



JUDICIAL STUDIES  
BOARD

Tribunals  
**Judicial Training & Education**  
Prospectus

2009-2010



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## INTRODUCTION

Welcome to this new prospectus of tribunals judicial training and education from the Judicial Studies Board (JSB).

We now offer judges and tribunal members, and those others performing judicial or quasi-judicial functions, a prospectus of courses, modules and sessions that aim to meet a range of judicial needs. A recent JSB learning needs analysis highlighted the importance that judges place on face-to-face training, and contact with jurisdictions other than their own. A unique advantage of JSB training is that it exposes delegates to the wider judicial world. This cross-pollination is of particular relevance today, when there is a need for transferable and widely applicable judicial skills in order to support cost-effective and flexible judicial deployment, assignment and cross-ticketing across jurisdictions.

### Judicial Skills

Our flagship tribunal judgecraft and skills courses build upon the JSB Competences, which have been fully adopted across the Tribunals Service. To reflect the five competences, there are five modules within the ***Essential Judicial Skills and Competences*** course. Each module comprises sessions with an emphasis on active and interactive learning, and small group activity and discussion. The course offers a stand-alone impartiality and diversity session, and then woven into this course, as with all our courses, is an integrated approach to fair treatment. We strongly encourage judicial decision-makers to see the complete course as providing delegates with a broad based and widely applicable set of transferable judgecraft skills, although some individual sessions can also be offered to jurisdictions to include in their own training.

A new departure is our ***Advanced Judicial Skills*** course. Targeted at experienced decision-makers, this highly participatory cross-jurisdictional course focuses on the further development of the JSB Competences at an advanced level through the practical application of the Competences to a series of scenarios from a complex case. We look particularly at relevant public law jurisprudence, and explore strategies for effective decision-making at all levels and stages. We also consider how to deal with problems relating to poor representation, non-compliance with Directions, media interest, distress and anger de-escalation, vulnerable parties and witnesses, and the avoidance and use of adjournments.

For specialist and non-legal members, and for judges sharing the task with others, we have a specific seminar looking at ***Working Effectively on a Panel***. The focus here is on teamwork, and the distinct and separate roles that arise. This one-day seminar is designed to explore the dynamics of effective judicial collaboration, and to provide both practical and effective strategies for working together as a member of a judicial team.

### Mentoring and Appraisal Skills

Appraisal against the core competences is an important key to the raising of consistent judicial standards, through methods that are supportive and constructive. Where possible, the ***Appraisal Skills Induction Seminar*** is jurisdiction, chamber or organisation specific - so that particular needs can be explored and developed. And because those who undertake appraisals need carefully honed skills, the JSB

now offers a two-stage appraisal syllabus, with an ***Appraisal Follow-up Multi-jurisdiction Seminar*** – an intense day comparing experiences, learning lessons, and developing further the crucial people-skills involved in a successful appraisal programme. We are also commencing a similar 2-stage approach to mentor training with the ***Mentoring Skills Induction Seminar*** and ***Mentoring Follow-up Multi-jurisdiction Seminar***.

### **Training Skills**

We continue to provide our popular ***Training for Trainers*** programme, and our one-day ***Facilitating Small Groups*** seminar and ***Fair Treatment Seminar for Trainers***.

### **Leadership**

For judges with a leadership, management, administrative and pastoral role we commend our new ***Judicial Leadership*** course, with a particular focus on the Leadership Competences, collaborative management, the welfare role, dealing with stress, and helping judicial colleagues to accept and achieve performance standards.

### **Modules**

We are working towards a modular formula for many of our courses and we are hoping to offer some of the sessions from both the new ***Essential Judicial Skills and Competences*** course, and some of our other modules, as stand alone units available for inclusion in training arranged by particular jurisdictions. Please contact the JSB for more details.

With all our courses and seminars, we aim to maintain our hard-earned reputation for offering gold-standard generic judgecraft training courses whilst retaining all the benefits of practical multi-jurisdictional exposure and cross-pollination. Judges from the Court of Appeal, the High Court, Circuit and District benches, and from the First-tier and Upper Tribunal, have all contributed to the courses offered in this prospectus.

I very much hope that you will take advantage of this programme of judicial education. Whatever your jurisdiction you should find it of practical help, informing your individual role as a judge and decision-maker within our wide and diverse judicial family.

**Mr Justice Langstaff**  
**Chairman, JSB Tribunals Committee**

## ESSENTIAL JUDICIAL SKILLS AND COMPETENCES

### What is it?

This consists of five modules that, taken together, provide a broad-based and widely applicable introduction to the skills necessary for effective judicial decision-making, whatever the jurisdiction. The intention is that individuals will be able to build on the solid and practical foundations provided by this course, and jurisdictions should not need to offer repeat training in the core Competences, should opportunities arise for the transfer of judicial manpower within jurisdictions. The course therefore provides a cost effective foundation for flexible judicial deployment in the future.

The five modules address all five Competences encapsulated in the JSB's *Tribunal Competences – Qualities and Abilities in Action*, to which reference is made throughout the course. The modules are very participatory and involve a variety of teaching methods and techniques, with a strong emphasis on small group work.

This multi-jurisdiction approach provides delegates with an opportunity to learn from, and work with, colleagues from other jurisdictions - and covers the entire spectrum of core judicial skills. The course is designed to expose delegates to the wider judicial world beyond the narrow confines of any individual or particular jurisdiction, and will equip delegates with a broad-based and widely applicable set of transferable judicial skills.

The JSB considers it desirable that all five modules are undertaken *before* a new appointee starts to sit, and essential that the course has been completed within a year or so of a first appointment.

### Who is it for?

The course and modules are open to judicial decision-makers from all jurisdictions - including judges, and members of tribunals and other judicial bodies. It can form part of an essential induction programme, and as an introduction to the core JSB Competences. The course is ideal for those who wish to acquire or further develop a set of flexible, practical, and transferable judicial skills.

*A certificate of completion is awarded to those who complete all five modules.*

### What will I learn?

On completion of all five modules delegates will be:

- aware of the principles, values and standards of conduct that distinguish judicial office holders, and will understand what happens if a complaint is made;
- aware of the principles of diversity and fair treatment and will have developed an awareness of how bias and discrimination can be perceived and overcome;
- capable of identifying effective and appropriate techniques for pre-hearing case management, and for the conduct of a hearing;
- competent in communication skills, effective techniques for questioning and judicial examination, and in handling the unexpected;
- aware of structures for evaluating evidence, assessing credibility, taking notes, finding facts, applying the law, reaching a decision and giving written reasons;
- able to apply feedback received on course exercises to practical real-life situations.

### **Frequency:**

Bi-annually: October and March

### **Next scheduled courses:**

19- 21 October 2009  
March 2010

### **Duration:**

Residential.  
Two and a half days spread over three

### **Venue:**

Details available to delegates

### **Director:**

Mark Hincliffe

### **CPD**

18.20 hrs total  
Law Society and Bar Council Accredited

### **Accommodation Costs:**

£355.60 (+ VAT)

### **Places available: 30**

### **Further information:**

Noel Graffie  
Tribunals Team,  
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11 Tothill Street  
London SW1H 9LJ

DX149820 Westminster 6

0203 334 0715

tribunals@jsb.gsi.gov.uk

## Judicial Skills

### ESSENTIAL JUDICIAL SKILLS AND COMPETENCES

	OVERVIEW	FORMAT
<b>DAY 1</b>		
<b>Module 1</b> Values, Principles and Standards (Competence A)	<ul style="list-style-type: none"> <li>The Judging Profession - Judicial Values, Principles and Standards in practice</li> <li>Diversity, Impartiality, and The Principles of Fair Treatment</li> <li>Avoiding stereotypes and bias</li> <li>Tackling prejudice and discrimination</li> </ul>	A series of talks followed by a case study, a small group discussion and a plenary  3 hours
<b>Module 2</b> Communication (Competence B)	<ul style="list-style-type: none"> <li>Active listening and effective communication</li> <li>Asking clear, concise, probing and relevant questions</li> <li>How misunderstandings, and communication and linguistic problems arise - and how to solve them</li> </ul>	An interactive plenary session, followed by small group work, and the first scenes of the course DVD  2 hours
<b>DAY 2</b>		
<b>Module 3</b> Conduct and Management of Cases (Competence C)	<ul style="list-style-type: none"> <li>Effective case management. Using formal and informal case management techniques and mechanisms to achieve a fair, just and timely disposal</li> <li>Introductions and explanations</li> <li>Judicial Examination, and strategies for eliciting the true facts, and testing the evidence <i>judicially</i></li> <li>Questioning Skills in practice</li> <li>Handling the unexpected</li> </ul>	A participatory mixture of plenary presentations, role-play work and small group discussion  6 hours 30 mins
<b>Module 4</b> Evaluating Evidence (Competence D)	<ul style="list-style-type: none"> <li>Taking notes</li> <li>What is, and isn't, evidence</li> <li>Hearsay and expert evidence</li> <li>Onus &amp; standard of proof – and how to use it</li> <li>Analysing and assessing evidence in all its forms</li> <li>How to tell if evidence is truthful and reliable</li> </ul>	An interactive plenary presentation followed by small group work based around the course DVD and active discussion  1 hour 45 mins
<b>DAY 3</b>		
<b>Module 5</b> Decision making/writing (Competence E)	<ul style="list-style-type: none"> <li>Structures for decision-making and writing</li> <li>Determining the issues, finding facts, applying the law, reaching conclusions, giving reasons and making orders</li> <li>The essential ingredients of a Judicial Decision – guidance from the senior judiciary</li> <li>Conveying a win/lose decision in plain language</li> <li>Writing a 'mock' decision or opinion, and receiving constructive feedback from your Facilitator</li> </ul>	A mixture of talks, small group discussion, observing a hearing, taking notes, structured thinking, and the drafting of a decision or opinion, with feedback  4 hours 45 mins

Most of the above modules can be offered to individual jurisdictions as stand-alone sessions, or adapted to form a part of a jurisdiction's own training programme.

## ADVANCED JUDICIAL SKILLS

### What is it?

- It is 4 sessions offering the opportunity to discuss experience and share lessons learned with judges and decision-makers operating at a more experienced level, in a number of jurisdictions.
- Delegates have the chance to explore skill development through complex case scenarios, including situations that can wrong-foot the most experienced judge or panel member, and which potentially undermine both the judicial process, and the decision.
- We consider how to deal with challenging real-life scenarios such as poor representation, non-compliance, expert evidence, anger and distress, vulnerable parties and witnesses, and the media.
- Delegates will further refine and develop their judicial skills in relation to the JSB competences.

### Who is it for?

This course is aimed at experienced tribunal judges, decision-makers and chairmen of panels who wish to review and further develop their abilities in practice. It will have particular resonance with those who wish to learn from the experience of others at a similar level, or those who have held judicial office for some time.

### What will I learn?

On completion of the four sessions delegates will have:

- developed their competences and abilities in action at an advanced level, and worked with colleagues to share experiences and identify solutions to common but complex judicial problems
- reflected upon a range of challenges and scenarios, with a view to the effective application of new strategies and skills, in order to achieve a fair, just and timely disposal in difficult complex and time-consuming cases
- developed their understanding of the difficulties in giving guidance to first-instance decision-makers
- considered recent developments in Administrative and Public Law of wide interest and application, and
- shared opinions with others, and exchanged ideas in formulating a structure and framework for writing a robust decision in a lengthy, complex and difficult case

### **Frequency:**

Annually: November

### **Next scheduled course:**

23-24 November 2009

### **Duration:**

Residential.

One and a half days spread over two.

### **Venue:**

Details available to delegates

### **Director:**

Mark Hinchliffe

### **CPD**

8.35 hrs total - Law Society and Bar Council Accredited

### **Accommodation Costs:**

£195.25 (inc. VAT)

**Places available:** 30

### **Further information:**

Noel Graffie  
Tribunals Team,  
Steel House  
11 Tothill Street  
London SW1H 9LJ

DX149820 Westminster 6

**0203 334 0715**

**tribunals@jsb.gsi.gov.uk**

## Judicial Skills

### ADVANCED JUDICIAL SKILLS

#### DAY 1

<b>Session 1</b>	Competences at an advanced level	<ul style="list-style-type: none"><li>• Sharing of experience</li><li>• Facilitated discussion of real-life problems and solutions</li><li>• What works and what doesn't</li><li>• How to further develop judicial competences and abilities in a pressurised work environment with difficult cases and high expectations</li></ul>
<b>Session 2</b>	Complex real-life scenarios	<ul style="list-style-type: none"><li>• Dealing with case-management non-compliance</li><li>• Late and unexpected evidence</li><li>• Poor representation</li><li>• Avoidance and use of adjournments</li><li>• Vulnerable parties and witnesses</li><li>• Expert evidence</li><li>• Distress and anger de-escalation</li><li>• Media interest</li></ul>

#### DAY 2

<b>Session 3</b>	Administrative and Public Law Update	<ul style="list-style-type: none"><li>• A review of relevant Administrative and Public Law developments</li><li>• Input from the senior judiciary, and group discussion of how recent developments might impact on case handling and decision-making</li></ul>
<b>Session 4</b>	Decisions	<ul style="list-style-type: none"><li>• Reaching a decision in a complex case</li><li>• Resolving some scenarios and applying the law</li><li>• Structuring a difficult or lengthy judgment</li><li>• Giving guidance</li><li>• Practical exercise with group discussion and feedback</li></ul>

## Judicial Skills

### WORKING EFFECTIVELY ON A PANEL

#### What is it?

A one-day seminar designed around the core competences to give those who work on Panels an opportunity to develop a clear idea of their respective roles, and to develop confidence in fulfilling that role. The seminar focuses on strategies to work effectively as part of a judicial team. The seminar will look at the distinctive roles of the Judges and Chairman (legal and non-legal), and specialist and lay members – and address the needs of judges who sometimes work on a panel, and those non-legal members who, in their jurisdictions, are able to take the chair. The seminar will also examine the contribution of the specialist member, the duty to disclose expert or professional opinion if the panel intend to rely on it, and how to make a full contribution to the structured decision-making process, and comment constructively on a draft decision.

#### Who is it for?

For all judges and panel members, whether legal, specialist or otherwise who need to work effectively on a judicial team. This seminar is designed to appeal to those panel members who wish to develop their personal role and contribution, as part of a judicial team – and judges who are used to sitting alone but who now have the opportunity to sit on, or chair, a panel.

#### What will I learn?

Upon completion of the seminar delegates will be able to:

- identify effective and appropriate techniques for working together with judicial colleagues in a structure that allocates different roles to different people;
- negotiate, stand firm or compromise as appropriate, in a professional and constructive way, to achieve a fair and just outcome;
- recognise, respect and meet the needs of colleagues, and ensure that every panel member maximises their contribution.

#### Frequency:

According to demand

**Duration:** One day

**Venue:** JSB

#### Director:

Mark Hinchliffe

#### CPD

6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 24

#### Further information:

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### 1 DAY

Teamwork for Tribunals	<ul style="list-style-type: none"> <li>• Working together as part of a judicial team</li> <li>• Conflicts of interest and perceptions of bias</li> <li>• Appropriate participation throughout the case</li> <li>• Active listening and effective questioning as part of a team</li> <li>• Communication with colleagues</li> <li>• Communication with witnesses and other experts</li> <li>• Communication with the parties</li> <li>• Note taking</li> <li>• Ensuring your views and those of others are heard</li> <li>• Disagreement and conflict</li> <li>• Supporting the process and maintaining the panel's authority</li> <li>• Decision-making</li> </ul>
Roles	<ul style="list-style-type: none"> <li>• The Role of the Chairman</li> <li>• The Role of the Specialist Panel Member</li> <li>• The Role of the Non-Specialist Panel Member</li> <li>• Allocating Roles</li> <li>• Using your expertise</li> <li>• Expert evidence</li> <li>• The Interpersonal, Enabling, and Adjudicatory Roles</li> </ul>

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## APPRAISAL SKILLS: INDUCTION SEMINAR

### What is it?

It provides potential appraisers with an opportunity to explore the skills necessary for effective appraisal within the context of their own jurisdiction's appraisal scheme.

If help is required when setting up the appraisal scheme, the JSB publication *Fundamental Principles and Guidance for Appraisals in Tribunals and Model Scheme* is available on request from the tribunals team, or can be found on our website at [www.jsboard.co.uk](http://www.jsboard.co.uk). Further advice can also be obtained from the JSB. The seminars are arranged subject to demand, in consultation with the relevant jurisdictions.

### Who is it for?

This seminar is intended for individuals who have recently been, or are likely to be, designated as appraisers within their jurisdiction. The seminar is best delivered to groups of appraisers from a single jurisdiction or similar jurisdictions, and it is essential that the tribunal or panel concerned has an appraisal scheme in place before members attend, as the course will be tailored to suit their particular appraisal programme.

### What will I learn?

Upon completion of the seminar, delegates will be able to:

- describe the purposes of appraisal;
- identify the competences they need as an appraiser, and the key tasks and responsibilities arising in an appraisal;
- describe the judgecraft competencies against which they will be appraising;
- describe the documentation and procedures to be used in their jurisdiction;
- identify the challenges and conflicts they may face, and devise some solutions
- identify and demonstrate their appraisal skills

### Frequency

According to demand

### Duration:

One day

### Venue:

JSB

### Director:

Mark Hinchliffe

### CPD

6 hrs total - Law Society and Bar Council Accredited

### Cost: Free

**Places available:** up to 20, but smaller groups usually viable

### Further information:

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1 DAY	
Purposes of appraisal	<ul style="list-style-type: none"> <li>• Understand the purpose and desired outcomes of appraisal</li> </ul>
The Appraisal Scheme	<ul style="list-style-type: none"> <li>• Identify the key tasks and responsibilities of the appraiser</li> </ul>
Identifying skills and skills practice	<ul style="list-style-type: none"> <li>• Identify and demonstrate the skills you need to use as an appraiser and identify the competences against which you will be appraising</li> </ul>
Skills practice - giving feedback	<ul style="list-style-type: none"> <li>• Identify the skills needed to give effective feedback and a framework to enable you to structure and manage an appraisal discussion – especially where serious concerns have arisen</li> </ul>
Skills practice - the appraisal discussion	<ul style="list-style-type: none"> <li>• Give and receive feedback in an appraisal situation</li> </ul>
Summary, evaluation and close.	<ul style="list-style-type: none"> <li>• Share good practice</li> <li>• Identify any ongoing training needs</li> </ul>

## Other Skills

### APPRAISAL SKILLS: FOLLOW-UP *MULTI-JURISDICTION SEMINAR*

#### What is it?

This is an intense multi-jurisdictional one-day seminar, comparing experiences, learning lessons, and developing further the crucial people-skills involved in a successful scheme. We also cover what should happen if an appraisal highlights particular problems or needs.

#### Who is it for?

This seminar is for those appraisers who have been appraising for 18 to 24 months and is designed for appraisers from a range of jurisdictions (which may be operating different appraisal schemes). There will be an opportunity to compare different appraisals from different jurisdictions.

#### What will I learn?

By the end of the seminar delegates will be able to:

- describe best practice for each stage involved in the appraisal process;
- understand how the Principles of Fair Treatment and diversity recognition impact upon effective appraisal;
- explain the practical issues and difficulties that can arise in the context of appraisal and share ideas for dealing with them;
- demonstrate strategies for competence observation, effective questioning and discussion, and giving constructive feedback;
- handle dissent and work towards reaching an agreed outcome;
- describe appraisal conclusions, consequences and remedies;
- utilise lessons learned from other jurisdictions, and
- outline ways of responding to a person's developmental needs, and designing an agreed refresher training plan.

#### Frequency:

According to demand

**Duration:** One day

**Venue:** JSB

#### Director:

Mark Hinchliffe

#### CPD

6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 24

#### Further information:

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1 DAY	
The challenges of appraisal	<ul style="list-style-type: none"> <li>• Share experiences through discussion</li> <li>• Summarise examples of agreed good practice</li> <li>• <b>Informative report writing</b></li> </ul>
The Competence Frameworks	<ul style="list-style-type: none"> <li>• Understand the importance of a competence-based approach</li> <li>• Identify different observation and feedback styles</li> </ul>
Getting through a difficult appraisal	<ul style="list-style-type: none"> <li>• Review the overall process, focussing particularly on practical skills and problem avoidance</li> <li>• Brainstorm ideas for resolving conflict</li> </ul>
Precision questioning and constructive feedback	<ul style="list-style-type: none"> <li>• Consider boundaries and sensitivities</li> <li>• Self-appraisal</li> <li>• Explore strategies for competence observation, recording, precision questioning, targeted discussion, giving feedback, negotiating, and reaching an agreed outcome</li> </ul>
Appraisal in practice	<ul style="list-style-type: none"> <li>• Discuss a number of difficult case studies</li> <li>• Dealing with an unsatisfactory appraisal</li> <li>• Practical solutions and remedies</li> <li>• Identify best practice from other jurisdictions</li> </ul>
What next?	<ul style="list-style-type: none"> <li>• Look back at the course</li> <li>• Review the key learning points</li> <li>• Reflect on how to take these forward</li> </ul>

## MENTORING SKILLS: INDUCTION SEMINAR

### What is it?

This is a one-day seminar, where participants will have the chance to focus on the purposes of mentoring, the key tasks and responsibilities of a mentor, identifying the skills that a mentor needs, and practise mentoring in small groups. Much of the seminar focuses on the training DVD *Supporting the Judiciary – the Mentoring Process*, which illustrates the mentoring process from the initial meeting to what happens in the future.

All participants receive a copy of the DVD *Supporting the Judiciary – the Mentoring Process* after completing the training. The DVD is also available on request from the JSB.

### Who is it for?

This seminar is for those who have recently become or who are likely to be designated mentors. The seminar is best delivered to a specific jurisdiction, or to jurisdictions using a similar scheme.

### What will I learn?

Upon completion of the seminar, delegates will be able to:

- define mentoring in general terms and distinguish between different types of mentoring;
- appreciate the benefits of mentoring to mentor and mentee;
- identify the responsibilities of mentor and mentee, and
- identify, know and perform the skills necessary for effective mentoring.

**Frequency:** According to demand

**Duration:** One day

**Venue:** JSB

**Director:**  
Mark Hinchliffe

**CPD**  
6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 20

**Further information:**  
Faye Windmill  
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11 Tothill Street  
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DX149820 Westminster 6

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1 DAY	
What is mentoring?	<ul style="list-style-type: none"> <li>• Define mentoring in general terms</li> <li>• Distinguish between different types of mentoring, including active and passive mentoring</li> </ul>
What does it mean to be a mentor?	<ul style="list-style-type: none"> <li>• The benefits of mentoring to mentor and mentee</li> <li>• The personal qualities needed</li> <li>• Identifying responsibilities of mentor and mentee</li> <li>• Boundaries of the relationship</li> </ul>
Identifying the skills that a mentor needs	<ul style="list-style-type: none"> <li>• Identify the skills necessary for effective mentoring</li> </ul>
Supporting the mentee	<ul style="list-style-type: none"> <li>• Practise the skills necessary for effective mentoring</li> </ul>
The ongoing role of the mentor	<ul style="list-style-type: none"> <li>• Identify good practice in respect of their role in the appraisal process</li> <li>• Future development and career of the mentee</li> </ul>

**MENTORING SKILLS: FOLLOW-UP *MULTI-JURISDICTION SEMINAR***

**What is it?**

This is an intense multi-jurisdiction one-day seminar, comparing experiences, learning lessons, and developing further the crucial people-skills involved in a successful mentoring programme. It also covers what should happen if a mentoring exercise highlights particular problems or needs.

**Who is it for?**

This seminar is for those mentors who have been mentoring for 18 to 24 months and is designed for mentors from a range of jurisdictions (which may be operating different mentoring schemes). There will be an opportunity to compare different mentoring experiences.

**What will I learn?**

By the end of the workshop delegates will be able to:

- describe what mentoring best practice means for them;
- understand how the Principles of Fair Treatment and diversity recognition impact upon effective mentoring;
- explain the practical issues and difficulties that can arise in the context of mentoring and share ideas for dealing with them;
- explain issues that may arise over boundaries in the context of mentoring, and strategies for resolving them;
- demonstrate the application of mentoring skills such as giving advice, raising issues and responding appropriately, respecting confidentiality, sharing experience, correcting errors or misapprehensions, boosting confidence and handling distress or worry; and
- outline ways of identifying further learning, and responding to the mentee's developmental needs.

**Frequency:** According to demand

**Duration:** One day

**Venue:** JSB

**Director:**  
Mark Hinchliffe

**CPD**  
6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 24

**Further information:**  
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<b>1 DAY</b>	
The challenges of mentoring	<ul style="list-style-type: none"> <li>• Share experiences through discussion</li> <li>• Summarise examples of agreed good practice</li> </ul>
The Competence Frameworks	<ul style="list-style-type: none"> <li>• Understand the importance of a competence-based approach</li> <li>• Identify different mentoring styles depending on the personal needs of the mentee, and the nature of the jurisdiction</li> </ul>
Troubleshooting	<ul style="list-style-type: none"> <li>• Practical skills and problem avoidance</li> <li>• Brainstorm ideas for enhancing skills and providing effective support</li> </ul>
Precision questioning and constructive feedback	<ul style="list-style-type: none"> <li>• Consider boundaries and sensitivities</li> <li>• Discuss a number of difficult case studies</li> <li>• Consider practical problems and remedies</li> <li>• Identify best practice from other jurisdictions</li> </ul>
Mentoring in practice	<ul style="list-style-type: none"> <li>• Case studies</li> </ul>
What next?	<ul style="list-style-type: none"> <li>• Look back at the course</li> <li>• Review the key learning points</li> <li>• Reflect on how to take these forward</li> </ul>

Details to be finalised. We will be taking applications from Autumn 2009 - for a course in 2010.

## Other Skills

## JUDICIAL LEADERSHIP

### What is it?

A residential course (two days spread over three) that is participatory and inter-active, with the focus on practical solutions:

- The 4 Key Competences: Leadership; Management; Administration and Support. How your personality type fits in.
- Sharing control, sharing responsibility, and a collaborative approach to judicial leadership
- Recognising and meeting other people's needs (including the different needs of judges and the needs of the administration). Are these needs really incompatible? Can you meet some needs easily, without cost? If you are unable to meet some needs or motivational drives, what can you offer instead? How to combine the 4 Key Competences
- Accepting and achieving performance standards, and strategies for effective performance management in a judicial environment
- Maintaining professional relationships, including structural relationships, relationships with judicial and administrative colleagues, and relationships with service users. Do you have to damage one relationship in order to maintain the other, or can they both be sustained by some lateral or original thinking?
- Building trust and managing expectations. What issues are important (eg judicial independence, and the principle that judges should be in charge of judges), and what issues are not important? What restrictions, controls and business requirements will a reasonable judge accept, and what compromises will a reasonable administrator accept? How do you successfully managing change, including cost and budget-driven changes
- Why Teams Go Wrong – and strategies for avoidance and repair

**Frequency:** According to demand

**Duration:**  
Residential.  
Two days spread over three,

**Venue:** Details available to delegates

**Director:**  
Mark Hinchliffe

**CPD**  
9.5 hrs total -Law Society and Bar Council Accredited

**Accommodation Costs:**  
£320.70 (+ VAT)

**Places available:** 24

**Further information:**  
Noel Graffie  
Tribunals Team,  
Steel House  
11 Tothill Street  
London SW1H 9LJ

DX149820 Westminster 6

**0203 334 0715**

**tribunals@jsb.gsi.gov.uk**

### Who is it for?

Senior, Principal and Regional Judges, or those from any judicial or administrative body with significant judicial leadership, management and support responsibilities.

### What will I learn?

Upon completion of the five sessions, delegates will:

- understand the nature of, and the differences between, the Key Leadership Competences
- understand the importance of judicial efficiency whilst respecting and promoting judicial independence
- have considered strategies for appropriate performance management and the achievement of targets
- recognise that a key aspect of the leadership role lies in identifying and meeting the needs of others, establishing effective partnerships, building trust, managing expectations and sharing control
- understand how personality type directly affects relationships and performance
- have considered the pastoral role, and explored strategies for supporting colleagues effectively
- understand the impact of change on morale and motivation, and explore strategies for turning a negative situation into a positive one
- have identified some of the reasons why teams occasionally go wrong, and how such difficulties might be avoided or remedied
- better understand how to handle the media

## Other Skills

### JUDICIAL LEADERSHIP

DAY 1		
<b>Session 1</b>	Leadership, Management, and Administration	<ul style="list-style-type: none"> <li>• Identify the Key Leadership Competences</li> <li>• Design a model for judicial leadership, and assess its likely effectiveness</li> <li>• Managing expectations, managing change, managing human and financial resources</li> <li>• Identify a range of leadership, management and administrative challenges, and work out some practical answers</li> <li>• How to set and meet performance standards and targets</li> <li>• Resolving conflict</li> </ul>
<b>Session 2</b>	Support: The Pastoral Role	<ul style="list-style-type: none"> <li>• Identify ways to establish and meet the needs of others</li> <li>• Providing professional and personal help and advice, and dealing with problems of confidentiality</li> <li>• Protecting judicial independence</li> <li>• "Something's not quite right" ... how to recognise a problem</li> <li>• Mentoring, counselling and other solutions</li> </ul>
DAY 2		
<b>Session 3</b>	Management styles	<ul style="list-style-type: none"> <li>• How the MBTI test works</li> <li>• Complete the MBTI test</li> <li>• Develop awareness of your personal management style, and its impact on others</li> </ul>
<b>Session 4</b>	Relationships	<ul style="list-style-type: none"> <li>• Identifying your key relationships</li> <li>• Establishing and maintaining effective business partnerships</li> <li>• Influencing others in difficult situations</li> <li>• Why teams go wrong, and some possible remedies</li> <li>• Identify ways in which you can diffuse tension and strengthen vulnerable relationships</li> <li>• Who are your stakeholders, and how do you keep them happy?</li> <li>• Handling media interest - including the role of the Judicial Communications Office</li> </ul>
DAY 3		
<b>Session 5</b>	Personal organisation	<ul style="list-style-type: none"> <li>• Personal time management</li> <li>• Delegation</li> <li>• Stepping back and letting go</li> <li>• Managing pressure and minimising stress</li> <li>• Open door / closed door policies</li> <li>• Practical ways to get the balance right</li> </ul>

### TRAINING FOR TRAINERS

#### What is it?

A 2-day residential course taking a step-by-step approach to the training process, from identifying training needs and setting aims and learning outcomes, through designing and delivering training, to evaluating training and making changes. *Training for Trainers* enlists the expertise of a variety of training and education professionals from judicial, academic and management training backgrounds, who address issues such as the training needs analysis, teamwork, adult learning styles, facilitating small groups, presentation skills and evaluation techniques. The style of the course is intended to combine plenary interactive presentations with small-group work, discussion sessions and a practical opportunity to deliver a presentation and receive feedback.

#### Who is it for?

This course is aimed at judicial trainers at all levels and in all jurisdictions. The course is intended to be of particular interest to trainers who are new to, or relatively inexperienced in, the training role.

The course does not deal with issues unique to specific tribunals; nor does it deal with the substantive law. Rather, we are concerned to help participants develop their understanding of the techniques involved in the design and delivery of effective training for judicial decision-makers.

#### What will I learn?

Upon completion of the four sessions, delegates will understand how to:

- work as a member of a training committee or team;
- share responsibilities and allocate roles;
- identify training needs;
- use theories of adult learning, and exploit a range of skills, tools and techniques for trainers;
- set aims and learning outcomes;
- decide upon and design the form, content and methodology of training;
- produce training materials;
- integrate fair treatment;
- deliver effective training in a variety of ways; and
- evaluate and re-design following feedback.

#### **Frequency:**

According to demand  
(usually 1 course annually)

#### **Next scheduled courses:**

June 2009

#### **Duration:**

Residential.  
One-day spread over two,

#### **Venue:**

Details available to delegates

#### **Director:**

Mark Hincliffe

#### **CPD**

8.5 hrs total -Law Society and  
Bar Council Accredited

#### **Accommodation Costs:**

£195.25 (+ VAT)

**Places available:** 24

#### **Further information:**

Noel Graffie  
Tribunals Team,  
Steel House  
11 Tothill Street  
London SW1H 9LJ

DX149820 Westminster 6

**0203 334 0715**

**tribunals@jsb.gsi.gov.uk**

## Training for Trainers

### TRAINING FOR TRAINERS

DAY 1		
<b>Session 1</b>	Introduction to Learning and Teaching	<ul style="list-style-type: none"> <li>• Why do judges need training?</li> <li>• The trainer toolbox – different ways of learning and teaching</li> <li>• The importance of ice-breakers and effective communication</li> <li>• Judicial training – the key role of the JSB Competences, training in legal and specialist skills, induction training, and the role of continuing professional development (and CPD points)</li> <li>• Co-operation and teamwork in producing an effective training programme</li> <li>• Time management and keeping control</li> </ul>
<b>Session 2</b>	Identifying needs, aims and outcomes and evaluation	<ul style="list-style-type: none"> <li>• The importance of the training cycle</li> <li>• Identifying and analysing training needs</li> <li>• Why, What, Who, When, Where?</li> <li>• Setting clear aims and learning outcomes, and sticking to them</li> <li>• The importance of feedback – methods and techniques for effective evaluation</li> </ul>
DAY 2		
<b>Session 3</b>	Designs for Learning	<ul style="list-style-type: none"> <li>• The learning environment</li> <li>• Generating enthusiasm and interest</li> <li>• Overcoming hostility and resentment</li> <li>• Designing training that is focused, inter-active, participatory, imaginative, engaging and effective</li> <li>• Integrating diversity and fair treatment into training</li> <li>• Using a variety of approaches to learning and teaching</li> <li>• Training resources</li> <li>• Devising case-studies</li> <li>• Practical ways to design, develop and deliver e-training</li> </ul>
<b>Session 4</b>	Participative training techniques and presentation skills	<ul style="list-style-type: none"> <li>• 'Facilitraining!' (<i>There is a separate 1-day seminar on the skills required by small group facilitators in this prospectus</i>)</li> <li>• Presentation and public speaking skills</li> <li>• Deciding which of a number of possible teaching technique(s) to apply</li> <li>• Designing and delivering a short training session</li> <li>• Observing and learning from others</li> <li>• Review and analysis of your group's own presentation</li> <li>• Determining how the session might be effectively evaluated and re-designed in the light of feedback</li> <li>• Reflecting on how the lessons of the course might be successfully implemented in your jurisdiction</li> </ul>

**FACILITATING SMALL GROUPS**

**What is it?**

This event takes the form of an intensive, one-day training seminar focusing exclusively on facilitating, and small-group work. This being a seminar about the benefits and techniques of effective small group work, the majority of the day takes the form of interactive facilitating and small-group exercises. Although sessions are facilitated by training specialists, there are plenty of opportunities for individuals to practice their own facilitation techniques with fellow participants. This creates a hands-on training environment that is conducive to developing group management and training delivery skills, in a small-group context.

**Who is it for?**

It is for those who wish to lead effectively, chair or facilitate syndicate groups in training sessions. Such individuals may be in charge of training in a particular jurisdiction or similar context, and most delegates are expected to hold (or be preparing for) judicial office. The seminar aims to equip participants with the knowledge and skills required to achieve confident and effective facilitation of small-group work.

The JSB is happy to discuss the possibility of providing an event tailored to the needs of members of a specific jurisdiction.

**What will I learn?**

By the end of the seminar, delegates will have:

- identified the benefits of facilitated small groups as a training method and the processes at work in small groups;
- understood how these processes can be used; and
- improved their skills and confidence in small-group facilitation through practice and constructive feedback.

**Frequency:**  
Annually

**Next scheduled course:**  
January 2010

**Duration:**  
One day

**Venue:**  
JSB

**Director:**  
Mark Hincliffe

**CPD**  
6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 24

**Further information:**

Faye Windmill  
Tribunals Team,  
Steel House  
11 Tothill Street  
London SW1H 9LJ  
DX149820 Westminster 6

**0203 334 0713**  
[tribunals@jsb.gsi.gov.uk](mailto:tribunals@jsb.gsi.gov.uk)

<b>DAY 1</b>	
How Groups Work:	<ul style="list-style-type: none"> <li>• Learning styles</li> <li>• Group dynamics</li> <li>• Why some groups don't work</li> </ul>
The Role of the Facilitator	<ul style="list-style-type: none"> <li>• Exploring the role of the facilitator</li> <li>• Styles of facilitation</li> <li>• Ensuring equal participation</li> </ul>
Different small group methods	<ul style="list-style-type: none"> <li>• Ice breakers</li> <li>• Case studies</li> <li>• Role play exercises</li> </ul>
Practicing facilitation skills	<ul style="list-style-type: none"> <li>• Practice the skills of the facilitator in simulated group setting</li> <li>• Dealing with saboteurs and handling torpedoes</li> <li>• Receive constructive feedback on your facilitation of a simulated small-group by fellow group members and tutor</li> </ul>

**FAIR TREATMENT SEMINAR FOR TRAINERS**

**What is it?**

This seminar takes the form of a participatory event, with delegates working in groups on aspects of diversity awareness, impartiality, avoidance of bias (and the appearance of bias) and fair treatment training. It includes a range of presentations and discussion sessions intended to complement the principles of the JSB’s *Equal Treatment Bench Book*. Ensuring that fair and equal treatment issues are effectively integrated into and addressed through training is something that even experienced trainers can find daunting. During this course, participants will have the chance to address vital issues such as the effect of prejudice (and how to identify it), the impact of stereotyping, forms of discrimination and how to “spot and stop” them, and the integration of fair treatment into every training programme.

**Who is it for?**

This one-day seminar is for judicial trainers at all levels and in all jurisdictions.

**What will I learn?**

By the end of the seminar delegates will:

- understand the importance of including fair treatment issues in the training of judges and panel members;
- be able to identify the respective benefits of stand-alone fair treatment training on the one hand, and the integration of fair treatment into all aspects of judicial education on the other;
- know how to address fair treatment issues in judicial training programmes, and overcome hostility and resistance;
- be able to apply the principles of fair treatment to the training context through reference to modules and case studies, and
- have learned how to design jurisdiction-specific case studies and scenarios, with a range of diversity and fair treatment issues arising.

**Frequency:**  
According to demand

**Duration:** One day

**Venue:** JSB

**Director:**  
Mark Hinchliffe

**CPD**  
6 hrs total - Law Society and Bar Council Accredited

**Cost:** Free

**Places available:** 24

**Further information:**  
Noel Graffie  
Tribunals Team,  
Steel House  
11 Tothill Street  
London SW1H 9LJ  
DX149820 Westminster 6  
**0203 334 0715**  
[tribunals@jsb.gsi.gov.uk](mailto:tribunals@jsb.gsi.gov.uk)

1 DAY	
Integrating fair and equal treatment issues into judicial training	<ul style="list-style-type: none"> <li>• Defining and deciding on realistic &amp; achievable goals</li> <li>• Designing a stand alone presentation</li> <li>• How to integrate the Principles of Fair Treatment, and issues around diversity, impartiality and avoiding the appearance of bias, into other training</li> <li>• Drafting scenarios and case studies for discussion groups</li> <li>• Drafting facilitator notes</li> <li>• Overcoming hostility and resistance</li> </ul>

## **The JSB Tribunals Committee (as at March 2009)**

Mr Justice Langstaff, Chairman  
Mr Mark Hinchliffe, Tribunals Training Director  
HH Judge John Phillips CBE, Director of Studies, JSB  
Mrs Maggy Pigott, Joint Executive Director, JSB  
Prof Jeremy Cooper, First-tier tribunal  
Ms Penny Letts OBE, Administrative Justice and Tribunals Council Representative  
Ms Siobhan McGrath, Senior President, Residential Property Tribunal Service  
HH Judge Sir Goolam Meeran, Employment Tribunals for England and Wales  
Ms Karon Monaghan QC, Equal Treatment Advisory Committee Representative  
HH Judge David Pearl, Principal Judge, Care Standards  
Mr Paul Stockton, Judicial Office, Tribunals Service  
Mr Stuart Vernon, Chief Adjudicator, Office of Fair Trading  
Judge Nick Wikeley, Upper tribunal

## **The JSB Advisory and Administration Team**

Miss Helen Baker, Head of Tribunals, ETAC and International Division  
Mr John Gibbons, Tribunals Senior Training Adviser  
Mr Tony Massally, Tribunals Training and Evaluation Unit Manager  
Miss Caroline Hanlon, Tribunals Courses Programme Manager  
Mr Noel Graffie, Tribunals Course Organiser  
Miss Faye Windmill, Tribunals Courses and Projects Co-ordinator (part-time)  
Miss Buki Sobodu, Tribunals Evaluation Co-ordinator

Tribunals Team contact details:

Tribunals Team,  
Judicial Studies Board,  
6th Floor, Steel House,  
11 Tothill Street  
London SW1H 9LJ

Tel: 020 3334 0715  
Fax: 020 3334 0678

E-mail: [tribunals@jsb.gsi.gov.uk](mailto:tribunals@jsb.gsi.gov.uk)

## **The JSB Website**

The JSB website address is [www.jsboard.co.uk](http://www.jsboard.co.uk). The website contains amongst other things, JSB publications that can be downloaded, information on other areas of the JSB and a list of useful links.

## JSB GUIDANCE FRAMEWORKS

- ***Tribunal Competences – Qualities and Abilities in Action (2007)***  
 In February 2007, the JSB began the process of reviewing and revising the *Competence Framework for Chairmen and Members of Tribunals (2002)*. After consultation with Tribunal Presidents, the Council on Tribunals (as it was then), the Judicial Appointments Commission (JAC) and other related organisations, the JSB produced the *Tribunal Competences – Qualities and Abilities in Action* framework. Following the integration of fair treatment throughout the Competences, the framework is now divided into five headline competences together with their performance indicators: Knowledge and Values, Communication, Conduct of Cases, Evidence, and Decision-making. Each headline competence represents a core element of the judicial role. Revisions have been made encompassing the headline competences, the competences for each judge and member of a panel, and their resultant performance indicators. These Competences have been accepted and adopted by the Senior President of Tribunals and the Tribunals Service, and provide the starting point for our *Essential Judicial Skills & Competences* course.
- ***Framework of Standards for Training and Development in Tribunals (2003)***  
 This framework proposes a systematic approach to the design and delivery of training. It provides a practical tool for jurisdictions that are developing or improving their training systems and wish to adopt a more systematic approach. It has helpful advice for smaller organisations and provides an invaluable checklist for those that already have comprehensive training programmes.
- ***Framework for Induction of New Chairmen and Members of Tribunals (2005)***  
 This framework builds upon the guidance on the induction process currently provided in the *Framework of Training Standards* and the *Tribunals Training Handbook*. It recognises the comprehensive induction programmes and good practice that already exists in many jurisdictions, together with the experience that the JSB has acquired through its *Essential Judicial Skills & Competences* course. The guidance covers the core elements of an induction training programme, such as observation and training in judicial skills and jurisdictional knowledge, to provide an invaluable induction template for new judges and panel members. The framework acknowledges that the duration and nature of the induction will depend upon the complexity of the role being undertaken and the previous experience of the new judge or member, and can be easily adapted.
- ***Fundamental Principles and Guidance for Appraisals in Tribunals and Model Scheme (2003)***  
 This guide has been produced by the JSB in consultation with various principal judges and trainers, as well as with the AJTC and other related organisations. It focuses on the importance of implementing an appraisal framework for tribunals and what this should involve. This covers areas such as responsibility for appraisal, appraisal criteria, scope and frequency of appraisal, and using appraisal information constructively. The model scheme provides an example that can be adapted to suit the needs of different jurisdictions.
- ***Guidance on Mentoring in Tribunals (2004)***  
 This guidance complements the *Appraisal Guidance* and *Training Standards* and enables a tribunal, through its mentoring scheme, to provide the support and guidance that newly appointed members need to become effective in their adjudicative role. It addresses issues such as identifying mentors and their responsibilities, matching mentors and new members, and the administration and development of a mentoring scheme.
- ***Evaluation of Training, Appraisal and Mentoring in Tribunals (2006)***  
 This framework was developed in close consultation with tribunal presidents and trainers, together with other related bodies in the world of administrative justice. It sets out the background to the development of the framework for the evaluation of the provision of tribunal training,

appraisal and mentoring, and goes on to describe the purposes of evaluation, the processes involved, and the role of the JSB in the evaluation process.

### Further Information

#### **Keeping up to date with judicial training and development**

The following publications are available from the JSB.

##### ***Tribunals Journal***

Since 1994, the JSB has produced the *Tribunals* journal, published three times a year, which engages experts in the field to produce articles on a diverse range of tribunal-related issues, from developments in appraisal and mentoring to international viewpoints and advances in training technology. While the focus of the journal is primarily training, previous issues have focused on themes such as proportionate dispute resolution and the Tribunals, Courts and Enforcement Act 2007. *Tribunals* is edited by Godfrey Cole CBE and is produced in close collaboration with the JSB Tribunals Committee

##### ***Tribunals Training Handbook (2004)***

The JSB produced the *Tribunals Training Handbook* in association with a number of internal and external training experts. It explains the process of implementing a judicial training programme and reflects key developments in current training theory and practice. It supports the requirements of the JSB's *Training Standards* and was published in the autumn of 2004.

##### ***Equal Treatment Bench Book***

The JSB's Equal Treatment Advisory Committee (ETAC) has revised and updated the *Equal Treatment Bench Book*, which offers guidance on the principles and practice of fair treatment for all those who hold a judicial post, including the tribunals' judiciary. The JSB has also produced the *Fairness in Courts and Tribunals* booklet, which complements the Bench Book and acts as a summary and point of reference.

##### ***Equal Treatment – Training for Tribunals***

For tribunals in particular, the Bench Book is complemented by the production of a new *Equal Treatment – Training for Tribunals* training pack, which illustrates how the fundamental principles of the Bench Book can be applied and followed in practice. The training pack has been developed in conjunction with the *Fair Treatment Seminar for Trainers*, described on page 21, and sets out a series of recommended training modules in written form, together with example case studies and extracts. It is hoped that the pack will provide tribunal trainers with a comprehensive structure for delivering training on all aspects of fair treatment and diversity within their own jurisdiction.

All of the above publications can be accessed online at [www.jsboard.co.uk](http://www.jsboard.co.uk). Hard copies are available from the JSB on request.

Past issues of the *Tribunals* journal are also available to download from the JSB website.

## AVAILABLE JSB TRAINING DVDS / VIDEOS

- **Supporting the Judiciary** – The Mentoring Process (*A guide to mentoring for mentors and mentees with Training notes*) This DVD, unlike other similar training materials, is intended to demonstrate good practice and to encourage discussion of how a mentor and a mentee can work together successfully. It is accompanied by training notes enclosed in the DVD case. The notes are designed to provide a framework for discussion between the mentor and the mentee and also to be a stand-alone independent learning package for both the mentor and the mentee, who will want to view and read them in their home or office before meeting as well as during their relationship. The DVD is also accompanied by a set of mentoring handouts for more thoughtful consideration, which can be viewed via a PC or downloaded from the JSB website ([www.jsboard.co.uk](http://www.jsboard.co.uk)). If you would like a copy of the DVD, please contact the JSB on 020 3334 0715, or email [tribunals@jsb.gsi.gov.uk](mailto:tribunals@jsb.gsi.gov.uk).
- **Running an Effective Hearing**  
The first in a series of films based on the fictitious Pavement Users Tribunal. It offers trainers the opportunity to identify chairing and hearing management practice. Troubleshooting opportunities abound.
- **A Fair Hearing - Guidance on The Principles of Fair Treatment in courts and tribunals (Video)**  
The action is based around a hearing in a fictitious tribunal that handles student grants. It takes viewers through the stages of a hearing with the emphasis on fair treatment issues in relation to the panel and parties, and contains tutor notes).
- **'Toby the Dog' (Video)**  
The first of the JSB's tribunal training videos. A hearing in the Dangerous Dogs Tribunal starts badly- and things get worse.

## PRACTICAL ARRANGEMENTS

### Course venues

One-day seminars will usually be held at the JSB and include lunch and refreshments. Residential courses such as *Essential Judicial Skills & Competences*, *Advanced Judicial Skills*, *Training for Trainers*, and *Judicial Leadership, Management & Support* are usually held at Highgate House, and course fees include accommodation and all meals.

### How to apply

- 1 The JSB usually receives nominations for courses from the various jurisdictions. But individual members of the judiciary are also welcome to apply, and will be eligible to receive the appropriate CPD points upon course completion. Judges and members who are not nominated by their jurisdictions will, however, be responsible for their own course fees (if fees are charged).
- 2 Nominations and applications should be made on the attached form, and submitted by post or email. If the application or nomination is successful, delegates will receive an invitation, and a reply form. So long as the reply form confirming attendance is received back by the JSB within 14 days of dispatch, the place will be secure.
- 3 We are always happy to give further information by telephone before an application or nomination is made. Please call Noel Graffie on 0203 334 0715.
- 4 Some courses or seminars can only run when enough people have been nominated to make the event viable. Similarly, completion of the application form does not guarantee a place on the course/seminar. On some courses, a mix of delegates from different jurisdictions will be sought. Nevertheless, places are usually awarded on a first-come, first-served basis.
- 5 If initially unsuccessful, nominees will be added to a waiting list and places will be allocated should they become available, or when the next course or seminar is held.
- 6 For the *Essential Judicial Skills & Competences* course, priority has to be given to newly appointed judges and panel members who may not be able to sit before undertaking the training.
- 7 Nominations for training events for which no date is fixed may be retained on a waiting list until sufficient nominations are received to enable the course or seminar to run. The Tribunals Training Team at the JSB can be contacted in relation to any queries about future training events. Please call Noel Graffie on 0203 334 0715.

## Certificates of Successful Completion

Signed JSB Certificates are issued on the successful completion of our residential courses, such as Essential Judicial Skills & Competences; Advanced Judicial Skills; Judicial Leadership and Training for Trainers. On other courses, certificates can be provided on request.

## Course fees

- ❑ Where seminars are held at the JSB, there is usually no cost to participants.
- ❑ Participants attending residential courses will be asked to pay a fee to cover accommodation and meal costs, which are usually covered by their sponsoring jurisdiction. Prices (correct at time of going to press) will vary depending on the length of the course. If, after accepting a place, a participant withdraws from a course and the JSB is unable to fill the vacancy, the accommodation fee may still be payable.
- ❑ Jurisdictions are sometimes asked to meet the total cost of bespoke courses or seminars, although this is subject to discussion and agreement.
- ❑ The JSB cannot cover travel expenses or fees for delegates attending courses in this prospectus.

## CPD accreditation

Practising solicitors and barristers may count attendance at all JSB courses towards their continuing professional development (CPD). Details of the number of hours that may be claimed are included on the programmes for individual courses.

## Special requirements

Where possible, the JSB will attempt to accommodate any special requirements that course participants may have, if informed in advance. When confirming their attendance, participants are asked to indicate if they have any *particular dietary requirements*, for example, or a *need for disabled facilities*.

## Course nomination form

- 1 The course nomination and application form is on pages 29–30, and an electronic version is on the JSB's website ([www.jsboard.co.uk](http://www.jsboard.co.uk)).
- 2 Please complete only one form for each nominee or applicant (though people may apply for more than one course).
- 3 The JSB will send confirmation of receipt within a few days of receiving the form(s). You may wish to ring the JSB (on 020 3334 0715) to check for availability before applying for places.

## Designing your own training

The JSB has a range of resources and materials that reflect training developments and structural changes in the world of tribunals and administrative justice. In addition to providing regular scheduled training courses and seminars for judges, panel members and judicial trainers, the JSB can also help jurisdictions to develop and administer their own training. We can offer assistance in a number of ways, including:

- Advising on the development of training programmes;
- Identifying those who can assist in the delivery of training, including experienced judicial trainers with personal experience of judicial work;
- Delivering JSB modules as part of a jurisdiction's own training, for example in The Ethics of the Judicial Profession, Questioning Skills, Judicial Examination, and The Principles of Fair Treatment.
- Facilitating training programmes that provide the core judicial skills necessary for the most flexible and cost-effective deployment of judicial manpower across the jurisdictions, through practical and interactive generic skills and multi-jurisdiction training.
- Encouraging the exchange of good practice and resources between jurisdictions

# Nomination / Application Form

Please complete Sections 1, 2 and 3.

An electronic version of this form is available at [www.jsboard.co.uk](http://www.jsboard.co.uk).

Costs are correct at time of going to press and may be subject to change.

## SECTION 1: Course/seminar applied for – please tick as appropriate and enter date(s) if available

<input type="checkbox"/> Essential Judicial Skills and Competences Date	Residential Cost: £355.60 (+ VAT)
<input type="checkbox"/> Advanced Judicial Skills Date	Residential Cost: £195.25 (+ VAT)
<input type="checkbox"/> Training for Trainers Date	Residential Cost: £195.25 (+ VAT)
<input type="checkbox"/> Working Effectively on a Panel Date	JSB Free
<input type="checkbox"/> Facilitating Small Groups Date	JSB Free
<input type="checkbox"/> Appraisal Skills Seminar: <i>Induction / Follow-up</i> (delete as appropriate) Date	JSB Free
<input type="checkbox"/> Mentoring Skills Seminar: <i>Induction / Follow-up</i> (delete as appropriate) Date	Free
<input type="checkbox"/> Fair Treatment Seminar <i>for Trainers</i> Date	JSB Free
<input type="checkbox"/> Judicial Leadership Date	Residential Cost: £320.70 (+ VAT)

**SECTION 2: Name and full details of the nominee / applicant**

Name

Address *(to receive correspondence and training materials)*

Telephone number

Email address

Please say why the application / nomination has been made  
*(e.g. recently appointed judge or panel member)*

Nominating jurisdiction (if appropriate)

Contact at nominating jurisdiction (if appropriate)

**SECTION 3: Invoicing**

Please indicate below who should be invoiced for the cost of the course. You must have agreement that the cost will be met if you are not the budget holder. Invoices will be sent to individuals directly by the course venue after the event has taken place

Name

Address

Please return to:

Tribunals Team,  
Judicial Studies Board,  
6th Floor, Steel House,  
11 Tothill Street,  
London SW1H 9LJ

Tel: 020 3334 0715

Fax: 020 3334 0678

Email: [tribunals@jsb.gsi.gov.uk](mailto:tribunals@jsb.gsi.gov.uk)