



PUPILLAGE POLICY DOCUMENT FOR SELECTION, ASSESSMENT, SUPPORT AND TENANCY

A. INTRODUCTION

1. This Policy Document is intended to set out the procedures adopted by 11 Stone Buildings (“Chambers”) with regard to Pupillage for those considering an application for Pupillage at 11 Stone Buildings. In setting out Chambers’ Pupillage policy this Policy Document reflects the adoption by Chambers of the Equality and Diversity Code for the Bar (“the Equality Code”) and the Attorney General’s Equality and Diversity Expectations Statement for Civil and Criminal Counsel and their Chambers (“the Equality Statement”). Unless otherwise specified, the terms and expressions used in this Policy Document have the same meaning as set out in the Equality Code and the Equality Statement.
2. In particular, this Policy Document sets out the policy of Chambers regarding:
 - (a) The recruitment and selection of Pupils in accordance with paragraph 1.19 of the Equality Code and paragraph 3.1 of the Equality Statement.
 - (b) The recruitment of Starter Tenants in accordance with paragraph 1.24 of the Equality Code and paragraph 3.1 of the Equality Statement.

3. In addition this Policy Document covers the following:
 - (a) The aims and ethos of Pupillage in Chambers.
 - (b) The selection and supervision of Mini-Pupils.
 - (c) The supervision of Pupils.
 - (d) The training and assessment of Pupils.
 - (e) The support and development of Pupils.
 - (f) Management and quality assurance.

4. An electronic copy of this Policy Document shall be published and made available in downloadable format on Chambers' website. A copy will also be provided to all Pupils on the commencement of Pupillage.

B. AIMS AND ETHOS OF PUPILLAGE

5. Chambers is a leading chancery/commercial set whose members are recognised as providing services to the highest professional standards in an approachable and client-friendly manner. The majority of Chambers' tenants are recruited from our Pupils and so Pupillage recruitment and training are regarded as vital in maintaining Chambers' high standards and reputation for excellence and congeniality. Therefore in selecting Mini-Pupils, Pupils and Tenants Chambers looks for individuals with the necessary qualities and potential to provide a high quality professional service, enjoy a successful career at the Bar and contribute to the well being of Chambers.

6. It is Chambers' current policy to offer two twelve-month funded Pupillages and, with the ever-increasing competition for Tenancies at the Bar, we frequently recruit third six Pupils. Third six Pupillages are unfunded but they enable Pupils to receive their own instructions and so generate their own income.

7. There is no limit on the number of new Tenants accepted in any given year. Chambers offers Tenancies to any Pupil who is considered to have met the required standard and it is our aim that every Pupil does so. By the same token, if in any given year no Pupil is regarded as being of sufficient calibre

then Chambers will not take on any new Tenants. To illustrate this, in recent times there have been some years in which Chambers has decided to take on three new Tenants and other years in which no new Tenancies were offered.

8. Overall it is the aim of Chambers to select and train our Pupils for practice as chancery/commercial barristers of the highest standard. That is to say barristers who are able to advise, draft and argue cases which are factually and legally complex and often of high financial value. Chambers seeks to accomplish this objective by assigning each Pupil to a Pupil Supervisor who will monitor and assess the Pupil's progress including by reference to the Bar Standards Board Pupillage checklist and/or the specialist area checklist prepared by the Chancery Bar Association.

C. ASSESSED MINI-PUPILLAGES

9. An assessed Mini-Pupillage in Chambers offers the prospective Pupillage candidate an excellent introduction to life at the Chancery/Commercial Bar. It gives a far better impression of Chambers' work and of life as a Pupil or junior Tenant than any brochure, website or presentation.
10. Chambers offers assessed Mini-Pupillages to take place between October and July and typically start on a Monday and finish on the Friday in the same week. During his or her time in Chambers the Mini-Pupil will be under the supervision of a Mini-Pupil Supervisor although the Mini-Pupil may accompany other Tenants in attending court or conferences. The Mini-Pupil will be asked to complete a written piece of work which must be handed to the Mini-Pupil Supervisor before the conclusion of the assessed Mini-Pupillage. In selecting a piece of work to be carried out allowance will be made for the fact that some Mini-Pupils may have had less experience of legal study than others.
11. After the conclusion of the assessed Mini-Pupillage the Mini-Pupil Supervisor and the Mini-Pupillage Secretary will submit a written report in standard form to the Pupillage Committee assessing the performance of the Mini-Pupil by reference to the same criteria as are adopted as the selection criteria for Pupillage. Any assessment will take into account the level of the Mini-Pupil's experience in study of the law.

12. The Pupillage Committee will select a panel of Tenants to be Mini-Pupil Supervisors and a Mini-Pupillage Secretary. The Mini-Pupil Supervisors and the Mini-Pupillage Secretary will be familiar with the Equality Code and the Equality Statement.
13. In view of the high demand for assessed Mini-Pupillages, priority is likely to be given to applications from those who will be due to apply for Pupillage in the following year, namely applicants who are in the penultimate year of a law degree or, in the case of applicants who have not undertaken a law degree, are in the final year of study before undertaking the Common Professional Examination or the Graduate Diploma in Law.
14. Assessed Mini-Pupillage is to be distinguished from a Mini-Pupillage or work experience which may be made available to a wider spectrum of people considering a career at the Bar ranging from school pupils to graduates considering a career change.
15. Applicants for an assessed Mini-Pupillage should send an application letter enclosing an up to date CV and preferred dates to the Mini-Pupillage Secretary. The window for submitting applications for assessed Mini-Pupillage is open from 1 October to 31 December.
16. All applications for assessed Mini-Pupillage will be considered by the Mini-Pupillage Secretary together with at least one other member of the Pupillage Committee by reference to the selection criteria set out below.
17. The overall requirement for selection for assessed Mini-Pupillage is a demonstration that the candidate is of a sufficiently high calibre to be a Mini-Pupil. In assessing this Chambers will have regard in particular to the following criteria assessed objectively:
 - (a) Intellectual ability.
 - (b) Motivation for a career at the Bar.
 - (c) Motivation for a career in Chambers.
 - (d) Written presentational skills.

18. Once all applications submitted within the application window have been considered, the Mini-Pupillage Secretary will contact each candidate to inform him or her whether his or her application for assessed Mini-Pupillage has been successful by no later than 31 March in each year. In particular, unsuccessful candidates will be notified if they have been placed on a shortlist.
19. Chambers will use its best endeavours to accommodate candidates' preferred dates but no guarantee can be made that each candidate will be given the week of his or her choice.
20. In the event that a successful candidate decides not to accept an offer of an assessed Mini-Pupillage for whatever reason, he or she must notify the Mini-Pupillage Secretary as soon as possible and no later than seven days after receiving the offer. This will enable Chambers to offer the assessed Mini-Pupillage instead to any candidate who may have been placed on a shortlist.
21. Chambers will keep a record of each step in the Mini-Pupillage selection process in accordance with paragraph 1.15 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement.
22. Chambers strongly encourages those who are interested in undertaking Pupillage in Chambers to apply for an assessed Mini-Pupillage as it is usually the best way to make an informed decision to apply for Pupillage. It is not a requirement for applicants for Pupillage to have completed an assessed Mini-Pupillage in Chambers not least because places are limited. However, the assessment report of a Mini-Pupil prepared by a Mini-Pupil Supervisor and the Mini-Pupillage Secretary will be relied upon in assessing any subsequent application for Pupillage by that Mini-Pupil.
23. Chambers will require Mini-Pupils to sign a confidentiality agreement in standard written form in order to preserve the confidentiality of the affairs of clients to which the Mini-Pupil becomes privy during the course of the Mini-Pupillage

24. Chambers will reimburse Mini-Pupils for any travel expenses which they are required to incur as part of their assessed Mini-Pupillage other than and in excess of their ordinary expenses for travel to and from Chambers.
25. Chambers will ask candidates to complete monitoring forms for review by Chambers in accordance with paragraphs 1.16 and 1.17 of the Equality Code and paragraph 3.3 of the Equality Statement.

D. PUPILLAGE APPLICATIONS

26. Chambers is a registered Pupillage provider for the Pupillage Portal through which it advertises two twelve-month funded Pupillages each year. The Pupillage Portal is operated by the General Council of the Bar via the website at www.pupillages.com. An application form can be completed via the website. Chambers will only accept applications for Pupillage via the Pupillage Portal procedure unless a candidate is exempt from making a Pupillage Portal application under relevant regulations currently in force.
27. The timetable for making applications for Pupillage is as laid down on the Pupillage Portal website. Applications must therefore be submitted in the period between the end of March and the end of April. Full details can and should be obtained from the Pupillage Portal website or from the Bar Council's Chambers, Pupillages and Awards Handbook which contains a General Note of Guidance for those applying through the Pupillage Portal.
28. Chambers is committed to promoting equality and diversity and has its own Equality and Diversity Policy which shall be published on Chambers' website in a downloadable electronic format. Chambers welcomes applications from all interested and serious candidates whatever their race, gender, sexuality, age, physical condition and regardless of the university they attended or other background.
29. Applications for Pupillage are welcomed from both law and non-law students. However, it is only fair to point out that the work in Chambers is intellectually demanding and competition for Pupillage is strong. Therefore candidates as a general rule are expected to have or to be predicted a 2:1 class degree. Chambers also looks for evidence that prospective Pupils will be successful

advocates and have the necessary drive and skills to succeed as a self-employed professional.

E. SELECTION OF PUPILS (TWELVE MONTHS)

30. Chambers shall nominate from time to time a Pupillage Committee including and chaired by the Director of Pupil Training. The members of the Pupillage Committee shall be selected so as to maintain in so far as is possible appropriate diversity in accordance with the Equality Code and the Equality Statement.
31. Each member of the Pupillage Committee shall be familiar with the Equality Code and the Equality Statement and, where appropriate, shall receive training in fair selection procedures.
32. The overall requirement for selection for Pupillage is a demonstration that the candidate is of a sufficiently high calibre to be a Pupil. In assessing this Chambers will have regard to the following criteria assessed objectively:
 - (a) Intellectual ability.
 - (b) Motivation for a career at the Bar.
 - (c) Motivation for a career in Chambers.
 - (d) Written presentational skills.
 - (e) Interpersonal skills.
 - (f) Oral communication and advocacy skills.
33. Once the deadline for submitting applications has closed, a panel of at least three members of the Pupillage Committee will select a shortlist from the total number of candidates which is usually in the region of three hundred applicants. The shortlisted candidates will then be invited to attend chambers for a single round interview.
34. The initial short-listing of candidates will be by reference to the selection criteria and based on the information set out in the application forms submitted via the Pupillage Portal and (where applicable) the report prepared

by the candidate's Mini-Pupil Supervisor in respect of his or her Mini-Pupillage with Chambers.

35. Chambers does not set a limit on the number of candidates which it intends to invite to interview. Selection for interview is dependent upon the candidate satisfying the Pupillage Committee short-listing panel that he or she is of a sufficiently high calibre by reference to the selection criteria. However, in recent years the number of candidates invited for interview has ranged between twenty-five to forty.
36. It is Chambers' intention that the panel which shortlists candidates will be made up of the same Tenants in the case of all candidates to maintain so far as possible a consistency in the assessment of applications and the adherence to the selection criteria. However, where a panel member is not able to attend a meeting to assess applications, another member of the Pupillage Committee will deputise.
37. Once the shortlist of candidates has been determined Chambers will notify the candidates as to whether their application has been rejected or whether they shall be invited to interview.
38. Owing to the number of applicants, notices of rejection will be given via the Pupillage Portal. Invitations to interview in the form of a letter will be sent out simultaneously to all candidates who have been shortlisted. The invitation letters will identify the times and dates on which interviews are diarised to take place and candidates will be given the opportunity to request a particular time and date subject to availability on a first come first served basis.
39. Interviews of shortlisted candidates will take place over the course of midweek afternoons/early evenings in late June/the first half of July.
40. Chambers will make every effort to ensure that academic demands such as examinations and other personal commitments will be respected and taken into account when making arrangements for interviews.
41. Chambers will nominate members of the Pupillage Selection Committee to form an interview panel of at least three Tenants including the Director of

Pupil Training (unless he or she is unavailable). The members of the interview panel will be selected so as to maintain so far as possible appropriate diversity in accordance with the Equality Code and the Equality Statement.

42. Chambers will aim to select those members of the Pupillage Committee to sit on the interview panel whose diary commitments will enable them so far as possible to sit on all interviews in order to maintain a consistent assessment of candidates and adherence to the selection criteria. However, where a panel member is not able to attend a meeting to assess applications, another member of the Pupillage Committee will deputise.
43. Usually there will be a single round of interviews although where it is considered appropriate by the Pupillage Committee interview panel, candidates may be invited back for a second and final round of interviews.
44. Each interview will usually run for approximately thirty minutes and will mainly involve the discussion of a legal problem which will also aim to test the candidate's oral presentational skills. Typically this will involve the analysis of the problem being presented in the scenario of advising solicitors and clients in a conference or making an application to court.
45. The legal problem to be discussed at interview will be set at a level appropriate for a candidate who has recently completed an undergraduate law degree or the Common Professional Examination or the Graduate Diploma in Law. Each candidate will be given a period of one hour in which to prepare the legal problem. Accordingly, candidates will be requested to arrive at Chambers no later than one hour before the time at which the interview is scheduled to start. Each candidate will be given writing materials to make preparatory notes and a textbook where it is considered appropriate to assist the candidate in his or her preparation.
46. After each interview session the Pupillage Committee interview panel will assess which candidates satisfy the overall requirement for selection as a Pupil by reference to the selection criteria.

47. In the event that there are two or fewer such candidates Chambers will make offers of Pupillage.
48. In the event that there are more than two candidates who satisfy the overall requirement for selection, the Pupillage Committee interview panel will draw up a shortlist ranking the candidates in order of those who most clearly satisfy the selection criteria. Chambers will then send written offers of Pupillage to the candidates in order of ranking on the shortlist. This process shall continue until both places for Pupillage have been taken or all offers have been sent.
49. All offers of Pupillage will be written and made on the basis that they remain open for acceptance for a period of at least fourteen days.
50. Chambers will keep a record of each stage in the Pupillage selection process in accordance with paragraph 1.15 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement.
51. Chambers will ask candidates to complete monitoring forms for review by Chambers in accordance with paragraphs 1.16 and 1.17 of the Equality Code and paragraph 3.3 of the Equality Statement.

F. SELECTION OF PUPILS (THIRD SIX)

52. In view of the competition for Starter Tenancy at the Chancery/Commercial Bar, Chambers welcomes applications for third six Pupillage from candidates who have not been able to secure Starter Tenancy at the set of chambers in which they carried out any part of their twelve-month Pupillage.
53. Applicants for third six Pupillage are invited to apply to Chambers as soon as they become aware that they have not secured a Starter Tenancy in their current set of chambers and by no later than 31 July.
54. Applications for third six Pupillage should be made by letter to the Director of Pupil Training enclosing an up to date CV.
55. Upon receipt of an application the Director of Pupil Training and at least one other member of the Pupillage Committee will assess the application by

reference to the criteria applied in the selection of twelve-month Pupils and by taking into account all available information.

56. If it is determined that the candidate has a real prospect of satisfying the Pupillage selection criteria then he or she will be contacted and invited to attend an interview. Invitation to interview will be confirmed by a letter to the candidate unless the interview is to take place at very short notice.
57. If it is considered that the candidate's application is not likely to satisfy the Pupillage selection criteria then it will be rejected and the candidate will be notified by letter.
58. If a candidate is invited to attend an interview an ad hoc interview panel will be formed comprising of at least three Tenants. Chambers' Director may also sit on the interview panel.
59. At least one member of the interview panel will be familiar with the Equality Code and the Equality Statement.
60. Subject to diary commitments of Tenants and Chambers' Director, the panel interviewing a candidate for Third Six Pupils will be composed of the same people who form the panel interviewing all other third-six candidates.
61. In so far as is practicable the panel interviewing a candidate for third six will be selected so as to maintain appropriate diversity in accordance with the Equality Statement and the Equality Code.
62. The candidate may also be required to carry out a piece of written work in advance of the interview or perform an advocacy exercise during the course of the interview both of which will be set at a level which is considered appropriate for a newly recruited Starter Tenant to undertake. The candidate will be afforded a period of time which is considered reasonably sufficient in which to complete the written work or prepare for the advocacy exercise.
63. Chambers will respect and take into account the professional and personal commitments of the candidate in arranging the interview and in setting the written work or advocacy exercise. Where events dictate, the candidate may

be required to carry out the written work or return to Chambers to perform the advocacy exercise after the interview.

64. Following the interview and, where relevant, the completion of written work or an advocacy exercise, the candidate will as soon as possible be assessed by the interview panel by reference to the Pupillage selection criteria. The panel assessing the written work or the advocacy exercise will be composed of the same people as the panel which conducts the interview of the candidate in question.
65. The Director of Pupil Training or another Tenant nominated by the interview panel or Chambers Director shall inform the candidate of the decision reached by the interview panel as soon as practicable in the circumstances and shall send to the candidate a letter providing formal confirmation of any offer of Pupillage or, as the case may be, rejection of the candidate's application.
66. Chambers will keep a record of each stage in the third-six Pupillage selection process in accordance with paragraph 1.15 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement.
67. Chambers will ask candidates to complete monitoring forms for review by Chambers in accordance with paragraphs 1.16 and 1.17 of the Equality Code and paragraph 3.3 of the Equality Statement.

F. TRAINING AND ASSESSMENT OF PUPILS

68. Chambers will at all times have in place a Director of Pupil Training with overall responsibility for Pupillage. In selecting a Director of Pupil Training Chambers will satisfy itself that the Tenant in question is aware of the nature and extent of the responsibilities and will have undergone the same training as a Pupil Supervisor.
69. A registered approved Pupil Supervisor will be assigned to each Pupil who will have overall responsibility for the training, assessment, monitoring and guidance of the Pupil during both the first and second six months of Pupillage. This will include devising a work plan for the Pupil which will set out

arrangements for the Pupil to sit with and/or carry out work for other Tenants for specified periods of time of up to two months each.

70. In the event that the Pupil is unable to obtain information or advice from his or her Pupil Supervisor in relation to any aspect of Pupillage then he or she should contact the Director of Pupil Training.
71. The Pupil will be expected to participate fully in the work of his or her Pupil Supervisor or the Tenant for whom he or she is doing work at any given stage of the work plan.
72. For each piece of work which is undertaken by a Pupil for the Pupil Supervisor or other Tenant, the Pupil Supervisor or Tenant (as the case may be) will give oral feedback to the Pupil and will complete a written feedback report in standard form. Once completed, the written feedback form will be submitted to the Pupil for comment and signature before being forwarded to the Pupil's Supervisor by the relevant Tenant (if other than the Pupil Supervisor).
73. During Pupillage, the Pupil will be assessed by his or her Pupil Supervisor in accordance with the criteria for Starter Tenancy set out below with the aim of satisfying those criteria and the requirements of the Bar Standards Board Pupillage checklist and/or the specialist area checklist prepared by the Chancery Bar Association.
74. In particular, the Pupil Supervisor will hold an appraisal meeting at regular intervals (usually 3 months) from the commencement of the Pupillage. At an appraisal meeting, the Pupil Supervisor will give feedback on the Pupil's performance to date, outline the plan for the Pupil's future development and propose targets for the next three-month period. The discussion between the Pupil Supervisor and the Pupil at an appraisal meeting shall among other matters take into account any feedback given by other Tenants within Chambers.
75. A record of each appraisal meeting will be made in standard written form. The Pupil will be given an opportunity to read and comment upon the appraisal record before signing it.

76. Chambers will keep records of all written reports relating to the assessment and appraisal of a Pupil in accordance with paragraph 1.15 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement. The records shall be kept safe and treated as confidential. The documentation shall only be made available to Tenants involved in the training or assessment of the Pupil or in decisions about the Pupil's application for Tenancy.
77. Chambers will ask Pupils to complete monitoring forms for review in accordance with paragraphs 1.16 and 1.17 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement.

G. STRUCTURE OF PUPILLAGE AND STANDARDS TO BE ACHIEVED

78. Pupillage will be of a duration of twelve calendar months usually starting at the beginning of October save in the case of a third six Pupillage which will last for six calendar months usually starting in September or October.
79. The twelve months Pupillage will be divided into two parts: the non-practising first six months; and the second six months during which the Pupil will be able to accept instructions.
80. It is intended that during Pupillage, each Pupil will gain as much experience as practicable of the various areas of work in which Tenants practice.
81. A pupil will be deemed to have successfully completed the first six months and second six months of the Pupillage when his or her Pupil Supervisor has certified that the Pupil has to at least a satisfactory standard met the outcomes and demonstrated the competencies required from time to time by the Bar Standards Board and by reference to the Bar Standards Board Pupillage checklist and/or the specialist area checklist prepared by the Chancery Bar Association.
82. During Pupillage the Pupil must:

- (a) Be conscientious and apply himself or herself full time to the Pupillage.
 - (b) Use best endeavours to act appropriately on assessment or appraisal of his or her work.
 - (c) Take steps to ensure that the outcomes of core and specialist areas are met and that competencies are attained to the required standard.
 - (d) Undertake compulsory courses.
 - (e) At all times behave in accordance with professional ethics and conduct.
 - (f) Preserve the confidentiality of every client's affairs including clients of the Pupil Supervisor and other Tenants for whom he or she carries out work.
 - (g) Prepare documentation to assist his or her Pupil Supervisor in certifying that the Pupil has satisfactorily completed Pupillage in accordance with the standards laid down from time to time by the Bar Standards Board.
 - (h) Comply with any other rules or guidelines relating to Pupillage issued by the Bar Standards Board.
83. During Pupillage the Pupil will be provided with his or her own dedicated workspace within the room of his or her Pupil Supervisor or any other Tenant with whom the Pupil sits in accordance with the work plan wherever practicable.
84. During Pupillage the Pupil will have access to Chambers' computer network, a dedicated telephone extension line and the provision of photocopying, fax and postal facilities for purposes relating to Pupillage.
85. During the second sixth months of Pupillage work shall be allocated to Pupils at a level appropriate for their skills and practice and in a fair and proportionate manner.
86. In addition to bank holidays, Pupils are entitled to four weeks' leave per annum and Pupils should not take more than two weeks' leave in each six-month period of Pupillage. Leave absences for longer than two weeks at a time are not usually permitted during Pupillage.

87. It is recommended that wherever possible Pupils take their leave during the Senior Courts vacation.

G. PUPILLAGE FUNDING

88. Each year Chambers offers up to two twelve-month funded Pupillages. Each funded Pupillage carries an award in the gross sum of £45,000 plus earnings which is calculated and payable as follows:

- (a) An outright award of £25,000.
- (b) A further award of £20,000 on account of earnings. This is subject to a claw back by Chambers out of the fees which the Pupil generates during his or her second six months of Pupillage as and when those fees are paid.
- (c) The total sum of £45,000 will be paid to the Pupil in twelve equal monthly instalments starting in October.
- (d) Any fees which the Pupil earns in the second six months of Pupillage and which take the total amount of awards and earnings above £45,000 will not be clawed back and will be paid to the Pupil as and when the relevant fee notes are settled by solicitors or client.

89. Chambers also offers third six Pupillages which are unfunded but which enable Pupils to generate their own income by receiving instructions appropriate to their skills, experience and practice.

90. Chambers will as soon as practicable reimburse a Pupil for travel expenses which he or she has been required to incur in accompanying or assisting his or her Pupil Supervisor or another Tenant which are other than and in excess of his or her ordinary expenses for travel to and from Chambers. Where a Pupil incurs travel and other expenses in the course of carrying out his or her own work during the second or third six months then such expenses shall be payable by the Pupil and/or included in the relevant fee note for the work in question where appropriate.

91. Chambers will pay for the cost of the Pupil's attendance on any professional courses which he or she is required to attend as part of his or her Pupillage. This will be either by a direct payment or by reimbursing the Pupil for the item of expenditure.
92. At no stage during Pupillage (including the third six months) will a Pupil be required to pay clerks' fees, rent or other Chambers expenses.

H. PUPILLAGE GRIEVANCE PROCEDURE

93. In the event that a Pupil wishes to raise a grievance then he or she should in the first instance raise the matter with his or her Pupil Supervisor unless the grievance relates to the Pupil Supervisor in which case the Pupil should notify the Director of Pupil Training or another Tenant nominated by the Director of Pupil Training.
94. The Pupil Supervisor or, where relevant, the Director of Pupil Training or other Tenant, shall discuss the complaint and where necessary investigate further before either rejecting or upholding the complaint. In the event that the complaint is upheld and further action is thought appropriate then the matter will be referred to Head of Chambers.
95. If a Pupil is unhappy at the outcome of his or her complaint or the manner in which his or her complaint has been handled or determined then he or she should raise the matter with Head of Chambers (or, if unavailable, another senior Tenant nominated by Head of Chambers to handle the complaint) who shall consider the matter further and take such steps as he or she considers appropriate.

I. SELECTION OF STARTER TENANTS

96. It is the policy of Chambers usually to recruit Starter Tenants only from its own Pupils (including third six Pupils).

97. It is the policy of Chambers to offer Starter Tenancies to all Pupils who are determined by a full Chambers Meeting to have satisfied the overall selection criterion for Starter Tenants.
98. The full Chambers Meeting to decide the question of recruiting Starter Tenants will usually take place in July in the case of twelve month Pupils and February/March in the case of third six Pupils.
99. The overall selection criterion for selection for Starter Tenancy is whether the candidate has shown throughout his or her Pupillage that he or she has attained a sufficiently high standard of excellence to be a Tenant in Chambers. "Excellence" in this context must be interpreted having regard to the standards to be expected of a Pupil at the stage of Pupillage reached by the candidate as at the time of the Chambers Meeting.
100. In reaching its decision Chambers will have regard to the candidate's performance in the following categories assessed objectively in accordance with the procedures set out below:
 - (a) General legal skills.
 - (b) Legal and general written skills.
 - (c) Professional judgment.
 - (d) Oral communication and advocacy.
 - (e) Interpersonal skills.
 - (f) Temperament.
101. In particular, Chambers will have regard to the candidate's performance in respect of the competencies set out in the Bar Standards Board Pupillage checklist and/or the specialist area checklist prepared by the Chancery Bar Association which the candidate must perform to the required standard before Chambers may certify that he or she has completed Pupillage.
102. In deciding whether to select Starter Tenants Chambers will consider:
 - (a) The feedback reports in respect of each candidate's work undertaken during Pupillage.
 - (b) The appraisal reports prepared by the candidate's Pupil Supervisor.

(c) Such other documents as are appropriate.

103. Chambers will keep a written record of the steps taken in selecting Starter Tenants as set out above in accordance with paragraph 1.15 of the Equality Code and paragraphs 3.1 and 3.3 of the Equality Statement.
104. It is the general policy of Chambers to provide as much assistance as is practicable to Pupils who are not selected for Starter Tenancy in Chambers. Chambers has a good record of assisting those Pupils to obtain a third six month Pupillage and (subject to the discretion of Head of Chambers) allows Pupils to stay in Chambers for a reasonable period of time as they search for a Pupillage or Starter Tenancy in another set of chambers.

J. MONITORING AND REVIEW

105. Chambers will ensure that there is a periodic review (at least annually) of the compliance by Chambers with this Policy Document, the Equality Code and paragraph 3.1 and 3.3 of the Equality Statement.
106. Chambers will ensure that there is a periodic review (at least annually) of the monitoring data generated pursuant to this Policy Document in order to enable Chambers to take such further actions as are necessary to secure the aims of the Equality Code and the Equality Statement.
107. Where, following such review, Chambers is of the view that there are significant unjustifiable differences between those applying for Pupillage and those appointed to Pupillage and Tenancy, Chambers will consider what corrective action, if any, should be taken.