

Reference for [NAME]

Title *

Purpose of References

References are intended to provide direct evidence of the candidate's competencies, as required for the post for which he or she is applying and to corroborate the information supplied by the candidate. They contribute to the overall assessment of the candidate and are considered during either a panel assessment at the sift or interview stage of the selection process.

Confidentiality

The reference form is confidential and must not be disclosed to the candidate. The information provided will not be attributed to the referee, though the content may be discussed with the candidate at selection day. If you raise a serious allegation which the JAC considers should be investigated, the JAC will not identify you as the source without your consent. Although unsuccessful candidates can request written feedback on their application, nothing will be attributed to the referee. You may feel it inappropriate for you to act as a referee if, for example, you have a close personal relationship with, or are related to the candidate, or if you are also a candidate for the same post. If so, please refrain from completing any reference form and contact the JAC.

Guidance

Referees are requested to provide evidence on each of the competencies against which the candidate will be assessed. Behavioural and technical statements are provided under each heading, which referees should consider when providing their responses. Referees do not have to cover each statement individually but they should provide sufficient evidence to cover the breadth of them all. Please avoid assertion and general comments, but instead provide specific examples as evidence. Thus please avoid statements like: "the candidate analyses material quickly and intelligently and identifies the important points in an argument" and instead say "There was an occasion when the candidate analysed material quickly, namely the case of X when he/she...".

Do you have any doubts about being a referee?

You may feel that this is inappropriate for you to act as a referee for this applicant if, for example, you have a close personal relationship with the candidate or someone related to them, or you are also a candidate for the same post. If so, please provide a brief explanation below and submit the form without completing any further questions.

How do you know the candidate?

 N/A

Colleague

Line manager

Other

How long have you known the applicant?

How recent and frequent has your contact been with the applicant?

How well do you know the candidate's work?

Do you know anything about the candidate that may render him/her unsuitable for judicial office? *

No

Yes

This may include behavioural, professional, conduct or criminal offences.

Competencies

Applicants for this selection exercise should display competency in the following categories, which will be assessed against evidence showing relevant knowledge and experience.

Exercising Judgement

Demonstrates integrity and applies independence of mind to make incisive, fair and legally sound decisions

- *Makes important decisions by applying the relevant law, principles and procedure to fact and submissions*
- *Shows appreciation of the impact, including wider consequences, of the decision*
- *Acts with integrity in making appropriate decisions in very challenging, complex situations*
- *Demonstrates independence of mind*
- *Ensures fairness; is neither biased nor prejudiced*
- *Makes decisions with confidence, in a timely and appropriate manner*

Please provide evidence-based examples of when a candidate has exercised their judgement to demonstrate their suitability for this role

Possessing and Building Knowledge

Possesses a detailed knowledge of the jurisdictional law and practice and demonstrates an ability and willingness to learn and develop professionally

- *Demonstrates extensive knowledge of one or more areas of law and procedure*
- *Demonstrates a high ability to acquire knowledge, especially of high complex subject matter*
- *Keeps abreast of changes in the law and in wider society*
- *Is motivated towards, and actively pursues, continuous learning and personal development*
- *Encourages a shared learning approach, communicating knowledge and developments to relevant others*

Please provide evidence-based examples of how the candidate possesses and builds their knowledge and their suitability for this role.



Assimilating and Clarifying Information

Quickly assimilates information to identify essential issues, develops a clear understanding and clarifies uncertainty through eliciting and exploring information

- *Demonstrates speed and flexibility in assimilating and processing large amounts of complex information from multiple sources*
- *Does not prejudge; remains open to further developments in the case*
- *Identifies information gaps and focuses on the relevant issues, encouraging others to do so*
- *Evaluates and balances the evidence in order to reach a reasoned decision*

Please provide evidence-based examples of how the candidate assimilates or has clarified information to demonstrate their suitability for this role.



Working and Communicating with Others

(‘Others’ refers to all court users, colleagues, court staff, parties, advocates, witnesses and members of the public). Conducts proceedings appropriately, values diversity and shows an appreciation of the wider impact of communications. Demonstrates empathy and sensitivity in building relationships. Demonstrates good communication skills and authority.

- *Demonstrates courtesy and authority, instilling confidence in others by using effective verbal and non-verbal communication*
- *Provides all parties with a fair opportunity to present evidence and participate fully in the hearing*

- *Shows an awareness of the diversity of different communities, and sensitivity to their particular needs*
- *Communicates succinctly and in a well-reasoned manner, using technical language only when required and ensuring that complex information is understood*
- *Provides direction, using appropriate strategies to maintain control and defuse tension*
- *Listens attentively throughout, only intervening when required to ensure a fair hearing*

Please provide evidence-based examples of how the candidate works with and interacts with others to demonstrate their suitability for this role.



Managing Work Efficiently

Works effectively and plans to make the best use of resources available

- *Actively takes responsibility for efficient completion of heavy workload, minimising delays and resolving problems independently*
- *Demonstrates resilience and deals with high pressure situations*
- *Responds calmly and flexibly to changing circumstances*
- *Utilises available resources, including the latest technology, to carry out the role*
- *Seeks guidance from and offers assistance to others as appropriate*

Please provide evidence-based examples of how the candidate manages their work to demonstrate their suitability for this role.



Leadership

Demonstrates the ability to provide professional leadership to meet existing and future needs. Ensures the efficient and effective discharge of judicial business and acts as the public face of the judiciary for all court users

- *Works effectively with others, leading through personal example*
- *Supports and encourages fellow Judges, offering advice where appropriate*
- *Supports and implements change effectively within the judiciary*
- *Encourages a shared sense of responsibility out of court, among judiciary and court staff*
- *Supports and engages with court staff to ensure efficient despatch of business*

Please provide evidence-based examples of when a candidate has demonstrated leadership to demonstrate their suitability for this role.

Please be reminded that the principal purpose of an appraisal is as a developmental tool and you should therefore consider the appropriateness of inclusion. You should use the appraisal only to demonstrate whether a candidate is able to meet the specific requirements of the role applied for

Additional comments

Referees should only complete this section if there is something of note that they would like to draw the Commissioners attention to. The information provided here may be used to assist the selection panels in probing the candidate during the course of the assessment process. In this section we are particularly interested in development areas or areas of concern, rather than good or satisfactory behaviours that the candidate may have demonstrated.

Do you have any comments of note? *

No

Yes