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

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**
- Cisgender man: 30%
- Cisgender woman: 49%
- Other: 8%
- Prefer not to identify: 13%

**Minority groups**
- Indigenous: 2%
- Visible minority: 21%
- Person with disability: 3%
- I don’t identify with any of these: 65%
- Prefer not to answer: 9%

**Practice Setting**
- 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%

#### 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**

<table>
<thead>
<tr>
<th>Practice Setting</th>
<th>Total AB (n=549)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole Practitioner</td>
<td>9%</td>
</tr>
<tr>
<td>Government</td>
<td>12%</td>
</tr>
<tr>
<td>Corporate</td>
<td>2%</td>
</tr>
<tr>
<td>Academic</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Law firm (2-10 lawyers)</td>
<td>29%</td>
</tr>
<tr>
<td>Law firm (11-25 lawyers)</td>
<td>8%</td>
</tr>
<tr>
<td>Law firm (26-50 lawyers)</td>
<td>9%</td>
</tr>
<tr>
<td>Law firm (51+ lawyers)</td>
<td>27%</td>
</tr>
</tbody>
</table>

**Education**
- Canada: 77%
- United States: 2%
- Nigeria: 3%
- Australia: 5%
- United Kingdom: 8%
- Other: 3%

- 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
**HIGHLIGHTS**

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

- 32% reported experiencing discrimination and/or harassment during recruitment and/or articling.

**Profile of Those Who Experienced Discrimination and Harassment**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>22%</td>
</tr>
<tr>
<td>Female</td>
<td>54%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
<tr>
<td>Prefer not to specify gender</td>
<td>15%</td>
</tr>
</tbody>
</table>

- Don’t identify as a minority group: 58%
- Visible minority: 28%
- Person with a disability: 5%
- Indigenous: 1%

**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
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.

<table>
<thead>
<tr>
<th>Articling Students &amp; New Lawyers</th>
<th>Women (n=269)</th>
<th>Men (n=166)</th>
<th>Minorities (n=143)</th>
<th>Non-Minorities (n=357)</th>
<th>Educated Internationally (n=125)</th>
<th>Educated in Canada (n=424)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with articling experience</td>
<td>(Very satisfied + satisfied)</td>
<td>67%</td>
<td>69%</td>
<td>67%</td>
<td>67%</td>
<td>62%</td>
</tr>
<tr>
<td>Level of preparedness</td>
<td>(Very prepared + prepared)</td>
<td>38%</td>
<td>43%</td>
<td>40%</td>
<td>42%</td>
<td>41%</td>
</tr>
<tr>
<td>Experienced discrimination and / or harassment</td>
<td></td>
<td>36%</td>
<td>23%</td>
<td>41%</td>
<td>28%</td>
<td>38%</td>
</tr>
<tr>
<td>Compensation</td>
<td>(Average annual salary)</td>
<td>$50,000</td>
<td>$51,000</td>
<td>$48,000</td>
<td>$51,000</td>
<td>$46,000</td>
</tr>
<tr>
<td>Workload</td>
<td>(Average hours)</td>
<td>55 hrs / week</td>
<td>53 hrs / week</td>
<td>53 hrs / week</td>
<td>55 hrs / week</td>
<td>51 hrs / week</td>
</tr>
</tbody>
</table>
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.

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

74% of recruiters, principals and mentors felt resources were available to address issues.

82%

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

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

<table>
<thead>
<tr>
<th>Discrimination or Harassment Experienced</th>
<th>(Among those who experienced discrimination or harassment, n=176)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harassment during articling</td>
<td>48%</td>
</tr>
<tr>
<td>Discrimination during articling</td>
<td>70%</td>
</tr>
<tr>
<td>Discrimination or harassment during recruitment</td>
<td>55%</td>
</tr>
</tbody>
</table>
**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

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.*
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 this 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.”

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

“I 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.”
There is inconsistency in the level of preparedness 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
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:
- Analytical skills
- Communication skills
- Ethics & professionalism
- Substantive legal knowledge

Weaker areas of training:
- Adjudication / dispute resolution
- Conducting matters
- Practice management
- Client relationship management

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.
**Respondents’ Suggested ways to improve training in all competency areas.**

**Respondents’ Suggestions* (based on verbatim analysis)**

<table>
<thead>
<tr>
<th>MORE FOCUS</th>
<th>IMPROVE</th>
<th>OFFER MORE EASILY ACCESSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>on exposing students to training in adjudication/dispute resolution, practice management, conducting matters, and client relationship management</td>
<td>existing training programs (e.g. the CPLED program)</td>
<td>educational resources (e.g. provide access to LESA’s library and courses, offer reduced rates for courses, etc.)</td>
</tr>
<tr>
<td>DEVELOP</td>
<td>GIVE</td>
<td></td>
</tr>
<tr>
<td>an education plan that ensures coverage of all competency areas and provides exposure to most practice areas</td>
<td>students more articling time</td>
<td></td>
</tr>
</tbody>
</table>

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.*
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

<table>
<thead>
<tr>
<th>Very prepared + prepared (n=226)</th>
<th>Somewhat Prepared (n=179)</th>
<th>Not very prepared + not at all prepared (n=57)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“I was given very little interaction with clients and managing matters from start to finish.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.]”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“My principal was never in the office. When he was, he was working on his own matters and left me to work in isolation.”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Very prepared + prepared (n=233)</th>
<th>Somewhat Prepared (n=49)</th>
<th>Not very prepared + not at all prepared (n=13*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“They’ve had broad exposure and many people to learn from and lean on for questions and support.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“They are competent lawyers with the ability to open and work on files until they are closed.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“It is a large leap to go from articling to carriage of own files.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“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.”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.*
Respondents’ suggested ways to improve mentorship and feedback.

---

**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

- Teamwork 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

---

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.*
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.

 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

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.

*Suggestions are ideas expressed by some respondents. They may not be representative of the whole population of Alberta lawyers and articling students.
Students are most satisfied when they have a balance between compensation and hours of work.

- 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.

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

Compensation Received While Articling

- Total SK/MB n=180
- Total AB n=542

Less than $40,000: 35% (AB), 24% (SK/MB)
$40,000 - $59,999: 63% (AB), 46% (SK/MB)
$60,000 - $79,999: 2% (AB), 27% (SK/MB)
$80,000 - $99,999: 0% (AB), 1% (SK/MB)
$100,000 or more: 0% (AB), <1% (SK/MB)
Prefer not to specify: 0% (AB), 1% (SK/MB)
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:

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.

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.

Questions Asked

The full questionnaires are in the appendix starting on page 69.
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.
Most of the respondents were practising lawyers, principals, and mentors.

### Articling Students & New Lawyers

**How would you best characterize yourself in the profession?**

- **Articling student:** 19% (SK/MB) 22% (AB)
- **Practicing lawyer:** 71% (SK/MB) 70% (AB)
- **Completed articling but have not been called to bar:** 11% (SK/MB) 8% (AB)

### Principals, Recruiters & Mentors

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

- **Recruiter:** 34% (SK/MB) 32% (AB)
- **Principal:** 66% (SK/MB) 69% (AB)
- **Mentor:** 58% (SK/MB) 48% (AB)
- **AB Recruiter role only:** 6%
- **AB Principal role only:** 38%
- **AB Mentor role only:** 18%
- **AB Mixed roles:** 39%
NUMBER OF ARTICLING STUDENTS AT FIRM/ORGANIZATION

Half of principals are working with one student.

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?

<table>
<thead>
<tr>
<th>None</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total SK/MB n=112</td>
<td>31%</td>
<td>24%</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>Principals (AB) n=111</td>
<td>22%</td>
<td>2%</td>
<td>6%</td>
<td>36%</td>
</tr>
<tr>
<td>Total AB n=295</td>
<td>15%</td>
<td>11%</td>
<td>6%</td>
<td>8%</td>
</tr>
<tr>
<td>Mentors (AB) n=53</td>
<td>11%</td>
<td>6%</td>
<td>8%</td>
<td>20%</td>
</tr>
<tr>
<td>Recruiters (AB) n=17*</td>
<td>50%</td>
<td>11%</td>
<td>59%</td>
<td>11%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17

Principals, Recruiters & Mentors

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

Illumina Research Partners
**YEAR OF ARTICLING / YEARS OF INVOLVEMENT**

*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?*

<table>
<thead>
<tr>
<th>Year</th>
<th>Total SK/MB (n=187)</th>
<th>Total AB (n=549)</th>
<th>Articling Student (n=163)</th>
<th>New Lawyer (n=386)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>17%</td>
<td>19%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>2015</td>
<td>13%</td>
<td>14%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>2016</td>
<td>21%</td>
<td>19%</td>
<td>26%</td>
<td>2%</td>
</tr>
<tr>
<td>2017</td>
<td>19%</td>
<td>19%</td>
<td>23%</td>
<td>3%</td>
</tr>
<tr>
<td>2018</td>
<td>81%</td>
<td>81%</td>
<td>31%</td>
<td>14%</td>
</tr>
<tr>
<td>2019</td>
<td>31%</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Principals, Recruiters & Mentors**

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

<table>
<thead>
<tr>
<th>Years of Involvement</th>
<th>Total SK/MB (n=112)</th>
<th>Total AB (n=295)</th>
<th>Recruiters (AB) n=17*</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years or less</td>
<td>38%</td>
<td>39%</td>
<td>47%</td>
</tr>
<tr>
<td>6 to 10 years</td>
<td>47%</td>
<td>47%</td>
<td>42%</td>
</tr>
<tr>
<td>11 to 15 years</td>
<td>39%</td>
<td>39%</td>
<td>22%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>32%</td>
<td>32%</td>
<td>20%</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>14%</td>
<td>14%</td>
<td>6%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17
INTERNATIONAL STUDENTS

One-third of current articling students were educated abroad.

Articling Students & New Lawyers

Where did you attend law school?

- **Canada**
  - Total SK/MB n=187
  - Total AB n=549
  - Articling Students n=163
  - New Lawyers n=386

- **United States**
  - 81%

- **United Kingdom**
  - 8%

- **Australia**
  - 2%

- **Nigeria**
  - 1%

- **India**
  - 2%

- **Other**
  - 5%

International Students

Principals, Recruiters & Mentors

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

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

- **Yes**
  - 46%

- **No**
  - 44%

- **I don’t know**
  - 11%

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.

* Caution small base size for recruiters n=17
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

- Concentrated in one area of practice only: 14% 15% 15% 15%
- Worked in 2-3 practice areas: 35% 46% 46% 46%
- Cover most practice areas: 49% 34% 36% 34%

**Principals, Recruiters & Mentors**

Type of Exposure to Different Practice Areas

- Concentrated in one practice area only: 10% 14% 12% 19% 13%
- Worked in 2-3 practice areas: 18% 25% 12% 28% 30%
- Cover most practice areas: 63% 53% 45% 53%

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.

* Caution small base size for recruiters n=17
COMPENSATION FOR ARTICLING STUDENTS

Nearly all firms offer articling students compensation.

Principals, Recruiters & Mentors

Does your firm/organization offer compensation to articling students?

- Yes, always: 96% (SK/MB n=112), 94% (AB n=295)
- Yes, sometimes: 4% (SK/MB n=112), 1% (AB n=295)
- No: 1% (SK/MB n=112), 1% (AB n=295)

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

* Caution small base size for recruiters n=17
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?**

<table>
<thead>
<tr>
<th>Type of Compensation</th>
<th>Total SK/MB n=187</th>
<th>Total AB n=549</th>
<th>Articling Students n=163</th>
<th>New Lawyers n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>95%</td>
<td>94%</td>
<td>93%</td>
<td>94%</td>
</tr>
<tr>
<td>Percentage of billings</td>
<td>3%</td>
<td>4%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Legal aid certificates</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>No compensation</td>
<td>4%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Principals, Recruiters & Mentors

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

Among those who offer compensation:

<table>
<thead>
<tr>
<th>Type of Compensation</th>
<th>Total SK/MB n=111</th>
<th>Total AB n=291</th>
<th>Recruiters (AB) n=17*</th>
<th>Principals (AB) n=110</th>
<th>Mentors (AB) n=50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>98%</td>
<td>98%</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of billings</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Legal aid certificates</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>4%</td>
<td>8%</td>
<td>2%</td>
<td>0%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17
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

<table>
<thead>
<tr>
<th>Compensation Range</th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Articling Students (AB)</th>
<th>New Lawyers (AB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $40,000</td>
<td>24%</td>
<td>24%</td>
<td>35%</td>
<td>23%</td>
</tr>
<tr>
<td>$40,000 - $59,999</td>
<td>32%</td>
<td>33%</td>
<td>46%</td>
<td>47%</td>
</tr>
<tr>
<td>$60,000 - $79,999</td>
<td>27%</td>
<td>27%</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>$80,000 - $99,999</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>$100,000 or more</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Prefer not to specify</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Principals, Recruiters & Mentors**

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

<table>
<thead>
<tr>
<th>Compensation Range</th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Recruiters (AB)</th>
<th>Principals (AB)</th>
<th>Mentors (AB)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $40,000</td>
<td>29%</td>
<td>29%</td>
<td>10%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$40,000 - $59,999</td>
<td>17%</td>
<td>17%</td>
<td>0%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>$60,000 - $79,999</td>
<td>36%</td>
<td>36%</td>
<td>8%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>$80,000 - $99,999</td>
<td>27%</td>
<td>27%</td>
<td>4%</td>
<td>35%</td>
<td>19%</td>
</tr>
<tr>
<td>$100,000 or more</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>Not sure</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Caution small base size for recruiters n=17*
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

<table>
<thead>
<tr>
<th>Less than 30 hours</th>
<th>30 to 39 hours</th>
<th>40 to 49 hours</th>
<th>50 to 59 hours</th>
<th>60+ hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total SK/MB</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Total AB</td>
<td>6%</td>
<td>3%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Articling Students (AB)</td>
<td>40%</td>
<td>28%</td>
<td>33%</td>
<td>36%</td>
</tr>
<tr>
<td>New Lawyers (AB)</td>
<td>32%</td>
<td>32%</td>
<td>34%</td>
<td>32%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Yes</th>
<th>No, I work(ed) less than I expected</th>
<th>No, I work(ed) more than I expected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total SK/MB</td>
<td>75%</td>
<td>17%</td>
</tr>
<tr>
<td>Total AB</td>
<td>66%</td>
<td>21%</td>
</tr>
<tr>
<td>Articling Students (AB)</td>
<td>60%</td>
<td>17%</td>
</tr>
<tr>
<td>New Lawyers (AB)</td>
<td>68%</td>
<td>17%</td>
</tr>
</tbody>
</table>
**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.

<table>
<thead>
<tr>
<th>Small Law Firm (2-25 Lawyers)</th>
<th>Medium-Sized Law Firm (26-50 Lawyers)</th>
<th>Big Law Firms (51+ Lawyers)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compensation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Among Total AB)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approx. $47,000 on average</td>
<td>Approx. $59,000 on average</td>
<td>Approx. $63,000 on average</td>
</tr>
<tr>
<td>66%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>33%</td>
<td>92%</td>
<td>88%</td>
</tr>
<tr>
<td>1%</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Under $49,000</td>
<td>Under $50,000-$69,999</td>
<td>Under $50,000-$69,999</td>
</tr>
<tr>
<td>$50,000-$69,999</td>
<td>$70,000-$99,999</td>
<td>$70,000-$99,999</td>
</tr>
<tr>
<td>$100,000+</td>
<td>$100,000+</td>
<td>$100,000+</td>
</tr>
</tbody>
</table>

| Workload                      |                                       |                             |
| (Among Total AB)              |                                       |                             |
| 53 hrs a week on average      | 56 hrs a week on average              | 63 hrs a week on average    |
| 4%                            | 0%                                    | 0%                          |
| 31%                           | 13%                                   | 6%                          |
| 36%                           | 46%                                   | 28%                         |
| 28%                           | 41%                                   | 66%                         |
| Less than 39 hrs a week       | Less than 39 hrs a week               | Less than 39 hrs a week     |
| 4%                            | 0%                                    | 0%                          |
| 31%                           | 13%                                   | 6%                          |
| 36%                           | 46%                                   | 28%                         |
| 28%                           | 41%                                   | 66%                         |
| 40-49 hrs a week              | 40-49 hrs a week                      | 40-49 hrs a week            |
| 0%                            | 0%                                    | 0%                          |
| 13%                           | 13%                                   | 6%                          |
| 46%                           | 46%                                   | 28%                         |
| 41%                           | 41%                                   | 66%                         |
| 50-59 hrs a week              | 50-59 hrs a week                      | 50-59 hrs a week            |
| 0%                            | 0%                                    | 0%                          |
| 13%                           | 13%                                   | 6%                          |
| 46%                           | 46%                                   | 28%                         |
| 41%                           | 41%                                   | 66%                         |
| 60+ hrs a week                | 60+ hrs a week                        | 60+ hrs a week              |
| 0%                            | 0%                                    | 0%                          |
| 13%                           | 13%                                   | 6%                          |
| 46%                           | 46%                                   | 28%                         |
| 41%                           | 41%                                   | 66%                         |

| Satisfaction                   |                                       |                             |
| (Among Total AB)               |                                       |                             |
| Satisfied                      | Satisfied                             | Satisfied                   |
| 64%                           | 79%                                   | 62%                         |
| 16%                           | 13%                                   | 17%                         |
| 19%                           | 8%                                    | 21%                         |
| Neither Satisfied Nor dissatisfied | Neither Satisfied Nor dissatisfied | Neither Satisfied Nor dissatisfied |
| Dissatisfied                   | Dissatisfied                          | Dissatisfied                |
| Satisfied                      | Satisfied                             | Satisfied                   |
| 64%                           | 79%                                   | 62%                         |
| 16%                           | 13%                                   | 17%                         |
| 19%                           | 8%                                    | 21%                         |
| Neither Satisfied Nor dissatisfied | Neither Satisfied Nor dissatisfied | Neither Satisfied Nor dissatisfied |
| Dissatisfied                   | Dissatisfied                          | Dissatisfied                |
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?

<table>
<thead>
<tr>
<th>% Yes</th>
<th>Total SK/MB n=187</th>
<th>Total AB n=549</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td>73%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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?

<table>
<thead>
<tr>
<th>% Yes</th>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Recruiters (AB) n=17</th>
<th>Principals (AB) n=111</th>
<th>Mentors (AB) n=53</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>85%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>76%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>87%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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.

* Caution small base size for recruiters n=17
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

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 hours</td>
<td>15%</td>
</tr>
<tr>
<td>2 to 5 hours per week</td>
<td>29%</td>
</tr>
<tr>
<td>6 to 10 hours per week</td>
<td>32%</td>
</tr>
<tr>
<td>More than 10 hours per week</td>
<td>44%</td>
</tr>
<tr>
<td>46%</td>
<td>50%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 hours per week</td>
<td>0%</td>
</tr>
<tr>
<td>1 to 5 hours per week</td>
<td>49%</td>
</tr>
<tr>
<td>6 to 10 hours per week</td>
<td>54%</td>
</tr>
<tr>
<td>More than 10 hours per week</td>
<td>52%</td>
</tr>
<tr>
<td>59%</td>
<td>52%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=13

35 | LSA Articling Research

Illumina Research Partners
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

82% Yes
81% Yes
78% No
82% Yes
16% Yes
17% No
18% Yes
16% No
2% Yes
2% No
4% Yes
2% No

Shared expense

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

83% Yes
85% Yes
94% Yes
80% Yes
81% Yes
9% Yes
5% Yes
0% Yes
12% Yes
2% Yes
2% Yes
5% Yes
2% Yes
6% Yes
7% Yes
4% Yes
15% Yes

* Caution small base size for recruiters n=17
**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?**

<table>
<thead>
<tr>
<th>Total SK/MB n=187</th>
<th>Total AB n=549</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67%</td>
<td>68%</td>
<td>38%</td>
<td>81%</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21%</td>
<td>16%</td>
<td>9%</td>
<td>19%</td>
</tr>
</tbody>
</table>

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

**I haven’t completed my articling**

<table>
<thead>
<tr>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Almost 100%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41%</td>
<td>48%</td>
<td>40%</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Not all but more than 75%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26%</td>
<td>27%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td><strong>Between 50% and 75%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13%</td>
<td>5%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Less than half of articling students are hired or given an offer for hire</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13%</td>
<td>3%</td>
<td>2%</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Not sure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>7%</td>
<td>6%</td>
<td>17%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17

### 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?**

<table>
<thead>
<tr>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67%</td>
<td>68%</td>
<td>38%</td>
<td>81%</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21%</td>
<td>16%</td>
<td>9%</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Caution small base size for recruiters n=17*
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?

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB n=187</th>
<th>Total AB=549</th>
<th>Articling Students=163</th>
<th>New Lawyers=386</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, there is/was a learning plan</td>
<td>41%</td>
<td>44%</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>34%</td>
<td>33%</td>
<td>34%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No, there is/was no learning plan but my goals and educational needs were discussed</td>
<td>15%</td>
<td>17%</td>
<td>16%</td>
<td>18%</td>
</tr>
</tbody>
</table>

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

Principal, Recruiters & Mentors

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

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Recruiters (AB) n=17*</th>
<th>Principals (AB) n=111</th>
<th>Mentors (AB) n=53</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Yes</td>
<td>71%</td>
<td>67%</td>
<td>76%</td>
<td>64%</td>
<td>53%</td>
</tr>
</tbody>
</table>

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

* Caution small base size for recruiters n=17
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?

<table>
<thead>
<tr>
<th>Area</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjudication/Dispute Resolution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total SK/MB</td>
<td>17%</td>
<td>17%</td>
<td>64%</td>
</tr>
<tr>
<td>Total AB</td>
<td>21%</td>
<td>21%</td>
<td>58%</td>
</tr>
<tr>
<td>Articling Students</td>
<td>18%</td>
<td>16%</td>
<td>65%</td>
</tr>
<tr>
<td>New Lawyers</td>
<td>22%</td>
<td>23%</td>
<td>54%</td>
</tr>
<tr>
<td>Practice Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total SK/MB</td>
<td>28%</td>
<td>15%</td>
<td>57%</td>
</tr>
<tr>
<td>Total AB</td>
<td>22%</td>
<td>16%</td>
<td>61%</td>
</tr>
<tr>
<td>Articling Students</td>
<td>20%</td>
<td>15%</td>
<td>65%</td>
</tr>
<tr>
<td>New Lawyers</td>
<td>23%</td>
<td>17%</td>
<td>60%</td>
</tr>
<tr>
<td>Conducting Matters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total SK/MB</td>
<td>17%</td>
<td>15%</td>
<td>71%</td>
</tr>
<tr>
<td>Total AB</td>
<td>15%</td>
<td>16%</td>
<td>68%</td>
</tr>
<tr>
<td>Articling Students</td>
<td>8%</td>
<td>18%</td>
<td>73%</td>
</tr>
<tr>
<td>New Lawyers</td>
<td>16%</td>
<td>15%</td>
<td>67%</td>
</tr>
<tr>
<td>Client Relationship Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total SK/MB</td>
<td>16%</td>
<td>45%</td>
<td>70%</td>
</tr>
<tr>
<td>Total AB</td>
<td>16%</td>
<td>15%</td>
<td>69%</td>
</tr>
<tr>
<td>Articling Students</td>
<td>13%</td>
<td>42%</td>
<td>72%</td>
</tr>
<tr>
<td>New Lawyers</td>
<td>17%</td>
<td>15%</td>
<td>68%</td>
</tr>
</tbody>
</table>

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.

* Caution small base size for recruiters n=17
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)?

<table>
<thead>
<tr>
<th>Mentoring</th>
<th>Total SK/MB n=187</th>
<th>Total AB n=549</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td>The principal</td>
<td>73%</td>
<td>77%</td>
<td>81%</td>
<td>75%</td>
</tr>
<tr>
<td>Another lawyer at the firm</td>
<td>64%</td>
<td>63%</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Another person at the firm (not a lawyer)</td>
<td>10%</td>
<td>4%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Someone outside the firm</td>
<td>15%</td>
<td>15%</td>
<td>75%</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>I have/had no mentorship</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Not sure</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Principals, Recruiters & Mentors

Who is/are typically mentor(s)?

<table>
<thead>
<tr>
<th>Mentoring</th>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Recruiters (AB) n=17*</th>
<th>Principals (AB) n=111</th>
<th>Mentors (AB) n=53</th>
</tr>
</thead>
<tbody>
<tr>
<td>The principal</td>
<td>84%</td>
<td>90%</td>
<td>92%</td>
<td>74%</td>
<td>21%</td>
</tr>
<tr>
<td>The recruiter</td>
<td>9%</td>
<td>4%</td>
<td>1%</td>
<td>6%</td>
<td>17%</td>
</tr>
<tr>
<td>Another lawyer at the firm</td>
<td>78%</td>
<td>72%</td>
<td>65%</td>
<td>50%</td>
<td>5%</td>
</tr>
<tr>
<td>Another person at the firm (not a lawyer)</td>
<td>8%</td>
<td>1%</td>
<td>5%</td>
<td>2%</td>
<td>25%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>0%</td>
<td>5%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Not sure</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17

Illumina Research Partners
## 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?

### I receive/received regular feedback on my work performance

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Articling Students</th>
<th>New Lawyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>25%</td>
<td>26%</td>
<td>22%</td>
<td>28%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>16%</td>
<td>14%</td>
<td>20%</td>
<td>11%</td>
</tr>
<tr>
<td>Disagree</td>
<td>59%</td>
<td>60%</td>
<td>58%</td>
<td>61%</td>
</tr>
</tbody>
</table>

### I receive/received regular feedback on my skills and development

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Articling Students</th>
<th>New Lawyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>34%</td>
<td>36%</td>
<td>29%</td>
<td>39%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>19%</td>
<td>18%</td>
<td>24%</td>
<td>15%</td>
</tr>
<tr>
<td>Disagree</td>
<td>47%</td>
<td>46%</td>
<td>47%</td>
<td>46%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Articling Students</th>
<th>New Lawyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>11%</td>
<td>13%</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>7%</td>
<td>9%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>82%</td>
<td>78%</td>
<td>82%</td>
<td>76%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB</th>
<th>Total AB</th>
<th>Articling Students</th>
<th>New Lawyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>4%</td>
<td>4%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>7%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>96%</td>
<td>91%</td>
<td>94%</td>
<td>93%</td>
</tr>
</tbody>
</table>

*Caution small base size for recruiters n=17*
Most students receive face-to-face feedback directly from the principal.

**Articling Students & New Lawyers**

<table>
<thead>
<tr>
<th>How do/did you receive mentorship/feedback during your articling?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face directly from principal</td>
</tr>
<tr>
<td>By email or other format (not in person)</td>
</tr>
<tr>
<td>Through a third party (other lawyer or person at the firm)</td>
</tr>
<tr>
<td>I have/had no mentorship/feedback</td>
</tr>
</tbody>
</table>

**Principals, Recruiters & Mentors**

<table>
<thead>
<tr>
<th>How do/did you provide mentorship/feedback?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face directly to student</td>
</tr>
<tr>
<td>By email or other format (not in person)</td>
</tr>
<tr>
<td>Through a third party (other lawyer or person at the firm)</td>
</tr>
</tbody>
</table>

- **Total SK/MB n=185**
- **Total AB n=546**
- **Articling Students (AB) n=163**
- **New Lawyers (AB) n=383**
- **Total SK/MB n=112**
- **Total AB n=295**
- **Recruiters (AB) n=17**
- **Principals (AB) n=111**
- **Mentors (AB) n=53**
How Prepared Are Articling Students 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?

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

New Lawyers [SK/MB] n=132
New Lawyers [AB] n=386

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?

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

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
## 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

<table>
<thead>
<tr>
<th>Very prepared + prepared (n=226)</th>
<th>Somewhat Prepared (n=179)</th>
<th>Not very prepared + not at all prepared (n=57)</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% Good training content</td>
<td>58% Poor training content</td>
<td>77% Poor training content</td>
</tr>
<tr>
<td>50% Got training in practice mgmt.</td>
<td>33% No training in practice mgmt.</td>
<td>42% Mostly grunt work</td>
</tr>
<tr>
<td>20% Gained substantive knowledge</td>
<td>21% Mostly grunt work</td>
<td>39% No training in practice mgmt.</td>
</tr>
<tr>
<td>16% Knowledge of conducting matters</td>
<td>9% No training in conducting matters</td>
<td>33% No training in conducting matters</td>
</tr>
<tr>
<td>16% Knowledge of conducting matters</td>
<td>9% No training in conducting matters</td>
<td>19% Too narrow scope</td>
</tr>
<tr>
<td>73% High quality of training</td>
<td>30% There’s always room for improvement</td>
<td>54% Poor quality of training</td>
</tr>
<tr>
<td>48% Good guidance available</td>
<td></td>
<td>53% Guidance unavailable</td>
</tr>
<tr>
<td>24% Empowering experience</td>
<td></td>
<td>23% Ineffective principal</td>
</tr>
</tbody>
</table>

### 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

<table>
<thead>
<tr>
<th>Very prepared + prepared (n=233)</th>
<th>Somewhat Prepared (n=49)</th>
<th>Not very prepared + not at all prepared (n=13*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>74% Good training content</td>
<td>51% There’s always room for improvement</td>
<td>77% Poor training content</td>
</tr>
<tr>
<td>49% Got training in practice management (e.g. how to run files)</td>
<td>43% Year is not long enough/there are always more things to learn</td>
<td>38% No training in practice management</td>
</tr>
<tr>
<td>49% Wide range of experiences</td>
<td>16% Learnt some skills, but not all</td>
<td>31% Mostly grunt work</td>
</tr>
<tr>
<td>14% Knowledge of conducting matters</td>
<td></td>
<td>8% Too narrow scope</td>
</tr>
<tr>
<td>14% Knowledge of conducting matters</td>
<td></td>
<td>8% No training on interaction with clients</td>
</tr>
<tr>
<td>74% High quality of training</td>
<td>45% Poor training content</td>
<td>8% Negative firm environment</td>
</tr>
<tr>
<td>48% Good guidance available</td>
<td>24% No training in practice management</td>
<td></td>
</tr>
<tr>
<td>52% Good guidance available</td>
<td>17% Empowering experience</td>
<td>16% Mostly grunt work</td>
</tr>
<tr>
<td>24% Empowering experience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Caution small base size for not very prepared + not at all prepared n=13
Adding tools and resources for preparing articling students for entry level practice

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

<table>
<thead>
<tr>
<th>Articling Students &amp; New Lawyers</th>
<th>Principals, Recruiters &amp; Mentors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Are there additional tools and resources that you believe are needed to help you be better prepared for entry level practice?</strong>&lt;br&gt;Among total Alberta articling students and new lawyers, n=458</td>
<td><strong>What additional tools and resources would help you better mentor/train/prepare articling students for entry level practice?</strong>&lt;br&gt;Among total Alberta principals, recruiters and mentors, n=292</td>
</tr>
<tr>
<td>49% Better training resources</td>
<td>39% Better training resources</td>
</tr>
<tr>
<td>12% Better mentorship</td>
<td>12% Education plan for articling students</td>
</tr>
<tr>
<td>10% Better CPLED program</td>
<td>6% Better CPLED program</td>
</tr>
<tr>
<td>8% Interaction with and learning from other lawyers and students/SoloNet</td>
<td>6% Better mentorship</td>
</tr>
<tr>
<td>8% Access to LESA library/reduced rates for courses</td>
<td>5% Access to LESA library/reduced rates for courses</td>
</tr>
<tr>
<td>6% Education plan for articling students</td>
<td>3% LESA training for principals and mentors</td>
</tr>
<tr>
<td>33% More relevant training content</td>
<td>22% Nothing</td>
</tr>
<tr>
<td>10% More practice management training</td>
<td>18% More relevant training content</td>
</tr>
<tr>
<td>8% File management training</td>
<td>7% More practice management training</td>
</tr>
<tr>
<td>7% Improving basic business management skills</td>
<td>4% Improving basic business management skills</td>
</tr>
<tr>
<td>28% Providing opportunity to get rich experience</td>
<td>9% Providing opportunity to get rich experience</td>
</tr>
<tr>
<td>9% More hands-on experience (in general)</td>
<td>5% More hands-on experience (in general)</td>
</tr>
<tr>
<td>9% More court experience</td>
<td>9% More time articling</td>
</tr>
<tr>
<td>12% Nothing</td>
<td>3% Good working conditions</td>
</tr>
<tr>
<td>10% Good working conditions</td>
<td>3% Good working conditions</td>
</tr>
</tbody>
</table>
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 your 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
EXECUTIVE SUMMARY: VERBATIM COMMENTS ON PREPARING STUDENTS FOR ENTRY LEVEL PRACTICE

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 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.”

“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.”

“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.”

Principalis, 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.”

“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…”

“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.”

“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.”

“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.)”

“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.”

“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).”

“More relevant CPLED courses.”

“More connection to other mentors in the community.”

“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.”
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.”

“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

“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…”

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

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).”

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.”

“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, client 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.”

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

“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

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

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

<table>
<thead>
<tr>
<th>Articling Students &amp; New Lawyers</th>
<th>Among total Alberta articling students and new lawyers, n=549</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>Wide hands-on experience</td>
</tr>
<tr>
<td>77%</td>
<td>Tasks and practice areas of interest</td>
</tr>
<tr>
<td>73%</td>
<td>Team work</td>
</tr>
<tr>
<td>56%</td>
<td>Mentorship and guidance</td>
</tr>
<tr>
<td>50%</td>
<td>Working with clients</td>
</tr>
<tr>
<td>21%</td>
<td>Compensation</td>
</tr>
<tr>
<td>11%</td>
<td>Emotional support</td>
</tr>
<tr>
<td>5%</td>
<td>No positive aspects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principals, Recruiters and Mentors</th>
<th>Among total Alberta principals, recruiters and mentors, n=295</th>
</tr>
</thead>
<tbody>
<tr>
<td>92%</td>
<td>Providing mentorship and guidance</td>
</tr>
<tr>
<td>88%</td>
<td>Providing wide hands-on experience</td>
</tr>
<tr>
<td>76%</td>
<td>Providing tasks and practice areas of interest</td>
</tr>
<tr>
<td>59%</td>
<td>Working with clients</td>
</tr>
<tr>
<td>53%</td>
<td>Team work</td>
</tr>
<tr>
<td>33%</td>
<td>Emotional support to articling students</td>
</tr>
<tr>
<td>2%</td>
<td>No positive aspects</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>Wide hands-on experience</th>
<th>Tasks and practice areas of interest</th>
<th>Team Work</th>
<th>Mentorship &amp; Guidance</th>
<th>Working with clients</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>77%</td>
<td>73%</td>
<td>56%</td>
<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>76% Getting hands-on experience</td>
<td>63% Working on interesting files</td>
<td>56% Working closely with supportive and helpful lawyers</td>
<td>46% The mentorship I received from my principal</td>
<td>50% Working with clients</td>
<td>21% Compensation</td>
</tr>
<tr>
<td>48% Getting experience with doing a wide range of tasks that are relevant to practising law</td>
<td>62% Being exposed to specific areas of practice that are interesting to me</td>
<td>36% Being a contributing part of a group/team and making a difference</td>
<td>30% The feedback I received to help me improve</td>
<td>15% The on-going learning sessions to help ensure my learning goals were met</td>
<td>11% Emotional Support</td>
</tr>
<tr>
<td></td>
<td>32% Working with other articling students</td>
<td></td>
<td></td>
<td>9% The onboarding training that helped me prepare for my articling experience</td>
<td>5% No positive aspects</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Percentage</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing mentorship and guidance</td>
<td>92%</td>
<td>78% The opportunity to provide mentorship to articling students</td>
</tr>
<tr>
<td>Providing wide hands-on experience</td>
<td>88%</td>
<td>82% Providing hands-on experience to articling students</td>
</tr>
<tr>
<td>Providing tasks and practice areas of interest</td>
<td>76%</td>
<td>60% Providing the opportunity for articling students to work on interesting files</td>
</tr>
<tr>
<td>Working with clients</td>
<td>59%</td>
<td>59% Providing the opportunity for articling students to work with clients</td>
</tr>
<tr>
<td>Team work</td>
<td>53%</td>
<td>53% Allowing articling students to contribute to a practice group/team</td>
</tr>
<tr>
<td>Emotional Support</td>
<td>33%</td>
<td>Providing wellness supports to articling students</td>
</tr>
<tr>
<td>No positive aspects</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>The opportunity to provide mentorship to articling students</td>
<td>78%</td>
<td></td>
</tr>
<tr>
<td>Providing hands-on experience to articling students</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>Providing the opportunity for articling students to work on interesting files</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>Providing the opportunity for articling students to work with clients</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Providing feedback to help ensure articling students improve</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Providing a wide range of tasks that are relevant to the practice of law</td>
<td>61%</td>
<td></td>
</tr>
<tr>
<td>Exposing articling students to specific areas of practice that interest them</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>Onboarding articling students to the law firm experience</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Participating in learning sessions to ensure articling students’ goals are met</td>
<td>31%</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Articling Students &amp; New Lawyers</th>
<th>Among total Alberta articling students and new lawyers, n=549</th>
</tr>
</thead>
<tbody>
<tr>
<td>69% Heavy workload</td>
<td></td>
</tr>
<tr>
<td>67% Poor mentorship and guidance</td>
<td></td>
</tr>
<tr>
<td>60% Lack of clarity and structure</td>
<td></td>
</tr>
<tr>
<td>49% Financial challenges</td>
<td></td>
</tr>
<tr>
<td>44% Limited availability of articling positions</td>
<td></td>
</tr>
<tr>
<td>34% Getting a variety of experiences</td>
<td></td>
</tr>
<tr>
<td>32% Navigating personality differences</td>
<td></td>
</tr>
<tr>
<td>18% Mental health support</td>
<td></td>
</tr>
<tr>
<td>5% No challenges</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principals, Recruiters and Mentors</th>
<th>Among total Alberta principals, recruiters and mentors, n=295</th>
</tr>
</thead>
<tbody>
<tr>
<td>63% Lack of training and resources</td>
<td></td>
</tr>
<tr>
<td>53% Mentorship and guidance are challenging</td>
<td></td>
</tr>
<tr>
<td>51% Providing a variety of experiences</td>
<td></td>
</tr>
<tr>
<td>36% Lack of clarity and structure</td>
<td></td>
</tr>
<tr>
<td>34% Managing personality differences</td>
<td></td>
</tr>
<tr>
<td>32% High costs</td>
<td></td>
</tr>
<tr>
<td>9% Mental health support</td>
<td></td>
</tr>
<tr>
<td>3% No challenges</td>
<td></td>
</tr>
</tbody>
</table>

5% 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.

<table>
<thead>
<tr>
<th>Heavy Workload 69%</th>
<th>Poor Mentorship and Guidance 67%</th>
<th>Lack of Clarity and Structure 60%</th>
<th>Financial Challenges 49%</th>
<th>Limited Availability of Articling Positions 44%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>58%</strong> Managing workload</td>
<td><strong>47%</strong> Lack of support with the steep learning curve</td>
<td><strong>33%</strong> Lack of clarity of what is required of an articling student</td>
<td><strong>44%</strong> Not being paid or being paid minimally</td>
<td><strong>44%</strong> Limited availability of articling positions</td>
</tr>
<tr>
<td><strong>48%</strong> Long working hours</td>
<td><strong>43%</strong> Lack of mentorship</td>
<td><strong>32%</strong> Receiving training in all competency areas</td>
<td><strong>26%</strong> Additional costs</td>
<td>Getting a variety of experiences 34%</td>
</tr>
<tr>
<td><strong>40%</strong> Lack of feedback</td>
<td><strong>28%</strong> Lack of structure to my role</td>
<td></td>
<td></td>
<td>Navigating personality differences 32%</td>
</tr>
<tr>
<td><strong>17%</strong> Lack of tools and resources available to help my principal support me</td>
<td><strong>20%</strong> Unrealistic expectations going into the position</td>
<td></td>
<td></td>
<td>No challenges 5%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Lack of training and resources (63%)</th>
<th>Mentorship and guidance are challenging (53%)</th>
<th>Providing a variety of experiences (51%)</th>
<th>Lack of clarity and structure (36%)</th>
<th>Managing personality differences (34%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>59% Lack of time to mentor articling students</td>
<td>37% Supporting articling students through their steep learning curve</td>
<td>34% Training articling students in all competency areas</td>
<td>28% Unrealistic expectations of articling students</td>
<td>26% Managing personality differences</td>
</tr>
<tr>
<td>21% Lack of training on being a principal / recruiter / mentor</td>
<td>34% Giving articling students feedback they can learn from</td>
<td>33% Exposing articling students to different areas of practice</td>
<td>14% Lack of clarity on what is required of me as a principal / recruiter / mentor</td>
<td></td>
</tr>
<tr>
<td>15% Lack of tools and resources available to help me better support articling students</td>
<td></td>
<td></td>
<td></td>
<td>22% Understanding the unique learning styles of articling students</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>High costs (32%)</td>
<td>No challenges (3%)</td>
</tr>
</tbody>
</table>
One in five students will not recommend articling at the firm they articled.
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?

- **Definitely will**: 45%  
- **Probably will**: 38%  
- **May or may not**: 22%  
- **Probably will not**: 5%  
- **Definitely will not**: 8%

**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?

- **Definitely will**: 50%  
- **Probably will**: 43%  
- **May or may not**: 29%  
- **Probably will not**: 22%  
- **Definitely will not**: 8%

* Caution small base size for recruiters n=17
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

<table>
<thead>
<tr>
<th>Reason</th>
<th>Satisfied (n=363)</th>
<th>Neither satisfied nor dissatisfied (n=90)</th>
<th>Dissatisfied (n=96)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good training</td>
<td>79%</td>
<td>43%</td>
<td>69%</td>
</tr>
<tr>
<td>Poor training</td>
<td>43%</td>
<td>38%</td>
<td>66%</td>
</tr>
<tr>
<td>Negative work environment</td>
<td>10%</td>
<td>32%</td>
<td>27%</td>
</tr>
<tr>
<td>Poor firm</td>
<td>10%</td>
<td>33%</td>
<td>27%</td>
</tr>
<tr>
<td>Enabled me to practice law</td>
<td>8%</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>Ineffective Principal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of clarity</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of clarity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Total SK/MB n=187
- Total AB n=549
- Articling Students (AB) n=163
- New Lawyers (AB) n=386
Overall, two thirds of articling students are satisfied with their articling experience.

Wide experience and teamwork 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.
**VERBATIM COMMENTS ON SATISFACTION WITH ARTICLING EXPERIENCE**

**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 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.?

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB n=187</th>
<th>Total AB n=549</th>
<th>Articling Students (AB) n=163</th>
<th>New Lawyers (AB) n=386</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25%</td>
<td>20%</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>No</td>
<td>48%</td>
<td>50%</td>
<td>42%</td>
<td>54%</td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 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.?

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Recruiters (AB) n=17*</th>
<th>Principals (AB) n=111</th>
<th>Mentors (AB) n=53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>59%</td>
<td>88%</td>
<td>51%</td>
<td>58%</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>9%</td>
<td>6%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td></td>
<td></td>
<td>6%</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17
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?

**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?

* Caution small base size for recruiters n=17
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?

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?

* Caution small base size for recruiters n=17
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?

Yes 82% 97% 75% 80%
No 11% 15% 13% 16%
Not sure 3% 4% 6% 3%
Prefer not to say 4% 2% 6% 1%

Principal, 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?

Yes 91% 87% 71% 75%
No 5% 18% 17% 3%
Not sure 4% 3% 2% 4%
Prefer not to say 0% 1% 0% 1% 4%

* Caution small base size for recruiters n=17
## Types of Discrimination and Harassment Experienced

**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?

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB n=53</th>
<th>Total AB n=176</th>
<th>Articling Students (AB) n=53</th>
<th>New Lawyers (AB) n=123</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>15%</td>
<td>74%</td>
<td>68%</td>
<td>76%</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>72%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not sure</td>
<td>17%</td>
<td>19%</td>
<td>23%</td>
<td>17%</td>
</tr>
</tbody>
</table>

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
DISCRIMINATION AND HARASSMENT SUPPORT

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.

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?

- **86%** Yes
- **72%** No
- **94%** Not sure

<table>
<thead>
<tr>
<th>Total SK/MB n=112</th>
<th>Total AB n=295</th>
<th>Recruiters (AB) n=17*</th>
<th>Principals (AB) n=111</th>
<th>Mentors (AB) n=53</th>
</tr>
</thead>
<tbody>
<tr>
<td>86% Yes</td>
<td>82% Yes</td>
<td>8% Yes</td>
<td>9% Yes</td>
<td>8% Yes</td>
</tr>
<tr>
<td>72% No</td>
<td>72% No</td>
<td>3% No</td>
<td>6% No</td>
<td>9% No</td>
</tr>
<tr>
<td>94% Not sure</td>
<td>94% Not sure</td>
<td>7% Not sure</td>
<td>11% Not sure</td>
<td>17% Not sure</td>
</tr>
</tbody>
</table>

* Caution small base size for recruiters n=17
DEMOGRAPHICS

Profile of Articling Students or New Lawyers.

Year called to the Bar
(Among those who are practising lawyers)

Practice Setting

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

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

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB (n=187)</th>
<th>Total AB (n=549)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisgender man</td>
<td>37%</td>
<td>47%</td>
</tr>
<tr>
<td>Cisgender woman</td>
<td>30%</td>
<td>49%</td>
</tr>
<tr>
<td>Gender non-binary</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>Prefer not to identify</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Indigenous (First Nations, Metis, Inuit)

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB (n=187)</th>
<th>Total AB (n=549)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>21%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Person with disability</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>I don't identify with any of these</td>
<td>73%</td>
<td>65%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Articling Location

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB (n=187)</th>
<th>Total AB (n=549)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small urban centre</td>
<td>22%</td>
<td>12%</td>
</tr>
<tr>
<td>Large urban centre</td>
<td>68%</td>
<td>79%</td>
</tr>
<tr>
<td>Rural area</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Combination</td>
<td>2%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Province of Articling

<table>
<thead>
<tr>
<th></th>
<th>Total SK/MB (n=187)</th>
<th>Total AB (n=549)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta</td>
<td>0%</td>
<td>56%</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Manitoba</td>
<td>56%</td>
<td>44%</td>
</tr>
</tbody>
</table>
### DEMOGRAPHICS

#### Profile of Principals, Recruiters & Mentors.

#### Primary Area(s) of Practice*

<table>
<thead>
<tr>
<th>Area</th>
<th>Total SK/MB (n=112)</th>
<th>Total AB (n=295)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Litigation</td>
<td>30%</td>
<td>41%</td>
</tr>
<tr>
<td>Commercial</td>
<td>32%</td>
<td>24%</td>
</tr>
<tr>
<td>Corporate</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Real Estate Conveyancing</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Matrimonial/Family</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Wills and Estates</td>
<td>26%</td>
<td>16%</td>
</tr>
<tr>
<td>Criminal</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>Administrative/Boards/Tribunals</td>
<td>21%</td>
<td>12%</td>
</tr>
<tr>
<td>Employment/Labour</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td>Estate Planning and Administration</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>Mediation</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Entrepreneurial/Business</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Indigenous</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Arbitration</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Bankruptcy/Insolvency/Receivership</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Municipal Government</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Environmental</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Intellectual Property</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
<td>12%</td>
</tr>
</tbody>
</table>

#### Length of Time as a Bar Member

<table>
<thead>
<tr>
<th>Duration</th>
<th>Total SK/MB 0%</th>
<th>Total AB 1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>112</td>
<td>295</td>
</tr>
<tr>
<td>1-5 years</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>16%</td>
<td>20%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>21-25 years</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>26-30 years</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>More than 30 years</td>
<td>29%</td>
<td>18%</td>
</tr>
</tbody>
</table>

#### Practice Setting

<table>
<thead>
<tr>
<th>Practice Setting</th>
<th>Total SK/MB (n=112)</th>
<th>Total AB (n=295)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole Practitioner</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Government</td>
<td>21%</td>
<td>12%</td>
</tr>
<tr>
<td>Corporate</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Academic</td>
<td>-</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Law firm (2-10 lawyers)</td>
<td>23%</td>
<td>29%</td>
</tr>
<tr>
<td>Law firm (11-25 lawyers)</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>Law firm (26-50 lawyers)</td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>Law firm (51+ lawyers)</td>
<td>21%</td>
<td>27%</td>
</tr>
</tbody>
</table>

#### Practice Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Total SK/MB (n=112)</th>
<th>Total AB (n=295)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small urban centre</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Large urban centre</td>
<td>84%</td>
<td>87%</td>
</tr>
<tr>
<td>Rural area</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>
[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 articled 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
Questionnaire

Articling Students and New Lawyers

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

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

7. On average, approximately how many hours per week do/did you work 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) ________________

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) ________________

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

- 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) ________________
Questionnaire

Articling Students and New Lawyers

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

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

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

11. Did/is your firm/organization pay(ing) your bar admission course tuition?
    - Yes
    - No
    - Shared expense

12. Were you offered a position at the firm/organization where you completed your articling?
    - Yes
    - No
    - I haven’t completed my articling

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.
Questionnaire

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

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?

[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.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know</th>
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<tr>
<td>Ethics and professionalism</td>
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<td>Conducting matters</td>
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<td>Adjudication/dispute resolution</td>
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<td>Analytical skills</td>
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</table>
Articling Students and New Lawyers

[NEW PAGE]

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 articling? 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]

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
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<tr>
<td>I receive/received regular feedback on my work performance</td>
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<tr>
<td>I receive/received regular feedback on my skills development</td>
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<tr>
<td>Someone is/was available to answer my questions or clarify things when I needed help</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tbody>
</table>

[NEW PAGE]

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
- Not sure

[NEW PAGE]

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

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

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

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

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

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]

[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

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

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

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

31. Were resources available to address the discrimination or harassment you experienced?
   - Yes
   - No
   - Not sure

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?

The last set of questions is for demographic purposes only.
Questionnaire

Articling Students and New Lawyers

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

34. What year were you called to the Bar?

- 2019
- 2018
- 2017
- 2016
- 2015
- 2014
- Prior to 2014

35. Where did you attend law school?

- Canada
- United States
- United Kingdom
- Australia
- Nigeria
- India
- Other

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**

**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) ________________

**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.
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.

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

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

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**

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

5. Has your firm/organization hired internationally trained students for articling positions?
   - Yes
   - No
   - I don’t know

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)__________________

7. Does your firm/organization offer compensation to articling students?
   - Yes, always
   - Yes, sometimes
   - No
   - I don’t know

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

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
Questionnaire

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] [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
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

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

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.

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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?

<table>
<thead>
<tr>
<th>Ethics and professionalism</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know</th>
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</table>
# Principals, Recruiters & Mentors

<table>
<thead>
<tr>
<th>[NEW PAGE]</th>
<th>[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.</th>
</tr>
</thead>
</table>
| | 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  
Don't Know |
| Practice management | O  
O  
O  
O  
O  
O  |
| Client relationship management | O  
O  
O  
O  
O  
O  |
| Conducting matters | O  
O  
O  
O  
O  
O  |
| Adjudication / dispute resolution | O  
O  
O  
O  
O  
O  |
| Substantive legal knowledge | O  
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O  |
| Communication skills | O  
O  
O  
O  
O  
O  |
| Analytical skills | O  
O  
O  
O  
O  
O  |
| Students are provided with regular feedback on their work performance | Strongly Disagree  
Disagree  
Neither agree nor disagree  
Agree  
Strongly Agree  
Don't Know |
| Students are provided with regular feedback on their skills development | O  
O  
O  
O  
O  
O  |
| There is someone available to answer students’ questions or clarify things when they need help | O  
O  
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O  |
| Overall, I am satisfied with the mentoring students receive during articling at our firm/organization | O  
O  
O  
O  
O  
O  |
Questionnaire

Principals, Recruiters & Mentors

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

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

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?

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

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?

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]
Questionnaire

**Principals, Recruiters & Mentors**

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

- 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
- Other (please specify) ___________ [anchor position]

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

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
Questionnaire

Principals, Recruiters & Mentors

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

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

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

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

[NEW PAGE]

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

The last few questions are for demographic purposes.
Questionnaire

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

Alberta
Saskatchewan
Manitoba

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

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

Thank you for completing this survey.