



The Law Society of
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du Haut-Canada

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THE LAW SOCIETY OF UPPER CANADA

Retention of Women in Private Practice

STATUS REPORT June 2011



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Background

In May 2008, Convocation approved nine recommendations to enhance the retention of women in the private practice of law.

These recommendations have resulted in approved initiatives designed to empower women to take charge of their careers and help maintain the viability of small law firms.

This status report outlines the progress made in implementing the nine Retention of Women in Private Practice recommendations.

The recommendations are as follows:



RECOMMENDATION 1 The Justicia Project

That the Law Society implement a three-year pilot project (the “Justicia Project”) for firms of more than 25 lawyers and the two largest firms in each region, in which firms commit to adopting programs for the retention and advancement of women.

RECOMMENDATION 2 Direct Support

That the Law Society, in collaboration with legal associations where appropriate, provide direct support to women through programs such as a leadership and professional development institute and online resources. This recommendation includes the implementation of a change of status survey and the establishment of a Women’s Leadership and Professional Development Institute.

RECOMMENDATION 3 Contract Lawyers’ Registry

That the Law Society develop a five-year pilot project to promote and support contract lawyers to address the challenges women face in finding available and competent lawyers to maintain their practices during leaves of absence.

RECOMMENDATION 4 Parental Leave Assistance Program

That the Law Society implement a three-year Parental Leave Benefit Pilot Program, effective in 2009, as follows:

1. benefits are available to lawyers in firms of five lawyers or less, including sole practitioners, who have no access to other maternity/parental/adoption financial benefit programs under public or private plans;
2. provide a fixed sum of \$3,000 a month for three months (maximum \$9,000 per leave, per family unit) to cover, among other things, expenses associated with maintaining their practice during a maternity, parental or adoption leave.

RECOMMENDATION 5 Resources for Women in Sole Practices and Small Firms

That the Law Society provide access, in collaboration with legal associations where appropriate, to resources for women in sole practices and small firms through programs such as online resources and practice management and career development advice.

RECOMMENDATION 6 Beginning at Law School

That the Law Society work with law schools to provide access to information and education opportunities about the practice of law, the business of law, types of practices, practising in diverse work settings and available resources.

RECOMMENDATION 7 Creation of Advisory Group

That the Law Society create an advisory group of women lawyers from Aboriginal, Francophone and/or equality-seeking communities to assist with the implementation of the recommendations outlined in this report.

RECOMMENDATION 8 Networking

That the Equity and Aboriginal Issues Committee facilitate the development of networking strategies focused on the needs of women from Aboriginal, Francophone and/or equality-seeking communities in firms of all sizes.

RECOMMENDATION 9 Evaluation of Programs

That, after a period of three years of implementation of the programs, and after a period of five years of implementation of the Contract Lawyers' Registry, the Law Society assess the effectiveness of each program and identify further strategies for the retention and advancement of women in private practice (not discussed in this report).



Contract Lawyers' Registry

The Contract Lawyers' Registry (CLR) is an online resource that lists available lawyers from across Ontario who are interested in providing legal services on a contract basis.

RECOMMENDATION I The Justicia Project

That the Law Society implement a three-year pilot project (the “Justicia Project”) for firms of more than 25 lawyers and the two largest firms in each region, in which firms commit to adopting programs for the retention and advancement of women.

This innovative project – the first of its kind in Canada – was launched on November 17, 2008 and Justicia now has 57 participating firms, including one large out-of-province firm. For information about participating law firms and the project, please consult the Law Society website at: <http://www.lsuc.on.ca/with.aspx?id=635>.

Participating firms have been very engaged in the project through their firm representatives and Managing Partners. Most Managing Partners attended the launch meeting and reception, and the Managing Partners’ Summits held across the province. The firms are divided into the following three groups, based on their size and location:

- ▶ Medium Out of Toronto and Ottawa: Co-Chairs Thomas Conway (bencher) and Heather Williams
- ▶ Between 25 and 100 lawyers: Co-Chairs Linda Rothstein (bencher) and Megan Shortreed
- ▶ 100 and more lawyers: Co-Chairs Treasurer Laurie Pawlitza and Kirby Chown

The groups have been meeting regularly to discuss the project and develop valuable resources for participating law firms.

The Law Society surveyed participating law firms to identify and establish benchmarks of policies and practices based on firm size. Reports of the findings are available to participating firms and have been useful in the development of their own resources.

Participating firms have committed to developing processes to compile and maintain their own gender data, and most firms are now collecting and maintaining such data. Although firms do not have to report the results of the gender data collection to the Law Society or publicly, firms find this information useful in tracking their own progress and developing their own programs.

To work effectively, firm representatives have created a number of working groups to develop resources in the core areas in which Justicia firms have committed to implement policies and programs (written policies to address parental leaves, tracking gender demographic data, flexible work arrangements, networking and business development initiatives and mentoring and leadership skills development for women). The following working groups have been working collaboratively to develop best practices and guides for law firms:

- ▶ **The Compensation Working Group** developed options relating to: compensation during and following leaves of absence; bonuses; reviews and billings; and the impact of leaves on admission to partnership. The working group also reviewed the maternity and parental leave guides and provided advice on format and content.
- ▶ **The Firm Checklist Working Group** developed the *Preparing for a Lawyer’s Pregnancy or Parental Leave – Guide for Law Firms*.
- ▶ **The Ramp Down Ramp Up Working Group** developed options to assist lawyers who leave and return to private practice. The options were included in the guides on pregnancy and parental leaves. The Working Group also developed the *New Parent Tool Kit Template*.
- ▶ **The Managing Partners’ Summits Working Group** assisted in the development of an agenda and format for the Managing Partners’ Summits.
- ▶ **The Flexible Work Arrangements (FWA) Working Groups** (one working group for small and medium firms and one for large firms) developed best practices and implementation models for flexible work arrangements within firms. The Groups have also worked with Deloitte to develop a template to calculate the profitability of flexible work arrangements.

- ▶ **The Gender Data Collection Working Group** developed best practices to maintain quantitative and qualitative information about lawyers in law firms.
- ▶ **The Career Advancement Working Group** is considering initiatives to provide career advancement opportunities for women in law firms. It is developing two guides, for lawyers and firms, to assist women lawyers in progressing from associates to partnership and leadership positions.

The Working Groups have held regular meetings as follows:

- ▶ Compensation Working Group – six meetings
- ▶ Firm Checklist Working Group – one meeting
- ▶ Ramp Down Ramp Up Working Group – one meeting
- ▶ Managing Partners’ Summits Working Group – two meetings
- ▶ FWA Working Group (small and medium) – four meetings
- ▶ FWA Working Group (large) – nine meetings
- ▶ Gender Data Collection Working Group – four meetings
- ▶ Career Advancement Working Group – more than 15 meetings.

Patricia Gillette made a presentation to the firm representatives at a meeting on April 7, 2010 regarding FWA initiatives. Ms. Gillette is a senior partner at the law firm Orrick in San Francisco and an expert on the retention of women in private practice and career advancement strategies. Ms. Gillette also attended the 2010 Toronto Managing Partners’ Summit. She provided information about her firm’s restructuring, including the adoption of customized work arrangements and alternative compensation schemes, along with alternative billing practices. Ms. Gillette was inspiring and her expertise has been invaluable to the project. She will continue to assist in the Justicia Project.

JUSTICIA RESOURCES

Because of the extraordinary work of the Justicia firm representatives, numerous resources are now available for participating firms and are posted on the Justicia web portal, available to participating law firms. The guides and templates are available in formats that can be manipulated by law firms. The following resources have been developed to date:

- ▶ *Justicia Flexible Work Arrangements Profitability Model*
- ▶ *Guide to Assist Law Firms and Lawyers in Developing Successful Flexible Work Arrangements*
- ▶ *Gender Data Collection – Guide for Law Firms*
- ▶ *Gender Data Collection Template*
- ▶ *Summary of Firm Pregnancy and Parental Leave Policies*
- ▶ *Report of the Survey of Justicia Out of GTA and Ottawa Firms*
- ▶ *Report of the Survey of Justicia Firms of Under 100 Lawyers*
- ▶ *Report of the Survey of Justicia Firms of Over 100 Lawyers*
- ▶ *New Parent Tool Kit Template*
- ▶ *Preparing for a Lawyer’s Pregnancy or Parental Leave – Guide for Law Firms*
- ▶ *Guide to Assist Law Firms in Developing Pregnancy and Parental Leave Policies for Associates*
- ▶ *Guide to Assist Law Firms in Developing Pregnancy and Parental Leave Policies for Partners*
- ▶ *Law Firm’s Self-Assessment Tool*



A Justicia icon has been developed as a visual identity symbol and has recently been trademarked.

In the fall of 2009, the Law Society held a series of Managing Partners' Summits which were very well attended and provided a useful forum to exchange information about progress and challenges.

2009 MANAGING PARTNERS' SUMMITS

Toronto – October 21 and November 9	Approximately 50 Managing Partners in attendance. Then Treasurer Millar and Co-Chairs Thomas Conway (bencher) and Treasurer Laurie Pawlitza presented the project, followed by roundtable discussions.
Ottawa – November 18	Approximately 20 Managing Partners and firm representatives in attendance. Co-Chairs Thomas Conway (bencher), Treasurer Laurie Pawlitza and Heather Williams presented the project. The presentation was followed by roundtable discussions about the project.
Sudbury – November 23	Approximately 6 Managing Partners and firm representatives in attendance. Co-Chairs Thomas Conway (bencher), Treasurer Laurie Pawlitza and Heather Williams presented the project. This was followed by roundtable discussions about the project.
Hamilton – November 24	Approximately 10 Managing Partners and firm representatives in attendance. Co-Chairs Thomas Conway (bencher) and Heather Williams presented the project. This was followed by roundtable discussions about the project.

2010 MANAGING PARTNERS' SUMMITS

Ottawa – November 8	Ten Managing Partners and firm representatives in attendance. Co-Chairs Thomas Conway (bencher), Treasurer Laurie Pawlitza and Heather Williams presented the project. The presentation was followed by roundtable discussions about the project.
Toronto – November 15	Approximately 40 Managing Partners in attendance. Patricia Gillette, Senior Partner at Orrick in San Francisco, attended as keynote speaker. Co-Chairs Thomas Conway (bencher) and Treasurer Laurie Pawlitza presented an update of the project. The presentations were followed by roundtable discussions.
Hamilton – November 16	Seven Managing Partners and firm representatives in attendance. Heather Williams presented the project. This was followed by roundtable discussions about the project.
Sudbury – November 22	Six Managing Partners and firm representatives in attendance. Josée Bouchard, Equity Advisor, and Alison Hurst, Lawyer Liaison Counsel, presented the project. This was followed by roundtable discussions about the project.
Orillia – November 24	Four Managing Partners and firm representatives in attendance. Heather Williams presented the project. This was followed by roundtable discussions about the project.

Since the 2010 Managing Partners' Summits, the following meetings were held

- ▶ Out of GTA and Ottawa firm representatives – March 10, 2011 – A conference call meeting was held to discuss updates in the project. Most firms indicated that they have *ad hoc* flexible work arrangements, but found the resources developed through Justicia, including those on parental leave, very helpful.
- ▶ Medium firms – February 22, 2011 – Firm representatives held an in-person meeting to discuss the flexible work arrangement resources and updates in the project.
- ▶ Large firms – February 25, 2011 – Firm representatives held an in-person meeting to discuss the flexible work arrangement resources and updates in the project.

- ▶ Medium and Large Firms – May 2011 – Firm representatives held in-person meetings to discuss the career advancement resources for firms and lawyers. The Out of GTA and Ottawa law firm representatives will be holding in-person meetings in July 2011 in Barrie, Hamilton and Sudbury.

RECOMMENDATION 2 Direct Support

That the Law Society, in collaboration with legal associations where appropriate, provide direct support to women through programs such as a leadership and professional development institute and online resources. This recommendation includes the implementation of a change of status survey and the establishment of a Women's Leadership and Professional Development Institute.

This recommendation focuses on conducting a change of status survey and on the establishment of a Women's Leadership and Professional Development Institute. The online resources are developed through the Justicia project for medium and large firms and through the Women's Resource Centre for smaller firms, as described under Recommendation 5.

CHANGE OF STATUS SURVEY

In 2008, the Law Society of Upper Canada undertook a longitudinal study with lawyers who changed their professional status in the profession. The *Change of Status Quantitative Study – Report of Research Findings* for 2009 is available online. The findings outline trends in the movement of lawyers in the profession, including gender differences. The findings are being used by the Retention of Women in Private Practice Working Group and the Equity Committee in the development of policies and initiatives. The findings are also being used in presentations and conferences about the legal profession and have received media attention. The survey is ongoing and annual reports will be presented.

The report of the 2009 findings is available online at: http://www.lsuc.on.ca/media/convmay10_change_status_report.pdf.

The findings of the 2010 survey are now available at <http://www.lsuc.on.ca/WorkArea/DownloadAsset.aspx?id=2147485267>

WOMEN'S LEADERSHIP INSTITUTE

In 2009/2010, the Law Society held a number of events in the context of the Women's Leadership Institute. The most significant was the *Women Lawyers' Symposium – Fostering and Celebrating Success*, held in Ottawa on February 5, 2010. With approximately 100 participants from across the province, the symposium allowed women to network and attend workshops on the business of law. The symposium was well received and participants indicated an interest in continued networking opportunities in Ottawa.

The Law Society also partnered with the Women's Law Association of Ontario in 2010 to hold a panel discussion entitled *Guide to Success – A Dialogue with Women in Law*. The panel discussion allowed women lawyers to hear about the experiences of senior women in various sectors of the legal profession.

In the fall of 2010, the Law Society launched a workshop series in Ottawa, Toronto and Southwestern Ontario. The Law Society works in partnership with law associations across the province, such as the County of Carleton Law Association (CCLA), Women's Law Association of Ontario (WLAO), South West Region Women's Law Association (SWRWLA) and others.

The first three "workshops" or events in the series were "Meet the Treasurer" events in Toronto (November 2010), Ottawa (November 2010) and Windsor (February 2011). All three events were well received with approximately 60 participants in Toronto and Windsor, and 80+ in Ottawa. Another Meet the Treasurer event is being organized in London, Ontario for 2011.

Other workshops will focus on practical skills. Topics such as the following may be addressed:

- ▶ Opening and operating a legal practice – a discussion about going into sole practice, relevant issues and benefits and Law Society resources.
- ▶ Delegation – a discussion about effective delegation.
- ▶ Mentoring – a discussion about best practices relating to mentoring and how to make the most of your mentor relationship.
- ▶ Using law office technology – a discussion about new technology, what is required in a law business and how to avoid spending too much time on technology.
- ▶ Time management systems – a discussion about time management systems, what works, and great tips.

The Law Society also participated as a sponsor at the Canadian Bar Association's two-day conference entitled, *Leadership Conference for Professional Women: Skills for Success*, held on January 28-29, 2011 in Toronto. The conference was designed by women lawyers for all professional women. It provided women with tools to enhance productivity and job satisfaction.

The Treasurer and Lawyer Liaison Counsel have also attended and organized numerous speaking engagements with law associations and law schools to discuss, among other topics, the Retention of Women in Private Practice project. Throughout the past year, the Lawyer Liaison Counsel has organized and participated in a series of Women & the Law panel discussions at law schools throughout Ontario (University of Windsor, University of Western Ontario, Osgoode Hall Law School, and the University of Toronto.) As part of the Articling & Beyond program in November 2010 (an event designed to bring law students together with sole and small firm practitioners from across the province), the Lawyer Liaison Counsel participated in

a panel discussion dedicated to issues related to women in private practice. Over 60 female law students participated in the discussion.

The Treasurer has also participated in a number of panel discussions for Women & the Law, including an International Women's Day event at Queen's Law School in March 2011. She was also the keynote speaker at the SWRWLA Fall 2010 retreat, where she discussed the Retention of Women in Private Practice project.

On May 4, 2011, the Law Society, in partnership with the Women's Law Association of Ontario, hosted the WLAO's 5th Annual Alternative Careers for Women in Law program entitled, *You're a Lawyer – Now What? Alternative Careers for Women in the Law*.

The Law Society is also partnering with the National Conference of Women's Bar Associations to present the *2011 Women's Bar Leadership Summit: Strengths Across Borders*, to be held at the Law Society on August 5, 2011.

RECOMMENDATION 3 Contract Lawyers' Registry

That the Law Society develop a five-year pilot project to promote and support contract lawyers to address the challenges women face in finding available and competent lawyers to maintain their practice during leaves of absence.

The Contract Lawyers' Registry is available online and includes resources and a list of available lawyers from across the province who are interested and available to provide legal services on contract. There are approximately 126 lawyers registered on the site.

This site provides helpful resources for sole and small firm practitioners who require the assistance of a contract lawyer while taking maternity, parental or other types of leave. The site is also used by lawyers who require assistance for a large trial or a demanding file, or for any other reasons. The Contract Lawyers' Registry offers specific tools to help lawyers hire a contract lawyer, including sample contract clauses, a contract checklist, as well as information about issues to consider when entering into a contract.

To consult the site, join the registry, or retain a contract lawyer, please visit <http://rc.lsuc.on.ca/jsp/contractLawyer/index.jsp>.

RECOMMENDATION 4 Parental Leave Assistance Program (PLAP)

That the Law Society implement a three-year Parental Leave Benefit Pilot Program, effective in 2009, as follows:

1. benefits are available to lawyers in firms of five lawyers or less, including sole practitioners, who have no access to other maternity/parental/adoption financial benefit programs under public or private plans;
2. provide a fixed sum of \$3,000 a month for three months (maximum \$9,000 per leave per family unit) to cover, among other things, expenses associated with maintaining their practice during a maternity, parental or adoption leave.

The Law Society launched the three-year pilot parental leave program to enable more lawyers to stay in practice after the birth or adoption of a child. Effective March 12, 2009, the Parental Leave Assistance Program provides financial benefits to practising lawyers who are partners in firms of five or fewer lawyers and meet the eligibility criteria.

Under the program, the Law Society provides a fixed sum of \$750 a week to eligible applicants for up to 12 weeks (maximum \$9,000 per leave, per family unit) to help cover, among other things, expenses associated with maintaining their practice during a maternity, parental or adoption leave.

In January 2010, the federal *Employment Insurance Act* was amended to provide self-employed persons special benefits including maternity, parental, adoption, sickness, and compassionate care benefits. These benefits were previously available only to wage-earners and salaried workers.

The new legislation came into effect on January 1, 2010, and benefits became payable in January 2011. Self-employed persons need to opt into the Employment Insurance plan and pay premiums for at least one year before they can claim benefits. The Law Society will continue to offer PLAP, which will coexist with the federal EI Special Benefits plan.

To be eligible for benefits under the Parental Leave Assistance Program, the applicant must satisfy all of the following requirements:

- ▶ be a birth parent (mother or father) or an adoptive parent (mother or father);
- be a member in good standing;
- be a sole practitioner or a partner in a firm of five lawyers or less;
- cease to engage in remunerative work or to practise law during the leave for which he or she is receiving payments under PLAP; and
- have no access to other maternity, parental, or adoption financial benefits under a public or private plan.

Lawyers who meet the above eligibility criteria are eligible for PLAP if they have not opted to receive EI Special Benefits; have entered into an agreement with the Canada Employment Insurance Commission, but are in the one-year waiting period for EI Special Benefits; have opted to receive the EI Special Benefits, but have terminated their agreement; and are still eligible to claim EI Special Benefits but have signed an affidavit indicating that they forego any EI Special Benefits. To find out if you are eligible for PLAP, please visit <http://rc.lsuc.on.ca/jsp/equity/PLAP.jsp>.

The tables on page 9 provide an outline of approved and completed applications by gender and practice type and by type of leave, as of April 30, 2011.

APPROVED & COMPLETED APPLICANTS BY GENDER AND PRACTICE TYPE

GENDER	2009	2010	2011	Total
Female, Small Firm	8	7	2	17
Female, Sole	27	47	5	79
Male, Small Firm	5	2	1	8
Male, Sole	10	12	4	26
Total	50	68	12	130

APPROVED & COMPLETED APPLICANTS BY TYPE OF LEAVE

Type of Leave	2009	2010	2011	Total
Birth of Child	48	60	10	118
Adoption	1	2	1	4
Miscarriage	0	0	1	1
Medical prior to Birth	1	6	0	7
Total	50	68	12	130

RECOMMENDATION 5 Direct Resources

That the Law Society provide access, in collaboration with legal associations where appropriate, to resources for women in sole practices and small firms through programs such as online resources and practice management and career development advice.

The Law Society launched the Women's Online Resource Centre (WORC) in December 2010. The WORC includes practical, online resources for women, such as a list of legal organizations for women lawyers, information about work-life balance, mentoring, marketing and networking and resources for sole and small firm practitioners. The WORC also includes a section on returning to practice, as recommended by the Return to Practice Working Group. To consult the site, please visit <http://rc.lsuc.on.ca/jsp/worc/index.jsp>.

RECOMMENDATION 6 Beginning at Law School

That the Law Society work with law schools to provide access to information and education opportunities about the practice of law, the business of law, types of practices, practising in diverse work settings and available resources.

Between 2009 and 2011, representatives of the Law Society, including the Lawyer Liaison Counsel, the Equity Advisor, the Aboriginal Initiatives Counsel and other Law Society staff members and benchers, have visited all of the Ontario law schools, where they have met with female law students and presented on women's issues.

Throughout the past year, the Lawyer Liaison Counsel has organized and participated in a series of Women & the Law panel discussions at law schools throughout Ontario (University of Windsor, University of Western Ontario, Osgoode Hall Law School, and the University of Toronto.)

In November 2010, the Law Society, in partnership with the Ontario Bar Association and the County & District Law Presidents' Association, hosted the symposium *Articling & Beyond – Finding Work that Works for You*. Law students and recent calls to the bar from across the province and sole and small firm practitioners throughout Ontario attended. The symposium was a great success, with 250 students and recent calls and 130 firms participating.

The goals of this event were twofold. The primary goal was to provide law students with information and resources to encourage them to explore a variety of articling and career options. The secondary goal was to build awareness about issues such as the "greying of the bar" in communities outside of the GTA, and the importance of creating articling opportunities in smaller communities beyond the GTA. As part of *Articling & Beyond*, the Lawyer Liaison Counsel participated in a panel discussion dedicated to issues related to women in private practice. Over 60 female law students participated in the discussion.

The second *Articling & Beyond* event will be held on November 18, 2011.

RECOMMENDATION 7 Creation of Advisory Group

That the Law Society create an advisory group of women lawyers from Aboriginal, Francophone and/or equality-seeking communities to assist with the implementation of the recommendations outlined in this report.

In May 2009, the Women's Equality Advisory Group (WEAG) was created and is composed of 10 women with expertise in issues related to equality and diversity.

The WEAG meets regularly to discuss activities and resources arising out of the Retention of Women in Private Practice project. WEAG members appointed Jacqueline Beckles as Chair and Sue-Lynn Noel as Vice-Chair. The WEAG recommended a list of resources to be included in the Women's Online Resource Centre and is consulted about ongoing projects.

RECOMMENDATION 8 Networking

That the Equity and Aboriginal Issues Committee facilitate the development of networking strategies focused on the needs of women from Aboriginal, Francophone and/or equality-seeking communities in firms of all sizes.

The Law Society facilitates the development of networking opportunities by holding approximately 10 Public Education Equality and Rule of Law events and approximately five continuing professional development programs with organizations such as the Aboriginal Legal Services of Ontario, the Association des juristes d'expression française de l'Ontario (AJEFO), ARCH Disability Law Centre, B'nai Brith Canada, the Canadian Association of Black Lawyers, the Feminist Legal Analysis Committee of the Ontario Bar Association (OBA), the South Asian Bar Association of Toronto, the Indigenous Bar Association, the Métis Nation of Ontario, the Official Languages Committee of the OBA, the Sexual Orientation and Gender Identity Committee of the OBA, the South Asian Legal Clinic of Ontario and the Women's Law Association of Ontario.

The Law Society also sponsors events or partners with associations to organize external events that facilitate networking opportunities, such as the Women's Law Association of Ontario's annual President's Award gala, the Canadian Association of Black Lawyers' gala reception, the annual AJEFO conference and the Women's Legal Education and Action Fund. The Equity Committee developed sponsoring guidelines to assist the Equity Initiatives Department in planning these events.

In addition, the Equity Committee organizes networking events with the Equity Advisory Group (and now also the Women's Equality Advisory Group) to ensure continued dialogue between committee members and the advisory groups.

On March 2, 2011, the Law Society hosted an event and reception in the context of International Women's Day. The event, organized in partnership with the Women's Law Association of Ontario, the Feminist Legal Analysis Section of the Ontario Bar Association, the Women's Legal Education and Action Fund, and the Barbra Schliker Commemorative Clinic, included the film screening of a documentary entitled, *Constitute!* about the development of Sections 15 and 28 of the *Charter*.

In addition, intergenerational feminist voices discussed the journey of feminism in Canada and its popularity now and in the future. Using the new book, *Feminist Journeys/Voies feministes* as a basis for discussion, speakers were asked to comment on the status of feminism. The panel examined the question of why few women self-identify as feminists and why many have done so over the years. Feminists and experts discussed their journeys, reflected on the richness of the past 50 years of feminism, and looked at what the future holds.

As mentioned earlier, on May 4, 2011, the Law Society, in partnership with the Women's Law Association of Ontario, hosted the WLAO's 5th Annual Alternative Careers for Women in Law program. The Law Society is also partnering with the National Conference of Women's Bar Associations to present the *2011 Women's Bar Leadership Summit: Strengths across Borders*, to be held at the Law Society on August 5, 2011.

RECOMMENDATION 9 Evaluation of Programs

That, after a period of three years of implementation of the programs, and after a period of five years of implementation of the Contract Lawyers' Registry, the Law Society assess the effectiveness of each program and identify further strategies for the retention and advancement of women in private practice.

The Equity Initiatives Department provides monthly progress reports on the implementation of the Retention of Women in Private Practice project to the Equity and Aboriginal Issues Committee. It is expected that the programs developed in that context will be assessed at the end of the pilot period to identify further strategies for the retention and advancement of women in private practice.



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