

*March 25, 2009*

## **Considerations for the Placement of Law Firm Attorneys into Public Interest Organizations**

The Association of Pro Bono Counsel ("ABPCO"), an organization with more than 115 members who manage law firm pro bono practices on a full-time or near full-time basis, in collaboration with local and national public interest organizations, provides this "Considerations for the Placement of Law Firm Attorneys Into Public Interest Organizations" to the law firm, law school and public interest legal communities to address the emerging issues of increased law firm placement of attorneys and law graduate incoming associates into public interest positions.<sup>1</sup>

### **INTRODUCTION**

While some law firms have for years participated in secondment or rotation programs with public interest organizations, law firms seeking to place attorneys into public interest organizations as a mechanism for deferred employment, furlough or layoff is a recent trend without much precedent. While these programs offer a potential personnel boon to public interest organizations at a time when budgets are being cut, they present a variety of unprecedented considerations for all parties, from employment to funding.

In order to assist any party considering participating in a program placing law firm attorneys into public interest organizations, APBCO, with extensive input from leaders of public interest organizations, has developed a detailed list of considerations in a variety of areas. These considerations are intended to identify only those issues common to the placement of law firm attorneys (or law students intending to be law firm attorneys) into public interest organizations in order to guide discussions between law firms, attorneys and public interest organizations. How each law firm decides whether, when and at what cost to use such placements as a form of personnel management is beyond the scope of this guidance. (For the

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<sup>1</sup> APBCO would like to acknowledge the efforts and cooperation of the following collaborators and contributors to this project:

*American Bar Association Std. Committee on Pro Bono and Public Service; and Center for Pro Bono  
Bet Tzedek Legal Services  
City Bar Justice Center of the Association of the Bar of the City of New York  
D.C. Bar Pro Bono Program  
Equal Justice Works  
National Association for Law Placement  
New York Lawyers for the Public Interest  
Pro Bono Institute  
Pro Bono Net  
Public Interest Clearinghouse  
Public Interest Law Initiative  
Volunteer Legal Services Program of the Bar Association of San Francisco*

purposes of this guidance, law firm attorneys and deferred law students, except when the difference is significant, to be placed with a public interest organization are referred to collectively as “Placed Attorneys.”)

In addition, this document will identify a national clearinghouse hosted by PSLawNet.org, which will allow public interest organizations to post detailed descriptions of openings for Placed Attorneys, and allow law firms and Placed Attorneys to search for potential placements in the public sector. Included in this document are separate instructions for law firms and public interest organizations on how to access PSLawNet. APBCO encourages the immediate use of this search tool and expresses its gratitude to the National Association of Law Placement (NALP) for its generous and timely assistance in facilitating access to this site.

Finally, we include information on existing local placement clearinghouses which facilitate successful placement of law firm attorneys to public interest organizations on an extended basis or for periodic pro bono work. These organizations may serve as hubs of information for law firms and Placed Attorneys about the number and types of placements available at agencies in their area, and for public interest organizations about the number of potential Placed Attorneys which may be available.

For more information or to contact APBCO, you may send inquiries to [info@probonocounsel.org](mailto:info@probonocounsel.org)

## **PART I. SUMMARY OF ISSUES TO CONSIDER**

### **Employment Issues**

- Is the Placed Attorney employed by the law firm or the public interest organization, or is the Placed Attorney self-employed?
- How will the employment status of the Placed Attorney affect conflict of interest issues for the law firm? Will the clients of the Placed Attorney be imputed to the firm? Will the law firm have to consider the kinds of cases to be handled by the Placed Attorney and request restrictions on the Placed Attorney’s scope of work?
- Who has the right to hire, discipline and terminate the Placed Attorney?
- Assuming that the public interest organization cannot provide employee benefits from its existing budget, who will pay for and/or provide employee benefits, including health care, for the Placed Attorney?
- Is the public interest organization subject to a collective bargaining agreement?
- Will the public interest organization, the Placed Attorney and/or the law firm enter into an agreement regarding the placement, and how will any agreement(s) be enforced?
- Will the law firm and/or the public interest organization accept flex-time, part-time or reduced work schedules by Placed Attorneys?

- Will Placed Attorneys be permitted to take vacation from the public interest organization and, if so, what governs the amount and timing of vacation time?
- Which entity's malpractice insurance, if either, will cover the Placed Attorney?

### **Issues Related to Integration with the Public Interest Organization**

- Who makes individual placement decisions for the Placed Attorneys?
- Does the Placed Attorney have specialized knowledge or experience in the practice area of the public interest organization?
- With its current budget, can the public interest organization afford to integrate a Placed Attorney?
- How long (and by what mechanism) will the Placed Attorney be committed to remain at the public interest organization?
- What will be the law firm's continuing involvement with the Placed Attorney?
- How will the Placed Attorney be trained to integrate into the public interest organization? What kind of substantive training and supervision will be needed and does the public interest organization have capacity to provide it?

### **Issues Related to the Goals for Placed Attorney Program**

- What are the public interest organization's goals for the Placed Attorney program?
- Aside from outplacement, what are the law firm's goals for the Placed Attorney program?
- What experiences and skills does the law firm want a Placed Attorney to acquire?
- How can a law firm work with a public interest organization to help achieve experience and skills development goals for Placed Attorneys?
- How will the law firm evaluate the success of both the Placed Attorney individually and the placement?

### **Other Issues**

- Who will cover extraordinary expenses for the Placed Attorney, such as travel, training, bar dues, bar exam fees and malpractice insurance?
- Does the law firm's Placed Attorney program impact the Placed Attorney's eligibility for a loan repayment program?
- Will the placement of attorneys with a public interest organization reduce, increase or not impact a law firm's direct monetary giving to that organization?

## **PART II. DISCUSSION OF ISSUES**

This section discusses most, if not all, of the issues raised by both law firms and public interest organizations, but in most cases does not attempt to provide definitive answers, as these will likely require specific knowledge of the placement arrangement and jurisdiction of the law firm and the public interest organization. (To the extent practical, APBCO may provide substantive analysis of some issues in separate documents.) The parties should also keep in mind that, inevitably, important issues will not be identified until a Placed Attorney is working with the public interest organization. Flexibility and innovation by all parties – law firms, public interest organizations, and Placed Attorneys – will be essential to the success of these programs.

### **General Issues**

#### ***How might the status of a Placed Attorney impact placement into a public interest organization?***

Deferred Associates: Law students or clerks with offers to start at a law firm in the fall of 2009, who are having their start date deferred to 2010, may not have any experience immediately useful to a public interest organization, particularly if the Placed Attorney is not yet admitted to the relevant bar. They may also resent being “forced” to work for a public interest organization if a law firm stipend is conditioned on such work.

Laid Off Attorneys: Depending on the seniority and type of experience, a Placed Attorney who has been laid off from a law firm may be valuable to a public interest organization, particularly if the Placed Attorney needs little supervision or can supervise others. On the other hand, the Placed Attorney may be actively searching for other employment, and lack any substantial commitment to the public interest organization. And, as with deferred associates, laid off attorneys may be of less value to a public interest organization if they are not admitted to the relevant bar.

Underemployed Attorneys: Attorneys whose employment status with the law firm has been severed while taking a nonprofit “sabbatical,” but with the expectation of a return to the law firm, present similar issues to laid off attorneys, above. From the perspective of a public interest organization, however, an attorney who expects to return to the law firm also presents an opportunity to train an attorney who will be able to supervise pro bono matters once s/he returns to the law firm.

Summer Associates: Many public interest organizations have summer intern programs, though typically those positions are provided to law students who have specific experience in the field. On short notice, few public interest organizations are likely to be able to accommodate summer associates.

#### ***Will the parties enter into a written agreement regarding the Placed Attorney?***

While not all issues identified here will need to be documented in an agreement, the law firm, the public interest organization and/or the Placed Attorney should consider what written agreement(s) should be entered to document each party’s obligations and understandings with respect to the Placed Attorney.

## Employment Issues

***Who is the employer of the Placed Attorney?*** Whether the Placed Attorney is an employee of the law firm, an employee of the public interest organization, or self-employed is a threshold question to be addressed, as the payment of employee benefits as well as many of the other considerations flow directly from who will be employing (as opposed to funding) the Placed Attorney. As discussed in more detail in other sections, the employment status of a Placed Attorney may impact at least the following issues: ethical conflicts; malpractice coverage; union contract obligations; supervision; power to discipline or terminate; and pay scale integration and fairness.

1. *A Placed Attorney could be self-employed, and would then likely be considered a volunteer by the public interest organization.*
  - Health care benefits for a self-employed Placed Attorney may be available through federal COBRA coverage, college or law school alumni plans, bar associations, a temporary major medical insurance plan, or via the employer of a spouse or domestic partner.
2. *The Placed Attorney could be an employee of the law firm and treated as a volunteer or pro bono attorney by the public interest organization.*
  - To date, most rotation programs or fellowships for law firm attorneys have operated in this manner.
  - Because public interest organizations have the most experience with the issues presented by this scenario, they would typically prefer to treat a Placed Attorney as a volunteer, with all benefits directly paid and administered by the law firm.
  - Employee benefits may include salary, bar stipend, benefits, healthcare costs (including COBRA), loan reimbursements, and any other costs that are typically paid by law firms for Placed Attorneys.
  - Placements with public interest organizations in jurisdictions where the law firm does not currently operate may present tax and other employee benefits issues (such as mandatory health care coverage) that complicates whether a Placed Attorney can, as a matter of administration, be considered an employee of the law firm.
3. *A Placed Attorney could be treated as an employee of the public interest organization.*
  - Few, if any, public interest organizations can afford to treat a Placed Attorney as an employee within their current budgetary constraints.
  - A Placed Attorney could, however, be funded by the law firm through a direct donation to the public interest organization that would allow the organization to afford the direct employment costs without disrupting its current budget. This arrangement is analogous to funding for Equal Justice Works fellows.

- The direct and indirect costs of a Placed Attorney considered an employee of a public interest organization may include health care benefits, payroll taxes, malpractice insurance, office space, technology (computer, phone) and the staff costs of training and supervision.

***Who has the right to hire, re-assign, discipline and terminate the Placed Attorney?***

1. Regardless of who is the legal employer of the Placed Attorney, the public interest organization needs to have the authority to select, discipline and remove the Placed Attorney from the placement at the public interest organization.
2. The public interest organization, the law firm and the Placed Attorney should discuss the terms under which the Placed Attorney may terminate his/her placement at the public interest organization.
3. Public interest organizations should communicate with the placing law firm if there is a disciplinary or performance issue with a particular Placed Attorney.
4. The starting and ending dates for a Placed Attorney at a public interest organization will need to be coordinated with the organization based on its current capacity to integrate the Placed Attorney.
5. Public interest organizations typically prefer a one-year commitment by a Placed Attorney, though shorter commitments may be practical depending on the organization and the experience level of the Placed Attorney.
6. The public interest organization may require the authority to alter the assignment of a Placed Attorney or transfer a Placed Attorney to another unit or office of the organization.
7. Before transferring a Placed Attorney to a different office, the public interest organization should consider whether the Placed Attorney would be required to take the bar exam of a new jurisdiction, particularly if the law firm does not practice in that jurisdiction.
8. If the law firm is directly funding the Placed Attorney, it should consider the impact of discipline or removal from placement on compensation for the Placed Attorney. If the Placed Attorney is scheduled to return to the law firm, the law firm should also consider the impact of discipline or removal from placement on the Placed Attorney's ability to return to the law firm.
9. If the law firm is indirectly funding the Placed Attorney in whole or in part (e.g., through a donation to the public interest organization), the parties should consider the impact of termination of the Placed Attorney on this funding.

***How is the Placed Attorney selected to work with a specific public interest organization?***

1. Public interest organizations typically will want to consult in advance with the law firm about any proposed Placed Attorney, and will most likely interview and choose the individual Placed Attorney to ensure a good fit with the organization in terms of experience and demeanor.

2. Law firms may want to match Placed Attorneys with public interest organizations based on the experience of the Placed Attorney and the objectives for the development of the Placed Attorney. A Placed Attorney who is expected to return to the law firm as a litigator will likely want to gain litigation skills, while a transactional attorney may want to develop other skills, even if not purely transactional.
3. A law firm may also want to consider its own capacity to supervise, train and mentor a Placed Attorney. Placements with organizations with which the law firm has worked closely in the past, and has built up a body of knowledge, are likely to be the most successful.

***Will the public interest organization accommodate part-time or flex-time arrangements?***

1. In some cases, Placed Attorneys may have obligations, such as child care, that either preclude them from working full-time or limit the hours they can work at a public interest organization. The parties should consider to what extent a public interest organization can or should accommodate alternative work arrangements.
2. In some cases, a public interest organization may prefer a part-time Placed Attorney, particularly if the organization has limited space or has employees engaged in job share arrangements.

***Is the public interest organization subject to a collective bargaining agreement?***

Before a placement is made, a public interest organization, perhaps in consultation with the law firm, should consider what impact, if any, the retention of a Placed Attorney will have on its obligations under any collective bargaining agreement or similar arrangement affecting its work force.

**Issues Related to Professional Responsibility of the Placed Attorney**

***How will the Placed Attorney be covered by malpractice insurance?***

1. While many public interest organizations carry legal malpractice policies that cover volunteer attorneys, the law firm and public interest organization should determine which party's policy or policies will provide malpractice coverage for the Placed Attorney.
2. In the event that the malpractice policies of the public interest organization or the law firm are insufficient or impractical to provide coverage for the Placed Attorney, the National Legal Aid & Defender Association may be able to provide relatively low-cost coverage as it does for many public interest attorneys.

***Will client representations of the law firm or the public interest organization be imputed to the other through the Placed Attorney?***

1. Pursuant to the ABA Model Rules of Conduct, the conflicts of a lawyer are imputed to his/her law firm or public interest organization. See Rule 1.0(c) ("‘Firm’ or ‘law firm’ denotes a lawyer or lawyers in a law partnership, professional corporation, sole proprietorship or other association authorized to practice law; or lawyers employed in a public interest organization or the legal

department of a corporation or other organization.”); Rule 1.10 (Imputations of Conflict of Interest).

2. Both the law firm and public interest organization should consider the impact, if any, the employment status and/or placement of a Placed Attorney may have on the imputation of conflicts to either or both organizations.
3. The law firm, the public interest organization and the Placed Attorney should understand what limitations, if any, will be imposed on the work of the Placed Attorney, either as a matter of existing or future ethical conflicts or the presence of potential business conflicts.

***What impact will the bar membership status of the Placed Attorney have on his/her ability to work at the public interest organization?***

1. Before a placement is made, the law firm and public interest organization should determine whether state bar rules limit the ability of a Placed Attorney to work with the public interest organization.
2. The parties should also consider to what extent the law firm will support the Placed Attorney’s court and/or bar admission, including preparation, admission and continuing legal education fees.
3. For Placed Attorneys who have not yet passed a bar exam, the parties should consider what impact, if any, the failure of the bar exam will have on the placement at the public interest organization.

**Issues Related to Integration with the Public Interest Organization**

***With its current budget, can the public interest organization afford to integrate a Placed Attorney?***

1. As noted above in the discussion of employment status, there are additional costs of a Placed Attorney at a public interest organization beyond salary and employee benefits. Direct employee costs may include computer, phone, malpractice insurance, photocopying, office supplies, training (such as CLE courses) and legal research database access. Indirect employee costs may include rent, training, supervision, information technology support and insurance.
2. A law firm seeking to send a Placed Attorney to a public interest organization should determine whether the public interest organization is able to cover any of these direct or indirect costs from its existing budget, and consider whether a donation in addition to any existing level of support to the organization to cover these expenses is warranted.
3. A law firm should also consider the extent to which a public interest organization's existing budget presumes a particular level of donation from the law firm, and ensure that the placement of a Placed Attorney does not reduce this contribution.

***Does the Placed Attorney or the law firm have specialized knowledge or experience in the practice area of the public interest organization?***



1. Recognizing that public interest organizations recruit law students and attorneys who have focused their career development in a specialized area(s) of law, a law firm seeking a placement should consider whether the Placed Attorney has developed any expertise in a relevant area (e.g., through pro bono work or at a law school clinic).
2. While law firm attorneys may not have specialized experience in the area(s) of practice of the public interest organization, general legal experience (such as litigation experience) may in many cases provide value to the public interest organization.
3. Law firms and public interest organizations should consider whether, given the number of Placed Attorneys in a given geographic location or substantive practice area, training a large number of Placed Attorneys is feasible.

***What will be the law firm's continuing involvement with the Placed Attorney?***

1. If the law firm has worked closely with the public interest organization hosting a Placed Attorney, it should consider to what extent it can train, supervise, co-counsel with, or otherwise support the Placed Attorney during the placement. This continuing involvement may include, for example, allowing the Placed Attorney to attend law firm training programs.
2. A Placed Attorney may be more valuable to a public interest organization if that attorney is planned to be re-integrated back into the law firm and able to continue to provide pro bono representation to the clients of the public interest organization.

***Will the public interest organization be responsible for providing a performance evaluation for the Placed Attorney?***

1. The law firm and the public interest organization should consider to what extent the public interest organization is expected to provide the law firm with an evaluation of the performance of the Placed Attorney.
2. All parties should understand the extent to which the Placed Attorney's performance at the public interest organization will impact his or her advancement at the law firm.

***How can a law firm work with a public interest organization to help achieve experience and skills development goals for Placed Attorneys?***

1. Parties should discuss experience and skills development goals in advance and include these goals as part of the evaluation process.

***How will the Placed Attorney be integrated into the public interest organization?***

1. All parties should consider the extent to which introducing the Placed Attorney into a public interest organization, many of which have been required to terminate experienced attorneys because of budget shortfalls, will have on the work environment of the organization.

2. In particular, the parties should consider the extent to which (a) the Placed Attorney has sought this placement, (b) a salary or stipend paid to the Placed Attorney is inconsistent with the pay scale of the public interest organization, and (c) the Placed Attorney will be subject to the same work requirements and performance expectations of the attorneys at the public interest organization.

### **Other Issues**

#### ***Does the law firm's Placed Attorney program impact the Placed Attorney's eligibility for a loan repayment program?***

1. A Placed Attorney should consider to what extent his/her law school offers a loan repayment assistance program and how a placement with a public interest organization impacts eligibility under such a program. For instance, Harvard Law School's Low Income Protection Plan operates using the following income formula:

<b>2008-2009 LIPP Participant Contribution Guidelines</b>	
Gross Income	Portion of Annual Income Graduate Pays Towards Loans Before LIPP Assistance Begins*
\$42,000 or less	none
\$42,001-\$48,000	20% over \$42,000
\$48,001 and above	\$1,200 + 40% over \$48,000

\*The monthly expected contribution cannot be applied to "non-LIPP" or LIPP-ineligible loan payments.

2. In consultation with the Placed Attorney, the law firm and public interest organization should consider whether the qualifications for a loan repayment assistance program impacts decisions regarding the legal employer or other terms of employment of the Placed Attorney.

### **PART III. A NATIONAL PLACEMENT CLEARINGHOUSE: PSLAWNET.ORG**

PSLawNet, operated by NALP, is the leading public interest law job database, subscribed to by nearly every law school in North America, giving those schools' alumni and current students free access to job listings. As a service to the legal community, PSLawNet has agreed to serve as a national clearinghouse for public interest organizations to advertise themselves as host organizations for Placed Attorneys. This service is free both for NALP member law firms searching the listings and for public interest organizations to post notices. Below and attached are instructions on how law firm staff and Placed Attorneys search for potential public interest placements and how public interest organizations can post an opportunity for a placed attorney.

***How do law firm staff and Placed Attorneys search for potential placements at public interest organizations?***

1. Create a Job Seeker account

- Alumni of the 200 PSLawNet subscriber law schools - can create a “Job Seeker” account on PSLawNet at no charge. Go to the PSLawNet homepage @ [www.pslawnet.org](http://www.pslawnet.org) and click on the “New User?–Job Seekers” link on the right side of the page.
- Those who are not subscriber school graduates - should contact PSLawNet directly at [pslawnet@nalp.org](mailto:pslawnet@nalp.org) to receive an account number for a cost of \$25.
- Professional staff (i.e. recruiters, pro bono administrators, etc.) who work with NALP member law firms, but who are not otherwise eligible for free PSLawNet access, can create one free account for their law firm by contacting us. Staff at non-NALP member law firms should contact NALP about an individual subscription for the law firm.

2. Searching for opportunities

- After registering and logging in to PSLawNet, a “User Options” menu will appear on the left side of your screen. Within that menu, click on “Search Opportunities.” This will take you to a job-searching template.
- **IMPORTANT:** On the job-searching template, you may search by various criteria in different search fields. One of the first fields in the template is called “Job Type.” Scroll down on this menu and select “**Law Firm Associate Host.**” This is the job type that public interest organizations will use to advertise openings for Placed Attorneys through placement programs.
- After you have selected the job type “Law Firm Associate Host” you may further narrow your search geographically and by practice area.

***How does a public interest organization advertise itself as a potential host for Placed Attorneys?***

1. Create a profile

- Public interest organizations may create an employer profile on PSLawNet and post job announcements at no charge. Begin at the site homepage ([www.pslawnet.org](http://www.pslawnet.org)) and select “New User?-Employers” on the right side of the screen.
- **IMPORTANT:** If you are not sure whether your organization already has an employer profile on PSLawNet, contact PSLawNet ([pslawnet@nalp.org](mailto:pslawnet@nalp.org) or 202.296.0076) before creating one. PSLawNet contains over 11,000 profiles, and it is likely that your organization is already profiled even if you are unaware of it. PSLawNet can provide login information for your profile if it already exists.

## 2. Add an opportunity

- As soon as you log in to PSLawNet, a “User Options” menu will appear on the left side of the screen. Within that menu, click on “Add Opportunity.” This will take you to a job-posting template.
- **IMPORTANT:** On the job-posting template, the first field you must complete is called “Job Type.” From this drop-down menu, select “**Law Firm Associate Host.**” This is the job type that law firms and Placed Attorneys will be using to search for host placements.
- If you prefer, NALP will post your job announcement for you. Please email it to NALP at [pslawnet@nalp.org](mailto:pslawnet@nalp.org).

## **PART IV. LOCAL AND REGIONAL PLACEMENT CLEARINGHOUSES**

As law firms and public interest organizations try to make sense of these new relationships, ABPCO strongly encourages them to connect with any of several established organizations that facilitate successful placements, if one exists in their region. These organizations offer a range of support services to assist with retail, not wholesale placements with consideration of several factors they believe affect the likelihood of a successful placement including the law firm’s motivation(s) for offering a public interest stipend, the Placed Attorney’s interest(s) in particular issues or types of professional development, and the public interest organization’s capacity to support the placement.

*Which organizations serve in the role of a local or regional clearinghouse?*

### **California**

Julia R. Wilson, Executive Director  
Public Interest Clearinghouse  
Legal Aid Association of California  
415.834.0100 Ext. 306  
[jwilson@pic.org](mailto:jwilson@pic.org)  
[www.pic.org](http://www.pic.org)

### **Chicago**

Susan J. Curry, Executive Director  
Public Interest Law Initiative (PILI)  
In Partnership with the Chicago Bar Foundation  
312.832.5128  
[scurry@pili-law.org](mailto:scurry@pili-law.org)  
[www.pili-law.org](http://www.pili-law.org)

### **New York City**

Carol Bockner, Director of Pro Bono Initiatives  
City Bar Justice Center  
Association of the Bar of the City of New York

212.382.4714  
cbockner@nycbar.org  
[www.nycbar.org](http://www.nycbar.org)

**Washington, D.C.**

Mark Herzog, Associate Director  
D.C. Bar Pro Bono Program  
D.C. Bar Association  
202.737.4700, Ext. 206  
mherzog@dcbar.org  
[www.dcbar.org](http://www.dcbar.org)

***What do the local and regional placement clearinghouses offer law firms, attorneys and public interest organizations?***

These local and regional placement clearinghouses may offer a range of support services, including:

- Recruit public interest organizations in each region that are able to host Placed Attorneys, with the potential to recruit additional agencies based on the interests of the Placed Attorneys and the law firms.
- Serve as hubs of information for law firms and Placed Attorneys about the number and types of placements available at agencies in their area, and for public interest organizations about the number of potential Placed Attorneys which may be available.
- (California) Work closely with programs serving rural areas to enhance their capacity to participate in this opportunity, both in the initial and post-placement phase.
- Counsel Placed Attorneys about the specific opportunities available at the public interest organizations, which they are able to do because of their extensive experience working with them.
- Assist public interest organizations determine what type and level of support they need to host Placed Attorneys, and coordinate/facilitate to assist public interest organizations obtain that support. Some support may come from the law firm sponsoring the Placed Attorney (e.g., cash or in-kind). Other support may come from other law firms (e.g. office space; legal assistants), public interest organizations (e.g., mentoring), etc.
- Provide structure and support, not just during the placement process but for the duration of the placement:
  - Provide training opportunities on a statewide and/or regional basis.
  - Connect with the Placed Attorney and the public interest organizations during the course and at the end of the placement to assess satisfaction.
  - Help manage and renegotiate unsatisfactory relationships.
  - Provide support to the law firms and public interest organizations in the event of an early separation.

- Facilitate and encourage Placed Attorneys to become ambassadors for their public interest organizations specifically, and pro bono generally, once they return to their law firms.
- Ensure that Placed Attorneys engage in real legal work - direct representation, legislative advocacy, policy development, impact litigation, legal research and writing, transactional, etc.

***Will these local and regional placement clearinghouses guarantee placements?***

These organizations do not guarantee placements for all Placed Attorneys, nor do they facilitate certain placements (e.g., law firms that wish to place some of their Placed Attorneys in-house with their clients or at government agencies).