Mentoring Plan for Licensed Legal Paraprofessionals (LLP)

Revised May 2026

This mentoring plan is a supportive road map for your mentoring relationship. You are welcome to modify this plan in any way relevant to your professional growth. If you intend to apply for CLE credit for completion of this plan, please submit any changes to CAMP Director Ryann Peyton at r.peyton@csc.state.co.us to verify that modifications qualify for credit. Additional discussion topics, activities, and learning objectives can be found in CAMP's Model Mentoring Plans.

How to Use This Plan

This curriculum guides LLP mentor-mentee pairs through twelve topic areas over the mentoring term. 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

Action	Mark Completed
Schedule an initial meeting — in person where practical, or virtually — to prepare a customized mentoring plan based on the Mentee's needs and interests. Use the CAMP Initial Goal Plan & Meeting Guide to develop goals for the mentoring relationship. At this first meeting, consider covering: • Best communication methods for each participant. • Scheduling all remaining meetings and activities for the mentoring term. • Long-term professional and career goals, and strategies to achieve them. • A day-in-the-life discussion, including work-life integration, mental health, and services available to legal professionals.	☐
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.	☐
Review the LLP Toolkit created by the Colorado Access to Justice Commission to identify areas of interest to explore as a mentoring pair.	☐

Action	Mark Completed
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. LLP LICENSURE AND EXAM PROCESS

Action	Mark Completed
The pair should discuss LLP licensure requirements and identify potential licensing challenges and pain points for the Mentee. Licensure information: coloradolegalregulation.com/future-lawyers/llpexamination. Discussion should include: • **Application procedures and deadlines.** • **Exam content and preparation strategies.** • **Ethics and professional responsibility requirements.** • The character and fitness process: what to expect and how to prepare. • Continuing legal education (CLE) requirements after licensure. • License renewal and maintenance obligations.	☐
CONSIDER AT LEAST ONE OF THE FOLLOWING	
Create an individualized licensure roadmap for the Mentee, including: • Key application and exam deadlines on a calendar. • Study resources and practice materials. • Support mechanisms: study partners, tutors, employer support. • Check-in dates with Mentor to assess progress.	☐
Find and participate in a study group with other LLP candidates. Discuss strategies for effective group study, accountability, and resource sharing.	☐
Work through mock exam questions provided by the Office of Attorney Regulation Counsel: coloradolegalregulation.com/future-lawyers/llpsampleqa. Debrief with Mentor on areas of strength and areas for improvement.	☐
Discuss the LLP scope of practice and its boundaries: • What matters LLPs may handle independently versus under attorney supervision. • Jurisdictional nuances and evolving regulatory landscape. • How to communicate scope limitations clearly and professionally to clients.	☐

3. 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 as applied to LLPs. • The LLP's obligations to the court, the client, and opposing counsel. • Common ethical issues and resources for resolving difficult questions. • Common grievance and malpractice "traps" and how to avoid them. • The benefits of carrying malpractice insurance and the consequences of failing to do so. • Technology competency obligations — including the duty to understand AI tools used in practice.	☐
Dealing with Toxicity & Bullying: Engage Mentee in a reflection on bullying and toxic behavior in the legal profession. Develop a personal plan for avoiding and responding to such conduct. See: Dealing with Lawyer Bullies	☐
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Discuss negotiation in family law matters: when and how it is initiated, how to involve the client, ethical obligations of negotiators, skills needed, and how to develop them.	☐
Discuss appropriate ways to handle situations where an LLP believes another LLP or lawyer has committed an ethical violation or acted unprofessionally; the obligation to report misconduct; and how to handle a request by a supervisor to do something unethical.	☐
Discuss client development and marketing, appropriate procedures, and ethical implications — including Colorado's rules on solicitation and advertising as they apply to LLPs.	☐
Have coffee with opposing counsel to practice discussing different objectives and perspectives from both sides of a matter.	☐
Discuss the benefits of the Colorado Bar Association Ethics Hotline. *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.*	☐
Discuss conflicts of interest: how to screen for, recognize, and avoid them in an LLP family law practice, including imputed conflicts when working alongside or under supervising attorneys.	☐

Action	Mark Completed
Discuss ethics specific to AI and legal technology: client data privacy, verifying AI-generated research, supervision obligations, and disclosure considerations.	☐

4. PRACTICE COMPETENCIES & EXPERIENTIAL LEARNING

Action	Mark Completed
COMPLETE AT LEAST THREE OF THE FOLLOWING	
Case Theory Development: • Practice crafting a case theory that aligns with the evidence and supports your client's goals. Practice explaining the theory concisely. • Review steps for trial preparation, including organizing evidence, managing exhibits, and anticipating opposing arguments. • Draft a sample opening statement or closing argument outline for a hypothetical family law matter.	☐
Court Procedures: • Filing and procedural requirements for Colorado district courts in family law matters. • Client representation in hearings and administrative proceedings. • Managing evidence and trial preparation, including e-filing and electronic exhibits. • Discuss remote and virtual hearing protocols and technology expectations.	☐
Presentation Skills: • Discuss and practice confident body language and vocal delivery in court settings. • Identify how to address judges and opposing counsel professionally. • Practice storytelling through evidence: weaving facts and exhibits into a compelling narrative. • Discuss effective use of visual aids and technology in courtroom presentations.	☐

Collaborative Law / Mediation / Settlement:
• Introduction to ADR methods and when each is most appropriate in family law.
• Skills for effective mediation and negotiation in high-conflict matters.
• Ethical considerations in collaborative law practice.
    ◦ Role-play mediation and negotiation exercises.
    ◦ Observe live or recorded mediation sessions.
    ◦ Attend a mediation skills workshop or CLE.
	☐

Action	Mark Completed
Shadowing Opportunities: Invite the Mentee to observe client meetings, pre-trial hearings, and courtroom appearances. Debrief after each observation.	☐
Feedback Sessions: Provide detailed feedback on the Mentee's performance in mock scenarios or observed real proceedings. Use a structured feedback model (e.g., strengths → areas for growth → next steps).	☐
Continuous Learning: Encourage attendance at trial advocacy workshops or CLE programs. Discuss how to identify CLEs most relevant to the Mentee's practice goals and track compliance with Colorado's LLP CLE requirements.	☐
Review JDFs applicable to Colorado family law. Discuss the drafting of motions, briefs, and client letters, and how to conduct efficient legal research using both traditional and AI-assisted tools.	☐
Legal Research & Writing for LLPs: • Review how to use Westlaw, Lexis, or free alternatives (Google Scholar, CourtListener). • Discuss citation format and how to critically evaluate AI-generated research. • Practice drafting a motion or brief section; Mentor provides written feedback.	☐

5. DEVELOPING A COMPETENT FAMILY LAW PRACTICE

Action	Mark Completed
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Zones of Competency Analysis: Evaluate how Mentee assesses their legal competencies. Develop an analysis of practice areas, matter types, and client types where Mentee feels competent. Create a plan to routinely revisit and update this analysis. Consider competency in: • Key family law concepts: divorce, legal separation, custody, parental responsibility, child support, maintenance, property division. • Drafting pleadings, separation agreements, parenting plans, and orders. • Strategies for managing high-conflict cases and clients in crisis. • Modification proceedings and post-decree matters. • Domestic violence considerations and safety planning for vulnerable clients.	☐
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 opportunities, supervised practice, and mentorship resources.	☐

Action	Mark Completed
Short-Term Competency Plan: Assist Mentee in developing a plan for situations where they are approached to handle a matter outside their current competency zone. Include educational resources, supervising attorneys, referral networks, and co-counsel options.	☐
Technology Competency in Family Law Practice: • Case management software commonly used in family law (e.g., Clio, MyCase). • E-filing in Colorado district courts; electronic service of process. • AI-assisted research tools: capabilities, limitations, and verification obligations. • Digital organization of client files, evidence, and deadlines.	☐

6. LAW OFFICE MANAGEMENT AND IN-OFFICE PROCEDURES

Action	Mark Completed
REQUIRED (complete with at least one activity from the list below)	
Law Office Management Best Practices (Required): Discuss the following, preferably including a tour of Mentor's office: • Time records and timekeeping discipline. • Records of client-related expenses. • Billing systems and invoicing cycles. • Client retainer and payment schedules; types of fee agreements. • Escrow and trust accounts; establishing a COLTAF; accounting, auditing, use of interest proceeds; proper procedures for handling client funds and property. • Filing systems and document management (physical and digital). • Document retention plan and secure destruction. • Calendar reminder and docketing systems; avoiding missed deadlines. • Information technology systems and cybersecurity basics. • Library and legal research systems, including AI-assisted research tools. • Other resources: publications, seminars, and CLE.	☐
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Discuss the role and responsibilities of support staff and how to establish productive professional relationships across hierarchies. Address the "care and feeding" of support staff as an LLP.	☐
Discuss practices to maintain client confidentiality, including secure digital tools, cloud storage, and managing confidentiality in remote-work environments.	☐

Action	Mark Completed
Discuss good time management skills and techniques: managing competing deadlines, avoiding burnout, and protecting time for professional development.	☐
Discuss how to screen for, recognize, and avoid conflicts of interest — including the use of conflict-check software and related procedures.	☐
Discuss how to prevent unauthorized practice of law issues with staff, including supervision obligations and the limits of LLP authority.	☐
Discuss office politics: appropriate networking, socializing, and personal behaviors that reflect professional values and support a positive workplace culture.	☐
Discuss planning ahead for handling the practice in the event of retirement, disability, or death, including succession planning resources.	☐
Discuss the issues surrounding leaving a firm: how to protect yourself, properly advise clients of their rights, withdraw from cases, and avoid ethical pitfalls during transitions.	☐
Discuss evaluation and compensation procedures, and paths to professional advancement within a firm or in an independent LLP practice.	☐
Discuss what should go into a fee agreement. See RPC 1.5 and RPC 1.16A on client file retention.	☐
Discuss strategies for organizing the workday, including task prioritization, delegation, and effective use of technology tools.	☐
Cybersecurity & Data Privacy as an LLP: • Password hygiene, multi-factor authentication, and secure remote access. • Risks of phishing, ransomware, and wire fraud targeting small legal practices. • Ethical obligations related to data security under Colorado RPC 1.6 and associated comments. • What to do if a data breach occurs: notification obligations and response planning.	☐

7. PROFESSIONALISM IN WORKING WITH CLIENTS & CLIENT CONTROL

Action	Mark Completed
COMPLETE AT LEAST THREE OF THE FOLLOWING	

Action	Mark Completed
Review the Colorado Principles of Professionalism together. Select at least three principles for deeper discussion and explore how they apply to Mentee's family law practice.	☐
Discuss the initial meeting with a potential client: gathering information, appraising credibility, evaluating whether to accept the representation, how to decline professionally, and making and accepting referrals.	☐
Discuss the importance of client communication and strategies to maintain it: returning calls and emails promptly, keeping clients informed, written communication practices, and the value of a formal communication policy.	☐
Discuss proper legal counseling: the duties and responsibilities of advising clients, and the respective roles of client and LLP in decision-making.	☐
Discuss communicating with clients about the business relationship: billing, collections policies, and how to address uncomfortable financial conversations professionally.	☐
Discuss client-centered lawyering. Consider: • Do You Have a Client-Centered Law Practice? (Sullivan, 2016) • Who is My Client? Client-Centered Lawyering with Multiple Clients (Lawton, 2015)	☐
Discuss how to deal with a "difficult" client: recognizing warning signs, evaluating when to withdraw, avoiding ethical pitfalls, and professionally terminating a client relationship. See: The Art of Managing Clients — Even the Difficult Ones	☐
Discuss the termination of representation. See RPC 1.16. Address rules and procedures specific to withdrawal in family law matters.	☐
Discuss how clients are the best marketing for a legal practice: strategies for requesting referrals, maintaining relationships after a matter closes, and the ethical limits on testimonials.	☐
Discuss how to handle mistakes made in representation: self-reporting obligations, malpractice implications, and the importance of corrective action.	☐
Discuss trauma-informed practice in family law: recognizing signs of trauma in clients, adjusting communication style, and maintaining professional boundaries while showing compassion.	☐
Discuss client communication in the digital age: secure client portals, managing expectations about AI-assisted work product, and accessibility and language access considerations.	☐

8. BUSINESS DEVELOPMENT IN FAMILY LAW PRACTICE

Action	Mark Completed
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Setting Goals and Strategies: • Establish short-term and long-term business development goals. • Explore strategies for building a client base: networking, referrals, community engagement, and online presence. • Develop a simple 90-day business development action plan with specific, measurable steps.	☐
Building Relationships: • **Networking Skills:** Discuss how to identify and approach potential clients and referral sources. Role-play effective networking conversations at events or conferences. • **Collaborating with Colleagues:** Encourage Mentee to partner with peers in complementary practice areas. Share insights on cultivating referrals from attorneys and other LLPs. • **Online Networking:** Discuss LinkedIn best practices, engagement with legal community posts, and how to present professional expertise online within ethical limits.	☐
Developing a Personal Brand: • **Defining a Niche:** Identify the Mentee's unique skills or interests that can differentiate their practice. Craft a personal "elevator pitch" for networking settings. • **Showcasing Expertise:** Encourage participation in speaking engagements, webinars, or writing articles. Discuss how to build credibility and visibility within the family law bar. • **Professional Website:** Discuss essential elements of an LLP website, ethical obligations for content (e.g., disclaimers, no guarantees), and SEO basics.	☐
Ethical Business Development: • Address ethical considerations in client acquisition and retention under Colorado RPC. • Explore compliance with rules on solicitation and advertising as applied to LLPs. • Discuss fee-sharing limitations and referral fee rules.	☐
Develop a business and marketing plan as an LLP with specific action items to build a client base and referral network. Create or refine a professional website or LinkedIn profile as a deliverable.	☐
Client Experience as Business Development: • Discuss how to gather and respond to client feedback professionally.	☐

Action	Mark Completed
• Explore the role of client satisfaction surveys (within ethical bounds) in improving practice. • Discuss how responsiveness and empathy directly drive referrals in family law.	

9. DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY IN FAMILY LAW PRACTICE

Action	Mark Completed
COMPLETE AT LEAST TWO OF THE FOLLOWING	
Discuss what diversity, equity, inclusion, and accessibility mean to both Mentee and Mentor, and how these concepts manifest in the legal profession. Create a safe space for conversation on how the profession is incorporating these values and how it can continue to improve. Describe an ideal practice 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?	☐
Discuss roadblocks and challenges each may have experienced due to underrepresented identities. What strategies were used? What resources were helpful? What resources were missing, and how might they be developed?	☐
Engage in a cultural empathy self-assessment using the Cultural Competence Self-Assessment Checklist. Discuss how cultural empathy supports both 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 accessibility and language access in family law practice as both an ethical value and a practical competency: • Working with court interpreters and translators effectively and ethically. • Understanding and applying ADA accommodations in client interactions. • Plain-language drafting for clients with varying literacy levels.	☐
Discuss the LLP role in expanding access to justice for underserved communities: • How LLP services can reach clients who previously could not afford attorney representation. • Identifying legal aid partners and community organizations for referrals. • Discussing the unique position of LLPs as a bridge between self-represented litigants and the legal system.	☐

10. COMMUNITY INVOLVEMENT

Action	Mark Completed
COMPLETE AT LEAST ONE OF THE FOLLOWING	
Bar Association Engagement: Discuss the benefits of joining local and diversity bar associations and how to navigate LLP inclusion in bar activities. Attend a bar association event or committee meeting with your Mentor. • Discuss how to identify the most relevant bar sections for LLP family law practice. • Explore how Mentee can take on leadership roles or committee participation over time. • Discuss the value of the CBA's LLP-specific resources and community as the program matures.	☐
Pro Bono Service: Examine the ethical obligations and opportunities for pro bono work as an LLP. Assist the Mentee in finding and selecting meaningful pro bono opportunities. • Volunteer for a pro bono legal clinic (e.g., Colorado Legal Services, Metro Volunteer Lawyers). • Work on a supervised pro bono case in family law. • Discuss Colorado's aspirational pro bono standard and how LLPs can contribute.	☐
Navigating the Politics of LLP in Practice: Discuss strategies for advocating for LLP roles within the legal profession and building credibility and trust with attorneys and judges. • Attend regulatory hearings or discussions on LLP policies. • Develop a personal advocacy plan for LLP recognition in your practice community. • Engage in networking with legal professionals to build cross-disciplinary support. • Discuss how to respond to skepticism or resistance from attorneys or judges unfamiliar with LLP roles.	☐

11. PROFESSIONAL IDENTITY

Action	Mark Completed
COMPLETE AT LEAST ONE OF THE FOLLOWING	
Moving from Support Staff to Expert/Leader:	☐

Action	Mark Completed
Discuss how Mentee can develop confidence in the LLP role. Consider the challenges and opportunities involved in the transition from support or paralegal positions to LLP, and how Mentee can establish expertise and credibility. • Develop a professional branding statement that reflects the LLP identity. • Participate in public speaking or leadership training. • Discuss how to introduce yourself as an LLP to clients, courts, and colleagues. • Reflect on how prior experience as a paralegal or support staff is an asset — not a limitation.	
Setting Boundaries and Advocating for Yourself: Consider how Mentee can maintain professional boundaries with clients and colleagues. Assist Mentee in handling workplace challenges, microaggressions, and negotiations for salary and role advancement. • Practice boundary-setting scenarios with peers or Mentor. • Develop a professional self-advocacy plan for salary negotiation or role advancement. • Role-play salary and job negotiation situations. • Discuss strategies for documenting and responding to microaggressions professionally.	☐
Professional Identity in a New and Evolving Role: • Discuss the history and trajectory of the LLP program in Colorado. • Reflect on how Mentee sees their role evolving as the profession adapts. • Identify LLP role models and mentors beyond the formal mentoring relationship. • Consider how Mentee can contribute to shaping the future of the LLP role.	☐

12. WELL-BEING & WHOLE PERSON PRACTICE

Action	Mark Completed
COMPLETE AT LEAST ONE OF THE FOLLOWING	
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 help for mental health when needed. • **Occupational:** Cultivate satisfaction, growth, and financial stability in work. • **Intellectual:** Pursue continuous learning and creative challenges. • **Spiritual:** Develop a sense of meaning and purpose. • **Social:** Build a sense of connection, belonging, and community.	☐

Action	Mark Completed
• **Physical:** Maintain activity, nutrition, sleep, and minimize harmful substance use.	
Resilience Planning: Engage Mentee in a reflection on resilience. How does Mentee assess their own resiliency? What factors account for it? Assist Mentee in developing an improvement plan. Consider: • Three Ways Lawyers Can Become More Resilient • Survival Skill No. 1 for Lawyers: Emotional Resilience	☐
Whole Person Practice: 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 legal professional. Explore how the Mentee's unique interests, history, and talents influence their perspective and practice: • What are your values and how do they fit with your choice to become an LLP? 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? • What talents express the most essential parts of your personal identity? Do you feel you are fully expressing all dimensions of your 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? • How does your history shape why you became an LLP? How does it affect your practice today? • How do your hopes and dreams for the future affect your professional decisions? • At the end of your career, what would you like to have accomplished? Has this changed over time?	☐
Secondary Trauma & Compassion Fatigue in Family Law: Family law work regularly exposes practitioners to clients in crisis. Discuss: • Recognizing signs of compassion fatigue and secondary traumatic stress. • Strategies for processing difficult cases without carrying the emotional burden home. • Resources available through the Colorado Lawyer Assistance Program (COLAP) — open to LLPs. • Peer support and supervision structures as protective factors.	☐
Financial Well-Being: Discuss financial health as a dimension of overall well-being: • Budgeting on an LLP salary or as an independent practitioner.	☐

Action	Mark Completed
• Student loan repayment strategies, including income-driven repayment and PSLF eligibility. • Long-term financial planning: retirement accounts, disability insurance, and emergency funds. • Setting fees as an independent LLP: market rates, fee agreements, and billing practices.	

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) at r.peyton@csc.state.co.us.