacity to accept the retainer; f) explains fees and billing practices to the client; g) discusses communication methods and frequency with the client; h) obtains a signed retainer. <p>A signed retainer addresses</p> <ul style="list-style-type: none"> a) the nature and scope of the retainer; b) obligations to be fulfilled by the client; c) staff assigned to the matter and billing rates; d) the timetable or expected course of the representation; e) the method and frequency of communication; f) fee/cash retainer arrangements; g) the manner in which the firm or client may terminate the retainer; h) that non-payment of fees may result in termination of retainer; i) the use of agents/duty counsel for routine appearances; j) confidentiality and privilege; k) the client's assumption of the risks associated with the use of e-mail and texting.
<p>Requirements</p>	<p><i>By-Law 7.1 (Client Identification and Verification)</i> https://www.lsuc.on.ca/uploadedFiles/By-Law-7.1-Operational-Obligations-01-25-18.pdf <i>Rules of Professional Conduct, Section 3.1 – Competence</i> https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec1-competence <i>Rules of Professional Conduct, Section 3.6 – Fees and Disbursements</i> https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec6-fees</p>

Rules of Professional Conduct, 3.2-1A to 3.2-1A2 – Legal Services Under a Limited Scope Retainer
https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec2-1A-limited-scope-retainer

Resources
 Law Society of Ontario, Client Identification and Verification Requirements for Lawyers, <http://www.lsuc.on.ca/with.aspx?id=2147499242&langtype=1033>
 LawPRO – Retainer Letters – Resources, <https://www.practicepro.ca/practice-aids/precedents/retainers/>

Assessment
 My firm screens new work to ensure that the client and the firm have the same understanding of the scope of the work and the terms on which it will be provided.

ALWAYS
 MOST OF THE TIME
 SOMETIMES
 USUALLY NOT
 ALMOST NEVER

WHAT DOES OUR FIRM DO WELL?

HOW COULD OUR FIRM IMPROVE?

How does the firm Ensure that clients are kept advised of the status of their matter and that reasonable client expectations are met?

Best Practice Examples
 The firm

- a) keeps clients advised of the status of their matter, for example by providing clients with copies of proceedings and important correspondence;
- b) documents that the lawyer has provided the client with a status update;
- c) documents that the client has reviewed and approved draft materials in the file;
- d) confirms client responsibilities in writing;
- e) routinely confirms the scope of the work;
- f) confirms changes to client instructions in writing;
- g) sends closing letters;
- h) communicates courteously, in language that can be understood by the client;
- i) responds to clients in a timely way.

	<p>The firm has considered</p> <ul style="list-style-type: none"> a) when formal legal opinions are required and whether the firm has a process in place for approval; b) the need to send written communications to clients setting out settlement offers, and to obtain written confirmation of instructions to settle; c) the need to have a client complaint policy that is easily available to clients.
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Requirements	<p><i>Rules of Professional Conduct</i> – Section 3.1 – Competence http://www.lsuc.on.ca/relationship-to-clients/</p> <p><i>Rules of Professional Conduct</i> – Section 3.2 – Quality of Service https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec2-quality-of-service</p>
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Resources	<p>Law Society of Ontario, Client Service and Communication Practice Management Guideline, http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Representation/Client-Communication/Client-Service-and-Communication-Practice-Management-Guideline/</p>
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Assessment	<p>My firm endeavours to keep clients informed of the status of their matter and makes efforts to meet reasonable client expectations.</p> <ul style="list-style-type: none"> <input type="checkbox"/> ALWAYS <input type="checkbox"/> MOST OF THE TIME <input type="checkbox"/> SOMETIMES <input type="checkbox"/> USUALLY NOT <input type="checkbox"/> ALMOST NEVER <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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c. Objective: Your firm ensures that clients are aware of current and estimated future fees and disbursements

How does the firm	Ensure that clients are kept informed of current and estimated future fees and disbursements?
Best Practice Examples	<p>The firm ensures that:</p> <ul style="list-style-type: none"> a) clients are provided with initial estimates of future fees and disbursements where possible, and any anticipated changes to be communicated promptly; b) clients are billed on a regular interim basis; c) requires invoices to be sufficiently detailed to enable the client to understand the work completed and the disbursements; d) there is a procedure to address client complaints about fees and disbursements; e) there is a mechanism to ensure accurate and contemporaneous records of time spent on client matters and disbursements.
Requirements	<p><i>Rules of Professional Conduct, Section 3.6 – Fees and Disbursements,</i> https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec6-fees</p> <p><i>Solicitors Act,</i> https://www.ontario.ca/laws/statute/90s15</p> <p><i>By-Law 9,</i> https://www.lsuc.on.ca/uploadedFiles/By-Law-9-Financial-Transactions-Records-April-27-2017.pdf</p>
Resources	<p>Law Society of Ontario, Client Service and Communication Practice Management Guideline http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Representation/Client-Communication/Client-Service-and-Communication-Practice-Management-Guideline/#2.10</p> <p>Law Society of Ontario, Financial Management Practice Management Guideline http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Financial-Management/Financial-Management-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Referral Fees, http://www.lsuc.on.ca/Referral_Fees/</p> <p>Law Society of Ontario, Fee Splitting, http://www.lsuc.on.ca/FeeSplitting/</p> <p>Law Society of Ontario, Contingency Fees, http://www.lsuc.on.ca/ContingencyFees/</p>

Assessment	<p>My firm endeavours to inform clients of current and estimated future fees and disbursements.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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2. Matter Management: Your firm manages client matters in a way that provides the basis for effective, timely client service

a. Objective: Your firm efficiently captures and organizes required information

How does the firm	Ensure that required information is efficiently captured and organized?
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Best Practice Examples	<p>The firm has:</p> <ul style="list-style-type: none"> a) consistent processes for file opening, maintenance, closing or transfer and retention; b) standardized file opening documents that ensure key information is consistently recorded to the practice's databases for conflicts and billing purposes and to the client file; c) standardized file closing documents, including forms and checklists; d) a standardized protocol for the organization of the client file, (physical and electronic); and e) guidelines for the documentation of a client file as a complete record of communications and work performed.
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Requirements	
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Resources	<p>Law Society of Ontario, File Management Practice Management Guideline, https://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/File-Management/Document-Management/File-Management-Practice-Management-Guideline/</p> <p>Law Society of Ontario, File Opening Checklist, http://www.lsuc.on.ca/with.aspx?id=2147499317</p> <p>Law Society of Ontario, Guide to Retention and Destruction of Closed Client Files for Lawyers, http://suc.on.ca/with.aspx?id=2147499150</p>
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Assessment	<p>In my firm information required to provide effective, timely client service is efficiently captured and organized.</p> <p><input type="checkbox"/> ALMOST ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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b. Objective: Your firm appropriately uses information technology to support client service and practice management

How does the firm	Take advantage of information technology?
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Best Practice Examples	Your firm regularly considers and implements Information Technology updates to enhance client service and practice management, where appropriate.
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Requirements	
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Resources	<p>Law Society of Ontario, Technology Practice Management Guideline, Sections 5.2-5.7 http://lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Technology/Technology-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Technology Practice Tips, http://www.lsuc.on.ca/with.aspx?id=2147490156</p>
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Assessment	<p>My firm takes advantage of information technology to support client service and practice management.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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How does the firm	Address the risks associated with information technology?
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Best Practice Examples	<p>The firm has access to someone with an understanding of the risks associated with the information technology used in the practice and how to minimize the risk. The risks include unauthorized access to or theft of information, disaster recovery plans and obsolescence.</p> <p>If the firm has a website or web blog, or delivers services over the internet, it considers the associated risks, and adopts measures to protect against the risks.</p>
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Requirements	<p>Law Society of Ontario, <i>Technology Practice Management Guideline</i>, Sections – 5.9-5.12 http://lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Technology/Technology-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Technology Practice Tips, http://www.lsuc.on.ca/with.aspx?id=2147490156</p>
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Resources	
Assessment	<p>My firm addresses the risks associated with information technology.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

c. Objective: Your firm ensures the confidentiality and security of client information

How does the firm	Ensure that licensees, staff and others understand the importance of maintaining the confidentiality of client information?
Best Practice Examples	<p>The firm has a written confidentiality policy in place that is signed by all licensees and staff annually.</p> <p>Written employment contracts include a client confidentiality obligation.</p> <p>The firm ensures that client confidentiality is explained to external service providers as needed and addressed in any written contracts.</p>
Requirements	<p><i>Rules of Professional Conduct, Section 3.3 – Confidentiality</i></p> <p>https://www.lsuc.on.ca/relationship-to-clients/#ch3_sec3-confidentiality</p>
Resources	<p>Law Society of Ontario, Sample Confidentiality Agreement,</p> <p>http://www.lsuc.on.ca/with.aspx?id=2147499214&langtype=1033</p>

Assessment	<p>At my firm licensees, staff and others understand the importance of maintaining the confidentiality of client information.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>
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How does the firm	<p>Manage and store physical client files to ensure physical integrity, confidentiality and ease of retrieval?</p>
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Best Practice Examples	<p>Open files are stored separately from closed.</p> <p>Open files are stored in lockable, fire resistant cabinets, except where they are the subject of active work.</p> <p>The firm has a protocol to sign out files that are removed from the area where they are stored.</p> <p>Closed files are securely stored in a place that ensures confidentiality and physical integrity.</p>
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Requirements	<p><i>Rules of Professional Conduct</i>, Section 3.5 – Client Property, http://www.lsuc.on.ca/relationship-to-clients/#ch3_sec5-preservation</p>
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Resources	<p>Law Society of Ontario, File Management Practice Management Guideline, http://www.lsuc.on.ca/with.aspx?id=2147491190</p> <p>Law Society of Ontario, Guide to Retention and Destruction of Closed Client Files for Lawyers, http://lsuc.on.ca/with.aspx?id=2147499150</p>
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Assessment	<p>My firm manages and stores physical client files and other data to ensure integrity, confidentiality and ease of retrieval.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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How does the firm	Manage and store electronic client files and other data to ensure integrity, confidentiality and ease of retrieval?
Best Practice Examples	<p>The firm takes steps to ensure the security of data stored on computers, and mobile devices, including e-mail.</p> <p>Licensees and staff are trained on the risks posed by technology and how to prevent inadvertent disclosure of confidential information in electronic communications and documents.</p> <p>The firm has a protocol to consistently name documents.</p>
Requirements	
Resources	<p>Law Society of Ontario, Technology Practice Management Guideline, https://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Technology/Technology-Practice-Management-Guideline</p> <p>Law Society of Ontario, Technology Practice Tips, File Management, http://www.lsuc.on.ca/play.aspx?id=2147490219</p>
Assessment	<p>My firm manages and stores electronic client and other files to ensure integrity, confidentiality and ease of retrieval.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

d. Objective: Your firm has systems to ensure appropriate matter progress and prevent errors

How does the firm	Monitor progress on matters?
Best Practice Examples	The firm ensures that progress on client matters is monitored on an ongoing basis. This may include bringing files forward for review to avoid delay, periodic review of the firm's active file list, and maintaining an inventory to verify that all files can be accounted for and have a diary entry.
Requirements	<i>Rules of Professional Conduct, Section 3.1 – Competence,</i> http://www.lsuc.on.ca/relationship-to-clients/#ch3_sec1-competence
Resources	Law Society of Ontario, Time Management Practice Management Guideline – 7.5 Time Planning and Reminder Systems, http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Time-Management/Time-Management-Practice-Management-Guideline/#7.5 Law Society of Ontario, <i>File Opening Checklist</i> , http://lsuc.on.ca/with.aspx?id=2147499317
Assessment	<p>My firm monitors progress on matters.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

How does the firm	Prevent errors on matters?
Best Practice Examples	In addition to individual reminder systems, the firm has a central reminder system to monitor key dates such as limitation periods, deadlines to avoid dismissal of civil actions, court appearances, closing dates, undertakings and other important dates in the practice.
Requirements	
Resources	Law Society of Ontario, Time Management Practice Management Guideline – 7.6 (Centralized Tickler or Reminder Systems), http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Time-Management/Time-Management-Practice-Management-Guideline/
Assessment	<p>My firm has taken steps to prevent errors on matters by using a central reminder system to monitor key dates.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>

3. Financial Management and Sustainability: Your firm safeguards client funds and property, and plans for the future

a. Objective: Your firm safeguards client funds and property

How does the firm	Ensure appropriate handling and recording of client funds and property?
Best Practice Examples	<p>The firm has a written policy that governs the handling of money and property and the preparation of records, including compliance with By-Law 9, client billing practices, monthly financial routines, and internal controls to ensure proper management of funds.</p> <p>The firm has internal controls including:</p> <ul style="list-style-type: none"> • documented supervision by a licensee of delegated financial tasks such as handling of trust funds, cash or cheques; • licensee monthly review of trust reconciliations and verification against bank statements and client trust listings; and • restrictions specifying that only licensees may sign trust cheques or authorize electronic trust transfers.

	<p>The firm ensures that client property and original wills are securely stored with strict release protocols.</p> <p>The licensee responsible for supervising the firm's financial affairs understands the record keeping and money handling requirements prescribed by By-Law 9, the firm's accounting system, and is actively involved in the firm's management.</p> <p>Licensees and appropriate staff are trained to recognise possible fraudulent activity.</p>
<p>Requirements</p>	<p><i>Rules of Professional Conduct</i>, Section 3.5 – Preservation of Client's Property, http://www.lsuc.on.ca/relationship-to-clients/#ch3_sec5-preservation</p> <p><i>By-Law 9</i>, http://www.lsuc.on.ca/uploadedFiles/By-Law-9-Financial-Transactions-Records-April-27-2017.pdf</p>
<p>Resources</p>	<p>Law Society of Ontario, Financial Management Practice Management Guidelines Section 4.9.3 – Trust Accounts and Section 4.14 – Internal Controls, http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Financial-Management/Financial-Management-Practice-Management-Guideline/#4.17</p> <p>Law Society of Ontario, Bookkeeping Guide for Lawyers, http://www.lsuc.on.ca/Bookkeeping-Guide-for-Lawyers/</p> <p>Law Society of Ontario, Bookkeeping Guide for Lawyers, Internal Control Self-Assessment Guide, https://www.lsuc.on.ca/with.aspx?id=2147499863</p> <p>Law Society of Ontario, Frequently Asked Questions – Trust Accounts, http://www.lsuc.on.ca/trustaccounts/</p> <p>LawPRO, Fraud Prevention, https://www.practicepro.ca/practice-aids/fraud-prevention/</p> <p>LawPRO Fraud Fact Sheet, https://www.practicepro.ca/wp-content/uploads/2017/09/FraudInfoSheet.pdf</p> <p>LawPRO Avoid A Claim Blog, https://avoidaclaim.com/</p>
<p>Assessment</p>	<p>My firm ensures appropriate handling and recording of client funds and property.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

b. Objective: Your firm plans for uninterrupted client service and continued financial viability

How does the firm	Plan for business continuity?
Best Practice Examples	<p>The firm has a plan for death, disability, or unexpected departures of key licensees and staff.</p> <p>The firm has a plan for routine or disastrous events that stop normal office procedures, such as extreme weather, prolonged power failures, civil unrest or criminal activity.</p> <p>If the firm is a partnership or a professional corporation, there is a written partnership or shareholders' agreement that includes the allocation of profits and losses, the rights and obligations of each party, the decision making process, the effect of a party's departure, death, incapacity, divorce or separation, and provisions related to insurance and dissolution.</p>
Requirements	
Resources	<p>Law Society of Ontario, Contingency Planning for Lawyers, Including Contingency Planning Guide, www.lsuc.on.ca/ContingencyPlanningLawyers</p> <p>Law Society of Ontario, Practice Management Guidelines, Section 4.17 – Planning for Death, Disability and Business Interruptions and section 4.18 – Disaster Plans, http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Financial-Management/Financial-Management-Practice-Management-Guideline/#4.17</p> <p>LawPRO, Managing Practice Interruptions Booklet, www.practicepro.ca/category/topics/disaster-planning</p>
Assessment	<p>My firm plans for business continuity.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>

How does the firm	Assess whether its insurance is appropriate to risk?
Best Practice Examples	The firm reviews professional liability and business interruption insurance each year to ensure that coverage is appropriate and adequate given the nature of the practice.
Requirements	<i>By-Law 6</i> , https://www.lsuc.on.ca/uploadedFiles/By-Law-6-Professional-Liability-Insurance-11-21-16-EN-FR(1).pdf
Resources	Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Insuring You and Your Practice, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Insuring_You_and_Your_Practice_ LawPRO, Insurance, http://lawpro.ca/insurance/
Assessment	My firm has considered whether its professional liability and business interruption insurance is appropriate and adequate. <input type="checkbox"/> YES <input type="checkbox"/> NO

How does the firm	Assess its financial status?
Best Practice Examples	The firm measures financial health and sustainability and has an annual budget, including expenses and anticipated revenue.
Requirements	
Resources	Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Preparing a Business Plan, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Preparing_a_Business_Plan_

Assessment	My firm assesses its financial status from time to time. <input type="checkbox"/> YES <input type="checkbox"/> NO
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How does the firm	Plan for continued financial viability?
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Best Practice Examples	The firm has access to someone with an understanding of legal business planning to help chart the future of the practice. The firm has a business plan that strategically considers marketplace changes and aims to enhance profitability.
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Requirements	
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Resources	
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Assessment	My firm has a plan for continued financial viability. <input type="checkbox"/> YES <input type="checkbox"/> NO
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4. People Management: Your firm manages licensees, staff and other service providers to ensure the competent delivery of legal services

a. Objective: Your firm supports the development of required skills and knowledge in licensees and staff

How does the firm	Support professional development?
Best Practice Examples	<p>Licensees participate in continuing professional development activities beyond regulatory minimums.</p> <p>Licensees join professional organizations that may assist in their professional development and to form collegial relationships in and outside of the firm, to guard against isolation in the practice, and to provide opportunities to deepen understanding of developments in the law.</p> <p>Junior licensees, licensing candidates and students are actively coached and mentored.</p>
Requirements	<p><i>Rules of Professional Conduct</i>, Rule 2.1-2 – Integrity https://www.lsuc.on.ca/integrity/</p> <p><i>Rules of Professional Conduct</i>, Section 6.1 – Supervision and Rule 6.2-2 – Duties of Principal, https://www.lsuc.on.ca/relationship-to-students-employees-and-others/</p> <p><i>By-Law 6.1</i>, http://www.lsuc.on.ca/uploadedFiles/By-Law-6.1-Continuing-Legal-Education-09-25-13.pdf</p>
Resources	<p>Law Society of Ontario, Professional Management Practice Management Guideline, https://www.lsuc.on.ca/For-Lawyers/Improve-Your-Practice/Current-Awareness/Professional-Management-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Networking, Mentoring, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Networking_</p> <p>Law Society of Ontario, CPD Programs, https://store.lsuc.on.ca/cpd</p> <p>Law Society of Ontario, Coach and Advisor Network, http://www.lsuc.on.ca/coachandadvisor/</p> <p>LawPRO, Managing a Mentoring Relationship (Booklet), https://www.practicepro.ca/wp-content/uploads/2017/07/Mentoring_Booklet.pdf</p>
Legal Organizations	<p>Advocates Society http://www.advocates.ca/</p> <p>Arab Canadian Lawyers Association http://canarablaw.org/</p> <p>Association of Corporate Counsel http://www.acc.com/chapters/canada/</p> <p>Association des juristes d'expression française de l'Ontario www.ajefo.ca</p>

	<p>Canadian Association of Black Lawyers http://www.cabl.ca/ Canadian Association of Muslim Women in Law http://camwl.ca/ Canadian Corporate Counsel Association http://www.ccca-accje.org/Home Canadian Hispanic Bar Association http://www.c-hba.net/about-us.html Criminal Lawyers Association http://www.criminallawyers.ca/ Family Lawyers Association https://flao.org/ Federation of Asian Canadian Lawyers http://on.facl.ca/ Federation of Law Associations of Ontario http://www.foia.ca/ Indigenous Bar Association http://www.indigenousbar.ca/ Ontario Bar Association https://www.oba.org/Home Ontario Crown Attorneys' Association http://www.ocaa.ca/ Ontario Trial Lawyers Association https://www.otla.com/ Refugee Lawyers' Association of Ontario http://rlaontario.ca/ South Asian Bar Association http://sabatoronto.com/ Toronto Lawyers Association http://www.tlaonline.ca/ Women's Law Association of Ontario https://wlaio.on.ca/</p>
<p>Assessment</p>	<p>My firm supports staff professional development by encouraging licensees to pursue Continuing Professional Development and to join professional organizations.</p> <p><input type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>My firm ensures that junior licensees, licensing candidates and students are actively coached and mentored.</p> <p><input type="checkbox"/> ALWAYS <input type="checkbox"/> MOST OF THE TIME <input type="checkbox"/> SOMETIMES <input type="checkbox"/> USUALLY NOT <input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

<p>How does the firm</p>	<p>Help licensees stay current in the law?</p>
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Best Practice Examples	<p>Licensees are informed of developments in the area of law in which they practice. For example, a firm could designate someone to monitor recent developments in a given area of practice with responsibility for ensuring that colleagues are informed of these developments, either through electronic updates or meetings.</p> <p>Licensees have access to legal research resources.</p>
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Requirements	<p><i>Rules of Professional Conduct</i> – Section 3.1: Competence and Section 3.2 (Quality of Service), https://www.lsuc.on.ca/relationship-to-clients/</p>
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Resources	<p>Law Society of Ontario, Professional Management Practice Management Guideline, https://www.lsuc.on.ca/For-Lawyers/Improve-Your-Practice/Current-Awareness/Professional-Management-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Legal Research – Great Library, http://www.lsuc.on.ca/greatlibrary.aspx</p>
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Assessment	<p>My firm helps licensees remain current in the law.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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How does the firm	<p>Support the development of staff?</p>
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Best Practice Examples	<p>Staff have opportunities to attend education and training programs to enhance their knowledge of procedural requirements, technology, communication skills, time management and financial management.</p>
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Requirements	<p>N/A</p>
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Resources	Law Society of Ontario, Professional Management Practice Management Guideline, Education and Training for Non-Lawyer Personnel, http://www.lsuc.on.ca/For-Lawyers/Improve-Your-Practice/Current-Awareness/Professional-Management-Practice-Management-Guideline/#6.3
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Assessment	<p>My firm supports staff development by ensuring that staff have opportunities to attend education and training sessions.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>
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How does the firm	Encourage licensees and staff to share knowledge and work efficiently?
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Best Practice Examples	<p>A current set of precedents is available, including templates for common documents and document components, and checklists for different areas of law.</p> <p>A written knowledge management policy is accessible to all.</p> <p>Information and guidance regarding Indigenous cultural competency is accessible to all.</p>
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Requirements	
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Resources	<p>Law Society of Ontario Lawyer Practice Area Resources</p> <ul style="list-style-type: none"> • Administrative Law • Business Law • Estates and Trusts • Family Law • Civil Litigation • Criminal Law • Real Estate Law • Legal Research <p>http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Practice-Area/Lawyer-Practice-Area-Resources/</p> <p>Law Society of Ontario, Guidelines for Aboriginal Residential School Claims, http://www.lsuc.on.ca/with.aspx?id=2147487058</p> <p>Guide for Lawyers Working with Indigenous Peoples and Issues (joint project of the Advocates' Society, the Indigenous Bar Association, and the Law Society of Upper Canada), (forthcoming) reference to be added</p> <p>Truth and Reconciliation Commission of Canada Reports, http://nctr.ca/reports.php</p>
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Assessment	<p>My firm encourages licensees and staff to share knowledge with one another and work efficiently.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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b. Objective: Your firm supervises licensees, staff and others to ensure appropriate attention to client interests

How does the firm	Ensure that it hires licensees, staff and external service providers who are suitable for the intended role?
Best Practice Examples	The firm ensures that applicants' qualifications are verified with due diligence using documented and fair screening, interview and assessment processes.
Requirements	<i>Rules of Professional Conduct</i> , Sections 6.2 – Students and Section 6.3.1 – Discrimination, http://www.lsuc.on.ca/relationship-to-students-employees-and-others/#ch6_sec2-students
Resources	Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Building Your Support Team, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Building_Your_Support_Team_ Law Society of Ontario, Summary of Hiring Practice Guidelines, http://www.lsuc.on.ca/licensingprocess.aspx?id=2147498291&langtype=1033
Assessment	<p>My firm ensures that it hires licenses, staff and external service providers who are suitable for the intended role.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>

How does the firm	Ensure that licensees and staff understand the responsibilities of their jobs?
Best Practice Examples	<p>New licensees and staff are trained regarding their job responsibilities, internal policies and procedures.</p> <p>The firm has employment contracts and policies governing practice, client, matter and financial management, as needed.</p> <p>Licensees and staff are trained in information technology, as relevant to their role.</p>
Requirements	
Resources	<p>Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Office Manual, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Office_Manual_</p> <p>Law Society of Ontario, Bookkeeping Guide for Lawyers, Internal Control Self-Assessment Guide, https://www.lsuc.on.ca/with.aspx?id=2147499863</p> <p>Law Society of Ontario, Financial Management Practice Management Guideline, http://www.lsuc.on.ca/For-Lawyers/Manage-Your-Practice/Financial-Management/Financial-Management-Practice-Management-Guideline/</p>
Assessment	<p>My firm ensures that licensees and staff understand the responsibilities of their jobs.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>

How does the firm	Ensure appropriate supervision of the quality of its legal services?
Best Practice Examples	<p>The firm considers experience and qualifications before assigning work. If the firm includes licensed paralegals, there is a written policy about scope of practice issues.</p> <p>New or junior licensees, staff and external service providers, (such as bookkeepers) are supervised. Supervision is documented in the client files or financial records.</p> <p>Licensees and staff receive meaningful and constructive feedback.</p> <p>The firm has a culture of transparency, in which licensees and staff are encouraged to come forward if they think that they may have made an error, and supported in assessing and addressing any error as appropriate.</p>

Requirements	<p><i>Rules of Professional Conduct</i>, Section 6.1 – Supervision, http://www.lsuc.on.ca/relationship-to-students-employees-and-others/</p> <p><i>By-Law 7.1 (Part 1)</i>, https://www.lsuc.on.ca/uploadedFiles/By-Law-7.1-Operational-Obligations-01-25-18.pdf</p> <p><i>Rules of Professional Conduct</i>, Sections 7.8 – Errors and Omissions http://www.lso.ca/relationship-law-society-and-other-lawyers/#ch7_sec8-errors-and-omissions and Rules of Professional Conduct, Errors and Omissions, Rule 5.1-4</p> <p><i>Rules of Professional Conduct</i>, Section 5 – Disclosure of Error or Omission, http://www.lso.ca/relationship-administration-of-justice/#ch5_sec1-lawyers-as-advocate</p>
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Resources	<p>Law Society of Ontario, Employee Delegation and Supervision http://www.lsuc.on.ca/with.aspx?id=2147494237</p>
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Assessment	<p>My firm ensures that the legal services it provides are appropriately supervised.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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How does the firm	<p>Ensure compliance with firm policies and procedures?</p>
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Best Practice Examples	<p>The firm</p> <ul style="list-style-type: none"> a) monitors compliance with policies and procedures, such as file audits; b) updates policies and procedures and holds regular meetings to elicit feedback from licensees and staff; and c) informs licensees and staff about updates to policies and procedures. <p>Senior licensees adhere to firm policies and procedures.</p>
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Requirements	
Resources	Law Society of Ontario, Guide to Opening Your Practice for Lawyers, Office Manual, http://www.lsuc.on.ca/with.aspx?id=2147499495#_Office_Manual_
Assessment	<p>My firm ensures compliance with firm policies and procedures.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p> <p><input type="checkbox"/> USUALLY NOT</p> <p><input type="checkbox"/> ALMOST NEVER</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

c. Objective: Your firm supports the well-being of its licensees and staff

How does the firm	Support staff well-being?
Best Practice Examples	<p>The importance of mental and physical health is recognized and addressed. Licensees adopt health behaviours, and the firm</p> <ul style="list-style-type: none"> a) encourages vacation time and work-life balance; b) maintains a referral list of resources for licensees and staff experiencing mental or physical health difficulties or addiction and encourages the use of such resources; <p>Junior licensees are actively mentored.</p> <p>The workloads of all licensees are monitored, and relief is provided as appropriate.</p> <p>The firm engages in activities designed to build collegiality, trust, and support networks, for example by organizing firm social events. If appropriate, the firm organizes staff into teams according to area of practice or project.</p>

Requirements	
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Resources	<p>Law Society of Ontario, Personal Management Practice Management Guideline, http://www.lsuc.on.ca/For-Lawyers/Improve-Your-Practice/Personal-Management-Practice-Management-Guideline/</p> <p>Law Society of Ontario, Member Assistance Program, https://www.lsuc.on.ca/map/</p> <p>LawPRO, "Happier Where You Are or Getting to a Better Place", https://www.practicepro.ca/2018/02/happier-where-you-are-or-getting-to-a-better-place-2018-edition/</p>
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Assessment	<p>My firm supports staff well-being.</p> <ul style="list-style-type: none"><input type="checkbox"/> ALWAYS<input type="checkbox"/> MOST OF THE TIME<input type="checkbox"/> SOMETIMES<input type="checkbox"/> USUALLY NOT<input type="checkbox"/> ALMOST NEVER <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>
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5. Access to Justice: Your firm facilitates access to justice, including access to legal services

a. Objective: Your firm facilitates access to justice, including access to legal services

How does the firm	Consider what it is prepared to do to enhance access to justice, including access to legal services?
Best Practice Examples	<p>The firm:</p> <ul style="list-style-type: none"> a) considers the access to justice needs in the firm's areas of practice, and how it can contribute to meeting those needs; and b) identifies specific steps that the firm could take to improve access to justice.
Requirements	
Resources	
Assessment	<p>My firm considers what it is prepared to do to enhance access to justice, including access to legal services.</p> <ul style="list-style-type: none"> <input type="checkbox"/> ALWAYS <input type="checkbox"/> MOST OF THE TIME <input type="checkbox"/> SOMETIMES <input type="checkbox"/> USUALLY NOT <input type="checkbox"/> ALMOST NEVER <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p>

How does the firm	Enhance access to justice, including access to legal services?
Best Practice Examples	<p>Enhancing access to justice, including access to legal services, is treated as important. Licensees and students are supported in their efforts.</p> <p>For example, a firm may provide a structure for individual goal setting in this area, including credit for pro bono work, and encouraging licensees and licensing candidates to consider alternatives to make legal services more affordable, such as through contingency fee agreements, alternative fee arrangements (not based on hourly billing), and limited scope retainers, including legal coaching.</p> <p>Licensees and students to engage with access to justice issues, for example, by attending at continuing professional development programs or conferences.</p>
Requirements	<p><i>Rules of Professional Conduct</i>, Section 3.2-1A and 3.2-1B – Under a Limited Scope Retainer (and commentary), http://www.lsuc.on.ca/relationship-to-clients/#ch3_sec2-1A-limited-scope-retainer</p>
Resources	<p>Law Society of Ontario, Unbundling of Legal Services, http://www.lsuc.on.ca/unbundling/</p> <p>LawPRO, Limited Scope Representation Resources, https://www.practicepro.ca/practice-aids/limited-scope-representation-resources/</p> <p>The Action Group, <i>Access to Justice (TAG) Webcast – Targeted Legal Services</i>, https://theactiongroup.ca/continuing-professional-development-sessions/</p> <p>LawPRO, “What’s My Coverage When Working Pro Bono?”, https://www.practicepro.ca/2016/09/whats-my-coverage-when-working-pro-bono/</p> <p>Alternative Fee Arrangements: A Comprehensive Guide for Law Firms, https://legaltrek.com/blog/2015/09/alternative-fee-arrangements-a-comprehensive-law-firm-guide/</p> <p>Canadian Bar Association, <i>The ABCs of Creating a Pro Bono Policy for Your Law Firm</i>, https://www.cba.org/Publications-Resources/CBA-Practice-Link/2015/2009/The-ABCs-of-Creating-a-Pro-Bono-Policy-for-Your-La</p> <p>Volunteering with Pro Bono Ontario, https://www.probonoontario.org/volunteer/</p>
Assessment	<p>My firm has provided a structure to encourage licensees and licensing candidates to set goals in relation to access to justice.</p> <p>Some examples may include participation in the Lawyer Referral Service, assisting clients with legal expense insurance, and participating in professional initiatives to assist access to justice.</p> <p><input type="checkbox"/> ALWAYS</p> <p><input type="checkbox"/> MOST OF THE TIME</p> <p><input type="checkbox"/> SOMETIMES</p>

<input type="checkbox"/> USUALLY NOT <input type="checkbox"/> ALMOST NEVER WHAT DOES OUR FIRM DO WELL? HOW COULD OUR FIRM IMPROVE?

6. Equality, Diversity and Inclusion: Your firm values equality, diversity and inclusion

a. Objective: Your firm implements and maintains best practices that support equality, diversity and inclusion in the firm

How does the firm	Identify gaps and barriers to equality, diversity and inclusion?
Best Practice Examples	The firm regularly reviews practices regarding recruitment, retention and advancement to identify gaps and barriers to diversity and inclusion.
Requirements	<p><i>Rules of Professional Conduct</i>, Section 5.3.1 – Discrimination, https://www.lsuc.on.ca/relationship-to-students-employees-and-others/#ch_sec3-discrimination</p> <p>Human Rights Code, R.S.O. 1990, c. H.19, https://www.ontario.ca/laws/statute/90h19</p> <p>By the end of 2020, complete three hours of Continuing Professional Development (CPD) on topics of equality and inclusion in the professions, and record these hours in the CPD Portal.</p> <p>If the firm has at least 10 licensees: Recommendation 3(3) of the Challenges Faced by Racialized Licensees Working Group report requires “a licensee representative of each legal workplace of at least 10</p>

	<p>licensees in Ontario to complete, every two years, an equality, diversity and inclusion self-assessment for their legal workplace, to be provided to the Law Society".</p> <p>Self-assessment questions will be added to the 2018 Lawyer Annual Reports, to be completed by March 31, 2019.</p> <p>Recommendation 5 of the Challenges Faced by Racialized Licensees Report provides that the Law Society will measure progress by asking licensees to voluntarily answer inclusion questions about their legal workplace.</p> <p>Regardless of the size of their firm, all licensees are encouraged to conduct inclusion surveys.</p>
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Resources	<p>Law Society of Ontario, <i>Equality, Diversity and Inclusion - Working Together for Change</i> – "Lawyers and Paralegals: Here's What You Need to KNOW and DO for 2018" http://www.lsuc.on.ca/EDI/</p>
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Assessment	<p>My firm reviews its practices with respect to recruitment, retention and advancement to identify gaps and barriers to equality, diversity and inclusion.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p> <p>WHAT DOES OUR FIRM DO WELL?</p> <p>HOW COULD OUR FIRM IMPROVE?</p> <p>My firm, which has more than 10 licensees, has completed the self-assessment and has returned this document to the Law Society every two years.</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p>
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How does the firm	Address gaps and barriers to equality, diversity and inclusion?
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Best Practice Examples	The firm addresses gaps and barriers to equality, diversity and inclusion by implementing these principles in its approach to the recruitment, retention, and advancement of staff.
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Requirements	Recommendation 3(1) of the Challenges Faced by Racialized Licensees Report provides that licensees are required to adopt a Statement of Principles acknowledging
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their obligation to promote equality, diversity and inclusion generally, and abide by it. The statement is included in the 2017 Lawyer Annual Report.

If the firm has at least 10 licensees:

Recommendation 3(2) of the Challenges Faced by Racialized Licensees Working Group report requires "a licensee representative of each legal workplace of at least 10 licensees in Ontario to develop, implement and maintain a human rights/diversity policy for their legal workplace".

Resources

See Law Society of Ontario, *Equality, Diversity and Inclusion - Working Together for Change* – "Lawyers and Paralegals: Here's What You Need to KNOW and DO for 2018", <http://www.lsuc.on.ca/with.aspx?id=2147504036&langtype=1033>

A document available online sets out the key elements that a Human Rights/Diversity policy should contain. See Law Society of Ontario, "Key Concepts of Human Rights/Diversity Policies", <http://www.lsuc.on.ca/with.aspx?id=2147504077&langtype=1033>

Also see Law Society of Ontario, "Addressing Recruitment, Retention and Advancement in Human Rights/Diversity Policies", <http://www.lsuc.on.ca/with.aspx?id=2147504092&langtype=1033>

Law Society of Ontario, Summary of Hiring Practice Guidelines, <http://www.lsuc.on.ca/licensingprocess.aspx?id=2147498291&langtype=1033>

Other Resources

The Justicia Project, https://www.lsuc.on.ca/justicia_project/

Assessment

My firm has taken steps to address barriers to equality, diversity and inclusion.

YES
 NO

My firm has a policy in place to address issues that may arise regarding equality, diversity and inclusion.

YES
 NO