



2018



COLORADO ATTORNEY MENTORING PROGRAM

Partner Program Handbook

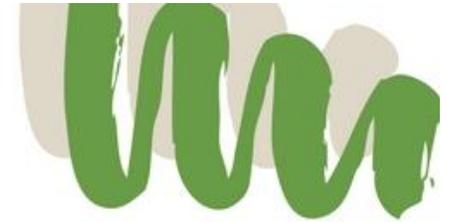
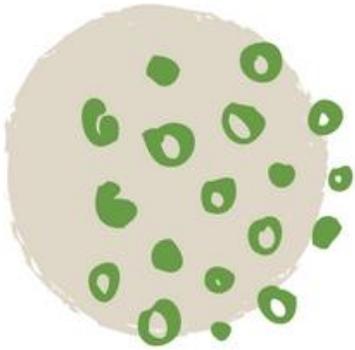
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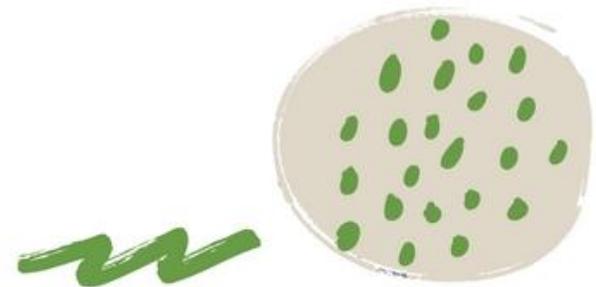
OUR MISSION

to promote professional pride and identity in Colorado's legal community and excellence in service to the public through the teaching of core values and ideals of the legal profession and training in the best practices for meeting those ideals.



YOUR ROLE

Help CAMP to achieve state-wide impact while providing local, grassroots mentoring opportunities in your community or organization





OUR STRATEGY

Identify partnerships and opportunities of importance to CAMP that advance educational, professional, and cultural contributions to the Colorado legal profession by:

1. Enhancing Law Firm & Law Office Partnerships
2. Improving Professional Resource Collaboration
3. Generating a Larger Statewide Footprint
4. Expanding Current Collaborative Partnerships

OUR TARGET AUDIENCE

LAW FIRMS,
CORPORATE LAW
OFFICES, + PUBLIC
INTEREST LAW
OFFICES

BAR ASSOCIATIONS,
INNS OF COURT,
COURTS, LAW
SCHOOLS, + LEGAL
SERVICES
ORGANIZATIONS

Consistent with our mission to serve “the Colorado legal community” partnerships that connect attorneys across the state of Colorado are central to the mentoring experience at CAMP. Furthermore, partnerships that provide real-world learning experiences and serve to close the rural-urban divide are paramount to the sustainability of the legal profession outside of metro Denver.

VALUE ADD

There are many ways that a mentoring program can add value to your organization. Here are just a few of them:

- * Mentoring is a very effective way to welcome new lawyers and induct them into your organization's culture and values or to support recently appointed organizational leaders.

- *Mentoring can offer effective support for minority groups and promote diversity.

- *A facilitated mentoring program can build a collegiate group which is more willing to share their experience and informal knowledge in a productive way.

- *Mentoring can assist in succession planning and the development of new leaders, provide a better basis for promotion and advancement decisions and shift high potential individuals onto the leadership track.

- *Mentoring programs attract new attorneys to join the organization and serves the membership.

CURRENT CAMP SNAPSHOT

600+

Mentors

250

Mentees (annually)

27

Partner Mentoring
Programs

11

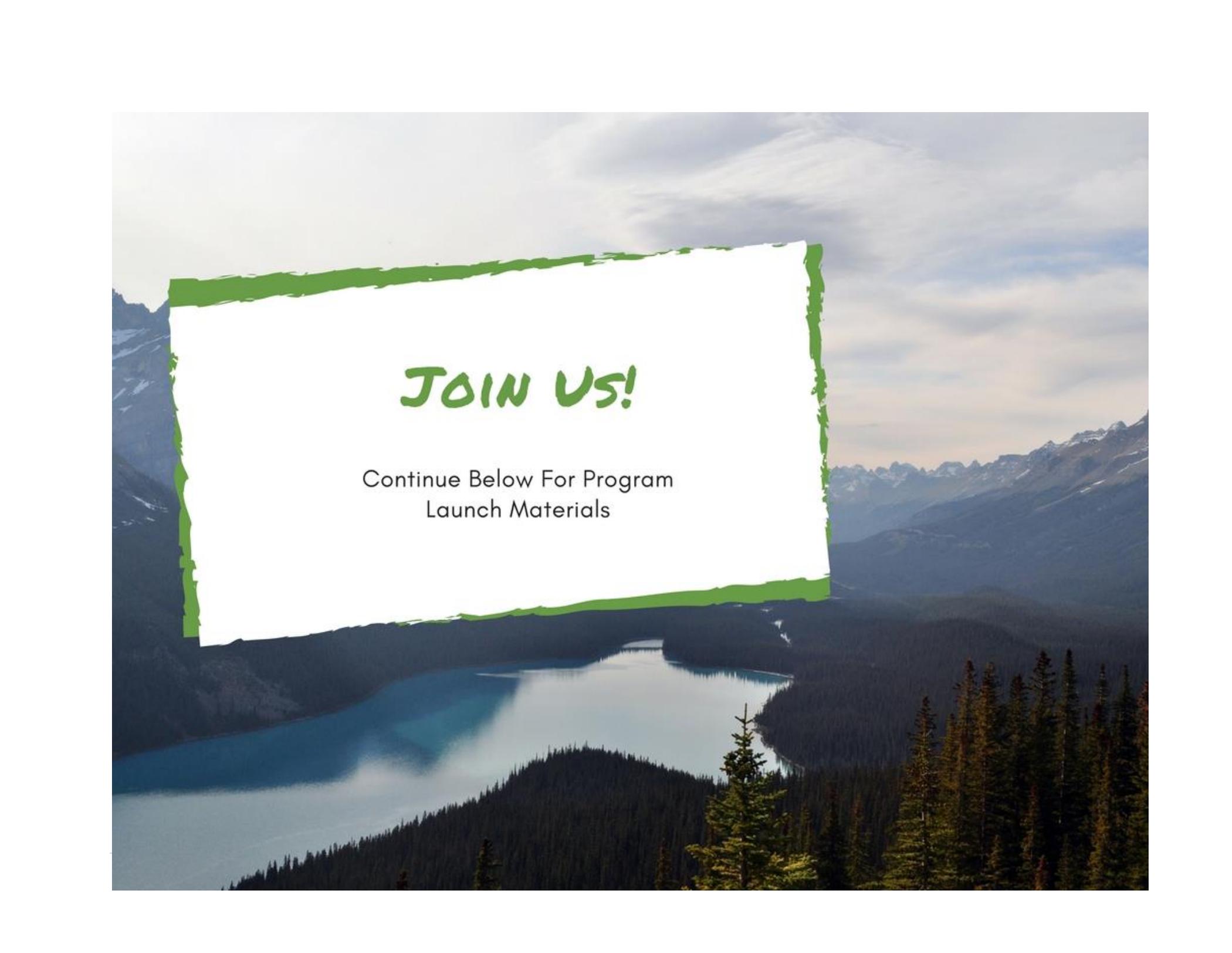
CAMP Mentoring
Options



CAMP BENEFITS

CLE Credit for Mentoring Pairs
Abundant Programming & Training
Innovative Mentoring Software
100% Back Office Support





JOIN US!

Continue Below For Program
Launch Materials

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Overview

A CAMP partner organization believes it is complemented by a strong commitment on the part of all attorneys to mentor each other. Together, mentors and mentees:

- prepare professional development plans outlining professional, practice area specific, and community involvement goals
- review and schedule available mentoring training and activities
- meet formally or informally on an ongoing basis
- once a year, jointly evaluate the goal plan, revising and setting new goals for the coming year.

Partner program lawyers embrace learning opportunities from each other, specifically because each lawyer brings a diverse background, level of experience, talent and interests. As they work together, program participants naturally develop close relationships with each other as they guide each other on work-related matters, professional activities, community service projects, pro bono opportunities and other extra-curricular activities. Program participants have the opportunity to interact with exceptional individuals who have contributed significantly to the practice and the community at large.

This document serves as a key knowledge transfer/succession-planning tool aimed at supporting the partner program in achieving mission success.

Specifically, CAMP partner programs will be aligned with the following human capital goals:

- Onboarding - Support new lawyers in understanding the organization's and CAMP's values, vision, mission, and goals.
- Skills Enhancement - Share the skills and knowledge of successful, experienced, and highly competent lawyers to pass their expertise on to others who need to acquire specified skills.
- Organizational Development and Culture Change – Help communicate the values, vision, and mission of the organization. A one-on-one relationship can help lawyers understand the organizational culture and improve upon it.
- Professional Identity – Contribute to understanding of what it means to be a professional in the legal community. Professionals embody the values of the profession and are self-initiating and self-regulating.
- Career Development – Help lawyers plan, develop, grow, and manage their careers. Mentoring also helps lawyers become resilient in times of change, more self-reliant in their careers, and more responsible as self-directed learners.

- Leadership and Management Development – Encourage the development of leadership competencies. These competencies are often more easily gained through application and guided practice rather than by education and training.
- Education Support – Help to bridge the gap between theory and practice. Formal education and training are complemented by the knowledge and hands-on experience of a competent practitioner.
- Client Service – Assist in modeling desired behaviors, encouraging the development of competencies in support of client service and, above all, cultivating the right attitudes.
- Retention –Provide a supportive environment. Ongoing interactions, coaching, teaching, and role modeling will facilitate progression within the organization. In addition, mentoring has been found to influence retention because it helps establish an organizational culture that is attractive to the top talent clamoring for growth opportunities.
- Engagement - Show lawyers in a tangible way that they are valued and that the organization’s future includes them.
- Recruitment – Enhance recruitment goals by offering additional incentives to prospective members.
- Knowledge Management/Knowledge Transfer – Provide for the interchange/exchange of information and knowledge between members of different organizations and within organizations.



Organizational Roles & Responsibilities

The Partner mentoring program is designed to be overseen by the mentoring committee, with the implementation of the mentor/mentee partnerships and associated programmatic activity conducted at the organization (or CAMP) level. Leadership involvement is present at all levels of the organization. Key responsibilities are assigned to the following:

ROLE	RESPONSIBILITY
Mentoring Committee	<ul style="list-style-type: none"> • Assume delegated authority for an organizational mentoring program. • Ensure the organization mentoring program is created and sustained. • Define the goals and objectives for the mentoring program that tie directly to the organization. • Appoint a manager or champion to oversee the program’s internal execution and evaluation and serve as CAMP point of contact.
Organization Mentoring Program Champion/Manager	<ul style="list-style-type: none"> • Provide interactive and challenging mentoring curriculum for mentoring program participants • Review and make thorough and consistent evaluations of the participants’ progress • Provide support to guide and direct efforts of mentors and mentees to ensure successful program completion • Facilitate planning and managing participant’s assessments, tracking and scheduling activities, documentation of reporting requirements • Continuously review and evaluate program activities and ensure instructions are organized and procedures are relevant and efficient • Provide metrics and data to CAMP upon request
Colorado Attorney Mentoring Program	<ul style="list-style-type: none"> • Serve as clearinghouse for partner program applications • Primary responsibility for matching mentoring pairs (unless otherwise requested by partner organization) • Provide access to mentoring resources, programming, training, and support for partner program participants • Communicate with and support organization mentoring program champion/manager in achieving partner program goals

Mentor	<ul style="list-style-type: none">• Work with the mentee in developing an Individual Mentoring Plan• Understand how the organization and CAMP manages its mentoring programs, create realistic work products, and model behavior• Study key core competencies needed to sustain a strong leadership environment• Ensure mentee Individual Mentoring Plan has start and end dates and mentee works appropriately to complete the plan within the mentoring relationship
Mentee	<ul style="list-style-type: none">• Meet routinely with mentor• Actively participate in mentoring activities and goal accomplishment• Provide feedback and recommendations for program improvement



Benefits, Roles, Responsibilities of a Mentoring Relationship

Mentoring is a special partnership between two people based on commitment to the mentoring process, common goals and expectations, focus, mutual trust and respect. Mentoring can also encompass activities that allow for transfer of knowledge and skills from one lawyer to others.

Both the mentor and the mentee give and grow in the mentoring process. The mentee can learn valuable knowledge from the mentor's expertise and past mistakes and competencies can be strengthened in specific areas. Mentees will have the opportunity to establish valuable connections with higher level lawyers.

The success of mentoring will depend on clearly defined roles and expectations in addition to the participant's awareness of the benefits of participating in the mentoring program.

Benefits of Mentoring for the Mentor:

- Renews enthusiasm for the role of expert
- Obtains a greater understanding of the barriers experienced at low levels of the organization and profession
- Enhances skills in coaching, counseling, listening, and modeling
- Develops and practices a more personal style of leadership
- Demonstrates expertise and shares knowledge
- Increases generational awareness

Benefits of Mentoring for the Mentee:

- Gains sharper focus on what is needed to grow professionally
- Furthers development as a professional in a higher level position
- Gains capacity to translate values and strategies into productive actions
- Complements ongoing formal study and/or training and development activities
- Gains career development opportunities
- Gets assistance with ideas and honest feedback
- Demonstrates strengths and explores potential
- Increases career networks and receives greater professional exposure
- Improves ability to express expectations, goals, and concerns
- Receives knowledge of organizational culture

As participants reflect on being mentored, time should be devoted to determine the qualities desired in a mentor and what you would like to gain from the partnership.

The organization's Mentoring Program Manager can use the questions below to help respond to the Mentee Application:

- Do you want someone who has gone on the same career path you would like to follow?
- Do you want someone who has modeled the competencies you would like to strengthen?
- Do you want someone who has skills you currently don't have but wish to acquire?
- Do you want someone who will be a good sounding board for your goals?

The mentee's development depends on exploring career aspirations; strengths and weaknesses; collaborating on means to "get there"; implementing strategies; and evaluating along the way. The mentor will help light the path for the mentee to follow. Learning from the wisdom and past experience of the mentor will serve the mentee well and produce great benefits.

Responsibilities – Mentor:

- Meet with your mentee and/or engage in mentoring activities in-person (or on the telephone as a backup)
- Willingly share your experience and professional success in the organization and the profession
- Explain how the organization and profession is structured
- Support the organization's mission, vision, and goals
- Look for experiences that will stretch the mentee (i.e., shadowing during meetings, suggested readings, etc.)
- Stay accessible, committed, and engaged during the length of the program
- Listen well
- Provide open and candid feedback
- Offer encouragement through genuine positive reinforcement
- Be a positive role model
- Share "lessons learned" from their own experiences
- Be a resource and a sounding board
- Keep your conversations confidential
- Let the Mentoring Program Manager know as soon as possible if you are having a problem connecting with your mentee.

Responsibilities – Mentee:

- Meet with your mentor each month and/or engage in mentoring activities in person (or on the telephone as a backup)
- Be proactive about contacting your mentor and scheduling meetings
- Commit to self- development
- Assume responsibility for acquiring or improving skills and knowledge
- Discuss individual development planning with the mentor
- Be open and honest on goals, expectations, challenges, and concerns so others can help you
- Prepare for meetings and come with an agenda
- Actively listen and ask questions
- Seek advice, opinion, feedback, and direction from the mentor
- Be receptive to constructive criticism/feedback and ask for it
- Keep your conversations confidential
- Respect the mentor’s time and resources
- Stay accessible, committed, and engaged during the length of the program
- Comfortably give feedback to the mentor on what is working or not working in the mentoring relationship
- Let the Mentoring Program Manager know as soon as possible if you are having a problem connecting with your mentor.

To maximize the outcome of this experience and ensure that mentors derive value from the time they dedicate to mentee career development, we recommend mentees devote a minimum of 1.5 hours per month to program activities.

Program Documents and Resources

Program Documents

The following documents will be provided to support a smooth process for potential mentees and mentors, to evaluate and continuously improve the mentoring program:

- **Applications** - Mentees and mentors must apply to participate in the mentoring program by completing an online application at www.camp.chronus.com and submitting it to CAMP.
- **Mentoring agreement** - The mentoring agreement establishes the context of the mentoring relationship and expectations for both parties.
- **Individual Mentoring Plan** - To determine activities that ensure mentoring goals are met; an individual mentoring plan is a must. The mentee will complete the plan with help from the mentor.
- **Evaluations** - At the mid-point of the program and at the end, mentees and mentors will be asked to evaluate the program. Their input will help make any necessary adjustments to ensure the program remains effective. All evaluations can be completed through the CAMP mentoring software, however partner programs should feel free to generate their own evaluation methods.
- **Certificate of Completion** – Used to seek CLE credit for completion of a CAMP qualified mentoring program.

Program Resources

CAMP Partner mentoring programs are designed to be budget neutral, although at the organization-level, management may allocate funds. The organization Program Manager will have a number of CAMP resources at his/her disposal to enhance their Program. The organization's program will require oversight and commitment of a dedicated Program Manager, either full- or part-time depending on program activities. Program management will rely on subject matter experts and volunteers to support the mentoring events and presentations.

Online Resource Library

A resource page on the CAMP website at <http://coloradomentoring.org/mentoring-resources/> will list a wide range of in-house learning tools and opportunities (i.e., knowledge transfer) as well as links to external resources.

CAMP offers all participants access to online training classes, webinars, videos, eBooks, and other developmental tools.

Live & Webinar Workshops

CAMP will work with mentoring program managers to create workshops on any topic that supports the mentees, mentors, and the program to meet organization's goals. Below is a short listing of ideas to consider:

- A particular topic central to your organization's goals
- Key competencies required by most of your mentees
- Team-building activities to enhance the relationships and develop rapport

CAMP will be available to provide noontime information ("brown bag"/ "lunch and learn") sessions on a variety of common developmental areas. These sessions may be available to connect via collaborative workspaces or video teleconference. A calendar of CAMP events can be found at <http://coloradomentoring.org/calendar/>.

Available Mentoring Models

The CAMP format does not require a mandatory, "one size fits all" mentoring experience for participants. Partner organizations are encouraged to develop a mentoring curriculum that is relevant and unique to their organization. However, this curriculum should be optional for program participants and utilized at their discretion. Each mentoring pair should be encouraged to structure their mentoring relationship, including goals and learning objectives, to be most relevant to that mentoring pair. CAMP's various mentoring models are available to all program participants should they wish to implement these models into their respective mentoring relationships. Each mentoring pair will determine together whether they would like to pursue a formal mentoring experience or engage more informally as a mentoring pair.

Formal Mentoring Programs

Mentoring pairs engaging in a formal mentoring experience will generally exhibit three characteristics: (1) The mentoring pair will have one or more specific goals or learning objectives for their time in the program, (2) The mentoring pair will meet on a more scheduled basis (as opposed to on an ad hoc basis), and (3) The mentoring pair will follow some type of mentoring plan or curriculum to assist them in achieving their mentoring goals and objectives.

The mentoring plan or curriculum for each mentoring pair will differ from pair to pair. Mentoring pairs are encouraged to create a plan that is most meaningful and relevant to the mentee. To assist mentoring pairs in developing their mentoring plans, CAMP has created template mentoring tracks designed to meet the needs of Colorado lawyers at all stages of their professional careers. Mentoring pairs are encouraged to utilize these mentoring plan templates to provide structure and organization to their mentoring relationship and to set goals and develop important competencies during the mentoring relationship.

Available template mentoring programs include:

Newly Admitted Attorneys (Lawyers in their first three years of practice)

Attorneys New to Colorado

Attorneys Changing Practice Areas

Attorneys Entering Public Service/Government Positions

Attorneys Hanging Out Their Own Shingle

Attorneys Raising or Caring for Families

Women Attorneys (Colorado Women's Bar Association Lift! Program)

Attorneys Seeking Trial Practice Skills

Transactional Lawyers

Those mentoring pairs who successfully complete a formal program may qualify for CLE credit. However, to qualify for CLE credit, a mentoring plan must cover certain subject areas including:

Initial Planning Meeting

Personal and Professional Development, including work-life balance, inclusiveness & diversity, and wellness

The Colorado Bar and Legal Community

History and Importance of the Legal Profession

Colorado Rules of Professional Conduct, Professionalism, and Civility

Practical Practice Area Experience

Law Office Management and In-Office Procedures

Working With Clients

Pro Bono & Civic Involvement

The CAMP staff is happy to assist mentoring pairs in developing a unique and relevant mentoring plan, as well as reviewing any proposed mentoring plan for CLE accreditation.

Formal programs generally take six to twelve months to complete.

Informal Mentoring

Sometimes mentees do not have specific goals or objectives that would be served by a structured mentoring program. In these cases, a mentee may simply need a mentor to serve as a connector, door opener, or “as needed” resource. In this case, CAMP takes responsibility for matching the mentoring pair and the pair takes sole responsibility for developing and sustaining their mentoring relationship.

Choosing an informal mentoring program does not offer any less benefit or significance to your mentoring relationship. It simply means that you are choosing not to follow a formal mentoring plan for the purposes of structure or CLE credit. The timeframe and content of the mentor relationship is entirely at your discretion.

In selecting an informal program, you are taking sole responsibility for developing and sustaining your mentoring relationship. The CAMP mentoring plans remain available to you for guidance and inspiration. Additionally, the CAMP resources and events also remain available.

Circle Mentoring

In addition to one-on-one mentor pairings, the partner programs may offer circle mentoring opportunities. The mentoring circles concept relies on peer-to-peer mentoring, as opposed to traditional mentoring paradigms.

In a circle program, participants from all levels of the organization are encouraged to propose and own a mentoring topic. This unique setup gives motivated lawyers another avenue to grow within the organization and opens the door for all lawyers to find or create a circle that gets them excited.

Topics don't always have to be practice related and they can cover a wide range of ideas. A few inspiration topics include "Working Moms," "Young Lawyers," or "Time Management."

Circle owners designate limits for number of participants, set expectations for how, when, and why the circle will meet, and put their proposed circle on a "marketplace" – a listing of circles that need participants. Lawyers browse the marketplace for circles that catch their fancy and when enough people join, the circle owner formally launches the circle.

What benefits might circle mentoring bring to the organization?

Knowledge sharing: People from across practice areas and generations can learn from one another, expanding the knowledge pool.

Expanding awareness of career development opportunities: People looking to get into specific practice areas can network with those who have done so, or connect with colleagues who are currently working on some version of what they're looking for professionally.

Building intra-organizational personal relationships: There's a reason Gallup asks the question "Do you have a best friend at work?" as part of their annual Q12 engagement questionnaire. Making friends with people at work contributes to retention, and circles can help people find those with common interests.

Improving innovation: Solve challenges in unique ways by connecting people with varying skillsets who are interested in solving the same challenge.

Mentoring Software

CAMP utilizes a specialized mentoring software platform to match mentors and mentees based on personality characteristics, practice experience, and shared goals and experiences. For participants choosing to utilize the CAMP software platform for facilitation of the mentoring relationship, the Mentoring Connection Plan is the primary means of relationship structure and formality. The Mentoring Connection Plan is the all-encompassing program which outlines how mentoring pairs will interact with each other from beginning to end of the mentoring experience.

The Mentoring Connection Plan is comprised of three relationship "Milestones" which are:

- (1) Getting Started & Setting Goals,
- (2) Working Toward Goals, and
- (3) Wrapping Up the Relationship

These milestones are timed to correspond with either the 12-month or 6-month program. Milestones tell participants how the relationship should progress by grouping activities into key phases. These milestones signify the beginning, middle, and end of the mentoring relationship.

Each milestone includes tasks which create a basic framework for the relationship and should be completed on or before the recommended due date. Tasks are designed to be bite-sized and quick, but they add up to real results.

Program Outcomes & CLE Credit

The outcome of any particular legal matter has no impact on the participant's ability to earn CLE credits for participation in the program. The participant need only complete the organization's Mentoring Plan, or pre-approved alternative, to earn CLE credit for participation.

Upon successful completion of the program, participants will earn up to 9 general CLE credits and 2 ethics credits. Credits should be claimed by submitting a Certificate of Completion to the CAMP Director.

Mentees should include with the Certificate of Completion a completed mentoring plan indicating which topic areas, discussion topics, activities, events, and learning opportunities the mentee engaged around during the course of the mentoring term and the dates on which those items were completed.



Mentor & Mentee Recruitment Information

Mentors and mentees should be recruited using the communication types most effective and relevant to the partner organization. Potential mentors and mentees should also be invited to special information sessions for training and education.

The following information should be provided to mentors and mentees during the initial information session and will be maintained on the partner program's mentoring website.

Tools for the Mentors' Packet

- Link & Instructions for Application form
- Mentor benefits
- Mentor responsibilities
- Ideas to assist your mentee
- Effective questioning tips
- Giving feedback
- Tips for being a good listener

Tools for the Mentees' Packet

- Link & Instructions for Application form
- Mentee benefits
- Mentee responsibilities
- How to receive feedback

Tools included in both Packets

- Mentoring agreement
- Partner Organization's Mentoring Curriculum
- Certificate of Completion

Selection Criteria For Mentor & Mentee Recruitment

The organization's Mentoring Program Manager should be able to identify participants with the most knowledge, skills, and experience to act as mentors.

Ideally, a mentor should be able to:

- Explain how the organization is structured
- Be respected as an experienced and successful professional in the organization
- Support the organization's mission, vision, and goals
- Stay accessible, committed, and engaged during the length of the program
- Listen well
- Offer encouragement through genuine positive reinforcement
- Be a positive role model
- Share "lessons learned" from their own experiences
- Be a resource and a sounding board

Ideally, a mentee should be able to:

- Commit to self-development
- Assume responsibility for acquiring or improving skills and knowledge
- Discuss individual development planning with their mentor
- Be open and honest about his/her goals, expectations, challenges, and concerns
- Actively listen and ask questions
- Seek advice, opinion, feedback, and direction from his/her mentor
- Be open to constructive criticism/feedback and ask for it
- Respect the mentor's time and resources
- Stay accessible, committed, and engaged during the length of the program
- Comfortably give feedback to the mentor on what is working or not working in the mentoring relationship

Matching Mentors and Mentees

In an effort to allow partner program managers to focus on recruiting participants and providing "value add" to their organization, CAMP will be responsible for matching all mentoring pairs. CAMP utilizes a specialized mentoring software platform to match mentors and mentees based on personality characteristics, practice experience, and shared goals and experiences. In addition, CAMP staff have a personal conversation with every

mentee and mentor to learn more about each person's unique circumstance, life experiences, and desired outcome for a mentoring relationship. The combination of our software algorithm and our personal knowledge of every program participant helps us to make the most successful mentoring match possible.

Measures of Success

While "success" will be defined differently for each partner organization and each mentoring pair, the following is a list of measures CAMP traditionally uses to gauge success within a mentoring program.

- Mentors and mentees will have a clear understanding of the program guidance, process and procedures.
- Mentees' development will be supported in specific areas to facilitate successful completion of the program.
- Organization leadership and management will be encouraged to commit to supporting the mentoring program.
- Mentoring program will be aligned with the organization's strategy for high performance.
- Leadership, coaching, interpersonal skills, and professional growth opportunities for lawyers are available and highly visible.
- Knowledge and skill of less experienced lawyers contribute to the growth and health of the organization.
- Lawyers are supported in awareness and understanding of the organization's values, vision, mission, and goals.
- Senior and experienced lawyers routinely share skills and knowledge with less experienced lawyers.
- New lawyers are supported in locating and accessing organizational resources.
- A climate of open communication and dialogue is fostered.
- A network of professionals is established, cultivated, and strengthened.

Program Implementation & Next Steps

The following is an outline of steps an organization may take to initiate its Mentoring Program and to sustain it from cycle to cycle:

- Reach out to the CAMP director at r.peyton@csc.state.co.us or 303-928-7750 to schedule an initial program call to discuss mentoring opportunities for your organization.
- Appoint mentoring committee and program manager.
- Create organization's mentoring plan and program structure.
- Conduct an open house/launch event for your organization's members.

An open house will allow members to learn about the program. The organization's mentoring program manager shall be visible and accessible to talk about the program benefits. A senior-level champion will be on hand to lend additional credibility to the program. Individual briefings may be conducted during Open House if desired, although it may not be necessary. Plan the Open House to be held in a room large enough to allow people to walk around comfortably with stations set aside separately for prospective mentors and mentees. Provide information packets at the stations for your potential mentors/mentees to take with them to learn more about the benefits, policies, and procedures of your program.

- Conduct an orientation session for your organization's members.

Once your mentees and mentors have been recruited and matched, the kick-off program will begin with an orientation session. During the orientation session, policies and procedures should be outlined and clarified. The senior-level champion or organization leader should deliver a short speech about the importance of the mentoring program during the orientation as well.

- Evaluate each step of the implementation.
- Conduct a follow-up evaluation three months after the completion of the program to measure the success of the program.
- Conduct the final evaluation and take action as necessary prior to launching the next program cycle.

Appendix

Sample Monthly Schedule for Mentoring Pair

Month One – Orientation

Mentors, mentees, and others will attend an orientation event, which will be facilitated by the organization's mentoring Program Manager. Mentees and mentors will conduct their first in-person, one-on-one meeting. They may want to focus on the following:

Get acquainted/asking questions/informal icebreaker

- What is your current job?
- What are your responsibilities?
- Why did you become a part of the mentoring program?

Discussing the mentoring process

- What are the roles and responsibilities of mentors and mentees?
- What does a successful mentoring relationship look like from your point of view?
- What are the mentor's and mentee's goals for the program experience?
- What should we do in preparation for our next full meeting (i.e., review the mentoring process, discuss the mentee's goal, etc.)?

Sorting out schedules

- How often should we meet? Where should we meet?
- What is the best way to reach each other? Email? Telephone?

Month Two – Finalize Mentoring Plan

The focus of Month Two is the individual mentoring plan, which is the primary guiding document that will ensure mentees gain maximum benefit from the mentoring program.

Mentoring Plan Development

- Mentors and mentees discuss how to help mentee meet the goal and objectives of the mentoring plan.
- Set up to five goals to work on during the mentoring program.
- Identify one goal to focus on during the coming month.

Sharing online learning

- Mentors and mentees may decide to take explore a CAMP or organization sponsored webinar, or read an online e-Book or article prior to their in-person meeting.
- How was your most recent class, training experience or reading?
- What were the most helpful elements?
- How are you continuing to integrate lessons learned from the program to your professional life?
- Which of these lessons will be most difficult to implement? Why?

Month Three & Four – Professional Development Goal #1

Months three and four is the time to focus on the first professional development goal identified in the mentoring plan.

Updating one another

- How is the program progressing?
- How are you incorporating lessons learned thus far into your day-to-day work?
- Have you identified any new challenges in your day-to-day work or in other areas of your life?

Mentoring Plan

- What are the latest advancements around your professional development goals?
- How are things going regarding the one goal we identified as your priority?
- How might we refine the mentoring plan?

- What competencies do you need to develop to meet your one goal?
- What specific actions might you take to begin developing particular competencies consistent with this goal?

Finding practical applications

- What is the next opportunity you might have to begin practicing this competency on the job or in your personal life?

Working on specific challenges

- Are there other professional issues that you would like to work on together (e.g., work-life balance, ethics, professionalism)?

Month Five & Six – Professional Development Goal #2

Months five and six is the time to focus on the second professional development goal identified in the mentoring plan.

Updating one another

- How is the program progressing?
- How are you incorporating lessons learned thus far into your day-to-day work?
- Have you identified any new challenges in your day-to-day work or in other areas of your life?

Mentoring Plan

- What are the latest advancements around your professional development goals?
- How are things going regarding the one goal we identified as your second goal?
- How might we refine the mentoring plan?
- What competencies do you need to develop to meet your goal?
- What specific actions might you take to begin developing particular competencies consistent with this goal?

Finding practical applications

- What is the next opportunity you might have to begin practicing this competency on the job or in your personal life?

Working on specific challenges

- Are there other professional issues that you would like to work on together (e.g., work-life balance, ethics, and professionalism)?

Sharing online learning

- Mentors and mentees may decide to take explore a CAMP or organization sponsored webinar, or read an online e-Book or article.
- How was your most recent class, training experience or reading?
- What were the most helpful elements?

- How are you continuing to integrate lessons learned from the program to your professional life?
- Which of these lessons will be most difficult to implement? Why?

Month Seven & Eight – Professional Development Goal #3

Months seven and eight is the time to focus on the third professional development goal identified in the mentoring plan.

Updating one another

- How is the program progressing?
- How are you incorporating lessons learned thus far into your day-to-day work?
- Have you identified any new challenges in your day-to-day work or in other areas of your life?

Mentoring Plan

- What are the latest advancements around your professional development goals?
- How are things going regarding the one goal we identified as your third goal?
- How might we refine the mentoring plan?
- What competencies do you need to develop to meet your goal?
- What specific actions might you take to begin developing particular competencies consistent with this goal?

Finding practical applications

- What is the next opportunity you might have to begin practicing this competency on the job or in your personal life?

Working on specific challenges

- Are there other professional issues that you would like to work on together (e.g., work-life balance, ethics, and professionalism)?

Sharing online learning

- Mentors and mentees may decide to take explore a CAMP or organization sponsored webinar, or read an online e-Book or article.
- How was your most recent class, training experience or reading?
- What were the most helpful elements?
- How are you continuing to integrate lessons learned from the program to your professional life?
- Which of these lessons will be most difficult to implement? Why?

Month Nine & Ten – Professional Development Goal #4

Months nine and ten is the time to focus on the fourth professional development goal identified in the mentoring plan.

Updating one another

- How is the program progressing?
- How are you incorporating lessons learned thus far into your day-to-day work?
- Have you identified any new challenges in your day-to-day work or in other areas of your life?

Mentoring Plan

- What are the latest advancements around your professional development goals?
- How are things going regarding the one goal we identified as your fourth goal?
- How might we refine the mentoring plan?
- What competencies do you need to develop to meet your goal?
- What specific actions might you take to begin developing particular competencies consistent with this goal?

Finding practical applications

- What is the next opportunity you might have to begin practicing this competency on the job or in your personal life?

Working on specific challenges

- Are there other professional issues that you would like to work on together (e.g., work-life balance, ethics, and professionalism)?

Month Eleven - Finalizing Work on Professional Development Goals

The focus of month eleven is to explore how recent minor adjustments in the implementation of the program impact the mentoring plan and the mentoring program experience.

Updating one another

- Would you like to discuss networking opportunities during and following the mentoring program closing?

Mentoring Plan

- What progress have you made towards meeting your goals?
- What are some specific strategies for addressing your goals?
- What specific actions might you take around these goals?
- What are some opportunities to practice competencies on-the-job to help you meet your goals?

Sharing online learning

- Mentors and mentees may decide to take explore a CAMP or organization sponsored webinar, or read an online e-Book or article.
- How was your most recent class, training experience or reading?

Month Twelve – Conclusion

Sustaining mentoring program beyond this formal program conclusion

Month twelve is time of reflection and celebration. It is just the beginning to a new way of thinking and working. In addition, it is designed to focus the mentee's thoughts on how to best measure the mentoring program's success, an opportunity to explore how to set a course for ongoing, lifelong learning and development beyond the mentoring experience, and to mark the completion of the mentoring formal program.

Updating one another

- Would you like to discuss the mentoring program experience thus far and how to maintain it beyond the formal twelve month timeframe?

Goals and continuous improvement

- How can the mentoring plan, your identified goals, and future goals continue to guide your development?
- How can you make the successes stick?
- What is next?
- How would you rate your overall progress toward each of your professional development goals?
- What, if any additional actions – on-the-job experience, mentoring/shadowing or training – are necessary to support your continued professional development?
- How can you pursue these?
- How has this program and our work together helped you advance your long-term career goals?
- How do you plan to continue working towards these goals after the mentoring program is complete?
- What is your greatest take-away from this program?
- Do you feel that you have some concrete strategies for continuing your professional development upon completion of the mentoring program?

Sorting out schedules

- Some mentees and mentors may decide to continue their work together informally, but others may decide that it is time for the mentee to strike out on his or her own – and serve as a mentor to someone else.
- How often, if at all, do we want to be in contact with one another in the future?

Closing

- What would you consider the most valuable elements of the mentoring partnership?
- What would you recommend that the mentoring program do to strengthen the mentoring program?



Required Forms

Mentoring Agreement



Colorado Attorney Mentoring Program

Partner Program Mentoring Agreement

1. Through participation in the Business Law Section Mentor Program (the “Business Law Program”), an in-house program certified by the Colorado Attorney Mentoring Program (CAMP), I agree to participate in CAMP in accordance with its rules and regulations as may be amended from time to time. I understand that the CBA Business Law Program is part of the state-Wide Colorado Attorney Mentoring Program established by C.R.C.P. 255.

2. I understand that CAMP is intended to complement traditional classroom instruction with a one-on-one and circle mentoring relationships, which primarily involves teaching core values and ideals of the legal profession and the best practices for meeting those ideals. By signing this Mentoring Agreement, I acknowledge the specific objectives of CAMP are as follows:

- a. Promote excellence in the practice of law;
- b. Promote professionalism and collegiality among members of the bar through exercise of ethical and civil behavior;
- c. Inclusion and involvement of attorneys in the Colorado legal community, including teaching the value of networking and developing mentor relationships;
- d. Promote high standards for practice through early instruction regarding competency and the exercise of sound and reasoned judgment;
- e. Promote high standards for practice through early instruction about best practices, including practice management and legal customs learned from practical experience; and

- f. Promote public service as an indispensable component of professionalism, and instill pride in the profession and the role lawyers have played and continue to play in shaping and preserving our nation's values.

3. The CBA Business Law Section Mentoring Program seeks to maximize the organization's investment in Colorado lawyers and ensure that the long tradition of high professional standards and quality representation is maintained and carried forward. By signing this Mentoring Agreement, I acknowledge the specific objectives of the Business Law Section Mentoring Program are as follows:

- Follow a structured mentoring curriculum to provide practical opportunities for discussion and professional growth
- Develop professional, practice, and community engagement goals
- Connect with the local legal community (bar associations, legal organizations, etc.)
- Build a depth of experience in my professional practice area(s), with an emphasis on the following areas of law:
 - Mediation
 - Settlement conference
 - Arbitration
 - Med-Arb
 - Conflict Resolution
- Focus on time management skills and technological influences for improving legal practice
- Take advantage of teambuilding and collaborative culture opportunities
- Achieve "success" as defined by the individual program participants in relation to their individual professional development plan

4. I understand that there have been no known claims or grievances arising out of other states' mentor programs or any mentor programs in Colorado. Nevertheless, I understand that it is very important that the rules of CAMP be followed at all times.

5. I am responsible for my success within the mentoring relationship. I am committed to meeting regularly and engaging in thoughtful, honest, and productive communication intended to facilitate my professional development. In signing this Mentoring Agreement, I pledge to devote the time and effort needed to meet these expectations as well as complete those activities outlined in the Business Law Mentoring Plan.

6. Through participation in the CBA Business Law Section Mentoring Program, I acknowledge the following responsibilities:

- To submit a signed Mentoring Agreement to the CAMP Director within two weeks of receiving my mentoring pairing;

- To submit my Mentoring Plan (if modified from the Business Law template plan) to the CAMP Director within the first month of my mentoring pairing;
- That the proposed term of the Program (the “Mentoring Term”) and the Program requirements will be completed within one year of entering into the mentoring circle in order to claim CLE credit;
- To complete my Mentoring Plan during the Mentoring Term; and
- To submit a Certificate of Completion to the CAMP Director within one month of finalizing the Mentoring Term and Program requirements.

I hereby certify that I have read the above Mentoring Agreement and agree to its terms.

Signature of Participant Date

Print/Type Name

Attorney Registration Number

Return this form to CAMP Director Ryann Peyton: r.peyton@csc.state.co.us

Certificate of Completion



Colorado Attorney Mentoring Program

Partner Mentoring Program

Certificate and Affidavit of Completion of Mentoring Program

We, _____, Mentor/Advisor, and _____, Mentee, completed the _____ *Mentoring Program*. We have met the requirements set forth in our Mentoring Plan, as coordinated by _____ and CAMP, and the attached curriculum outlines of the activities that we have completed to be awarded ___ General CLE Credits, including ___ Ethics CLE Credits. During our meetings, we focused on the skills for professional and ethical practice of law in furtherance of the objectives of the Colorado Attorney Mentoring Program (CAMP).

I hereby attest that the above information is true and accurate to the best of my knowledge.

Signature of Mentee

Date

Signature of Mentor

Date

Print/Type Name

Print/Type Name

Attorney Registration Number

Attorney Registration Number

NOTE: Each participant must submit this form to the Director of the Colorado Attorney Mentoring Program. Upon receipt and verification the Director will approve and submit the certificate to the Board of Legal and Judicial Education for recording of the credits. The Director will notify the participants that their certification has been accepted and submitted to the CLJE Board. No additional forms or affidavits need be submitted to either CAMP or CLJE.

Return this form to the Colorado Attorney Mentoring Program:

CAMP Director:	Ryann Peyton
Email:	r.peyton@csc.state.co.us
Mailing Address:	Colorado Attorney Mentoring Program (CAMP) Colorado Supreme Court Ralph L. Carr Judicial Center 1300 Broadway, Suite 230 Denver, Colorado 80203 (303) 928-7750
Administrative Assistant:	Lauren Eisenbach
Email:	l.eisenbach@csc.state.co.us

2018 CAMP Events Calendar & Program Descriptions

2018 CAMP PROGRAMMING CALENDAR

Navigating the Practice of Law & Creating Community Connection

LEADERSHIP DEVELOPMENT

 <i>The Art & Science of Creating Relationships</i> Barbara Randell Future Image Group April 4th	 <i>Pathways to Leadership in the Law</i> Dana Collier Smith Patricia Jarzowski Nicole Black July 12th	 <i>#DisruptLaw: The Future of the Legal Profession</i> J. Ryann Peyton CAMP December 13th
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PRACTICE READINESS

 <i>Inside Experts: Advice From In-House Counsel</i> Jenifer Ross-Amato (RTD) Mark Fogg (COPIIC) Jeff Dumas March 5th	 <i>Keeping The Lights On: Finding Success as a Solo</i> Erika Holmes Rehan Hassan Ellen Trachman Yev Muchnik May 23rd	 <i>Government Lawyer Roundtable</i> Kevin McReynolds Laurie Heydman Randy Bramer November 9th
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PRACTICAL SKILLS TRAINING

 <i>BaseCAMP</i> January 11th April 18th September 6th October 11th	 <i>Secrets to Litigation Success</i> John Baker Tanner Walls Andrew Luxen June 7th	 <i>"But I'm Not a Mentor"</i> March 19th May 3rd September 27th November 16th
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PROFESSIONALISM & WELLNESS

 <i>Be of Service Day</i> Metro Volunteer Lawyers January 24th	 <i>OARC: Your Partner in Practice</i> February 8th	 <i>Wellness Day</i> Colorado Lawyer Assistance Program August 15th	 <i>Professionalism For The Modern Lawyer</i> CBA/DBA October 25th
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FOR MORE INFORMATION: WWW.COLORADOMENTORING.ORG

Event	Description	Category	Date(s)
BaseCAMP	This session will provide a review of the requirements to complete the program; an explanation of the parameters of the mentoring relationship; a review of how to handle mentor turnover and/or a breakdown in the relationship; identification of the resources for the mentoring curriculum; a review of the millennial generation and their defining characteristics; identification of key mentoring dynamics, skills, attitudes and behaviors to help participants build strong and effective mentoring relationships; and participant questions and answers.	Practical Skills	January 11 April 18 September 6 October 11
“But I’m Not a Mentor”	Mentoring is a challenging job. Mentors can benefit from instruction and support in their efforts to build trust and develop positive relationships with young lawyers. This workshop provides the following guidance to new mentors or those seeking to improve their mentoring skills: <ul style="list-style-type: none"> • Overview and Objectives of CAMP • Defining the Mentor Experience • Effective Mentoring Relationships • Relationship Developmental Process • Helpful Mentor Guidelines & Tips 	Practical Skills	March 19 May 3 September 27 November 16
Be of Service Day	Start the new year by recommitting to your public service and pro bono practice goals! Join Metro Volunteer Lawyers to learn more about the benefits of MVL to young lawyers and lawyers who are new to Colorado and how to incorporate pro bono practice into your mentoring relationship.	Professionalism & Wellness	January 24
OARC: Your Partner in Practice	Most lawyers view the Office of Attorney Regulation Counsel as an office to be avoided. However, OARC takes a very proactive and positive approach to regulating the practice of law in Colorado. Join us to learn how to use OARC as your partner in practice. From running a productive and sustainable solo practice to maintaining high professional and ethical standards, OARC is working toward improving the legal profession for all Colorado lawyers.	Professionalism & Wellness	February 8

<p>Inside Experts: Advice From In- House Counsel</p>	<p>Is in-house practice right for you? How can you make the transition? What does an in-house lawyer actually do?</p> <p>Join leaders in the in-house corporate, government, and general counsel sectors to learn more about pathways to in-house practice, advice for lawyers interested in moving in-house, and the future of the profession for in-house lawyers.</p> <p>Panel members include: Mark Fogg, General Counsel, COPIC Jenifer Ross-Amato, Deputy General Counsel RTD Jeff Dumas, Former Counsel, Axiom Global</p>	<p>Practice Readiness</p>	<p>March 5</p>
<p>The Art & Science of Creating Relationships</p>	<p>By Raising levels of awareness and consciousness as it related to relationships in business, this workshop seeks to help young professionals think differently by enlightening them on the richness and success that comes from creating authentic and meaningful professional relationships.</p> <p>Join CAMP & Future Image Group in a comprehensive course to break down the mechanisms in the craft of relationship development.</p> <p>https://futureimagegroup.com/</p>	<p>Leadership Development</p>	<p>April 4</p>
<p>Keeping The Lights On: Finding Success as a Solo</p>	<p>More lawyers than ever are choosing to hang a shingle. While solo practice comes in many forms, the pathways to building a sustainable and fulfilling practice are less clear.</p> <p>Join CAMP to hear from solo practitioners who have found success in various aspects of practice. Learn from lawyers who take a modern or nontraditional approach to their practice (i.e. limited scope representation, flat fee billing, virtual offices, access to justice/pro bono work, etc.)</p> <p>Panel members include: Erika Holmes, ELHOLMES LEGAL SOLUTIONS, LLC Rehan Hasan, Hasan, LLC Yev Muchnik, ESQ Legal Ellen Trachman, Trachman Law Center</p>	<p>Practice Readiness</p>	<p>May 23</p>

<p>Secrets to Litigation Success</p>	<p>Many young lawyers select “Improve Trial Advocacy Skills” as a mentoring area of interest. However, most lawyers lack ideas for how to actually improve their skills. Join our panel of experts to learn more about trial advocacy skill development resources in Colorado. We will also discuss pathways to litigation practice, the benefits of government law practice for trial advocacy skill development, and resources related to improving professional communication and relationship building skills.</p> <p>Panel members include: John Baker, Former Director of NITA Tanner Walls, Messner Reeves LLP Andrew Luxen, Denver District Attorney’s Office</p>	<p>Practical Skills</p>	<p>June 7</p>
<p>Pathways to Leadership in the Law</p>	<p>Many young lawyers select “leadership development” as a mentoring area of interest. However, most new lawyers are unsure of the best ways to engage within the legal community, get involved with the bar associations/inns of court, or are unconvinced of the benefits for leadership skill development within these organizations.</p> <p>Join our panel of leaders within the Colorado legal community to learn more about the pathways to leadership within the profession and resources available to Colorado lawyers seeking to improve their professional communication and relationship building skills.</p> <p>Panel members include: Patricia Jarzowski, Former President Colorado Bar Association Dana Collier Smith, DCS Strategies Nicole Black, Lewis Brisbois</p>	<p>Leadership Development</p>	<p>July 12</p>
<p>Wellness Day</p>	<p>Join CAMP and the Colorado Lawyer’s Assistance Program (COLAP) for Colorado’s inaugural “Lawyer Wellness Day”</p> <p>The day will be full of mindfulness, well-being, and healthy activities for lawyers to engage in to bring levity and calm to our busy professional lives.</p> <p>Look for a full schedule of events to be released in early summer 2018!</p>	<p>Professionalism & Wellness</p>	<p>August 15</p>

Professionalism For The Modern Lawyer	<p>Join members of the CBA/DBA Professionalism Coordinating Council to learn more about salient professionalism issues for lawyers. We will work through short vignettes which present mock scenarios of professionalism problems in dealing with opposing attorneys and clients followed by small-group discussion on tips to creating and maintaining professionalism and civility in your practice.</p>	Professionalism & Wellness	October 25
Government Lawyer Roundtable	<p>Do you want to be a government lawyer? Join our panel of government lawyers to learn more about pathways to entering this area of practice, the realities of government law practice, benefits of government law practice for trial advocacy skill development, and resources related to improving professional communication and relationship building skills in this field.</p> <p style="text-align: center;">Panel members include: Kevin McReynolds, Assistant Attorney General Laurie Heydman, Assistant City Attorney Randy Bramer, U.S. Department of Agriculture</p>	Practice Readiness	November 9
#DisruptLaw: The Future of the Legal Profession	<p>Our profession is more dynamic than ever. Because it's based largely on information—accessing it, analyzing it, applying it—the profession's delivery of legal services has rapidly evolved in multi-dimensional ways. New approaches abound. One over-riding question was how we hang on to the core values of being a lawyer professional while embracing methods that better serve the public?</p> <p>Join us as we bring lawyers, law students, and other legal professionals to discuss innovations in delivering legal services.</p> <p>How can we push our profession to do law differently? Topics will include alternative legal landscapes, justice through technology, preventative lawyering, blueprints for change, diversifying the workplace, data-driven lawyering, and more.</p>	Leadership Development	December 13

All events will occur at the Ralph Carr Judicial Center 1300 Broadway Denver, CO 80203 from 12:00 to 1:00 on the specified date. Events will be livestreamed at the same date and time. Livestream details will be distributed in the week leading up to each event.

Promoting Your Mentoring Program ToolKit



Promoting-Your-Mentoring-Program-Toolkit.zip