

Law Firm Deferred Associates and Public Interest Placements: Survey Report and Preliminary Assessment

Introduction

One pronounced effect of “the Great Recession” of 2008-2010 has been the well-documented phenomenon of deferred start dates for incoming law firm associates. Recent reports estimate that more than 2,400 incoming associates were deferred, with deferrals most prevalent at the “largest” law firms.¹ Deferred associates pursued a variety of activities during their gap periods, including working with public interest organizations, nonprofit groups, courts, government offices, and the like. The Pro Bono Institute’s Law Firm Pro Bono Project worked closely with firms, offering best practices, tips, confidential consultations, and issue spotting to help firms take full advantage of the pro bono opportunities created by the crisis, to bypass avoidable mistakes, and to maximize participation in public service and volunteerism initiatives by available attorneys. The Project conducted a survey to gain a preliminary sense of how law firm deferred associate programs have worked over the months since their inception and initial implementation, from the perspective of law firms as well as public interest organizations. The findings in this report represent analysis based on the information provided as of February 22, 2010.

The responses to the law firm survey indicate that it is, in many respects, too early to assess law firm deferred associate programs. Because most responding firms deferred their classes of associates for one year, their incoming associates have not yet reported to their firms. However, the comments from the law firm respondents indicate generally positive reactions to their deferred associate programs.

¹ NALP, Perspectives on Fall 2009 Law Student Recruiting, 17-18 (2010).

The public interest organizations' responses indicate a positive perspective toward the deferred associates with their most common complaint being that they did not receive any deferred associates. Indeed, 97% of organizations said they would like to host a deferred associate in the future, 3% indicated that it was too early to tell, and there were no respondents who said they did not wish to host in the future. Moreover, no public interest respondents expressed resentment toward deferred associates or accused them of taking jobs from career-minded public interest attorneys (only one respondent mentioned layoffs of career public interest lawyers, see *infra* pp.14-15).

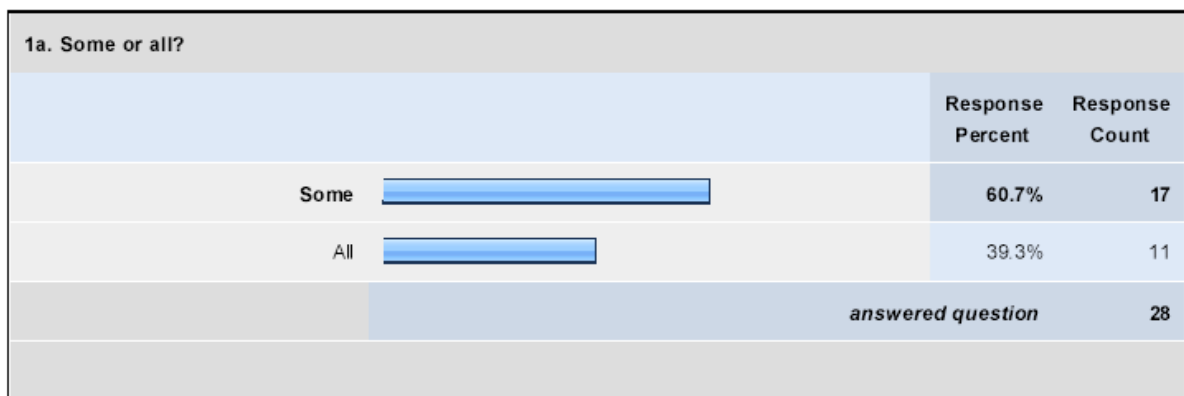
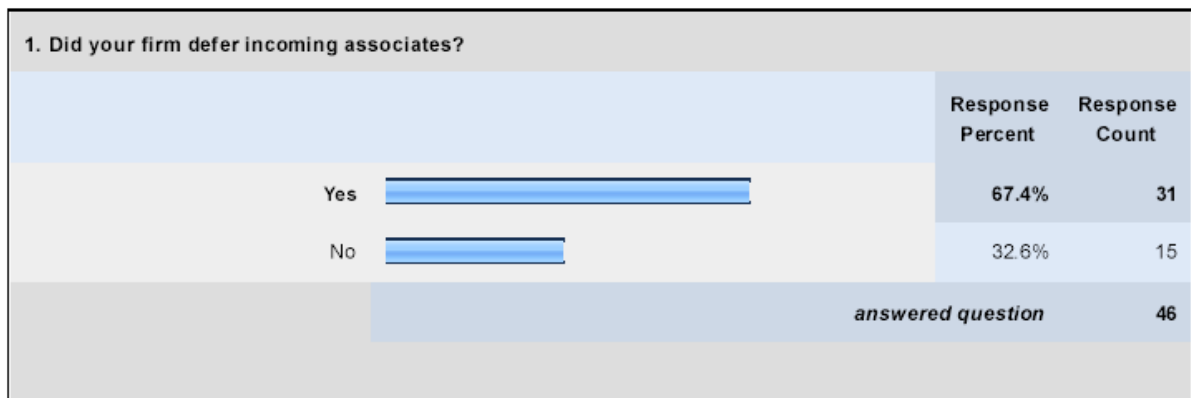
Methodology

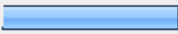
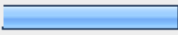
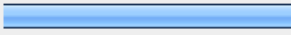


In January 2010, the Law Firm Pro Bono Project distributed a survey to its Member and Law Firm Pro Bono Challenge[®] Signatory firms and sent a companion survey to public interest organizations.² Approximately 170 public interest organizations responded, and 45 law firms responded. These firms and organizations, which range in location and size, responded to at least some portion of the survey. Because participants were not required to respond to all questions, response rates varied by question, many respondents provided only partial responses, and the survey results may not be statistically valid. The Project guaranteed that all responses would remain confidential and would not be disclosed in a disaggregated form that identifies individuals or individual law firms/public interest groups. Nevertheless, certain trends can be deduced from the data.

² A copy of the Law Firm Deferred Associates Survey is attached as Appendix A and the Survey of Public Interest Organizations Hosting Deferred Associates is attached as Appendix B. Cumulative responses to the survey questions are also provided except to those questions that elicited open-ended responses. Responses to Question 7 of the Public Interest Survey have been omitted because numerous respondents supplied narrative responses, which were not included in the composite summary.

Law Firm Survey Results

The graphs below illustrate preliminary information about the respondents: the percentage of firms that deferred associates, the percentage of incoming associates deferred, and the time period of their deferrals.



1b. If so, for what length of time? (check all that apply)			
		Response Percent	Response Count
3 months or less		32.1%	9
6 months		32.1%	9
1 year		53.6%	15
More than 1 year		7.1%	2
To be determined		7.1%	2
answered question			28

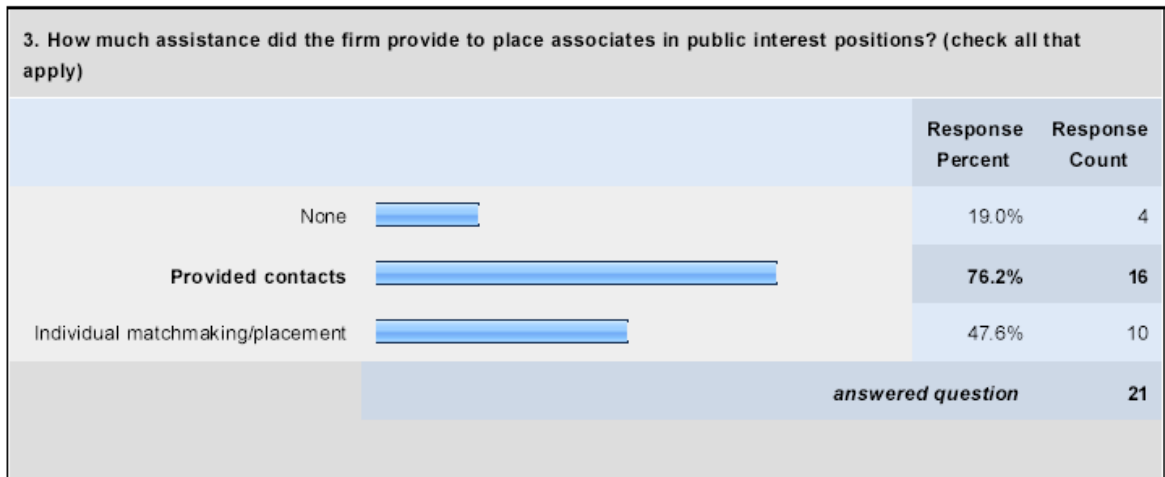
Note: Firms were given the ability to choose more than one response for this question—to take into account those firms that had staggered start dates with various deferral periods.

Compensation and Incentives

The level of compensation deferred associates received from their firms varied. In response to open-end questions, stipends reported ranged from no stipend to \$5,000 per month to \$75,000 per year and/or providing health insurance. Other non-economic incentives noted by respondents included professional benefits such as firm recognition of associates' career growth while providing legal services at their public interest placements. Seventy-seven percent of firms with deferred associates did not provide an additional incentive to accept a pro bono position (beyond what similarly-situated deferred associates not doing pro bono work received), whereas 23% said their associates did receive an incentive to do public interest work. Ninety percent of firms reported that their deferred associates were encouraged to participate in public interest work during their deferral period, while 10% reported their associates were required to do so.

Placement Assistance and Ongoing Supervision

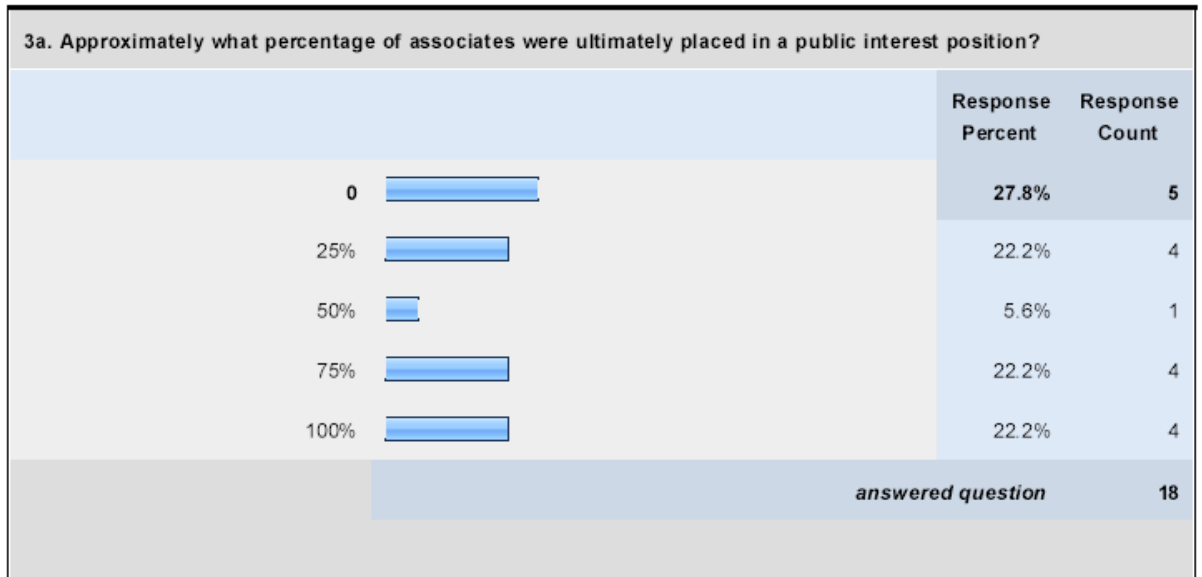
The graph below describes the level of assistance firms provided to deferred associates in placing them at public interest organizations:



Note: Firms were given the ability to choose more than one response for this question.

Once the associates were placed and started working at the host organizations, out of 20 respondents, 95% of firms did not supervise or evaluate their deferred associates, while 5% of firms provided some supervision.

The graph below illustrates the percentage of associates at respondent firms who were placed in public interest positions:



The graph below summarizes potential obstacles in connection with deferred associates' public interest placement projects and the degree to which they were encountered:

6. On a scale of 0 (no difficulty) to 5 (major roadblock), to what degree did the following issues raised by or identified by potential public interest hosts pose initial or continuing challenges to the program?							
	No difficulty	Little difficulty	Neutral	Some difficulty	Major roadblock	Rating Average	Response Count
Benefits	50.0% (7)	0.0% (0)	28.6% (4)	21.4% (3)	0.0% (0)	2.21	14
Technology resources	64.3% (9)	7.1% (1)	0.0% (0)	28.6% (4)	0.0% (0)	1.93	14
Personality/fit issues	57.1% (8)	14.3% (2)	14.3% (2)	14.3% (2)	0.0% (0)	1.86	14
Workspace	42.9% (6)	21.4% (3)	0.0% (0)	28.6% (4)	7.1% (1)	2.36	14
Malpractice insurance	64.3% (9)	21.4% (3)	7.1% (1)	7.1% (1)	0.0% (0)	1.57	14
Tension/concern if program is unionized	64.3% (9)	7.1% (1)	0.0% (0)	21.4% (3)	7.1% (1)	2.00	14
Motivation/interest	64.3% (9)	0.0% (0)	14.3% (2)	21.4% (3)	0.0% (0)	1.93	14
Availability of projects	57.1% (8)	28.6% (4)	7.1% (1)	7.1% (1)	0.0% (0)	1.64	14
Supervision and training	53.8% (7)	15.4% (2)	7.7% (1)	23.1% (3)	0.0% (0)	2.00	13
					Other (please specify)		1
answered question							14

The following graph illustrates how the firm respondents believe their deferred associates benefited from their public interest placements:

7. On a scale of 0 (no benefit) to 5 (major benefit), to what degree did the placement of a deferred associate at a public interest organization benefit that individual in the following areas?								
	Too soon to tell	No benefit	Little benefit	Some benefit	Substantial benefit	Major benefit	Rating Average	Response Count
Valuable legal skills/confidence	73.3% (11)	6.7% (1)	0.0% (0)	0.0% (0)	13.3% (2)	6.7% (1)	1.93	15
Increased morale	78.6% (11)	7.1% (1)	0.0% (0)	7.1% (1)	7.1% (1)	0.0% (0)	1.57	14
Higher degree of loyalty to the firm	86.7% (13)	6.7% (1)	0.0% (0)	0.0% (0)	6.7% (1)	0.0% (0)	1.33	15
<i>answered question</i>								15

Law Firm Reflections

Law firm respondents noted that it was too soon to tell what aspects of their deferred associate placement programs worked well, although some indicated that garnering hands-on legal experience and enthusiasm for public interest work were positive outcomes from the associates' deferral experience. Observations and comments included:

- “We do bi-monthly check-ins and everyone seems to be having a very rewarding experience doing interesting/challenging work. We are very pleased with all the positive feedback we received.”
- One deferred associate who is working for the county district attorney’s office is particularly thrilled with his job. He gets to do interesting things like write briefs, provide counsel at arraignments, etc.”
- The associates are receiving “lots of real world experience.”
- “All comments have been favorable and we will have more substantive comments when the deferrals return to the firm.”

Law firm respondents provided these tips and recommendations:

- “Having a standardized packet of info, including memorandum of understanding, for the non-profits and resource list for associates.”
- “As part of the encouragement, we made clear that doing legal work during the deferral year would be very helpful to their careers at the firm.”
- Associates will receive “recognition that the firm would view them as more experienced than a ‘standard’ incoming first year.”

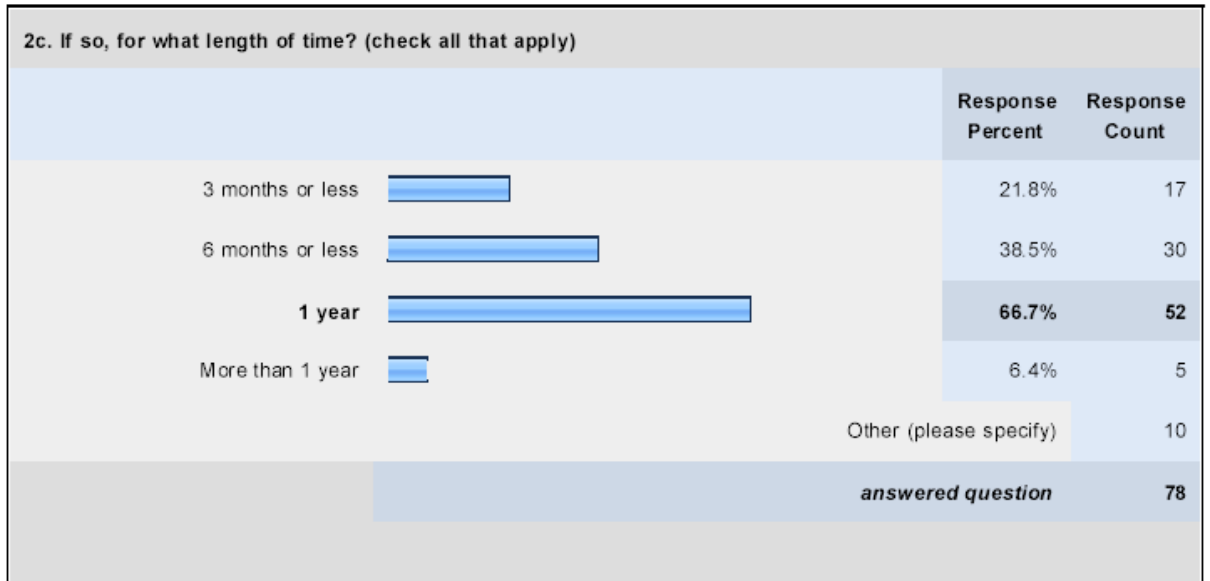
The Law Firm Pro Bono Project will conduct a follow-up survey to reexamine these issues after the deferred associates have joined their firms and the firms have had sufficient time to evaluate both the associates’ experiences and the success of the overall programs. The Project will continue to explore and examine whether (and how) these programs could (and should) be institutionalized and made permanent.

Public Interest Results

Prior to the current economic crisis, 37% of public interest respondents had hosted law firm attorneys (incoming or more senior) on a full-time basis, such as through a fellowship, externship, sabbatical, or rotation, while 63% had not previously hosted law firm attorneys. Fifty-three percent indicated that they hosted deferred associates this year, while 47% of respondents did not host associates this year. (It is clear, however, from the narrative responses, that some organizations were also hosting more senior associates, rather than/in addition to deferred first year associates).

The range of associates hosted was one associate per organization to 37 associates per organization, with a mean of 2.8 associates per organization.

The graph below illustrates the duration of time the deferred associate was at the public interest organization:



In addition, four public interest respondents commented that they hosted associates for 9 months. The respondent organizations were given the ability to choose more than one response to this question, so the same host may have had deferred associates for different periods of time.

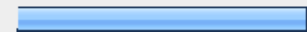
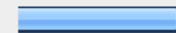

Compensation and Benefits

Eighty-six percent of organizations did not provide compensation or benefits to the associates they hosted, and 14% did provide some pay or benefits. The compensation provided included reimbursing travel/housing expenses, \$1,000 monthly stipend, and payment of taxes and/or bar dues.

Firm Interaction, Placement, Recruitment, and Supervision

Forty-five percent of public interest organizations reported no previous relationship with their deferred associates' firms, 33% indicated working together in the past, and 22% stated that some relationship existed between their organization and the firm before hosting the associate(s). When asked to describe the nature of the relationship, 51 respondents noted that if they had worked with a firm in the past, these connections grew stronger or remained the same as a result of hosting a deferred associate from the firm.

The chart below illustrates the degree of firm involvement in placing deferred associates at host organizations.

3. To what degree was the firm involved in placing the deferred associate(s) at your organization?			
		Response Percent	Response Count
Was not involved		53.2%	50
Provided your contact information		28.7%	27
Individual matchmaking/placement		18.1%	17
<i>answered question</i>			94

Out of 121 public interest respondents, 67% actively sought deferred associates, while 33% did not. Seventy-seven respondents provided narrative information about their recruitment process. Respondents reported requesting associates from law firm pro bono directors, providing job descriptions to firms, mass emailing firms and law schools, working with state bar associations and law school placement offices, attending deferred associate/public interest fairs

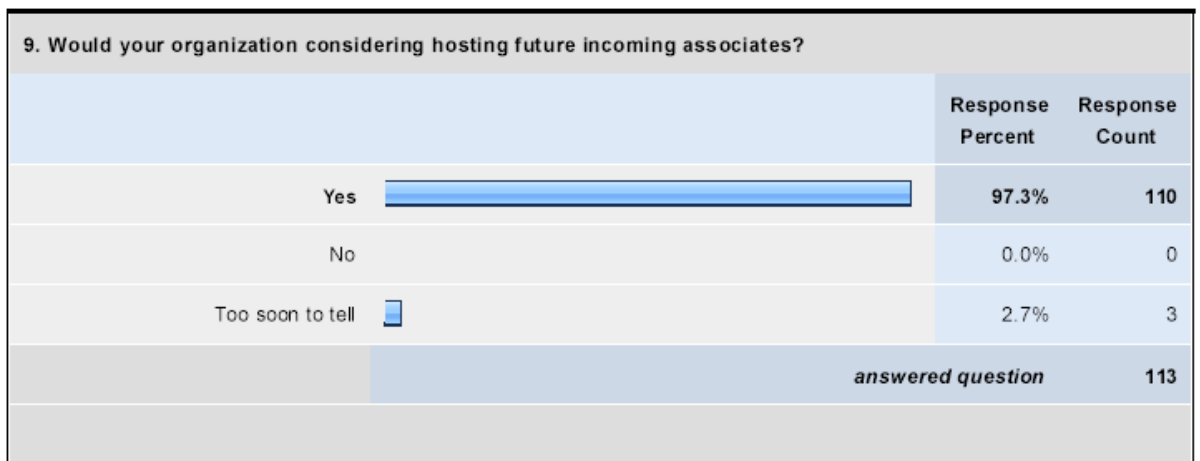
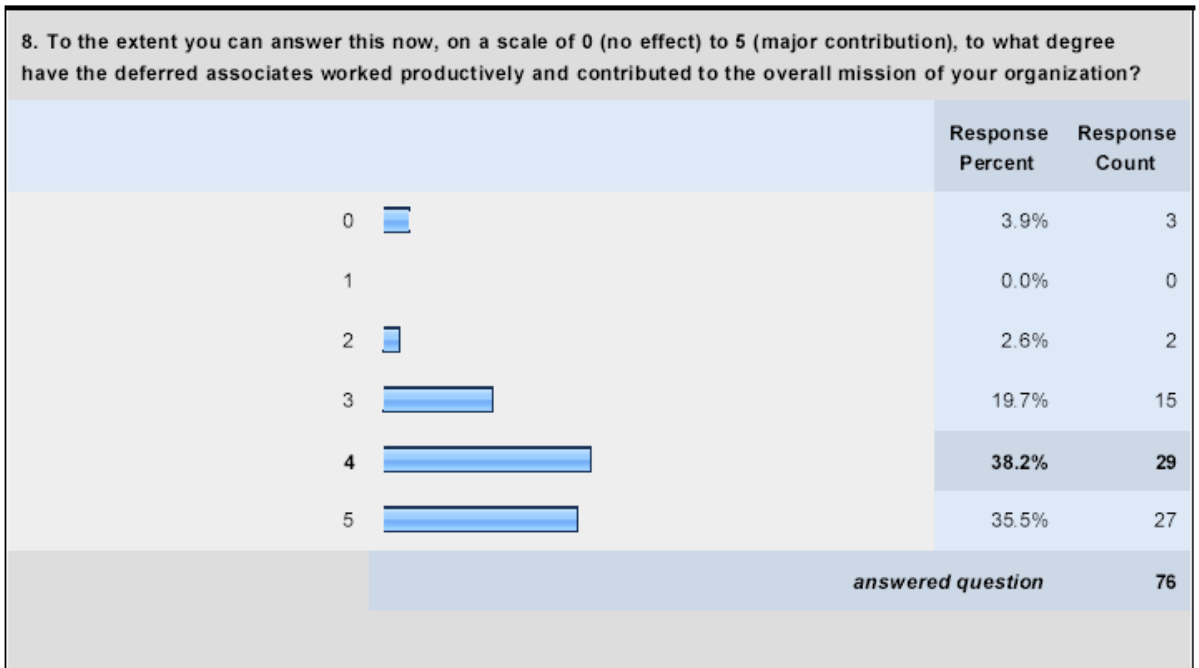
at law firms, indicating their organizations' interest by posting on Pro Bono Net, PSLawNet, or Idealist.org, and providing their contact information to the Pro Bono Institute's Law Firm Pro Bono Project for inclusion on a list of organizations willing to host deferred associates.³

Seventy-five percent of 79 respondents reported that a member of their staff managed the deferred associates, and 48% of respondents were the supervisors themselves. Only 3% reported any firm supervision of associates. Respondent organizations were given the ability to choose more than one response for this section of the survey. Seventy-five public interest respondents provided narrative information about their organizations' managing style, variously describing it as "extensive," including daily to bi-weekly interaction, staff meetings, and "significant supervision."

Seventy percent of 77 respondents reported that a member of their staff evaluated the associates, 47% stated that they themselves were the evaluators, and 5% reported that the firm evaluated the associates. Seventy-six percent indicated there was no firm oversight. Twenty-four percent reported that firm oversight was a positive experience. No respondents reported a negative experience with firm oversight.

³ For an updated version of this list please contact the Law Firm Pro Bono Project at probono@probonoinst.org.

The graphs below illustrate the respondents' overall satisfaction hosting deferred associates, as well as if they would like to host a deferred associate in the future:



Public Interest Reflections

When asked what specifically worked well during the associates' deferral period, public interest respondents provided the following comments:

- The associates were “dedicated,” “reliable,” and “contributed to the energy and excitement of the organization.”
- “It is a great way to...have additional attorneys assisting us with our mission of providing pro bono services without having to locate additional funding to cover the cost.”
- “By using a competitive application process the chosen associates were a great fit.”
- The “long-term commitment to stay with us full-time for one year...made the investment of staff time to train them worthwhile.”
- “Having a prior relationship with the candidate helped with fit and eased the transition.”
- “They are a wonderful resource to our clients. Although they cost us time and our logistical resources, we recoup that through their work. It also builds on our relationship with their firms and hopefully makes them into well-rounded lawyers when they return to private practice.”
- “One deferred associate saved our youth program which would have otherwise been lost.”
- “The deferred associate served an essential role as co-counsel for a complex Medical Assistance case that culminated in an 8 hour administrative hearing in her final week.”
- “We were able to refer double the amount of cases in one particular area because of the associate's help.”
- “We have interviewed over 60% of our externs as we mark the halfway point of the extern year. We have received overwhelmingly positive feedback from everyone we've spoken to; some don't want to return to their firms, and all state that they are eager to be a pro bono liaison and continue to have pro bono be a big part of their docket when they return to their firm.”
- “During a time of layoffs in the public interest sphere, it is important to note that there is a morale plummet when we see colleagues who devoted their careers to public interest law losing their jobs and being replaced by people who make more

than half the salary than the 20-years veterans did at full salary. We wish firms would support keeping public interest lawyers' jobs. But we also understand competing priorities and that the loaned associate model is in balance a positive for the mission of the public interest organizations in that it sustains our capacity.”

Complaints reported by respondents included administrative difficulty with firms' "rigid" procedures, as well as minimal firm involvement in placing associates. Lack of coordination with firms regarding benefits and oversight, as well as poor communication with the firm overall, and brief associate stays were also cited as problems, as was the desire for greater associate availability in rural areas.

Only a handful of "bad practices" were reported:

- “One deferred was called back to the firm several weeks into her tenure; not good for planning purposes. The other deferred associates have helped in numerous ways...”
- “We actually had a wonderful 4th year associate who thought because of decreased work load could spend 10 - 20 hours here. She was a great writer and reworked an outdated manual, said she'd take responsibility for the newsletter (which I never manage to get to). We all liked her and were delighted. Then she vanished. The work load increased at the firm and that was the end of her involvement with us.”
- “Deferred associate acted as though he had no accountability.”
- “There are limitations since they cannot take on the same workload as a senior staff lawyer.”
- “We spent a lot of time interviewing and checking references for deferred associates and also made offers, however none accepted, citing a need to stay near their firms and also wanting to arrange for different compensation from other staffers. I believe deferred associates can be a good thing, but it should be communicated to them and to their firms that they should only apply to places that they are serious about going to.”

Respondents also provided tips and suggestions for future deferral periods:

- “Make sure the deferred associates have a clearer sense of what our organization does and how that fits with their goals.”

- “It would be useful to have easy, updated access to firms’ policies regarding deferred associates as well as associates on paid sabbaticals. It would be even better if this information were located on one single site, accessible online.”
- “There needs to be more involvement by the associate's firms, setting goals and expectations for the associates, including the time commitment, what the client expects to get out of the experience. It would also help if the firm provided financial support for the nonprofit's infrastructure and technology (providing the associates access to Westlaw, for instance).”
- “More recognition from firms that taking on deferred associates creates soft costs for organizations by drawing on staff time to train and supervise.”
- “Treat them just like staff attorneys with respect to training, supervision, work expectations, and integration into the culture of their respective offices.”
- “Funding of cultural inclusion trainings by firms so that loaned associates can be oriented to the differences of class and culture that impact legal work with low-income and otherwise diverse populations.”
- “Use the interview process to iron out personality fits.”
- “The fact that our deferred associate had a ‘trial run’ with us the summer before seeking a one year placement with us was helpful because it meant the associate was already familiar with our work and how we work. Additionally, we were already familiar with the quality of her work, work style, etc.”
- “Be...extremely clear that they are part of the team and despite no pay from us that they are expected to work like part of the team.”

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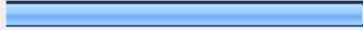
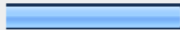
May 2010



We are grateful for the assistance provided by Pro Bono Institute intern, Anthony Moffa.

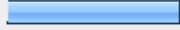

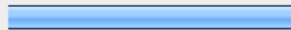


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Appendix A

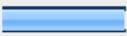
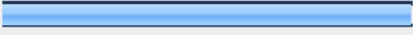
Law Firm Deferred Associates Survey Results

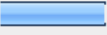
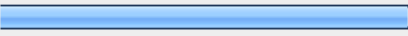

1. Did your firm defer incoming associates?			
		Response Percent	Response Count
Yes		67.4%	31
No		32.6%	15
<i>answered question</i>			46

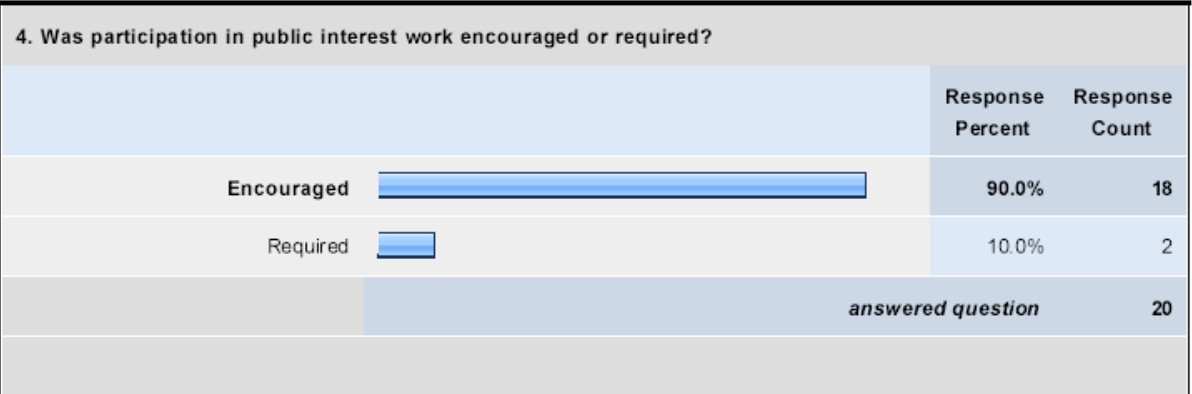
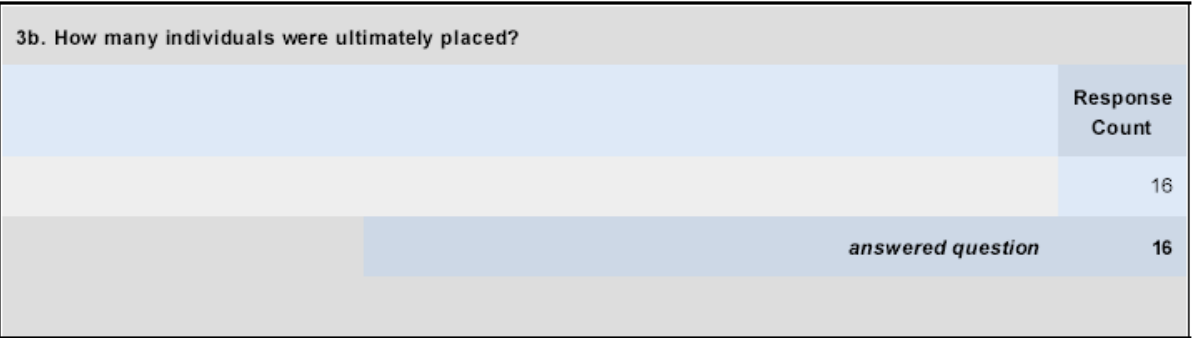
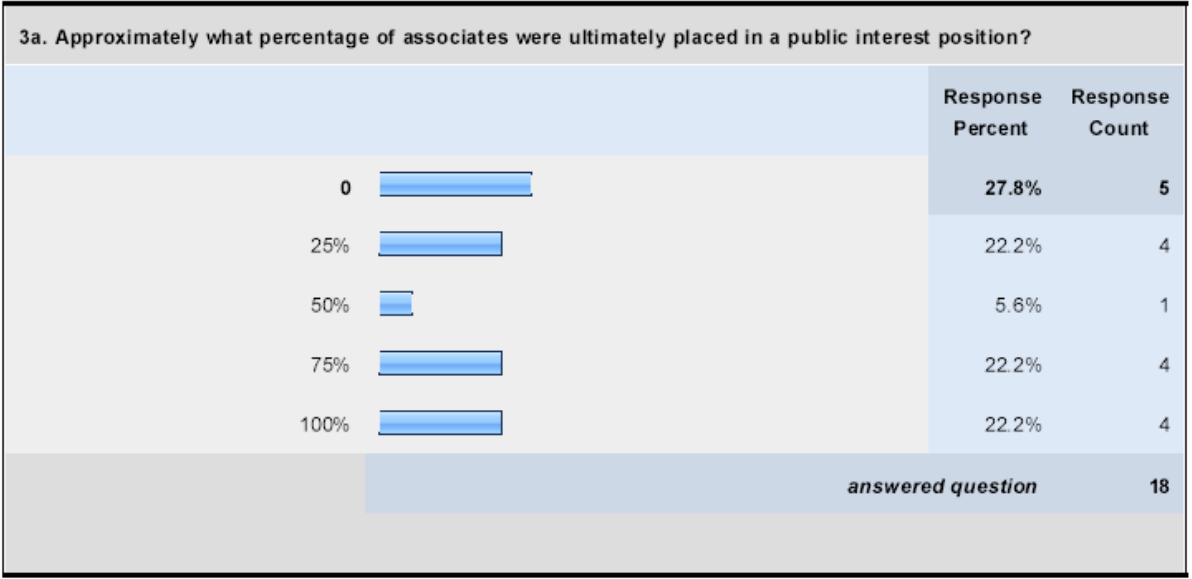
1a. Some or all?			
		Response Percent	Response Count
Some		60.7%	17
All		39.3%	11
<i>answered question</i>			28

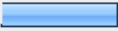

1b. If so, for what length of time? (check all that apply)			
		Response Percent	Response Count
3 months or less		32.1%	9
6 months		32.1%	9
1 year		53.6%	15
More than 1 year		7.1%	2
To be determined		7.1%	2
<i>answered question</i>			28

2. What level of compensation did the firm provide to people who were deferred?		Response Count
		19
	<i>answered question</i>	19
		29


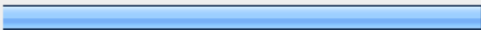
2a. Did these people get an additional incentive over those who did not accept a pro bono position?			Response Percent	Response Count
Yes			22.7%	5
No			77.3%	17
	<i>answered question</i>			22
	<i>skipped question</i>			26

3. How much assistance did the firm provide to place associates in public interest positions? (check all that apply)			Response Percent	Response Count
None			19.0%	4
Provided contacts			76.2%	16
Individual matchmaking/placement			47.6%	10
	<i>answered question</i>			21



4a. If not mandatory, was there a pay incentive to participate?		
	Response Percent	Response Count
Yes 	21.1%	4
No 	78.9%	15
<i>answered question</i>		19

4b. If so, what was the dollar amount increase in pay?		Response Count
		1
<i>answered question</i>		1

4c. Were there any other incentives?		
	Response Percent	Response Count
Yes 	11.1%	2
No 	88.9%	16
Please explain.		5
<i>answered question</i>		18

5. Did firm attorneys supervise and/or evaluate deferred associates working in public interest organizations?

	Response Percent	Response Count
Yes	0.0%	0
Some	5.0%	1
No	95.0%	19
Other (please specify)		1
<i>answered question</i>		20




6. On a scale of 0 (no difficulty) to 5 (major roadblock), to what degree did the following issues raised by or identified by potential public interest hosts pose initial or continuing challenges to the program?

	No difficulty	Little difficulty	Neutral	Some difficulty	Major roadblock	Rating Average	Response Count
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Personality/fit issues	57.1% (8)	14.3% (2)	14.3% (2)	14.3% (2)	0.0% (0)	1.86	14
Workspace	42.9% (6)	21.4% (3)	0.0% (0)	28.6% (4)	7.1% (1)	2.36	14
Malpractice insurance	64.3% (9)	21.4% (3)	7.1% (1)	7.1% (1)	0.0% (0)	1.57	14
Tension/concern if program is unionized	64.3% (9)	7.1% (1)	0.0% (0)	21.4% (3)	7.1% (1)	2.00	14
Motivation/interest	64.3% (9)	0.0% (0)	14.3% (2)	21.4% (3)	0.0% (0)	1.93	14
Availability of projects	57.1% (8)	28.6% (4)	7.1% (1)	7.1% (1)	0.0% (0)	1.64	14
Supervision and training	53.8% (7)	15.4% (2)	7.7% (1)	23.1% (3)	0.0% (0)	2.00	13
					Other (please specify)		1
answered question							14



7. On a scale of 0 (no benefit) to 5 (major benefit), to what degree did the placement of a deferred associate at a public interest organization benefit that individual in the following areas?

	Too soon to tell	No benefit	Little benefit	Some benefit	Substantial benefit	Major benefit	Rating Average	Response Count
Valuable legal skills/confidence	73.3% (11)	6.7% (1)	0.0% (0)	0.0% (0)	13.3% (2)	6.7% (1)	1.93	15
Increased morale	78.6% (11)	7.1% (1)	0.0% (0)	7.1% (1)	7.1% (1)	0.0% (0)	1.57	14
Higher degree of loyalty to the firm	86.7% (13)	6.7% (1)	0.0% (0)	0.0% (0)	6.7% (1)	0.0% (0)	1.33	15
answered question								15

8. Would your firm consider establishing this as a permanent option for some/all future incoming associates?

	Response Percent	Response Count
Yes 	17.6%	3
No 	29.4%	5
Too soon to tell 	52.9%	9
<i>answered question</i>		17

9. Did your firm have a companion rotation/sabbatical/internship/secundment program for employed associates and other firm attorneys?

	Response Percent	Response Count
Yes 	42.1%	8
No 	57.9%	11
If so, please share any important details of that program, and how you have coordinated that program, if at all.		8
<i>answered question</i>		19

10. What aspects of the public interest placement program(s) worked well?

	Response Count
	7
<i>answered question</i>	
	7

11. What aspects of the public interest placement program(s) could use improvement and/or support in the future?

	Response Count
	6
<i>answered question</i>	6
<i>skipped question</i>	42

12. Please share any anecdotes of good (or bad) experiences.

	Response Count
	7
<i>answered question</i>	7


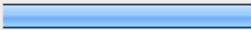
13. What public interest programs are hosting your deferred associates? Please include organization name and city.

	Response Count
	9
<i>answered question</i>	9

Appendix B

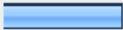
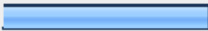
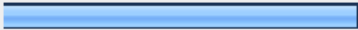

Public Interest Organization Survey Results




1. Prior to this current economic crisis, had your organization hosted law firm attorneys (incoming or more senior) on a full-time basis, such as through a fellowship, externship, sabbatical, rotation, or similar program?		
	Response Percent	Response Count
Yes 	36.8%	63
No 	63.2%	108
<i>answered question</i>		171

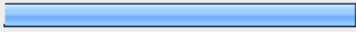
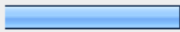
2. Did your organization host deferred law firm associates this year?		
	Response Percent	Response Count
Yes 	53.2%	84
No 	46.8%	74
<i>answered question</i>		158

2a. If so, from which law firms?		Response Count
		80
<i>answered question</i>		80

2b. If so, how many deferred associates?		Response Count
		79
answered question		79

2c. If so, for what length of time? (check all that apply)			Response Percent	Response Count
3 months or less			21.8%	17
6 months or less			38.5%	30
1 year			66.7%	52
More than 1 year			6.4%	5
	Other (please specify)			10
answered question				78

3. To what degree was the firm involved in placing the deferred associate(s) at your organization?			Response Percent	Response Count
Was not involved			53.2%	50
Provided your contact information			28.7%	27
Individual matchmaking/placement			18.1%	17
answered question				94

3a. Did your organization actively seek deferred associate(s)?		
	Response Percent	Response Count
Yes 	66.9%	81
No 	33.1%	40
<i>answered question</i>		121


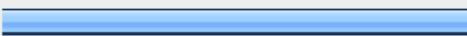
3b. If so, please explain the recruitment process.		Response Count
		77
<i>answered question</i>		77

4. Was there a preexisting relationship between your organization and the law firm(s) from which deferred associates came?		
	Response Percent	Response Count
Yes 	33.0%	31
Some 	22.3%	21
No 	44.7%	42
<i>answered question</i>		94

4a. If so, what was the extent of that relationship and has it changed since the arrival of the firm's deferred associates?

	Response Count
	51
<i>answered question</i>	51

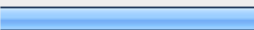
5. Did your organization provide any compensation or benefits to the deferred associates?

	Response Percent	Response Count
Yes 	14.0%	13
No 	86.0%	80
<i>answered question</i>		93

5a. If so, what type and how much?

	Response Count
	19
<i>answered question</i>	19

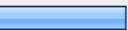
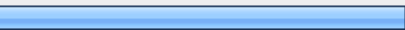
6. Who provided supervision for the deferred associate(s) working in your organization? (check all that apply)

	Response Percent	Response Count
You 	48.1%	38
Someone on your staff 	74.7%	59
The firm 	2.5%	2
answered question		79

6a. What was the extent of that supervisory relationship?

	Response Count
	75
answered question	
	75






6b. Was firm oversight overall a positive or negative experience?

	Response Percent	Response Count
Positive 	23.8%	19
Negative	0.0%	0
There was no firm oversight 	76.3%	61
answered question		80

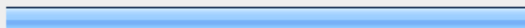

6c. Who was responsible for evaluating the deferred associate? (check all that apply)		
	Response Percent	Response Count
You <input type="checkbox"/>	46.8%	36
Someone on your staff <input type="checkbox"/>	70.1%	54
The firm <input type="checkbox"/>	5.2%	4
answered question		77

7. On a scale of 0 (no difficulty) to 5 (major roadblock), to what degree did the following areas pose initial or continuing challenges to working with the deferred associates?							
	No difficulty	Little difficulty	Some difficulty	Significant difficulty	Major roadblock	Rating Average	Response Count
Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Technology resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Personality/fit issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Motivation/interest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Supervision and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Bar admission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Union concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
answered question							74

8. To the extent you can answer this now, on a scale of 0 (no effect) to 5 (major contribution), to what degree have the deferred associates worked productively and contributed to the overall mission of your organization?

	Response Percent	Response Count
0 	3.9%	3
1	0.0%	0
2 	2.6%	2
3 	19.7%	15
4 	38.2%	29
5 	35.5%	27
<i>answered question</i>		76

9. Would your organization considering hosting future incoming associates?

	Response Percent	Response Count
Yes 	97.3%	110
No	0.0%	0
Too soon to tell 	2.7%	3
<i>answered question</i>		113



9a. Why or why not?

	Response Count
	58
<i>answered question</i>	58

10. What worked well with respect to hosting deferred associates?		Response Count
		63
	<i>answered question</i>	63

10a. What could use improvement and/or support in the future?		Response Count
		54
	<i>answered question</i>	54

11. Please share any anecdotes of good (or bad) experiences.		Response Count
		30
	<i>answered question</i>	30

12. Would you like your organization to be included on a list of organizations interested in hosting volunteer lawyers (the list would be updated periodically and circulated to law firms upon request)?		
	Response Percent	Response Count
Yes 	93.8%	105
No 	6.3%	7
	<i>answered question</i>	112
	<i>skipped question</i>	61

13. If yes, please provide your organization name, a contact person and email address, along with a mailing address.

	Response Count
	106
<i>answered question</i>	106
<i>skipped question</i>	67

Appendix C

Sample List of Public Interest Organizations Hosting Deferred Associates

(organization titles are listed as reported by survey respondents)

ACLU of Georgia	Berkman Center for Internet & Society
ACLU of Washington Foundation	Bet Tzedek Legal Services
ACLU Washington Legislative Office	Blue Ridge Legal Aid, Lexington, VA
ACLU, Boston	Blue Ridge Legal Services, Inc.
Advancement Project	Business and Professional People for the Public Interest
Advocates for Children and Youth	California Senior Legal Hotline
Advocates for International Development	Cancer Legal Resource Center at the Disability Rights Legal Center
Agora Fund – Washington, DC	Carter Center, Liberia
Americans United for Separation of Church and State	Center for Climate Change Law
Appleseed	Center for Constitutional Rights, NYC
Arts & Business Council of Greater Nashville	Center for Disability & Elder Law
Ashoka: Innovators for the Public	Center for Economic Progress
Asian Pacific American Legal Center	Center for Justice and International Law, Costa Rica
Atlanta Legal Aid Society	Children's Law Center
Attorney for a Day Program at Volunteer Lawyers Project, Boston	Citizen Media Law Project
Attorney General (CA)	City of Boston Legal Dept., Boston, MA
Attorney General (NY)	City of Chicago Law Dept., Chicago, IL
Ayuda	Community Economic Development Law Project of the Chicago Lawyers' Committee for Civil Rights
BART, San Francisco	Community Legal Resources
Bay Area Legal Aid	Community Legal Services in East Palo Alto

Constitutional Rights Foundation
Council on Competitiveness Internship Program
DC Open Government Coalition
Dallas Volunteer Attorney Program
David A. Clarke School of Law
DC Legal Aid
DeKalb and Cobb County DA Offices
Disability Rights Legal Center
Disability Rights Network of Pennsylvania
Earl Carl Institute for Legal & Social Policy, Inc.
Earthjustice
Elder Law of Missouri
Empire Justice Center
Environmental Public Interest Firm - Meyer,
Glitzenstein & Crystal, DC
Federal Public Defender, MD
Georgia Legal Services Program
Global Financial Integrity, DC
Greater Boston Legal Services, Boston
GreenLaw
Harvard Negotiation & Mediation
Clinical Program
House of Ruth Maryland
Human Rights First
Human Rights Watch
Human Trafficking Clinic - Michigan
Immigration Equality
Immigration Equality
Intern International Criminal Tribunal - for the
former Yugoslavia
International Bridges to Justice - NY/Singapore
International Bridges to Justice,
Geneva, Switzerland
International Center for Environmental Law, DC
International Justice Network - New York
International Senior Lawyers Project
Intern-Constitutional Court of Korea
Intern-Permanent Court of Arbitration
- The Hague
Justice O'Connor's Civics Program, DC
Juvenile Regional Services - New Orleans
Kansas City Volunteer Lawyers
Kings County DA's Office Public
Fellowship Program
Kings County District Attorney's Office,
Brooklyn, NY
LATINOJUSTICE PRLDEF
Lawyers' Committee for Civil Rights
Lawyers For Children
Legal Action Center
Legal Aid Bureau, Inc.
Legal Aid Foundation of Los Angeles
Legal Aid of East Tennessee
Legal Aid of NorthWest Texas
Legal Aid of Western Missouri
Legal Aid Services of Oregon
Legal Aid Society of Columbus.

Legal Aid Society of Louisville	National Senior Citizens Law Center
Legal Aid Society of Middle Tennessee	National Veterans Legal Service Program, DC
Legal Aid Society of San Mateo County	Neighborhood Defender Service of Harlem
Legal Aid Society of the District of Columbia	Neighborhood Legal Services of Los Angeles County
Legal Assistance Corporation of MA, Worcester, MA	New England Legal Foundation - Boston MA
Legal Rights Center	New Hampshire Legal Assistance
Legal Services, NYC	New Hampshire Legal Assistance, Portsmouth, NH
Legal Services of Northern California	New Mexico Legal Aid
Legal Services of Northwest Jersey	New Profit Clients (NY, DC, Boston, LA)
Legal Services of Southern Piedmont	New York City Bar Association;
Lenox Hill Neighborhood House	New York Legal Assistance Group
Local Initiatives Support /Corporation for Affordable Housing	Northern California Innocence Project
Maryknoll Fathers and Brothers, Namibia	Northwest Immigrant Rights Project
Maryland Attorney General's Office, Baltimore	NRA (DC)
Massachusetts Division of Capital and Asset Management Internship Program, Boston	Ohio Poverty Law Center
Medical-Legal Partnership, Boston	Ohio State Legal Services Association
Memphis Area Legal Services	One Laptop Per Child - Boston MA
Mental Health Advocacy Services, Inc.	Partnering for Prevention, Boston
Metropolitan Public Defender's Office	Philadelphia VIP
Ministry of Justice, Liberia	Pisgah Legal Services
National Advocates for Pregnant Women, NYC	Polaris Project, Washington, DC
National Center for Law and Economic Justice	Poverty & Race Research Action Council
National Coalition for the Homeless	Pro Bono Project Silicon Valley
National Law Center on Homelessness and Poverty	Public Advocates Inc.
National Planned Parenthood, DC	Public Counsel
	Public Defenders (Bronx)
	Public Interest and Clinical Programs

Public Interest Law Institute

Public International Law
& Policy Group - Uganda

Public Law Center

Sanctuary for Families (NYC)

Shriver City (Chicago)

South Brooklyn Legal Services

Southeastern Ohio Legal Services

Southern Environmental Law Center,
Charlottesville, VA

Southern Poverty Law Center

Suffolk County District Attorney's Office,
Boston, MA

Support Center for Child Advocates

Texas Civil Rights Project

Texas Legal Services Center

The Alliance for Children's Rights

The CATO Institute, Washington, DC

The Door Youth Advocacy Group - NY

The Legal Aid Society of Cleveland

Transgender Legal Defense
& Education Fund, Inc.

UN Joint Human Rights Office, Congo

Urban Justice Center

Victim Rights Law Center, Boston

Winchester Public Schools, Virginia

Wisconsin Innocence Project

Women's League of Burma - Thailand

Women's Rights, Bolivia