

# Business & Careers

## Adapting to change amid tech advancements

Some firms are boosting choices for work devices

LUIGI BENETTON

Henry Ford is quoted as saying: "Any customer can have a car painted any colour that he wants so long as it is black."

For the longest time, IT departments the world over have used similar reasoning in procurement of computing assets. Now those buyers, like Ford before them, must give ground.

If he hadn't realized this yet, Marty Pincombe had this epiphany during a leadership meeting several years ago as vice-president of information technology for McCarthy Tétrault LLP.

"I looked at the technology they used at the meeting," he recalls. "Only about 40 per cent of them were using our laptops. The rest of them had brought their own personal laptops and they connected to (the firm network using) Citrix."

"That told me there was a need that wasn't being met."

Venky Srinivasan concurs. "It used to happen years ago when Windows hardware didn't measure up to the Mac," says Stikeman Elliott LLP's chief technology officer.

He particularly recalls the 2008 release of the MacBook Air, the first laptop ever pulled out of an interoffice envelope. "A few people came to work with their MacBook Airs and used the wireless network, connecting via Citrix," he recalls. "That was fine with us."

"As soon as Windows hardware started to measure up to the Mac, then it started to make more sense for them to 'eat at home instead of going to a restaurant' so to speak."

Fast forward to today: Pincombe and his team have been offering greater choice in work devices for the past year and finding a new balance between improved user satisfaction and a secure, cost-effective IT setup.

Srinivasan and his team are also moving away from the Henry Ford philosophy, albeit more slowly.

Offering technology choices isn't a new trend. Technology giant IBM started down this path years ago. Today, thousands of Big Blue staff use Macs, iPads and iPhones and not just descendants of "IBM PC compatible" hardware.

The McCarthy move didn't happen in a vacuum. In 2014, the firm's IT leaders engaged with 175 users in 25 focus groups at McCarthy's locations across the country. Feedback from these groups indicated, among other things, widespread desire for increased choice of devices, confirming what Pincombe saw at the leadership meeting.

This "choice" initiative doesn't jibe with Pincombe's background in financial institutions. "Partners are owners in this firm," he says, which means they own the technology (and expect some say in what they use). They also operate in an era of 24/7 access to lawyers, and they don't differentiate between firm and personal device use.

When it comes to increasing technology choices in a firm, there's a wide spectrum of approaches according to IT consultant Richard Morochove. At one end: one approved machine. At the other: a wide-open bring-your-own-device policy.

Morochove doesn't endorse BYOD. "It leaves you open to people who pick inappropriate hardware and software." Morochove advocates a middle ground.

McCarthy Tétrault staffers now get their choice of six different Windows laptops, all of which can accommodate the standard McCarthy disk image. IT set up demo units for staff to try before they chose the laptop they would work with.

Sven Milelli differentiates models by, among other criteria, size. Lawyers who travel a lot or bring their computers home at night "likely went for the most lightweight option," says McCarthy's managing partner for the B.C. region.

Robust wireless infrastructure in its offices means staff can move their laptops around the office easily. "You see younger lawyers, who are used to working in a variety of different settings, enjoying that flexibility," Milelli explains.

The Microsoft Surface, brand new to McCarthy, is the one firm-issued tablet, though Pincombe notes existing BYOD iPad support connecting to the firm's Exchange server, as well as access to the firm's network via Citrix.

Laptops, Page 21



## Business & Careers

# Laptops: Costs can run high when adding accessories

Continued from page 20

This isn't the first such initiative McCarthy has taken. Several years ago, like many other law firms, McCarthy began to offer iPhones as well as BlackBerrys. Prior to this, the firm was 100 per cent BlackBerry. "At our most recent refresh, that went to 80-20" in favour of iPhones, Pincombe notes.

While McCarthy has loosened the lid on hardware choice, it keeps a tighter lid on software — but IT does crack it open on occasion. Unsurprisingly, the firm locks administrator rights on its computers and blocks software downloads from external sites. Morochove agrees with this stance. "There's a risk of downloading malicious software that can affect both the computer and, potentially, the firm's network," he says.

But users who want software

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**Venky Srinivasan**  
Stikeman Elliott

not currently in the firm's suite can ask the firm to evaluate their request. If the evaluation shows no potential security breaches or conflicts with approved software, IT may approve the app and permit installation.

In contrast, Stikeman Elliott

employees get one choice of laptop. Stikeman's Srinivasan cites concerns such as management of driver and software updates, hardware rotation, lifecycle management and keeping spare computers available. "I'm not for supporting five different models," he

says. "It's better to standardize on one or two models."

The extra costs McCarthy seems to have taken on are justified in Pincombe's view. He points to a recruiting consideration, mentioning his university age children and calling them "a generation that works with technology differently."

He adds: "My daughter has never had a desktop in her entire life. They work off laptops, tablets and primarily their phones."

Companies need to adjust to how this generation uses technology, says Pincombe.

Pincombe claims the switch wasn't difficult to enact. Internal IT expressed concern before starting, "just thinking about how we were going to do this," he recalls. "There's certainly a degree of complexity, of asset management."

"We surprised ourselves a little,"

Pincombe continues. "There was some complexity to it. We'll probably run into areas where we have to deal with things that haven't come up yet."

Srinivasan isn't in a hurry to go this route, even though, like McCarthy, Stikeman offers both BlackBerry and iPhones to staff.

The main difference is support and ownership costs. His cost of ownership for phones is in the hundreds of dollars primarily because they don't require peripherals.

Laptops are a different story. "Lawyers also get a docking station for office use, a docking station for home use and an adapter for travel," Srinivasan explains. "My total cost of ownership for laptops goes into the thousands."

"I need to make sure I'm not carrying four different types of docking stations and three different types of power adapters."



### JUDICIAL VACANCY ONTARIO COURT OF JUSTICE THUNDER BAY

The Judicial Appointments Advisory Committee advises the Attorney General of Ontario on the appointment of Judges to the Ontario Court of Justice, and invites applications for a judicial position in Thunder Bay. **Bilingual ability is an asset for this position, but not mandatory.**

This appointment involves presiding over criminal and family law matters (approximately 50% criminal and 50% family) and also involves travel within the regional boundaries as assigned by the Regional Senior Justice and/or the Chief Justice.

The minimum requirement to apply to be a Judge in the Ontario Court of Justice is **ten years completed** membership as a barrister and solicitor at the Bar of one of the Provinces or Territories of Canada.

All candidates must apply either by submitting 14 copies of the **current (February 2016)** completed Judicial Candidate Information Form in the first instance or by a short letter (14 copies) if the current form has been submitted within the **previous 12 months**. **Should you wish to change any information in your application, you must send in 14 copies of a fully revised Judicial Candidate Information Form.**

If you wish to apply and need a current Judicial Candidate Information Form, or if you would like further information, please contact:

Judicial Appointments Advisory Committee  
Tel: (416) 326-4060 Fax: (416) 212-7316  
Website: [www.ontariocourts.ca/ocj/jaac/](http://www.ontariocourts.ca/ocj/jaac/)

All applications, either sent by courier, mail or hand delivery, **must** be sent to:

Judicial Appointments Advisory Committee  
c/o Ministry of Government Services Mail Delivery  
77 Wellesley Street West, Room M2B-88  
Macdonald Block, Queen's Park  
Toronto, Ontario, M7A 1N3

Applications must be on the current prescribed form and must be **TYPEWRITTEN or COMPUTER GENERATED and RECEIVED BY 4:30 p.m. on Friday, November 4, 2016. CANDIDATES ARE REQUIRED TO PROVIDE 14 COPIES OF THEIR APPLICATION FORM OR LETTER.** A Fax copy will be accepted only if 14 copies of the application or letter are sent concurrently by overnight courier. Applications received after this date **WILL NOT** be considered.

The Judiciary of the Ontario Court of Justice should reasonably reflect the diversity of the population it serves. Applications from members of equality-seeking groups are encouraged.



### POSTE À POURVOIR AU SEIN DE LA MAGISTRATURE COUR DE JUSTICE DE L'ONTARIO THUNDER BAY

Le Comité consultatif sur les nominations à la magistrature conseille le Procureur général de l'Ontario sur les nominations de juges à la Cour de justice de l'Ontario et invite les personnes intéressées à présenter leur demande au poste de juge à Thunder Bay. **Le bilinguisme est un atout pour ce poste, mais n'est pas obligatoire.**

Cette nomination comprend la présidence d'affaires de droit criminel et de droit de la famille (environ 50 % droit criminel et 50 % droit de la famille) et nécessite également des déplacements à l'intérieur des limites régionales, selon les assignations du juge principal régional ou du juge en chef.

Pour pouvoir poser sa candidature à un poste de juge à la Cour de justice de l'Ontario, il faut, comme condition minimale, avoir été inscrit comme avocat-plaidant et procureur au barreau de l'une des provinces ou de l'un des territoires du Canada **pendant au moins dix ans.**

Tous les candidats et candidates doivent poser leur candidature soit, dans le premier cas, en présentant le Formulaire de renseignements sur le candidat/la candidate à la magistrature **courant (février 2016)**, soit en envoyant une courte lettre (en 14 exemplaires) si le formulaire courant a été présenté au cours des **12 mois précédents**. **En cas de changements à apporter à un formulaire déjà envoyé, le candidat ou la candidate doit envoyer à nouveau 14 exemplaires du formulaire de renseignements corrigé.**

Si vous voulez poser votre candidature et que vous avez besoin d'un Formulaire de renseignements sur le candidat/la candidate à la magistrature courant, ou encore si vous souhaitez obtenir de plus amples renseignements, veuillez communiquer avec :

Comité consultatif sur les nominations à la magistrature  
Téléphone : (416) 326-4060 Télécopieur : (416) 212-7316  
Site Web : [www.ontariocourts.ca/ocj/fr/jaac/](http://www.ontariocourts.ca/ocj/fr/jaac/)

Toutes les demandes envoyées par service de messagerie, par la poste ou en main propre **doivent** être soumises à l'adresse suivante :

Comité consultatif sur les nominations à la magistrature  
a/s Ministère des Services gouvernementaux - Services de distribution du courrier  
77, rue Wellesley Ouest, salle M2B-88  
Édifice Macdonald, Queen's Park  
Toronto (Ontario) M7A 1N3

Les demandes de candidature doivent être déposées par l'entremise du formulaire prescrit courant et DACTYLOGRAPHIÉES ou CRÉÉES PAR ORDINATEUR et **recues au plus tard à 16 h 30 le vendredi 4 novembre 2016. LES CANDIDATS ET CANDIDATES DOIVENT FOURNIR 14 EXEMPLAIRES DE LEUR FORMULAIRE OU DE LEUR LETTRE DE CANDIDATURE.** Une télécopie ne sera acceptée que si 14 exemplaires du formulaire ou de la lettre de candidature sont également envoyés par service de messagerie de 24 heures. On n'accordera **AUCUNE** considération aux candidatures reçues après cette date.

La magistrature provinciale doit refléter raisonnablement la diversité de la population qu'elle sert. Nous encourageons les membres de groupes de promotion de l'égalité à présenter une demande.