



## COLORADO PROBLEM-SOLVING COURTS PROFESSIONAL TEAM MEMBER MENTORING PROGRAM ROLES, RESPONSIBILITIES, AND GUIDELINES<sup>1</sup>

*Pursuant to adoption by the Colorado Problem Solving Court Advisory Committee's  
Training and Education Subcommittee* **Last Revised:** December 1, 2017

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### Section I. OVERVIEW

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a. It is recognized that, to implement and sustain a successful and valuable mentoring program, there must be a unified effort among the bench, the bar, and other professions that participate in the multidisciplinary teams of Colorado's problem-solving courts to promote and be involved in the PSC professional team member mentoring program. The continued success of this program depends upon the participation of members of the profession to advance the shared goals set forth in the OBJECTIVES.

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### Section II. OBJECTIVES

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- a. The objectives of the PROGRAM can be viewed broadly as promoting pride in the profession; excellence in service; and strong relationships with the professional community, clients, and the public, through teaching:
- the core values and ideals of the many and varied professions involved in a problem-solving court;
  - the core values and ideals of the problem-solving court community; and
  - the best practices for meeting those values and ideals.

More specifically, the PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM seeks to:

- Promote excellence in the practice of the multidisciplinary treatment court model and each of the professions involved with this collaborative effort;
- Promote professionalism and collegiality among members of the professional and problem-solving court community through exercise of ethical and collaborative behavior;
- Promote inclusion and involvement of all professionals in the Colorado legal, treatment, and problem-solving court communities by networking and developing mentoring relationships;
- Promote high standards for client representation through early instruction regarding competency and the exercise of sound and reasoned judgment;

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<sup>1</sup>As adapted with permission from the Colo. Supreme Court Atty. Mentoring Program: <http://coloradomentoring.org/>

- v. Promote high standards for client representation through early instruction about best practices, with specific attention towards problem-solving courts, and legal/professional customs learned from practical experience;
- vi. Promote each and every client's path to sobriety and sustained recovery through participation in a problem-solving court and any subsequent activities after the program has been completed as able;
- vii. Promote public service as an indispensable component of professionalism, and instill pride in the professions involved with problem-solving courts and the role that they have played and continue to play in shaping and preserving our nation and state's values, laws, and communities through the criminal justice system;
- viii. Promote professional development for both mentors and mentees to include the need for inclusiveness and diversity in the profession, the need for a healthy and balanced lifestyle, and the need for the development of a professional identity;
- ix. Raise the consciousness and sensitivity of the members of the PSC professional community to the importance and the role of effective mentoring in promoting the above values and best practices;
- x. Align professional development and practice for consistency in the ability of multidisciplinary teams to:
  - a. reduce abuse and alcohol dependence among criminal defendants;
  - b. increase effective management of mental illness among the substance abusing and dependent defendants;
  - c. reduce jail and prison overcrowding;
  - d. reduce crime and recidivism;
  - e. hold offenders accountable; and,
- xi. Promote effective integration of resources from the courts and collaborating agencies to help participants/clients achieve long-term sobriety, maintain recovery, improve their lives and the lives of their families while becoming productive members of their communities.

b. While the PROGRAM has components that could include group activities, an emphasis is placed on the one-on-one professional relationship between the trained professional and the mentee because this is one of the best ways to pass on the values, ideals, and best practices of the profession.

c. This program is structured intentionally to be decentralized, so that individuals can carry out the program on a local level in a manner that fits the needs of the professionals and teams they serve. Furthermore, it is hoped that by encouraging the development of "grassroots" efforts to conduct mentoring programs, new professionals will achieve more successful integration with their organization, local community, or region.

d. In working with a trained mentor, new team members can expect to develop their leadership abilities as a member of the PSC team, subject-matter knowledge of PSC culture and process, learn more about their specific PSC role, and develop professionally as a member of the problem-solving courts as they progress forward in their career.

e. This structured program provides for a safe, confidential space to promote role-specific discussions as outlined by and consistent with the COLORADO BEST PRACTICES MANUAL<sup>2</sup> while encouraging the development of learning partnerships throughout the state.

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### Section III. DEFINITIONS

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- a. Mentee: A professional recently assigned to practice their role as a member of multi-disciplinary problem-solving court team in Colorado or an experienced member looking to improve their practice, as further defined in SECTION IV.
- b. Mentor: An experienced professional with two or more years' experience working in a problem-solving court who has been appointed to serve as a mentor and completed their orientation/training, as further defined in SECTION V.
- c. Colorado PSC Professional Team Member Mentoring Program: This set of guidelines governing the development and implementation of mentoring programs, through which participants may obtain CLE or professional development credit from their respective organization(s).
- d. Mentoring Plan: The individual plan which the mentee-mentor pair will complete in accordance with the mentoring program, as described in SECTION X.
- e. Program Coordinator: Employee of the Office of the State Court Administrator who will conduct the administrative tasks of the COLORADO PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM.
- f. Colorado Problem Solving Court Advisory Committee: In conjunction with its charge from the Chief Justice, the Colorado Problem Solving Court Advisory Committee will provide oversight to the COLORADO PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM as described in SECTION XIII and submit requests for participation credits to the appropriate professional organization, such as the Office of Attorney Regulation Counsel, upon the successful completion of a mentoring process.

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<sup>2</sup>[https://www.courts.state.co.us/userfiles/file/Administration/Planning\\_and\\_Analysis/Problem%20Solving%20Courts/Colorado%20PSC%20Best%20Practices%20Manual%20\(Rcv%20Feb%202014\).pdf](https://www.courts.state.co.us/userfiles/file/Administration/Planning_and_Analysis/Problem%20Solving%20Courts/Colorado%20PSC%20Best%20Practices%20Manual%20(Rcv%20Feb%202014).pdf); see pages 20 – 29.

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**Section IV.****INTERESTED MENTEES**

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**a. Eligibility**

- i. Licensed and/or certified, active professionals involved in a problem-solving court who are either practicing or are intending to practice their profession as part of a multidisciplinary problem-solving court team in Colorado.
- ii. Professionals admitted on motion to the Colorado Bar or via a similar process to another professional certification organization applicable to the individual's profession who have been in practice three or more years in another jurisdiction may participate in a mentoring program as a member of a problem-solving court.
- iii. Any other professionals on the multidisciplinary team not otherwise within the parameters above may be admitted to a mentoring program with permission of the participating organization (if applicable) and of the program coordinator.

**b. Enrollment Process**

- i. To enroll, a mentee must contact the program coordinator and submit a mentoring information sheet to begin the matching and orientation process.
- ii. Prior to formally enrolling within the program, a mentee should seek the approval of their supervisor to participate (if applicable)
- iii. The mentee will complete an orientation that provides an overview of the program requirements and expectations no later than 30 days after enrollment before a match introduction occurs.

**c. Expectations**

- i. Mentees should be able to devote at a minimum of four hours per month to the mentoring process during the mentoring year (to be adjusted at the discretion of the mentor and mentee as needed as the relationship progresses or needs of the mentee dictate).
- ii. Participate in all formal mentoring program activities, including the mentee orientation training session.
- iii. Drive the mentoring process by taking full responsibility for his/her own growth and development, as a mentee and member of the problem-solving court professional community, and be receptive to feedback, coaching, and new challenges throughout the mentoring experience.
- iv. Initiate the mentoring process (meetings with the mentor, follow-up actions, etc.).
- v. Have a commitment to professional growth goals and an agenda regarding the competencies most desired to enhance as a result of involvement with the mentoring program.

- vi. Provide feedback to program administrators and the Training and Education Subcommittee on what works and what does not work in the mentoring process.
- vii. Solicit timely feedback and coaching from the mentor and supervisors.
- viii. Respect the confidentiality guidelines of the mentoring program.

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**Section V. PROSPECTIVE MENTORS - EXPERIENCED PROBLEM-SOLVING COURT PROFESSIONALS**

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**a. Qualifications**

- i. Colorado treatment court professionals with an active license relevant to their area of practice, are in good standing with their profession, and are presently engaged in the practice of multidisciplinary collaboration via the problem-solving court model; or (if necessary) a former treatment court professional who retired from their profession in good standing.
- ii. Admitted to practice law or other applicable certification(s) for their respective profession in Colorado for not less than five years.
- iii. No suspensions or disbarments from the practice of law or the respective profession from any jurisdiction, nor surrender of license to practice law or the respective profession for purpose of disposing of pending disciplinary proceeding in any jurisdiction.
- iv. Work for an agency licensed by the Office of Behavioral Health or are current to practice behavioral health therapy under the Department of Regulatory Agencies.
- v. No sanction by a governing authority in the five years preceding application as a mentor.
- vi. No formal disciplinary complaint pending before Attorney Regulation pursuant to C.R.C.P. 251.12, or current participation in a diversion program pursuant to C.R.C.P. 251.13. An attorney is not disqualified from serving as a mentor if an investigation was conducted or if there was previous successful completion of participation in a diversion program, and no formal complaint was filed. This behavioral threshold applies to other professional regulatory boards as relevant to the problem-solving court role.
- vii. The mentor has been an active member of a Colorado problem-solving court team for a total of 5 years with at least one year of activity occurring within the past calendar year.
- viii. Professionals on the multidisciplinary team not otherwise within the parameters above may be admitted to a mentoring program with permission of the participating organization (if applicable) and of the program coordinator.

b. Expectations

- i. Be able to devote at a minimum of four hours per month to the mentoring process during the mentoring year (to be adjusted at the discretion of the mentor and mentee as needed as the relationship progresses or needs of the mentee dictate).
- ii. Participate in all formal mentoring program activities, including the peer mentor training session.
- iii. Be accessible to the mentee.
- iv. Provide the mentee insights that he/she has gained through experience.
- v. Assist mentees in identifying professional development activities and experiences that are relevant for their positions.
- vi. Actively challenges the mentee to stretch him/herself by attempting increasingly difficult assignments.
- vii. Help the mentee plan strategies to achieve professional development goals.
- viii. Be willing to provide developmental feedback and share impressions regarding the mentee's approach, style, strengths and areas of improvement.
- ix. Provide feedback to program administrators and the Training and Education Subcommittee on what works and what does not work in the mentoring process.
- x. Respect the confidentiality of information shared by the mentee.

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**Section VI.**

**MENTOR APPOINTMENT**

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- a. To serve as a mentor, a treatment court professional must complete a "Mentor Application" and submit it to the program coordinator, who, in collaboration with the Training and Education Subcommittee, screens the practitioner for the qualifications set forth in these rules and considers the appropriateness of their appointment.
- b. The Training and Education Subcommittee will review the names forwarded by the program coordinator, and, if the qualifications are met, will appoint the mentor to begin on the date of appointment for the duration of their participation as a member of a problem-solving court or if they elect not to continue participating as a mentor.
- c. Appointment as a mentor is valid for the duration of their participation as a member of a problem-solving court. However, after every three years, the program coordinator will contact the mentor regarding their interest and ability to participate in the program. If a professional leaves a problem-solving court for more than 6 months, they will be required to resubmit an updated "Mentor Application" to participate again in the program.
- d. Mentors who have been trained and appointed to the program and may remain on a list of active mentors but may not be immediately matched with a mentee; however, in

order to maintain engagement, unmatched mentors will receive, at a minimum, quarterly communication from the program coordinator that is designed to keep mentors apprised of their status/participation within the program.

- e. The appointed mentor has a duty to notify the program coordinator of any change which affects the professional's qualifications to serve as a mentor as set forth in SECTION V.
  - i. Upon review of the changed circumstances, if the program coordinator believes that the appointment should be terminated, the coordinator shall recommend to the Training and Education Subcommittee that it terminate the appointment.
  - ii. If the program coordinator, Training and Education Subcommittee, or other staff from the Office of the State Court Administrator determines a mentor be unfit to be appointed or remain appointed as a mentor, the mentor may be removed from participating in the program without notice. Any concerns or objections regarding the appointment of a mentor should be directed to the program coordinator for further review and, if necessary, action.

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**Section VII. MATCHING OF MENTORS AND MENTEES**

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- a. A mentee who has independently identified a willing mentor simply need to provide notice regarding the prospective mentor on the information form and whether the mentor has received an appointment as a mentor, is in the process of doing so, or will need to complete an orientation/training.
- b. A mentee who has not identified a willing mentor may request assistance from the program coordinator in finding a suitable mentor match from the active problem-solving court program community in order to participate in the PROGRAM. It is within the program coordinator or Training and Education Subcommittee's discretion as to how to best facilitate the matching.

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**Section VII. LIMITATIONS TO THE MENTORING RELATIONSHIP**

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- a. The mentoring relationship is a professional relationship and must be limited to the extent that client confidences are not shared when inappropriate to do so.
- b. The mentoring relationship is not intended to constitute the provision of legal or professional advice to the mentee or his or her clients.
- c. The mentoring relationship does not create a confidential relationship between the mentor and mentee; however, participation within the mentoring process will remain confidential.



- d. The mentor does not assume liability or responsibility regarding any legal matter of the mentee's clients.
- e. Unless otherwise terminated pursuant to SECTION X (d)(vii), the mentoring relationship will conclude after one year but may informally continue if agreed to by both the mentor and mentee.

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**Section IX. CREDIT FOR PARTICIPATION**

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- a. Mentors and mentees who satisfactorily complete the one-year PROGRAM and are licensed attorneys will receive 9 CLE credits, 2 of which will count toward the ethics requirement of C.R.C.P. 260.2. Corresponding credit for non-attorney problem-solving court professionals may be given by other governing organizations as approved by their program authority and administration (if applicable).
- b. A completion certificate will be provided to all behavioral health professionals upon the conclusion of the mentoring relationship. The mentor and mentee will be responsible for keeping necessary records and/or documentation in support of continuing education requirements for their field or certification(s).
- c. The mentee or mentor who fails to complete the program will not receive credit or other credits otherwise awarded.
- d. Mentees may participate only once in the PROGRAM for credit.
- e. Mentors may participate in this PROGRAM—one mentor relationship at a time—as often as they wish, but may receive the available professional credit only once per compliance period.
- f. The award of CLE or other professional credits will apply to the compliance period in which the PROGRAM is completed.
- g. Mentors and mentees who participate together in pro bono representation during or as a part of this program may not also receive CLE credit under C.R.C.P. 260.8 for that representation.

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**Section X. ADMINISTRATION AND IMPLEMENTATION OF MENTORING PROGRAM**

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- a. The PSC professional team member mentoring program will not charge a specific fee for participation in the program and the program will be conducted on a continuous enrollment basis and training will be provided to the program mentors at least once



every two years (as funding allows). Open orientations for interested mentees will be held on a quarterly basis as well.

- b. The program coordinator will serve as a liaison between the program, external professional organizations, and the problem-solving court community. The coordinator will be responsible for all primary program communications and submit all documentation to the CLE Board or other professional association as necessary. Updates, when necessary, will be provided to the Training and Education subcommittee by the program coordinator including current program information and participant feedback/evaluation.
- c. Participants in the PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM can expect for the following provisions to occur:
  - i. Collect mentee registrations.
  - ii. Facilitate matching of appointed mentors with mentees.
  - iii. Ensure that prospective mentors not previously appointed timely submit applications to the program coordinator.
  - iv. Organize orientation for mentors and mentees, and other organized activities the organization may wish to implement as a part of its Mentoring Program. A group orientation is preferred where possible.
  - v. Collect documentation where required.
  - vi. Where extenuating circumstances prevent either a professional from completing the program, or if the mentoring relationship is not working, carry out the procedures for reassignment of mentors and mentees as able.
    - a. In the event that a mentoring pair does not complete the mentoring term and the mentee cannot be matched with a new mentor to complete the term, the program coordinator may, in appropriate circumstances, sign off on a Certificate of Partial Completion and recommend to the Training and Education Subcommittee that the mentor or mentee be approved for the appropriate number of CLE credits.
  - vii. Maintain a record of participants and program completion dates for three years.
- d. The PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM is expected to contain the following content:
  - i. Orientation: The orientation must take place within the month and a half preceding the beginning of the mentoring term.
  - ii. Mentoring Plan: The mentor and mentee must complete a “Mentoring Plan Agreement” from which each mentoring pair can construct a customized “Mentoring Plan” that provides the topics for the required meetings throughout the year. A sample template is provided with the “Mentoring

Agreement” form as a guide to managing the mentoring relationship and is not the required template, although a pair may choose simply to adopt and use the sample. The “Mentoring Plan” curricula must cover each of the following listed core subject areas for the 12-month program:

- a. Initial Planning Meeting
  - b. Personal and Professional Development, including wellness, work/life balance, and awareness of the importance of an inclusive and diverse profession as part of the problem-solving court community.
  - c. The Colorado Bar, Legal Community, and Problem-Solving Court Community
  - d. History and Importance of the Profession & Problem-Solving Courts
  - e. Colorado Rules of Professional Conduct, Professionalism, Civility, Problem-Solving Court Best Practices & Standards
  - f. Practitioner Experiences in a Problem-Solving Court
  - g. Managing the Professional Duties and Practices
  - h. Working With Problem-Solving Court Clients & the Multi-Disciplinary Team
  - i. Professional Development
  - j. Public Service & Community Engagement
  - k. Elevating the Profession
- iii. Reengagement Activity: As part of the mentoring agreement, it is anticipated that the pair will jointly complete one of the proposed mentoring activities outlined in the mentee’s plan after six months have passed in the program. If able, it is recommended that the activity be completed in-person.
- iv. Site Visits: While not a required component of the program, it is highly encouraged that a mentor and/or mentee visit the other individual’s program in-person to help facilitate the objectives of the mentoring program. Funding support for travel reimbursement may be available for the mentor/mentee from the Office of the State Court Administrator.
- v. Mentor and Mentee Responsibilities:
- a. Attendance at an Orientation
  - b. Timely submission of signed “Mentoring Agreement.” It is the mentee’s responsibility to submit the “Mentoring Agreement.”
  - c. Timely submission of signed Certificate of Completion, with attached completed “Mentoring Plan.” It is the mentee’s responsibility to submit the certificate.
  - d. Completion of the “Mentoring Plan” during the mentoring term.
- vi. Proposed Term: All requirements must be completed in one year, but it is encouraged that the relationship continues informally after the twelve month term has ended.
- vii. Termination: If either the mentor, mentee, or the mentor and mentee wish to terminate the agreement prior to the conclusion of the year, the party that

would like to end the mentoring agreement shall email the program coordinator and mentor/mentee immediately. Participation in the mentoring program is voluntary and a confidential process, a reason for termination may not need to be given to the other party. As applicable, the program coordinator will rematch any party whose mentoring agreement had been terminated but wishes to continue participating in the program's process.

- e. Frequency of Contact: The mentoring pair must meet in person or via a live telecommunication service (such as Skype) a minimum of 8 times, with a minimum of 20 hours of in-person contact throughout the agreement.

## Section XI

## PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM TIMELINE

Deadline T = first day of the mentoring relationship	Example Date	Action Required
T - 2 months	November 1	Mentoring Program Contacted for Request to Participate
T - 1.5 months	November 15	Deadline for Mentee to Schedule Orientation
T - 1 month	November 30	Deadline for Mentee to submit program information sheet to the Coordinator
T - 0.5 months	December 15	Deadline for program to match Mentor/Mentee
T - 0 months	January 1	Mentoring Relationship Begins & Introduction
T + 1 month (end of 1 <sup>st</sup> month)	January 31	Deadline for Mentor/Mentee to submit the Mentoring Agreement to program and conference call with Program Coordinator regarding match, review expectations, confirm appropriateness
T + 3 months (end of 3 <sup>rd</sup> month)	March 31	Quarterly Interim Report #1 Due to Mentor Program Coordinator
T + 6 months (end of 6 <sup>th</sup> month)	June 30	Deadline for Mentee to submit an quarterly interim report #2 to organization and complete reengagement activity
T + 9 months (end of 9 <sup>th</sup> month)	September 30	Quarterly Interim Report #3 Due to Mentor Program Coordinator
T +12 months (end of 12 <sup>th</sup> month)	December 31	Deadline for Mentee and Mentor to submit Certificates of Completion, with attached completed Mentoring Plan and CLE Affidavit to the Coordinator

T + 13 months (end of 13th month)	January 31	Deadline for Coordinator (1) to notify Mentee and Mentor of approval and (2) to transmit CLE Affidavits and Certificates of Completion to Board of CLE, HR Dept. (if non-attorney seeking credit within Judicial) and/or provide copy of approved report to the parties (for continuing education records via treatment providers)
T + 14 months (or by the end of the 14 <sup>th</sup> month)	February 28	Formal Mentoring Relationship Concluded or Conducted via Closing Send-Off/Phone Conference

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**Section XII.                      ROLE OF THE TRAINING AND EDUCATION SUBCOMMITTEE AND PROBLEM-SOLVING COURT ADVISORY COMMITTEE**

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- a. The Problem-Solving Court Advisory Committee will work with and support the program to promote mentoring for individuals throughout the problem-solving court community with a priority towards mentees in rural Colorado.
- b. The Training and Education Subcommittee will assist the program in the development of mentoring training and materials and providing oversight for the program.

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**Section XIII.                      ADVISORY ROLE OF THE TRAINING AND EDUCATION SUBCOMMITTEE**

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- a. Assist the program coordinator to monitor and evaluate the effectiveness of the PROGRAM.
- b. Advise the program coordinator on revision of the minimum requirements and the administrative process of the PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM.
- c. Promote the PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM and to report to the PSC Advisory Committee regarding the PROGRAM.

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**Section XIV.                      ROLE OF THE PROGRAM COORDINATOR**

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- a. Promote the PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM and encourage the involved organizations and problem-solving court programs to develop mentoring opportunities, activities, or events for the benefit of their members and the local community.

- b. Prepare all requisite forms and agreements for administration of this program; develop mentoring training programs and a mentoring resource center for the PSC professionals in Colorado; review and decide on petitions to participate from mentees or mentors not otherwise eligible to participate in the PROGRAM; receive, screen, and recommend mentor applicants to the Training and Education Subcommittee for appointment.
- c. Receive, review, approve where appropriate, and transmit to the Board of CLE the Certificates of Completion (and Partial Completion) and CLE Affidavits or other paperwork as necessary for a participant's organization.
- d. Maintain all records for the program for each mentee participant and for each mentor; monitor and measure of the effectiveness of the PROGRAM; establish policies and procedures to assure that participants in PSC PROFESSIONAL TEAM MEMBER MENTORING PROGRAM shall be protected from any forms of discrimination or harassment.
- e. Conduct all other tasks necessary to facilitate administration of the PROGRAM.

