**PUPILLAGE POLICY**

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# **Introduction**

Being one of the few providers of pupillages at the employed Bar, 8 DAC Beachcroft Buildings (“8DB”) and DAC Beachcroft Services Limited take pride in offering an innovative pupillage experience with the progression and wellbeing of pupils at the heart of our pupillage programme.

Pupils can expect to work alongside experienced practitioners, who are instructed to represent and advise global companies across a variety of practice areas. Working in association with a leading international law firm, 8DB provides pupils with unparalleled access to market leaders and litigation specialists to provide a challenging and rewarding opportunity for personal and professional growth.

This collaborative approach ensures that pupils are supported at every stage of their pupillage. This support is both emotional and professional, with pupils having the benefit of the facilities available to the DAC Beachcroft LLP Group as well as the collegiate atmosphere engendered by the 8DB team.

Nothing within this Pupillage Policy affects or is intended to affect the obligations of the Pupil, 8DB or DAC Beachcroft Services Limited pursuant to the Pupil’s contract of employment. Nor is this Pupillage Policy intended to detract from, undermine or vary the professional requirements of the Bar Standards Board or the matters set out in the BSB Handbook, the Authorisation Framework, the Bar Qualification Manual, the Professional Statement for Barristers, or the Pupillage Funding Rules.

# **Organisation**

8DB is the integrated barristers chambers within the AETO that ensures that a pupil receives first class training and support.

DAC Beachcroft Claims Limited (hereinafter “DACB Claims”) is the authorised education and training organisation and is a wholly owned subsidiary of DAC Beachcroft LLP, and is authorised and regulated by the Solicitors Regulation Authority.

DAC Beachcroft LLP forms part of the DAC Beachcroft LLP Group (hereinafter “the DACB Group”), which also includes all direct subsidiary entities, branch offices and separate entities with individual member(s) in common with DAC Beachcroft LLP. This includes DAC Beachcroft Services Limited, a service company wholly owned by DAC Beachcroft LLP which employs UK based staff.

# **Pupillage Committee**

# The Pupillage Committee comprises the Head of 8DB (Jonathan Robinshaw), the Directors of Pupillage (David Fardy and Katie Walmsley), our Practice Manager (Wendy Shaw), and any approved Pupil Supervisors.

The Pupillage Committee is responsible for devising, drafting and reviewing the Pupillage Policy and associated documents.

Input will also be sought from DACB Claims and the DACB Group where appropriate. In particular, 8DB will work in conjunction with the People team when reviewing its pupillage arrangements generally; the Practice Governance and Risk team when reviewing its compliance and complaints arrangements; and the Learning and Development team when reviewing its training arrangements.

The Pupillage Committee will also be assisted by their colleagues in 8DB in respect of recruitment of Pupils, specifically in marking initial applications and in forming interview panels.

# **Advertisement of pupillage**

# Pupillages are advertised in accordance with the BSB requirement for advertisement on the Pupillage Gateway. 8DB may also advertise available pupillages through the DACB Group website, and may additionally advertise any available pupillages on external ‘job boards’ and in relevant legal publications and in conjunction with Bar Professional Training Course providers.

Whilst the Pupillage Gateway is used for advertisement, 8DB uses its own application process to recruit Pupils. This is set out in more detail below.

8DB is committed to anonymised recruitment wherein all identifying details are removed from applications before being marked. This ensures applications are judged solely and exclusively on the factors identified below. This will be made clear within the advertisement.

# **Recruitment of pupils**

# 8DB operates a three-stage application process:

1. Initial written application form;
2. Civil advocacy exercise (conducted remotely);
3. Final interview.

***Initial written application form***

The initial application is drafted by the Pupillage Committee and seeks to test applicants in the following areas:

* Academic ability. Whilst there is no minimum requirement for either undergraduate degree or Bar Professional Training Course (“BPTC”) classification, applicants with either a 2:2 or below (or equivalent) at undergraduate level or a Competent or below at BPC level will only be considered for the next stage of recruitment in exceptional circumstances;
* Professional / legal / advocacy experience;
* Interest in and commitment to the pupillage on offer, with specific reference to the nature of pupillage at the employed Bar; the awareness and understanding of the work undertaken by 8DB, DACB Claims, DAC Beachcroft LLP and the DACB Group; and the practice areas in which the pupillage will be focussed;
* Written advocacy;
* An aptitude for introspection. 8DB firmly believes that the best pupillage candidates are those who are able to reflect on their own strengths and weaknesses and address each in their behaviours.

Aligned with the DACB Group’s early talent trainee solicitor and apprentice programme recruitment, candidates are also assessed against the Cultural Principles and O-Shaped Lawyer attributes.

A sample application form is attached as Annex A.

Applications are scored according to pre-determined selection criteria to be agreed by the Pupillage Committee. This will, insofar as is possible, take the form of an objective mark scheme. All applications are marked by at least two people within 8DB and a shortlist is drawn up, from which applicants are invited to the next stage. There is no minimum or maximum number of applicants who will be selected for the second stage as this will depend on the number and quality of applicants, although it is typically between 15-30 applicants.

8DB prides itself on ensuring that every unsuccessful applicant for pupillage is informed as quickly as possible, and receives feedback on their application.

***Civil Advocacy Exercise (week commencing 03 March 2025)***

The advocacy exercise is designed to test applicants’ awareness and understanding of legal issues relevant to their proposed pupillage, as well as their oral and written advocacy skills. A civil procedure exercise is prepared by the Pupillage Committee – ordinarily a procedural application e.g. to set aside default judgment or for relief from sanctions. The exercise will contain mock court papers and these materials are sent to applicants at least one week prior to their interview.

Applicants are required to draft a skeleton argument in support of the application. This must be sent to the interviewing panel no later than 24 hours before their interview. The skeleton argument will be marked and discussed with the applicant as part of the interview.

The advocacy exercise will take place remotely, before a two-person interviewing panel comprised of at least one of the Pupillage Committee along with other colleagues from 8DB. The applicant will present their legal arguments in a mock courtroom exercise, with intervention from the interviewing panel who will collectively play a judicial role. No judgment or determination will be given on the mock exercise.

The exercise is scored by each panel member according to a mark scheme, a copy of which is attached as Annex B.

There is no minimum or maximum number of applicants who will be selected for the Final Interview stage as this will depend on the number and quality of applicants, although it is typically between 6-8 applicants. Again every applicant who is not invited to interview is informed as quickly as possible, and receives bespoke feedback on their advocacy exercise.

***Final Interview (week commencing 07 April 2025)***

The interview is the final stage of the recruitment process. The interview will take place in person, before a five-person interviewing panel comprised of at least two of the Pupillage Committee along with other colleagues from 8DB. All interviewing panel members will have undergone equality and diversity training and fair recruitment and selection training. Interviews typically last around one hour and comprise of three main sections:

1. Non legal debate
2. Legal discussion
3. Application discussion

***Debate***

The debate is an opportunity for applicants to demonstrate their oral advocacy skills. Applicants must attend at least 30 minutes prior to their interview start time. On arrival they will be presented with a list of debate topics (to be agreed by the Pupillage Committee). Applicants will be allowed to select a debate topic of their choice and prepare a short speech on that topic to be presented to the interview panel. The debate will last for a maximum of 12 minutes, with intervention from the interviewing panel.

***Legal Discussion***

No less than 1 week prior to the interview, applicants will be sent two Judgments that are relevant to the practice areas of the proposed pupillage. During the interview applicants are expected to answer questions about contemporary issues relating to those raised in the Judgments and to engage in a relevant discussion about their possible effects on the legal industry.

***Application Discussion***

The application discussion provides 8DB with the opportunity to understand more about each applicant, and ensures applicants have the opportunity to address any strengths and weaknesses in their application. Applicants will be asked at least one question on each of their academic history, their professional experience, and their interests and may also be asked competency-based questions.

Interviews are scored by each member of the interviewing panel according to a mark scheme, a copy of which is attached as Annex C. Scores are collated and these are used to determine which applicants are offered pupillage.

It is a condition of any offer for pupillage that the successful applicant provides evidence of the following: i) undergraduate degree certificate(s); ii) satisfactory completion of the vocational training component within the five-year limit; iii) Call to the Bar; iv) membership of an Inn; v) any immigration visas (where relevant); vi) any waivers from the BSB (where relevant). They will also be subject to clearing pre-employment screening.

Again, 8DB is committed to ensuring that every unsuccessful interviewee is informed as quickly as possible (typically within 7 days of offers being made) and receives bespoke feedback on their interview performance.

All records pertaining to recruitment (including application forms, mark sheets and interview notes) are retained and ultimately disposed of in accordance with the data protection and confidentiality policies adopted by the DACB Group.

# **Funding of pupillage**

Successful applicants are offered a one-year fixed-term employment contract by DAC Beachcroft Services Limited for the duration of their pupillage. This contract provides Pupils with a fixed annual salary, with such sum being subject to review by the Pupillage Committee in conjunction with DACB Claims and the DACB Group. The annual salary is paid pro rata, on a monthly basis in arrears by way of direct transfer to the successful applicant’s bank account. A pay slip will be provided each month setting out the details of gross pay, statutory and voluntary deductions and net pay. Pupils do not derive income from brief fees, nor is overtime payable, but they will be incorporated within the relevant non-contractual DACB Group bonus scheme, which may be in place, which is typically reviewed on an annual basis.

Pupils have the benefit of the legal and financial protections to be expected from a contract of employment, including applicable notice periods and underlying employment policies. Accordingly the following expenses are all covered by DACB Group and will be paid for in advance (or, in the unusual event that this is not possible, reimbursed following initial outlay by the Pupil) in line with the Business Travel and Expense Policy:

* Reasonably incurred professional membership fees including practising certificate fees;
* Compulsory pupillage training courses;
* Travel, accommodation and sustenance expenses reasonably incurred in accordance with the DACB Group’s Business Travel and Expenses policy.

All IT hardware and support is provided at no cost to the Pupil.

# **Rules, Protocols, Policies, Procedures & Processes**

8DB adopts and adheres to the Rules, Protocols, Policies, Procedures and Processes in place with the DACB Group, copies of which are located on the intranet page and can be accessed by the Pupil on commencement of pupillage. In particular the Pupil will be made aware of, and expected to adhere to, the following:

* The Risk Management Directorate Rules and Protocols – summaries of key topics or issues that the DACB Group faces, setting out the factors to be considered and approach to be taken in relation to those specific matters.
* Human Resources Policies and Procedures – advice, guidance and rules regarding the operation of the employment relationship and interactions with colleagues
* The DAC Beachcroft Way - creates a culture focusing on quality, improvement and information security management. It encompasses a strategic planning, management, information security and operational framework of core procedures.

These Rules, Protocols, Policies, Procedures and Processes outline the way every colleague must approach and undertake their work and conduct themselves appropriately with DAC Beachcroft and their colleagues.

# **Structure of pupillage**

8DB adopts the traditional First Six/Second Six structure of pupillage. However Pupils who have received full or partial waivers from the BSB in respect of either of these periods will have their arrangements reviewed on an individual basis. A written statement of the structure and format of the pupillage will be provided to pupils including training, supervision, performance reviews and arrangements surrounding courses and assessment.

***First Six***

At the outset of pupillage, the Pupil will undergo a period of induction with DACB Claims wherein they are introduced to their colleagues in 8DB, undertake induction training designed to familiarise them with DACB Claims’ ways of working, and meet with their Pupil Supervisor. The Pupil will be provided with appropriate hardware which will include a laptop computer or similar, and a mobile phone.

In the initial meeting the Pupil Supervisor will explain what work will be undertaken in the First Six. This will typically involve attending the Pupil Supervisor’s hearings in a shadowing capacity as well as assisting with the drafting of paperwork. The Pupil Supervisor may also introduce the Pupil to their colleagues in 8DB who work in an area of law in which the Pupil has expressed interest in developing a practice, with a view that the Pupil may shadow them as well.

Unique to the Employed Bar is the opportunity of First Six Pupils to exercise limited rights of audience as an exempt person pursuant to the Legal Services Act 2007, under the close supervision of their Pupil Supervisor. This is an opportunity, not a right or guarantee of any such experience, and will be subject to the training/ business requirements and will be considered on an individual basis, in particular taking account of any previous advocacy experience the Pupil may have. Such experience is not providing legal services as a barrister, and it is the responsibility of the Pupil to ensure this is made clear when registering in at court.

Travel is an inherent part of life as a barrister. Pupils are expected to travel to attend court commitments, and may also be required to attend the DACB Group’s various offices across the country. Travel expenses are covered in accordance with the relevant policy.

***Second Six***

Subject to satisfactory completion of the First Six and appropriate certification by the BSB, a Pupil will move into the Second Six in which Pupils will be expected to be undertaking their own work. They will be expected to be conducting their own hearings and drafting their own written work, subject to the supervision of their Pupil Supervisor.

It is a strict requirement that Pupils will only undertake work in their own name with the express permission of their Pupil Supervisor.

When not conducting their own work, Pupils will be expected to be shadowing or assisting their Pupil Supervisor or another colleague within 8DB.

# **Duties of pupils**

This section is not intended to be exhaustive. Fuller details of the role of the Pupil can be found in the Bar Qualification Manual.

Pupils are required to:

* Keep in contact with their Pupil Supervisor and be aware of their Pupil Supervisor’s professional commitments and movements;
* Assist their colleagues in 8DB with legal research and casework as and when reasonably required, subject to the permission of their Pupil Supervisor;
* Keep the clerks informed of their whereabouts, in particular in the Second Six;
* Be appropriately dressed at all times. Court dress is required on court-attended days but otherwise Pupils are expected to exercise their own judgment; suits are not mandated when the Pupil is not attending court;
* Provide evidence of the documents which are required as a condition of the offer of pupillage, as described above;
* Retain training records including a work diary. 8DB will work with the Pupil to ensure that such retention is assisted by the facilities available to 8DB and the DACB Group; for example on the training programmes available through the intranet;
* Arrange and attend any compulsory pupillage training courses. The Pupil Supervisor will work in conjunction with the Pupil to ensure that sufficient time is provided for preparation for such courses;
* Communicate the registration of and material changes to the pupillage, along with any relevant waivers obtained, to the BSB;
* Send the necessary documentation to the BSB in order to apply for a Provisional Practising Certificate and Practising Certificate at the end of the First Six and Second Six respectively. When sending the relevant paperwork to the BSB, the Pupil should copy in their Pupil Supervisor in order that the Pupil Supervisor can ensure that this step has been taken. The Pupil should then confirm by email to their Pupil Supervisor when the BSB have granted a Provisional Practising Certificate and a full Practising Certificate respectively;
* Comply with the Bar Qualification Manual, the Core Duties and Conduct Rules as set out in the BSB Handbook, and the DACB Group’s policies. Pupils are specifically reminded of their duties under rC65 of the BSB Handbook to report promptly any matters falling under that Rule.

# **Appointment and allocation of pupil supervisors**

Pupil Supervisors will:

* Be of at least 5 years’ call;
* Have practiced as a barrister as their main occupation for 5 of the previous 7 years;
* Have a current practising certificate;
* Have a sufficiently busy and complex practice that would support appropriate learning opportunities;
* Have some managerial or leadership experience;
* Have attended equality and diversity training and fair recruitment and selection training, and commit to receive refresher training on the above annually (it being a condition of their authorisation that they have done so).

Pupil Supervisors will only be appointed with the express authorisation of the Pupillage Committee. Such appointment will take into consideration:

* The type of work undertaken by the Pupil Supervisor (with a view to ensuring any prospective Pupil is suitably matched);
* The number of instructions undertaken by the Pupil Supervisor (with a view to ensuring any prospective Pupil has sufficient work to experience);
* The time the Pupil Supervisor can dedicate to a Pupil;
* Any other teaching/training/mentoring experience the Pupil Supervisor has;
* The location of the Pupil Supervisor (to ensure geographic proximity with any prospective Pupil, albeit with the advent and prevalence of remote forms of communication this will be of less relevance).

Even if authorised in previous years, Pupil Supervisors will be subject to reauthorisation in accordance with the above principles ever year.

# **Duties of pupil supervisors**

The list of responsibilities owed by a Pupil Supervisor cannot be exhaustively set out in this document. Full details of the role of a Pupil Supervisor may be found in the Bar Qualification Manual. The following is a list of key responsibilities which are identified as being the responsibility of the Pupil Supervisor.

The principal role of the Pupil Supervisor is to ensure that the Pupil receives a pupillage which is in accordance with the professional standards and requirements of the BSB. However this should not be interpreted as an administrative requirement – Pupil Supervisors play an invaluable role in supporting and assisting the personal development of Pupils.

A Pupil Supervisor will:

* Provide the Pupil with the necessary assistance to comply with their regulatory obligations, including:
	+ Providing the required notification to the BSB on satisfactory completion of assessment against the Competences of the BSB’s Professional Statement;
	+ Completing the relevant BSB paperwork;
	+ Ensuring that the Pupil keeps them in copy when the Pupil sends their paperwork to the BSB;
* Ensure that the Pupil receives a suitable and sufficient training programme which enables the Pupil to meet the Competences in the Professional Statement to the requisite standard;
* Actively assist the Pupil in identifying any training needs the Pupil may have, suggesting ways to address those needs, and identifying training courses of interest;
* Maintain a constant dialogue with their Pupil to ensure that the Pupil:
	+ Is aware of the expectations of them during their pupillage;
	+ Has sufficient opportunity to discuss and observe the Pupil Supervisor’s work in the First Six;
	+ Has sufficient opportunity to experience a variety of areas of law in practice, with specific reference to those areas identified by the Pupil;
	+ Is, and feels, sufficiently capable of conducting their own hearings as an exempt person in accordance with the provisions of the Legal Services Act 2007 in the First Six (where appropriate), and as a barrister in the Second Six;
	+ Receives adequate and appropriate feedback on their performance throughout the pupillage;
	+ Is assessed in accordance with the Competences in the Professional Statement;
	+ Is aware of the prospects of employment with 8DB upon conclusion of the pupillage;
* Be familiar with the requirements of the BSB and the policies of 8DB and will apply these in practice, including ensuring that the Pupil is trained, assessed and received feedback in accordance with the below policies;
* Make appropriate supervisory arrangements are in place in the event that the Pupil Supervisor is on leave or is otherwise unavailable to provide direct supervision to the Pupil;
* Work in conjunction with the Pupil to ensure that sufficient time is provided for preparation for compulsory pupillage training courses;
* Be the principal point of contact for any complaints the Pupil may have about their pupillage experience (save for where the complaint relates to the Pupil Supervisor themselves).

# **Training**

Pupils are required to undergo any compulsory training prescribed by the BSB. This includes the advocacy course, the negotiation skills course and the professional ethics examination. DACB Claims will fund the registration, course (including materials), revision (if included within first attempt at exam) and examination fees. DACB Claims will not pay for further revision courses, course reinstatement/extension fees or examination re-marks or re-sits; these must be funded directly by the Pupil. Leave for further revision courses and exam re-sits will need to be taken from the Pupil’s holiday entitlement or unpaid leave.

Pupils are also encouraged to engage with the training modules available through the DACB Group’s Learning Management System platform and through accredited providers (e.g. MBL Seminars). In addition Pupils will have access to the Early Talent Programme modules provided to Trainee Solicitors and Apprentices across the business. The Pupil Supervisor will be able to identify appropriate training for the Pupil. Any such training will be provided at no charge to the Pupil.

8DB often provides training to colleagues within DACB Claims and the DACB Group, and to external clients. Pupils are encouraged to become involved in the delivery of this training. The Pupil’s involvement will be led by the person responsible for delivering the training, subject to approval of and supervision by the Pupil Supervisor.

If the Pupil’s contract is terminated for whatever reason, DACB Claims will provide the Pupil on request with copies of their training records applicable to the Pupil’s time with 8DB. These will record the extent to which the Pupil has demonstrated the achievement of the Competences as set out in the BSB’s Professional Statement.

# **Assessment**

The performance of Pupils against the Competences in the BSB’s Professional Statement is monitored informally through the Pupil Supervisor. Informal discussions will frequently take place between the Pupil and the Pupil Supervisor and feedback will be provided within this setting. This is also an opportunity for the Pupil to provide any comments about their pupillage experience.

Informal feedback may also be provided by employees of DACB Claims and the DACB Group. This should be communicated to the Pupil Supervisor who can then determine whether to address this feedback directly with the Pupil or, in the event that the feedback suggests a learning point, determine whether this can be resolved in an alternative way.

During the course of pupillage, Pupils will have to complete six assessed pieces of written work (this may be reduced pro rata for pupils who have secured a partial pupillage exemption, at the discretion of the Pupillage Committee). After each assessed piece of work, Pupils will be provided with a formal feedback sheet to form part of his or her training record; an example of this formal feedback sheet is attached as Annex D. Pupils should not take a different approach to assessments than they do to any other piece of work they are asked to perform; every task should be performed to the best of the Pupil's ability. To reflect this, Pupils will not be told in advance what work is to constitute a formal assessment.

Pupils are required to keep a Pupillage Diary recording work completed, any learning points identified and how this work has helped the pupil assess themselves against the Professional Statement. A flexible approach is taken to the Pupillage Diary: it should not be a mere administrative requirement, but rather a tool designed to encourage self-analysis and introspection, as well as ensure that the Pupil receives a varied, well-rounded pupillage. The Pupil Supervisor may add comments to that diary throughout the course of the Pupillage Year.

Formal assessment of Pupils against the Competences takes place every other month (this will be truncated in the event of a Pupil with a reduced pupillage). This assessment will be in the form of a meeting at which the Pupil Supervisor and Pupil shall attend, together with at least one other colleague in 8DB. An example form which will be completed during this meeting is attached as Annex E.

Assessment will be undertaken on the four areas covered by the Professional Statement: namely barristers’ distinctive characteristics; personal values and standards; working with others; and management of practice. A written report will be prepared by the Pupil Supervisor identifying the Pupil’s progress against these areas together with any suggested remedial action in the event that performance against one or more of the areas is unsatisfactory.

In the event that a Pupil fails to pass an assessment against the Competences at the end of the First Six, DACB Claims will terminate the fixed-term contract in accordance with its terms and the Pupil will not continue to the Second Six. At its absolute discretion DACB Claims may consider granting an extension of the Pupil’s fixed term contract for a period of further training and assessment, in particular in the event that a Pupil has had an extended period of absence from training. This will amount to an extension of pupillage for which BSB approval will be required. This is further governed by the pupillage contract.

In the event that a Pupil fails to pass a final assessment against the Competences at the end of the Second Six, the Pupil’s fixed term contract will come to an end and the Pupil Supervisor will be unable to notify the BSB that the Pupil has demonstrated the required Competences. At its absolute discretion DACB Claims may consider granting an extension of the Pupil’s fixed term contract for a period of further training and assessment, in particular in the event that a Pupil has had an extended period of absence from training. This will amount to an extension of pupillage for which BSB approval will be required. This is further governed by the pupillage contract.

# **Feedback**

8DB is committed to ensuring that pupils not only have the opportunity to receive feedback on their performance as part of their ongoing assessment, but also have the opportunity to convey any thoughts or comments about their pupillage experience or their Pupil Supervisor(s).

The bi-monthly performance review meetings identified above will also be an opportunity for the Pupil to provide feedback on their pupillage experience. A written record will be kept of the Pupil’s feedback and these records reviewed periodically by the Pupillage Committee to ensure that the pupillage experience offered is revised to take account of this feedback.

A one-off meeting will also take place between the Pupil and the Pupillage Committee where the sole topic of focus will be the Pupil Supervisor’s performance. This will take place roughly one month prior to the conclusion of the Second Six to provide for reflection on the Pupil Supervisor’s performance across the whole year.

Pupils are also invited to complete the anonymous BSB questionnaires provided with each of the BSB checklists, should they prefer to communicate their feedback in this way.

Additionally upon commencing Pupillage the Pupil will be appointed a ‘buddy’. This will typically be a junior barrister within 8DB who is not part of the Pupillage Committee. Their role is to be an informal and friendly point of contact for questions or issues that the Pupil may wish to raise to someone other than their pupil supervisor.

# **Employment after pupillage**

All pupillages are offered with a view to long-term employment. However this cannot be guaranteed as this will depend on business need at the conclusion of pupillage, together with assessment of the Pupil’s performance.

Business need for recruitment after the pupillage year will have been identified no later than three months prior to the completion of pupillage. In the event that a business need exists, and subject to the Pupil’s satisfactory completion of pupillage, an offer of employment as a barrister will be made to the Pupil. The full terms of that offer will be set out in the contract of employment offered to the Pupil.

In the event that a business need does not exist to justify the offer of a contract of employment as a barrister, 8DB and DACB Claims will work to identify any roles within the DACB Group for which the Pupil may be qualified.

Should the pupil accept an offer of employment, they will be assigned a line manager who will supervise them as a barrister and be a technical lead. This line manager will meet with them every quarter and complete a quarterly performance review which forms part of DACB Claims’ approach to overall performance management. Additionally a barrister from 8DB will be assigned to them as a mentor.

# **Diversity and Inclusion**

8DB adopts and adheres to the Diversity policy of the DACB Group, a copy of which is located on the intranet and can be accessed by Pupils on commencement of their Pupillage.

8DB is also committed to fair recruitment and, as outlined above, has committed to anonymised recruitment. Diversity data will also be retained for Pupils and reviewed periodically, and a record kept of any action taken following such review.

The Pupillage Committee and all Pupil Supervisors have attended equality and diversity training and fair recruitment and selection training.

# **Complaints**

In the first instance complaints should be addressed with the Pupil Supervisor, whose responsibilities include ensuring that such matters are resolved amenably where possible.

In the event that this is not possible, or in the event that the complaint relates to the conduct of the Pupil Supervisor, 8DB adopts the grievance policy of the DACB Group, a copy of which will be provided to the Pupil in their first week. The Pupil is also encouraged to discuss any complaint with the Pupillage Committee, should they feel comfortable in doing so.

In the event that complaint is raised about the behaviour of the Pupil, the same policy will apply in reverse. The Pupil Supervisor will address the behaviour with the Pupil in an attempt to resolve matters amenably where possible. If this is not possible, then the grievance policy will be applicable.

If an allegation is made which, if proven, may give rise to a report to the Solicitors Regulation Authority or the Bar Standards Board, a manager not in the reporting line of the employee will investigate and such cases will be registered with the Practice Governance and Risk team, who will ultimately decide if a case is reportable.

In all cases, written records will be kept of any complaints made.

# **Annexes**

Annex A Sample pupillage application form

Annex B Sample civil advocacy exercise mark scheme

Annex C Sample final interview mark scheme

Annex D Feedback sheet (written work)

Annex E Performance review meeting form