



Law Society
of Manitoba
*Articling Program
Assessment
Research Report*

July 31, 2019

illumina
research partners



The essential skills and knowledge required to practice law are taught to students with an understanding that learning is a continuum that is never truly complete.

-Principal

Five highlights about the articling program.

1 ARTICLING EXPERIENCE SATISFACTION



Seven-in-ten students are **very satisfied or satisfied** with their **articling experience**.

Top benefits of articling:

Good training through **wide hands-on experience** and exposure to **relevant tasks and practice areas** of interest.

Being part of a **team** in a **positive work environment** working with **supportive lawyers** and other articling students.

17% are dissatisfied with their articling experience.

2 DISCRIMINATION AND HARASSMENT



A quarter (24%) of Manitoba articling students and new lawyers **report experiencing discrimination and/or harassment** during recruitment and/or articling.

It is important to continue **educating students about resources available**.

About **two-thirds do not have or do not know about the resources available** to help deal with discrimination and harassment.

3 COMPENSATION AND WORKLOAD



The top challenge for Manitoba students is **inadequate compensation**, which is the lowest among the prairie provinces.

Six-in-ten articling students **work 50+ hours a week**. Working long hours does not result in increased compensation.

There is a need for **better balance between workload and pay**.

4 PREPAREDNESS FOR ENTRY LEVEL PRACTICE



Half of new lawyers lacked confidence in their training and felt only somewhat prepared or not prepared for entry level practice.

Nine in ten lawyers who **felt prepared are very satisfied or satisfied with their articling experience**.

Satisfaction with the articling experience can be improved by **increasing oversight of training requirements**, so that articling students develop and **gain experience in all competency areas** through **experience working in most practice areas**.

5 MENTORSHIP AND FEEDBACK

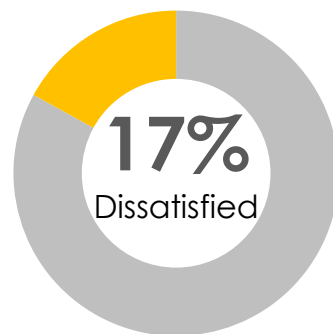
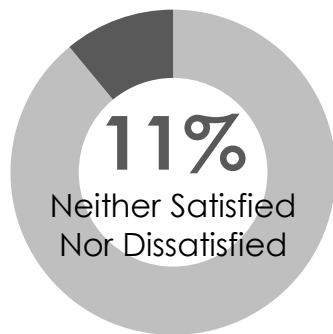


Quality of mentorship is a challenge for all involved and impacts satisfaction with the articling experience.

For recruiters, principals and mentors, top concerns include a **lack of resources and time to mentor and guide students**, as well as a **lack of mentorship training**.

Over half of students and new lawyers feel that **poor mentorship and guidance are among the top challenges** they face while articling.

Overall, seven in ten articling students are satisfied with their articling experience.



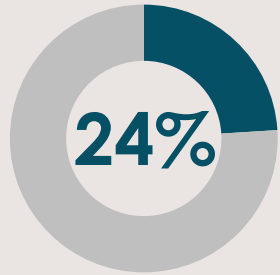
Positive aspects and benefits of articling experience for students and new lawyers.

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

There is a strong link between student satisfaction and recommending the firm where they articulated.

- **Nine in ten** articling students who were satisfied with their articling experience **would recommend** the law firm in which they articulated to other students

Students need more education on the resources available to address discrimination and harassment concerns.



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

Among those who experienced discrimination or harassment during their articling experience:

- **Two-thirds** of articling students and new lawyers **felt resources were unavailable** to address issues
 - **83%** of recruiters, principals and mentors **felt resources were available** to address issues
- **One-third** of students and new lawyers mentioned they **did not take action**, mostly due to the lack of resources

Respondents Suggestions*

(based on verbatim analysis)

- Make it mandatory for lawyers and students to take CPD courses that deal with the issues of discrimination and harassment
- More centralized recruitment process, with more supervision from the Law Society
- Have a process in place for investigating reports of discrimination and harassment and disciplining the offenders

Manitoba students struggle with financial difficulties and heavy workload while articling.



Students are paid an average annual salary of \$39,000 for an average of 52 hours per week.

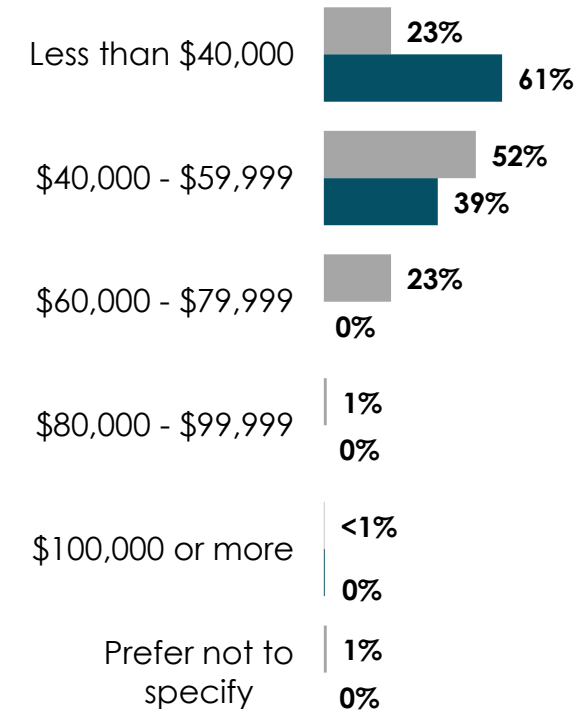
- Articling students' **salaries are significantly lower in Manitoba** than the other prairie provinces (which have an average salary of \$49,000 to 51,000).

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

Manitoba students are paid less than students in other prairie provinces.

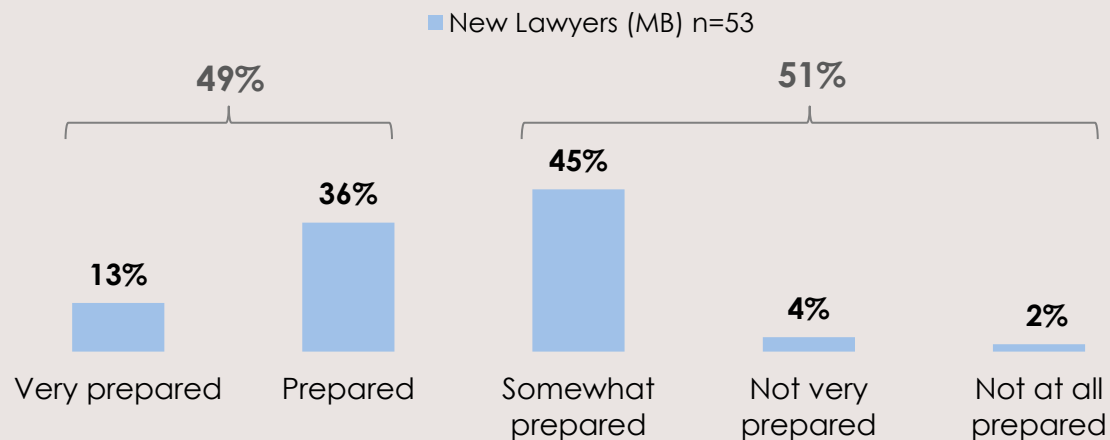
Compensation Received While Articling

■ Total AB/SK n=645 ■ Total MB n=77



Satisfaction with the articling experience can be improved by adjusting the requirements for training to better prepare students for entry-level practice.

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



94% of those who felt very prepared or prepared for entry level practice are very satisfied or satisfied with their articling experience.

- The top reasons for both satisfaction and dissatisfaction with the articling experience are:
 - Quality of training in terms of mentorship and feedback, exposure to a range of practice areas, and a variety of skills developed through hands-on experience
 - Work environment in terms of supportive lawyers and staff and reasonable work hours

Increasing oversight of training requirements to ensure that students receive training in all competency areas and in most practice areas will better prepare students for practice.

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

Principals, recruiters and mentors feel providing a variety of experiences for training is one of their top challenges.

- Only a quarter of articling students are exposed to most practice areas

Concentrated in one area of practice only 23%

Worked in 2-3 practice areas 51%

Covered most practice areas 25%

- Six in ten students had a learning plan

Stronger areas of training

Analytical skills	Communication skills
Ethics & professionalism	Substantive legal knowledge

Weaker areas of training

Adjudication / dispute resolution	Conducting matters
Practice management	Client relationship management

Respondents' Suggestions*

(based on verbatim analysis)

- Develop and follow a learning plan that ensures coverage of all competency areas and provides exposure to most practice areas
- More focus on exposing students to training in adjudication/dispute resolution, practice management, conducting matters, and client relationship management
- Provide articling students with opportunities to manage files from start to end
- Improve CPLED courses
- Provide students with opportunities to learn about new practice areas from other lawyers, not only the Principal

Mentorship, guidance and feedback are areas where improvements would increase quality of training received as well as satisfaction with the articling experience.

Mentorship and guidance are one of the top challenges for all involved.

67%

Satisfied with mentorship received

Despite overall satisfaction, over half of students and new lawyers mention that **poor mentorship and guidance are among the top challenges** they face while articling.

54%

Say providing mentorship and guidance is challenging

Over half of principals, recruiters and mentors mention **they struggle to provide quality mentorship and guidance**. Some also mention there is a lack of mentorship training and resources to support them.

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

Respondents' Suggestions*

(based on verbatim analysis)

- Introduce more clarity and structure into the principal – student relationship, more specifically:
 - Clarity on students' role and what articling students should expect
 - Structured training consistently covering all competency areas
 - Consistency in principal – student interaction (e.g. regular feedback, weekly meetings, etc.)
- Encourage other lawyers (beyond the principal) to participate in mentoring and guiding students - team work was mentioned by students as one of the top positive aspects of articling

Detailed Findings

METHODOLOGY

Survey Availability

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

Manitoba Process to Maximize Response Rates

To maximize participation, survey completion was incentivized by a draw for a free Law Society of Manitoba CPD program of their choice as well as promoted using the following channels:

- Survey launch email to membership
- Follow-up targeted email with tailored messages send to two separate groups:
 - Articling students and recent calls
 - Principals
- May issue of the Communiqué Newsletter
- Twitter including an initial tweet that was shared and pinned to the Law Society of Manitoba profile and a reminder tweet that was shared five days before the survey closed

Response Rate Achieved

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

An estimated 18% participation rate of Manitoba articling students and new lawyers (n=83 completed surveys in Manitoba) was achieved based on a distribution list of approximately 464 articling students and new lawyers in Manitoba.

An estimated participation rate cannot be determined for principals, recruiters and mentors because all roles are not tracked by the Law Society. It is estimated that there are approximately 390 principals in Manitoba.

To qualify to complete the student survey, one needed to be an articling student or a new lawyer who completed their articling in the past five years.

To qualify to complete the principal survey, a lawyer needed to have been in the role of a recruiter, principal or mentor of an articling student in the past five years.

Online Survey Tested

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

Statistical Limitations

Manitoba lawyers and students at law were surveyed through the email address registered with the Law Society of Manitoba. Ensuring all eligible lawyers with an email address receive the survey is intended to eliminate as much “coverage bias” as possible in this survey. Similar to all online surveys, response bias and non-response bias still exists, which means the results may not be fully and truly representative of the sentiments of the Manitoba legal profession.

Reporting of Results

The following terms are used throughout the report.

“Articling students” and those who have “completed articling but have not been called to bar” were combined under “Articling Students” throughout this report. Base sizes were too small to report separately.

Results for recruiters, mentors and principals are reported based on total combined responses. Results for recruiters, mentors and principals cannot be reported separately due to small base sizes.

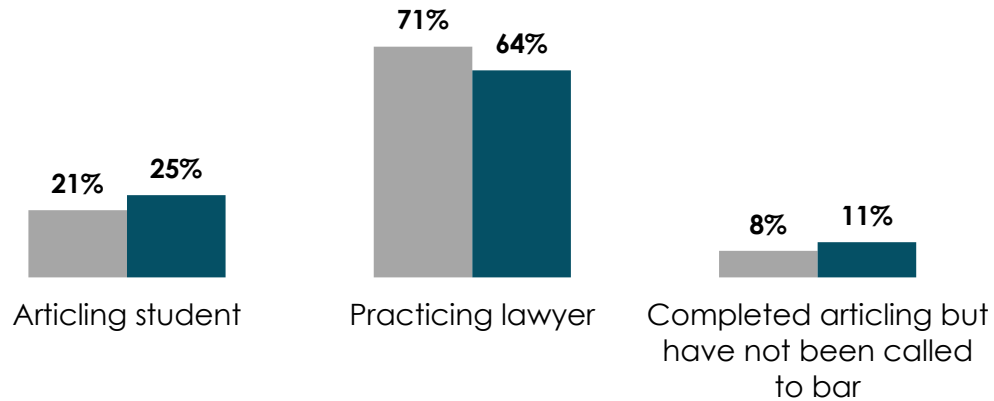
WHO COMPLETED THE SURVEY

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

Articling Students & New Lawyers

How would you best characterize yourself in the profession?

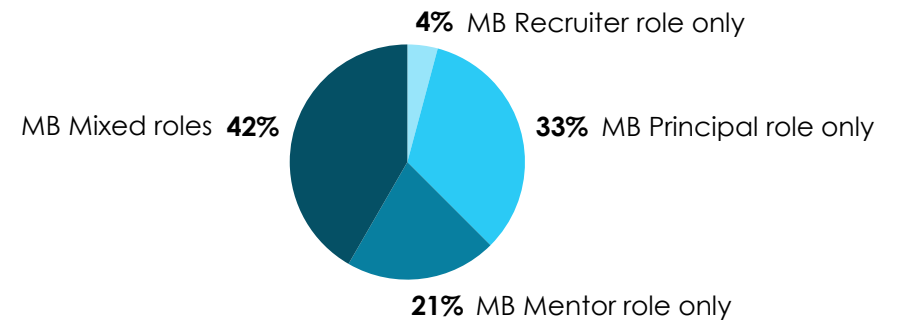
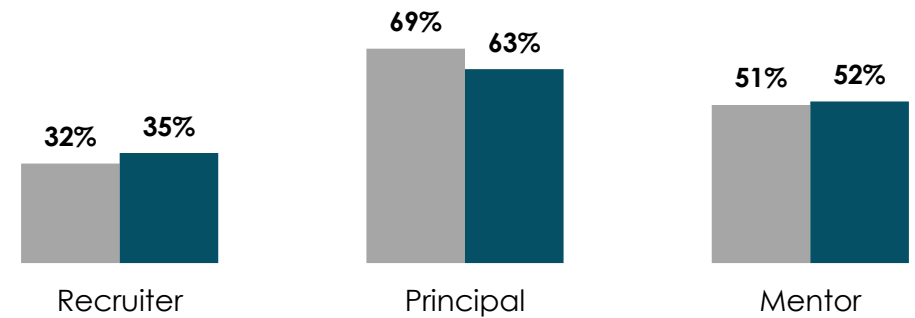
■ Total AB/SK n=653 ■ Total MB n=83



Principals, Recruiters & Mentors

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

■ Total AB/SK n=359 ■ Total MB n=48

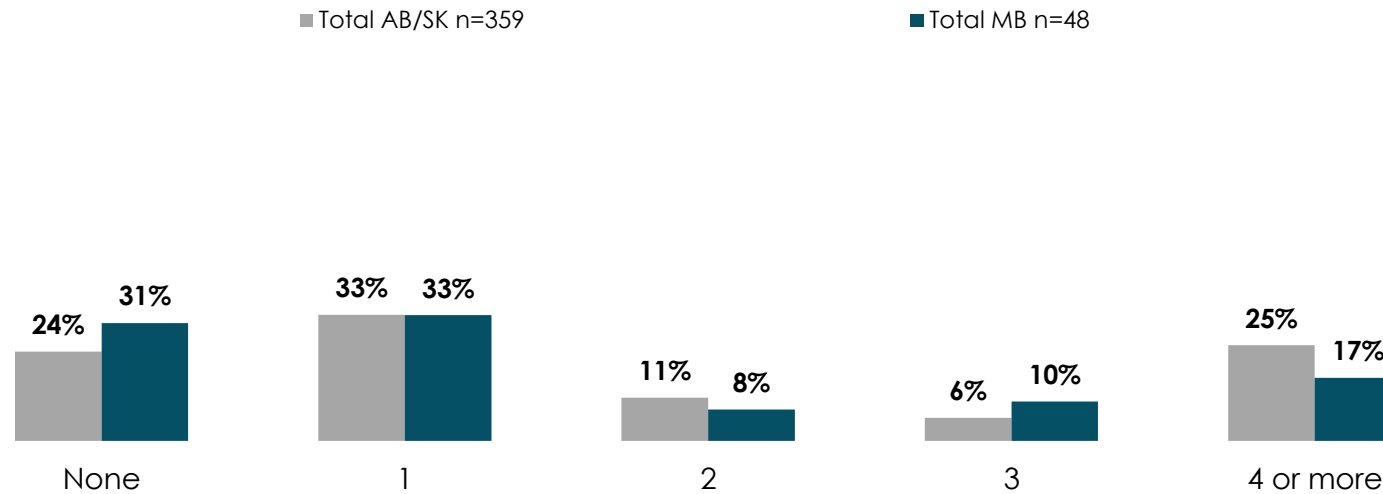


NUMBER OF ARTICLING STUDENTS AT FIRM/ORGANIZATION

One-third of recruiters, principals and mentors are currently working with one articling student, while another one-third are working with two or more students.

Principals, Recruiters & Mentors

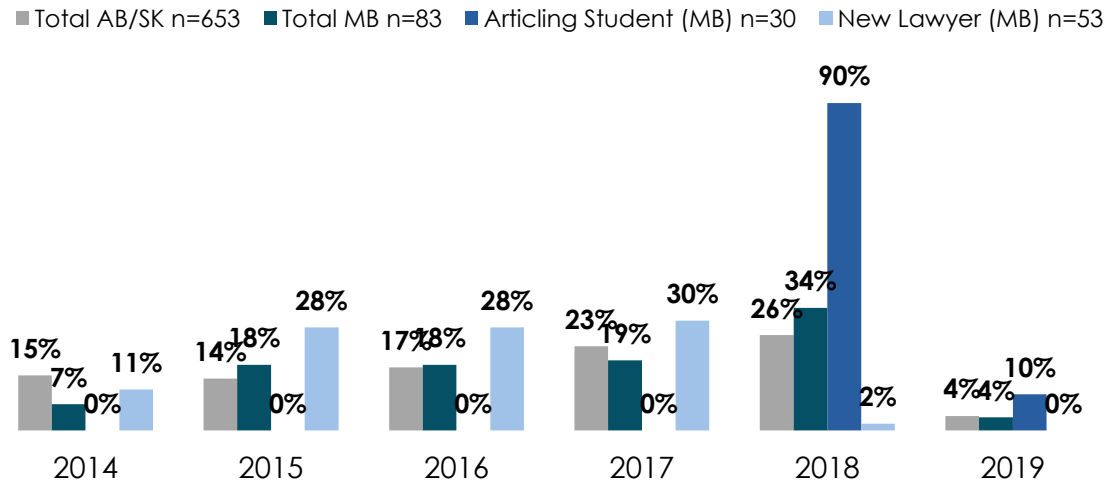
How many articling students have you recruited or are you currently mentoring or supervising at your firm/organization?



Four in ten recruiters, principals and mentors have been working with articling students for five years or less.

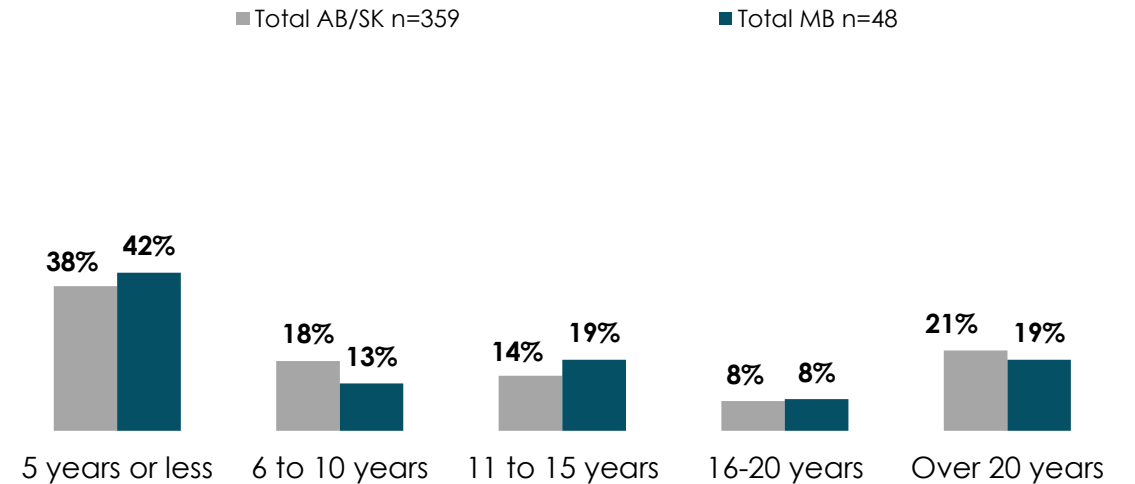
Articling Students & New Lawyers

In which year did you start articling?



Principals, Recruiters & Mentors

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

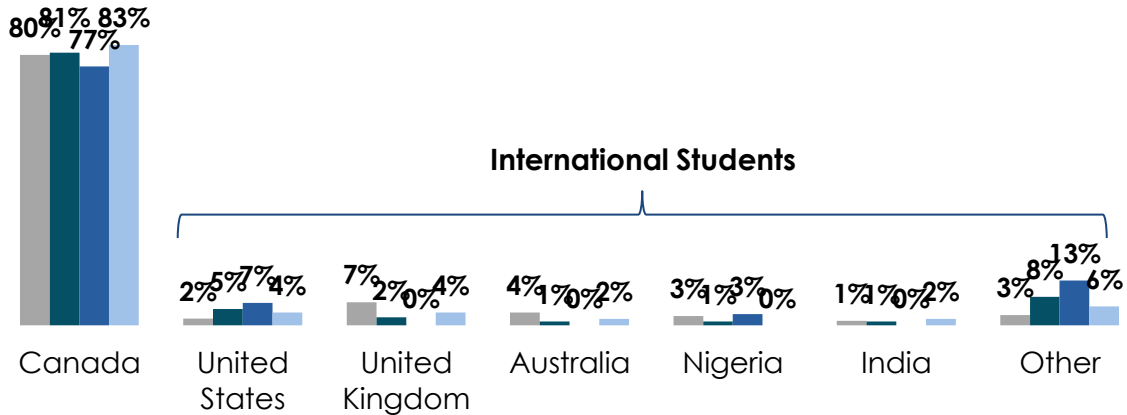


About one-fifth of current articling students were educated abroad.

Articling Students & New Lawyers

Where did you attend law school?

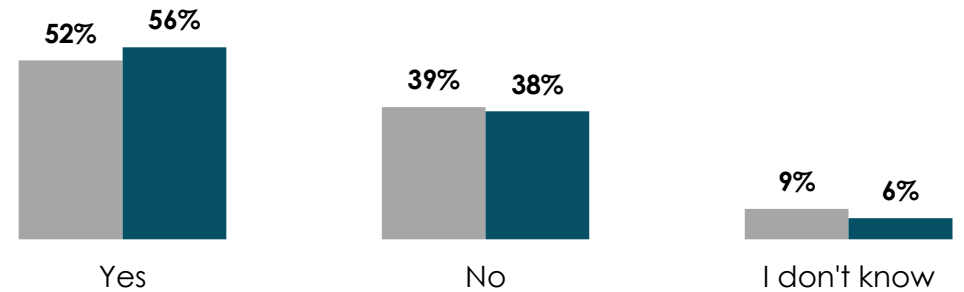
■ Total AB/SK n=653 ■ Total MB n=83 ■ Articling Students (MB) n=30 ■ New Lawyers (MB) n=53



Principals, Recruiters & Mentors

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

■ Total AB/SK n=359 ■ Total MB n=48



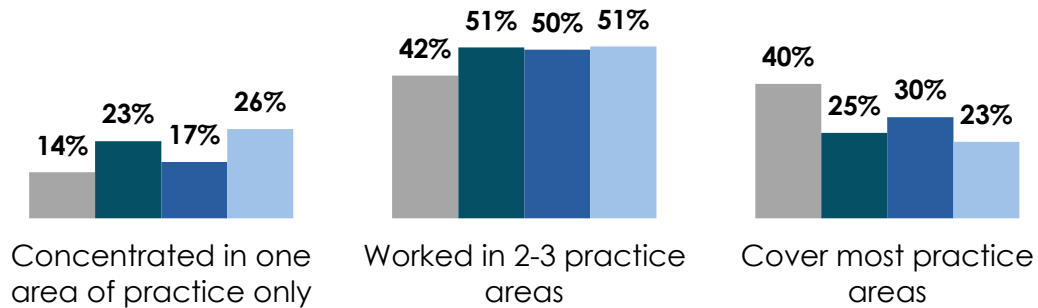
EXPOSURE TO DIFFERENT PRACTICE AREAS

Only one-quarter of Manitoba students and new lawyers state they were exposed to most practice areas while articling.

Articling Students & New Lawyers

Type of Exposure to Different Practice Areas

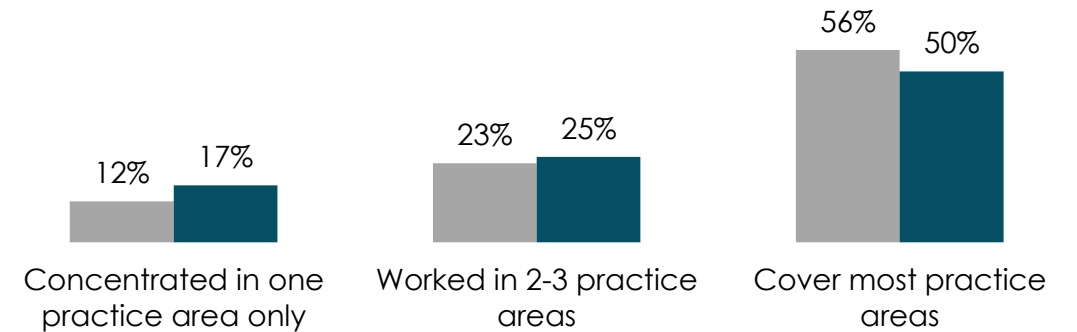
■ Total AB/SK n=653 ■ Total MB = 83 ■ Articling Students n=30 ■ New Lawyers n=53



Principals, Recruiters & Mentors

Type of Exposure to Different Practice Areas

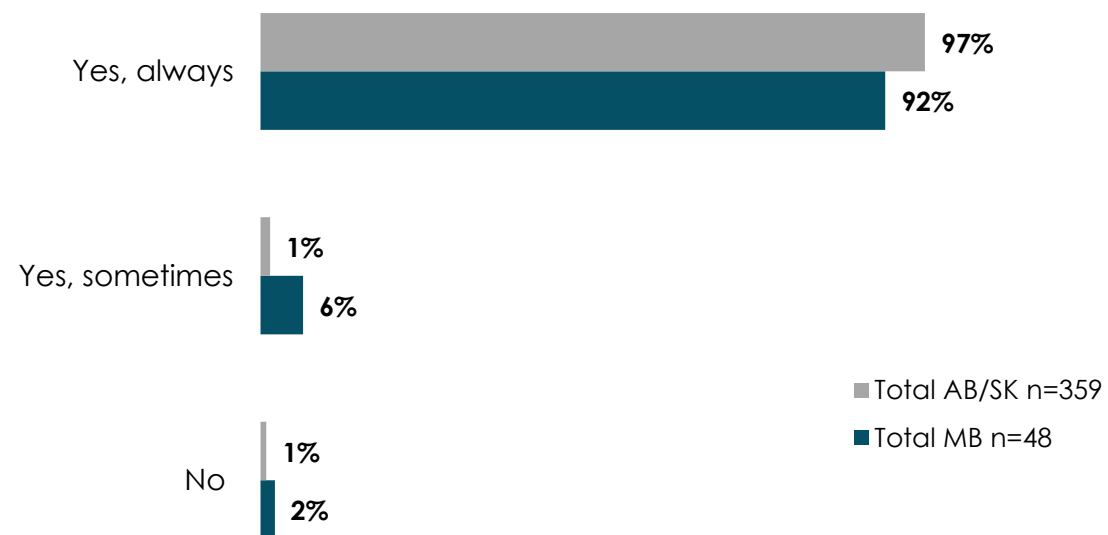
■ Total AB/SK n=359 ■ Total MB n=48



Nearly all firms offer articling students compensation.

Principals, Recruiters & Mentors

Does your firm/organization offer compensation to articling students?

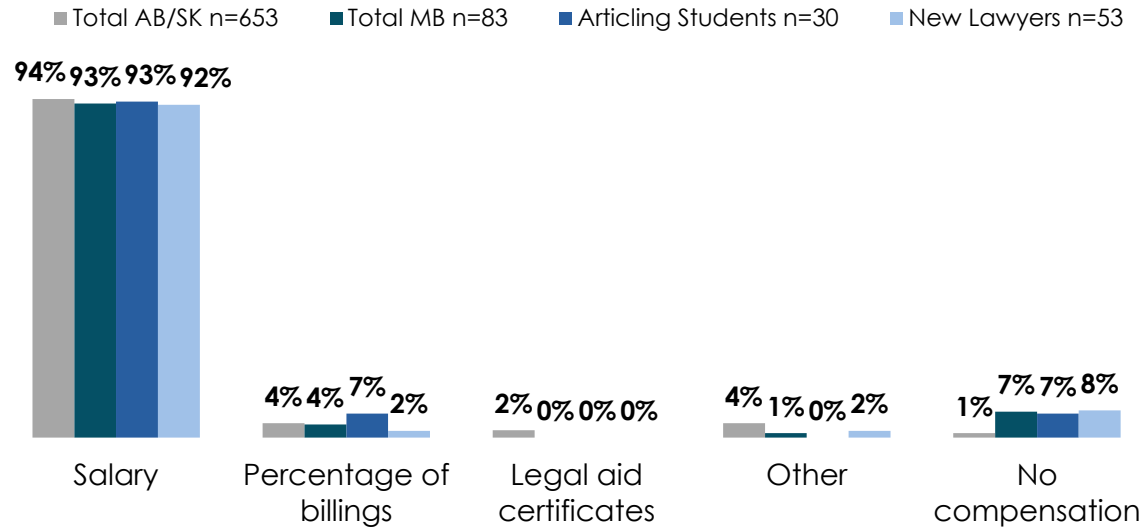


TYPE OF COMPENSATION

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

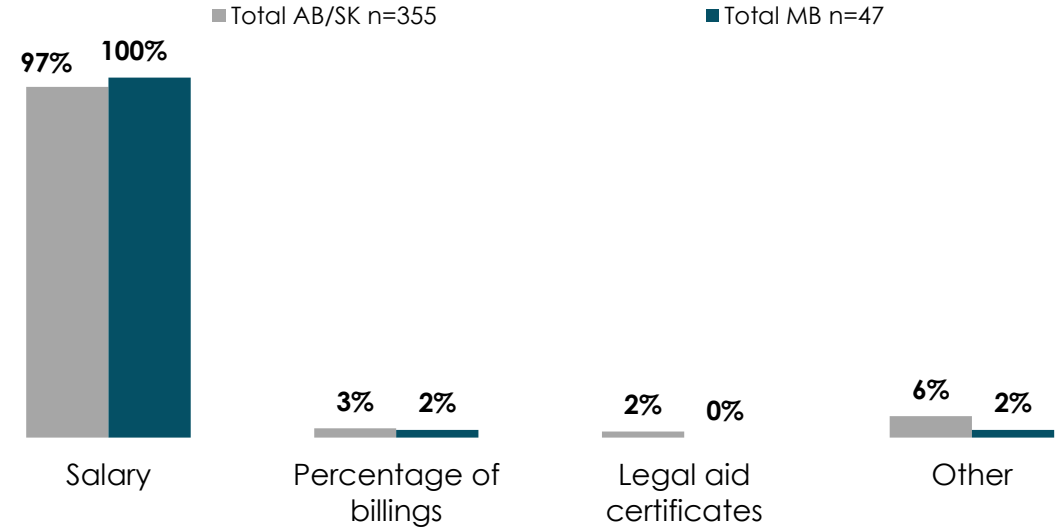
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

What type of compensation does your firm/organization typically provide to articling students?
Among those who offer compensation



ANNUAL COMPENSATION

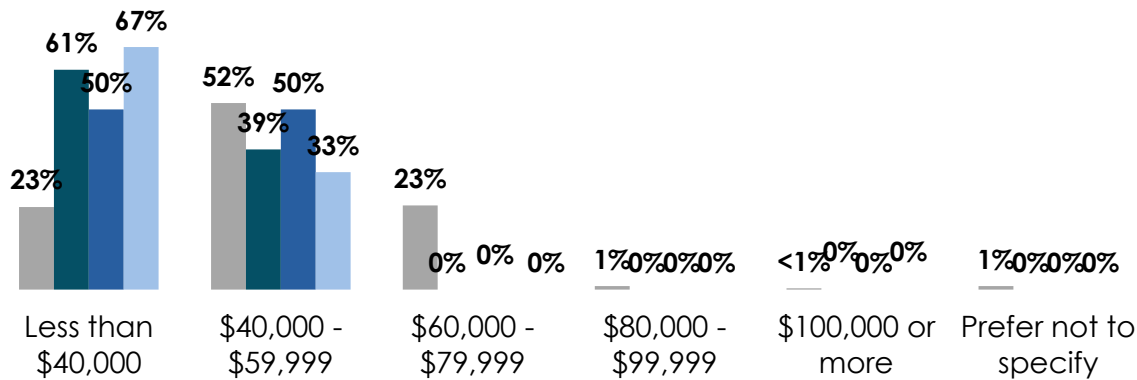
Manitoba articling students are paid less on average than other prairie provinces, with the average salary generally under \$40,000 per year.

Articling Students & New Lawyers

What is/was your annual compensation during your articling?

Among those who have received compensation

■ Total AB/SK n=645 ■ Total MB n=77 ■ Articling Students (MB) n=28 ■ New Lawyers (MB) n=49

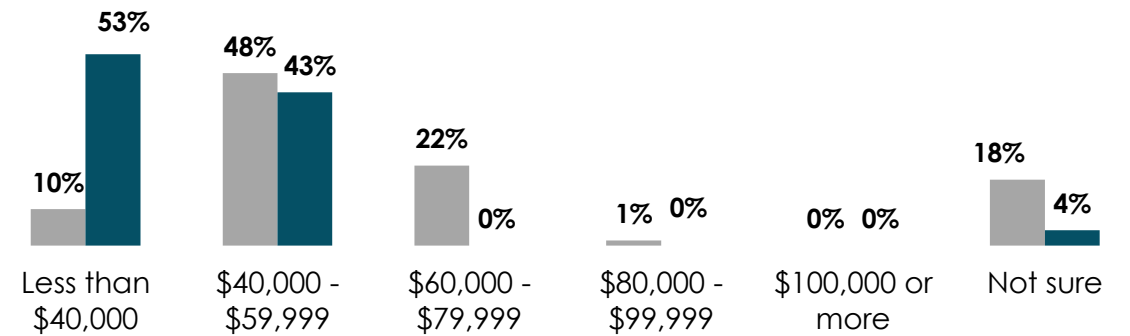


Principals, Recruiters & Mentors

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

Among those who offer compensation

■ Total AB/SK n=355 ■ Total MB n=47



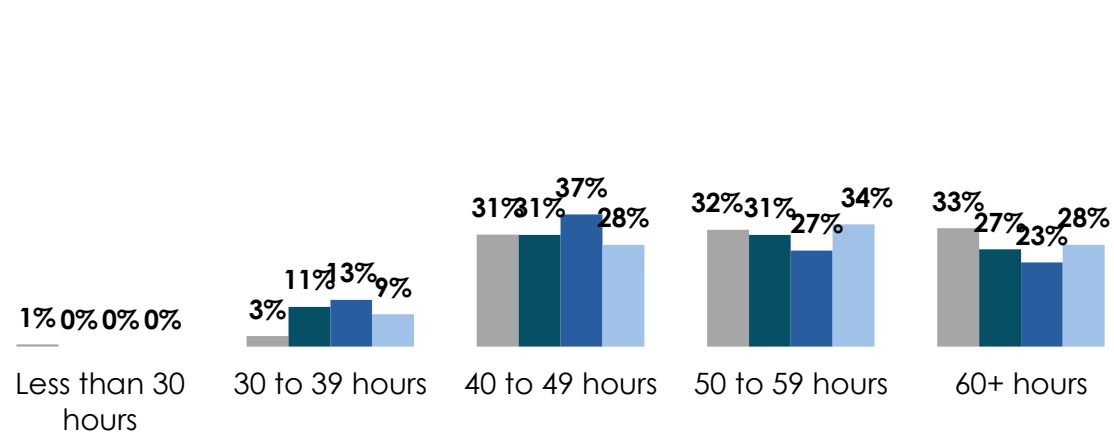
NUMBER OF HOURS WORKED BY ARTICLING STUDENTS

Almost six in ten articling students and new lawyers work(ed) over 50 hours per week during articling.

Articling Students & New Lawyers

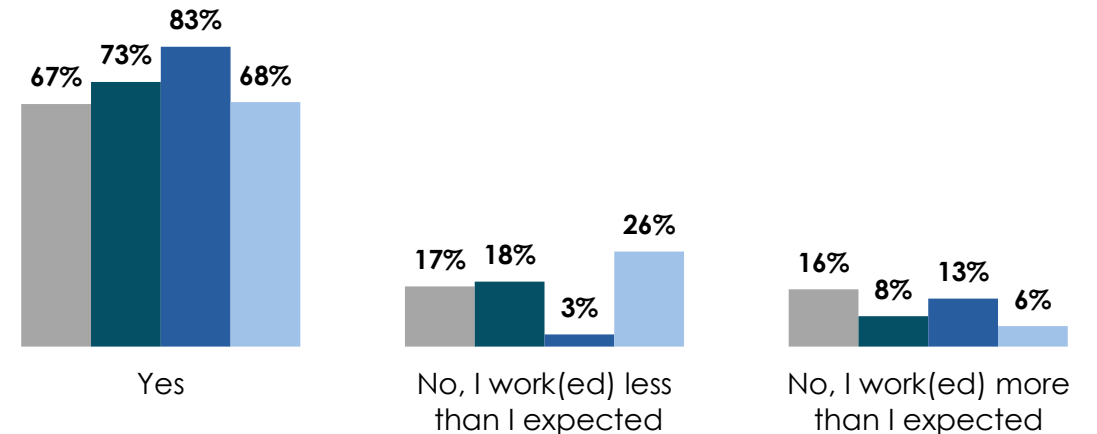
On average, approximately how many hours per week do/did you work during your articling?

■ Total AB/SK n=653 ■ Total MB n=83 ■ Articling Students (MB) n=30 ■ New Lawyers (MB) n=53



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

■ Total AB/SK n=653 ■ Total MB n=83 ■ Articling Students (MB) n=30 ■ New Lawyers (MB) n=53



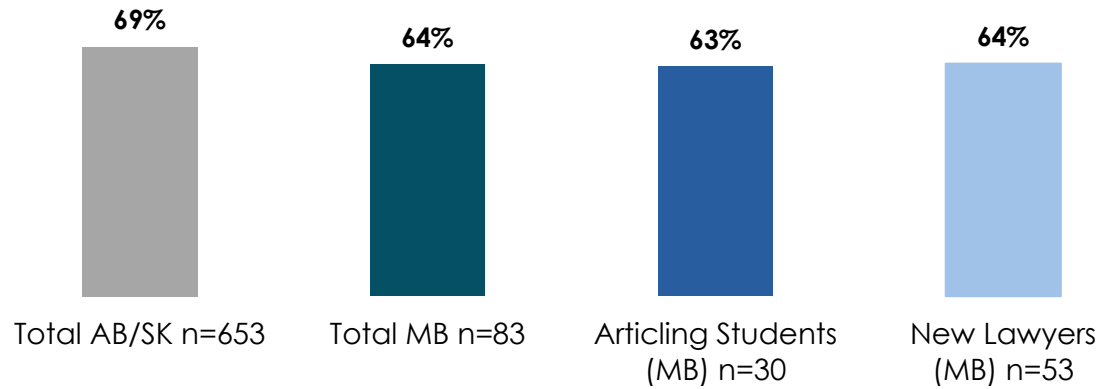
TIME TO COMPLETE BAR ADMISSION COURSE REQUIREMENTS DURING BUSINESS HOURS

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

Articling Students & New Lawyers

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

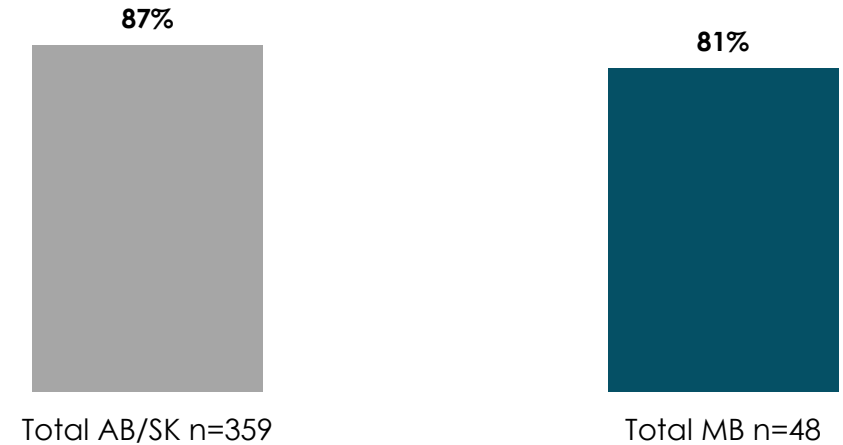
% Yes



Principals, Recruiters & Mentors

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

% Yes



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

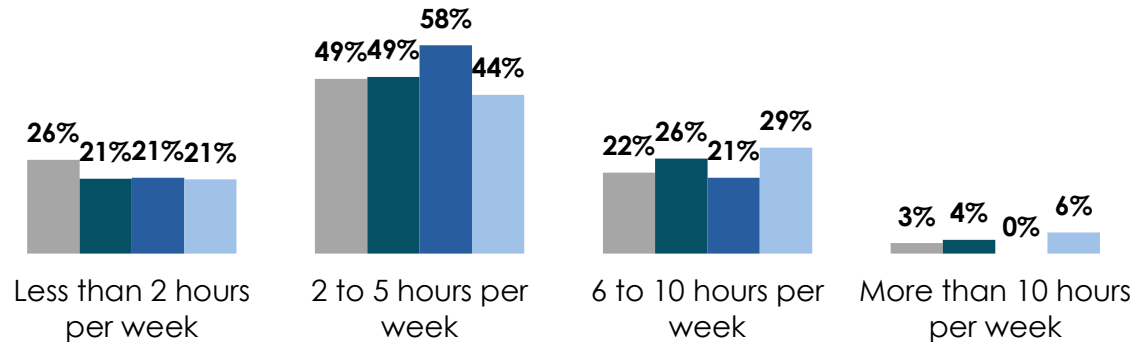
Half of students and new lawyers say they are, or were, given two to five hours per week to complete the bar admission course requirements.

Articling Students & New Lawyers

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

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

■ Total AB/SK n=449 ■ Total MB n=53 ■ Articling Students (MB) n=19 ⚠ ■ New Lawyers (MB) n=34

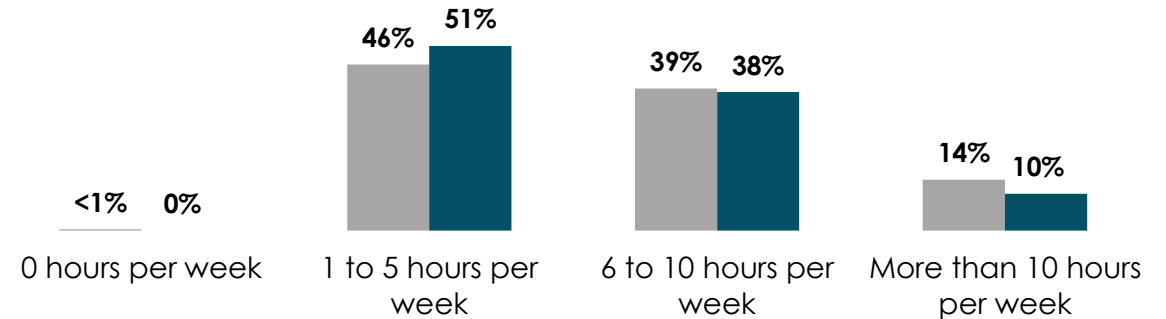


Principals, Recruiters & Mentors

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

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

■ Total AB/SK n=312 ■ Total MB n=39



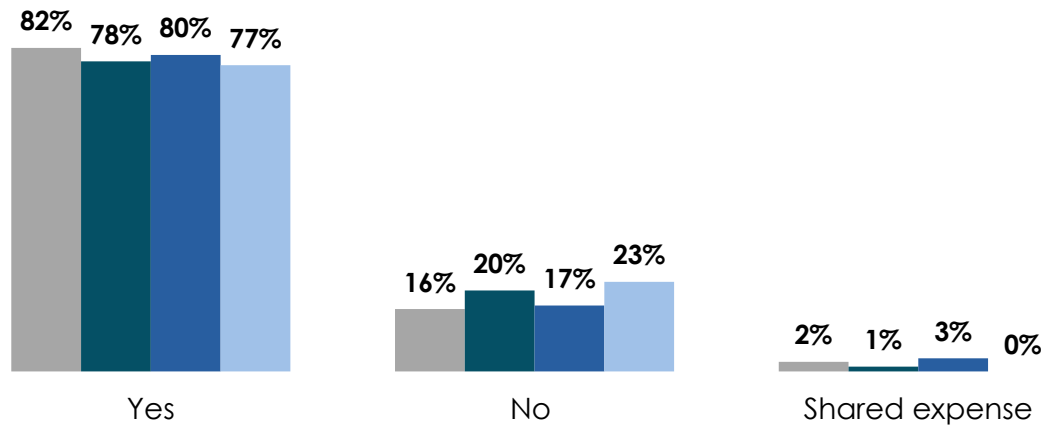
WHO PAID FOR BAR ADMISSION COURSE TUITION

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

Articling Students & New Lawyers

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

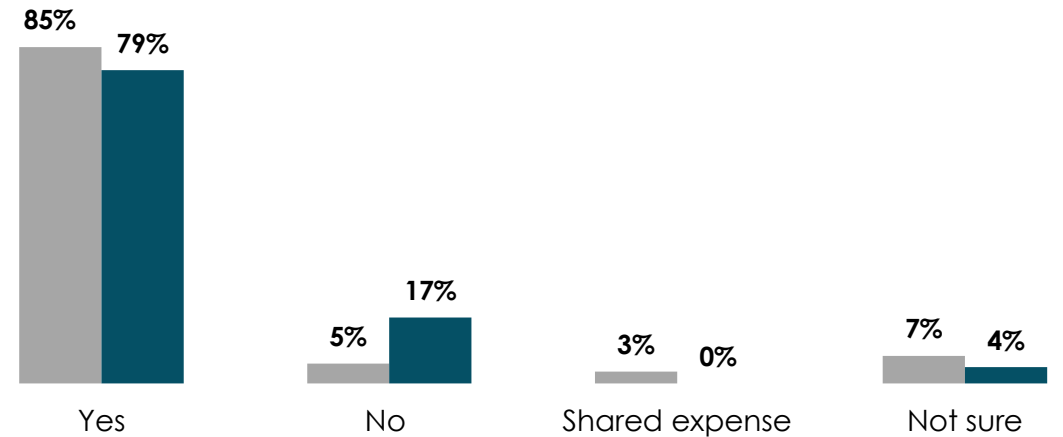
■ Total AB/SK n=653 ■ Total MB n=83 ■ Articling Students (MB) n=30 ■ New Lawyers (MB) n=53



Principals, Recruiters & Mentors

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

■ Total AB/SK n=359 ■ Total MB n=48



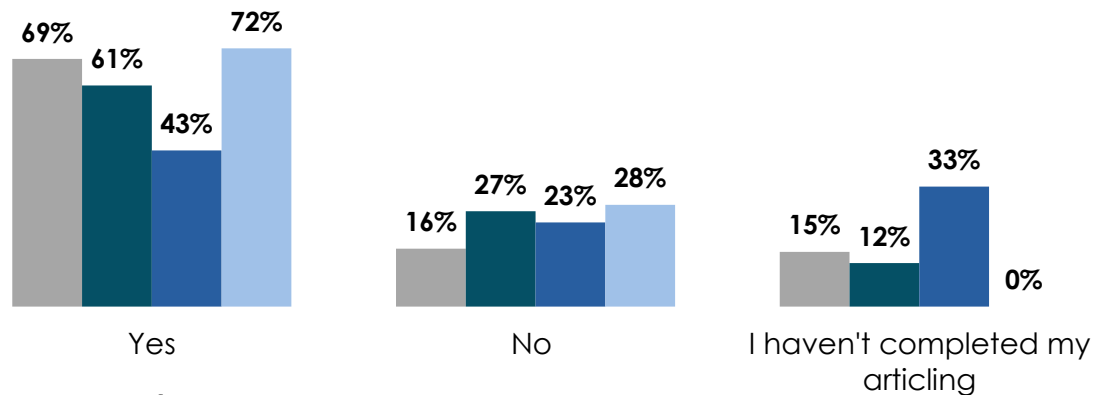
OFFER OF A POSITION AT THE FIRM WHERE ARTICLING COMPLETED

Seven in ten new lawyers were offered a position where they completed articling; however, the hiring rate is lower in Manitoba than in other prairie provinces.

Articling Students & New Lawyers

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

■ Total AB/SK n=653 ■ Total MB n=83 ■ Articling Students (MB) n=30 ■ New Lawyers (MB) n=53

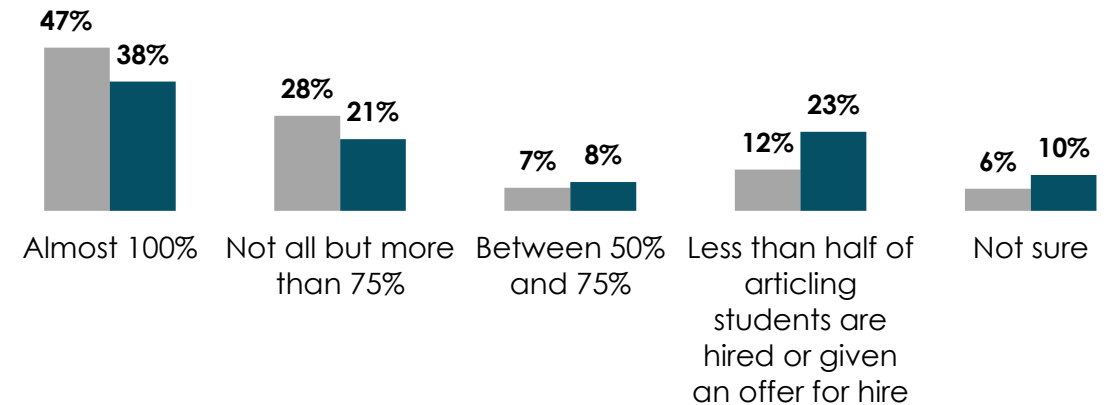


Larger firms (26+ lawyers) are more likely to offer their articling student a position.

Principals, Recruiters & Mentors

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

■ Total AB/SK n= 359 ■ Total MB =48

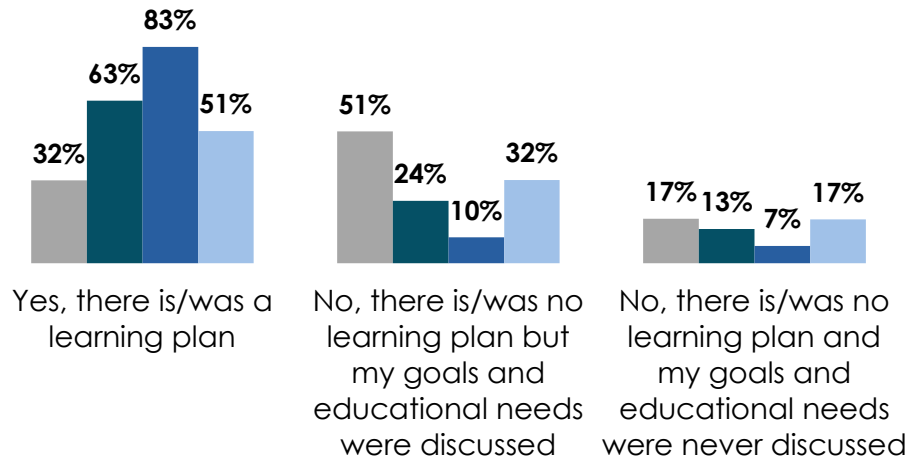


Almost two-thirds of articling students and new lawyers state a learning plan was used to guide their learning.

Articling Students & New Lawyers

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

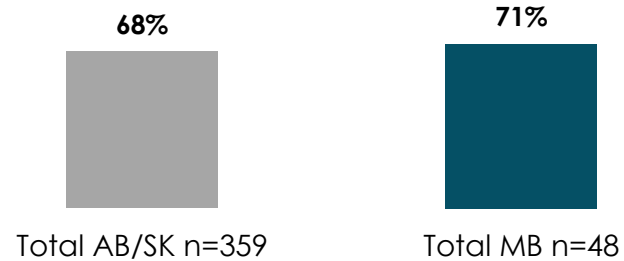
■ Total AB/SK n=653 ■ Total MB=83 ■ Articling Students=30 ■ New Lawyers=53



Principals, Recruiters & Mentors

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

% Yes



Why don't you use a learning plan?

Among total Manitoba recruiters, principals and mentors who do not use a learning plan, n=14* ⚠️

Find it unnecessary

Use a different resource (checklist, internal course, lecture series, etc.)

Never thought of it / outside my scope of work

Too much work

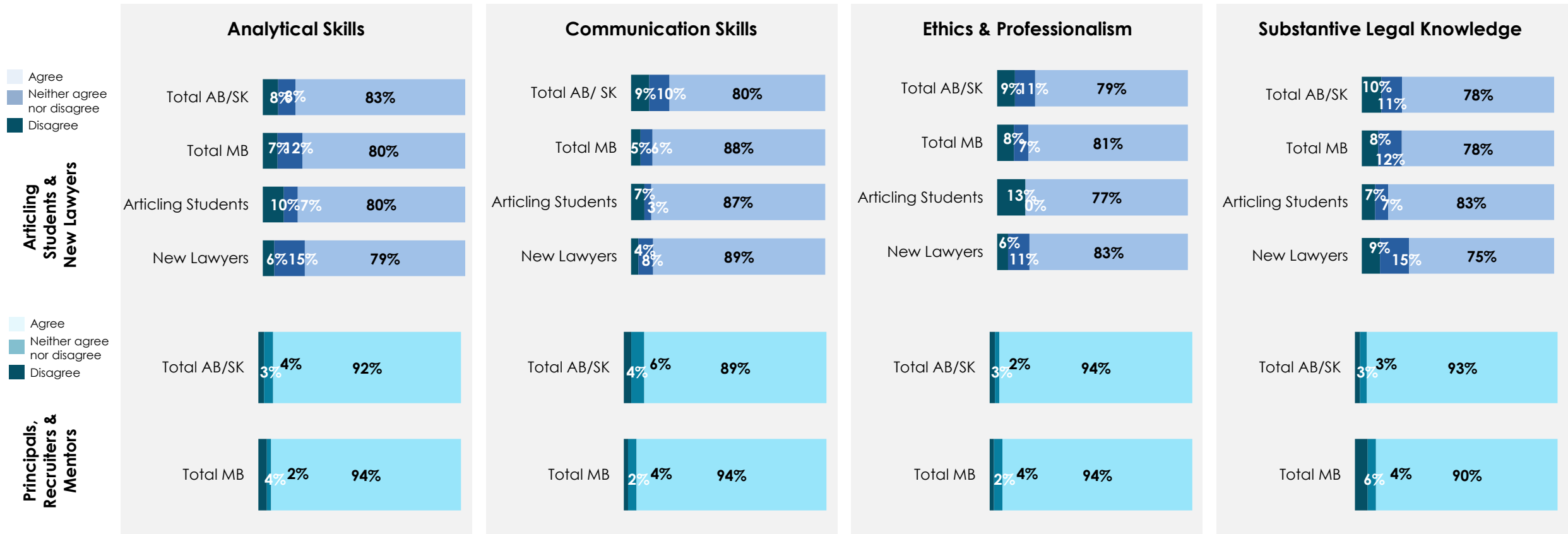
Too limiting / individual plan is better

PERCEIVED AREAS OF STRONGER TRAINING BY STUDENTS

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

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

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

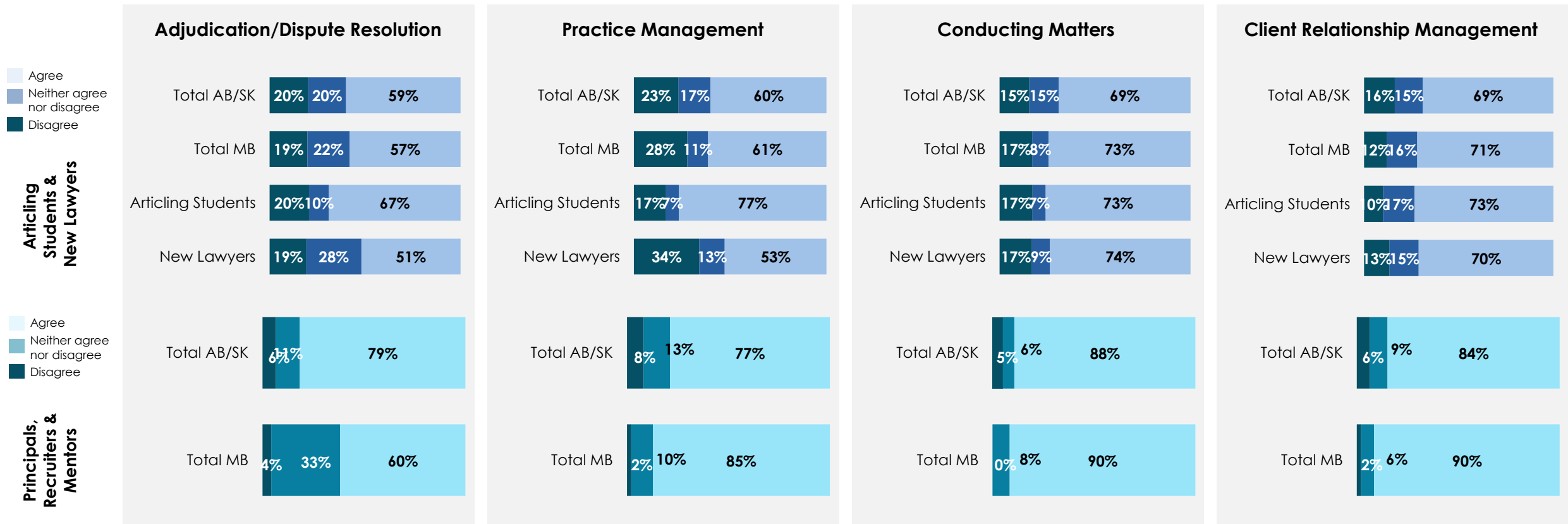


PERCEIVED AREAS OF WEAKER TRAINING BY STUDENTS

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

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

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



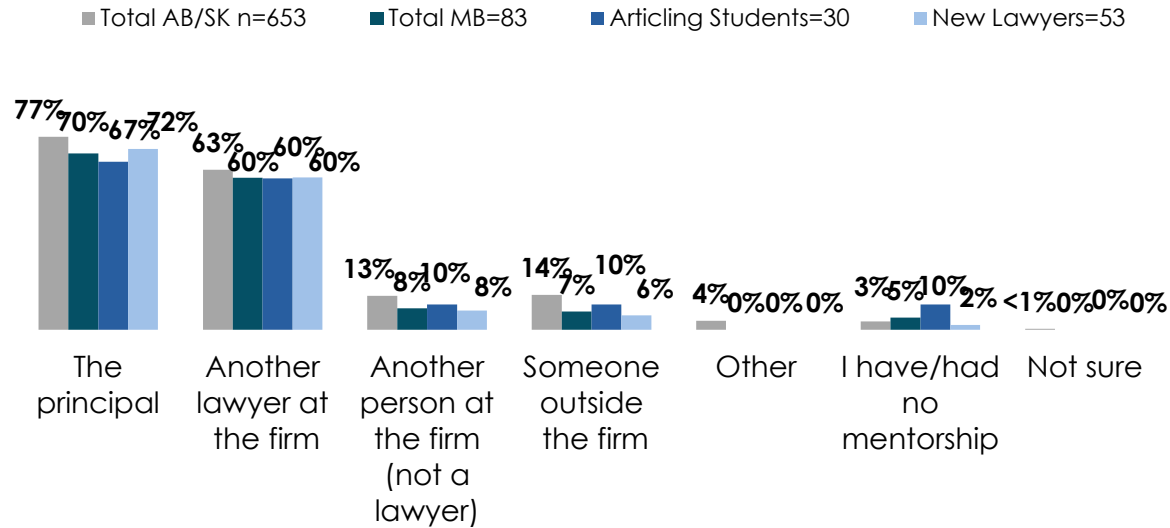
Practice management and client relationship management are mentioned on an unaided basis as top two areas in which students had experiences in the first few years of practice that they could have been better prepared for during articling.

WHO WERE THE PRIMARY MENTORS

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

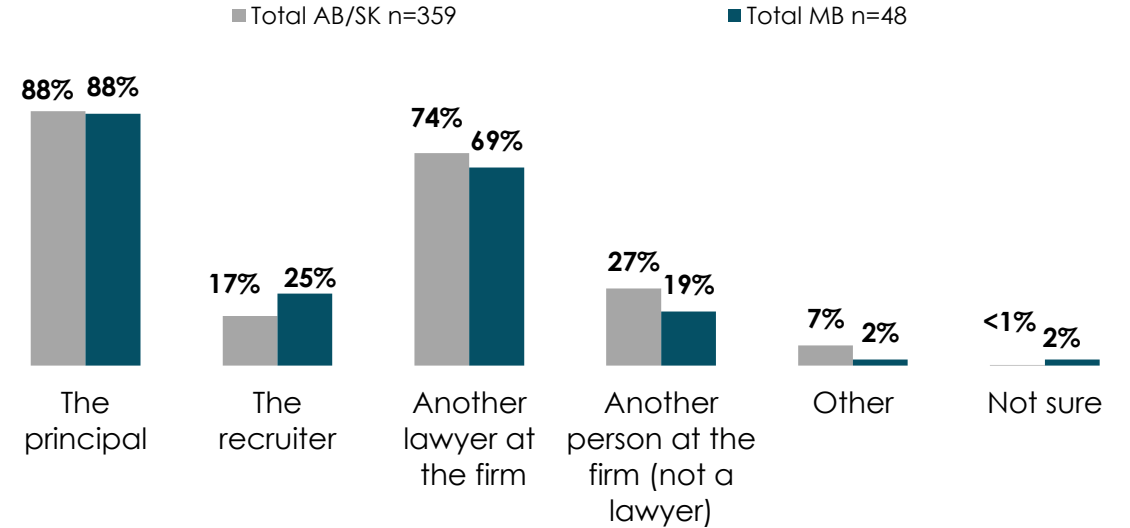
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

Who is/are typically mentor(s)?



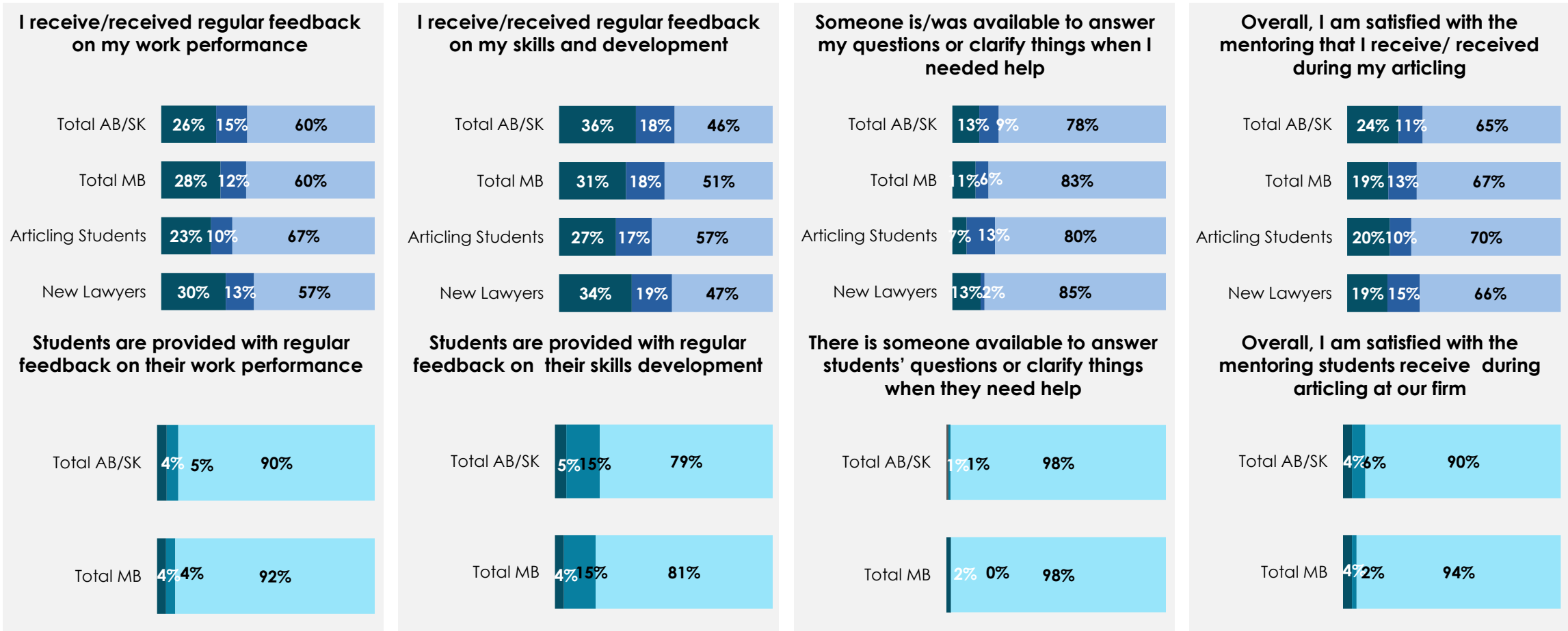
EXTENT AGREE OR DISAGREE ABOUT THE MENTORSHIP ARTICLING STUDENTS RECEIVE

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

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

Agree
 Neither agree nor disagree
 Disagree

Articling Students & New Lawyers



Agree
 Neither agree nor disagree
 Disagree

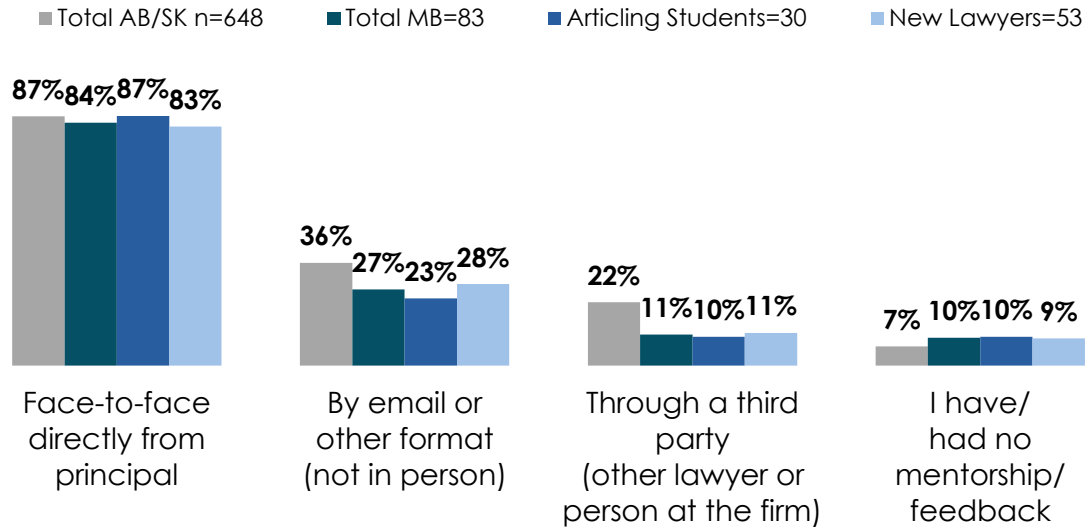
Principals, Recruiters & Mentors

HOW IS MENTORSHIP FEEDBACK PROVIDED

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

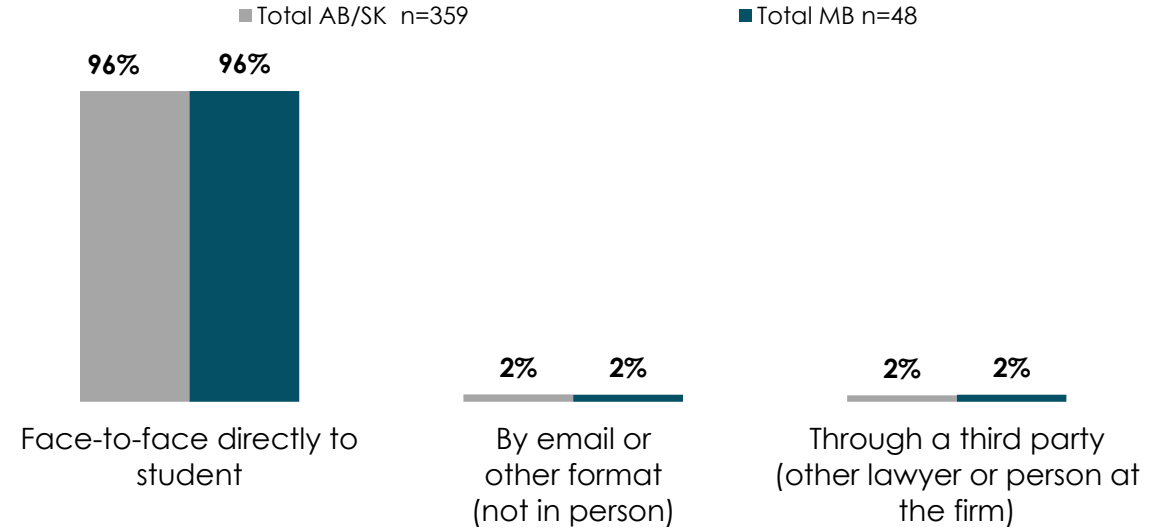
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

How do/did you provide mentorship/feedback?

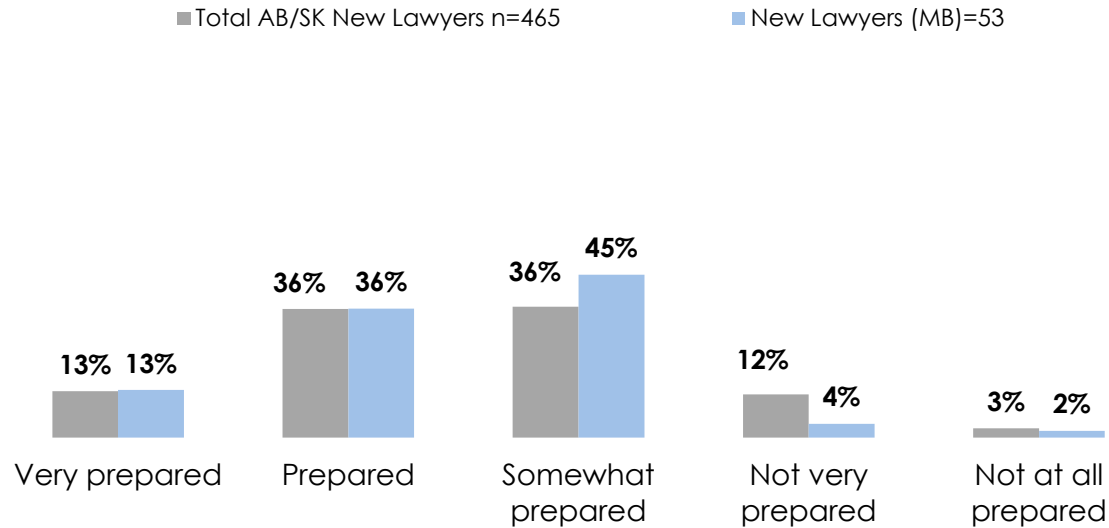


HOW PREPARED AN ARTICLING STUDENT IS FOR ENTRY LEVEL PRACTICE

Half of new lawyers felt prepared or very prepared to enter the practice of law once they completed their articling. Over four in ten were less confident in their training and felt only somewhat prepared.

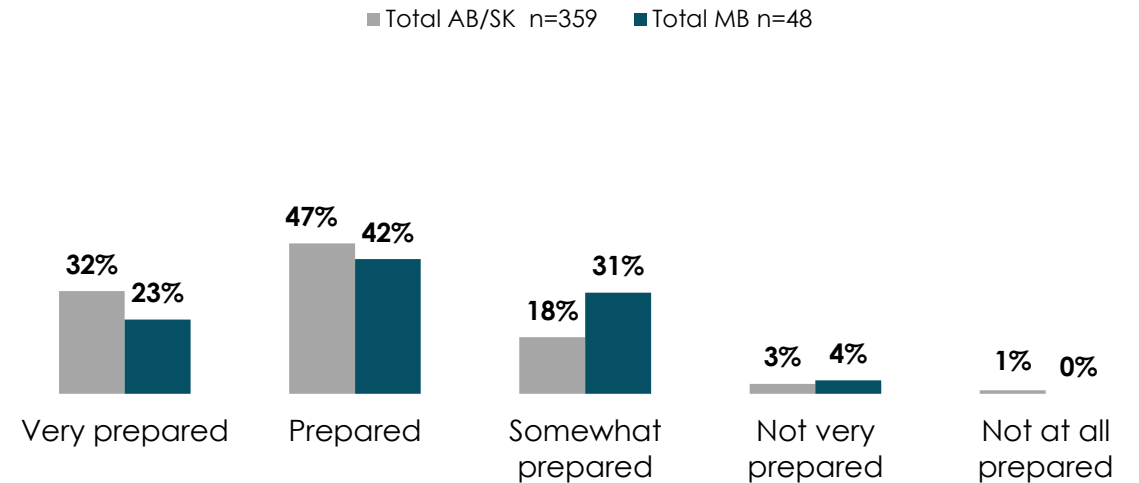
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

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



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

Articling Students & New Lawyers

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

Among total Manitoba articling students and new lawyers n=71

Very prepared + prepared (n=24*) ⚠	Somewhat Prepared (n=24*) ⚠	Not very prepared + not at all prepared (n=3*) ⚠
<p>67% High quality of training</p> <p>58% Good mentoring and guidance available</p>	<p>67% Poor training content</p> <p>54% No training in practice mgmt.</p> <p>25% Mostly grunt work</p>	<p><i>Base size too small to report quantitatively.</i></p> <p><i>The three comments mentioned poor training content and quality of training.</i></p>
<p>58% Good training content</p> <p>29% Got training in practice mgmt.</p> <p>25% Gained legal substantive knowledge</p> <p>17% Empowering experience</p>	<p>29% Learned some skills, not all</p> <p>21% High quality of training</p> <p>21% Good training content</p>	

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=48

Very prepared + prepared (n=31)	Somewhat Prepared (n=15*) ⚠	Not very prepared + not at all prepared (n=2*) ⚠
<p>81% Good training content</p> <p>35% Got training in practice mgmt. (e.g. how to run files)</p> <p>13% Knowledge of conducting matters</p>	<p><i>Base size too small to report quantitatively.</i></p> <p><i>Those who felt students are only somewhat prepared mentioned poor training content (e.g., grunt work, no training in practice management) and that a year is not long enough as there is so much to learn.</i></p>	<p><i>Base size too small to report quantitatively.</i></p> <p><i>The two comments mentioned poor training content and a negative firm environment.</i></p>
<p>45% Poor Training Content</p> <p>71% High quality of training</p> <p>52% Good guidance available</p> <p>23% Empowering experience</p>		



Articling Students & New Lawyers

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

Among total Manitoba articling students and new lawyers, n=71

Very prepared + prepared (n=24*) ⚠	Somewhat Prepared (n=24*) ⚠	Not very prepared + not at all prepared (n=3*) ⚠
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"I was exposed to a very **broad range of practice areas** and was hands on with files as opposed to focusing primarily on research as many of my peers were."

"I was given conduct of files with appropriate supervision. I was **taught not only law but procedure.**"

"Gained exposure to a **wide range of areas** of law. Gained experience in my chosen area of law as the year went on. **Felt supported** as an articling student and anticipate similar support as a young associate."

"I felt I **was prepared by the experience itself but not through feedback** from my principal **or mentorship.**"

"Because my principal has **not set up a very structured practice**, so most of my learning was from constant research from other lawyers at other law firms."

"There were **a lot of elements of practice to which I had no exposure** during articling, but I had **mentors I could go to for help.**"

"...Realistically, I was completing minute parts with **zero direction or explanation**, and tasked with having to work through it on my own."

"...**completed small tasks** here and there as they were delegated to me. There was **no plan** in place **to ensure that I covered the areas of client management, adjudication, practice management, substantive learning, etc.**"

"While there was a **learning plan** discussed for articling, it was **never actually put into practice...**"

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=48

Very prepared + prepared (n=31)	Somewhat Prepared (n=15*) ⚠	Not very prepared + not at all prepared (n=2*) ⚠
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"Because of **all they do** during the year, which is **expansive**. They are in court every day. Interview clients regularly. Junior with lawyers for trials. Do research extensively throughout."

"Because they have received training and given experience in a **wide range of practice areas with regular mentorship and feedback.**"

"They work in all our sections on a **broad range of tasks in various practice areas** that our firm is involved in. We have **45 lawyers who can help them.**"

"**Some areas of law are not touched at all.** Contact with opposing lawyers is limited as many clients are self-representing. More complex legal matters and court hearings are rare."

"Students have **much to learn and the articling process is just the beginning.** A junior lawyer has a lot to learn before they are truly effective."

"I **do not think** that they **receive the same level of practice education through the CPLED** program as was taught in the former Bar Admissions course."

"...The partners were rarely accessible even by phone. [Students] would be **given assignments with little guidance and short timelines.** Even while students were at the in-person sessions for CPLED, they were still being contacted for work related questions and given assignments. This is completely unacceptable. There seems to be an attitude amongst senior lawyers where moulding and shaping skilled and ethical counsel is less important than **having a student to dump work on.**"



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

Articling Students & New Lawyers

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

Among total Manitoba articling students and new lawyers, n=70

47% More relevant training content

- 20% More practice management training
- 11% More exposure to multiple practice areas
- 10% How to bill clients
- 10% Practical knowledge / skills
- 9% More business management skills

46% Better training resources

- 11% Better mentorship
- 10% Better CPLED program
- 9% More feedback

26% Providing opportunity to get rich experience

- 13% More client interaction
- 11% More hands-on experience (in general)

9% Good working conditions

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=48

34% Better training resources

- 11% Better CPLED program
- 6% Education plan for articling students
- 6% Collaboration between firms / more exposure
- 6% Access to materials students are using / CPLED materials

34% More relevant training content

- 11% Practical knowledge / skills
- 9% Improving basic business management skills
- 6% More practice management training
- 6% Contract drafting training

19% Nothing

11% More time articling

9% Providing opportunity to get rich experience

6% Providing opportunity to get more soft skills

Articling Students & New Lawyers

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

Among total Manitoba articling students and new lawyers, n=70

“GOOD principals. Not ones who tell me it’s ok not to eat, sleep or go to the bathroom when deadlines are tight.

Ones that don’t compromise your mental health for their own financial gain. Why is there no evaluation of principals by law societies? Anonymous ones.”

“There should be **more classes** and **face-to-face modules** should be conducted in the Law Societies.”

“More **practical guides to managing different areas of law** not covered under CPLED.”

“Mentorship or available people to call if you had a question about a task you had to complete and there was nobody at the firm in that area of law.”

“The firm needs a **better training and mentoring system.** More hand holding and guidance. Articling students are basically cheap labour that the practising lawyers get to bill for.”

“More **practical experience** through CPLED, primarily being able to **run a file from start to finish.**”

“While I understand why **CPLED** was and shall remain **one-size-fits-all,** I do **wish it would have been tailored more** to the areas of law in which I will, or could, practice.”

“More time for completion of CPLED work or **fewer CPLED assignments.**”

“Access to other fields of law with different lawyers would have been an additional help.”

“More **pleadings, court and discovery experience** and **more client contact.**”

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=47

“More experience with drafting, understanding **what documents are needed for what transactions, due diligence, written communication skills.**”

“More hands on practical experience, such as conducting interviews, conducting examinations, drafting closing documents.”

“A **better CPLED program.** Current CPLED program is, in my view, poor and does little to educate the articling students. ”

“It may be helpful to have **access to the assignments that the students are doing...** This would allow mentors to give **real life examples** of things that have happened that are relevant to the particular unit the students are working on.”

“Viewing of **assignments and tests submitted by the student** with feedback from instructors to **review with the student** from time to time.”

“There needs to be **education and training** before the students come to me in: a) day to day **time and practice management;** b) **soft skills** including emotional intelligence; c) greater focus on **mental health, self care** and a message that your life after law school ought not solely be the law; d) **expectations** of the principal and the firm.”

“A learning plan. Resources to let them safely practice some management skills without unleashing them on clients.”

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

Practice mgmt., client relationship mgmt., and substantive legal knowledge are the three most mentioned areas in which new lawyers could have been better prepared for in practice.

Articling Students & New Lawyers

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

Among total Manitoba new lawyers, n=58

41% Practice management

- 14% Billing / payment acquisition
- 9% Practice management (in general)
- 9% File management from start to end

31% Client relationship management

- 19% Client communication
- 7% How to build a client base

19% Substantive legal knowledge

- 10% Broader experience, exposure to different areas of law

17% Conducting matters

- 9% Court knowledge / procedures
- 7% Dealing with opposing counsel / other lawyers

14% Nothing

9% Personal management skills

7% Continuous mentorship

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=43

37% Practice management

- 12% Business side of practice
- 14% Practice management (in general)
- 9% Billing / payment acquisition

30% Substantive legal knowledge

- 9% Law training / more actual legal work / legal knowledge
- 9% Other areas of law (e.g. family law, trust fund mgmt.)
- 7% Basic procedures / fundamentals

23% Practical skills / hands on experience

16% Client relationship management

- 16% Client communication

14% Conducting matters

- 14% Drafting legal documents / writing

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

Articling Students & New Lawyers

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

Among total Manitoba articling students and new lawyers, n=58

"I have worked in a small firm and wish I had been better prepared for **managing my practice, including supervising staff and billing, and dealing with opposing counsel and difficult clients.**"

"Dealing with clients/firm when they are arguing about fees, etc."

"More experience with **drafting, understanding what documents are needed for what transactions, due diligence, written communication skills.**"

"More time spent with senior lawyers discussing cases.

Criminal defense articling is also heavily tilted towards being the firms "bail monkey", which has its limits in training. I'd only had a single trial as a student before I prosecuted my first case. For example, my familiarity with the rules of evidence was not cultivated during articling because of the way the court considers the matters during a bail hearing."

"Trust accounting, billing, and the business side of law."

"Mental health. This doesn't mean not doing hard work. But recognizing that psychological games with articling students by partners is unacceptable and should be punished."

"An ongoing issue is taking on files larger than I have in the past **without having direct access to or guidance from someone who has handled similar files in advance.** When I take on a new file to be handled by me personally, I am typically seeing that type of work for the first time and making the decisions myself."

Principals, Recruiters & Mentors

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

Among total Manitoba principals, recruiters and mentors, n=43

"It is impossible to create a one size fits all program. **Gaps are naturally inherent to the program** and there is nothing you can do about it unless you make it a 5 year program. We try our best to provide well rounded articles within the timeframe allotted."

"Client management and expectation management. Professionalism and collegiality training; well-being and mental health issues - stress management and burnout prevention."

"Basic procedure, drafting, and process are lacking and are our focus in the initial years. For those in litigation roles, getting real **court experience** is important."

"Gaps in knowledge can be addressed by **partnering firms/organizations together.**"

"Writing for clients (i.e. distilling complex legal principles into advice that a lay person can understand)."

"Problem solving and settlement tools. Too many feel that they have to fight, and not analyze and resolve matters."

"Only thing lacking is experience for which there is no substitute."

"Students learn nothing of the business side of the practice of law in law school, and very little of it is taught via CPLED. **Client management and the business side of a practice** could have more focus in CPLED."

SUMMARY: MOST POSITIVE ASPECTS OF ARTICLING EXPERIENCE

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

Summary of Most Positive Aspects of Articling Experience

Articling Students & New Lawyers

Among total Manitoba articling students and new lawyers, n=83

- 92%** Wide hands-on experience
- 80%** Tasks and practice areas of interest
- 71%** Team work
- 57%** Mentorship and guidance
- 57%** Working with clients
- 17%** Compensation
- 8%** Emotional support
- 2%** No positive aspects

Principals, Recruiters and Mentors

Among total Manitoba principals, recruiters and mentors, n=48

- 98%** Providing mentorship and guidance
- 88%** Providing wide hands-on experience
- 73%** Providing tasks and practice areas of interest
- 56%** Working with clients
- 56%** Team work
- 25%** Emotional support to articling students

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

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

Wide hands-on experience 92%

92% Getting hands-on experience

45% Getting experience with doing a wide range of tasks that are relevant to practicing law

Those who received wide hands-on experience are more satisfied with their articling experience.

Tasks and practice areas of interest 80%

65% Being exposed to specific areas of practice that are interesting to me

65% Working on interesting files

Team Work 71%

59% Working closely with supportive and helpful lawyers

42% Being a contributing part of a group/team and making a difference

33% Working with other articling students

Mentorship & Guidance 57%

39% The mentorship I received from my principal

31% The feedback I received to help me improve

20% The on-going learning sessions to help ensure my learning goals were met

8% The onboarding training that helped me prepare for my articling experience

**Working with clients
57%**

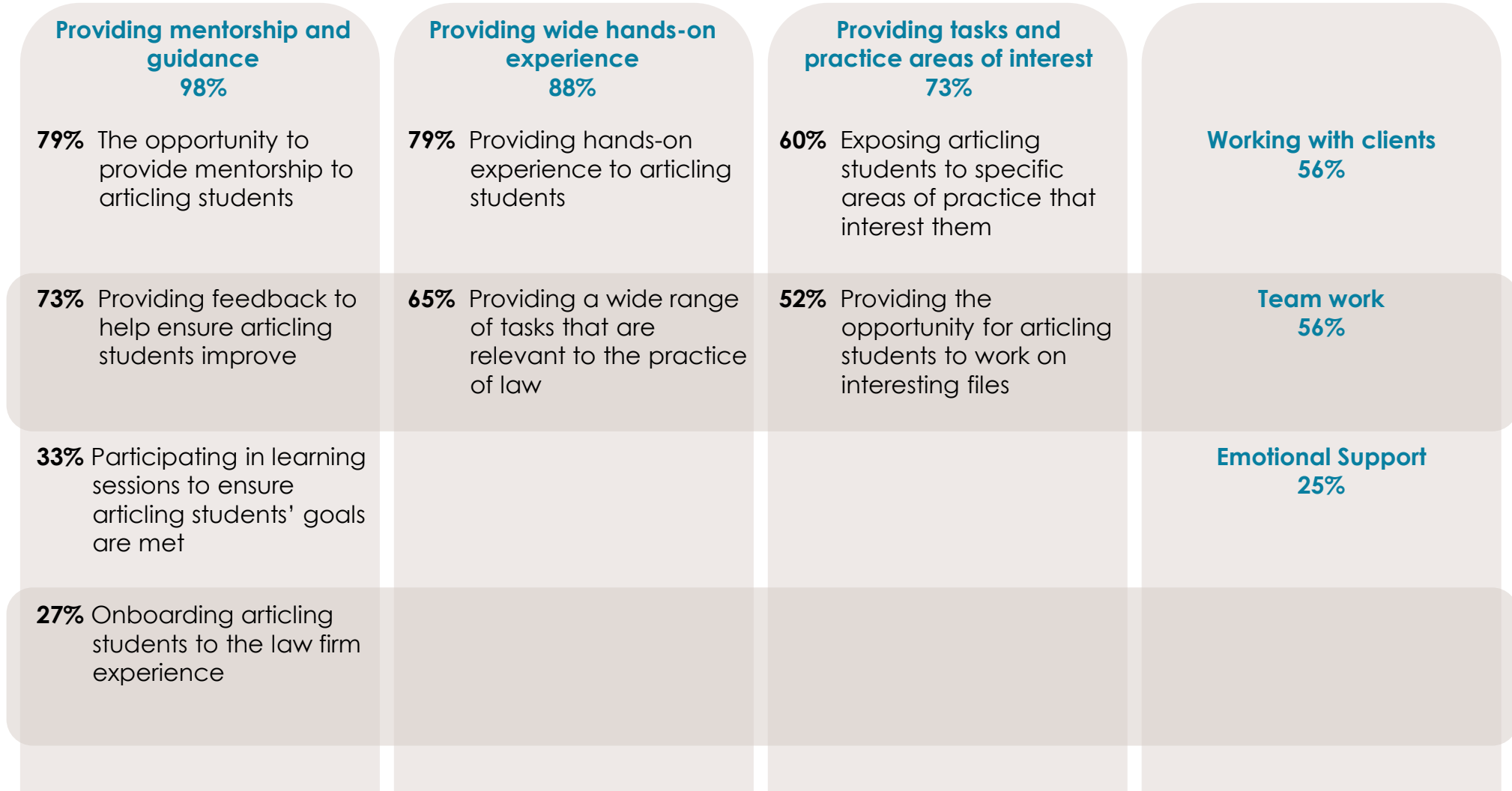
**Compensation
17%**

**Emotional Support
8%**

**No positive aspects
2%**

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

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



SUMMARY: KEY CHALLENGES OF ARTICLING EXPERIENCE

Mentorship and guidance is a top challenge for all those involved. Students also struggle with financial challenges and lack of clarity and structure, while principals, recruiters and mentors struggle with lack of mentorship training and resources and providing a variety of experiences.

Summary of Key Challenges of Articling Experience

Articling Students & New Lawyers

Among total Manitoba articling students and new lawyers, n=83

- 65%** Financial challenges
- 63%** Lack of clarity and structure
- 57%** Poor mentorship and guidance
- 51%** Heavy workload
- 43%** Limited availability of articling positions
- 39%** Getting a variety of experiences
- 18%** Mental health support
- 16%** Navigating personality differences
- 10%** No challenges

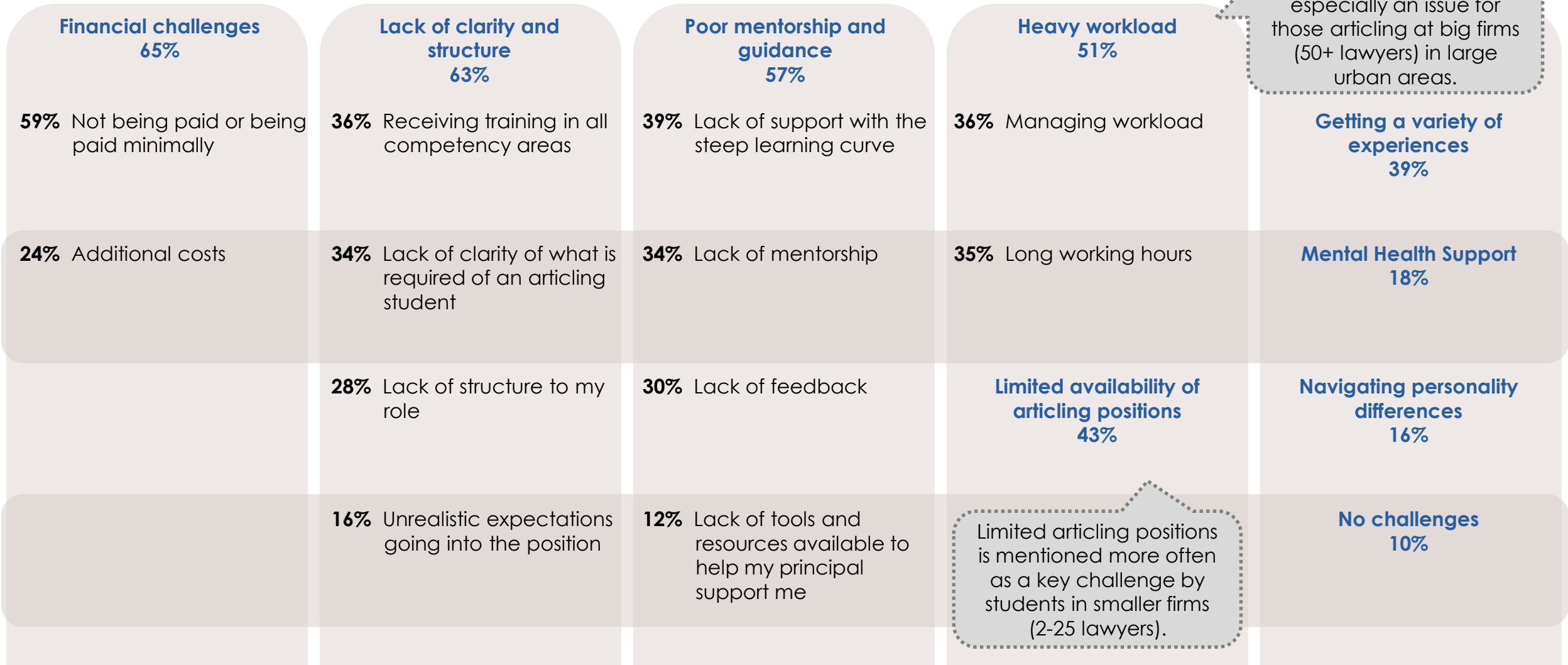
Principals, Recruiters and Mentors

Among total Manitoba principals, recruiters and mentors, n=48

- 63%** Lack of mentorship training and resources
- 56%** Providing a variety of experiences
- 54%** Mentorship and guidance are challenging
- 40%** Managing personality differences
- 29%** High costs
- 13%** Lack of clarity and structure
- 10%** Mental health support
- 4%** No challenges

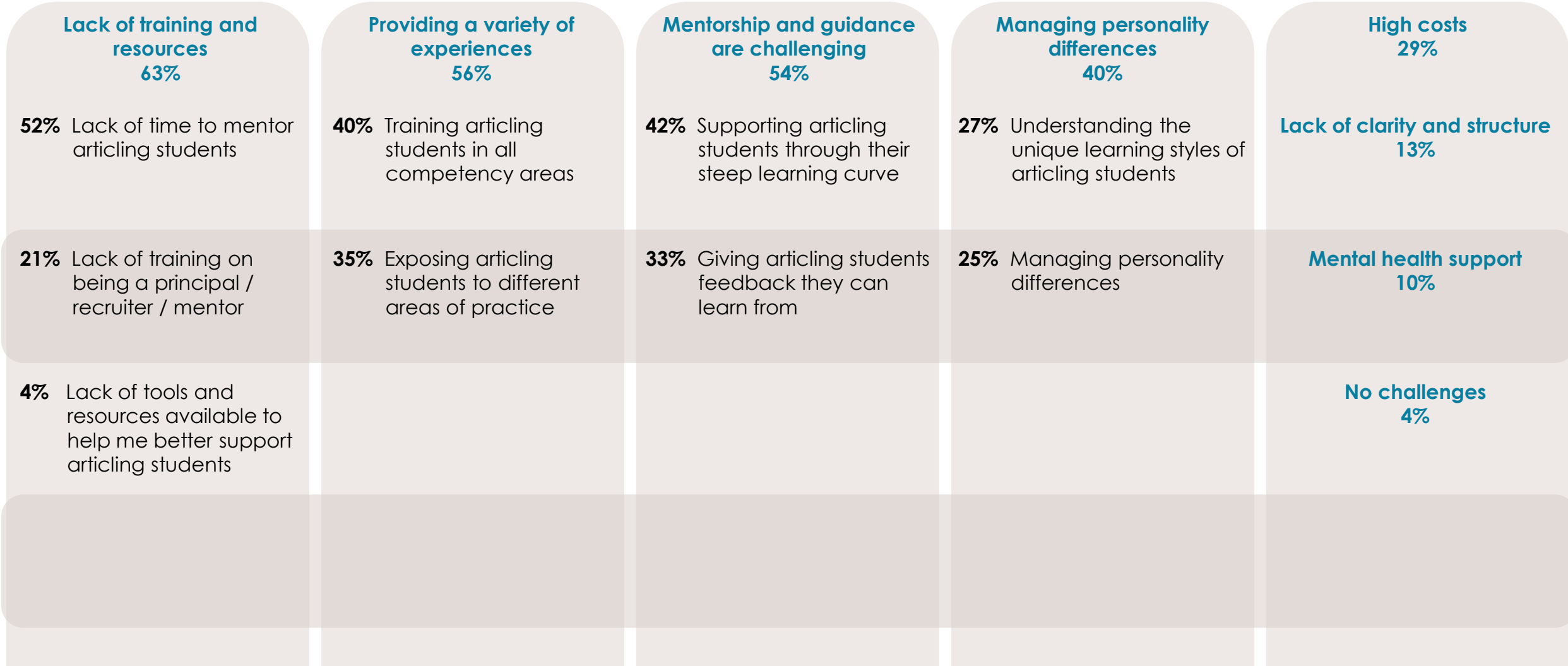
KEY CHALLENGES OF ARTICLING EXPERIENCE FOR ARTICLING STUDENTS AND NEW LAWYERS

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



KEY CHALLENGES OF ARTICLING EXPERIENCE FOR PRINCIPALS, RECRUITERS AND MENTORS

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



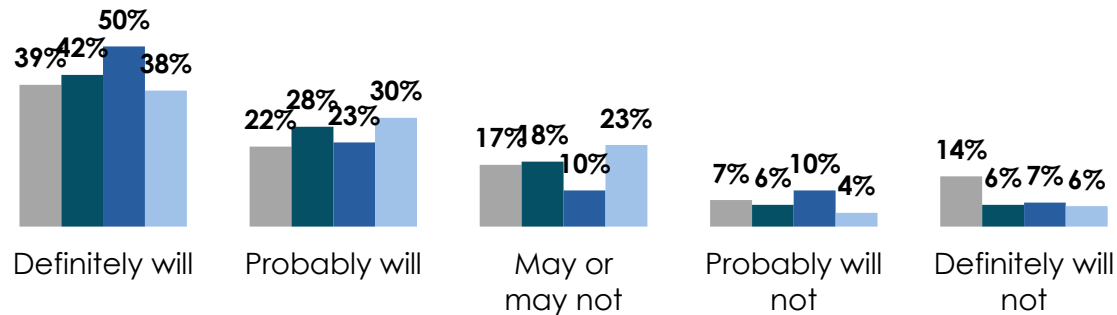
Seven in ten students will recommend articling at the firm they articulated.

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

Articling Students & New Lawyers

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

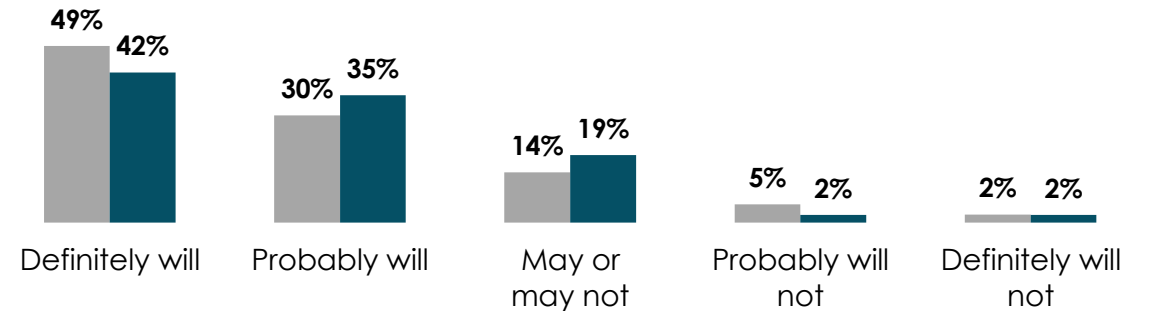
■ Total AB/SK n=653 ■ Total MB=83 ■ Articling Students=30 ■ New Lawyers=53



Principals, Recruiters & Mentors

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

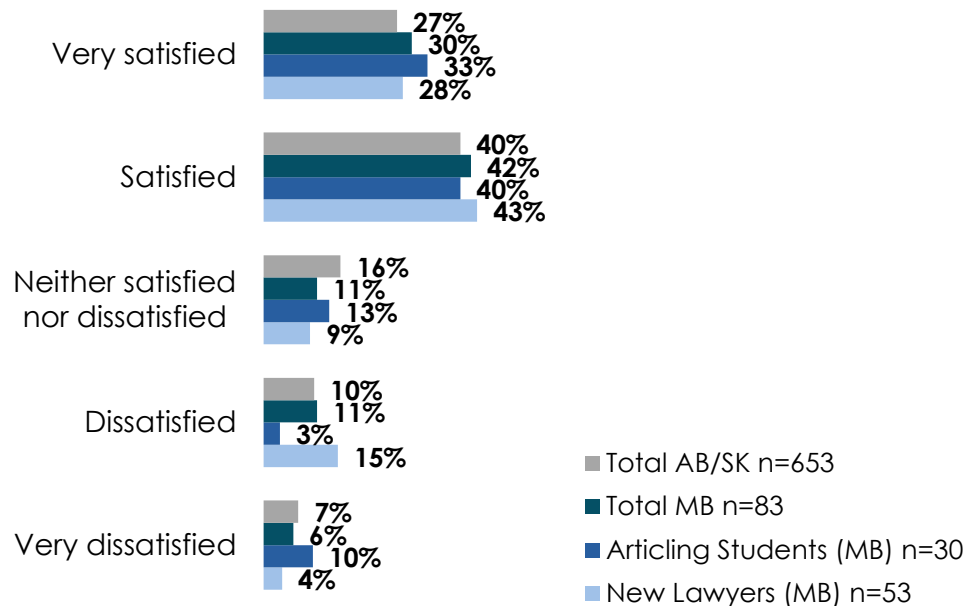
■ Total AB/SK n=359 ■ Total MB n=48



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

Articling Students & New Lawyers

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



Top Reasons for Satisfaction with Articling Experience

Among total Manitoba articling students and new lawyers, n=81

Satisfied (n=58)	Neither satisfied nor dissatisfied (n=9*) ⚠	Dissatisfied (n=14*) ⚠
79% Good training	Base size is too small to report quantitatively.	Base size too small to report quantitatively.
41% Positive work environment	<i>Those neither satisfied nor dissatisfied mention a variety of reasons including that the experience was ok, it could have been improved, and it got me a job.</i>	<i>Those dissatisfied mention a variety of reasons including poor training, a negative work environment, inadequate compensation, lack of clarity, and an ineffective principal.</i>
17% Good firm		
7% Adequate compensation		

Articling Students & New Lawyers

Among total Manitoba articling students and new lawyers, n=81

“I believe I received a **well-rounded articling experience** and had great **support from other lawyers** in the firm to help me navigate the year.”

“I got a much more **diversified experience** than many of my fellow articling students. The **culture of my firm was also an outstanding asset.**”

“I worked in a very **positive and supporting environment.** I was given **tasks according to my skills and progression.** I was given the **time and freedom to choose my own workload.** I had **flexibility with my schedule.** I always had **someone to answer my questions.** I was constantly **challenged to do more** and go outside my comfort zone.”

“I do not believe there was any desire to develop me as a lawyer. I was placed in an office **and left to fend for myself.** Even through my own efforts, I learnt well below what my peers learnt during their articling year.”

“I did not feel that it adequately prepared me for practice or taught me the skills I would need. I was treated with **disrespect.** There was a **lack of structure in the firm.**”

“It was an incredibly **toxic work environment.**”

“I had **a great group of lawyers available** and willing to provide mentorship and guidance on files, and an **excellent articling cohort** who were **cooperative and willing to share work** to ease the load on all of us.”

“I am even further **in debt** than I was when I graduated law school (articling **salary was quite low** and I had to pay all **fees for CPLED tuition, call to the bar fees,** etc. myself), and I am **not sure I have learned enough practical skills** to be competitive in this difficult legal job market.”

“It was **hard,** it was **challenging,** but it is what I expected when I signed up for law school. I think it **could have been better structured** to assist with one's mental health and learning, however I knew what I signed up for.”

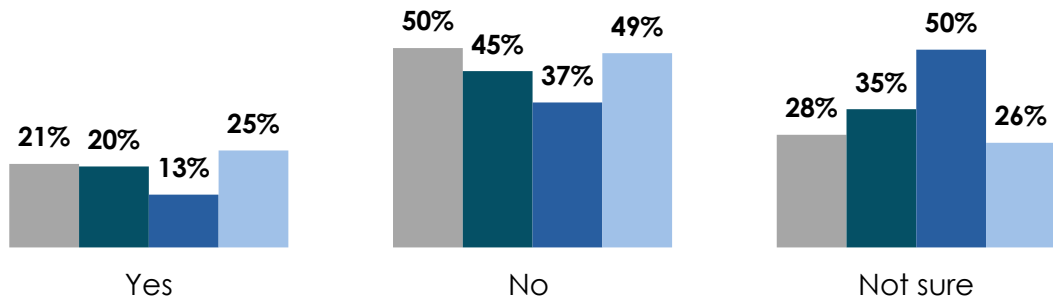
“**Principal was unethical.** She made me record my working hours but billed clients using her rate, pretending that she did my work! She was not respectful, treated me rudely. She was not genuinely interested in mentoring me.”

Only one-fifth of articling students and new lawyers felt they had access to appropriate mental health supports to help them with managing stress, anxiety, etc.

Articling Students & New Lawyers

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

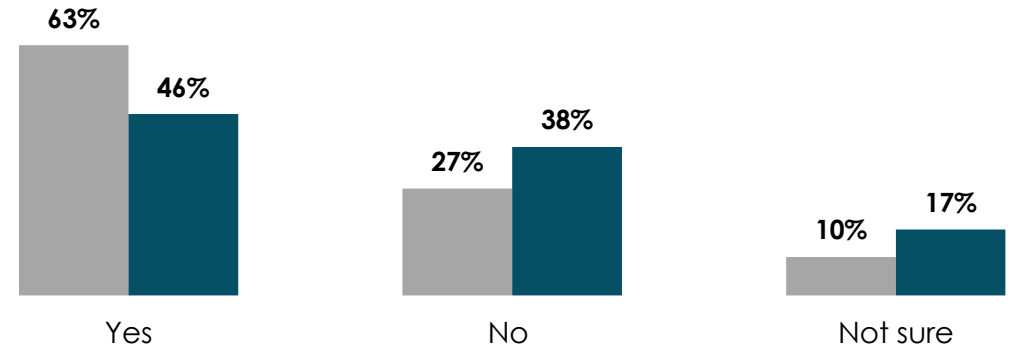
■ Total AB/SK n=653 ■ Total MB=83 ■ Articling Students=30 ■ New Lawyers=53



Principals, Recruiters & Mentors

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

■ Total AB/SK n=359 ■ Total MB n=48

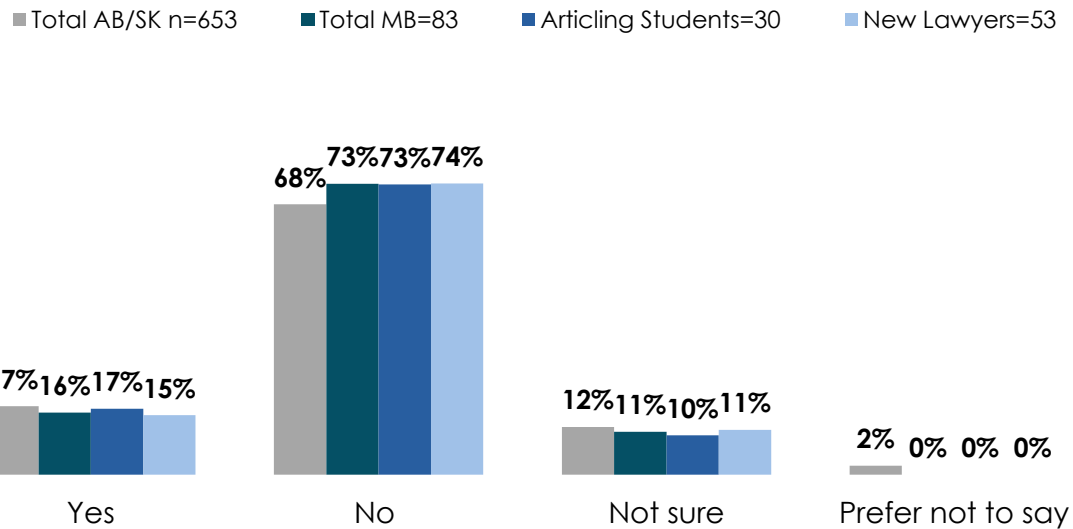


DISCRIMINATION DURING RECRUITMENT PROCESS

During the recruitment process, 16% of students and new lawyers experienced discrimination or harassment.

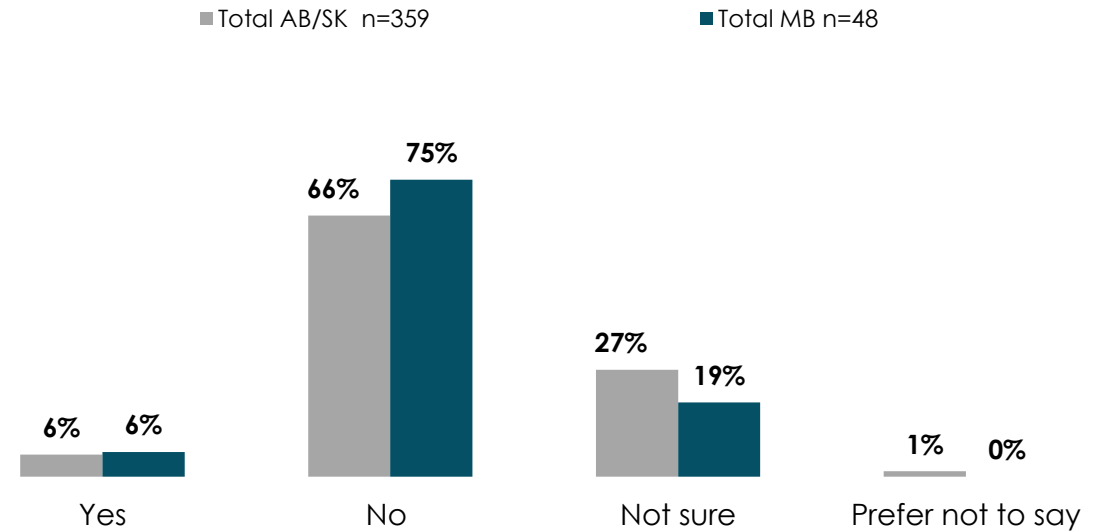
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

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

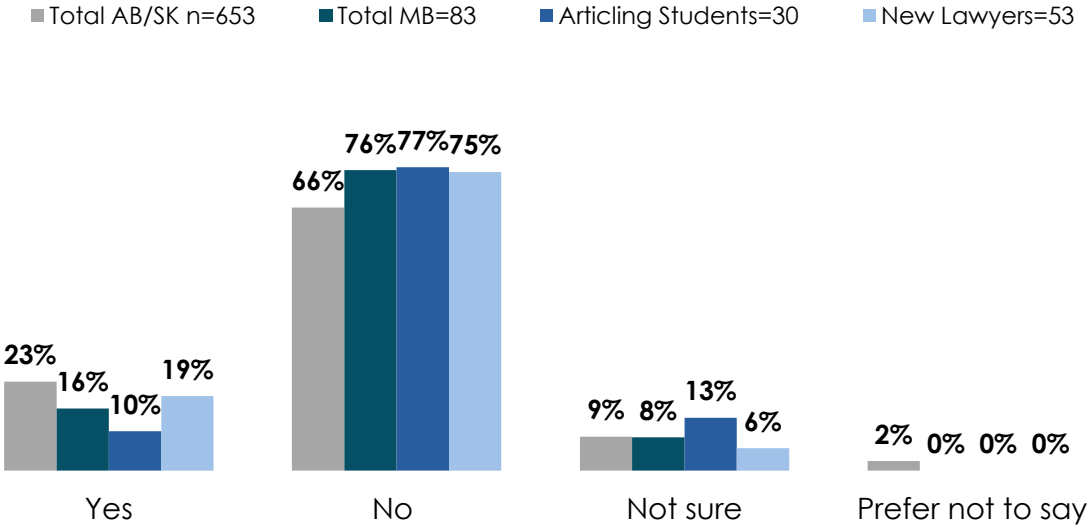


DISCRIMINATION DURING ARTICLING

During articling, 16% of Manitoba students and new lawyers stated they experienced discrimination.

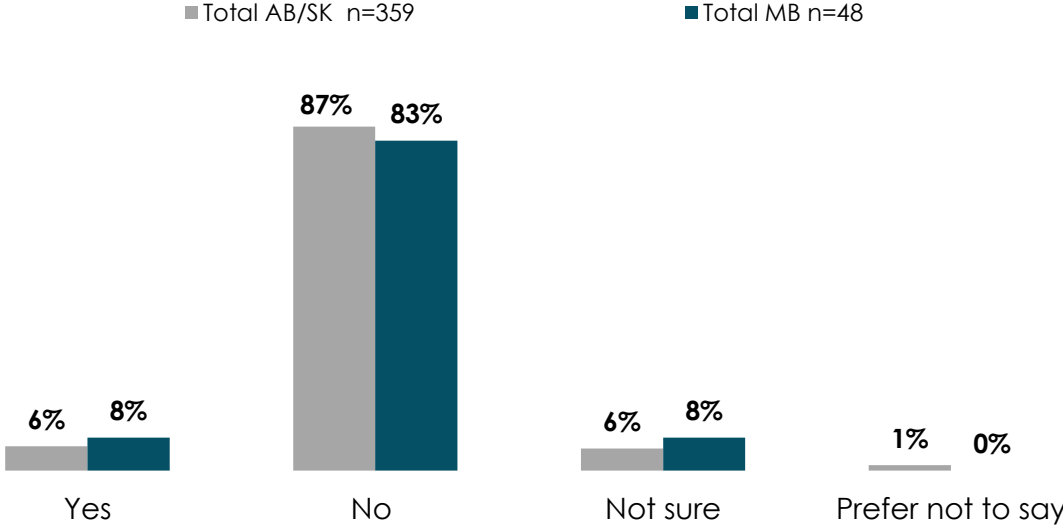
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

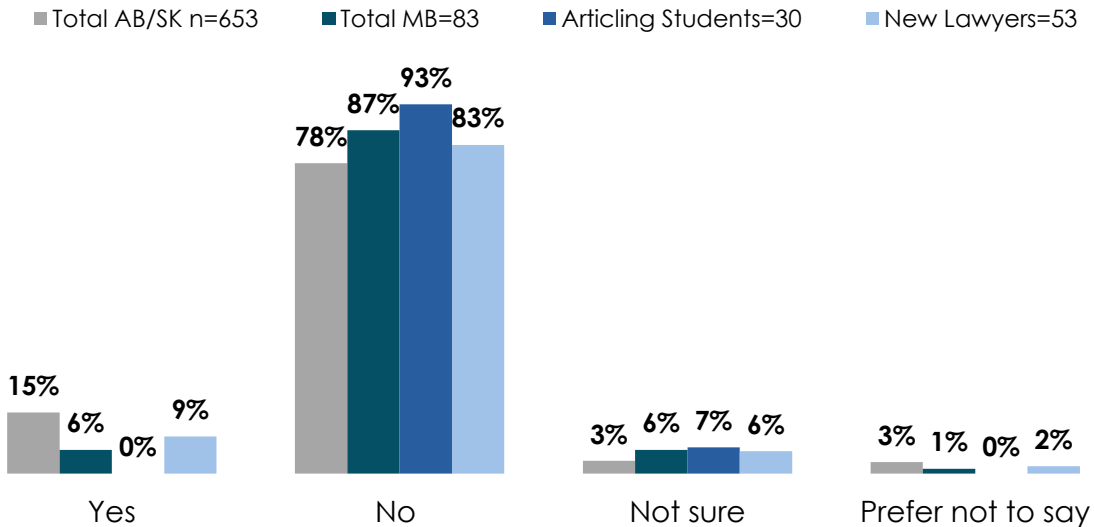
Has an articling student come to you with concerns about being discriminated against by someone at the firm/organization related to age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, sex and/or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



Few students experienced harassment during their articling.

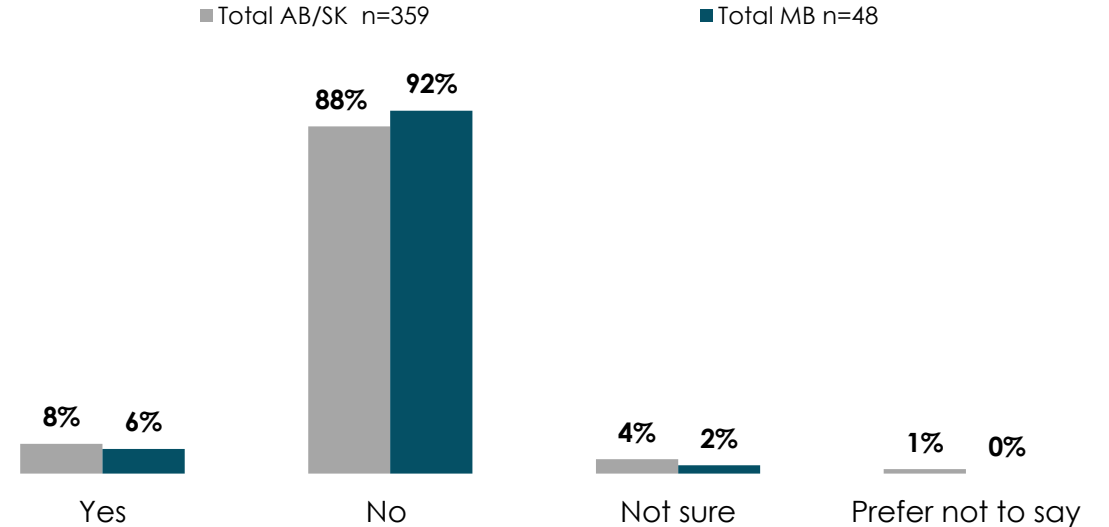
Articling Students & New Lawyers

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



Principals, Recruiters & Mentors

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

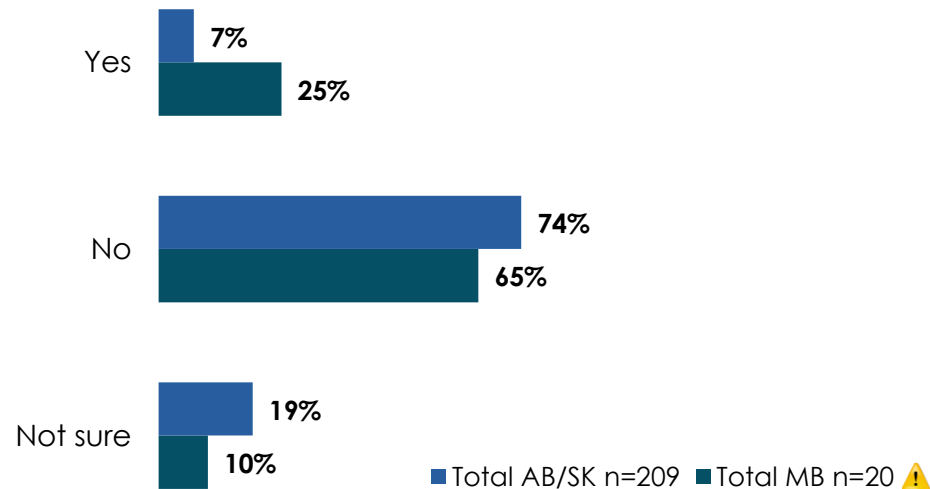


AVAILABILITY OF RESOURCES TO ADDRESS DISCRIMINATION AND HARASSMENT

About two-thirds of students do not have or do not know about the resources available to help deal with discrimination and harassment. In addition, a third perceive that no action is taken when it does occur.

Articling Students & New Lawyers

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



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

Among Manitoba students who experienced discrimination or harassment during the recruitment process or articling experience, n=20* ⚠

35% No action taken

Resources were lacking

The Law Society needs to do more

30% Discrimination / harassment was based on gender

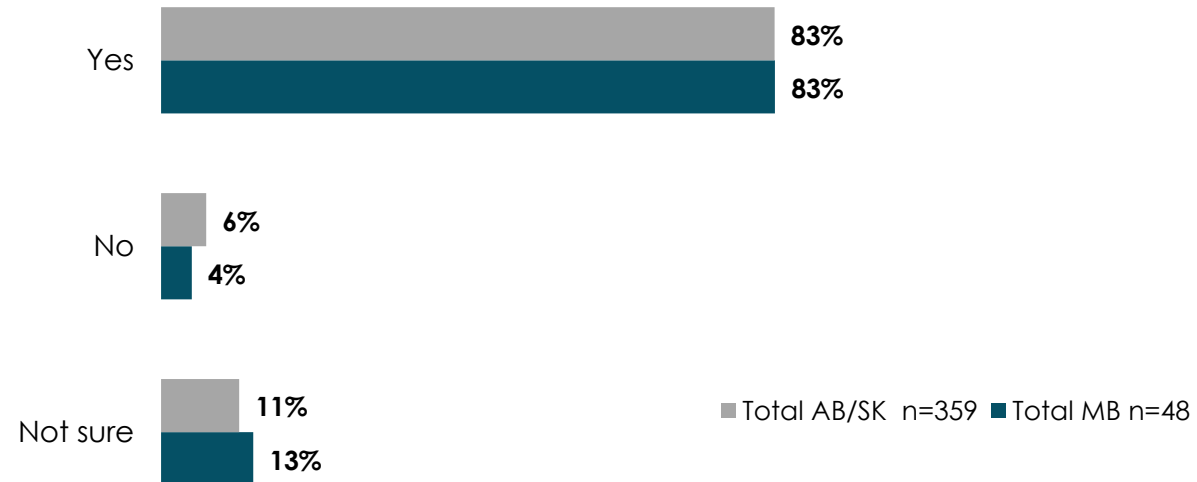
Against females / women given non-billable admin. tasks

15% Discrimination/harassment was based on race

Most principals, recruiters and mentors stated there is a place students can go in the firm/organization to confidentially address their concerns on discrimination or harassment.

Principals, Recruiters & Mentors

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



Articling Students & New Lawyers

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

Among Manitoba students who experienced discrimination or harassment during the recruitment process or articling experience, n=20

"It was **traumatic**, I'm currently seeing a counsellor through the Employee Assistance Program from the Law Society."

"I had a **male principal** and I felt that the **male articling student was favoured over me**. I did not feel that his work was better than mine."

"I did not really experience this first hand but witnessed it in the workplace. **There is not really an avenue to address it** within the workplace that is a realistic avenue."

"I brought the issue to management. But they then **put me in a room with a shut door by myself with the harasser.**"

"The Law Society should **screen principals**; make them understand that **articling students are entrusted to them for mentoring**, not given to them as slaves, not given to them as a tool to attract more clients from the same racialized minority group."

"Law Societies need to be more involved. **Private law firms act like they're above the law and can treat articling students however they feel like it**. Especially the big ones... This needs to change."

"My experience was likely not unique. I am a minority and a female and experienced **discrimination** based on this aspect **by others in the profession** and sometimes **by clients**. **There were not readily accessible tools available to assist me** in this discrimination and I had to grow a "thick skin" and come up with creative ways to overcome discrimination. While I appreciate that there are CPD courses that dealt with this exact issue, perhaps a suggestion might be to make it mandatory for lawyers and students to take these courses in order to shed light on the prevalence of this type of discrimination."

"**Jew jokes are pretty prevalent** in the legal community and people definitely lump you together with the rest of the Jewish lawyers."

"**Female articling students disproportionately assigned administrative tasks**; **"old boys club"** very prevalent in the social network of the firm."

"I'm **hopeful that resources are available** to address these important issues."

"The **recruitment process is structured in a way that discrimination is not obvious and proof is not available**. Namely, despite an impressive resume and previous experience as a foreign lawyer, no one ever called me back. I had to be creative in order to secure an articling position... In addition, I had **no one to turn to for assistance, and no one to complain to**. Without proof that I was never summoned for an interview because of my origin, there was no one who would be willing to do anything about it. I think that a more centralized recruitment process, with more supervision from the Law Society, is necessary."

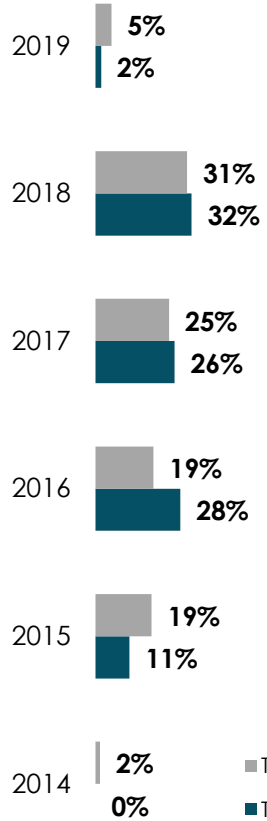
"There seemed to be several firms that assumed that as a **married young woman my focus would be on having kids** and that wasn't something they wanted to bring into their firm."

DEMOGRAPHICS

Profile of Articling Students or New Lawyers.

Year called to the Bar

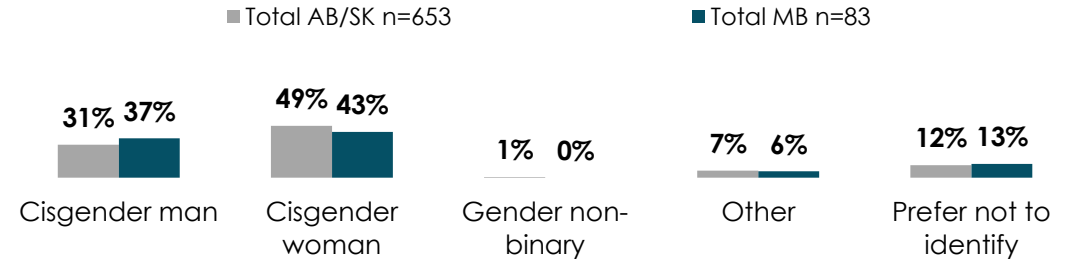
(Among those who are practising lawyers)



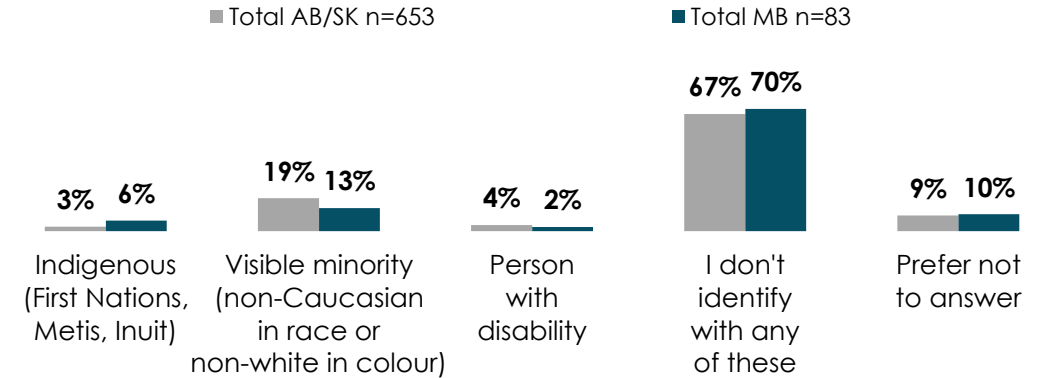
Practice Setting

	Total AB/SK (n=653)	Total MB (n=83)	Articling Students (n=30)	New Lawyers (n=53)
Sole Practitioner	12%	10%	13%	8%
Government	7%	12%	20%	8%
Corporate	2%	4%	0%	6%
Academic	<1%	-	-	-
Law firm (2-10 lawyers)	33%	35%	30%	38%
Law firm (11-25 lawyers)	11%	16%	17%	15%
Law firm (26-50 lawyers)	8%	2%	-	4%
Law firm (51+ lawyers)	19%	20%	20%	21%

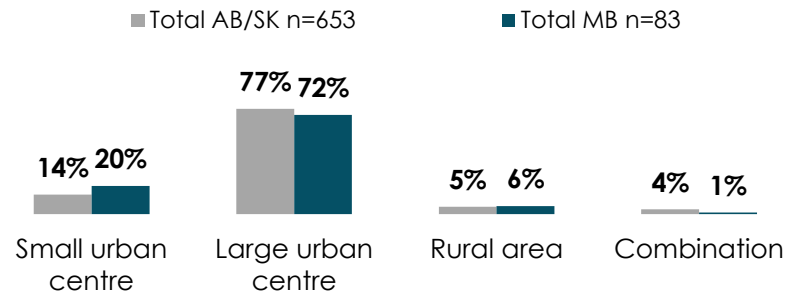
Gender



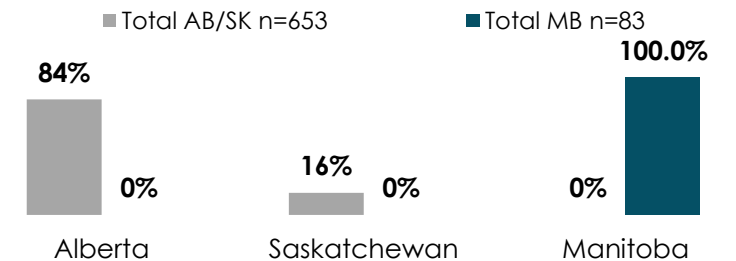
Do you self-identify with the following groups...



Articling Location



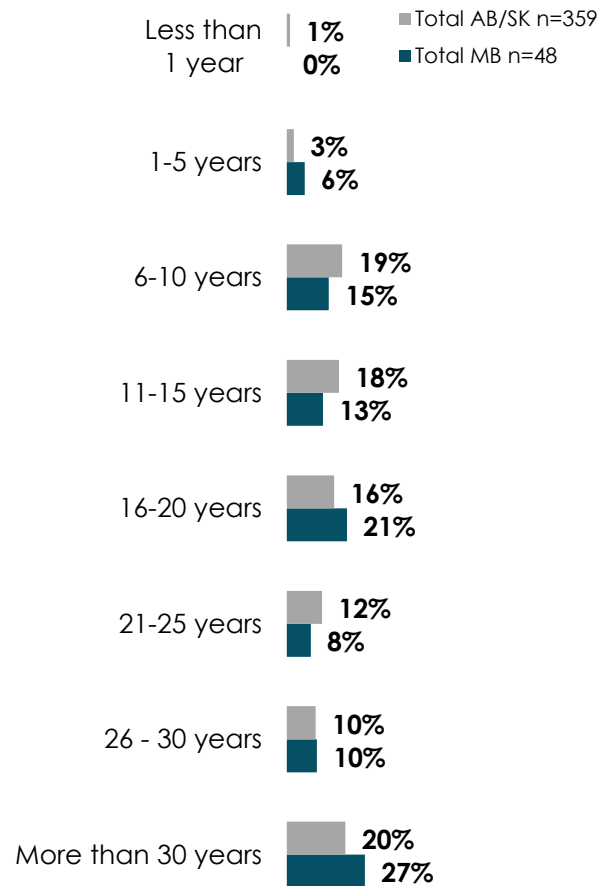
Province of Articling



DEMOGRAPHICS

Profile of Principals, Recruiters & Mentors.

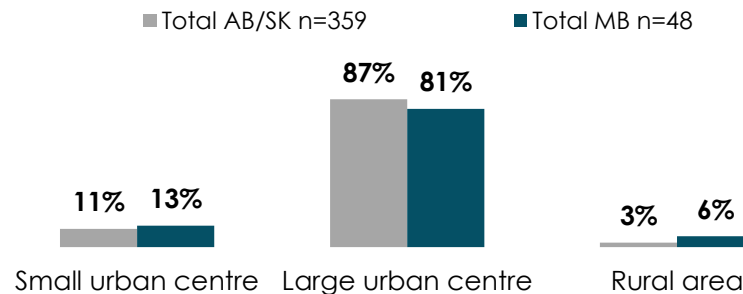
Length of Time as a Bar Member



Practice Setting

Practice Setting	Total AB/SK (n=359)	Total MB (n=48)
Sole Practitioner	8%	10%
Government	14%	10%
Corporate	2%	13%
Academic	<1%	-
Law firm (2-10 lawyers)	28%	27%
Law firm (11-25 lawyers)	10%	15%
Law firm (26-50 lawyers)	9%	-
Law firm (51+ lawyers)	26%	21%

Practice Location



Primary Area(s) of Practice

Primary Area(s) of Practice	Total AB/SK (n=358)	Total MB (n=48)
Civil Litigation	40%	23%
Commercial	25%	35%
Corporate	25%	33%
Matrimonial/Family	22%	27%
Real Estate Conveyancing	20%	35%
Wills and Estates	17%	29%
Criminal	15%	19%
Employment/Labour	15%	10%
Estate Planning and Administration	13%	15%
Administrative/Boards/Tribunals	12%	23%
Entrepreneurial/Business	6%	2%
Mediation	6%	2%
Arbitration	6%	-
Indigenous	5%	4%
Bankruptcy/Insolvency/Receivership	5%	-
Municipal Government	3%	2%
Environmental	2%	4%
Intellectual Property	2%	-
Other	13%	15%

