

RYERSON'S LAW PRACTICE PROGRAM (LPP)

GREAT LAWYERS START HERE



SIX YEARS OF THE LPP

INNOVATIVE • EXPERIENTIAL • ENTREPRENEURIAL

LAW PRACTICE PROGRAM (LPP)

Ryerson's Law Practice Program (LPP)

It's Working!

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

Very Successful – Candidates Are Working After Their Call

Tab 1

1. 80% of Year 5, once Called, were working in law or law-related positions one year post-LPP
2. 87% of Year 4, once Called, were working in law or law-related positions one year post-LPP
3. 90% of Year 3, once Called, were working in law or law-related positions one year post-LPP
4. 84% of Year 2, once Called, were working in law or law-related positions one year post-LPP
5. 75% of Year 1, once Called, were working in law or law-related positions one year post-LPP

Experiential Training That Better Serves the Public

Tab 2

1. High-quality, skills-based training meets the highest public service and protection requirements
2. Candidates are supervised and assessed on standardized training that meets the highest LSO standards
3. 200 + excellent lawyers develop, deliver, mentor, supervise and assess Candidate training
4. High-quality training that lawyers need to successfully serve the Public in the 21st Century

Work Placements for All

Tab 3

1. 100% of Candidates have been placed in each of the first 6 years
2. 1300+ new placements over 6 years across the province in boutique, mid-size and large private sector firms; in-house and legal organizations; all 3 levels of government; and legal clinics
3. 85% paid **Year 6** (stipends: 12% Year 6)

Strong, Diverse Candidates – Enhancing the Diversity of the Legal Profession

Tab 4

1. Candidates reflect the Province of Ontario
2. 1300 Candidates over 6 years completed the 4-month training, then 4-month work placement
3. 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
4. Over 6 years: 87 different languages. **Year 6:** 86 Candidates completed 37 different Masters Degrees, and 1 PhD; 30 Candidates had practiced abroad on average 4 years

Innovative – Prepares Candidates to Serve 21st 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. Business of Lawyering and Innovation components help Candidates succeed in meeting client needs in a modern and efficient way
3. Group-firm work and learning encourages success working in teams
4. Diversity and international experience opens eyes and minds to better serve Ontarians

LAW PRACTICE PROGRAM (LPP)

For the Profession, by the Profession

SUCCESS AFTER THE LPP

- 80% of Year 5, once Called, were working in law or law-related positions one year post-LPP
- 87% of Year 4, once Called, were working in law or law-related positions one year post-LPP
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A sampling of **job titles and roles** for LPP Alumni for Years 1 to 5 include:

- | | | |
|--|---|--|
| • Account Manager | • Employee Relations Advisor | • Legal Operations Specialist |
| • Anti-Money Laundering
Client Analyst | • Ethical Wall Coordinator | • Legal & Public Policy Analyst |
| • Assistant Regulatory
Compliance Manager | • Family Barrister | • Legal Research |
| • Associate Lawyer | • In-House Corporate Counsel | • Listings Analyst |
| • Associate Legal Counsel | • In-House Counsel | • Operations |
| • Attorney at Law | • Insurance Advisor | • Partner |
| • Bilingual Staff Lawyer | • International Law
Consultant | • Policy Organizational
Specialist |
| • Business Manager | • Investigator | • Principal |
| • Chief Executive Officer | • Junior Counsel | • Privacy Officer (Compliance) |
| • Compliance Manager | • Junior Lawyer | • Private Practitioner |
| • Consulting | • Junior Litigation Associate | • Professor |
| • Contract Executive | • Junior Partner | • Project Coordinator |
| • Contract Review Specialist | • Junior Solicitor | • Research Operations Analyst |
| • Contract Reviewer | • Lawyer in Association | • Resolution Manager |
| • Contracts Administrator | • Leasing Manager | • Returning Officer and Board
Secretariat |
| • Corporate Counsel | • Legal Clinic Staff Lawyer | • Senior Processing Officer |
| • Crown Prosecutor | • Legal Consultant | • Sole Practitioner |
| • Decision Writer | • Legal Counsel | • Staff Lawyer |
| • Discipline Liaison | • Legal Counsel and
Compliance Coordinator | • Strategic Planner |
| • Duty Counsel | • Legal Editor | • Tech Start-Up Developer |
| • Early Resolutions Officer | • Legal Manager | |
| • E-Discovery | • Legal Officer | |

LAW PRACTICE PROGRAM (LPP)

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 year. 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 LSO:

- 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

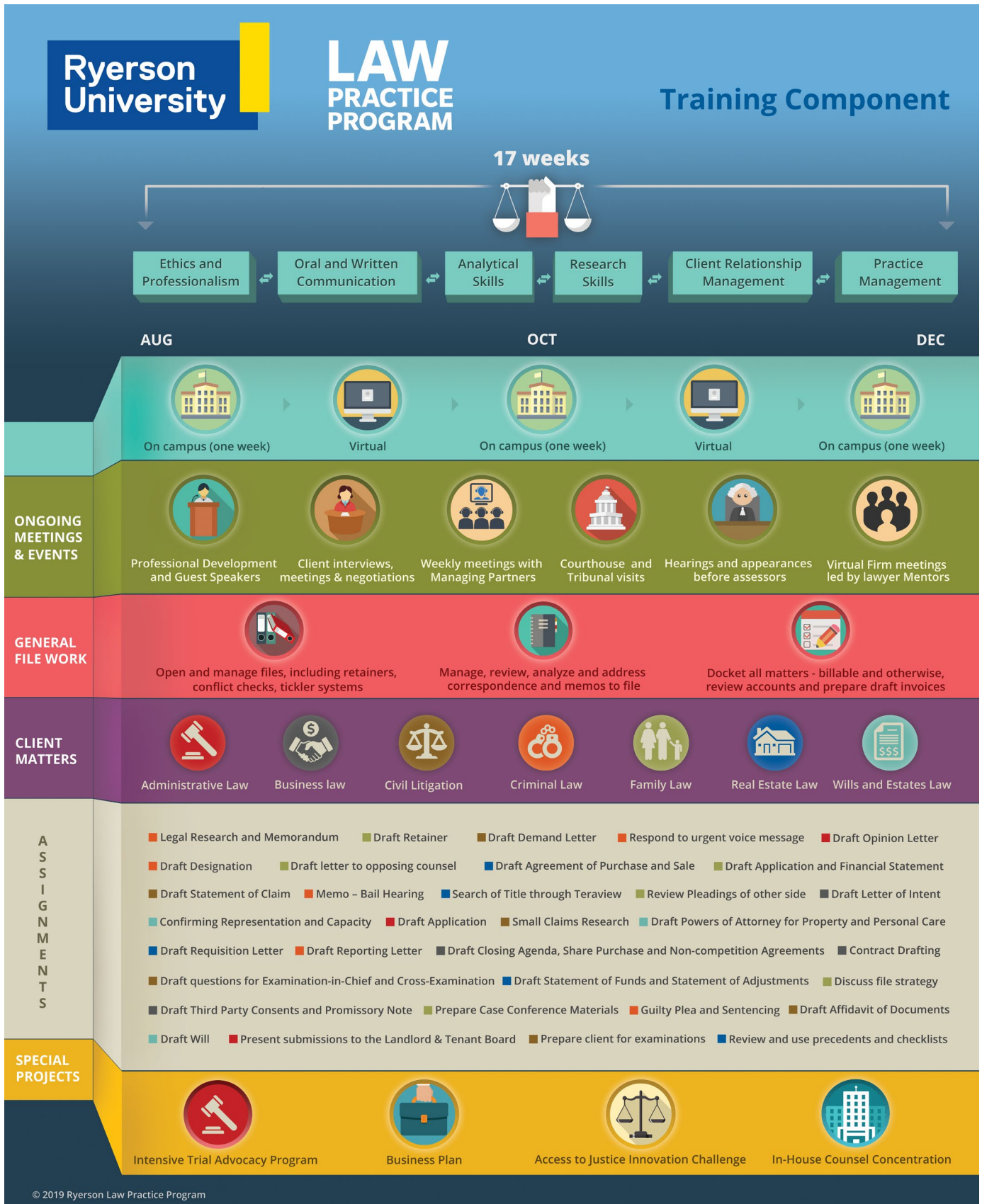
Input by the Profession: Subject Matter Experts, Mentors and Assessors

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 (approximately 100 each year) 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 Live Actor Simulation program (LAS@R – see: <https://www.ryerson.ca/live-actor-simulation/>).

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 2nd and 3rd 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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LAW PRACTICE PROGRAM (LPP)

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 1300 work placement job postings, during the first 6 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, and Legal Association Newsletters.

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.

Over the past 6 years, the Work Placement Office has been able to create over 1300 work placement opportunities that would not have otherwise existed in Ontario. Over 76% 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.

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The participating employers include large and small employers across all legal sectors from private practice to in-house, legal clinics and all 3 levels of government.

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

- 80% of Year 5, once called, were working in law or law-related positions one year post-LPP
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CANDIDATES

Curious, Creative, Intelligent, Diverse, Ambitious

Over the last 6 years close to half of **LPP Candidates have graduated from one of 18 different law schools across Canada** (all of the Ontario schools, except Lakehead) and of the internationally-educated (**215 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 6: 86 Candidates completed 37 different Masters Degrees, and 1 PhD;
30 Candidates have practiced abroad on average 4 years.

LPP Candidate Pool



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

Master Programs

- | | |
|--|---|
| • Applied Economics | • Inorganic Materials |
| • Applied Finance | • Law |
| • ARTS (Women and Gender Studies) | • Law – Air & Space |
| • Arts Interdisciplinary | • Law – Business |
| • ARTS (Globalization and Intern) | • Law – Canadian Common |
| • Biochemistry | • Law – Comparative |
| • BSC, LLB | • Law – Comparative and International |
| • Business Administration (JD/MBA) | • Law – Global Professional Master |
| • Business Administration (MBA) | • Law – International |
| • Business Administration | • Law – International American |
| • Classics | • Law – International Commercial |
| • Clinical Forensic Psychology | • Law – International Relations and Diplomacy |
| • English Literature | • Law – International Trade |
| • English | • Law – Intellectual Property and Business |
| • Epidemiology | • Law – Political Science |
| • European, Russian and Eurasian Business Studies | • Political Science |
| • Fine Arts | • Religious Studies |
| • History | • Science |
| • Infrastructure Protection and International Security | |

PhD Programs

- Social Legal Studies

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Past LPP Candidates have been fluent in 87 languages ranging from Albanian to Yoruba.

- Albanian
- American Sign Language
- Amharic
- Arabic
- Aramaic
- Armenian
- Assamese
- Assyrian
- Belarusian
- Bemba
- Bengali
- Bosnian
- Bulgarian
- Cantonese
- Cebuano
- Chinese
- Cree
- Croatian
- Danish
- Dari
- Edo
- English
- Farsi
- Filipino
- French
- Fujian Dialect
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hindko
- Hungarian
- Ibibio
- Ibo
- Indigenous Language
- Isoko
- Italian
- Japanese
- Kamba
- Kannada
- Kazakh
- Khmer
- Kinyarwanda
- Korean
- Krio
- Kurdish
- Latin
- Latvian
- Lingala
- Luganda
- Malay
- Malayalam
- Mandar
- Mandarin
- Marathi
- Nepali
- Nyanja
- Oriya
- Pashto
- Persian
- Polish
- Portuguese
- Punjabi
- Romanian
- Russian
- Saraiki
- Serbian
- Serbo-Croatian
- Shona
- Sinhala
- Spanish
- Somali
- Swahili
- Swedish
- Tagalog
- Taiwanese
- Tamil
- Teochew
- Turkish
- Twi
- Ukrainian
- Urdu
- Uzbek
- Vietnamese
- Waray
- Yoruba

LAW PRACTICE PROGRAM (LPP)

INNOVATION

Preparing lawyers to successfully serve Society in the 21st 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; 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 over 50 practitioners from various organizations for candidates since Year 2.
- **Alternative Dispute Resolution (ADR)** - In Year 6, Stitt Feld Handy delivered a series of Negotiations Workshops and Presentations, and offered LPP Candidates access to its online Negotiation Certification Module, enhancing their presentation and negotiation skills.
- **Innovation in Law and Firm Business Plans** - 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. In addition to their file work, VLFs work together to develop a Business Plan for their firm. This Plan 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. They are expected to consider modern and innovative approaches and practices within their Plan. In 2019, we had each Firm “pitch” their Business Plan to an experienced member of the profession, for feedback.
- **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.

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- **Client Simulations – Live Actor Simulation Program (LAS@R – see: <https://www.ryerson.ca/live-actor-simulation/>)** - 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 LAS@R. 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:

My Home > Law Practice Program 3

Gina Alexandris

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Messages | General Resources | Firm Resources | Submissions for Review | Discussions

Messages

Additional Information For Civil New Client Interview

From: Civil Litigation Law Clerk
To: LPP Virtual Law Firm
Date: Monday, August 29, 2016 at 3:00 p.m.
Subject: Additional Information For Civil New Client Interview

Dear Candidates,

Attached please find the Schedule for this week's Civil Client Interview.

The firm's WebEx coordinator should be sure to:

- include the following information in the **WebEx invitation**, as well as **any correspondence** to us relating to the Interview: **Firm ## - Civil Client Interview**;
- invite your client to the meeting, using the email at the top of the column where you will find your Firm ##; and
- invite your Mentor to the meeting, as they may choose to participate to "observe" you; and
- reference back to the short video about setting up WebEx appointments if required – located under *Firm Resources > Tools > Virtual Meeting (WebEx) > "How to Setup a WebEx Meeting"* (other Firm members may wish to review "How to Join a WebEx Meeting").

In addition, please refer to the Interview Rubric, attached, for some guidance as you prepare for your client meeting this week.

Please ensure you are prepared and on time to begin at the given appointment time.

The LPP Team

Attached:
Aug 31 & Sept 1 - Civil Client Interview Schedule
Interview Rubric

Browse Resources

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Firm Resources >