



The Institute
of Law Clerks
of Ontario

LAW CLERKS' REVIEW

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ILCO CONFERENCE 2014 – EDUCATION IS IN OUR NATURE

This year's 24th Annual ILCO Conference "Education Is In Our Nature" held at Deerhurst Resort, Huntsville, Ontario marked another very successful and unforgettable few days from May 28 to 31, 2014. Each year the Conference Committee tries to create an event that is unique, educational, fun and one that would ultimately be remembered. The dedication, creativity and hard work of this year's Committee Members surpassed the high standards it sets.

The success of such an event, however, is not possible without the support of the Sponsors, Exhibitors and Attendees whom we depend on each year and sincerely thank. The Exhibitors showcased and demonstrated their new products and services, which would prove to make the legal industry the best it can be. See separate article on page 12 about the exhibitors.

The sessions were headed by dynamic and inspiring speakers who took the time from their very busy schedules and travelled from different parts of Ontario and from as far away as the Atlantic Provinces. They empowered the law clerks to expand their knowledge, efficiency, professional ability, growth and development thereby enabling them to take their career to the top.

Each day commenced with a little more insight and awareness of ones' skills and wellbeing, highlighted by our keynote speakers.

In addition to all the educational knowledge absorbed, the conference allowed for some incredible networking opportunities and bonding friendships. What better way to start an event than at a golf tournament at the Deerhurst Highlands, one of Canada's top ranked golf courses, nestled in Muskoka. The title sponsor, Ricoh made the tournament a success with a reception for golfers held afterwards and winners took away prizes.



ILCO Conference Committee 2014 (Left to right): Toni Zentena, Margaret Tsetsakos, Rose Kottis, Ian Curry, Kris Rodrigues, Nancy Johnstone, Anna Traer, Rana Miradawi, Wanda Doiron Absent: Maddalena Lepore

See article about the golf tournament on page 10. The Wednesday night meet and greet party, sponsored by Stewart Title Guaranty Company also allowed for some amazing food, drink and great networking. Stewart McKelvey again sponsored our Thursday night Dinner & Monte Carlo Night, a lovely sit down dinner and great entertainment at the 'casino'. See photos of the event on page 13.

Once again we would like to thank our attendees, speakers, sponsors and exhibitors for making this conference a success and invite all of you to join us next year for the silver anniversary conference at Sheraton on The Falls in Niagara Falls, Ontario from May 27 to 30, 2015.

ILCO Conference Committee 2014

Family and Divorce Law

CERTIFICATE OF ACHIEVEMENT COURSE

If you are a Law Clerk, Legal Assistant, or even going through a separation or divorce, you will benefit from the knowledge obtained during this course. A Certificate of Achievement will be issued to graduates of the class by Fine & Associates Professional Corporation - Family & Divorce Lawyers.

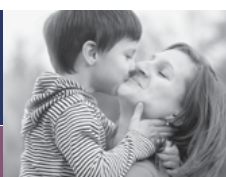
The course is an intensive, interesting, educational course regarding Family/Divorce Law & Practice. The course will run from 6 pm to 9 pm every Wednesday, commencing on Wednesday, October 1, 2014, for a total of ten (10) sessions.

For information, please call
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PRESIDENT'S MESSAGE

Since 1968, ILCO's mandate has been to promote the education and advancement of law clerks. One might say "Education is in our Nature". This was the theme this year for our 24th Annual Conference, which was held at Deerhurst Resort in Hunstville, Ontario.

The Conference opened with our 15th annual golf tournament at Deerhurst Highlands Golf Course, one of Canada's top ranked golf courses. Our golfers had a beautiful day for the event. This year brought out a record number of golfers, which is a testament to the beauty and challenge of the course.

The Wednesday Meet & Greet Reception, sponsored by Stewart Title, was exceptional. This casual evening provided a great opportunity for our delegates to network with fellow law clerks from across the country. The camp fire s'mores made a great addition to the beautiful backdrop of the natural Muskoka setting.

We were delighted to secure excellent keynote speakers. Stewart Knight taught us the art of powerful conversation – how to connect face to face and voice to voice. Alison Griffiths showed us how to take control of our financial affairs and demystified the many aspects of financial management and investing, along with an interesting take on sign language!! Melyssa Moniz coached us how to ignite our personal power and fuel our inner passion.

We were once again honoured to be able to provide our delegates with top rate speakers who shared excellent information and kept us updated with current developments in all practice areas.

The Thursday dinner and Monte Carlo Night sponsored by Stewart McKelvey kept everyone entertained throughout the evening. Who knew law clerks were gambling enthusiasts?!

Our delegates enjoyed making their own candy apples and indulged in carnival food at Friday's Carnival themed cocktail reception sponsored by Cyberbahn, Thompson Reuters. The delicious treats and great prizes made this a wonderful event.

We would like to thank all of our speakers, sponsors and exhibitors for their continued support of the ILCO conference. Your support benefits all ILCO members and conference delegates, and allows us to continue to offer great value for our annual conference. We also wish to extend a sincere thank you to our 2014 Conference Committee and ILCO staff and volunteers, who spent countless hours of their time to bring you a top notch conference agenda.

Lastly, we extend to you an invitation to help us celebrate our 25th Annual Conference, which will take place at Sheraton on The Falls, in Niagara Falls, Ontario from May 27 - 30, 2015. We have many surprises in store for our delegates and hope you can join us in celebrating this milestone.

Rose Kottis
President

MARK YOUR CALENDAR FOR ILCO'S 25TH CONFERENCE – MAY 27-30, 2015 AT SHERATON ON THE FALLS IN NIAGARA FALLS, ONTARIO

Don't miss ILCO's silver anniversary conference! It will be a spectacular conference at the Sheraton on The Falls in

Niagara Falls with a kick-off pre-conference golf tournament. More details to come.

ILCO PICNIC 2014 – JOIN US FOR SOME FAMILY FUN ON SUNDAY, AUGUST 10, 2014 AT CENTREVILLE AMUSEMENT PARK, CENTRE ISLAND. CONTACT ILCO OFFICE FOR MORE DETAILS.

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WHY SHOULD LAW CLERKS CARE ABOUT CORPORATE ETHICS COMPLIANCE?

by Mitchell Marcus

At the 2014 ILCO conference at Deerhurst Resort, Mitchell Marcus of General Counsel on Call led an informative CE session on May 29, 2014 titled: Why should Law Clerks Care About Corporate Ethics Compliance?

This CE session provided useful information and checklists that we thought would be beneficial for all law clerks.

Mitchell Marcus is the founder of General Counsel on Call (www.gconcall.ca) which offers legal services as a for hire General Counsel. General Counsel on Call also provides expertise in corporate ethics compliance policy development, audits and independent investigations.

Mitchell also a part time professor in Seneca's School of Law and Public Administration, teaching paralegals and law clerks.

With Mitchell's permission, we are pleased to reproduce the complete text of his presentation in our newsletter:

You have no doubt read about the many juicy corporate ethics scandals that have been reported in the news over the last number of years.

Ethics breaches extend to fraud, employee theft, deceitful or unfair business practices, whether from the top brass of the organization to the ground level or entry level positions in the organization.

We are all taught at a young age and are suppose to know better than to lie, cheat and/or steal.

Unfortunately, these life lessons do not always transcend into the world of business.

Why is that?

Here are a few of my own thoughts and observations:

- In the today's business world, all too often, there is an attitude to look out for number one. Everyone wants to try to get ahead
 - a. One company wants to get ahead of their industry rival;
 - b. A CEO wants to outperform their predecessor.
 - c. Another employee may want to move ahead of the person in the cubicle next to them by any means necessary.
- As a result, ethics end up being tossed aside when looking out for number one!

Industry experts agree that the simplest, most basic tool businesses can use to combat ethics breaches and corruption is a strong ethics compliance policy that is embedded in a company's culture:

In today's corporate environment, a great deal of time and resources

are being devoted to ensuring that appropriate guidelines and policies for ethical corporate behaviour are established and adhered to.

Ethics compliance as an area of specialization and the knowledge and experience to conduct impartial investigations of alleged ethics breaches are quickly becoming a burgeoning growth area for legal trained professionals.

For the remainder of our time, we are going to discuss what is needed to establish an effective ethics compliance program.

It's important to understand that each company's ethics and compliance programs will be different.

Policies are built around each company's unique processes and influenced by the industry in which it operates.

However, there are some common elements that should be included in every company's ethics and compliance policy. The key elements of an ethics compliance policy are:

1. Definition of unethical behavior – What does the company mean by “unethical behavior”? Define terms, such as harassment, discrimination, bribery, theft, fraud and retaliation. Provide examples and consequences for violating the policy.
2. Anti-Bribery, gifts and entertainment- Let employees know the company's stands on the issue of gifts and entertainment. Some companies allow gifts to be sent or received if the gift is under a given value. Eliminate grey areas by creating a clear rule.
3. Reporting mechanisms – Companies are required to have a Whistleblower policy in place. That said, employees are likely to uncover unethical practices in the workplace before senior executives do. Employees need to be directed on how to report misconduct. Stress the company's open-door policy and encourage employees to use it. Include hotline phone numbers, ethics officer and/or ombudsman information and intranet or website addresses for anonymous reporting.
4. Confidentiality- In some cases, ultimate confidentiality cannot be maintained due to the discovery of a criminal act or a court case. Make a statement that confidentiality will be upheld to the highest possible degree for those making complaints or involved in internal investigations.
5. Accurate accounting- Corporate accounting is highly regulated, but often violated. Include a statement directing that all transaction be accurately reflected in company books and records.

One suggestion to companies you are working for or representing is to conduct an ethics compliance policy and procedure appropriateness audit as well as an employee attitude audit to get a feel for their perception on the company, ethics, compliance and their attitudes and perception on the company's response and reactions to these type of issues (reproduced at the end of this paper).

Continued on Page 6

WHY SHOULD LAW CLERKS CARE ABOUT CORPORATE ETHICS COMPLIANCE?

It's advisable to have an outside organization or consultant conduct these audits. Identities will be kept confidential, but opinions and views go directly to the higher reaches in the corporate office.

Appoint an ethics officer.

- Many companies and organizations have gone as far to appoint an outside ethics officer to monitor corporate ethics behaviour and compliance.
- An ideal corporate ethics officer will typically come from a legal background so they are familiar with regulatory-compliance issues, proper and enforceable evidentiary requirements, and rules of due process
- In my opinion, the role of policing corporate ethics should be kept separate from Human Resources and upper management in most cases to reinforce the sense of fairness and impartiality of the process for all concerned.
- The ethics officer is serving as an independent agent, a middleman of sorts, for employees to take the reporting of ethics abuse or fraud to without any worry or concern of how they will be perceived and how the issue will be addressed.

Conduct Corporate Ethics education:

- Some companies (and not even all!) just skim over corporate ethics during a new hire orientation and the words are never brought up again. BIG MISTAKE!

Make sure the company publicizes that it has taken the time to establish an ethics policy and stands by and will enforce those standards of ethical behaviour.

When an ethics complaint is asserted, what are some of the factors that a company needs to consider to ensure that impartiality, and fairness is not only achieved but is seen to be in play:

1. *They need to consider whether to appoint an independent outside investigator*

The appearance of partiality “undermines the objectivity and credibility of an investigation.” That means businesses should give serious thought to the wisdom of using internal staff or their regular counsel to conduct the investigation.

2. *If the company engages an outside investigator, they should be directed to engage an experienced subject matter expert to conduct the investigation*

The investigation needs to be lead by a subject matter expert with significant experience in conducting internal investigations; a strong background and training in ethics and compliance; and has substantive experience in the area of law at issue and evidence.

3. *They should carefully evaluate Whistleblower allegations*

Taking whistleblowers allegations seriously is paramount.

Companies can come to grief when whistleblower allegations are discounted, if not outright dismissed.

4. *The investigator should consider whether an oral report at the conclusion of the investigation is sufficient*

There may be instances where, due to complexity and the nature of allegations involved, a written report is necessary.

There may also be times when an oral report delivered to a board is better than a written report. Remember that it takes time to prepare a well-written and thorough report

When an internal investigation must be conducted quickly, sometimes an oral report presented to the board and documented in the Board of Director meeting minutes may be sufficient.

So why is all of this important for law clerks?

Ethics compliance is quickly becoming a burgeoning growth area for legally trained professionals:

1. One of the key objectives and responsibilities of a corporate legal department is to ensure that the corporation is conducting business ethically and striving to do the right thing;
2. Private law firms are being engaged to establish policies and/or investigate alleged ethic breach violations;
3. More and more legally trained professionals are acting as independent agents to take on the role of investigating ethics abuses or fraud.

As a legally trained professional, don't close yourself off from considering the prospects and opportunities of pursuing a role as a corporate ethics officer and/or independent agent.

Ethics Compliance Policy and Procedure Appropriateness Audit:

- Does the company have a written Ethics Compliance Policy and Procedure? Is the document available in both the local language and English?

Here is a checklist of areas to cover to see if an effective policy is in place:

YES / NO

- Kickbacks
- Misappropriation of funds
- Conflicts of interest
- Sexual harassment
- Keeping accurate books & records

- Intellectual property protection
 - Software copying
 - Giving and receiving of business gifts
 - Antitrust/competition laws
 - Political contributions
 - Receiving/gathering competitive information
 - Privacy
 - Insider Trading
 - Other
- Is the policy distributed to all employees? How is it distributed?
 - How is it enforced?
 - Do employees sign a declaration that they will not engage in any activity which is not in compliance with the policy?
 - What is the procedure for reporting wrongdoing or suspected wrongdoing?
- What is the process for handling allegations/claims of wrongdoing? Who is normally
 - responsible for managing that process?
 - Is there a system for receiving complaints from employees and others?
 - Does the system protect confidentiality? How?
 - Does the system allow a person to report anonymously?
 - How is the system for complaints communicated to employees and others?
 - Is training done on the policy? If so, when was it done, who was trained and what was the material? What is the frequency? What types are performed – web, video,
 - What is the culture? Is there a high level of support in action and words for ethics and compliance?



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TOP 10 REASONS YOU SHOULD NEVER WRITE A WILL

by Dr. Tom Deans

1. You have spent a lifetime working, saving and generally deferring consumption to fund your retirement. Now that your money has outlasted you, it will be awesome to see how the government divides your assets. Governments always make amazing decisions about other people's money.
2. The idea that a Will simplifies matters for your family after you die is so overrated. Why deny your family that special moment when they gather at your funeral and one relative whispers, "I wonder how the jewelry will be divided?" and another relative answers, "What jewelry?"
3. All lawyers are loaded; they make a fortune writing Wills. The rumor that they make more money representing families who battle in court when there's no Will is simply hearsay.
4. When you write a Will and then share it with your intended beneficiaries, expectations may be set high. It's much better to keep everyone in the dark, especially the one child who's providing the bulk of your late-in-life care. Strong, dynastic families are built on secrets and pitting children against each other after you have died intestate. Fighting toughens children up and prepares them for the real world.
5. If you write a Will and share your dreams and aspirations with your intended beneficiaries, they will likely never work another day in their lives. People usually don't work because they want to. Even billionaires who continue to work and start new businesses are usually faking it.
6. Some say a Will is important when you have young children because the issue of guardianship is addressed; you know, naming the person who will actually be entrusted with raising and caring for your children when you can't. This is a tough decision; maybe the toughest decision of all, which is why you'll want to avoid it at all costs. Let Lady Luck and the courts work their magic. Your kids will understand.
7. When you write a Will you appoint an executor who is responsible for carrying out your last wishes. But this denies your family the opportunity to debate the merits of burial versus cremation. This can be a lively debate, especially when everyone is grieving. Great families thrive on chaos, anger and regret; clearly communicated Wills and last wishes undermine this principle.
8. Wills often include Advanced Health-Care Directives and clearly outline the kinds of medical interventions you'd like when you can't communicate. But here again a Will denies your family the opportunity to play one of the most satisfying guessing games ever invented. It's called Resuscitate, Do Not Resuscitate. This game is best played at the hospital in front of the doctors, who will be fascinated to see who wins.
9. If you die (I say "if" because you may be the first to live forever) the grieving process is enriched when family hunts through your personal files and possessions in an attempt to figure out what you owned. This is like a scavenger hunt but with more zeros. After the hunt, some might say they'd like to bring you back from the dead and kill you themselves but they're just having fun. This is a game the whole family can play. In truth, it's a game the whole family will play because everyone wants to make sure others get more.
10. Studies show that people are superstitious and they should be. When you write your Will, you'll almost certainly die shortly thereafter. The same applies to writing books on the subject of Wills. Having written *Willing Wisdom* I'm practically uninsurable. Just like eating fruit and vegetables and getting regular exercise, writing a Will is extremely bad for your health.

Dr. Tom Deans is the author of *Every Family's Business and Willing Wisdom*. An author, a full-time professional speaker and the founder of the Will to Will Campaign, Deans starts conversations but rarely finishes them, leaving that to the trusted advisors and charities that bring him to their community to speak.

ILCO CERTIFICATION WILL BE HERE SOON – ARE YOU READY?

ILCO members will have the opportunity to become recognized as an expert in the area of law you are currently in and you have been a law clerk in that area for 10 years by becoming an ILCO Certified Expert. Becoming an ILCO Certified Expert will recognize our ILCO members, who meet the experience and knowledge requirements, as leaders in their chosen field of law.

For more information regarding Certification, please contact the ILCO Office.

Lisa Matchim (Chair), Amanda Gailling-Striukas, Bernadett Germuska, Carol Hutchison and Lesley Wagner
ILCO Certification Committee



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GOLF TOURNAMENT – SPONSORED BY RICOH

This year's 15th Annual Golf Tournament had 34 golfers enjoy a wonderful day at the Deerhurst Highlands, one of Canada's top ranked golf courses nestled in Muskoka. Golfers at all levels participated in this fun best-ball format. After the tournament, drinks and hors d'oeuvres were served on the patio at 'Steamers Restaurant' where golfers relaxed and mingled.

Congratulations to this year's tournament winners – John Ross and Manish Patel of Larrek Research and Investigation, and Bryce Szela and Ryan MacDonald of Oncorp. Also congratulations to the contest winners – Darren Cooper of Emergent for Closest to the Pin; Jeannette St. Denis of Soloway Wright for Ladies

Longest Drive; and Bryce Szela for Mens Longest Drive.

Once again we gratefully thank our title sponsor RICOH for making the tournament a great success and enjoyable experience.

Join us next year!

Anna Traer
Director, ILCO Golf Tournament



Brian Menage, Charmain Menage, Taha Lakda



Ryan MacDonald, Bryce Szela, John Ross, Manish Patel



Lou Bertoli, Sulekh Khindria, Carrie Domm, Ryan Allott



Gillian Smith, Laura Carmel Smith, Matthew Proud, Darren Shaw



Jeanette St. Denis, Melanie Steele, Ceyda Toczoy



Chris Poirier, Ian Curry, Nancy Johnstone, Darren Cooper



Carla Shaw, Stephen Shaw, Loraine Teeter, Mike Flanagan



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ILCO CONFERENCE 2014 SPEAKERS



Joseph Coltson – Duff & Phelps Canada Limited



Stuart Knight



Alison Griffiths



Mitchell Marcus – General Counsel on Call



Kumail Karimjee – Karimjee Greene LLP



David Holmes – First Capital Realty Inc.



ILCO Board of Directors (Left to right): Christopher Poirier, Margaret Tsetsakos, Lisa Matchim, Rose Kottis, Rana Mirdawi, Lidia D'Amata, Monique Jacob, Anna Traer, Ian Curry Absent: Suzanne VanSligtenhorst, Maddalena Lepore



Melyssa Moniz



Ian Curry and Justice Heather A. McGee



Patrick Hawkins – Borden Ladner Gervais LLP

The Exhibitor's Hall at the 24th annual ILCO Conference was bustling with networking and activity as the attendees and exhibitors reconnected with one another. Attendees continued building their existing relationships with the many long time Exhibitors while also building new relationships with this year's new exhibitors, including econveyance, Rai Grant Insurance Brokers, Simac Canada Inc., and Collins Barrow Toronto.

All Exhibitors and attendees had the opportunity to start off the Conference at the annual golf tournament where networking happens on a more casual basis. Exhibitors were also able to participate in the very fun and popular Casino Night along with the Conference attendees.

We invite all Exhibitors and attendees to participate in the 25th annual Conference which will be held at the Sheraton on the Falls in Niagara Falls from May 27-30, 2015. There are many exciting events planned that you won't want to miss!

Registration forms and more details for Exhibitor and Sponsorship opportunities will be available soon. Please stay tuned to the ILCO website which will be updated regularly with more details as they become available.

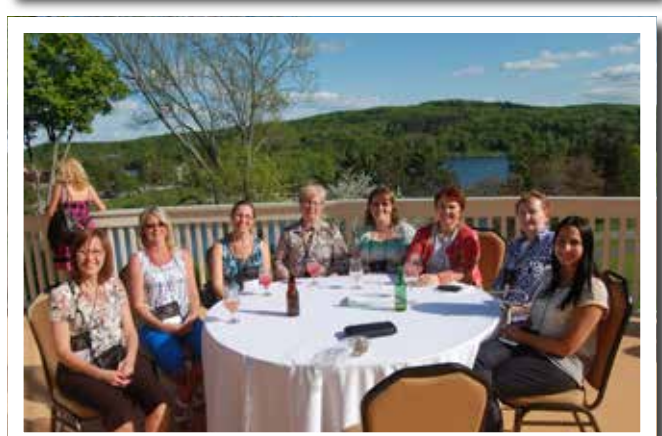
Nancy Johnstone and Ian Curry
ILCO Conference Committee 2014 - Exhibitors Liaisons

DINNER AND MONTE CARLO NIGHT

sponsored by Stewart McKelvey



ILCO CONFERENCE 2014



MOTIVATION'S POWERFUL TRIO – THE GAS, THE BRAKE AND THE CLUTCH.

by Michell Smith

Tell me I'm not alone...

We live in the extremes. So motivated we're on top of the world, or so not that we are completely under it. We feel "right" when we are in the active pursuit of a dream or goal, and so wrong when we lose heart in the pursuit of it... temporarily.

Motivated and charging... Too many balls in the air at one time... not asking for enough help, taking enough time off or time to relax... desperately trying to remain positive and succeeding most of the time, until we wake up one day overwhelmed and feeling like we're sitting inside a ticking time bomb... saying "I can handle it" mostly to convince ourselves...

What exactly is temporary insanity? Is there temporary slight insanity? I think there is.

I am learning to recognize it when it happens to me – because even with all of the studying of happiness and having the knowledge that these physiological reactive pathways that our human models are programmed and hard wired to follow are simply programs and believing that we have the ability to program ourselves, remove old programming, decide our happiness level, beliefs and create our opportunities – design our own lives... it still happens sometimes.

Just because any of us study these things, does not make us immune to them.

"Motivationally driven overload" usually doesn't happen in a second... we don't "snap" because of one occurrence... its usually been building for some time and we know it... we can feel it... That circling momentum inside.... Stirring... picking up stress speed. And when it hits the capacity of what I can handle, I, by my incessantly productive nature simply find another gear to kick into.

Because it serves me, but sometimes – it does not.

Finding another gear allows me to manage the current stress load without exploding... and that's good – where I get into trouble is when I then put my foot back on the gas, and keep going... because I can... because its what I do... and then I take on more and more and more and yes I make progress and yes I succeed but then I get to the point of maxing out that gear too...

I don't think I'm alone. I think so many of us get caught speeding up... And some of us... push into an even higher gear... we can feel the rotation inside spinning faster – the nervous anxiety that comes with it growing, the stress compounding... and our high performance natures forcing ourselves to control it – with a smile on our faces.

When asked if we need anything too often we say "no... I'm fine... I've got it..." Because that's also what we do. We are proud of that part of ourselves, and we should be – most of the time.

But this is not one of those times.

Engines revving as fast as they can – internally racing... calculations painting checklists across our minds as we multi-solve, multi-create, multi-visualize and multi-develop insane amounts of solutions for the intricate constellation of successes required to lace up the corset of whatever project we are working to pull off...

People really can blow a gasket, or drop a transmission, or over heat their engines... We only have so many gears before protective equipment like an actual helmet, roll cage or straightjacket is required...

Can you imagine if every person was actually wearing outside equipment to match their inner stress levels? Our cities would be filled with padded executives who may just decide to body check each other like in any other sport to work things out. (bad idea)

We need to learn to use the clutch in life... to take time to decide. To stop... to not simply allow the inertia we have created continue to scale our projects to a size that forces us into gears we do not want to live in. To allow motivation to remain as something that excites us, not something that imprisons us...

To just put in the clutch – and hear the engine revving to see how fast its revving... check in with the traffic around us, the direction we are going, and how we feel... and perhaps decide to allow that internal engine a small bit of time, to stop raging – with no added gas... to permit it time to slow down. To feel the internal fury come to calm.

Its interesting. Pushing ourselves too hard is how we have moments of bad decision, bad behaviour and moments we create we may later regret, yet we revere the concept of pushing ourselves as one of admiration – because it is...

Pushing ourselves to the right point, and the right point only depends on our relationship with the clutch.

Using the clutch to get perspective. Respecting this human model we have each been gifted with and determine if we should take a break to get an oil change, our tires rotated or our fluids topped up... even just thinking about that makes my toes curl.

I think we all know that its the right thing to do – permits an immediate sense of relief and makes us smile at even the simple thought of it.

And that smile genuinely has the power to push the anxiety away... Who knew that way over on the left, beside the almighty gas pedal and the powerful brake – that the clutch is where the real influence lies....

And sometimes its only fleeting moments of suspended action that we need to have directional confidence on our individual lead feet... and the game of raising gears begins again...

ILCO wishes to thank Michell Smith Personal Development Coach and Bestselling Author of "The Six Questions" for permitting ILCO to reprint the article originally published on her website, www.michell-smith.com.

Find what differentiates you and market those skills

With law firms and corporations under constant pressure to reduce costs, the legal field is becoming more competitive and the way legal services are delivered is changing. More work is being pushed down the food chain to paralegals, and many law firms are outsourcing work to independent paralegal or law clerk services.

By doing so, they curtail expenditure, reduce staff and the accompanying overheads, and still have the benefit of professional services when they are needed. This is a superb opportunity for paralegals and law clerks to develop their practices and become "go to" practitioners.

How do you become the "go to" paralegal? Do you have the qualities which make you a sought-after member of the legal team? Learn how to market your skills, develop a personal brand, network within and outside your organization and become known as the "expert" in your field.

To achieve this, you'll be required to prove that you are a qualified legal professional with expert, specialized knowledge in particular areas of law. You need to display excellent literary and communications skills and a high standard of professional ethics and behaviour. Most importantly, you must deliver quality work, on time and within budget to become the practitioner of choice for your clients.

Here are some strategies for building your practice.

Present yourself as a legal professional

Striking out on your own as an independent law clerk or paralegal practitioner is challenging and exciting, but before you can really bid for client work you need to be able to display your areas of knowledge. Start by identifying your differentiators, so you have specific unique selling points that you can market to potential clients. These could include knowledge and experience in particular areas of law, skills or strengths that you possess, or an expertise you have developed along with a reputation for succeeding. Define yourself as a member of the legal teams you work with and dress and behave as a legal professional would.

Niches are powerful, so developing your expertise in an area you are interested in or passionate about will give you an edge over your competition. Do this by:

Researching industry groups and associations that focus on your niche and becoming a member.

- Joining committees and getting involved with community activities in your chosen field so that you increase your knowledge and exposure.
- Building your credibility by delivering public addresses, writing papers and books on your chosen niche, responding to questions on community forums like LinkedIn groups and obtaining formal recommendations from leaders in the field.

Use these strategies to develop your practice

Marketing yourself and building your personal brand are vital for development of your paralegal or law clerk practice. It isn't enough to be available; you need to interact with the legal team, clients and the community. For licensed paralegals:

- Implement content marketing on your website by means of a blog and articles written around researched keywords that pertain to your field of expertise.
- Create social media profiles on sites such as Twitter and LinkedIn where you can interact with potential clients and other legal professionals.
- Attend networking events and introduce yourself to corporate representatives or lawyers you meet.

- Print quality brochures advertising your services that you can hand out to those you meet.
- For all paralegals and law clerks:
- Educate lawyers about the services you can offer by arranging to deliver professional presentations to their team.
- Get to know the type of work the law firms handle and identify how you can contribute to the various processes.
- Set up meetings at which you highlight your expertise in their field, and identify the specific ways in which you can be of service to their team.
- Show how you can help maximize their profit margins through increased productivity, efficiency and reduced costs.

Alternative fee arrangements (AFAs) are rapidly becoming standard in the legal profession. This is mainly in response to ongoing client demand for affordable legal fees, which has pushed law firms and legal service providers to commoditize legal services by finding ways to bill clients at non-hourly rates. Examples of AFAs include fixed fees for law clerk services, project fees for specific transactions or projects and annual maintenance packages for large corporate clients. Consider ways in which you can accommodate this shift in billing in your practice, to make your services more appealing to clients.

Manage your practice

Getting organized in your paralegal or law clerk practice has never been more important. Not only will it ensure your efficiency in delivering the work, it will also help keep your personal costs manageable:

- Plan ahead on a daily, weekly and monthly basis, scheduling time for recurring activities and highlighting priorities and deadlines.
- Break down your annual objectives by monthly, weekly and daily time and activity goals.
- Reward yourself for reaching your goals.
- Determine where you want to be in five years and put your plans on paper. Communicate these goals with your peers and colleagues to make them real.

Use the "one-touch" rule wherever possible in your work. Decide whether you can accomplish the task within a three-minute time slot. If you can, do it immediately. If not, schedule a time in which to do it or delegate it to someone else. Don't revisit it, except to handle queries.

Conquer procrastination by handling one thing at a time, breaking it into bite-sized chunks and getting on with the job. Manage your communications by setting aside time each day to deal with this aspect of your business, and use technology to minimize disruption of your work. Don't multi-task. It is a proven time-waster.

By following these fundamental principles you can develop your practice, develop into the "go to" legal professional and ensure that your services become essential to the lawyers and clients you work with.

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If you have written an interesting article or know of an article that would be of interest to law clerks which ILCO can re-print with permission, please contact ILCO at reception@ilco.on.ca.

**Christopher Poirier and Anna Traer (Co-chairs) and Melissa Erskine
Newsletter Committee**

ANNOUNCEMENTS

CALENDAR OF EVENTS

DATE	EVENT
Saturday, July 12, 2014	Provincial Alternate Litigation Exam
Sunday, August 10, 2014	ILCO Picnic 2014, Centreville Amusement Park, Centre Island
Week of September 1, 2014	Associate Real Estate Course Begins
Week of September 1, 2014	Associate Litigation Course Begins
Wednesday, September 24, 2014	Advanced Corporate Law Program
Friday, October 10, 2014	Provincial Alternate Estates Exam Registration Deadline
Friday, October 17, 2014	Provincial Alternate Corporate Exam Registration Deadline
Saturday, November 1, 2014	Provincial Alternate Estates Exam
Saturday, November 8, 2014	Provincial Alternate Corporate Exam

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The Institute of Law Clerks of Ontario gratefully acknowledges the assistance of C.O.R.E. (formally the Morphy Centre) in the assembly and mailing of the Law Clerks' Review.

Remember to join us on our social media pages for further information regarding ILCO events and seminars:



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