

Appraisal Documentation
Pupil Questionnaire

Name of Pupil:

Name of Pupil Master:

Date of appraisal:

This questionnaire should be given to the Pupil two weeks prior to the appraisal. The Pupil should then bring the completed form to the appraisal to form the basis of discussions.

1.	How often is your training record reviewed and discussed?
2.	What training courses have you attended and how useful did you find them? e.g. Professional Skills Course or internal courses.
3.	How has the work you have been given allowed you to develop your knowledge of the law and its application?
4.	To what extent are you actively involved in the current work of your Supervisor / Pupil Master and how often do you meet or liaise with clients?
5.	How often does your Supervisor / Pupil Master discuss your work with you? Are you given proper briefing and clear instructions? If "no" please give comments.
6.	Please list below any problems you wish to discuss at your appraisal.
7.	Any other comments

Appraisal Documentation

To be completed by Pupil Master at appraisal

Name of Pupil:

Name of Pupil Master:

Date of appraisal:

Period covered from:

Area to be discussed	Comments
Advocacy and Oral Presentation Skills Identifies the clients' goals Identifies and analyses relevant factual and legal issues Summarises the strengths and weaknesses of each party's case Plans how to present the case Outlines the facts in simple narrative form Formulates a coherent submission based upon facts, general principles and legal authority in a structured, concise and persuasive manner	
Case analysis and transaction management Have a clear understanding of case analysis techniques and apply the same for best effect Produces a schedule for a case/transaction, split where necessary into phases Plans out the phases of the work in terms of time, cost and risk management Develops techniques to diarise, follow up and revisit matters at the appropriate time Keeps accurate records and attendance notes Manages files effectively Reports back to clients regularly and fully Co-ordinates teams to review progress and revise options Brings matters to a timely conclusion satisfactory to the client Wraps up the matter, closing the file and recovering costs and disbursements	
Client Advice, Care, Practice Support and Skills Ability to: Advise in a clear manner Set a clear way forward Explain pitfalls of any course of action Explain likely success/failure/options available Set and meet deadlines Review and report on progress Prioritise tasks and ensure effective client care Maintain files in good order Methodical approach to work Understand the processes of setting fees and billing clients	
Communication skills Expressing ideas orally and in writing with precision and logic in language appropriate to the recipient Using grammar syntax and punctuation correctly Listening actively/speaking effectively Keeping accurate notes Use of e-mail/word processing Identify client's goals and priorities	

<p>Drafting skills</p> <p>Maintain a standard of care which meets professional standards (including Court requirements) and protects the interests of the client</p> <p>Addresses all relevant factual and legal issues</p> <p>Identifies relevant options</p> <p>Demonstrates a critical use of standard forms and precedents</p> <p>Drafts documents which are logical, coherent, clear and precise</p> <p>Recognises that effective oral advocacy commences with effective written advocacy</p>	
<p>Dispute resolution</p> <p>Takes careful instruction from the client</p> <p>Identifies the client's purposes in pursuing the dispute and advises on the possible outcomes and costs</p> <p>Thoroughly researches the liabilities of the parties to the dispute</p> <p>Gathers evidence from witnesses or elsewhere</p> <p>Considers fully the range of options for dispute resolution</p> <p>Meets necessary deadlines and keeps the client informed as the dispute progresses</p> <p>Drafts or prepares papers to assist the resolution of a contentious matter</p> <p>Controls information central to the dispute throughout the proceedings</p> <p>Represents the client and the client's interests through meetings, conferences and hearings</p> <p>Ensures the settlement and judgements are secure and enforceable</p>	
<p>Interviewing and Advising in Conference</p> <p>Prepares for interviews/conference</p> <p>Uses appropriate questioning techniques</p> <p>Identifies possible courses of action and their consequences</p> <p>Helps clients decide on the best course of action</p> <p>Agrees action to be taken following the interview</p> <p>Accurately records the interview/conference and establishes a professional relationship with the client dealing with any ethical problems which may arise</p> <p>Relates with the client to ensure effective understanding of the issues</p>	
<p>Legal Research Skills</p> <p>Grasp of basic legal principles and modern research techniques (including internet / CD Rom)</p> <p>Knowledge and understanding of the law when researching</p> <p>Application of law in a practical and commercial way</p> <p>Appreciates the limit of one's knowledge/understanding of the issues and considers positive strategies to address the same</p>	
<p>Negotiation Skills</p> <p>Identifies the central issues and explains them to client</p> <p>Assess the bargaining positions of each party</p> <p>Plans a negotiation and the 'bottom line'</p> <p>Establishes an agenda at the start of the negotiation</p> <p>Generates alternative solutions to resolve the issues</p> <p>Uses appropriate negotiating style and skills</p> <p>Identifies the strategy and tactics used by the other side and counteracts, if necessary</p> <p>Document the agreement or settlement and explains the benefits and disadvantages of the agreement or settlement</p>	
<p>Working effectively with others</p> <p>Ability to work as part of a team</p> <p>Ability to maintain good relationships with colleagues, support staff and clients</p> <p>Willingness to help others when necessary</p>	

<p>Development Ability to learn from others and own experience Using opportunities to improve skills and knowledge Seeking advice and guidance Willingness to learn and help others to learn</p>	
<p>Personal qualities Exercise initiative, be motivational and innovative Professional appearance and manner, within ethical standards Punctuality and dependability Ability to work under pressure Sickness procedures followed, if necessary Positive attitude to learning and helping others Ability to accept responsibility and be held accountable for actions Ability to accept corrections and criticism Energy and enthusiasm Ability to control emotions and build confidence Ability to be firm and assertive rather than aggressive Commercial awareness, including need for effective time recording</p>	
<p>General progress towards pupillage objectives</p>	
<p>Strengths</p>	
<p>Weaknesses</p>	
<p>Professional skills course Which courses have been attended? How beneficial were they to the trainee's work?</p>	

Signed Pupil:

Date

Signed Pupil Master:

Date

Appraisal Documentation
Looking Forward

Name of Pupil:

Name of Pupil Master:

Date of appraisal:

1. Abilities/Skills which need improvement:

2. Areas of competence not yet tested:

3. Review or setting of new objectives:

4. Training courses required over next 6 months:

Signed Pupil:

Date

Signed Pupil Master:

Date