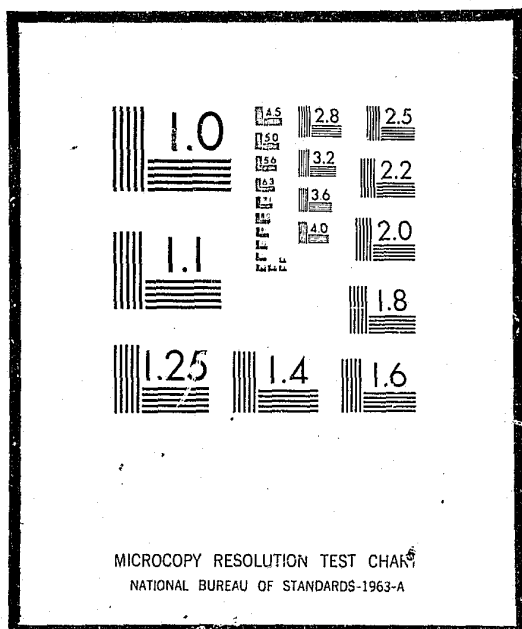


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REFUNDING EVALUATION REPORT

Philadelphia - DEFENDER INTERN PROJECT  
(PH-74-C-e-3-5-245)

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EVALUATION

## Section I. Executive Summary of Evaluation Report

### 1. Project Objectives and Major Activities

Project Objectives include providing law school students with an internship experience in the Defender Office to enhance their skills and secondly to relieve staff attorneys for more responsible duties. Summer interns did perform a wide variety of duties; winter interns essentially only interviewed clients in Defender Association office.

### 2. Evaluation Activities

In-depth questionnaires for interns and supervisors were constructed and administered. Both were interviewed.

### 3. Major Results, Findings and Recommendations

The over-all objectives have been achieved. Continued refunding is recommended with changes. An additional fund for a half time Project Director and support for clerical service should be provided. Furthermore a more vigorous recruitment program should be undertaken to obtain greater minority and female representation. The rate of payment should be raised to \$3 per hour to provide compensation equal to other projects with same functions. Training and orientation should be formalized with greater emphasis on rotation of function during winter program rather than interviewing. Mechanisms should be built into the program to provide greater follow-up in cases on which interns have been working. More in-court experience for interns is a desirable goal not now being achieved.

## Section II. Project Activities

### 1. Brief Description of Goals and Objectives

The two goals of the project were to provide an experience to law school students in the criminal defense operations of the Defender Association and to free up staff attorneys to perform duties requiring greater responsibility. These goals were related to two problems:

(a) the need to provide an internship experience to law school students considering future careers in the criminal defense field;

(b) the heavy work load of the legal staff of the Defender Association of Philadelphia.

### 2. Description of Project Activities

The project was divided into summer and winter programs. The former interns worked forty hours per week and the latter worked eight to ten hours. Both summer and winter interns received orientation concerning the objectives and operations of the Defender Association and the various internship duties. Orientation consisted of informal comments and distribution of appropriate written materials. All interns were supervised in the performance of their duties.

Summer interns performed a wide variety of duties including pre-arraignment, bench warrants, interviewing clients, post-conviction work, legal research, researching notes of testimony, mental health commitments, preparing parole and pre-sentence reports and appellate research. Winter interns performed essentially one function: interviewing clients.

### Section III. Evaluation Activities

#### 1. Nature, Extent and Timing of Evaluation Activity

The Evaluator first held a series of conferences with the project director to obtain detailed information concerning the method of selecting interns, their orientation of the Association's objectives, the training given to interns to perform their duties, their assignment to duties, the nature of the supervision they received and intern reaction to their internship experience.

The Evaluator then constructed an extensive questionnaire for evaluating the internship experience in the agency (Exhibit 1) and another questionnaire for evaluating the nature and extent of the supervision provided to interns during their internship experience (Exhibit 2).

Since the Evaluator was selected after the completion of the summer internship phase of the program, his only means of communicating with these interns was by mail. Therefore a mail questionnaire was administered to summer interns. As of the date of this report, three of the six summer interns (50%) have responded by return communication. Personal interviews to administer the questionnaire were held with all winter interns with whom interviews could be arranged. Six of the ten winter interns were personally interviewed by the Evaluator; the remaining four either failed to keep scheduled appointments or were unavailable for a variety of reasons. Mailed questionnaires were forwarded to them for their completion and return. Thus sixty percent of the winter intern group were personally interviewed by the Evaluator.

The Evaluator also conducted in-depth interviews and administered supervisor questionnaires to four of the five supervisors. The fifth supervisor who is stationed at 1801 Vine Street, Philadelphia, Penna., received a mail questionnaire but as yet has not returned the same.

### Section III. Evaluation Activities (Cont.)

#### 1. Nature, Extent & Timing of Evaluation Activity (Cont.)

The Evaluator has also periodically visited the office of the Defender Association on an unannounced basis to observe the interns in the performance of their duties.

Feedback to the Project Director has been provided periodically on the following subjects:

- Affirmative Action Selection Guidelines
- Rotation of Assignment for Interns
- Wider Scope of Internship Experience
- Nature and Character of Supervision
- Adequacy of Internship Wage Scale
- Nature and Extent of Career Counselling
- Results of Questionnaires Administered

#### 2. Description of Data and Information in Evaluation

The methods used to collect evaluation information administration of supervisor and intern questionnaires, personal and mailed interviews, observation of interns on-the-job, evaluation of questionnaires, conferences with the Project Director and feed-back to the Agency Director. Questionnaire interviews have been conducted on an open and candid basis with the result that validity of responses have been attained.

#### 3. Limitation of Evaluation Effort

As a result of the cooperation of the Project Director and his staff together with the frankness of interns, there has been no limitation upon evaluation efforts.

#### 4. Feedback

Since the Evaluator has been in constant communication with the Project Director, feedback has been continuous on the specific suggestions concerning all subjects listed in paragraph 1 above. The Project Director has indicated a desire to consider these recommendations in future programs.

## Section IV. Project Results and Analysis

### 1. Evaluation Results

Analysis of the personal interviews, mailed responses and in-depth open end questioning of both summer and winter interns, it is apparent that the Association has provided worthwhile orientation. All three summer interns and five of the winter interns responding, indicated that they had received this introduction to their agency experience. The sixth winter intern who did not receive this orientation had been in the summer program in which he had earlier received such exposure. All responses indicate a positive attitude toward the orientation provided except for one summer intern who felt that it was not worthwhile. These responses parallel those concerning training reception on the job to perform the duties of the internship itself.

Summer interns generally spent forty hours weekly in internship while winter interns spent eight to ten hours weekly. The pay scale received was \$2.50 per hour but many respondents actually spent more time than allotted because of their dedication to the agency mission. This is a testimonial to the high level of morale generally shared.

All respondents characterized their supervision in a similar manner. There was generally a close degree of supervision of initial work and as the intern obtained greater experience the degree of supervision was relaxed, so that at the end of the internship experience, supervisors were in contact with interns only where the latter had performed less than satisfactory. Intern responses indicate a need for greater continued contact with each case on which they work for there were frequent expressions of interest concerning "what happened in the end in that case". Most of the interns found the supervisors helpful and professional in attitude. Two winter respondents were negative in views on the quality of supervision they received.

## Section IV. Project Results and Analysis (Cont.)

### 1. Evaluation Results (Cont.)

Summer interns indicated that the range of their experiences was much broader than that provided for the winter interns who were largely confined to interviewing clients. The bulk of the summer interns found their work varied and interesting. Surprisingly, although winter interns indicated the work was unvaried, the bulk of them stated it was "interesting". To the summer interns, the most helpful in advancing their professional skills were bench warrant work, client interviewing and post-conviction duties. All winter interns found their client interviewing experience "very helpful". Several of them found this experience worthwhile in teaching them how to deal with different types of people.

Recruitment channels varied for the interns. Of the three summer interns who responded to date, one had previously served as a volunteer in the agency and the other two applied directly to the office. Of the six winter interns reporting to this date, three had previously served as volunteers in the office; two others had heard of the internship through friends and one applied directly to the office.

One third of the summer interns are members of a minority race. The group consists of one female Chinese, one female Black; the remaining four are members of the white race and include three males and one female. Among the winter interns only 10% constitute a minority class, Chinese. Twenty percent of the group is female. There are seven members of the white race, including seven males and two females. The Chinese minority is a male. The Evaluator has expressed his concern concerning the lack of black minority representation in the group, particularly in light of the fact that a high proportion of the clientele of the agency community is black.

### 1. Evaluation Results (Cont.)

All minority members by classification of sex and race believed they had been treated fairly and equally in the agency. The only exception was that of a Chinese female who believed that this conclusion was reached by virtue of a transfer from one function to another during the summer 1974 which was made without her consent.

All experiences of all interns were positive in relation to their future plans. All intern respondents stated they intend to pursue careers in defense work, voluntary defender offices and working to help people solve their problems.

Interns all had definite comments concerning their scale of pay: 'It was too low'. Beyond the salary issue there were widespread suggestions that the office conduct more weekly "rap sessions", have a broader base of experience than only interviewing, more in-court experience, representation of clients under Rule 11, greater feedback concerning their work.

The supervisors who were interviewed believe that the amount of time spent supervising was "about right". Estimates of time spent vary from 0-6 hours weekly. Supervisors believe that the quality of intern work varies from Good to Excellent although one supervisor believed that 10% of the interns were unsatisfactory in performance. They believe that the results of the program increase intern skills, further their ability to get along with a cross-section of the population and in general enhance their professional skills. They recognize the need to have greater exposure of interns in areas of legal research, greater variety of duty, more contact with the case and getting into court. They believe that the program could be improved by installation of a written program for interviewing, more orientation time and a greater number of hours for winter interns if the law school schedule would permit it.

### Section IV. Project Results and Analysis (Cont.)

#### 1. Evaluation Results (Cont.)

The operation of the project has achieved most of the anticipated results. While the project has in fact relieved staff attorneys for more responsible work and it has offered the law school student a professional experience, it has in the case of winter interns, not given them as wide a range of experiences as is possible. This is due to a number of factors. First, the Defender Association is under-staffed and lack of personnel prevents allocation of resources to provide this needed wider range of experience. Secondly, the role of the Project Director who also carries on daily operation of the Office of Deputy Director; this dual function prevents him from devoting additional needed time to the project. Thirdly, the irregular pattern of obligations by the law interns to their primary law school duties prevents a regular rotation of assignment at the Defender Association. These dysfunctional consequences are not operating to the same degree during the summer months so that summer interns do achieve the project objective to a greater degree.

#### 2. Factors leading to Other Results

The administration of this project has been attached to the operating structure of the agency without any additional human resource and equipment support. As a result the required direction time is simply not available to carry out the project to its maximum potential. The present Project Director has fulfilled all of the duties under the project to the best of the capability of his position. The present inadequacy is not the result of the directing personnel's capability but rather an inadequacy of funding.

The project objective, infra-structure, basic approach, management, funding timings are all operationally effective. Funding level however is inadequate

#### Section IV. Project Results and Analysis (Cont.)

##### 3. Impact of Project Results

The results of the project have permitted the agency to use staff attorneys for more responsible duties and this has contributed to the other goals of the agency. Secondly, the results have provided the interns with a positive professional experience. Thirdly, the experience of the interns has been positive in that there is universal intent to enter the criminal defense field, thus adding to the pool of competent defense counsel in criminal cases. Fourthly, the consequence of this increase in competent resources available has been to further the goal of the criminal justice system by raising the level of professional competence. These results could not have been attained by another allocation of resources or project activity given operant conditions.

##### 4. Comparative Project Results

The Defender project under evaluation has not yielded results similar to other projects. For example, the range of experience and exposure obtained by law interns in the internship program of the Office of the District Attorney of Philadelphia is superior in offering a more structured program of orientation, greater regularity of rotation among the divisions of the agency, higher intern pay scales, wider range of experience and closer supervision. This comment is not made to denigrate the positive achievements which the evaluation has disclosed but rather to enhance the success of an already proven program of success in the Defender Association Office.

Cost impact is within the existing norms and are not excessive.

#### Section V. Findings and Recommendations

1. Recruitment practices at present are in recognition of Department of Justice non-discriminatory and affirmative action guidelines. Greater effort needs to be expended to obtain increased minority and female representation in the interns selected.
2. The present orientation and training program meets the needs of the agency and intern operating requirements.
3. The present lack of rotation of assignment in the winter internship program has frustrated one of the project objectives.
4. Lack of intern involvement in follow-up of cases to which the intern is assigned prevents the intern from obtaining maximum over-view of the process of defense.
5. Intern per hour stipend of \$2.50 is inequitable in light of the payment of a \$3 rate to interns in the Office of District Attorney.
6. The administrative staffing resources to sustain the project are inadequate in light of its on-going operational duties.
7. Minorities by sex and race report fair and equal treatment within the agency while on assignment as interns.

##### Recommendations:

1. Continued refunding of the project with appropriate modification.
2. Provide funding for one half time Project Director who would devote time exclusively to administer this project and to perform no other agency duty.
3. Provide one half time clerical support and equipment to perform project tasks including typing and xeroxing project training and orientation materials, keep time records, record supervisor evaluation of intern performance, and maintain records.
4. A more vigorous recruitment program to obtain greater minority and female representation in internship programs.
5. Greater structure in orientation and training programs; ongoing periodic intern skill-building sessions.
6. Greater rotation of assignment in block periods to develop over all professional skills rather than interview skills alone.

Section V. Findings and Recommendations (Cont.)

Recommendations (Cont.)

7. Increase the per hour rate from \$2.50 to the prevailing area rate of \$3. to attract worthwhile interns who wish to work in the Defender Office but are unable to subsidize this activity .
8. Greater involvement of interns in cases on which they have been working to achieve more effective follow-up.

Project Implications

The continuation of the project is a mandatory if the Defender function is to continue on an effective scale since the internship experience is a process leading to recruitment of staff attorneys for the office and enhances the pool of competent defense attorneys at the criminal bar in the County of Philadelphia. The existence of sufficient numbers of such personnel is indispensable to the operation of an effective system of administration of justice.

Respectfully Submitted,

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Exhibit 1

Name of Intern \_\_\_\_\_

Race or Ethnic Group \_\_\_\_\_

Evaluation Questionnaire of Law Student Interns in the Philadelphia Defender Association Project

1. When you began your internship duties, did you receive any orientation concerning the operation and mission of the Defender Association?
- Yes No (Circle one)
2. If yes, indicate whether you found the orientation:
- a. Very Helpful \_\_\_\_\_ d. Not Helpful \_\_\_\_\_  
b. Helpful \_\_\_\_\_ e. Not Helpful at All \_\_\_\_\_  
c. Neutral \_\_\_\_\_
3. Did you receive any written or oral training to help you in your internship?
- Yes No (Circle one)
4. If you did receive training in your internship, I found that training was:
- a. Very Helpful \_\_\_\_\_ d. Not Helpful \_\_\_\_\_  
b. Helpful \_\_\_\_\_ e. Not Helpful at All \_\_\_\_\_  
c. Neutral \_\_\_\_\_
5. If you did receive training in your internship, what was the character of the training information.
- a. Oral \_\_\_\_\_  
b. Written \_\_\_\_\_ (Circle one)  
c. A combination of a and b.
6. How many hours each week have you spent on your internship?  
\_\_\_\_\_ Hours.
7. Were you supervised in your internship?
- Yes No (Circle one)
8. How were you supervised?
9. Indicate whether you found the over-all supervision of your internship:
- a. Very Helpful \_\_\_\_\_ d. Not Helpful \_\_\_\_\_  
b. Helpful \_\_\_\_\_ e. Not Helpful at All \_\_\_\_\_  
c. Neutral \_\_\_\_\_

10. On the whole, assigned duties as interns were:

- a. Varied and interesting
  - b. Varied and uninteresting
  - c. Unvaried but interesting
  - d. Unvaried and uninteresting
- (Circle one)

11. In advancing your professional skills, the intern duties to which you were assigned were:

- a. Very Helpful \_\_\_\_\_
- b. Helpful \_\_\_\_\_
- c. Neutral \_\_\_\_\_
- d. Not Helpful \_\_\_\_\_
- e. Not Helpful at All \_\_\_\_\_

12. Using the standard of advancing my professional skills, I feel that my assignment was:

<u>Assignment</u>	<u>Very Helpful</u>	<u>Helpful</u>	<u>Not Helpful</u>
-------------------	---------------------	----------------	--------------------

- Pre-Arrestment
- Bench Warrant
- Client Interviewing
- Post-Conviction Work
- Legal Research
- Researching Notes of Testimony
- Mental Health Commitments
- Preparing parole plans and Pre-sentence reports
- Appellate Research

(Check appropriate Heading)

13. The frequency of rotation in my internship was:

- |                     |                  |             |
|---------------------|------------------|-------------|
| Weekly _____        | Sixty Days _____ |             |
| Twice Monthly _____ | Quarterly _____  | (Check one) |
| Monthly _____       | Never _____      |             |

14. My over-all evaluation of my internship experience in the Defender Office is:

- a. Very Helpful \_\_\_\_\_
- b. Helpful \_\_\_\_\_
- c. Neutral \_\_\_\_\_
- d. Not Helpful \_\_\_\_\_
- e. Not Helpful at All \_\_\_\_\_

15. Indicate the way you were recruited into the internship program:

16. (Only for females and minority members)  
During my internship experience, I would characterize my treatment in the agency as:

- |                                |                                 |
|--------------------------------|---------------------------------|
| Fair _____                     | Unfair _____                    |
| Equal _____                    | Unequal _____                   |
| Considerate _____              | Inconsiderate _____             |
| Professional _____             | Unprofessional _____            |
| Received Meaningful work _____ | Received meaningless work _____ |

17. As a result of my internship experience in the Defender Office my immediately future professional plans are

18. Are there any general comments you would like to make regarding your internship experience in the Defender Office?



Evaluation Questionnaire of Supervisors of Law Student  
Interns of the Philadelphia Voluntary Defender Association

Name of Supervisor \_\_\_\_\_

(To be completed by agency personnel supervising interns)

1. State the number of interns you supervised under this program.

\_\_\_\_\_

2. On the average how long did each intern spend in your unit?

\_\_\_\_\_

3. State in detail the duties which were performed by interns under your supervision

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. How has the intern program furthered the careers of the interns in the criminal justice system

\_\_\_\_\_  
\_\_\_\_\_

5. What are the most effective areas of experience and service for interns under the program?

6. What are the least effective areas of experience under the program?

7. Explain how you supervise interns assigned to you.

8. State the number of hours you spend each week supervising interns and indicate the number of interns supervised.

9. Do you believe that the number of hours spent weekly supervising interns is:

- Just About right \_\_\_\_\_
- Too Many Hours \_\_\_\_\_ (Circle One)
- Too Few Hours \_\_\_\_\_

10. Rate the general performance of the interns as a group:

- Excellent \_\_\_\_\_
- Superior \_\_\_\_\_
- Good \_\_\_\_\_
- Fair \_\_\_\_\_
- Poor \_\_\_\_\_
- Unsatisfactory \_\_\_\_\_

(Give percentages for all categories)

11. As a result of supervising interns, please recommend changes for future programs.

12. What career counselling, if any, have you offered the interns you supervise?

13. As a result of the internship experience, indicate specifically how the writing, research, investigate, trial preparation and appellate skills of interns have been enhanced

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

14. Describe your own evaluation of the supervision which you exercised over interns in your unit:

- Very Meaningful \_\_\_\_\_
- Meaningful \_\_\_\_\_
- Not Very Meaningful \_\_\_\_\_

15. What general comments do you desire to make concerning the program?

FOLLOW-UP REPORT  
DEFENDER INTERN PROJECT  
(PH-74-C-e-3-5-245)

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FOLLOW-UP REPORT  
DEFENDER INTERN PROJECT  
(PH-74-C-e-3-5-245)

This report covers the period since the filing of the Refunding Evaluation Report to the end of the project period.

There have been no findings and recommendations which alter the findings and recommendations contained in the Refunding Evaluation Reports. No additional questionnaires were returned. The established routines and procedures of the project continued without interruption.

At the time of filing the Refunding Evaluation Report, the Evaluator suggested greater vigor in recruiting minority and female representation. He further suggested increasing the hourly rate of payment to interns and to provide more formalized training and orientation. Two specific recommendations were made concerning the substantive program: rotation of interns among the various functions of the agency and increased opportunity for interns to follow-up on the cases on which they had been working. These have been transmitted to the Project Director and no response has been received to date.

The objectives of the grant have been achieved: it provides a unique opportunity for law school students to apply their theoretical academic training to real-life legal situations while at the same time, it releases hardly pressed staff attorneys for more complicated duties. The Evaluator's over-all appraisal is that the project is a success in attaining its goals and recommends its renewal.

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**END**