



# TRANSITIONING *into* PRACTICE

A Mentor Program for Nevada Attorneys

## **MENTOR PROGRAM MANUAL**

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# INTRODUCTION

The first years of a lawyer's practice are a critical time in the development of professional habits, practices and character. To foster this transition, the Nevada Supreme Court, in conjunction with the State Bar of Nevada, has created *Transitioning into Practice: A Mentor Program for Nevada Attorneys*. The goal of the TIP program is to introduce newly admitted lawyers to the high standards of integrity, professional conduct, professional competence and service to the public.

Shortly after admission, each new lawyer (unless deferred or exempt), will be paired with an experienced lawyer who has practiced for at least seven (7) years in Nevada and has been selected by the Court for his or her commitment to ethics, professionalism and professional skills. Together, the new lawyer and the mentor will develop a curriculum of activities to introduce the new lawyer to the legal community and to the practical application of ethics, civility and professionalism. The new lawyer will also receive practical guidance about client relations and law office management, as well as explore practical skills in a substantive area of the law. The mentor will be a guide as the new lawyer adjusts to the challenges of law practice. Finally, working with the new lawyer will allow the mentor to see the profession through new, enthusiastic eyes and help the mentor understand generational differences.

The TIP program is premised on one-to-one interaction with mandatory and elective activities and experiences. The program is flexible enough to complement and coordinate with existing law firm training programs as well as the special training needs of government, corporate, and public interest practices.

The success of the TIP Program depends on the commitment of both the mentors and the newly admitted lawyers, and the Court and the Bar appreciate the devotion of time, energy and skill that will be required on both sides. We are confident that mentors and new lawyers alike will benefit from the program.

This manual contains information about enrolling in the TIP program, developing an individualized mentoring plan, and certifying completion. It also has some tips for successful mentoring relationships and a link to the Nevada Rules of Professional Conduct. Questions not addressed in the manual can be directed to the state bar TIP Department by calling 702.382.2200 or emailing [tip@nvbar.org](mailto:tip@nvbar.org).

# GOAL

The purpose of the TIP program is to introduce newly admitted lawyers to the high standards of integrity, professional conduct, professional competence and service to the public.

The TIP program was developed in order to provide needed transitional support for new attorneys admitted to the State Bar of Nevada. Specifically, the goals of this program are to:

- Assist new lawyers in acquiring the practical skills and judgment necessary to practice in a highly competent manner.
- Train new lawyers on Nevada-specific rules and procedures not specifically taught in traditional learning environments.
- Sharpen and enhance the practical skills necessary to compete in today's legal environment.
- Match new lawyers with more experienced lawyers for training in professionalism, ethics, and civility.
- Provide support, foster relationships and create networking opportunities for newly admitted members.
- Provide a means for all Nevada attorneys to learn the importance of organizational mentoring, including the building of developmental networks and long-term mentoring relationships.

**IF THERE ARE QUESTIONS OR CONCERNS BY THE MENTOR OR NEW LAWYER AT ANY TIME, PLEASE CONTACT A TIP COACH FOR ASSISTANCE.**

# OPERATING PROCEDURES AND POLICIES

## **1. Enrollment, Exemptions and Deferrals**

- a. The TIP program will operate in two 6 month cycles each year. The first begins in March (spring) and the second begins in September (fall cycle).
- b. Within 4 weeks of admission newly admitted lawyers must either; enroll in the program, certify they are exempt or request a deferment online at [www.nvbar.org/tip](http://www.nvbar.org/tip).
- c. Newly admitted lawyers are exempt from the program if they have engaged in the active and continuous practice of law in another jurisdiction for five (5) or more years prior to admission in Nevada. Newly admitted lawyers are also exempt if they reside and practice outside the state of Nevada. If the attorney establishes a primary residence or principal office in Nevada within the first 5 years of admission, the attorney shall enroll in the next available TIP cycle.
- d. Newly admitted lawyers who are unemployed or judicial law clerks, may request to defer participation in the program until they begin practicing, at which time they must enroll in the next available TIP program cycle. The Standing Committee on TIP may grant deferrals for up to two years from the date of admission.

## **2. Mentor Match**

- a. Newly admitted lawyers employed in law firms, government offices, corporate law departments, or other group practices may select an “inside” or “outside” Supreme Court-appointed TIP mentor. An inside mentor is in the same firm or office as the new lawyer. An outside mentor is lawyer not in the same firm or office as the new lawyer. If a selected member is not a TIP mentor, they must apply to become a TIP mentor.
- b. A list of Supreme Court-appointed mentors will be available for the new lawyer to choose from. If a new lawyer does not have an internal workplace mentor they wish to be paired with, they can select a mentor from the list of approved mentors. In the event that a new lawyer’s choice of mentor is not available, the bar will match the newly admitted attorney with a TIP mentor based principally on geographical and practice area.
- c. The Bar will confirm the mentor/new lawyer pairings thirty (30) days prior to the commencement of the TIP program cycle, after which written notice of the match and respective contact information will be provided to the newly admitted lawyer and the mentor.

- d. The mentor and new lawyer are encouraged to give some time for the mentoring relationship to develop. Both the mentor and/or new lawyer are encouraged to bring any unresolved problems to the attention of the state bar.

### **3. Designing the Mentoring Plan**

- a. The TIP Model Mentoring Plan includes core concepts and experiences that will introduce new lawyers to practical aspects of lawyering with which all lawyers need to be familiar with for the successful and professional practice of law. The TIP Model Mentoring Plan has five component parts:

1. The Legal Community
2. Personal and Professional Development
3. Law Office Management
4. Client Communications, Advocacy, and Negotiation
5. Practice Area Basic Skills Electives:
  - a. Litigation and Transaction Handling
  - b. Advocacy and Litigation
  - c. Alternative Dispute Resolution
  - d. Negotiation
  - e. Client Interviewing and Counseling
  - f. Civil Procedure
  - g. Criminal Law
  - h. Estate Planning/Probate/Guardianship
  - i. Family Law
  - j. Juvenile Law
  - k. Business Law
  - l. Tax Law
  - m. Real Estate Law
  - n. Employment Law
  - o. Intellectual Property Law
  - p. Gaming Law
  - q. Pro Bono Work
  - r. State or Government Practice
  - s. Other

Parts 1-4 are comprised of specific topics that the new lawyer must discuss with the mentor and specific activities that the new lawyer must complete and review with the mentor. In the Practice Area Basic Skills Electives component (Part 5), the new lawyer and the mentor select and complete

a minimum of six (6) basic skill activities in one or more substantive practice areas that best match the new lawyer's interests.

- b. During the initial meeting, the new lawyer and the mentor should review the required elements of the mentoring plan and identify the practice areas the new lawyer will focus on during the mentorship.
- c. The mentoring plan may include as many practice area activities as the new lawyer and mentor agree are practical, but must include at least six (6) activities from one or more practice areas. The activities listed in the substantive areas are not exclusive; the new lawyer and mentor may supplement the listed activities or substitute others that they identify as basic competency skills. Similarly, if the new lawyer is interested in a substantive area for which no activities are suggested, the new lawyer and the mentor may develop a customized elective plan of activities designed to build basic skills in that area.
- d. A new lawyer employed by a law firm, corporate legal department, or governmental unit may complete an alternate mentoring plan based on the employer's established training program in conjunction with the model mentoring plan outlined in the TIP program manual.

#### **4. Completing the Mentoring Plan**

- a. The mentoring plan is designed to be completed in six (6) months. While it is expected that the mentor and new lawyer will meet in person at least two hours per month, the actual number of meetings and time will vary depending on each mentoring relationship and the mentoring plan that is developed by the mentor and the new lawyer. In addition to meeting in person, other methods of communication such as conference calls and email are expected to be utilized as a manner in which to review and discuss the various experiences and activities that make up the mentoring plan and to monitor the newly admitted lawyer's progress.
- b. Newly admitted lawyers who are mentored within their law firm, corporate legal department, or governmental unit may complete some of their required activities in small group settings rather than by individual discussion with their mentors.
- c. When all mentoring plan activities are concluded, the new lawyer shall submit his or her Mentoring Plan on an online form provided by the bar and pay the full \$350 fee. Mentors will be provided with a copy of the submitted form and the mentor must verify the contents. Additionally, the new lawyer must complete an Exit Evaluation as a condition of receiving certification of completion. A new attorney who is not comfortable completing the Exit Evaluation may request a telephonic or in-person

meeting with a member of the TIP Standing Committee or TIP Program staff in lieu of completing the Exit Evaluation.

- d. The completed Mentoring Plan, \$350 fee and Exit Evaluation must be submitted to the State Bar of Nevada on or before December 31<sup>st</sup> of the newly admitted lawyer's first full year of admission. (For example, new lawyers admitted in 2011 will have until December 31, 2012.)

## **5. Noncompliance, Suspension and Reinstatement**

- a. A new lawyer who fails to complete the TIP program by December 31<sup>st</sup> of their first full year of admission (and who has not been granted an extension) will be given written notice of non-compliance and subject to suspension and \$250 fine upon order of the Board of Governors from membership in the state bar until compliance with the requirements and/or reinstatement is ordered by the supreme court.
- b. During a period of suspension, the new lawyer may not engage in the practice of law in Nevada.
- c. A suspended new lawyer may apply for reinstatement as soon as the TIP program is completed. In addition to the reinstatement application, the new lawyer must submit the completed TIP Mentoring Plan, Exit Evaluation and any remaining program fees due, along with any fine associated with the TIP suspension.
- d. Upon reinstatement, the State Bar of Nevada shall notify the clerk of the court that the suspended attorney has completed the requirements for reinstatement. Reinstatement is effective upon receipt by the clerk of the court of the notice from the state bar.
- e. A reinstatement after suspension for not completing the TIP program has no effect upon any other aspect of the new lawyer's status, including any suspension for nonpayment of membership fees, MCLE noncompliance or a disciplinary proceeding.

## **6. Confidentiality and conflicts in mentoring**

- a. The mentor and new lawyer are expected to adhere to the [Nevada Rules of Professional Conduct](#) at all times. **For example**, *if the new lawyer shares with the mentor information about unethical conduct of an attorney in the new lawyer's firm that is reportable under SCR 8.3, the mentor will be required to report this information to Bar Counsel.*
- b. For an inside mentoring relationship, the confidentiality of communications between the mentor and new lawyer may also depend



on the firm's or office's policies. For an outside mentorship, the new lawyer shall not reveal to the mentor any confidential communications between the new lawyer and the new lawyer's client.

- c. The mentor agrees to avoid providing case specific advice to the newly admitted lawyer while encouraging the new lawyer to avoid revealing details about his/her cases including the names of clients. If discussion of this nature is critical it should only take place using hypothetical scenarios/situations.

# MENTORS

Lawyers hear a lot about mentoring, but identifying a mentor when one is brand new to the bar can be a challenge. If you are an experienced attorney interested in sharing your wisdom and guidance with lawyers new to the State Bar of Nevada, *Transitioning into Practice* is for you!

## 1. Minimum Requirements

- a. Be a member of the State Bar of Nevada in good standing with no prior disciplinary actions.
- b. Have at least seven (7) years of practice experience in the state of Nevada.
- c. Possess a reputation in the local legal community for competence and ethical and professional conduct.
- d. Have not had any sanctions, suspensions or disbarments from the practice of law in any state.
- e. Carry and provide proof of \$500,000 minimum malpractice insurance policy **(private practitioners only)**.
- f. Sign and adhere to the Mentor Agreement.
- g. Maintain aforementioned qualifications once appointed as a mentor and must prove to be an asset to the TIP program as determined by the Mentor Evaluation process at the conclusion of each program cycle.

## 2. Commitment

- a. Mentors are expected to participate in all functions of the mentoring program – this includes but is not limited to monthly meetings either at a group function or mentor-new lawyer function.
- b. Mentors are appointed by the Supreme Court to two-year terms, subject to re-appointment by the Board of Governors. Mentors are expected to be available to participate in at least one six-month cycle each year.
- c. Mentors must complete a training program supplied by the state bar prior to the commencement of their first mentoring cycle.
- d. The mentor will participate in evaluating the mentoring relationship at the end of the cycle.

- e. The mentor is responsible for assessing whether the newly admitted lawyer successfully completed the program.
- f. The mentor will be eligible to receive 6 CLE credits (2 ethics) per six-month mentoring cycle in which the mentor participates.

### **3. Apply to become a mentor**

- a. Submit a completed application and supporting documents to the state bar. This process can be completed online at [www.nvbar.org/tip](http://www.nvbar.org/tip)
- b. Applicants that are appointed as a mentor by the Supreme Court will receive written confirmation of their appointment with a copy of the Mentor Agreement which has been signed by the state bar.

### **4. Conflicts of Interest Policy**

Attorneys appointed as Mentors in the Transitioning into Practice (TIP) mentoring program must act at all times in the best interests of the State Bar and not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, Mentors shall identify the potential conflict and as required, remove themselves from any and all participation. Specifically, Mentors of the TIP program shall:

- a. avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of the State Bar; while the receipt of incidental personal or third-party benefit may necessarily flow from certain State Bar activities, such benefit must be merely incidental to the primary benefit to the State Bar and its purposes;
- b. not abuse their position by improperly using their position as a Mentor to direct staff of the State Bar, or use State Bar, services, equipment, materials, resources, or property for their personal third-party gain or pleasure, and shall not represent to third parties that their authority as a Mentor extends any further than that which it actually extends;
- c. not engage in any outside business, professional or other activities that would directly, or indirectly, materially adversely affect the State Bar;
- d. not engage in or facilitate any discriminatory or harassing behavior directed toward the State Bar staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to the State Bar;
- e. not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with

respect to matters pertaining to the State Bar without fully disclosing such items;

- f. provide goods or services to the State Bar as a paid vendor to the State Bar only after full disclosure to, and advance approval by, the Board, and pursuant to any related procedures adopted by the Board;
- g. not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with the State Bar to terminate, curtail or not enter into its relationship to or with the State Bar, or to in any way reduce the monetary or other benefits to the State Bar of such relationship;
- h. disclose, in writing, if the Mentor member is involved in any business or other professional relationship with any staff member.
- i. not represent a party in proceedings before the State Bar whose position is adverse to any administrative interests of the State Bar.

#### **5. Indemnification Policy – Pending Verification by State Bar Carrier**

- a. *Generally* The State Bar shall provide indemnification to qualified indemnitees for liability arising out of qualified actions. A qualified indemnitee is a person who is or was an officer, member of the Board of Governors, member of the staff of the State Bar, or is serving at the request or appointment of the State Bar as a member of any board, committee, subcommittee or as a mentor. A qualified action is an action in good faith within the course and scope of the authority expressly or impliedly delegated by applicable Supreme Court Rule, policy adopted by the Board of Governors or by the executive director within his or her authority. Each qualified indemnitee who is party to, or is threatened to be made a party to, or is involved in any threatened, pending or completed claim, action, suit, or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that the indemnitee or a person of whom the indemnitee is a legal representative, is or was a member of the Board of Governors or officer of the State Bar or a member of a board, committee, sub-committee or a mentor of the State Bar formed by the Board of Governors, shall be defended, indemnified and held harmless by the State Bar to the fullest extent legally possible under the laws of the State of Nevada, as amended from time to time, against all expenses, liability, and losses (including but not limited to attorneys' fees, judgments, fines, and amounts paid in settlement) reasonably incurred or suffered by the indemnitee in connection therewith. Such right of indemnification shall be a contract right that may be enforced by the indemnitee.
- b. *Cumulative Right* Such right of indemnification shall not be exclusive of any other right which such member of the Board of Governors, officer, or

representative may have or hereafter acquire, and without limiting the generality of such statement, each shall be entitled to his or her respective rights of indemnification under any agreement, provision of law, or otherwise.

# FREQUENTLY ASKED QUESTIONS

## **1. Is the Transitioning into Practice program mandatory?**

Yes. All newly admitted members of the State Bar of Nevada must participate in TIP unless they have already practiced in another jurisdiction for at least five (5) years.

## **2. What if I am unemployed or otherwise not practicing law after admission?**

New lawyers who do not have plans to begin practicing law immediately after admission, including new lawyers who are working as judicial clerks, may request a deferral in six month increments for up to two (2) years or until such time as they begin practicing law, whichever occurs first.

## **3. When do I enroll in the TIP program?**

Unless exempt or deferred, new lawyers must enroll in the TIP program by filing the enrollment form within four (4) weeks after admission to the bar. Unless otherwise arranged, all new lawyers will begin the next available program cycle following their admission to the bar. New lawyers who are granted a deferral must enroll in the next available cycle once they begin to practice law.

## **4. Who are the mentors?**

Mentors are active State Bar of Nevada members in good standing who have at least seven (7) years of experience in the practice of law in Nevada. They must have a reputation for competence and for conducting themselves ethically and professionally. Mentors must complete an application process and are ultimately appointed by the Supreme Court of Nevada.

## **5. Do mentors get any special training?**

Yes. All appointed mentors are required to participate in a training program prepared by the bar. In addition to familiarizing mentors with the creation and execution of the TIP program, the training program includes ideas and tips for establishing successful mentoring relationships. Mentors are also asked to review this manual in its entirety.

## **6. How do I find a mentor?**

The following are ways TIP mentors will be identified for new lawyers: 1) If a newly admitted lawyer is hired by a firm or organization, their employer may assign a senior associate to serve as their TIP mentor (in this instance, the senior associate would need to apply to be a TIP mentor and be appointment by the Supreme Court); 2) A new lawyer may select a mentor from the published list of Supreme Court-appointed TIP mentors; 3) A new attorney may seek out a respected member of the bar and ask if they are willing to serve as a TIP mentor (in this instance, the member would need to

apply to be a TIP mentor and be appointment by the Supreme Court); and, 4) In the event that a new lawyer's choice of TIP Mentor is not available, the bar will match the new attorney with a mentor based principally on geographical and practice area.

**7. Does my mentor have to be a lawyer in my firm?**

Generally, lawyers employed in law firms, corporate legal departments, and government offices will be matched with a mentor in the same firm or office. However, new lawyers may opt to select a mentor outside of their organization.

**8. Can I choose my own mentor?**

Yes. A new lawyer's request for a specific mentor will be taken into consideration, provided the mentor is qualified and appointed by the court.

**9. What is the TIP Mentoring Plan?**

The TIP Mentoring Plan sets out the activities the new lawyer will work on with the mentor during the mentoring cycle. It is comprised of four areas of required activities and one practice-specific area of electives selected by the new lawyer. The elective activities may be in one or more substantive areas and must include at least six (6) basic skills activities. Several practice area activities are contained in this manual. If a new lawyer wishes to focus on a substantive area not covered in the manual, the new lawyer and the mentor may identify basic skill activities related to that substantive area.

**10. Can I get credit for TIP Mentoring Plan activities that I have already completed prior to admission?**

Any activities completed prior to admission will assist in designing a customized mentoring plan and allow the new lawyer to build on existing knowledge and skills however, will not exempt him/her from completing all of the required activities outlined in the mentoring plan.

**11. Are communications between the new lawyer and the mentor confidential?**

In all cases, the Nevada Rules of Professional Conduct should be followed. For an inside the firm or office mentorship, the confidentiality of communications between the mentor and new lawyer may also depend on the firm's or office's policies. For an outside mentorship, the new lawyer shall not reveal to the mentor any confidential communications between the new lawyer and the new lawyer's client.

**12. Will the mentor supervise the beginning lawyer's work?**

For an inside firm or office mentorship, supervision of the newly admitted lawyer's work is a matter to be determined by the firm's or office's policy. For an outside mentorship, the mentor is not expected to supervise the practice of law by the new lawyer.

**13. What is the mentor's role in evaluating the new lawyer?**

The role of the mentor in evaluating the work and professional development of the new lawyer within the firm or office is a matter to be determined by the firm's or office's policy. In scenarios when the mentor and new lawyer do not work in the same firm, the mentor assumes no responsibility for evaluating the work of the new lawyer. The mentor and new lawyer both have responsibility for evaluating the mentoring relationship. The mentor is responsible for assessing whether the new lawyer has satisfactorily completed the *Transitioning into Practice* program.

**14. How much time will the TIP program require?**

Transitioning into Practice is designed to be completed in six (6) months. While it is expected that the mentor and newly admitted lawyer will meet in person for about two hours each month, the actual number of meetings and time will vary depending on each mentoring relationship and the mentoring plan that is developed by the mentor and new lawyer. In addition to meeting in person, other methods of communication such as conference calls and email are expected to be utilized as a manner in which to review and discuss the various experiences and activities that make up the mentoring plan and to monitor the new lawyer's progress. Those participating in the inaugural cycle will be reporting actual hours spent completing the program over the course of the six month period. This information will be utilized to further refine the TIP program.

**15. Do I have to complete MCLE requirements in addition to the Mentor Program?**

No. Nevada MCLE rules require newly admitted lawyers who have practiced law less than five (5) years to complete Transitioning into Practice. The first standard MCLE reporting year for this identified group begins the year following the first full year of admission (see SCR 214).

**16. Do mentors receive MCLE credit?**

Mentors are eligible to receive 6 CLE credits (2 ethics) in Nevada for each cycle in which they participate.

**17. What do I do if I have a problem with my mentor?**

New lawyers are encouraged to give the relationship some time to develop and to remember that the mentor may not be able to satisfy all of the needs for support that the new lawyer may have. If a mentor is not making time for regular meetings or is not providing helpful guidance and coaching through the mentoring plan activities, a new mentor may be assigned. Please contact the TIP administrator at the state bar for confidential assistance.



**18. What do I do if I have a problem with my new lawyer?**

If a new lawyer is not making time for regular meetings and otherwise not participating in the program, please contact the TIP administrator at the state bar for confidential assistance.

**19. What if I can't complete my Mentoring Plan within the time allowed?**

If a new lawyer does not believe that the December 31<sup>st</sup> deadline can be met due to health or personal issues, job changes or other circumstances beyond their control, an extension may be granted for good cause shown. A request for an extension must be submitted in writing to the TIP Administrator at the State Bar of Nevada prior to the December 31<sup>st</sup> deadline. A new lawyer who does not qualify for an extension and who does not complete the plan in time will be given written notice and subject to suspension and a fine. Failure to complete the plan will result in the Board of Governors recommending that the noncomplying new lawyer be suspended from membership in the Bar and, consequently, from the practice of law.

**20. How do I establish completion of the TIP Mentoring Plan?**

When all of the activities of the TIP Mentoring Plan have been completed, the new lawyer is responsible for submitting the completed TIP Mentoring Plan online, paying the \$350 fee to the state bar and completing the Exit Evaluation. At that point, the state bar will seek verification of completion from the mentor. Once verification of completion is received from the mentor, a Certificate of Completion will be sent to the mentee.

**21. What if I can't afford the fee?**

At the discretion of the state bar, the TIP program fee may be waived in cases of financial hardship or special circumstances. Requests for a fee waiver must be submitted in writing to the TIP Standing Committee and include the reason for the request accompanied by a summary of the applicant's income and expenses. All requests for a fee waiver will be kept in confidence.

**22. How do I get reinstated from a suspension?**

A new lawyer suspended for failing to timely complete the mentoring plan can apply to the state bar for reinstatement by submitting the appropriate reinstatement form accompanied by the completed TIP Mentoring Plan, paying the program fee of \$350, completing the Exit Evaluation and paying any related fines. If the submission is satisfactory, the state bar shall notify the clerk of the court that the suspended attorney has completed the requirements for reinstatement.

## TIPS FOR SUCCESS

### **If you are a mentor:**

- Take the time to develop a meaningful mentoring relationship. In an optimal setting, this relationship is an opportunity for mutual learning and growth.
- Set both expectations and boundaries early on. At the initial meeting, calendar your future meetings. Inform your new lawyer about the best time to call with questions or issues, when they are more likely to get your undivided attention. Alternatively, email may be preferred by both new lawyer and mentor.
- Be prompt and give plenty of notice when you need to reschedule.
- Listen to your new lawyer's concerns and, especially in the beginning, draw out those concerns that the new lawyer may be reluctant to raise.
- Recognize that new lawyers may differ in what they hope and need to get out of a mentoring relationship. Be willing to modify your own approach to assure you are providing your new lawyer with what he or she is seeking while still meeting the requirements of the program.
- Create a safe environment for the new lawyer's growth by being accessible and nonjudgmental, keeping confidences, and inviting open and frank conversations.
- Acknowledge the issues facing new lawyers who are ethnic minorities, or who may face particular challenges because of their religion, sexual orientation, economic status, national origin or age.
- Remember that the only stupid question is the one that isn't asked. Encourage your new lawyer to ask, ask, ask. Be respectful and responsive with your answers.
- Your responsibility is not to direct or supervise your new lawyer's work, but to be a guide for the development of professional values and skills.
- Share your experience and talent freely; be the role model you would want.

### **If you are a new lawyer:**

- Be respectful of your mentor's time. Be prompt and give plenty of notice if you need to reschedule a meeting. Make good use of your meeting time; come prepared with a list of things you want to discuss.
- Your mentor's "war stories" can be valuable learning tools, especially if you can relate them to a situation of your own.
- Ask questions! Don't let your ego get in the way of accepting feedback and constructive criticism from your mentor.

- Build multiple mentor relationships; your mentor will not be able to advise you in every aspect of your professional or personal life. Develop effective networks with peers, other lawyers in and outside your workplace, judges, family and friends.
- Your reputation in the community will be based on your interactions with your mentor, your clients, your work colleagues, opposing counsel, court staff and judges. Nurture it and guard it zealously.