



# Minutes

## Benchers

Date: Friday, October 30, 2015

Present: Ken Walker, QC, President  
David Crossin, QC, 1<sup>st</sup> Vice-President  
Herman Van Ommen, QC, 2<sup>nd</sup> Vice-President  
Haydn Acheson  
Joseph Arvay, QC  
Satwinder Bains  
Edmund Caissie  
David Corey  
Jeevyn Dhaliwal  
Lynal Doerksen  
Thomas Fellhauer  
Craig Ferris, QC  
Martin Finch, QC  
Miriam Kresivo, QC

Dean Lawton  
Peter Lloyd, FCA  
Sharon Matthews, QC  
Nancy Merrill  
Maria Morellato, QC  
David Mossop, QC  
Greg Petrisor  
Claude Richmond  
Phil Riddell  
Elizabeth Rowbotham  
Sarah Westwood  
Tony Wilson

Excused: Pinder Cheema, QC  
Jamie Maclaren  
Lee Ongman  
Cameron Ward

Staff Present: Tim McGee, QC  
Deborah Armour  
Taylore Ashlie  
Renee Collins Goult  
Su Forbes, QC  
Andrea Hilland  
Jeffrey Hoskins, QC

David Jordan  
Michael Lucas  
Jeanette McPhee  
Doug Munro  
Tim Travis  
Alan Treleven  
Adam Whitcombe

Guests:	Dom Bautista	Executive Director, Law Courts Center
	Prof. Janine Benedet	Associate Dean of Academic Affairs, University of British Columbia
	Kari Boyle	Director of Strategic Initiatives, Mediate BC Society
	Maureen Cameron	Director of Membership and Communications, Canadian Bar Association, BC Branch
	Anne Chopra	Equity Ombudsperson, Law Society of BC
	Jennifer Chow	Vice-President, Canadian Bar Association, BC Branch
	Ron Friesen	CEO, Continuing Legal Education Society of BC
	Richard Fyfe, QC	Deputy Attorney General of BC, Ministry of Justice, representing the Attorney General
	Gavin Hume, QC	Law Society of BC Member, Council of the Federation of Law Societies of Canada
	Prof. Bradford Morse	Dean of Law, Thompson Rivers University
	Brenda Rose	Director of Community Engagement, Courthouse Libraries BC

**CONSENT AGENDA**

**1. Minutes**

**a. Minutes**

The minutes of the meeting held on September 25, 2015 were approved as circulated.

The *in camera* minutes of the meeting held on September 25, 2015 were approved as circulated

**b. Resolutions**

The following resolution was passed unanimously and by consent.

- 2016 Fee Schedules

***BE IT RESOLVED to amend the Law Society Rules, effective January 1, 2016, as follows:***

***1. In Schedule 1,***

***(a) by striking “\$1,992.00” at the end of item A 1 and substituting “\$2,057.09”, and***

***(b) by rescinding items D 4 and 5 and substituting the following:***

4. Training course registration (Rule 2-72(4)(a) [*Training Course*] 2,500.00

5. Remedial work (Rule 2-74(8)):

(a) for each piece of work ..... 50.00

(b) for repeating the training course ..... 3,900.00

***2. In Schedule 2, by revising the prorated figures in each column accordingly; and***

***3. In the headings of schedules 1, 2, and 3, by striking the year “2015” and substituting “2016”.***

### **Introductory remarks:**

Mr. Walker acknowledged the Coast Salish peoples, on whose territory the meeting was being held.

He noted the recent passing of Life Bencher Ann Wallace and extended his thoughts and good wishes to her family, and also noted the recent birth of Bencher Jamie McLaren's son, wishing the new parents well.

## **EXECUTIVE REPORTS**

### **2. President's Report**

Mr. Walker briefed the Benchers on various Law Society matters to which he has attended since the last meeting.

He, Mr. McGee and several Benchers and senior staff attended the recent Federation Conference, the focus of which was the Truth and Reconciliation Commission ("TRC") Report and calls to action. Specific note was made of Call to Action 27 which is directed to the Federation and Canadian Law Societies; he noted that the Federation will continue its work on Call to Action 27, and that the Law Society of BC must also find ways to engage Benchers, staff and lawyers on this important recommendation. He also noted that Mr. Hume was recognized at the Federation meeting for his considerable work.

On October 13 Mr. Walker was interviewed by a Kamloops radio station concerning the new Legal Aid Task Force.

Mr. Walker also reported on the recent Annual General Meeting ("AGM"), held October 14, noting that 4 resolutions were passed, 71 lawyers attended in Vancouver and another 70 around province, and between 21 and 63 people tuned in for the webcast, all at a cost of approximately \$75,000. He questioned whether the outcomes achieved merited the costs incurred. He did note that the AGM process provides lawyers an opportunity to engage Benchers on relevant and important topics, and queried whether an alternate, more cost effective forum could be created to serve that important purpose.

On October 15, the Executive Committee met and discussed a report on external counsel fees, the TRC Report and Calls to Action, the Law Society's strategic goals and progress on them. Further discussion of the Strategic Plan, including its refinement for 2016, will be on the Agenda for the November Executive meeting.

On October 16 Mr. Walker welcomed new lawyers at the Kamloops regional call. He also attended the recent North Shore Bar Association dinner, discussing with attendees the Law

Society's admission program, the Legal Aid Task Force, and the possible merger with the notaries. On the topic of admissions, consensus was that articling and the mentoring it provides is important to student development. Suggestion was made that PLTC training should be conducted at the beginning of articles or in law school, to avoid disruption of the articling period.

Finally, he noted that Bencher election ballots have gone out, and congratulated Benchers Nancy Merrill, Lynal Doerksen and Tom Fellhauer on their elections by acclamation. He reminded Benchers that the nomination deadline for the Executive Committee is November 23, with election ballots to be distributed November 26 if an election is necessary. He also noted that any newly appointed Benchers would be announced December 4<sup>th</sup>.

### **3. CEO's Report**

Mr. McGee provided highlights of his monthly written report to the Benchers (attached as Appendix 1 to these minutes).

The annual review of the Strategic Plan is underway. Through this core governance function, the Benchers provide strategic direction for the Law Society. Mr. McGee's responsibility as CEO is to ensure that resources, operations and capabilities align with the strategic goals so that daily operations run as effectively as possible.

At its upcoming meeting, the Executive Committee will begin the exercise of reviewing the current Strategic Plan to determine if the Law Society remains on track, to consider whether priorities need revision, and to brief the Benchers on any recommended changes.

It will be a priority for the Executive Committee to review the status of the legal services provider strategic initiative. Mr. McGee reminded Benchers that this initiative, which seeks to close the gap between demand for legal services and supply, results from the recommendations of the LaRose report (2013) and the Vertlieb report (2014). Much work has been done in 2015 on the Notaries project, but this work has supplanted all else in this area and progress is slow. A clear strategic direction is needed, one which encompasses not just notaries but other legal service providers as well and makes progress on a wider scale.

The Executive Committee will also prioritize review of the Federation's development of national standards for admission requirements. As a participant in the Federation of Law Societies, harmonizing our standards in key areas is a desirable assumption; however, such harmony may prove difficult given that the Federation's proposal represents a fundamental shift in how we accredit and evaluate students before licensing them to practice law. Unlike many other Law Societies who have revised, or are in the midst of reviewing and revising their accreditation programs, we have an established, successful PLTC program. Balancing the commitment to

national standards against the success of our current system, we must now review whether these proposals put us in a better position than our current PLTC program.

There was a question as to why other provinces would not aspire to our PLTC model, given our view of its success. Mr. Walker noted that not all provinces share our assessment of the PLTC model; models across the country span the spectrum from little or no mentorship to full intensive training. Mr. Wilson observed that diverse factors, such as resources and numbers of students, drive the change to different models. Mr. McGee emphasized the need for a rigorous assessment of whether the Federation proposal is better, neutral or worse than our current system, being mindful of the need to remain connected to, rather than isolated from, a national approach.

Mr. McGee also touched on the importance of keeping Benchers apprised of operational initiatives such as performance reviews and the employee survey, which represent the 'infrastructure' of the Law Society. He emphasized the value of investing in infrastructure to ensure consistent growth in staff skills, leadership and quality, and avoid costly crises associated with staff inability to grow and lead.

Finally, Mr. McGee reminded Benchers of the upcoming BC Justice Summit, which will be the fifth such meeting of senior members of the judiciary and representatives from all stakeholder groups, who come together to collaborate on achieving better coordination and information sharing in family justice, criminal justice and child protection proceedings.

#### **4. Briefing by the Law Society's Member of the Federation Council**

Gavin Hume, QC briefed the Benchers as the Law Society's member on the Federation Council.

He reported that the Winnipeg fall conference focused on the Truth and Reconciliation Commission recommendations, in particular Call to Action 27, and included healthy and positive discussions of what the Federation and law societies need to do to increase awareness and move forward. The Federation Council will continue discussion of the Truth and Reconciliation Commission recommendations at its December 17 meeting.

Included in the business of the meeting was the election of the new Second Vice-President, Sheila McPherson, from the Northwest Territories, discussion of the recent national admission standards proposal, and review of the second Governance Committee report. A Finance and Audit Committee was created, to which Mr. Hume has been appointed. Governance will continue to be a topic of discussion, given the differences in opinion that persist. The role of Federation Council and the evaluation of the CEO position are key issues.

There was also discussion of whether the Federation National Requirement Review Committee should continue its review of non-discrimination in light of the ongoing litigation. Council agreed that the work should continue. In response to a question on the progress of the National

Requirement Review Committee, Mr. Van Ommen reported that work plans for the committee had been approved, and that the next committee meeting would take place on November 13 and 14.

The issue of anti-money laundering rules and enforcement was also discussed, given the Federal government's renewed focus. Council agreed that work in the areas of accountability and enforcement should be a priority.

## REPORTS

### 5. Report on the Outstanding Hearing & Review Decisions

Written reports on outstanding hearing decisions and conduct review reports were received and reviewed by the Benchers.

### 6. 2015-2017 Strategic Plan Implementation Update

Ms. Bains, acting Chair of the Equity and Diversity Committee, reported to the Benchers on the Committee's work this year towards increasing public access to justice. Specifically, the work of the Committee has focused on increasing the number of legal service providers by promoting the recruitment, retention and advancement of women lawyers, Aboriginal lawyers and diverse lawyers in the legal profession.

For women lawyers, the Committee has coordinated the Justicia Project in BC, which has developed recommendations regarding flexible work arrangements, parental leave policies, leadership skills and partnership initiatives for women and which tracks gender demographics. Larger Vancouver firms have embraced the project; the next phase will involve encouraging the participation of smaller, more regional firms. The Committee has also updated the model policy to promote respectful workplaces in an effort to decrease sexual harassment and discrimination, and has overseen program reviews of the Maternity Leave Loan Benefit Program, and the Equity Ombudsperson Program.

For Aboriginal lawyers, the Committee has continued to build upon the success of the Aboriginal Lawyers Mentorship Program, is revisiting the Law Society's report regarding "Addressing Discriminatory Barriers Facing Aboriginal Law Students and Lawyers" from 2000, and is considering how to implement the TRC recommendation that lawyers receive appropriate cultural competency training regarding the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law and Aboriginal-Crown relations.

For diverse lawyers, the Committee will continue to monitor the demographic profile of the legal profession, has recommended an award to honour a lawyer who has made positive contributions to the diversity and inclusion in the legal profession in BC, and will continue to support collaborative efforts by diverse lawyers to increase diverse representation at all levels of the legal profession, including at the Bencher table.

In response to questions, Ms. Bains clarified that the Justicia report would be available for circulation following its upcoming meeting. A communications plan is in place to ensure effective communication with smaller regional firms; if sign-up of smaller firms is low, the plan can be modified to try to reach as many as possible.

## **7. Financial Report – September YTD 2015**

Mr. Lloyd, Chair of the Finance and Audit Committee referred the Benchers to the Report and acknowledged the hard work of all involved.

Ms. McPhee summarized the results, noting that the forecast to year end was more positive than discussed in July. At that time, the overall projected negative variance was \$370,000; the projected negative variance is now approximately \$95,000. Expenses are as expected, but the revenue is higher than forecast due to an increase in members and higher than expected recoveries of approximately \$175,000. Trust Assurance revenue is up as well and ahead of budget; the Lawyers Insurance Fund is also on track with positive investment returns to September of 2.62%, which is ahead of the benchmark of 2.42%.

Mr. Walker congratulated Mr. McGee and his staff team for their hard work on a complex budget process, reacting quickly and effectively to create savings to help offset other costs.

## **FOR INFORMATION**

### **8. Memo from Alan Treleven: Barreau du Quebec Bar Admission Training Process Overview**

Responding to a question on this item, Mr. Treleven confirmed that PLTC tuition is \$2500, which is subsidized slightly by the Law Society; he also noted that the Law Foundation provides significant funding for the Kamloops program.

## **9. Memo from Ms. Hilland: Truth and Reconciliation Commission Recommendations**

Despite its inclusion on the Agenda as an informational item, the Benchers discussed this item at length. Specific reference was made to TRC Call to Action 27:

27. We call upon the Federation of Law Societies of Canada to ensure that lawyers receive appropriate cultural competency training, which includes the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Call to Action 28, aimed at law schools, was also discussed. Associate Dean Bedit of Allard School of Law highlighted UBC's curriculum, which has one of the country's largest programs of courses on aboriginal law and indigenous legal traditions and offers an indigenous legal overnight camp. She noted that UBC is also committed to working with the Law Society through the PLTC program to provide cultural competency training for new lawyers.

Dean Morris of Thompson Rivers University Law School (TRU) noted his school's response, which has included launching a survey of all courses to identify aboriginal issues. Currently two thirds of first year courses include an aboriginal law component, as do over one third of upper years courses and the school is seeking to develop more specialized courses. Additionally, the school strives to provide opportunities to bring aboriginal issues to life in accessible ways, such as having first years visit the former Kamloops residential school and allowing students to observe negotiations between a local nation and a mining company. TRU is also committed to working with the Law Society to educate lawyers and foster increased awareness.

Regarding Call to Action 27, suggestion was made that PLTC be redesigned to include a half day program devoted to cultural competency training. In the shorter term, it was suggested that CPD credits be given for CLE courses incorporating such training. Also suggested was asking that the Board Resourcing and Development Office appoint a member of the aboriginal community as one of its available appointments to the Bencher table. Many other suggestions were discussed, all with the focus of educating Benchers, lawyers and students, and raising awareness today and moving forward.

It was noted by many that the work contemplated by the TRC is of paramount importance. Benchers confirmed their commitment to recognize this fact publicly, to take immediate and meaningful steps, and to give thoughtful consideration to proposed future action.

Considering the recommendations contained in the memo from Ms. Hilland, the Benchers recognized the importance of seeking input from the aboriginal community. They also discussed the possibility of striking a task force to initiate such consultation, and to help define a proposed plan of action in the short and long term.

For immediate action, it was moved (Van Ommen, Wilson) that staff revise the continuing professional development (CPD) program to allow lawyers to fulfill their mandatory two hour ethics requirement through training in aboriginal issues.

Discussion surrounded the availability of such training, staff's ability to make the necessary changes before December 1, the clarity needed around the description of such training, and the timing of any announcement to the Bar and to the public.

Following Mr. Treleaven's confirmation that such an amendment to the CPD program was achievable now, the motion passed unanimously.

Further, the Benchers agreed that the Law Society should release a statement recognizing the importance of this work, articulating its position, and committing the organization to the pursuit of the following initiatives:

1. Seeking opportunities to collaborate with Aboriginal groups and other organizations to further examine the TRC recommendations and identify strategic priorities;
2. Embarking upon the development of an action plan to facilitate the implementation of relevant recommendations;
3. Encouraging all lawyers in British Columbia to take education and training in areas relating to Aboriginal law (the Law Society's mandatory continuing professional development program recognizes and gives credit for education and training in areas relating to Aboriginal issues); and
4. Urging all lawyers in British Columbia to read the TRC Report and to consider how they can better serve the Indigenous people of British Columbia.

## **OTHER BUSINESS**

Ms. Kresivo, Chair of the Governance Committee, noted that the revised bencher and committee year end surveys, which are an important tool in helping to determine how the Board is functioning, will go to committees in late November. She also reminded Benchers of the Governance education program on December 3 from 12-3.

Additionally, she raised the issue of how student interviews impact the workload of Benchers, and whether the additional workload is justifiable when weighed against the relative benefits. She has asked that Mr. Walker add this matter for consideration by the Executive Committee at its next meeting.

Mr. Caissie raised the concern that the current hearing panel training is excessive; sufficient training could be achieved with an intensive 2 day course. Mr. Walker noted that Mr. Hoskins, Legislative and Tribunal Counsel, is currently engaged in trying to determine national training standards, and suggested that Benchers be canvassed electronically for their feedback.

RCG  
2015-10-30

## **CEO's Report to the Benchers**

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October 2015

Prepared for: Benchers

Prepared by: Timothy E. McGee

## **Introduction**

The fall is always a busy time for us at the Law Society with a particular focus on staff and operational initiatives. For example, we will: complete performance evaluations for every employee, conduct our annual employee engagement survey, celebrate outstanding employee contributions under our RREx Awards programs, and hold our Fall all employee Staff Forum, which this year was dedicated to the launch of our new knowledge management project called “Lynx. .linking LSBC”. I have provided additional information on these important initiatives below. It is also an important time for preparations and planning for the annual review of the current 2015 – 2017 Strategic Plan, which the Benchers will consider in January of next year. I have provided a sneak preview of the work which the Executive Committee will be undertaking before the end of the year to prepare the Benchers for that review. And last, but not least, we have been busy with holding the Annual General Meeting and administering the current round of Bencher elections.

## **Strategic Plan Annual Review – Priorities Setting**

We are completing year one of our three year 2015 – 2017 Strategic Plan. As part of our normal course governance the Benchers will undertake an annual review of progress under the Strategic Plan in January. The purpose of the annual review is not to break open the plan or start from scratch but rather to refresh our view on priorities for the coming year and to determine work plans and allocate our resources accordingly. This task falls in the first instance to the Executive Committee who are tasked with initiating the review and considering various options and bringing forward a report and recommendations for discussion and consideration by the Benchers. In anticipation of that process getting underway shortly, here are some initial thoughts I shared recently with the Executive Committee as we look forward to 2016.

### ***Legal Services Providers***

There are 2 Bencher Task Force Reports, the “Final Report of the Legal Service Providers Task Force” (the LeRose Report) and the “Report of the Legal Services Regulatory Framework Task Force” (the Vertlieb Report) which were adopted unanimously by the Benchers in 2013 and 2014, respectively. Those reports envision an expansion of properly trained and regulated legal services providers (in

addition to lawyers) to help address the need for access to affordable legal services. In addition, the vision adopted in those reports was of a unified regulatory regime for all legal service providers under the umbrella and authority of the Law Society. These task force reports stand largely unimplemented today. There has been considerable work in 2015, most notably on a possible merger with the Society of Notaries Public of BC coupled with a possible expansion of notarial scope of practice and on issues related to a possible certification regime for paralegals, but we need to clearly articulate next steps to move forward. In my view this will require the Benchers to refresh and/or restate their strategic intent and mission in this critical area and establish specific goals and desired outcomes for 2016.

### ***The Law Firm Regulation Task Force***

The Law Firm Regulation Task Force under the Chair of Herman Van Ommen, QC has gained some impressive ground over the summer and is about to embark on a consultation within the profession and selectively outside the profession to help guide its next steps. This task force might also be the vehicle to prepare the Benchers for a discussion around the desirability of alternative business structures and also the possible home for consideration of the discussion (now growing in popularity among law societies) on the topic of “outcomes based” regulation. Accordingly, the Benchers will need to consider relative priorities in these areas and determine what level of Bencher engagement and staff resources will be desirable in 2016.

### ***The Legal Aid Task Force***

The Legal Aid Task Force recently approved by the Benchers and soon to be at work has a high profile undertaking with many cross over points among key stakeholders in the justice system. I believe we will need to develop and communicate clearly and often in 2016 with those stakeholders and others about the scope of work and the desired outcomes.

### ***FLSC – National Admissions Standards Assessment Proposal Report***

The National Admissions Standards Assessment Proposal Report was a major topic of discussion at the recent FLSC conference in Winnipeg. The report outlines a proposal for national exams as a precondition of bar admission across the country, among other things. The Executive Committee has asked the Lawyer Education

Advisory Committee chaired by Tony Wilson to evaluate whether and why this proposal would be beneficial to LSBC. Most importantly, we will need to evaluate what this proposal might mean for our PLTC program and our planned review of both PLTC and articling, which is already part of our Strategic Plan. These various initiatives are related but not currently coordinated under a single work plan or strategic priority and the Benchers will need to provide guidance on how best to proceed.

### ***Truth and Reconciliation Commission Recommendations***

You will have in your Bencher package for the current Bencher meeting a briefing memorandum on this topic from Andrea Hilland our policy lawyer who is very well versed in this topic. The Benchers will be increasingly engaged in discussing awareness and understanding of the issues on this important topic and possible actions to be taken in the short, medium and longer term.

## **Operational Updates**

### ***Staff Performance Management Process***

One of my most important responsibilities as CEO is to make sure that we have an engaged and skilled work force at LSBC and I believe strongly that we do. But that just doesn't happen because we wish it to be so. There are many facets of meeting this challenge, effective recruiting, continuous skills and leadership development, providing opportunities for growth and participation, receiving feedback through our annual survey, timely recognition, and perhaps most important of all an effective performance management process.

We made it a priority in 2014 to do a complete review of all aspects of our staff performance management process and to consider improvements for implementation in 2015. We assigned the task to a staff working group comprised of managers and employees drawn from all areas and all levels of the organization. That group looked at the very latest developments in this field, consulted broadly within the Law Society and made recommendations to the Leadership Council which we have now adopted.

The new performance evaluation program moves away from filling out pages of information about what you "did" in the year and focuses on managers and

employees having a two way conversation about what is going well, what can be done better and what needs to be done in the coming year. We have developed a Performance Management Toolkit which gives tips to both staff and managers helping them to prepare for the discussions. Ultimately the new program will also achieve greater clarity and consistency in staff evaluations across departments, prompt more useful discussions and feedback among managers and staff and help us engage our most precious resource more effectively. So, there is a lot of talking going on in the Law Society right now but it's a great investment in our future.

### ***2015 Annual Employee Survey***

Our tenth consecutive employee survey will soon be ready to launch and results will be available for review by the end of the year. The annual survey is an important tool to help us measure how we are doing as an organization and as a tool to help us develop action plans and initiatives to better engage employees in the work and life of the Law Society. We also use the annual employee survey to help target feedback in specific areas of interest. For example, this year we will have a special section asking employees a series of questions about how they use technology at work. The responses will be used to better refine our Skills Enhancement Project, which is being built to establish a high minimum standard of computer and technology literacy for all of us combined with the training and support to achieve that goal.

As in past years, the survey is being administered by TWI Surveys, Inc. an independent third party. The survey is voluntary and confidential (anonymous) and results will be shared with the Benchers at a future meeting.

### ***RRex Day***

RRex is the name of our employee Rewards and Recognition Program which we instituted in 2012. RRex responds to the workplace reality that employees are motivated to succeed in different ways including when and how their contributions are recognized. For example, some employees feel most rewarded by a show of gratitude from a colleague for a simple favor extended at work. Others are motivated by working on complex projects or assignments with specific goals where success is dependent on teamwork and collaboration. And no matter what the task or at whatever level in the organization we aim to celebrate excellence and exceptional achievement through constructive feedback.

So far in 2015 staff have used the RRex program to thank their peers for assistance and support through our “on-the-spot” recognition card program over 160 times. What I find particularly gratifying about that is that 58% of those cards were given by staff in one department to a colleague in a different department. To me this shows collaboration and teamwork across departments in action. Similarly, managers used the “on-the-spot” recognition card program over 170 times so far this year to recognize staff and 53% of those cards were given by managers to staff outside their departments.

On RRex day (held last Tuesday in the Bencher room) staff come together for lunch to celebrate some special individual awards. The RRex Award is given each year to an employee nominated by their peers who has demonstrated an outstanding commitment to excellence in their work. The nominations are carefully reviewed and the winner selected by the RRex awards committee, which is made up of a diverse cross section of staff. This year we had two RRex Award winners; Kasia Stabia of our IT department for her outstanding computer training and desktop support and Josie Noble from the Lawyers Insurance Fund for her outstanding work ethic and positive attitude.

The RRex Program also ties in with our annual performance review process as staff are eligible for employee recognition awards based upon the achievement of the goals established for their position and for demonstrating collaboration and teamwork.

### ***Lynx. . . linking LSBC***

“Lynx . . . linking LSBC” is the name and tag line for our Knowledge Management Project at LSBC. As I have mentioned in previous CEO reports this is a major change management exercise for us at LSBC and like previous successful projects such as the Core Process Review and the LEO project it involves and depends on broad engagement of all staff. Knowledge Management has rapidly become an essential tool and enabler for effective and high performing organizations. While it has its origins in the corporate world its benefits are particularly well suited to an organization like the Law Society which relies so heavily on the ability to capture, share and repurpose information, knowledge and experience.

At our recent all employee Staff Forum we officially launched the Lynx project plan through a series of inter active and informative exercises with staff. I will have more to report on Lynx in the months ahead but here are the 4 principal benefits of implementing Lynx as our knowledge management plan:

1. We will identify and capture information and knowledge relevant to our work whether it is explicit (i.e. in written form) or implicit (i.e. someone's knowhow, institutional knowledge or experience);
2. We will commit to share knowledge and make it accessible within our organization to all with limited exceptions;
3. We will provide the necessary tools and portals to quickly and easily access, share and reuse the knowledge; and
4. We will standardize processes wherever knowledge transfer or sharing is involved and eliminate duplication to be more effective and efficient.

So, this is exciting and important work, which is part of our commitment to continuously improve our operational capabilities through deliberate and focused innovation.

## **Fifth British Columbia Justice Summit**

The fifth British Columbia Justice Summit is being held at Allard Hall, UBC Law School on November 6 – 7. I will be acting as Moderator for the Summit and President Walker will be among approximately 60 invited participants including senior members of the judiciary, community groups, the bar, government and other justice system stakeholders. Michael Lucas our Manager of Policy has once again been a member of the Summit steering committee. The main topic is “Towards better coordination and information sharing in and across family justice, criminal justice, and child protection proceedings”.

Timothy E. McGee  
Chief Executive Officer