

# FOUR NEW SQUARE

## PUPILLAGE POLICY

### Introduction

We are a commercial and civil set of 71 barristers (including 20 QCs) with particular expertise and a high reputation in the areas of commercial litigation, insurance work and claims against professionals. Our other main areas of practice are construction, product liability and financial services. Several individuals practise in other areas, such as chancery. In recent years we have consistently been rated in the two main legal directories (Legal 500 and Chambers & Partners) as one of the top sets in the areas of construction and product liability, and as the top set for professional liability work. *Jackson & Powell on Professional Liability* (which is the main text in this area) is written and edited by current members of Chambers. We have been The Lawyer's "Set of the Year" and are widely recognised to be one of the top 20 civil sets in England and Wales.

The Recruitment Committee comprises Alex Hall Taylor (chairman), Patrick Lawrence QC, Helen Evans, Miles Harris, George Spalton, Ben Wood, Tom Asquith and Lizzy Wiseman. When seeking to communicate with the Committee or in relation to pupillage matters generally please do so in the first instance via the email address [pupillage@4newsquare.com](mailto:pupillage@4newsquare.com) rather than direct to individual members' email addresses. Our pupillage administrator, Georgie Ruane, will deal with your enquiry or pass it on to the relevant member(s) of the Committee.

Four New Square supports and adheres to the Bar Code of Conduct, the Equality and Diversity Code and the Pupillage Funding and Advertising Requirements.

### A. Pupillage Recruitment

1. The responsibility for pupillage recruitment rests with Chambers' Recruitment Committee.
2. Chambers observes a policy of equal opportunity. All mini pupils, pupils, tenants and staff are selected on merit alone, irrespective of sex, race, age, disability, sexual orientation, religion or belief, and we encourage applications from groups which are under-represented in Chambers. We are willing to make reasonable adjustments for disabled candidates. Applicants are asked to complete an equal opportunities monitoring questionnaire (in accordance with the Bar Standards Board's Equality and Diversity Code), which is used for monitoring purposes only and is not considered by the Recruitment Committee in the course of the pupillage or mini pupillage application process.
3. Chambers is presently not part of the Pupillage Portal. Instead, we select our 12 month pupils following application using our own application form which may be downloaded from our website at [www.4newsquare.com/Pupillage](http://www.4newsquare.com/Pupillage).
4. The relevant dates and deadlines for applications should be obtained from our website, but in 2011 (for 2012-13 pupillages) our application form will be available from 5 January 2011, and should be completed and returned by 31 January 2011.

5. Interviews will be conducted in Chambers in February and March 2011.
6. Chambers does not accept applications for a deferred pupillage (e.g. an application in 2011 for a pupillage commencing in October 2013, rather than October 2012) but may consider deferring the start of a successful applicant's pupillage in exceptional circumstances and subject to the approval of the Recruitment and Executive Committees.

## **B. Criteria for pupillage**

7. In considering prospective candidates for pupillage or mini pupillage, we concentrate on four criteria.
  - The requisite intellectual ability, usually (at this stage) as measured by performance in university and school examinations and other experience. We may also require applicants to complete a piece of written work after the initial stage of the interview process.
  - Potential as an advocate both in oral and written advocacy.
  - Personal qualities such as self-reliance, independence, integrity, reliability and the capacity to work effectively with clients, colleagues and Chambers' staff.
  - Motivation to succeed in a career at the Bar, including the steps taken to acquire the personal qualities required of a barrister.

Of these, we give the greatest weighting in our assessment process to intellectual ability. We have no preference as to whether graduates complete a first degree in law or another subject, and many of our pupils and tenants have been drawn from candidates who did not take law as their first degree.

## **C. Mini pupillages**

8. Applications for mini-pupillages may be made at any time of year, and are granted after a review of an application form by two members of Chambers. It is likely that the dates offered will coincide with specific mini-pupillage weeks in Chambers (normally arranged to coincide with academic holidays). The details are as follows:
  - 2 days duration
  - Up to £50 travelling expenses
9. Applications for mini-pupillage must be made on Chambers' own mini-pupillage application form, which is also available to download from [www.4newsquare.com/Pupillage](http://www.4newsquare.com/Pupillage). When applying please indicate your likely availability for mini-pupillage in the year following your application.

For 2011 our deadlines for applications and present planned mini-pupillage weeks are as follows (please indicate any preference when applying):

Friday 18 March for mini-pupillage week starting 9 May 2011

Friday 6 May for mini-pupillage week starting 4 July 2011

Friday 4 November for mini-pupillage week starting 28 November 2011

Friday 4 November for mini-pupillage week starting 12 December 2001.

10. **Assessment of applications for mini-pupillage.** Chambers offers mini-pupillages both for recruitment purposes and in order to afford an opportunity to those considering a career at the Bar to see what life is like at the Bar and in chambers. As a reflection of the fact that the prospective mini-pupils are likely to be at an earlier stage of their legal education, applications are not subjected to quite the same degree of assessment as for pupillage. However, we have limited availability of mini-pupillages and therefore we must apply some objective selection criteria.
11. Accordingly, all applications are assessed broadly in accordance with the criteria that we apply to pupillage applications. Of these we again weight intellectual ability more heavily than the others.
12. Taking these factors into account we expect an applicant for an assessed mini-pupillage to have a real prospect of subsequently being selected for a first round interview for pupillage (assuming their education/qualification/career continues along existing lines).

#### **D. Pupillages offered by 4 New Square**

13. Our aim is to recruit two new tenants each year and it is our express intention, wherever possible, to source those tenants from our own 12 month pupils.
14. **12 month pupillage.** As it is our hope and ambition that each of our pupils should reach the required objective standard for tenancy, it follows that our general recruitment practice and intent is to select two 12 month pupils each year. However, we do not exclude excellence for the sake of a quota, and in appropriate years and to an appropriate group of candidates we may make offers of more than two 12 month pupillages. Providing they meet our standards of excellence, all pupils have an equal chance of obtaining tenancy and pupils do not compete with each other or for space in chambers. Accordingly, tenancy opportunities are equal in each year no matter what number of pupils is selected. Experience also shows that the number of junior tenants recruited in any year does not affect the prospects of those tenants developing a successful practice.
15. Our tenancy decision is taken at the conclusion of 9 months of pupillage, i.e. at the end of June or in early July each year. The decision is taken by Chambers as a whole following the provision of a report and recommendation from the Recruitment Committee.

16. As indicated above, we recruit our tenants by reference to objective standards. Any pupil who reaches that standard is taken on. No regard is taken of availability of work or accommodation in Chambers.
17. The recruitment or potential recruitment of second or third 6 month pupils does not affect the tenancy prospects of our 12 month pupils.
18. **Funding for 12 month pupils.** Our pupillages for the pupillage years 2011/2012 and 2012/2013 will each carry an annual award of £60,000, which comprises an award of £50,000 and guaranteed earnings in the second 6 months of £10,000.

£5,000 of the award will be paid to successful candidates on their acceptance of an offer of pupillage with us. Up to a third of the remaining £45,000 award can be drawn down during the year prior to pupillage. Pupils are allowed to keep any earnings from their second 6 months, including any earned in excess of the £10,000 guarantee. No expenses or fees are payable to Chambers in respect of earnings in the second 6 months of pupillage.

19. Pupils are expected to pay for their own travel within London and whenever travelling on their own account. Where possible, pupils will be put in funds by their pupil supervisor before incurring any other expenses (such as copying) on their pupil supervisor's behalf or, failing that, will be repaid promptly by their pupil supervisor or by Chambers. If not paid for by their pupil supervisor, pupils will be reimbursed by Chambers for the cost of travel or accommodation outside London (save when such cost is incurred in their second 6 months on their own account).
20. **Second 6 month pupillages.** We very occasionally offer second 6 month pupillages but this is exceptional and is not part of our standard recruitment policy. Any applications should be submitted directly to the Recruitment Committee by letter and completed application form, and candidates should seek to demonstrate that they meet or exceed our objective standard of excellence expected from pupils at that stage of the year, i.e. the standard to be expected after 6 months of pupillage.
21. **Third 6 month pupillages.** We do not consider or offer third 6 month pupillages until after the tenancy decision has been taken in relation to our 12 month pupils. We will only offer third 6 month pupillages where one or more of our 12 month pupils has been unsuccessful in obtaining tenancy, and will normally only offer a maximum of two such pupillages in any pupillage year (assuming, therefore, that none of our 12 month pupils has been offered tenancy). Candidates for third 6 month pupillages should apply by letter and CV directly to the Recruitment Committee (bearing in mind the contents of our application form for pupillage), and should seek to demonstrate that they meet or exceed our objective standard of excellence expected from pupils seeking tenancy at that stage of the year, i.e. the standard to be expected after 9 months of pupillage.

## **E. Pupillage at Four New Square**

22. This section of the Pupillage Policy is only applicable to 12 month pupillages. Second and third 6 month pupillages are designed according to the individual's circumstances applicable at the time and will be individually agreed with each pupil.
23. At the beginning of the year, each pupil will be introduced by their pupil supervisor or a member of staff to as many of the members of chambers, clerks, administrative staff and receptionists as practicable.
24. The pupil will be given various documents which will include the applicable Pupillage Policy document. Pupils will be given or should obtain a copy of the applicable Pupillage Checklist, as approved by the Bar Standards Board. Chambers uses the Bar Standards Board's General Commercial Checklist.
25. Chambers will also provide pupils with a laptop computer for use during their pupillage. This remains the property of Chambers and must not be used for personal matters.
26. Within the first few weeks, the Recruitment Committee hosts an informal welcome evening to introduce new pupils to further members of Chambers.
27. Pupillage is split into 3 periods with 3 different pupil supervisors. The periods run from October to December, from January to March, and from April to September. Pupils will work as if their pupil supervisor's work was their own, and each piece of work they produce is discussed with their pupil supervisor.
28. The work pupils do has its basis in our core work as described in the introductory paragraph of this document. In addition to this, members of Chambers have their own specialised practices and pupils will also see other areas of Chambers' work. The Recruitment Committee endeavours to select pupil supervisors so as to achieve a representative balance between different types and methods of practice within Chambers and, where possible, to accommodate particular interests expressed by pupils. Further details of the main areas of our work can be found on the Chambers website at [www.4newsquare.com](http://www.4newsquare.com).
29. The aim is for each pupil to have a good grounding in all the core areas of our work and also to cover the requisite areas as set out in the Checklist.
30. **Planning, monitoring and feedback.** At the outset of each seat (or as soon as the relevant dates are known) each pupil supervisor and pupil should draw up a timetable which identifies key events for the seat, such as moots, assessed work or Inns' advocacy training, and the dates on which the necessary preparation time will be provided by the pupil supervisor for any assessed activity. Similarly, pupil supervisors and pupils are encouraged to diarise the dates and times of regular feedback sessions (to take place within Chambers or other private environment) so as to ensure that that feedback is provided reasonably promptly.
31. At the end of the pupils' first 3 months and second 3 months, the pupil supervisors will carry out an appraisal, feedback and assessment session with their pupil and a written report will be prepared and provided to the Recruitment Committee. The appraisal process should be a valuable opportunity to give structured and objective feedback to pupils which should lead to

improved performance. It is also an opportunity for us to get feedback from pupils about how they see their role, the work they have done and the way in which they are being supervised. In order to assist with this process and to identify aspects that need to be brought up for discussion at the appraisal, pupils will be asked to complete a self-assessment form in advance of the appraisal meeting. The written report that is then prepared by the pupil supervisor will be provided to the pupil for comment. The relevant forms will be provided to the pupil by our pupillage administrator.

32. At these reviews, progress in relation to the Pupillage Checklist should be considered. Pupils and pupil supervisors are encouraged to discuss progress in respect of the Checklist on an approximately monthly basis. Completion of the Checklist is ultimately the pupil's responsibility.
33. Following the review with the pupil supervisor, both the self-appraisal form and the pupil supervisor's final assessment report will be passed to the Recruitment Committee. Based on this information, a formal review will take place between the pupil, the chairman of the Recruitment Committee and the Senior Clerk at both the three month and six month stages. This is a valuable opportunity for pupils to discuss how they are doing, and where improvements need to be made. In the course of or following this meeting, the chairman of the Recruitment Committee will provide the pupil with a summary of the conclusions of the meeting.
34. **Training provided by Chambers.** Training of our pupils is conducted under the supervision and direction of our Director of Training, presently Miles Harris. At the commencement of pupillage, pupils will be offered training in respect of pleadings (and possibly opinion writing) by some more junior members of Chambers (not by the pupil supervisors).
35. During the first 3 months, there will also be an advocacy training workshop session in preparation for the Moot (see below). This training will be conducted either by other more senior members of Chambers (but not the pupil supervisors) or by an outside trainer.
36. Further advocacy training in the conduct of small applications will be given by members of Chambers (again not the pupil supervisors) at various stages during the first six months.
37. Around the end of the non-practising period of pupillage, pupils will accompany the most junior members of Chambers to court in order to experience the type of work that they can expect to carry out in their second 6 months.
38. Additionally, the junior tenants and clerks will organise a training session to familiarise pupils with the work and areas of law that are most likely to arise during the second 6 months.
39. During the second 6 months of pupillage and after the tenancy decision has taken place, Chambers will normally try to arrange for each pupil to whom it has offered tenancy to spend a week marshalling with a judge, which provides them with an invaluable view from the other side of the bench.
40. Pupils are expected to attend the training that is provided by the Inns (i.e., the Practice Management Course and advocacy training) along with the Forensic Accounting Course (which will be funded by Chambers).

41. None of this training forms part of the assessment process.
42. **Assessed panel work.** Pupils also do 3 pieces of assessed written work for a prescribed panel of other members of Chambers, of varying seniority, usually during the period from March to May. Panel members discuss the work done by the pupils, provide feedback and complete an assessment form provided to the pupil, the pupil supervisor and the Recruitment Committee. Chambers understands both that ongoing feedback is of vital importance to pupils and that adequate (but not excessive) preparation time should be afforded for assessed work.
41. **Moot.** There will be one Moot during pupillage and this will usually take place at the end of the second 3 month period or beginning of the second 6 months. The Moot is an assessed piece of work and the pupil supervisors will provide feedback to the pupils following the Moot. The Moot will normally be attended by the pupil supervisors and the Recruitment Committee. The Moot will also, if possible, be attended by an ex member of Chambers who is now a Court of Appeal Judge who may play the part of the judge at the Moot.
42. **Devilling.** All work done for the pupil supervisor is done as part of the pupil's training and assessment in pupillage. Any work given to a pupil other than by their pupil supervisor must be done only with the agreement of the pupil supervisor and should be channelled through them. The pupil supervisor will liaise as necessary with the Recruitment Committee to determine the arrangements upon which any such work should be given to a pupil (including whether the pupil should be paid). Pupils will not normally be asked to do work for any members of Chambers other than for their pupil supervisor and the panel work before the tenancy decision has been made.
43. **Client marketing and social events.** During the course of the pupillage year there will be various social events with clients for the purposes of marketing. Pupils are invited to and are welcome at many of these events but pupils' attendance or non-attendance is not something that is assessed or required. The ability to mingle with clients at these events is not assessed either. It is recognised by Chambers that although it is important for pupils to feel part of Chambers in a social context and to meet clients, these gatherings can be difficult for pupils at an early stage. Pupils are encouraged to see these events as an opportunity to socialise with each other and with members of Chambers.
44. We strive to provide a friendly and sociable atmosphere in which to work. Pupils are also involved in Chambers' internal social events. These events normally include Chambers drinks, a Christmas and a summer party.
45. **Working hours, holidays and absence.** Pupils are expected to work hard during their pupillage. This is seen as essential preparation for full time practice as a barrister. Pupillage must be undertaken full time. The minimum number of hours each week as dictated by the Bar Council should be 35 hours, and the maximum is 48 hours. It will soon be appreciated that most barristers work far longer hours than this. The pupil supervisor will specify the time that the pupil should arrive in Chambers and leave each day. This will generally be based on a 9 hour working day with an additional 1 hour break for lunch. But pupils are encouraged not to work for the sake of it. Unless there is a particular justification or need (such as a pupil assisting their pupil supervisor and/or leader during a trial), pupils should feel able to down tools at the agreed

time and not generally to work late into the evening or at weekends. Naturally, however, the ultimate responsibility for effective and productive working practices rests on each pupil.

46. If a pupil is unwell and is unable to attend for work, the pupil should notify the pupil supervisor as soon as possible and leave a detailed message if they are unavailable. If the pupil supervisor cannot be contacted either or both of the Senior Clerk or chairman of the Recruitment Committee should be informed. In addition, the pupil should notify the Senior Clerk of any sick leave during pupillage immediately on return to Chambers following any such leave. If the pupil has more than 5 days sick leave in any 6 month period of pupillage, their pupillage must be extended by the period of absence. The pupil must also notify the Standards and Quality Section of the Bar Standards Board of the new date on the Notification of a Material Change in Pupillage Arrangements form.
47. Pupils are entitled to 20 days' annual leave after they have been in pupillage for 13 weeks. This does not include Bank Holidays but does include any period when Chambers may be closed. 10 days should be taken during the non-practising 6 months and 10 days during the practising 6 months. (Any period of leave longer than this in either period has to be made up by an equivalent extra period at the end of that particular part of pupillage.) Holiday time should be agreed in advance between the pupil and the pupil supervisor, and in the practising 6 month period should also be discussed with the clerk.
48. **Dress and conduct.** Pupils are expected, unless otherwise told, to wear dark clothing / business attire appropriate for attendance at court at all times when in Chambers.
49. Pupils are expected to conduct themselves professionally and courteously at all times during pupillage. In particular, attendance in Chambers or at court or on other business whilst under the influence of alcohol or drugs will be taken extremely seriously.

#### **F. Work in the second 6 months**

50. Chambers places great importance on getting pupils into court in their practising 6 months (subject to approval of pupil supervisors and the Recruitment Committee).
51. For the most part, the work available to second 6 pupils is outside our core areas of work and comprises small claims, mortgage repossession hearings, road traffic hearings, and so on. It provides very valuable court experience.
52. Each pupil will not generally be asked to do more than two court hearings per week unless expressly agreed with their pupil supervisor. This is to ensure that there is adequate time for the pupil also to concentrate on working with their pupil supervisor and completing any panel work requirements.
53. Where possible briefs are allocated on a rota basis (this will be dependent, for example, on the pupils' capacity and any express requests from instructing solicitors) to ensure that all pupils are given fair and equal access to all opportunities that are offered to pupils during pupillage. The pupil supervisor and Recruitment Committee will review the allocation of work on a monthly basis and prompt action would be taken if necessary.

## **G. Recruitment of tenants**

54. As set out above, Chambers does not have a set minimum or maximum number of places to offer each year, although we aim to recruit two new tenants each year.
55. We recruit from our pupils on individual merit against objective standards. We do not stream our pupils. At the commencement of pupillage, each has an equal prospect of securing a tenancy at the end. We assess pupils through their pupillage principally in the following ways. First, against the criteria by which we assess candidates for pupillage as set out earlier in this document in Section B with the additional criteria of “written work” (which together with “intellectual ability” is given greater weight than the other criteria). Second, by performance in pupillage working for their pupil supervisor. Third, by reference to work done for the set panel of three members of Chambers. Fourth, by their performance when working for clients in their practising 6 months of pupillage. This is in part assessed by feedback, if available, from instructing solicitors. Our assessment is ultimately aimed at determining whether candidates are capable of performing the best work available in Chambers to a standard of excellence, and whether each candidate is likely to inspire confidence in clients, members of the judiciary and other members of Chambers.
56. For 12 month pupils, offers of tenancy are made following a Chambers meeting which usually takes place towards the end of June or in early July each year. At this meeting the applications from our pupils are considered by Chambers against our five criteria and in light of a report from the Recruitment Committee summarising each pupil’s performance to date in the areas set out in the preceding paragraph. This report takes into account the reports from the individual pupil supervisors, the assessed Moot, the assessed panel work and any feedback from instructing solicitors or the clerks.
57. In preparing its recommendation to Chambers in respect of whether to offer tenancy, the Recruitment Committee will consider all material available to it. The Committee’s report is provided to Chambers and each pupil’s performance will be discussed during the Chambers meeting. Unless it is inappropriate to do so, any and all further material may be considered by Chambers as a whole.
58. To be successful, a candidate for tenancy must have achieved the required standard of excellence, judged at a level to be expected after completion of 9 months pupillage (and with a view to the standard likely to be achieved at the conclusion of 12 months), and requires a two thirds majority vote in favour of their application.
59. Pupils who are not made an offer of tenancy are given every assistance by Chambers in finding places elsewhere in the legal profession. The reason the Chambers meeting at which the tenancy decision is made is timetabled for June or early July is to provide pupils who are not offered a tenancy with as much time as possible to secure a place elsewhere. Chambers has a good track record of helping ex pupils to secure places at other Chambers and in firms of solicitors.

## **H. Arrangements for new tenants**

60. A new tenant typically will share the room of a more senior Member of Chambers for their first year or so of practice. In addition to this, we operate a mentoring scheme whereby new tenants choose a more senior member of Chambers as their first port of call for questions or problems and who will also participate in six monthly review meetings between the new tenant and the Senior Clerk. The mentoring scheme usually ends after the first two years of tenancy unless the junior tenant and mentor are both content to extend it further.
61. New tenants have a guaranteed annual income during their first 3 years of practice. For those pupils who commenced pupillage in October 2011 the relevant guarantee is for income of £50,000, £60,000 and £70,000 in the first three years respectively. Junior tenants pay a subsidised rent of £5,000 per annum for their first year of tenancy and £6,000 per annum for their second year, and do not pay any chambers expenses on their first £50,000.00 of earnings received during tenancy (this is not time dependent).

## **I. Contacting Chambers**

62. The administration of pupillage and mini pupillages is dealt with by Georgie Ruane. If you have any queries please contact her on tel: 020 7822 2055 or [e-mail: pupillage@4newsquare.com](mailto:pupillage@4newsquare.com).
63. If you have any other queries about mini pupillage, pupillage, or the early years of tenancy here, or the work we do, please email Georgie Ruane at the above address indicating the nature of your enquiry and that you would like to speak to or hear from a member of the committee. She will then pass you enquiry on to the appropriate person who will contact you.

## **J. Feedback and improvements**

64. We are always looking for ways to improve our recruitment, selection and training of pupils and mini pupils.
65. If you have any comments on our recruitment, selection or training, please let us know by contacting the Pupillage Administrator or any member of the Recruitment Committee. Chambers has two Equal Opportunities Officers, currently Ben Hubble QC and Sian Mirchandani. Any concerns about equality or diversity should be addressed to them, which can be done confidentially.
66. Regrettably, we are unable to offer feedback to pupils whose applications are unsuccessful.
67. This policy is reviewed every year but is liable to be changed at any time. This version was approved in January 2011.

## **K. Problems during Pupillage and Feedback on the Process**

68. If a pupil has difficulties or problems during pupillage, their first port of call should normally be their current pupil supervisor. It is each current pupil supervisor's primary responsibility to provide appropriate advice, support and guidance and the pupil should approach them first if possible. More informal support can be obtained from other members of Chambers and, in particular, more junior tenants.
69. If a pupil has a concern or something about the pupillage process that they feel may need to be resolved or looked into, there is a nominated senior member of Chambers, Graeme McPherson QC, who is "ring-fenced" from Chambers' Recruitment Committee and the pupillage process. His role, having heard the nature of the complaint, issue or problem, is to take the lead in its resolution either (where matters are less serious) by raising the matter as appropriate with the pupil supervisor and/or the Recruitment Committee or, alternatively, by reporting to the Head of Chambers on what steps should be taken by way of formal investigation, change of pupil supervisor or otherwise. Likewise, if a pupil supervisor has a problem or concern about a pupil or if an issue over the conduct of a pupil (which is other than minor) is brought to the attention of the Recruitment Committee, this will also be raised with Graeme McPherson QC who again will take the lead in its resolution in like manner. Any concerns about equality or diversity matters should be raised with one or both of Chambers' Equality Opportunities Officers immediately, which can be done confidentially.
70. In addition to this, there is a nominated junior member of Chambers, Emilie Jones, who is available to discuss confidentially matters of a pastoral or personal nature if required. Any discussions with Emilie are in strict confidence and are outside the Chambers' complaints or grievance process, save that Emilie may (with the consent of the pupil or where the matter is sufficiently serious) refer any concerns raised by a pupil to Graeme McPherson QC.
71. If pupils have a concern about any aspect of their pupillage or the conduct of their pupil supervisor, they should raise it promptly with Emilie Jones and/or Graeme McPherson QC and/or one of the Equal Opportunities Officers (rather than, for instance, with former pupil supervisors) and should not leave the matter open to pursue at a later stage.
72. Chambers understands that pupils may feel reluctant to raise issues of this sort. Chambers will endeavour to ensure that, in the event of an issue needing investigation and/or a complaint, careful steps will be taken so that it does not adversely impact on the pupil's prospects of tenancy. In particular, if (as can occasionally happen) a pupillage relationship between pupil and pupil supervisor breaks down, then, on Graeme McPherson QC's recommendation, a pupil can change to another pupil supervisor without any adverse impact on their prospects in Chambers.
73. At the end of each of the first two 3 month periods, the pupil will be asked to complete a feedback form dealing with the time they have spent with that pupil supervisor. At the end of pupillage, and after the tenancy decision, a feedback form will be completed in respect of the pupil supervisor they have had during that final period. These forms will be passed to Graeme McPherson QC. In the period prior to the tenancy decision, this feedback will be treated as confidential from the pupil supervisors and the Recruitment Committee unless Graeme McPherson QC considers that any matters arising need to be investigated or dealt with either by way of a complaint or by the Recruitment Committee. After the tenancy decision has

taken place, the Recruitment Committee and each pupil supervisor will be provided with the feedback that has been given (specific to that pupil supervisor).

74. Chambers also has a general complaints procedure, a copy of which will be provided to pupils upon arrival. It can also be downloaded from our website.
75. We are always keen to try to improve the pupillage process and experience. After the tenancy decision and before the end of the pupillage year, all pupils will be invited to attend a meeting individually with the chairman of the Recruitment Committee for the purpose of the Committee obtaining feedback and suggestions as to pupillage at Four New Square. Separately, pupil supervisors attend an annual Chambers seminar at which pupillage issues, such as methods of supervision, feedback and timing of work can be discussed between past and current and pupil supervisors.