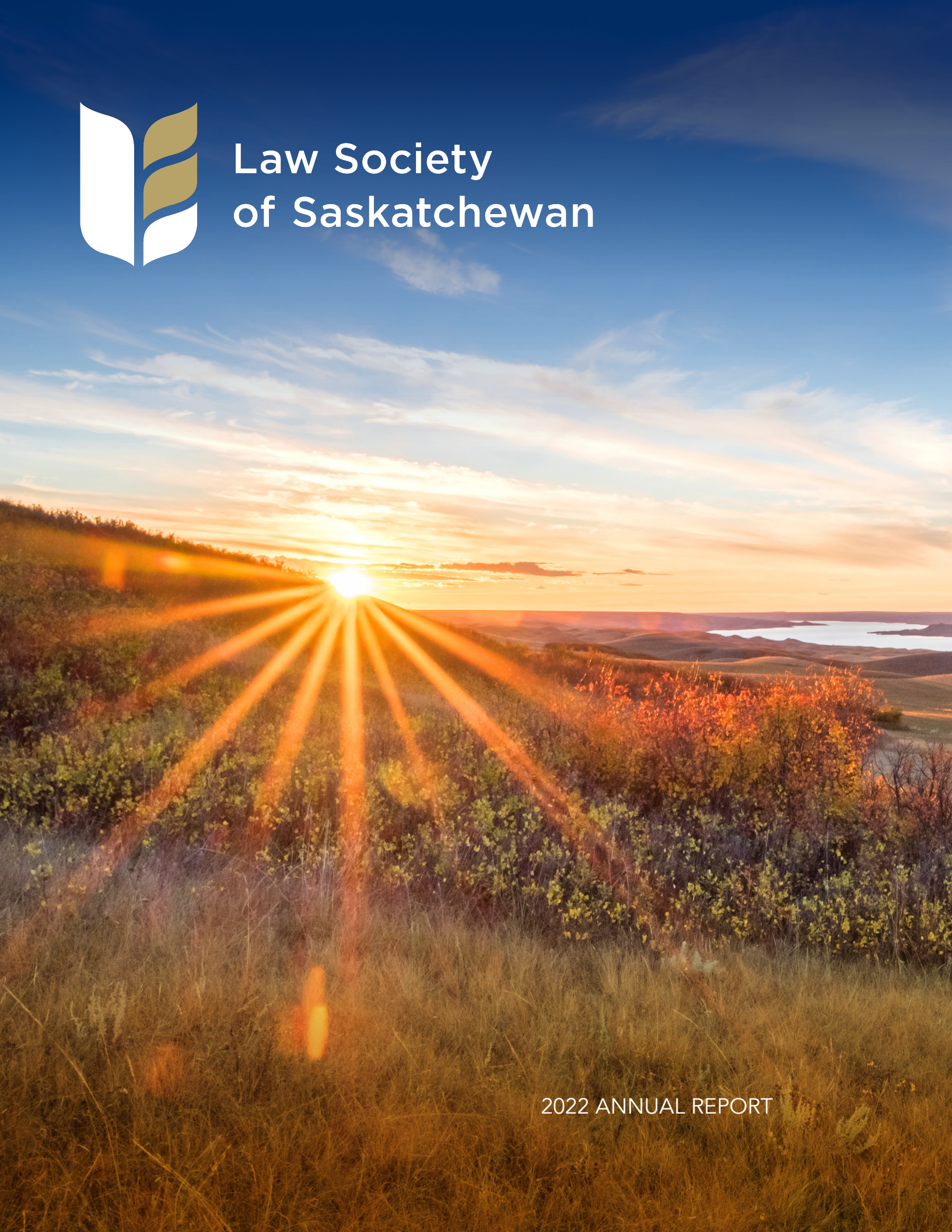




Law Society of Saskatchewan



2022 ANNUAL REPORT

Contents

2	Strategic Plan 2019-2022
3	President's Message
4	Executive Director's Message
5	Strategic Goals 2022 Summary
16	Membership Demographics
18	Board and Staff Demographics
19	Membership Statistics
21	Professional Responsibility Statistics
23	Continuing Professional Development (CPD) Statistics
24	Legal Resources Statistics
25	Saskatchewan Lawyers' Insurance Association Report for 2022
27	Board and Staff in 2022
29	Board Committee List in 2022

Strategic Plan 2019-2022

CORE PURPOSE

The Law Society of Saskatchewan regulates the practice of law in the public interest.

MISSION STATEMENT

The Law Society serves the public interest and advances the administration of justice by regulating the competence and integrity of the practice of law in a flexible and innovative manner, ensuring the independence of the legal profession, and promoting access to justice.

VALUES

- **Integrity** – the Law Society acts honestly and ethically.
- **Transparency** – the Law Society provides open and timely communication and process and makes informed decisions.
- **Fairness** – the Law Society treats all people fairly, respectfully and consistently through impartial application of policies, procedures and practices.
- **Independence** – the Law Society is an autonomous regulator, maintaining independence from government, which is fundamental to upholding the rule of law.
- **Inclusivity** – the Law Society promotes and supports inclusion, equity and diversity within its leadership and staff, and amongst Saskatchewan firms, lawyers, other legal service providers and the public.
- **Access** – the Law Society promotes access to legal services through proportionate regulation and collaboration with stakeholders.
- **Effectiveness** – the Law Society is innovative, proactive and flexible in its approach to regulation, in order to achieve efficient and appropriate outcomes.
- **Innovation** – the Law Society is aware of significant shifts and changes in the society in which it operates and is open to lead and respond to such changes to maintain relevance in the regulation of the practice of law.

STRATEGIC DIRECTIONS

- Expanded Approach to **Competency**
- Trusted and Transparent **Regulation**
- **Innovative and Flexible Leader** of an Engaged and Forward-Thinking Membership
- Increased **Equity, Diversity and Inclusion** in the Law Society and Legal Service Provision
- Increased **Access** to Legal Services
- Increased Focus on Member **Wellness**



James Korpan, K.C.
President



President's Message

2022 was an ambitious year for the Law Society.

We experienced significant turnover with half of the Board having been newly elected into their roles. Fortunately, everyone in the group proved to be a quick study. Their work ethic and engagement were so strong that the Executive reconsidered the need for a lengthy acclimation period before putting people to work. We also questioned our reliance on committees and started bringing more and more issues straight to the Board table. It was a successful strategy that allowed us to advance a large amount of work in a short time period.

We continued to improve and further professionalize our disciplinary process. Under the guidance of our Hearing Administrator, Greg Walen, K.C., we created an open and transparent recruitment process to establish a more independent Hearing Committee roster. The roster emphasizes both competence and diversity in order to provide a robust reflection of the public whose interest we serve.

The organization uses a rigorous evidence-based approach to decision-making. The quality of information and materials available to inform the decisions made at the Board table was enhanced through various initiatives.

In 2021, the Board added the goal of improving mental health in the profession to our strategic plan. This effort was enhanced in 2022 by the national wellness study, undertaken by the Federation of Law Societies in partnership with the Canadian Bar Association (CBA). This is the most comprehensive Canadian study ever undertaken with respect to mental health in the legal profession. The results are alarming. But they are also helpful as they inform the organization's lawyer wellness initiatives.

Further work was done in areas of equity, diversity and inclusion as well as truth and reconciliation. We strengthened our partnership with the Office of the Treaty Commissioner, continuing discussions and training grounded in the organizational mapping exercise completed in 2021. We also continued to unpack the research collected in 2021 through the Equity, Diversity and Inclusion and Election Barriers surveys. The results of these surveys served to better inform the table as to the challenges facing members of equity-seeking groups, both generally and when considering or seeking leadership positions in the organization. The effort and candour shown in this important ongoing dialogue inspire optimism for real change.

In order to best determine the needs of our members, while concurrently trying to manage expenses, we polled members on whether to keep a number of legal research services.

The organization's three-year strategic cycle concluded in 2021 but was extended through 2022 as we intentionally waited to begin reconsidering our strategic plan. This provided the newly elected Board with the opportunity to participate in this process. We hope this continues to build engagement, as it will be easier for the Board to implement a plan that it had a hand in creating.

We hosted the Federation of Law Societies of Canada National Conference in Saskatoon in October. As is apparent whenever we go around the table, Saskatchewan consistently punches above our weight and continues to lead on the national stage. The organization has industry leading subject matter specialists, who are drawn to the Law Society because of its reputation for excellence. Under the guidance and direction of Tim Brown, K.C., the Law Society staff consistently produces exceptional materials.

I wish to thank our Executive Committee, Tim Brown, K.C., Foluke Laosebikan, K.C., and Justice Morrall (as he now is), for the support, mentorship, and kindness shown this past year. I also express my appreciation to Law Society staff and Board for their effort and engagement. With the amount of care that goes into the materials created to inform the policies and decisions made at the Board table, I feel a tremendous sense of obligation to ensure that these discussions go well. That has not been difficult with this table. The commitment of staff and Board to continuous improvement of the organization shines through in every discussion. The Law Society is in good hands!



Tim Brown, K.C.
Executive Director



Executive Director's Message

I am pleased to present to you the Law Society of Saskatchewan's Annual Report for the year 2022. The report highlights key data and our continued advancement towards strategic goals, all of which are intended to address the Society's fundamental mission of serving the public interest by promoting lawyer competence and maintaining the highest ethical standards within the profession – none of which is possible without a robust partnership with an engaged and dedicated membership, something we are privileged to enjoy in Saskatchewan.

In 2022, we made significant progress in several key areas cited throughout the report. In your review we invite you to consider not only what was accomplished, but also how the underlying decisions about policy and programming were made. Over time, we have significantly increased our organizational capacity to collect, analyze and ultimately incorporate relevant and reliable information and data into our decision-making, reporting and communications. Feedback from our membership, through targeted surveys, focus groups and other data collection methods, is an important aspect of this. And, while we understand that these requests for information can be unwelcome or unwanted during busy times, the Law Society assures that the information provided is greatly valued and essential in our work.

2022 marks the final year for the [Law Society of Saskatchewan Strategic Plan 2019-2022](#). There has been significant progress with respect to all goals outlined in the plan with one notable exception being "wellness," which was not given prominence in our plan as a stand-alone goal until mid-year in 2021. And while we have committed to provide education and resources in this important area for the benefit of our membership, we have lacked important data and information to properly inform initiatives until recently.

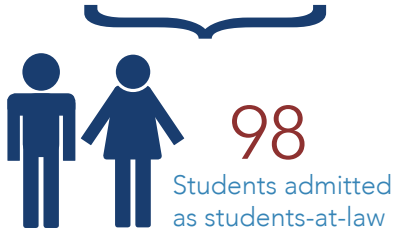
Between 2021 and 2022, the collaborative effort between the Federation of Law Societies of Canada and the Canadian Bar Association that canvassed lawyers nationally, including close to 150 lawyers in Saskatchewan, culminated in the National Wellness Study accompanied by a list of recommended actions. This report provides information and guidance to assist us in the development of resources, programming and regulation to improve experiences for legal professionals and the public they serve in this vitally important area.

Collaboration between justice stakeholders is a key component of success in relation to many (if not most) of our initiatives. In that regard, we have many to thank as reflected throughout this report. In addition, we owe a debt of gratitude to our many volunteers, including: our Board (both our Member and Public Benchers); the members of our Truth and Reconciliation Advisory Committee; our non-Bencher committee members; contributors to Continuing Professional Development (including esteemed members of the Judiciary and the Academy); and other legal and non-legal organizations in the province too numerous to list. Not enough can be said about their very generous contributions of time, engagement and expertise.

Finally, the organization owes a very significant debt of gratitude to our President, James Korpan, K.C., Foluke Laosebikan, K.C. and Justice Morrall (as he now is). Collectively, their passion and tireless commitment have greatly enriched the Law Society's mission of regulating legal services in the public interest.

Strategic Goals 2022 Summary

Articling in 2022



Expanded Approach to Competency

The Law Society applies a broad and evolving concept of competency and supports Saskatchewan firms, lawyers and legal service providers in acquiring and maintaining those competencies to provide innovative, efficient, quality legal services.

Modernized Competency

The Law Society strives to foster a holistic and evolving view of competency and to support Saskatchewan firms, lawyers and other legal service providers to acquire and maintain skills not focused solely on substantive legal knowledge. Competency includes a broader set of skills and requires attention and maintenance throughout a lawyer's career.

In 2022, in addition to substantive law topics, the Law Society offered educational programming related to wellness; technology; equity, diversity and inclusion; and cultural competency topics specifically referenced in the Truth and Reconciliation Commission's Calls to Action Report. Many sessions were offered for free or at a discounted rate to encourage participation from lawyers and the public.

Strengthening the Articling Experience

The Law Society is committed to developing resources and programming, and implementing supports, to better prepare articling students for the practice of law. The Law Society understands that most principals are excellent lawyers who take care and pride in their role as principal but that not all articling experiences are positive, either for the student or the principal.

To better understand the difficulties that sometimes arise in articles, the Law Society conducted surveys among articling students, new lawyers and principals to elicit information about satisfaction with the articling process and areas for improvement. The resulting [Law Society of Saskatchewan Articling Program Assessment Research Report](#) identified mentorship and guidance as a key challenge for both students and principals. The survey also indicated difficulties in providing meaningful feedback to students and a lack of training on acting as a principal.

With these findings in mind, the Law Society developed a training course with the goal of ensuring that every principal has baseline training before undertaking the responsibility of supervising and teaching an articling student. The [Principal Training Course](#) consists of six self-directed lessons covering topics such as principal/student obligations and responsibilities, effective mentorship, setting and managing expectations, providing feedback and communicating in a culturally sensitive manner.

Enhancing Competency Through Bulk-Purchased Resources

Lawyer competency is enhanced by cost-effective access to bulk-purchased digital resources, which is a unique service offered by the Law Society of Saskatchewan in Canada as a cost savings to members. During 2022, the Law Society surveyed lawyers about their usage of these digital resources to determine how best to invest available Law Society funds. A survey was distributed to all active Law Society members and 284 responses and over 500 comments were received over a period of four weeks, representing a 14% response rate. Responses demonstrate that lawyers rely on these digital resources, few law firms subscribe to such resources themselves, and that the impact of losing access to these resources would be high. For example:

Question	Response
How often do you use the resources the Law Society provides?	<ul style="list-style-type: none"> • 87.7% use Westlaw, with 81.7% using it either weekly or monthly • 50% use HeinOnline, 30% weekly or monthly • 46% use Emond ebooks, 30% weekly or monthly • 48% use Irwin ebooks, 35% weekly or monthly
What would be the impact to you if the Law Society cancelled or eliminated the resources it provides?	<ul style="list-style-type: none"> • 68% said impact of losing Westlaw would be high (85% high or moderate) • 40% said impact of losing Irwin ebooks would be high or moderate (18% high) • 45% said impact of losing print textbooks would be high or moderate (23% high)
Do you or your firm / organization carry its own subscription to these resources?	<ul style="list-style-type: none"> • Westlaw – 11% • DivorceMate – 6% • vLex Canada - 0.45%



Hearing Committee Roster in 2022

The Law Society recruited a roster of diverse and well-qualified individuals to populate Hearing Committees.

8

Benchers

11

Non-Bencher lawyers

10

Members of the public

ROSTER TRAINING:

17 hour

educational course
for adjudicators

Trusted and Transparent Regulation

The Law Society of Saskatchewan is a trusted regulator of the practice of law because it makes timely, fair and informed decisions by consistent application of policy, and its stakeholders have a clear understanding of its mandate, core functions and strategic plan.

Improving Governance

The Law Society continually works to improve governance processes, policies and rules to support decision-making in the public interest. In 2022, the Board adopted a new policy to guide the appointment of board members where elected board members vacate office. Where a vacancy occurs, *The Legal Profession Act, 1990* provides the Board the discretion and authority to appoint a member of the Law Society to serve the remainder of an elected board member's term.

The [Member Bencher Vacancy Appointment Policy](#) sets out the qualifications to be considered and the process to be followed in the recruitment, assessment and selection of candidates. The process is guided by the following principles:

- **Competence:** appointments will be based on merit and only those candidates whose knowledge, skills and experience meet the current and anticipated future needs of the Law Society will be appointed.
- **Transparency:** the appointment process will be open and transparent to Law Society stakeholders.
- **Fairness:** the appointment process will be objective, impartial and applied consistently to all candidates at every stage.
- **Diversity:** the appointment process will strive to increase and complement the diversity of the Board such that it reflects the population of Saskatchewan.

Improving the Adjudicative Process for Discipline

As part of its mandate to regulate the practice of law in Saskatchewan in the public interest, the Law Society recognizes the importance of high-quality adjudications for professional discipline matters that require a hearing. In 2021, the Law Society appointed an independent Hearing Administrator to improve a range of administrative and adjudicative processes surrounding hearings and to provide a forum for the resolution and advancement of procedural and substantive matters arising within discipline proceedings.

In 2022, the Hearing Administrator led a process to select a roster of diverse and well-qualified individuals to populate Hearing Committees using a new recruitment and appointment process for adjudicators with a focus on competency, transparency, fairness and promotion of diversity. A comprehensive adjudicator training curriculum was then deployed to the members of that roster. In 2022, the Law Society also developed and deployed the *Adjudicator Code of Conduct*.

Innovations in the Complaint Investigation Process

The number of complaints received each year has remained consistent over most of the last decade. However, the last two years have seen a steady increase in complaints received. Between 2020 and 2022, there has been a 105% increase in the number of complaint matters opened. This trend is consistent across Canada based on information shared by professional regulatory bodies, including other Canadian law societies.

During 2022, the increase in complaints was not matched by a corresponding increase in the number of substantiated lawyer conduct and competence concerns. An increasing proportion of the complaints received were found to merit a decision of “no further action” after initial review or preliminary investigation. Processing complaints that end in a decision of “no further action” still consumes significant resources.

Throughout the latter half of 2022, the Law Society undertook several significant process shifts in order to redirect resources to appropriate matters and reduce the time required to address unmeritorious complaints. These shifts were required to ensure the timely and efficient determination of complaints while continuing to protect the public interest by enforcing high standards for lawyer competence and conduct.

A. Enhanced application of summary dismissal powers

While the Law Society has always been able to dismiss unmeritorious complaints following a preliminary review, the parameters for what was considered “unmeritorious” were not clearly defined. This was clarified in 2019 with the addition of rules for summary dismissal and the basis upon which a complaint may be summarily dismissed. To address the increase in unmeritorious complaints received, the Law Society has accelerated its usage of these rules, implementing processes for their efficient application. Complainants may still request a Complainants’ Review of the decision to dismiss their complaint summarily, in the same manner as a complaint that was dismissed following investigation.

B. Designated Professional Responsibility Counsel roster

With the increase in the number of complaints received and the corresponding demand on resources, the Law Society recruited additional support during 2022. This was done to facilitate the efficient review and determination of complaints and ensure that issues of serious concern are prioritized. Several Saskatchewan lawyers with experience and background in the Law Society’s regulatory processes and mandate were contracted to receive, investigate and make determinations in relation to complaint matters. These Designated Professional Responsibility Counsel hold the same powers of investigation and referral as in-house Professional Responsibility Counsel and are also subject to the same requirements of confidentiality, good faith and timeliness.



Bite Size Continuing Professional Development in 2022

There isn't always time to sit down for an hour or a day to learn about legal topics.

In Bite Size CPD,

Craig Zawada, K.C. offers brief videos on the future of the legal profession and technology.

50

Total Videos Created

2,656

Total Views:

MOST VIEWED VIDEOS:

128 VIEWS,

[Magically Organize Your Scanned Materials](#)

99 VIEWS,

[Thinking of Quitting Law? Well...](#)

97 VIEWS,

[What To Know About The New Direct Supervision Rules](#)

SUBJECTS COVERED:

- Practice Management
- Practice of Law
- Mental Wellness & Resilience
- Regulation, Rules & Code
- Client Relations
- Cybersecurity
- Equity, Diversity, and Inclusion
- Tech Tips

Innovative and Flexible Leader of an Engaged and Forward-Thinking Membership

Through innovative and flexible regulation, the Law Society of Saskatchewan leads an engaged membership that is adaptive to change and provides innovative and effective legal services to the public.

Proactive Regulation

The Law Society has been engaged in proactive firm regulation since 2020, having the effect of better protecting the public while enhancing the reputation of the profession. The purpose of proactive regulation is to foster a more collaborative relationship between the Law Society and its licensees, including law firms, and to help lawyers and firms enhance competencies and manage risk so the likelihood of conduct leading to a complaint or negligence claim is minimized.

Trust Safety Program

Amendments to the rules resulting in changes to the annual reporting requirements for firms with trust accounts were advanced by the Law Society in 2022. These amendments facilitated a shift in the approach to trust safety procedures and reflected changes successfully implemented in other Canadian jurisdictions aimed at modernization and the improvement of risk mitigation strategies, cost reduction for firms, and increasing audit capacities. The goal of this approach is to support the Law Society in providing proper and consistent oversight of lawyers' trust accounts, and to ease the burden on firms with proportionate and focused regulatory oversight where appropriate.

As the Law Society continues to look for improvements and modernize the approach to lawyers' trust accounts, a thorough review was conducted which included an evaluation of the Accountant's Report requirement. It was identified that firms with trust accounts shoulder a significant expense associated with the completion of the Report. The Law Society recognized that the public would be better protected, and the needs of firms would be better met, by eliminating the reporting process and reallocating the funds spent by firms to fund an additional full-time Auditor. These changes will result in enhanced support for law firms on trust safety matters and a significant majority of firms will experience substantial savings.

Practice Management Assessment Tool

In 2022, the first year of delivery of the Assessment Tool was completed. Approximately one third of all firms in the province either completed or were actively engaged in the assessment process. Half of those firms were sole practitioner firms.

The Assessment Tool assists firms in a self-evaluation of their practice management systems and practices, helping to identify areas of strength and any gaps in policies or procedures requiring further development. Demographics for firms that completed the Assessment Tool process in 2022 include:

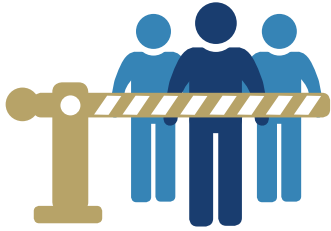
Firm Location		
53% Large urban centre	33% Small urban centre	14% Rural
Stage of Practice		
80% In maintenance phase	12% In wind-down	8% In start up

The aggregate data from the Assessment Tool is reviewed and evaluated on an ongoing basis to identify potential trends and areas where the Law Society can provide additional supports and resources to the profession. Although the breadth and number of unique areas of priority identified by firms in their self-assessment process were expansive, some early trends have been identified as areas for development by both sole practitioners and multi-lawyer firms:

- Client satisfaction survey
- Dealing with vulnerable clients
- Insurance coverage and disaster planning
- Retainer agreements
- Workload management
- Well-being (self or staff)

The Assessment Tool library links to over 400 resources. Uniquely curated resource lists addressing identified areas of need are provided to firms through a personalized online report. In addition, the Law Society provides coaching, resources and support to firms, as needed, in all areas of practice and risk management where they have self-identified a need for additional supports. From the trends identified and inquiries received from the participant firms to date, the Law Society has identified several areas where Saskatchewan-based resources that are currently being developed would be of value to the membership.

Anonymous survey responses and comments from the Designated Representatives (DRs) who complete the Assessment Tool continue to indicate overall positive feedback regarding the self-assessment process. Suggestions to refine the Assessment Tool to recognize unique types of practice have also been received and continue to be evaluated. The DR Hub on the Law Society website is a space for DRs and members to access information relevant to firms, including all updates sent to DRs, the Assessment Tool Workbooks and other resources on demand.



Barriers to Running for Election as a Board Member

In 2022, the Law Society conducted research on election barriers.

Top Barriers in Profession to Running for Election to Board
(same for profession overall and equity-seeking members)

- Time
- Network
- Cost
- Reputation

Higher Barriers for Equity-Seeking Members

- Recruitment
- Systemic discrimination

Increased Equity, Diversity and Inclusion in the Law Society and Legal Service Provision

The Law Society of Saskatchewan is led by a diverse staff and Board who promote and support diversity, inclusiveness and cultural competence among all Saskatchewan firms, lawyers and legal service providers.

Advancing Truth and Reconciliation

As part of its ongoing commitment to Truth and Reconciliation, the Law Society completed the first phase of a Truth and Reconciliation Through Treaty Implementation (TRTI) exercise with the Office of the Treaty Commissioner in 2022. Data regarding the Law Society was collected, analyzed and discussed according to a growth model methodology to measure progress towards TRTI. Based on this information, thirty-eight recommendations were identified to advance the Law Society’s reconciliation journey.

The Law Society has integrated the TRTI recommendations with the four priorities identified by its Truth and Reconciliation Advisory Group and made tangible progress in several areas, including analyzing competency and awareness training. Since 2011, the Law Society has offered thirty-seven sessions related to Truth and Reconciliation themes and these were mapped against the Truth & Reconciliation Commission’s Call to Action No. 27 knowledge and skill objectives:

Truth & Reconciliation Commission Call to Action 27	
Knowledge & Skill Objectives	Total
Aboriginal - Crown Relations	13
Anti-Racism	7
Conflict Resolution	0
History and Legacy of Residential Schools	13
Indigenous Law	4
Intercultural Competency	11
Human Rights	2
Treaties and Aboriginal Rights	15
United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	2

Among the thirty-seven sessions, attendees totaled 3,509. 24% of attendees provided feedback indicating that 80% found the material relevant, were satisfied, would recommend the session they attended, or gave an overall rating of “excellent” or “very good.”

Advancing Equity, Diversity and Inclusion

The Law Society is committed to ongoing implementation of priority actions identified in the 2021 [Equity, Diversity and Inclusion \(EDI\) Research Report](#) where members agreed that the Law Society should take action to improve EDI within the profession, including offering EDI training for all lawyers.

During 2022, the Law Society also analyzed EDI training data. Since 2018, the Law Society has offered thirteen sessions with 993 attendees. 37% of attendees provided feedback indicating that 84% found the material relevant, were satisfied, would recommend the session they attended, or gave an overall rating of “excellent” or “very good.”

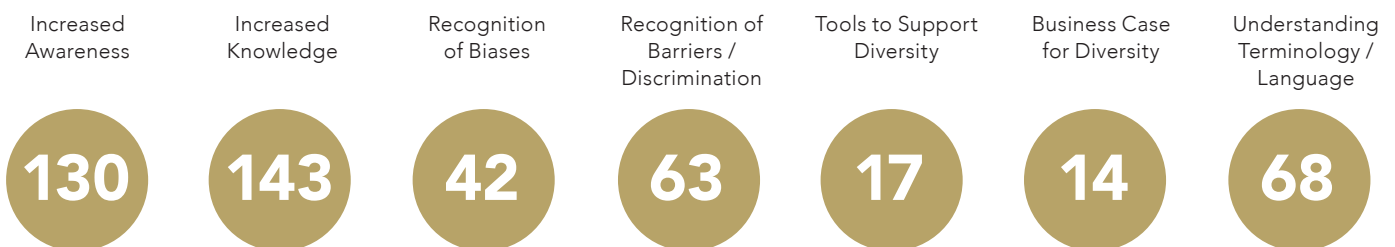
Understanding the Impact of Training

With a priority focus on training related to Truth and Reconciliation and EDI, analysis was also undertaken regarding the impact of training through review and coding of attendee feedback responses.

Truth and Reconciliation



Equity, Diversity and Inclusion



As evidenced by the data, training increases knowledge and awareness as well as helping attendees to recognize barriers / discrimination and increase understanding of terminology. To a lesser extent, attendees report being able to recognize biases following the training. Finally, attendees identify the training as helping them locate tools and support a business case for advancing EDI and Truth and Reconciliation.

Understanding Barriers to Participation for Equity-Seeking Groups

The Law Society also conducted survey research to receive input from all members to understand barriers to becoming a Board member and whether there are additional or compounded barriers for members of equity-seeking groups. As fiduciaries of the Law Society acting in the public interest, it is beneficial for the Law Society Board to have diverse backgrounds and experience, yet members of equity-seeking groups are often under-represented among the elected Board.

A total of 124 lawyers completed the survey with 29% identifying as an equity-seeking member. Overall, the research found most respondents (95%) understand the Board election process. While equity-seeking members indicate more barriers to running for election, several of the identified barriers were shared across the profession as a whole. An overall majority identify time commitment, lack of a professional network, cost of foregoing work and likelihood of not being a successful candidate as common barriers to election as a Board member. Equity-seeking members identified lack of encouragement to run and systemic discrimination, and the expectation or perception that contributions will be undermined or ignored, as additional barriers.

Among both equity-seeking members and members overall, the top factors identified as influencing voting selection are candidate's reputation, pre-existing relationship with the candidate, candidate's biography, candidate's stated position on issues and recognition of candidate's name.

The Law Society will be prioritizing actions to address barriers identified in the report. These may include networking support, additional encouragement to run in elections and consideration of the categories set out in the Rules of the Law Society.



Limited Licensing Pilot insights at the end of 2022

PILOT PARTICIPANTS



CLIENTS



*In some Pilot service contexts there is a high volume of inquiry regarding legal services, but not all clients will elect or be candidates for services.

Increased Access to Legal Services

The Law Society demonstrates a commitment to improving access to legal services in its regulatory structure, policies and initiatives and supports the provision of accessible legal services by Saskatchewan firms, lawyers, legal service providers and other legal organizations.

Future of Legal Services

The Law Society continues to work with stakeholders to develop novel ways to address unmet legal needs and provide legal services to underserved segments of the public. This includes continued implementation of the thirteen recommendations in the Legal Services Task Team Final Report, a joint project with the Ministry of Justice of Saskatchewan. During 2022, further progress was made in three key areas.

A. Amending direct supervision requirements in the Code of Conduct

Following consultations and review of the restrictions regarding staff supervised by lawyers, initiated in 2021, amendments were made to the Code of Professional Conduct to allow greater flexibility for staff providing delegated legal services while working under the supervision of a lawyer.

Importantly, under the amendments, lawyers maintain professional responsibility for all legal services they choose to delegate. The amendments created a permissive structure for supervising lawyers to expand delegation in appropriate instances where the skills, knowledge and experience of staff so permit. Permitting additional practice of law activities by paraprofessionals under the supervision of a lawyer is an important change and contributes to:

- efficiencies in the practice of law;
- reduced costs for clients;
- greater access to legal services for the public; and
- effective delivery of legal services.

B. Application of policy regarding exemptions from the unauthorized practice of law to develop novel ways to address unmet legal needs

During 2022, the Law Society applied the policy framework for exemptions allowing certain groups and individuals an exemption from unauthorized practice provisions. In the public interest, exemptees may provide limited legal services to carry out the functions delineated within the exemption without becoming licensed lawyers.

C. Initiating a pilot on limited licensing

Building on the two-year Discovery Period that ended in December 2021, the Law Society designed a Pilot to advance limited licensing on a case-by-case basis as a way to increase access to legal services. The Pilot launched in early 2022 and allows individuals not otherwise authorized to deliver legal services to assist with unmet legal needs. Lessons from 2022 highlight that the Pilot is receiving a lot of interest from consumers, having a positive impact on affordability of legal services based on average legal fees for Western Canada, reaching more locations outside of Regina and Saskatoon, and increasing consumer choice.

Amplifying Access to Legal Information and Assistance

Legal information needs are many and Saskatchewan's diverse population relies on access to legal information and assistance to meaningfully access justice.

The Law Society has chaired the [Saskatchewan Access to Legal Information](#) (SALI) initiative since 2020 to amplify access to legal information and assistance through collaboration and partnership. SALI creates resources, provides training and publishes a newsletter to help legal information providers and community organizations connect members of the public with information about the law, legal advice/assistance and community support. The newsletter, created in response to feedback, is sent to approximately 170 subscribers quarterly.

Increased Focus on Member Wellness

The Law Society protects the public by promoting a culture of wellness in the profession through appropriate education, member resources and regulation.

National Wellness Study

The Law Society participated in the Canadian legal profession's first comprehensive [national wellness study](#), supported by the Federation of Law Societies of Canada and Canadian Bar Association. The study canvassed over 7,000 legal professionals from all Canadian jurisdictions, including nearly 150 Saskatchewan lawyers, between 2021 and 2022. The [Phase I report](#) is accompanied by [FAQs](#), an [executive summary](#) and [recommendations](#).

The report reveals a concerning picture of Canada's legal profession. Legal professionals in all practice areas and in all jurisdictions appear to experience high levels of psychological distress, depression, anxiety, burnout and suicidal ideation. Key findings include:

- Over 40% of Saskatchewan respondents reported experiencing psychological distress and 49% reported moderate to severe burnout.
- The billable hours model has a highly negative impact on mental health, but the emotional demands of clients are the risk factor with the most significant impact.
- Work–life conflict is a critical stressor and is associated with a significantly lower level of commitment to the profession and a substantially higher level of intention to leave the profession.
- Legal professionals living with a disability and from minority groups experience higher levels of mental health concerns.
- Alcohol and drug use among legal professionals are at a worrying level.
- The key skills to build resilience and shield legal professionals from stressors are the abilities to psychologically detach from work and to set limits.

Moving forward, the Law Society will consider action on the [recommendations](#) from the study.



Wellness CPD in 2022

The Law Society offered wellness focused CPD programming throughout 2022:

129 registrants:

The Keepers of the Stories:
Vicarious Impacts in
Helping Roles

126 registrants:

Break the Cycle
- Stress and Poor Sleep

86 registrants:

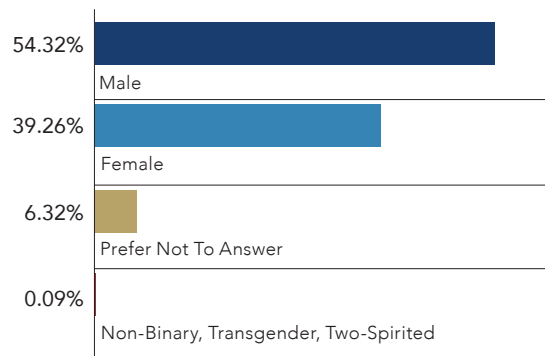
Lawyer Well-being:
Concrete Strategies
to Thrive in Law

Membership Demographics

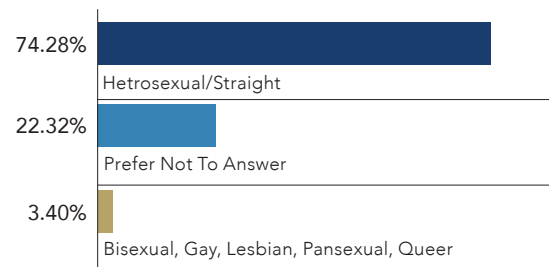
Active Members Residing Inside and Outside of Saskatchewan as at December 31, 2022

As at December 31, 2022, there were 2,120 active practicing members residing in (1,883) and out (237) of Saskatchewan. Demographic data is reported for 2,119 members as 1 did not provide demographic information due to change in status/reinstatements.

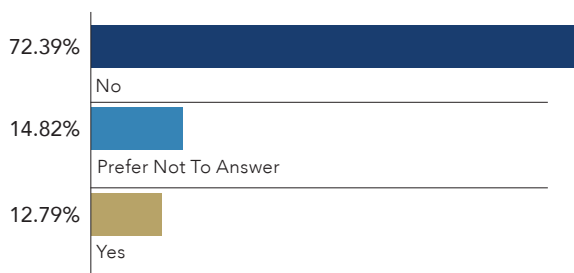
Gender Identity



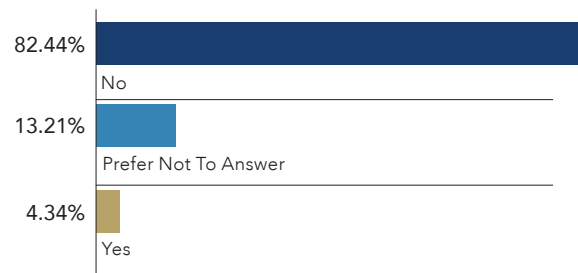
Sexual Identity



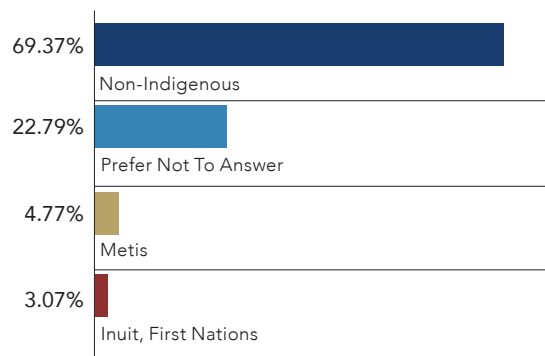
Race / Ethnicity



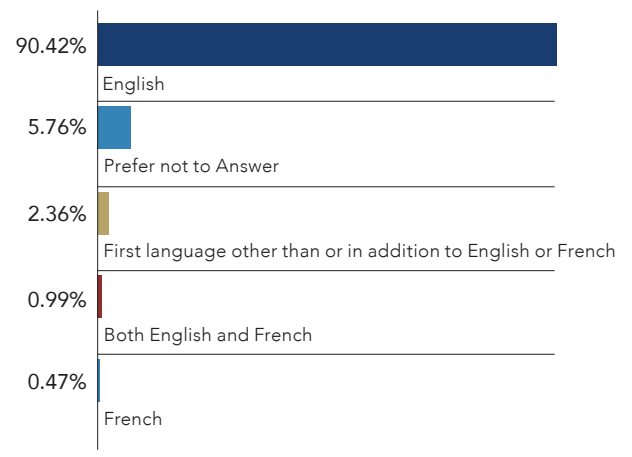
Disability



Indigeneity



First Language

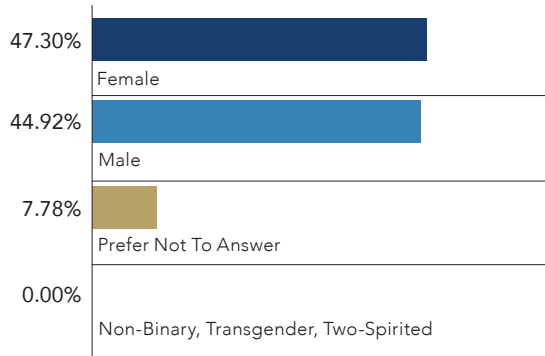


Membership Demographics

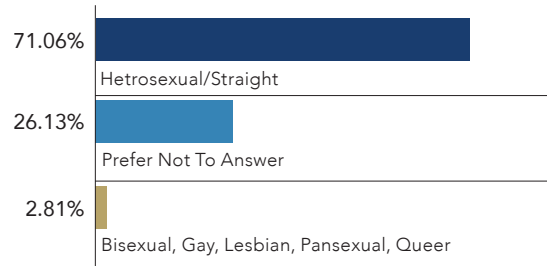
Inactive Members Residing Inside and Outside of Saskatchewan as at December 31, 2022

As at December 31, 2022, there were 467 inactive members residing in (225) and out (242) of Saskatchewan. Demographic data is reported for 463 members as 4 did not provide demographic information due to change in status/reinstatements.

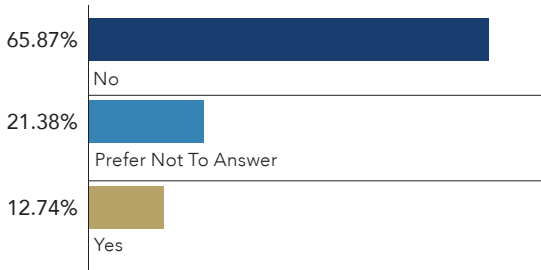
Gender Identity



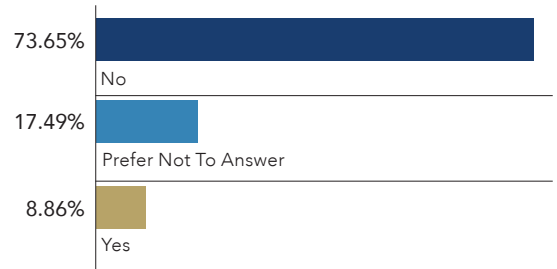
Sexual Identity



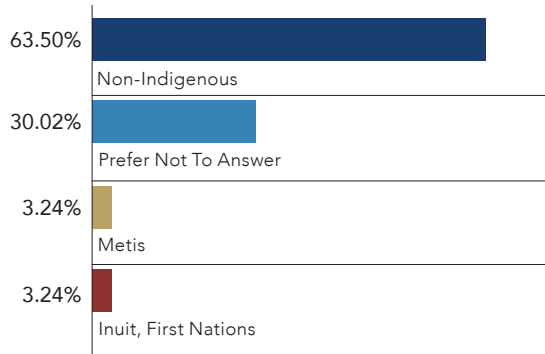
Race / Ethnicity



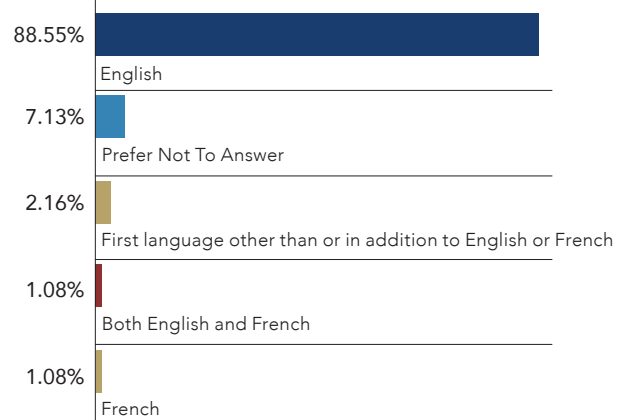
Disability



Indigeneity



First Language

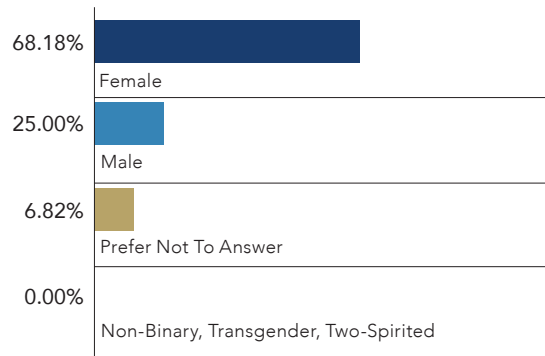


Board and Staff Demographics

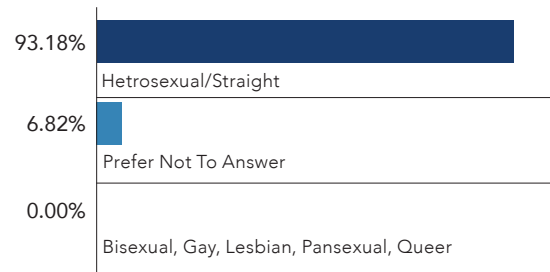
as at December 31, 2022

As at December 31, 2022 there were 51 Board (18) and staff (33) members at the Law Society and demographic data is reported in the aggregate for 44 as 7 did not complete data collection.

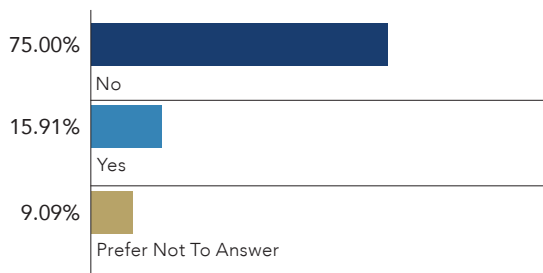
Gender Identity



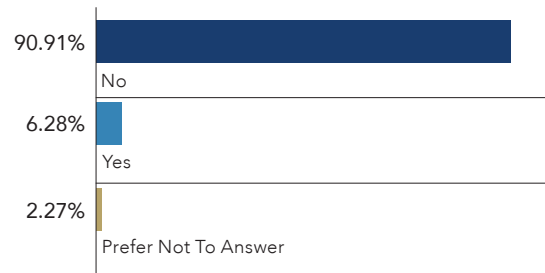
Sexual Identity



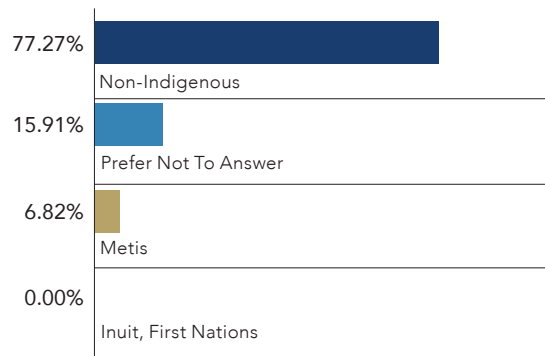
Race / Ethnicity



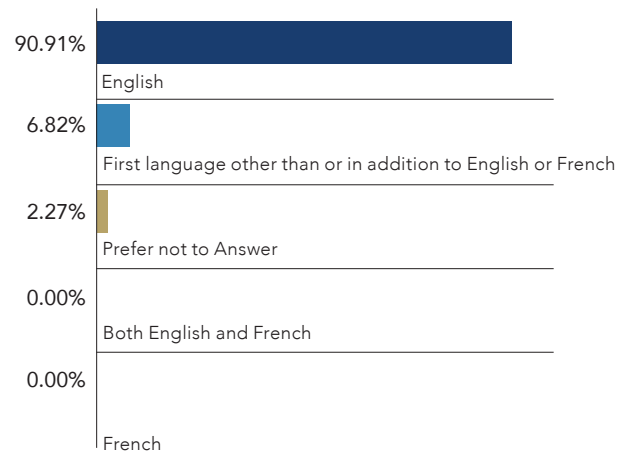
Disability



Indigeneity

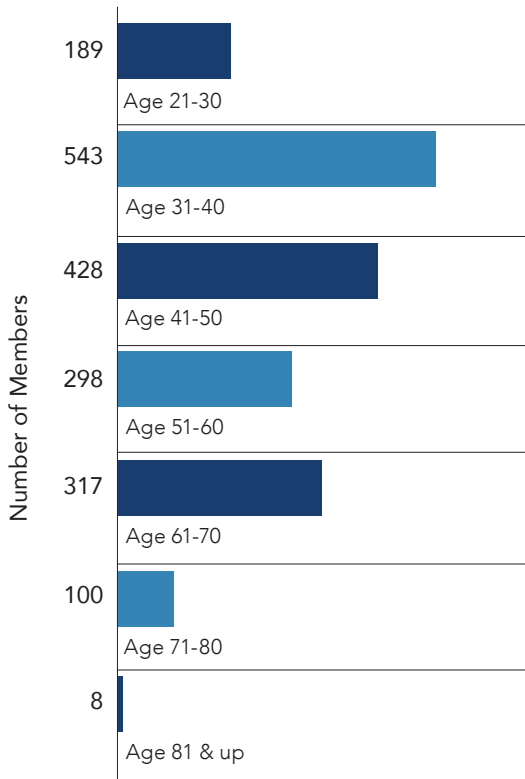


First Language

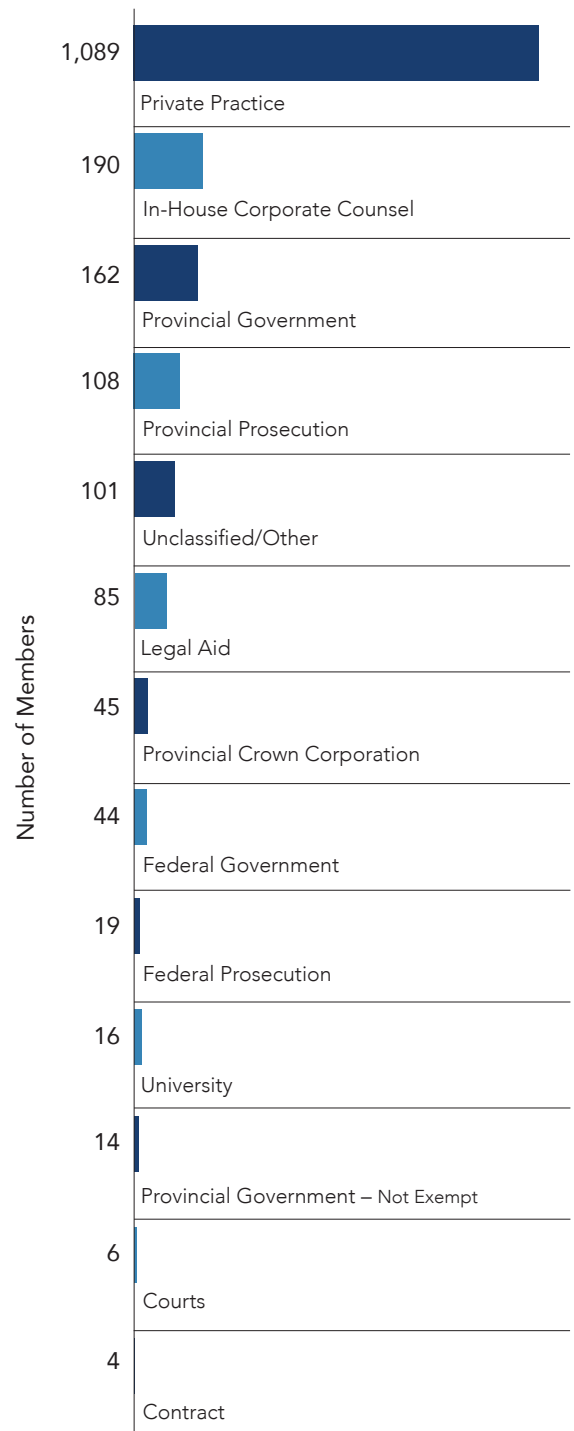


Membership Statistics as at December 31, 2022

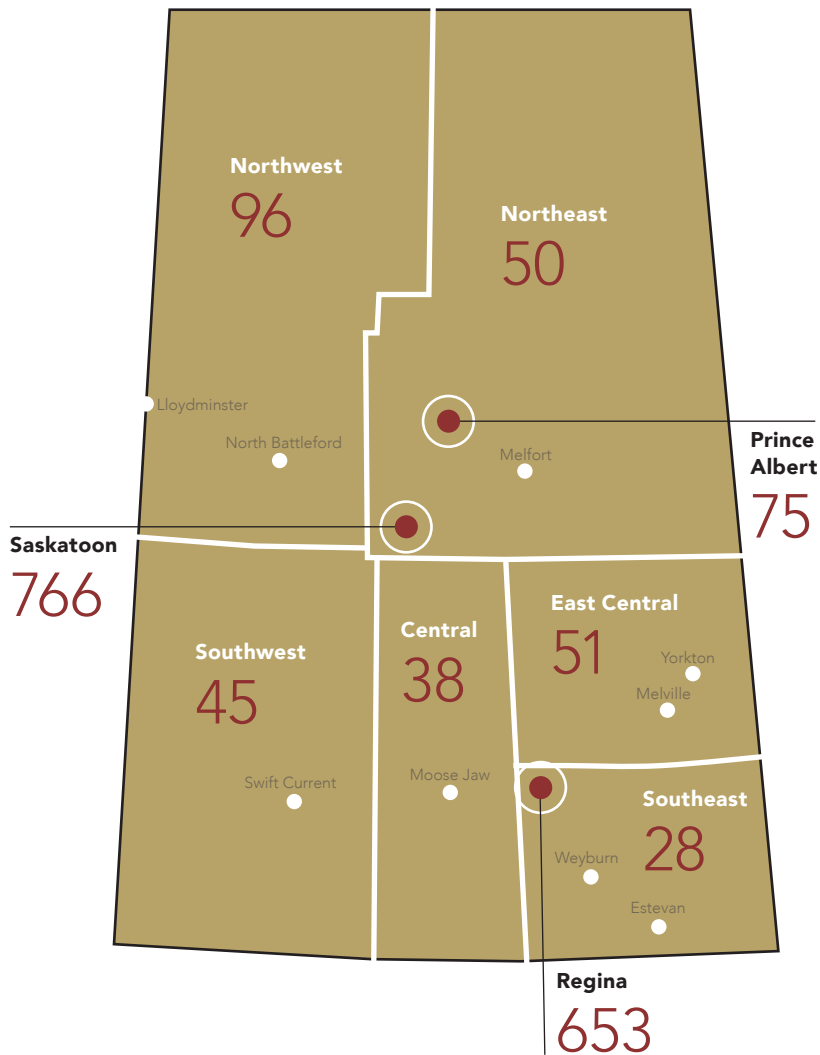
Ages - Active Members
(residing in Saskatchewan):



Type of Practice - Active Members
(residing in Saskatchewan):



Geographic Location - Active Members Practicing in Saskatchewan



	Number of Practitioners in Firm (Private Practice Only)	Number of Firms	Number of Practitioners
1		190	190
2		58	116
3		28	84
4		15	60
5		10	50
6		6	36
7		2	14
8		1	8
9		3	27
10		1	10
11		1	11
12		3	36
15		1	15
16		1	16
17		1	17
18		1	18
19		1	19
21		1	21
22		1	22
25		1	25
26		1	26
27		1	27
73		1	73
81		1	81
87		1	87
Total		331	1,089

Note: Geographic location data is reported for 1,802 active employed members (only includes members who work in a Saskatchewan office/organization, regardless of whether they live inside or outside of Saskatchewan). The data is based on the location of the organization as opposed to the residence of the member.

Professional Responsibility Statistics

as at December 31, 2022

Among the Law Society's responsibilities are the investigation and determination of complaints regarding the conduct and competence of lawyers practising in the province. Inquiries received about the conduct and competence of lawyers are reviewed by Professional Responsibility Counsel. We take all complaints seriously and attempt to deal with them as expeditiously as possible.

During 2022, the Law Society received

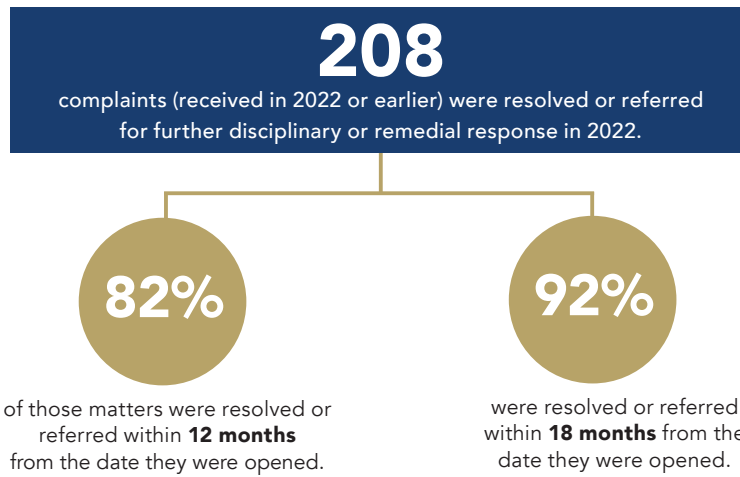


Professional Responsibility Statistics – Year-Over-Year Comparisons for 2020-2022*

Professional Responsibility Matters Opened to December 31	2020	2021	2022
New solo/small firm practice reviews	34	31	34
Request for ruling received from members	3	1	1
Special fund (defalcation) claims received	0	2	0
Contacts remained as potential complaint matters	183	114	125
Complaint files opened	113	155	232

Complaint Files Opened in 2022 - Outcomes/Status to December 31	2020	2021	2022
Resulted in the appointment of a Practice Advisor to assist the member to improve their practice	0	4	1
Referred to Ethics Committee	2	1	0
Referred to Conduct Investigation Committee	11	5	3
Dealt with by Formal Caution	6	2	9
Dismissed without referral as requiring "no further action"	47	45	60
Placed in abeyance due to ongoing related court matters	N/A	N/A	2
Closed after being withdrawn, determined as incomplete, or as repetitive of a prior complaint	N/A	N/A	27
Remained open as of December 31 and carried forward to completion after December 31	47	98	130

*The tables above illustrate the year-over-year comparison of incoming files within a calendar year and the outcome/status of those files at the end of the calendar year in which they were received. Given that processing time for some files can take several months, some matters (especially those received later in a calendar year) are commonly carried over to the following year.



The outcomes were as follows:

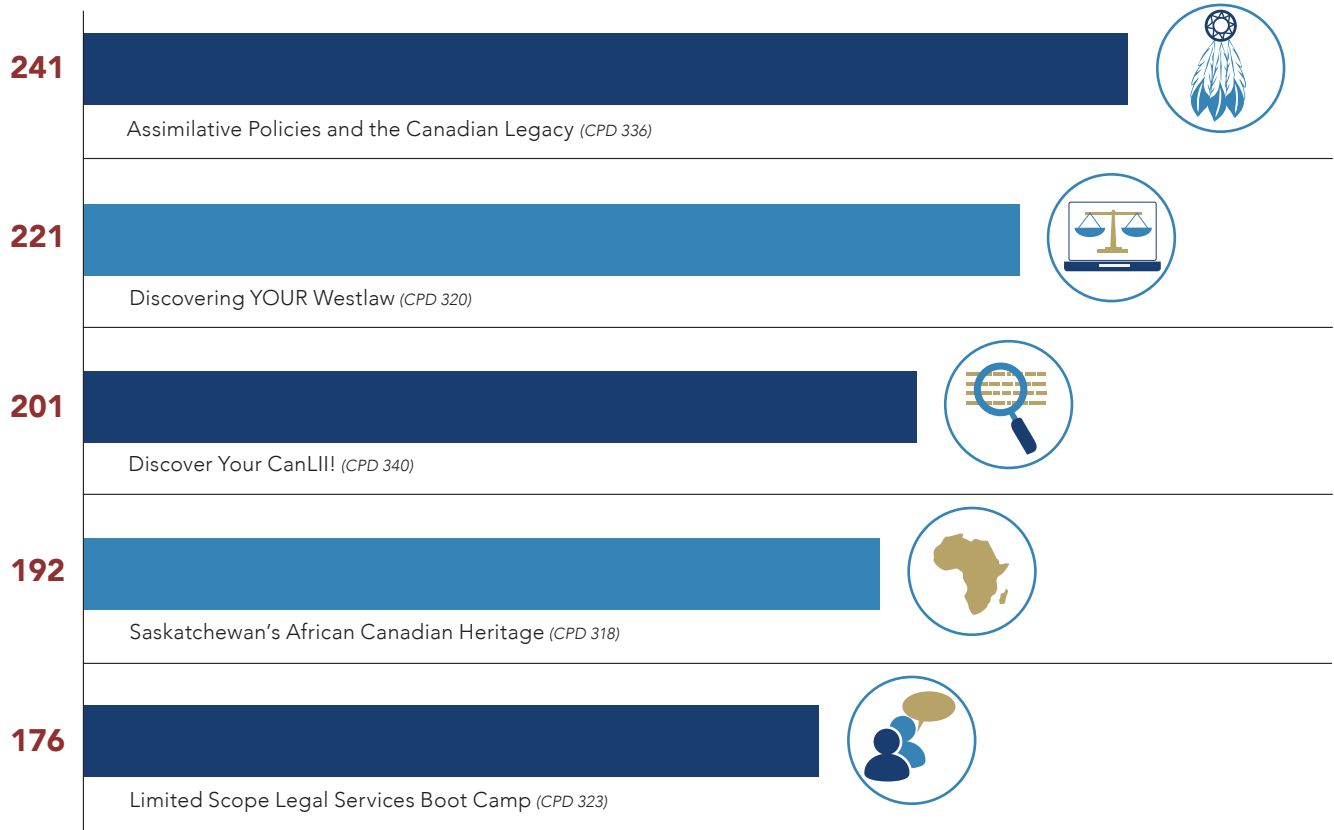


Informal Ethics Opinions

Professional Responsibility Counsel provided **170** Informal Ethics Opinions to members in 2022.

Continuing Professional Development (CPD) Statistics

Most Attended CPD Sessions in 2022



Legal Resources Statistics

2022 Statistics



Total Case Digests Published: **469** } CA: 151
 QB/KB: 271
 PC: 47



TOP 5
 Areas of Law Asked About:

- Criminal
- Litigation
- Family
- Wills & Estates
- Corporate



Total Member Resource Section Views
185,031



Total Questions Asked:
1,525 } Members: 722
 Public: 680
 Other: 123

Total Question Time
547 hours



Saskatchewan Lawyers' Insurance Association Report for 2022

Saskatchewan Lawyers' Insurance Association Inc. (SLIA) is a non-profit corporation and a wholly owned subsidiary of the Law Society of Saskatchewan. SLIA provides mandatory errors and omissions insurance to the members of the Law Society of Saskatchewan pursuant to *The Legal Profession Act, 1990*. SLIA is a member of the Canadian Lawyers Insurance Association (CLIA). CLIA is a reciprocal insurance exchange, which offers mandatory liability insurance and cyber insurance to lawyers licenced by law societies in nine Canadian jurisdictions, and a voluntary excess insurance program. The SLIA program is run by in-house counsel and a claims coordinator, who report to a board of directors composed of both Bencher and non-Bencher members.

2022 Committee Members

James Morrison, K.C. (Chair)

Andrea Argue, K.C. (Vice-Chair)

Perry Erhardt, K.C.

Michael Milani, K.C.

Tom Schonhoffer, K.C.

Zachary Solomon

Craig Zawada, K.C.

Staff

Dave McCashin

Stephen McLellan

Tim Brown, K.C.

Linda-Marie Straza

SLIA has continued to maintain one of the lowest insurance levies across all Canadian jurisdictions.

The 2021-2022 policy period saw a decrease in the number of claims opened over the year before and a slight increase in the severity of the claims to an average of \$49,000 per claim. As the frequency and severity of claims has a direct impact on the amount of the levy, SLIA continues to stress the importance of loss prevention and continues to work to support its members to avoid or reduce claims.

By establishing local control of files within the limits of the group deductible, lawyers insured through SLIA are assured that:

- a) their files are being both assessed and litigated by local counsel;
- b) their interests are being represented as stakeholders on the advisory board of their insurer;
- c) profits following any given claims years are retained locally for their benefit.

SLIA, together with the Law Society of Saskatchewan, fund the Practice Advisor Program, which in addition to complaint reviews and recommendations to members, also facilitates advisors to meet with each new solo practitioner and new small firm to provide assistance and recommendations to assist members in developing a low-risk practice. The Practice Advisor Program has been made available to any members who need help working through practice management issues. Members are encouraged to contact practice advisors with questions or concerns about practice standards or management issues. Under this confidential program, the practice advisor and member will work together to address the issue at no cost to the member and no formal report will be provided to the Law Society of Saskatchewan or SLIA.

SLIA also contributes to the Trusteeship program which provides oversight to members who do not have a succession plan in place. The Trusteeship program is a loss prevention measure which allows early detection of matters which could become potential claims and allows an opportunity to remedy those matters before they progress.

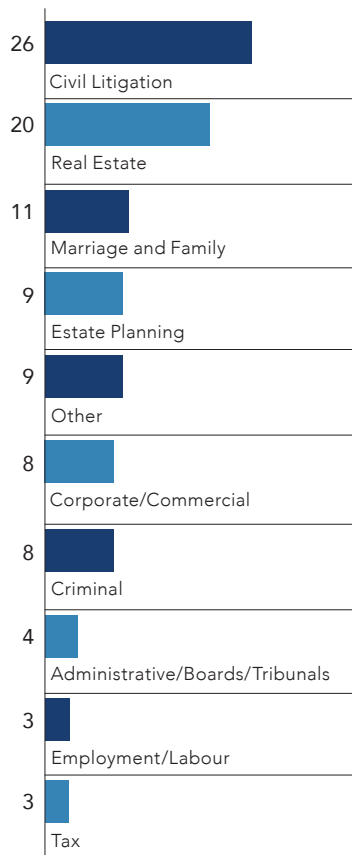
Access to mental health resources and assistance continues to be a priority for SLIA. Members are encouraged to make use of the free confidential assistance offered through [Lawyers Concerned for Lawyers](#) for personal counselling as well as online learning and resources through [HomeWeb](#). Highlights of resources available are provided to members bi-monthly through SLIA News.

SLIA manages the Law Society Outside Directorship Liability Insurance Policy for members involved as a Director or Officer of an outside organization. This Policy covers various types of claims made by reason of such services.

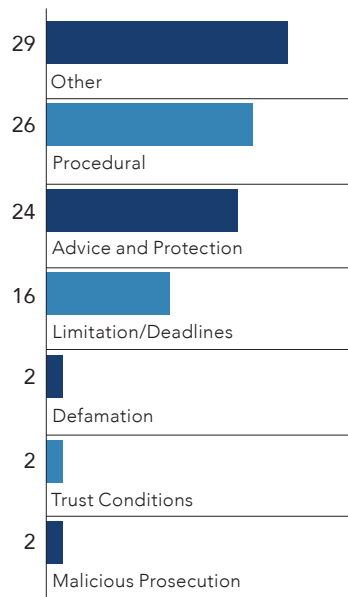
SLIA Statistics

Stats from the 2021-2022 policy period:

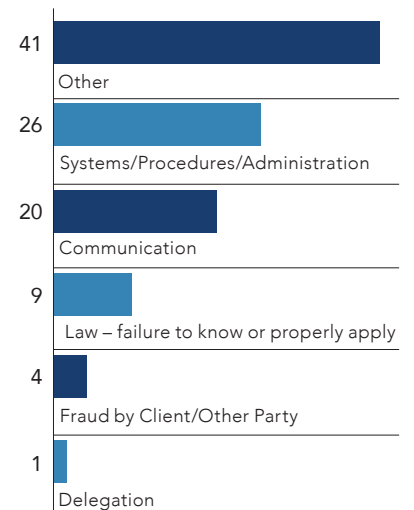
New Claims by Area of Practice:



New Claims by Error Category:



New Claims by Cause Category:



New Claims: 101

Insurance Assessment: \$926

Severity of the claims: \$49,000 per claim

Board and Staff in 2022

The Law Society of Saskatchewan is governed by a Board (Benchers) of lawyers and public representatives who hold a Board meeting (Convocation) five or six times each year. The Benchers govern the Law Society by setting and enforcing standards for admissions, professional conduct, and quality of service. The staff of the Law Society implement the objectives of *The Legal Profession Act, 1990* along with the Law Society Rules as directed by the Benchers.



Front row (L-R): Julie Sobowale, Pamela Kovacs, Jenna Bailey, Foluke Laosebikan, K.C., James Korpan, K.C., Nolan Kondratoff, Suzanne Jeanson, Jody Martin

Middle row (L-R): Chinye Talabi, Pamela Harmon, Rochelle Wempe, Kara-Dawn Jordan, K.C., Lynda Kushnir Pekrul, Crystal Norbeck, K.C. (as she then was), Andrea Johnston, Christine Johnston, Sydney Young, James Fyfe, K.C., Tiffany Paulson, K.C., Jonathan Bodvarson

Back row (L-R): Adam Touet, Michelle Owolagba, Valerie Payne, Tim Brown, K.C., John Morrall (as he then was), Jeff Lee, K.C., Martin Phillipson, Sonia Eggerman, Tim Huber

Executive

James Korpan, K.C.
President

John Morrall
Vice-President, as he
then was (to October 2022)

Foluke Laosebikan, K.C.
Past President

Tim Brown, K.C.
Executive Director

Benchers

Andrea Argue, K.C.
Jonathan Bodvarson
Sonia Eggerman
James Fyfe, K.C.
Suzanne Jeanson
Nolan Kondratoff
James Korpan, K.C.
Lynda Kushnir Pekrul

William Lane
Foluke Laosebikan, K.C.
Jeff Lee, K.C.
Derek Maher, as he then
was (to February 2022)
Kaitlynn McArthur
John Morrall, as he then
was (to October 2022)
James Morrison, K.C.

Crystal Norbeck, K.C., as she
then was (to June 2022)
Tiffany Paulsen, K.C.
Martin Phillipson
Zachery Solomon
Adam Touet
Rochelle Wempe
Julie Ann Wriston

Professional Staff

Jenna Bailey
Professional Responsibility Counsel
(to September 2022)
Tim Brown, K.C.
Executive Director
Ken Fox
Co-Director Legal Resources
Pamela Harmon, CPA, CA
Director of Finance and CFO
Tim Huber
Deputy Executive Director
– General Counsel
Laurie Johnson
Director of Human Resources
Andrea Johnston
Director of Admissions & Education
Christine Johnston
Admissions & Education Counsel

Kara-Dawn Jordan, K.C.
Director of Governance & Strategy
Stephanie Kievits, CPA, CA
Director of Trust Safety
Alan Kilpatrick
Co-Director, Legal Resources
Pamela Kovacs
Senior Policy Counsel
Kiran Mand
Admissions & Education Counsel
Jody Martin
Director of Regulation
Michelle Owolagba
Professional Responsibility Counsel
Valerie Payne
Director of Professional Responsibility
Julie Sobowale
Director of Communications

Chinye Talabi
Communications & Project Coordinator
Paul Westgate
Project Director
Allison Williamson
Manager of Member Services

SLIA Staff

David McCashin
Director of Insurance

Stephen McLellan
Legal Counsel

Linda-Marie Straza
Insurance Claims and Policy
Processing Coordinator

Board Committee List in 2022

Thank you to our volunteer Board, committee and advisory group members for their time, effort and dedication to the organization.

Audit

- Monte Gorchinski (Chair)
- Crystal Norbeck, K.C., *as she then was* (to June 2022)
- Zachery Solomon

Staff:

- Pam Harmon, CPA, CA (Staff Lead)
- Tim Brown, K.C.
- Kara-Dawn Jordan, K.C.

Competency

- Suzanne Jeanson (Chair)
- Idowu Adetogun (Vice-Chair)
- Jonathan Bodvarson (Vice-Chair)
- James Fyfe, K.C. (Vice-Chair)
- William Lane (Vice-Chair)
- Tiffany Paulsen, K.C. (Vice-Chair)
- Martin Phillipson (Vice-Chair)
- Julie Ann Wriston (Vice-Chair)

Staff:

- Jenna Bailey (Staff Lead) (to September 2022)
- Andrea Johnston (Staff Lead)
- Christine Johnston
- Kiran Mand
- Sydney Young (to May 2022)

Conduct Investigation

- Suzanne Jeanson (Chair)
- Crystal Norbeck, K.C., *as she then was* (Chair) (to June 2022)
- Jeff Baldwin
- James Fyfe, K.C.
- Monte Gorchinski
- Jeff Lee, K.C.
- Adam Touet
- Julie Ann Wriston

Staff:

- Tim Huber (Staff Lead)
- Valerie Payne (Staff Lead)
- Jenna Bailey (to September 2022)
- Michelle Owolagba

Discipline Policy

- Foluke Laosebikan, K.C. (Chair)
- Rochelle Wempe (Vice-Chair)
- Jonathan Bodvarson
- James Morrison, K.C.
- Crystal Norbeck, K.C., *as she then was* (*ex officio*) (to June 2022)
- Tiffany Paulsen, K.C.

Staff:

- Tim Huber (Staff Lead)
- Valerie Payne (Staff Lead)
- Jenna Bailey (to September 2022)
- Michelle Owolagba

Equity and Access

- Barbara Mysko (Chair)
- Kaitlynn McArthur (Vice-Chair)
- Martin Phillipson (Vice-Chair)
- Sonia Eggerman
- Habibat Kasim
- Foluke Laosebikan, K.C.
- Stephen Mussell
- Dr. Stephen Yusuff
- Adam Touet

Staff:

- Kara-Dawn Jordan, K.C. (Staff Lead)
- Pamela Kovacs (Staff Lead)
- Kiran Mand
- Julie Sobowale

Ethics

- William Lane (Chair)
- Andrea Argue, K.C. (Vice-Chair)
- Jonathan Bodvarson
- James Fyfe, K.C.
- Tiffany Paulsen, K.C.
- Lynda Kushnir Pekrul

Staff:

- Michelle Owolagba (Staff Lead)
- Jenna Bailey (to September 2022)
- Valerie Payne

Executive

- James Korpan, K.C., President
- John Morrall, Vice-President, as he then was (to October 2022)
- Foluke Laosebikan, K.C., Past President
- Tim Brown, K.C., Executive Director

Staff:

- Tim Huber
- Kara-Dawn Jordan, K.C.

Firm Regulation

- Nolan Kondratoff (Chair)
- Erin Kleisinger, K.C. (Vice-Chair)
- James Morrison, K.C. (Vice-Chair)
- Lynda Kushnir Pekrul
- Foluke Laosebikan, K.C.

Staff:

- Jody Martin (Staff Lead)
- Jenna Bailey (to September 2022)

Future of Legal Services

- Gerald Tegart, K.C. (Chair)
- Nolan Kondratoff (Vice-Chair)
- Suzanne Jeanson
- William Lane
- Jeff Lee, K.C.
- Kaitlynn McArthur
- Lynda Kushnir Pekrul
- Martin Phillipson
- Rochelle Wempe
- Shannon Williams, K.C. (*ex officio*) (to June 2022)

Staff:

- Pamela Kovacs (Staff Lead)
- Jody Martin (Staff Lead)
- Tim Brown, K.C.
- Tim Huber
- Kara-Dawn Jordan, K.C.
- Kiran Mand (to May 2022)
- Andrea Johnston
- Julie Sobowale

Governance

- Lynda Kushnir Pekrul (Chair)
- Martin Phillipson (Vice-Chair)
- Sonia Eggerman
- Nolan Kondratoff
- Jeff Lee, K.C.
- Zachery Solomon
- Rochelle Wempe

Staff:

- Kara-Dawn Jordan, K.C. (Staff Lead)
- Tim Brown, K.C.
- Tim Huber

Insurance

- James Morrison, K.C. (Chair)
- Andrea Argue, K.C. (Vice-Chair)
- Perry Erhardt, K.C.
- Michael Milani, K.C.
- Tom Schonhoffer, K.C.
- Zachery Solomon
- Craig Zawada, K.C.

Staff:

- Dave McCashin (SLIA Staff Lead)
- Tim Brown, K.C.
- Stephen McLellan



Nominations Committee

- Foluke Laosebikan, K.C. (Chair)
- Sonia Eggerman
- James Korpan, K.C.
- Lynda Kushnir Pekrul
- Adam Touet

Staff:

- Tim Huber (Staff Lead)
- Tim Brown, K.C.
- Kara-Dawn Jordan, K.C.

Trust Safety

- Andrea Argue, K.C. (Chair)
- Nolan Kondratoff
- Zachery Solomon

Staff:

- Jody Martin (Staff Lead)
- Pamela Harmon, CPA, CA
- Tim Huber
- Stephanie Kievits, CPA, CA

Truth & Reconciliation Advisory Group

- Sidney Fiddler (Elder & Co-Facilitator)
- Mary Culbertson (Facilitator)
- Nordika Dussion (Co-Facilitator)
- Foluke Laosebikan, K.C. (Facilitator)
- Dr. Jaime Lavallee (Co-Facilitator)
- Kaitlynn McArthur (Co-Facilitator)
- Cara-Faye Merasty (Co-Facilitator)
- Stephen Mussell (Co-Facilitator)
- Eleanore Sunchild, K.C. (Co-Facilitator)
- Riva Farrell Racette (Co-Facilitator)
- Barbara Mysko (*ex officio* - Chair of Equity and Access Committee)

Staff:

- Kara-Dawn Jordan, K.C. (Staff Lead)
- Pamela Kovacs (Staff Lead)
- Christine Johnston
- Jody Martin



Law Society
of Saskatchewan