

Mentoring Plan for In-House Lawyers



Revised May 2026

NOTE: If you wish to delete or add activities not listed, confirm with CAMP or your Sponsoring Program facilitator, especially if you plan to apply for CLE Credit Certification.

How to Use This Plan

This curriculum guides mentor-mentee pairs through twelve topic areas tailored to in-house lawyers. Check ☐ in the right column as each item is completed. Items marked **REQUIRED** must be completed; for others, complete the minimum number specified. All hyperlinked resources are preserved and clickable.

1. INITIAL PLANNING MEETING, PERSONAL AND PROFESSIONAL DEVELOPMENT (COMPLETE ALL)

Action	Mark Completed
Schedule an initial meeting — in person where practical, or virtually — to prepare a customized mentoring plan. Use the CAMP Initial Goal Plan & Meeting Guide to develop goals for the mentoring relationship. Discuss best communication methods and consider scheduling all remaining meetings and activities for the term.	☐
In tailoring the plan to Mentee's interests, discuss long-term career goals and identify ways to achieve them — including how in-house practice may evolve and what pathways it opens (GC, CLO, board roles, executive leadership, outside practice).	☐
Mentor should introduce Mentee to the office's attorneys and staff (if not already done) where practical, including colleagues across business units who will be regular in-house clients.	☐
Include a professional identity discussion: inclusiveness and diversity, work-life integration, mental health and substance use issues facing lawyers, and the services available to attorneys regarding these health issues.	☐
Attend a meeting of an organized bar association or attorney networking event together. Introduce Mentee to other attorneys in attendance. Discuss the advantages of bar association involvement — particularly important for in-house lawyers who may otherwise lose connection to the broader legal community —	☐

Action	Mark Completed
and the many local, state, and national associations available, including any in Mentee's specific practice area. • Discuss in-house-specific organizations: Association of Corporate Counsel (ACC), Colorado Chapter of ACC, and in-house counsel practice groups. • Discuss how bar involvement builds the external network and credibility that in-house lawyers often find harder to maintain than their outside counsel counterparts.	
Build rapport using the following five-step framework: 1. Shift your mindset to "I am worthy of mentoring." 2. Look for indicators of shared humanity with your mentoring partner. 3. Identify one thing you can appreciate about your mentoring partner. 4. Listen to understand — not just to respond. 5. Be open, not transactional.	☐
Discuss communication norms for the mentoring relationship: • Preferred platforms (email, text, video call, in-person). • Response-time expectations and after-hours boundaries. • How to handle cancellations and rescheduling. • Confidentiality expectations within the mentoring relationship.	☐

2. THE BASICS OF IN-HOUSE PRACTICE (COMPLETE AT LEAST ONE)

Action	Mark Completed
Review corporate history, structure, and business model: • Understand the company's legal structure: parent, subsidiaries, affiliates, and joint ventures. • Review the business model: how the company makes money, who its customers are, and what drives its key decisions. • Review the company's strategic plan and how the legal department supports the business strategy. • Understand key regulatory frameworks that govern the company's industry.	☐
Meet executives or directors to know the corporate players: • Schedule introductory meetings with key business leaders: CEO, CFO, CHRO, heads of operations and sales. • Understand each leader's priorities, concerns, and expectations of the legal function. • Discuss how the legal department is perceived — as a partner or as a gatekeeper — and how Mentee can help shape that perception.	☐
Discuss corporate decision-making models and general counsel roles:	☐

Action	Mark Completed
- How decisions are made: who has final authority, how legal input is solicited, and when the GC is (and isn't) in the room. - The GC's dual role as legal officer and business advisor, and how that differs from outside counsel practice. - The evolving role of the CLO/GC: from risk manager to strategic partner and member of the senior leadership team.	
Discuss development of a legal position for the corporate environment: - How to frame legal analysis in business terms: risk vs. opportunity, not just legal vs. illegal. - How to calibrate the depth of legal analysis to the stakes and urgency of the business question. - How to deliver legal advice that gets acted on: clear recommendations, not just options.	☐
Reporting to a Non-Lawyer: Discuss the unique dynamics of in-house practice where the attorney's supervisor is typically a non-lawyer executive: Periodic communications and reports: How to structure regular legal updates for non-lawyer audiences; board reporting; managing up. Ad hoc communications: How to deliver urgent legal advice clearly and concisely without legalese. Annual reviews and long-term objectives: How to set and demonstrate measurable legal department goals; how to evaluate your own performance in business terms.	☐
Add Other:	☐

3. DEVELOPING PROFESSIONAL IDENTITY & LAWYER WELL-BEING (COMPLETE AT LEAST TWO)

Action	Mark Completed
Professional Identity Formation: Help Mentee articulate their "Professional Identity" as an in-house lawyer. Use John Bliss' The Professional Identity Formation of Lawyers to facilitate discussion. Explore: - Why did Mentee choose the profession of law, and specifically in-house practice? - How does Mentee define "professional success" in this context — and how does that differ from conventional legal career markers? - What characteristics, skills, and attributes will enable Mentee's success as an in-house lawyer? - Who in Mentee's personal and professional community will support them?	☐

Action	Mark Completed
Well-Being Assessment: Engage Mentee in a self-reflective exercise on the six dimensions of well-being. Use the ABA Well-Being Toolkit for Lawyers and Legal Employers to build an action plan addressing self-identified gaps: • Emotional: Recognize and manage emotions; seek mental health support when needed. In-house lawyers may face unique pressure from being embedded in business teams. • Occupational: Cultivate satisfaction, growth, and financial stability. Discuss how compensation, advancement, and role scope differ in-house vs. private practice. • Intellectual: Pursue continuous learning; in-house practice requires breadth across many legal and business disciplines. • Spiritual: Develop a sense of meaning and purpose in the work. • Social: Build connection and belonging, including with the broader legal community beyond the company. • Physical: Maintain activity, nutrition, sleep; minimize harmful substance use.	☐
Resilience Planning: Engage Mentee in a reflection on resilience. Consider: • Three Ways Lawyers Can Become More Resilient • Survival Skill No. 1 for Lawyers: Emotional Resilience • Discuss resilience demands specific to in-house practice: pressure to say yes, being bypassed or ignored, navigating politically charged internal dynamics, and the isolation of being the sole or small legal function.	☐
Defining Professional & Personal “Success”: Work with Mentee to build a sustainable definition of success in the in-house context. • Traditional concepts of success (partnership, prestige, wealth) and how they apply — or don’t — to an in-house career. • Unconventional paths: those who found ultimate satisfaction in purpose-driven in-house roles. • Finding your definition: picture yourself with all time and resources — what would you do? How would an in-house role serve that vision? • Build 2–3 primary goals from that foundation. Your definition of success also dictates your definition of failure — you’ve only failed if you’ve given up.	☐
Assessment of Current Professional Identity: Ask Mentee to answer “What do you do?” Work together to expand the answer to include a broader view of Mentee’s strengths, interests, and professional passions — and how those are expressed in the in-house role.	☐
Financial Well-Being as an In-House Lawyer: Discuss financial health in the in-house context: • How total compensation (base, bonus, equity, benefits) compares to private practice alternatives and how to evaluate trade-offs.	☐

Action	Mark Completed
- The financial implications of non-compete and garden-leave provisions common in corporate employment agreements. - Long-term financial planning: vesting schedules, equity, retirement plans, and what happens financially if the company is acquired or the role is eliminated.	

4. COLORADO RULES OF PROFESSIONAL CONDUCT, PROFESSIONALISM, AND CIVILITY (COMPLETE AT LEAST TWO)

Action	Mark Completed
REQUIRED — Complete at least two of the following	
WHO EXACTLY IS THE “CLIENT”? One of the most foundational questions for in-house counsel is determining the identity of the client. The Colorado RPC were written based on the paradigm of One Lawyer: One Client — a paradigm that maps poorly onto the in-house environment. Discuss with Mentee: - The Corporate Entity as client. - The Shareholders — and whether their interests always align with the entity’s. - The Board of Directors and its oversight role. - Executive Management — the day-to-day in-house client with whom the attorney interacts. - The Law itself, which in-house counsel serves in a broader sense than private practitioners. Discuss how client identity shifts depending on the situation: a routine contract review (operational client), an internal investigation (the entity), an executive’s personal liability exposure (potential conflict), or a whistleblower matter (the entity vs. management). Discuss what Mentee will do when the interests of management and the entity diverge. - Discuss Colorado RPC 1.13 (Organization as Client) and how it applies to in-house counsel. - Discuss what “reporting up the ladder” means in practice and when it is required.	☐
INTERNAL INVESTIGATIONS Internal investigations are a core in-house responsibility and present some of the most complex ethical issues in corporate practice. Discuss: Conflicts: When the investigation involves the attorney’s direct supervisors, the executive team, or the board; how to manage those conflicts and when to engage outside counsel.	☐

Action	Mark Completed
• Confidentiality: What is privileged in an internal investigation and what is not; how to preserve privilege when the investigation involves non-lawyers; the risk of subject interviews waiving privilege. • When to self-report findings to regulators and how to manage that decision with management and the board. • The Upjohn warnings: when and how to give them, and what happens if you don't. • AI and technology tools in internal investigations: document review platforms, e-discovery software, and the ethical obligations they create.	
PROTECTING CORPORATE CONFIDENTIALITY Discuss the scope and application of the attorney-client privilege and work product doctrine in the corporate context: • Attorney-Client Privileged Communications: Who in the organization can claim the privilege; how to structure communications to preserve it; the dual-purpose communication problem. • Attorney Work Product: How to create and maintain work product protection; the distinction between opinion work product and ordinary work product. • How privilege is waived in the corporate context: selective disclosure, sharing with third parties, subject-matter waiver. • Data security and cybersecurity as privilege protection: how breaches can expose privileged materials and the attorney's obligation to prevent that.	☐
PROPER USE GUIDELINES AND BUSINESS CONDUCT GUIDELINES Discuss the in-house attorney's role in developing, implementing, and enforcing corporate governance and compliance policies: • Proper Use Guidelines: ◦ For electronic communications: email retention, monitoring, and the tension between corporate oversight and employee privacy. ◦ For use of company computers and internet access: acceptable use policies and the attorney's role in drafting and enforcing them. ◦ AI and generative AI tools: developing company policies for appropriate employee use, data protection, and IP considerations. • Business Conduct Guidelines: ◦ Developing and drafting: how the in-house attorney translates legal requirements into practical behavioral guidelines. ◦ Promulgation and implementation: how to roll out policies across the organization effectively. ◦ Enforcement and updating: how to handle violations and keep policies current with evolving law.	☐
TECHNOLOGY COMPETENCY AND AI IN THE IN-HOUSE CONTEXT The in-house attorney has both an individual competency obligation and an organizational advisory role regarding technology. Discuss:	☐

Action	Mark Completed
- Colorado RPC 1.1, Comment [8]: the duty to keep abreast of relevant technology and understand its benefits and risks. - AI tools commonly used in in-house practice: contract review and management (e.g., Ironclad, Kira), legal research, e-discovery, compliance monitoring. - The in-house attorney's role in advising the company on AI adoption: IP considerations, data privacy, vendor contracts, and regulatory compliance. - How to evaluate legal technology vendors and develop responsible AI use policies for the legal department. - Emerging AI-specific regulatory obligations: EU AI Act, Colorado's AI consumer protection law, and evolving federal guidance.	
Add Other: _____	☐

5. TRANSACTIONAL EXPERIENCES (COMPLETE AT LEAST TWO)

Action	Mark Completed
Discuss types of alternative dispute resolution (ADR) such as mediation, arbitration, early neutral evaluation, summary jury trials, and collaborative law practice. Discuss when each is most appropriate in the corporate context and the in-house attorney's role in ADR decisions.	☐
Mentee attends one of the ADR proceedings listed above. The pair discusses and evaluates what was observed, including how the in-house attorney's role in the proceeding differs from outside counsel's.	☐
Mentee attends or participates in a negotiation. The pair discusses and evaluates what was observed, including strategy, communication dynamics, and how the in-house attorney can add value in contract or deal negotiations.	☐
Mentee attends or participates in an appellate oral argument before the Colorado Supreme Court, Colorado Court of Appeals, or the Tenth Circuit. The pair discusses and evaluates what was observed.	☐
Mentee attends or participates in a hearing conducted by a state or local administrative body (e.g., local zoning board, tax equalization board hearing, state licensing or regulatory body). The pair discusses and evaluates what was observed.	☐
Mentee observes a real estate closing or other business transaction or financial closing. The pair discusses and evaluates what was observed, including deal structure, documentation flow, and the in-house attorney's coordination role.	☐

Action	Mark Completed
Mentee attends or participates in a planning/strategy meeting regarding a business transaction or estate planning matter. The pair discusses and evaluates what was observed.	☐
Mentee reviews transactional real estate documents and the pair discusses important terms and practices, including the implications of certain language and how those issues are handled by in-house vs. outside counsel.	☐
Mentee attends a real property closing. The pair discusses and evaluates what was observed.	☐
Discuss M&A transactions from the in-house perspective: due diligence, representations and warranties, indemnification structures, and the in-house attorney's role in integration after closing.	☐

6. IN-HOUSE PRACTICE MECHANICS (COMPLETE AT LEAST THREE)

Action	Mark Completed
WORKING WITH IN-HOUSE CLIENTS Operations and Business Development: ◦ Avoiding Over-Lawyering: Recognizing when a legal opinion is needed vs. when the business can and should make its own risk judgment; how to resist the impulse to qualify everything. ◦ Avoiding Under-Lawyering: Knowing when a thorough legal analysis is essential even when the business wants a quick answer; when to push back on pressure to approve without adequate review. Human Resources: ◦ The HR Manual: Drafting, maintaining, and keeping current with Colorado and federal employment law changes. ◦ Benefits (ERISA): Overview of benefit plan obligations, fiduciary duties, and common compliance pitfalls. ◦ Wage and Hour Laws (FLSA): Classification of employees vs. contractors; overtime; Colorado-specific wage and hour requirements. ◦ Employment Agreements: Non-compete enforceability in Colorado post-HB 22-1317; non-solicitation; severance. ◦ Harassment: Prevention obligations, investigation requirements, and the in-house attorney's role. Sales and Marketing: ◦ Form Agreements: How to develop and maintain a library of standard contracts; when and how to deviate. ◦ Contract Negotiations: Negotiating from the middle; managing the gap between what sales wants and what legal can accept.	☐

Action	Mark Completed
◦ Contracts Management and Training: How to build business team confidence to handle routine contracts without legal review. ◦ Export/Import Regulations: OFAC, EAR, and ITAR compliance basics; when to involve specialized outside counsel. ◦ News Releases: Legal review of external communications; securities law implications for public companies. ◦ Vendors: Vendor due diligence, MSA negotiation, data processing agreements, and SaaS contract issues.	
FINANCE • The Annual Audit: The in-house attorney's relationship with external auditors; management representations; litigation reserves and disclosure obligations. • Banking and Finances: Credit agreements, guaranties, security interests; the attorney's role in financing transactions. • Risk Management: Insurance portfolio review; working with risk management and brokers; understanding policy coverage and exclusions. • Real Estate: Lease negotiation, purchase and sale transactions, and real property due diligence. • News Releases: Financial disclosure obligations and legal review of earnings releases and investor communications.	☐
INTELLECTUAL PROPERTY • IP Perfection: Patent prosecution and maintenance; trademark registration and renewal; copyright registration. • IP Protection: Trade secret identification and protection programs; NDA strategy; employee assignment agreements. • Developing a Practical IP Strategy: How to build an IP portfolio aligned with business strategy; licensing and monetization; enforcement decisions; the role of AI-generated work and inventorship in IP protection. • Discuss how AI tools are changing the IP landscape: AI-assisted invention, copyright in AI-generated content, and the in-house attorney's obligation to stay current.	☐
SENIOR MANAGEMENT — EXECUTIVE MANAGEMENT TEAM (EMT) • President and CEO: Building the relationship; understanding the CEO's risk tolerance; when and how to push back. • Staff Meetings: How to contribute meaningfully in cross-functional meetings; when to speak and when to listen. • Building Credibility: How trust is built with business leaders over time; the importance of delivering on commitments and being reliable under pressure. • Business Advice vs. Legal Advice: Recognizing when a question is purely legal, purely business, or both; how to signal which role you're playing. • Signature Authorities: Developing and maintaining a signature authority matrix; knowing when legal must be involved before execution.	☐

Action	Mark Completed
• Leading a Cross-Disciplinary Negotiating Team: How to coordinate attorneys, finance, operations, and sales in a deal negotiation. • Handling the Difficult In-House Client: ◦ Being someone's "Personal GC": The risk of being co-opted by an executive who treats you as their personal attorney rather than the company's. ◦ Being Ignored or Bypassed: What to do when business decisions are made without legal input; how to re-engage without being antagonistic. ◦ Being Undermined: When an executive goes around the legal department; how to address it professionally and document it appropriately.	
CORPORATE RESPONSIBILITIES • Document Retention/Destruction: Developing a legally defensible records management policy; litigation holds; the attorney's role in implementing and enforcing retention schedules. • Regulatory Compliance Programs: ◦ Employment & Labor Laws: EEOC, OSHA, FMLA, ADA, and Colorado-specific requirements. ◦ SEC Regulations: disclosure obligations, Regulation FD, and insider trading prevention for public companies. ◦ Import/Export Regulations: OFAC sanctions compliance, EAR and ITAR for applicable industries. ◦ Environmental Regulations: ESG reporting, environmental compliance, and Colorado-specific environmental law. ◦ Government Contracts: FAR compliance, contracting requirements, and debarment risks. • Intellectual Property: ◦ The Patent Program: prosecution, portfolio management, and maintenance. ◦ Trade Secret Protection: identification, classification, and reasonable measures to protect. ◦ Trademarks and Copyright: registration, enforcement, and licensing. • Confidentiality (internal & external): How to structure confidentiality obligations with employees, vendors, and business partners. • Vicarious Liability: Understanding when the company is legally responsible for employee, agent, or contractor conduct. • Apparent Authority and Reliance: How to manage the risk that unauthorized personnel bind the company through their conduct. • Risk Management: Enterprise risk assessment; working with risk and compliance functions to identify and mitigate legal exposure.	☐
CORPORATE GOVERNANCE	☐

Action	Mark Completed
• Board and Shareholder Meetings: How to prepare for, conduct, and document board and shareholder meetings; notice requirements and quorum rules. • Board Committees and Their Charters: Audit, compensation, and nominating/governance committees; drafting and maintaining charters. • Maintaining the Minute Books: What goes in a minute book; how to keep it current; the legal consequences of poor record-keeping. • D&O Insurance: How D&O policies work; what they cover and don't cover; Side A, B, and C coverage. • Working with the Audit Team: The attorney's relationship with internal and external auditors; audit committee communications. • Piercing the Corporate Veil: What conduct creates veil-piercing risk and how the in-house attorney helps prevent it. • Duties of Care, Loyalty, and Obedience: The fiduciary duties of directors and officers and the attorney's role in advising on them.	
LITIGATION MANAGEMENT • Selecting Outside Counsel: Building a preferred panel; RFP processes; evaluating specialized expertise, diversity, and value. ◦ Budgeting: How to set and manage outside counsel budgets; alternative fee arrangements (AFAs) and value-based billing. ◦ Billing Practices: How to review outside counsel bills; common billing guideline violations; using e-billing technology. ◦ Involvement: Calibrating in-house involvement in litigation: when to be closely involved vs. when to delegate. ◦ Coordination and Control: Managing outside counsel while maintaining privilege; keeping business teams appropriately informed without creating additional exposure. • Establishing a Trial Calendar: Tracking active litigation and reserves; working with finance on contingent liability reporting. • Keeping Management and the Board Informed: What to disclose about litigation and when; managing the narrative around material litigation. • Discovery and Pleadings: The in-house attorney's role in document collection, litigation holds, and overseeing the production process. • Court Filings and Appearances: Pro hac vice requirements; when in-house counsel can appear; coordinating with outside counsel on strategy. • Mediation and Arbitration: Settlement authority; the in-house attorney's role in ADR strategy and resolution decisions.	☐
Add Other: 	☐
Add Other: 	☐

7. OFFICE MANAGEMENT AND IN-OFFICE PROCEDURES (COMPLETE AT LEAST TWO)

Action	Mark Completed
Discuss the role and responsibilities of paralegals, assistants, and other office personnel — and how to establish good working relationships with support staff, colleagues, and senior leadership. Discuss the “care and feeding” of support staff in an in-house environment, where resources are often more constrained than in private practice.	☐
Discuss practices to maintain client confidentiality in the corporate environment, including data security protocols, proper use of email, document management systems, and the risks of using personal devices or unsecured platforms.	☐
Discuss good time management skills and techniques for in-house practice: managing competing demands from multiple business clients simultaneously, batching similar tasks, protecting deep-work time, and setting expectations about response times.	☐
Discuss how to screen for, recognize, and avoid conflicts of interest in the in-house context, including conflicts arising from prior employment, personal investments in company matters, and representation of individual officers.	☐
Discuss how to prevent unauthorized practice of law issues with staff, including the limits of paralegal authority and how to supervise non-attorney staff who communicate legal guidance to business colleagues.	☐
Discuss office politics in the corporate legal department: appropriate networking across business units, how to build relationships without creating loyalty conflicts, and how professional conduct in the company’s internal culture reflects on the legal function.	☐
Discuss the issues surrounding leaving an in-house legal department: how to protect yourself professionally, advise business clients of matters in progress, withdraw from cases, handle transition with outside counsel, and manage departure from employment agreements and non-compete provisions.	☐
Discuss evaluation and compensation procedures and professional advancement within an in-house legal department: how to demonstrate value, when and how to seek promotion, the path from associate GC to GC, and the CLO/GC as executive leader.	☐
Discuss selecting, developing, and establishing personal areas of legal expertise within the in-house context: how specialization supports career advancement and how to maintain breadth in a role that often requires generalist capability.	☐
Discuss creating and developing a new legal position within the company: how to define the role, build the business case for headcount, and establish the function’s authority and credibility from day one.	☐

Action	Mark Completed
Discuss the importance of CLEs and continuing professional development in the in-house context, where formal professional development may be less structured than in a law firm. • Colorado CLE requirements and how to meet them efficiently. • In-house-specific education: ACC programs, in-house CLEs, and business-oriented executive education. • How to keep current with AI and legal technology developments relevant to the in-house role.	☐
Discuss knowing when it is time to move on: recognizing when the role has stopped supporting professional growth, when organizational culture has become untenable, and how to plan a strategic departure.	☐
Add Other:	☐
Add Other:	☐

8. IN-HOUSE CLIENT COMMUNICATION (COMPLETE AT LEAST ONE)

Action	Mark Completed
Review the Colorado Principles of Professionalism as a pair and select at least three principles for further discussion as to their application to Mentee's practice of law with in-house clients. Consider how professionalism norms may differ between private practice and the internal corporate environment.	☐
Discuss the importance of client communication and how to maintain appropriate ongoing communication with in-house clients: • Returning communications promptly even when the answer isn't yet final. • How to keep non-lawyer business clients appropriately informed without overwhelming them with legal detail. • Written vs. verbal communication norms in the corporate setting: when to document, when to call. • How to say "no" professionally: delivering difficult legal opinions in a way that preserves the relationship and opens the door to alternative approaches.	☐
Discuss proper legal counseling and the dynamics of in-house advising: • Do You Have a Client-Centered Law Practice? (Sullivan, 2016) • Who is My Client? Client-Centered Lawyering with Multiple Clients (Lawton, 2015)	☐

Action	Mark Completed
- Discuss the respective responsibilities of the business client and the in-house attorney in decision-making: when the lawyer decides, when the client decides, and how to navigate disagreement. - Discuss how to manage in-house clients who want legal certainty that doesn't exist, or who want approval for conduct the attorney cannot approve.	
Discuss communication skills specific to the in-house environment: - Executive communication: how to present legal issues to the CEO, board, or audit committee concisely and compellingly. - Translating legal risk into business language: probabilities, financial exposure, and strategic implications. - How to give a legal opinion that a business leader can actually act on. - Managing expectations: how to communicate uncertainty, timelines, and process when clients want immediate answers.	☐
Add Other:	☐
Add Other:	☐

9. PUBLIC SERVICE (COMPLETE AT LEAST ONE)

Action	Mark Completed
Get acquainted with legal aid programs, local pro bono programs, volunteer boards, and other opportunities for civic and charitable legal service. Discuss the benefits of volunteer legal service: substantive learning, mentorship, networking, and referrals. Discuss how to overcome impediments to undertaking such work. - Colorado Legal Services, Metro Volunteer Lawyers, and other CAMP-affiliated programs. - Colorado's aspirational standard of 50 hours per year and how to work toward it in an in-house role. - How pro bono work keeps in-house lawyers connected to the broader legal community and develops skills that may not be exercised in the corporate role.	☐
Mentee attends a civic club or community service activity in which Mentor participates. Discuss the professional and personal value of community engagement beyond the corporate role.	☐
The pair participates in a bar-sponsored or other volunteer program delivering legal services to the public. Discuss the reasons for making time for this work — including how it connects to Mentee's broader sense of professional purpose.	☐

Action	Mark Completed
PRO BONO ACTIVITIES FOR IN-HOUSE COUNSEL In-house counsel face unique considerations when undertaking pro bono work. Discuss: • Selection and Involvement: How to select pro bono matters that complement the in-house role and fit within the attorney’s available time. Organizations that specialize in in-house pro bono programs, including ACC’s pro bono initiatives. • Corporate Support: Many companies have corporate pro bono programs or encourage in-house attorneys to take on pro bono matters. Discuss how to access and leverage that support, including use of company resources and time. • Added Liability: In-house attorneys doing pro bono work may not be covered by their employer’s malpractice insurance. Discuss how to ensure coverage, whether through bar-sponsored immunity, personal malpractice coverage, or legal aid organization coverage. • Discuss how AI tools are enabling in-house lawyers to take on more pro bono work efficiently, including document review platforms and research tools offered through legal aid technology partnerships.	☐

10. DEVELOPING A COMPETENT PRACTICE

Action	Mark Completed
Zones of Competency Analysis: Evaluate how Mentee assesses their legal competencies in the in-house context. Develop an analysis of practice areas, matter types, client types, and Colorado judicial districts where Mentee feels competent. Create a plan to regularly revisit and update this analysis. • In-house practice often requires breadth: discuss how Mentee plans to develop baseline competency across the full range of issues that arise in the company’s business.	☐
Long-Term Competency Growth: Identify areas where Mentee does not yet feel competent but wishes to improve. Generate a long-term plan including CLEs, co-counseling with outside counsel, supervised practice, and mentorship resources.	☐
Short-Term Competency Plan: Develop a plan for situations where Mentee is approached to handle a matter outside their current competency zone. Include outside counsel resources, specialist networks, and how to manage the business client’s expectations while the competency gap is being addressed.	☐
Discuss bar association involvement as a means of developing referral relationships and competency networks — including in-house-specific organizations like the ACC and practice-area specialty groups.	☐
Technology Competency in In-House Practice (see Colorado RPC 1.1, Comment [8]):	☐

Action	Mark Completed
• What AI-assisted research, contract management, or compliance tools are being used or considered in Mentee’s legal department? • How to critically evaluate and verify AI-generated legal research or contract analysis before relying on it. • Staying current: ACC resources, legal technology publications, and bar technology committees.	
Add Other: _____	☐
Add Other: _____	☐

11. DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (COMPLETE AT LEAST TWO)

Action	Mark Completed
Discuss what diversity, equity, inclusion, and accessibility mean to both Mentee and Mentor and how these concepts manifest in the legal profession and in corporate legal departments. Create a safe space for conversation on how the profession and corporate culture are incorporating these values and how they can continue to improve. Describe what an ideal practice and legal profession would look like based on these principles.	☐
Discuss the dimensions of identity for Mentor and Mentee. Which identities are most salient? How have they served each person in the legal profession? How have they created challenges or limitations — including in the corporate in-house environment?	☐
Discuss roadblocks and challenges each may have experienced due to underrepresented identities. What strategies were used? What resources were helpful? What was missing, and how might those gaps be addressed?	☐
Engage in a cultural empathy self-assessment using the Cultural Competence Self-Assessment Checklist . Discuss how cultural empathy supports effective legal representation and a more equitable legal community.	☐
Attend a diversity awareness or training workshop or CLE together. Discuss takeaways and next steps. See: • CBA-CLE Equity, Diversity & Inclusion Courses	☐
Discuss various career paths and how they relate to Mentee’s personal and professional identities and goals: • Examine resources for underrepresented attorneys in organizations appropriate to Mentee’s career path.	☐

Action	Mark Completed
Discuss how the in-house path — vs. Big Law, small firm, government, and other alternatives — may offer different levels of support and inclusion for underrepresented attorneys.	
Discuss DEI specifically in the corporate in-house context: - The in-house attorney’s advisory role on corporate DEI strategy, ESG reporting, and pay equity obligations. - How the composition of the in-house legal team affects the legal department’s credibility and effectiveness with the business. - How to advocate for more equitable hiring, promotion, and outside counsel diversity requirements within the legal department. - ACC’s diversity initiatives and the Chief Legal Officer Survey data on diversity in in-house practice.	☐

DEI Resources

Videos:

- [Reimagining Law: DEI in the Legal Profession — What’s Working and What Isn’t](#)
- [Reimagining Law: Systemic Racism in the Legal Profession](#)
- [Reimagining Law: Supporting LGBTQ+ Legal Professionals](#)
- [Reimagining Law: Creating a Sense of Belonging in the Legal Profession](#)
- [Reimagining Law: How Lawyers Can Combat Discriminatory Behavior](#)

Articles:

- [Commission’s DEI News and Articles](#)
- [3 Ways Lawyers Can Promote DEI with the CBA Racial Justice Coalition](#)
- [Inclusive Language is Allyship](#)

American Bar Association:

- [Bias Interrupters Project](#) — You Can’t Change What You Can’t See: Interrupting Racial and Gender Bias in the Legal Profession
- [Model Diversity Survey](#) from the Commission on Racial and Ethnic Diversity in the Profession
- [Implicit Bias Videos and Toolkit](#) from the ABA Diversity and Inclusion Center

12. INTEGRATION AND DEVELOPMENT OF "WHOLE-PERSON LAWYERING"

Action	Mark Completed
COMPLETE AT LEAST TWO OF THE FOLLOWING	
This component addresses the unique contribution of the Mentee to the legal profession while working with the Mentor to shape an approach that expresses the whole person as a lawyer. Explore how the Mentee’s unique interests, history, and talents influence their perspective and how that perspective shapes their practice of in-house law:	☐

Action	Mark Completed
• What are your values and how do they fit with your choice to become an attorney and to practice in-house? How are they expressed in your work? • Do you have a spiritual context — a religion, relationship with nature, or guiding philosophy? How does it shape why and how you practice? • What are your hobbies and how do they connect with your professional life? Do you use them to offset stress? Do they relate directly to your practice? • What talents express the most essential parts of your personal identity? Do you feel you are fully expressing all dimensions of your perspective and experience? • What are the key relationships in your life? How are they integrated (or not) into your professional life? • What would your ideal integration of personal and professional life look like in an in-house role? • How does your history shape why you became a lawyer and why you chose in-house practice? • How do your hopes and dreams for the future — for yourself, your family, and your community — affect your professional decisions? • At the end of your career, what would you like to have accomplished? Has this changed over the course of your practice? • Do an activity related to the Mentee's personal interests to build the mentoring relationship outside a formal legal context.	
Discuss whole-person practice as a competitive advantage for an in-house lawyer: • How Mentee's full identity — values, background, community connection, and life experience — makes them a more empathetic, trusted advisor to the business. • How hobbies and outside interests can build the cross-functional relationships that make an in-house lawyer more effective. • How personal sustainability — boundary-setting, rest, creative outlets — is a business strategy for the in-house role, not a luxury.	☐
Discuss the legacy Mentee hopes to build through their in-house career: • What kind of legal function does Mentee want to build or contribute to? What would the company look like with Mentee's full impact realized? • How does Mentee hope to be remembered by the business leaders, colleagues, and teams they have served? • How can Mentee use their position and platform to advocate for a more equitable, ethical, and human corporate environment? • How can Mentor support Mentee in building and sustaining that legacy over the long arc of an in-house career?	☐

This mentoring plan is a living document. Pairs are encouraged to revisit goals, adjust activities to fit emerging needs, and document their progress throughout the mentoring term. For questions, modifications for CLE credit, or program support, contact the Colorado Attorney Mentoring Program (CAMP).