

Mentoring Plan for Government or Public Interest 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 eleven topic areas tailored to government attorneys and public interest 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 for each participant and consider scheduling all remaining meetings and activities for the mentoring term.	☐
In tailoring the plan to Mentee’s interests, discuss long-term career goals and identify ways to achieve them — including how government and public interest practice may evolve over the course of Mentee’s career and the pathways it opens.	☐
Include a day-in-the-life discussion: work-life integration, mental health and substance use issues facing lawyers, and the services available to attorneys regarding these health issues — including the unique secondary trauma and moral distress risks in government and public interest practice.	☐
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.	☐

Action	Mark Completed
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 COLORADO BAR AND LEGAL COMMUNITY (COMPLETE AT LEAST ONE)

Action	Mark Completed
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 for government and public interest attorneys and the many local, state, and national associations available in Colorado: • Discuss sections most relevant to Mentee’s practice area: criminal law, administrative law, civil rights, family law, environmental law, etc. • Discuss public sector-focused national organizations: National Association of Assistant United States Attorneys, National District Attorneys Association, National Legal Aid and Defender Association, and others. • Discuss how bar involvement provides community, continuing education, and a counterweight to the isolation that can accompany government and public interest practice. • Discuss online and virtual communities for government and public interest attorneys, including practice-area listservs and national networks.	☐
Introduce Mentee to at least three members of the judiciary before which Mentee is most likely to practice, including associated court personnel. For public defenders and district attorneys, introduce Mentee to at least one PD or DA assigned to that division. • Discuss how courthouse relationships in the government context differ from private practice — the greater frequency of appearances, the longer-term nature of those relationships, and the importance of reputation in a smaller professional world. • Discuss local court rules, standing orders, and unwritten expectations specific to the judicial district.	☐
Meet together with a prosecutor or public defender who has been in practice for at least 20 years. Discuss how the legal profession has changed for government attorneys in criminal practice over the last 20 years:	☐

Action	Mark Completed
• Changes in case volume, complexity, and resources available to both sides. • The evolution of criminal justice reform movements and their impact on prosecution and defense practice. • Technology changes: body cameras, electronic evidence, forensic science developments, and AI-generated evidence. • How well-being and mental health norms in criminal practice have shifted over time. • What the next 20 years might look like — and what Mentee should be prepared for.	

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

Action	Mark Completed
Professional Identity Formation: Help Mentee articulate their “Professional Identity” as a government or public interest lawyer. Use John Bliss’ The Professional Identity Formation of Lawyers to facilitate discussion. Explore: • Why did Mentee choose the profession of law, and specifically government or public interest 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 in serving the public? • Who in Mentee’s personal and professional community will support them — including during the difficult moments that public service often produces?	☐
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. Public interest and criminal practice carry elevated secondary trauma risk. • Occupational: Cultivate satisfaction, growth, and financial stability. Discuss the trade-offs of government compensation and the non-financial rewards of public service. • Intellectual: Pursue continuous learning and creative challenges in an environment that may offer less formal professional development than private practice. • Spiritual: Develop a sense of meaning and purpose — mission-driven work is a powerful source of spiritual fulfillment. • Social: Build connection and belonging, including with colleagues who share the mission of public service.	☐

Action	Mark Completed
• Physical: Maintain activity, nutrition, sleep; minimize harmful substance use. High-stress government practice makes intentional physical health especially important.	
Resilience Planning: Engage Mentee in a reflection on resilience — including resilience in the face of the unique stressors of government and public interest practice. Consider: • Three Ways Lawyers Can Become More Resilient • Survival Skill No. 1 for Lawyers: Emotional Resilience • Discuss secondary traumatic stress and compassion fatigue: what they are, how they manifest in government and public interest practice, and proactive strategies for managing them. • Discuss moral injury: the distress that arises when professional obligations conflict with personal moral values — a particular risk in government practice.	☐
Defining Professional & Personal “Success” in Public Service: Work with Mentee to build a sustainable definition of success that is appropriate to a mission-driven career. • Traditional concepts of success (wealth, power, prestige) and how they apply — or don’t — to a government or public interest career. • Unconventional paths: those who found ultimate satisfaction in purpose-driven work that others may not have recognized as “successful.” • Finding your definition: picture yourself with all time and resources — what would you do? How does public service fit 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 public service.	☐
Managing Secondary Trauma and Occupational Wellness in Public Service Practice: • Discuss the types of cases and client situations in Mentee’s practice most likely to generate secondary trauma. • Proactive strategies: peer supervision, structured debriefs, mindfulness, and scheduled recovery time. • How to recognize when secondary trauma is affecting work quality, relationships, or judgment. • Colorado Lawyer Assistance Program (COLAP) resources available to all Colorado attorneys, including government lawyers.	☐

4. COLORADO RULES OF PROFESSIONAL CONDUCT, PROFESSIONALISM, AND CIVILITY

Action	Mark Completed
REQUIRED (complete with at least one activity from the list below)	
Core Ethics Discussion (Required): The pair should discuss: • The distinction between the Colorado RPC and general professionalism. • Attorney obligations to the court, the client, and opposing counsel — with particular attention to how these obligations are modified or complicated in the government context. • Common ethical issues and resources for how to resolve difficult ethical questions in government and public interest practice. • Common grievance and malpractice “traps” and how to avoid them. • The benefits of malpractice insurance and the consequences of going without it. • Technology competency obligations under Colorado RPC 1.1, Comment [8], including AI tools and emerging technology in government practice.	☐
Dealing with Toxicity & Bullying: Engage Mentee in a reflection on bullying and toxic behavior in the legal profession, including within government offices and public interest organizations. Develop a personal plan for avoiding and responding to such conduct. See: Dealing with Lawyer Bullies • Discuss the particular power dynamics in hierarchical government settings, where junior attorneys may face pressure from supervisors to act unethically or to ignore misconduct. • Discuss how to document and report misconduct through appropriate channels in a government or nonprofit setting.	☐
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Discuss how to screen for, recognize, and avoid conflicts of interest — including the unique conflict issues that arise in government practice: imputed conflicts across government agencies, former government employment, and revolving-door restrictions.	☐
Work with Mentee to develop communication and leadership skills for professional working relationships. Consider: • Fire & Ice: An Associate’s View of Partners • Pro Tips for Your First Assignment as an Associate • Six Ways to Work Successfully With Support Staff	☐
Discuss competency and professionalism during discovery in the government context, including open file policies for prosecutors, e-discovery obligations, and ethical production duties.	☐

Action	Mark Completed
Discuss how to prepare for negotiation in government and public interest practice: when and how negotiation is initiated, how to involve the client, ethical obligations of negotiators, and the skills needed to negotiate effectively.	☐
Discuss appropriate ways to handle situations where a lawyer believes another lawyer has committed an ethical violation or acted unprofessionally; the obligation to report misconduct; and how to handle pressure from a superior to act unethically or ignore misconduct.	☐
Discuss the grievance process and a lawyer's duty to cooperate with a disciplinary investigation by the Office of Attorney Regulation Counsel.	☐
Discuss client development and marketing as they apply — or don't apply — to government and public interest practice, and the ethical implications of any marketing done by or on behalf of a public interest organization.	☐
Have coffee with opposing counsel to practice discussing different perspectives and objectives from both sides of a matter.	☐
Discuss the benefits of the Colorado Bar Association Ethics Hotline. <i>Certain members of the CBA Ethics Committee are available for brief discussion of immediate ethical dilemmas. Attorneys are asked to do their own research prior to calling. Call CBA at 303.860.1115 or 800.332.6736 (in-state only). Hotline responses do not necessarily reflect the thinking of the Committee as a whole.</i>	☐
Discuss norms and practices in the organization: how decisions are made, who has authority over what, how disagreements with supervisors are handled, and the unwritten rules of effective practice in this specific setting.	☐
Discuss AI-specific ethics considerations in government and public interest practice: • How AI tools are being adopted — and resisted — in government offices and public interest organizations. • Ethical obligations when using AI for legal research, case prediction, or document review in a government context. • Data security, privacy, and public records considerations when using AI tools with government information. • How algorithmic tools used in criminal justice (e.g., risk assessment instruments, facial recognition) create ethical obligations for government attorneys who rely on or challenge them.	☐

5. WHEN YOUR CLIENT IS THE CITY, STATE, OR FEDERAL GOVERNMENT (COMPLETE AT LEAST TWO)

Action	Mark Completed
WHO IS YOUR CLIENT? How is the government attorney to know the identity of their client? The Colorado Rules of Professional Conduct were written based on the attorney-client paradigm of One Lawyer: One Client. While this works well in representing a criminal defendant or a domestic litigant, it does not apply well to representation by a government lawyer. A variety of courts and authors have considered who the client of the government attorney might be. The general consensus is that there are five possible answers: • The public. • The government as a whole. • The branch of government in which the attorney is employed. • The particular agency or department. • The responsible officers who make decisions within an agency or department. The ethical and client identification issues for the government attorney are many. Non-government lawyers are concerned with protecting the interests of their clients, even when those clients may be engaged in wrongdoing. Government attorneys have a higher, competing duty to act in the public interest. Discuss how the government lawyer can put the representation and client identification in context. • Discuss how client identity may shift depending on the matter and the level of government. • Discuss what Mentee does when there is a conflict between the interests of the agency, the officials within it, and the public. • Discuss how AI and data tools can complicate client identification when automated systems make or influence government decisions.	☐
WHAT IS YOUR DUTY OF CONFIDENTIALITY? Examine the two characteristics of governments that bear on confidentiality. The first concerns the legitimacy of the government's keeping secret its own wrongdoing. The second concerns the way the government controls its information. • What information are government lawyers required to disclose — either generally or in response to a FOIA or CORA request? • When does a government attorney's duty to the public override the duty of confidentiality to the agency? • Discuss whistleblower protections for government attorneys and the ethical obligations that arise when an attorney becomes aware of illegal activity within the government.	☐

Action	Mark Completed
Discuss the intersection of public records law and attorney-client privilege in the government context.	
WHAT IS THE SCOPE OF YOUR DUTY AS ATTORNEY? A related strand of debate, unique to the government attorney’s counseling role, focuses on the stance the attorney should adopt in formulating an opinion for the client. Some argue for a neutral, adjudicative role; others argue that the attorney should act as an advocate for their client. The Neutral Model: The attorney provides objective analysis of the law and leaves policy choices to officials. The Advocate Model: The attorney actively champions the client’s legal position. - Discuss the benefits and risks of each model in different government contexts — and how Mentee thinks about their own role. - Discuss what happens when a government attorney is asked to provide an opinion that supports a legally questionable position.	☐
GREATER OBLIGATIONS OF CANDOR Government lawyers enjoy the tremendous goodwill that flows from the common perception that, because they represent the public rather than self-interested private parties, they are more honest and forthcoming in giving courts not just the truth but the whole truth. When the client is the United States of America or the State of Colorado, the attorney has already taken the high ground because the public and judiciary often expect greater candor from government attorneys. - Discuss the greater perception of candor afforded to government attorneys and the obligation to invoke it, even when it could potentially harm your case. - Discuss how government attorneys should handle situations where an agency has taken a legally indefensible position that the attorney is asked to defend. - Discuss Brady and Giglio obligations for prosecutors as a specific, critical expression of the government’s candor obligation.	☐
THE SPECIAL RESPONSIBILITIES OF PROSECUTORS Review Colorado Rule of Professional Conduct 3.8 and discuss the special responsibilities of prosecutors and how to best incorporate this rule into Mentee’s professional identity as a prosecutor: - The obligation to seek justice, not merely convictions. - Disclosure obligations: Brady, Giglio, and open-file policies. - The duty to disclose known actual innocence even post-conviction. - How to handle pressure from supervisors, law enforcement, or the public to pursue convictions that are not well-supported by evidence. - How AI and technology tools (predictive policing, facial recognition, forensic software) create new Brady and disclosure challenges.	☐

Action	Mark Completed
WHAT ARE THE RIGHTS OF GOVERNMENT LAWYERS? Must government lawyers defend laws or legal positions they deem unconstitutional? Discuss how to balance the ethical obligation to zealously represent the client — here, the federal or state government — with the legal officer’s oath to defend the Constitution. What happens when a government attorney cannot do both at the same time? • Discuss the circumstances under which a government attorney may decline to defend a law or position they believe to be unconstitutional. • Discuss the historical examples where government attorneys faced this conflict and how they navigated it. • Discuss the role of the attorney general’s office and how its positions on constitutional questions affect line attorneys in the same government. • Discuss what Mentee would do if placed in a situation where their ethical obligations and their client’s instructions conflict irreconcilably.	☐

6. WHEN YOUR CLIENT IS AN UNDERREPRESENTED OR MINORITY POPULATION (COMPLETE AT LEAST TWO)

Action	Mark Completed
HOW TO THINK LIKE A PUBLIC INTEREST LAWYER Learning how to think like a public interest lawyer cannot be a value-neutral enterprise. How can one fight for what is good, right, or just if one does not ask what is good, right, or just? Discuss with Mentee their personal approach to analyzing what is “good, right, and just” in society and how that approach impacts their professional identity and practice as a public interest lawyer: • How does Mentee’s personal moral framework inform their legal analysis? • How does Mentee navigate cases where the law and justice seem to point in different directions? • How does Mentee’s worldview and values evolve through the experience of public interest practice?	☐
INTELLECTUAL ACTIVISM Intellectual activism is defined as conducting and publishing original research and analysis, then applying that work to the tasks of reforming and improving the law, legal systems, and the legal profession. Discuss the role of the public interest lawyer in engaging in intellectual activism for the betterment of underrepresented populations: • What are the legal issues most in need of reform in Mentee’s practice area? • What unique insights does Mentee bring from direct client service that could inform advocacy, policy, or scholarship? • Discuss specific examples of intellectual activism that have changed law and practice in Mentee’s area.	☐

Action	Mark Completed
How can Mentee contribute — through writing, speaking, advocacy, or coalition-building — to advancing systemic change?	
ACCESS TO JUSTICE — PRO BONO Some public interest attorneys believe that pro bono is not the solution to creating greater access to justice for low- and no-income litigants. Discuss Mentee’s perception of pro bono service as a mechanism for addressing the access to justice gap, and brainstorm ideas for meeting needs left unaddressed by traditional legal aid: - What are the structural limitations of pro bono as an access-to-justice solution? - What alternative or complementary mechanisms — court simplification, self-help resources, technology, LLP expansion — show the most promise? - How do AI tools, legal chatbots, and self-help platforms interact with Mentee’s work and their organization’s mission? - How does Mentee balance the demand for services against the organizational capacity to provide them?	☐
CULTURAL EMPATHY As the deliverer of services to economically disadvantaged and/or underrepresented populations, Mentee’s cultural empathy for working with these client populations is routinely tested. Discuss how Mentee intends to practice and improve their cultural empathy to best appreciate and serve these communities. How will cultural competence inform Mentee’s professional identity? - Recognize and identify strategies to overcome barriers such as language, cultural norms, and historical distrust of legal institutions. - Discuss how Mentee views themselves vis-à-vis their clients — as an expert, an ally, an advocate, or a partner. - Discuss strategies for representing clients with substance use and/or mental health challenges. - Discuss how to work effectively with court interpreters, community health workers, and social service providers. - Discuss the Cultural Competence Self-Assessment Checklist as a tool for identifying areas of growth.	☐
SENTENCING BIAS The U.S. prison and jail population has grown dramatically over recent decades, and African Americans continue to be incarcerated at starkly disproportionate rates. Discuss Mentee’s role as a public interest attorney in addressing sentencing bias and improving access to alternative sanctions, especially for low-level, non-violent offenses: Discuss the potential for inconsistent charges and plea offers across racial lines, and how Mentee will identify and respond to these disparities.	☐

Action	Mark Completed
• Discuss diversion programs, restorative justice, and other alternatives to incarceration available in Colorado and how Mentee can advocate for their use. • Discuss how AI-based risk assessment instruments are being used in sentencing decisions and the racial bias concerns they raise. • Discuss how Mentee’s professional identity as a public interest attorney connects to the broader movement for criminal justice reform.	
CLIENT ENGAGEMENT STRATEGIES Increasing utilization of adequate, accessible, and low-cost legal services for ethnic and minority communities is the goal of most public interest legal organizations. The literature identifies two major strategies to promote client engagement: • Client-focused strategies: Services that staff provide to better assist clients and encourage participation, including ethnic matching of staff and clients, family-focused services, and outreach services. • Organization-focused strategies: Administrative strategies to increase engagement, including locating in existing ethnic communities, recruiting former clients to serve on boards of directors, and recruiting staff to provide culturally appropriate and competent services. Discuss the ways in which Mentee can contribute to both types of strategies to improve engagement in legal services for ethnic and minority populations: • What changes in Mentee’s own practice or organization would most improve access and engagement? • How can technology (multilingual interfaces, online intake, text-based communication) improve engagement without widening the digital divide?	☐

7. WHEN YOUR CLIENT IS A SPECIAL INTEREST GROUP (COMPLETE AT LEAST TWO)

Action	Mark Completed
LOBBYING When people think about lobbying, they often imagine corruption and poor policy results. Lobbying does not always have such deleterious effects — but sometimes it does. According to critics, lobbying can lead to poor policymaking because legislators consider policies based on political repercussions rather than their merits. For example, food industry lobbyists and healthcare lobbyists recently clashed over school lunches. A group supported by the USDA proposed healthier lunches to combat childhood obesity — limiting potatoes, salty foods, and adding fresh vegetables. A strong food lobby backed by Coca-Cola, Del Monte, and frozen pizza makers countered and succeeded in blocking the reforms, even writing rules suggesting that tomato paste on pizza qualified as a vegetable.	☐

Action	Mark Completed
• Discuss how Mentee will balance the interests and positions of their client with their own moral and ethical positions. • How does Mentee’s professional identity inform their ability to manage society’s negative impression of lobbyists and the work they do? • Discuss the ethics of lobbying for outcomes that may harm the public, even when the client has a legitimate legal interest. • Discuss Colorado’s lobbying registration requirements and ethics rules applicable to attorney-lobbyists.	
REVOLVING DOOR Some say there is a “revolving door” between special interest groups, lobbyists, and government employees, which allows special interest groups to get new regulations implemented by filing suit against a government agency. The agency then opts not to fight and simply settles — thereby letting the rule be enacted outside the normal governmental scrutiny that would otherwise be required. • Discuss the “revolving door” perception and how its existence in public interest work impacts the development of professional identity for public interest lawyers. • Discuss the ethics of using litigation to create new regulations versus obtaining regulation through legislative initiatives. • Discuss the Colorado and federal rules that restrict the activities of former government employees (post-employment restrictions) and how they affect career transitions between government and advocacy organizations.	☐
THE ROLE OF SPECIAL INTEREST LAWYERS Many special interest groups see their role as not only defending the interests of their members, but also protecting the public interest in things like a clean environment and a non-discriminatory workplace. How does the special interest attorney balance the interest of organizational members with the interest of the public at large? Are the two mutually exclusive? • Discuss how the answer to “whose interests are you representing” impacts your ethical duties and your professional identity. • Discuss specific examples from Mentee’s practice area where member interests and public interests have diverged — and how the organization navigated that tension. • Discuss how Mentee maintains their own professional values and sense of purpose when organizational priorities conflict with personal ethical commitments.	☐
ATTORNEY FEE SHARING Attorney fees awarded to prevailing plaintiffs by statute are a significant source of funding for nonprofit special interest groups that sponsor litigation. Nearly all such organizations require staff attorneys to turn over all court-awarded fees to the organization, and many require cooperating attorneys to turn over all or part of any fees resulting from sponsored cases.	☐

Action	Mark Completed
• Discuss the ethical implications of utilizing attorney fee awards as a source of funding for the organization represented by the special interest lawyer. • Discuss the tension between the organization's financial interests in a case and the client's interest in the best possible outcome. • Discuss how attorney fee dynamics are disclosed to clients and what happens when the organization's financial interest affects litigation strategy.	

8. 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 such as time constraints and training in new areas. • Colorado Legal Services, Metro Volunteer Lawyers, and other CAMP-affiliated programs. • Colorado's aspirational standard of 50 hours per year — discuss how government attorneys in mission-driven roles can think about this standard differently from private practice attorneys. • Discuss how pro bono work outside Mentee's primary practice area can build skills, relationships, and a broader perspective on access to justice.	☐
Mentee attends a civic club or community service activity in which Mentor participates. Discuss the professional and personal value of community engagement beyond Mentee's government or public interest 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 sense of professional purpose.	☐

9. DEVELOPING A COMPETENT PRACTICE

Action	Mark Completed
Zones of Competency Analysis: Evaluate how Mentee assesses their legal competencies. 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.	☐

Action	Mark Completed
Discuss how the competency demands of government and public interest practice often require broader substantive knowledge than private practice in the same area.	
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, 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 educational resources, co-counsel options, referral networks, and supervising mentors.	☐
Discuss bar association involvement as a means of developing referral relationships and competency networks — including local, state, and national associations in Mentee’s specific practice area.	☐
Technology Competency in Government and Public Interest Practice (see Colorado RPC 1.1, Comment [8]): - What AI-assisted research or case management tools are being adopted in Mentee’s organization? - How to critically evaluate AI-generated legal research and output before relying on it. - How AI and technology tools used in criminal justice, immigration, public benefits, and other public interest areas create new competency obligations for practitioners.	☐
Add Other: _____	☐
Add Other: _____	☐

10. 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 government and public interest organizations. Create a safe space for conversation on how the profession and public sector are incorporating these values and how they can continue to improve. Describe an ideal practice and legal profession 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	☐

Action	Mark Completed
have they created challenges or limitations — including in the government or public interest context?	
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 representation of underrepresented populations and a more equitable legal system.	☐
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 or agencies appropriate to Mentee’s career path. - Discuss how the government and public interest path can be both a vehicle for DEI work and a space where DEI challenges persist internally.	☐
Discuss DEI specifically in the government and public interest context: - How does the racial and demographic composition of a government office or public interest organization affect its mission delivery and organizational culture? - How can Mentee advocate for more equitable practices, hiring, and promotion within their organization? - How do implicit bias and structural inequity affect the clients Mentee serves — and how can Mentee’s practice actively counteract those effects?	☐

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

11. 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 public law: • What are your values and how do they fit with your choice to become a government or public interest attorney? How are they expressed in your practice? • 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? In a high-intensity public service role, intentional recovery is essential. • 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, given the demands and rewards of government or public interest practice? • How does your history shape why you became a lawyer and why you chose public service? • How do your hopes and dreams for the future — for yourself, for your clients, for the communities you serve — affect your professional decisions? • At the end of your career, what would you like to have accomplished? How does the answer connect to your reason for choosing public service? • Do an activity related to the Mentee's personal interests to build the mentoring relationship outside a formal legal context.	☐
Discuss the unique whole-person dimensions of government and public interest practice: • How mission-driven work can be both deeply fulfilling and deeply depleting — and the importance of building sustainable practices for the long term.	☐

Action	Mark Completed
• How the constraints of public service — limited resources, bureaucratic structures, political pressures — interact with Mentee’s personal values and sense of efficacy. • How to maintain hope, purpose, and personal meaning over a long career in public law, even when systemic change feels slow. • How to sustain creativity, curiosity, and personal growth within the structure of government or nonprofit practice.	
Discuss the legacy Mentee hopes to build through public service: • What systemic changes or improvements would Mentee most like to contribute to during their career? • How does Mentee’s unique background, identity, and community connection make them particularly well-positioned to serve their clients and communities? • What would Mentee want their clients, colleagues, and communities to say about their career of public service? • How can Mentor support Mentee in building and sustaining that legacy over the long arc of a 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).