

BAR ASSOCIATION VOLUNTARY MENTORING PROGRAM

PROGRAM OBJECTIVES

1.0

PURPOSE / OBJECTIVE

A voluntary mentoring program is hereby established by the _____ Bar Association (“ BA”), to provide every lawyer newly admitted to the State Bar of Connecticut practicing within _____ with meaningful access to an experienced member of the bar, who will provide the guidance, direction and advice the new attorney will require during his or her first year of practice, including the practical skills and judgment essential to the practice of law; the customs, usages and unwritten rules of practice; and the ethical and professional values that represent the best traditions and highest aspirations of the legal profession.

2.0 APPLICABILITY / REQUIREMENTS

2.1 Every lawyer admitted to practice in the State of Connecticut and practicing in _____ County shall be eligible to access this mentoring program during the first five years after said admission

3.0 MENTORS

3.1 Mentors shall be approved by the BA, or such Committee established by the BA for this purpose. To qualify for consideration by the Committee, a prospective Mentor shall

have no less than seven (7) years of experience at the Connecticut bar; shall be in active practice in this state; shall be in good standing; shall never have been disciplined by any disciplinary authority in any state; and shall be competent, ethical and professional in the practice of law.

3.2 Before undertaking their duties, all mentors shall be required to complete a training program to be offered by or approved by the BA.

3.3 A mentor may be a lawyer in the law firm, government agency, legal services provider or other organization that employs the new admittee, to be known herein as an Inside Mentor, or a lawyer unrelated to and unaffiliated with the new admittee' s employer, known herein as an Outside Mentor.

3.4 A mentor shall preferably have only one (1) mentee at a time, and in no event shall a mentor have more than three (3) mentees at any one time.

3.5 Mentors shall serve for a three year period, and may upon request and approval of the BA or its Committee, be approved to serve for subsequent three year terms.

4.0 **MENTORING PLAN**

4.1 Within thirty (30) days of the assignment of a mentor to a mentee, the two shall meet to develop a mutually acceptable written Mentoring Plan.

4.2 The Mentoring Plan shall establish a schedule of face-to-face meetings and other regular and periodic communications over the ensuing year, but shall in no event provide for less than one (1) face-to-face meeting per month.

4.3 The Mentoring Plan shall also establish the aspects of the practice of law to be addressed in the mentoring relationship over the ensuing twelve months, including, but not limited to:

- the court structure in Connecticut;
- the duties and obligations assumed as an officer of the court;
- proper and appropriate courtroom behavior;
- the Rules of Professional Conduct and their enforcement procedures in Connecticut, including the role and jurisdiction of the Chief Disciplinary Counsel and the Statewide Grievance Committee;
- the benefits of participation in Continuing Legal Education Programs (“CLE”);
- the various local, state and special interest bar associations and the value and importance of active participation in them;
- acceptable standards of behavior in dealing with opposing counsel in litigation, transactional work and otherwise;
- the importance of pro bono work and the various opportunities existing to satisfy that obligation;
- proper client development, intake and management;
- clients’ funds account management;
- the maintenance of balance and perspective under the pressures of practice; and
- the duty to maintain high standards of professionalism in the practice of law.

4.4 The Mentoring Plan may, and ideally should, include opportunities for the mentee to accompany the mentor to court appearances, depositions, real estate closings, trials,

appellate assignments, negotiating sessions, arbitrations and other such activities, all with due recognition and satisfaction of the requirements of the attorney-client privilege and client confidentiality.

4.5 The Mentoring Plan shall provide for no less than _____ hours of personal contact and interaction between the mentor and the mentee over the course of twelve (12) months, including participation in the aforescribed practice activities.

4.6 The Mentoring Plan shall not include any participation by an Outside Mentor in any client matters, specific case, or legal work for which the mentee is responsible, and an Outside Mentor shall not at any time provide any advice, direction, guidance, or support to the mentee in any such matter. A mentee shall at all times in dealings with his or her Outside Mentor preserve the attorney-client privilege and client confidentialities. The involvement of an Inside Mentor in a mentee' s legal work shall be controlled by the policies, practices and guidelines of the mentee' s employer.

4.7 An Outside Mentor acting in accordance with these rules shall enjoy absolute immunity from liability for legal malpractice arising out of any legal services provided by his or her mentee.

5.0 **CERTIFICATE OF SATISFACTION**

5.1 If, at the end of the twelve month mandatory mentoring period, the mentee has satisfactorily participated in and completed his or her Mentoring Plan, the mentor shall so certify that fact to the _____ County Bar Association.

Re: BA Mentoring Program

Dear Newly Admitted Connecticut Attorney:

The _____ County Bar Association is joining with the Connecticut Bar Association in launching a mentoring program for new lawyers. The program will focus on new lawyers or recent admittees to the bar who reside or have an office in the Greater _____ area. We write here to invite you to participate as a mentee in this program.

The program is born of the notion that, while a new admittee comes to the bar equipped with a reasonably comprehensive knowledge of the substantive law, he or she has not had an opportunity to learn the “unwritten rules” of practice, including all the customs and usages of the bar, knowledge of which is so essential to success. While those starting in a large law firm or governmental organization might typically have a mentor appointed for just that purpose (and, indeed, this program acknowledges that fact by providing for so-called “Inside Mentors” in the new lawyers’ firm or agency), many new lawyers do not have this opportunity. This mentoring support may be especially important to those new lawyers who are considering opening their own practices, without the benefit of affiliation with a senior lawyer to whom they can turn to answer the difficult questions of everyday practice that all experienced lawyers have encountered. Under this program, a mentor will be available not only to help provide guidance as to those questions, but to take affirmative steps to help the mentee in his or her entry into the profession, including introduction to the legal community and bar associations, guidance in the fundamentals of law office management, and the basics of interaction with clients, judges and other lawyers. (We note, however, that an outside mentor will **not** be expected to direct, supervise or consult with the mentee regarding any legal matters he or she is handling; indeed, any such involvement will be expressly off limits.)

One of the obvious benefits of such a program, we believe, will be the expected reduction of grievances and malpractice suits against new lawyers. In addition, however, we hope and expect to see a very real enhancement of professionalism among young lawyers, because their mentors will have helped them learn how to avoid the pitfalls of overly zealous representation, incivility, and obstreperousness, which inexperienced lawyers all too often perceive as necessary essentials of success. We are confident that the participating new lawyers will also learn from their mentors the importance of continuing legal education, pro bono work and ethical conduct. In short, we believe that during this one-year mentoring period participating new lawyers will learn the great privileges and important obligations of the honorable profession they have just entered.

We very much hope you will find value in participating in this mentoring program. If so, you may indicate your willingness by executing the next page of this letter and returning it to the BA offices at _____, Connecticut (Attn. Mentoring Program) by _____, 2011, so that we can match you up with a mentor and promptly begin your personal program.

We look forward to working with you in this program.

Very truly yours,

President, _____ Bar Association

I ACCEPT THE INVITATION TO THE _____ BAR ASSOCIATION
MENTORING PROGRAM.

Please Print Name: _____

Date: _____

Please indicate below your current contact information:

Address: _____

Telephone: _____

E-mail address: _____

**Please return to the BA office at _____, CT, Attn: Mentor Program)
by _____, 2011.**

_____, 2011

**INVITATION TO APPLY TO SERVE AS
_____ COUNTY BAR ASSOCIATION MENTOR**

Re: **BA Mentoring Program**

The _____ County Bar Association (“ CBA”) is partnering with the Connecticut Bar Association in launching a mentoring program for new lawyers. The program will focus on new lawyers who reside or have an office in the _____ County area. Our steering committee has identified you as a lawyer who meets all the criteria that we have established for a mentor in this program, and we very much hope you will consider applying to serve in that capacity. Ultimate appointment as a Mentor under this program is subject to confirmation by the CBA or its designated committee.

This program is the combined product of several years work by a special Committee of the CBA, two task forces on this subject appointed by CBA Presidents in 2005 and 2011; the CBA’ s Standing Committee on Professionalism; and, a pilot program initiative between the CBA and the New Haven County Bar Association.

The program is born of the notion that, while a new admittee comes to the bar equipped with a reasonably comprehensive knowledge of the substantive law, he or she has not had an opportunity to learn the “ unwritten rules” of practice, including all the customs and usages of the bar, knowledge of which is so essential to success. While those starting in a large law firm or governmental organization might typically have a mentor appointed for just that purpose (and, indeed, this program acknowledges that fact by providing for so-called “ Inside Mentors” in the new lawyers’ firm or agency), many new lawyers do not have this opportunity. Particularly vulnerable will be those recent graduates who, because of the exceedingly difficult economic circumstances now prevailing, will be forced to hang out their shingle with no experience whatsoever and no one to whom they can turn to answer the difficult questions of everyday practice that we have all encountered. Under this program, a mentor will be available not only to answer those questions, but to take affirmative steps to help the mentee in his or her entry into the profession, including introduction to the legal community and bar associations, guidance in the fundamentals of law office management, and the basics of interaction with clients, judges and other lawyers. We hasten to add that an outside

mentor will **not** be expected to direct, supervise or consult with the mentee regarding any legal matters he or she is handling; indeed, any such involvement will be expressly off limits.

One of the obvious benefits of such a program, we believe, will be the expected reduction of grievances and malpractice suits against new lawyers. In addition, however, we hope and expect to see a very real enhancement of professionalism among young lawyers, because their mentors will have helped them learn how to avoid the pitfalls of overly zealous representation, incivility, and obstreperousness, which inexperienced lawyers all too often perceive as necessary essentials of success. We are confident that the participating new lawyers will also learn from their mentors the importance of continuing legal education, pro bono work and ethical conduct. In short, we believe that during this one-year mentoring period participating new lawyers will learn the great privileges and important obligations of the honorable profession they have just entered. If you accept this invitation, you will be the person helping your mentee appreciate and embrace those appropriate ideals.

We hope that as an experienced member of the Bar, you will recognize both the need and the value of a program such as this. We hope that you will find this an effort worthy of your contribution and involvement. Please know that our request that you participate as a mentor in this program is an acknowledgment of and a tribute to the excellent reputation that you have earned among your friends and colleagues in the bar. We hope to hear from you soon.

Very truly yours,

President, County Bar Association

I ACCEPT THE INVITATION TO SERVE AS A MENTOR IN THE
_____ COUNTY BAR ASSOCIATION MENTORING PROGRAM.

Please Print Name: _____

Date: _____

Please indicate below your current contact information:

Address: _____

Telephone: _____

E-mail address: _____

**Please return to the CBA office at _____, CT, Attn: Mentor Program)
by _____, 2011.**

_____ COUNTY BAR ASSOCIATION
LAWYER
MENTORING PROGRAM

MENTORING AGREEMENT

I agree to participate in the _____ County Bar Association Mentoring Program (the " Program") in accordance with its rules and regulations as may be amended from time to time. I understand that the Program is being offered on a voluntary basis for new lawyers who have recently been licensed to practice in the State of Connecticut and is intended to provide a one-to-one mentoring relationship in accordance with the Mentoring Program which is attached hereto as Exhibit A.

I have read the specific goals of the Program:

- To foster the development of the Mentee' s familiarity with the practical aspects of lawyering and increase his or her knowledge of legal customs;
- To create a sense of pride and integrity in the legal profession;
- To promote collegial relationships among legal professionals and involvement with the organized bar;
- To improve legal ability and professional judgment;
- To encourage the use of best practices and highest ideals in the practice of law; and
- To improve my understanding of the Rules of Professional Conduct adopted by the Connecticut Bar Association.

I acknowledge and will abide by the following Program rules:

- Any communication between Mentor and Mentee arising out of my participation in the Program is for the sole purpose of guiding and teaching the Mentee about the practice of law and the issues that the Mentee is likely to face in the practice of law.
- Any communication between Mentor and Mentee is not intended to be the rendering of legal or professional advice to the Mentee or his or her clients, and the Mentee will not rely upon such communications for that purpose or cause any client to rely upon them. The Mentee will rely solely upon his or her own judgment, legal opinions, or independent research.
- No confidential relationship is formed between Mentor and Mentee as a result of participation in the Program. The Mentee will not identify any client to the

Mentor or reveal to the Mentor any client confidence, nor will the Mentee seek professional or legal advice from the Mentor about specific legal matters or clients.

- Mentor is not assuming any liability or responsibility with respect to any legal matter of the Mentee' s clients, nor will Mentor render professional services to or take any responsibility for any aspect of representation of the Mentee' s clients.
- Mentor will not co-counsel any matter with the Mentee, nor will Mentor make referrals to or accept referrals from the Mentee during the term of their mentoring relationship through the Program.
- The Mentee agrees to waive all claims against, and to release hold harmless, the Mentor and the Program Director and the Program Sponsors, their employees and agents, for any actions or inactions associated with the Program or with the Mentee' s participation in same.
- The Mentor agrees to waive all claims against, and to release hold harmless, the Mentee and the Program Director and the Program Sponsors, their employees and agents, for any actions or inactions associated with the Program or with the Mentor' s participation in same.
- This Agreement shall be governed by and construed in accordance with the law of the State of Connecticut.
- This Agreement and the representations and promises herein constitute the full and complete agreement between the Mentor and the Mentee and shall not be altered or amended except by an agreement in writing duly executed by both the Mentor and the Mentee. The Mentor and the Mentee agree that each party accepts the provisions hereof.

Signature of Mentee
Date

Date

Signature of Mentor

Print/Type Name

Print/Type Name

Atty Bar No. _____

Atty Bar No.

_____ COUNTY BAR ASSOCIATION
MODEL MENTORING PROGRAM

MODEL MENTORING PLAN OF ACTIVITIES AND EXPERIENCES

INTRODUCTION

The activities and experiences described below are intended to serve as a guide to assist the Mentor and Beginning Lawyer in jointly developing a specific plan of activities to be completed over the course of the twelve months of mentoring. We emphasize that this is just a guide. The particular Mentoring Plan that the Mentor and Beginning Lawyer will develop should incorporate as many of these activities and experiences as feasible while being adjusted to the particular practice setting and individual needs.

Using this Model Mentoring Plan as a checklist, the Mentor and Beginning Lawyer should jointly develop a Mentoring Plan for the coming year and sign and submit this plan to the Program Administrator within thirty (30) days after the start of the mentoring year,

At the end of the mentoring year, the Mentoring Plan will serve as the Mentor's evaluative tool to determine if the Beginning Lawyer has satisfactorily completed the mentoring program. A Mentor whose area of practice is other than litigation and trial work may choose to call on another experienced lawyer who practices in this area to assist in mentoring the Beginning Lawyer in the area of Advocacy Experiences (Section E below).

Activity or Experience	Date Completed
A. Introduction to the Legal Community	
1. The Mentor should contact the Beginning Lawyer as soon as practicable after receipt of the notice of assignment and arrange to meet at the Mentor's office to get acquainted. At that time or another, the Mentor should introduce the Beginning Lawyer to other lawyers and staff members at the Mentor's office or, in the case of in-firm mentoring, ascertain that such Introductions have already occurred.	
2. Invite the Beginning Lawyer to attend a meeting of the local bar association and discuss local, state and national bar association opportunities.	
3. As feasible, introduce the Beginning Lawyer to other lawyers in the community through attendance at local bar association meetings or otherwise. (See attachment A.)	
4. Escort the Beginning Lawyer on a tour of the local courthouse(s) and, to the extent practicable, introduce him or her to members of the judiciary, court personnel and clerks of court.	
5. Discuss any "unwritten" customary rules of civility or etiquette among lawyers and judges in the community.	
6. Acquaint the Beginning Lawyer with the Legal Assistance Programs, Connecticut Legal Services and opportunities for lawyers in private practice to engage in pro bono activities.	
7. [Other]	
8. [Other]	
B. Introduction to the Community at Large	
1. Invite the Beginning Lawyer to attend a civic club of which the Mentor is a member or some other community service activity in which the Mentor participates.	
2. Discuss civic, charitable, and service opportunities in the community.	
3. [Other]	
4. [Other]	

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C.	Introduction to Law Office Management	
1.	The Mentor should take the Beginning Lawyer on a tour of the Mentor's office and demonstrate and explain how the following items of law practice management are used and handled in the Mentor's office, if applicable	
a.	Time Records	
b.	Records of client-related expenses	
c.	Billing system	
d.	Escrow or Trust Account and handling of funds belonging to client	
e.	Filing System	
f.	Document Retention Plan	
g.	Calendar and "Tickler" or Reminder System	
h.	Information Technology Systems	
i.	Library and Research Systems	
j.	Other resources (publications, seminars, equipment, etc.) that a Beginning Lawyer might find particularly helpful In his or her work	
k.	Discuss good time management skills and techniques	
l.	Discuss role and responsibilities of paralegals, secretaries and other office personnel and how to establish good working relationships with others in same office who are support staff, colleagues, etc.	
m.	Discuss practices to maintain client confidentiality	
n.	[Other]	
o.	[Other]	

D.	Working With Clients	
1.	Discuss responsibilities of the attorney and the client in decision making.	
2.	Discuss how to gather information about a legal matter and appraise credibility and trust.	
3.	Discuss how to screen for, recognize and avoid conflicts of interest.	
4.	Discuss how to decide whether to accept a proffered representation.	
5.	Discuss the use of retainer or engagement letters and defining the scope of the representation.	
6.	Discuss how to talk about and set the fee for legal services.	
7.	Discuss how to deal with a "difficult" client.	
8.	Discuss "DO's and DON'TS" of maintaining good ongoing client relations such as returning telephone calls and keeping client informed about matters.	
9.	Discuss terminating the lawyer-client relationship and necessary documentation.	
10.	Allow Beginning Lawyer to participate in or observe at least one client interview or client counseling session. (FOR SAME-FIRM MENTORS & BEGINNING LAWYERS ONLY)	
11.	[Other]	
12.	[Other]	

E. Advocacy Experiences		
For Beginning Lawyers who expect to engage in practice areas including advocacy, the Mentor should monitor and facilitate the progress of the Beginning Lawyer in observing the following Advocacy Experiences and by discussing, or arranging for another experienced lawyer to discuss, the context and assess the event observed:		
1.	An actual or simulated deposition of a witness or adverse party in a civil action.	
2.	An actual or simulated jury trial in a civil or criminal case in either a state or federal court.	
3.	An actual or simulated non-jury trial or evidentiary hearing, in state or federal court.	
4.	An actual or webcast of an appellate argument in the Connecticut Appellate Court, the Connecticut Supreme Court or a United States Circuit Court of Appeals.	
5.	An actual or simulated mediation.	
6.	An actual or simulated arbitration.	
7.	A judicial-type hearing conducted by a state or local administrative body (e.g., local zoning board; tax equalization board hearing; state licensing or regulatory board)	
8.	[Other]	
9.	[Other]	

F.	Closings and Transactional Work	
	Arrange for Beginning Lawyer to observe a real estate or other business transaction or financial closing and explain relevant background.	
G.	The Obligations of Attorneys to Others	
1.	Discuss the oath administered to new attorneys at the time of admission to the bar and how attorneys can use the law and legal process as instruments for the common good.	
H.	Negotiation	
1.	Discuss the following topics:	
(a)	How to prepare for the negotiation of a legal matter(e.g., release of a personal injury claim, lease agreement, etc.)	
(b)	When and how negotiation should be initiated	
(c)	How to negotiate with an attorney with years of experience, a friend, etc.	
(d)	How to involve the client in negotiation	
(e)	Ethical and professionalism obligations of negotiators	
(f)	Skills needed to be an effective negotiator and how to acquire them	
2.	Arrange for Beginning Lawyer to observe an actual or simulated negotiation and explain relevant background context and then evaluate what is observed.	

MENTORING PLAN PLEDGE

The undersigned Mentor and Beginning Lawyer hereby agree upon the Mentoring Plan ("Plan") of activities and experiences set out above. They pledge that they will use their best efforts to carry out the Plan in a manner that fulfills the purpose of the mentoring program in assisting the Beginning Lawyer to acquire the practical skills, judgment and professional values to practice law in a highly competent manner.

By signing this Pledge, the undersigned Mentor and Beginning Lawyer pledge that they will devote the time and effort necessary to achieve these goals.

Print Name of Mentor

Date

Sign _____

Print Name of Beginning Lawyer

Date

Sign _____

_____ COUNTY BAR MENTORING PROGRAM

CERTIFICATE

The undersigned hereby certifies that _____
(Beginning Lawyer)

_____ satisfactorily completed the Mentoring Plan of Activities and
(has or has not)

Experiences filed with the [].

This _____ day of _____, _____.

Mentor' s Name (Please Print)

Mentor' s Signature

At the end of twelve months from the start of the mentoring year, the mentor is expected to sign this certification evidencing whether or not the beginning lawyer satisfactorily completed the Mentoring Plan to which they committed.

Attachment A

Suggested Bar Mentor-Mentee Activities – _____ County Bar

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.