

Characteristics	Judicial	Administrative
Independence = institutional relations	Institutional autonomy from other branches of government > 3 OBJECTIVE structural conditions: security of tenure, financial security, institutional control > freedom from external pressures: litigants, media, organized groups > protection from Executive interference in administration / salaries / judgment	Less institutional autonomy from the Executive branch > appointments & removals > 'at pleasure' appointments > budget and remuneration > policy-making control > appropriate Ministerial involvement and/or undue interference in decision-making > freedom from external pressures: litigants, media, organized groups
Impartiality = state of mind or attitude to issues/parties	Individual autonomy to decide with an 'open mind' and be and/or appear impartial > adjudicative independence > freedom from internal pressures: colleagues, staff, higher-ups > reliance on own mind and conscience to hear the matter fully	Decisions made within a regulatory context and directed by the statute > involvement with other tribunal members > norms, values, priorities, policies set by statute and Executive
Bias = individual judgment	Individual prejudgement precluded because of: > already decided ('closed mind') > ideological, discriminatory, arbitrary > conflict of interest > pecuniary interest / corrupt > irrelevant considerations	Practices that promote consistency and efficiency but in tension with the judicial model: > expertise, board meetings, membership > individual bias = individual tribunal member > institutional bias = body as a whole
Goals	Secure impartiality and ensure decision-making autonomy	Eliminate or reduce inappropriate interference & influence Incorporate only relevant considerations