

Executive Summary -
Retention of Women in
Private Practice Working Group

The Law Society of Upper Canada



May 22, 2008

*Photograph by Julia McArthur of the sculpture of "Themis" by Jack Harmon at
The Law Courts, Vancouver. Website: www.julia.mcarthur.name.*

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EXECUTIVE SUMMARY

I - OVERVIEW

1. Women have been entering the legal profession and private practice in record numbers for at least two decades. However, they have been leaving private practice in droves largely because the legal profession has not effectively adapted to this reality. This report discusses the differences between the legal careers of women and men and outlines business and social reasons for developing strategies to retain women in private practice. It also makes a series of recommendations to promote the advancement of women in the private practice of law.
2. Women's realities, which often include childbirth and taking on a significant share of the family responsibilities, impact on the choices they make in their professional lives. While neither the Law Society nor the profession generally should, nor can, determine the roles women play in their own family relationships, the failure of the profession to adapt to what is not a neutral reality will inevitably affect the quality and competence of the legal services available to the public.
3. The departure of women from private practice means that the legal profession is losing a large component of its best and brightest in core areas of practice. Studies have shown the staggering cost of associate turnover, which is estimated at \$315,000 for a four year associate. This cost is equally applicable to associate turnover of men and women, but women are more likely than men to leave their firms before joining the partnership. A shift in thinking is required both on the part of associates and on the part of the employers/firms. This shift would recognize the biological reality of an associate's child bearing years, for which some accommodation is required, the long term nature of a career in private practice and the economic realities of operating a law firm.
4. The legal profession should not assume that change will occur without conscious efforts to create a shift in the legal culture. Law firms have a legal responsibility to provide environments that allow women to advance without barriers based on gender. It is in the public interest for the providers of private legal services to reflect the make up of the society in which we live.
5. We also note that the responsibility to provide leadership in the retention and advancement of women in private practice does not only lie with law firms. Law societies and legal associations have a responsibility to the legal profession and to the public to act as catalysts to influence change and to empower women to take responsibility for their careers and progress.

6. Self-regulation of the legal profession is a privilege and relies on the assumption that the profession is in the best position to set standards and establish ethical rules of conduct for the bar and to regulate lawyers in the best interest of the public. Meeting the public interest requires lawyers to have a sense of professionalism, which includes a sense of integrity, honour, leadership, independence, pride, civility and collegiality.¹ A profession that is representative of the public, and one that provides equal opportunities to men and women serves to enhance the sense of professionalism of our legal profession.
7. In response to the realities outlined above, the Law Society created in 2005 the Retention of Women in Private Practice Working Group (the “Working Group”) with a mandate to,
 - a. identify best practices in law firms and in sole practice to enhance the retention of women;
 - b. determine the role of the Law Society in addressing the issue of retention of women in private practice;
 - c. design and implement strategies for medium and large law firms to retain women;
 - d. develop strategies to respond to the socio-economic needs of women in small firms and sole practices including the viability of their practices as well as their unique child-care challenges; and
 - e. take into account the needs of women from diverse communities.
8. In developing its recommendations, the Working Group considered findings of focus groups conducted with women and interviews conducted with Managing Partners. It also reviewed literature about challenges faced by women in the legal profession, more particularly private practice, and best practices in the legal profession in Ontario, in Canada and in foreign jurisdictions. The Working Group’s recommendations aim at allowing women lawyers to make career choices related to their aspirations, may they decide to work as in-house counsel, as government lawyers, in private practice or to stay at home, without being hindered by barriers based on gender.
9. From March to May, 2008, the law Society embarked on a province-wide consultation to seek the profession's comments on the report and proposed recommendations. The Law Society held meetings in Toronto, Ottawa, Sudbury, Oakville, Kingston, Windsor, Thunder Bay, Orillia, Ajax and London with lawyers, including law firm managing partners and presidents of legal associations. Approximately 900 lawyers and students attended the meetings and the Law Society received more than 55 written submissions.
10. The final consultation attracted a broad spectrum of lawyers, men and women, from all types of practice settings and firm sizes, the government, in-house counsel, articling and law students. Participants included associates, partners and

¹ Chief Justice of Ontario Advisory Committee on Professionalism, Working Group on the Definition of Professionalism, December 2001, *The Gazette, Professionalism: A Century of Perspectives*, 2002, at 28-38.

managing partners of all levels of experience and practising in a wide range of areas.

11. Responses to the final consultation were overwhelmingly positive, with some lawyers indicating that they hope this is a first step toward further initiatives. an overview of the final consultation findings is presented in sections VII and VIII of this report. A Final Consultation Report is also available on-line at www.lsuc.on.ca.

II - RESEARCH FINDINGS

12. Studies have identified the following challenges in private practice:
 - a. although men and women identify time spent with their family as the aspect of their lives that gives them the most satisfaction, maintaining demanding law careers often conflict with family life and is the most common reason for leaving law practice;
 - b. the most immediate issues for women in private practice appear to result from childbirth and parenting responsibilities;
 - c. women are particularly affected by the unavailability of support and benefits such as part-time partnerships, part-time employment, predictable hours, job sharing and flexibility in hours;
 - d. women in small firms or in sole practices face unique challenges in part because of the lack of income or benefits during leaves and lack of assistance to maintain the practice during absences;
 - e. women from Aboriginal, Francophone and/or equality-seeking communities are often more vulnerable and their experiences and perspectives should be taken into account when developing strategies to retain and advance women in private practice.

13. The Working Group reviewed best practices in Ontario and in other jurisdictions to develop its recommendations. The following conclusions can be drawn from this review:
 - a. Similar findings are noted in other jurisdictions in Canada and in foreign jurisdictions.
 - b. Barriers faced by women are systemic and will require organizational and cultural change, along with a focus on the issue if meaningful change is to occur.
 - c. A number of initiatives designed to assist women would also benefit male lawyers.
 - d. The experiences and realities of women in larger firms are significantly different than those of women in smaller environments, and therefore recommendations to address challenges faced by women in large and medium firms should be different than those designed to address the needs of women in small firms and sole practices.

- e. The recommendations and implementation should take into account the unique challenges faced by women lawyers who are members of Aboriginal, Francophone and/or equality-seeking communities and their historic under-representation in the legal profession.
- f. In the context of large and medium firms, systemic cultural change is necessary and firms will require leadership and commitment from managing partners to implement practices such as the following:
 - i. the collection and analysis of law firms' demographic data to assist in the development of strategies based on the firm's needs;
 - ii. the adoption, acceptance and effective implementation of maternity/parental leaves and flexible work arrangements;
 - iii. programs to assist women to become leaders, both inside and outside their firms, such as effective mentoring programs, gender-based networking opportunities and leadership skills development opportunities.
- g. Women in small firms and sole practices are particularly vulnerable because they do not have the financial or human resources to take leaves. The following initiatives would be beneficial:
 - i. access to funding to cover some of the expenses of leaves of absences;
 - ii. access to practice locums and guidelines to assist in retaining locum lawyers to maintain the practice while on leave;
 - iii. access to networking opportunities.
 - iv.

III - THE RECOMMENDATIONS

- 14. The recommendations are divided into the following five categories:
 - a. recommendation for large (100 lawyers or more) and medium (between 5 and 100 lawyers) firms;
 - b. direct support and resources;
 - c. recommendations for small firms (5 lawyers or fewer) and sole practices;
 - d. recommendations to work with law schools;
 - e. recommendations to create opportunities for women from Aboriginal, Francophone and/or equality-seeking communities;
 - f. assessment of effectiveness of programs and identification of further strategies.

A - Recommendation for Large and Medium Size Firms

RECOMMENDATION 1 – JUSTICIA THINK TANK - LAW FIRM COMMITMENT TO WOMEN'S ADVANCEMENT

15. **That the Law Society implement a three-year pilot project (the “Justicia Think Tank”) for firms of more than 25 lawyers and the two largest firms in each region, in which firms commit to adopting programs for the retention and advancement of women, as described in this report and in the Law Firm Commitment at TAB 2.**
16. Through the Justicia Think Tank, the Law Society together with the participating law firms will commit to adopting programs for the advancement and retention of women, including the collection by law firms of demographic information about their lawyers, providing effective parental leaves and flexible work arrangements, developing networking, mentoring and business development opportunities, and placing women in leadership positions.
17. As a first step, participating law firms will collect and maintain demographic information about their lawyers. Although the information will not be provided to the Law Society or be made public without the consent of the firm, participating law firms will collect and maintain demographic information as benchmarks for the development of programs for the advancement of women lawyers. Initiatives developed in other jurisdictions have shown that tracking demographic information about women within firms is key to developing initiatives tailored to the firm environment and to fully understanding gaps and needs. Participating law firms will commit to maintaining demographic information, including differences among practice groups, to identify areas where they have more or less been successful in retaining and advancing women and to develop strategies for improvement.
18. Participating law firms will also commit to developing and/or maintaining programs, based on the needs of their lawyers and the expectations of the firm, in the following main areas:
 - a. maternity/parental leaves and flexible work arrangements;
 - b. networking and business development; and
 - c. mentoring and women in leadership roles.
19. It is anticipated that the Justicia Think Tank will also lead to the development of best practices, model policies and precedents that will be made readily available to the profession. Non-participating law firms will be encouraged to use the available resources and adopt best practices for their own firms. The Working Group is of the view that the Justicia Think Tank, a first of its kind in Canada, will lead the way for innovative systemic change in the legal profession.

20. For the full considerations underlying the Working Group's recommendation, please consult the full report .

B - Direct Support and Resources

RECOMMENDATION 2 - DIRECT SUPPORT FOR WOMEN

21. **That the Law Society, in collaboration with legal associations where appropriate, provide direct support to women through programs such as a leadership and professional development institute and on-line resources, as described in this report.**
22. Studies have identified a number of direct support programs that would be of great value to women. Those programs are designed to provide networking opportunities and on-line resources to women and to gather information about why women and men move from their work environments. As a first step in the implementation of recommendation 2, the Working Group proposes the following initiatives:
- a. Women's Leadership and Professional Development Institute;
 - b. On-line Women's Resource Centre;
 - c. Gathering information about changes of status.

Women's Leadership and Professional Development Institute

23. Professional development programs focused on the business of law and the availability of networking opportunities designed for women have been identified as valuable initiatives for women in the profession. Such programs are also important to the career advancement of women from Aboriginal, Francophone and/or equality-seeking communities.
24. Therefore, the Working Group proposes that the Law Society create a Women's Leadership and Professional Development Institute to provide professional development opportunities specifically designed to develop women as leaders and rainmakers. The Working Group is of the view that the Law Society should partner in this endeavour with legal associations that also have expertise and experience in this area. Activities of the Institute could include an annual symposium at which professional development opportunities are designed for women, such as workshops and seminars on networking, the business of law, becoming a rainmaker, remaining on the partnership track and ramping down and ramping up a practice before and after leaves. The Institute could also provide an opportunity to recognize the contributions of women lawyers and law firms.
25. It is anticipated that the Law Society would also work with regional law associations to develop programs that meet the needs of women in regions.

On-line Women's Resource Centre

26. The Working Group proposes that the Law Society develop an on-line Women's Resource Centre. The Law Society already has an extensive website, which includes professional development resources and resources in the area of equity and diversity. The Women's Resource Centre would build on existing on-line resources by offering tools and information focused on issues related to women's advancement, which could include,
- a. practice management tips for women and building their professional profile;
 - b. maintaining profitability while having a family life;
 - c. model maternity and flexible arrangement policies and guidelines;
 - d. information about networking opportunities for women;
 - e. information about individual coaching opportunities for women;
 - f. information about effective mentoring for women, including how to seek out mentors.
27. Through the consultation process, women lawyers indicate that they would benefit from coaching services on career development, including effective client management, ramping down and ramping up a practice for a maternity leave and remaining on the partnership track while assuming parenting responsibilities. Some firms have begun offering such programs, while others have not identified this as a key initiative or have indicated that they do not have the resources to implement such services. The Working Group proposes that the Law Society promote access to coaching services by working with legal associations and law firms to identify such services. It is not anticipated that the Law Society would provide coaching services directly to women.
28. The best practices developed in the Justicia Think Tank would also be included in the Women's Resource Centre and made readily available to the profession.

Gathering information about changes of status.

29. The Law Society proposes to survey lawyers, when they change their status with the Law Society. The change of status survey would provide up-to-date information about factors that lead to changes in career paths. The initiative would allow the Society to maintain ongoing information about the movement of its lawyers. The voluntary survey would keep track of reasons behind a status move and include questions about gender, age, disability, sexual orientation, membership in a racialized community, year of call, type of work environment and area of law, factors that influence the decision to change work environment or to leave the practice of law, level of satisfaction and questions about how to keep lawyers in the legal profession. The survey would allow the Law Society to identify trends about the demographic of the profession, former and current employment, satisfaction with aspects of practising law, reasons for leaving private practice and returning to practice and desired changes to the profession.

With approximately 7000 status changes per year, it is anticipated that the survey findings will allow the Law Society to develop targeted programs to promote equality within the profession.

30. For the full considerations underlying the Working Group's recommendation, please consult the full report.

C – Recommendations for Small Firms and Sole Practitioners

RECOMMENDATION 3 - PRACTICE LOCUMS

31. **That the Law Society develop a five-year pilot project to promote and support practice locums, as described in this report.**
32. In addition to the financial challenges faced by women in small firms and sole practices, particularly when they have family responsibilities, women face challenges in finding available and competent lawyers to maintain their practice during leaves of absence, or to assist them with some of the work on a temporary basis. Such concerns have also been raised in the report of the Law Society of Upper Canada's Sole Practitioner and Small Firm Task Force. As a result, the Working Group proposes the creation of a practice locum program.
33. The practice locum project would include the following features:
 - a. an on-line registry, developed in collaboration with legal associations where appropriate, of locum lawyers, specifying information such as the lawyer's qualifications, system for remuneration and expenses, location, availability, timing and practice area and references/discipline history;
 - b. guides and checklists on how to make a locum arrangement operate effectively, including how to deal with client conflicts;
 - c. sample locum agreements including non-compete clauses;
 - d. other resources as required.
34. The Working Group is of the view that the development and support of a practice locum project would benefit women, and men, in at least two ways:
 - a. it would allow women and men to take leaves of absence or to have flexible work schedules while having the opportunity to rely on competent lawyers to maintain their practice on a temporary basis;
 - b. it would also allow women and men to undertake practice locum work when they wish to have flexible careers.
35. For the full considerations underlying the Working Group's recommendation, please consult the full report.

RECOMMENDATION 4 - FUNDING FOR LEAVES

36. **That the Law Society implement a three-year Parental Leave Benefit Pilot Program, effective in 2009, as follows:**
- a. **benefits are available to lawyers in firms of five lawyers or less, including sole practitioners, who have no access to other maternity/parental/adoption financial benefit programs under public or private plans;**
 - b. **provide a fixed sum of \$3,000 a month for three months (maximum \$9,000 per leave per family unit) to cover among other things expenses associated with maintaining their practice during a maternity, parental or adoption leave.**
37. The purpose of a parental leave benefits program is to reduce the financial hardship when a lawyer, woman or man, in a small firm or sole practice takes a parental leave. It is not intended as income replacement, but rather to help defray some of the cost of maintaining a practice during the leave. The program would be implemented in combination with the practice locum pilot project and would therefore also assist lawyers on parental leave defray the costs associated with retaining a practice locum. The program would be available to men and women who wish to take a leave related to the birth or the adoption of a child.
38. The mandate of the Law Society of Upper Canada is to regulate the legal profession in the interest of the public. In adopting this recommendation, the Law Society would be assisting lawyers to remain in small firms and sole practices, including practices in non-urban areas, hence alleviating the shortage of legal services in some geographical areas. This program may also encourage practitioners, and perhaps a more diverse pool of lawyers, to join small firms or to set up sole practices, where they might otherwise be discouraged from doing so because of financial considerations related to taking parental leaves.
39. These types of funding programs originated in Québec in 2003 when the Barreau approved a parental assistance program for self-employed lawyers. The parental assistance program for self-employed lawyers was made available to members not covered by any other public or private parental plan, such as Employment Insurance plans or parental benefits offered by an employer through formal policy or individual agreements. The program provided that, upon the birth or adoption of a child, the Barreau would give to the member an amount equivalent to the operating expenses incurred while his or her professional activities were temporarily suspended, to a maximum of \$1,500 per month. The Barreau adopted the following three types of benefits:
- a. up to three months benefits for maternity leave;
 - b. up to 1 month benefit for parental leave;
 - c. up to 1 month benefit for adoption leave.

40. The program came into effect on January 1, 2005 and remained in place for one year until January 1, 2006 when the Québec provincial government adopted the Québec Parental Insurance plan, which provided benefits to self-employed workers in Québec. During the period of one year, the Barreau received 53 requests for funding.

Estimated Costs

41. The Law Society retained the services of Eckler Ltd.² to estimate the number of recipients of the benefits and the costs of the program. The Eckler Report, presented at **TAB 4**, estimates that approximately 60 lawyers per year would benefit from the program. The estimated costs are as follows:

	2009	2010	2011
Scenario 1 ³	\$506,700	\$523,800	\$540,000
Scenario 2 ⁴	\$243,000	\$261,000	\$303,300

42. The estimated costs per member are as follow:

	2009	2010	2011
Scenario 1	\$15	\$15	\$15
Scenario 2	\$5	\$6	\$8

43. The Working Group considered the costs for the Law Society or for LawPRO to administer the program. It is estimated that one staff member either at the Law Society or at LawPRO would be required to administer the fund. This is consistent with the experience of the Barreau du Québec, which also assigned one staff member to administer its parental leave benefit program.
44. For the full considerations underlying the Working Group's recommendation, please consult the full report.

RECOMMENDATION 5 - DIRECT RESOURCES

45. **That the Law Society provide access, in collaboration with legal associations where appropriate, to resources for women in sole practices and small firms through programs such as on-line resources and practice management and career development advice, as described in this report.**

² Eckler Ltd. is a Canadian-based firm offering actuarial and consulting services. It is Canada's largest independently owned actuarial consultancy, with offices across Canada and throughout the Caribbean.

³ The assumption is at 100% of Ontario fertility rate, 5% per year increase in number of females, 0.8% per year increase in number of males, 100% take up of benefits for females and 20% take up for males.

⁴ The assumption is at 80% of Ontario fertility rates as the base for females and 100% for spouses of males, 3% per year increase in number of females and 0.8% per year in number of males, a take up rate for females of 50% for 2009, 60% for 2010 and 80% for 2011 and a take up rate of 15% for males.

46. Studies have indicated that the Law Society and legal associations have a role to play in providing direct resources to women in sole practices and in small firms. As a first step in the implementation of this recommendation, the Working Group proposes that the following resources be developed:
- a. on-line resources for women in sole practices and small firms;
 - b. practice management advice;
 - c. direct supports.

On-line Women's Resource Centre

47. Women in sole practices and small firms have indicated that they would benefit from having access to on-line resources. The Working Group proposes that the Women's Resource Centre include not only resources for women in large and medium firms, but also resources to address the needs of women in small firms and sole practices. The resources could include regional lists of available childcare service providers, lists of regional networks and CLE events for women and resources to assist in setting up a business and providing legal services. The Law Society would also work with regional legal associations, women's organizations and organizations that promote equality and diversity in the legal profession to determine how to develop effective on-line resources for women in sole practices and small firms.

Access to Practice Management and Career Development Advice

48. Women noted that they faced challenges because of difficulties in finding lawyers that can advise them on how to develop and manage their career effectively. This type of advice is particularly critical for women who wish to have, or have, children. This initiative could be developed in collaboration with legal associations.
49. The Law Society provides, through its Practice Management Helpline, assistance in interpreting the *Rules of Professional Conduct*. Experienced counsel is available to provide insight on the Rules, Law Society legislation and by-laws as well as ethical and practice management issues that lawyers may be facing. The Practice Management Helpline could expand its services to provide resources or refer women to resources designed for women in sole practices and small firms. The current Practice Mentorship Initiative is also available to connect lawyers with experienced practitioners in relevant areas of law to help deal with complex substantive legal issues or specific procedural issues outside of the Law Society's advisory mandate. This program could be expanded to cater to the needs of women in sole practices and small firms.
50. In order to draw on external resources, the Law Society could also work with regional legal associations to enhance the way it provides career and practice management assistance to women in sole practices and small firms.

Direct Support

51. In addition to the recommendations mentioned above, the Working Group proposes that the Law Society continue to provide direct resources to women in small firms and in sole practice, such as career, client and business development workshops and guidelines on effective marketing tips, career development options, and business development skills for women.
52. For the full considerations underlying the Working Group's recommendation, please consult the full report.

D -Working with Law Schools

RECOMMENDATION 6 – BEGINNING AT LAW SCHOOL

53. **That the Law Society work with law schools to provide access to information and education opportunities about the practice of law, the business of law, types of practices, practising in diverse work settings and available resources.**
54. Law schools have begun offering programs to inform law students, in some cases gender specific programs for women law students, about the realities of the practice of law. The Working Group proposes that the Law Society work with law schools throughout Ontario to organize programs that will prepare women law students for the practice of law. More particularly, information and education opportunities about the practice of law, the business of law, types of practices, practising in diverse work settings and available resources could be provided.
55. For the full considerations underlying the Working Group's recommendation, please consult the full report.

E - Women from Aboriginal, Francophone and/or Equality-Seeking Communities

RECOMMENDATION 7 – CREATION OF ADVISORY GROUP

56. **That the Law Society create an advisory group of women lawyers from Aboriginal, Francophone and/or equality-seeking communities to assist with the implementation of the recommendations outlined in this report.**
57. In 2005, the Equity and Aboriginal Issues Committee adopted an Equality Template to be applied by the Law Society, including benchers and staff, to the development of policies and programs to ensure that activities of the Law Society are guided by equality, diversity and access to justice principles. The template defines the terms “equality” and “diversity” and recognizes the uniqueness of Aboriginal and Francophone communities. It also assists benchers and staff in integrating principles of equality within its work. The Working Group proposes

that the template be applied to the implementation of the recommendations in this report.

58. To ensure that the template is consistently applied and that the perspectives of women lawyers who are members of historically under-represented groups in the profession are included throughout the implementation of the project, the Working Group recommends that an advisory group of women lawyers from Aboriginal, Francophone and/or equality-seeking communities be created. The Advisory Group would provide advice and expertise to the Law Society in the implementation of the recommendations.
59. For the full considerations underlying the Working Group's recommendation, please consult the full report.

RECOMMENDATION 8 – NETWORKING

60. **That the Equity and Aboriginal Issues Committee facilitate the development of networking strategies focused on the needs of women from Aboriginal, Francophone and/or equality-seeking communities in firms of all sizes.**
61. Research findings emphasize the importance of networking opportunities when entering and advancing in the legal profession and in private practice. Activities and programs offered by legal associations such as the Canadian Association of Black Lawyers, the Association des juristes d'expression française de l'Ontario ("AJEFO"), the South Asian Bar Association, the Sexual Orientation and Gender Identity Committee ("SOGIC") of the Ontario Bar Association ("OBA"), ARCH Disability Law Centre and the Indigenous Bar Association, to name a few, have been critical to assist students and lawyers in the profession. The Working Group recommends that the Equity and Aboriginal Issues Committee facilitate, in collaboration with legal associations and the Equity Advisory Group/Groupe consultatif en matière d'équité, the development of networks and strategies focused on the needs of women from Aboriginal, Francophone and/or equality-seeking communities.
62. For the full considerations underlying the Working Group's recommendation, please consult the full report.

F - Assessment

RECOMMENDATION 9 – REVIEW PROGRAMS AND NEXT STEPS

63. **That, after a period of three years of implementation of programs, and after a period of five years of implementation of the Practice Locum program, the Law Society assess the effectiveness of each program and identify further strategies for the retention and advancement of women in private practice.**

64. It is recommended that the effectiveness of programs implemented in the context of this project should be assessed after a period of implementation as specified in recommendation 9 to identify gaps and develop further strategies that may assist women in private practice. The Working Group recognizes that cultural and systemic change takes time. However, it believes that regular reviews of its programs will allow the Law Society to monitor their effectiveness and adapt the programs based on needs.
65. For the full considerations underlying the Working Group's recommendation, please consult the full report.

IV – RESOURCE IMPLICATIONS

66. Approximately \$70,000 in funding is available for the implementation of the Retention of Women Working Group recommendations in 2008.
67. A significant portion of the existing Law Society staff member's time will be reoriented from the development of other model policies and the Equity Initiatives Department's professional development programs to this initiative. In 2008, any additional staffing requirements will be covered under the funding already approved by Convocation for the implementation of the initiative. It is anticipated that in subsequent years, 1.0 of a full-time equivalent position will be required to continue to effectively implement the initiative.

RECOMMENDATION	STAFFING	PROGRAM EXPENSE	OTHER
1 Justicia project	0.3 of a full-time staff equivalent (beginning in 2009)	<p>\$15,000 for 2008 expenses to coordinate meetings will be covered by funds already approved by Convocation (Convocation already approved \$70,000 for implementation of project)</p> <p>\$15,000 per annum in 2009 and 2010 to coordinate meetings.</p> <p>\$20,000 in 2011 to assess effectiveness of project.</p>	
2 Direct support	0.3 of a full-time equivalent position	\$30,000 per annum to implement the	Incremental resource

RECOMMENDATION	STAFFING	PROGRAM EXPENSE	OTHER
	(beginning in 2009)	Institute. It is anticipated that this would be offset by course revenues. Design of change of status survey estimated at up to \$25,000 per annum, funded from existing budget in Equity Initiatives Department.	requirements may accumulate
3 Practice locums	0.3 of a full-time equivalent position (beginning in 2009)	Not expected to be material	
4 Parental leave	One additional staff member included in funding (see next column).	\$600,000 per annum in 2009, 2010, and 2011. Thereafter to be determined.	
5 Direct resources	0.1 of full-time equivalent position (beginning in 2009)	Not expected to be material.	Incremental resource requirements may accumulate
6 Law school initiative	Not expected to be material.	Not expected to be material	Incremental resource requirements may accumulate
7 Advisory group	Nominal	Nominal	Teleconference three times a year.
8 Networking	Methodology to be determined.	To be determined	
9 Review	Methodology to be determined.	To be determined	
Total 2008	No additional position required	No additional funding required	
Total 2009 - 2011	1.0 of full-time equivalent per year	\$600,000 per year	