



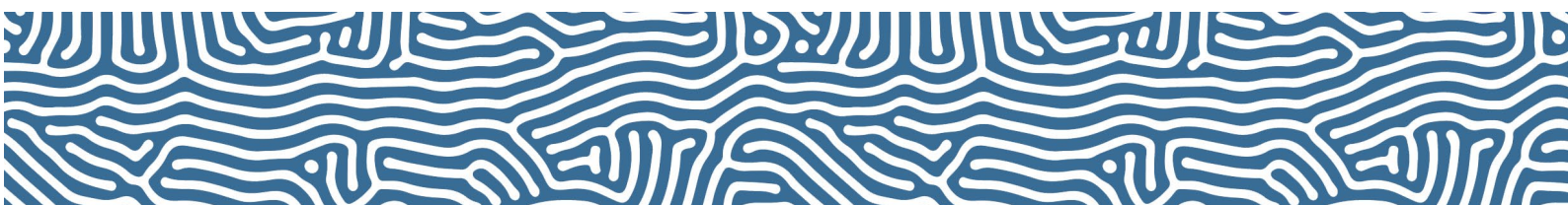
Australia Pacific
Judicial Partnership

Judicial Collegium

*Advancing judicial leadership through peer
exchange and mutual learning*

Handbook for Collegium Members

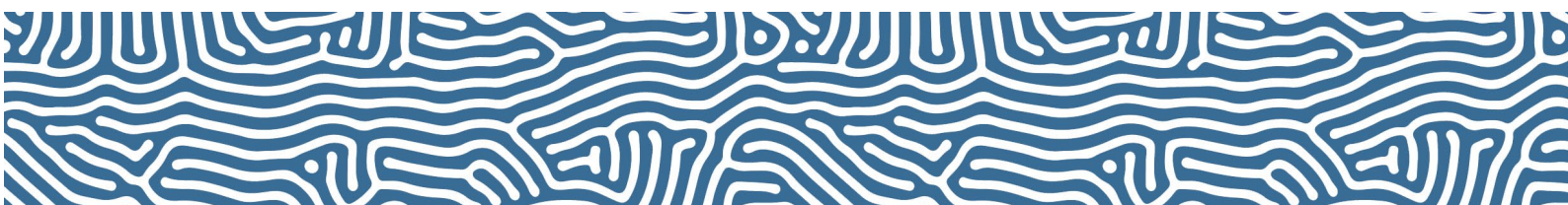
August 2026





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Welcome

Thank you for your interest in becoming a Member of the Judicial Collegium. The Judicial Collegium brings together women judges across Australia and the Pacific in a spirit of collegiality, mutual learning and professional exchange. The title *Judicial Collegium* reflects our belief that judicial professional development can best occur through engagement with respected judicial colleagues that embraces a reciprocal model of professional development.

As a Member you will be matched with a Guide whose experience, insight and perspective can support your professional growth. While your Guide will bring specific experience in areas you wish to develop, the relationship is founded on mutual respect, trust and the recognition that Members and Guides bring valuable insights and experiences. The Judicial Collegium seeks to strengthen judicial leadership, support professional growth and contribute to stronger judicial institutions across the Pacific region.

Why the Judicial Collegium?

Women judges throughout the Pacific region continue to face barriers to professional advancement, leadership opportunities and participation in senior judicial roles. The Federal Court of Australia, through its DFAT-funded Australia-Pacific Judicial Partnership (APJP) established the Judicial Collegium to address these challenges by:

- creating trusted professional relationships
- strengthening leadership capability
- improving access to professional networks
- supporting confidence and professional growth
- facilitating the sharing of experience
- building stronger judicial communities across the region

Your participation contributes not only to your own professional growth, but also to broader efforts to strengthen judicial leadership and gender equity across Pacific judiciaries.

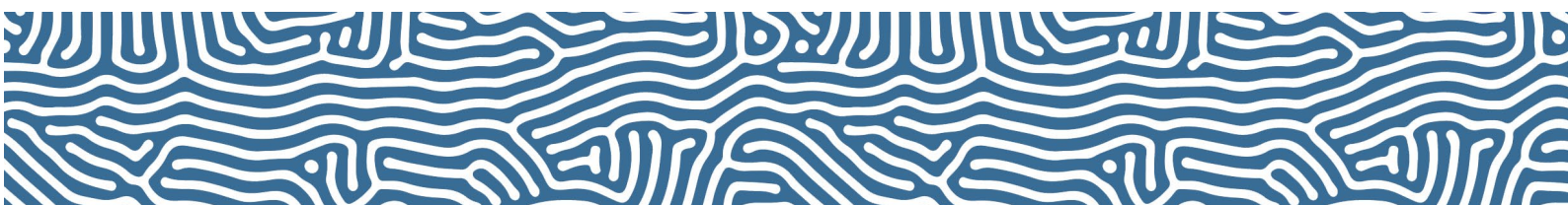
The role of a Member

The Judicial Collegium is designed to support your professional development through peer exchange, reflection and mutual learning. Members take ownership of their development journey and help shape the direction of the partnership. Members are encouraged to:

- identify professional goals
- schedule meetings
- prepare discussion topics and agendas
- reflect on learning and progress
- follow through on agreed actions
- seek feedback and new perspectives
- communicate openly and respectfully

The APJP Team has templates and resources covering all aspects of your role as a Member and the Judicial Collegium process. Your role and the resources will be discussed during your online orientation.

The most successful Members approach the Judicial Collegium with curiosity, openness and a willingness to challenge themselves.





Matching

To ensure each Member is matched with a suitable Guide effective matching process, we require information about your goals, the areas you wish to focus on and how you will know you are making progress. This is all included in your application, and the APJP Team has resources to assist you to reflect on these areas. Refining and clarifying goals is also something you can do with your Guide.

Commitment

The most successful partnerships are those where Members take ownership of their learning while actively drawing upon the resources available through their Guide.

Participation as a Member involves a commitment to actively engage in the Judicial Collegium for six-month period. Members are expected to participate in an orientation; initiate contact with their Guide; schedule meetings; prepare agendas and discussion topics; complete planning and reflection activities; review goals and progress regularly; provide input into the APJP Team's evaluation of the Judicial Collegium; and communicate with APJP if challenges arise.

While Members gain the greatest benefit when they actively drive the relationship and maintain momentum throughout the program, this does not mean you are expected to do everything yourself. Your Guide and the APJP Team remain active participants and sources of support. Their role is to provide perspective, ask questions, share experiences and help you sustain momentum toward your goals.

Professional growth

Many Members begin the program with goals that are broad or aspirational. Examples include becoming a stronger judicial leader; preparing for a future leadership role; increasing confidence; improving court administration skills; and strengthening professional influence. One of the first tasks in the Judicial Collegium is to transform broad aspirations into practical and achievable objectives. For example:

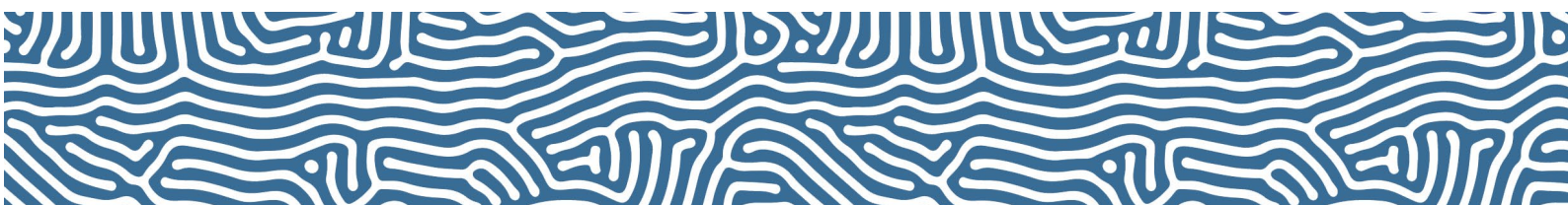
- **broad goal** = "I want to become a stronger judicial leader."
- **defined goal** = "I want to improve my confidence and capability in leading court improvement initiatives."
- **possible actions to achieve goal** = lead a project; facilitate meetings; participate in strategic planning; shadow senior judicial leaders; strengthen stakeholder engagement skills.

The APJP Team has various resources to assist you, such as a Goal Setting Worksheet, Professional Development Plan and Judicial Leadership Competency Framework.

Reflection

Reflection is central to the Judicial Collegium model. Members are encouraged to regularly ask themselves questions such as:

- What have I learned since our last discussion?
- What has surprised me?
- What barriers have I encountered?
- How have I responded?
- What progress have I made?
- What support do I need?
- What will I do differently next time?





A Reflection Journal has been designed to help Members capture learning, recognise growth and identify future priorities.

Culture

Pacific judicial systems operate in diverse legal, cultural and institutional environments. What works effectively in one jurisdiction may not be suitable in another. Members are encouraged to explain important aspects of local culture and custom, both within the court and within the communities they serve; and to actively consider how approaches discussed with their Guide can be adapted in ways that suit local needs.

Professional exchange visits

Subject to available funding, Members may have the opportunity to undertake a professional exchange visit. Hosting a visit is optional. Guides may indicate their willingness to host during the application process. Exchange visits are intended to:

- deepen professional relationships
- support practical learning
- strengthen professional networks
- provide exposure to different judicial environments

They are not study tours. As a general guide, approximately 75–80% of the visit should focus on engagement with the Guide and their court environment; and 20–25% may involve engagement with other courts, institutions or stakeholders where this supports the Member's learning objectives.

This approach helps keep visits practical, manageable and aligned with development goals. Guides are not expected to organise extensive external visit programs. The primary learning opportunity should arise through engagement with the Guide and observation of the Guide's professional environment.

Confidentiality and professional conduct

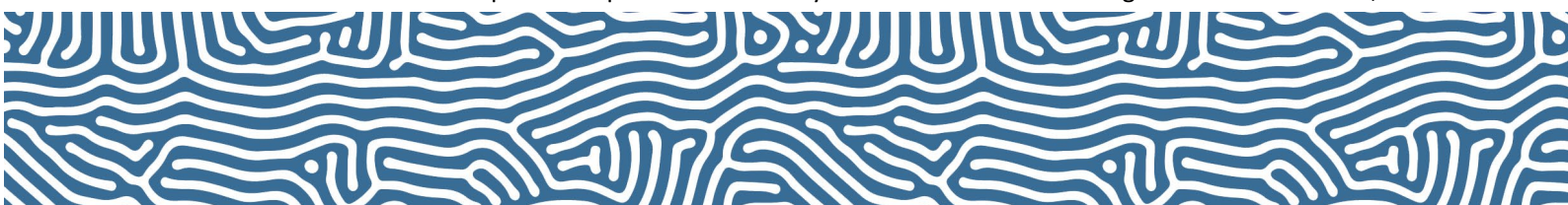
Trust is essential to a successful Judicial Collegium relationship. Guides are expected to:

- maintain confidentiality
- respect judicial independence
- avoid discussing active or ongoing cases
- respect cultural differences
- act professionally and respectfully
- uphold appropriate boundaries

Progress and learning

Guides play an important role in supporting Members throughout the Judicial Collegium partnership by helping them maintain momentum, reflect on learning, and achieve their development goals. During the six-month period, Guides are encouraged to support Members to revisit goals, review progress, overcome obstacles, recognise achievements, and reflect on how learning is being applied in their professional context.

As part of the Australia-Pacific Judicial Partnership's commitment to strengthening judicial quality, resilience and gender equity, Guides will be invited to contribute observations and reflections during and at the conclusion of the partnership. Reflections may focus on areas such as growth in confidence,





leadership development, application of learning in practice, changes in leadership approaches or behaviours, increased professional engagement or influence, and progress towards individual goals. Guides are provided with a template and questions to assist this process.

At the end of the partnership, Guides will be asked to contribute to a brief evaluation using templates provided. This information will help APJP understand what worked well, identify opportunities for improvement, assess how learning and goals were applied in practice, and determine whether participation contributed to Members' readiness for leadership opportunities. The information collected is used solely for APJP's Monitoring, Evaluation, Learning and Design framework to assess and improve the Judicial Collegium program. It is not intended to assess any Member's performance, competence or suitability for judicial office.

Assistance

The APJP Team will be on hand throughout the process to assist with anything you might need. Whether its assistance to ensure you meet regularly, plan and organise an exchange, navigate challenges or maintain momentum – we are here to help. Here are a list of the resources we have developed to assist you along the way. Should you need of the tools or further assistance, contact our Project Coordinator, Moe: moe.moe@fedcourt.gov.au.

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| ✓ Member Quick Reference Sheet | ✓ Women's Judicial Leadership Reflection Tool |
| ✓ Judicial Leadership Competency Framework | ✓ Judicial Leadership Competency Self-Assessment |
| ✓ Goal Setting Worksheet | ✓ Professional Development Plan |
| ✓ First Meeting Guide | ✓ Meeting Agenda Template |
| ✓ Conversation Prompt Cards | ✓ Suggested Discussion Topics Catalogue |
| ✓ Reflection Journal | ✓ Judicial Collegium Progress Review Template |
| ✓ Progress Review Template (3 months) | ✓ Exchange Visit Planning Guide |
| ✓ Exchange Visit Learning Journal | ✓ Troubleshooting Guide |
| ✓ Member Reflection & Evaluation Tool | ✓ Six-Month Reflection & Evaluation Tool |

Apply?

Should you be interested in becoming a Guide to a Pacific judicial officer, please complete the table and questions in the application form (provide separately), emailing your response to: moe.moe@fedcourt.gov.au.

