

The Law Society of Manitoba

2010 Annual Report

REPORTS

President's Report.....	2
Chief Executive Officer's Report	3
Complaints Commissioner's Report	4
Finances	4
Admissions and Membership	5

AREAS OF ACTIVITY

Complaints and Discipline	6
Equity Initiatives.....	9
Education and Competence	10
Practice Issues	12
Professional Liability Claims Fund.....	13
Reimbursement Fund	13
Audit Program.....	14
Benchers	15
Committees	17
Staff	18





Jeff Hirsch

The job of Law Society President is, in reality, a lot of different jobs.

There is the ceremonial role, representing the Law Society at dinners and events. I spoke at the Call to the Bar in

June 2009 to a large and enthusiastic class of freshly-minted lawyers and their families and friends. I spoke again at a reception welcoming me as the new president and was very moved by all the good wishes from colleagues and friends who attended. I spoke at the swearing-in ceremony for Chief Judge Champagne and Associate Chief Judges LeMaistre and Chartier. I spoke again at the swearing-in ceremony for Justices Beard, Burnett, Dewar and Johnston. I attended a reception for the Canadian Lawyers Insurance board who met in Winnipeg and I got to play host to our colleagues from across the country when the Federation of Law Societies of Canada met in Winnipeg in September 2009. I also attended the AJEFM (Manitoba's French lawyers' association) annual meeting and reception and brought greetings from the Law Society.

There is also the "diplomat" role, representing the Law Society in dealings with other law societies, other stakeholders, and at the national level through the Federation of Law Societies of Canada.

I attended Benchers meetings in Alberta, British Columbia and Saskatchewan, and we hosted executive officers from Alberta and Saskatchewan at our meetings. More and more, we are benefiting from opportunities to share resources and best practices. I also attended three meetings of the Federation of Law Societies' Council, where important work was done on issues such as the restructuring of CanLII, the Task Force on the Canadian law degree, and the Quebec Mobility Agreement.

I also represented the Law Society at a Manitoba Bar Association council meeting, at a meeting with Attorney General Andrew Swan, at the speech from the Throne, at the annual Provincial Judges Association dinner, and at an annual dinner with the Manitoba Bar Association executive and Law School dean and associate deans.

Then there is the role of board chair, setting meeting agendas and stewarding the business of the Law Society. Aside from chairing eight Benchers' meetings, I also attended all the meetings of the Complaints Investigation Committee, some meetings of the Admissions and Education Committee, meetings of the special committees on communication and on paralegals, meetings of the Nominating Committee and the Pitblado planning committee. I attended meetings of the Queen's Bench Statutory Rules Committee, and chaired the meetings of Law Society executive officers.

Then there is the oddest of presidential jobs, "other duties as assigned". This includes everything from participating on the Queen's Bench Master Selection Committee to organizing a United Way Day of Caring by Benchers and staff at the North Point Douglas Women's Centre.

For me, however, the best part of the job has been participating in the development of the policy agenda of the Law Society. This was a particularly active policy year. We implemented recommendations from the Law Society's Access Committee and Independence Committee and explored the issues of paralegal regulation, communications, and conflict of interest. I was pleased to participate in the selection of a group of new public representatives to sit on Law Society admission and discipline hearings.

It has been my privilege and honour to work at all these jobs. I want to thank the Benchers, volunteers and staff who gave so much to the work of the Law Society. Without their help, none of the President's "jobs" would have been manageable. Protecting the public interest takes a lot of time, energy and resources and I am truly thankful for all the help, advice and support I received throughout my year as president.

Jeff Hirsch

CHIEF EXECUTIVE OFFICER'S REPORT



Allan Fineblit, Q.C.

I recently spoke to a group of people about the pace of change and how issues that were barely on my radar five years ago suddenly were right at the top

of my "to do" list. Looking

over the new initiatives launched, the policy development work we undertook, and the regulatory reform we completed in the past year, it becomes clear that we had better get used to life in the fast lane. This year we launched new initiatives designed to preserve an independent legal profession, we launched initiatives designed to promote affordability of legal services, and we launched initiatives to recruit and retain lawyers into practice in under-served communities.

On the policy front, we debated the licensing of paralegals and the merits of mandatory continuing professional development.

As for regulatory work, we launched a new website, reviewed and revised our governance policies, and completed work on a new Code of Professional Conduct, including wrestling that pesky conflicts of interest chapter into submission! We also developed some new rules to regulate the recruitment of articling students and developed policies and procedures for lawyers who act as trustees.

Perhaps the biggest area of accelerated change is the rapid shift in the governance of the legal profession from a local focus

to a national one. The Federation of Law Societies of Canada has moved quickly from a forum for sharing of ideas and best practices to a vibrant national organization that supports the coordination and harmonization of the regulation of the legal profession in Canada. The Federation completed several major initiatives last year, including a Quebec mobility agreement and an agreement on what constitutes an approved Canadian law degree.

The Federation successfully transformed two of the most significant services it delivers to law societies. The National Committee on Accreditation was totally rebuilt to modernize its procedures and put it in compliance with fair registration practices legislation. CanLII, our virtual library, went through a complete governance review that will ensure its long-term stability.

The Federation also established processes to set standards for both discipline and admission to practice, and moved forward on the development of a Model Code of Conduct for law societies.

Last year we celebrated some of our history by honouring ten lawyers who practised for 50 years (Don Brock, Syd Cohan, Martin Corne, Bob Goodwin, Neil MacKay, Mike Mercury, Ed Miedzy Brocki, Harvey Pollock, Lorne Sharfe, and Mike Skwark).

We had some changes in the staff of the Law Society last year. Richard Porcher was promoted to the position of Director of Admissions and Membership, replacing Karen Dyck. Noelia Bernardo was hired as Discipline Counsel to replace Richard, and Tracy Lloyd joined our Education and Competence Department to fill in during Eileen Derksen Mead's maternity

leave. Lara Brescacin joined our Audit Department, replacing Ellie Turner.

We had some sadness last year with the untimely deaths of Ellie Turner and Benchers, Joel Weinstein and Bill Burns. Ted Bock replaced Joel for the balance of his term as a Bencher.

So, with all this rapid pace of change, is anything staying the same? You bet...the Law Society was well-served by a dedicated group of Benchers and staff committed to our mandate of upholding the public interest in the delivery of legal services. That, thank goodness, hasn't changed one bit!

COMPLAINTS COMMISSIONER'S REPORT

This year The Law Society determined that # complaints were either of no merit or outside the Law Society's jurisdiction. Each complainant received correspondence from the Society advising that they could refer the Law Society's decision not to investigate their complaint to the Law Society's Complaints Commissioner. The Complaints Commissioner is a non-lawyer who conducts an independent review. This past year 26 complainants decided to ask for this review. In each instance, the Complaints Commissioner confirmed the decision made by The Law Society. Last year, 28 referrals were made to the Commissioner, with 27 decisions confirmed and one referred back to the Society for further investigation.

The complaints considered by the Complaints Commissioner arose from a wide variety of circumstances. One complainant complained about three different lawyers, another complaint related to a matter that had been considered in another

forum. Other complainants were unhappy with the result of decisions of the courts or the actions of counsel.

Next year the role of the Complaints Commissioner will be expanded to include reviews of all complaints within the Law Society's jurisdiction that are not referred to the Society's Complaints Investigation Committee. This will include decisions to take no further action because a lawyer has provided a satisfactory explanation, the complaint is determined to be of no merit or the lawyer has been reminded of his or her obligations. There will likely be an increase in the number of referrals to the Complaints Commissioner as a result of these changes.

William George Burns, who served as the Law Society's Complaints Commissioner from 2006 to 2010, passed away on February 26, 2010. The Law Society of Manitoba will miss his wise counsel.

FINANCES

The Law Society's finances recovered a fair bit from the significant economic downturn of last year. The value of our reserves grew considerably in the past year and income on our investments was good.

The General Fund is used to pay for the general operations of the Law Society. General Fund revenue exceeded what was budgeted because of significant recovery of discipline costs and better than anticipated revenue from investments. General Fund expenditures, however, were over budget, primarily because discipline prosecution costs (the costs of retaining outside counsel) exceeded what had been budgeted because of a number of complex prosecutions last year. The net result is that the General Fund finished the

year pretty much as budgeted, with the additional revenue more than offsetting the additional expenditure.

The Reimbursement Fund had a good year, with very few paid claims. The result is that the Fund performed better than what had been projected, leaving it with healthy reserves for future claims. The Insurance Fund did not get the kind of investment income we had hoped for last year and claims paid were also over budget. Both of those factors, however, were offset by a significant under-expenditure for counsel fees, so the Fund finished the year well ahead of what had been projected.

Finally, the Education and Competence Fund had outstanding revenue from

continuing professional development programming, which resulted in a much better year end than we anticipated.

In summary then, all four Law Society funds performed slightly better than projected for the 2009/2010 fiscal year.

ADMISSIONS AND MEMBERSHIP

New Members

During the year ending March 31, 2010, 97 lawyers were called to the Bar in Manitoba. Of those:

- 18 lawyers transferred to Manitoba from other Canadian jurisdictions, under the National Mobility Agreement; and
- 79 articling students were called to the Bar.

Where Members are Practising

Law Society members with active practising status on December 31, 2009 were practising in the following geographical areas:

- within the City of Winnipeg: 1614;

- within Manitoba, but not in the City of Winnipeg: 215; and
- outside Manitoba: 54.

Law Firms in Manitoba

As of December 31, 2009, 125 law firms were operating in Manitoba. Of these firms:

- 83.2% have 2-10 lawyers;
- 11.2% have 11-25 lawyers;
- 1.6% have 26-50 lawyers; and
- 4.0% have more than 50 lawyers.

Gender and Nature of Practice

There were 1883 lawyers with active practising status in Manitoba as of December 31, 2009, of which 1255 or 66.65% were men and 628 or 33.35% were women.

Of those women in active practice, 52% were engaged in private practice with the remaining 48% employed in corporate, government (including Legal Aid) and educational endeavours. Of the men in active practice, 76% were engaged in private practice and 24% in corporate, government and educational endeavours. **Table A** below provides a historical record of the number of practising lawyers in Manitoba and **Table B** provides a gender breakdown by years in practice.

Years at the Bar

The breakdown of the profession in terms of number of years at the bar for the province's 1,883 practising lawyers is indicated in **Table B** below.

Table A: Historical Record of Practising Lawyers in Manitoba as of December 31st

1932 - 603	1975 - 910	1986 - 1,483	1997 - 1,711	2008 - 1,860
1950 - 551	1976 - 967	1987 - 1,526	1998 - 1,699	2009 - 1,883
1955 - 636	1977 - 1,105	1988 - 1,548	1999 - 1,731	
1965 - 683	1978 - 1,083	1989 - 1,609	2000 - 1,737	
1966 - 702	1979 - 1,169	1990 - 1,635	2001 - 1,760	
1968 - 704	1980 - 1,213	1991 - 1,680	2002 - 1,769	
1970 - 723	1981 - 1,252	1992 - 1,665	2003 - 1,778	
1971 - 746	1982 - 1,282	1993 - 1,659	2004 - 1,808	
1972 - 776	1983 - 1,304	1994 - 1,659	2005 - 1,825	
1973 - 795	1984 - 1,336	1995 - 1,671	2006 - 1,819	
1974 - 837	1985 - 1,387	1996 - 1,677	2007 - 1,836	

Table B: Practising Lawyers in Manitoba as of December 31st by Years at the Bar and Gender

Years at the Bar (Inclusive)	Male		Female		Total	
	#	%	#	%	#	%
0 - 5	134	7.12	188	9.99	322	17.11
6 - 10	112	5.95	99	5.27	211	11.22
11 - 15	144	7.65	21	4.84	235	12.49
16 - 20	133	7.06	82	4.36	215	11.42
21 - 25	184	9.77	72	3.83	256	13.60
26 - 30	149	7.91	64	3.35	213	11.26
31 - 35	170	9.03	26	1.39	196	10.42
36+	229	12.16	6	.32	235	12.48
	1255	66.65	628	33.35	1883	100.00

COMPLAINTS AND DISCIPLINE

Complaints

The aim of the Law Society of Manitoba is a public well served by a competent, honourable and independent legal profession. The Discipline Department strives to meet that aim by resolving complaints in a way that is thorough, timely and fair. Law Society staff investigate and resolve the majority of complaints received about lawyers, while the Complaints Investigation Committee deals with the more serious complaints.

Law Society staff try to address verbal complaints quickly on an informal basis, if it is determined that it is appropriate to intervene. In the past fiscal year, staff resolved 75 such concerns through this type of early intervention.

The Society received 389 written complaints last year. Where a written complaint is received, a significant number are also resolved by Law Society staff. For example, this past year staff resolved 283 matters (some received in the prior fiscal year) as follows:

- 98 complaints were determined to be outside the Law Society's jurisdiction or did not merit investigation;
- 31 complaints were resolved to the satisfaction of the complainant and the lawyer through telephone conciliation;
- on 65 matters, it was determined that the lawyer had provided a satisfactory response to the complaint;
- on 52 occasions, the lawyer received a reminder letter with respect to his or her professional obligations; and
- on 12 occasions it was recommended that the lawyer follow a particular course of action.

On 13 additional matters, the complaint was abandoned or withdrawn and 12 other complaints were otherwise resolved by staff.

This past year the Complaints Investigation Committee was comprised of 6 Benchers and 9 non-Bencher lawyers. The Committee has a wide range of powers including the authority to order reviews of a lawyer's practice, authorize charges of professional misconduct, conduct unbecoming or incompetence, issue formal cautions, direct personal appearances and suspend lawyers from practice on an interim basis.

Last year, the Complaints Investigation Committee considered 36 complaints as well as concerns arising from the bankruptcies of 3 lawyers. Several matters were considered by the Committee on more than one occasion as the matters progressed. The Committee also required 4 lawyers to appear personally in order to assist in the Committee's investigation. The Committee directed the following resolutions of the matters before it:

- a) charges were authorized on 25 matters;
- b) undertakings were received from 5 lawyers in relation to their practices;
- c) conditions of practice were imposed on 1 lawyer;
- d) practice reviews were directed for 3 lawyers;
- e) on 1 matter it was determined to take no further action;
- f) reminders were issued on 3 matters;
- g) and 1 matter was otherwise resolved by the Committee.

Most complaints to the Law Society are made by clients or former clients and concerns relating to quality of service and excessive fees continue to be common. However, the matters under consideration by the Committee dealt primarily with integrity related matters, competence concerns, breaches of

trust conditions, conflicts of interest, as well as ungovernable members.

Fee Arbitration

The Law Society offers a fee arbitration program to members of the public, free of charge. Members of the legal profession donate their time to arbitrate fee disputes in a voluntary arbitration process. The program allows clients and lawyers the ability to resolve disputes about accounts in a more informal setting than through a court assessment. Members of the legal profession, however, are not required to agree to arbitration.

The Law Society received 100 complaints relating to excessive fees. No action was taken in 38 matters due to no follow through by complainants, or the Society having no jurisdiction to deal with the complaint. There were 62 requests for arbitration. Nine of the arbitration requests resulted in a satisfactory settlement being reached between the member and the complainant directly. Nine requests could not be dealt with due to the Law Society having no jurisdiction. No further action was taken on 28 requests due to the fact that the lawyer declined to arbitrate the dispute. Eight matters are ongoing, either pending an arbitration hearing or pending the member's or the complainant's consideration. There were two matters where the member had imposed conditions on their agreement to arbitration; however, the conditions imposed were unacceptable to the complainant.

Ten arbitration hearings were conducted between April 1, 2009 and March 31, 2010. In five instances the fees were upheld and in four instances the fees were reduced. One matter was settled at the hearing.

COMPLAINTS AND DISCIPLINE

Discipline

The Discipline Committee of the Law Society conducts inquiries into the conduct of members who have been charged by the Complaints Investigation Committee with professional misconduct, conduct unbecoming or incompetence. A panel consisting of three members of the Discipline Committee will be appointed to hear evidence and then make a determination as to whether a member is guilty and, in the event of a conviction the appropriate penalty. Hearings are open to the public unless there are compelling reasons for a panel to order that it is in the public interest that members of the public be excluded.

Members of the Discipline Committee have historically included lay Benchers, and so occasionally a lay Bencher will serve as a member of a Discipline Panel. In 2009 the Benchers approved an initiative to appoint public representatives to serve as members of Discipline Panels with a goal of appointing a public representative member to every panel conducting an inquiry. The Law Society received numerous applications from exceptionally well qualified individuals and after an interview process, ten individuals were appointed to serve as public representatives on adjudicative committees. The public representatives will be provided with training on their roles as members of Law Society Committees prior to serving in that capacity.

During the reporting period, the Discipline Committee conducted 15 inquiries over the course of 20.5 days. One matter scheduled for a hearing was resolved without the need for a hearing by having the member provide an Undertaking to practice under supervision. Two of the inquiries were applications for pardons, which were granted by the Discipline Panels hearing the matters. Convictions were entered in each of the other thirteen matters, which included charges of professional misconduct relating to:

- **Quality of Service:** failing to serve a client in a conscientious, diligent and efficient manner so as to provide a quality of service at least equal to that which lawyers generally expect of a competent lawyer in a like situation; failing to protect the confidentiality of client information; failing to discharge the duty to preserve and keep safe client property; failing to distribute sale proceeds of an estate on a timely basis and failing to account or report to the estate as requested;
- **Conflict of Interest:** acting for clients when the interests of the lawyer or an associate of the lawyer conflict with those of the client; using a power of attorney to direct client funds to the benefit of the member without advising the client to obtain independent legal advice; preferring own interests over those of the client; failing to be honest with client over transactions between the client and a corporation of which the member was a beneficial owner;
- **Integrity:** failing to discharge with integrity duties owed to clients, the court, other members of the profession and the public by acting in breach of fiduciary obligations owed to a client; fabricating a statement of account and misleading a government agency; misleading the court; misappropriation; fabricating numerous reporting letters and statements of account; misleading new counsel retained to act for the client; breaching an undertaking to the court; sexual harassment of staff; misleading the Law Society of Manitoba; failing to treat the court with courtesy and respect; failing to be honest and candid with a client; requesting and receiving payment of legal services without accounting for such payment to his law firm; failing to disclose in an Application for Probate a debt owed to a corporation in which the member has an interest;
- **Civility:** failing to respond to a lawyer with reasonable promptness or at all; failing to comply with a trust condition imposed by another lawyer; sending communications inappropriately criticizing opposing counsel;
- **Trust Accounting:** failing to comply with the Law Society trust accounting rules, including withdrawing money from trust for fees or disbursements without preparing or sending statements of account to the client; appropriating money from trust without the express or implied authority of the client; failing to deposit money into a pooled trust account as soon as practicable after receipt;
- **Fees:** charging and accepting a disbursement that was not fully disclosed, fair and reasonable; paying a referral fee to a non-lawyer; entering into a contingency agreement without sending legislative provisions to the client; charging fees on an estate in excess of that permitted by the Queen's Bench Rules without consent or court approval;
- **Law Society Rules:** failing to respond to communications from the Law Society.

Section 72(1) of The Legal Profession Act provides the Discipline Panel with the authority to impose sanctions ranging from a reprimand

COMPLAINTS AND DISCIPLINE

through to disbarment. In the hearings that were concluded this year, two members were disbarred and have appealed their disbarment to the Manitoba Court of Appeal, four members were suspended, two members were fined and two members were reprimanded for their conduct. The Panels imposed fines ranging from \$1,500.00 to \$20,000.00, for a total of \$21,500.00. Conditions were imposed on the four members who were suspended with respect to their return to practice, including the requirement that they practice under supervision for varying periods of time. Another member was required to practice under supervision and complete remedial education in certain practice areas. One member was required to undergo a psychiatric assessment under the Law Society's new Professional Boundaries Program to determine whether counselling is warranted to address the member's conduct involving the sexual harassment of staff. Two of the inquiries were in respect of preliminary motions to sever charges and to rule evidence inadmissible. Both motions were dismissed and dates have been scheduled to hear the matters on their merits.

Decisions of Discipline Panels are reported in detail on the Law Society's website.

As part of its mandate to protect the public interest, the Law Society seeks to ensure that only those authorized to practice law in Manitoba will do so. This year, a number of concerns relating to the unauthorized practice of law were investigated and some matters were resolved informally without the need to obtain a court order. In one case, the Law Society brought an application for an injunction against an individual and the company he was associated with in order to prohibit conduct that was considered to be the unauthorized practice of law. Ultimately, the matter was resolved on the basis of a consent judgment being entered. In another matter, contempt proceedings were pursued successfully against an individual against whom an injunction had already been obtained. Sentencing is pending.

The Law Society of Manitoba supports the full participation of men and women in the legal profession regardless of age, disability, race, and religion, marital or family status or sexual orientation. The Society acknowledges the diversity of Manitoba's community and expects lawyers to respect the dignity and worth of all people and to treat all persons equally. Discrimination and harassment are against the law and are prohibited by the lawyers Code of Professional Conduct.

The Equity Ombudsperson Program is one of the Society's most active equity initiatives. It has been a permanent Law Society Program since 2003. The Equity Ombudsperson functions independently of the Law Society and provides confidential and neutral advice to individuals who have concerns about any kind of discrimination or harassment. The Equity Ombudsperson also consults and assists private and public law offices wanting to raise staff awareness about the importance of a respectful workplace environment or develop office policies. She also provides educational seminars for members of firms, is available for personal speaking engagements and informal meetings, talks confidentiality with firms about particular problems and mediates disputes. The Law Society also has a standing Equity Committee that deals with issues relating to equality and diversity.

During the 2009 calendar year the Equity Ombudsperson was contacted a total of 959 times, up from last year's number of 736; 342 of these contacts related to issues or concerns related to discrimination, 177 dealt with issues relating to sexual harassment and 253 related to workplace harassment issues or concerns.

Women continue to outnumber men in accessing the program. Fourteen new individual cases were handled as part of the Parental Support Program introduced in October, 2008, which offers coaching sessions to lawyers and their spouses or life partners to help them plan for maternity and parental leave and meet the challenges of becoming new parents and juggling family and work life.

This has been the third year in a row where there has been an increase in the number of contacts made with the Equity Ombudsperson. This has been due, in part, to the introduction of the Parental Support Program and an overwhelming response to articles written by the Equity Ombudsperson about setting up a downtown daycare for lawyers. The Equity Ombudsperson also mediated a number of extremely complex files that required multiple contacts and a great deal of time.

This year the Law Society implemented a new Professional Boundaries Program for lawyers. It is a remedial program designed to help lawyers better understand when professional boundaries may become blurred in their interaction with clients, employees and other lawyers and help them to avoid breaching their obligations under the Code of Professional Conduct. It is modeled on a similar program in place for the medical profession in Manitoba and is the first of its kind in Canada for the legal profession.

The Law Society's Equity Committee is currently reviewing the Law Society of Upper Canada's Justicia Project, which is designed to help law firms identify and adopt principles and best practices to promote the retention and advancement of women in private practice. The committee will be considering its application in Manitoba.

EDUCATION AND COMPETENCE

The Law Society's mission is a public served by competent lawyers.

Admissions and Education Committee

In furtherance of the Society's mission, the Admissions and Education Committee provides policy direction on admission matters to the Admissions and Membership department. It also provides policy direction to the Education and Competence department on the education of applicants seeking admission as lawyers and on the continuing professional development of practising lawyers. In addition, the Committee hears appeals from decisions of both the Admissions and Membership department and the Education and Competence department.

The Admissions and Education Committee met 5 times during the year and considered the following policy issues:

- Criteria for approval of principals;
- Articling outcomes;
- Continuing professional development reporting;
- Anonymous publication of Admissions and Education appeal decisions; and
- Mandatory continuing profession development.

Appeal panels made decisions on two appeals.

CPLED and Articles

Law graduates who want to be admitted to the Manitoba bar must complete the Manitoba CPLED Program. The Manitoba CPLED Program is part of a regional bar admission course approved by the law societies of Manitoba, Saskatchewan and Alberta. The CPLED Program focuses on the essential skills that new lawyers need in the early years of practice and on the areas of substantive law that they are likely to encounter. This year's program began on August 31, 2009 and ended on March 11, 2010 with 81 new students. It consisted of nine modules. Three modules were completed in traditional classroom and seminar settings and six modules were completed online.

In addition to the Manitoba CPLED Program, law graduates must complete 52 weeks of articles under the supervision of a lawyer who has been approved as a principal. The objective of articles is to provide the students with realistic experiences in a supervised and reflective atmosphere. At the end of the articling term, principals must provide an assessment of their students' competency on the essential skills and legal knowledge required by an entry level lawyer. Encouragingly, twelve students articulated outside the City of Winnipeg.

Continuing Professional Development (CPD)

The Education and Competence Department provides educational opportunities to lawyers and their support staff to assist members of the legal profession to maintain and enhance their ability to deliver high quality legal services to the public. In planning continuing professional development (CPD) programs, the department is guided by a working definition of competence and strives to offer programs that address each component of the definition.

Practising members of the Manitoba Bar must annually report their CPD activities. The Law Society recommends that each member participate in 12 hours of CPD activities per year. The Law Society introduced an electronic reporting system to help members submit their 2009 CPD reports.

The Law Society offered 25 CPD programs throughout the province; 18 were offered in Winnipeg (7 of these were available via teleconference) and 7 were offered outside of Winnipeg (1 in Gimli, 3 in Thompson, 1 in Portage la Prairie, 1 in Clear Lake, and 1 in Brandon). The 25 programs attracted a total of 1758 registrations. A variety of topics were covered ranging from electronic discovery to strategic legal writing and practice management refresher courses.

The Law Society worked with several other organizations to provide innovative programs. The Northern, Central and Western

Bar Associations invited the Education and Competence Department to plan and implement professional development courses at their annual meetings. The Law Society and its co-sponsors, the Manitoba Bar Association and the University of Manitoba Faculty of Law presented a successful program entitled Practising Law in the 21st Century: Evolution or Revolution for the annual Isaac Pitblado Lectures. The Law Society also joined forces with the Equity Ombudsperson and the Manitoba Bar Association and its specific sections to present a number of programs. 'Till Death Do Us Part and Beyond was jointly presented by the Law Society, the Court of Queen's Bench, Family Division and the Manitoba Bar Association.

Continuing Professional Development (CPD) Programs in 2009-2010

- Intensive Trial Advocacy Workshop
- Northern Bar Association Annual CPD: Pensions
- Northern Bar Association Annual CPD: Practice and Courts in the North
- Northern Bar Association Annual CPD: Conflicts
- Legal Research Boot Camp
- Central Bar Association Annual CPD: Challenges and Tips for Dealing with Unrepresented Parties
- Strategic Legal Writing
- Western Bar Association Annual CPD: Strategic Legal Writing
- Frauds, Scams & Stings: Lawyers Beware
- Feeling Conflicted? The Challenges of Conflicts in a Criminal Practice
- Preparation for Hearings and Disclosure Applications
- 2009 Pitblado Lectures: Practising Law in the 21st Century: Evolution or Revolution?
- Time Mastery for Lawyers (teleseminar)
- Improving your Powers of Attorney
- Death Bed Wills
- Trust Accounting (Brandon)
- Solo & Small Firm Forum
- Annual Hot Topics in Real Estate Practise

EDUCATION AND COMPETENCE

- Advanced Cross Examination Techniques
- Let me Get This Right: A How to Session for the Human Rights Commission Process
- Trust Accounting: In the Know
- When the Going Gets Tough? New Insolvency Laws to Help the Tough Get Going
- 'Til Death Do Us Part and Beyond
- Bench & Beer Series: Preparation for a Criminal Trial
- E-Discovery

In addition to presentations and workshops, the Law Society provided educational opportunities for the legal profession by making available papers created for specific CPD programs and CPLED Program resource materials. The latter are available in hard copy or on CD.

New Media

In 2008-09 The Law Society identified a need to provide Continuing Professional Development by new media delivery methods in addition to the traditional presentation format. The goals of this program are to make Continuing Professional Development available to members regardless of location and regardless of time. During the period ending March 31, 2010, the Society produced a self-study online module to educate members on The Western Law Societies' Conveyancing Protocol. The Society also began capturing some of its traditional live CPD programs on video so that members can access programs that were otherwise inaccessible to them.

eLaw Electronic Update Series

The eLaw electronic update series is a competence-focused initiative of the Education and Competence Department launched in February 2006. Subscribers receive free monthly email updates on cases, legislation, regulatory changes, and educational resources in six broad practice areas: Property & Succession, Business Law, Family Law, Criminal Law, Litigation and Practice Management. Switching to

a new service, Constant Contact, in September 2009 gave eLaw a new look and made it easier to capture statistics about its use.

Remedial Education

From time to time the Society identifies lawyers whose skills or legal knowledge have deteriorated and who are not able to competently provide legal skills. The Society provides remedial programs to assist these lawyers to reacquire and to demonstrate their competency. Between April 1, 2009 and March 31, 2010 three members were enrolled in remedial programs. Two successfully completed their programs and one continues to progress through the assigned course.

Volunteers

The Law Society is indebted to the many lawyers who contributed to the success of the CPLED Program, CPD programs and competence initiative by volunteering their time and expertise as faculty, content advisers and authors.

Members of the profession frequently seek advice and direction from the Law Society on practice and ethical issues. Often staff are able to direct members to Law Society rules or Code of Professional Conduct provisions which address their practice concerns. Frequently issues relating to trust conditions, access to closed files and conflicts issues are capable of being resolved through discussions with staff. Occasionally a matter requires further consideration, and a committee consisting of members of the Practice & Ethics Committee with the relevant expertise will convene to consider the issue and provide appropriate direction.

This year several members of the profession expressed concern over new legislation with respect to Onsite Waste Water Management Systems which was passed in September 2009 pursuant to *The Environment Act*. Its provisions created an ethical dilemma for practitioners who, upon filing a Transfer of Land which did not comply with the legislation, exposed their vendor clients to a regulatory prosecution. Consequently, the Practice & Ethics Committee consulted with interested members of the profession with an expertise in conveyancing in rural Manitoba. The Law Society then communicated the concerns identified by the Committee to the Minister of Environment as a result of which, at least in part, the Regulations were amended. The Law Society was provided with the opportunity to consider and comment upon those amendments prior to implementation.

A Sub-Committee of the Practice and Ethics Committee has spent considerable time developing a new Code of Professional Conduct. The last outstanding issue related to conflicts of interest, and it was addressed this year by a working group which reviewed proposals made both by the Canadian Bar Association and the Federation of Law Societies. Following a thorough consideration of the issue, a revised Chapter on Conflicts of Interest was presented to, and approved by the Benchers of the Law Society. This completed the work of the Sub-Committee and it is anticipated that a new Code of Professional Conduct will be introduced to the profession in the Fall of 2010.

PROFESSIONAL LIABILITY CLAIMS FUND

In the 2009/2010 fiscal year, the Professional Liability Claims Fund of the Law Society of Manitoba provided professional liability insurance coverage to non-exempt Manitoba lawyers. Each year, the Professional Liability Claims Fund undergoes an independent actuarial valuation to establish the program's actuarial liabilities and surplus position and recommend the appropriate insurance assessment. This process of independent actuarial advice and collecting sufficient funds for each policy year ensures that expected losses will be fully funded and allows for an adequate surplus to cover unexpected claims development. In the 2009/2010 fiscal year, the insurance assessment was levied at \$500 plus G.S.T.

The Law Society and nine other provincial and territorial Law Societies participate in the Canadian Lawyers Insurance Association (CLIA), a reciprocal insurance exchange. CLIA issues a comprehensive Policy of Insurance to the Law Society as Named Insured and members of the Law Society as Insureds. The Policy insures lawyers for damages and legal costs of up to \$1 Million per error and \$2 Million annually for claims alleging errors or omissions made in the course of providing professional services to others. When a claim made against a lawyer is paid, that lawyer pays a deductible ranging from \$5,000 to \$20,000, depending on the lawyer's paid claims experience in the previous five year period.

The Law Society has a Professional Liability Claims Fund Committee which deals with policy matters affecting the insurance program as they arise.

At March 31, 2010, 81 claims had been reported during the 2009/2010 policy year. During the 2009/2010 fiscal year, the Insurance Program paid claims totalling \$1,372,987 in damages and \$62,312 in legal defence costs. This compares to \$1,368,382 in claims and \$279,103 in legal defence costs paid during the previous fiscal year.

The Professional Liability Claims Fund also funds various loss prevention initiatives including a retainer agreement with Bjorn (Barney) Christianson, Q.C. to provide free practice advisory services to members on a broad range of practice management areas.

REIMBURSEMENT FUND

The Reimbursement Fund (the "Fund") was established by the Benchers of The Law Society of Manitoba in 1943 to compensate clients for losses resulting from the misappropriation or conversion by lawyers of client funds or property. This Fund is maintained solely for the benefit of clients who may suffer losses through the dishonesty of lawyers and it is financed by the levy of an annual assessment on all practicing lawyers within the province. In the 2009/2010 fiscal year, all practicing lawyers paid the sum of \$100 into the Fund. The Law Society maintains insurance in the amount of \$10 million on the Fund.

The initial payout on any approved claim is limited to \$100,000. At the end of a fiscal year, if the total awards do not exceed the annual retention (\$1 million) plus the insurance on the Fund, then the balance unpaid on any approved claim will be paid out together with interest at The Court of Queen's Bench Act prejudgment interest rates from the date of the initial payment. If the aggregate claims awards exceed the annual retention plus the insurance coverage, payments in excess of \$100,000 will be prorated. There is a limit on recovery of \$300,000 per file. There is no limit on the number of claims an individual may bring.

Reimbursement Fund claims guidelines are considered in deciding whether to approve a claim. Claimants are provided with an application form and a copy of the payment guidelines which set out the terms for the submission, consideration and payment of claims.

In the past year \$13,523 was paid to 2 claimants who had trust funds or property misappropriated by two lawyers.

Handling client trust funds and maintaining a trust account are important responsibilities associated with most law practices. All lawyers who handle client trust funds must comply with the accounting rules established by the Law Society. These rules are intended to ensure lawyers have up to date and accurate records to track money received and paid on behalf of each client and identify the amount of money held for each client at any point in time. In addition, there are specific requirements to govern the proper handling of client trust funds. The Law Society's Audit Program is a proactive means to ensure the lawyers in Manitoba comply with the accounting rules. The compliance function is comprised of two processes: the Spot Audit Program and the Annual Trust Account Report.

Spot Audit Process

The spot audit is generally conducted on a "surprise" basis so that the auditor will observe the law firm's records in their usual state. The primary aim is to help law firms correct minor record keeping problems before they lead to serious issues of non-compliance and possible Discipline matters. Although the auditor's review focuses on the trust records and monthly trust reconciliations, a limited review of the law firm's general account records is also conducted. Client files are reviewed on a select basis to test whether trust funds are being handled appropriately and transactions accurately recorded.

Three types of audits are conducted:

- 1) Regular Audits are conducted of all Manitoba law firms on a rotational basis;
- 2) New Firm audits are conducted within the first year of a firm opening their first trust account. These audits ensure appropriate accounting systems are established and provide an opportunity for the lawyer to ask the auditor questions regarding trust account requirements.
- 3) Priority audits are conducted of firms having a history of trust account prob-

lems or if information received from the Law Society suggests a law firm is of higher risk and should be audited sooner than the regular rotation.

During the fiscal year ended March 31, 2010, the Law Society's auditors devoted 41% of their time to conducting audits. The following audits were completed:

Regular Audits	46
New Audits	17
Priority Audits	8
Total	<u>71</u>

Investigations

The main purpose of the spot audit is to ensure compliance with the accounting rules, detect problems and on occasion identify serious misconduct. In the latter case based on the initial audit results, a spot audit will develop into a more in depth investigation. An investigation may also be initiated as a result of a complaint or other information received from outside the Law Society. Investigations typically involve serious conduct issues relating to the handling of trust funds and in some cases misappropriation. During the fiscal year ended March 31, 2010, the Audit Department devoted 8% of its time to conducting investigations, primarily involving 3 lawyers.

Annual Trust Account Report

Every law firm handling trust funds must file a report with the Law Society annually providing information about the firm's trust accounts and details about their record-keeping. Most firms are provided the option of filing a "Self-Report" but some firms with a history of audit and/or discipline matters are required to file a Form D consisting of a review of their records by an independent accountant. A few law firms elect to file a Form D because they prefer the independent check being done of their records and affirmation their records are in order. The Law Society auditors review the Annual Trust Account Reports in detail and if need be, write to the law firm

outlining the necessary changes in order to comply with the rules. During the fiscal year ended March 31, 2010, approximately 20% of the auditors time was spent with the review and administrative aspects of the Self- Report and Form D filings.

Other Activities of the Audit Department

Education and assistance is another important way the auditors help to ensure that lawyers handle trust funds properly. The auditors respond to a wide range of law firm queries on a daily basis. Questions typically focus on proper accounting practices and various banking issues, however, in recent years a large volume of queries related to frauds and scams targeting law firms.

On a more formal basis, the auditors provide educational assistance to members through their involvement with Legal Studies programs. These programs include remedial trust accounting courses and CPLED courses targeted to lawyers and support staff.

From time to time the auditors are also asked to provide assistance in relation to custodial matters. These relate to situations of winding up the trust account of a deceased, disbarred or suspended member. The auditor may be required to complete or re-create accounting records to determine how to disburse the remaining trust funds.



Front Row: (L to R) Jeff Hirsch, President, Allan Fineblit, Q.C., Chief Executive Officer, Marilyn Billinkoff, Deputy Chief Executive Officer, Grant Mitchell, Q.C., Past President, Joel Weinstein, Q.C., Douglas Bedford **Second Row:** Diane Stevenson, Jack Cram, Christina Kopynsky, Q.C., Jennifer Cooper, Q.C., Karen Clearwater, David Swayze, Bill Burns, Linda Brazier Lamoureux, Charlie Curtis, Helga Van Iderstine **Third Row:** Bill Gange, Irene Hamilton, Vice President, Peter Cole, Q.C., Joelle Robinson **On Stairs:** Adam Bergen, Dean Harvey Selter, Malcolm McDonald, David Kroft, Dr. Jane Ursel **Absent:** Dean Chris Axworthy, Q.C., Ted Bock, Jodi Koffman, Brian Lerner

Officers

(appointed May 28, 2009)

President:	Jeff Hirsch
Vice President:	Irene Hamilton
Past President:	Grant Mitchell, Q.C.

Benchers

(elected for a two year term on May 7, 2008)

Winnipeg Electoral District

Theodor E. Bock¹
Karen L. Clearwater
Jennifer A. Cooper, Q.C.
William S. Gange
Irene A. Hamilton
Jeff Hirsch
Christina V. Kopynsky, Q.C.
David J. Kroft
Brian D. Lerner²
Helga D. Van Iderstine
Joel A. Weinstein, Q.C.³

Eastern Electoral District

Peter J. Cole, Q.C.

Central Electoral District

Diane H. Stevenson

Dauphin Electoral District

Joelle C. Robinson

Northern Electoral District

Malcolm W. McDonald⁴

Western Electoral District

John D. Cram
David E. Swayze

Lay Benchers

Linda Brazier Lamoureux
William G. Burns⁵
Charlie Curtis
Dr. Jane Ursel

Faculty Bencher

Dean Chris Axworthy, Q.C.

Student Bencher

Kimberly Arnal⁶
Jodi Koffman⁷

- 1 Became a Bencher in October, 2009
- 2 Became a Bencher in May, 2009
- 3 Deceased in July, 2009
- 4 Ceased to be a Bencher in February, 2010
- 5 Deceased in February, 2010
- 6 Ceased to be a Bencher in September, 2009
- 7 Became a Bencher in September 2009

Life Benchers

Winnipeg Electoral District

Hon. Douglas N. Abra
Hon. Laurie P. Allen
Donald G. Baizley, Q.C.
Douglas A. Bedford
Gregory G. Brodsky, Q.C.
A. Lorne Campbell, Q.C.
Jack M. Chapman, Q.C.
Norman A. Cuddy
J. George Dangerfield, Q.C.
Richard K. Deeley, Q.C.
Hon. Robert A. Dewar
Douglas E. Finkbeiner, Q.C.
David G. Frayer, Q.C.
Hon. Martin H. Freedman
Hon. Gilbert R. Goodman
Sidney Green, Q.C.
Hon. John P. Guy
William G. Haight
Hon. Barbara M. Hamilton
Paul L. Jensen
Timothy J.P. Killeen
Bryan D. Klein
Heather S. Leonoff, Q.C.
Colin R. MacArthur, Q.C.
Hon. E. Alan D. MacInnes
Grant L. Mitchell, Q.C.
Hon. Peter S. Morse

E. William Olson, Q.C.
Chrys Pappas, Q.C.
Brian A. Pauls
Herbert J. Peters
Hon. Robert L. Pollack
G. Patrick S. Riley
Hon. Perry W. Schulman
Hon. Richard J. Scott
Hon. Vern I. Simonsen
Garth H. Smorang, Q.C.
Hon. Lori T. Spivak
Hon. P. Colleen Suche
Alan Sweatman, Q.C.
J.F. Reeh Taylor, Q.C.
Harry Walsh, Q.C.
Douglas G. Ward, Q.C.
Hymie Weinstein, Q.C.
Gavin M. Wood

Eastern Electoral District

John E. Neufeld, Q.C.
Jon van der Krabben
Lewis D. Wasel

Central Electoral District

Bjorn Christianson, Q.C.
Gary R. Gilmour
Gordon Hoeschen
Brock G. Lee, Q.C.

Northern Electoral District

Gordon D. Bates
John M. Ginnell, Q.C.
Donald R. Knight, Q.C.

Dauphin Electoral District

Eric B. Irwin
Hon. John A. Menzies
Alan J. Semchuk

Western Electoral District

George N. Bass, Q.C.
Hon. John H. Combs
Patricia L. Fraser
Hon. William R. Johnston
Hon. Donald M. Little
Lawrence R. McInnes, Q.C.
Col. Wolfgang W.A. Riedel, Q.C.
Donald D. St. John, Q.C.
Norman H. Sims, Q.C.

Ex-Officio Benchers

The Hon. Robert Nicholson
Minister of Justice and Attorney General of
Canada

The Hon. Andrew Swan
Minister of Justice and Attorney General of
Manitoba

Standing Committees

Note: The President and Vice-President are ex-officio members of all committees except the Discipline Committee.

*Denotes Non-Bencher

Admissions and Education Committee

Cole, Q.C., Peter (Chair)
Clearwater, Karen (Vice Chair)
Arnal, Kimberly¹
Axworthy, Q.C., Dean Chris
Bock, Ted
Brazier Lamoureux, Linda
Chapman, Sandra*²
Dalmyn, Joyce*
Gallant, Michelle*
Grower, Paul*
Hamilton, Irene
Koffman, Jodi³
McLandress, Jim*
Neufeld, Q.C., John
Paul, Sacha*
Scaletta, Dean*
Toews, Mark*

Complaints Investigation Committee

Van Iderstine, Helga (Chair)
Stevenson, Diane (Vice Chair)
Burgess, Q.C., John*
Choy, Lindy*
Dixon, Kelly*
Elgert, Kirsty*
Finlayson, Mike*
Hirsch, Jeff
Lerner, Brian
Mayes, Brian*
Shaw, Jim*
Stefanson, Grant*
Swayze, David
Ursel, Dr. Jane
Walsh, Sherri*

Discipline Committee

Kopynsky, Q.C., Christina (Chair)
McDonald, Malcolm (Vice Chair)⁴
Clearwater, Karen (Vice Chair)⁵
Mitchell, Q.C., Grant (Conflicts Chair)
Axworthy, Q.C., Dean Chris
Bates, Gordon
Bedford, Douglas
Bellay, Victor*
Brazier Lamoureux, Linda
Burns, Bill*⁶
Christianson, Q.C., Barney
Cole, Q.C., Peter
Cooper, Q.C., Jennifer
Cram, Jack
Cuddy, Norman

Curtis, Charlie
Dewar, Q.C., Robert⁷
Douglas, Donald*
Ferguson Sain, Lori*
Finkbeiner, Q.C., Douglas
Fraser, Patricia L.
Gabor, Q.C., Robert*
Gange, Bill
Gilmour, Gary
Good, Richard*
Gorlick, Q.C., Celia*
Hamilton, Irene
Hedley, James*
Hoeschen, Gordon
Irwin, Eric
Jensen, Paul⁸
Johnston, William⁹
Killeen, Timothy
King, Q.C., Roger*
Knight, Q.C., Donald
Kroft, David
LaBossiere, Keith*
Leibl, Q.C., Ellen*
Leonoff, Q.C., Heather
McInnes, Q.C., Lawrence
Miller, Q.C., Donna*
Neufeld, Q.C., John
Pappas, Q.C., Chrys
Pauls, Brian
Peters, Herbert
Rachlis, Vivian*
Riley, G. Patrick
Robinson, Joelle
Secter, Harvey*
Semchuk, Alan
Smorang, Q.C., Garth
van der Krabben, Jon
Ward, Q.C., Douglas
Weinstein, Q.C., Joel¹⁰

Equity Committee

McDonald, Malcolm (Chair)¹¹
Van Iderstine, Helga (Vice Chair)
Arnal, Kimberly
Bowman, Myfanwy*
Cram, Jack
Derwin, George*
Stewart, Wendy*

Practice and Ethics Committee

Weinstein, Q.C., Joel (Chair)¹²
Cole, Q.C., Peter (Chair)¹³

Lerner, Brian (Vice Chair)¹⁴
Axworthy, Q.C., Dean Chris
Bedford, Doug
Bueti, Katherine*
Clearwater, Karen
Frost, Issie*
Hyman, Lindsay*
Kavanagh, Tony*
Martin, Gregory*
Mitchell, Q.C., Grant
Rambow, Todd*
Robson, Graham*
Roitenberg, Evan*
Schumacher, Gordon*
Southall, Anita*
Sychuk, Bruce*

Professional Liability Claims Fund Committee

Swayze, David (Chair)
Gange, Bill (Vice Chair)
Frost, Issie*
Hatch, Gwen*
King, Q.C., Roger*
Laurencelle, Alain*
Reilly, Pam*
Robinson, Joelle
Van Iderstine, Helga

Reimbursement Fund Claims Committee

Robinson, Joelle (Chair)
Burns, Bill (Vice Chair)¹⁵
Cooper, Q.C., Jennifer
Kopynsky, Q.C., Christina
Lerner, Brian
Leven, Elliot*
London, Steven*
Thow, Mira*
Tolton, Catherine*

Communications Committee

Cooper, Q.C., Jennifer (Chair)
Swayze, David (Vice Chair)
Brazier Lamoureux, Linda
Hecht, Jody*
Kroft, David
Rachlis, Vivian*
Stevenson, Diane
Troup, Lynda*

Other Committees

Conveyancing Practices Committee

Peters, Herbert (Chair)
Brown, Ned*
Burns, Bill¹⁶
Effler, Barry*
Fillmore, Parker*
Golub, David*
Hoeschen, Gordon
Johnston, William¹⁷
Jones, John*
King, Bruce*
Neufeld, Q.C., John
Shypit, Jeffrey*
Stevenson, Diane

Investment Committee

Bill Burns (Chair)¹⁸
Curtis, Charlie
Hamilton, Irene
Kroft, David
Lerner, Brian

President's Special Committee on Governance

Gange, Bill (Co-Chair)
Kroft, David (Co-Chair)
Bedford, Doug
Burns, Bill¹⁹
Gabor, Q.C., Rob*
Kopynsky, Q.C., Christina
McDonald, Malcolm²⁰
Mitchell, Q.C., Grant
Stevenson, Diane

President's Special Committee on Paralegals

Cram, Jack (Chair)
Robinson, Joelle (Vice Chair)
Bedford, Doug
Curtis, Charlie
Dawson, Robert*
Good, Richard*
Horst, Annette*²¹
Onchulenko, Wayne*
Phillips, Sandra*
Smorang, Q.C., Garth
Thompson, Mary Ann*
Ursel, Dr. Jane

1. Ceased to be a committee member in September, 2009
2. Ceased to be a committee member in August, 2009
3. Became a committee member in September, 2009
4. Ceased to be a committee member in February, 2010
5. Appointed vice chairperson in February, 2010
6. Ceased to be a committee member in February, 2010
7. Ceased to be a committee member in September, 2009
8. Ceased to be a committee member in September, 2009
9. Ceased to be a committee member in July, 2009
10. Ceased to be a committee member in July, 2009
11. See footnote 4
12. See footnote 10
13. Appointed chairperson in September, 2009
14. Appointed vice chairperson in September, 2009
15. See footnote 6
16. See footnote 6
17. See footnote 9
18. See footnote 6
19. See footnote 6
20. See footnote 4
21. Became a committee member in September, 2009

Executive and Administration

Chief Executive Officer
 Assistant to Chief Executive Officer
 Deputy Chief Executive Officer
 Assistant to Deputy Chief Executive Officer
 Comptroller
 Assistant to Comptroller
 Director of Technology
 Office Manager
 Office Clerk
 Office Receptionist
 Office Receptionist

Allan Fineblit, Q.C.
 Pat Bourbonnais
 Marilyn W. Billinkoff
 Lana Renaud
 Ryan W. Sasaki
 Carol Hiebert
 Grant Gelinias-Brown
 James Ramsay
 Dana Earley
 Susan Mott
 Jennifer Jones

Admissions and Membership Department

Director of Admissions and Membership
 Assistant to Director

Richard C. M. Porcher
 Donna McLaren

Discipline Department

Senior General Counsel
 General Counsel
 Assistant to Senior and General Counsel
 Assistant to Senior and General Counsel
 Director of Discipline
 Discipline Counsel
 Discipline Counsel
 Discipline Paralegal
 Discipline Assistant

C. Kristin Dangerfield
 Darcia A.C. Senft
 Jennifer Snow
 Lee-Ann Harrison
 Leah C. Kosokowsky
 Noelia Bernardo
 James A. Cox
 Grace Page
 Hazel McKague

Insurance Department

Director of Insurance
 Claims Counsel
 Claims Counsel
 Claims Examiner
 Insurance Paralegal
 Insurance Secretary
 Insurance Secretary

Tana P. Christianson
 Kathleen M.T. Craton
 Joan M. Holmstrom
 Louise Ritchie
 Bonnie Harvey
 Heather Vanrobaeys
 Kristin Forbister

Education and Competence Department

Director of Education and Competence
 Counsel
 Counsel
 Program Counsel – Continuing Professional Development
 Program Counsel – Continuing Professional Development
 Assistant to Program Counsel
 Administrative Registrar
 Publications Assistant

Brenda L. Silver
 Ian F. Blomeley
 Ellen J. Henry
 Eileen S. Derksen Mead
 Tracy M. Lloyd
 Jennifer Lavallee
 Debra Rossol
 Laura Ziemanski

Audit Department

Director of Audit
 Auditor/Inspector
 Auditor/Inspector
 Auditor/Inspector
 Assistant to Auditor/Inspectors
 Assistant to Auditor/Inspectors

Sherri J. Jack
 Colleen D. Halpenny
 Nancy E. Zacharias
 Kathy L. Levacque
 Ellie Turner
 Lara Brescacin