

# JUSTICE FOR ALL

*Challenges and Opportunities in  
Ensuring Access to Counsel for  
Immigrant New Yorkers*



# Justice for All: Challenges and Opportunities in Ensuring Access to Counsel for Immigrant New Yorkers

## THIS REPORT WAS COMPILED BY

Spencer Hayes & Lisbeth Valdez, Master of International Affairs Capstone

Capstone Advisor: Dr. Rey Koslowski

Camille Mackler, Executive Director, I-ARC

*May 2021*

Immigrant ARC would like to thank its members and their staff who took the time to complete the surveys and participate in the interviews and research that made this report possible.

Immigrant ARC is a collaborative of over 80 organizations and professional associations providing legal services to New York's immigrant communities throughout the State. Born out of the legal effort at JFK Airport during the Muslim Travel Ban in 2017, our goal is to increase access to justice for all immigrants in New York and beyond.



150 State Street, 4th Floor

Albany, NY 12207

518-888-4507 | [info@immigrantarc.org](mailto:info@immigrantarc.org)

[www.immigrantarc.org](http://www.immigrantarc.org)

# I TABLE OF CONTENTS

<b>Acknowledgements</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>4</b>
<b>Important Vocabulary</b> .....	<b>5</b>
<b>General Findings</b> .....	<b>5</b>
<b>Contextual Background</b> .....	<b>6</b>
<b>Findings</b> .....	<b>7</b>
Caseload .....	<b>7</b>
Waitlists .....	<b>8</b>
Experience .....	<b>8</b>
Support .....	<b>10</b>
<b>Recommendations</b> .....	<b>11</b>
Workshops & Increased Access to Support .....	<b>11</b>
Skills-Based Trainings & Management of Stress/Anxiety.....	<b>12</b>
Expanding Access to Counsel.....	<b>12</b>
<b>Conclusion</b> .....	<b>13</b>
<b>Appendix</b> .....	<b>14</b>
Methods .....	<b>14</b>
Measurement Error.....	<b>14</b>
Attorney Demographics .....	<b>15</b>
<i>Gender Averages</i> .....	<b>15</b>
<i>Race/Ethnicity Averages</i> .....	<b>17</b>
<i>Salaries Associated to Experience Levels</i> .....	<b>18</b>
<i>Non-Barred Immigration Attorneys</i> .....	<b>19</b>
<i>Nominal Scale Translation of Salary Ranges</i> .....	<b>20</b>
<i>Barred Immigration Attorneys</i> .....	<b>21</b>
<i>Nominal Scale Translation for Salaries</i> .....	<b>22</b>
<i>Attorney/Organization Staff Experience</i> .....	<b>23</b>
<i>Industry Caseload Averages</i> .....	<b>25</b>
<i>Supervisor Data</i> .....	<b>26</b>
<b>References</b> .....	<b>27</b>

## I INTRODUCTION

The change in the White House administration in 2021 has given renewed hope that an overhaul of the U.S. immigration system might finally be possible, starting with a series of bills introduced in Congress including the first comprehensive reform bill in nearly a decade (Reuters Staff 2021). While these bills do offer many improvements to the system – including a pathway to citizenship for DACA recipients, farmworkers, and those with Temporary Protected Status – the Biden administration must also confront the challenge of reviewing and reversing over 400 executive actions targeting immigration that were enacted during the Trump administration (Meissner & Mittelstadt 2020). The sheer number and frantic pace of these executive actions have added unnecessary stress for immigration lawyers who were attempting to navigate the field for their clients.

Immigration law differs from other legal fields in that there is high demand and a never-ending pile of cases that need to be addressed. Due to the high-stakes and fast velocity of immigration cases, and the massive number of individuals in need of services, immigration legal advocates can often fall victim to work-related burnout. Since there is no guaranteed right to counsel in immigration, non-profit providers and private attorneys alike often pick and choose the cases they believe will be successful to focus their limited resources on, leaving them the heartbreaking task of turning away many who are seeking justice simply because their cases don't seem eligible enough for relief under our outdated laws.

The nature of many immigration cases uncovers agonizing stories of hardships that are relayed through the court system. While the trauma experienced by petitioners is typically acknowledged, the unfortunate truth is that the secondhand suffering of respected attorneys can often be ignored. More attention needs to be drawn to the vicarious trauma of immigration attorneys for these individuals to be provided necessary care for any mental health issues that may arise.

In general, the aim of this report is to bring attention to important components within the immigration legal field. These past several years have been increasingly difficult for those employed in this area as federal jurisdiction and protocols have frantically altered legislation and a greater number of immigrants are refused entry. To demonstrate the expanding need for immigration services within the U.S., we will provide resources relating to caseload and supervisory responsibilities. Further information on waitlists, case duration, and the number of cases managed on a yearly basis are also examined to elaborate on the process requirements and the demand for these services. As immigration legal representatives provide integral services to individuals who migrate to the U.S., it is important that we understand the challenges they may face in the immigration legal field.

## I GENERAL FINDINGS

- Out of 27 organization responses, 9 had a waitlist, an average of 34.6%. For those with a waitlist, cases often wait between 3 months to a year.
- On average organizations conduct about 79 consultations per month and have on average 852 cases per year.
- Supervisors, on average, have 6 individuals reporting to them. Supervisors, also, have an average of 21-30 cases a year.
- We asked organizations' legal representatives and Department of Justice Accredited Representatives<sup>1</sup> to report their experience levels. On average, 43.3% of attorneys/accredited representatives have 0-5 years of immigration law experience, 31.7% reported 5-10 years, and 23.5% have over 10 years. For attorneys within the organizations who do not have immigration experience and/or accredited DOJ representatives, on average, organizations recorded 39.2% have 0-5 years of experience, 33.5% have 5-10 years, and 21.1% have greater than 10 years.
- When asked if their organizations would like to receive greater support through workshops and other mechanisms to address vicarious trauma and resiliency, about 66% reported they would.

## I IMPORTANT VOCABULARY

Throughout this report, we will reference several concepts and terms in relation to the topics discussed. In preparation, below are definitions to assist in the overall comprehension of the material.

**IMMIGRATION LAW:** As indicated by the name, immigration law is centered around legal enforcement of United States immigration policies (Cornell Law School). In general, immigration law outlines the status of immigrants within the United States, and in turn, their rights and obligations (Cornell Law School). This field also handles naturalization of citizens and accessing rights as a naturalized citizen (Cornell Law School).

**BURNOUT:** Work related burnout occurs when exhaustion is present in either a physical or emotional state as a result of one's reaction to their employment (Mayo Clinic Staff 2020). Job burnout can be the result of several factors within the workplace and outside. When there is a sense of control loss, unstructured expectations, dysfunction in the office, tasks that require sufficient energy, unsupportive co-workers, and/or an imbalance between one's work and personal lives, burnout is at an increased level (Mayo Clinic Staff 2020). As a result of burnout, there are consequences on one's mental health such as depression, stress, or sadness and/or on their physical body as it can affect heart rate, fatigue, and heart disease, among other illnesses (Mayo Clinic Staff 2020).

**VICARIOUS TRAUMA:** Those who work in fields where they are constantly exposed to their clients' heartbreaking and traumatic stories are prone to vicarious trauma (Office for Victims of Crime; Hereby "OVC"). This negative reaction to trauma exposure often leads to secondary traumatic stress disorder, critical incident stress, and compassion fatigue (OVC). As a result of vicarious trauma, individuals have higher likelihood of being removed mentally from situations due to fatigue, irritability, and physical pains such as aches and illness (OVC).

---

<sup>1</sup> In response to the lack of representation for indigent or low income immigrants, the Department of Justice has implemented a mechanism for non-lawyer staff at non-profit organizations charging no or nominal fees to be accredited to provide legal services, limited to the practice of immigration law.

## I CONTEXTUAL BACKGROUND

One of the biggest challenges that immigration legal advocates have faced in the last few years is a constant change in laws and regulations and administrative procedures. During the Trump Administration, immigration policy changes occurred at an unprecedented rate (Meissner & Mittelstadt 2020). Trump enacted over 400 executive actions that dismantled and reconstructed the system to frame immigration as a security and economic threat to Americans. These policies led millions of asylum seekers and undocumented individuals to live in a legislative limbo as they attempted to seek protections (Alvarez & Fox 2021). The constant bombardment of policy changes has also led members of the immigration bar to report extremely high levels of stress, with Lexis Nexis (2019) reporting that “In short, nearly everyone who works in immigration feels like they are under siege—and quickly burning out.”

The Trump administration pursued hardline measures to deter asylum seekers, including enacting policies that led to widespread family separations, expanding the use of immigration detention, and pressing other countries to step up their detention measures (Cheatham 2020). As one example of how the previous Administration’s policies exacerbated the access to justice and access to counsel gap, in April 2018, the Trump Administration announced a “zero-tolerance” policy which directed authorities to detain and criminally prosecute all adults caught entering the United States without authorization (Cheatham 2020; Egkolfopoulou 2018). This policy led to the separation of thousands of children from their families, with no plan for eventual reunification. As these children have been separated from their families, they are considered unaccompanied minors and are required to go through removal proceedings. Unaccompanied children seeking safety in the United States do not have the right to court appointed counsel, and as such must find a legal representative to assist them (National Immigrant Justice Center n.d.). However, finding legal help can be extremely difficult as they must service a large population with limited capacity. Many representatives must turn people away due to the large number of active cases they are currently undertaking (Egkolfopoulou 2018).

Policy changes are not the only challenges that immigration legal advocates had to face under the Trump administration. Nicole Narea (2019), who writes for Law 360, reported that there had also been significant unreliability in federal immigration agencies. These agencies suddenly reinterpreted long-standing laws without notice, severely delayed the process of immigration petitions despite a decrease in filings, and issues arbitrary denials. US Citizenship and Immigration Services (USCIS) data reflects that the overall case processing times surged 46% from fiscal years 2014 to 2018 (Narea 2019).

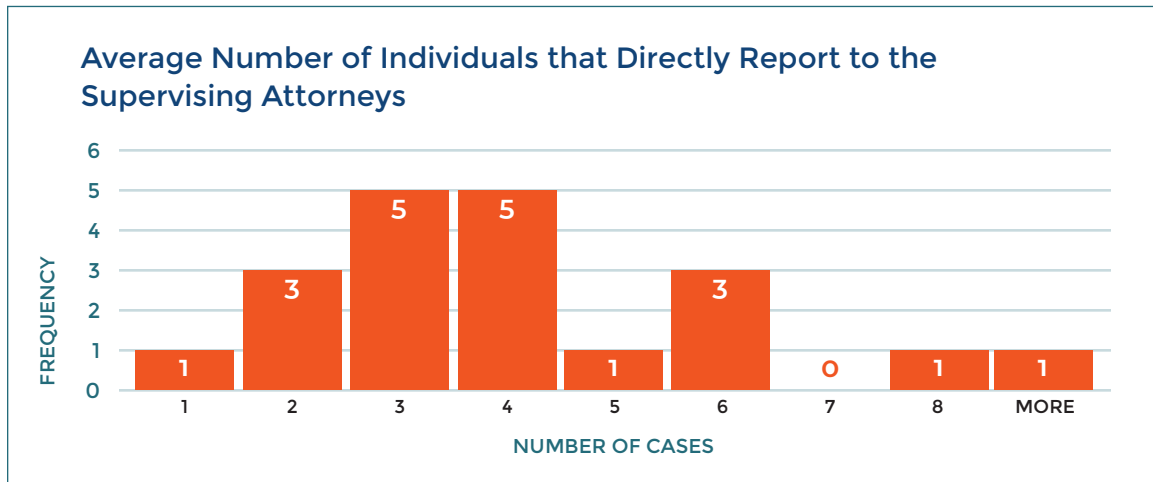
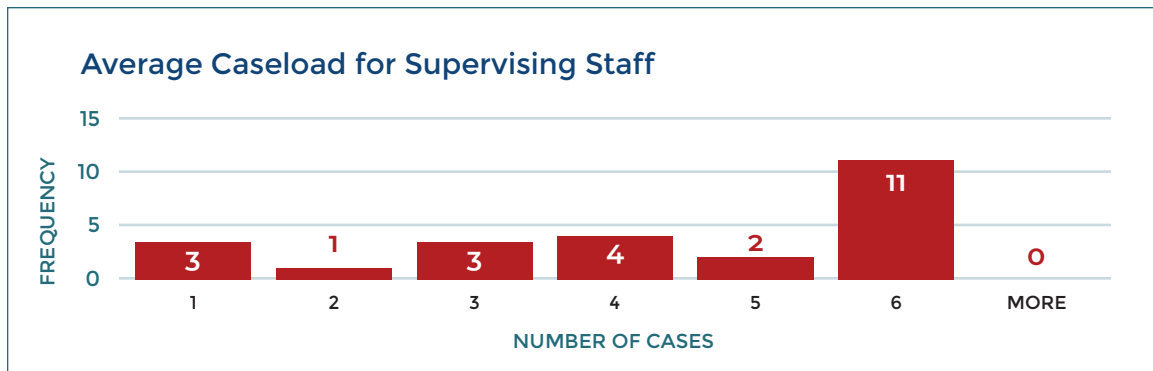
The Biden administration’s immigration policy plans include a road map for legalization of most of the estimated 11 million undocumented immigrants, an end to family separation policies, and reinstatement of the Deferred Action for Childhood Arrivals (DACA) program, among others (Meissner & Mittelstadt 2020). Compared to the Trump administration, Biden’s policies are less restrictive and can provide long-term relief to sensitive groups residing in the United States. On the other hand, these policy changes as well as the large number of active immigration cases could add more work for immigration attorneys who may be stressed and burnt-out after the constant shift in policies during the Trump administration and continue to face a high demand for their services.

# FINDINGS

## Caseload

When survey respondents were asked the total number of cases handled in a calendar year, a total number of 18,530 individuals in need of immigration services were able to receive the necessary representation. There is an average caseload of 882 per organization.

Respondents were asked to provide a range of cases of supervising staff members within the organization. Accordingly, on average a supervisor oversees 31-50 cases a year but for a significant number of them, their caseload leans towards the higher number. It was found that on average supervisory caseload falls between a 4 and 5 on the nominal scale, 31-50 cases<sup>2</sup>. The total range for consultations/screenings per month is 4-300 and the range for number of cases per year is 50-3000. The greatest frequency is at a nominal level 6, 50+ cases respectively for supervisory caseload. Along with carrying substantive caseloads, supervising attorneys also tend to have the added responsibility of overseeing 6 employees that report directly to them<sup>3</sup>.



2 Reflected in the methods section, the scaled answer was converted to nominal scale.

3 This average is skewed by a stark outlier of 42 supervisees and the greatest frequency of reporting individuals is between 3 and 4.

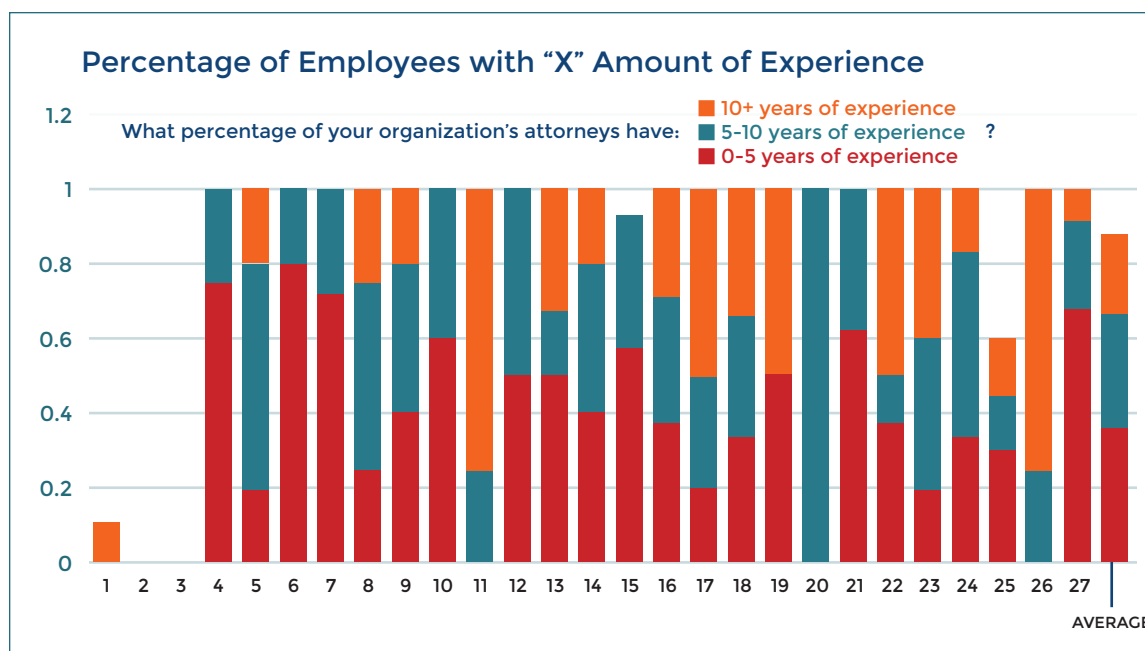
## Waitlists

Surveyors were asked first if their organization maintained a waitlist. For this question, there were 26 responses with a yes/no option. It was found that 9 organizations do maintain a waitlist, a 34.6%.<sup>4</sup>



## Experience

Included in the survey was a section on attorney experience. The survey differentiated between general experience along with participation in industries directly associated with immigration law. Respondents were asked to provide a percentage of their staff that had 0-5 years, 5-10 years, and 10+ years of experience.<sup>5</sup>

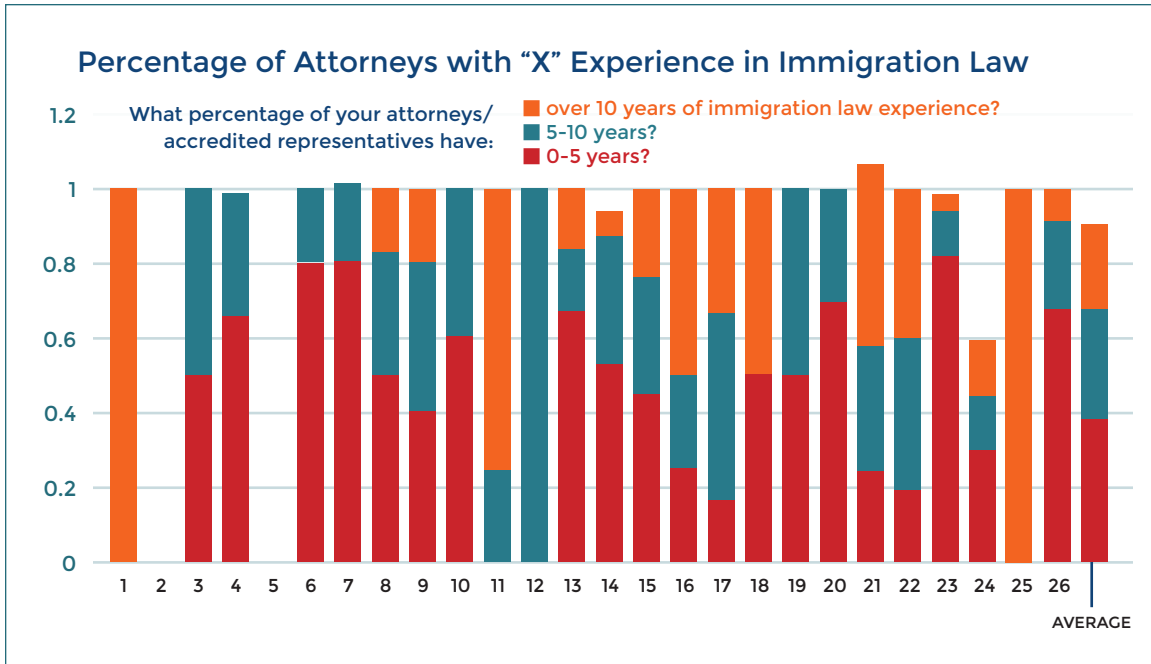


<sup>4</sup> Calculated using a binary method, 0 for no and 1 for yes.

<sup>5</sup> Table findings located in Appendix; Numbers depicted on X-Axis are correlated to a specific organization. Organization name removed to ensure anonymity



On average, organizations reported that 35.9% of attorneys have 0-5 years, 30.7% have 5-10 years, and 21.1% have greater than 10 years. For those who have specific experience in the immigration law field, 39.5% have 0-5 years, 27.9% reported 5-10 years, and 23.5% have 10+ years in this area.<sup>6</sup>

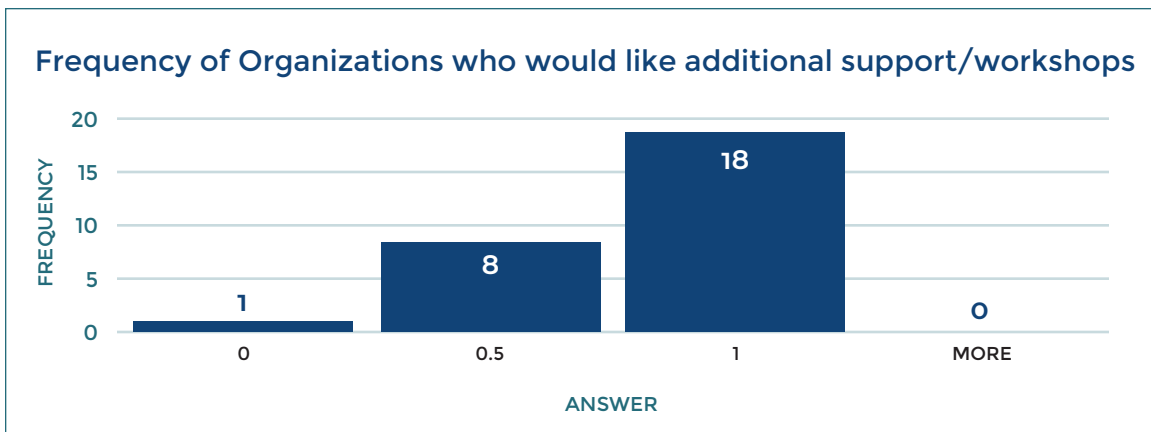


<sup>6</sup> Table findings located in Appendix; Numbers depicted on X-Axis are correlated to a specific organization. Organization name removed to ensure anonymity.

## Support

As noted, vicarious trauma and personal resiliency are highly correlated with immigration legal representative's retention rates. Organizations that completed the survey noted there is minimal amount of time spent working on personal resilience and/or development. On average, organizations spend less than 10 hours a month on personal resilience activities and on average 10 hours a month on professional development.

When asked if respondents would like increased support services and workshops related to vicarious trauma and resiliency, more than three-quarters responded yes. In the graph below, values associated with zero indicate those organizations that would like greater resources, a value of .5 is a response of 'maybe', and one is indicative of a desire for increased workshops.



## I RECOMMENDATIONS

The treatment of immigrant populations and confusing changes to policies under the Trump administration decimated hope and faith in the system in both immigrant communities and the advocates that service them. The bombardment of policy changes, which often occurred after the work week had finished, have caused many lawyers to feel uncertain and burnt out. A lot of individuals left immigration legal services, as they felt it was too difficult to keep up with the law, let alone practice it. The last few years have made it difficult for immigration lawyers to do their job, and it has taken a toll on those working in the field. While some individuals will become more resilient as a result, the high levels of stress and uncertainty have led other individuals to develop serious medical conditions they never had an issue with prior, or to cause an already existing issue to worsen. Immigration service providers are still experiencing the burn out from the last few years, and they need more resources in order to recover.

### **Workshops & Increased Access to Support**

---

Most respondents are interested or might be interested in receiving more support and workshops to help staff with vicarious trauma and resiliency. These workshops could cover a variety of topics, including noticing the signs of vicarious trauma, building self-awareness of the impact of working with trauma, practicing vicarious resilience, and developing a personalized plan. These workshops could also be used to explore burnout and compassion fatigue, while providing a safe space for staff to discuss their experiences and build methods to support themselves. Immigration legal representatives could discuss their experiences with a peer, or with an individual from a different department within their organization. To relieve some of the stress attorneys face when meeting with clients, organizations should hire case workers. These case workers could support attorneys in dealing with the more traumatic parts of clients' cases and could work with these clients in crisis moments. This increased support could lead to lower burnout rates among attorneys.

Funding structures are often tied to number of people served, which often requires that supervisors carry their own caseloads. This prevents supervisors from effectively overseeing and teaching junior staff, or from properly supervising pro bono attorneys. By changing how deliverables are counted regarding supervising attorneys, the immigration legal field could more efficiently tap into large pro bono pools and expand capacity. This change would also allow supervisors the capacity to provide more support to attorneys and could lower burnout and stress among legal representatives.

## **Skills-Based Trainings & Management of Stress/Anxiety**

---

Immigration legal representatives manage several high-stress and sensitive cases at any given time. Constant and high levels of stress can lead to a variety of mental and physical health issues, including anxiety, headaches, and ulcers. High levels of stress can be detrimental to an individual's health, so organizations should encourage healthy ways to relieve stress and provide resources to build skills that could assist with managing stress. These trainings could include topics such as time management, conflict resolution, and emotional intelligence. Lexis Nexis has recommended practices that could help legal immigration representatives with burn out. Some recommendations are using appointment scheduling and billing software, setting up websites that enable clients to access information about their cases, listening to self-care podcasts, and including 5 to 10 minutes of soothing practice each day. Another recommendation is to learn how to spot signs of compassion fatigue. Symptoms of compassion fatigue include having disturbing images from cases intruding on thoughts, becoming pessimistic and prone to anger, becoming emotionally detached and numb in professional and personal settings, withdrawing socially, and secretive self-medication through alcohol, drugs, gambling or other outlets.

## **Expanding Access to Counsel**

---

Government officials need to make providing and expanding access to counsel for immigrants a priority in policy decisions. The lack of guaranteed legal counsel in our current immigration legal system is a fundamental flaw. Even immigrants who are facing deportation are not afforded the right to counsel that are provided to criminal defendants. In every immigration case, the government is represented by a trained attorney who can argue for deportation, regardless of whether the immigrant is represented. With a changing immigration field, and a growing number of individuals facing deportation, the right to counsel has become a necessity. By ensuring immigrants have a right to counsel, immigrants are afforded the protection of a fair hearing and access to an experienced legal representative who can significantly increase their likelihood of a positive outcome.

## I CONCLUSION

As the country embarks on a new presidential administration, the immigration field sees hope for better reform and legislation throughout the United States. The inconsistencies of the Trump administration generated substantial stress and confusion throughout the immigration law as policies were adjusted on a weekly basis and enacted without a suitable amount of time. This constant variance within the law has led to increased levels of stress in immigration attorneys and it is through the Biden Administration that a large majority of those who work in this area believe that there will be light at the end of the tunnel.

This research has demonstrated that the number of individuals who are in need of immigration services greatly outnumbers the available law practitioners. With that comes stress within itself to ensure that those who need legal advice and representation can receive it with a limited wait time. Attorneys find themselves experiencing burnout from the high levels of cases and vicarious trauma from hearing and witnessing the discrimination and experiences of the clients. As seen by the survey, the provision of support for vicarious trauma and burn out is limited in organizations, therefore it is recommended that workshops and mental health support programs be incorporated to greater extent in the workplace.

There is confidence within the immigration field that with stronger supportive legislation, the stress of deportation of many clients will be greatly reduced. However, until these changes occur, it is important that immigration attorneys be provided the necessary assistance to combat mental and physical stress that are often associated with this work.

# I APPENDIX

## Methods

---

The survey included questions centered on topics such as experience levels, supervisor caseloads, caseloads of the entire immigration department/service provider, waitlists, and demographic information. The anonymous survey addressed salary levels in relation to both work experience and accreditation, benefits, and existing measures taken to address vicarious trauma and burnout among employees.

Several questions required a yes/no/maybe answer was required of those surveyed. From there, the answers were converted to a quantitative measure.

Yes = 1

No = 0

Maybe = .5

In terms of the salaries in relation to experience, surveyors were asked to select from several salary ranges. When selecting, surveyors were told to select the range that reflected the upper level of the average salary. From here, the salary ranges were placed on a nominal scale which were used for determining what the average salary for each of the indicated fields. It is important to note that there is no means of correlating the statistics discovered on the topics of salary to associated companies or persons.

30k-40k = 1

40k-50k = 2

50k-60k = 3

60k-70k = 4

70k-80k = 5

80k-90k = 6

90k-100k = 7

100k+ = 8

The average caseload was also placed on a nominal scale.

0-10 cases = 1

11-20 cases = 2

21-30 cases = 3

31-40 cases = 4

41-50 cases = 5

50+ cases = 6

For many of the statistical findings associated with a nominal scale, their correlated nominal value was used in a frequency table. These frequencies help create a visual representation of the survey answers which can be used for further manipulation.

## Measurement Error

---

The survey was originally delivered to 82 organizations throughout the state, and there were 27 answers to the general survey and 24 completed surveys for the anonymous one. The response rate for the general survey and anonymous survey are a 33% and a 29%, respectively.

The findings of this report are not fully representative of the total original sample. The original sample was designed to include information from organizations statewide, but, because those who answered the survey were only centered around the New York City region, it cannot be inferred that the findings are representative of the entire state.

## Attorney Demographics

### Gender Averages<sup>7</sup>

Ranges of Persons Gender Identification

Male 0-12

Female 0-53

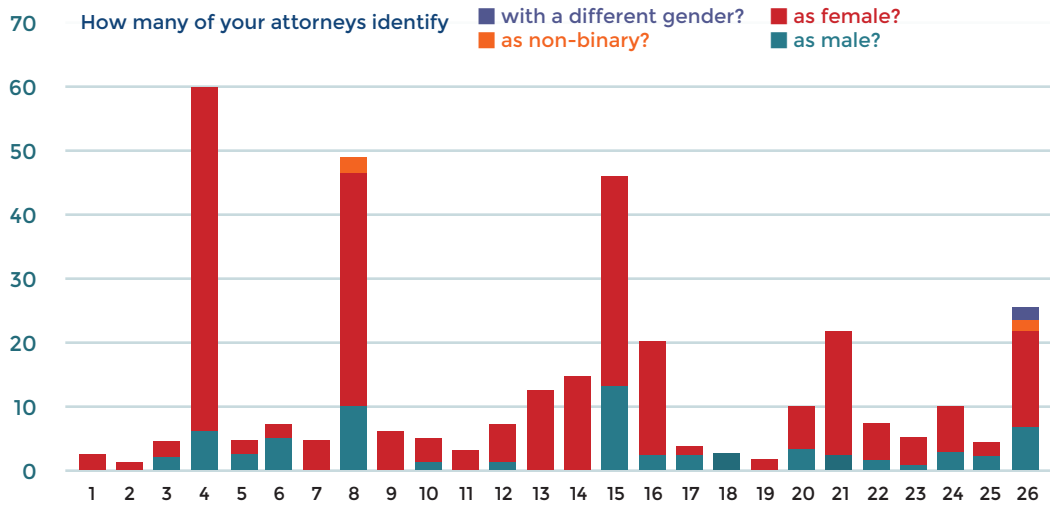
Non-Binary 0-2

Gender that is not listed 0-2

How many of your attorneys identify as MALE?	How many of your attorneys identify as FEMALE?	How many of your attorneys identify as NON-BINARY?	How many of your attorneys identify with A DIFFERENT GENDER?
0	2	0	0
0	1	0	0
2	3	0	0
7	53	0	0
3	2	0	0
5	2	0	0
0	4	0	0
10	37	2	0
0	5	0	0
1	3	0	0
0	2	0	0
1	6	0	0
0	12	0	0
0	14	0	0
12	33	0	0
2	18	0	0
2	1	0	0
2	0	0	0
0	1	0	0
3	7	0	0
2	19	0	0
1	7	0	0
1	4	0	0
3	7	0	0
2	2	0	0
7	14	2	2
<b>2.538461538</b>	<b>9.961538462</b>	<b>0.153846154</b>	<b>0.076923077</b>

<sup>7</sup> Numbers depicted on X-Axis are correlated to a specific organization. Organization name removed to ensure anonymity.

## Gender Demographics





## Race/Ethnicity Averages<sup>8</sup>

### RANGES OF PERSONS RACE/ETHNICITY IDENTIFICATION

White 0-50

Hispanic/Latino 0-14

African American/Black 0-4

Asian 0-10

Native American/Alaskan Native 0-1

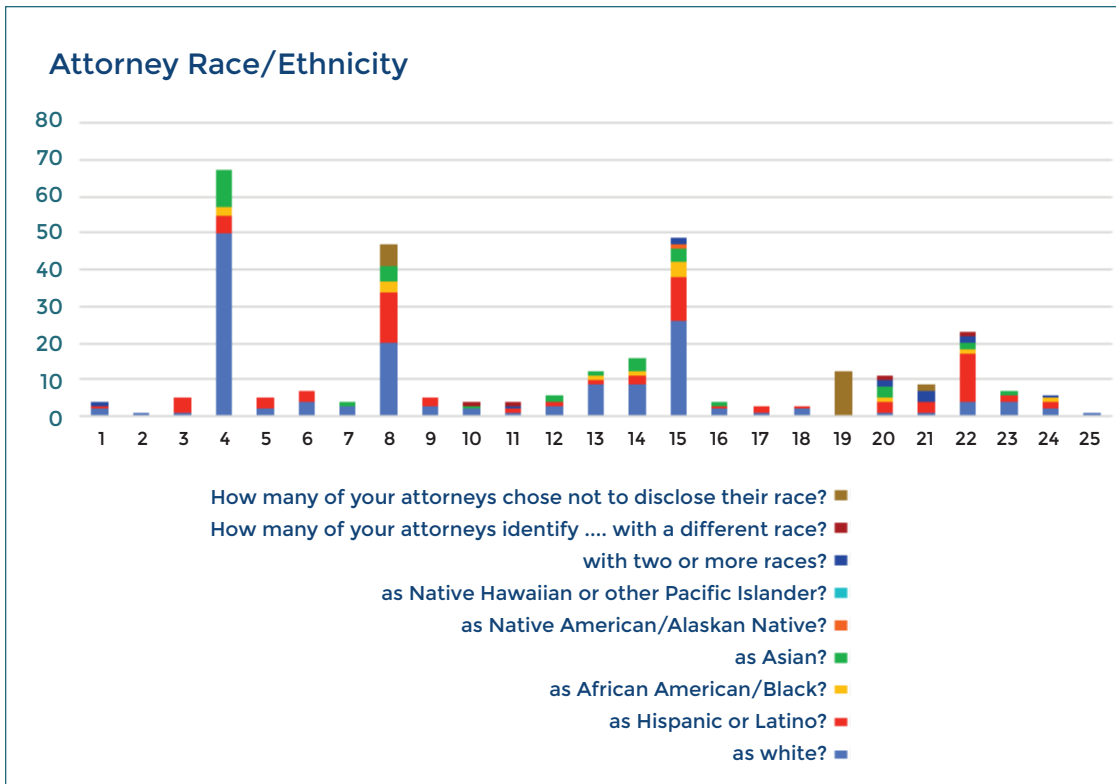
Identify with two or more races 0-3

Identify with a race that is not listed 0-1

Chose not to disclose 0-12

How many of your attorneys identify as white?	How many of your attorneys identify as Hispanic or Latino?	How many of your attorneys identify as African American/Black?	How many of your attorneys identify as Asian?	How many of your attorneys identify as Native American/Alaskan Native?	How many of your attorneys identify as Native Hawaiian or other Pacific Islander?	How many of your attorneys identify with two or more races?	How many of your attorneys identify with a different race?	How many of your attorneys identify chose to not disclose their race?
2	1	0	0	0	0	1	0	0
1	0	0	0	0	0	0	0	0
1	4	0	0	0	0	0	0	0
50	5	2	10	0	0	0	0	0
2	3	0	0	0	0	0	0	0
4	3	0	0	0	0	0	0	0
3	0	0	1	0	0	0	0	0
20	14	3	4	0	0	0	0	6
3	2	0	0	0	0	0	0	0
2	0	0	1	0	0	0	1	0
1	1	0	0	0	0	1	1	0
3	1	0	2	0	0	0	0	0
9	1	1	1	0	0	0	0	0
9	2	1	4	0	0	0	0	0
26	12	4	4	1	0	2	0	0
2	1	0	1	0	0	0	0	0
1	2	0	0	0	0	0	0	0
2	1	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	12
1	3	1	3	0	0	2	1	0
1	3	0	0	0	0	3	0	2
4	13	1	2	0	0	2	1	0
4	2	0	1	0	0	0	0	0
2	2	1	0	0	0	1	0	0
1	0	0	0	0	0	0	0	0
<b>6.16</b>	<b>3.04</b>	<b>0.56</b>	<b>1.36</b>	<b>0.04</b>	<b>0</b>	<b>0.48</b>	<b>0.16</b>	<b>0.8</b>

<sup>8</sup> Numbers depicted on X-Axis are correlated to a specific organization. Organization name removed to ensure anonymity.



### Salaries Associated to Experience Levels

A major component of this study was to determine the average salary of employees in the immigration law area. Responders were requested to provide a range for employees that fell into specific experience brackets along with differentiate between those who are barred attorneys and those who are not, this population includes paralegals and other necessary personnel to the organization.

To ensure the anonymity of the responses. The surveyors were not asked to provide any personal or organizational information and they were to select from pre-determined ranges. The salary ranges were associated with a number for a more efficient means of comparison and evaluation.

Generally, newly barred attorney hires, with less than five years of experience, make around a numerical value 4, which is a salary range of \$60k-\$70k. A numerical value of 5 is closely related to the salary range of a barred attorney with 5-10 years of experience, therefore, they make on average \$70k-\$80k. Lastly, barred attorneys with greater than 10years in the industry, falls between the numerical value of 6.5 which can be found to be a salary of \$85k-\$95k.

For those in the immigration services that are not barred attorneys, the findings were greatly different from those previously mentioned. For new hires with less than 5 years of experience, it was determined they make a salary associated with a value 2, \$40k-\$50k. The groups with 5-10 years and 10+ years of industry work make a salary of a value 3 and 4, respectively. A value 3 is a salary range of \$50k-\$60k.

## Non-Barred Immigration Attorneys

What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 0-5 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 5-10 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 10+ years of experience? <i>[Please select salary that represents the higher end]</i>
30k-40k	30k-40k	30k-40k
40k-50k	40k-50k	50k-60k
40k-50k	50k-60k	70k-80k
60k-70k	70k-80k	80k-90k
40k-50k	40k-50k	50k-60k
40k-50k	50k-60k	50k-60k
50k-60k	60k-70k	60k-70k
40k-50k	50k-60k	
40k-50k	50k-60k	60k-70k
40k-50k	60k-70k	70k-80k
30k-40k		40k-50k
50k-60k	60k-70k	
80k-90k	100k+	100k+
30k-40k	30k-40k	40k-50k
40k-50k	60k-70k	70k-80k
50k-60k		
40k-50k	50k-60k	60k-70k
30k-40k	40k-50k	40k-50k
40k-50k	40k-50k	50k-60k
40k-50k	50k-60k	60k-70k
40k-50k		
50k-60k	70k-80k	90k-100k

## Nominal Scale Translation of Salary Ranges

What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 0-5 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 5-10 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a non-barred attorney new hire (paralegals, etc.) with 10+ years of experience? <i>[Please select salary that represents the higher end]</i>
1	1	1
2	2	3
2	3	5
4	5	6
2	2	3
2	3	3
3	4	4
2	3	4
2	3	5
2	4	2
1	4	8
3	8	2
6	1	5
1	4	4
2	3	2
3	2	3
2	2	7
1	5	4
2	3	
2		
2		
3		
2		
<b>2.260869565</b>	<b>3.263157895</b>	<b>3.944444444</b>

## Barred Immigration Attorneys

What is the typical salary of a barred attorney new hire with 0-5 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a barred attorney new hire with 5-10 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a barred attorney new hire with 10+ years of experience? <i>[Please select salary that represents the higher end]</i>
		30k-40k
50k-60k	50k-60k	60k-70k
40k-50k	50k-60k	70k-80k
60k-70k	80k-90k	90k-100k
60k-70k	70k-80k	80k-90k
50k-60k	60k-70k	70k-80k
60k-70k	70k-80k	80k-90k
70k-80k	90k-100k	100k+
60k-70k	80k-90k	90k-100k
70k-80k	90k-100k	100k+
50k-60k	80k-90k	
70k-80k	80k-90k	90k-100k
50k-60k	60k-70k	80k-90k
60k-70k	70k-80k	80k-90k
60k-70k	100k+	100k+
60k-70k	70k-80k	80k-90k
60k-70k	80k-90k	100k+
60k-70k	70k-80k	90k-100k
50k-60k	70k-80k	70k-80k
60k-70k	60k-70k	70k-80k
60k-70k	80k-90k	80k-90k
50k-60k	80k-90k	100k+
60k-70k	70k-80k	90k-100k

## Nominal Scale Translation for Salaries

What is the typical salary of a barred attorney new hire with 0-5 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a barred attorney new hire with 5-10 years of experience? <i>[Please select salary that represents the higher end]</i>	What is the typical salary of a barred attorney new hire with 10+ years of experience? <i>[Please select salary that represents the higher end]</i>
3	3	1
2	3	4
4	6	5
4	5	7
3	4	6
4	5	5
3	7	6
4	6	9
5	7	8
3	6	9
5	6	8
3	4	6
4	5	6
4	8	9
4	5	6
4	6	9
4	5	7
3	5	5
4	4	5
4	6	6
3	6	8
4	5	7
3	6	8
4	5	7
3	6	8
<b>3.652173913</b>	<b>5.347826087</b>	<b>6.52173913</b>

## Attorney/Organization Staff Experience

What percentage of your attorneys/accredited representatives have 0-5 years immigration law experience?	What percentage of your attorneys/accredited representatives have 5-10 years immigration law experience?	What percentage of your attorneys/accredited representatives have over 10 years immigration law experience?
0	0	1
0	0	0
0.5	0.5	0
0.66	0.33	0
0	0	0
0.8	0.2	0
0.788	0.222	0
0.5	0.33	0.17
0.4	0.4	0.2
0.6	0.4	0
0	0.25	0.75
0	1	0
0.67	0.17	0.17
0.53	0.35	0.06
0.45	0.31	0.24
0.25	0.25	0.5
0.167	0.5	0.333
0.5	0	0.5
0.5	0.5	0
0.7	0.3	0
0.25	0.33	0.5
0.2	0.4	0.4
0.82	0.13	0.04
0.3	0.15	0.15
1	1	1
0.68	0.23	0.09
<b>0.433269231</b>	<b>0.317384615</b>	<b>0.234730769</b>

What percentage of your organization's attorneys have 0-5 years of experience?	What percentage of your organization's attorneys have 5-10 years of experience?	What percentage of your organization's attorneys have 10+ years of experience?
0	0	0.1
0	0	0
0	0	0
0.75	0.25	0
0.2	0.6	0.2
0.8	0.2	0
0.715	0.285	0
0.25	0.5	0.25
0.4	0.4	0.2
0.6	0.4	0
0	0.25	0.75
0.5	0.5	0
0.5	0.17	0.33
0.4	0.4	0.2
0.57	0.36	0
0.38	0.33	0.29
0.2	0.3	0.5
0.33	0.33	0.33
0.5	0	0.5
0	1	0
0.63	0.36	0
0.375	0.125	0.5
0.2	0.4	0.4
0.33	0.5	0.17
0.3	0.15	0.15
1	1	0.75
0.68	0.23	0.09
<b>0.392962963</b>	<b>0.334814815</b>	<b>0.211481481</b>



## Industry Caseload Averages

There were 21 organizations that answered the question, “How many consultations/screenings does your organization complete on average per month”. In total, there were approximately 1665 cases taken on by the 21 respondents. On average, it is deduced that each of these organizations had about 80 cases each, with some outliers pulling the average towards the higher end.

How many consultations/screenings does your organization complete on average per month (approximately)?	What is the average number of cases your organization has had over the past twelve months (approximately, do not include consultations)?
50	230
20	1,300
30	800
100	1080
90	250
50	400
40	3,000
150	250
15	50
12	300
15	2500
15	400
300	900
4	1000
125	430
300	1200
25	2000
69	80
20	60
10	800
225	
<b>79.28571429</b>	<b>851.5</b>

## Supervisor Data

What is the average caseload of your supervising staff (supervising attorneys are defined as someone who supervises at least one staff attorney or DOJ Accredited Representative)	Nominal
50+	6
21-30	3
11-20	2
31-40	4
0-10	1
50+	6
31-40	4
50+	6
50+	6
0-10	1
21-30	3
41-50	5
50+	6
50+	6
50+	6
31-40	4
50+	6
50+	6
21-30	3
31-40	4
50+	6
50+	6
41-50	5
0-10	1
<b>AVERAGE</b>	<b>4.41666667</b>

What is the average number of individuals that directly report to your supervising attorneys?
1
5
4
3
6
3
8
4
2
2
6
4
3
3
42
3
6
2
4
4
0
4
<b>5.409090909</b>

## I REFERENCES

- Alvarez, P. and L. Fox. 2021. “Democrats and Biden Prepare to Unveil Bill That Would Provide a Pathway to Citizenship for Undocumented Immigrants.” CNN, Feb. 16, 2021. Retrieved from <https://www.cnn.com/2021/02/16/politics/biden-immigration-legislation-pathway-to-citizenship/index.html>
- Cheatham, A. 2020. “U.S. Detention of Child Migrants.” Council on Foreign Relations, Oct. 29, 2020. Retrieved from <https://www.cfr.org/backgrounder/us-detention-child-migrants>
- Cornell Law School (n.d.) Immigration. *Legal Information Institute*. Retrieved from <https://www.law.cornell.edu/wex/immigration>
- Egkolfopoulou, M. 2018. “The Thousands of Children Who Go to Immigration Court Alone.” The Atlantic, Aug. 21, 2018. Retrieved from <https://www.theatlantic.com/politics/archive/2018/08/children-immigration-court/567490/>
- Lexis Nexis. 2019. “Burning Out: How Immigration Lawyers Can Cope with a Rapidly Changing Practice.” *Lexis Legal Advantage Insights*, Dec. 5, 2019. Retrieved from <https://www.lexisnexis.com/community/lexis-legal-advantage/b/insights/posts/burning-out-how-immigration-lawyers-can-cope-with-a-rapidly-changing-practice>
- Mayo Clinic Staff (2020) Job burnout: How to spot it and take action. *Mayo Clinic*. Retrieved from <https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/burnout/art-20046642>
- Meissner, D. and M. Mittelstadt. 2020. “At the Starting Gate: The Incoming Biden Administration’s Immigration Plans.” Migration Policy Institute, Policy Brief Nov. 2020. Retrieved from <https://www.migrationpolicy.org/research/starting-gate-biden-administration-immigration-plans>
- Narea, N. 2019. “How Immigration Attys Are Battling Burnout Under Trump.” *Law 360*, Jul. 29, 2019. Retrieved from <https://www.law360.com/articles/1182648/how-immigration-attys-are-battling-burnout-under-trump>
- National Immigrant Justice Center. n.d. “Unaccompanied Immigrant Children.” Retrieved from <https://immigrantjustice.org/issues/unaccompanied-immigrant-children>
- Office for Victims of Crime (n.d.) What is Vicarious Trauma? Retrieved from <https://ovc.ojp.gov/program/vtt/what-is-vicarious-trauma>
- Reuters Staff. 2021. “Factbox: What’s in Biden’s Immigration Bill Proposal?” Reuters, Jan. 20, 2021. Retrieved from <https://www.reuters.com/article/us-usa-biden-immigration-bill-factbox/factbox-whats-in-bidens-immigration-bill-proposal-idUSKBN29P27G>