



## **POLICY ON PUPILLAGE AND RECRUITMENT**

### 1. Introduction

1.1. This document sets out Temple Tax Chambers' policy in relation to the recruitment of pupils and tenants.

### 2. Equality and diversity

2.1. Temple Tax Chambers operates an equal opportunities policy in its selection of pupils and tenants. No applicant or pupil will be discriminated against on grounds of race, sex, disability, marital status, sexual orientation, religion, age or political persuasion. Chambers will make reasonable adjustments for disabled candidates, and pupils including at the stage of application. Applications are welcomed from the widest possible range of suitably qualified applicants. We are actively trying to improve diversity in Chambers and therefore actively encourage applications from under-represented groups at the Bar including women and ethnic minorities. As part of our Equality and Diversity Action Plan, we will advertise our objectives and will aim to have a diverse recruitment panel.

### 3. Number and type of pupillages on offer

- 3.1. Temple Tax Chambers has no fixed quota of pupillages. Applications are welcomed from those starting a career in law and from experienced tax practitioners in other fields wishing to transfer to the bar.
- 3.2. Pupillages will normally be offered for twelve months and with a view to tenancy.
- 3.3. Temple Tax Chambers also welcomes applications for third six pupillages.
- 3.4. A dispensation from advertising and funding pupillages may be sought in cases where an application is received from an experienced tax professional or law teacher who wishes to transfer to the Bar.

### 4. Funding

- 4.1. Temple Tax Chambers provides funding for each of its pupils save where a dispensation has been obtained from the Bar Council in particular circumstances. Pupillage awards will be not less than £2,000 per month and may be of such higher amount as stated in the advertisement. Payment of the award is made monthly in advance. Awards may be supplemented by additional payments for devilling.
- 4.2. Pupils are not expected to pay for meals, drinks, public transport costs etc. when accompanied by their pupil supervisor or other members. Their travel

expenses will be reimbursed if they are required to travel outside London to attend conferences or court hearings. Chambers also reimburses the costs of attending any compulsory courses (such as advocacy and Forensic Accounting). Chambers will only pay for any second or subsequent resits necessary to pass the professional ethics examination in exceptional circumstances.

## 5. Applying for pupillage

5.1 Applications are made in accordance with the standard timetable (details available on [www.pupillagegateway.com](http://www.pupillagegateway.com)). All applications are considered by the Pupillage Committee (which consists of senior and junior members of Chambers). Applicants who pass the initial review are invited for interview.

5.2 All applicants must meet the mandatory requirement as part of the Authorisation Framework.

Due diligence information required will include:

- That academic and vocational training components have been satisfactorily completed within the 5 year limit.
- That the pupil is a member of an Inn.
- That the pupil has been Called to the Bar.
- Immigration visas have been obtained, where relevant.
- Waivers have been granted by the BSB, where relevant.

## 6. Selection of pupils

- 6.1. When selecting pupils, Temple Tax Chambers is looking to assess academic and intellectual abilities, skills in oral and written communication, and the applicant's understanding interest in and aptitude for tax law.
- 6.2. Pupils will be selected on the basis of
- Experience of or aptitude for tax work
  - Clarity of oral and written communication
  - Academic and intellectual ability
  - Ability to deliver client-focussed solutions
- 6.3. When applications are received, they will be considered by the Pupillage Committee on the basis of these criteria, and a short list for interview will be prepared.
- 6.4. Interviews will be conducted by at least two members of the Pupillage Committee.
- 6.5. On the basis of the interview the interview panel will decide whether to invite one or more applicants to spend an assessed mini-pupillage in Chambers. This is to enable members of Chambers to evaluate the applicant's abilities in

more detail and greater depth, and give the applicant an opportunity to experience life in Chambers.

- 6.6. On the basis of the application, interview and mini-pupillage assessments, the Pupillage Committee will decide whether to make an offer of pupillage. Offers are made in writing by email and will remain open for a specified period.

## 7. Role and duties of pupils

- 7.1. A pupil will be allocated to a pupil supervisor, it is anticipated that the pupil will have more than one supervisor over the 12-month period.. A supervisor will not have more than one pupil at any time. Pupils at Temple Tax Chambers will spend most of their time doing paperwork, e.g. preparing notes and drafting opinions or skeleton arguments. This work is reviewed by the pupil's supervisor and discussed with the pupil. Pupils will generally work in Chambers, but are offered hybrid and flexible working arrangements.
- 7.2. Pupils will usually attend their supervisors' conferences with solicitors, accountants and lay clients. Whilst pupils should not volunteer opinions of their own during the conference, they will generally be given an opportunity to read the papers in advance and be asked by their supervisors to give their opinions on the subject matter of the conference.
- 7.3. An important part of tax work involves Tribunal hearings. Pupils will usually accompany their supervisors to Tribunal hearings and higher Courts.

- 7.4. After the first month of pupillage is completed, pupils can expect to be given pieces of work to do for members of chambers other than their supervisor. This is one of the processes by which Temple Tax Chambers ensures that members of chambers are acquainted with the work of each pupil, so that tenancy decisions can be taken on as fair and informed a basis as possible.
- 7.5. Temple Tax Chambers uses the Bar Standard Board's General and Revenue Checklist. Pupils are expected to complete them conscientiously and accurately.
- 7.6. In the nature of the tax law it is unlikely that pupils will get work of their own during pupillage. However, pupils are encouraged to undertake some work for the Free Representation Unit or other *pro bono* work.
- 7.7. In general terms, a pupil would not normally be expected to be in chambers or available remotely, before 9.00am or after 6.00pm, nor to work at weekends. However, a pupil supervisor may occasionally ask a pupil to do a piece of work which could involve working late, or during some part of a weekend. A pupil can expect to be given adequate notice of this, and will not be expected to work late, or during a weekend, if this would interfere with prior commitments.
- 7.8. Temple Tax Chambers is flexible about the timing of holidays. However, pupils should discuss with their supervisors to see if there are any particular periods when it would be desirable for them not to be away from chambers. As a minimum that pupils are entitled to four weeks' absence from training per annum i.e. 20 days in addition to Bank Holidays and (ii) includes

provisions on sickness and other absence from training (Bar Qualification Manual Part 2 C3)

- 7.9. All information in the papers and any matters discussed in conference or otherwise are strictly confidential.

## 8. Role and duties of pupil supervisors

- 8.1. The formal obligations and functions of pupil supervisors are summarised in paragraphs 804 – 805 of the *Bar Code of Conduct*, and *Part II of the Pupillage Guidelines*.
- 8.2. It is the pupil supervisor's responsibility to introduce the pupil to members of chambers and to the clerks, and to familiarise the pupil with chambers' working routine.
- 8.3. Depending upon their prior experience of tax, pupils should seek guidance from their supervisors as to the appropriate reference sources for tax law research and the supervisors will point out where such materials may be accessed by their pupils.
- 8.4. After the pupil has completed the first month of pupillage, the pupil supervisor will begin to arrange for the pupil to do work for other members of chambers. The pupil supervisor will ensure that the work given is suitable for the pupil to undertake, and that the pupil has sufficient time in which to do the work.

- 8.5. Pupil supervisors will also ensure that pupils are provided with their checklist, and that their pupils complete it conscientiously and accurately. Pupil Supervisors will sign the pupil's certificate required by the Consolidated Regulations if it is appropriate to do so.
- 8.6. Only members of chambers who have received the necessary pupil supervisor training (and where appropriate refresher training) are permitted to act as pupil supervisors. If a pupil supervisor were no longer available, a pupil would be transferred to another pupil supervisor with the necessary training. If Chambers were to close, we would expect a pupil to transfer to new chambers either with the pupil's pupil supervisor or with the Chair of the Pupillage Committee.

## 9. General pattern of pupillage

- 9.1. Pupils will usually have one supervisor for the first 3 months and possible other supervisors for the remaining 9 months of their pupillage. No pupil supervisor will have more than one pupil sitting with him or her at any one time.
- 9.2. At the end of each period with each supervisor the pupil's progress will be received by their supervisor; see para.11 below.
- 9.3. At Induction, pupils will be given a Pupillage starter pack which will include:



- A Written Agreement;
- All relevant Chambers policies to be read and confirmed as read and understood;
- Any process documents required for access to the MLC law system used by Chambers including an IT best practices help sheet.

#### 10. Methods for fairly distributing work

10.1. Because of the nature of work in tax law, it is unlikely that pupils will get work of their own during pupillage. To this extent, the question does not normally arise of distributing remunerated work to pupils. In practice it is only after the pupil knows whether he or she is to be taken on as a tenant that a pupil is given work of his or her own, and, in those circumstances, work is distributed in accordance with Temple Tax Chambers' policy on fair access to work. During pupillage pupils may be asked to devill work by their supervisor in which case it will be a matter for their supervisor to decide whether that devilling merits additional remuneration. Any requests for devilling by other members of Chambers will be at the discretion of the pupil's supervisor for the time being.

#### 11. Procedures for providing pupils with an objective assessment of their progress

- 11.1. Pupil supervisors will review and discuss a pupil's work with them, and provide feedback about the pupil's progress.
- 11.2. After each 3 months of pupillage are completed, the pupil supervisor will ask all members of chambers to give a report on any pupil who has done some work for them. In the light of these reports, pupil supervisors will meet with the pupil and discuss progress and identify any areas of concern about their work which have been noted.

## 12. Work placements and mini-pupillages

- 12.1 Chambers do not offer mini-pupillages or work placements outside of the pupillage process. Members of Chambers will occasionally invite students to shadow them in Court hearings but these are not formal mini-pupillages or assessed.
- 12.2 Where mini-pupillages are assessed as part of the pupillage process, the same or equivalent assessment exercise or exercises will be provided to all candidates, and the exercises should be assessed by at least two assessors applying the same criteria.

## 13. Procedure for the offer of tenancies

- 13.1 Tenants are recruited on the basis that they will be able to make a successful career in tax in an extremely competitive environment, and on the basis of the Chambers' business needs. This will include demonstration of the ability to communicate clearly, both on paper and

orally, confidence (without intellectual arrogance), teamwork, commitment to diversity and equality, interest in detail and a desire (and ability) to work hard. In terms of knowledge of substantive tax law, we will expect a pupil to have demonstrated an ability to learn but will not expect, eg, a formal tax qualification.

13.2 Offers of tenancy are generally made when the pupil has completed their period of pupillage. A general meeting of chambers is called. Normally a pupil will, by this stage, have worked with most members of chambers. Each member of chambers gives an assessment of the pupils based on their work. Following that, a decision is made on whether to make an offer of tenancy to any of the pupils. The normal procedure will be for a recommendation to be made to Chambers in general meeting by the pupillage committee.

13.3 Recruitment of established practitioners in target practice areas will be by open advertisement on the Chambers' website and in relevant publications. Advertisements will specify the desired area of professional practice and then length of time in practice required.

13.4 In some circumstances a candidate who is expert in the Chambers' area of professional practice may express an interest in becoming a member of Chambers or may be invited to consider making an application. All procedures for recruiting and selecting established practitioners will comply with the Equality Code of the Bar Council.

14. Policy and procedure for pupils not taken on as tenants

14.1 Temple Tax Chambers recognises a responsibility towards those pupils who are not offered tenancies and will lend reasonable assistance to them in finding places elsewhere. Ultimately, however, the responsibility for finding a place elsewhere must inevitably be with the pupil. Temple Tax Chambers does not permit “squatting” in chambers.

15. Third-Six Pupils and New Practitioners

15.1 We will consider applications from exceptional candidates who have recently completed pupillage elsewhere, and those in the early years of practice (generally up to 5 years) who feel they might be suited to a switch to the tax bar.

15.2 Applications should be made to the Chair of the Pupillage Committee, enclosing CV, covering letter, ideally two and a sample of recent, unassisted work.

15.3 The financial support offered to any successful applicant would be determined in light of individual circumstances.

15.4 Chambers may also advertise third six pupillages if we are actively seeking to recruit.

16. Established Practitioners

16.1 We will consider applications from exceptional candidates. We would expect such candidates to bring an existing practice/client list.

16.2 Unless the circumstances are such that applying for pupillages in the normal way is appropriate, applications should be made to the Chair of the Pupillage Committee, enclosing a CV and covering letter. Depending on the circumstances, Chambers may ask for further information, including references, a client list, an indication of current and expected turnover and a sample of recent work.

16.3 If necessary, Chambers would help any successful candidate to fulfil the transfer/conversion requirements for practice at the Bar.

17. Reasonable Adjustments

17.1 The Chambers Reasonable Adjustments Policy applies to all pupils and mini-pupils. Chambers is committed to ensuring that everyone working in Chambers, including pupils and mini-pupils) can participate fully in Chambers life.

17.2 Accessibility information is published in our Equality and Diversity Policy. The Equality & Diversity Officer can be contacted (via [clerks@templetax.com](mailto:clerks@templetax.com)) to discuss any queries regarding accessibility or reasonable adjustments. We will, at each relevant occasion, seek to encourage future and prospective pupils to identify any reasonable

adjustments they are likely to need both during the selection process and their pupillage.

## 18. Chambers' complaints and grievance procedure

- 18.1 The Chambers' formal complaints and grievance procedure which applies to members of chambers also applied to pupils. It applies to all kinds of complaint or grievance, including complaints of discrimination or harassment. However, pupils are also free to raise any grievance or complaint less formally if they would prefer to do so.
- 18.2 If during pupillage, a pupil feels dissatisfied with some aspect of the pupillage or the way in which they are being treated, they are encouraged to raise the matter promptly with the pupil supervisor, the head of Chambers or another member of Chambers. If this does not resolve the matter, the pupil may request the chairman of the Pupillage Committee to consider the issue with two colleagues, who will then prepare a formal response to the complaint.
- 18.3 A pupil is also encouraged to discuss any problems with the Chairman of the Management Committee. It should be noted that this informal complaints procedure is not intended to preclude a pupil from using the formal complaints and grievance procedure.

This Policy is reviewed annually.