

Law Society of Alberta

Articling Program Assessment

RESEARCH REPORT

SEPTEMBER 26, 2019

For all inquiries about this report, email feedback@lawsociety.ab.ca.

illumina
research partners



LAW SOCIETY
of ALBERTA



“

I think students need ... to be listened to in terms of needs, a lot of proactive engagement to build confidence, and non-judgmental assistance in all aspects of practice.

- PRINCIPAL

The top three takeaways from the **Articling Program Assessment** survey.



32% Experience Discrimination and/or Harassment during Recruitment or Articling

Most discrimination and harassment is primarily based on gender or race/ethnicity.

Articling students feel:

1. Resources are not available to address discrimination and harassment concerns.
2. The process to deal with discrimination and harassment will negatively impact them.



Inconsistency in Competencies Learned and Level of Preparedness for Entry Level Practice

- 49% of new lawyers felt prepared for entry level practice.
- 51% lacked confidence and felt only somewhat prepared or unprepared.
- Only one third of students and new lawyers state a learning plan was used.
- Training is weaker in four competency areas:
 - Adjudication/dispute resolution
 - Conducting matters
 - Practice management
 - Client relationship management



Quality of Mentorship and Feedback is a Challenge for Principals/Mentors and Students

- Students feel receiving feedback on work performance, skills and development are areas for improvement.
- Principals and mentors mention lack of time, resources and training as key challenges with mentoring articling students.



Highlights

Methodology Highlights



12-14-MINUTE
online surveys
(May 8 – June 17, 2019)



COMPLETED BY 736
articling students and
new lawyers

549
IN ALBERTA
Response rate: 23%

104
IN SASKATCHEWAN

83
IN MANITOBA



COMPLETED BY 407
principals, recruiters
and mentors

295
IN ALBERTA
*Response rate cannot be determined as the role
of mentor is not tracked by the Law Society*

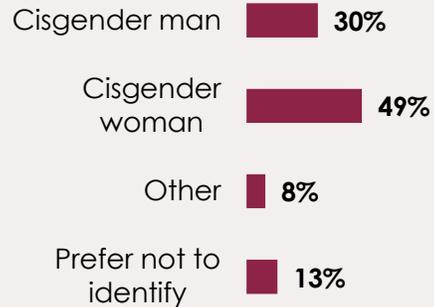
64
IN SASKATCHEWAN

48
IN MANITOBA

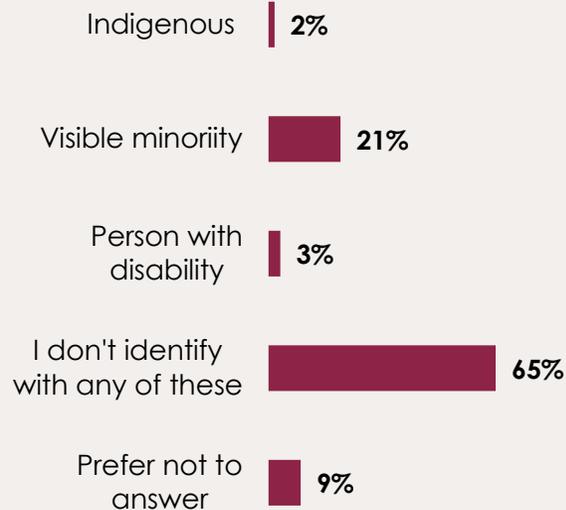
Alberta Demographics Highlights

Articling Students and New Lawyers

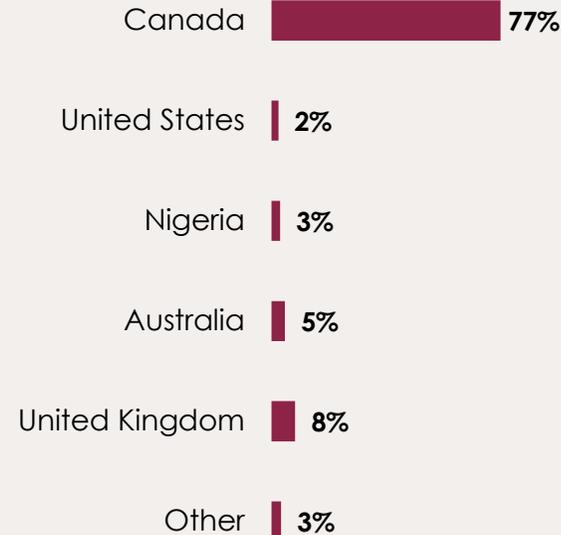
Gender



Minority groups



Education



Practice Setting

	Total AB (n=549)
Sole Practitioner	13%
Government	6%
Corporate	2%
Academic	<1%
Law firm (2-10 lawyers)	33%
Law firm (11-25 lawyers)	9%
Law firm (26-50 lawyers)	7%
Law firm (51+ lawyers)	21%

- 8 in 10 articulated in large urban centres
- 1 in 10 in small urban centres
- Almost 1 in 10 articulated in rural areas or a combination of locations

Recruiters, Principals and Mentors

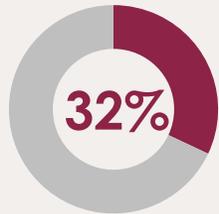
- All primary areas of practice were represented. Across provinces, respondents most commonly work in civil litigation, commercial and corporate law.
- 9 in 10 are located in large urban centres

Practice Setting

	Total AB (n=295)
Sole Practitioner	9%
Government	12%
Corporate	2%
Academic	<1%
Law firm (2-10 lawyers)	29%
Law firm (11-25 lawyers)	8%
Law firm (26-50 lawyers)	9%
Law firm (51+ lawyers)	27%

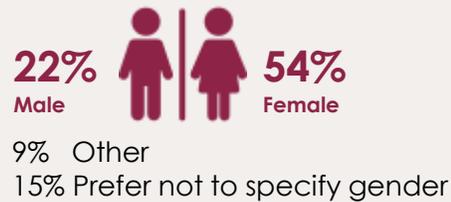
HIGHLIGHTS

Those experiencing discrimination and/or harassment are more likely to be female.

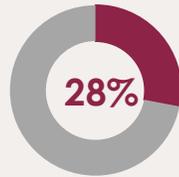


Report experiencing discrimination and/or harassment during recruitment and/or articling.

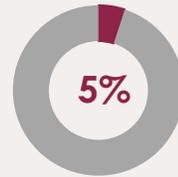
Profile of Those Who Experienced Discrimination and Harassment



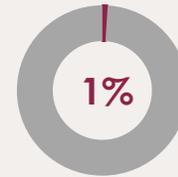
Don't identify as a minority group



Visible minority



Person with a disability



Indigenous

Canadian student
Attended law school
in Canada



International Student
Attended law school
outside Canada

Large urban centre **81%**

Small urban centre **7%**

Combination **6%**

Rural area **5%**

	Total AB (n=176)
Sole Practitioner	12%
Government	5%
Corporate	2%
Academic	0%
Law firm (2-10 lawyers)	34%
Law firm (11-25 lawyers)	10%
Law firm (26-50 lawyers)	6%
Law firm (51+ lawyers)	21%

Primary types of discrimination and harassment experienced:

- Females getting less challenging work or more administrative and non-billable work
- Being asked about marital status, plans for having children, sexual orientation
- Fewer positions offered to students who are older, educated abroad, with foreign sounding names, or without connections
- Clients expressing preference for male lawyers

HIGHLIGHTS

Women and minority groups are more likely to have experienced discrimination and/or harassment. Students educated abroad have a lower salary but work fewer hours on average than those educated in Canada.

Articling Students & New Lawyers

	Women (n=269)	Men (n=166)	Minorities (n=143)	Non-Minorities (n=357)	Educated Internationally (n=125)	Educated in Canada (n=424)
Satisfaction with articling experience (Very satisfied + satisfied)	67%	69%	67%	67%	62%	67%
Level of preparedness (Very prepared + prepared)	38%	43%	40%	42%	41%	41%
Experienced discrimination and / or harassment	36%	23%	41%	28%	38%	30%
Compensation (Average annual salary)	\$50,000	\$51,000	\$48,000	\$51,000	\$46,000	\$52,000
Workload (Average hours)	55 hrs / week	53 hrs / week	53 hrs / week	55 hrs / week	51 hrs / week	56 hrs / week

HIGHLIGHTS

Students feel resources are not available to address discrimination and harassment concerns. There are also concerns that the process to deal with discrimination and harassment will negatively impact them.

32% of students and new lawyers experienced discrimination or harassment during recruitment or articling.

9% of principals, mentors and recruiters have had a student express concerns about discrimination or harassment during recruitment or articling.

74%

Students and new lawyers who experienced discrimination or harassment **felt resources were unavailable** to address issues

82%

Recruiters, principals and mentors felt resources were available to address issues

37%

Did not take action either due to lack of resources or for fear of reprisal and/or losing their articling position

Discrimination or Harassment Experienced

(Among those who experienced discrimination or harassment, n=176)

48%

Harassment during articling

70%

Discrimination during articling

55%

Discrimination or harassment during recruitment

HIGHLIGHTS

Students suggested ways to end discrimination and harassment and to assist those who have this experience during recruitment or articling.

Respondents' Suggestions*

(based on verbatim analysis)

ENSURE DISCUSSION

of available resources
is part of onboarding
for articling students

CONSIDER HELPING

students who quit because
of discrimination and
harassment to find another
articling position

HAVE A PROCESS

in place for investigating
reports of discrimination
and harassment and
disciplining the offenders

BLIND REVIEW

of articling position
applications
(names removed)

MORE STRINGENT

approval or vetting
of principals

RANDOMLY CHECK HIRING PRACTICES

to identify the inherently
discriminatory ones

Verbatim Comments About Discrimination and Harassment Experience Highlights

Articling Students & New Lawyers

Is there anything you would like to share about your experience or the resources available to help you address a discrimination or harassment issue?

Among Alberta students who experienced discrimination or harassment during the recruitment process or articling experience, n=175

“There is **no recourse available** to law students in most firms for sexual harassment by a senior partner. My firm had no dedicated human resources department to effectively and confidentially manage harassment issues.”

“Students **need to be empowered** to deal with these issues. They cannot feel empowered when they **fear losing their articling position** if they rub their principal the wrong way.”

“There is **no way to safely report** without fear of reprisal, which is why I didn't report.”

“There appeared to be **nothing in terms of resources** available to an articling student to deal with this. **Fear of reprisal and the potential loss of my article** is sufficient for me to stay silent.”

“**Fear of reprisal** is a big issue, especially when your **future position is threatened** if you don't comply with something asked of you by a partner and that something has clear sexual undertones. Widespread **change to attitudes towards women and articling students need to occur** before this sort of thing becomes something of the past. The mentality of boot camp treatment being acceptable for articling students, often on the basis that that is how it was for senior members of the bar, feeds the **notion that harassment is acceptable in certain forms or for certain purposes**. It is not. **It is never acceptable.**”

Principals, Recruiters & Mentors

How did you or your firm/organization handle the situation?

Among Alberta principals, recruiters and mentors who had candidates/articling students report being discriminated or harassed during the recruitment process or articling experience, n=40

“Terribly - **no consequences for harassers/discriminator**, gossiped around the office, **made the student the problem** (this has happened multiple times, same offenders).”

“Not great - in a battle between articling student and partner, the **partner always wins.**”

“Unfortunately, the **partners didn't believe the complaint**, and the student left the firm.”

“The student was concerned about how she would be impacted by taking any formal steps to report to the partnership (I was a non-partner informal mentor), and asked me not to tell anyone about it. So **nothing was done**, although I personally **kept a closer eye on the conduct of the harasser** around young women in the office after that.”

“**Provided guidance to the articling student** as to how to deal with the situation, **recommended changes to administration to deal with gender bias** and work everyday to make the firm better for women.”

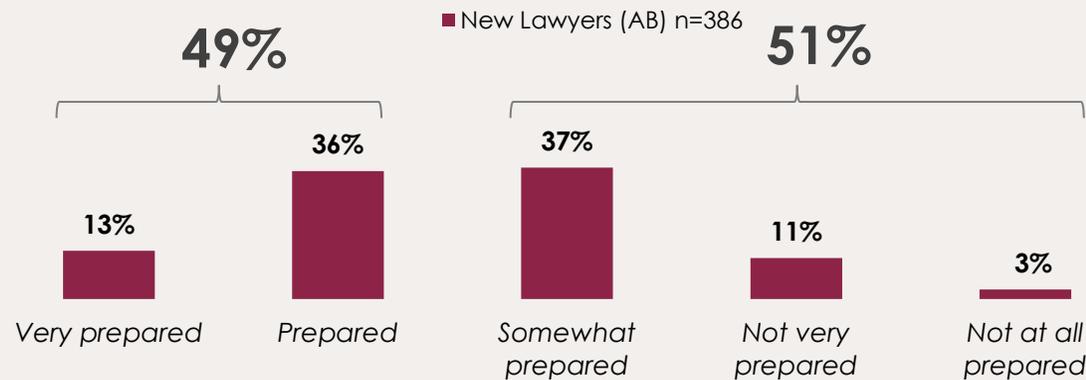
“**Discreet backroom discussions** about how the student should handle it. I wish there was more **discussion with the perpetrator.**”

“**Supported student** and had **serious talk** to individual named.”

HIGHLIGHTS

There is inconsistency in the level of preparedness for entry level practice.

Half of former articling students, now new lawyers, were not confident in their training and felt only somewhat prepared, not very prepared, or not at all prepared for entry level practice.



89% of lawyers who felt very prepared or prepared for entry level practice are very satisfied or satisfied with their articling experience.

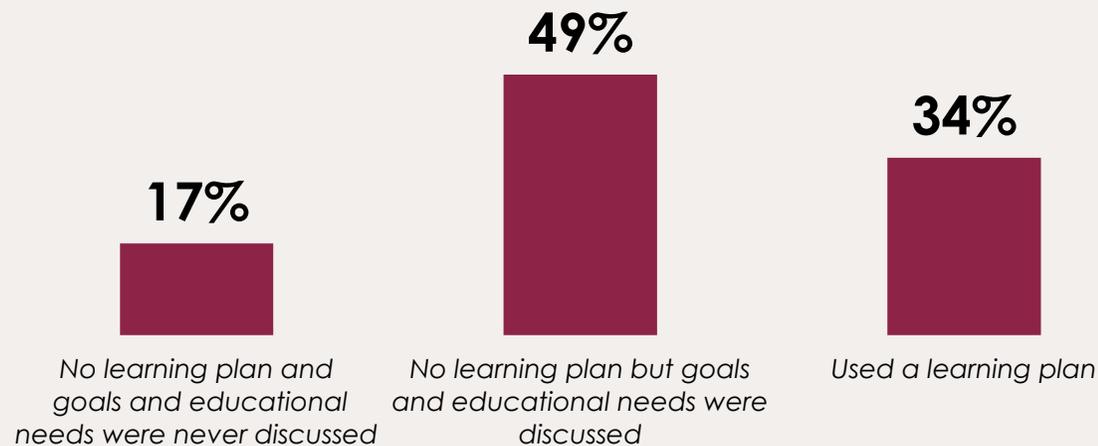
- The top reasons for both satisfaction and dissatisfaction with the articling experience are:
 - Content of training in terms of exposure to a range of practice areas and variety of skills developed through hands-on experience
 - Quality of training in terms of mentorship and feedback

HIGHLIGHTS

Level of preparedness for entry level practice is impacted by training received in competency areas and exposure to practice areas.

Training content is mentioned as the top factor for how prepared students feel for entry-level practice.

- Principals, recruiters and mentors feel providing a variety of experiences for training is one of their top challenges.
- One third of articling students and new lawyers indicated a learning plan was used

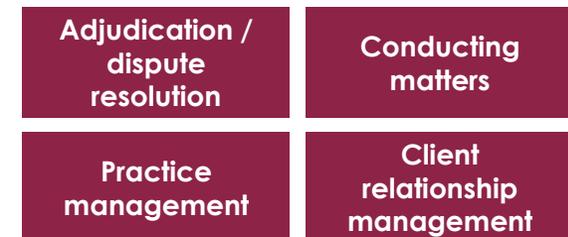


Just one-third of articling students are exposed to most practice areas

Stronger areas of training



Weaker areas of training



Respondents' suggested ways to improve training in all competency areas.

Respondents' Suggestions*
(based on verbatim analysis)

MORE FOCUS

on exposing students to training in adjudication/dispute resolution, practice management, conducting matters, and client relationship management

IMPROVE

existing training programs (e.g. the CPLED program)

OFFER MORE EASILY ACCESSIBLE

educational resources (e.g. provide access to LESA's library and courses, offer reduced rates for courses, etc.)

DEVELOP

an education plan that ensures coverage of all competency areas and provides exposure to most practice areas

GIVE

students more articling time

Verbatim Comments On Preparedness For Entry Level Practice Highlights

Articling Students & New Lawyers

Please explain why you believe you were prepared/unprepared for entry level practice once you completed your articling?

Among total Alberta articling students and new lawyers n=462

Very prepared + prepared (n=226)	Somewhat Prepared (n=179)	Not very prepared + not at all prepared (n=57)
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"I worked in **a number of different practice areas** in the firm and as the year went on I was able to focus more on **practice areas that suited my interest**. The experience I gained **gave me confidence** as I became an associate."

"The type of tasks I was handling as a student are the same tasks I handled in the early years of practice. By the time I got called to the bar, I was **confident in what I was doing** and **could handle some matters and clients** on my own."

"I was **given very little interaction with clients** and managing **matters from start to finish**."

"There was **little mentorship** from the senior practitioners at the firm and **little exposure to many areas of litigation or solicitor work**. Much of the work done was **'assistant' type work**."

"I was effectively **left to fend for myself** for the duration of my articles. Every time I approached my **Principal** with a question, he told me he was **too busy**. It felt like the only purpose I served for the firm was to **do bank and court runs... I had no exposure to essential areas**, such as questioning, examination-in-chief, trials, settlement meetings, [etc.]"

"My **principal was never in the office**. When he was, he was working on his own matters and left me to **work in isolation**."

Principals, Recruiters & Mentors

Please explain why you believe an articling student is prepared/unprepared for entry level practice once you complete their articling at your firm/organization?

Among total Alberta principals, recruiters and mentors, n=295

Very prepared + prepared (n=233)	Somewhat Prepared (n=49)	Not very prepared + not at all prepared (n=13*)
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"They've had **broad exposure** and **many people to learn from and lean on** for questions and support."

"They rotate through **various rotations**, and are required to meet **all the competencies in the Education Plan**. Formal **mentorship is excellent**, with a variety of senior lawyers taking this on."

"They are **competent lawyers** with the ability to **open and work on files until they are closed**."

"In my opinion, the articling year, at best, provides a **very basic level of understanding** to enable a student to enter practice. I would estimate that **a student would not likely be fully prepared for at least two to three years** of continued mentoring and assistance following completion of articles."

"It is a **large leap** to go from articling to carriage of own files."

"At the courts, students undertake the same type of work for 10 months (legal research) and **do not experience the wide range of tasks necessary for practice**."

"The organization is **chaotic**, the students have too many matters and are **overwhelmed**. They learn how to hide mistakes, feedback is extremely poor, they feel **uncertain and adrift**."

HIGHLIGHTS

Mentorship, guidance and feedback are areas where students, new lawyers, principals, mentors and recruiters all express concerns.

Mentorship and guidance are a top challenge for all involved.

64%

Satisfied with
mentorship received

Despite overall satisfaction, two thirds of students and new lawyers **express some concerns** in their comments **about the quality of the mentorship and guidance provided.**

34%

Find giving good
feedback challenging

Over half of principals, recruiters and mentors mention in their comments that **they struggle to provide quality mentorship and guidance.**

Quality of training is the top reason for satisfaction with the articling experience and the second most important factor in preparing students for entry-level practice.

Respondents' suggested ways to improve mentorship and feedback.

Respondents' Suggestions*

(based on verbatim analysis)

INTRODUCE

more clarity and structure into the principal – student relationship, more specifically:

- *Clarity on what articling students should expect and what is required*
- *Structured training consistently covering all competency areas*
- *Clear structure to a student's role*
- *Consistency in principal – student interaction (e.g. regular feedback, weekly meetings, etc.)*

ENCOURAGE

other lawyers (beyond the principal) to participate in mentoring and guiding students
- team work was mentioned by students as one of the top positive aspects of articling

DEVELOP AND OFFER

LESA training for principals and mentors

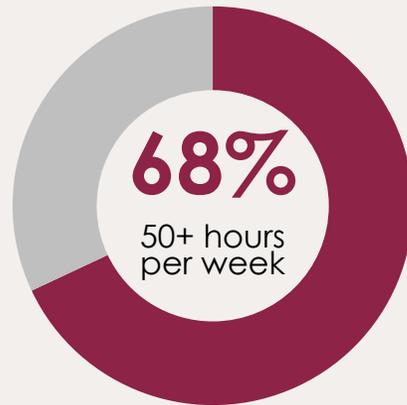
INVOLVE

principals in the recruitment process so that there is a good fit between the student and principal

HIGHLIGHTS

Students' top challenge is managing heavy workloads while also completing bar admission course requirements.

Over two-thirds of Alberta students report heavy workloads to be their top challenge.



Combining articling with bar admission course requirements is challenging but the majority of Alberta students are given some time to work on their bar admission course requirements during business hours.

One-fifth of students feel they were given grunt work leading to feelings of burn-out.

Respondents' Suggestions*

(based on verbatim analysis)

- Allow reasonable time for students to complete their bar examination course requirements during business hours
- If not possible to decrease the workload, ensure that articling student tasks have educational value that prepares them for entry level practice



HIGHLIGHTS

Students are most satisfied when they have a balance between compensation and hours of work.

Students in Alberta receive higher compensation and report higher workloads than in the other prairie provinces.

93%

Receive(d) salary while articling

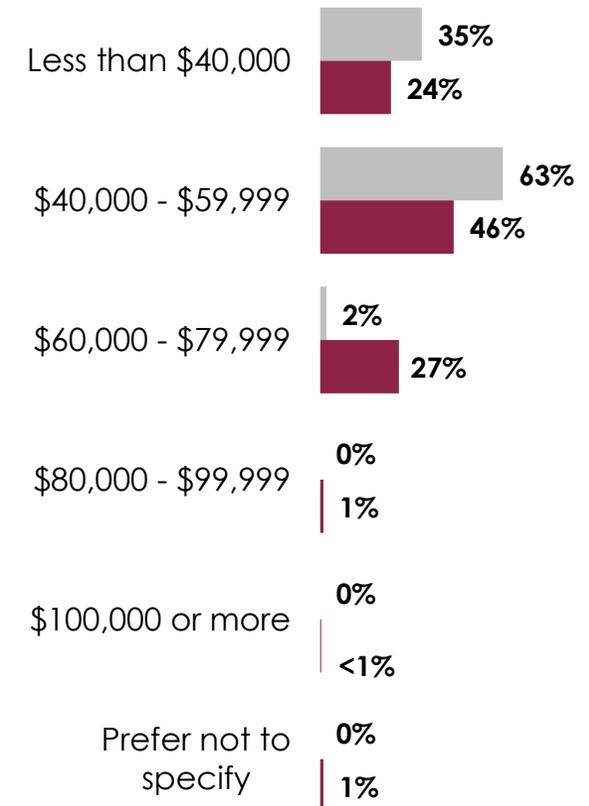
81%

Bar admission course tuition paid by firm

- The highest compensation was given to those working for **big law firms** (approximately **\$63,000** on average), but they also report having the highest workload (on average, **63 hours a week**).
- Those working for **medium-sized law firms** appear to have had a better balance between compensation and hours, as they were notably more satisfied with their articling experience (**79% satisfied**). On average, they received approximately **\$59,000** and worked **56 hrs a week**.
- **Alberta students** reported **average workload of 55 hrs a week**, while **Saskatchewan and Manitoba students** report an average of **50 hrs a week**

Compensation Received While Articling

■ Total SK/MB n=180 ■ Total AB n=542



A photograph of four business professionals in a meeting, overlaid with a semi-transparent red filter. The individuals are focused on documents and a tablet. The text 'Detailed Findings' is centered in white, with a horizontal line underneath it.

Detailed Findings

METHODOLOGY (in detail)

Research Agency

Illumina Research Partners is a CRIC Accredited Agency. The CRIC Accredited Agency Seal recognizes members who have made the highest commitment to follow best practices and adhere to world-leading standards and ethics in market research, analytics and insights.



For more information:

<https://www.canadianresearchinsightscouncil.ca/wp-content/uploads/2019/09/CRIC-Public-Opinion-Research-Standards-and-Disclosure-Requirements-1.pdf>

For any further inquiries about CRIC and our research practices, please contact Illumina Research Partners at ybrouwers@illuminaresearch.com.

For all inquiries about this report, email feedback@lawsociety.ab.ca.

Research Sponsor

The Law Society of Alberta sponsored and funded two online surveys to assess the current state of the articling program from two perspectives: articling students (current and recent) and those members who supervise or mentor articling students.

Questions Asked

The full questionnaires are in the appendix starting on page 69.

Survey Availability

The Law Society of Alberta managed all aspects of data collection including:

- Communication of the surveys to the membership
- Programming and hosting of the surveys in English
- Sending out of survey invitations to all members of the profession in Alberta via the email registered with the Law Society

Prior to survey launch, the online surveys were thoroughly tested internally by the Law Society of Alberta and Illumina Research Partners.

The Law Society of Alberta posted the 14-minute online survey for students-at-law and new lawyers, as well as the 12-minute online survey for principals, recruiters and mentors, on the website <https://www.lawsocietylistens.ca> between May 8, 2019 and June 17, 2019.

Availability of the surveys over 5.5 weeks allowed Alberta students and lawyers the time to complete the survey when it was convenient for them.

The Law Society of Saskatchewan and The Law Society of Manitoba also invited their members to complete these surveys during the same timeframe.

METHODOLOGY (in detail cont'd)

Target Audience

Screening questions at the beginning of the surveys were used to find the target audience.

- To qualify to complete the student survey, one needed to be an articling student or a new lawyer who completed their articling in the past five years.
- To qualify to complete the principal survey, a lawyer needed to have been in the role of a recruiter, principal or mentor of an articling student in the past five years.

Process to Maximize Response Rates

To maximize participation, survey completion was incentivized by a draw for a free LESA course as well as promoted using the following channels:

- General eBulletins to entire profession (approx. 12,600) on:
 - May 8
 - May 24
 - May 31
 - June 10
- Targeted emails to students, new lawyers and principals on May 3 (soft launch) and June 12.
- Distribution of 500 postcards at various legal events and presentations
- CBA eNewsletter (week of May 31)

Process to Maximize Response Rates (cont'd)

- Promotion of survey to young lawyers and articling students CBA subsections
- Promotion of survey in April Board Recap video
- Lawyers for Equity, Access, and Diversity (LEAD) Alberta Survey push to subgroups in Alberta legal community including:
 - Promotion at Association of Women Lawyers mystery lunch on May 15
 - Promotion at CBA Battle of the Bands on May 30
 - Federation for Asian Canadian Lawyers targeted outreach
 - Distribution to Alberta Lawyers' Assistance Society email list
 - Targeted promotion to Women's Law Forum and Department of Justice
 - Pushes at big law firms including DLA Piper, Bennett Jones, Caron, Kahane, Blakes, JSS
- Promotion of survey at presentations by:
 - Practice Advisors
 - Equity Ombudsperson
 - Indigenous Initiatives Liaison
 - CPLED CEO
- Social media promotion (Base of Twitter =2,520, LinkedIn = 2,270, with the addition of shares and retweets)

METHODOLOGY (in detail cont'd)

Response Rate Achieved

The surveys were completed by a total of 736 articling students and new lawyers (549 in Alberta, 104 in Saskatchewan and 83 in Manitoba) and 407 principals, recruiters and mentors (295 in Alberta, 64 in Saskatchewan and 48 in Manitoba).

An estimated 23% participation rate of Alberta articling students and new lawyers (n=549 completed surveys in Alberta) was achieved based on a distribution list of approximately 2,347 articling students and new lawyers in Alberta.

An estimated participation rate cannot be determined for principals, recruiters and mentors because the roles of mentor and recruiter are not tracked by the Law Society. There are approximately 484 principals in Alberta.

The data was not weighted.

Survey Limitations

These surveys are a census (non-probability sample) where all Alberta lawyers and students at law were invited to participate using the email address registered with the Law Society of Alberta. Ensuring all eligible lawyers and students at law with an email address receive the survey is intended to eliminate as much "coverage bias" as possible in this survey.

Targeted reminders to complete the surveys were sent to members who met the criteria for participating; however, there are members who met the criteria to participate but because their role is not tracked by the Law Society, they would not have received a reminder.

Survey Limitations (cont'd)

Similar to all online surveys, response bias and non-response bias still exists, which means the results may not be fully and truly representative of the sentiments of the Alberta legal profession.

Margin of error does not apply because this research is a census where all members of the population were invited to participate.

Reporting of Results

The following terms are used throughout graphs and charts in the report.

"Articling students" and those who have "completed articling but have not been called to bar" were combined under "Articling Students" throughout this report.

"New lawyers" refers to practising lawyers who started articling between 2014 and 2018.

"Recruiters" refers to those who have only been in the recruiter role in the past five years.

"Principals" refers to those who have only been in the principal role in the past five years.

"Mentors" refers to those who have only been in the mentor role in the past five years.

Those who have had more than one role (e.g., recruiter and/or principal and/or mentor) in the past five years are not reported separately because the results are generally similar to Total Alberta.

"Total SK/MB" are the combined results for members from Saskatchewan and Manitoba.

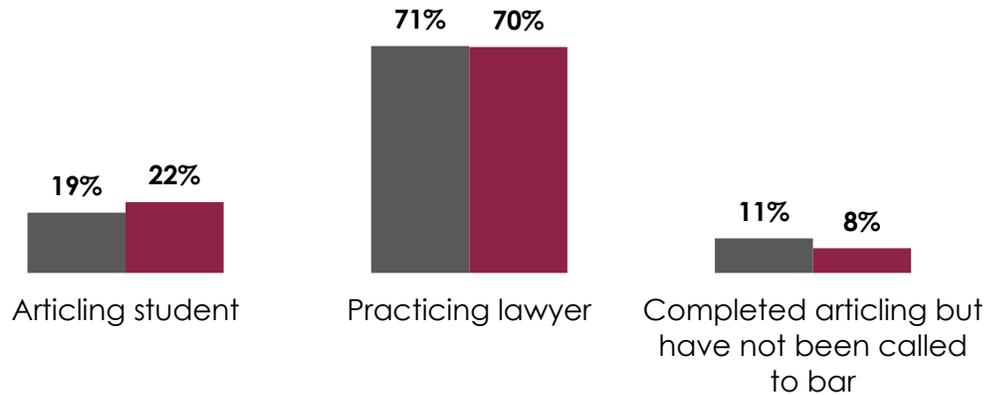
WHO COMPLETED THE SURVEY

Most of the respondents were practising lawyers, principals, and mentors.

Articling Students & New Lawyers

How would you best characterize yourself in the profession?

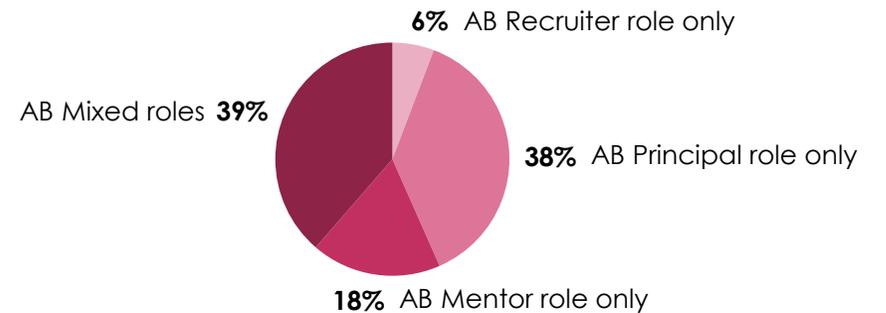
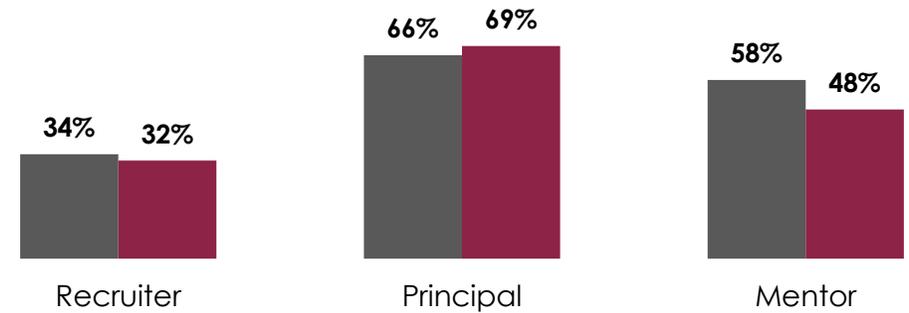
■ Total SK/MB n=187 ■ Total AB n=549



Principals, Recruiters & Mentors

In the last five years, have you been involved in any of the following roles with articling students?
(Multiple mentions)

■ Total SK/MB n=112 ■ Total AB n=295



NUMBER OF ARTICLING STUDENTS AT FIRM/ORGANIZATION

Half of principals are working with one student.

Principals, Recruiters & Mentors

What are your reasons for not being involved in the recruiting, mentoring or supervising of articling students?

Among those not involved in recruiting, mentoring or supervising articling students, n=29

Cost

Lack of time

Too limited scope for students to learn

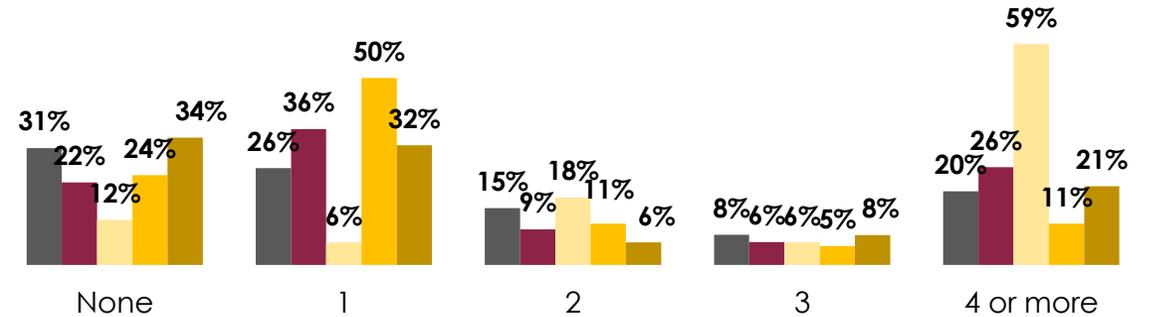
Providing mentoring in another way

- Mentoring summer students
- Teaching at a law school
- Giving advice to new lawyers

No need for additional help

How many articling students have you recruited or are you currently mentoring or supervising at your firm/organization?

■ Total SK/MB n=112
 ■ Total AB n=295
 ■ Recruiters (AB) n=17*
■ Principals (AB) n=111
 ■ Mentors (AB) n=53

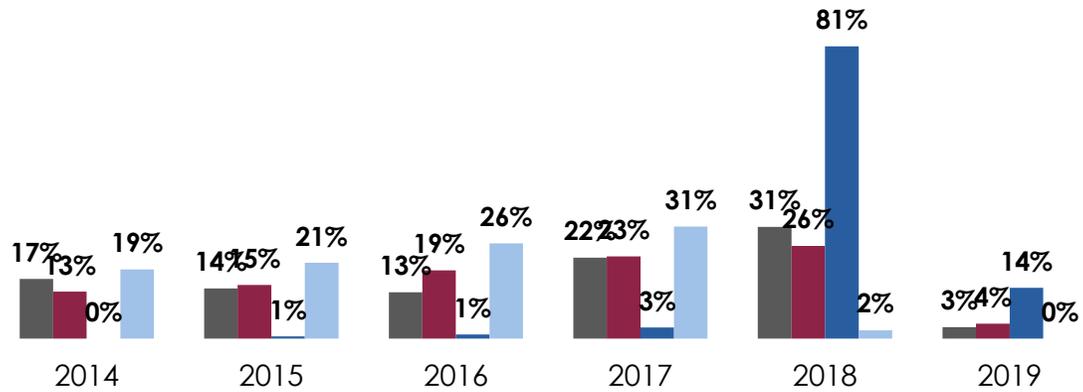


Over one-third have been working with articling students for five years or less.

Articling Students & New Lawyers

In which year did you start articling?

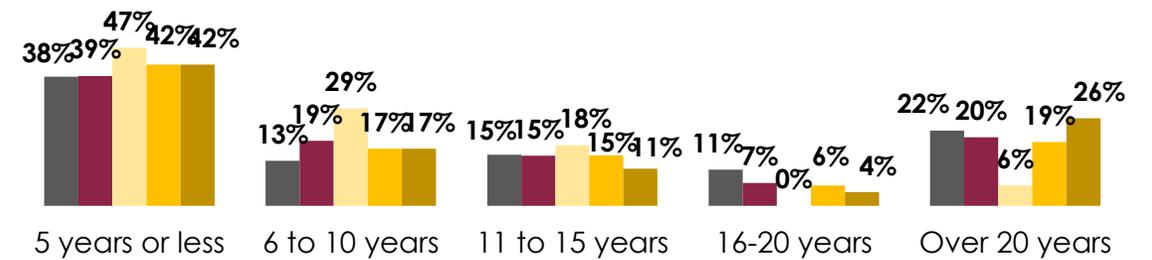
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Student n=163 ■ New Lawyer n=386



Principals, Recruiters & Mentors

How many years have you been recruiting, mentoring, and/or supervising articling students?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17*
 ■ Principals (AB) n=111 ■ Mentors (AB) n=53

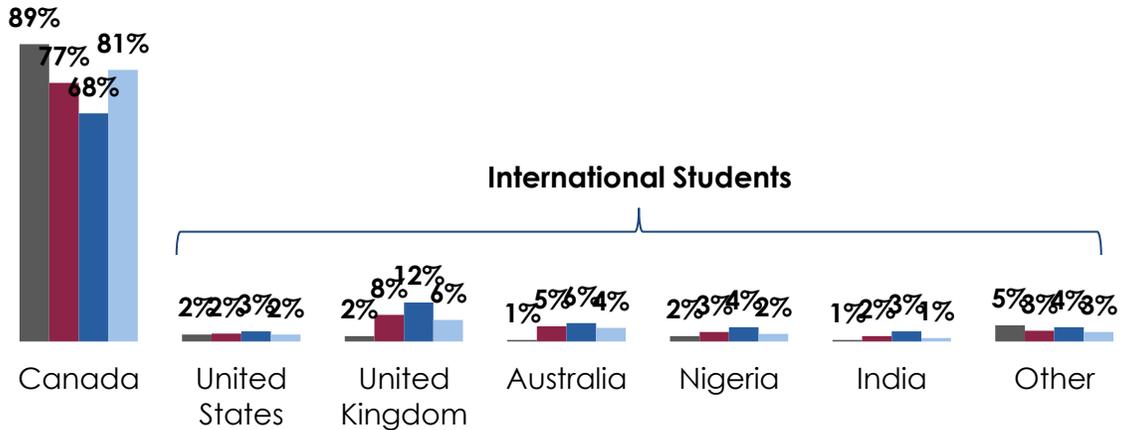


One-third of current articling students were educated abroad.

Articling Students & New Lawyers

Where did you attend law school?

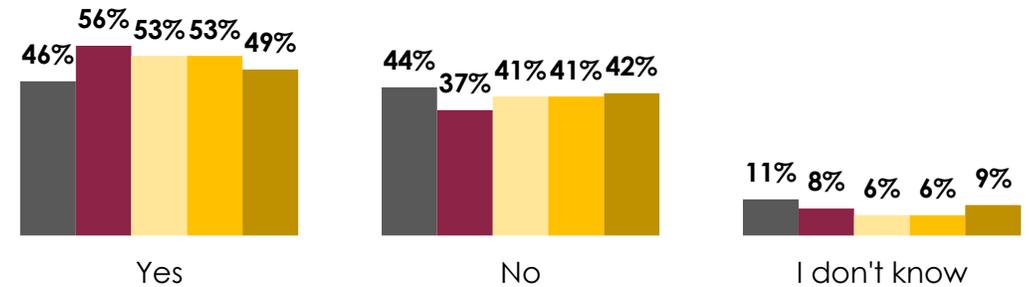
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students n=163 ■ New Lawyers n=386



Principals, Recruiters & Mentors

Has your firm/organization hired internationally trained students for articling positions?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17*
 ■ Principals (AB) n=111 ■ Mentors (AB) n=53



3 principals and 1 recruiter claimed that internationally trained students struggle and need more than 1 year of articling to be prepared for entry-level practice.



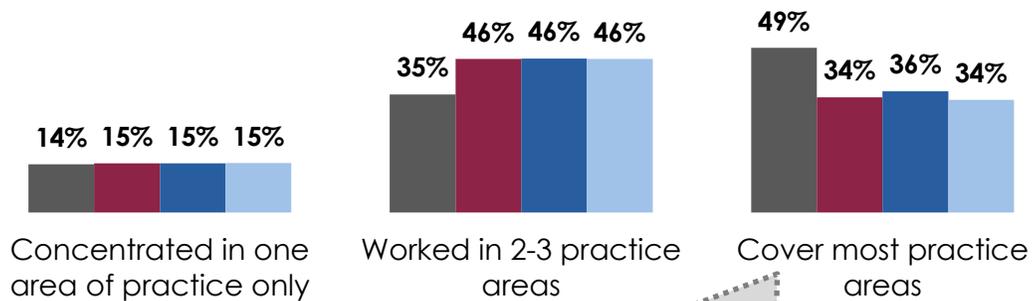
EXPOSURE TO DIFFERENT PRACTICE AREAS

Only one-third of Alberta students claim they have been exposed to most practice areas while articling.

Articling Students & New Lawyers

Type of Exposure to Different Practice Areas

■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students n=163 ■ New Lawyers n=386

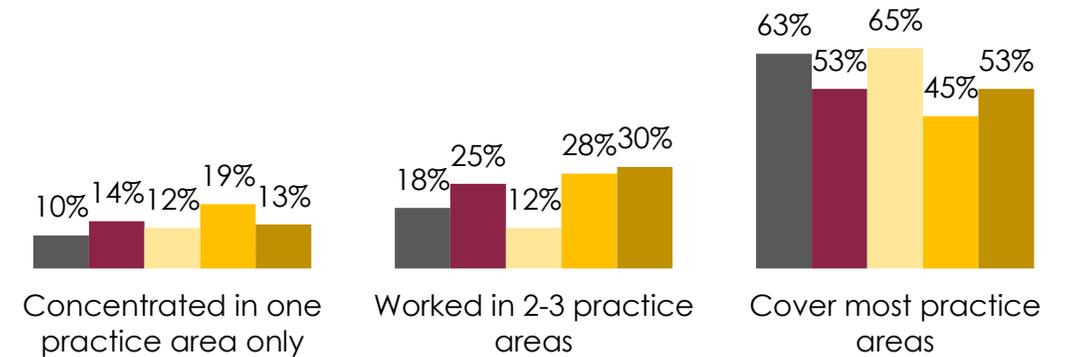


A few students mentioned that rotations with other firms and articling in more than one setting were good ways to get exposure to new areas of practice.

Principals, Recruiters & Mentors

Type of Exposure to Different Practice Areas

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17*
 ■ Principals (AB) n=111 ■ Mentors (AB) n=53



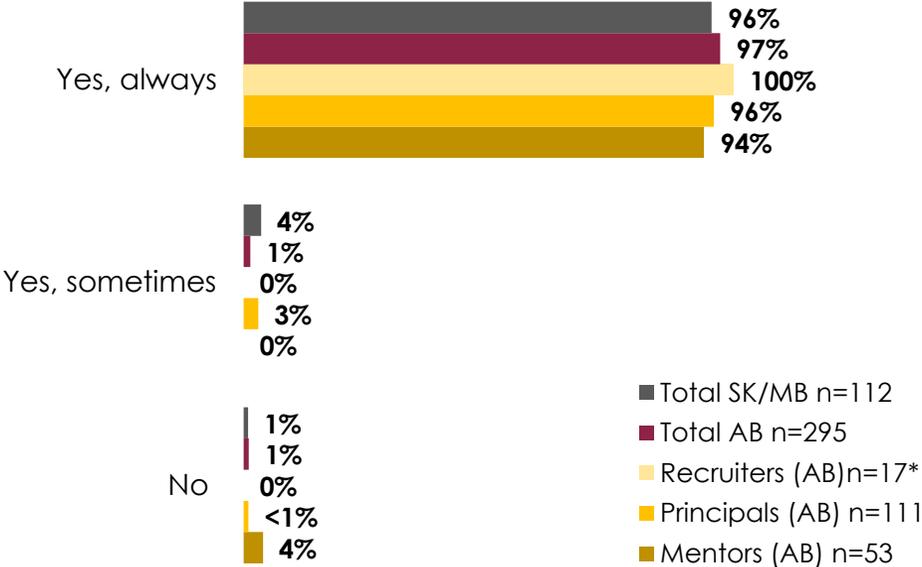
* Caution small base size for recruiters n=17

Illumina Research Partners

Nearly all firms offer articling students compensation.

Principals, Recruiters & Mentors

Does your firm/organization offer compensation to articling students?



Top Reasons for Not Offering Compensation to Articling Students

Among those that do not offer compensation to articling students in AB, n=3

- Insufficient funds to cover costs

- Students volunteer

- Hours are required as component of educational program

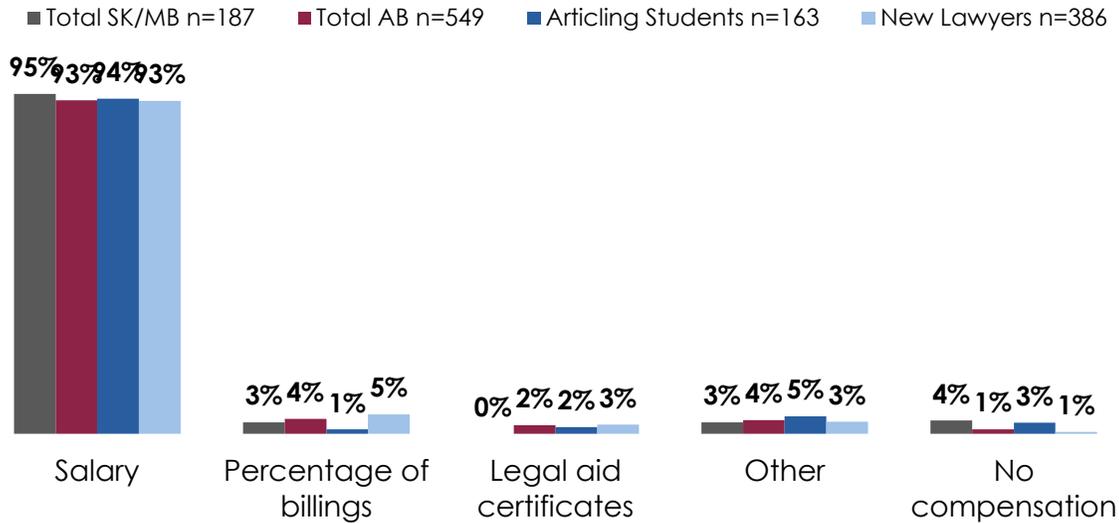
- Offer mentoring only in one area of practice

TYPE OF COMPENSATION

The vast majority of students were paid a salary while articling.

Articling Students & New Lawyers

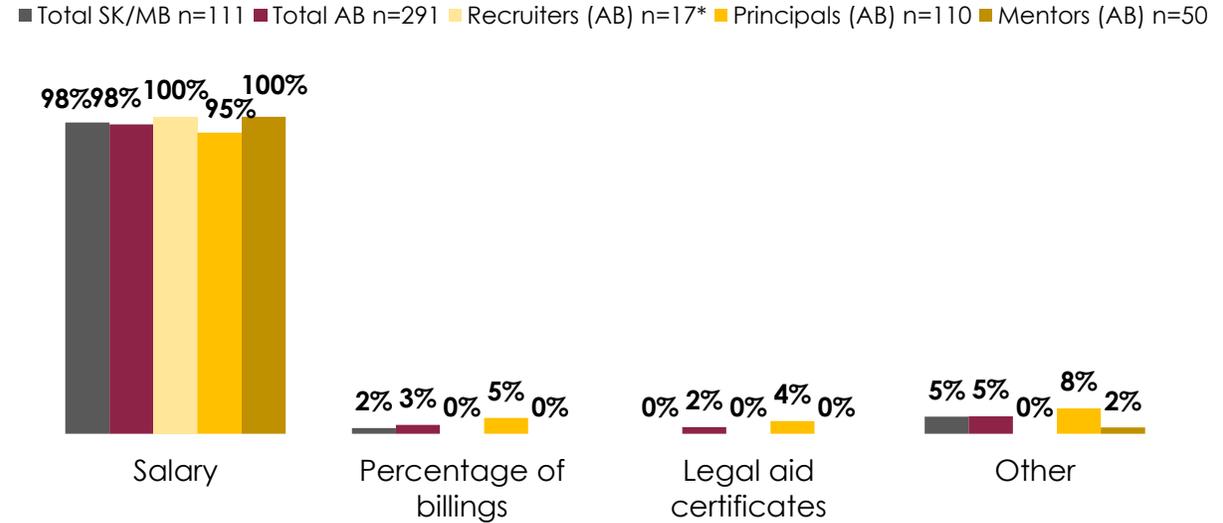
What type of compensation are you receiving/did you receive during your articling experience?



Principals, Recruiters & Mentors

What type of compensation does your firm/organization typically provide to articling students?

Among those who offer compensation



ANNUAL COMPENSATION

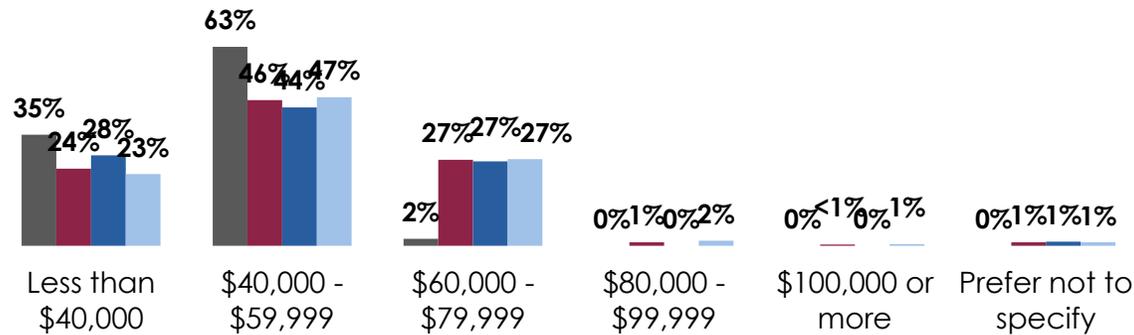
Students tend to be paid between \$40,000 and \$59,000, with those articling in Alberta being paid more on average than in other prairie provinces.

Articling Students & New Lawyers

What is/was your annual compensation during your articling?

Among those who have received compensation

■ Total SK/MB n=180 ■ Total AB n=542 ■ Articling Students (AB) n=158 ■ New Lawyers (AB) n=384

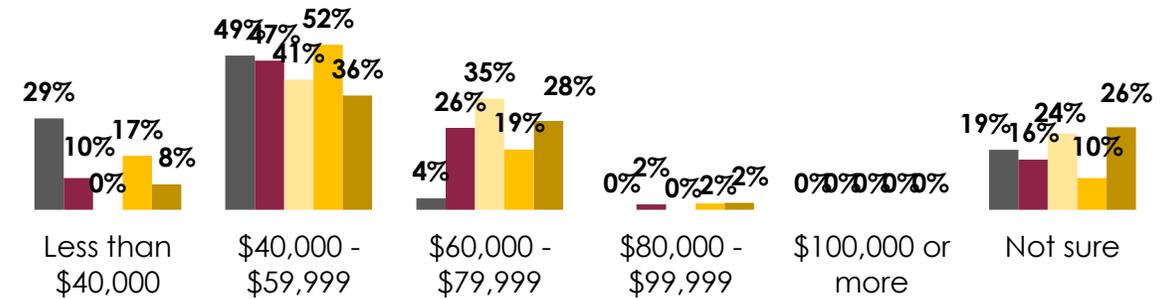


Principals, Recruiters & Mentors

In general, what is the compensation range offered to articling students at your firm/organization?

Among those who offer compensation

■ Total SK/MB n=111 ■ Total AB n=291 ■ Recruiters (AB) n=17* ■ Principals (AB) n=110 ■ Mentors (AB) n=50



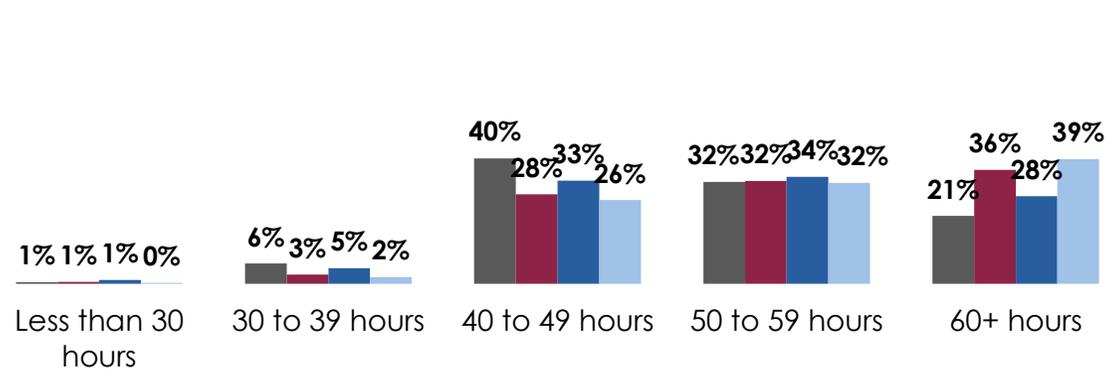
NUMBER OF HOURS WORKED BY ARTICLING STUDENTS

One-third of the students work 50-59 hours per week. Compared to other prairie provinces, more students in Alberta work over 60 hours per week.

Articling Students & New Lawyers

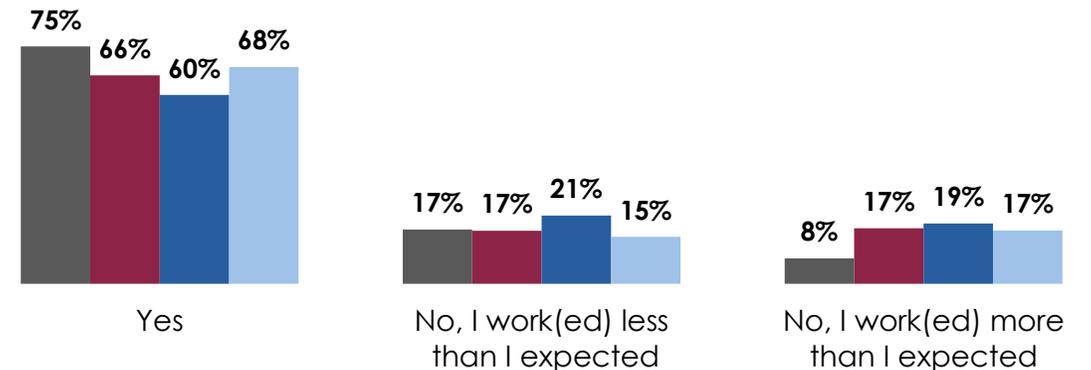
On average, approximately how many hours per week do/did you work during your articling?

■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Do/did the number of hours you work(ed) during articling fit with your expectations?

■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



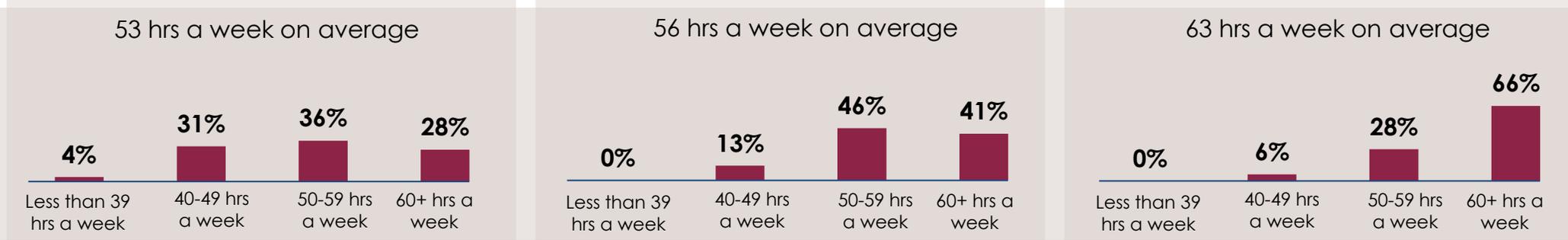
IMPACT OF COMPENSATION AND WORKLOAD ON SATISFACTION

Satisfaction with articling experience is the highest in medium-sized law firms, where workload, although heavy, is lighter than in big firms, but pay is slightly lower.

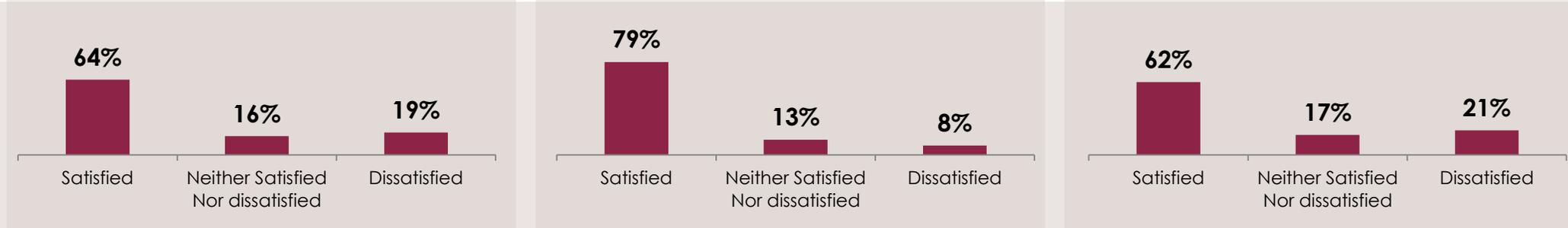
Compensation (Among Total AB)



Workload (Among Total AB)



Satisfaction (Among Total AB)



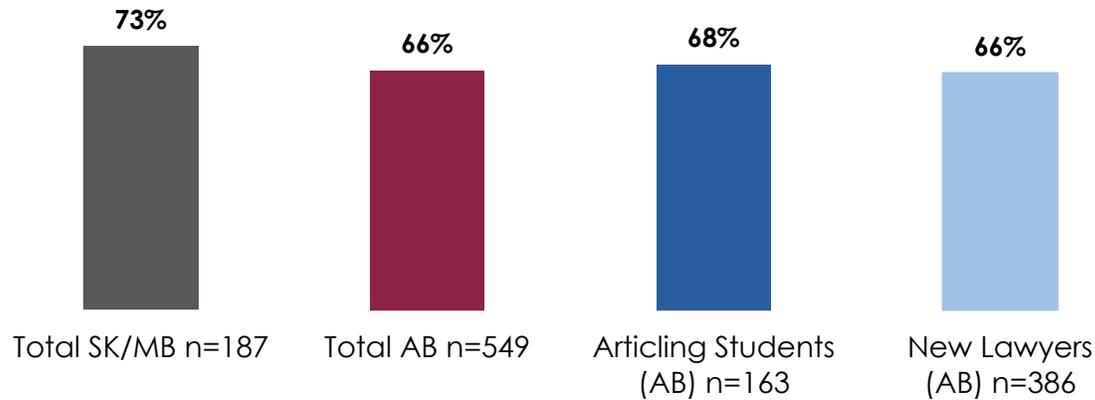
TIME TO COMPLETE BAR ADMISSION COURSE REQUIREMENTS DURING BUSINESS HOURS

Two-thirds of students and new lawyers state they are/were given time to complete their bar admission course requirements during business hours.

Articling Students & New Lawyers

In general, are you/were you given time to complete your bar admission course requirements during business hours at the firm/organization where you are/were articling?

% Yes

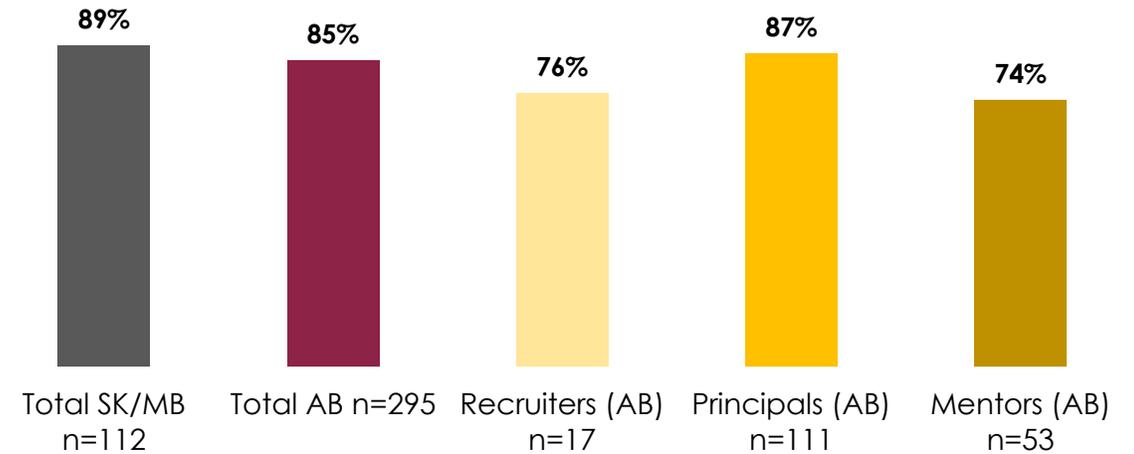


Students articling in large firms (51+ lawyers), especially those working in corporate settings, were less likely to be given time to complete the bar admission course requirements during business hours. In general, those who were given the time during business hours were more satisfied with their articling experience.

Principals, Recruiters & Mentors

In general, do articling students at your firm/organization typically get time during business hours to complete their bar admission course requirements?

% Yes



HOURS PER WEEK GIVEN TO COMPLETE BAR ADMISSION COURSE REQUIREMENTS DURING BUSINESS HOURS

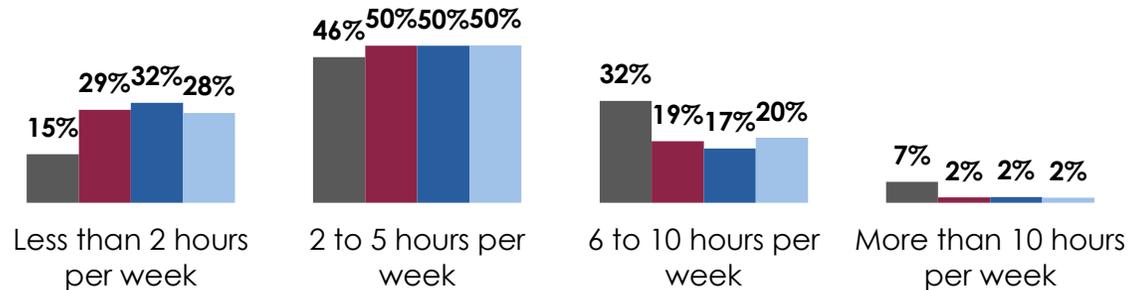
Half of students and new lawyers say they are, or were, given two to five hours per week to complete the bar admission course requirement.

Articling Students & New Lawyers

On average, how many hours per week are you/were you given to complete your bar admission course requirements?

Among those who were given time during business hours to complete their bar admission course requirements

■ Total SK/MB n=137 ■ Total AB n=365 ■ Articling Students (AB) n=111 ■ New Lawyers (AB) n=254

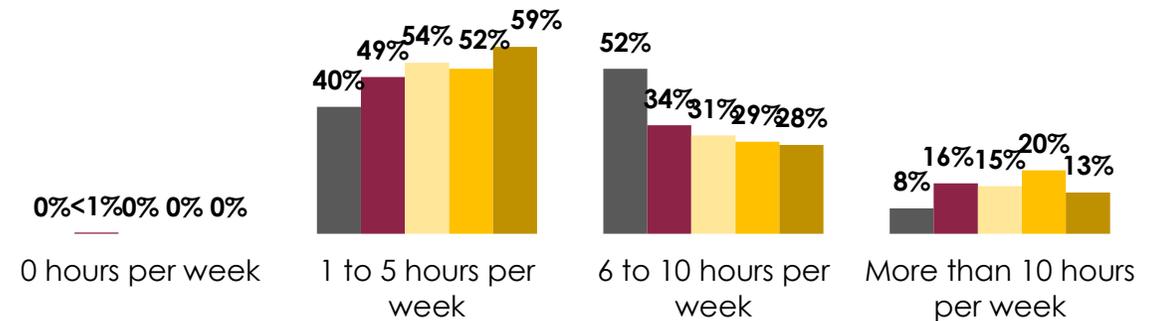


Principals, Recruiters & Mentors

To the best of your knowledge, on average how many hours per week are articling students given to complete their bar admission course requirements?

Among those who give time for articling students to complete bar admission course requirements during business hours

■ Total SK/MB n=100 ■ Total AB n=251 ■ Recruiters (AB) n=13* ■ Principals (AB) n=97 ■ Mentors (AB) n=39



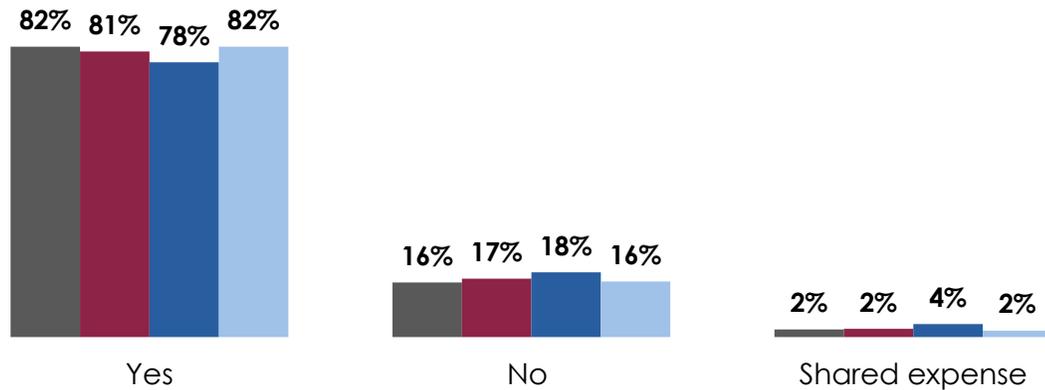
WHO PAID FOR BAR ADMISSION COURSE TUITION

The majority of firms pay their students' bar admission course tuition.

Articling Students & New Lawyers

Did/is your firm/organization pay(ing) your bar admission course tuition?

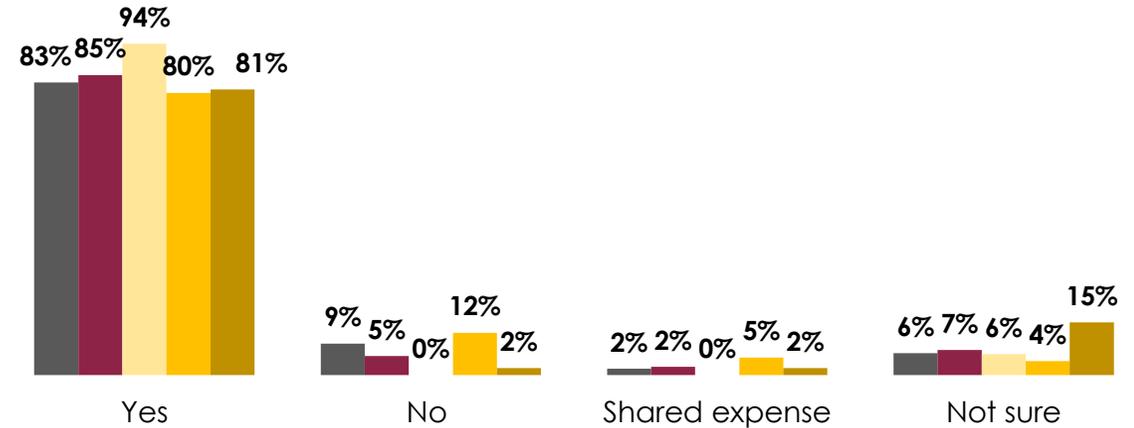
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

To the best of your knowledge, does your firm/organization pay for articling students' bar admission course tuition?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53



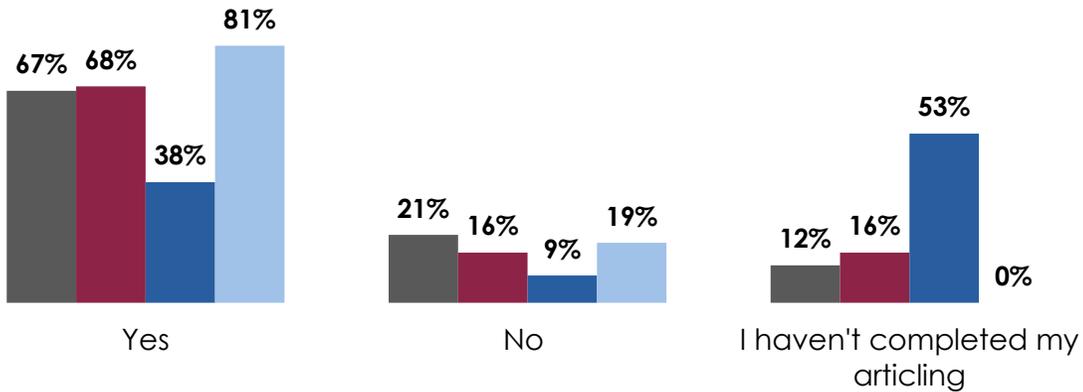
OFFER OF A POSITION AT THE FIRM WHERE ARTICLING COMPLETED

Eight in ten new lawyers were offered a position where they completed articling.

Articling Students & New Lawyers

Were you offered a position at the firm/organization where you completed your articling?

■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386

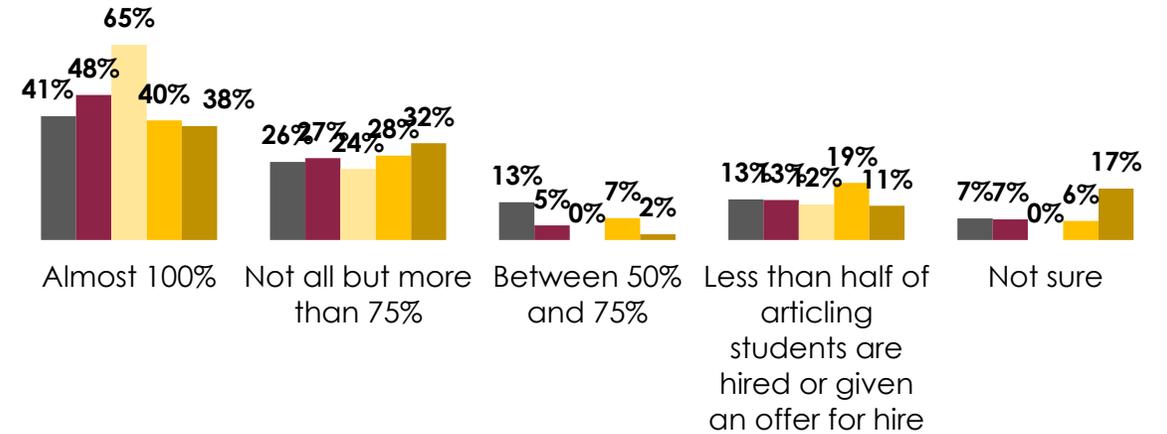


Larger firms (25+ lawyers) are more likely to offer their articling student a position.

Principals, Recruiters & Mentors

What proportion of articling students does your firm/organization hire, or give an offer for hire, after they complete their articling position?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17*
 ■ Principals (AB) n=111 ■ Mentors (AB) n=53



* Caution small base size for recruiters n=17

Illumina Research Partners

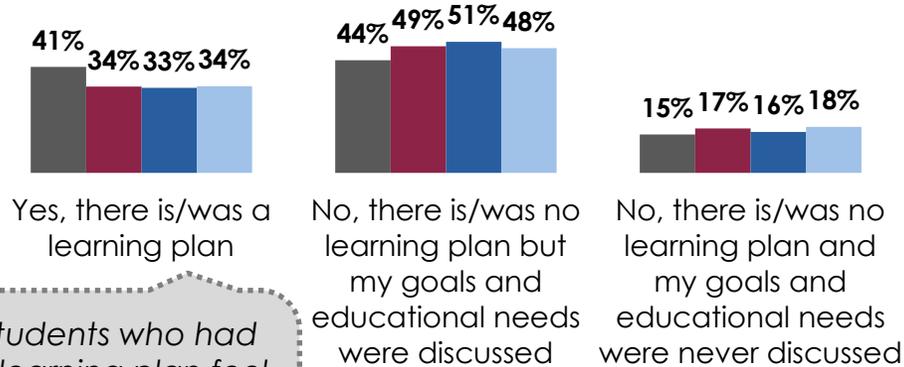
LEARNING PLAN PROVISIONS

Even though the majority of recruiters, principals and mentors state they use a learning plan, only one-third of articling students say they were exposed to one.

Articling Students & New Lawyers

For your articling position, do/did you have a learning plan that guided your learning?

■ Total SK/MB n=187 ■ Total AB=549 ■ Articling Students=163 ■ New Lawyers=386

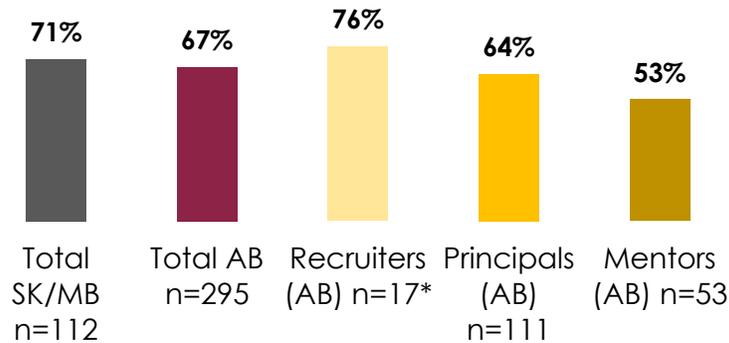


Students who had a learning plan feel considerably more prepared for entry level practice.

Principals, Recruiters & Mentors

In general, do you use a learning plan to guide the articling experience?

% Yes



Why don't you use a learning plan?

Among total Alberta recruiters, principals and mentors who do not use a learning plan, n=97

- 60% Find it unnecessary
- 31% Use a different resource (checklist, internal course, lecture series, etc.)
- 25% Never thought of it
- 14% Too limiting/individual approach is better
- 9% Too much work
- 2% Not a good fit for the firm

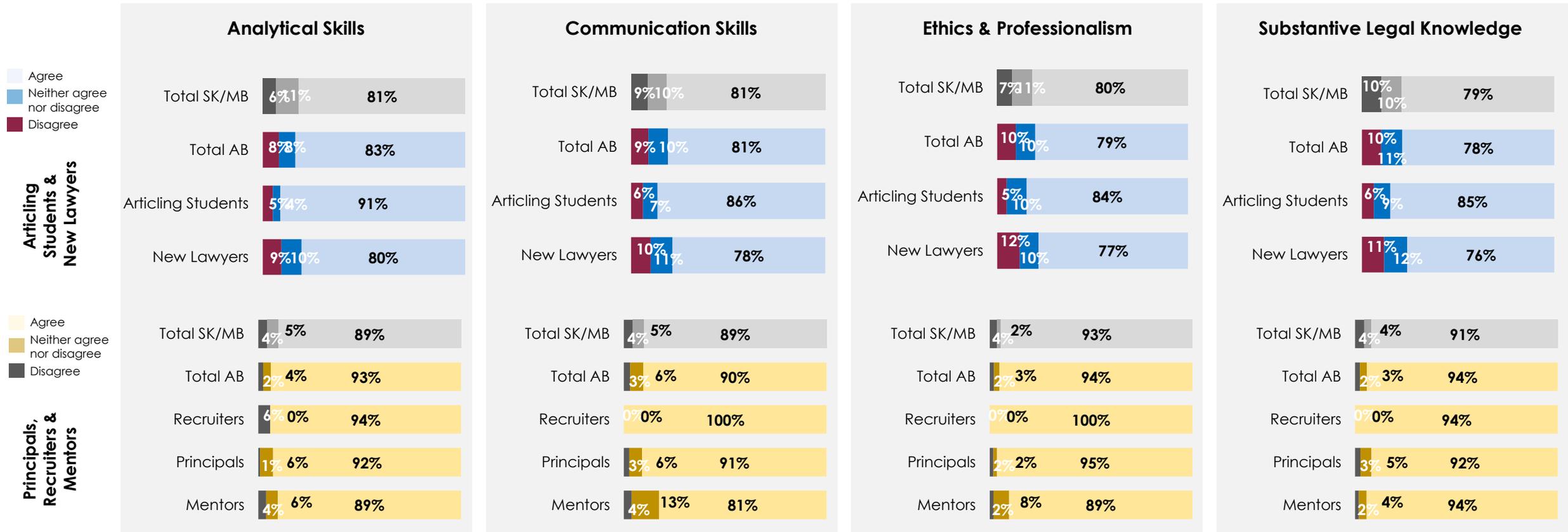


PERCEIVED AREAS OF STRONGER TRAINING BY STUDENTS

Students feel they get somewhat stronger training in analytical skills, communication skills, ethics & professionalism, and substantive legal knowledge during articling.

What extent do you agree or disagree that you are receiving/received adequate training to prepare you for entry level practice in each of the following areas?

What extent do you agree or disagree that articling students receive adequate training during their articling at your firm /organization in each of the following areas?

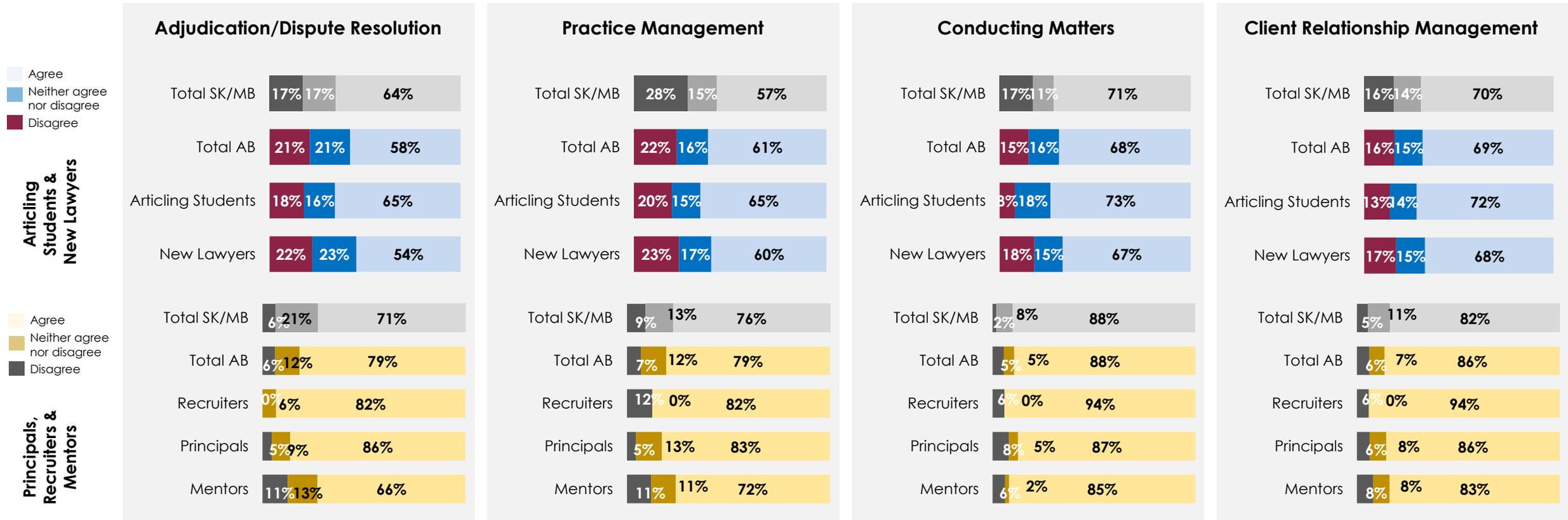


PERCEIVED AREAS OF WEAKER TRAINING BY STUDENTS

Adjudication/dispute resolution, practice mgmt., conducting matters, and client relationship mgmt. are perceived by students to have somewhat weaker training during articling.

What extent do you agree or disagree that you are receiving/received adequate training to prepare you for entry level practice in each of the following areas?

What extent do you agree or disagree that articling students receive adequate training during their articling at your firm /organization in each of the following areas?



Practice management, conducting matters and client relationship management are mentioned on an unaided basis as top three areas in which students had experiences in the first few years of practice that they could have been better prepared for during articling.

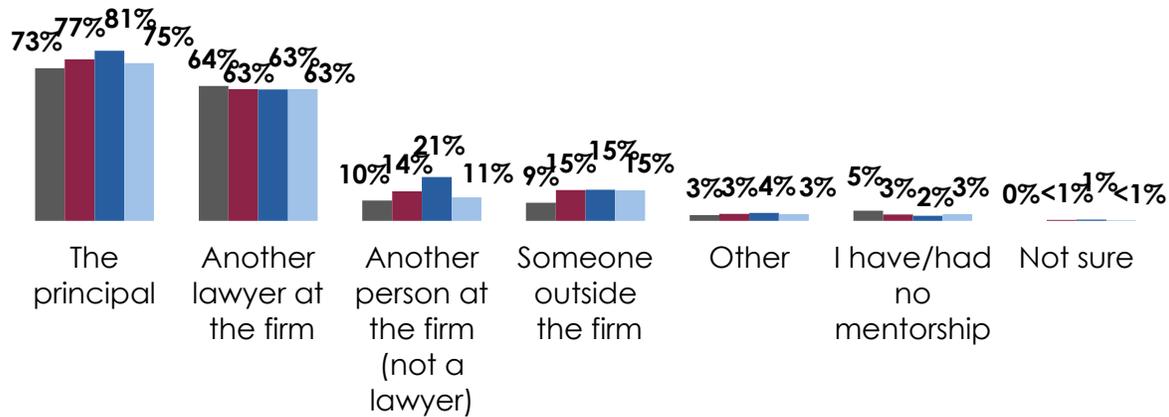
WHO WERE THE PRIMARY MENTORS

While the principal is often the primary mentor, another lawyer at the firm is also commonly a primary mentor.

Articling Students & New Lawyers

Who are/were your primary mentor(s) during your article(s)?

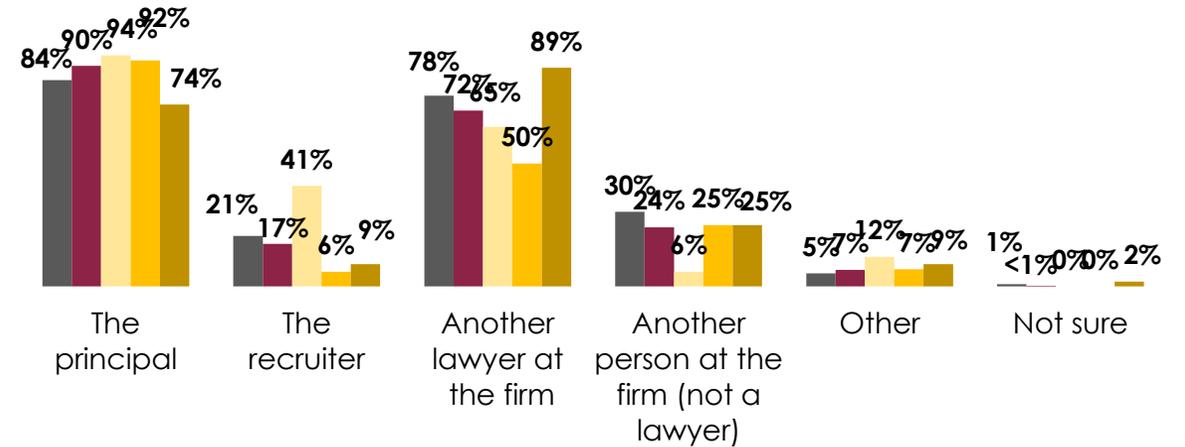
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Who is/are typically mentor(s)?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53



EXTENT AGREE OR DISAGREE ABOUT THE MENTORSHIP ARTICLING STUDENTS RECEIVE

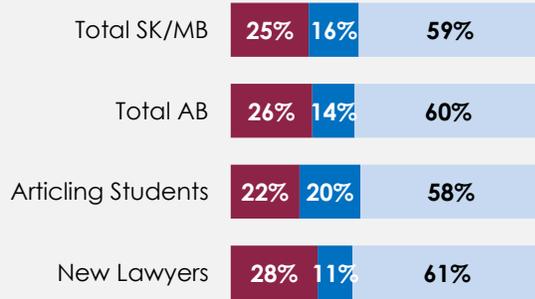
Students perceive quality of mentorship as an area for improvement, especially in terms of receiving feedback on work performance, skills and development.

To what extent do you agree or disagree with the following statements about the mentorship you are receiving/received during your articling?
 To what extent do you agree or disagree with the following statements about the mentorship articling students receive at your firm/organization?

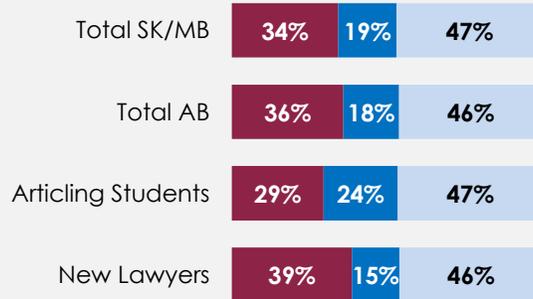
Agree
 Neither agree nor disagree
 Disagree

Articling Students & New Lawyers

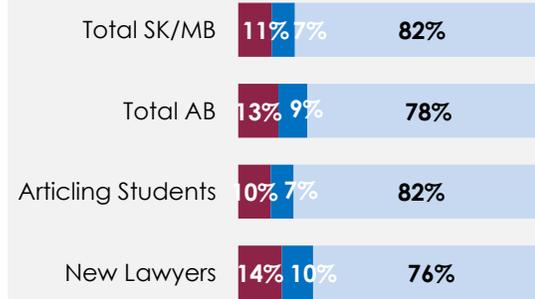
I receive/received regular feedback on my work performance



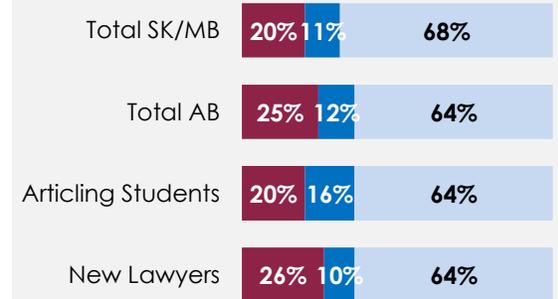
I receive/received regular feedback on my skills and development



Someone is/was available to answer my questions or clarify things when I needed help



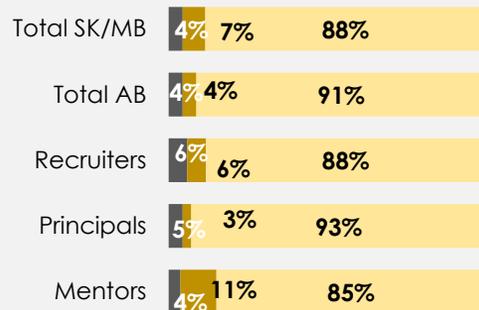
Overall, I am satisfied with the mentoring that I receive/ received during my articling



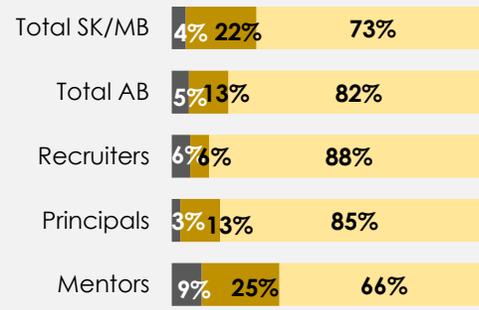
Agree
 Neither agree nor disagree
 Disagree

Principals, Recruiters & Mentors

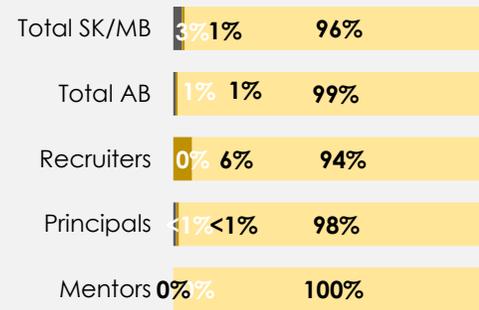
Students are provided with regular feedback on their work performance



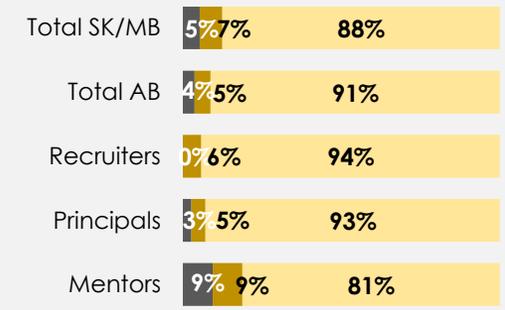
Students are provided with regular feedback on their skills development



There is someone available to answer students' questions or clarify things when they need help



Overall, I am satisfied with the mentoring students receive during articling at our firm



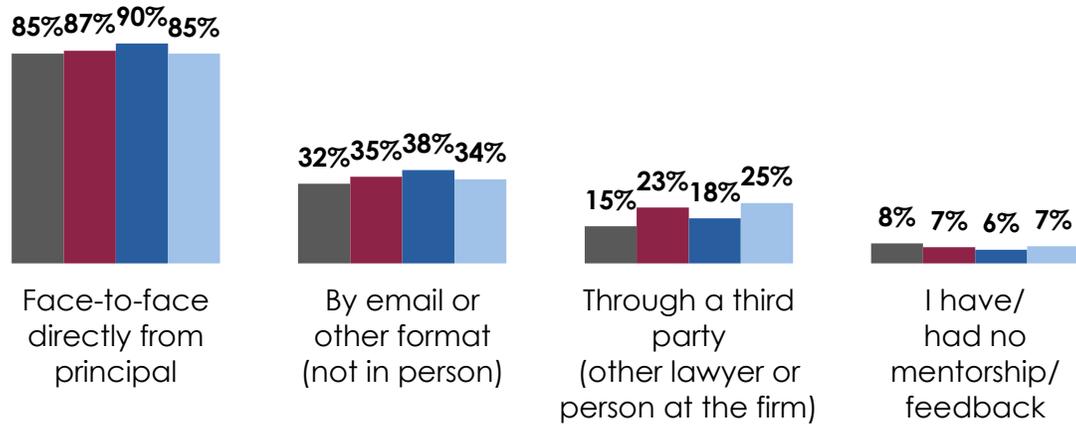
HOW IS MENTORSHIP FEEDBACK PROVIDED

Most students receive face-to-face feedback directly from the principal.

Articling Students & New Lawyers

How do/did you receive mentorship/feedback during your articling?

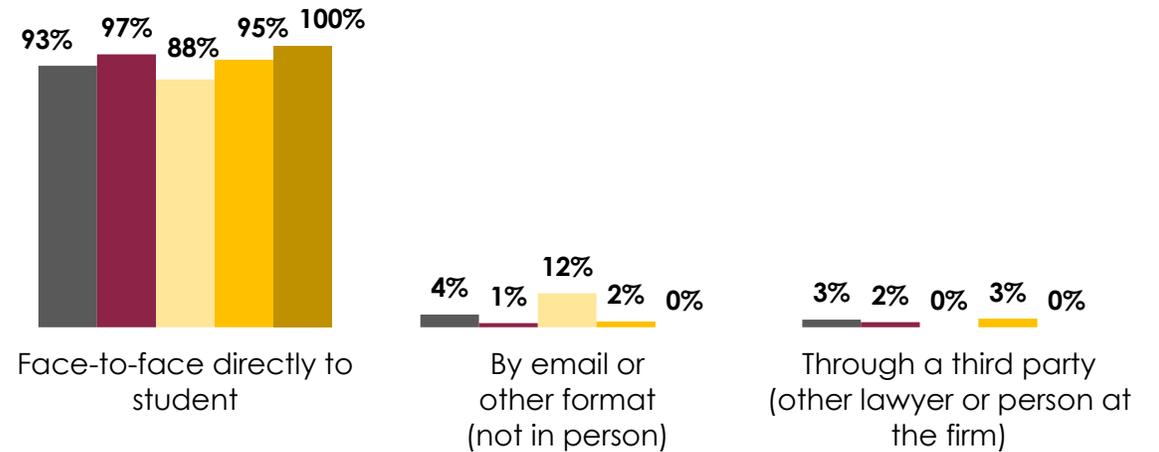
■ Total SK/MB n=185 ■ Total AB n=546 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=383



Principals, Recruiters & Mentors

How do/did you provide mentorship/feedback?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53

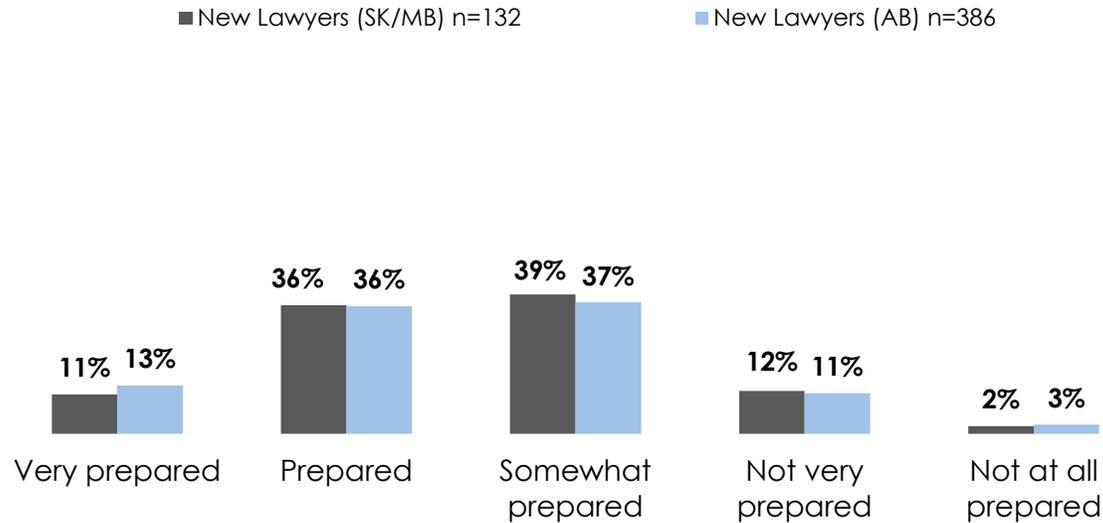


HOW PREPARED AN ARTICLING STUDENT IS FOR ENTRY LEVEL PRACTICE

Nearly half of former articling students were not confident in their training and felt only somewhat prepared or not very prepared.

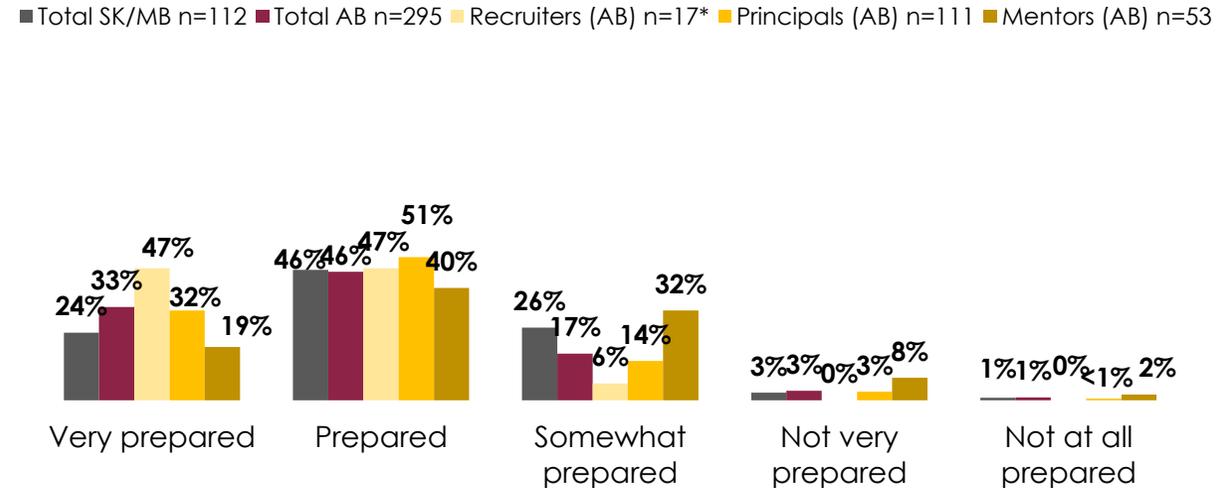
Articling Students & New Lawyers

How prepared were you to enter the practice of law once you completed your articling?



Principals, Recruiters & Mentors

In your experience, how prepared is an articling student for entry level practice once they complete their articling at your firm/organization?



WHY ARTICLING STUDENTS FELT PREPARED/UNPREPARED FOR ENTRY LEVEL PRACTICE

Training content and quality of training are the top factors determining how prepared students are for entry-level practice.

Articling Students & New Lawyers

Please explain why you believe you were prepared/unprepared for entry level practice once you completed your articling?

Among total Alberta articling students and new lawyers n=462

Very prepared + prepared (n=226)	Somewhat Prepared (n=179)	Not very prepared + not at all prepared (n=57)
<p>75% Good training content</p> <ul style="list-style-type: none"> 50% Got training in practice mgmt. 20% Gained substantive knowledge 16% Knowledge of conducting matters 	<p>58% Poor training content</p> <ul style="list-style-type: none"> 33% No training in practice mgmt. 21% Mostly grunt work 9% No training in conducting matters 	<p>77% Poor training content</p> <ul style="list-style-type: none"> 42% Mostly grunt work 39% No training in practice mgmt. 33% No training in conducting matters 19% Too narrow scope
<p>73% High quality of training</p> <ul style="list-style-type: none"> 48% Good guidance available 24% Empowering experience 	<p>30% There's always room for improvement</p>	<p>54% Poor quality of training</p> <ul style="list-style-type: none"> 53% Guidance unavailable 23% Ineffective principal

Principals, Recruiters & Mentors

Please explain why you believe an articling student is prepared/unprepared for entry level practice once you complete their articling at your firm/organization?

Among total Alberta principals, recruiters and mentors, n=295

Very prepared + prepared (n=233)	Somewhat Prepared (n=49)	Not very prepared + not at all prepared (n=13*)
<p>74% Good training content</p> <ul style="list-style-type: none"> 49% Got training in practice management (e.g. how to run files) 49% Wide range of experiences 14% Knowledge of conducting matters 	<p>51% There's always room for improvement</p> <ul style="list-style-type: none"> 43% Year is not long enough/there are always more things to learn 16% Learnt some skills, but not all 	<p>77% Poor training content</p> <ul style="list-style-type: none"> 38% No training in practice management 31% Mostly grunt work 8% Too narrow scope 8% No training on interaction with clients
<p>74% High quality of training</p> <ul style="list-style-type: none"> 52% Good guidance available 17% Empowering experience 	<p>45% Poor training content</p> <ul style="list-style-type: none"> 24% No training in practice management 16% Mostly grunt work 	<p>8% Negative firm environment</p>



Students could benefit from better training resources and more relevant training content.

Articling Students & New Lawyers

Are there additional tools and resources that you believe are needed to help you be better prepared for entry level practice?

Among total Alberta articling students and new lawyers, n=458

49% Better training resources

- 12% Better mentorship
- 10% Better CPLED program
- 8% Interaction with and learning from other lawyers and students/SoloNet
- 8% Access to LESA library/reduced rates for courses
- 6% Education plan for articling students

33% More relevant training content

- 10% More practice management training
- 8% File management training
- 7% Improving basic business management skills

28% Providing opportunity to get rich experience

- 9% More hands-on experience (in general)
- 9% More court experience

12% Nothing

10% Good working conditions

Principals, Recruiters & Mentors

What additional tools and resources would help you better mentor/train/prepare articling students for entry level practice?

Among total Alberta principals, recruiters and mentors, n=292

39% Better training resources

- 12% Education plan for articling students
- 6% Better CPLED program
- 6% Better mentorship
- 5% Access to LESA library/reduced rates for courses
- 3% LESA training for principals and mentors

22% Nothing

18% More relevant training content

- 7% More practice management training
- 4% Improving basic business management skills

9% Providing opportunity to get rich experience

- 5% More hands-on experience (in general)

9% More time articling

3% Good working conditions

WHAT COULD HAVE BEEN ADDRESSED DURING ARTICLING TO BETTER PREPARE FOR FIRST YEARS OF PRACTICE

Practice mgmt., conducting matters and client relationship mgmt. are the three top areas in which new lawyers say they could have been better prepared in the first years of practice.

Articling Students & New Lawyers

What experiences have you had in the first few years of practice that you could have been better prepared for during articling?

Among total Alberta articling students and new lawyers, n=455

34% Practice management

- 12% File management from start to end
- 8% Billing / payment acquisition
- 6% Practice management (in general)
- 6% Time / workload management

26% Conducting matters

- 10% Court knowledge/procedures
- 5% Dealing with opposing counsel / other lawyers

26% Nothing

20% Client relationship management

- 15% Client communication
- 5% How to deal with a difficult client

10% Substantive legal knowledge

- 4% Broader experience, exposure to different areas of law

4% Adjudication, Dispute Resolution

- 3% Dealing with conflicts / dispute resolution
-

Principals, Recruiters & Mentors

What gaps in knowledge or skills, if any, do new lawyers have that could be better addressed in articling or during the first few years of practice?

Among total Alberta principals, recruiters and mentors, n=291

44% Practice management

- 17% Business side of practice
- 15% Practice management (in general)
- 8% Billing / payment acquisition
- 7% Time / workload management

22% Conducting matters

- 9% Court knowledge/procedures
- 7% Drafting legal documents / writing
- 5% Dealing with opposing counsel / other lawyers

19% Client relationship management

- 16% Client communication
- 4% How to build a client base

12% Substantive legal knowledge

- 6% Law training / more actual legal work / legal knowledge

10% Ethics and professionalism

- 6% Ethical issues/ethics
-

Articling Students & New Lawyers

Are there additional tools and resources that you believe are needed to help you be better prepared for entry level practice?

Among total Alberta articling students and new lawyers, n=458

“**CPLED** should play a larger generalist role in **ensuring that students are prepared for all forms of practice**. This is to compensate for the different types of articles students may obtain.”

“Exposure to **more elements of a case file**. Seeing a file from inception onward rather than just one component.”

“**More relevant CPLED courses**.”

“More **connection to other mentors** in the community.”

“**More true mentorship** from my principal. A **course or guidance on the more “advanced” legal skills** such as how to create a good file strategy, looking at variety of legal avenues before determining best course of action...”

“...Exposure to multiple practice areas and **mentorship from other lawyers than principal**. **Face-to-face work with clients** (I had this but friends did not). **Regular feedback** - increased supervision in the first few months of articling.”

“**CPLED** covering all the activities that a well rounded 1st year lawyer should know. A **Portal for new lawyers** that explains **how to do basic tasks** that you need to know but that may not be done at your firm.”

“Would have liked to see **better feedback from CPLED**. When a student passes a module, you have no idea if you did really well or if you just barely passed.”

Principals, Recruiters & Mentors

What additional tools and resources would help you better mentor/train/prepare articling students for entry level practice?

Among total Alberta principals, recruiters and mentors, n=292

“**Free sessions for the student from LESA or the LSA**. Our budget for the students was limited and taken up entirely by their CPLED tuition and modest compensation.”

“**More time** to sit down face-to-face to **discuss issues and questions** they are facing.”

“**CPLED should ensure substantive knowledge; not just skills**. It is a false assumption that every student has the same substantive knowledge, especially when the degree was just obtained.”

“If there were **optional modules as part of CPLED** where students could **practice skills** they wouldn't be able to practice during their article (in our case, time tracking and billing).”

“Better **integration with the CBA**, more **LESA seminars** that target those lawyers with less than 5 years at the bar, and a **focus on new technologies** that will affect the practice of law in the coming years.”

“The answer is always: **more time**. But time costs a lot of money and it is hard to justify the investment of it to the level that would make the articling students' experience an excellent one.”

“Perhaps a **basic format of articling plan**, which would include aspects of ethics and professionalism and which would also engage the student to consider the financial aspects of the practice of law (marketing, billing, collection, overhead review, etc.)”

EXECUTIVE SUMMARY: VERBATIM COMMENTS ON WHAT COULD HAVE BEEN ADDRESSED DURING ARTICLING TO BETTER PREPARE STUDENTS FOR THEIR FIRST FEW YEARS OF PRACTICE

Articling Students & New Lawyers

What experiences have you had in the first few years of practice that your could have been better prepared for during articling?

Among total Alberta articling students and new lawyers, n=455

“Taking a **file from start to finish**, including running conflicts, billing and reporting.”

“Dealing with **billing, client communications about billing**, and communication with **opposing counsel**, some of whom are difficult towards junior lawyers.”

“**Practice management**. In particular, the **use of management software**, e.g. PC Law or Clio.”

“Certain **applications or files that were way over my head**. I should not have been given those files at my firm. I should be shadowing senior counsel A LOT more so that I can learn more. If a junior is handling a difficult trial, senior counsel should attend with them. There **should be a lot more guidance from senior counsel**, or there should be a **help-line available to students and junior counsel** so that they do not feel like they are failing or don't know what to do next. There should be more support.”

“My most serious issues were related to **practice management**. How much work to take on? What type of work? When to refuse work? The other issues are related to **very little trial experience**.”

“I wish I was better prepared **for time and file management, managing client expectations, dealing with personal stress levels**...”

Principals, Recruiters & Mentors

What gaps in knowledge or skills, if any, do new lawyers have that could be better addressed in articling or during the first few years of practice?

Among total Alberta principals, recruiters and mentors, n=291

“Conducting **client intakes**, preparing **retainer letters**, reviewing and **understanding billing processes**.”

“**Practice management** tips: entering time, managing files, communicating clearly.”

“**Practice management**. Learning **what a file can and can't support** (a \$10k file can't support a \$10k research memo).”

“We find that new lawyers tend to have strong legal-analytical skills, but very few skills with respect to **personal organization, time management, resource management, project management, customer service and client communication**. We believe that we have a good process at our firm for exposing students to these important aspects of practice.”

“**Client management**. Not all client complaints are legal issues or translate to a valid, defensible cause of action.”

“**How to handle clients and deal with other lawyers**. Making sure that they understand both sides of the case and have considered as many contingencies as possible. Good, **practical "hands on" experience** in applying their knowledge of the law to an actual case.”

SUMMARY: MOST POSITIVE ASPECTS OF ARTICLING EXPERIENCE

Wide hands-on experience and exposure to tasks and practice areas of interest are top positive aspects of the articling experience for students, new lawyers, principals, recruiters and mentors.

Summary of Most Positive Aspects of Articling Experience

Articling Students & New Lawyers

Among total Alberta articling students and new lawyers, n=549

- 81%** Wide hands-on experience
- 77%** Tasks and practice areas of interest
- 73%** Team work
- 56%** Mentorship and guidance
- 50%** Working with clients
- 21%** Compensation
- 11%** Emotional support
- 5%** No positive aspects

Principals, Recruiters and Mentors

Among total Alberta principals, recruiters and mentors, n=295

- 92%** Providing mentorship and guidance
- 88%** Providing wide hands-on experience
- 76%** Providing tasks and practice areas of interest
- 59%** Working with clients
- 53%** Team work
- 33%** Emotional support to articling students
- 2%** No positive aspects

MOST POSITIVE ASPECTS OF ARTICLING EXPERIENCE FOR ARTICLING STUDENTS AND NEW LAWYERS

Team work through working closely with lawyers and contributing to a group/team is one of the top positive aspects of the articling experience for students and new lawyers.

Wide hands-on experience 81%

76% Getting hands-on experience

48% Getting experience with doing a wide range of tasks that are relevant to practising law

Those who received wide hands-on experience are more satisfied with their articling experience and feel more prepared for entry-level practice.

Tasks and practice areas of interest 77%

63% Working on interesting files

62% Being exposed to specific areas of practice that are interesting to me

Team Work 73%

56% Working closely with supportive and helpful lawyers

36% Being a contributing part of a group/team and making a difference

32% Working with other articling students

Mentorship & Guidance 56%

46% The mentorship I received from my principal

30% The feedback I received to help me improve

15% The on-going learning sessions to help ensure my learning goals were met

9% The onboarding training that helped me prepare for my articling experience

Working with clients 50%

50% Working with clients

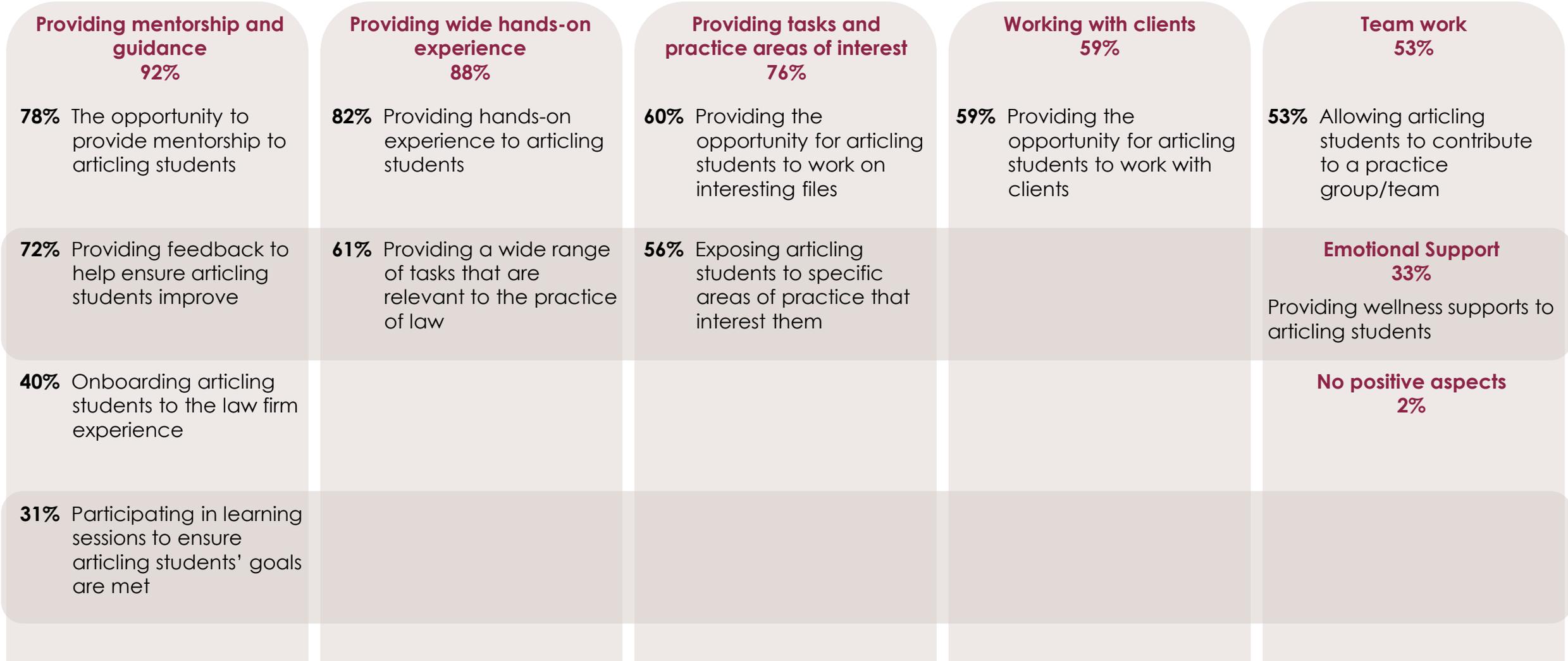
**Compensation
21%**

**Emotional Support
11%**

**No positive aspects
5%**

MOST POSITIVE ASPECTS OF ARTICLING EXPERIENCE FOR PRINCIPALS, RECRUITERS AND MENTORS

Providing mentorship and guidance is the most positive aspect of the articling experience for principals, recruiters and mentors.



SUMMARY: KEY CHALLENGES OF ARTICLING EXPERIENCE

Mentorship and guidance is a top challenge for all those involved. Students also struggle with heavy workload, while principals, recruiters and mentors struggle with lack of training and resources.

Summary of Key Challenges of Articling Experience

Articling Students & New Lawyers

Among total Alberta articling students and new lawyers, n=549

- 69%** Heavy workload
- 67%** Poor mentorship and guidance
- 60%** Lack of clarity and structure
- 49%** Financial challenges
- 44%** Limited availability of articling positions
- 34%** Getting a variety of experiences
- 32%** Navigating personality differences
- 18%** Mental health support
- 5%** No challenges

Principals, Recruiters and Mentors

Among total Alberta principals, recruiters and mentors, n=295

- 63%** Lack of training and resources
- 53%** Mentorship and guidance are challenging
- 51%** Providing a variety of experiences
- 36%** Lack of clarity and structure
- 34%** Managing personality differences
- 32%** High costs
- 9%** Mental health support
- 3%** No challenges

KEY CHALLENGES OF ARTICLING EXPERIENCE FOR ARTICLING STUDENTS AND NEW LAWYERS

Heavy workloads, poor mentorship and guidance, and a lack of clarity and structure are the top challenges of the articling experience for students and new lawyers.

Heavy workload 69%

58% Managing workload

48% Long working hours

Heavy workload is especially an issue for those articling at big firms (50+ lawyers) in large urban areas.

Poor mentorship and guidance 67%

47% Lack of support with the steep learning curve

43% Lack of mentorship

40% Lack of feedback

17% Lack of tools and resources available to help my principal support me

Lack of clarity and structure 60%

33% Lack of clarity of what is required of an articling student

32% Receiving training in all competency areas

28% Lack of structure to my role

20% Unrealistic expectations going into the position

Financial challenges 49%

44% Not being paid or being paid minimally

26% Additional costs

Students articling in smaller firms (2-25 lawyers) have more financial difficulties.

Most students in smaller firms (2-25 lawyers) in rural areas mention limited articling positions as a big challenge.

Limited availability of articling positions 44%

44% Limited availability of articling positions

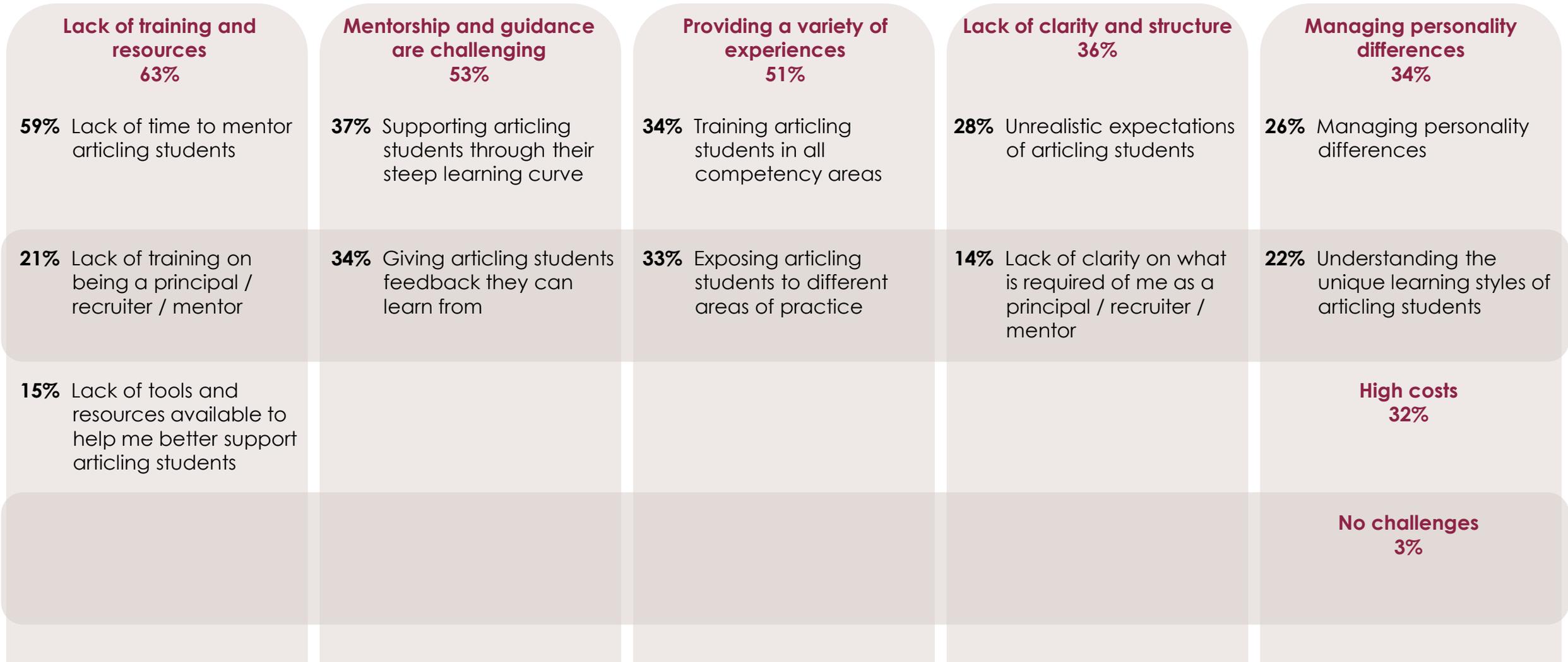
**Getting a variety of experiences
34%**

**Navigating personality differences
32%**

**No challenges
5%**

KEY CHALLENGES OF ARTICLING EXPERIENCE FOR PRINCIPALS, RECRUITERS AND MENTORS

Lack of time and providing quality mentorship and a variety of experiences in competency and practice areas are the top challenges for principals, recruiters and mentors.



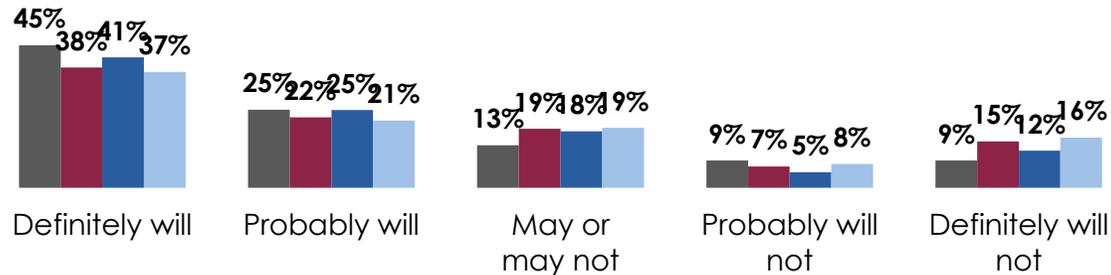
One in five students will not recommend articling at the firm they articulated.

Most principals, recruiters and mentors will likely take on a student in the future.

Articling Students & New Lawyers

Now thinking more generally about where you article/articled, would you recommend it to articling students in the future?

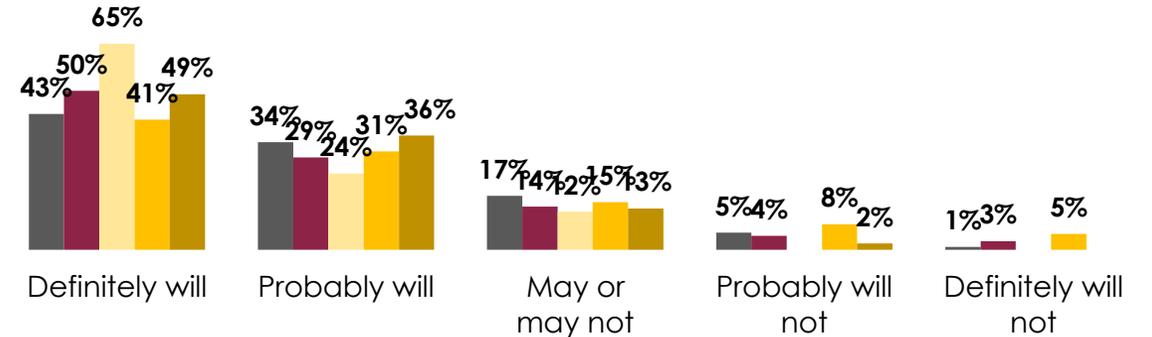
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Based on your experiences as a principal/recruiter/mentor, how likely are you to take on an articling student again in the future?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53

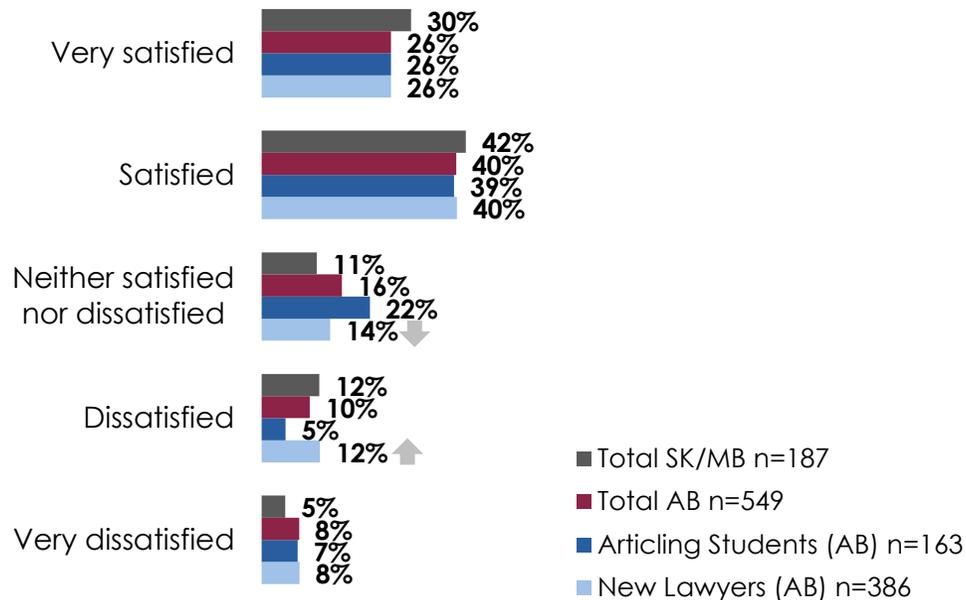


SATISFACTION WITH ARTICLING EXPERIENCE

Quality of training and a positive work environment are the top two reasons for satisfaction with the articling experience.

Articling Students & New Lawyers

Overall, how satisfied were/are you with your articling experience?



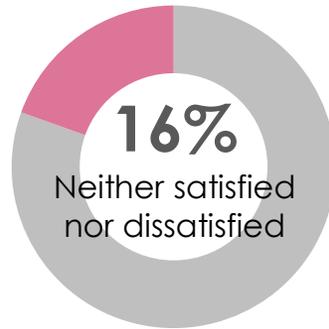
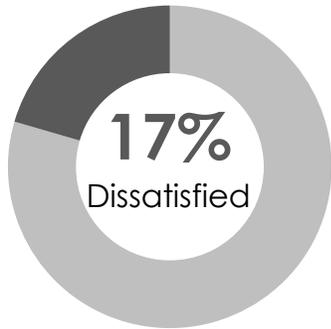
Top Reasons for Satisfaction with Articling Experience

Among total Alberta articling students and new lawyers, n=549
Mentions under 8% not reported

Satisfied (n=363)	Neither satisfied nor dissatisfied (n=90)	Dissatisfied (n=96)
79% Good training	43% Poor training	69% Poor training
35% Positive work environment	38% Negative work environment	66% Negative work environment
10% Good firm	32% Good training	27% Ineffective Principal
8% Enabled me to practice law	23% It was okay/could be improved, but could have been worse	18% Lack of clarity
	14% Inadequate compensation	
	13% Lack of clarity	

SATISFACTION WITH ARTICLING EXPERIENCE

Overall, two thirds of articling students are satisfied with their articling experience.



Wide experience and team work are key benefits of the articling experience.

- ✓ Good training through **wide hands-on experience, exposure to relevant tasks and practice areas, and working with clients**
- ✓ Positive work environment through **teamwork** with supportive, helpful lawyers and other articling students
- ✓ **Positive mentorship and guidance** through onboarding, feedback and support

There is a strong link between student dissatisfaction and not recommending the firm where they articulated.

- **1-in-5** articling students **would not recommend** the law firm in which they articulated to other students

Articling Students & New Lawyers

Please explain why you are [satisfied/neither satisfied not dissatisfied/dissatisfied] with your articling experience?

Among total Alberta articling students and new lawyers, n=549

"I worked in a **supportive environment, with a strong team**. There was no feeling of competition between articling students for a position at the end of articling, as our firm generally hires everyone back unless something has gone terribly wrong along the way. This meant that **as students, we helped each other out** and didn't signal busyness just to impress partners or make our colleagues look bad in the hopes of better positioning ourselves for a job. I had **good training on interesting files**. I was allowed to make mistakes and to learn from them. It was challenging and I was able to meet that challenge."

"I enjoyed working at a large firm with **many resources** helpful to me. I also enjoyed being **exposed to many different lawyers' practice styles**. The **training** at the beginning of articling was **thorough**, and I was happy to receive **formal reviews** throughout the year."

"I really **liked the type of law** I was doing, and the kinds of **files** I was working on, but it was an extremely **stressful environment with little mentorship**. It also always felt like I and other women were doing a lot of work, but never getting any recognition while the men at the practice seemed to constantly be going for golf or drinking together."

"I feel I received the **basic training needed to be a lawyer**, and I got a lot out of the CPLED course. But I feel my experience **could have been vastly improved** with a better mentor to guide me, or at least other junior lawyers to commensurate with (I articulated with a sole practitioner). I found the experience to be valuable but very isolating and lonely."

"**Overworked, severely underpaid, lack of proper mentorship** (within the firm), little or **no work available in the fields I'm interested in**, competitive market with **few positions** leading to a less desirable position/firm, little to **no feedback, lack of direction and clarity** with respect to my role (i.e. lack of a specific learning plan complete with goals, timelines, tangible performance metrics and evaluations)."

"The law firm **didn't provide me with the training and support** that they told me they were going to provide me with. I was **harassed** and **sexually abused**."

"It was an incredibly **toxic work environment**."

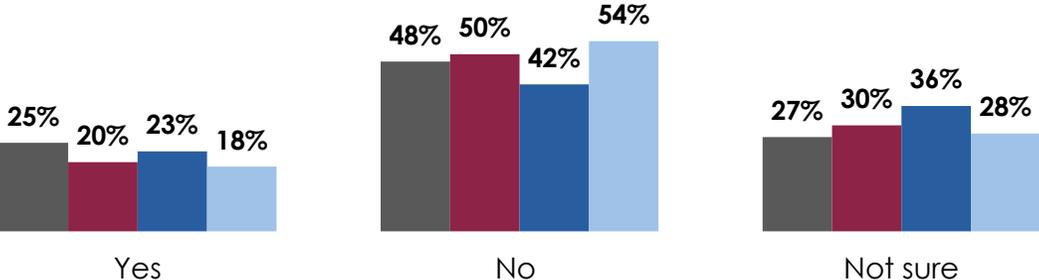
MENTAL HEALTH SUPPORTS

While most recruiters, principals and mentors feel supports are available to help students with managing stress, anxiety, etc., less than a quarter of articling students and new lawyers felt they had access to appropriate mental health supports.

Articling Students & New Lawyers

Are/were there appropriate mental health supports available at the firm/organization where you are/were articling to help you with managing stress, anxiety, etc.?

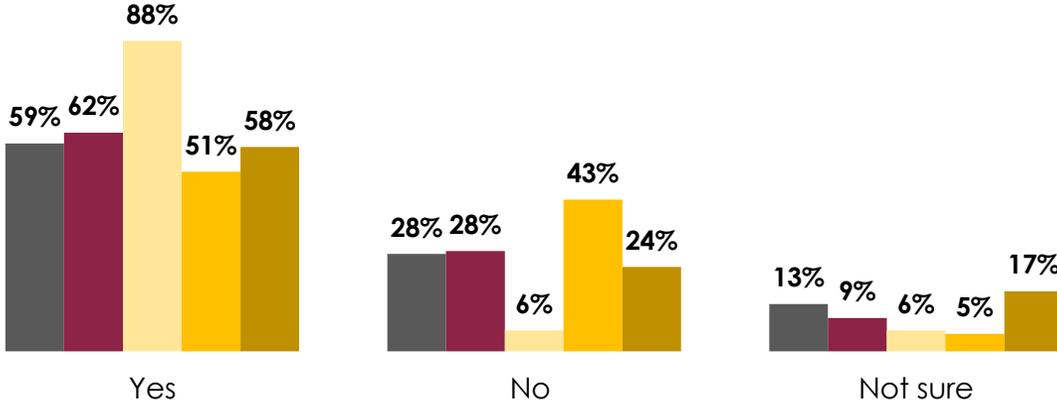
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Are mental health resources available at your firm/organization for articling students who may need support with things like stress management, anxiety, etc.?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53



* Caution small base size for recruiters n=17

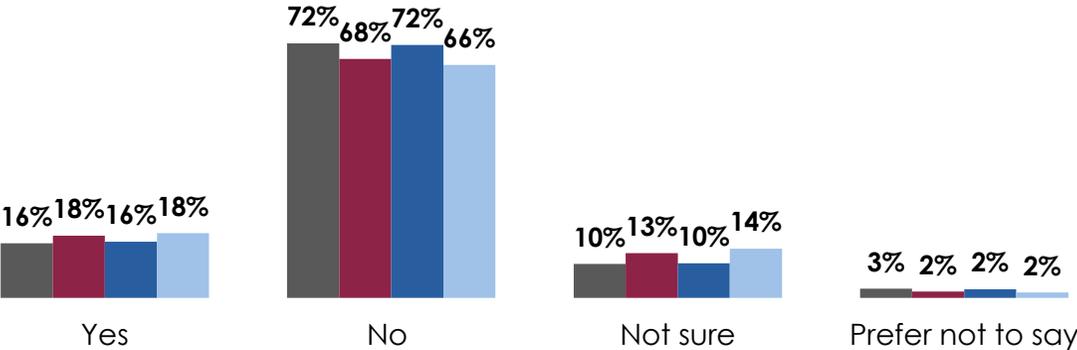
DISCRIMINATION DURING RECRUITMENT PROCESS

During the recruitment process, close to one-fifth of students and new lawyers experienced discrimination and harassment.

Articling Students & New Lawyers

During the recruitment process for your articling position did you experience discrimination or harassment related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

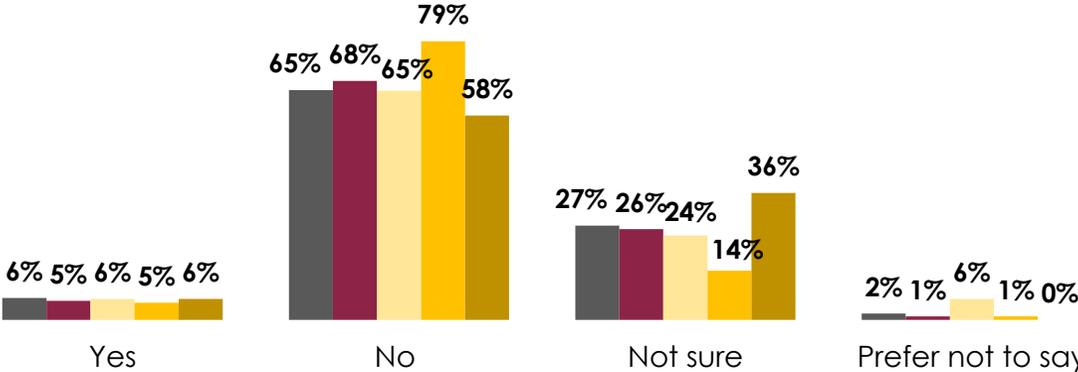
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Has your firm/organization every had a candidate indicate that they have been discriminated against or harassed related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors during the recruitment process?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53



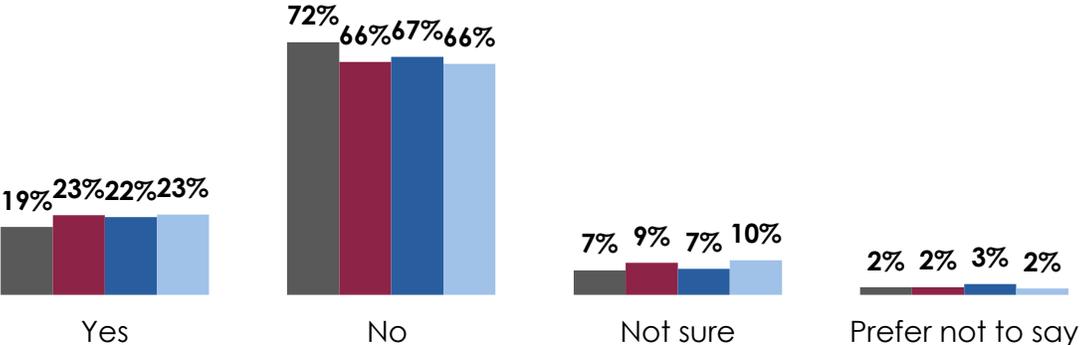
DISCRIMINATION DURING ARTICLING

During articling, almost one-quarter of Alberta students and new lawyers stated they experienced discrimination.

Articling Students & New Lawyers

During your articling, did you experience discrimination related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

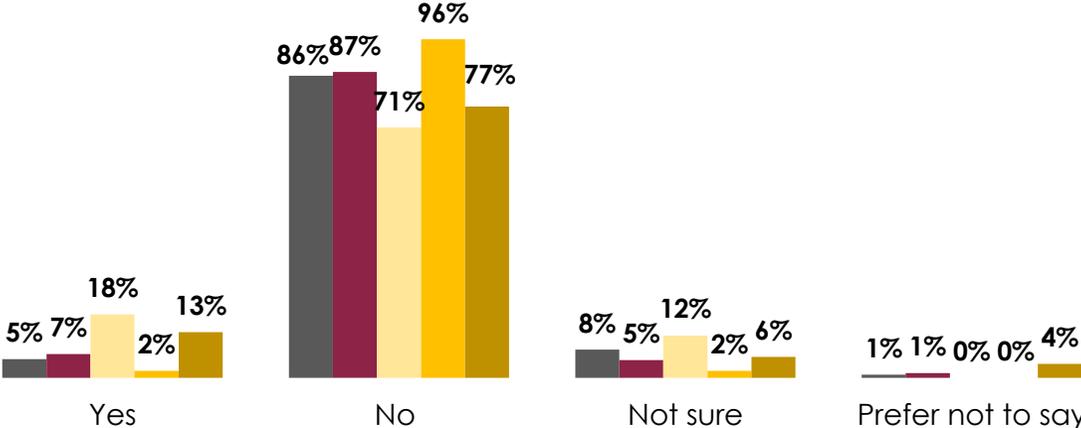
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Has an articling student come to you with concerns about being discriminated against by someone at the firm/organization related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors during their articling experience?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53

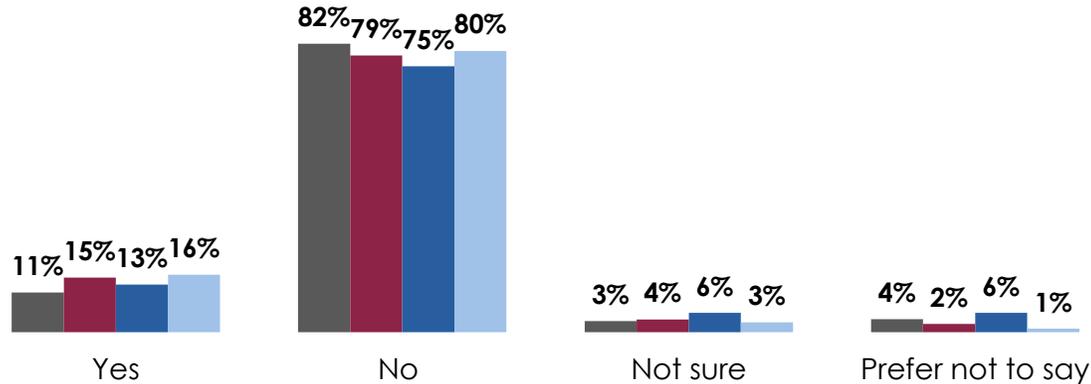


Some students experienced harassment during their articling.

Articling Students & New Lawyers

During your articling, did you experience harassment related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

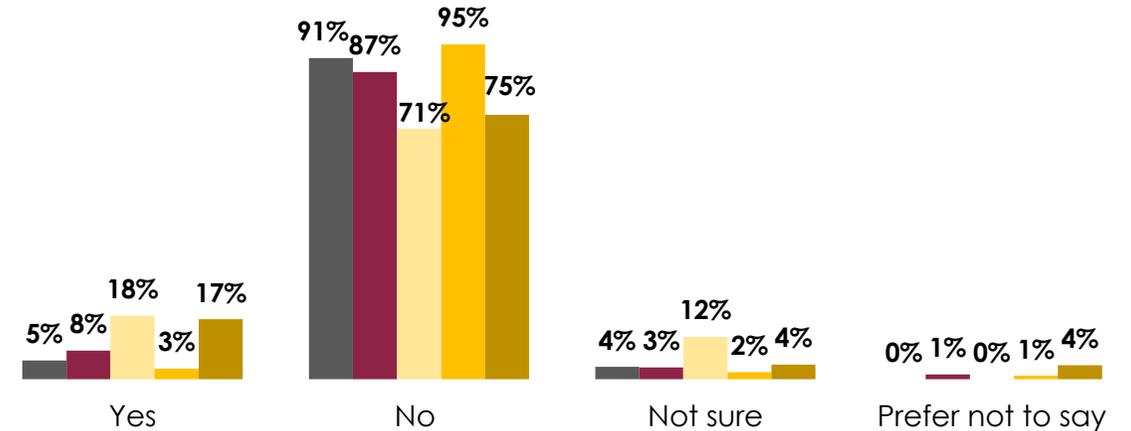
■ Total SK/MB n=187 ■ Total AB n=549 ■ Articling Students (AB) n=163 ■ New Lawyers (AB) n=386



Principals, Recruiters & Mentors

Has an articling student come to you with concerns about being harassed by someone at the firm/organization related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors during their articling experience?

■ Total SK/MB n=112 ■ Total AB n=295 ■ Recruiters (AB) n=17* ■ Principals (AB) n=111 ■ Mentors (AB) n=53



Primary types of discrimination and harassment described by students and new lawyers.

Discrimination and Harassment based on Gender

During recruitment:

- Being asked about marital status, plans for having children, or sexual orientation

During articling:

- Females getting less challenging work or more administrative and non-billable work
- Clients expressing preference for male lawyers
- Female lawyers being mistaken for assistants or receptionists
- Sexual innuendos and jokes

Discrimination and Harassment based on Race and Ethnicity

During recruitment:

- Fewer interviews compared to peers with non-foreign sounding names
- Racist comments and jokes

During articling:

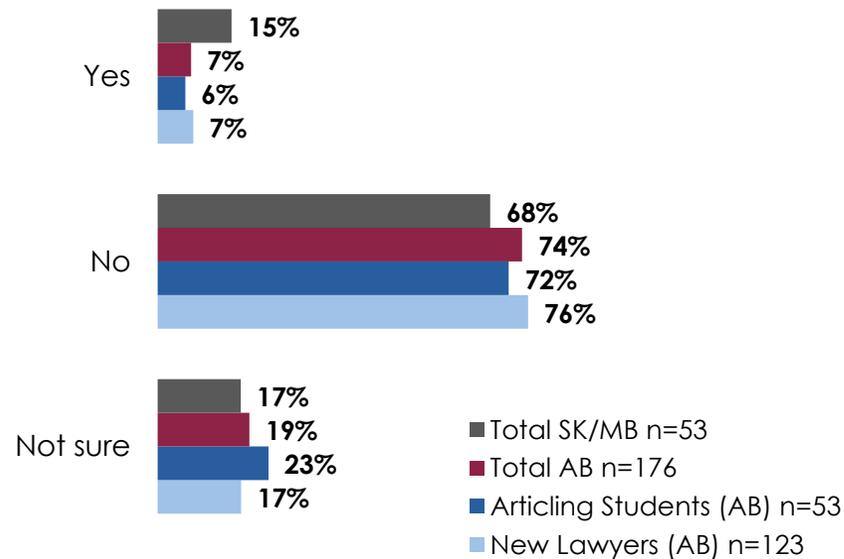
- Racist jokes
- Non-Canadians described as passive, too accommodating, not assertive enough, etc.
- Lack of trust for foreign degrees (in general and among visible minorities)
- Comments to use student's skin colour to bring in clients of their race/ethnicity
- Sent to work mostly with minority clients (e.g. First Nations tribe)

AVAILABILITY OF RESOURCES TO ADDRESS DISCRIMINATION AND HARASSMENT

Most students do not have or do not know about the resources available to help deal with discrimination and harassment. In addition, many perceive that no action is taken when it does occur.

Articling Students & New Lawyers

Were resources available to address the discrimination or harassment you experienced?



Is there anything you would like to share about your experience or the resources available to help you address a discrimination or harassment issue?

Among Alberta students who experienced discrimination or harassment during the recruitment process or articling experience, n=175

37% No action taken

21% Resources were lacking

10% Fear of reprisal

9% Just put up with it

8% Fear of losing the articling position

20% Discrimination/harassment was based on gender

10% Discrimination/harassment was based on age

10% Discrimination/harassment was based on race

9% Had to deal with power imbalances

While some principals, recruiters and mentors state that no action was taken in situations where articling students reported situations of harassment or discrimination, others provided support for the articling student.

Principals, Recruiters & Mentors

How did you or your firm/organization handle the situation?

Among Alberta principals, recruiters and mentors who had candidates/articling students report being discriminated or harassed during the recruitment process or articling experience, n=40

30% Provided support for the articling student

30% Reported to appropriate department or person

30% No action / No help

- 5% No consequences for the offender
- 5% Partners failed to believe the complaint
- 5% Articling student was yelled at for reporting

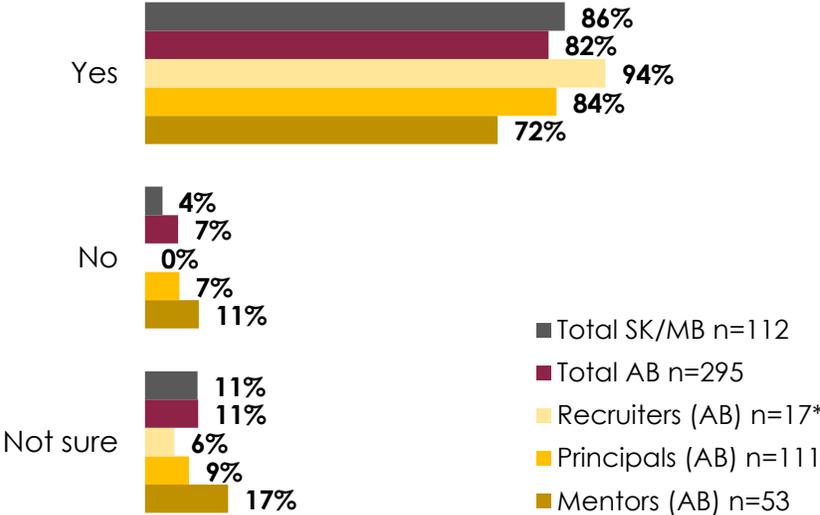
28% Took action against the offender

- 15% Held a discussion with affected individuals
- 8% Serious talk with offender / offender was disciplined
- 3% Termination of the offending party after investigation

8% Investigation

8% Educating about and reviewing relevant policies

If an articling student believes they have been discriminated against or harassed by someone in your firm/organization, is there a place they can confidentially address their concerns?

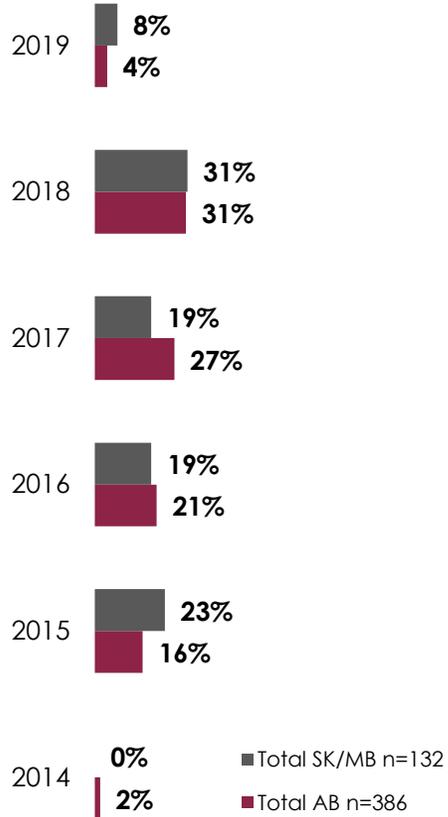


DEMOGRAPHICS

Profile of Articling Students or New Lawyers.

Year called to the Bar

(Among those who are practising lawyers)



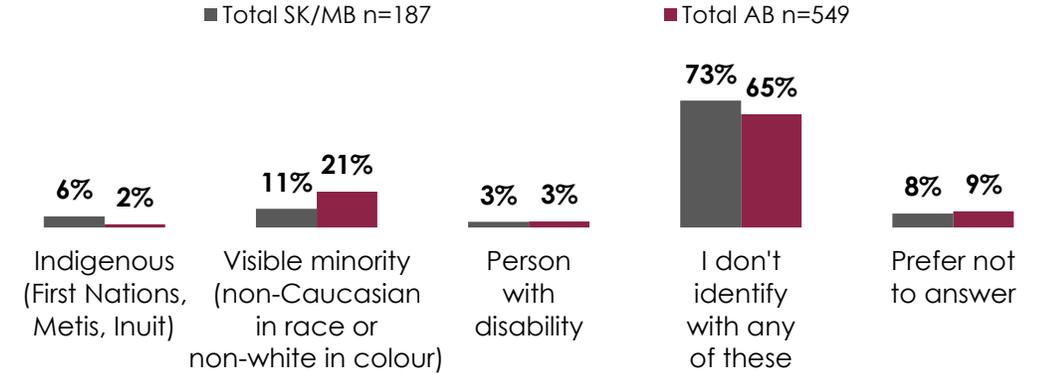
Practice Setting

	Total SK/MB (n=187)	Total AB (n=549)	Articling Students (n=163)	New Lawyers (n=386)
Sole Practitioner	7%	13%	13%	12%
Government	11%	6%	8%	6%
Corporate	2%	2%	4%	2%
Academic	-	<1%	1%	0%
Law firm (2-10 lawyers)	34%	33%	34%	32%
Law firm (11-25 lawyers)	19%	9%	9%	10%
Law firm (26-50 lawyers)	9%	7%	6%	8%
Law firm (51+ lawyers)	13%	21%	18%	22%

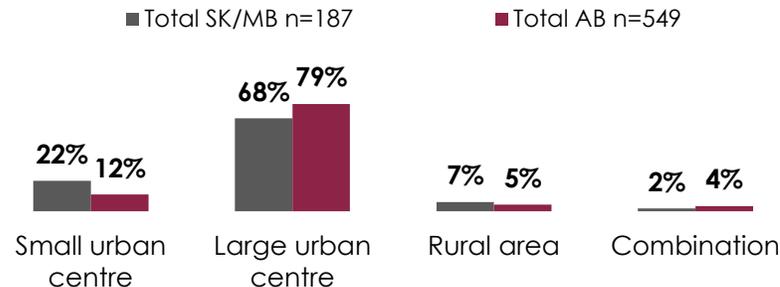
Gender



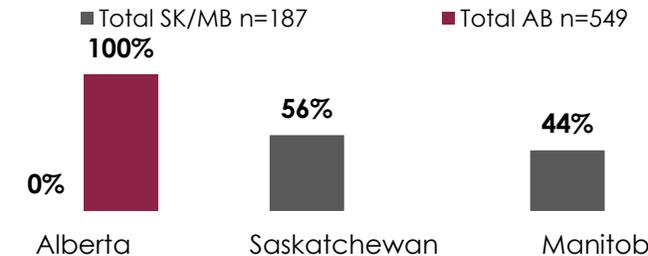
Do you self-identify with the following groups...



Articling Location



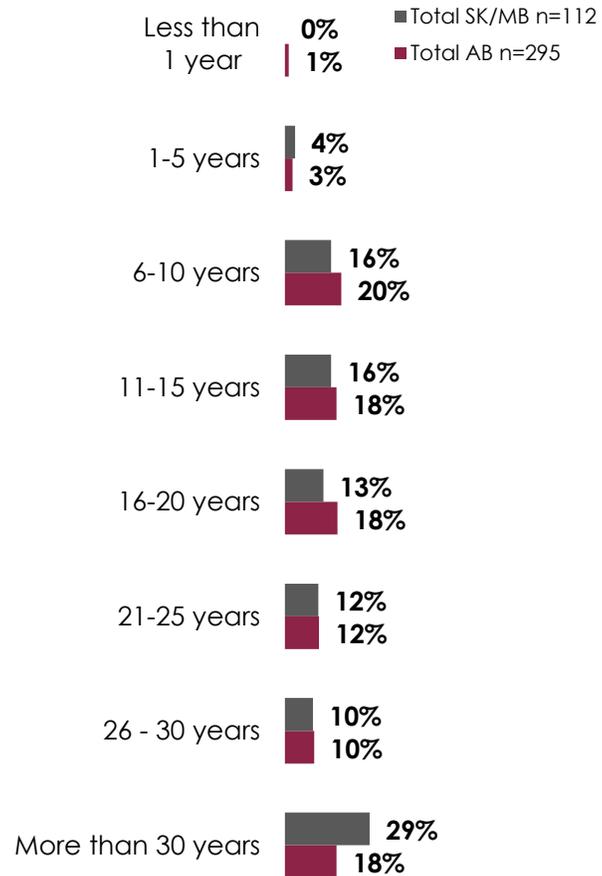
Province of Articling



DEMOGRAPHICS

Profile of Principals, Recruiters & Mentors.

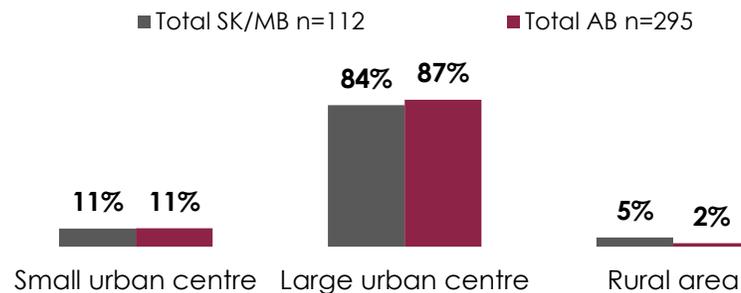
Length of Time as a Bar Member



Practice Setting

	Total SK/MB (n=112)	Total AB (n=295)
Sole Practitioner	5%	9%
Government	21%	12%
Corporate	5%	2%
Academic	-	<1%
Law firm (2-10 lawyers)	23%	29%
Law firm (11-25 lawyers)	17%	8%
Law firm (26-50 lawyers)	4%	9%
Law firm (51+ lawyers)	21%	27%

Practice Location



Primary Area(s) of Practice*

	Total SK/MB (n=112)	Total AB (n=294)
Civil Litigation	30%	41%
Commercial	32%	24%
Corporate	29%	24%
Real Estate Conveyancing	29%	20%
Matrimonial/Family	26%	21%
Wills and Estates	26%	16%
Criminal	24%	12%
Administrative/Boards/Tribunals	21%	11%
Employment/Labour	19%	13%
Estate Planning and Administration	19%	11%
Mediation	7%	4%
Entrepreneurial/Business	6%	5%
Indigenous	5%	5%
Arbitration	5%	5%
Bankruptcy/Insolvency/Receivership	4%	4%
Municipal Government	4%	2%
Environmental	3%	2%
Intellectual Property	2%	2%
Other	16%	12%

A photograph of four business professionals in a meeting, overlaid with a semi-transparent red filter. The individuals are focused on documents and laptops on a table. The word "Appendix" is centered in white text with a horizontal line below it.

Appendix

Articling Students and New Lawyers

[INTRO SCREEN]

Thank you for participating in this 14-minute survey.

This survey is designed to help the law societies of Alberta, Saskatchewan and Manitoba better understand the experiences and supports that articling students are getting during their articling experiences and how they are preparing lawyers for the future.

The results of this online engagement will help the law societies determine if the current articling systems are providing the appropriate training and support for articling students and new lawyers.

Your experiences and feedback as a new lawyer or articling student are extremely important to help us further our understanding. If you are a practising lawyer, we ask that you answer these questions to the best of your recollection.

If you are currently completing your articling, please answer the survey questions based on your experiences so far.

If you articulated at more than one firm/organization, please answer based on the articling experience *that most stands out in your mind*.

Just a reminder that the responses you provide will be analyzed in aggregate form only. Nothing you share will be linked to you in any way.

[NEW PAGE] [SINGLE CHOICE]

1. In which year did you start articling?

[DROP DOWN MENU]

2019

2018

2017

2016

2015

2014

Prior to 2014 **[TERMINATE]**

[TERMINATE TEXT]: Thank you for your interest in this survey. This survey is for articling students and lawyers who completed their articling in the past five years.]

[NEW PAGE] [SINGLE CHOICE]

2. What is/was your articling location?

Small urban centre

Large urban centre

Rural area

Combination

Articling Students and New Lawyers

[NEW PAGE]

[SINGLE CHOICE]

3. Which of the following best describes the practice setting during your articling?

Sole Practitioner

Government

Corporate

Academic

Law firm (2-10 lawyers)

Law firm (11-25 lawyers)

Law firm (26-50 lawyers)

Law firm (51+ lawyers)

Other (please specify) _____

[NEW PAGE]

[SINGLE CHOICE]

4. What type of exposure did you have to different practice areas during your articling?

I concentrated in one area of practice only

I was able to work in 2-3 practice areas

I was a generalist (covered most practice areas)

Other (please specify) _____

[NEW PAGE]

[MULTIPLE CHOICE]

5. What type of compensation are you receiving/did you receive during your articling experience? Select all that apply.

Salary

Percentage of billings

Legal aid certificates

Other (please specify) _____

I did not receive any compensation

[NEW PAGE]

[SINGLE CHOICE. DO NOT ASK IF Q4_Q5=5]

6. What is/was your annual compensation during your articling?

Less than \$40,000

\$40,000 to \$49,999

\$50,000 to \$59,999

\$60,000 to \$69,999

\$70,000 to \$79,999

\$80,000 to \$89,999

\$90,000 to \$99,999

\$100,000 or more

Prefer not to specify

[NEW PAGE]

[NUMERIC OPEN END. MIN 1 MAX 120]

7. On average, approximately how many hours per week do/did you work during your articling?

Articling Students and New Lawyers

[NEW PAGE]

[SINGLE CHOICE]

8. Do/did the number of hours you work(ed) during articling fit with your expectations?

- Yes, I expected to work the number of hours I do/did
- No, I work(ed) less than I expected
- No, I work(ed) more than I expected

[NEW PAGE]

[SINGLE CHOICE]

9. In general, are you/were you given time to complete your bar admission course requirements during business hours at the firm/organization where you are/were articling?

- Yes
- No

[NEW PAGE]

[SINGLE CHOICE] [IF Q9=1]

10. On average, how many hours per week are you/were you given to complete your bar admission course requirements?

- Less than 2 hours a week
- Between 2-5 hours a week
- Between 6-10 hours a week
- More than 10 hours a week

[NEW PAGE]

[SINGLE CHOICE]

11. Did/is your firm/organization pay(ing) your bar admission course tuition?

- Yes
- No
- Shared expense

[NEW PAGE]

[SINGLE CHOICE]

12. Were you offered a position at the firm/organization where you completed your articling?

- Yes
- No
- I haven't completed my articling

[NEW PAGE]

[SINGLE CHOICE]

13. We would like to ask about your training during articling. Canadian law societies have a national standard for admission to the legal profession which requires applicants to demonstrate skills and understanding of core legal concepts based on a national competency profile. These competencies can often form the basis for a learning plan.

Articling Students and New Lawyers

For your articling position, do/did you have a learning plan that guided your learning?

Yes, there is/was a learning plan

No, there is/was no learning plan but my goals and educational needs were discussed

No, there is/was no learning plan and my goals and educational needs were never discussed

[NEW PAGE]

[SINGLE CHOICE GRID]

14. Please consider the following definitions as your answer the questions below.

Ethics and professionalism is about acting ethically and professionally in accordance with the standard set by each Law Society's Code of Conduct.

Practice management is about effectively managing time, files, finances, and professional responsibilities, as well as being able to delegate tasks and provide appropriate supervision.

Client relationship management is about dealing with clients in a professional, ethical and timely manner to meet their needs and expectations in relation to their legal matter.

Conducting matters is about lawyers handling a range of items on a regular basis such as gathering facts through interviews, searches and other methods, and developing case strategy.

Adjudication/ dispute resolution is about identifying core elements of a dispute and resolving disputes through use of alternative dispute resolution or adjudication.

Substantive legal knowledge is about understanding the substantive aspect of the law like the laws of contracts, torts, wills and real property.

Communication skills is about lawyers possessing strong oral and written communications skills to effectively represent clients and communicate professionally and effectively, as necessary for the practice of law.

Analytical skills is about lawyers having the skills to effectively identify issues and analyze problems on behalf of clients, as well as properly research those issues and problems to advise clients.

Thinking about your general articling experience, to what extent do you agree or disagree that you are receiving/received adequate training to prepare you for entry level practice in each of the following areas?

[RANDOMIZE ROWS]

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know
Ethics and professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practice management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Client relationship management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducting matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adjudication / dispute resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substantive legal knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analytical skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Articling Students and New Lawyers

[NEW PAGE]
[MULTIPLE CHOICE]

15. Now, think about your experience with your principal and other lawyers in the firm/organization. Who are/were your primary mentor(s) during your article(s)? Select all that apply.

- The principal
- Another lawyer at the firm/organization
- Another person at the firm/organization who was not a lawyer
- Someone outside of the firm/organization
- I have/had no mentorship during my articling
- Other (please specify) _____
- Not sure

[NEW PAGE]
[SINGLE CHOICE GRID]

16. To what extent do you agree or disagree with the following statements about the mentorship you are receiving/received during your articling?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I receive/received regular feedback on my work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive/received regular feedback on my skills development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Someone is/was available to answer my questions or clarify things when I needed help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Overall, I am satisfied with the mentoring that I receive/received during my articling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[NEW PAGE]
[SINGLE CHOICE]

17. How do/did you receive mentorship/feedback during your articling?

- Face-to-face directly from principal (or primary mentor)
- By email or other format not in person
- Through a third party (other lawyer or person at the firm / organization)
- I have/had no mentorship/feedback during my articling

[NEW PAGE]
[SINGLE CHOICE]

18. How prepared were you to enter the practice of law once you completed your articling?

- Very prepared
- Prepared
- Somewhat prepared
- Not very prepared
- Not at all prepared
- I have not completed my articling

Articling Students and New Lawyers

[NEW PAGE]

[OPEN END. DO NOT ASK IF Q18=6]

19. Please explain why you believe you were **[INSERT Q18]** for entry level practice once you completed your articling?

[NEW PAGE]

[OPEN END. DO NOT ASK IF Q18=6]

20. What additional tools and resources do you believe are needed to help you be better prepared for entry level practice?

NEW PAGE]

[OPEN END. DO NOT ASK IF Q18=6]

21. What experiences have you had in the first few years of practice that you could have been better prepared for during articling?

[NEW PAGE]

[MULTIPLE CHOICE]

22. Overall, what would you say are/were the most positive aspects of your articling experience? Please select all that apply.

[RANDOMIZE]

- Getting hands-on experience
- Being exposed to specific areas of practice that are interesting to me
- Working closely with supportive and helpful lawyers
- The mentorship I received from my principal
- Working with other articling students
- Being a contributing part of a practice group/ team and making a difference
- Working with clients
- Working on interesting files

[RANDOMIZE]

- The onboarding training that helped me prepare for my articling experience
- The emotional support that was available to me
- Getting experience doing a wide range of tasks that are relevant to practising law
- The on-going learning sessions to help ensure my learning goals were met
- The feedback I received to help me improve
- The compensation I received
- There are/were no positive aspects of my articling experience [anchor position]
- Other (please specify) _____[anchor position]

[NEW PAGE]

[MULTIPLE CHOICE]

23. Overall, what do you think are the key challenges to being an articling student?
Select all that apply.

[RANDOMIZE]

- Lack of mentorship
- Lack of support with the steep learning curve
- Lack of feedback
- Getting proper exposure to different areas of practice
- Long working hours
- Not being paid or being paid minimally
- Additional costs e.g. CPLED tuition bar admission course tuition, moving expenses, etc.
- Managing workload, i.e. firm/organization work, bar admission course assignments, etc.

Articling Students and New Lawyers

[RANDOMIZE]

- Receiving training in all competency areas (ethics and professionalism, practice management, client relationship management, conducting matters, adjudication/dispute resolution, substantive legal knowledge, analytical skills and communication skills)
- Unrealistic expectations going into the position
- Navigating through personality differences
- Lack of clarity on what is required of an articling student
- Lack of tools and resources available to help my principal support me
- Getting access to appropriate mental health supports
- Lack of structure to my role
- Having a place to safely address concerns without fear of reprisal
- Limited availability of articling positions
- I didn't find my experience(s) to be challenging [anchor position, exclusive]
- Other (please specify)_____ [anchor position]

[NEW PAGE]
[SINGLE CHOICE]

24. Now thinking more generally about where you article/articled, would you recommend it to articling students in the future?

- Definitely will
- Probably will
- May or may not
- Probably will not
- Definitely will not

[NEW PAGE]
[SINGLE CHOICE]

25. Overall, how satisfied were/are you with your articling experience?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

[NEW PAGE]
[OPEN END]

26. Please explain why you are **[INSERT Q25]** with your articling experience?

[NEW PAGE]
[SINGLE CHOICE]

27. We would like to ask you some questions on equity, diversity and supports that were/are available to you. We would like to remind you that responses are being aggregated and reported in summary form only.

Are/were there appropriate mental health supports available at the firm/organization where you are/were articling to help you with managing stress, anxiety, etc.?

- Yes
- No
- Not sure

Articling Students and New Lawyers

[NEW PAGE]
[SINGLE CHOICE]

28. During the **recruitment process** for your articling position did you experience discrimination or harassment related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

- Yes
- No
- Not sure
- Prefer not to say

[NEW PAGE]
[SINGLE CHOICE]

29. During your **articling**, did you experience **discrimination** related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

- Yes
- No
- Not sure
- Prefer not to say

[NEW PAGE]
[SINGLE CHOICE]

30. During your **articling**, did you experience **harassment** related to your age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors?

- Yes
- No
- Not sure
- Prefer not to say

[NEW PAGE]
[SINGLE CHOICE]
[ASK IF YES TO Q28 OR Q29 OR Q30]

31. Were resources available to address the discrimination or harassment you experienced?

- Yes
- No
- Not sure

[NEW PAGE]
[OPEN END. IF YES TO Q28 OR Q29 OR Q30] ~~YES TO Q26, 27 OR 28~~

32. Is there anything you would like to share about your experience or the resources available to help you address a discrimination or harassment issue?

[NEW PAGE]
The last set of questions is for demographic purposes only.

Articling Students and New Lawyers

[NEW PAGE]

[SINGLE CHOICE]

33. How would you best characterize yourself in the profession?

I am a current articling student

I am a practising lawyer

I have completed my articling program, but I have not been called to the Bar

[IF Q33=2]

[SINGLE CHOICE]

34. What year were you called to the Bar?

[DROP DOWN MENU]

2019

2018

2017

2016

2015

2014

Prior to 2014

[NEW PAGE]

[SINGLE CHOICE]

35. Where did you attend law school?

Canada

United States

United Kingdom

Australia

Nigeria

India

Other

[NEW PAGE]

[SINGLE CHOICE]

36. Do you self-identify with any of the following groups? Select all that apply.

Indigenous (First Nations, Metis, Inuit)

Visible minority (non-Caucasian in race or non-white in color)

Person with a disability

I don't identify with any of these

I prefer not to answer this question

Articling Students and New Lawyers

[NEW PAGE]

[SINGLE CHOICE]

37. Do you identify as....?

Cisgender man (assigned male at birth and identifies as a male)

Cisgender woman (assigned female at birth and identifies as a female)

Transgender man (assigned female at birth and identifies as a male)

Transgender woman (assigned male at birth and identifies as a woman)

Gender non-binary (gender expression does not fully conform to sex-linked social norms)

I prefer not to specify

Other (please specify) _____

[NEW PAGE]

[SINGLE CHOICE]

38. Which of the following provinces do you primarily article/work in?

Alberta

Saskatchewan

Manitoba

[Closing]

[IF Q38=1, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free LESA course of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name

Email Address

[IF Q38=2, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free LSS CPD program of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name

Email Address

[IF Q38=3, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free (Manitoba) course of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name

Email Address

[IF Q38=1, 2, or 3 DISPLAY THE FOLLOWING MESSAGE]

Thank you for completing this survey.

Principals, Recruiters & Mentors

[INTRO SCREEN]

Thank you for participating in this 14-minute survey.

This survey is designed to help the law societies of Alberta, Saskatchewan and Manitoba better understand the experiences and supports that articling students are receiving during their articling experience and how they are preparing lawyers for the future.

Your experiences and feedback as a principal, recruiter or mentor are extremely important to helping us further our understanding.

Just a reminder that the responses you provide will be analyzed in aggregate form only. Nothing you say will be linked to you in any way.

[NEW PAGE]

[MULTIPLE CHOICE]

1. To begin, we would like to ask you a few questions about your experience in recruiting, supervising and/or mentoring articling students.

In the last five years, have you been involved in any of the following roles with articling students?

- A principal
- A recruiter
- A non-principal mentor
- None of the above

[NEW PAGE]

[OPEN END. ASK IF Q1=4]

2. What are your reasons for not being involved in the recruiting, mentoring or supervising of articling students?

[TERMINATE IF Q1=4]

[TERMINATE TEXT: Thank you for your interest in this survey. This survey is for those who recruit, supervise or mentor articling students.]

[NEW PAGE]

[For all of the following questions ASK IF Q1 = 1,2,3]

[SINGLE CHOICE]

3. How many years have you been recruiting, mentoring, and/or supervising articling students?

- Less than 2 years
- 2 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- Over 20 years

Questionnaire

Principals, Recruiters & Mentors

[NEW PAGE]
[SINGLE CHOICE]

4. How many articling students have you recruited or are you currently mentoring or supervising at your firm/organization?

- None right now
- 1
- 2
- 3
- 4 or more

[NEW PAGE]
[SINGLE CHOICE]

5. Has your firm/organization hired internationally trained students for articling positions?

- Yes
- No
- I don't know

[NEW PAGE]
[SINGLE CHOICE]

6. What type of exposure does/did your firm/organization provide to articling student(s) in different practice areas?

- We concentrate in one area of practice only
- We get them to work in 2-3 practice areas
- We cover most practice areas
- Other (please specify)_____

[NEW PAGE]
[SINGLE CHOICE]

7. Does your firm/organization offer compensation to articling students?

- Yes, always
- Yes, sometimes
- No
- I don't know

[ASK IF Q7=3]
[NEW PAGE]
[OPEN END]

8. Why doesn't your firm/organization offer compensation to articling students?

[NEW PAGE] [ASK IF Q7=1 OR 2]
[MULTIPLE CHOICE]

9. What type of compensation does your firm/organization typically provide to articling students? Select all that apply.

- Salary
- Percentage of billings
- Legal aid certificates
- Other (please specify)_____
- I don't know

Principals, Recruiters & Mentors

[NEW PAGE] [ASK IF Q7=1 OR 2]
[SINGLE CHOICE]

10. In general, what is the compensation range offered to articling students at your firm/organization?

- Less than \$40,000
- \$40,000 to \$49,999
- \$50,000 to \$59,999
- \$60,000 to \$69,999
- \$70,000 to \$79,999
- \$80,000 to \$89,999
- \$90,000 to \$99,999
- \$100,000 or more
- Not sure

[NEW PAGE]
[SINGLE CHOICE]

11. In general, do articling students at your firm/organization typically get time during business hours to complete their bar admission course requirements?

- Yes
- No
- Not sure

[NEW PAGE] [IF Q11=1]
[SINGLE CHOICE]

12. To the best of your knowledge, on average how many hours per week are articling students given to complete their bar admission course requirements?

- 0 hours per week
- 1 to 5 hours per week
- 6 to 10 hours per week
- More than 10 hours per week

[NEW PAGE]
[SINGLE CHOICE]

13. To the best of your knowledge, does your firm/organization pay for articling students' bar admission course tuition?

- Yes
- No
- Shared expense
- Not sure

[NEW PAGE]
[SINGLE CHOICE]

14. What proportion of articling students does your firm/organization hire, or give an offer for hire, after they complete their articling position?

- Almost 100%
- Not all but more than 75%
- Between 50% and 75%
- Less than half of articling students are hired or given an offer for hire
- Not sure

Principals, Recruiters & Mentors

[NEW PAGE]
[SINGLE CHOICE]

15. Next, we would like to ask you about the training articling students receive.

Canadian law societies have a national standard for admission to the legal profession which requires applicants to demonstrate skill and understanding of core legal concepts based on a national competency profile. These competencies can often form the basis for a learning plan.

In general, do you use a learning plan to guide the articling experience?

- Yes
- No

ASK IF Q15=2

[NEW PAGE]
[OPEN ENDED]

16. Why don't you use a learning plan? Please explain why.

[NEW PAGE]
[SINGLE CHOICE GRID]

17. Please consider the following definitions as you answer the questions below.

Ethics and professionalism is about acting ethically and professionally in accordance with the standard set by each Law Society's Code of Conduct.

Practice management is about effectively managing time, files, finances, and professional responsibilities, as well as being able to delegate tasks and provide appropriate supervision.

Client relationship management is about dealing with clients in a professional, ethical and timely manner to meet their needs and expectations in relation to their legal matter.

Conducting matters is about lawyers handling a range of items on a regular basis such as gathering facts through interviews, searches and other methods, and developing case strategy.

Adjudication/ dispute resolution is about identifying core elements of a dispute and resolving disputes through use of alternative dispute resolution or adjudication.

Substantive legal knowledge is about understanding the substantive aspect of the law like the laws of contracts, torts, wills and real property.

Communication skills is about lawyers possessing strong oral, written and communications skills to effectively represent clients and communicate professionally and effectively, as necessary for the practice of law.

Analytical skills is about lawyers having the skills to effectively identify issues and analyze problems on behalf of clients, as well as properly research those issues and problems to advise clients.

To what extent do you agree or disagree that articling students receive adequate training during their articling at your firm/organization in each of the following areas?

[RANDOMIZE ROWS]

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know
Ethics and professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questionnaire

Principals, Recruiters & Mentors

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Don't Know
Practice management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Client relationship management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducting matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adjudication / dispute resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Substantive legal knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analytical skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[NEW PAGE]
[MULTIPLE CHOICE]

18. Now, think about the mentorship that articling students receive at your firm/organization. Who is/are typically mentor(s)? Please select all that apply.

- The principal
- The recruiter
- Another lawyer at the firm/organization
- Another person at the firm/organization (not a lawyer)
- Not sure
- Other (please specify) _____

[NEW PAGE]
[SINGLE CHOICE GRID]

19. To what extent do you agree or disagree with the following statements about the mentorship articling students receive at your firm/organization?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Students are provided with regular feedback on their work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Students are provided with regular feedback on their skills development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is someone available to answer students' questions or clarify things when they need help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied with the mentoring students receive during articling at our firm/organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Principals, Recruiters & Mentors

[NEW PAGE]
[SINGLE CHOICE]

20. How do/did you provide mentorship/feedback?

- Face-to-face directly to the articling student
- By email or other format (not in person)
- Through a third party (other lawyer or person at the firm / organization)
- I provide no mentorship/feedback to articling students

[NEW PAGE]
[SINGLE CHOICE]

21. In your experience, how prepared is an articling student for entry level practice once they complete their articling at your firm/organization?

- Very prepared
- Prepared
- Somewhat prepared
- Not very prepared
- Not at all prepared

[NEW PAGE]
[OPEN END]

22. Please explain why you believe an articling student is **[INSERT Q21]** for entry level practice once they complete their articling at your firm/organization?

[NEW PAGE]
[OPEN END]

23. What additional tools and resources would help you better mentor/train/prepare articling students for entry level practice?

[NEW PAGE]
[OPEN END]

24. What gaps in knowledge or skills, if any, do new lawyers have that could be better addressed in articling or during the first few years of practice?

[NEW PAGE]
[MULTIPLE CHOICE]

25. Overall, what would you say are the most positive aspects of the articling experience for a recruiter, principal or mentor? Select all that apply.

- Providing hands-on experience to articling students
- Exposing articling students to specific areas of practice that interest them
- The opportunity to provide mentorship to articling students
- Allowing articling students to contribute to a practice group/team
- Providing the opportunity for articling students to work with clients
- Providing the opportunity for articling students to work on interesting files
- Providing a wide range of tasks that are relevant to the practice of law
- Onboarding articling students to the law firm experience
- Providing wellness supports to articling students
- Participating in learning sessions to ensure articling students' goals are met
- Providing feedback to help ensure articling students improve
- There are no positive aspects of the articling experience **[anchor position, exclusive]**
- Other please specify _____ **[anchor position]**

Principals, Recruiters & Mentors

[NEW PAGE]

[MULTIPLE CHOICE]

26. What key challenges are faced by a recruiter, principal or mentor of an articling student in an articling placement? Select all that apply.

[RANDOMIZE]

- Lack of time to mentor articling students
- Supporting articling students through their steep learning curve
- Giving articling students feedback they can learn from
- Exposing articling students to different areas of practice
- Training articling students in all competency areas (ethics and professionalism, practice management, client relationship management, conducting matters, adjudication/dispute resolution, substantive law, analytical skills and communication skills)
- Unrealistic expectations of articling students
- High costs associated with hiring articling students (compensation, CPLED, etc.)
- Understanding the unique learning styles of articling students
- Managing personality differences
- Lack of clarity on what is required of me as a principal/recruiter/mentor
- Lack of tools and resources available to help me better support articling students
- Lack of training on being a principal/recruiter/mentor
- Providing articling students access to the appropriate mental health supports as needed
- There are no challenges to being a principal/recruiter/mentor **[anchor position]**
- Other (please specify) _____ **[anchor position]**

[NEW PAGE]

[SINGLE CHOICE]

27. Based on your experiences as a principal/recruiter/mentor, how likely are you to take on an articling student again in the future?

- Definitely will
- Probably will
- May or may not
- Probably will not
- Definitely will not

[NEW PAGE]

[SINGLE OPTION]

28. Now we would like to ask you some questions on equity, diversity and supports that are available to articling students at your firm/organization. We would like to remind you that responses are being aggregated and reported in summary form only.

Are mental health resources available at your firm/organization for articling students who may need support with things like stress management, anxiety, etc.?

- Yes
- No
- Not sure

Principals, Recruiters & Mentors

[NEW PAGE]

[SINGLE OPTION]

29. Has your firm/organization ever had a candidate indicate that they have been discriminated against or harassed related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors **during the recruitment process**?

- Yes
- No
- Not sure
- Prefer not to say

[NEW PAGE]

[SINGLE OPTION]

30. Has an articling student come to you with concerns about being **discriminated against** by someone at the firm/organization related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors **during their articling experience**?

- Yes
- No
- Not sure
- Prefer not to say

[NEW PAGE]

[SINGLE OPTION]

31. Has an articling student come to you with concerns about being **harassed** by someone at the firm/organization related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or sexual orientation, or other factors **during their articling experience**?

- Yes
- No
- Not sure
- Prefer not to say

[OPEN END]

[ASK IF Q29=1 OR Q30 =1 OR Q31=1]

32. How did you or your firm/organization handle the situation?

[NEW PAGE]

[SINGLE OPTION]

33. If an articling student believes they have been discriminated against or harassed by someone in your firm/organization, is there a place they can confidentially address their concerns?

- Yes
- No
- Not sure

[NEW PAGE]

The last few questions are for demographic purposes.

Principals, Recruiters & Mentors

[NEW PAGE]

[SINGLE CHOICE]

34. How many years have you been a member of the Bar?

- Less than one year
- 1 - 5 years
- 6 -10 years
- 11 -15 years
- 16 - 20 years
- 21 - 25 years
- 26 - 30 years
- More than 30 years

[NEW PAGE]

[SINGLE CHOICE]

35. Which of the following best describes your practice setting?

- Sole Practitioner
- Government
- Corporate
- Academic
- Law firm (2-10 lawyers)
- Law firm (11-25 lawyers)
- Law firm (26-50 lawyers)
- Law firm (51+ lawyers)
- Other (please specify) _____

[NEW PAGE]

[MULTIPLE CHOICE]

36. What is your primary area(s) of practice?

- Indigenous
- Administrative / Boards / Tribunals
- Arbitration
- Bankruptcy / Insolvency / Receivership
- Civil Litigation
- Commercial
- Corporate
- Criminal
- Employment / Labour
- Entrepreneurial / Business
- Environmental
- Estate Planning and Administration
- Intellectual Property
- Matrimonial / Family
- Mediation
- Municipal Government
- Real Estate Conveyancing
- Wills and Estates
- Other (please specify) _____

[NEW PAGE]

[SINGLE CHOICE]

37. Where is your practice located?

- Small urban centre
- Large urban centre
- Rural area

Principals, Recruiters & Mentors

[NEW PAGE]
[SINGLE CHOICE]

38. In which of the following provinces do you primarily practise?

Alberta
Saskatchewan
Manitoba

[IF Q38=1, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free LESA course of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name
Email Address

[IF Q38=2, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free LSS CPD program of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name
Email Address

[IF Q38=3, DISPLAY THE FOLLOWING MESSAGE WITH THE OPTION TO SKIP]

We appreciate you taking the time to respond. Please submit your name and email address for a chance to win a free (Manitoba) course of your choice (excludes multi-day programs). Please note that this information will not be linked to your survey responses.

Name
Email Address

[IF Q38=1, 2, or 3 DISPLAY THE FOLLOWING MESSAGE]

Thank you for completing this survey.

