

# RYERSON'S LAW PRACTICE PROGRAM (LPP)

GREAT LAWYERS START HERE



## FOUR YEARS OF THE LPP

INNOVATIVE • EXPERIENTIAL • ENTREPRENEURIAL

**LAW**  
PRACTICE  
PROGRAM

**Ryerson**  
University

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# LAW PRACTICE PROGRAM (LPP)

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## Ryerson's Law Practice Program (LPP)

### It's Working!

**Ryerson's successful Law Practice Program (LPP) assists the LSUC in meeting its public interest obligations by better preparing lawyers to serve the Public in the 21<sup>st</sup> Century.**

#### **Experiential Training That Better Serves the Public**

**Tab 1**

1. High-quality, skills-based training meets the highest public service and protection requirements
2. Standardized, supervised and assessed – Meets the highest standards for training set by LSUC
3. Excellent lawyers - 200 plus - develop, deliver, mentor, supervise and assess it
4. Excellent training that lawyers need to serve the Public in the 21<sup>st</sup> Century

#### **Work Placements for All**

**Tab 2**

1. 100% of Candidates have been placed in each of the first three years, notwithstanding it is a new program, in a challenging market, with a profession that likes its traditions
2. 670 plus new placements over 3 years across the province: mid-size, boutique, small and large private firms; in-house; all 3 levels of government; and legal clinics
3. 72% paid Year III (stipends: 11.4% Year III)

#### **Strong, Diverse Candidates - Very Successful LSUC Diversity Program**

**Tab 3**

1. Candidates reflect the Province of Ontario
2. 672 (of 802) Candidates completed the 4-month training, then 4-month work placement
3. Very successful diversity program by the LSUC – Candidates have the opportunity to get jobs
4. About half are from Canadian law schools (all Ontario except Lakehead) - of the internationally-educated, half (25% of the total) started here and then went to the US or overseas for law school
5. Over 3 years: 61 different languages. Year III: 76 Candidates completed 34 different Masters Degrees, and 3 different PhDs; 35 Candidates had practiced abroad on average 7.3 years

#### **Very Successful – Candidates Are Working After Call**

**Tab 4**

1. 84% of Year II, once Called, were working in law or law-related positions one year post-LPP (plus 3% are otherwise employed)
2. 75% of Year I, once Called, were working in law or law-related positions one year post-LPP (plus 5% are otherwise employed)

#### **Innovative – Prepares Candidates to Serve 21<sup>st</sup> Century Society & Improves Access to Justice**

**Tab 5**

1. Prepare Candidates to combine strong foundational skills with the ability to take advantage of change to better serve 21st Century Society
2. Access to Justice Innovation Challenge (A2J) encourages Candidates to develop smarter, faster, better ways to meet legal needs and the Business Plan helps candidates develop business and financial literacy skills
3. Group-firm work and learning encourages success working in teams
4. Diversity and international experience opens eyes and minds to better serve Ontario Society

**For the Profession, by the Profession.**



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## TRAINING

*High-quality, innovative skills-based training, that is standardized, comprehensive, mentored and assessed.*

### LPP Training Component

Think about running your own general practice law firm, with three other partners, incorporating technology and online opportunities. That is what our Candidates do when they begin the Ryerson LPP each August.

#### The Training Component: Introducing the Virtual Law Firm (VLF)

During the Training Component, Candidates are randomly placed into virtual law firms (VLFs) of approximately four people. This ensures that LPP Candidates are exposed to group dynamics from the very beginning, which is relevant to today's successful professional development. We have had approximately 60 firms in each of Years 1, 2, and 3. Each firm is paired with a Mentor, who is a member of the legal profession in Ontario. Our Mentors come from across the province, average about 15 years of practice, and cover all areas of practice and workplace settings (clinics, government, private practice of all sizes, in-house counsel). These Mentors act as "Supervising Lawyers" for the VLFs, meeting with the entire firm once weekly for 17 weeks via webinar, and then bi-weekly with individual Candidates. During these interactions, Mentors and firms review the case file work that the Candidates have been working on that week, or have coming up, as well as discuss specific themes of Professionalism and Ethics, Practice and Client Management.

#### Competencies and Practice Areas

So what do the Candidates do during the Training Component? The LPP is "work" not school. On the basis of the expectations of the Law Society's mandate, our goal is to develop and assess in our Candidates the following skills (broadly):

- Professionalism and Ethics
- Analytical
- Research (legal and factual)
- Communications (oral and written)
- Practice Management
- Client Management

How do we develop these skills? Our Candidates meet at Ryerson 3 times for a week at a time (launch week end of August; middle of October; and middle of December). These 3 weeks offer Candidates the opportunity to engage in intensive workshops or panels (e.g. Trial Advocacy, Corporate Counsel), be assessed in-person by the bench and bar, develop and expand their professional network with each other (future colleagues) as well as members of the profession. The rest of the 14 weeks they are "working" in a simulated environment, responding to lawyer and client requests on a rapid, regular, intense basis.

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Their work is “delivered” via case files in the subject areas mandated by the LSUC:

- Administrative Law (previously a Landlord/Tenant matter; more recently an Immigration matter);
- Business Law
- Civil Litigation
- Criminal Law
- Family Law
- Real Estate Law
- Wills & Estates Law

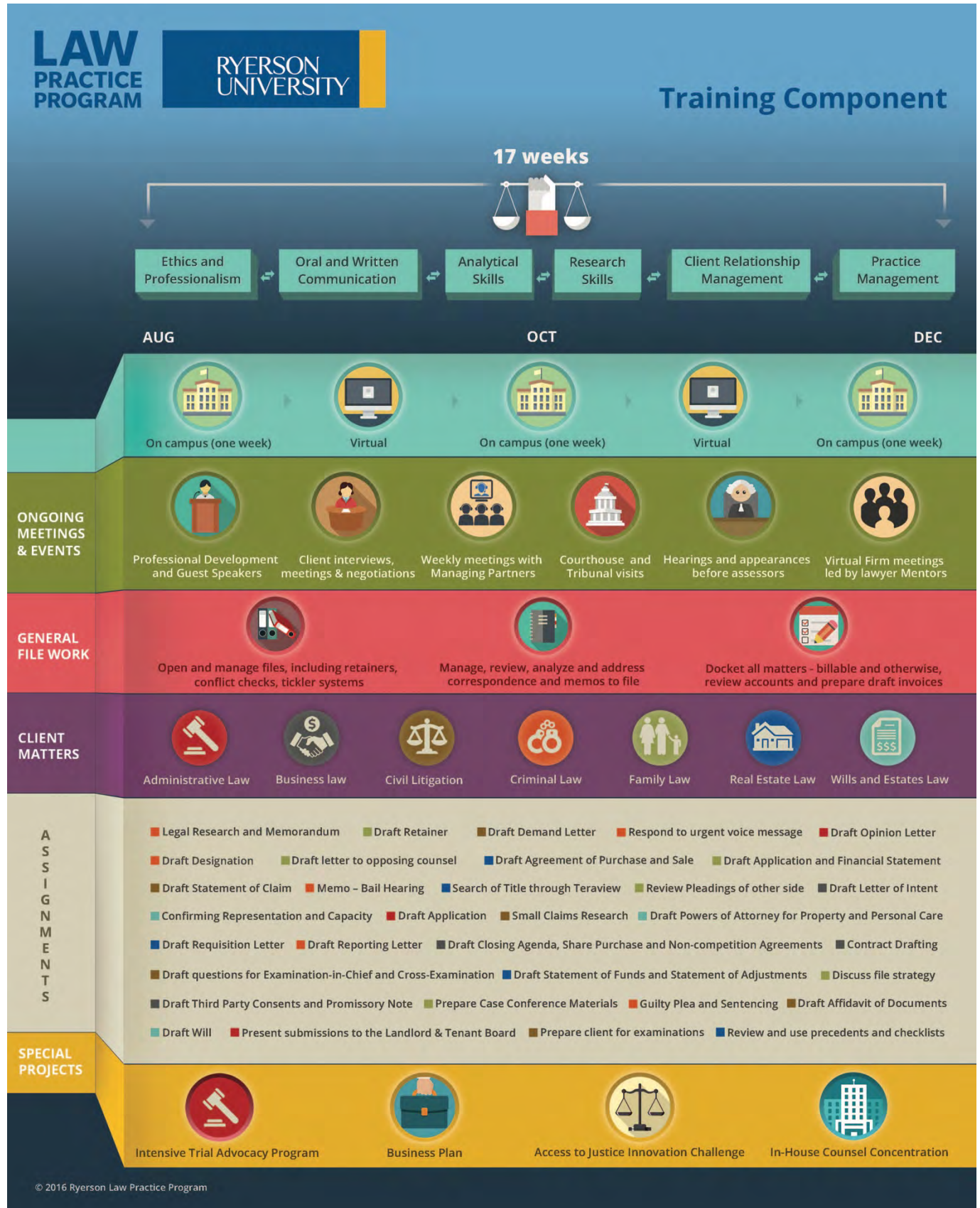
## Input by the Profession: Subject Matter Experts, Mentors and Assessors

Each of the case files is developed by a Subject Matter Expert (SME), a leading Ontario practitioner in their field. The SME develops/updates a background story, online reference resources, precedents and “typical” file assignments. These assignments (over 100 in 2016) include client meetings, to opening a file to research, responding to clients’ questions, to drafting or reviewing contracts or pleadings, through to arguing or presenting before a court or tribunal, and then billing and collecting fees. Candidates receive these assignments throughout the business day/week as “emails” from “Senior Partners” in the relevant practice area. The case files are layered, beginning with work on one, then a second, eventually with all seven, therefore also building the skill of professional prioritization (aka practice management). Sometimes VLFs are working on a single file for a day or two; other times they are juggling the expectations of multiple files, as is the case in “real world” practice.

VLFs connect with their Mentors, each other, Managing Partners, Subject Matter Experts and their clients virtually through web conferencing and other online platforms (e.g. video “meetings”). Who are these clients, you might ask? In five of the files, the VLFs have the benefit of live-actor simulators, trained on the file and the requirement of “client management” skills, through Ryerson’s specialized Interpersonal Skills Teaching Centre (ISTC – see: <http://www.ryerson.ca/istc>).

Candidates submit some work through their firm, most individually. They are offered feedback by their Mentors on some of their work (particularly as they first begin the work), or self-assess based on model answers available by the SMEs (and then discussed during the weekly Firm Meetings with the Mentors). In addition, however, Candidates will be assessed by other members of the profession as specific Assessors for particular subject matter tasks (Motions, Client meetings, Negotiations, Opening/Closing Statements, Cross/Direct Examinations, Submissions, Bail Hearing, Supervisor Meetings), during the 2<sup>nd</sup> and 3<sup>rd</sup> in-person meetings. Candidates are assessed monthly by their Mentors on all six of the competencies noted above. Candidates are assessed as “Developing”, “Meets Expectations” or “Exceeds Expectations” by their Mentors and Assessors, and overall success depends on consistent and developing performance throughout the four months.

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# Thank You

to our mentors, assessors, curriculum developers, guest speakers, the Ontario Bar Association, for our strategic alliance, and The Law Society of Upper Canada.



Alia Ahmed  
Inga B. Andriessen  
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Maanit Zemel  
Olga Ziman Sabbagh

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Alia Ahmed  
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Developed & delivered by:



**Sheila R. Block, Partner**  
Torys LLP



**James Seckinger, Professor**  
University of Notre Dame

### With support from:

Practitioners, from many  
organizations, providing  
advocacy training  
and



Looking forward to the 2017–2018 Law Practice Program



2016/2017 LPP Candidates

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# LAW PRACTICE PROGRAM (LPP)

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## WORK PLACEMENTS

*High-quality, supervised and assessed.*

### Work Placement Component

Candidates move on to the four-month Work Placement only after they have successfully completed the Training Component. We recruit employers on the basis that our Candidates are ready to “hit the ground running” in January. Our employers span the range of practice areas and office settings across the province. Candidates are prepared for both general and more focused practice areas for their Work Placements. A list of our employers is attached.

### Securing Work Placements

Once an LPP Candidate has successfully completed the 4-month intensive Training Component they are eligible to begin their work placement. LPP Candidates can secure work placements in two ways: **1)** by applying to the job postings we have secured through the program's outreach efforts; and/or **2)** conducting outreach to potential employers they would like to work with which we then review and confirm the work placement's eligibility. It is important to note that the vast majority of LPP Candidates secure their work placements through applying to the job postings the Work Placement Office secures and posts in our PlacePro database.

To secure the over 670 work placement job postings, during the first three years of the program, the Work Placement Office, along with the outreach efforts of the overall LPP team, made many phone calls to prospective employers, attended and presented at numerous legal association and legal conference events, as well as, placed advertisements in a variety of legal publications including the Ontario Reports, Canadian Lawyer Magazine, the Lawyers Weekly, Precedent Magazine, Legal Association Newsletters and in the National Post.

The Work Placement Office works diligently throughout the year to develop the work placement opportunities with potential employers. In addition to conducting many outreach phone calls, they conduct numerous follow-up calls to confirm the employers participation (i.e. to get the Employer Profile Form from the employer to create the placement position); the position is then vetted and posted for LPP Candidates to apply to; once the position closes the LPP Candidate applications are then reviewed to create a shortlist that employers can review; the applications are then submitted to the employers along with a link to all the applications submitted for their placement position; follow-up calls are then placed to confirm which candidates the employer would like to interview; and again, follow-up calls are made to confirm who the employer has decided to hire. Once the LPP Candidate accepts the position the Work Placement Office sends a completed Work Placement Agreement and Education Plan to the employer and the LPP Candidate to sign and return. The employer also receives a Pre-Placement FAQ & Checklist to assist them in preparing for their LPP Candidate's arrival in January.

Within the current legal and economic environment, over the past three years, the Work Placement Office has been able to create over 670 work placement opportunities that would not have otherwise existed in Ontario. Over 70% of roles are paid, with the overwhelming majority being fully paid, with some stipends. We believe this compares favourably with what is actually going on with articling. The participating employers include large and small employers across all legal sectors from private practice to in-house and legal clinics to all 3 levels of government.

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The Work Placement Office has once again been working diligently to secure enough opportunities to meet the demands of our expanded LPP Candidate pool and has a 100% rate of placement for all LPP Candidates during the first three years of the program.

## In-Placement Check-Ins

During the four-month work placement period the Work Placement Office conducts two in-depth check-in calls with each employer as well as an in-depth check-in call with the LPP Candidate. These check-in calls provide us with the opportunity to gather feedback on the LPP Candidate's performance, as well as, the LPP Candidate's experience. The feedback received during the employer check-in calls can be very insightful and, in most instances, quite extraordinary. Employers tend to immediately comment on how well-prepared the LPP Candidate was to "hit the ground running". In fact, they often mention that they operate at a significantly higher level than other licensing candidates they have encountered in the past. Similarly, LPP Candidates during their check-in calls also comment on how prepared they felt arriving into the new work environment particularly since many of the experiences they are engaging in are tasks they prepared for or completed during the Training Component.

In addition to the formal check-in calls, the Work Placement Office reminds both employers and LPP Candidates that they are always available to support them with any matters that may arise during the work placement. In some cases this may mean acting as a facilitator or providing additional resource support to the employer or the LPP Candidate.

## Post-Placement Success

Early indications are that LPP Candidates, once called, are meeting with excellent employment success:

- 84% of Year II, once Called, were working in law or law-related positions one year post-LPP (plus 3% are otherwise employed)
- 75% of Year I, once Called, were working in law or law-related positions one year post-LPP (plus 5% are otherwise employed)



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# Ryerson Law Practice Program

## BE PART OF THE FUTURE

*"Industrious, hard-working ...!  
Her contributions to the organization  
started 10 minutes after she got here.  
We got exactly what we wanted and  
there are no surprises. ... We are  
very happy to be involved in  
the program."*

**Ontario Motor Vehicle  
Industry Council (OMVIC)**

*"She was fabulous.  
She was able to hit the ground  
running. We were able to get  
her involved in a lot of different  
things: contractual negotiations,  
regulatory discussions and policy  
developments - and she was  
able to contribute."*

**Royal Bank of Canada  
RBC**

*"His work is top quality... [He] is  
doing a great job, the LPP provides  
Candidates with practical experience  
and it benefits us too because  
he is assisting us."*

**Chicago Title Insurance Company  
Canada**

*"She exceeded our expectations.  
...Up there with 1st and 2nd year  
lawyers. ...I wish all students  
could go through the LPP so  
they get consistent training  
across the board."*

**GFL Environmental Inc.**

*"The LPP...has been  
wonderful. I adored the  
candidate that we had.... He  
was absolutely amazing, very high  
calibre. The practical training  
that he is getting here is amazing...  
and we as an organization are  
benefitting from it as well."*

**Infrastructure Ontario**

*"Our LPP student was thrown  
into the middle of a trial and was  
required to take the lead on it. She did  
an outstanding job and was  
victorious at the end of the day."*

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# LAW PRACTICE PROGRAM (LPP)

## CANDIDATES

*Curious, Creative, Intelligent, Diverse, Ambitious*

Over the last two years **50% of LPP Candidates have graduated from one of 17 different law schools across Canada** (all of the Ontario schools, except Lakehead) and of the internationally-educated (**79 different law schools from around the world**), half of them (25% of the total) started here and then went to the US or overseas for law school.

**In Year III: 76 Candidates completed 34 different Masters Degrees, and 3 different PhDs;** 35 Candidates have practiced abroad on average 7.3 years.

**LPP Candidate Pool**



- 50%: Canadian Undergraduate + Canadian Law School
- 25%: Canadian Undergraduate + Foreign Law School
- 25%: Foreign Undergraduate + Foreign Law School

Masters Programs				
Agricultural Engineering	Biochemistry	Business	Business Administration	Doctor of Medicine (M.D.)
English - Rhetoric	History	Industrial and Labor Relations	Interdisciplinary Studies	International Affairs
International Business Administration	International Studies	Law	Law - Aboriginal Law	Law - Canadian Common Law
Law – Commercial Law	Law - Common Law	Law - Comparative Law	Law - Criminology and Socio	Law - Intellectual Property Rights
Law - International and European Law	Law - International Business Law	Law - International Economic Law	Law - International Law	Law - Legislative Drafting
Law - Securities Law	Law - Tax Law	MSc - Carbon Management	Political Science	Political Science and Public Policy
Public Administration	Public Health and Social Policy	Religious Studies	Securities and Financial Regulation	
PhD Programs				
Corporate Governance	Law x2	Law - International Corporate Law		

# LAW PRACTICE PROGRAM (LPP)

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**Year I and Year II, and Year III: LPP Candidates are fluent in 61 languages** ranging from American Sign Language to Yoruba.

- American Sign Language
- Arabic
- Bengali
- Bosnian
- Cantonese
- Chinese
- Cree
- Danish
- Dari
- Edo
- English
- Farsi
- Filipino
- French
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hindko
- Hungarian
- Ibibio
- Ibo
- Isoko
- Italian
- Japanese
- Kannada
- Khme
- Korean
- Latin
- Latvian
- Malay
- Malayalam
- Mandar
- Mandarin
- Nepali
- Oriya
- Pashto
- Persian
- Pilipino
- Polish
- Portuguese
- Punjabi
- Romanian
- Russian
- Serbian
- Shona
- Sinhala
- Spanish
- Swahili
- Swedish
- Tagalog
- Taiwanese
- Tamil
- Teochew
- Twi
- Ukrainian
- Urdu
- Uzbek
- Vietnamese
- Yoruba



# LAW PRACTICE PROGRAM (LPP)

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## SUCCESS AFTER THE LPP

- 80% of Year II who are Called were employed full time in law 6 months post-LPP
- 84% of Year II who are Called are employed in law or law-related positions one year post-LPP (plus 3% are otherwise employed)

A sampling of their **job titles and roles** for Year I, II, and III include:

- |                              |  |                                |
|------------------------------|--|--------------------------------|
| • Account Manager            | • Anti- Money Laundering Client Analyst    | • Associate Lawyer             |
| • Associate Legal Counsel    | • Bilingual Staff Lawyer                   | • Business Manager             |
| • Compliance Manager         | • Consulting                               | • Contract Executive           |
| • Contract Review Specialist | • Contract Reviewer                        | • Contracts Administrator      |
| • Duty Counsel               | • Early Resolutions Officer                | • E-Discovery                  |
| • In-House Corporate Counsel | • In-House Counsel                         | • International Law Consultant |
| • Junior Lawyer              | • Junior Partner                           | • Lawyer in Association        |
| • Leasing Manager            | • Legal Clinic Staff Lawyer                | • Legal Consultant             |
| • Legal Counsel              | • Legal Counsel and Compliance Coordinator | • Legal Editor                 |
| • Legal Manager              | • Legal Officer                            | • Legal Operations Specialist  |
| • Legal Research             | • Listings Analyst                         | • Operations                   |
| • Partner                    | • Policy Organizational Specialist         | • Privacy Officer (Compliance) |
| • Private Practitioner       | • Professor                                | • Project Coordinator          |
| • Resolution Manager         | • Returning Officer and Board Secretariat  | • Senior Processing Officer    |
| • Sole Practitioner          | • Strategic Planner                        | • Tech Start-Up Developer      |
| • Trust Officer              |  |                                |

# LAW PRACTICE PROGRAM (LPP)

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## INNOVATION

*Preparing lawyers to successfully serve Society in the 21<sup>st</sup> Century: breaking new ground in the area of skills development and practice management.*

A few examples of LPP innovations include:

- **Virtual Law Firms (VLFs) - Simulated Practice:** Using the university learning management system, the LPP has created a virtual law office setting with incoming email and voice messages from “partners”, “associates”, “law clerks” and “clients”. The virtual law office contains an administrative area with general resources including: an Office Manual; a virtual library of resources and precedents; the partners “in-tray” for the submission of assignments for assessments; and, a “lunchroom” discussion board for Candidates and Mentors to exchange ideas and suggestions.
- **Technology** - The VLF is enhanced with the additional technology of: web conferencing via Webex; Google Docs for collaboration and file management; WestlawNext Canada and LexisNexis for legal research (as well as the practice management tools offered by both companies to new lawyers); Clio for practice management, docketing and billing; Teranet and Lawyer Done Deal for real estate files; Clausehound for drafting; and, Kira Talent for interview preparation.
- **Intensive Trial Advocacy Program (ITAP)** - Sheila Block (Partner at Torys LLP) and Jim Seckinger (Professor of Law at the University of Notre Dame) developed and delivered a 3 Day Intensive Trial Advocacy Program with the support of 65 practitioners from various organizations for candidates in Year II and III and are doing so again in Year IV.
- **Alternative Dispute Resolution (ADR)** - In Year III, Allan Stitt delivered his Harvard Negotiations Workshop, enhancing the presentations and his online Negotiation Module previously offered to LPP Candidates. In Year III, Colin Stevenson offered his Mediation Workshop. Candidates also engage in ADR via their business, civil litigation and family files.
- **A2J Innovation Challenge** - Each year the VLFs prepare a pitch to deliver a legal service smarter, faster and better. These pitches might involve people, process and/or technology. The top 7 VLFs pitch to a panel of experts. The winning firm then has lunch with the Chief Justice to discuss their innovative idea and the opportunity to work with the Legal Innovation Zone to help bring their idea to fruition.

# LAW PRACTICE PROGRAM (LPP)

- **Business Plan** - The practice of law is a profession, but it is also a business. Whether you are in private practice, a corporate in-house law department, or part of a public institution, understanding the business aspects of the practice of law is essential to success. Each year the VLFs prepare a business plan to set up a firm the day after their Call. Business plans include 2 years of financial statements for submission to the Bank. This Plan also includes the areas in which they intend to practice, the business structure they propose to implement, their plans to develop a client base, and a financial pitch to a bank to secure financing.
- **In-House Counsel Concentration** - Candidates develop a greater understanding of the work and challenges of in-house counsel, through panel discussions, presentations and workshops on topics including: company policies; ethical dilemmas in the in-house context; proactive litigation management; deal management; contract administration; and corporate financial literacy. They gain an appreciation of working as a business partner with their internal clients rather than focusing only on the legal issues.
- **Client Simulations - Interpersonal Skills Teaching Centre (ISTC** – see: <http://www.ryerson.ca/istc>) - the LPP has revolutionized the development of practice and client management skills of future lawyers, by offering live (in-person and online), performance-based simulations with actors trained through the ISTC. These simulators allow Candidates to experience working with clients, over four months, in a variety of practice settings, from the first interview through to client calls, client/witness preparation to negotiations/mediations and in-court trials.

Sample view of the VLF:

The screenshot displays the LPP website interface. At the top, there is a navigation bar with 'My Home' and 'Law Practice Program 3'. Below this, the 'LAW PRACTICE PROGRAM' and 'Ryerson University' logos are visible. A copyright notice states: '© Law Practice Program, Ryerson University, 2016. All rights reserved. No part of the material within these shells may be reproduced, modified, distributed, sold, published, broadcast, retransmitted, in any form, without the prior written consent of the Law Practice Program and Ryerson University.' Navigation links include 'Messages', 'General Resources', 'Firm Resources', 'Submissions for Review', and 'Discussions'. The main content area is titled 'Messages' and shows an email titled 'Additional Information For Civil New Client Interview'. The email is from the 'Civil Litigation Law Clerk' to the 'LPP Virtual Law Firm', dated 'Monday, August 29, 2016 at 3:00 p.m.', with the subject 'Additional Information For Civil New Client Interview'. The email body addresses 'Dear Candidates' and provides instructions for a WebEx meeting, including a list of items to include in the invitation (Firm #, Civil Client Interview, meeting details, and a reference to a video on setting up WebEx appointments). It also mentions an attached 'Interview Rubric' and a schedule for 'Aug 31 & Sept 1 - Civil Client Interview'. On the right side, there is a 'Browse Resources' section with links to 'Bookmarks' and 'Recently Visited', and a list of 'General Resources' and 'Firm Resources'.