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CARDINAL CHAMBERS' PUPILLAGE POLICY DOCUMENT

1. Policy, Numbers and Finance

- 1.1. The policy of this chambers is not to offer pupillage every year. However, it is Chambers' policy to ensure that effective policies and procedures are in place for the management of pupillages when undertaken. The management of pupillage is co-ordinated by the Management Committee which monitors and reports on the effectiveness of pupillage policies and practices at least once a year in time for the Annual General Meeting
- 1.2. The number of pupillages on offer each year is a matter of decision by Members at the Annual Meeting of Chambers. Pupillage is offered in the hope and anticipation that pupils will wish to remain in Chambers after successfully completing their pupillage. Prospective pupils are made aware of this from the outset of recruitment.
- 1.3. Chambers will pay the minimum funding award as set annually by the Bar Council and will cover the cost of any course that pupils are required to attend as part of their pupillage.
- 1.4. Pupils will be reimbursed for all reasonable travel expenses incurred during pupillage and due to attendance at obligatory courses.
- 1.5. Pupils are not expected to repay any funding award if pupillage is completed, and this applies even if the individual decides not to remain in Chambers. Pupils leaving before the completion of their pupillage will not be required to repay all or part of any funding award received prior to their departure except in the case of misconduct.

2. Pupil Selection Process

- 2.1 The Pupillage Committee is appointed by the Management Committee and it is the committee that decides whether to use the Bar Council approved process through the Pupillage Gateway to manage applications. All vacancies will be advertised using the Pupillage Gateway and in accordance with the timetable set down by the Bar Council. All applications received outside the selection procedure will be advised that Chambers is a member of the Bar Council Pupillage Gateway and invited to apply under the provisions of that procedure. All applications will be acknowledged by the Secretary to the Pupillage Committee.

- 2.2 Where the Bar Council approved process is not being used to manage applications, application is by letter and CV addressed to the Pupillage Committee. The same timetable applicable to the Pupillage Gateway applications will be followed. Short listing for interviews is carried out by at least 2 members of the Committee, who independently assess applicants on the basis of the selection criteria. The selection criteria will be agreed by the committee prior to the beginning of the selection process. A record of the selection process will be kept by the Secretary of the Committee in accordance with the time limits set by the Bar Council, currently 5 years. All those involved in the selection process will comply with the Bar Council Fair Recruitment Guide and will have undertaken approved training in fair recruitment and selection processes. Random checks will be made of the credentials of each candidate successfully called for interview to prevent fraud or dishonesty. Where such fraud or dishonesty is discovered the candidate will be notified in the first instance and spoken to by a member of the Pupillage Committee. In serious cases the Bar Standards Board and the candidates' Inn will be notified.
- 2.3 Candidates who are offered an interview will be provided with sufficient notice of the date and time of the interview and an opportunity to change either date or time if not able to attend. Interviews are carried out by the members of the Pupillage Committee who go through a structured interview of approximately 20-30 minutes. The structure of the interview is based on the selection criteria. Each candidate will be asked a number of set questions which reflect the selection criteria, and supplementary questions which arise out of replies to the set questions and/or the candidates CV. The set questions will be agreed by the Committee prior to interviews being carried out. Each member of the Committee will "mark" the candidate as the interview progresses. The forms in relation to each candidate will be collected at the conclusion of the interview, and kept for five years. Decisions will be made on a majority vote basis of the Committee following discussion and debate.
- 2.4 Successful candidates may be invited to spend a day in Chambers including a second interview. Candidate performance will be judged on the same basis as in the first interview but not involving any 'marking' score cards or similar. The decision as to which, if any, candidate should be awarded a Pupillage will be made on a majority vote basis of the committee following soundings from those in Chambers who have met the candidates.
- 2.5 The committee having reached its decision will send either an offer letter or one of rejection to each of the candidates as appropriate. Successful candidates will also be sent a Written Pupillage Agreement for them to sign prior to commencing pupillage. Where a letter of rejection is sent it will provide an opportunity for the unsuccessful candidate to request feedback and will encourage the unsuccessful candidate to do so. Any feedback will be provided within 14 days of receipt of the request.

3. Pupil Supervisors

- 3.1 Every year the Pupillage Committee will review the availability of Pupil Supervisors. Chambers encourages all eligible members to apply for Pupil Supervisor status. The aim of the review is to maintain the right balance of Pupil Supervisors for the number of pupillages; to reflect Chambers Development Strategy and to enable pupils to gain the required cross-section of experience.

- 3.2 All Pupil Supervisors abide by the Code of Conduct detailed by the Bar Council for the selection of Pupil Supervisors.
- 3.3 It is a further matter of policy that all Pupil Supervisors comply with the Bar Council's Regulations relating to eligibility requirements and his/her duties towards the pupils and have the approval and support of chambers. All Pupil Supervisors must have completed the necessary training course/s and are included on the current register of Pupil Supervisors.

4. Induction Training and Responsibilities

- 4.1 On their first day in Chambers, pupils will be expected to start their induction training which is split between Pupillage specific induction and general Chambers induction. The general Chambers induction is supervised by the Practice Manager. The pupillage induction task is supervised by the Pupil Supervisor and addresses the following topics:
- a) Chambers background, services and clients;
 - b) Organisation, committee structures and key personnel;
 - c) Responsibility for management of pupillage (pupillage committee);
 - d) Pupils responsibilities and duties (as detailed in the Code of Conduct);
 - e) Pupil-masters' duties and responsibilities (as detailed in the Code of Conduct);
 - f) Chambers management systems;
 - g) Procedures specific to pupillage;
 - h) Pupil Grievance Procedures.

5. Pattern of Pupillage

- 5.1 An appointed Pupil Supervisor will supervise a pupil throughout a 12 month pupillage although pupils are reminded that they are in fact Chambers Pupil. The general pattern of pupillage follows the example given below:
- a) First six months: - working and accompanying a variety of Members and assisting them with the preparation of court work, conferences and general research.
 - b) Second six months: - as a working pupil (with assistance from the Pupil Supervisor where necessary) but also accompanying the Pupil Supervisor or others when not working on their own.

6. Roles and Duties of the Pupil Supervisor and Pupil

There must be a two way commitment between pupil and Pupil Supervisor. Pupils will be provided with a Written Pupillage Agreement to be signed.

6.1 Pupil Supervisors (PS)

- a) Must make themselves available at all times for discussion with his/her pupil as to all work related topics and address any concerns they may have;
- b) Targets for performance should be set informally and met where possible
- c) It is the responsibility of the PS to introduce his/her pupil to members of chambers;

- d) PS's should encourage the pupil to undertake work for other members of chambers when the opportunity arises, although any requests should be made through the PS;
- e) PS should ensure that all aspects of the pupillage checklist reflecting the Competences in the Professional Statement and relevant to the pupils chosen specialist area are completed to the required standard;
- f) PS should where appropriate include his pupil in all stages of his cases i.e. preparation, conferences, research and discuss them;
- g) Where the PS is away from chambers then the pupil will be assigned to another member of Chambers.

6.2 Pupils

- a) Pupils are to ensure that they maintain confidentiality at all times.
- b) Pupils are to complete contemporaneously and in detail:
 - i. Registration of pupillage document
 - ii. Any Bar Council checklist
 - iii. Induction records with the Practice Manager
 - iv. Review forms (and ensure their Supervisors complete theirs)

Forward copies to be retained by the secretary.
- c) Holidays may be taken in accordance with those prescribed by the Bar Standards Board and the Bar Council and agreed with either the Practice Manager or Pupil Supervisor.

7. Monitoring and Review of Progress

- 7.1 The policy of this Chambers is to ensure that effective procedures are in place for the monitoring and review of the progress of pupillage. Although it is expected that the Pupil Supervisor will constantly be monitoring the work and progress of the pupil, the review process is set out to ensure that any problems or difficulties may be raised and dealt with quickly and effectively.
- 7.2 Pupil progress is monitored by the Pupil Supervisor and the Pupillage Committee. At the outset of pupillage the pupil and Pupil Supervisor will decide which Training Checklist/s is/are to be adopted.
- 7.3 The Pupil and PS will meet once a month to discuss the progress of the pupil. A Review Form will be completed by the Pupil and Pupil Supervisor after each of these meetings and forwarded to the Committee Secretary.
- 7.4 During the first six months of pupillage the Committee will meet twice, at 3 month intervals, to review the pupils progress, based on the review forms and feedback from those members whom the pupil has shadowed Should the Committee have any concerns regarding the progress of the pupillage the Committee will set out these concerns for both the pupil and

Pupil Supervisor. It is the responsibility of the Secretary of the Committee to arrange the reviews.

- 7.5 During the second six months of pupillage the Committee will meet twice at 3 month intervals, to review the pupil's progress. Where there is more than one pupil the Practice Manager will provide the Committee with a report outlining the distribution of work between the pupils, so that the Committee may ensure that the work is being distributed fairly.
- 7.6 The final review by the Committee is held at approximately 10 months into the pupillage. The final review will cover all Review Forms, a report from the Senior Clerk and all progress and performance reports obtained by the Pupil Supervisor from, for example solicitors and judges if considered appropriate. The Committee will decide whether or not to recommend that an offer of a tenancy should be made.
- 7.7 The Pupil Supervisor will ensure that the Training Programme, reflecting the Competences in the Professional Statement, has been completed by the end of pupillage, is signed by the Pupil Supervisor, a copy provided to the Committee Secretary and a copy is sent to the Bar Council, if applicable. In the event that a pupil has been unable to complete their training due to matters such as sickness, absence from training or lack of PS such that there is a risk that the Competences in the Professional Statement will not be met consideration will be given to any necessary extension. All documentation pertaining to the Training Programme will be retained in Chambers for five years and will be made available for inspection if requested.
- 7.8 In addition to the grievance procedure outlined below, the Pupil Supervisor, any Member of Chambers or any Member of the Pupillage Committee may request a meeting of the Pupillage Committee to discuss any issues arising from review forms, fair distribution of work or any other relevant matter and deal with them quickly and effectively.

8. Offer of Tenancy

- 8.1 The decision on the offer of tenancy is balanced against current work levels at the junior end of the spectrum and Chambers capacity to accommodate another tenant.
- 8.2 The final decision is taken at a full meeting of Chambers at least 2 months before the end of pupillage, in accordance with the Chambers Constitution. The decision is notified to the pupil as soon as practicable. This enables the pupil to make arrangements for their future during the remainder of their pupillage.
- 8.3 If tenancy is not offered to the pupil Chambers will, wherever possible support the pupil in obtaining further pupillage or tenancy elsewhere.

9. Distribution of Work

- 9.1 When there is more than one pupil in Chambers the fair distribution of work is kept under constant review by the Pupil Supervisors and the Practice Manager and is a standing item on the Pupillage Committee meeting agenda. The Committee will ensure that the results of the

reviews of the fair distribution of work are documented and any action required is implemented without delay.

- 9.2 The Practice Manager will ensure that all pupils are offered for all available, suitable work and will monitor the distribution of work on a day-to-day basis. Chambers' computer software is able to monitor the distribution of work. At each Pupillage Committee meeting the Senior Clerk will provide the Committee with a report outlining the distribution of work between pupils detailing the number of appearances in court, the details of solicitors worked for and the nature of work under taken.

10. Grievance Procedure

- 10.1 Chambers makes every effort to ensure that pupillage is problem free. However, from time to time, difficulties and problems may arise.
- 10.2 In the event of a day-to-day difficulty or problem, pupils are encouraged to raise the matter with their Pupil Supervisor so it may be dealt with informally. However, in cases where the grievance is more serious or where informal discussion does not lead to improvement, the following grievance procedure will be used.
- 10.3 The object of this procedure is to provide any pupil who considers s/he has a grievance with an opportunity to have it examined quickly and effectively and, where a grievance is deemed to exist, to have resolved, if possible, at the earliest practicable moment at the first level of management. All grievance proceedings and records will be kept strictly confidential.

This procedure establishes the appropriate steps to be followed when pursuing and dealing with a grievance.

At all stages of the procedure, the pupil has a right to be accompanied whether by a fellow worker or any other representative at hearings. A record will be made of all meetings or hearings under this procedure. The record must be agreed by those present to be a true and accurate account.

10.4 Stage 1

In the event of a pupil having a grievance relating to his/her pupillage s/he should in the first instance approach his/her Pupil Supervisor. The Pupil Supervisor will ensure the matter is discussed with the pupil within 5 working days from the time the grievance is first raised.

10.5 Stage 2

In the event that:

- a) the pupil feels the question has not been satisfactorily resolved; or
- b) the grievance relates to the Pupil Supervisor

S/he may raise the matter with the Head of the Pupillage Committee. Upon receipt of such a request, the Pupillage Committee shall make arrangements to meet to hear the grievance. If the PS is on the Committee, he/she shall not have a role in the grievance procedure.

It is the responsibility of the Head of the Pupillage Committee so approached to make arrangements for the hearing to be held within five working days of the grievance being raised with him/her or as soon as is reasonably practicable thereafter but without undue delay.

10.6 Stage 3

If the Pupil is not satisfied with the response from the Pupillage Committee or has not received a response from the Pupillage Committee within three working days after the hearing, s/he may request a meeting with a designated and mutually agreed member of the Management Committee.

On receipt of such a request, the designated individual shall make arrangements to hear the grievance. It is the designated individual's responsibility to make arrangements for the hearing to be held within five working days of the grievance being raised with him or her. The decision shall be given to the pupil concerned as soon as possible and not later than ten working days from the grievance being heard.

Reference to the designated individual shall be the final stage of the grievance procedure and the decision of the designated individual shall be final.

11. Pupillage File

Any pupil, pupil supervisor or member of Chambers may consult the Pupillage File, Quality Manual or Secretary to the Committee to clarify any matters concerning pupillage.

12. Tenancy

Chambers has no formal policy in relation to the recruitment of tenants although it adheres to best practice as is recommended by the Bar Council from time to time. Applications for tenancy are welcomed at any time. They will usually take the form of a covering letter and CV. Applicants will be invited for interview with relevant members of Chambers and expected to attend with relevant documents including any references, recommendations and financial information. All correspondence will be acknowledged in a timely fashion and all decisions communicated to the applicant.