

November 30, 2021

Sidney Troister, Chair
Competence Task Force
Law Society of Ontario
Osgoode Hall, 130 Queen Street West
Toronto, Ontario
M5H 2N6

Via: Upload to portal

Dear Mr. Troister,

RE: RESPONSE TO LAW SOCIETY OF ONTARIO'S COMPETENCE TASK FORCE CALL FOR COMMENT

I am writing to you on behalf of the Toronto Lawyers Association ("TLA"). The TLA is the voice of its 3,700 members who practice law in all disciplines across the Greater Toronto Area.

We understand the Law Society of Ontario ("LSO") has appointed a Competence Task Force to examine the issue of continuing competence among lawyers licensed in Ontario. We have reviewed the Competence Task Force's June 23, 2021 Report entitled "Renewing the Law Society's Continuing Competence Framework", including the various questions posed by the Competence Task Force at pages 25 to 28 of its Report. In response to the Competence Task Force's request for commentary from various stakeholders, the TLA invited its members to complete an online survey in order to gather their views as they relate to the questions posed in the Competence Task Force's Report. Approximately 120 members responded to the TLA's survey, with many providing insightful comments that we believe will greatly assist the Competence Task Force in its efforts to renew the competence framework in Ontario.

The TLA Executive Committee also wishes to express its views in the matter of renewing the continuing competence framework in Ontario. The TLA strongly supports the LSO's requirement that licensees complete a minimum number of CPD hours per year. We believe that ongoing legal education is fundamental to licensee competence and, as such, we believe that the current CPD requirement should either be maintained or increased to ensure minimum levels of competence among practitioners. Similarly, the TLA strongly encourages the LSO to place

continued emphasis on the maintenance and funding of local law libraries as a means to provide ongoing education to licensees and to ensure minimum standards of client service.

We are pleased to provide below our members' responses to our online survey.

RESPONSES TO TLA MEMBERSHIP SURVEY

As indicated above, the TLA invited its members to complete an online survey in direct response to the questions posed by the Competence Task Force at pages 25 to 28 of its Report. The survey was available for completion between October 12, 2021, and October 28, 2021. A copy of the survey and our members' responses are attached to this correspondence as Appendix "A". Of particular significance is the fact that our survey questions mirror the specific questions posed by the Competence Task Force, thereby providing the Competence Task Force with insights and commentary in direct response to the issues in question.

The survey was completed by 122 respondents. Ninety-seven respondents provided information related to their year of call. Of those 97 lawyers, 12 have been practicing for less than five years, 11 have been practicing for six to nine years, 12 have been practicing for 10 to 14 years, 13 have been practicing for 15 to 19 years, 22 have been practicing for 20 to 29 years and 27 have been practicing for 30 or more years. Ninety-three lawyers provided information related to the number of lawyers in their firm/office. Of those 93 lawyers, 33 were sole practitioners, 26 work in a practice comprised of two to five lawyers, 13 work in practice comprised of six to 10 lawyers, 10 work in a practice comprised of 11 to 49 lawyers, one works in a practice comprised of 50 to 99 lawyers and 10 work in a practice comprised of 100 or more lawyers.

1. Working Definition of Competence

TLA members were asked whether they agreed with the Law Society's working definition of "competence". In particular, the TLA survey posed the following question:

The Law Society's Competence Task Force has developed a working definition of "competence". According to the Law Society, competence is composed of knowledge, skills, abilities, behaviours, judgement and values. Competent performance requires the habitual and simultaneous application of many of these attributes. Competence is also developmental in nature and it spans the entirety of a lawyer's career. It requires self-awareness, self-reflection and a growth mindset. It is dynamic and adaptive and is informed by a consumer perspective. It evolves with societal change.

Seventy-five percent of respondents agreed with the LSO's working definition of competence as set out above. Twenty-five percent disagreed with this working definition. Some indicated that competence should not be informed by consumer perspective. Others said the definition was too vague and open to interpretation. Some respondents also questioned whether the concept of "values" should be a part of the definition of competence.

2. Principles for an Effective Competence Regime

TLA members were asked whether the following five principles form part of an effective competence regime: risk-based; flexible; feasible; forward-looking; and client-centred. Of the 93 respondents who answered this question, 82% agreed that these principles form part of an effective competence regime.

Respondents were asked if any of these principles should be omitted or whether any other principles should be added. The following are among the general comments received:

- These principles are vague
- Honesty, civility and access to justice should be included as principles
- Risk-based and client-centred should not be included as principles

3. Components of Continuing Competence Framework

TLA members were asked about the six components that comprise the LSO's current competence framework. Members were asked whether the six components adhere to the five principles of an effective competence regime. Of the 94 respondents who answered this question, 73% agreed with that statement. Respondents who disagreed with this statement were asked to comment on why they disagreed with it. The following general comments were provided:

- CPD in its current form is "useless"
- The Certified Specialist Program does not speak to competency
- Funding cuts to libraries will hurt sole practitioners
- Practice assessments are "bad for everyone"
- None of these components are sufficiently client-centred
- Spot audits unfairly target sole practitioners and small firms

TLA members were asked if any of the six components should be modified, restructured or terminated. Thirty-four respondents provided commentary, which included the following general answers:

- The Certified Specialist Program should be eliminated
- The LSO should move away from a centralized resource system and instead establish a physical education presence in all regions of the province
- Eliminate practice assessments
- Provide additional supports/resources to newer licensees trained abroad
- Make the Coach and Advisor Network more robust

4. Renewing the Law Society's Continuing Competence Framework

TLA members were asked a variety of questions regarding the current state of the LSO's continuing competence framework and any changes that ought to be made to it. Sixty-three percent of survey respondents believe that the current CPD requirement should not be changed to target the development and maintenance of certain competencies. Of those respondents who believe it should be changed, the following general comments were provided:

- Junior lawyers should be required to complete CPD courses specific to their area of practice either at no cost or on a cost recovery basis
- If the CPD requirement is to remain, it should be more effective (i.e. licensees should be required to complete programming in their practice area)
- CPD should be more skills-based
- There should be a greater requirement for EDI hours
- Technological competence should be emphasized
- CPD should be more affordable
- There should be a greater focus on practice management
- "Unnecessary" CPD should be eliminated

When asked whether CPD should be tied to a licensee's area of practice, experience level or identified areas of risk, 56% of respondents agreed. Fifty-two percent of respondents are of the view that the CPD requirement should not be completed over the course of two years (as opposed to annually). Of the minority of respondents who indicated that CPD hours should be completed over the span of two years, there were mixed views on whether the number of CPD hours should be changed if lawyers were permitted to complete their CPD over two years. Some respondents indicated that the number of CPD hours should remain the same (i.e., the number of hours to be completed per year should be halved). Other respondents suggested that if licensees are to be given two years to complete the CPD requirement, the total number of hours to be completed should double.

Survey respondents were asked whether CPD programs should be more stringent or interactive to help ensure that licensees are engaged and learning. Seventy percent of respondents disagreed with this statement. The vast majority (79%) of respondents also do not believe that as an alternative to the CPD requirement, licensees should be required to conduct a self-assessment.

The majority of respondents favour keeping the CPD requirement as is or enhancing it. Fifty-seven percent of survey respondents are of the view that the CPD requirement should remain as is. Twenty-six percent believe it should be enhanced. Less than seventeen percent of respondents indicated that the CPD requirement should be eliminated altogether. Respondents were asked why they would make these changes. They commented as follows:

- Most CPD programs are too broad and should be more focused upon certain competencies
- Certain courses should be mandatory for more junior lawyers and the LSO should select a panel of lawyers to teach these courses
- CPD courses do not actually ensure competence and are “window dressing”
- It is currently easy to obtain CPD hours without necessarily gaining knowledge
- Licensees should not be able to take CPD courses unrelated to their area of practice
- CPD is simply a money-making exercise
- There is no oversight as it relates to whether licensees actually watch/listen courses they have logged on to
- Many licensees do not need a formal CPD system in order to remain competent
- CPD should be low-cost and easily accessible

Survey respondents were asked whether they had any other comments to provide with respect to the CPD requirement. Some suggested that competence should be addressed at the beginning of a lawyer’s career by ensuring appropriate legal education and conducting an assessment prior to permitting lawyers to be licensed in Ontario. CPD should not be used to address weaknesses in the original licensing program. Some respondents suggested that CPD should be available at no cost to licensees. Others suggested that CPD should be very targeted to younger lawyers. Multiple respondents commented that technological competence should be a focus of CPD programming. One respondent suggested that self-study should be permitted as the sole method of completing the CPD requirement.

Survey respondents were asked whether the LSO should provide enhanced supports for sole practitioners and small firms, such as courses on the business of law, law firm management and financial record-keeping. Seventy-seven percent of respondents agreed with this statement. When asked what types of supports should be provided, respondents’ answers included the following:

- Provide programming at cost recovery basis
- Provide record keeping support
- Provide free courses on the business of law, law firm management and record keeping as well as mentoring in these areas
- Develop best practices toolkits so that new lawyers don’t need to “reinvent the wheel”

Fifty-five percent of survey respondents believe that licensees should be required to complete a training course related to a core set of competencies, such as practice management or client communications. Of those, 27 respondents indicated that the course should be mandatory for all licensees, 37 indicated that it should be mandatory for new licensees, 13 indicated that it should be mandatory for sole practitioners or those in small practices, 15 indicated that it should be mandatory for licensees transitioning to a sole practice and 11 indicated that it should be

mandatory for licensees after a particular number of years of practice (responses ranged from five years to 25 years).

Survey respondents were asked whether licensees should be required to enter into a mentoring relationship, either as mentor or mentee. Seventy-nine percent of respondents said no. Many of those who disagreed with the idea of a mandatory mentoring relationship agreed, however, that the LSO should encourage mentoring relationships.

The vast majority of respondents (85%) disagreed that the LSO should introduce peer assessments as a mechanism for improving competence. Of the 15% of respondents who support the idea of introducing peer assessments, the following comments were provided with respect to how they should be structured:

- Using group meetings
- By selecting a mentor that the licensee is comfortable with and conducting monthly meetings
- Assessors should be selected by the LSO
- Peer assessment may be used for lawyers who are the subject of complaints to the LSO for competency-based reasons

Fifty-four percent of respondents were aware of the Coach and Advisor Network. Respondents who were mentees were asked how helpful they found CAN. On a scale of one to five (with one being not helpful at all and five being very helpful), the average rating was three. Of those respondents who were mentors, 61% found the experience to be rewarding. Respondents were asked whether CAN should remain as is, be enhanced or be eliminated altogether. Sixty four percent believe it should remain as is, 31% believe it should be enhanced and only 5% believe it should be eliminated. Respondents were asked what changes they would make to CAN and the following answers were provided:

- Provide more robust or hands-on support
- Introduce a category for those licensees transitioning between practice areas
- Publicize it more as some licensees are unaware of it
- Link it with local law associations to create more relationships
- Encourage licensees to join prior to their call to bar to ensure proper mentorship immediately upon admission to the profession, particularly where articling requirements are reduced

Ninety percent of respondents were aware of the Certified Specialist Program; however only 11% have participated in it. Just over half (55%) of respondents indicated that they did not find the program to be useful. Of the 45% who found it to be useful, the average rating of “usefulness” was three out of five. Half of survey respondents believe that the Certified Specialist Program should remain as is. Fifteen percent believe it should be enhanced and 35% believe it should be

eliminated altogether. Respondents were asked if they have any suggestions for changes to the program. Their comments included the following:

- The program should be focused on actual experience and skills
- It is currently little more than a marketing tool
- Expand the areas of specialization and create subspecialties
- Eliminate it because it provides the public with a false sense of confidence in a lawyer who has the C.S. designation

Survey respondents were asked whether there are basic technological skills that the LSO should require all licensees to have. Respondents were divided on this issue - of the 105 respondents who answered this survey question, 53 replied no and 52 replied yes. Respondents who agreed with this statement were asked which technological skills licensees should have and how the LSO should verify that licensees have them. The following comments were provided:

- LSO should provide support to lawyers who need help with programs like Zoom or e-filing programs
- Periodic courses on programs like CaseLines would be helpful
- Incorporate technology skills into articling
- Licensees should have basic technological skills related to accounting/bookkeeping, email and the maintenance of electronic client files
- Licensees should have sufficient technological capabilities in their offices/firms
- Licensees should have core skills in their area of practice (i.e., litigators should know how to file documents with the court electronically and how to appear in virtual court)
- Provide licensees with training related to IT security and how to respond to IT threats such as ransomware attacks
- LSO may consider creating a Technological Competence category to the annual CPD requirement
- Licensees should be required to have basic technological competence however the LSO should be mindful not to set the standard too high as it may disadvantage sole practitioners or those in smaller communities with fewer resources

Three quarters of respondents agree that in order to prepare licensees for the rapidly changing future, the LSO should require or encourage licensees to take courses to enhance their technological competence. Survey respondents were asked if they had any further comments to provide on the topic of technological competence. They provided the following comments:

- Some were of the view that it would be very difficult for the LSO to implement a province-wide requirement for technological competence and suggested that the LSO may want to impose a standard whereby lawyers are free to choose how to adhere to the standard while also minimizing risks related to IT security
- Technological competence should be encouraged but not compelled

- Requiring technological competence from all licensees may result in some licensees being inadvertently excluded from the bar
- Technology is mostly a staff concern and licensees should be focused on practicing law
- Create a resource for licensees to use when they require live support to do things such as file documents with the court electronically
- Technological competence training should be included as part of the professionalism CPD requirement

Survey respondents were asked whether the LSO should incentivize licensees to strive for excellence. Of the 100 respondents who answered this question, 51 answered yes and 49 answered no. Respondents were asked what excellence means to them and how licensees should strive for it. The following comments were provided:

- Excellence means competent work, reasonable fees and good service
- Excellence is competence, dedication, public service, skillful representation, effective advocacy, participation in legal organizations and an overall contribution to legal knowledge
- Excellence is keeping up to date on the law, assisting young lawyers through mentoring and cooperating with colleagues by exchanging useful information
- The LSO could encourage competence by distributing local awards to deserving licensees
- Licensees should strive for excellence by keeping in mind who they serve and by remembering their legal, moral and ethical obligations to clients and the community at large
- Reinstate the Q.C. program for lawyers who have maintained a high standard of professionalism for 20+ years
- Excellence is best practices within an area of specialization
- Excellence is serving clients in the way they deserve to be served – that is, with attention and care and with the requisite expertise
- Excellence means going beyond basic competence

5. Additional Aspects of Competence Regime

In addition to the survey answers above, respondents were asked whether there is anything else that should be included in the competence framework or that they would like to comment on with respect to continuing licensee competence. Comments included the following:

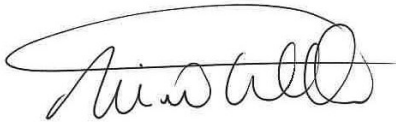
- There should be an ongoing commitment by licensees to access to justice initiatives
- The assessment of client satisfaction should be part of the framework
- Increase the annual EDI training requirement
- Provide licensees with access to precedents on the LSO website
- Introduce an annual fee for CPD courses and permit licensees to enroll in as many courses as they would like to take (i.e., over and above the minimum requirement)

- Implement penalties for lawyers who claim to have completed virtual CPD but in fact have not attended
- Licensees should be required to complete an anti-fraud CPD course each year
- Implement mandatory unconscious bias training
- Expand the Coach and Advisor Network and publicize it more broadly

As is evident from the survey responses above, TLA members hold widely varying opinions on the LSO's current competence framework and any changes that might be made to it. As noted above, the TLA strongly supports the LSO's requirement for licensees to complete an annual CPD component. It also strongly supports the maintenance and robust funding of local law libraries as a means of ensuring licensee competence throughout the province.

Thank you for considering these comments. Our Advocacy Committee would be pleased to discuss these comments at your convenience, should you find additional consultation beneficial.

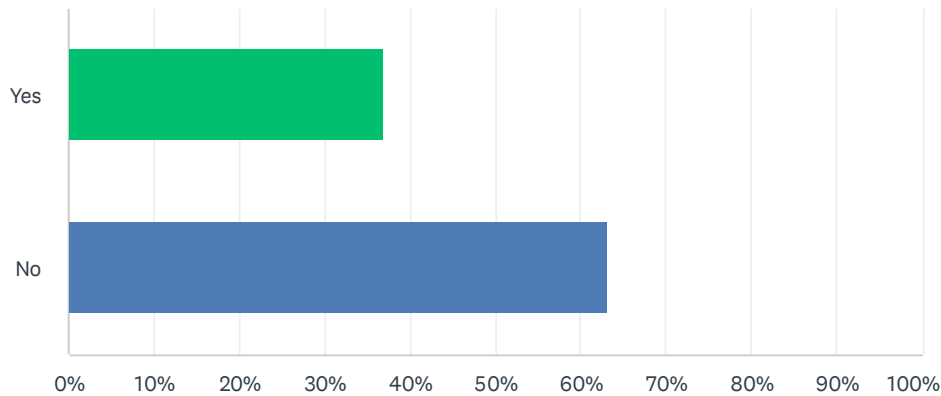
Yours very truly,

A handwritten signature in dark ink, appearing to read "Michael J. White", with a large, sweeping loop at the end.

Michael J. White
President
Toronto Lawyers Association

Q1 Should the CPD requirement be changed to target the development and maintenance of certain competencies?

Answered: 119 Skipped: 3



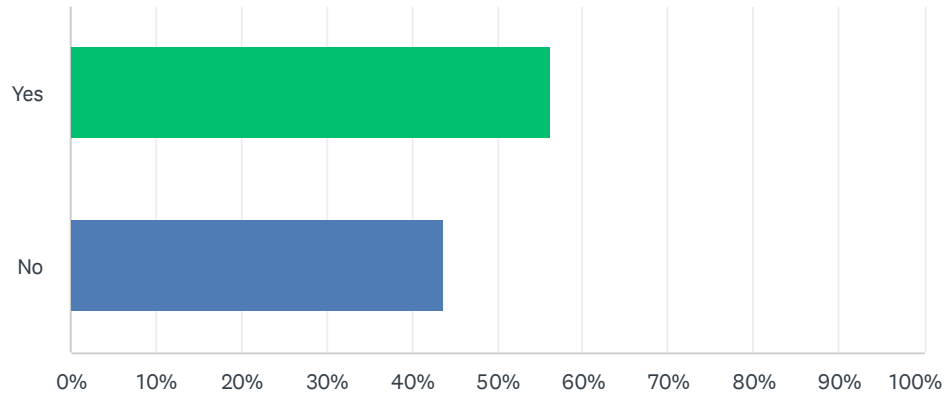
ANSWER CHOICES		RESPONSES	
Yes		36.97%	44
No		63.03%	75
TOTAL			119

Q2 If yes, how should it be changed?

Answered: 40 Skipped: 82

Q3 Should the CPD requirement be tied to the licensee's practice area(s), experience level or identified areas of risk?

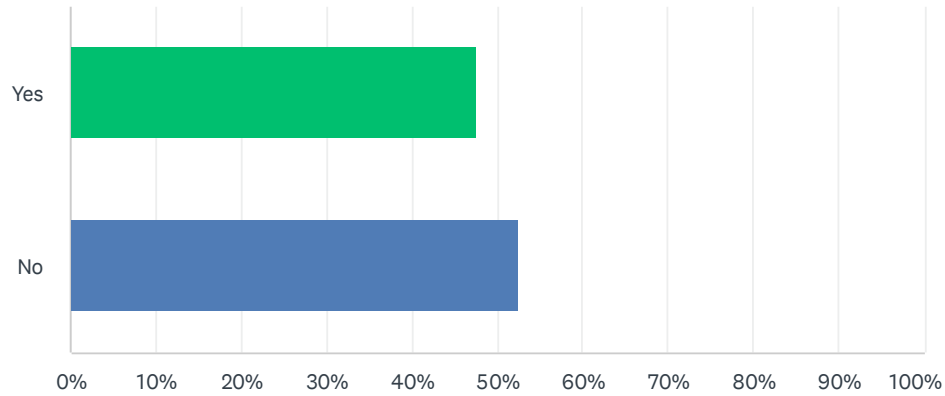
Answered: 121 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	56.20%	68
No	43.80%	53
TOTAL		121

Q4 Should licensees complete their CPD requirement over the course of two calendar years as opposed to annually?

Answered: 122 Skipped: 0



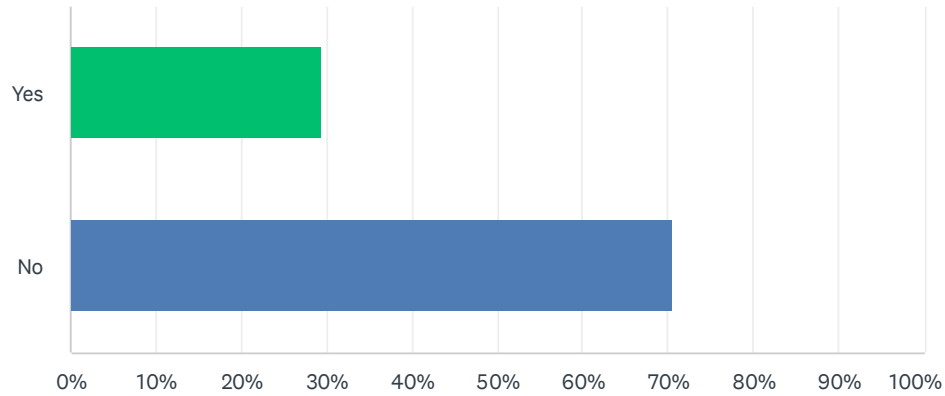
ANSWER CHOICES		RESPONSES	
Yes		47.54%	58
No		52.46%	64
TOTAL			122

Q5 If yes, should the number of hours remain the same or increase?

Answered: 63 Skipped: 59

Q6 Should CPD programs be more stringent or interactive to help ensure that licensees are engaged and learning?

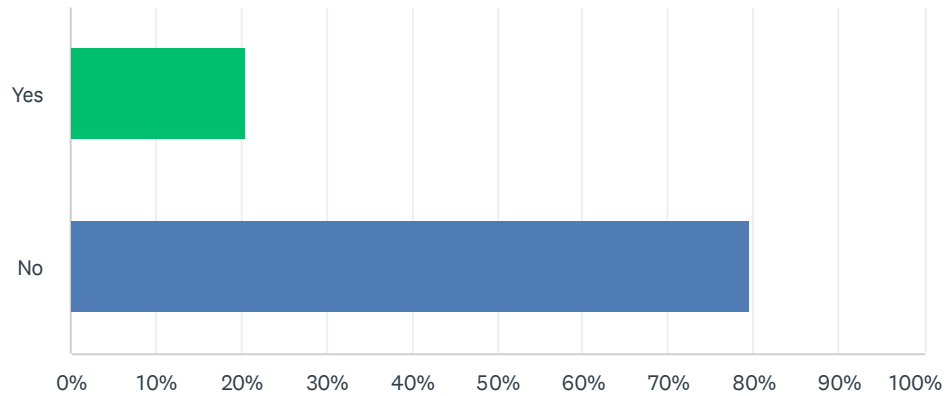
Answered: 122 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		29.51%	36
No		70.49%	86
TOTAL			122

Q7 As an alternative to the CPD requirement, should licensees be required to conduct a self-assessment to identify their learning and training needs and then create and execute their own unique professional development plan?

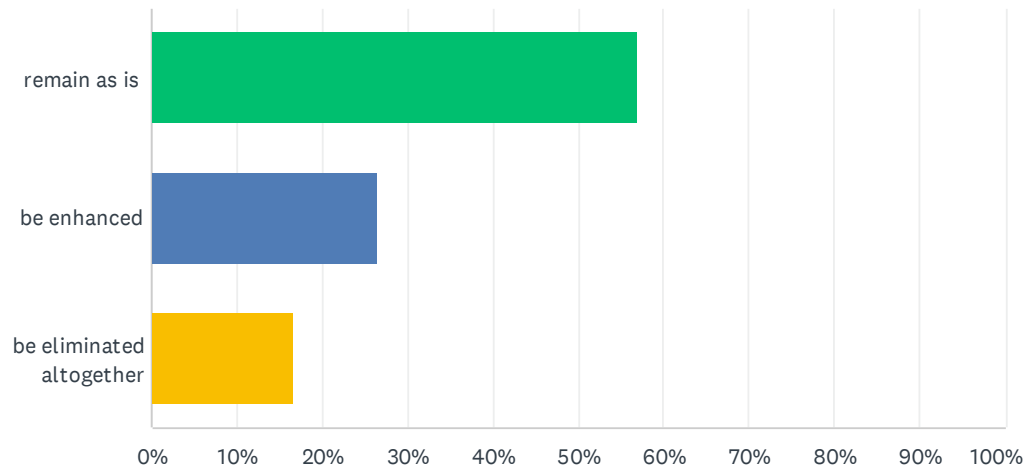
Answered: 122 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	20.49%	25
No	79.51%	97
TOTAL		122

Q8 Should the CPD requirement (Pick one)

Answered: 121 Skipped: 1



ANSWER CHOICES	RESPONSES	
remain as is	57.02%	69
be enhanced	26.45%	32
be eliminated altogether	16.53%	20
TOTAL		121

Q9 Why would you make these changes and how would you go about making them?

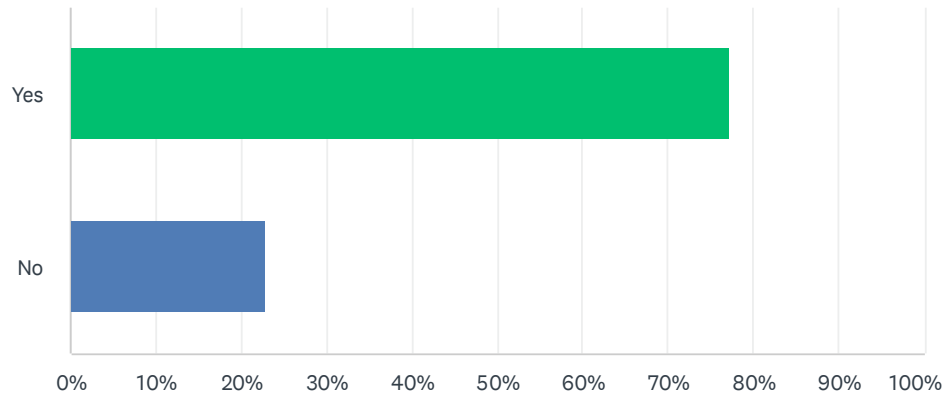
Answered: 52 Skipped: 70

Q10 Any other comments about CPD requirements?

Answered: 44 Skipped: 78

Q11 Should the Law Society provide enhanced support for sole practitioners and small firms, such as courses on the business of law, law firm management and financial record-keeping?

Answered: 110 Skipped: 12



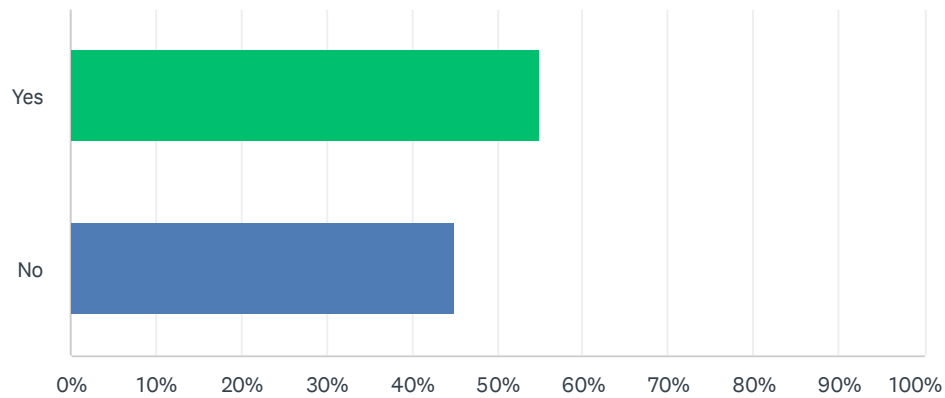
ANSWER CHOICES	RESPONSES	
Yes	77.27%	85
No	22.73%	25
TOTAL		110

Q12 If yes, what types of supports?

Answered: 72 Skipped: 50

Q13 Should licensees be required to complete a training course related to a core set of competencies, such as practice management or client communications?

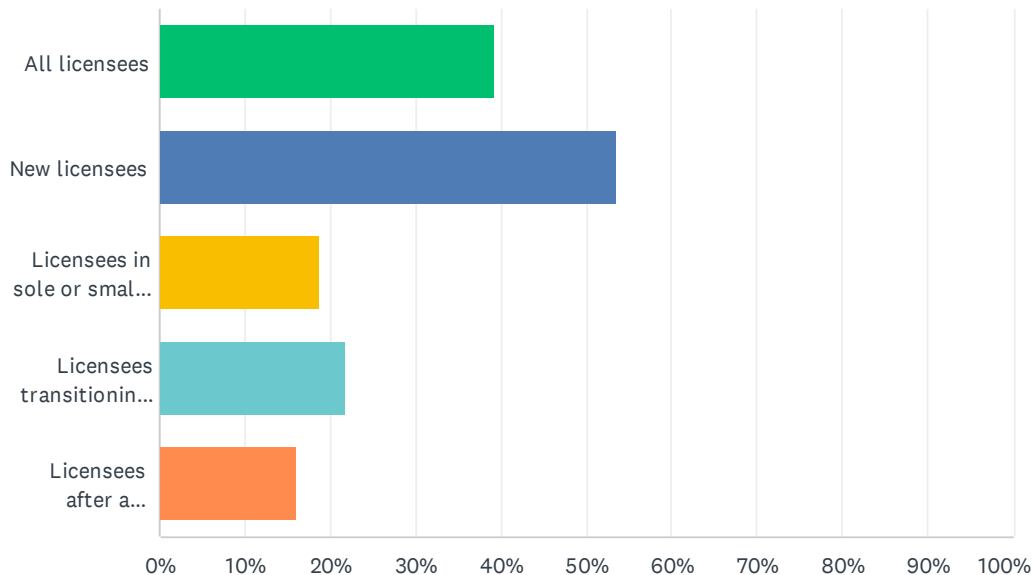
Answered: 111 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	54.95%	61
No	45.05%	50
TOTAL		111

Q14 If yes, should the course be mandatory for: (Pick as many as applicable)

Answered: 69 Skipped: 53



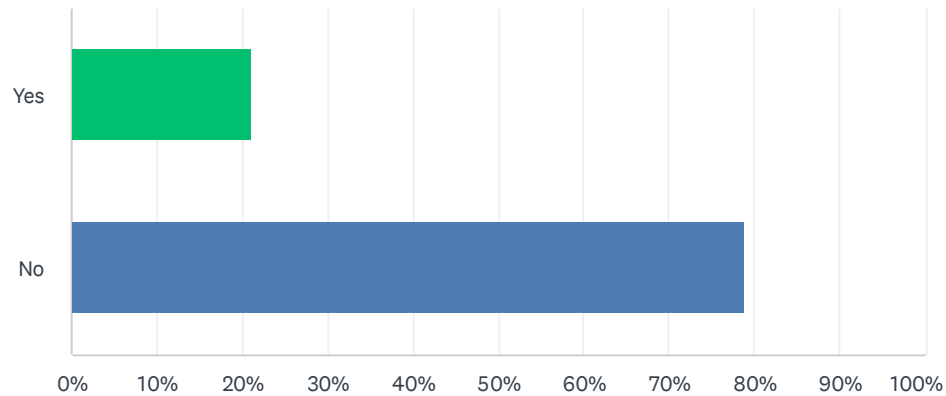
ANSWER CHOICES	RESPONSES	
All licensees	39.13%	27
New licensees	53.62%	37
Licensees in sole or small firm practice	18.84%	13
Licensees transitioning to sole practice	21.74%	15
Licensees after a particular number of years of practice (Indicate how many years below)	15.94%	11
Total Respondents: 69		

Q15 If you have indicated above that the course should be mandatory for licensees after a particular number of years of practice, please indicate below the number of years of practice after which the course should be required.

Answered: 17 Skipped: 105

Q16 Should the Law Society require licensees to enter into a mentoring relationship, either as mentor or mentee?

Answered: 109 Skipped: 13



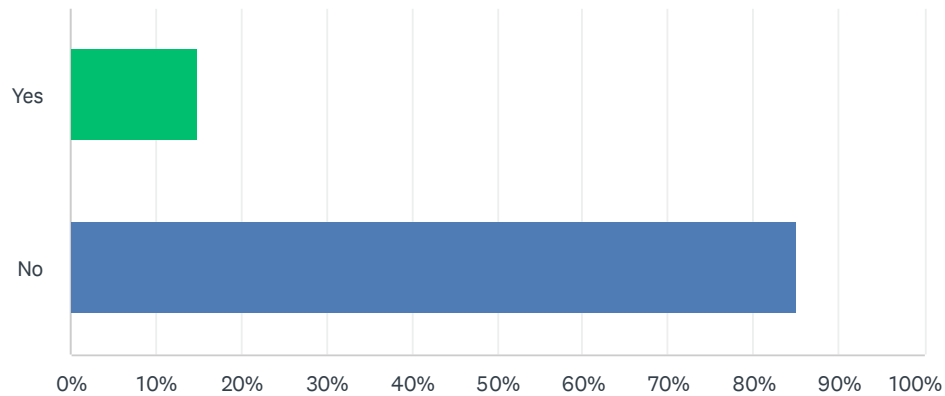
ANSWER CHOICES	RESPONSES	
Yes	21.10%	23
No	78.90%	86
TOTAL		109

Q17 If no, should the Law Society encourage licensees to enter into a mentoring relationship, either as mentor or mentee?

Answered: 76 Skipped: 46

Q18 Should the Law Society introduce peer assessments as a mechanism for improving competence?

Answered: 107 Skipped: 15



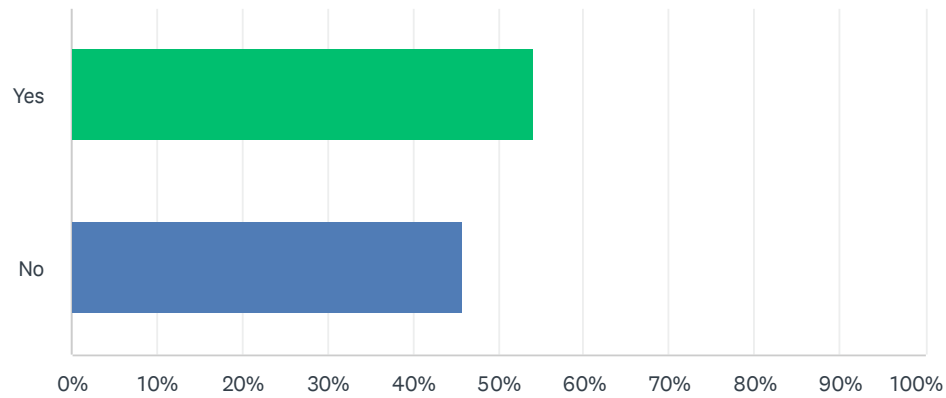
ANSWER CHOICES	RESPONSES	
Yes	14.95%	16
No	85.05%	91
TOTAL		107

Q19 If yes, how should they be structured?

Answered: 17 Skipped: 105

Q20 Are you aware of the Coach and Advisor Network?

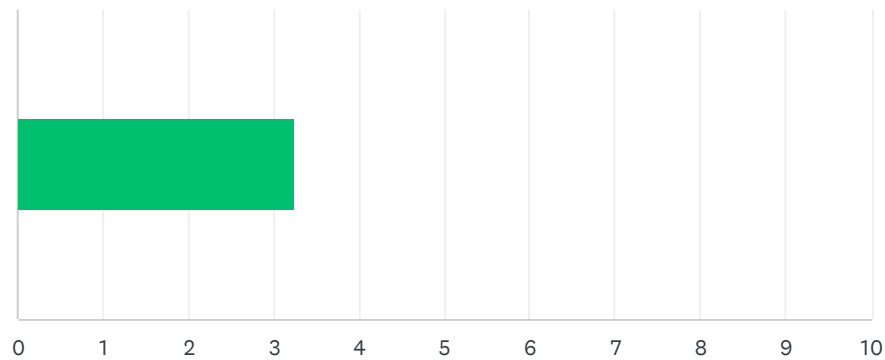
Answered: 107 Skipped: 15



ANSWER CHOICES		RESPONSES	
Yes		54.21%	58
No		45.79%	49
TOTAL			107

Q21 If you participated in the Coach and Advisor Network as a mentee, on a scale of 1-5, with 1 being not at all helpful and 5 being very helpful, how helpful did you find it?

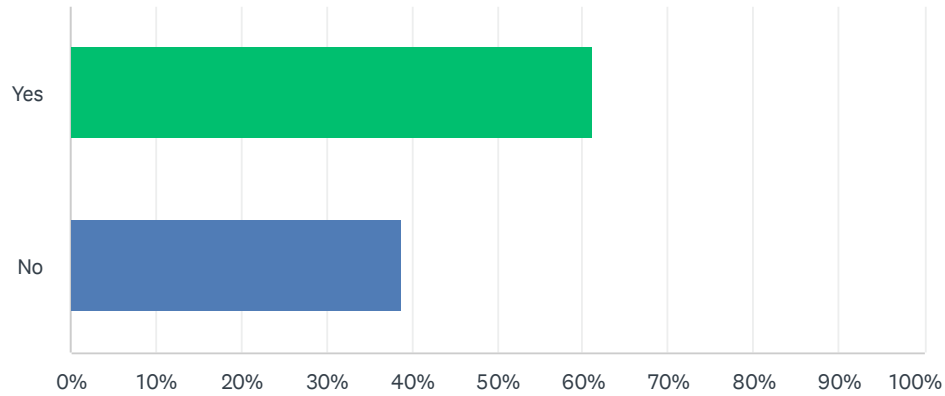
Answered: 12 Skipped: 110



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	3	39	12
Total Respondents: 12			

Q22 If you participated in the Coach and Advisor Network as a mentor, did you find it rewarding?

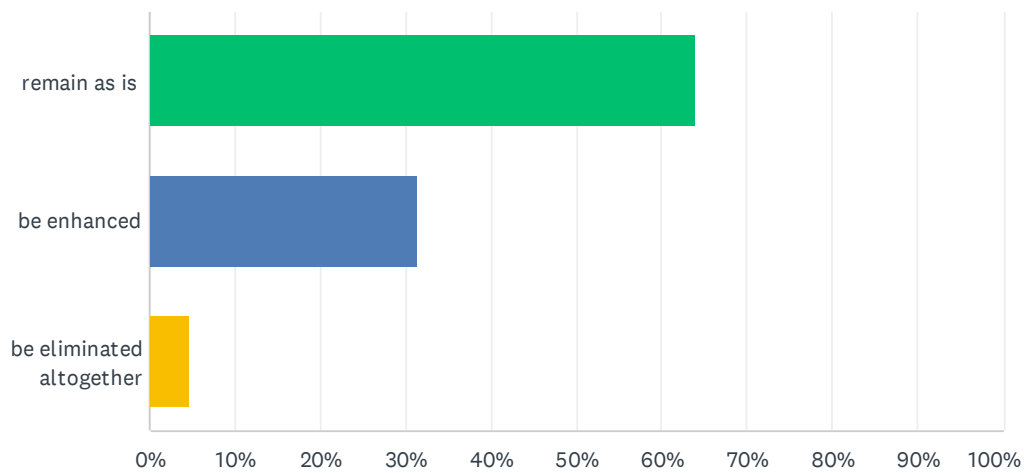
Answered: 18 Skipped: 104



ANSWER CHOICES	RESPONSES	
Yes	61.11%	11
No	38.89%	7
TOTAL		18

Q23 Should the Coach and Advisor Network (Pick one)

Answered: 64 Skipped: 58



ANSWER CHOICES	RESPONSES	
remain as is	64.06%	41
be enhanced	31.25%	20
be eliminated altogether	4.69%	3
TOTAL		64

Q24 If you would make changes: Why would you make these changes and how would you go about making them?

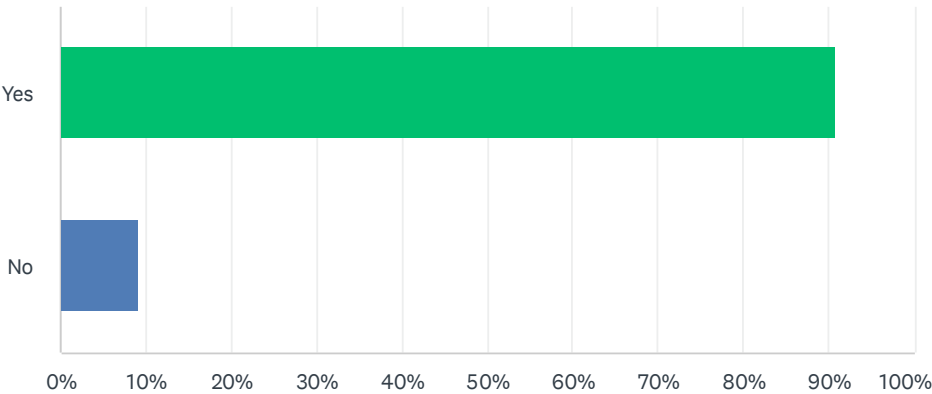
Answered: 17 Skipped: 105

Q25 Any other comments about peer-based initiatives?

Answered: 15 Skipped: 107

Q26 Are you aware of the Certified Specialist Program?

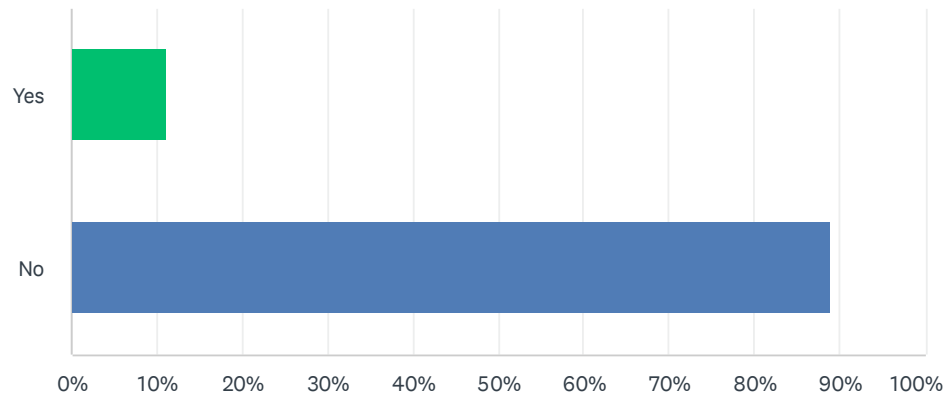
Answered: 108 Skipped: 14



ANSWER CHOICES		RESPONSES	
Yes		90.74%	98
No		9.26%	10
TOTAL			108

Q27 If yes, have you participated in it?

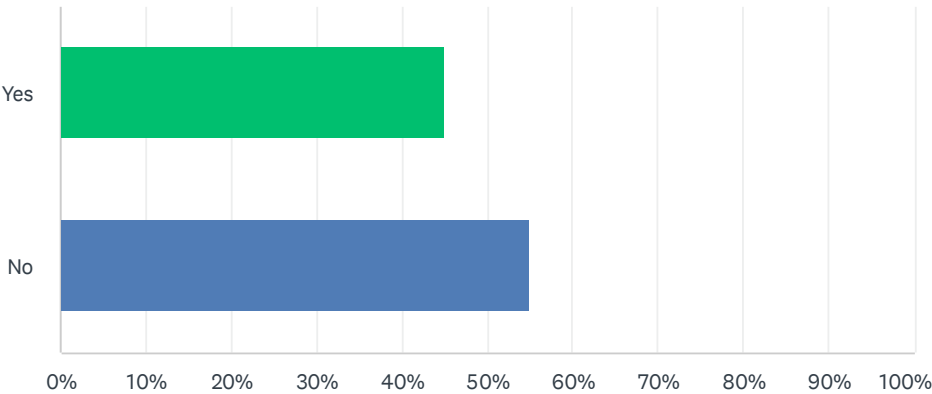
Answered: 100 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	11.00%	11
No	89.00%	89
TOTAL		100

Q28 If so, did you find it useful?

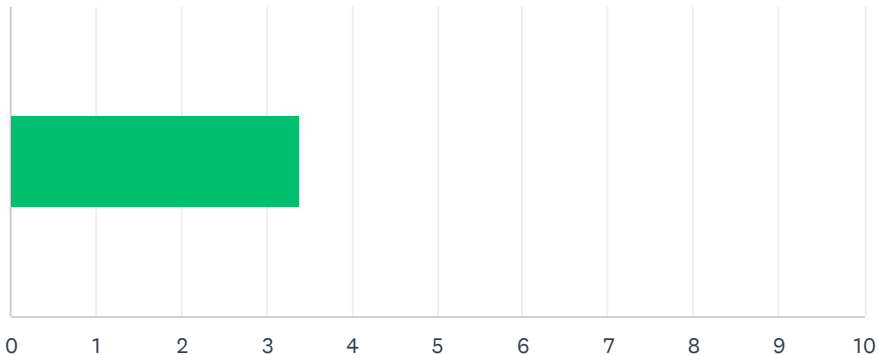
Answered: 20 Skipped: 102



ANSWER CHOICES		RESPONSES	
Yes		45.00%	9
No		55.00%	11
TOTAL			20

Q29 If yes, on a scale of 1-5 how useful did you find it

Answered: 15 Skipped: 107



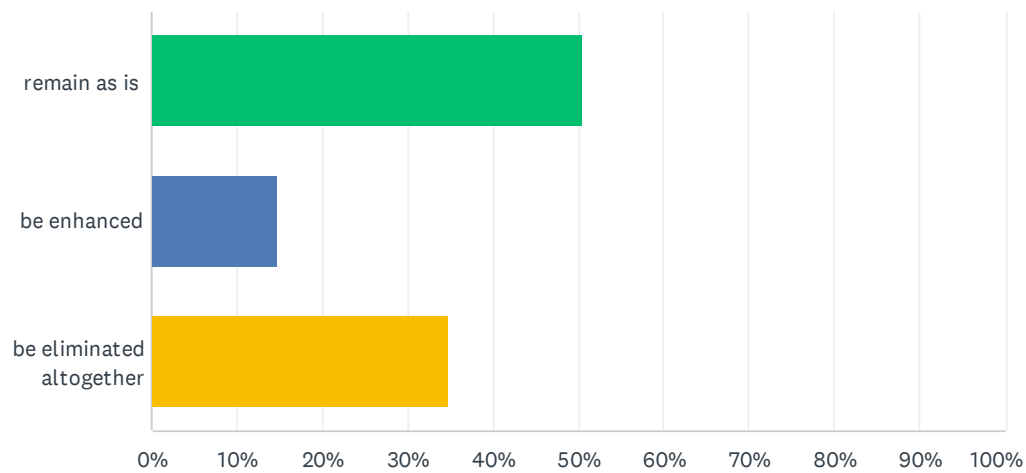
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	3	51	15
Total Respondents: 15			

Q30 If so, do you have suggestions for any changes to the Program?

Answered: 15 Skipped: 107

Q31 Should the Certified Specialist Program

Answered: 89 Skipped: 33



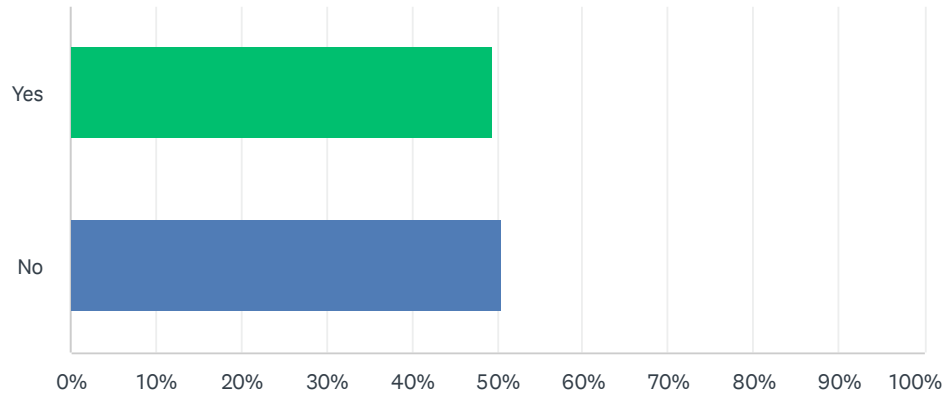
ANSWER CHOICES	RESPONSES	
remain as is	50.56%	45
be enhanced	14.61%	13
be eliminated altogether	34.83%	31
TOTAL		89

Q32 If you would make changes: Why would you make these changes and how would you go about making them?

Answered: 21 Skipped: 101

Q33 Are there basic technological skills that the Law Society should require all licensees to have?

Answered: 105 Skipped: 17



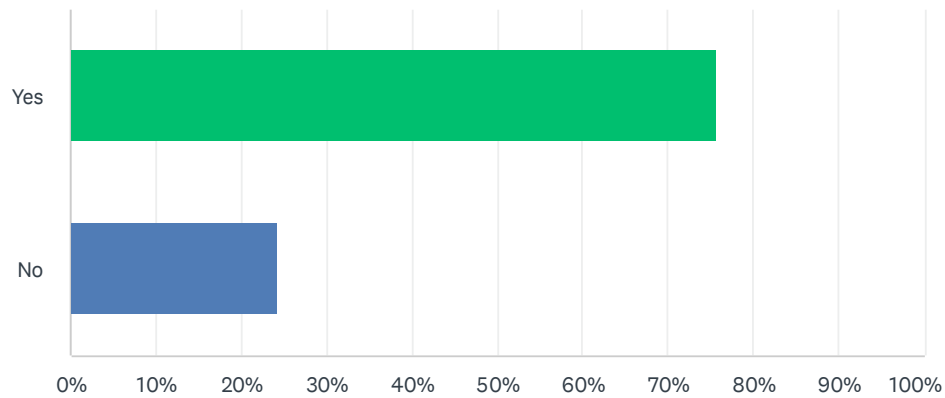
ANSWER CHOICES	RESPONSES	
Yes	49.52%	52
No	50.48%	53
TOTAL		105

Q34 If yes, what are those skills and how should the Law Society verify or ensure that licensees have them?

Answered: 48 Skipped: 74

Q35 In order to prepare licensees for the rapidly changing future, should the Law Society require or encourage licensees to take courses to enhance their technological competence?

Answered: 103 Skipped: 19



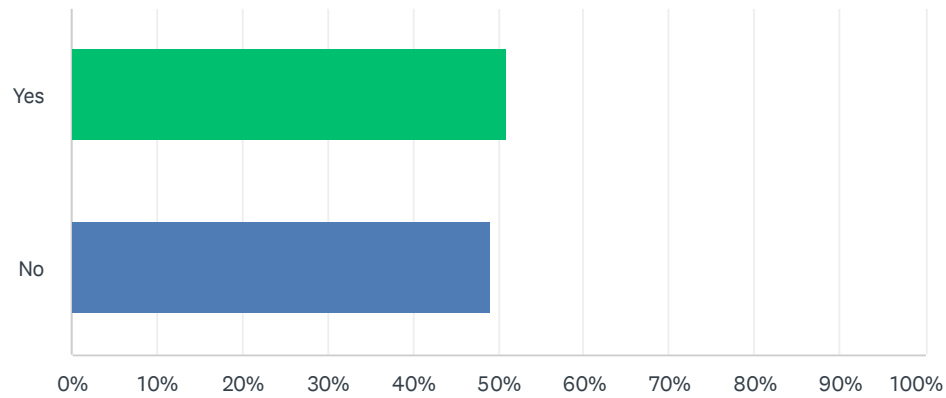
ANSWER CHOICES		RESPONSES	
Yes		75.73%	78
No		24.27%	25
TOTAL			103

Q36 Any other comments about technological competence?

Answered: 26 Skipped: 96

Q37 Should the Law Society incentivize licensees to strive for excellence?

Answered: 100 Skipped: 22



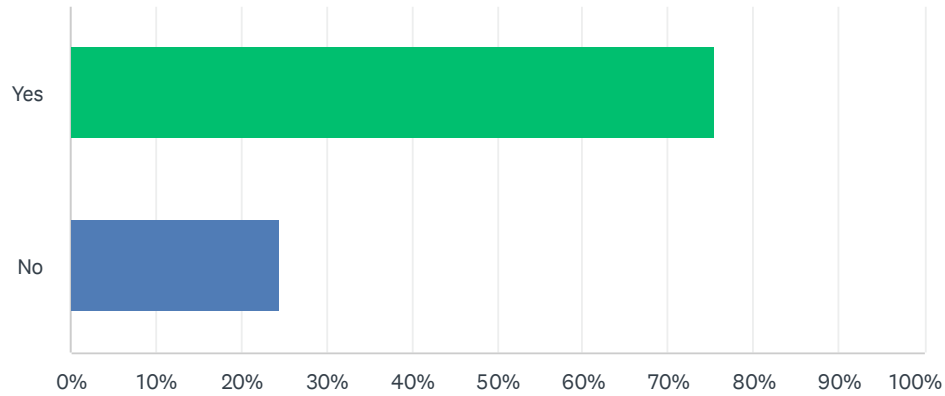
ANSWER CHOICES	RESPONSES	
Yes	51.00%	51
No	49.00%	49
TOTAL		100

Q38 If yes, what is excellence to you and how should licensees strive for excellence?

Answered: 36 Skipped: 86

Q39 Do you agree with the Law Society's working definition of competence as set out above?

Answered: 94 Skipped: 28



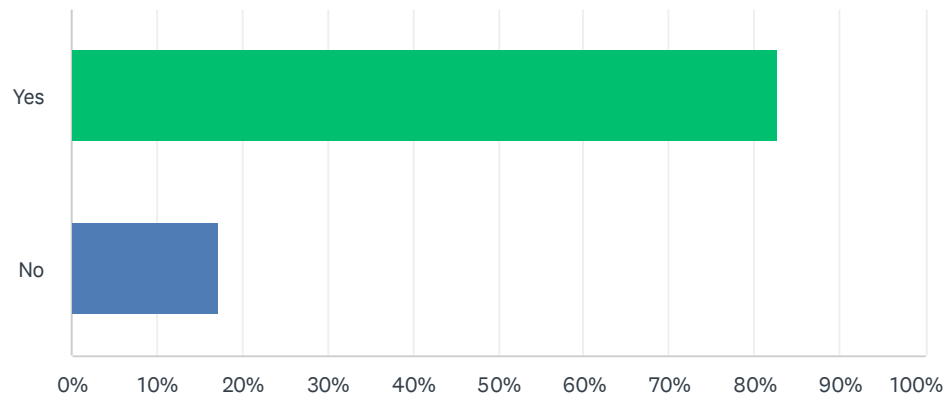
ANSWER CHOICES	RESPONSES	
Yes	75.53%	71
No	24.47%	23
TOTAL		94

Q40 If you disagree with any part of the definition, what do you disagree with and why?

Answered: 23 Skipped: 99

Q41 Do you agree that the following five principles form part of an effective competence regime? Risk-basedFlexibleFeasibleForward-lookingClient-centred

Answered: 93 Skipped: 29



ANSWER CHOICES		RESPONSES	
Yes		82.80%	77
No		17.20%	16
TOTAL			93

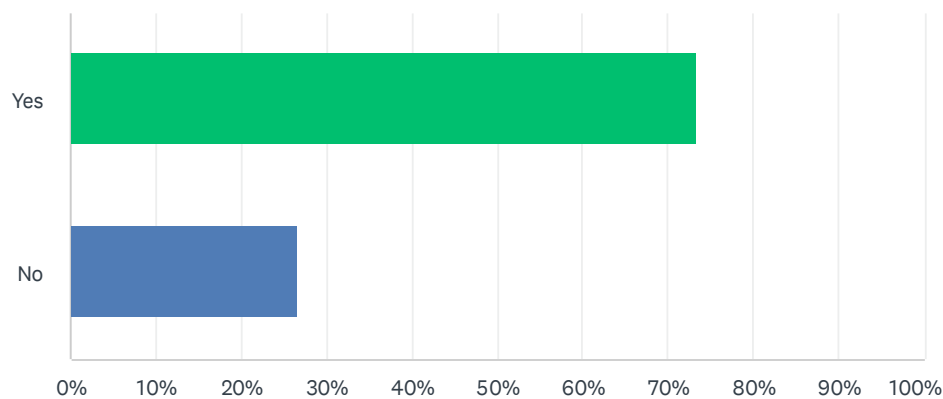
Q42 Are there any principles that should be omitted or added?

Answered: 27 Skipped: 95

Q43 The LSO's current competence framework is comprised of the following six components. Do you agree that the six components adhere to the five principles for an effective competence regime (i.e. risk-based, flexible, feasible, forward-looking and client-centred)?

a. CPD requirement and programs
 b. The Practice Management Helpline
 c. Coach and Advisor Network
 d. Practice assessment programs (i.e. practice reviews, spot audits, practice audits)
 e. Certified Specialist Program
 f. Legal information and research supports (Great Library and LiRN)

Answered: 94 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	73.40%	69
No	26.60%	25
TOTAL		94

Q44 If not, why not?

Answered: 24 Skipped: 98

Q45 Should any of the six components of the competence regime (as listed above) be modified, restructured or terminated? If so, how?

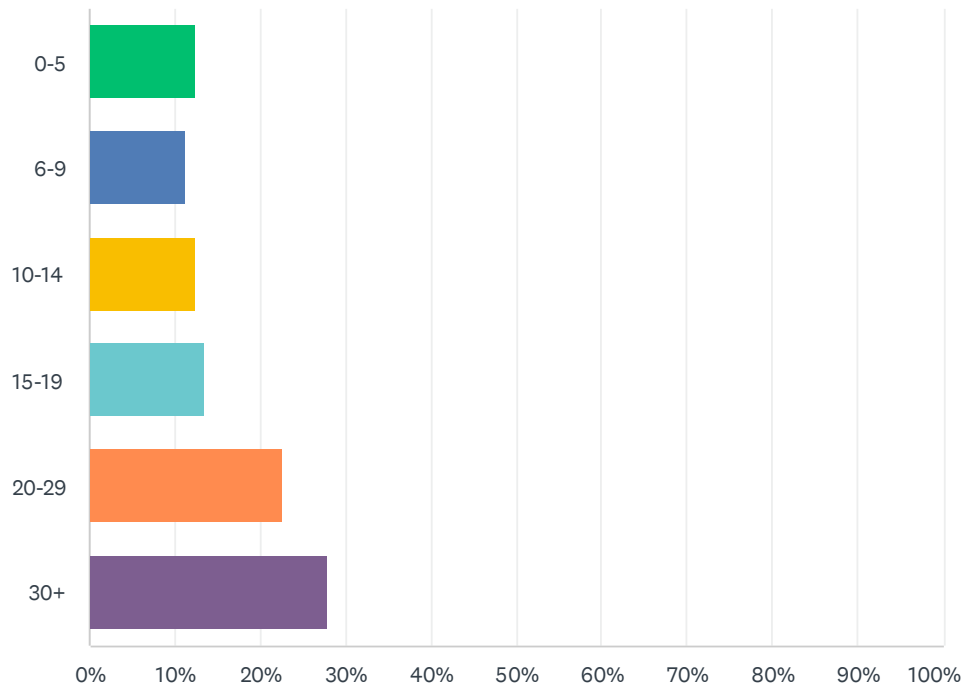
Answered: 34 Skipped: 88

Q46 Is there anything else that should be included in the competence framework or that you would like to comment on with respect to continuing licensee competence?

Answered: 18 Skipped: 104

Q47 How many years have you been licensed to practice law in Ontario?

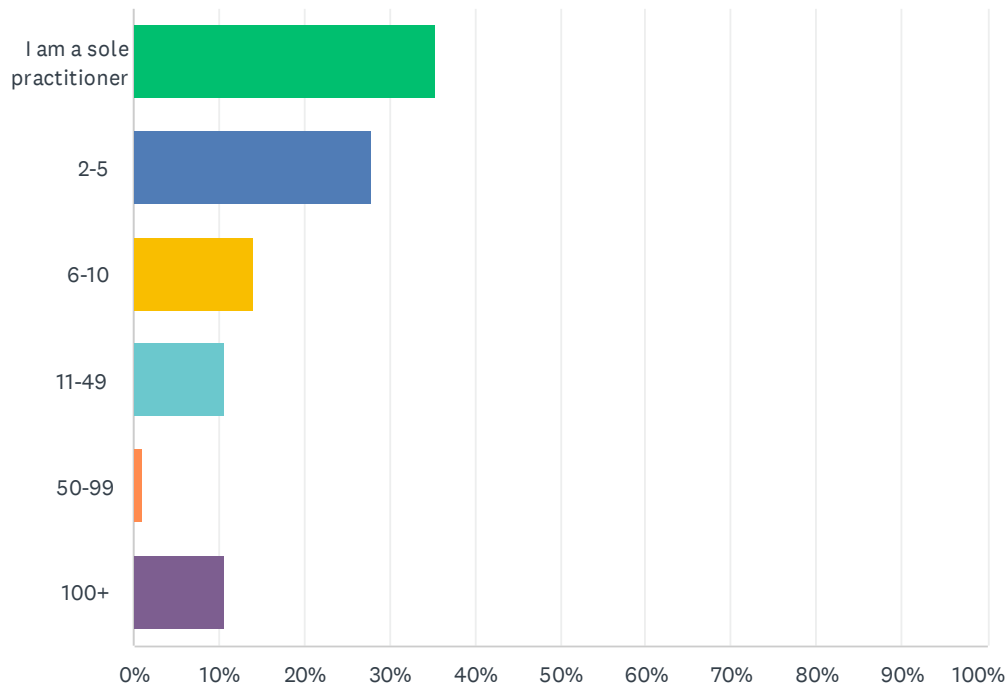
Answered: 97 Skipped: 25



ANSWER CHOICES	RESPONSES	
0-5	12.37%	12
6-9	11.34%	11
10-14	12.37%	12
15-19	13.40%	13
20-29	22.68%	22
30+	27.84%	27
TOTAL		97

Q48 How many lawyers are there in your firm/office?

Answered: 93 Skipped: 29



ANSWER CHOICES	RESPONSES	
I am a sole practitioner	35.48%	33
2-5	27.96%	26
6-10	13.98%	13
11-49	10.75%	10
50-99	1.08%	1
100+	10.75%	10
TOTAL		93