



COURTS AND TRIBUNALS JUDICIARY

# Judicial Skills and Abilities Framework

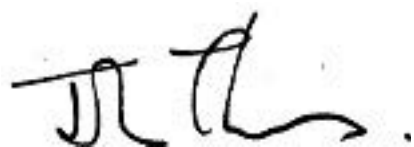
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# Foreword

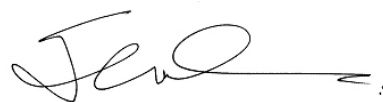
## By the Lord Chief Justice and Senior President of Tribunals

This Framework brings together all the work that has been undertaken in recent years to identify and describe the skills and abilities required by judicial office-holders (both judges and tribunal members) in courts and tribunals including those in leadership and management roles. By April 2015, this framework will replace existing competence frameworks for appraisal schemes and training purposes. Over the next year the Judicial Office will be working with the Judicial Appointments Commission to establish how best to incorporate the Framework into the selection processes.

Bringing together a single set of skills and abilities will provide a clear set of expectations common to all jurisdictions against which judicial office-holders will be selected, trained, encouraged and appraised. Such a single standard will be a great asset in taking forward the flexible deployment provisions of the Crime and Courts Act but individual judicial office-holders can also use the Framework to identify their strengths, assess their personal development needs and consider their career aspirations against the clear statements of expectations.



**Rt.Hon. Lord Thomas**  
**Lord Chief Justice**



**Rt.Hon. Sir Jeremy Sullivan**  
**Senior President of Tribunals**

# Background

## What is the Judicial Skills and Abilities Framework?

The Judicial Skills and Abilities Framework describes the skills and abilities required by judicial office-holders and those in judicial leadership and management roles.

## Does the Judicial Skills and Abilities Framework apply to me?

The Judicial Skills and Abilities Framework applies to all judicial office-holders (except magistrates)<sup>1</sup> and those in judicial leadership and management roles. The framework may need to be amended or supplemented to meet specific requirements in some jurisdictions.

## How do I use the framework?

The left hand column shows the statements which apply to all judicial office-holders. Next to this are the elements that define the statements. Each element does not need to be demonstrated for the overarching statement to be fulfilled.

The right hand column shows the extra statements which apply to those in judicial leadership and management roles. Next to this are the supporting elements that define the statements. Level 1 is designed to apply to senior leadership and management roles (e.g. Presiding Judges, Family Division Liaison Judges, Chancery Supervising Judges, Chamber Presidents and similar roles). Level 2 is designed to apply to all other leadership and management roles (e.g. Resident Judges, Designated Family Judges, Designated Civil Judges, Presidents of the Regional Tribunal Judges and similar roles). However it is expected that they will be used flexibly, in recognition of the fluidity of judicial leadership and management roles.

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<sup>1</sup> The competence frameworks for magistrates are set out within the National Training Programme for Magistrates.

# The framework

Judicial Office-holder Skills & Abilities	Judicial Office-holder Elements	Leadership & Management Elements	Leadership & Management Skills
<p><b>Assimilating and Clarifying Information:</b> Quickly assimilates information to identify essential issues, develops a clear understanding and clarifies uncertainty through eliciting and exploring information.</p>	<ul style="list-style-type: none"> <li>• Possesses the ability to quickly absorb, recall and analyse information, facts and legal argument</li> <li>• Identifies and focuses on the real issues; is not lost in irrelevant detail</li> <li>• Properly applies appropriate legal rules and principles to the relevant facts</li> <li>• Is able to weigh evidence in order to decide the facts of a case</li> </ul>	<p><b>Level 1</b> - Establishes, and communicates the evolving strategic direction in their jurisdiction/chamber or region</p> <p><b>Level 2</b> - Communicates priorities and leads their court/tribunal through personal example</p>	<p><b>Leading the way</b></p>

<b>Judicial Office-holder Skills &amp; Abilities</b>	<b>Judicial Office-holder Elements</b>	<b>Leadership &amp; Management Elements</b>	<b>Leadership &amp; Management Skills</b>
<p><b>Working with Others:</b>                      Conducts proceedings appropriately, values diversity and shows empathy and sensitivity in building relationships.</p>	<ul style="list-style-type: none"> <li>• Manages hearings through fair and objective direction and intervention</li> <li>• Has an awareness of the diversity of the communities which the courts and tribunals serve</li> <li>• Works constructively with others to encourage co-operation and collaboration when needed</li> <li>• Treats people with respect, sensitivity and in a fair manner without discrimination; ensuring the requirements of those with differing needs are properly met</li> <li>• Maintains effective relationships, demonstrating the appropriate balance between formality and informality in hearings and with all contacts</li> <li>• Is able to recognise and deal appropriately with actual or potential conflicts of interest</li> </ul>	<p><b>Level 1</b> - Acts as the judicial figurehead and builds effective relationships with the centre, agencies and key policy areas across their jurisdiction/chamber or region</p> <p><b>Level 2</b> - Uses an inclusive approach to develop and maintain the reputation of the court/tribunal within the community</p>	<p><b>Working with others</b></p>

<b>Judicial Office-holder Skills &amp; Abilities</b>	<b>Judicial Office-holder Elements</b>	<b>Leadership &amp; Management Elements</b>	<b>Leadership &amp; Management Skills</b>
<p><b>Exercising Judgement:</b> Demonstrates integrity and applies independence of mind to make incisive, fair and legally sound decisions.</p>	<ul style="list-style-type: none"> <li>• Makes timely and appropriate decisions</li> <li>• Exercises sound judgement and common sense</li> <li>• Reaches clear, reasoned decisions objectively, based on relevant law and findings of fact</li> <li>• Demonstrates integrity and independence of mind</li> <li>• Does not exercise bias or prejudice</li> </ul>	<p><b>Level 1</b> - Works to improve judicial performance across the wider justice system and within the region to ensure it can meet existing and future needs</p> <p><b>Level 2</b> - Provides support to maintain and improve the performance of the judiciary and the court/tribunal to meet existing and future needs</p>	<p><b>Supporting and encouraging performance</b></p>
<p><b>Possessing and Building Knowledge:</b> Possesses a detailed knowledge of a relevant jurisdiction, law and practice and demonstrates an ability and willingness to learn and develop professionally</p>	<ul style="list-style-type: none"> <li>• Possesses a high level of expertise in chosen area or profession</li> <li>• Possesses an appropriate and up to date knowledge of the relevant law and its underlying principles and procedure</li> <li>• Shows an ability and willingness to learn and develop</li> </ul>	<p><b>Level 1</b> - Keeps approaches and knowledge up to date to meet evolving requirements within the jurisdiction/ chamber or region</p> <p><b>Level 2</b> - Encourages learning, keeps knowledge up to date and communicates developments within the court/tribunal</p>	<p><b>Building knowledge and learning</b></p>

<b>Judicial Office-holder Skills &amp; Abilities</b>	<b>Judicial Office-holder Elements</b>	<b>Leadership &amp; Management Elements</b>	<b>Leadership &amp; Management Skills</b>
<p><b>Managing Work Efficiently:</b> Works effectively and plans to make the best use of resources available.</p>	<ul style="list-style-type: none"> <li>• Runs trials/hearings effectively to facilitate a fair and efficient conclusion</li> <li>• Prioritises effectively and minimises delays and irrelevancies</li> <li>• Shows ability to work at speed and under pressure</li> <li>• Deals effectively with case management</li> <li>• Undertakes necessary preparatory work</li> </ul>	<p><b>Level 1</b> - Maintains and improves efficiency within the jurisdiction/chamber or region</p> <p><b>Level 2</b> - Takes personal accountability for the efficient and effective use of judicial and court/tribunal time and resources</p>	<p><b>Delivering an efficient judicial system</b></p>
<p><b>Communicating Effectively:</b> Demonstrates good oral and written communication skills and authority.</p>	<ul style="list-style-type: none"> <li>• Establishes authority and inspires respect and confidence</li> <li>• Remains calm and authoritative even when challenged</li> <li>• Explains relevant legal or procedural information in language that is succinct, clear and readily understood by all</li> <li>• Asks clear, concise, relevant and understandable questions</li> <li>• Willing to listen with patience and courtesy</li> </ul>	<p><b>Level 1</b> - Drives change across their jurisdiction/chamber or region</p> <p><b>Level 2</b> - Supports and delivers change within the court/tribunal centre</p>	<p><b>Facilitating change</b></p>