

The Public Interest Job Search Handbook

The John Marshall Law School
315 South Plymouth Court
Chicago, Illinois 60604

**This handbook is based on a publication of the Public Interest Law Center of New York
University School of Law**

Excerpt from "To Be of Use," By Marge Piercy

*The work of the world is common as mud.
Botched, it smears the hands, crumbles to dust.
But the thing worth doing well done
has a shape that satisfies, clean and evident.
Greek amphoras for wine or oil,
Hopi vases that held corn, are put in museums
but you know they were made to be used.
The pitcher cries for water to carry
and a person for work that is real.*

©New York University School of Law

Public Interest Job Search Handbook

TABLE OF CONTENTS

	Page
A. FREQUENTLY ASKED QUESTIONS	
1. Introduction to the World of Public Service Law.....	1-2
2. Public Interest Employers: What are they? Government; Prosecutors; Public Defenders; Direct Services; Law Reform/Policy; International; Public Interest Law Firms	2-6
3. Summer and Post Graduate Funding.....	7
4. Application Tips: Resume, Cover Letters, Interviews, and Offers.....	7-9
5. Planning a Public Interest Career.....	10-13
B. WHERE TO FIND PUBLIC INTEREST INTERNSHIPS	
1. Job Resources—PSLawNet and more.....	14
2. On Campus Interviewing - OCI.....	15
3. Career Fairs	15
C. THE PUBLIC INTEREST JOB SEARCH	
1. Advice for 1Ls.....	16
2. Advice for 2Ls.....	17-20
3. Advice for 3Ls.....	20-24
 <u>APPENDICES</u>	
1. Timeline for Planning a Public Interest Career.....	25-26
2. Print Resources.....	27
3. Websites for Domestic Job Searches.....	28-29
4. Websites for International Job Searches.....	30-32
5. How to Create Your Own Organization List Using PSLawNet.....	33
6. Sample Resumes and Cover Letters.....	34-37
7. Building Interview Skills: What Students Should Know About the Behavioral Interview.....	38-39

A. FREQUENTLY ASKED QUESTIONS

1. Introduction to the World of Public Service Law

Here at The John Marshall Law School we teach our students that a law degree carries with it a responsibility to society to engage in public service and *pro bono* work throughout their career. To this end, the Law School has clinical programs, such as the Fair Housing Clinic, courses in public interest law, student organizations that conduct *pro bono* work, an externship program, speaker series, public service career counseling, and funding for summer internships. This year the school will begin a loan repayment program.

This Public Interest Job Search Handbook is a guide to searching for summer internships and planning a public service career. Additionally, a wide range of job search information and material are available in the CSO library and on the Public Interest Webpage. Finally, we urge you to register for a password and begin using the resources of the Public Service Law Network Worldwide (PSLawNet), at www.pslawnet.org. PSLawNet is the “one stop source” for public interest internships, fellowships, and permanent jobs; it also contains valuable information on summer funding sources, public interest career fairs, and publications.

How do we define “public interest”?

We use the terms “public interest” and “public service” interchangeably, to mean work that is pursued on the basis of individual or group concepts of justice, fairness, and advancement of the public good, rather than for commercial or personal gain. It is a deliberately broad definition, one that encompasses working in government, as well as in non-profit organizations or public interest law firms. Public interest lawyers often take on issues such as:

- civil rights
- homelessness
- labor and employment
- children’s rights
- women’s rights
- domestic violence issues
- criminal defense
- animal law
- economic development
- international human rights
- racial justice
- civil liberties
- environment
- disability rights
- gay/lesbian rights
- education
- immigrants’ rights
- death penalty issues
- voting law
- health law
- poverty law

What educational programs does John Marshall sponsor that can teach me about public interest careers?

We in the CSO, in order to educate students about public interest opportunities, have developed several programs to allow students to learn more about the practice areas that make up public interest law and to meet and network with public interest attorneys. This year we will launch the “Lunch with a Lawyer” series where public interest practitioners will come speak about their experience. We are also excited about our new “Alumni-Student Service Day” program where students and alumni will work on public interest projects allowing students to learn about local public interest organizations. Finally, each year, along with the other area law schools, John Marshall hosts the “Meet the Public Interest Employer” reception. This event, which is attended on average by over 40 employers, is a unique networking opportunity.

2. Public Service Employers: What are they? Government; Prosecutors; Public Defenders; Direct Services; Law Reform/Policy; International; Public Interest Law Firms

What are the different types of public interest subject areas and practice settings?

Public interest includes many issues and practice settings. While some organizations work on one issue, many work on several. Additionally, practice settings often overlap: some of the most innovative public defenders now also provide civil legal services; many direct service providers also do significant law reform and policy work. Thus, dividing the world into categories is a risky business because categories blend into one another. Nonetheless, dividing public service into categories of practice can help students learn about the varied world of public service so this handbook contains a section that describes employment by type of practice setting, such as government, public defender, etc. In addition to these major categories, there are other ones - such as labor unions, think tanks, alternative dispute resolution, and foundations -- that we have not included due to space constraints.

Students should also note that within each practice setting, there can be many issues. For example, direct service providers work on a panoply of poverty issues, from community economic development to children’s rights to housing law and more. Perhaps most notably, government lawyers work on every conceivable issue. Students may not realize, for example, that the U.S. Department of Agriculture addresses many cutting-edge environmental issues, such as factory farming.

Listed below are the major types of public interest practice settings.

Government—Government work includes work on the federal, state, and local levels:

Federal Agencies address certain areas of federal government and/or represent the federal government in legal matters (e.g., Department of Health and Human Services, Securities and Exchange Commission, Environmental Protection Agency).

State Agencies specialize in particular areas of state government (such as Social Services, Environmental Conservation, etc.). Typically, each agency has its own legal staff. Moreover, **State Attorneys Generals** bring actions on behalf of the state in a wide range of cases and also serve as defense counsel in cases brought against the state.

City Agencies specialize in particular areas of municipal government and represent the municipality in legal matters (e.g., New York City Housing Authority, City of Chicago Corporation Counsel).

For each level of government, there are also attorneys who work in the legislative branch, as legislative assistants on individual members' personal staffs or as staff attorneys for committees.

Prosecuting Attorneys

U.S. Attorney's Offices – The Office of the U.S. Attorney prosecutes federal cases. Offices are located throughout the country and are a branch of the U.S. Department of Justice.

State's Attorneys – Local district attorneys' offices are organized by county. Larger offices, such as those in Cook County, may have specialized units focusing on such areas as domestic violence or appellate work. For a list of prosecutors offices in the U.S., see www.prosecutor.info.

Public Defenders – Funded by the government, these offices provide defense attorneys for indigent defendants in criminal cases. About half of the states fund state-wide public defender offices; in other states, offices may be organized by city or county. For a list of public defender offices in the U.S., see www.nlada.org. In Illinois, the Office of the Illinois Appellate Defender is the main provider of appellate criminal representation for indigent defendants.

Direct Services Offices – The mission of these offices is to provide high quality civil legal services to individual clients who cannot afford an attorney. Areas of practice commonly include, but are not limited to: housing, family, consumer, government benefits, immigration, labor, employment, and education law. Some offices specialize in several practice areas, while others focus exclusively on one area. The Legal Services Corporation funds legal service offices throughout the country. For example, the largest provider of such services in Chicago is the Legal Assistance Foundation of Metropolitan Chicago (LAFC).

Law Reform/Policy Organizations – These organizations focus on law reform efforts in one or more specialty areas, or advocate on behalf of a particular group of people. Examples include the ACLU, NAACP Legal Defense Fund, Inc., Earthjustice Legal Defense, etc. Law reform organizations can be found at the state, regional, or national level.

International Public Interest Work – The type of work in international public service varies widely as do the settings in which attorneys practice, ranging from the State Department to nonprofits in the U.S. and abroad. Most international employers demand proficiency in at least one foreign language.

Public Interest Law Firms – These law firms, which are often small, specialize in one or more public interest law areas (employment discrimination, labor law, police brutality, family law, immigration, civil rights, etc.) or work with an underrepresented group.

Who does intern hiring in public interest organizations?

Unlike the private sector, which often has a designated recruiter/hiring professional, in most public interest organizations the person responsible for hiring interns also has a full caseload and often management responsibilities. Therefore, they may not be able to acknowledge receipt of all applications and may not follow a set timetable in processing them. To identify the hiring person @ a public interest organization check PSLawnet or ask your counselor.

How should I plan a public interest job search?

Before you begin your job search, you need to assess your interests, goals and requirements that will serve as the parameters for your search. Consider the skills you want to develop and the law you would like to explore. The answer to this question will establish some major boundaries within which to search for a job. Some questions to ask are:

- What skills do I want to develop? (research and writing, client interviewing, investigation)
- Do I want to do civil or criminal work?
- Do I want to work with individual clients or with broad legal issues (such as law reform litigation, lobbying, public policy research)?
- Do I want to participate in litigation?
- Am I interested in community education and organizing?
- Do I want to explore government opportunities (and if so, federal, state, or local)?
- Do my current interests and background lead to any particular area of law?
- What legal and/or work related experiences have been particularly enjoyable?

Once you have answered these questions, identifying internships that interest you should be a bit easier.

What if I am a student who knows nothing about public interest law?

A useful starting point is [Serving the Public: A Job Search Guide](#); a comprehensive handbook and directory published annually by Harvard Law School containing lists of public interest organizations as well as job search strategies and personal essays about the practice of public

service law. Volume 1 addresses domestic law; Volume II addresses international. Copies are available in the CSO library. We also have the Public Interest Resource Guide and the Public Interest Organizations around the Country Binders available in the library.

How can I find public interest organizations that offer internships?

The most **comprehensive** resource is an on-line one: the Public Service Law Network Worldwide (PSLawNet), the global public interest job search database of 12,000 domestic and international organizations, government agencies, and public interest law firms, at www.pslawnet.org.

PSLawNet is easy to use and you can obtain a password simply by logging on to it. It contains two searchable databases: organizations and opportunities. Within each database, you can search by geographical region, type of organization, and practice area.

The best way to use PSLawNet for your summer search is to do an “organization” search for organizations that interest you in your preferred geographic regions. Directions for constructing an organization search are contained in Appendix 5.

To find out if an organization has an internship program, you could also do an “opportunities” search for internships. However, most public service organizations are glad to employ interns even if they do not advertise an internship program. Students can opt to receive custom job information from PSLawNet that matches the student's search criteria so you do not have to search the database every day (just check your email). **Note: all students interested in public interest law must register on www.pslawnet.org before meeting with a career counselor.**

What can I expect from my meeting with a career counselor?

We will discuss your experience and goals and will help you plan your job search, as well as do a resume review. The appointment will be most productive if you do some initial self assessment and research before it. To schedule an appointment please call (312) 987-1402.

Before your counseling session, we suggest that you:

- 1) Register on PSLawNet at www.pslawnet.org and conduct an “organization” search to compile a list of organizations that you may be interested in (see Appendix 5 for instructions).
- 2) Review the Public Interest Website.
- 3) Attend one of the resume and cover letter writing workshops.
- 4) Prepare a draft of your resume, using examples in this handbook, and bring it with you to your appointment.

How should I take geography into consideration?

Job seekers should consider what geographical limitations apply to them before starting their search. We encourage you to use your 1L summer to explore an area of the country or world that

you may be interested in living in after graduation. If you are interested in employers in your home area, we advise that you apply to them before exams and try to schedule an interview while you are home on winter break.

If you are interested in working abroad, there are special considerations in choosing an international internship.

What is networking, should I do it, and how is it done?

Very simply, networking is the process of using people connections to gain information about careers; it is valuable both in finding out about job openings and in securing a job. Some studies show that as many as 70% of jobs are obtained through networking. Informational interviewing can be valuable in exploring career options that are new to you; most people love to talk about themselves and their work so you can usually finagle at least a brief phone interview with even the most accomplished lawyers.

Don't forget to thank the people who have helped you. If you talk on the phone, a short thank you email is sufficient. However, if someone spends more than an hour with you in a networking meeting, it is best to send a handwritten note.

It is more difficult, but you can also network with people you don't know. This is especially important if you decide to look for jobs in a subject matter or geographic area that you are not familiar with. It is easier to approach people that you have a connection to, and your college or law school's alumni are a good place to start.

Bar associations: Becoming a student member of a bar association is an excellent way to increase your knowledge and make contacts. Membership entitles you to various benefits, including the opportunity to be appointed as a student member of a committee. Law students can join The Chicago Bar Association for \$12/year or a one time payment of \$30 to cover your anticipated law school enrollment period. You should also become a member of the Illinois State Bar Association. Membership is free for up to four years of law school. Students can register online at <http://www.isba.org/lawstudents>.

Will I have to undergo a security clearance to work in government?

Yes, if you work for a U.S. Attorneys' office or other divisions of the Department of Justice, you will have to pass a security check. The federal government notes that as part of this security process a credit report is required which will reveal delinquent, unpaid, or charged off accounts.

A pattern of delinquent payments and/or overall poor credit history could prevent you from receiving the required approval needed to participate in the program. Many local and state agencies in Illinois also require a security and background check.

3. Summer and Post Graduate Funding

What sources of funding exist for internships?

Here at John Marshall there are several funding sources available to supplement the income of students working for public interest organizations during the summer. Students that receive financial aid may be eligible for Federal Work Study funding. This program allows students to earn hourly wages while working for a public interest employer and also assists in keeping borrowing down. Also, each year several student organizations award Summer Grants to students working in public interest. Both the Student Bar Association and the Public Interest Law Council award Summer Grants.

PSLawNet maintains a comprehensive list of funding sources in “Summer Funding Sources” at www.pslawnet.org. Some of these specialized sources of funding can provide special mentoring opportunities and are an honor that you can list on your resume. An example is the Peggy Browning Fund, which sponsors 28 fellowships for labor-related organizations around the country; applications are available in late November and due mid-January. Full details are at www.peggybrowningfund.org.

4. Application Tips: Resume, Cover Letters, Interviews, and Offers

How can I learn how to write a resume and cover letter?

Once you have determined the type of practice and geographic area in which you wish to work, and have researched potential employers, the next step is to compile credentials and make contact with them. We offer workshops designed to help students learn how to look for a job, write a resume and cover letter, and create a good impression in an interview. We believe that skills learned during your job searches will last you throughout your entire career.

The Public Interest Resume

The public interest resume is similar in many respects to any other resume. The resume, with the cover letter, introduces you to potential employers. It also will be the basis for your interviews; the resume is generally used as a “conversation starter” during an interview. In some situations, the resume and cover letter may be the only example of your written work that the hiring organization ever sees. The sample public interest resumes contained in this handbook are intended to serve as guides. See Appendix 6.

Resume Basics

Remember that a resume is often skimmed, not read. A successful resume is neat, well-organized, and quickly highlights the skills and experiences you want to market. Make sure that

your resume is well-written, carefully proofread for spelling and typographical errors, and will guide the employer to your strengths during an interview.

Public interest resumes should demonstrate your commitment to public service. Your enthusiasm for public interest can be evinced through your academic accomplishments, previous jobs, volunteer experiences, internships, community service and any other relevant experiences. Relevant non-legal employment and experiences should be included. Descriptions of your experiences should focus on the skills you gained. Choose active verbs. Delete “throat clearing” terms: “worked assisting professor with research” can usually be edited to “researched.” Some resumes will focus on clients that were served to demonstrate the skill of working with a particular client base.

Cover Letters

The cover letter provides prospective employers with their first exposure to you and thus, it should demonstrate your commitment to (or interest in) public service. A successful cover letter is addressed to a particular person, starts with an introductory paragraph that identifies you and the position you seek, describes your qualifications, skills and interests, and concludes with an “ask.” In the cover letter it is important for students to demonstrate in the first paragraph that they know something about the work of the organization. You can then discuss in subsequent paragraphs how your skills fit the organization’s needs.

Unless you are specifically advised to use general forms of address, such as “To whom it may concern” or “Dear Sir or Madam,” you should address your cover letter to the hiring attorney by name.

In the introductory paragraph, you should identify yourself and the specific position you seek. You should mention how you learned of the position or organization; if you have a personal contact, mention this in the first paragraph.

The most common mistake students make when writing cover letters is describing only why the job would be perfect for them. While you may well want to discuss how a summer with the employer fits into your long-term goals, the objective is to sell yourself. You need to describe the skills and knowledge that make you stand out. Answer the question of why you are interested in this particular area of law or particular employer. What prior experiences have you had that gave you skills? **Don’t merely restate your resume**; the cover letter is an opportunity to **analyze** for the employer how you have the skills, knowledge, and enthusiasm they need, citing examples from your resume.

The conclusion should state your interest in arranging an interview to discuss the position and state the time during which you are available for an interview (during a Career Fair, over winter break when you will be in Seattle, etc.). Do not forget to include contact information where you may be reached.

After you have submitted a cover letter and resume, if you do not hear back from the prospective employer within two or three weeks, you can follow up with the contact person to make sure that your resume and cover letter were received.

Basic Rules for Resumes and Cover Letters

- Use the same font consistently throughout both the cover letter and resume (where necessary, use bold, italics, or small capitals).
- Use the same abbreviations throughout the cover letter and resume.
- Be consistent in your use of commas.
- If relevant, be sure to use the correct form of the journal or publication you worked on.
- Never use the first person in your resume.
- Be specific when describing job functions, cases worked on, research areas, and documents drafted.
- There are two spaces after the period at the end of every sentence and after every colon. Commas and semi-colons are followed by only one space.
- Spend as little space as possible discussing your reasons for wanting to work with a particular organization. **Focus instead on your experiences and skills.**
- Vary the structure of your sentences to avoid repeated rhythm.
- Do not start every sentence with “I”.
- Avoid using contractions.
- Make sure that the cover letter flows smoothly and that your transitions make sense.
- Proofread every document – do not rely solely on spell check, as it does not catch every mistake.
- Make sure that the name of the organization and the contact person are spelled correctly. If you are unsure of the contact person’s gender, call the organization to confirm.

Interview Skills and Training Practice

An articulate, professional first impression is a key component of achieving success in searching for a job. We encourage you to participate in our interview workshop and also to discuss questions you may have about interviewing when you meet with a counselor.

What if I obtain multiple offers?

If you obtain an offer that is not one of your top choices, you should feel free to ask the employer for some time. NALP, the National Association of Law Placement, suggests that employers give two weeks, but most public interest employers are not members of NALP and many cannot wait that long. We advise you to ask for two weeks, realizing that you may be given less time. You can then use that offer strategically to call your first choice employer and let them know that you have another offer, but that they are your first choice. **Please note that principles of professional conduct require you to withdraw all applications once you accept a job offer.**

5. Planning a Public Interest Career

What are public interest salaries and how should I plan financially while I am in law school?

Although public interest jobs do not pay as much as large private sector law firms, they pay a comfortable middle-class lifestyle. Salaries for entry-level public interest positions typically range from approximately \$35,000 to \$55,000 per year, depending on the employer and location, with salaries highest in the northeast and California. Legal services offices usually have the lowest salaries. Criminal justice salaries are somewhat higher; in Chicago, starting salaries for both prosecutors and public defenders are about \$50,000; they are even higher in California. Entry-level government positions (federal, state, and local) range from \$40,000 to \$79,000 per year, again depending on employer and location. Also, salary scales do advance! For example, federal government salary scales go up very quickly, so that in four years federal government attorneys earn in the six figures. While in law school, it is wise to live as inexpensively as you can and to not exceed your school's designated budget for students.

How can I afford to do public interest work after I graduate?

If you are diligent with your spending and borrowing in law school, it is possible to afford a career in the public interest sector. You should speak with your financial aid advisor at the beginning of your law school career and let him or her know your goals so that you can plan and act accordingly throughout your law school career. Additionally, once you accept a public interest job, the financial aid office will speak with you about consolidating your loans and different repayment options. Remember – if you live like a law student while in school, it is easier to live like an attorney when you graduate!

In addition to staff attorney positions in public sector agencies, many foundations offer prestigious *public interest fellowships* to fund graduating law students, judicial clerks and other attorneys seeking entry-level positions. Generally, a fellowship is a unique opportunity to develop expertise in a specific area of public interest law by identifying a need in a particular community and striving to meet it through a legal project. In addition, fellowships enable new attorneys to work at leading public interest organizations that typically hire more experienced attorneys. Fellowships usually fund attorneys for 2 or 3 years and some offer loan repayment assistance.

Before submitting a fellowship application, **you should meet with Rachel Dawson, the public interest career advisor**, who will offer helpful feedback, put you in touch with past fellowship recipients, and review your project.

For more information and additional listings, refer to the fellowship corner at www.pslawnet.org, and look at “Harvard Law School Public Interest Job Search Guide” and “Yale’s Comprehensive Fellowship Guide – the Ultimate Resource for Law Students and Lawyers” (available at the CSO). Note that opportunities to work in federal and state agencies are covered in detail in the “Government Honors and Internship Handbook.” Below is a *sampling* of some of the more widely-known, post-graduate fellowship opportunities.

- **Equal Justice Works** offers two-year fellowships for recent law graduates and experienced attorneys, who in conjunction with a nonprofit host organization, launch an effective, creative project on behalf of low-income and other needy communities. Equal Justice Works requires the host organization to set the fellow’s salary commensurate to what a standard entry-level attorney (or attorney with similar experience) would receive at that organization. Equal Justice Works fellowship applications are usually due in early September of your third year of law school. Equal Justice Works also offers loan repayment assistance for qualifying fellows. See www.equaljusticeworks.org for more information.

- **Echoing Green** offers a two-year fellowship with a stipend that serves as seed money to start a new public service organization or an independent project. The proposed project must be the original idea of the applicant and may be in any public service area including the environment, arts, education, health, youth service and development, civil and human rights, and community and economic development. Applicants must be determined to initiate social change and demonstrate the ability to effectively lead a project. These applications are usually due toward the end of the fall semester of your third year of law school. See www.echoinggreen.org for more information.

- **The Skadden Fellowship Program** funds 25 Skadden Fellows each year for a one-year term with the expectation of renewal for a second year. Fellows create their own projects and work through a host 501(c)(3) organization. Skadden provides fellows a salary of \$46,000 in addition to loan repayment assistance. This fellowship strongly considers the applicant’s academic achievement in addition to public interest commitment and project proposal. The 2007 application is due on October 1. For more information see www.skadden.com/Index.cfm?contentID=23.

- **The Soros Foundation** offers a variety of fellowships dealing with different issues. Interested students should take a look at the foundation’s website to view the many options available there. See <http://www.soros.org/grants> for more information.

How does our Loan Repayment Assistance Plan (LRAP) work?

The Board of Trustees has recently approved a LRAP program here at John Marshall and earmarked money to support the program. The administration and Office of Development is working to increase funding sources. John Marshall also has several postgraduate scholarships, which are awarded to students entering public interest careers. Each year the Lucy Sprague and the Elmer Kissane Scholarships, totaling \$30,000, are awarded to graduates.

What should I do if want to work for a law firm after graduation?

If for financial reasons you choose to work in the private sector with the intention to move into the public sector a few years later, it is advisable to have a specific professional AND financial exit strategy. For example, lawyers who want to make this transition should maintain their contacts in public interest, continue to network in public interest circles, and involve themselves in as much pro bono and volunteer work as possible.

What are post-graduate job opportunities in public interest?

Students often hear that it is difficult to obtain public interest jobs, but the reality is more nuanced. For example, criminal justice jobs are fairly plentiful, because both prosecutors and public defenders regularly hire entry level attorneys. Moreover, being a prosecutor or public defender is a great first job because they 1) offer substantial formal training; 2) enable new lawyers to obtain court experience, which is hard to obtain in civil cases; and 3) can lead to many other jobs in the private or public sectors.

Some government agencies also regularly hire entry-level attorneys. For example, the Department of Justice hires over 100 lawyers each year through its honors program.

Civil legal service providers also regularly hire entry-level attorneys, although because of funding constraints, they usually hire only when they have an open position. Law reform/policy organizations do not regularly hire entry-level attorneys; the major entry point for those employers is through a fellowship. However, all of these positions are competitive.

What do public interest employers look for in hiring for permanent jobs and is there a roadmap to get there?

Public interest graduates are given tremendous responsibility in their first jobs. Therefore, employers look for evidence that the student has gained the skills that particular employer needs. All public interest employers look for clinical experience. Beyond that, it depends. Employers who do complex litigation will look for experience in doing sophisticated research and writing, and may prefer journal experience. Employers who do community organizing or direct client work prefer students who have interviewing skills, and are comfortable “on their feet,” either through student pro bono organizations, moot court, clinics, or other experiences. In general, public interest employers are less grade-focused than the private sector, but on the other hand, some prefer applicants who have clerked, which does require good grades.

Although there is no one “road map” for public interest students to follow, Appendix 1 is a Career Planning Timeline, which suggests typical activities for public interest students to do each year of law school.

Are the myths about public interest law really true?

There are two myths about public interest vs. private sector work that are worth addressing and debunking. It is also worth noting that that many people will work in both sectors in their careers.

Myth: You must go to a law firm to get solid training.

Reality: Many law firms provide great training to be a law firm lawyer. However, what they train for, such as researching and writing long memoranda and being part of a large team, do not necessarily translate into the skills needed by many public interest organizations. If you want to be a good poverty lawyer, you should get training from the best poverty lawyers you can find.

Myth: Public interest law is for those who can't "make it" in the private sector.

Reality: This myth originates from the idea that if you work for poor people, you must be a poor lawyer (a similar misconception is often applied to doctors who treat poor patients). The reality is that public interest work is just as - or more - sophisticated, complex, and multi-faceted as work in the private sector. Moreover, because it is more competitive to obtain a public interest job after graduation, students who want to pursue a public interest path often distinguish themselves in law school, either through clinics, extracurricular activities, internships, or grades.

B. WHERE TO FIND PUBLIC INTEREST INTERNSHIPS

1. Job Resources - PSLawNet and More

PSLawNet--Public Service Law Network Worldwide

The most **comprehensive** resource is an on-line one: the Public Service Law Network Worldwide (PSLawNet), a database of 12,000 domestic and international organizations, government agencies, and public interest law firms, at www.pslawnet.org.

Equal Justice Works

Equal Justice Works is a national organization offering a multitude of resources for public interest-minded students, including summer jobs and fellowships. For example, the Summer Corps program offers \$1,000 in loan repayment assistance to 175 students who spend their summer providing legal services to underrepresented and low-income communities. For more information on summer grants and job opportunities, check www.equaljusticeworks.org.

Harvard Job Search Guide

Serving the Public: A Job Search Guide - a comprehensive handbook and directory published by Harvard Law School, contains lists of public interest organizations as well as job search strategies and personal essays about the practice of public service law. It is an especially useful guide for 1L students trying to orient themselves to public interest law. Volume 1 addresses domestic law; Volume II addresses international.

Other Resources

The best websites for domestic and international public interest jobs are described in Appendices 3 and 4. Also, see Appendix 2 for Library Resources.

Resources for Government Jobs

- The Government Honors & Internship Handbook, by the University of Arizona School of Law, which lists federal, state, and local government internship programs, is the best resource for government internship programs. It is available at: www.law.arizona.edu/career/honorshandbook.cfm. [Username: fig and Password: newton2]
- NALP's Federal Employment Opportunities Guide, provides comprehensive information on federal departments and agencies as well as the federal government hiring process. The Guide is available through the NALP website in PDF format at www.nalp.org/jobseekers/fedempl.pdf.

- The United States Government Manual provides a brief description of every agency, its organization, mission, and locations. To download a free copy from the National Archives and Records Administration, go to www.nara.gov.

2. On Campus Interviewing--OCI

Each year several public interest and government employers participate in OCI. It is strongly encouraged that you apply to these employers through this process. Some employers, such as the Cook County State's Attorney's and the City of Chicago Law Department, require that interested students apply through OCI.

3. Career Fairs

Each year, along with the Chicago Area Law School Consortium (CALSC), John Marshall sponsors the Midwest Public Interest Law Career Conference (MPILCC). The conference includes table talks, workshops, and interviews. Each year, over 50 employers participate. During the Fall, CALSC hosts the "Meet the Public Interest Employer Reception". This year John Marshall will also launch a new fair, "The Government Agency Career Expo", which will feature employers from government agencies throughout the State of Illinois.

C. THE PUBLIC INTEREST JOB SEARCH

1. Advice for 1Ls

Why should I consider working in public service during my 1L summer?

The number one reason is that your talents are needed in a world with much poverty and injustice. Because we define public service broadly, you are sure to find an internship in an organization that works on issues you care about. Moreover, public service legal work offers a wide range of opportunities that are fulfilling on both a professional and personal level. Time and time again, alumni working in public service express great satisfaction with their careers. A 1L summer in public service can be **transformative**: you will make a real contribution to the work of the world and learn from dedicated lawyers.

Because most public service employers, both government and non-profits, operate with lean staffs, they often give their summer interns substantial projects with significant responsibility, so that a summer in public service enables you to hone your legal researching and writing skills, develop other lawyering skills, and serve clients with compelling needs.

Even if you think that you want to work in the private sector when you graduate, spending your 1L summer in public service can give you invaluable experience and will introduce you to the intellectually complex and fascinating work that public service lawyers do. Moreover, it will introduce you to the multitude of underserved legal needs addressed by *pro bono* work.

What is the timing of the 1L summer public interest job search?

Under National Association for Law Placement (NALP) guidelines, 1L students cannot begin applying for jobs until December 1. However, we urge you to begin in November to research internship opportunities that may interest you, revise your resume, and meet with a career counselor. Please note that some of the more competitive organizations tend to have early deadlines, so it is wise to check PSLawNet and organization websites early to construct a list of deadlines for internships that interest you.

Most organizations do not make internship offers to 1Ls until February or later. So even if you apply in December, you will likely not get an immediate response.

2. Advice for 2Ls

What is the timing of the 2L public interest search?

The 2L public interest search is much earlier than the 1L search. We suggest that you apply for internships this fall and that you plan to use the MPILCC as a back-up rather than a main source of jobs. Some highly competitive organizations have early fall deadlines. The deadline to apply for the Summer Law Internship Program (SLIP) at the U.S. Department of Justice is usually in mid-September, and deadlines for some U.S. Attorneys offices are also in early fall. Even if organizations do not have an early deadline, they often encourage applications as early as September and October for 2Ls.

However, if you are one of those students who needs to do some thinking and networking to explore how they want to spend their 2L summer, that is perfectly fine. There are many public interest organizations that want you, and although some will hire in the fall, there will still be opportunities in January and February.

Finally, we should note that even though we encourage you to apply early, you may not hear back for awhile. There is enormous variety in the timeline public interest organizations use for summer hiring, and many will not hire any interns until January or February.

What steps should I be taking for my 2L summer?

Some public service employers, primarily government organizations and large employers (such as criminal prosecutors in major cities, large public defender offices, municipal law departments, and law reform offices) conduct regular fall recruitment activities. These may include participating in On Campus Interviewing (OCI) or the Equal Justice Works (EJW) Career Fair.

If you are interested in these employers, we suggest that you: 1) participate in On Campus Interviewing (“OCI”) (details in Section B); and/or 2) consider attending the EJW Career Fair in October (details in Section B). However, many public interest employers do not attend OCI or EJW; in that case, you should just apply to them directly.

Information about internships can be found by doing an “opportunities” search on PSLawNet, www.pslawnet.org, or on the organizations’ web sites to see if they have posted an internship notice. You should feel free to apply to be an intern even if no internship announcement is posted, although organizations with posted positions might have more structured internship programs.

We want to reiterate that the 2L search is much easier than the 1L one. Thus, if you are one of the students who is not sure what you want, please take the time to do some personal inventory, remembering that the 2L summer can be a wonderful time to try something, even if you discover that you do not like it in the end. This applies to the person who feels like there are several

issues or practice areas that interest him/her and is not quite sure how to choose. In some cases, this person is still not even sure if he/she wants to practice law. If you are one of those people, we advise you to begin by focusing on what you are sure of: geographic region, size of the organization, client contact, amount of writing/research, substantive issues, etc.

Please remember that we are here to assist you with all your career questions! A counselor can work with you to help you narrow your choices and to construct an individualized job search calendar.

How does my 2L summer relate to my future?

As you consider how to spend your 2L summer, you should be both proactive and strategic. Consider the options you are likely to pursue after you graduate. In public interest, as in the private sector, employers are more likely to extend post-graduate offers to students whose work they know. However, because public interest organizations tend to be thinly funded, most do not bring in a class of summer associates expecting to offer post-graduate jobs to those in the class.

But it is still true that your choice of a second summer job greatly affects your post-graduate search. For example, the Criminal Defense Division (CDD) of the Legal Aid Society of New York automatically interviews for a permanent job any student who has interned there. Similar policies exist in many public interest organizations. Even if you decide not to apply for a post-graduate job where you spend your 2L summer, it is still a valuable time to **network**. Contacts made in the second summer are often excellent leads for obtaining a post-graduate job. Moreover, if you are interested in working outside of the area where your school is located, your 2L summer is a good time to explore other parts of the country.

Another factor to consider is whether you may apply for a post-graduate (or post-clerkship) fellowship. It is often easiest to obtain a fellowship with an organization that you have worked for, as elaborated in the next question.

Most importantly, however, your second summer is a time to explore the type of work that you are passionate about and to develop your legal skills. If you did litigation work during the first summer, you might want to explore policy work now, or vice versa. You may want to explore a new substantive practice area or deepen your knowledge in an area that you expect to focus on. Decide what kind of practical training you are seeking, i.e. representing a client in court, writing a brief, interviewing clients, doing legislative advocacy, etc. One of the benefits of public service law is that 2L students are often given much greater responsibility (and thus learn much more) than their classmates who work in the private sector. As a 2L student, you may be able to write court documents, argue briefs, or participate in trials during your 2L summer.

How can my 2L summer relate to fellowship applications?

There are two kinds of post-graduate fellowships: 1) project fellowships, where you develop a project with a sponsoring organization and then apply to a second organization—such as Skadden, Equal Justice Works, or Soros—for funding; and 2) organization fellowships, where an organization, such as the ACLU or AFL-CIO, hires an entry-level attorney for one or two years.

For project fellowships, many students find that it is easiest to develop a project if they have already worked with the organization that will sponsor their project. Others discover their fellowship project during their 2L summer, but are sponsored by an organization they did not work with directly (although the project may develop through contacts made through the 2L summer employer). A term-time internship is another way to develop contacts that can lead to a strong fellowship application.

If you know you want to apply for a post-graduate fellowship, consider focusing on organizations that have had fellows in the past or have their own organization fellowship. The attorneys at these organizations are likely to be familiar with the fellowship process and therefore should be well-prepared to write their part of the fellowship applications.

The cases you handle during the summer are an obvious starting point for developing a fellowship project. However, it is actually those cases that the organization does not accept (for lack of time, resources, expertise, etc.) that might provide the most fertile ground for a project idea, since the most compelling fellowship projects are designed to meet a currently unmet need.

Don't be afraid to discuss fellowships with potential employers during the interview process. Those actively seeking fellowship applicants may bring up the issue themselves, but others may not. Without forcing the issue, you could work into a discussion of your future plans the fact that you are considering applying for a post-graduate public interest fellowship. The potential employers' reactions should let you know whether or not they are receptive to the idea of having a fellow, whether they are familiar with the fellowship process, and whether they have any interesting project ideas.

How important are recommendations from my 2L summer?

Very important. Because the post-graduate job search is competitive, you will be in the best position if you have the enthusiastic support of your 2L organization. Therefore, you should go out of your way to produce quality work, get along with everyone (be considerate to support staff!), and become a valuable asset to the organization during the summer. This may mean taking on extra projects or working late, but the effort is well worth it. (Recommendations from the employer will still be important even if you decide that the type of work it does is not what you want to do after you graduate).

How can I split my summer between a firm and public interest?

Splitting is a good option for students who need to work at a firm their second summer to finance their education, although some public interest organizations do not allow them because they require their interns to work a full summer. There are two ways to structure a split summer. Some firms offer “sponsored splits.” In this arrangement the firm funds the student (usually at private sector rates) for the whole summer, and the summer associate spends at least half the summer at the firm and some weeks at a public interest organization. Each firm’s program is slightly different. Some first hire a class of summer associates then allow those students to apply for the opportunity to participate in a sponsored split. Yale Law School prepares a list of “Firms Sponsoring Split Public Interest Summers,” available at <http://www.law.yale.edu> or at www.pslawnet.org.

The second way to arrange a split summer is to secure a summer associate position with a firm and then negotiate with that firm to split your summer with a public interest employer. The firm would pay your salary while you are there and you would fund the second half of your summer yourself. Employers are open to this type of arrangement on a case-by-case basis; market forces may affect law firms’ willingness to allow summer associates to split their summers

Can I hold a private firm offer open pending a public interest job search?

Because the timing of a public interest job search is later than for a law firm search, you may face some timing issues if you have participated in OCI. You are not likely to have a job offer from a public interest organization until late fall at the earliest, and many 2Ls do not receive their summer public interest jobs until second semester.

Some students have private firm offers that “expire” before the public interest job search is complete. In the past, some law firms have let students hold open their offer past the December 1 deadline to allow the student to complete a public interest search (this is on a case-by-case basis and must be negotiated with the firm). If you are interested in obtaining an extension of a private sector offer, please visit your career counselor.

3. Advice for 3Ls

What should be my first post-graduate job?

There is no single answer to that question. We believe the best career advice is that there is no single path. Public interest careers tend to be more idiosyncratic than private sector ones; as the public interest field is still relatively new, you have more opportunity to create your own

journey. Some people graduate, go to one organization, and stay there an entire career. Others switch jobs every few years, building skills and developing interests in one job that lead them to the next. Most law graduates can use their courses, clinics, and internships to construct multiple narratives that show they are qualified for a variety of jobs. As you think about where you would like to work, you should assess your individual skills as well as your interests and goals, and think about what competencies you would like to develop in the first years of your career.

Fellowships are an excellent way of beginning a career in public interest law, but they are not the only way. Fellowships have become a prominent way to obtain entry-level jobs simply because many public interest organizations are not able to hire entry-level attorneys. But please do not get discouraged if you do not obtain a fellowship. A good number of public interest organizations do hire through regular job openings—although often not until the spring or summer.

You should also take comfort from the fact that one public interest job inevitably leads to another. We realize that the process (particularly the timing) of obtaining this first job is often anxiety-filled. But those who begin in law firms often have a challenging time transitioning out while alumni in public interest are recruited for subsequent jobs or find subsequent job searches easy, because they have developed more skills, knowledge, and contacts.

What should I be doing now?

The first step is making an appointment with a counselor to construct a job search plan. Further steps you should take now are: 1) become familiar with PSLawNet's "opportunities" searches and sign up to receive Email Alerts (can select by practice area, geography, job and organization type); 2) apply for fellowships and government honors programs; 3) interview with public interest and government employers that attend On Campus Interviewing; 4) consider attending the Equal Justice Works Career Fair in Washington, D.C., in October.

We suggest that you keep detailed records of your job efforts. Some students find it helpful to construct a chart with four categories: 1) date of application; 2) group and position; 3) contact person; 4) result/notes.

What is the significance of grades to the public interest job search?

With some exceptions (federal government honors programs, impact organizations, Skadden Fellowship) most public interest employers do not focus on grades. Instead, they look to see whether applicants have developed specific advocacy skills in litigation, investigation, negotiation, and research and writing, as well as demonstrated commitment to public service.

What if I obtain a clerkship?

If you obtain a judicial clerkship, we suggest that next spring and summer you prepare for the job search process by becoming familiar with fellowship application procedures. Almost all fellowships encourage applications from “recent graduates.” A number of fellowships prefer judicial clerks, so you will be a well-qualified candidate. If you are interested in applying for fellowships where you have to develop a project, such as Skadden or Equal Justice Works, during this year you can learn about the application process, identify sponsoring organizations, and begin the research and development of the fellowship project.

How wide should I cast my net and how many jobs should I apply for?

The best advice is to apply broadly. You should try for your “dream” job, but you should realize that your goals might be accomplished by being flexible and applying to jobs “outside the box” and in broad geographic areas. For example, if you are interested in environmental work, there are many government agencies that do such work that you may not have considered—such as the Department of Agriculture or the Nuclear Regulatory Commission. There is no limit on the number of jobs you may apply to and, unlike the judicial clerkship process, there is no stigma to being offered a job and declining it. Thus, we advise you to apply for ALL jobs that may interest you; you will thereby learn about more opportunities and you may be surprised to discover a job you did not know about. With creativity and persistence, you will find a job that you love!

What strategies should I use for a job search outside of Chicago?

In addition to using PSLawNet, Idealist, and NLADA to find out about job openings (see also Appendices 3 and 4 for Web Sites for Job Searches), it is advisable to take other steps to find out about potential job openings. Networking is especially important for a job search outside of Chicago. Don’t forget to ask professors and former supervisors if they have contacts where you’re looking.

Because it is more difficult to find out about job openings in other cities, it is also advisable to write a “cold” letter to any organizations that interest you, asking if they have any openings and enclosing a resume. Another successful strategy is to look at websites for career fairs in other regions to see which employers are interviewing. PSLawNet, www.pslawnet.org, lists information about all public interest career fairs in the country.

You should also consider using the resources of a career services office at a law school in your targeted location. To arrange reciprocity, please come to the CSO.

How should I prepare for a post-graduate job interview and what questions can I expect?

You should prepare for a job interview by learning as much about the organization, its work, and its attorneys as possible. Employers want to hire applicants who are enthusiastic about working for them and genuine enthusiasm comes from knowledge. This is **not** the time to communicate that you are keeping your options open; instead some career counselors say that the person who gets the job is the one who communicates that it is his or her dream job.

In researching an organization, you should read its web site, do a Westlaw/Lexis search for cases, and a Nexis search for recent news articles. It is wise to ask the names of the people who will interview you so that you can research them also.

Prepare a strong answer to the question “Why do you want this job?” Your answer should be 18 or fewer words. It is always best to answer honestly, but it is permissible to be indirect. If a job is your first choice, be sure to make that clear!

Interviews can be demanding, so prepare for hypotheticals and substantive questions about the work the organization does. Also be prepared for hypotheticals that require you to use your knowledge of the broad range of lawyering strategies: litigation, legislation (local, state, and federal); regulatory; public education; community organizing, etc. For example, an interviewer may describe a problem and ask you to outline how you would approach it. Most times, there is no one “right” answer; employers are evaluating your analysis, judgment, and ability to spot issues.

Another favorite question of interviewers is “What do you expect to be doing in 5-10 years?” It is best if your answer to this question relates in some way to the job you are applying for.

We suggest that you prepare for an interview in the same way lawyers prepare for oral arguments:

- 1) analyze the issues (the job description and the qualifications sought);
- 2) decide what two to three points you most want to get across about yourself so that you can weave these into your answers;
- 3) write a list of what questions you can expect based on the organization and its work and outline your answers in writing;
- 4) think of questions for the employer (ones not answered on the website).

If you prepare in this way, your answers are guaranteed to be more organized and concise than if you “wing it.” Last but not least, be prepared to address any perceived weaknesses in your background that the employer may raise.

What is a behavioral interview?

Behavioral interviewing is increasingly being used by public interest employers. It is based on the belief that the best predictor of future performance is past behavior. Behavioral interview questions often begin with phrases such as “tell me about a time . . .” or “describe a situation when . . .” These questions are looking for specific examples of behavior that demonstrates the qualities applicants claim to have. For example, if you describe yourself as “hardworking,” a behavioral interview question will ask for a specific example. The best way to prepare for this type of interview is to think of **examples** of the concrete challenges you have faced and successes you have had in previous jobs, internships, and clinics. A two page article about this interview technique is set forth in Appendix 7.

Can I hold a private firm offer pending a public interest job search?

Some students have private firm offers that “expire” before the public interest job search is complete. According to NALP’s “Principles and Standards for Law Placement and Recruitment Activities,” if the offer is made before September 15, the employer should leave an offer open at least until November 1, and upon request by the student, the employer should extend the deadline until December 1 upon receipt of assurances from the student that he or she is holding and will hold no more than one other offer during the extension period. With the consent of the employer, students may extend one offer beyond December 1. Students exploring public interest positions have sometimes been successful negotiating extensions with private sector employers to allow them to conduct a full public interest job search and to participate in fellowship competitions.

Appendix 1: Timeline for Planning a Public Interest Career

ONGOING

- Review Career Services Calendar for events of interest to you.
- Build public interest credentials: student-run pro bono organizations, summer internships, clinics, journals, leadership in organizations.
- Attend Public Interest Employer Reception and MPILCC. If have job, network with employers at Table Talk.
- Network and conduct informational interviews with public interest students and alums.

FIRST YEAR

Fall

- Expand knowledge of public interest subject areas and types of lawyering by attending educational panels.
- After November 1, conduct 1L summer internship search:
Write resume in law school format;
Sign up for PSLawNet;
Meet with counselor to discuss 1L summer and public interest career path;
- After December 1, begin applying for jobs.

Spring

- Continue conducting 1L summer internship search.
- Attend Career Fair
- Attend meeting with counselor to prepare for summer internship.
- Attend MPILCC

Summer

- Work hard to get as much experience from your internship as you can; take advantage of brown bag lunches or other educational/networking opportunities offered by employer.
- Refine interests in subject area and type of lawyering.
- Consider whether summer employer is potential post-graduate employer or fellowship sponsor.

SECOND YEAR

Fall

- Reflect on 1L internship; determine whether you want to explore new area in 2L summer or deepen prior experience. Do personal inventory to assess your interests in subject matter and type of legal work. Consider how 2L summer relates to post-graduate goals.
- As one factor in your search, determine whether organizations have post-graduate opportunities. Do they regularly hire staff attorneys, do they have their own fellowship or have they successfully sponsored project fellowships?
- Meet with counselor to discuss long-term plans and how they relate to 2L summer.
- Conduct 2L summer internship search.

- Attend the Equal Justice Works Career Fair.

Spring

- Finalize 2L summer plans.
- Attend MPILCC.

Summer

- Work hard at summer internship, realizing that 2L summer recommendation can be crucial to post-grad job search.
- If applying for fellowships, meet with a counselor.

For project fellowships:

Educate yourself about relevant potential sponsors through PSLawNet and websites.
 Determine whether organization you are interested in has sponsored fellows before.
 Contact potential organization sponsors; solidify organization sponsorship as early as possible.
 Begin drafting project proposal.

For other post-graduate opportunities:

Use alumni contacts to “shadow for a day” an attorney who works in an organization you are interested in (especially good for public defender, prosecutor jobs).

THIRD YEAR

Fall

- Review on campus deadlines, Government Honors Handbook and PSLawNet fellowship information to construct personal calendar of deadlines.
- Meet with counselor to plan post-grad job strategy; revise resume; draft cover letter.
- Sign up to have jobs emailed to you from PSLawNet.
- Attend the Equal Justice Works Career Fair.

For project fellowships:

Finalize application.

For organization fellowships and government honors programs:

Network with prior fellows before finalizing application materials; prepare for interviews.

For public defender, prosecutor, and government jobs:

Determine if agencies you are interested in are interviewing at On Campus Interviewing or Equal Justice Works Fair in Washington, D.C.

Spring/Summer

- Apply for fellowships with spring deadlines.
- Apply for non-fellowship jobs that post announcements in spring and summer.
- Attend MPILCC.

Appendix 2: Print Resources

Public Interest Directories/Domestic

Serving the Public: A Job Search Guide, Vol. I–USA, Harvard Law School (available in CSO)
The Directory of Legal Aid and Defender Offices, National Legal Aid & Defender Association (available in CSO)

Public Interest Directories/International

Serving the Public: A Job Search Guide, Volume II-International, Harvard Law School (available in CSO)
Guide to Funding for International & Foreign Programs, The Foundation Center
UN Directory of Non-Governmental Organization Associated with the Department of Public Information

Fellowships

Yale Law School Fellowship Opportunities Guide – Yale Law School (available in CSO)
Yale Law School Fellowship Application Tips, Yale Law School (available in CSO)
PSLawNet Comprehensive Fellowship Guide – The Ultimate Resource for Lawyers and Law Students (available in CSO)

Government

Government Honors & Internship Handbook, Univ. of Arizona College of Law (available on EASElaw)
Federal Legal Employment Opportunities Guide, NALP, in cooperation with Partnership for Public Service
Working on Capitol Hill, Yale Law School*

Public Interest Law Firms

AFL-CIO Directory of Lawyers' Coordinating Committee
National Employment Lawyers Association Membership Directory and Guide to Member Services
Private Public Interest and Plaintiff's Firm Guide, Columbia Law School and Harvard Law School**

Subject-specific guides

Big Green Internships & Summer Jobs for the Environment, Career Education Institute (available in CSO)
Yale Guide to Public Interest Environmental Law Opportunities, Yale Law School * (available in CSO)
Guide to Internships and Fellowships in Reproductive Rights 2006-07, Law Students for Choice
The Women's Rights Internship Book, Career Education Institutes (available in CSO)

Visit the CSO Library for other books on specific areas of practice, geographic areas and the job search generally.

*Yale guides available at <http://www.law.yale.edu/studentlife/CDOPublications.asp>. You are welcome to download and print the guides as long as you credit Yale Career Development Office as the source.

**Available at http://www.law.columbia.edu/center_program/public_interest/career, or <http://www.law.harvard.edu/students/opia/details.php?id=pub-specialty>. You are welcome to download and print this guide as long as you credit the source.

Appendix 3: Websites for Domestic Job Searches

GENERAL

PSLawNet, www.pslawnet.org (HIGHLY RECOMMENDED)

Comprehensive listing of public interest legal positions, including volunteer opportunities, paid summer positions, and post-graduate positions and fellowships.

Idealist (Action without Borders), www.idealist.org (HIGHLY RECOMMENDED)

Comprehensive listing of public service positions, both legal and non-legal, in over 140 countries. This is an especially good site for post-graduate job listings. Searchable by subject matter, country, type of position, and other categories.

National Legal Aid & Defender Association, www.nlada.org/jobop.htm(HIGHLY RECOMMENDED)

This is the best site for post-graduate jobs in civil legal services organizations and defender organizations. Other public interest organizations are also listed. Searchable by state.

Foundation Center, www.foundationcenter.org

Provides information about every foundation in the country. Much of this information is free, but some of it is for paying subscribers only. Job corner contains a database of job openings in foundations, corporate grant makers, and other nonprofit organizations. Searchable by type of employer and region.

GOVERNMENT

Government Honors & Internship Handbook, <http://www.law.arizona.edu/career/honorshandbook.cfm> . *[Insert username, password, which changes annually]*. Contains information on federal government post-graduate honors programs and summer internship programs. (available on EASElaw)

Office of Personnel Management, www.usajobs.opm.gov

This is the federal government's official one-stop source for federal jobs (permanent and internships) and employment information. Searchable by position, salary, and geographic location. Updated every business day. Can create an "agent" to email particular kinds of opportunities as soon as they are posted. **Note: when searching for federal jobs, you should also check the agency site, as not every job makes it into USA JOBS.**

National Association of Attorneys General (NAAG), www.naag.org

The most comprehensive online site for the latest developments in the offices of the state Attorneys General throughout the country, including ground-breaking litigation, new appointments, and job opportunities.

Fedworld, www.fedworld.gov

Contains job listings, both law-related and other, with the federal government. Run by the Dep't of Commerce and links to USA Jobs.

Federal Jobs Search Page, www.hrsjobs.com

Similar to OPM and Fedworld sites listed above, this site is notable because it contains links to **state government web pages**.

Roll Call Jobs, www.rcjobs.com

Features jobs in government affairs, lobbying and other positions with organizations that do lobbying and other work with the federal government.

STATE-SPECIFIC JOB SITES

Chicago, <http://www.chicagobar.org/careerresources/>

To help law school graduates search for a public sector career, the Chicago Bar Association Government Services Committee and the Young Lawyers Section of the Chicago Bar Association of Chicago have compiled the most current hiring information available on numerous government agencies in Chicago.

<http://www.npo.net/>

The NPO.net Jobs Service provides nonprofits and government agencies a place to post jobs and internship opportunities in the Chicago area.

http://www.co.cook.il.us/employment_job.php

The site of the Cook County Bureau of Human Resources lists available job openings in Cook County, including those with the State's Attorney and Public Defender's offices.

Minnesota, www.mnjustice.org

The site of the Minnesota Justice Foundation, this site lists Minnesota legal internships.

New York City, www.gothamgazette.com

Gotham Gazette Classifieds, an on-line listing of public service jobs in New York City, includes many law-related jobs.

New York City (government jobs), www.nyc.gov/portal/index.jsp

SUBJECT-MATTER SPECIFIC

Elaw, www.elaw.org

Run by Environmental Law Alliance Worldwide, this site lists organizations worldwide that do environmental work.

National Fair Housing Advocate, www.fairhousing.com

Lists positions with organizations and governmental agencies dealing with fair housing issues.

Appendix 4: Websites for International Job Searches

Included here are bulletin boards or compilations of listings related to international public interest. We have also listed some specific organizations or entities, although this is only a sample of the major organizations – there are many more out there!

GENERAL

ABA-Section of International Law, Human Rights Committee E-Brief

Contains organization profiles, job listings, and weekly human rights news. Students can sign up to receive the weekly newsletter and also view past issues. See past issues at <http://mail.abanet.org/archives/inthumrights.html>. Subscribe at <http://www.abanet.org/abanet/common/email/listserv/listcommands.cfm?parm=subs>.

American Society of International Law

Career resources for students are listed at <http://www.asil.org/careers/careerwebsites.html>.

Association for Women’s Rights in Development (AWID)

Weekly listing of gender-related vacancies; often includes human rights jobs. <http://www.awid.org/jobs/>

Communication Initiative

Website designed to facilitate communication among development professionals (legal and non-legal). Vacancies are listed at <http://www.comminit.com/vacancies.html>.

DevNet Jobs

Job listings in the development field, including many related to human rights and humanitarian work. Membership is required to view some listings. Free newsletter. www.DevNetJobs.org

Foreign Policy Association

Website and also weekly jobs newsletter. http://www.fpa.org/jobs_contact2423/jobs_contact.htm

Human Rights Blog <http://www.humanrightsblog.org/listings/>.

Human Rights Job Board

For a complete list, enter nothing and click on “search.” <http://www.hri.ca/jobboard/>

Human Rights Jobs

Some jobs open to all, others are for members only. <http://www.humanrightsjobs.com/>

Human Rights Resource Center

Links to numerous job pages at NGOs and inter-governmental organizations. <http://www.hrusa.org/field/joblinks.shtm>

Human Rights Tools

This website has a variety of tools for human rights professionals. Job listings can be found at <http://jobs.humanrightstools.org/>.

Idealist.org

Job listings in public service, including human rights positions throughout the world. If you enter your profile, Idealist will send you relevant listings. To sign up, fill out a profile at:

<http://www.idealists.org/en/ip/idealists/MyIdealist/Register/default?SID=7264eb90e386d68fd1d1645d9de4f63c>

One World

Similar to idealist.org. <http://us.oneworld.net/section/us/jobs>

PSLawNet

Can search organizations, jobs, fellowships and internships (paid and unpaid) throughout the world. Has better coverage of some countries than others. www.pslawnet.org

ReliefWeb

Lots of field positions are advertised here for mostly humanitarian and some human rights jobs. <http://www.reliefweb.int/vacancies/>

REGIONAL JOB LISTINGS

American Association of Teachers of Slavic and Eastern European Languages

Job index for people with Slavic language skills. <http://aatseel.org/jobs/job-index.asp>

Pambazuka News

Website and newsletter on social justice in Africa. <http://pambazuka.org/en/category/jobs/>

PAE-REACT

This is the contractor paid by the US State Department to select US citizens for seconded jobs with the Organization for Security and Cooperation in Europe. www.pae-react.com

INTER-GOVERNMENTAL ORGANIZATIONS

International Criminal Court, http://www.icc.int/en/ICC_jobs.html

Preference to citizens of States parties, so Americans beware!

International Criminal Tribunal for the former Yugoslavia

Theoretically the ICTY's jobs are listed on the main UN site, but this is not always the case.

<http://www.un.org/icty/practical-e/index.htm>

United Nations

Check under "Human Rights", "Legal", and "Humanitarian Affairs."

<https://jobs.un.org/Galaxy/Release3/vacancy/vacancy.aspx>

For information on the competitive exam, see <http://www.un.org/Depts/OHRM/examin/exam.htm>.

UN Development Program

Some rights-related jobs <http://www.undp.org/jobs/>

For information on UNDP Leadership Development Program see <http://www.undp.org/lead/>.

UN High Commissioner for Human Rights

Theoretically the High Commissioner's vacancies are all listed on the UN site, but in reality there are often jobs here that are never posted to the main site. <http://www.ohchr.org/english/about/vacancies/index.htm>

UN High Commissioner for Refugees

Information on external vacancies and international professional roster at <http://www.unhcr.org/admin/3ba1bdcb7.html>.

UNICEF

Some rights-related jobs. <http://www.unicef.org/employ/current.htm>

INTERNATIONAL NGOS

American Bar Association Rule of Law Programs <http://www.abanet.org/ceeli/program/staffpositions.html>

Center for International Environmental Law http://www.ciel.org/Join/Join_Jobs.html

Center for Reproductive Rights, http://www.crlp.org/ab_employment.html#lc

Global Rights http://www.globalrights.org/site/PageServer?pagename=wwcd_index_44

Human Rights First http://www.humanrightsfirst.org/about_us/about_us.htm

Human Rights Watch <http://www.hrw.org/jobs/>

International Center for Transitional Justice <http://www.ictj.org/en/about/jobs/index.html>

International Committee of the Red Cross www.icr.org

International Crisis Group <http://www.crisisgroup.org/home/index.cfm?id=1152&l=1>

International Rescue Committee <http://www.theirc.org/jobs/index.html>

Open Society Institute <http://www.soros.org/about/careers>

DOMESTIC ORGANIZATIONS (sometimes have opportunities in international law)

National Lawyers Guild, <http://www.nlg.org/members/jobs.htm>

ACLU, <http://www.aclu.org/jobs/jobsmain.cfm>

Center for Constitutional Rights, <http://www.ccr-ny.org/v2/home.asp>



Appendix 5: How to Create Your Own Organization List Using PSLawNet

For a complete list of organizations involved in your area of interest, go to www.pslawnet.org and follow the instructions below.



www.PSLawNet.org

How to Create Your Own Organization List Using PSLawNet

1. Go to PSLawNet's Web Site and register as a student/alumni. One-time registration is required to have access to PSLawNet. Register or edit your existing profile.
2. Once you have registered, click on Search Database button.
3. Enter your Log-in Name and Password.
4. Click on the Log-in Now Button.
5. Click on Search Organizations Button.
6. At the next stage, designate an Organization Type: Government, Judge/Judiciary, Law Firm, Non-profit (Legal Aid/Advocacy), or Non-profit (Cultural/Education).
7. Next, select one or more of the 49 particular Practice Areas.
8. You also have the option of selecting a particular Geographic Area.
9. Click on the Perform Search Button.
10. PSLawNet will then generate a list of all the organizations that match your query, and will provide you with the following information: Name, Location, Address, Phone, Fax, E-Mail, Website, Organization Type, Organization Description.
11. Then simply hit the Print function and print an entire specialty list for you to use.

Appendix 6: Sample Public Interest Resumes and Cover Letters

Mock 1L Resume with substantial experience before law school

Helen O. Troy
250 S. Sparta Drive
Chicago, IL 60610
(773) 555-9876
5troy@stu.jmls.edu

EDUCATION

The John Marshall Law School, Chicago, Illinois

Juris Doctor Candidate, May 2009

Activities: Battered Women's Project, Student Advocate
Law Students Against the Death Penalty, Member

Rice University, Houston, Texas

Bachelor of Science in Biology, May 2004

Thesis: The Symbolism of Wilderness in North America

Honors: Departmental Award for Excellence in biology

Activities: Young Biologists Club
Student Council Senator

EXPERIENCE

CASA of Cook County, Chicago, Illinois

Court Appointed Special Advocate, August 2005 – August 2006

Monitored the relationship between pre-adolescent sisters and their foster mother through home visits and telephone conversations. Wrote status reports and attended permanency-paneling hearings in order to communicate the needs of the children to the Court and offer recommendations.

Office of the State Appellate Defender, Chicago, Illinois

Legal Assistant, Appeals Division, August 2004 – July 2005

Conducted research on a variety of issues, including the efficacy of the Battered Wife Syndrome defense under New York law and the exclusion of DNA evidence. Cite-checked and proof read briefs.

Museum of Natural History, Anchorage, Alaska

Assistant Curator and Docent, May – August 2003

Contributed to the collection and presentation of a new exhibit tracing the development of the arts and crafts in the Inuit culture and the influence of Inuit culture on Alaskan folk art. Successfully pursued private funding for this important new exhibit.

ADDITIONAL INFORMATION

Conversational Spanish. Additional employment experience as a Senior Camp Counselor at Alaskan Adventures Camp (Summers 2000-2002). Enjoy swimming, tennis, and skiing. Extensive travel in Mexico and Central America.

Mock 1L Resume with less experience before law school

Paul J. Pierce

454 Fleet Center Avenue

Naperville, IL 60580

(708) 555-5656

paulpierce@hotmail.com

EDUCATION

The John Marshall Law School, Chicago, Illinois

Juris Doctor Candidate, May 2009

Activities: Latino American Law Students Association
Student Lawyers' Athletic Program Touch Football League

Brown University, Providence, Rhode Island

A.B. in political science, *magna cum laude*, May 2005

Honors: Brown University Honors Program

Activities: All-University Conference on Entrepreneurship, Chairperson
High School Tutoring Program, Spanish Tutor

EXPERIENCE

Unemployment Action Center, The John Marshall Law School, Chicago, Illinois

Student Advocate, October 2006 – Present

Represent individuals in unemployment hearings before administrative law judge.

MK Communications, Inc., Chicago, Illinois

Account Executive, June 2005 – August 2006

Worked closely with government and non-profit leaders in community development and affordable housing for this boutique public relations and consulting firm. Wrote and edited press releases, brochures, and fundraising materials for a variety of clients. Developed and maintained contact with members of the media to encourage story placement.

Brown University, Providence, Rhode Island

Teaching Assistant, Political Science department, September 2004- May 2005

Prepared and presented lectures in Introduction to Politics for class of 20 students. Worked individually with political science majors to develop original research topics; performed review and critique of proposals, outlines and draft of senior thesis projects.

Office Depot, Chicago, Illinois

Assistant Manager, Summer 2004

Customer Service Representative, Summers 2001-2003

ADDITIONAL INFORMATION

Fluent in Spanish. Enjoy bicycling and running. Other experience includes an enumerator for the United States Census Bureau and a vendor at Wrigley Field.

250 S. Sparta Drive
Chicago, IL 60610
5troy@stu.jmls.edu
January 5, 2007

Ms. Jane Smith
Legal Services for Children
1000 South Michigan Avenue
Chicago, IL 60614

Dear Ms. Smith:

I am a first-year student at The John Marshall Law School and am writing to express my interest in a summer internship at Legal Services for Children. I am especially committed to advocating on behalf of children, whose interests, my experience has taught me, are all too often overlooked. It would be a privilege to join in your organization's work.

I believe my experience in law school and prior to it would be valuable to Legal Services for Children. For example, I've gained skills in legal research and writing not only through my first year Lawyering course, but also in my work as a Legal Assistant at the Office of the State Appellate Defender before law school.

In addition, I have experience working with a variety of clients. After college, I spent a year as a Court Appointed Special Advocate with CASA of Cook County. Here, I monitored the relationship between sisters and their foster mother. My skills in working with clients, coupled with my ability to think and write analytically and work effectively in a team environment, would enable me to make substantial contributions as an intern at Legal Services for Children.

I have enclosed my resume for your review and would welcome the opportunity to discuss internship opportunities with you. Should you wish, I would be happy to send a writing sample, references, and/or a copy of my first semester grades.

Thank you for your consideration.

Sincerely,

Helen O. Troy

Enclosure

Paul J. Pierce
454 Fleet Center Avenue
Naperville, IL 60580
paulpierce@hotmail.com

January 13, 2007

Mr. Louis Rodriguez
Staff Attorney
Cook County Public Defender's Office
233 North Clark Street, Suite 800
Chicago, Illinois 60601

Dear Mr. Rodriguez:

I am a first year student at The John Marshall Law School and I am extremely interested in a summer internship with the Cook County Public Defender's Office. I am especially interested in providing legal assistance to those unable to afford it and your office is noted to be one of the nation's finest in that regard.

I believe that I have the skills and knowledge to be a successful intern at your office. I developed considerable skills in critical thinking, research, and writing, through my work experience, my first year of law school, and my strong undergraduate education at Brown University. Moreover, through my work as a Student Advocate at The Unemployment Action Center I have gained experience in representing clients in unemployment hearings.

My previous employment at MK Communications, where I worked with government officials, non-profit leaders in community development, and members of the media, gave me experience in dealing with a wide range of people. Furthermore, as Chairperson of the All-University Conference on Entrepreneurship, I developed a strong ability to multitask as I worked to coordinate events and people. I am fluent in Spanish and believe that this coupled with my commitment to public service, strong background in organization, and rigorous law school education has provided me with the necessary skills to be an asset to your office.

I have enclosed my resume, writing sample, and the names of three references for your review. Should you wish to schedule an interview, or if I can provide you with any other information, please contact me at (708) 555-5656 or paulpierce@hotmail.com. Thank you very much for your time and attention.

Sincerely,

Paul J. Pierce

Enclosure

**Appendix 7: "Building Interview Skills: What to Tell Students About the Behavioral Interview," January 2005
NALP Bulletin**

(reprinted w/permission)

Building Interview Skills: What to Tell Students about the Behavioral Interview

This law school perspective on preparing for behavioral interviewing may also suggest interviewing strategies to employers.

by Patricia White

Career services staff are always on the lookout for ways to help students improve their interview skills. Your students will have a distinct advantage when interviewing if you familiarize them with the purpose of — and how to prepare for — the "behavioral interview." This interviewing technique has been used effectively in the business world by such diverse companies as Wachovia, Accenture, Tweeter Home Entertainment, and Teradyne for some time, and a number of law firm interviewers are now recognizing the benefits of behavioral interviewing.

What is a behavioral interview and why do employers use this method?

Behavioral interviewing is based upon the premise that the best predictor of future behavior and performance is past behavior and performance in a similar situation. Given the extremely high cost of recruiting, hiring, training, and mentoring new associates, law firms want to do all they can to ensure that their new hires will be stable, productive, successful lawyers. The behavioral interview technique utilizes a questioning style quite different from the standard, "Tell me about yourself," or "What are your three greatest strengths?"

Behavioral interview questions often begin with phrases such as, "Tell me about a time..." or "describe a situation when..." These types of questions can be quite daunting for the student who is unfamiliar with the style and who doesn't understand the interviewer's purpose in asking such questions. Ida Abbott, in her book *Lawyers' Professional Development*, writes that "law firms are taking a more strategic approach to hiring by establishing hiring criteria"

Patricia White, Esq., is a former Associate Director of Career Services at Franklin Pierce Law Center in Concord, NH. She now resides in Sarasota, FL.

beyond the achievements reflected in résumés. Abbott says that these "criteria target the characteristics of lawyers needed to build and sustain the firm, and they make the recruiting process more precise and effective." To maximize the value of behavioral interviews, those who use them have identified the characteristics and behaviors of their most successful associates and have designed questions to elicit whether the candidates being interviewed have exhibited those traits and actions in their previous work experience.

An example of a characteristic firms value is "motivation." As Carolyn Wehmann points out in her October 2003 *NALP Bulletin* article, "Using Behavioral Interviewing to Target Talent," once criteria are defined, it is helpful for employers to develop specific descriptions of how those criteria are demonstrated. A description of how a motivated lawyer behaves might include, "takes initiative, seeks additional responsibility, responds to criticism, organizes time and work."

With this definition of motivation, an interviewer will be looking for descriptions of specific past performance that demonstrate that the student has behaved in the desired way in the past. Thus a student may be asked, "Tell me about a time when you went beyond the call of duty and performed beyond what was expected," or "How do you motivate yourself to do a task that you really don't want to do?"

Students must be prepared to discuss specific examples of behavior that demonstrate the qualities they claim to have. They cannot fall back on their laundry lists of admirable traits such as being "hard working," "dedicated," or "detail-oriented."

Help them prepare

Many career counselors organize their career planning advice around a series of steps that begin with self-assessment and researching employers. We often meet with student resistance to the concept of self-assessment, but

never is it more important that a student have completed this exercise than in the behavioral interview situation. Because of the probing nature of behavioral interview questions, it is especially important that students engage in significant introspection so that they understand such things as:

- Why they have made the life decisions they have made (this reflects their values, talents, and motivation); and
- How to provide specific examples of behavior that demonstrates they have the proficiencies and traits an employer seeks. (This is where a student's research skills come into play.)

If a student is responding to a specific job description or an OCI posting, it may be easy to determine what characteristics are sought. Many firms clearly state the qualities they value on their web site or NALP listing. However, even when a student cannot access this type of information for a particular employer, they can prepare by considering those characteristics that employers commonly value and seek out in their employees; then, through their self-assessment, students can identify the behaviors that show they have demonstrated those traits.

Four characteristics/behaviors that legal employers find desirable

Some key competencies and patterns of behavior that law firms recognize as important to lawyers' success are decision-making and problem-solving skills, motivation, communication and interpersonal skills, and planning and organization. Here are some sample questions that interviewers often use to elicit descriptions of these behaviors:

- **Decision making and problem solving.** Give an example of a time when you had to be quick in coming to a decision. Tell me about a difficult decision you had to make within the last year. Give me an example of a time when you used good

judgment and logic in solving a problem. Give me an example of a time when you used your fact-finding skills to solve a problem. Tell me about a time when you anticipated potential problems and developed preventive measures. Tell me about a time when you failed to spot an obvious solution to a problem.

■ **Motivation.** Describe a time when you set your sights too high (or too low). What have you done that demonstrates initiative? How did your former supervisor get your best performance from you? What type of work environment do you need to function most productively? Tell me about a time when you failed to meet your expectations.

■ **Communication and interpersonal skills.** Tell me about a time when you had to persuade a coworker or colleague to accomplish a task or to see your point of view. Describe an unpopular decision you have made and how you dealt with the result. Tell me about a time you had to deal with an individual you did not like, or who did not like you. Tell me about a time when you had to work with a person who did things very differently from you.

■ **Planning and organization.** Tell me about a time when you had too many things to do and had to prioritize your tasks. What method do you use to schedule your time? Give me an example of how you handle interruptions to your schedule. Everyone has had an experience when they just could not complete a project on time — when has this happened to you? How do you determine what is critical and what is not? Tell me about a time when you created a plan to accomplish a long-range project or goal.

Tools students can use to prepare

Two tools will assist your students in preparing for behavioral interviews: their résumé and a three-step process for organizing their answers. Using their résumé as a guide, students should thoughtfully consider the projects, tasks, and interactions represented by their previous employment. It may have been some time since they thought about a particular job, and their résumé will help refresh memories about specific job performances. Students should try to identify particularly challenging and difficult, as well as especially rewarding, experiences.

They can use the sample questions listed above to practice describing work-related experiences that demonstrate the behaviors being sought.

Students need a method of organizing their answers so that their responses do not become rambling and unfocused. A common format career planning experts suggest is the STAR method. When using this technique the interviewee should:

- Briefly describe the **Situation or Task**;
- Explain the **Action** that he or she took; and
- Describe the **Results** of the action.

Using this organizational strategy will help students keep their answers concise and specific.

Student FAQs

Some students will feel intimidated by the prospect of encountering the behavioral interview style because they either have had no pre-law school work experience or they consider their work experiences irrelevant. In these cases, students can call upon academic experiences (organizing assignments, prioritizing tasks, working in a study group or other collaborative project). Reflecting upon their non-law related work experiences, volunteer activities, competitive sports involvement, and other areas of interest can yield examples of behaviors that can be used to answer these interview questions as well.

Behavioral interview questions are sometimes framed in the negative, such as, "Tell me about a time when your work was criticized." Here the information sought is a description of the candidate's faults as well as how he or she handles criticism. A student would be wise to respond with a description of a poor idea rather than a poor work product, which might unnecessarily focus negative attention on performance. Discussing a poor idea also offers a better opportunity to describe what was gained from the experience, which is the goal anytime questions about negative experiences are asked. In this example a student could discuss an employer's criticism of his or her idea about how to approach a research problem, what he or she gained or learned from that criticism, and how he or she then proceeded. The outcome or **Result** of the **Situation** then becomes positive.

Even with the most thorough self-assessment, research, and preparation, students will be asked questions they feel they don't

know how to answer. First of all, students should understand that it is perfectly acceptable to ask for clarification of a question by saying, "I'm not sure what kind of information you'd like me to provide here. Can you be more specific?" Students should also feel free to thoughtfully reflect upon a question before answering. Rather than feeling compelled to answer immediately, students should maintain control of their responses by saying something like, "Do you mind if I take a moment to think about that?" And, if nothing comes to mind, an acceptable answer is, "Although I've never actually missed a deadline, I've come close and have had to reprioritize my tasks."

"Do I have to tell them everything?" Students should keep in mind that a job interview is not "True Confessions." Although career services professionals counsel students to be scrupulously truthful in their application materials, that does not mean that they must volunteer negative information unless they are directly asked the question. As Martha Neil notes in her article "Asked (Sort Of) and Answered" in the September 2004 issue of the *ABA Journal*, candidates should keep their answers simple and not offer information that reflects poorly on them. When a truthful answer to a direct question requires a negative response, students should be prepared to provide the honest answer, together with a brief explanation for the deficiency and their plan for improvement.

"What if it doesn't seem like a behavioral interview but just an effort to make conversation?" Sometimes questions that don't seem to fall into the pattern of behavioral interview questions are aimed at uncovering behaviors that are important to the employer. A question like "What kinds of activities do you enjoy when you're not studying or working?" may be designed to elicit whether a student is a team player or a loner, highly competitive or unmotivated, civic-minded or self-centered. Students need to think about what may be behind a question being asked.

Conclusion

Understanding and preparing for behavioral interviews give students one more way to hone their interviewing skills. Regardless of whether they encounter this technique, the self-assessment, employer research, and thoughtful reflection upon their work experiences and other activities will prepare students to excel in the interview room. ■