



# legal hotline

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**QUARTERLY**

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### *End of an Era*

AARP Foundation has decided to discontinue its sponsorship of the Legal Hotlines Technical Support Projects in light of new priority areas identified through its strategic planning process. The Foundation will tighten its focus on core areas and approaches that most strongly support the Foundation's strategic plan. While the Technical Assistance for Legal Hotlines program has had a successful history of assisting and strengthening hotlines, the Foundation has decided to strategically focus on other activities.

Project Staff expect to stay on for a couple of months to help the AoA National Legal Resource Center awardees, which should be announced by September 30, incorporate legal hotline technical support functions.

The National Legal Training Project will also be discontinued as a result of the Strategic Planning Process but AARP Foundation will continue to produce the National Aging and Law Conference.

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The AARP Foundation is AARP's affiliated charity. Foundation programs provide security, protection and empowerment for older persons in need. Low-income older workers receive the job training and placement they need to re-join the workforce. Free tax preparation is provided for low- and moderate-income individuals, with special attention to those 60 and older. The Foundation's litigation staff protects the legal rights of older Americans in critical health, long-term care, consumer and employment situations. Additional programs provide information, education and services to ensure that people over 50 lead lives of independence, dignity and purpose. Foundation programs are funded by grants, tax-deductible contributions and AARP.

## **Experienced HL Manager Dialogue: A Report from the Equal Justice Conference**

*By Ellie Crosby Lanier*

Managing a legal hotline is one of the more challenging jobs in the legal services community. Over the years, experienced hotline managers have served as excellent resources and support for each other on a wide range of issues, such as recruiting and retaining staff, deftly handling increasing numbers of calls, staff training and supervision and assuring high quality advice and assistance, among other things.

In recognition of the benefits of learning from each other's experiences, a session for experienced managers was convened at the Equal Justice Conference in May. The half-day session was designed to be flexible and was intended to take advantage of the expertise and perspectives of experienced managers in attendance at EJC. The session was envisioned and led by Joan Kleinberg of the NW Justice Project, Kari Deming of MI CALL, and Cheryl Nolan of LSC. Ellie Lanier of the AARP Foundation Technical Support for Legal Hotlines Project served as scribe.

In attendance were managers from hotlines all over the country, representing a variety of hotline models. Managers present represented both LSC and non-LSC funded centers, state and regional hotlines, hotlines working with special populations or priority issue areas, and hotlines using different models of delivery, such as those that use screeners and those where the advocate answers the initial call.

Joan opened the floor to generate a list of the most pressing topics for the managers in the room. A long list was generated but it became clear that there is a universality of issues related to hotline management: Even in different hotline models, many of the challenges are similar; however, many of these issues are unique to hotlines and are not relevant to other legal service delivery models. As the group began to discuss different topics of interest, we realized that most of the issues are intertwined rather than discrete issues. The summary below of the discussion reflects this interconnection.

## **Call Volume**



Virtually every hotline manager has grappled with volume problems and there was a spirited discussion of the different ways the high demand for service is experienced by callers. Despite the virtues of telephone software and capabilities, clients may experience a relatively long wait time or get a busy signal. The increased use of cell phones by clients has had an impact on the process because many callers have to pay for the time they are waiting in line for assistance. Also calls may be dropped or a cell battery may die during the wait time, which can be frustrating to both the caller and the hotline advocate.

Some managers were happier than others with their phone system, but all agreed that high volume has a negative impact on callers, and hotlines should continually assess whether their current system is working for callers or applicants for service. One manager noted that older clients prefer to have a live person answer the call. All of the managers agreed that a system that minimizes call backs is critical to efficient management.

The group conceded that there never will be enough resources, so managers need to develop methods to triage to determine which callers should be served first. All agreed that these methods must be fair and not arbitrary. It was noted that call volume is a function of many factors, such as population size, the longevity of the hotline, and how the system is managed. The group discussed whether there is a standard amount of wait time that is acceptable, or whether what is acceptable varies depending on a number of different factors.

Many hotlines try to make the most of wait time by enabling a caller to hear legal information, to participate in surveys, etc. during the wait. Managers noted that increasing hours for intake does not solve the problem. In many places, increasing hours simply results in increased demand. There may never be enough resources to meet the need, and while this is frustrating, it can be managed.

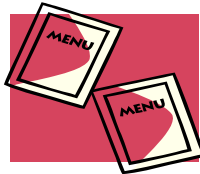
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Experienced managers rely on technology to help manage their system by keeping track of factors such as which callers get through and when, and who is likely to abandon the queue and when. Of particular concern are callers who wait in a queue only to learn that they cannot be helped by the hotline. To address those who get through by mistake, CALL in Michigan implemented a menu system with lots of legal information that can be accessed while the caller is waiting. As a result many callers get the legal information they need during the wait, and hang up before speaking with an advocate.

As Kari described CALL's menu system, the information scripts are four minutes or less- one page of information- and they have a couple of hundred information scripts broken down by subject matter. A caller opting to listen to legal information on their selected topic will not lose place in queue if they chose to wait. As a result, many inappropriate calls can be diverted successfully this way. It was noted that even hotlines without a comprehensive system could use hold time to direct callers to legal information on the web. If a caller just needs some simple information rather than tailored advice, this might work to divert calls and alleviate volume problems, enabling those who need to speak with an advocate to get served sooner.



Other hotlines provide an option to leave a voice mail message immediately so there is no need to wait. While this can be a better option for callers, it can result in call back problems such as telephone tag and a large number of voice mails that must be returned. Most managers have a policy for call backs to address the number of times a call back will need to be made, safety issues for clients as to whether and when they may be called, and when a letter should be sent to confirm. There was interest in the group in sharing examples of call back policies.

## Brief Services



Most managers of hotlines that provide brief services in addition to telephone advice struggle with the best way to provide these services, and how to avoid a brief service case morphing into a case that cannot be efficiently handled by a hotline. One hotline successfully instituted a policy requiring supervisor approval if more than two hours will be spent on the problem. Issues related to client expectations and extrication from cases that evolve to need more help than a hotline can provide are a constant challenge for hotlines that offer more than legal advice. Some categories or types of cases lend themselves more to brief service, and managers can and should use data to identify cases (such as in the area of family law, for example) that tend not to lend themselves to effective brief service. Developing standard client letters seemed to be an effective way to address brief service for many of the managers present.

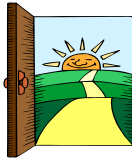
One program has developed an effective protocol, called a case service plan, that dictates who can be served by brief service and what they can get as brief service through the hotline. This protocol helps advocates figure out which cases to keep and which should be transferred to a full service unit. Under this model, the field office has to take the case if it fits the protocol. The protocol is set up by substantive area and dictates what the program can do under each case type. In some places, this system would be difficult to fully implement because hotlines are not sure whether (and cannot guarantee that) a case will be handled by the full-service unit. Sometimes, where there is no good referral, a hotline advocate may choose to try to do more.

The managers in attendance agreed that the key is providing the right level of service for right caller- i.e. making sure that time spent on brief service is likely to result in a positive outcome for client. Limiting the types of matters that are getting legal advice or brief service can act as a control because the screener then knows what will happen with each call. It was noted that if using an attorney model rather

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than case screeners to pick up the call, this can be challenging because the attorney would rather give a little advice to the caller, even if it does not fit under the protocol.



Participants agreed that if the legal hotline is the front door, then we want it to be as wide open as feasible. We would rather do a little to help the caller, if possible, even if no additional assistance is available for full service referral. The philosophy is to try to do what we can to assist, rather than to screen people out. It was noted that managers can and should collect information about those cases that cannot be placed, because it is an indicator of unmet legal need. These cases often help hotlines and their partners identify emerging legal issues, as well.

One manager noted that her call data indicates that 1/3 of their calls are new people with new problems, 1/3 of calls are repeat callers who get sent to a person who is working with them, and 1/3 of calls are inappropriate. This type of information can be extremely helpful in designing and modifying hotline systems.

In sum, the group recognized that the volume issue has a number of different facets. In one hotline, the full service program takes less than 10 percent of cases referred by the hotline. Their new phone system enables a screener to develop the case file and enter it into the system with a priority code. They utilize three categories of call priorities: an urgent time sensitive call goes to next advocate, a call that is time sensitive but not an emergency will be called back later in the day at a scheduled appointment time, and a call that is not urgent or time sensitive will be scheduled for a call back within three days.

Of course, different client populations prefer different methods of access- a key is trying to match the need and your ability to make a positive difference with the right client and the right problem type.



## Staff Burnout

Keeping staff energized and focused on delivering quality services while faced with times of heavy demand is a challenge for all hotline managers, and the group represented at EJC was no exception. The most popular solutions to address staff stress involved creating time and space for staff to breathe, talk about issues, and to learn new skills or substance. Below is a list of ideas currently employed by managers to deal with staff burnout:

- One day each month we close the office and bring in trainers- everyone takes a breath;
- On Friday staff get to leave at 1 pm;
- We hold regular staff meetings and trainings and the line is not open then;
- Limiting the hours open - this tactic is used in many hotlines to keep staff sane;
- Shortening the work day to close during times when call volume not heavy;
- Having screeners and protocols helps attorneys – makes sure that attorney time is limited because the data is already in system;
- Limit on maximum number of calls an advocate can take in a workday- minimum is not set but rather dependent on how many people call;
- Sense of humor helps;
- Highlighting good work;
- Honor your staff- appreciation week- thank them for their work, recognize with awards, etc.

## Noise level solutions

Many hotlines struggle with noise levels because a busy hotline tends to be noisy. Addressing high noise levels, while maintaining an environment conducive to sharing and collaboration can be a challenge. Managers had a range of approaches, from providing private offices to all hotline attorneys to keeping everyone together in one room. There is no one ideal approach. Below are some of the ways that managers have tried to address noise level issues:

- All attorneys have own offices;
- Screeners are cubed but set up minimizes issues



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- Plastic screens above cubicle;
- Move off speaker phone- conference the two translators onto one line, use an office for that purpose;
- Call in sound specialists;
- Use noise canceling headsets;
- Segregate louder folks into one area, according to style or compatibility, etc.
- Use the noise as a clue to supervision.

### Cell phone solutions

As mentioned above, the increasing use of cell phones has raised new problems for many hotlines. Waiting in queue burns client cell minutes and batteries, and batteries can die mid-call. One hotline asks for a landline or alternate number immediately in case the client is cut off or in case of an emergency. It was noted that there are available services/soft and hardware that can put a caller into the queue without requiring them to hold- this may be expensive at present, but it is available. Caller id is a great timesaver because the advocate can easily redial if the call drops.

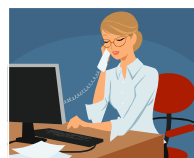


Some of the managers wanted to know more about VOIP systems and how they can be used to address some of the issues presented. It was explained that Voice Over IP takes components of phone lines and transfers them digitally through computer cable. Using VOIP gives a hotline flexibility to program the system to perform a lot of different functions such as call backs, forwarding, etc. However, voice data streams are big. Therefore data must be balanced so that the system can select priorities for use. Basically under VOIP the information passes through a computer network line. A voice message can be saved to a computer file, which is a helpful feature for hotlines. Of course, it can be a big headache if the system goes down. Participants thought that that it would be very helpful to have additional information, resources, and product evaluations on VOIP since there seems to be limited use, but lots of interest in our community.

### Volunteer Lawyer Issues and Solutions

Many of the hotlines are integrating volunteer advocates into their systems to increase capacity to provide services. Training and maintaining quality volunteers can be a challenge, however. Below are some ideas that programs have used to increase and improve the ability of volunteers to effectively function in the hotline environment.

In one state, the Bar's disciplinary board can "sentence" attorneys to community service with their helpline. Another hotline has partnered with a large local law firm who provides a panel of attorneys who donate at least one evening per month to hotline work. The hotline can host the volunteers on site or send calls to a volunteer's home or office and the manager provides legal supervision to the volunteers. This partner firm has a focus on transactional issues and consumer litigation. Matching a volunteer's substantive legal expertise to the caller's problem remains a challenge for this hotline, and the manager has responded by developing training for volunteers on common hotline calls and trying to match calls with volunteer expertise, where possible. This model has worked well for volunteers because it affords flexibility to handle calls either from the hotline or from an off site location and provides flexibility as to volunteer scheduling. The manager notes that this model is a bit more labor intensive for the screener, who works hard to match the calls with appropriate volunteers. It has been important for the screener to develop information about each volunteer's areas of expertise and the types of calls volunteers will handle. A CD with a resource directory and forms is provided to all volunteers in this model, enabling the volunteers to easily access training information and hotline referrals protocols. The CD has been a useful tool for volunteers in rural areas, but with the hotline's small staff it has been hard because there is a lot of work involved. (See pages 9 and 10 on Pro Bono marketing).



MI has an internet representation project where clients fill out application on-line at website that is accessed through library or home computer- volunteers scan question list and e-

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mail reply directly. There is no identifying information posted so no conflict check is needed- volunteers can control what questions they take or answer. The project supplies only limited assistance (since no in depth information about the question or problem is supplied) but it is a great volunteer opportunity and also provides some service to clients- It engages volunteers who aren't interested in handling full service cases or cases requiring ongoing assistance.

Work stations at CLEAR in Washington State enable volunteers to log on and handle cases on regular basis. The volunteer advocates are supervised by staff who will follow up on the cases, where needed.

Another program has trained volunteers to be call screeners. Volunteer attorneys agree to give two hour blocks of times. This program tries to engage generalists and small practitioners, and it transfers calls directly from the VOIP system to the volunteer's office via computer file. A system like this one can raise some issues related to a volunteer's ability to access the case management system. A solution is to use a form that the volunteer fills out in lieu of direct access to client databases. This form can be electronic.

There was a spirited discussion of what qualities make a strong volunteer. CLEAR shared a lesson learned over many years of working with volunteers: don't invest in volunteers who are between jobs because they may not stay after they find full-time employment. It was also suggested that programs require a minimum number of hours for volunteers. Joan finds emeritus attorneys to be a great source because there is no current client base to deal with regarding conflicts. Washington state has enacted Model Rule 6.5 which has helped tremendously, as well.

Managers discussed how to find the balance between providing an experience that works for the volunteer so it increases access and developing policies and procedures that address adequate quality and supervision to avoid a system that is too labor intensive for the benefits. Most of the partici-



pants stated that they would like to use volunteers more if they could find the right balance. Also using students has been really effective for some programs, especially from a technology perspective- students and newer attorneys are extremely efficient and able to quickly adapt to new technology systems.

The group discussed whether to hire from a volunteer pool. It was noted that moving a volunteer into a paying position can be tricky. One participant suggested that volunteers be used for discrete project work like follow up surveys, updating the local rules sheet, SOLs, etc. rather than ongoing case work.

### **Productivity Solutions**

Productivity in the face of rapidly expanding need for services is a challenge for all hotlines and the group spent time sharing solutions to this challenge. One manager shares a productivity report with staff monthly so that advocates can see how their productivity compares to that of other staff members. Everyone sees the information broken down by advocate and this serves as a discussion platform. It can be woven into staff evaluations, as well.



One program sends a "Top 10 list" that includes productivity numbers but not staff names. Managers noted that productivity can develop into a morale issue if staff members come to feel that colleagues are not handling their "fair share" of incoming calls. One program has a whiteboard that screeners use to keep track and make sure call distribution is fair- the attorney who is next in line gets the call so it stays equitable. Everyone recognized that all calls do not require the same level of advocacy, so looking simply at numbers of calls does not provide a true picture of an advocate's work.

Another manager noted that the ability to speed through calls is not always desirable, if the advice or service provided is superficial and not likely to produce a positive outcome for the client.

Some programs don't quantify productivity but rather have an ongoing conversation about client

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needs and how staff can work together to best address client problems and concerns. Programs find it is useful to have meetings with staff at least quarterly. These meetings help managers tailor measures and expectations for individual staff based on what other activities they have at the time (for example, writing manuals, participating in task forces or bar meetings, etc.)

One program has a posted expectation as to advocate productivity. The example given was that for every six hour phone shift (or seven hour work day) there would be nine new cases entered into the system. Another program stated that for a six hour shift, staff would average 2-3 calls per hour. The manager runs numbers quarterly and gives each staff member his or her number against the office average. Managers discussed the importance of considering that some callers will require multiple contacts with the office and that this has an impact on number of new cases or calls that can be handled.

### **Frequent Flier Solutions**

Any discussion of calls that require multiple contacts leads to a discussion of protocols and tools for dealing with frequent flyers and the managers represented had a lot of experiences to share in this area. One program uses a flagging system to identify callers who may need additional management- they have developed a special script for addressing repeat callers. Allan Parker has done extensive work in this area- at some point a caller might get on “banned” list where unless they are presenting a new problem or issue, they will not be able to receive further service.



The key is to determine whether the repeat call is productive for the client, or a waste of time. To increase efficiency, programs should assure that if there are extensive case notes in the system, the repeat call will go to someone who is either already familiar with the client’s situation or who will take time to read the collected information rather than starting anew with a current or former client. The group discussed whether and when a case would remain open in this type of situation. Most programs

try to close the case on the spot and reopen it if further contact occurs. For serious repeat problems the manager does the callbacks. Programs agreed that it is important to develop procedures or guidelines for repeat callers to assure consistency on when to proceed, or when to give case file back to the advocate who worked it earlier.

An underlying goal is not to use up resources unnecessarily- to employ resources appropriately but efficiently. The group recognized that sometimes a certain advocate is better or more successfully able to assist a certain caller. With part time staff, programs are not always able to link to prior advocates; they aren’t always on duty when the client calls.

The group considered ways to assure screeners can identify whether a call is a new case or the continuation of a previous issue. One suggestion was to direct these calls to supervisor who decides whether it should go back to previous advocate or be placed with a different staff member. Under most systems, screeners need to know when the advocates are scheduled next and also be able to assess whether caller can wait safely for assistance.

### **Issues and solutions related to Brief Services**

Striking the appropriate balance between handling call volume while at the same time fulfilling the mission of providing quality service, (including brief services where this is likely to yield results) is a basic tension or contradiction faced by most hotline managers. This issue was discussed in depth earlier, and below are some of the solutions suggested by managers as part of this discussion:



One program schedules mornings for new calls and afternoons for work on brief services or follow up for the morning’s calls. Heavy call volume makes providing more than the most basic service difficult, and getting to initial callers promptly is more difficult if additional services or follow up are required or offered.

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Since each program is so different, it is really difficult to compare how the balance works between programs- for example, a program using screeners will have a different experience and needs from one where the attorney gathers the initial information, and a unit handling general calls will have different tensions than one that provides services in a specialized area of law. One method discussed is to try to add total hours per advocate divided by cases and look at it over a longer period of time (6 month stretches) so that it balances out and provides an accurate picture of volume and case complexity. A survey of advocate productivity at 11 diverse hotlines can be found in the Legal Hotlines Self-Evaluation Project Report, 2003, [www.legalhotlines.org](http://www.legalhotlines.org). The group discussed using the numbers of call backs as a management tool to demonstrate a need for additional resources.

### Issues and Solutions to Supervision and Quality Control

Striking the balance between speed, accuracy, and efficacy has an impact on supervision and quality control, as well. The group agreed that it is the best practice for a manager to review each case note, but this can be extremely time-consuming. One program noted that it was very useful to develop a standardized template for notes - this template lists issues first, then facts, then the advice provided, then the result (IFAR)- Using the template makes it much easier for a supervisor to review notes. With experienced attorneys, the supervisor can focus on the key areas of the case file quickly.



One program restructured their management system so that staff attorneys share the responsibility of case review. This has fostered collegiality among advocates. Peer supervision or mentoring is also helpful because it increases staff interaction and learning from each other, while at the same time taking some of the burden off of management. Also, reviewing others' work can be a great way to learn additional approaches and strategies to use with cases. Most staff like the review because it is an extra set of eyes and people know that someone has their back.

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The group agreed that the best practice standard entails a review within 24 hours of the case closing.

An experienced manager noted that sometimes great hotline advocates take terrible notes and sometimes advocates take great notes but the work behind the case isn't as thorough, so sometimes it is difficult to determine the quality of the legal work from reading the case notes. This is a training and development issue, and often it takes someone on-site to know if that disconnect is present in some way. For this reason managers may choose to listen in on calls in addition to reviewing the notes.

Out of state referrals pose a constant challenge for one of the hotlines. It is difficult to keep up with the priorities in different places and it can be frustrating to make referrals to programs in other states. The group discussed ways to avoid client bounce, and thought a uniform system for out of state referrals would be helpful. It is also difficult to help callers who live in one state but who have a legal problem or are trying to deal with an adverse party who is based in another state. One manager wished that someone who has a problem in another state could get help where the problem is, even though this is not necessarily where the caller lives.

The managers thought that it would be helpful if the LSC website listed contact info for inter-program referrals, so each program making a referral could be sure to send someone where they are likely to get help. However there is no LSC requirement for a formal referral process between grantees. Referral protocols tend to be program specific, so there is no way to impose uniformity. Also venue issues and residency issues can exist even within a state. Programs need to develop protocols for referrals with partners in the areas most likely to arise for clients. Callers should know what to expect when a referral is made. Sometimes this is the best we can do.

The dialogue will continue to develop as hotlines gain more experience. We all benefit from sharing our experiences and solutions to the ongoing challenges of providing the best legal assistance possible in a hotline format. If you have ideas for future dialogues or hotline related sessions at EJC, please contact Cheryl Nolan at LSC, Joan Kleinberg at CLEAR, or Kari Deming at CALL.

## Profile of a Law School-based Senior Legal Helpline: South Dakota Senior Legal Helpline

Professor Mike Myers of the University of South Dakota, School of Law, established the South Dakota Senior Legal Helpline six years ago after unsuccessfully applying for Administration on Aging helpline funding.<sup>1</sup>

The hotline is an outgrowth of Professor Myers' outreach to rural seniors through a weekly column called "The Elderlaw Forum," which is published in some 50 rural newspapers in several states. Professor Myers receives most of his calls on the helpline from seniors who have read his column and have questions about their rights. In addition, Myers uses his helpline calls as the basis for articles in his column. He also uses calls to identify issues to discuss in a weekly radio broadcast that airs over two large commercial stations, one on the eastern and one on the western side of the state.



Professor Myers operates the North Dakota senior legal helpline as part of his service obligation as a member of the law school faculty. He also teaches elder law, health care law and policy, the business of law and alternative dispute resolution, and co-manages the University of South Dakota Low Income Tax Clinic. Without any special funding, Myers manages to reach thousands of seniors in rural areas through his column and radio program, and helps others one on one pro bono through the helpline, which is reached through a state-wide toll free number. Calls are routed through one of the law school secretaries.

Myers estimates that around ninety percent of his calls involve provision of simple legal advice to callers. However, where necessary he makes appropriate referrals or provides more in depth service pro bono. Like most Senior Legal Hotline advocates, he thoroughly enjoys his work on the helpline. For more information about the South Dakota Senior Legal Helpline, please contact Professor Myers directly at Michael.myers@usd.edu.

1. In 2006, the Administration on Aging ceased direct funding of senior helplines, and instead established the Model Approaches Project which provides funds for integrated legal assistance systems through cooperative agreements with Legal Services Developers and State Units on Aging. For more information on the Model Approaches concept and/or current Model Approaches projects, please contact Omar Valverde at the Administration on Aging at Omar.Valverde@AoA.hhs.gov.

## How to Attract and Keep Volunteer Attorneys and Law Students

*(Excerpted with permission of Professor Deborah Schmedemann)*

A recent study by Professor Deborah Schmedemann of William Mitchell College of Law provides important information about volunteer preferences for pro bono activities. Of note to the legal hotline community, two-thirds of respondents indicated that providing legal advice to an individual was their preferred pro bono activity, which was the highest ranking preferred pro bono activity. Respondents ranked litigation of a precedent setting case lowest of all options (6%). These results indicate that volunteers should find hotline work to be extremely satisfying.

Another notable result addressed needed support for volunteers. Respondents were asked to select two types of support for their volunteer work. The top two were sample documents (58%) and having an experienced mentor to assist (45%). Manuals and training on the pertinent law and procedures (methods commonly used by programs) ranked in the middle with 34% and 24% of respondents selecting them, respectively.

The full results should be very helpful to programs that want to expand their use of attorney and law student volunteers, and are summarized in the chart on page 10. For more information or for the full results, please contact the report's author Deborah Schmedemann: [deborah.schmedemann@wmitchell.edu](mailto:deborah.schmedemann@wmitchell.edu).

### Hotlines and Self-Help

Self help centers are a great complement to hotline advocacy. Many hotline callers can be referred to self-help programs for additional information and assistance to handle their case. A useful website is [www.selfhelpsupport.org](http://www.selfhelpsupport.org). This site includes information on self-help center best practices, including a revised edition of "Best Practices in Court-Based Programs for the Self-Represented: Concepts, Attributes, Issues for Exploration, Examples, Contacts, and Resources." The report, prepared by the Self-Represented Litigation Network, includes examples, contact people, and resources for all best practices.

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# “MARKETING” PRO BONO OPPORTUNITIES

Results of Surveys of 1,000 Law Students and New Lawyers

  
**WILLIAM MITCHELL**  
 COLLEGE OF LAW

### THE PRODUCT

Lawyers were asked to pick three preferred tasks:

Type	Performed
Providing brief advice to an individual	66%
Full case representation in a fairly routine matter (may involve negotiation, ADR, agency proceedings, litigation in court, appeals work)	64%
Advising an organization	37%
Handling a business matter for an organization	30%
Making a presentation about a legal topic to people affected by the law	21%
Lobbying a legislative or administrative body	8%
Litigation of a precedent-setting case	6%

### THE REASON

Lawyers were asked to rate these motivations on a scale of 1-5:

Values*	To express or act on important values
Enhancement 3.62	To grow and develop psychologically
Understanding 3.53	To learn more about the world
Career 2.63	To gain career-related experience
Social 2.37	To strengthen social relationships
Protective 1.63	To reduce negative feelings

\*65% stated groups, 21% causes, 13% principles

### THE PITCH

Undergraduates were asked to rate these messages on a scale of 1-5:

Message	Mean on 5-point scale
A simple story + the lawyer's comments	3.79
A photograph of man's hand reaching toward and just touching a child's hand	3.43
A statement about pro bono by the bar association president	3.39
An article about the business advantages of pro bono	3.29
Statistics re lack of access by the poor to legal services	3.24
A profile of the winner of a pro bono award	3.23
A nuts-and-bolts explanation of a pro bono program	3.19

Friends' and partners' pitches are more effective than bar leaders' pitches.

### TECH SUPPORT

Lawyers were asked to pick two from a list of six:

Sample documents	58%
An experienced attorney as back-up, mentor or co-counsel	45%
Manual on the pertinent law and procedures	34%
Training on the pertinent law and procedures	24%
Training in pertinent practice skills	20%
Education or information about the life situations of pro bono clients	12%

### THE BENEFIT

Lawyers were asked to compare their pro bono and other work:

Pro bono work is ___ than regular work.	less satisfying	equally satisfying	more satisfying
A. The work's intrinsic interest	20%	65%	15%
B. The work's connection to broader social issues	10%	46%	44%
C. The amount of autonomy and responsibility	12%	64%	24%
D. Recognition for your work	22%	58%	20%

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