



**NALP Recruitment Survey: Full Summary
Summer 2023 Edition**

Calgary, Vancouver, and Toronto Summer 2023 Recruitment

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EXECUTIVE SUMMARY

*This NALP Recruitment Survey canvassed feedback from students participating in the Calgary, Vancouver, Toronto and/or Ottawa IP recruitment processes for 2023 summer positions. There were **145** law student respondents to the survey. Results for Ottawa IP are omitted due to the sample size being too small.*

Overall themes in student feedback concerned the following:

- (1) Students in all geographic markets continue to appreciate timely, clear, and open communication from employers throughout the recruitment process, especially as it relates to keeping them informed of their status in the process; Many students commented that they appreciated when employers provided a single point of contact (“host” or equivalent).*
- (2) Students in all markets reported significant pressure to make decisions early in the process and use “first choice” language. They remarked that indicating “first choice” to an employer was necessary in order to receive an offer from that employer.*
- (3) There was a significant number of reports of scheduled or promised interviews being cancelled on short notice, in particular third-round interviews.*
- (4) Approximately 87% of survey respondents identify with at least one (1) equity-seeking group; there were a total of 16 reports of perceived improper questions or comments during interviews related to students’ equity-seeking status.*
- (5) Across all markets, candidates look at the employer’s website and seek input from their network as the top sources of information when making decisions on where to apply;*
- (6) Students perceive the process to be extremely stressful, with over half of survey respondents reporting a 5/5 level of stress. Overall, students consistently indicate that meeting kind, friendly, inclusive, and accommodating individuals who recognize the stressful nature of the process and make attempts to minimize it was the single most important decision-making factor throughout the process.*
- (7) Candidates find one-on-one interactions with employer representatives to be the most useful way to determine whether or not they would accept an offer from the hosting employer, and they find receptions and dinners to be the least useful in making this determination.*

BACKGROUND

The NALP Recruitment Survey was developed by the Canadian Section of NALP in order to collect feedback on the structured summer and articling law student recruitment processes in major urban centres across Canada. NALP assisted in providing the survey technology and a small working group comprising of school and employer representatives developed the survey questions in consultation with their colleagues.

The feedback from the survey is used by Canadian law school Career Services/Development Offices (CDOs) in order to better improve the recruitment experience of law students and legal employers across Canada, and to help employers determine what is working well and what might be improved. Since student recruitment is regulated by either provincial law societies or local bar associations in the respective jurisdictions, and not by NALP, the purpose of the survey was not meant to identify and report breaches of the rules, but rather to be a tool for improvement.

The survey includes questions (which are reproduced in [Appendix A](#) of this report) regarding the Calgary, Vancouver, Ottawa IP and Toronto summer recruitment processes for 2023 summer positions. The survey was available to students from February 6, 2023 to February 20, 2023. Each Canadian law school CDO received a survey URL to send to its students. Students were not asked for their name or law school when they completed the survey.

Feedback is welcomed in terms of how the survey might be improved going forward, both with regard to the survey questions and the process by which the survey results are communicated. Please contact one of the members of the NALP Recruitment Survey Working Group.

CURRENT WORKING GROUP MEMBERS

Maryanne Forrayi – University of Calgary
Nicola Martin – Osgoode Hall Law School
Christi McAuley – Thompson Rivers University
Martha McClellan – University of New Brunswick
Myriah Graves – Fogler, Rubinoff LLP (Employer Advisor)
Jennifer Nadon (Chair) – University of Ottawa

PROCESS FOR COMMUNICATING STUDENT FEEDBACK

To protect the confidentiality of respondents, the full survey results are not shared with any employer or student, including employer representatives on either the NALP Recruitment Survey Working Group or the Summer and Articling Working Group. Only the law school CDOs receive the full survey results in aggregate format.

In addition to this Summary Report, the Working Group will send individual reports to all employers who received specific comments from students, either positive comments or concerns. The employers will receive the exact, verbatim comments made by students except where the comment expresses concern about employer behaviour, using individual names, personal characteristics, and situations which could identify the student. Such comments will be redacted to protect student confidentiality.

In this Summary Report, the following feedback has been summarized, without using employers' names (a generic "Firm A" or equivalent is used when necessary):

- Comments made in this version of the survey about the behaviour of specific employers, sorted by theme and with sample quotations;
- Students' reports about their own behaviour;
- Comments and recommendations students made about a variety of aspects of the recruitment processes; and
- Typical examples of students' statements of satisfaction and frustration with the recruitment process as a whole.

RESPONDENTS

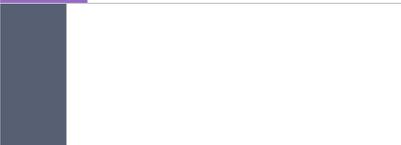
Total: **145**

Number of Respondents who applied to:

- Calgary: **11**
- Vancouver: **39**
- Toronto: **104**
- Ottawa IP: **9** (Ottawa IP results are omitted from this report, as only 4 of 9 respondents did at least one interview in this process)

DEMOGRAPHICS

In response to the question "Do you belong to or identify with any of the following equity-seeking groups", **only 13.4% of respondents selected "No" or "Prefer not to answer"**:

Response	20%	40%	60%	80%	100%	Frequency	Count
Women						52.8%	75
Racialized Persons or Visible Minorities						38.7%	55
First-generation Students (first in your immediate family to attend university)						28.9%	41
LGBTQ2SA+						19.0%	27
People from an economically disadvantaged background						16.9%	24
Neurodivergent Persons (e.g. Autism, Asperger's, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)						11.3%	16
No						11.3%	16
People with disabilities						4.2%	6

Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)		3.5%	5
Prefer not to answer		2.1%	3
Indigenous Persons		1.4%	2
Other (please specify)		1.4%	2
# of Responses			142

“Other” were specified as “Jewish” and “International Student”.

The vast majority of respondents (92%) reported that they did not experience any improper questions or comments in relation to various grounds. Of those who did:

Response	20%	40%	60%	80%	100%	Frequency	Count
No, I did not experience any such improper question or comment.						92.0%	127
Race						3.6%	5
Other (please specify)						2.2%	3
National or ethnic origin						1.4%	2
Colour						0.7%	1
Sex						0.7%	1
Gender identity						0.7%	1
Sexual orientation						0.7%	1
Age						0.7%	1
Mental or physical disability						0.7%	1
Religion						0.0%	0
# of Responses							138

“Other” and examples of perceived improper questions or comments included: “marital status”, “the managing partner talked about wanting to hire more minorities like me”, “a calculation was done based on starting year of undergrad and age”, “two interviewers commented that my work with the LGBTQ+ community ran all the way through my resume - it doesn’t”, “there was additional questioning about my candidacy because I’m from a Maritime province”.

IDENTIFYING OPPORTUNITIES

Choosing where to apply

In response to the question “What resources most influenced your decision about which employers to apply to for a 2023 summer position?”, the majority of respondents (**67% and 62%** respectively) relied on information found on the employer’s website or input from their personal networks. It is worth noting that a significant number of respondents (**41%**) consulted NALP’s Canadian Directory of Legal Employers before making decisions.

Response	20%	40%	60%	80%	100%	Frequency	Count
Employer's website						66.9%	97
Input from friends/acquaintances/class mates/alumni						62.1%	90
Canadian Directory of Legal Employers (nalpcanada.com)						40.7%	59
Information received from my Career Services/Development Office						40.0%	58
Information gathered at an employer reception/event						33.8%	49
Information found on online student forums						11.0%	16
Other (please specify)						2.8%	4
Employer's social media						1.4%	2
# of Responses							145

“Other” included alignment with own interests, professors, Chambers rankings and a strategy to apply broadly without being selective.

In response to the question “What factors most influenced your decision about which employers to apply to for a 2023 summer position?”, the “employer’s culture” was identified as the most important:

Response	20%	40%	60%	80%	100%	Frequency	Count
Employer's culture						57.2%	83
Specific practice area strengths						55.9%	81
Office location (specific city or region)						40.0%	58
Salary/compensation						38.6%	56
Employer's commitment to diversity and inclusion						23.4%	34

Employer's reputation on campus		20.7%	30
Training opportunities		17.2%	25
Employer's hire back rate		13.1%	19
Employer's published hiring criteria		5.5%	8
Employer's commitment to pro bono		4.8%	7
Alumni at the organization		3.4%	5
Employer events and receptions		3.4%	5
Other (please specify)		3.4%	5
Benefits, including parental leave		2.8%	4
Published workplace policies (e.g., flexible schedules, part-time schedules)		2.1%	3
Flexible work setting (e.g., option to work remotely or hybrid)		2.1%	3
# of Responses			145

“Other” responses included program structure (i.e. rotational or non-rotational), opportunity to take on advanced roles, and “nice people”.

Social Media

All but two respondents who follow employers on social media do so on LinkedIn:

Response	20%	40%	60%	80%	100%	Frequency	Count
Twitter						16.7%	12
Facebook						2.8%	2
LinkedIn						97.2%	70
Instagram						25.0%	18
Other (please specify)						1.4%	1
# of Responses							72

“Other” was specified as following employer podcasts.

The Interview Process

On the aggregate and regardless of their experience with the process, **71.2%** of students indicated that they prefer virtual OCIs; **20.5%** would have liked an in-person OCI, and **8.2%** reported having

no preference.

One-on-one chats with a representative of the employer was reported the most frequently (**80.2%**) as being the most useful type of event in determining whether or not students would like to accept an offer from the hosting employer.

Response	Frequency	Count
One-on-one chats with a representative of the employer	85	80.2%
Interactions with your designated "buddy" or "host", if you were assigned one by the employer	64	60.4
Firm tour	36	34.0
Dinners	28	26.4
Receptions	23	21.7
	# of Responses	106

Dinners and receptions were reported to be the least useful.

Response	Frequency	Count
Receptions	37	56.9%
Dinners	24	36.9
Firm tour	22	33.8
Interactions with your designated "buddy" or "host", if you were assigned one by the employer	14	21.5
One-on-one chats with a representative of the employer	5	7.7
	# of Responses	65

Offers

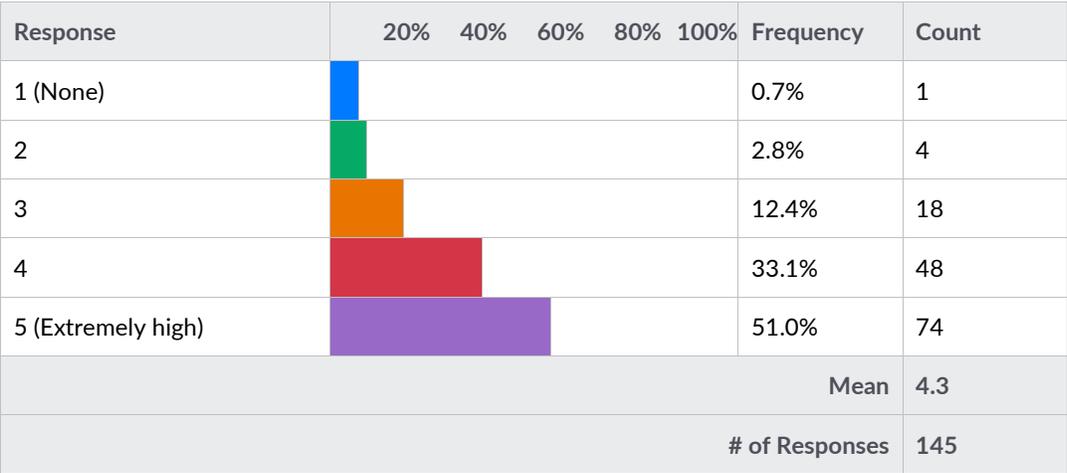
Approximately **60%** of respondents to the survey received multiple offers. The interviewers, the practice area offering, and the culture were the top three factors influencing their decision on which offer to accept:

Response	Frequency	Count
The people I met during interviews	41	40.2%
Type of work available / specific practice area strengths	28	27.5
Employer's culture	27	26.5

Reputation, ranking, or prestige of employer	23	22.5
An intangible feeling	20	19.6
Salary/compensation	8	7.8
Training opportunities	8	7.8
Employer's hire back rate	6	5.9
Employer's commitment to diversity and inclusion	6	5.9
Office location (specific city or region)	5	4.9
Billable hours expectations	3	2.9
Employer's reputation on campus	2	2.0
Employer's commitment to pro bono	1	1.0
Workplace policies (e.g., flexible or part-time schedules)	1	1.0
Other	1	1.0
Benefits, including parental leave	0	0
Flexible work setting (e.g., option to work remotely or hybrid)	0	0
	# of Responses	102

STUDENT WELL-BEING

We asked students to self-report their overall level of stress during the recruitment process on a scale of 1 to 5. Over half (51% of respondents indicated that they experienced level 5 stress), and only one respondent reported that they did not experience any stress:



“Transparency regarding the status of my candidacy” was overwhelmingly selected by respondents as the most effective type of information to ease stress levels ahead of interviews:

Response	20%	40%	60%	80%	100%	Frequency	Count
Transparency regarding the status of my candidacy						80.3%	114
Intention to call emails ahead of interview call day						50.7%	72
Information about the type(s) of questions asked during the interview(s) (e.g., behavioral)						48.6%	69
Information about the format of the interview(s) (e.g., length, number of interviewers, platform used)						45.8%	65
Full information and details about the position, including salary/compensation						41.5%	59
Information about student outcomes in previous years						40.8%	58
Consistency of interview practices (e.g., interview platform)						35.2%	50
Name(s) of interviewers						29.6%	42
Other (Please specify):						4.9%	7
None of the above						2.8%	4
# of Responses							142

“Other” included : details on salary and compensation for students and associates, funding to support travel and accommodations, transparency regarding official or unofficial caps on hiring of NCA candidates, statistics on the amount of students who fail to secure a position through the process and the amount who go on to find employment elsewhere, shorter wait time between OCIs and in-firms, more information from the firm regarding interest level in a student, and Vancouver employers who did not follow the optional guidelines.

“**Interview preparation**” was most often selected by respondents as the most helpful resource provided by law schools to help manage stress levels:

Response	20%	40%	60%	80%	100%	Frequency	Count
Interview preparation						61.5%	88
Information sessions						53.8%	77
One-on-one career advising						49.7%	71
Review of application materials						47.6%	68
Mentorship program						24.5%	35
I did not use any resources provided by my law school						11.9%	17

Wellness advisors / mental health counselling		5.6%	8
Other (Please specify):		0.0%	0
# of Responses			143

“Clear, detailed and up-to-date information on the employer’s website”, followed by “Detailed job posting, including salary information” were mentioned most frequently as the most helpful employer initiatives in managing stress levels:

Response	20%	40%	60%	80%	100%	Frequency	Count
Clear, detailed and up-to-date information on the employer’s website						52.2%	71
Detailed job posting, including salary information						41.2%	56
Timely notice when my candidacy is no longer being considered						39.0%	53
Flexibility with interview scheduling						26.5%	36
Open Houses						24.3%	33
Informational interviews						19.1%	26
Pre-recruitment support (e.g. mock interviews, cv review)						15.4%	21
I did not take advantage of any of the initiatives offered by employers.						11.8%	16
Other (Please specify):						3.7%	5
# of Responses							136

“Other” included speaking to alumni who worked at the firms.

CALGARY SUMMER 2023 RECRUITMENT

- Respondents who applied to Calgary employers: **11 of 145 (7.6%)**
- Respondents selected for on campus interviews (OCIs) with Calgary employers: **9 of 11**
- Respondents selected for in-office interviews with Calgary employers: **9 of 11**
- Respondents receiving job offers with Calgary employers: **6 of 9**
- Respondents accepting job offer with Calgary employer: **6 of 6**
- There was a single report (**1 of 9**) of “conducts deemed improper by the employer protocol or other improper conduct during interviews” That respondent indicated that “An employer

communicated an offer of employment or an intention to offer employment prior to offer time". 8 of 9 respondents reported that "I was not subject to any improper conduct during in-office interviews."

Awareness of Law Society of Alberta (LSA) Recruitment Rules

- Percentage of Students aware of the existence of the LSA Recruitment Rules and employer protocol: **9 of 9 (100%)**

Students learned about the existence of the **LSA Recruitment Rules or employer protocol** from:

- Career Services/Development Office: 9 of 9
- Employer: 1 of 9
- Other: 1 of 9 ("word of mouth")

Positive Comments

In response to the question: *Did you have any positive interactions with any employers during your Calgary in-firm interviews which you would like to specifically highlight?* There were **2** responses.

Students appreciated efforts by employers to relieve stress and pressure (1 comment):

- "They were the only firm to say, "Hey guys, we know you're stressed, don't worry about emailing us thank you notes" [...] I appreciated that Firm A did away with them, and think other employers should follow suit."

Students appreciated efforts by employers towards ED&I (1 comment):

- "There was no pressure to drink during a lunch with myself and two lawyers, and both lawyers did a great job at making me feel comfortable and at ease. My name is difficult to pronounce and every single person I met at the firm took the time to ensure they were pronouncing/spelling it correctly, which is not something I experience often."

Concerns

Experience or Interaction with employers that were not appreciated by respondents (3 comments):

- "Partners at Firm B, from their student recruitment team, outright commented poorly on other law firms in Calgary."
- "Wasted my time by asking me to meet with other members of the firm when they knew after the interview they had no intention of hiring me."
- "Was not transparent regarding my candidacy. Led me to believe I would be getting an offer. After speaking to the recruitment team afterwards, turns out since I did not tell them they were my "first choice", they did not want to extend me an offer."

VANCOUVER SUMMER 2023 RECRUITMENT

- Respondents who applied to Vancouver employers: **39 of 145 (26.9%)**
- Respondents selected for on campus interviews (OCIs) with Vancouver employers: **37 of 39**
- Respondents selected for in-office interviews with Vancouver employers: **32 of 39**
- Respondents receiving job offers with Vancouver employers: **24 of 32**
- Respondents accepting job offer with Vancouver employer: **23 of 24**
- **65.6%** of respondents reported that they were ‘not subject to any improper conduct during in-firm interview(s) or Interview Week. Of those who did, there were:
 - **11 reports:** ‘An employer, either directly or indirectly, prior to the Offer Date, put pressure on me to accept an offer of employment or reveal my intention to do so.’
 - **2 reports:** “Other improper conduct not specified in the guidelines”, which included: “I was coerced on several occasions throughout in-firms to attend dinners that were excessively long as to debilitate the students from being able to interact with other firms via email and limit their preparation time for the next day of in-firms.”

Awareness of Vancouver Bar Association Guidelines

- Percentage of Students aware of the existence of the VBA Guidelines: **31 of 32 (96.9%)**

Students learned about the existence of the VBA Guidelines from:

- Career Services/Development Office: **23 of 31**
- Vancouver Bar Association: **7 of 31**
- Vancouver Employer: **6 of 31**
- Friend: **5 of 31**

Positive Comments

In response to the question: *Did you have any positive interactions with any employers during Vancouver interviews which you would like to specifically highlight?* There were **6 comments:**

Students appreciated efforts by employers towards transparency and clear, timely communications (4 comments):

- “They really made sure you had all the information and met everyone you could in order to make an informed decision. They also called applicants throughout interview week which was a nice personal touch!”
- “I appreciated Firm A’s transparency about their interview process. Specifically, I liked being told that the firm was not conducting formal second interviews as this allowed me to

schedule my other interviews accordingly, and I was not fretting over if I was going to receive another interview from the firm. I also felt extremely supported throughout the in-firm interview week by having a direct point of contact”.

- “They did a really good job of being transparent about interview timing and intentions as well as making you feel at ease and when you were in their office.”
- “They were in constant contact to schedule follow up interviews.”

Students appreciated efforts by employers to relieve stress and pressure (1 comment):

- “Every interaction I had with members of the firm were incredible. The recruitment team made an active effort to ensure the process was as stress free as possible, which I appreciated during such a hectic time. From offering snacks and beverages, being extremely flexible with timing of interviews, and being open to answering any questions that arose, I felt as though the team at Firm B truly cared about me as a candidate.”

Concerns

There were **8 comments related to** “experiences or interactions with employers that you did not appreciate”, “conduct contrary to recruiting guidelines” or “other improper conduct”:

Students reported inappropriate and/or uncomfortable interactions with interviewers (3 comments):

- “At dinner it felt like the lawyers didn't want to be there or really get to know you. Maybe the intention was a more "relaxed" evening and it was at the end of a long day for everyone, but I wished it was a better use of time to get a feel for the firm and culture.”
- “It just seemed wildly inappropriate and was frankly offensive to have a white caucasian interviewer asking minority candidates why they believed diversity and equity was important in the legal profession. Especially given the demographics of the profession.”
- “During my OCI interview, one of the interviewers did not seem interested in asking me questions. They were distracted doing something else on their computer.”

Students reported feeling pressured to make decisions early (4 comments):

- “They asked me straight out if they were my "top choice" or "first choice", essentially asking me if I would be accepting an offer from them.”
- “Pressure to "first-choice" the employer by a certain time on the last day of interviews.”
- “Several employers pressured me to first choice them. One of them put this pressure in the first interview during in-firm week. Two threatened to not give me offers if I didn't first-choice them, even though they provided offers anyway. The firm I ended up accepting an offer with followed the guidelines the whole time, which was a contributing factor to my decision.”

- “I was strongly led to believe I would receive an offer, which led to me providing the firm with my first choice. I was told I could come and work for the firm, that I could meet whoever I wanted if it helped me make my decision. But, I did not receive an offer.”

One student commented that an interview offer was rescinded:

- “[Shortly after scheduling an interview on Wednesday] I was told that my Wednesday interview was no longer on the table and they no longer needed to see me. I was quite confused as to why the interview was taken back just hours later and it prohibited me from accurately making a schedule with other employers as I was waiting for this one to get back to me.”

TORONTO SUMMER 2023 RECRUITMENT

- Respondents who applied to Toronto employers: **104 of 145 (71.7%)**
- Respondents selected for on campus interviews (OCIs) with Toronto employers: **100 of 104 (96.2%)**
- Respondents selected for in-office interviews with Toronto employers: **96 of 104 (92.3%)**
- Respondents receiving job offers with Toronto employers: **73 of 96 (76%)**
- Respondents accepting job offer with Toronto employer: **73 of 73 (100%)**
- **65.6%** of survey respondents reported that they were not subject to any improper conduct during in-firm interview(s). Of the **34.4%** who did, there were **76 reports** of conduct contrary to the LSO Recruitment Procedures, NALP Best Practices or other improper conduct:
 - “An employer attempted to solicit my intention to accept an offer, whether directly or indirectly, prior to the Offer Date” **(22 counts)**
 - “An employer asked me to rank them or asked about my ranking of other employers” **(14 counts)**
 - “An employer communicated an intention to offer employment prior to the start time on Offer Day” **(13 counts)**
 - “An employer advised me that the receipt of an offer was contingent on my indication that I would accept an offer if made” **(9 counts)**
 - “An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers” **(7 counts)**
 - “An employer advised or encouraged me to cancel scheduled interviews with other employers” **(4 counts)**
 - “An employer communicated with me during the cooling off period on Offer Day” **(3**

counts);

- “I was subject to other improper conduct not listed above” (**4 counts** - included not receiving a follow up after an in-firm interview, receiving last-minute meeting invites, unaccommodating scheduling, rescinding a scheduled interview).

Awareness of Law Society of Ontario (LSO) Recruitment Procedures

- Percentage of Students aware of the existence of the LSO Procedures: **93 of 96 (96.9%)**

Students learned about the existence of the LSO Procedures from:

- Career Services/Development Office: **84.9%**
- Toronto Employer: **21.5%**
- Law Society of Ontario: **29%**
- Friend: **23.7%**
- Other: **4.3%** (online forum, Google)

One (1) respondent reported not adhering to NALP Best Practices by choice and included the following reason:

- “I felt pressured to tell a firm they were my favourite”;

Notably, **22 of 95 respondents (23.2%)** reported that “I was not aware of the existence of the Best Practices.

Positive Comments

In response to the question: *Did you have any positive interactions with any employers during Toronto Interview Week which you would like to specifically highlight?*

Students appreciated efficient, frequent, timely communications (7 comments):

- “They were incredibly efficient with communications and managing the expectations of candidates. I always knew who I would be speaking with and what the process would be like, well in advance of the interview. This did a lot to alleviate stress throughout the process.”
- “Responsive to all e-mails, held multiple informational sessions”
- “They made it clear that all interview candidates would meet with the same panel of interviewers and had the same opportunities to speak to other individuals at the firm.”
- “Timely notice regarding my candidacy during the in-firm stage”
- “I appreciated that Firm A immediately notified candidates that they were no longer being considered.”

- “Firm B had an Associate call me and ask if I had any additional questions each night of interview week. This gesture did a lot to ease concerns, allow me to gain clarity on the process, and help me build rapport with the firm.”
- “Clear and constant ongoing communication between hiring manager and students”

Students appreciated employers’ efforts to be friendly, kind and their efforts to relieve stress (9 comments):

- “The host that was very welcoming eased my nerves. Having a direct line of communication throughout the whole process who wasn't involved in my application but could answer questions and guide me along helped ease my anxiety throughout the process.”
- “Always kind during interactions (e-mail, interview, informal, etc.)”
- “Very helpful and candid”
- “When I expressed interest in speaking to others at the firm, they were very flexible and willing to meet with me and answer my questions.”
- “I appreciated that they showed respect for my time when I had to leave for other meetings. They were also accommodating of technical issues over Zoom.”
- “I found everyone I met with to be absolutely lovely, very kind and welcoming, and clearly aware of how stressful this process can be. They really made me feel like they were listening to me and that they wanted to get to know me for who I am. It was lovely!”
- “Attempted to minimize the pressure/stress by being welcoming and relatable”
- “The employer kept all interviews virtual, and emphasized this from the beginning of the process. They made it clear there were no in-person socials or interviews expected of me”
- “Firm C consistently showed respect for student time and the stress of the OCI process through providing incredible flexibility and a variety of back-up plans for the virtual interviewing environment”

Concerns

There were **12 reports** of “conduct contrary to recruiting guidelines”:

Students reported excessive pressure to indicate their first choice (8 comments):

- “I was strongly pressured into stating this employer was my first choice early on the second morning of the recruitment process. When I didn't explicitly state they were my first choice they pulled the third day interview they had previously extended to me.”
- “I was told by a person I spoke with that I should tell my favourite firm that they were my favourite to have a better chance of being selected. I felt pressured. I interviewed with the firm up until 1 hour before the blackout deadline and they sent me an email saying they

were no longer considering me.”

- “It was made very clear by the host of the employer that an indication that this firm was my “first choice” was required to be made an offer. The pressure was fairly intense, and I truly believe I would have received an offer if I had done so.”
- “Asking about the my ranking of employers so early on in the process was not only inappropriate, but also did not give me the chance to properly canvas the options. I think this is unfair to the students and only hope future years will not be pressured the same way.”
- “A strong emphasis was placed on trying to get me to first choice them far ahead of the deadline when they knew I had other interviews.”
- “Told me needed to say first choice. Told me they would be calling me after I said first choice.”
- “Pressured first choice language on the first day of in-firms.”
- “The firm pressured [me] on the first day to indicate where I stood, as to not “waste their time or mine”

Students reported the revoking of scheduled or promised interviews (2 comments):

- “I was told by this employer that I was 100% getting an offer from them and to decline the other firms who still wanted to interview me (this was on day 2 for day 3). Then day 3 they still confirmed I would have an offer and then called me and dropped me last minute. Then I called another firm and they still wanted an interview with me so I did and then gave them first choice language. Then the first firm called me back and said they changed their mind and wanted me to work for them again. When I told them I had now first choice another firm they told me I could still work for them and go back on my promise to their competitor.”
- “Offered me a third day interview on the spot during my second day, then contacted me at 9PM on Day 2 to revoke the third day offer.”

There were an additional **two comments** related to employers communicating an intention to offer employment or communicating an offer prior to Offer Day.

There were **7 reports** of “experiences or interactions with employers that you did not appreciate”:

Students reported unpleasant interactions during the interview period (5 comments):

- “My host became rude later in the process as the firm became less interested in me. In fact, that was how I knew they were losing interest, despite giving me more interviews up until the second-last day.”
- “I had an interviewer during in-firm interview week ask if my undergraduate degree came from a “real” university. The same interviewer also stated they were “just trying to kill time”

halfway through the interview.”

- “The firm “ghosted” after the second day of in firms, despite indicating they would be in touch [...] The first day of in firms felt like a cross examination as opposed to an interview.”
- “During my OCI interview, one of the interviewers did not seem interested in asking me questions. They were distracted doing something else on their computer.”
- “Questionable comments made by the employer re diversity and inclusion that were uncomfortable.”
- “This employer kept me on the phone for 7 minutes on hold when scheduling my in-firm interview. I missed 4 calls during this time from other firms. I didn’t feel like I could hang up because my time hadn’t been scheduled yet & I didn’t want to double book my times.”

Students felt misled in the process (1 comment):

- “Misleading about salary.”
- “Don't email students offering them a following day interview only to claw that back when they're no longer convenient to you.”
- “Wasted an immense amount of mine, and other candidates’ time. They had an agenda to hire only [a certain type of] candidates. So why even interview anyone else?”
- “Making it to day 3 of in firms and not hearing from the firm in terms of a rejection after offers went out.”

APPENDIX A: COMPLETE SURVEY QUESTIONS

2023 Summer Recruitment in Toronto, Calgary, Vancouver and Ottawa IP: Rate Your Experience

This national survey is being conducted by the Canadian Section of NALP (National Association for Law Placement) in order to collect feedback from students on the structured recruitment processes in major urban centres across Canada. The survey below focuses on the recruitment processes for **2L 2023 summer positions** in **Calgary, Vancouver** and **Toronto**, and **1L + 2L 2023 summer Ottawa IP** (Intellectual Property) positions.

Your completion of this survey is of critical importance. It will take approximately 10 minutes of your time. The survey is hosted on a secure website. The feedback you provide will be shared on an anonymous basis to inform recruitment best practices across Canada. Should an employer be referred to in the survey, a school side member of the NALP Recruitment Survey Working Group will provide the employer with the specific comments. Neither your name nor your school can be attributed to your comments by legal employers, as this information is not collected.

If you need to go back to a previous page while working on the survey, use the 'Back' button at the bottom of each page, NOT the back arrow in your browser.

We thank you in advance for taking the time to provide your anonymous feedback. If you have any questions or concerns about the survey, please contact your law school's Career Services/Development Office directly.

Part I. The question below asks about demographic information.

Diversity, Equity & Inclusion are essential to the legal profession. In order to more accurately and consistently measure employers' success in recruiting excellence from a broad spectrum of individuals, we ask all respondents to consider answering this section. Individual responses to the survey will not be shared outside of the NALP Recruitment Survey Working Group (which is composed of members of law career development offices) and will be accessed by the Working Group members solely for the purposes of aggregating data. The aggregated results of this section will be used to assess and enhance the effectiveness of employers' outreach and recruitment efforts.

For the purposes of this section, "equity-seeking groups" include the groups listed below as well as other groups of individuals who may face systemic barriers that impact their access to the legal profession.

Do you belong to or identify with any of the following equity-seeking groups:

- Indigenous Persons
- Racialized Persons or Visible Minorities
- LGBTQ2SA+
- Women
- People with disabilities

- Neurodivergent Persons (e.g. Autism, Asperger's, ADHD, dyslexia, dyspraxia, dyscalculia, dysgraphia, Tourette Syndrome, etc.)
- People from an economically disadvantaged background
- First-generation Students (first in your immediate family to attend university)
- Student caregivers (dependents can include a minor child, aging parent or an adult with a disability)
- No
- Prefer not to answer
- Other (please specify) _____

Part II. The questions below ask about the start of your job search.

1. What resources most influenced your decision about which employers to apply to for a 2023 summer position (Check the three resources that were most important to your decision-making.)

- Canadian Directory of Legal Employers (nalpcanada.com)
- Employer's website
- Employer's social media
- Information received from my Career Services/Development Office
- Information gathered at an employer reception/event
- Input from friends/acquaintances/classmates/alumni
- Information found on online student forums
- Other (please specify) _____

2. Did you follow any of the employers you were interested in on social media?

- Yes
- No

If yes, which platforms did you use to follow them? (Check all that apply.)

- Twitter
- Facebook
- LinkedIn
- Instagram
- Other (please specify) _____

3. What factors most influenced your decision about which employers to apply to for a 2023 summer position? (Check the three factors that were most important in your decision-making process.)

- Employer's commitment to diversity and inclusion
- Employer's culture
- Employer's published hiring criteria
- Employer's hire back rate
- Employer's reputation on campus
- Office location (specific city or region)

- Alumni at the organization
- Employer events and receptions
- Specific practice area strengths
- Salary/compensation
- Benefits, including parental leave
- Published workplace policies (e.g., flexible schedules, part-time schedules)
- Flexible work setting (e.g., option to work remotely or hybrid)
- Employer's commitment to pro bono
- Training opportunities
- Other (please specify) _____

Part III. The questions that follow ask about your experience with the interview process.

The following questions are specific to the Calgary 2023 2L summer recruitment process.

4. Did you apply to any Calgary employers for 2023 2L summer positions?

- Yes
- No (survey will skip to question 5)

4a. Were you selected for virtual on campus interviews (OCIs) organized by your law school with Calgary employers?

- Yes (survey asks additional subquestion below)
- N/A. My school did not have OCIs, or the employers I applied to did not participate in OCIs. (survey skips to question 4b)
- No (survey skips to question 4b)

4.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

4b. Were you selected for the in-person interview period?

- Yes
- No (survey will skip to question 5)

4c. During the in-person interview period, was the amount of time dedicated to social events organized by the employer, including firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive

I was not invited to participate in any social events (survey will skip to question 4f)

4d. In general, which type of social events were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

4e. In general, which type of social events were not useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

4f. Regardless of your experience during the in-office interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

4g. Were you offered a summer position with a Calgary employer through this recruitment process?

- Yes
- No (survey will skip to question 4j)

4h. Did you accept a summer position with a Calgary employer through this recruitment process?

- Yes
- No (survey will skip to question 4j)

4i. If you received multiple offers, what most influenced your decision on which

offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Training opportunities
- Employer's commitment to diversity and inclusion
- An intangible feeling
- Reputation, ranking, or prestige of employer
- Employer's commitment to pro bono
- Employer's culture
- Employer's hire back rate
- Employer's reputation on campus
- Type of work available / specific practice area strengths
- Billable hours expectations
- Office location (specific city or region)
- Salary/compensation
- Benefits, including parental leave
- Workplace policies (e.g., flexible or part-time schedules)
- Flexible work setting (e.g., option to work remotely or hybrid)
- I did not receive multiple offers
- Other (please specify) _____

4j. Were you aware that there is an employer protocol that regulates recruitment for 2L summer student hiring in Calgary?

- Yes
- No (survey will skip to question 4l)

4k. How did you learn about the existence of the employer protocol?

- Career Services/Development Office
- Calgary Employer
- Friend
- Other (please specify) _____

4l. Which, if any, of the conducts listed below and deemed improper by the employer protocol, or other improper employer conduct, did you experience during interviews?

- An employer communicated an offer of employment or an intention to offer employment prior to offer time
- An offer remained open for less than the allotted time
- I was subject to other improper conduct not listed above (please specify)

- I was not subject to any improper conduct during in-office interviews

Note that you will have an opportunity later in this survey to provide comments about any

positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

The following questions are specific to the Ottawa IP 2023 1L/2L summer recruitment process. Note that a separate survey will be circulated for the Ottawa general 2L summer recruitment process.

5. Did you apply to any Ottawa Intellectual Property (IP) employers for 2023 summer positions?

- Yes
- No (survey will skip to question 6)

5a. Were you selected for the in-office interview period?

- Yes
- No (survey will skip to question 6)

5b. During the in-office interview period, was the amount of time dedicated to social events organized by the employer, including one-on-one chats, firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 5e)

5c. In general, which type of social events, if any, were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

5d. In general, which type of social events, if any, were not useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions

Dinners

5e. Regardless of your experience during the interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

5f. Did you obtain an offer for a summer position with an Ottawa IP employer through this recruitment process?

- Yes
- No (survey will skip to question 5i)

5g. Did you accept a summer position with an Ottawa IP employer through this recruitment process?

- Yes
- No (survey will skip to question 5i)

5h. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Training opportunities
- Employer's commitment to diversity and inclusion
- An intangible feeling
- Reputation, ranking, or prestige of employer
- Employer's commitment to pro bono
- Employer's culture
- Employer's hire back rate
- Employer's reputation on campus
- Type of work available / specific practice area strengths
- Billable hours expectations
- Office location (specific city or region)
- Salary/compensation
- Benefits, including parental leave
- Workplace policies (e.g., flexible or part-time schedules)
- Flexible work setting (e.g., option to work remotely or hybrid)
- I did not receive multiple offers
- Other (please specify) _____

5i. Were you aware that Ottawa employers have established voluntary guidelines

(the Ottawa Law Student Recruitment Ethics Protocol) which regulate recruitment for summer and articling positions in Ottawa?

- Yes
- No (survey will skip to question 5k.)

5j. How did you learn about the existence of these guidelines?

- Career Services/Development Office
- Ottawa employer
- Friend
- Other (please specify) _____

5k. Which, if any, of the conducts listed below and deemed improper by the Ethics Protocol, or other improper employer conduct, did you experience during interviews?

- An employer communicated an intention to offer employment prior to the call day start time;
 - An employer asked me to advise as to the ranking of the employer or any other employer on my priority list;
 - An employer asked about my intention to accept an offer of employment prior to the call day start time;
 - An employer advised me that receipt of an offer was contingent on me indicating that the employer was my number one top ranked choice in advance of call day;
 - I was subject to other improper conduct not listed above (please specify);
-
- I was not subject to any improper conduct during in-office interviews;

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

The following questions are specific to the Vancouver 2023 2L summer recruitment process.

6. Did you apply to any Vancouver employers for a 2023 2L summer position?

- Yes
- No (survey will skip to question 7)

6a. Were you selected for virtual on campus interviews (OCIs) organized by your law school with Vancouver employers?

- Yes (survey asks additional subquestion below)
- N/A. My school did not have OCIs or the employers I applied to did not participate in OCIs. (survey skips to question 6b)

- No (survey skips to question 6b)

6.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

6b. Were you selected for the virtual in-office interview period?

- Yes
- No (survey will skip to question 7)

6c. During the interview period, was the amount of time dedicated to social events, virtual or in person, organized by the employer, including one-on-one chats, firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 6f)

6d. In general, which type of social events, virtual or in person, were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

6e. In general, which type of social events, virtual or in person, were not useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

6f. Regardless of your experience during the interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

6g. Were you offered a summer position with a Vancouver employer through this recruitment process?

- Yes
- No (survey will skip to question 6j)

6h. Did you accept a summer position with a Vancouver employer through this recruitment process?

- Yes
- No (survey will skip to question 6j)

6i. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Training opportunities
- Employer's commitment to diversity and inclusion
- An intangible feeling
- Reputation, ranking, or prestige of employer
- Employer's commitment to pro bono
- Employer's culture
- Employer's hire back rate
- Employer's reputation on campus
- Type of work available / specific practice area strengths
- Billable hours expectations
- Office location (specific city or region)
- Salary/compensation
- Benefits, including parental leave
- Workplace policies (e.g., flexible or part-time schedules)
- Flexible work setting (e.g., option to work remotely or hybrid)
- I did not receive multiple offers
- Other (please specify) _____

6j. Were you aware that the Vancouver Bar Association (VBA) has voluntary guidelines which regulate the recruitment of summer and articling positions in downtown Vancouver?

- Yes

- No (survey will skip to question 6l.)

6k. How did you learn about the existence of these guidelines?

- Career Services/Development Office
- Vancouver Bar Association
- Vancouver employer
- Friend
- Other (please specify) _____

6l. Which, if any, of the conducts listed below and deemed improper by the Guidelines, or other improper employer conduct, did you experience during interviews?

- An offer was made prior to 8:00 am on the Thursday of Interview Week
- An employer, either directly or indirectly, prior to the Offer Date, put pressure on me to accept an offer of employment or reveal my intention to do so.
- I was subject to other improper conduct not specified in the guideline (please specify)

-
- I was not subject to any improper conduct during in-firm interview(s) or Interview Week

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

6m. Did you fail or opt not to adhere to any of the NALP Best Practices for Vancouver Summer and Articling Recruitment Activities?

The purpose of these Best Practices is to provide further clarity with respect to certain aspects of the recruitment process that are not directly addressed by the VBA Guidelines. Accordingly, it is important that these Best Practices be read in conjunction with the Guidelines.

- Yes (if 'Yes' please complete the item immediately below)
- No
- I was not aware of the existence of the Best Practices.

Please explain your reason for so doing (e.g. did you perceive such conduct as necessary to your participation in the process?)

The following questions are specific to the Toronto 2023 summer recruitment process.

7. Did you apply to any Toronto employers for summer 2023 2L positions?

- Yes
- No (survey will skip to the next section of the survey)

7a. Were you selected for virtual on campus interviews (OCIs) organized by your law school with Toronto employers?

- Yes (survey asks additional subquestion below)
- N/A. My school did not have OCIs or the employers I applied to did not participate in OCIs. (survey skips to question 7b)
- No (survey skips to question 7b)

7.a.i. Regardless of whether your OCI interview(s) took place in person or virtually, what would have been your preferred format for this stage of the interview process?

- In Person OCIs
- Virtual OCIs

7b. Were you selected for the virtual in-office interview period?

- Yes
- No (survey will skip to the next section of the survey)

7c. During the interview period, was the amount of time dedicated to social events, virtual or in person, organized by the employer, including one-on-one chats, firm tours, receptions and dinners:

- Insufficient
- Appropriate
- Excessive
- I was not invited to participate in any social events (survey will skip to question 7f)

7d. In general, which type of social events, virtual or in person, were useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one by the employer
- Firm tour
- Receptions
- Dinners

7e. In general, which type of social events, virtual or in person, were not useful in determining whether or not you would like to accept an offer from the hosting employer? (Check all that apply.)

- One-on-one chats with a representative of the employer
- Interactions with your designated "buddy" or "host", if you were assigned one

by the employer

- Firm tour
- Receptions
- Dinners

7f. Regardless of your experience during the interview period, what would you have liked to see included in the interview process?

- Interviews only
- Interviews and one-on-one social interactions with representatives of the employer
- Interviews and group social events
- Interviews and a mix of individual and group social events
- I have no preference

7g. Were you offered a summer position with a Toronto employer through this recruitment process?

- Yes
- No (survey will skip to question 7j.)

7h. Did you accept a summer position with a Toronto employer through this recruitment process?

- Yes
- No (survey will skip to question 7j.)

7i. If you received multiple offers, what most influenced your decision on which offer to accept? (Check the three factors that were most important in your decision-making process.)

- The people I met during interviews
- Training opportunities
- Employer's commitment to diversity and inclusion
- An intangible feeling
- Reputation, ranking, or prestige of employer
- Employer's commitment to pro bono
- Employer's culture
- Employer's hire back rate
- Employer's reputation on campus
- Type of work available / specific practice area strengths
- Billable hours expectations
- Office location (specific city or region)
- Salary/compensation
- Benefits, including parental leave
- Workplace policies (e.g., flexible or part-time schedules)
- Flexible work setting (e.g., option to work remotely or hybrid)
- I did not receive multiple offers

Other (please specify) _____

7j. Were you aware that the Law Society of Ontario (LSO) has Recruitment Procedures that regulate recruitment for summer and articling positions in the City of Toronto?

- Yes
- No (survey will skip to question 7l.)

7k. How did you learn about the existence of the LSO Recruitment Procedures?

- Career Services/Development Office
- Toronto Employer
- Law Society of Ontario
- Friend
- Other (please specify) _____

7l. Which, if any, of the conducts listed below and deemed improper by the NALP Best Practices, or other improper employer conduct, did you experience during interviews?

- An employer communicated an intention to offer employment prior to the start time on Offer Day;
 - An employer attempted to solicit my intention to accept an offer, whether directly or indirectly, prior to the Offer Date;
 - An employer advised me that the receipt of an offer was contingent on my indication that I would accept an offer if made;
 - An employer asked me to rank them (or asked about my ranking of other employers on my priority list);
 - An employer pressured me to spend excessive amounts of time with that employer to the exclusion of other employers;
 - An employer advised or encouraged me to cancel scheduled interviews with other employers;
 - An employer communicated with me during the cooling off period on Offer Day;
 - I was subject to other improper conduct not listed above (please specify)
-
- I was not subject to any improper conduct during in-firm interview(s)

Note that you will have an opportunity later in this survey to provide comments about any positive or improper conduct of specific employers and/or individuals during the interview period, which you directly experienced.

7m. Did you fail or opt not to adhere to any of the NALP Best Practices for Toronto Summer and Articling Recruitment Activities?

The purpose of these Best Practices is to provide further clarity with respect to certain aspects of the recruitment process that are not directly addressed by the LSO Recruitment Procedures and/or the Guidelines. Accordingly, it is important that

these Best Practices be read in conjunction with the applicable Recruitment Procedures, as well as the Guidelines.

- Yes (if 'Yes' please complete the item immediately below)
- No
- I was not aware of the existence of the Best Practices.

Please explain your reason for so doing (e.g. did you perceive such conduct as necessary to your participation in the process?).

Part IV. The following questions pertain to all recruitment processes.

Note that you should only complete this part if you participated in at least one recruitment process in Fall 2022.

Please be as specific as possible when providing your feedback, whether positive or constructive. It is particularly important that you identify the employers to whom your comments are addressed so that they can be shared with the right party. Your comments will be passed on verbatim, so please refrain from including details that may enable an employer to identify you, unless, of course, you are comfortable with that possibility. Please note that repeated comments will not be considered. Comments which contain profanity or are otherwise unconstructive may be edited prior to distribution / may not be distributed.

8. How would you rate your level of stress during the recruitment process? [1 to 5 rating, where 1 is none and 5 is extremely high.]

- 1 (None)
- 2
- 3
- 4
- 5 (Extremely high)

8a. Regardless of your experience during the recruitment process, what type of information, if any, would have eased your stress ahead of interviews?

- Full information and details about the position, including salary/compensation
- Information about student outcomes in previous years
- Information about the format of the interview(s) (e.g., length, number of interviewers, platform used)
- Consistency of interview practices (e.g., interview platform)
- Information about the type(s) of questions asked during the interview(s) (e.g., behavioral)
- Name(s) of interviewers
- Intention to call emails ahead of interview call day
- Transparency regarding the status of my candidacy
- Other (Please specify): _____

- None of the above

8b. What resources, if any, provided by your law school did you find helpful in managing your stress during the recruitment process?

- Information sessions
- One-on-one career advising
- Interview preparation
- Review of application materials
- Mentorship program
- Wellness advisors / mental health counselling
- Other (Please specify): _____
- I did not use any resources provided by my law school

8c. What initiatives, if any, offered by employers did you find helpful in managing your stress during the recruitment process?

- Clear, detailed and up-to-date information on the employer's website
- Detailed job posting, including salary information
- Flexibility with interview scheduling
- Timely notice when my candidacy is no longer being considered
- Pre-recruitment support (e.g. mock interviews, cv review)
- Informational interviews
- Open Houses
- Other (Please specify): _____
- I did not take advantage of any of the initiatives offered by employers.

9. During the interview process, did you experience improper questions or comments in relation to your: (Check all that apply.)

- Race
- National or ethnic origin
- Colour
- Religion
- Sex
- Gender identity
- Sexual orientation
- Age
- Mental or physical disability
- No, I did not experience any such improper question or comment.
- Other (please specify) _____

9a. Please indicate the name of the employer(s) and market(s):

9b. If you are comfortable, please indicate what the improper questions and/or comments were.

10. Please use the items below to describe specific actions of employers which ran counter to the recruiting guidelines for the market in which it occurred, to comment on other improper conduct, or to note an experience with an employer that you especially appreciated.

Select a market/recruitment, indicate the name of the employer, the kind of comment, and then complete your comment. If you wish to make a comment on another employer, click on 'Yes' where asked and a new page will be available. When you choose 'No', you will be taken to the end of the survey.

10a. Select the market/recruitment to which your comment applies.

- 1. Calgary 2L Summer Recruitment
- 2. Ottawa IP 1L/2L Summer Recruitment
- 3. Toronto 2L Summer Recruitment
- 4. Vancouver 2L Summer Recruitment

10b. Indicate the name of the employer:

10c. Select the kind of comment you wish to make.

- Conduct contrary to recruiting guidelines
- Other improper conduct
- Experience or interaction with this employer that you did not appreciate
- Experience or interaction with this employer that you appreciated

10d. Your comment about this employer

Comment on another employer?

- Yes
- No (survey will skip to the end)