

## Placement Audit

### **Section 1: Structures: Physical, Organizational, Financial**

Section 1.1: Physical Structure: describe your physical workplace environment. Include details about the cafeteria, offices, furniture, waiting area, degree of privacy, conference rooms, etc.

Section 1.2: Organizational structure: describe the power structure in your organization. Tell us about the chain of command and supervision in your organization. Is your organization broken down into departments and if so, please describe the departments by name, who heads them and how many attorneys report to those department heads? Is the chain of command centralized here in Spokane or is there another office elsewhere to which your Spokane office is accountable? How many attorneys, judges and other professionals work in your office? Describe the daily tasks of supervisors that don't involve lawyering or directly representing clients. How much time do these supervising attorneys spend on administrative issues, as opposed to lawyering, in a day or a week? How many paralegals, clerks, administrative assistants or other non-attorney staff does your organization employ, how many attorneys do they support and what are their daily tasks?

Section 1.3: Financial Structure: describe how your organization is funded. Does your organization receive federal funding, state funding, municipal funding, grant funding, private contributions or a hybrid of these? Who is in charge of securing funding for your organization to operate and how often is the funding sought? Does the funding seem adequate and stable? Are additional funds ever available?

### **Section 2: Accountability: Mission, Stakeholders and Reputation**

Section 2.1: Mission: What is the mission of your organization? Describe the process you used to find the mission. How often is the mission acknowledged or integrated into the daily work of the organization? Do you believe that the mission aligns with the work that is actually being done in your organization? Why or why not?

Section 2.2: Stakeholders: Who do you serve: clients, the public, the state, others? What other entities are invested in your organization? How do you communicate with your stakeholders? How do you communicate success to your stakeholders? How do you believe they feel about the services you provide? Do you have community partners, federal or city agencies or other entities on which your organization relies as part of the case process? Are you closely connected to others?

Section 2.3: Reputation: What is your organization's reputation in the community? What is the perception of bystanders outside of your organization? How do your clients view the organization? Can you provide any examples? What, if anything does the media say about your organization? How do attorneys and other professionals who work in your office feel about being under scrutiny?

### **Section 3: Efficacy: Case Management, Technology, Collaboration and Success**

Section 3.1: Case Management: Describe the client intake process. Are there stated case acceptance guidelines, regular intake days or periodic staff meetings at which acceptance decisions are made? Does your organization have a staff of investigators or complaint handlers to field initial contacts? Who makes the final decision to represent a client? How well are files maintained? For judicial clerkships,

how are cases assigned to judges? How does information about the case get into the file? What process does the judge use to read through and assess the file? Do judges communicate with the attorneys about the merits of the case? Does the judge make referrals to arbitration or mediation? Describe how files are maintained and managed in your office. In your opinion do attorneys seem to have the staff support and resources that their cases require?

Section 3.2: Technology: How does your office utilize technology within the organization and/or to represent clients? Are there policies in place regarding the use of social media and metadata? Are your organization's technology systems, procedures and policies sufficient or do they impede productivity? Does your organization employ an in-house IT person? If not, what happens in the event of an IT issue? To what extent does your organization's technology system protect client confidentiality?

Section 3.3: Collaboration: Describe the rapport among attorneys, judges or staff in your office. Is there regular communication with one another to gain insight or new perspective on cases they handle? In what way? Are there structured meetings to elicit this sort of dialogue, informal open door office policies or something in between? To what extent do people seem to enjoy working with one another? Describe the relationship dynamic that you observe between attorneys and other support staff in your office.

Section 3.4: Success: How does your organization define success? When do attorneys/judges feel that they have successfully handled a particular case? Does your organization provide any benchmarks for success? Can you create any potential definitions of success at your placement?

#### **Section 4: Satisfaction: Work-Life Balance, Benefits, Retention, Professional Development, Training and Mentorship**

Section 4.1: Work-Life Balance: Describe the schedules attorneys/judges and others in your office maintain weekly on average? Do they ever work from home or over the weekend? How many hours per week can a new attorney expect to work? Does this seem appropriate for the entry level salary in your organization? How do attorneys and judges in your office address the work-life balance issue in general?

Section 4.2: Benefits: What employee benefits could an entry level attorney expect to receive at your organization? Describe the healthcare, sick leave, vacation policies, retirement planning and any other benefits.

Section 4.3: Retention: What is the average turnover rate of attorneys/judges in your office? Has your organization undergone any downsizing or a hiring freeze? Have you seen any areas of growth?

Section 4.4: Professional Development: Does your organization provide any continuing education opportunities (CL/JEs)? How often? Does your organization provide stipends for attorneys who wish to pursue professional development opportunities outside the office?

Section 4.5: Training and Mentorship: How do new attorneys learn in your organization? Is there a formal training or mentorship program? Is there a set path or methodology for learning? Describe any orientation process that exists.