

1. Are you a member of a law practice that is participating in the survey? (If you are, your law practice will have given you a code to use in this survey).

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	100.0% (59)	100.0% (46)	100.0% (20)	100.0% (36)	100.0% (161)
No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	59	46	20	36	161
skipped question					3

2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	60 replies	45 replies	20 replies	37 replies	162
answered question	60	45	20	37	162
skipped question					2

3. What best describes the legal practice where you work? (Please note, we ask about numbers of fee-earners. By fee-earner we mean anybody who earns fees for their work, and this may include, for example a paralegal, a lawyer or an administrative officer)

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Private legal practice (sole practitioner)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (2-3 fee-earners)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (4-12 fee-earners)	6.8% (4)	4.3% (2)	0.0% (0)	7.9% (3)	5.5% (9)
Private legal practice (13-50 fee-earners)	33.9% (20)	43.5% (20)	50.0% (10)	55.3% (21)	43.6% (71)
Private legal practice (over 50 fee-earners)	50.8% (30)	32.6% (15)	25.0% (5)	23.7% (9)	36.2% (59)
Government legal practice	8.5% (5)	19.6% (9)	25.0% (5)	13.2% (5)	14.7% (24)
Community legal centre	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
In-house legal practice	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	1 reply	0 replies	0 replies	0 replies	1
answered question	59	46	20	38	163
skipped question					1

4. How many practising certificate holders are there in your law practice as a whole?
Please tick the relevant box.

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<5	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.6% (1)
5-9	3.3% (2)	6.7% (3)	0.0% (0)	10.5% (4)	5.6% (9)
10-19	15.0% (9)	22.2% (10)	26.3% (5)	34.2% (13)	22.8% (37)
20-49	21.7% (13)	20.0% (9)	26.3% (5)	21.1% (8)	21.6% (35)
>50	58.3% (35)	51.1% (23)	47.4% (9)	34.2% (13)	49.4% (80)
answered question	60	45	19	38	162
skipped question					2

5. Is your law practice an incorporated legal practice?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	43.3% (26)	39.1% (18)	45.0% (9)	47.4% (18)	43.3% (71)
No	56.7% (34)	60.9% (28)	55.0% (11)	52.6% (20)	56.7% (93)
answered question	60	46	20	38	164
skipped question					0

6. What best describes your role in the practice?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Law firm partner	0.0% (0)	0.0% (0)	30.0% (6)	39.5% (15)	12.9% (21)
Legal practitioner director (ILPs only)	0.0% (0)	0.0% (0)	10.0% (2)	26.3% (10)	7.4% (12)
Sole practitioner	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Sole practitioner (ILP)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Employed solicitor	89.8% (53)	95.7% (44)	35.0% (7)	28.9% (11)	70.6% (115)
Government legal officer	3.4% (2)	4.3% (2)	20.0% (4)	5.3% (2)	6.1% (10)
Trainee solicitor	6.8% (4)	0.0% (0)	0.0% (0)	0.0% (0)	2.5% (4)
Fee-earner without practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Conveyancing clerk	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Administrative Manager	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	0.6% (1)
Legal secretary	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Volunteer to a CLC	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	1 reply	0 replies	1 reply	0 replies	2
answered question	59	46	20	38	163
skipped question					1

7. Do you have a current practising certificate?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	100.0% (60)	100.0% (46)	100.0% (20)	100.0% (37)	100.0% (163)
No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
No, but I have previously held a practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	60	46	20	37	163
skipped question					1

8. If you have a current practising certificate, for how long have you had a practising certificate?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
1-2 years	100.0% (60)	0.0% (0)	0.0% (0)	0.0% (0)	36.6% (60)
3-4 years	0.0% (0)	100.0% (46)	0.0% (0)	0.0% (0)	28.0% (46)
5-9 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
15-19 years	0.0% (0)	0.0% (0)	100.0% (20)	0.0% (0)	12.2% (20)
over 20 years	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (38)	23.2% (38)
answered question	60	46	20	38	164
skipped question					0

9. If you are a fee-earner but not a practising certificate holder, for how long have you worked as a fee-earner?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
1-2 years	7.1% (3)	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (3)
2-4 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
5-9 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
15-19 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>20 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Not applicable	92.9% (39)	100.0% (32)	100.0% (13)	100.0% (27)	97.4% (111)
answered question	42	32	13	27	114
skipped question					50

10. What is your gender?					
	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Male	30.5% (18)	34.8% (16)	57.9% (11)	84.2% (32)	47.5% (77)
Female	69.5% (41)	65.2% (30)	42.1% (8)	15.8% (6)	52.5% (85)
answered question	59	46	19	38	162
skipped question					2

11. How would you rate the importance of the following possible aims for supervision?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	3.3% (2)	2.2% (1)	0.0% (0)	2.7% (1)	
	Important	43.3% (26)	41.3% (19)	35.0% (7)	21.6% (8)	
	Very important	53.3% (32)	56.5% (26)	65.0% (13)	75.7% (28)	
		60	46	20	37	163
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	2.2% (1)	0.0% (0)	2.7% (1)	
	Important	23.3% (14)	15.2% (7)	15.0% (3)	21.6% (8)	
	Very important	76.7% (46)	82.6% (38)	85.0% (17)	75.7% (28)	
		60	46	20	37	163
Fostering resilience	Not very important	1.7% (1)	0.0% (0)	0.0% (0)	2.7% (1)	
	Neutral	21.7% (13)	13.0% (6)	5.0% (1)	21.6% (8)	
	Important	55.0% (33)	56.5% (26)	55.0% (11)	45.9% (17)	
	Very important	21.7% (13)	30.4% (14)	40.0% (8)	29.7% (11)	
		60	46	20	37	163
Risk management	Not very important	1.7%	0.0%	0.0%	0.0%	

	important	(1)	(0)	(0)	(0)	
	Neutral	1.7% (1)	4.3% (2)	0.0% (0)	5.4% (2)	
	Important	26.7% (16)	19.6% (9)	20.0% (4)	16.2% (6)	
	Very important	70.0% (42)	76.1% (35)	80.0% (16)	78.4% (29)	
		60	46	20	37	163
Identifying and supporting staff facing personal difficulties	Not very important	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	Neutral	21.7% (13)	8.7% (4)	0.0% (0)	8.3% (3)	
	Important	48.3% (29)	52.2% (24)	50.0% (10)	61.1% (22)	
	Very important	30.0% (18)	39.1% (18)	45.0% (9)	30.6% (11)	
		60	46	20	36	162
Mentoring junior staff	Not very important	0.0% (0)	2.2% (1)	0.0% (0)	0.0% (0)	
	Neutral	5.0% (3)	0.0% (0)	0.0% (0)	2.7% (1)	
	Important	26.7% (16)	41.3% (19)	30.0% (6)	40.5% (15)	
	Very important	68.3% (41)	56.5% (26)	70.0% (14)	56.8% (21)	
		60	46	20	37	163
Monitoring workloads	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	Neutral	3.3% (2)	2.2% (1)	0.0% (0)	0.0% (0)	
	Important	41.7% (25)	41.3% (19)	57.9% (11)	63.9% (23)	
	Very important	55.0% (33)	56.5% (26)	42.1% (8)	33.3% (12)	

		60	46	19	36	161
Promoting ethical practices	Not very important	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	5.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	
	Important	23.3% (14)	19.6% (9)	15.0% (3)	29.7% (11)	
	Very important	70.0% (42)	80.4% (37)	85.0% (17)	70.3% (26)	
		60	46	20	37	163
Discouraging bad workplace conduct such as bullying	Not very important	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	8.3% (5)	6.8% (3)	0.0% (0)	2.8% (1)	
	Important	25.0% (15)	25.0% (11)	30.0% (6)	38.9% (14)	
	Very important	65.0% (39)	68.2% (30)	70.0% (14)	58.3% (21)	
		60	44	20	36	160
Please describe if your organization has other aims for supervision		0 replies	1 reply	1 reply	5 replies	7
answered question		60	46	20	37	163
skipped question						1

12. Are you currently supervising others or being supervised by others? While supervision covers a wide range of practices, we are focusing on direct supervision only, where there is a direct line of responsibility between the supervisor and supervisee. Please answer "both" if you are both supervised by others and in turn are also a supervisor of other people, enabling you to answer Parts 3,4 and 5. Please note that if you answer "I am supervised by others", you will be directed to Part 5 "For Supervisees".

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Both - I supervise others, and I am supervised by others	21.7% (13)	54.3% (25)	50.0% (10)	18.4% (7)	33.5% (55)
I supervise others	1.7% (1)	0.0% (0)	45.0% (9)	78.9% (30)	24.4% (40)
I am supervised by others	76.7% (46)	45.7% (21)	5.0% (1)	2.6% (1)	42.1% (69)
answered question	60	46	20	38	164
skipped question					0

13. How long have you been a supervisor?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<1 year	53.8% (7)	33.3% (8)	0.0% (0)	2.8% (1)	17.6% (16)
1-2 years	30.8% (4)	45.8% (11)	11.1% (2)	2.8% (1)	19.8% (18)
3-4 years	7.7% (1)	12.5% (3)	0.0% (0)	0.0% (0)	4.4% (4)
5-6 years	0.0% (0)	4.2% (1)	22.2% (4)	0.0% (0)	5.5% (5)
>6 years	7.7% (1)	4.2% (1)	66.7% (12)	94.4% (34)	52.7% (48)
answered question	13	24	18	36	91
skipped question					73

14. How many staff in each of the following groups do you currently supervise?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Legal staff	1-2	100.0% (6)	80.0% (12)	43.8% (7)	47.1% (16)	
	3-4	0.0% (0)	13.3% (2)	25.0% (4)	23.5% (8)	
	5-6	0.0% (0)	0.0% (0)	18.8% (3)	0.0% (0)	
	7-9	0.0% (0)	6.7% (1)	6.3% (1)	2.9% (1)	
	10-14	0.0% (0)	0.0% (0)	6.3% (1)	14.7% (5)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	8.8% (3)	
		6	15	16	34	71
Administrative staff	1-2	100.0% (9)	85.7% (18)	61.5% (8)	53.3% (16)	
	3-4	0.0% (0)	4.8% (1)	7.7% (1)	26.7% (8)	
	5-6	0.0% (0)	9.5% (2)	15.4% (2)	6.7% (2)	
	7-9	0.0% (0)	0.0% (0)	7.7% (1)	3.3% (1)	
	10-14	0.0% (0)	0.0% (0)	7.7% (1)	3.3% (1)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	6.7% (2)	

		9	21	13	30	73
Fee-earning staff who are not pc holders	1-2	100.0% (8)	83.3% (5)	85.7% (6)	72.7% (8)	
	3-4	0.0% (0)	0.0% (0)	14.3% (1)	9.1% (1)	
	5-6	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	16.7% (1)	0.0% (0)	9.1% (1)	
		8	6	7	11	32
Other (eg consultants or contractors)	1-2	100.0% (2)	0.0% (0)	66.7% (2)	75.0% (3)	
	3-4	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (1)	
	5-6	0.0% (0)	0.0% (0)	33.3% (1)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		2	0	3	4	9
answered question		13	24	18	36	91
skipped question						73

15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	84.6% (11)	79.2% (19)	55.6% (10)	74.3% (26)	73.3% (66)
No	15.4% (2)	20.8% (5)	44.4% (8)	25.7% (9)	26.7% (24)
If "yes" please describe how you share supervisory responsibilities	6 replies	17 replies	8 replies	21 replies	52
answered question	13	24	18	35	90
skipped question					74

16. What percentage of your time do you spend on supervision responsibilities?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<10%	15.4% (2)	33.3% (8)	11.1% (2)	13.9% (5)	18.7% (17)
10-20%	38.5% (5)	33.3% (8)	22.2% (4)	33.3% (12)	31.9% (29)
20-30%	23.1% (3)	12.5% (3)	33.3% (6)	16.7% (6)	19.8% (18)
30-40%	15.4% (2)	12.5% (3)	16.7% (3)	16.7% (6)	15.4% (14)
40-50%	7.7% (1)	4.2% (1)	5.6% (1)	8.3% (3)	6.6% (6)
50-60%	0.0% (0)	0.0% (0)	5.6% (1)	5.6% (2)	3.3% (3)
60-70%	0.0% (0)	0.0% (0)	0.0% (0)	5.6% (2)	2.2% (2)
70-80%	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>80%	0.0% (0)	4.2% (1)	5.6% (1)	0.0% (0)	2.2% (2)
answered question	13	24	18	36	91
skipped question					73

17. What do you prioritize when you schedule your duties? Do you prioritize

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Your fee-earning duties	66.7% (8)	79.2% (19)	61.1% (11)	52.8% (19)	63.3% (57)
Your supervision duties	33.3% (4)	20.8% (5)	38.9% (7)	47.2% (17)	36.7% (33)
answered question	12	24	18	36	90
skipped question					74

18. Would you describe your supervision activities as primarily

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
proactive	100.0% (13)	87.5% (21)	83.3% (15)	72.2% (26)	82.4% (75)
reactive	0.0% (0)	12.5% (3)	16.7% (3)	27.8% (10)	17.6% (16)
answered question	13	24	18	36	91
skipped question					73

19. Do you measure your success in your role primarily by

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Your individual performance	38.5% (5)	37.5% (9)	27.8% (5)	8.6% (3)	24.4% (22)
Your team's performance	61.5% (8)	62.5% (15)	72.2% (13)	91.4% (32)	75.6% (68)
answered question	13	24	18	35	90
skipped question					74

20. How do you find time for your supervision responsibilities? Please tick all that apply

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
My firm allocates time to me for my supervision responsibilities	33.3% (4)	16.7% (4)	29.4% (5)	31.4% (11)	27.3% (24)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	25.0% (3)	33.3% (8)	35.3% (6)	45.7% (16)	37.5% (33)
I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)	50.0% (6)	45.8% (11)	47.1% (8)	48.6% (17)	47.7% (42)
Time for supervision is not structured into a daily work schedule	50.0% (6)	50.0% (12)	35.3% (6)	37.1% (13)	42.0% (37)
It is up to me to find spare time for supervision	25.0% (3)	41.7% (10)	23.5% (4)	31.4% (11)	31.8% (28)
Other (please specify)	1 reply	1 reply	3 replies	4 replies	9
answered question	12	24	17	35	88
skipped question					76

21. How did you develop your supervision practices? Please tick all that apply

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
By emulating my current supervisor	61.5% (8)	54.2% (13)	11.1% (2)	5.6% (2)	27.5% (25)
By emulating a previous supervisor	23.1% (3)	50.0% (12)	61.1% (11)	25.0% (9)	38.5% (35)
By watching others	53.8% (7)	41.7% (10)	38.9% (7)	33.3% (12)	39.6% (36)
By trial and error	38.5% (5)	33.3% (8)	55.6% (10)	50.0% (18)	45.1% (41)
By following my firm's policies and procedures	53.8% (7)	54.2% (13)	33.3% (6)	55.6% (20)	50.5% (46)
By responding to the needs or expressed preferences of my supervisees	69.2% (9)	79.2% (19)	55.6% (10)	63.9% (23)	67.0% (61)
Are there any other ways in which you developed your supervision practices?	1 reply	3 replies	3 replies	5 replies	12
answered question	13	24	18	36	91
skipped question					73

22. Have you ever had training in supervision?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	46.2% (6)	45.8% (11)	58.8% (10)	42.9% (15)	47.2% (42)
No	53.8% (7)	54.2% (13)	41.2% (7)	57.1% (20)	52.8% (47)
answered question	13	24	17	35	89
skipped question					75

23. If you undertake training to build your supervision skills, what sort of training do you receive? Tick all that apply

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
In-house formal training provided by my firm	44.4% (4)	46.2% (6)	7.7% (1)	44.0% (11)	36.7% (22)
In-house informal discussions generally in response to problems seen as supervision issues	77.8% (7)	84.6% (11)	38.5% (5)	48.0% (12)	58.3% (35)
External formal training at regular intervals	0.0% (0)	15.4% (2)	7.7% (1)	8.0% (2)	8.3% (5)
External formal training at irregular intervals when available	11.1% (1)	15.4% (2)	46.2% (6)	40.0% (10)	31.7% (19)
I regularly read publications and attend workshops on supervision	11.1% (1)	30.8% (4)	23.1% (3)	8.0% (2)	16.7% (10)
Reading management literature	22.2% (2)	30.8% (4)	46.2% (6)	56.0% (14)	43.3% (26)
Other (please specify)	0 replies	1 reply	0 replies	2 replies	3
answered question	9	13	13	25	60
skipped question					104

24. Can you identify forms of supervision training you have not received but that you think you would find helpful?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
In-house formal	18.2% (2)	36.4% (8)	43.8% (7)	20.6% (7)	28.9% (24)
In-house informal, such as ad hoc discussions in response to problems arising	27.3% (3)	45.5% (10)	18.8% (3)	14.7% (5)	25.3% (21)
External formal training given regularly by a dedicated service provider	45.5% (5)	27.3% (6)	50.0% (8)	29.4% (10)	34.9% (29)
External informal, for example professional seminars on supervision related topics	45.5% (5)	50.0% (11)	56.3% (9)	29.4% (10)	42.2% (35)
Reading management literature	18.2% (2)	18.2% (4)	6.3% (1)	14.7% (5)	14.5% (12)
I do not need further training in supervision	9.1% (1)	9.1% (2)	6.3% (1)	26.5% (9)	15.7% (13)
Other (please specify)	0 replies	0 replies	1 reply	0 replies	1
answered question	11	22	16	34	83
skipped question					81

25. Compared to your other work roles, do you enjoy your supervision role

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Much less	0.0% (0)	4.2% (1)	5.6% (1)	2.9% (1)	3.4% (3)
Less	0.0% (0)	8.3% (2)	33.3% (6)	20.0% (7)	16.9% (15)
No difference	66.7% (8)	54.2% (13)	38.9% (7)	40.0% (14)	47.2% (42)
More	33.3% (4)	29.2% (7)	22.2% (4)	31.4% (11)	29.2% (26)
Much more	0.0% (0)	4.2% (1)	0.0% (0)	5.7% (2)	3.4% (3)
answered question	12	24	18	35	89
skipped question					75

26. Do you primarily supervise the person or the file?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
The person	69.2% (9)	66.7% (16)	66.7% (12)	66.7% (24)	67.0% (61)
The file	30.8% (4)	33.3% (8)	33.3% (6)	33.3% (12)	33.0% (30)
answered question	13	24	18	36	91
skipped question					73

27. What is it that tells you if your supervision is effective? Tick all that apply

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
The outcomes of my supervisees' work	84.6% (11)	100.0% (24)	94.4% (17)	88.6% (31)	92.2% (83)
My firm's evaluation of my supervision skills	7.7% (1)	20.8% (5)	22.2% (4)	5.7% (2)	13.3% (12)
Feedback from management within the firm	23.1% (3)	41.7% (10)	27.8% (5)	20.0% (7)	27.8% (25)
Feedback from clients	30.8% (4)	45.8% (11)	66.7% (12)	80.0% (28)	61.1% (55)
Feedback from my supervisees	92.3% (12)	62.5% (15)	61.1% (11)	62.9% (22)	66.7% (60)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0
answered question	13	24	18	35	90
skipped question					74

28. To what extent do you focus on the following in your supervision?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Application of legal reasoning	To a great extent	75.0% (9)	43.5% (10)	66.7% (12)	72.2% (26)	
	To a moderate extent	16.7% (2)	43.5% (10)	33.3% (6)	25.0% (9)	
	To a lesser extent	8.3% (1)	4.3% (1)	0.0% (0)	2.8% (1)	
	Not at all	0.0% (0)	8.7% (2)	0.0% (0)	0.0% (0)	
		12	23	18	36	89
Compliance with your firm's systems	To a great extent	50.0% (6)	60.9% (14)	22.2% (4)	57.1% (20)	
	To a moderate extent	41.7% (5)	30.4% (7)	66.7% (12)	31.4% (11)	
	To a lesser extent	8.3% (1)	8.7% (2)	11.1% (2)	11.4% (4)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	35	88
How your supervisee is coping	To a great extent	66.7% (8)	43.5% (10)	33.3% (6)	41.7% (15)	
	To a moderate extent	25.0% (3)	39.1% (9)	61.1% (11)	52.8% (19)	
	To a lesser extent	8.3% (1)	17.4% (4)	5.6% (1)	5.6% (2)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	36	89
Timely processing of matters	To a great	66.7%	47.8%	55.6%	66.7%	

	extent	(8)	(11)	(10)	(24)	
	To a moderate extent	33.3% (4)	47.8% (11)	44.4% (8)	25.0% (9)	
	To a lesser extent	0.0% (0)	4.3% (1)	0.0% (0)	8.3% (3)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	36	89
Ethical behaviour	To a great extent	66.7% (8)	60.9% (14)	61.1% (11)	80.6% (29)	
	To a moderate extent	25.0% (3)	30.4% (7)	33.3% (6)	16.7% (6)	
	To a lesser extent	8.3% (1)	8.7% (2)	5.6% (1)	2.8% (1)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	36	89
Potential risks	To a great extent	58.3% (7)	73.9% (17)	72.2% (13)	72.2% (26)	
	To a moderate extent	41.7% (5)	26.1% (6)	27.8% (5)	25.0% (9)	
	To a lesser extent	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	36	89
Productivity and time recording	To a great extent	33.3% (4)	21.7% (5)	5.6% (1)	25.0% (9)	
	To a moderate extent	33.3% (4)	52.2% (12)	61.1% (11)	47.2% (17)	
	To a lesser extent	33.3% (4)	21.7% (5)	33.3% (6)	25.0% (9)	
	Not at all	0.0% (0)	4.3% (1)	0.0% (0)	2.8% (1)	

		12	23	18	36	89
Billing	To a great extent	33.3% (4)	17.4% (4)	5.9% (1)	25.0% (9)	
	To a moderate extent	16.7% (2)	39.1% (9)	70.6% (12)	44.4% (16)	
	To a lesser extent	41.7% (5)	34.8% (8)	23.5% (4)	25.0% (9)	
	Not at all	8.3% (1)	8.7% (2)	0.0% (0)	5.6% (2)	
		12	23	17	36	88
Client relationship management and service	To a great extent	50.0% (6)	69.6% (16)	50.0% (9)	71.9% (23)	
	To a moderate extent	16.7% (2)	21.7% (5)	50.0% (9)	21.9% (7)	
	To a lesser extent	33.3% (4)	8.7% (2)	0.0% (0)	6.3% (2)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	18	32	85
Other (please specify)		0 replies	2 replies	0 replies	0 replies	2
answered question		12	23	18	36	89
skipped question						75

29. Do you view supervision principally as

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
A management tool	Yes	90.0% (9)	85.0% (17)	81.3% (13)	84.4% (27)	
	No	10.0% (1)	15.0% (3)	18.8% (3)	15.6% (5)	
		10	20	16	32	78
A legal responsibility	Yes	100.0% (8)	78.9% (15)	94.1% (16)	93.3% (28)	
	No	0.0% (0)	21.1% (4)	5.9% (1)	6.7% (2)	
		8	19	17	30	74
An educational tool	Yes	88.9% (8)	90.0% (18)	100.0% (15)	100.0% (30)	
	No	11.1% (1)	10.0% (2)	0.0% (0)	0.0% (0)	
		9	20	15	30	74
A mentoring tool	Yes	91.7% (11)	90.5% (19)	100.0% (17)	90.9% (30)	
	No	8.3% (1)	9.5% (2)	0.0% (0)	9.1% (3)	
		12	21	17	33	83
A means of identifying and confronting problems that arise in your supervisees' work	Yes	75.0% (6)	90.0% (18)	93.3% (14)	96.6% (28)	
	No	25.0% (2)	10.0% (2)	6.7% (1)	3.4% (1)	
		8	20	15	29	72
Additional to your main role	Yes	72.7% (8)	84.2% (16)	45.5% (5)	46.2% (12)	
	No					

	No	27.3% (3)	15.8% (3)	54.5% (6)	53.8% (14)	
		11	19	11	26	67
Please comment on your main reason for viewing supervision in the above way or ways		0 replies	4 replies	3 replies	8 replies	15
answered question		13	23	18	36	90
skipped question						74

30. If you are a supervisor who is also supervised by others, are your supervisor's practices similar to your own?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	15.4% (2)	26.1% (6)	25.0% (3)	21.9% (7)	22.5% (18)
No	7.7% (1)	8.7% (2)	16.7% (2)	6.3% (2)	8.8% (7)
Somewhat	69.2% (9)	65.2% (15)	33.3% (4)	0.0% (0)	35.0% (28)
Not applicable	7.7% (1)	0.0% (0)	25.0% (3)	71.9% (23)	33.8% (27)
If they differ, in what ways do they differ?	1 reply	5 replies	1 reply	2 replies	9
answered question	13	23	12	32	80
skipped question					84

31. How descriptive are the following statements of the supervision that YOU provide?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
I help my supervisees to develop technical skills	Yes	84.6% (11)	91.3% (21)	100.0% (18)	91.7% (33)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	15.4% (2)	8.7% (2)	0.0% (0)	8.3% (3)	
		13	23	18	36	90
I provide both positive and constructive critical feedback	Yes	100.0% (13)	95.7% (22)	100.0% (18)	100.0% (36)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
		13	23	18	36	90
I work collaboratively with my supervisees	Yes	92.3% (12)	82.6% (19)	82.4% (14)	88.9% (32)	
	No	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
	To a limited extent	7.7% (1)	13.0% (3)	17.6% (3)	11.1% (4)	
		13	23	17	36	89
I contribute to the personal growth of my supervisees	Yes	84.6% (11)	56.5% (13)	64.7% (11)	69.4% (25)	
	No	0.0% (0)	17.4% (4)	5.9% (1)	8.3% (3)	

	To a limited extent	15.4% (2)	26.1% (6)	29.4% (5)	22.2% (8)	
		13	23	17	36	89
I teach my supervisees to become lawyers	Yes	61.5% (8)	52.2% (12)	94.4% (17)	80.6% (29)	
	No	23.1% (3)	30.4% (7)	5.6% (1)	2.8% (1)	
	To a limited extent	15.4% (2)	17.4% (4)	0.0% (0)	16.7% (6)	
		13	23	18	36	90
I focus on solving critical issues and problems that arise for my supervisees	Yes	53.8% (7)	78.3% (18)	100.0% (16)	86.1% (31)	
	No	7.7% (1)	13.0% (3)	0.0% (0)	2.8% (1)	
	To a limited extent	38.5% (5)	8.7% (2)	0.0% (0)	11.1% (4)	
		13	23	16	36	88
I teach my supervisees about being ethical	Yes	53.8% (7)	69.6% (16)	88.2% (15)	91.7% (33)	
	No	15.4% (2)	4.3% (1)	0.0% (0)	2.8% (1)	
	To a limited extent	30.8% (4)	26.1% (6)	11.8% (2)	5.6% (2)	
		13	23	17	36	89
I provide emotional support to my supervisees	Yes	53.8% (7)	52.2% (12)	41.2% (7)	30.6% (11)	
	No	23.1% (3)	17.4% (4)	5.9% (1)	13.9% (5)	
	To a limited extent	23.1% (3)	30.4% (7)	52.9% (9)	55.6% (20)	
		13	23	17	36	89

I maintain a professional distance from my supervisees	Yes	61.5% (8)	56.5% (13)	82.4% (14)	44.4% (16)	
	No	23.1% (3)	8.7% (2)	0.0% (0)	22.2% (8)	
	To a limited extent	15.4% (2)	34.8% (8)	17.6% (3)	33.3% (12)	
		13	23	17	36	89
I demonstrate patience and flexibility with my supervisees	Yes	92.3% (12)	91.3% (21)	76.5% (13)	77.8% (28)	
	No	0.0% (0)	4.3% (1)	0.0% (0)	5.6% (2)	
	To a limited extent	7.7% (1)	4.3% (1)	23.5% (4)	16.7% (6)	
		13	23	17	36	89
I demonstrate openness and honesty in my work	Yes	100.0% (13)	95.7% (22)	94.1% (16)	94.4% (34)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	To a limited extent	0.0% (0)	4.3% (1)	5.9% (1)	2.8% (1)	
		13	23	17	36	89
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	92.3% (12)	91.3% (21)	100.0% (17)	94.3% (33)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)	
	To a limited extent	7.7% (1)	8.7% (2)	0.0% (0)	2.9% (1)	
		13	23	17	35	88
I closely manage cases	Yes	100.0% (13)	77.3% (17)	41.2% (7)	44.4% (16)	
	No	0.0% (0)	9.1% (2)	5.9% (1)	11.1% (4)	

	To a limited extent	0.0% (0)	13.6% (3)	52.9% (9)	44.4% (16)	
		13	22	17	36	88
I safeguard the interests of the client	Yes	100.0% (12)	100.0% (23)	94.4% (17)	88.9% (32)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	To a limited extent	0.0% (0)	0.0% (0)	5.6% (1)	8.3% (3)	
		12	23	18	36	89
I pass on my knowledge and experience to my supervisees	Yes	84.6% (11)	95.7% (22)	100.0% (18)	91.7% (33)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	To a limited extent	15.4% (2)	4.3% (1)	0.0% (0)	5.6% (2)	
		13	23	18	36	90
answered question		13	23	18	36	90
skipped question						74

32. Research indicates that many supervisors may encounter issues that hinder their ability to provide effective supervision. Do you encounter any of the following obstacles in providing effective supervision? Please rank on a scale of 1 (rarely) to 7 (often)

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	1 (rarely)	38.5% (5)	34.8% (8)	44.4% (8)	66.7% (24)	
	2	0.0% (0)	13.0% (3)	11.1% (2)	11.1% (4)	
	3	0.0% (0)	13.0% (3)	0.0% (0)	13.9% (5)	
	4	7.7% (1)	17.4% (4)	11.1% (2)	2.8% (1)	
	5	30.8% (4)	13.0% (3)	22.2% (4)	0.0% (0)	
	6	15.4% (2)	4.3% (1)	5.6% (1)	0.0% (0)	
	7 (often)	7.7% (1)	4.3% (1)	5.6% (1)	5.6% (2)	
		13	23	18	36	90
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	1 (rarely)	23.1% (3)	43.5% (10)	16.7% (3)	44.4% (16)	
	2	23.1% (3)	13.0% (3)	16.7% (3)	22.2% (8)	
	3	7.7% (1)	17.4% (4)	22.2% (4)	8.3% (3)	
	4	15.4% (2)	13.0% (3)	22.2% (4)	16.7% (6)	
	5	15.4% (2)	8.7% (2)	16.7% (3)	0.0% (0)	
	6	7.7% (1)	0.0% (0)	0.0% (0)	2.8% (1)	

	7 (often)	7.7% (1)	4.3% (1)	5.6% (1)	5.6% (2)	
		13	23	18	36	90
Inadequate practice management systems (IT and others)	1 (rarely)	38.5% (5)	22.7% (5)	38.9% (7)	55.6% (20)	
	2	15.4% (2)	31.8% (7)	22.2% (4)	22.2% (8)	
	3	7.7% (1)	18.2% (4)	16.7% (3)	8.3% (3)	
	4	15.4% (2)	13.6% (3)	5.6% (1)	8.3% (3)	
	5	7.7% (1)	9.1% (2)	0.0% (0)	2.8% (1)	
	6	0.0% (0)	0.0% (0)	16.7% (3)	0.0% (0)	
	7 (often)	15.4% (2)	4.5% (1)	0.0% (0)	2.8% (1)	
		13	22	18	36	89
Having insufficient time for supervision	1 (rarely)	23.1% (3)	19.0% (4)	0.0% (0)	19.4% (7)	
	2	7.7% (1)	4.8% (1)	5.6% (1)	25.0% (9)	
	3	0.0% (0)	4.8% (1)	11.1% (2)	16.7% (6)	
	4	30.8% (4)	23.8% (5)	55.6% (10)	16.7% (6)	
	5	30.8% (4)	23.8% (5)	11.1% (2)	8.3% (3)	
	6	7.7% (1)	19.0% (4)	11.1% (2)	5.6% (2)	
	7 (often)	0.0% (0)	4.8% (1)	5.6% (1)	8.3% (3)	
		13	21	18	36	88
Having limited interest in managing or supervising others	1 (rarely)	76.9% (10)	54.5% (12)	27.8% (5)	62.9% (22)	

	2	23.1% (3)	18.2% (4)	33.3% (6)	20.0% (7)	
	3	0.0% (0)	9.1% (2)	0.0% (0)	8.6% (3)	
	4	0.0% (0)	18.2% (4)	38.9% (7)	5.7% (2)	
	5	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)	
		13	22	18	35	88
My supervisees and I having different understandings of what supervision entails	1 (rarely)	38.5% (5)	31.8% (7)	33.3% (6)	63.9% (23)	
	2	23.1% (3)	13.6% (3)	16.7% (3)	22.2% (8)	
	3	23.1% (3)	18.2% (4)	11.1% (2)	5.6% (2)	
	4	7.7% (1)	27.3% (6)	33.3% (6)	8.3% (3)	
	5	7.7% (1)	9.1% (2)	5.6% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	22	18	36	89
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	1 (rarely)	61.5% (8)	50.0% (11)	33.3% (6)	52.8% (19)	
	2	0.0% (0)	18.2% (4)	16.7% (3)	30.6% (11)	
	3	15.4% (2)	9.1% (2)	16.7% (3)	5.6% (2)	

	4	7.7% (1)	13.6% (3)	27.8% (5)	11.1% (4)	
	5	7.7% (1)	9.1% (2)	5.6% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	22	18	36	89
Having supervisees who do not communicate clearly	1 (rarely)	30.8% (4)	27.3% (6)	22.2% (4)	30.6% (11)	
	2	15.4% (2)	9.1% (2)	16.7% (3)	33.3% (12)	
	3	15.4% (2)	27.3% (6)	22.2% (4)	16.7% (6)	
	4	23.1% (3)	4.5% (1)	38.9% (7)	11.1% (4)	
	5	7.7% (1)	4.5% (1)	0.0% (0)	5.6% (2)	
	6	0.0% (0)	27.3% (6)	0.0% (0)	0.0% (0)	
	7 (often)	7.7% (1)	0.0% (0)	0.0% (0)	2.8% (1)	
		13	22	18	36	89
Having supervisees who do not follow instructions	1 (rarely)	30.8% (4)	21.7% (5)	5.6% (1)	38.9% (14)	
	2	15.4% (2)	13.0% (3)	38.9% (7)	33.3% (12)	
	3	0.0% (0)	17.4% (4)	22.2% (4)	11.1% (4)	
	4	30.8% (4)	13.0% (3)	16.7% (3)	13.9% (5)	
	5	0.0% (0)	13.0% (3)	16.7% (3)	0.0% (0)	
	6	23.1% (3)	13.0% (3)	0.0% (0)	0.0% (0)	

	7 (often)	0.0% (0)	8.7% (2)	0.0% (0)	2.8% (1)	
		13	23	18	36	90
Having supervisees who work hard but not effectively	1 (rarely)	23.1% (3)	27.3% (6)	5.9% (1)	25.0% (9)	
	2	15.4% (2)	4.5% (1)	11.8% (2)	30.6% (11)	
	3	7.7% (1)	9.1% (2)	17.6% (3)	22.2% (8)	
	4	23.1% (3)	27.3% (6)	23.5% (4)	11.1% (4)	
	5	15.4% (2)	18.2% (4)	29.4% (5)	8.3% (3)	
	6	15.4% (2)	9.1% (2)	5.9% (1)	0.0% (0)	
	7 (often)	0.0% (0)	4.5% (1)	5.9% (1)	2.8% (1)	
		13	22	17	36	88
Having supervisees who don't take sufficient responsibility	1 (rarely)	30.8% (4)	31.8% (7)	5.6% (1)	34.3% (12)	
	2	15.4% (2)	0.0% (0)	33.3% (6)	34.3% (12)	
	3	0.0% (0)	13.6% (3)	16.7% (3)	20.0% (7)	
	4	30.8% (4)	9.1% (2)	27.8% (5)	8.6% (3)	
	5	15.4% (2)	31.8% (7)	5.6% (1)	0.0% (0)	
	6	7.7% (1)	0.0% (0)	11.1% (2)	0.0% (0)	
	7 (often)	0.0% (0)	13.6% (3)	0.0% (0)	2.9% (1)	
		13	22	18	35	88
Having supervisees who are not effective	1	38.5%	36.4%	22.2%	41.7%	

team members	(rarely)	(5)	(8)	(4)	(15)	
	2	30.8% (4)	4.5% (1)	22.2% (4)	41.7% (15)	
	3	23.1% (3)	0.0% (0)	27.8% (5)	8.3% (3)	
	4	0.0% (0)	27.3% (6)	22.2% (4)	8.3% (3)	
	5	7.7% (1)	18.2% (4)	5.6% (1)	0.0% (0)	
	6	0.0% (0)	9.1% (2)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	4.5% (1)	0.0% (0)	0.0% (0)	
		13	22	18	36	89
Having supervisees who lack respect for me and other colleagues	1 (rarely)	38.5% (5)	45.5% (10)	33.3% (6)	83.3% (30)	
	2	38.5% (5)	9.1% (2)	27.8% (5)	8.3% (3)	
	3	0.0% (0)	18.2% (4)	16.7% (3)	2.8% (1)	
	4	15.4% (2)	13.6% (3)	16.7% (3)	5.6% (2)	
	5	7.7% (1)	9.1% (2)	0.0% (0)	0.0% (0)	
	6	0.0% (0)	4.5% (1)	5.6% (1)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	22	18	36	89
Having supervisees who don't understand when to seek advice	1 (rarely)	30.8% (4)	21.7% (5)	5.6% (1)	38.9% (14)	
	2	15.4% (2)	21.7% (5)	16.7% (3)	38.9% (14)	
	3	7.7% (1)	13.0% (3)	44.4% (8)	13.9% (5)	

	4	30.8% (4)	17.4% (4)	27.8% (5)	5.6% (2)	
	5	7.7% (1)	17.4% (4)	5.6% (1)	0.0% (0)	
	6	7.7% (1)	8.7% (2)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
		13	23	18	36	90
Having supervisees who don't think they need to be supervised	1 (rarely)	38.5% (5)	43.5% (10)	16.7% (3)	42.9% (15)	
	2	23.1% (3)	4.3% (1)	22.2% (4)	34.3% (12)	
	3	15.4% (2)	4.3% (1)	27.8% (5)	8.6% (3)	
	4	15.4% (2)	17.4% (4)	16.7% (3)	11.4% (4)	
	5	7.7% (1)	21.7% (5)	5.6% (1)	0.0% (0)	
	6	0.0% (0)	4.3% (1)	11.1% (2)	0.0% (0)	
	7 (often)	0.0% (0)	4.3% (1)	0.0% (0)	2.9% (1)	
		13	23	18	35	89
answered question		13	23	18	36	90
skipped question						74

33. How do you supervise (tick those that apply, but only if done systematically):-

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
I have an open door policy and staff come to see me when they have problems	84.6% (11)	100.0% (23)	88.9% (16)	97.2% (35)	94.4% (85)
I review work done and allocate new work	92.3% (12)	91.3% (21)	55.6% (10)	72.2% (26)	76.7% (69)
I review/check all communications	69.2% (9)	56.5% (13)	61.1% (11)	50.0% (18)	56.7% (51)
I monitor how staff engage in peer file review	0.0% (0)	13.0% (3)	27.8% (5)	27.8% (10)	20.0% (18)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	30.8% (4)	26.1% (6)	50.0% (9)	47.2% (17)	40.0% (36)
I implement workflow systems to ensure or assist process compliance	15.4% (2)	30.4% (7)	33.3% (6)	36.1% (13)	31.1% (28)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	30.8% (4)	30.4% (7)	50.0% (9)	36.1% (13)	36.7% (33)
I update and share information with staff in my office	61.5% (8)	69.6% (16)	61.1% (11)	83.3% (30)	72.2% (65)
I identify my supervisees' training needs	38.5% (5)	43.5% (10)	44.4% (8)	58.3% (21)	48.9% (44)
I monitor staff for fatigue, stress and other problems	38.5% (5)	39.1% (9)	50.0% (9)	41.7% (15)	42.2% (38)
I meet the training needs of my supervisees, or ensure they are met	23.1% (3)	21.7% (5)	22.2% (4)	50.0% (18)	33.3% (30)
I inspect all files at regular intervals	46.2% (6)	26.1% (6)	55.6% (10)	36.1% (13)	38.9% (35)
I inspect sample client files at regular intervals	7.7% (1)	30.4% (7)	27.8% (5)	41.7% (15)	31.1% (28)
I only inspect problem client files	7.7% (1)	0.0% (0)	5.6% (1)	13.9% (5)	7.8% (7)

Other (please specify)	0 replies	0 replies	1 reply	0 replies	1
answered question	13	23	18	36	90
skipped question					74

34. As a supervisor I have responsibility for						
		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	13.0% (3)	5.6% (1)	13.9% (5)	
	To a moderate degree	23.1% (3)	30.4% (7)	22.2% (4)	22.2% (8)	
	To a large degree	69.2% (9)	56.5% (13)	72.2% (13)	63.9% (23)	
		13	23	18	36	90
Checking my supervisees' wellbeing	Not at all	15.4% (2)	4.3% (1)	0.0% (0)	11.1% (4)	
	To a minor extent	30.8% (4)	39.1% (9)	27.8% (5)	16.7% (6)	
	To a moderate degree	15.4% (2)	39.1% (9)	66.7% (12)	47.2% (17)	
	To a large degree	38.5% (5)	17.4% (4)	5.6% (1)	25.0% (9)	
		13	23	18	36	90
Being a role model to demonstrate good practice	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	

	To a minor extent	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
	To a moderate degree	30.8% (4)	17.4% (4)	22.2% (4)	28.6% (10)	
	To a large degree	69.2% (9)	78.3% (18)	77.8% (14)	71.4% (25)	
		13	23	18	35	89
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	7.7% (1)	13.0% (3)	5.6% (1)	2.8% (1)	
	To a minor extent	23.1% (3)	30.4% (7)	16.7% (3)	16.7% (6)	
	To a moderate degree	38.5% (5)	34.8% (8)	38.9% (7)	38.9% (14)	
	To a large degree	30.8% (4)	21.7% (5)	38.9% (7)	41.7% (15)	
		13	23	18	36	90
Keeping an "open door policy" and ensuring I am available when needed	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	15.4% (2)	4.3% (1)	0.0% (0)	2.8% (1)	
	To a moderate degree	23.1% (3)	17.4% (4)	27.8% (5)	22.2% (8)	
	To a large degree	61.5% (8)	78.3% (18)	72.2% (13)	75.0% (27)	
		13	23	18	36	90
Assigning tasks that are appropriate and meaningful to my supervisees	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (4)	

	To a moderate degree	46.2% (6)	43.5% (10)	66.7% (12)	33.3% (12)	
	To a large degree	53.8% (7)	56.5% (13)	33.3% (6)	55.6% (20)	
		13	23	18	36	90
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	0.0% (0)	4.3% (1)	0.0% (0)	5.6% (2)	
	To a minor extent	7.7% (1)	4.3% (1)	0.0% (0)	5.6% (2)	
	To a moderate degree	30.8% (4)	34.8% (8)	27.8% (5)	19.4% (7)	
	To a large degree	61.5% (8)	56.5% (13)	72.2% (13)	69.4% (25)	
		13	23	18	36	90
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	30.8% (4)	8.7% (2)	0.0% (0)	5.6% (2)	
	To a moderate degree	30.8% (4)	13.0% (3)	38.9% (7)	33.3% (12)	
	To a large degree	38.5% (5)	73.9% (17)	61.1% (11)	61.1% (22)	
		13	23	18	36	90
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	4.3% (1)	0.0% (0)	2.8% (1)	
	To a moderate degree	30.8% (4)	8.7% (2)	11.1% (2)	11.1% (4)	

	To a large degree	61.5% (8)	87.0% (20)	88.9% (16)	86.1% (31)	
		13	23	18	36	90
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	4.3% (1)	11.1% (2)	0.0% (0)	
	To a moderate degree	30.8% (4)	13.0% (3)	16.7% (3)	11.1% (4)	
	To a large degree	61.5% (8)	82.6% (19)	72.2% (13)	88.9% (32)	
		13	23	18	36	90
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	5.6% (1)	0.0% (0)	
	To a minor extent	7.7% (1)	8.7% (2)	0.0% (0)	0.0% (0)	
	To a moderate degree	23.1% (3)	8.7% (2)	22.2% (4)	16.7% (6)	
	To a large degree	69.2% (9)	82.6% (19)	72.2% (13)	83.3% (30)	
		13	23	18	36	90
answered question		13	23	18	36	90
skipped question						74

35. How important are these tasks when supervising others? (1 as not important through to 5 as most important)

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Ensuring excellent client service	1(not important)	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	2	7.7% (1)	0.0% (0)	0.0% (0)	2.8% (1)	
	3	7.7% (1)	0.0% (0)	0.0% (0)	2.8% (1)	
	4	7.7% (1)	21.7% (5)	11.1% (2)	13.9% (5)	
	5(most important)	76.9% (10)	78.3% (18)	88.9% (16)	77.8% (28)	
		13	23	18	36	90
Ensuring that work is being progressed to meet deadlines	1(not important)	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3	0.0% (0)	4.3% (1)	5.6% (1)	2.8% (1)	
	4	15.4% (2)	21.7% (5)	27.8% (5)	22.2% (8)	
	5(most important)	84.6% (11)	73.9% (17)	66.7% (12)	72.2% (26)	
		13	23	18	36	90
Ensuring accuracy of information being communicated to clients	1(not important)	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3	0.0% (0)	4.3% (1)	0.0% (0)	5.6% (2)	

	4	15.4% (2)	13.0% (3)	22.2% (4)	13.9% (5)	
	5(most important)	84.6% (11)	82.6% (19)	77.8% (14)	77.8% (28)	
		13	23	18	36	90
Ensuring all communications are polite	1(not important)	0.0% (0)	0.0% (0)	0.0% (0)	2.8% (1)	
	2	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
	3	7.7% (1)	8.7% (2)	5.6% (1)	2.8% (1)	
	4	38.5% (5)	30.4% (7)	50.0% (9)	41.7% (15)	
	5(most important)	53.8% (7)	56.5% (13)	44.4% (8)	52.8% (19)	
		13	23	18	36	90
Ensuring time recording is accurate and up to date	1(not important)	7.7% (1)	0.0% (0)	0.0% (0)	2.8% (1)	
	2	0.0% (0)	0.0% (0)	5.6% (1)	2.8% (1)	
	3	15.4% (2)	21.7% (5)	16.7% (3)	16.7% (6)	
	4	30.8% (4)	34.8% (8)	33.3% (6)	41.7% (15)	
	5(most important)	46.2% (6)	43.5% (10)	44.4% (8)	36.1% (13)	
		13	23	18	36	90
Ensuring costs are correct (for example, stamp duty)	1(not important)	0.0% (0)	4.3% (1)	0.0% (0)	2.9% (1)	
	2	0.0% (0)	4.3% (1)	5.6% (1)	5.7% (2)	
	3	0.0% (0)	4.3% (1)	0.0% (0)	5.7% (2)	
		38.5%	17.4%	22.2%	34.3%	

	4	(5)	(4)	(4)	(12)	
	5(most important)	61.5% (8)	69.6% (16)	72.2% (13)	51.4% (18)	
		13	23	18	35	89
answered question		13	23	18	36	90
skipped question						74

36. Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	75.0% (9)	100.0% (22)	88.9% (16)	97.1% (34)	93.1% (81)
No	25.0% (3)	0.0% (0)	11.1% (2)	2.9% (1)	6.9% (6)
answered question	12	22	18	35	87
skipped question					77

37. What do you take into account in determining the level of supervision required, and how important is it to take those things into account?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
The supervisees formal qualifications	Not important	15.4% (2)	8.7% (2)	17.6% (3)	16.7% (6)	
	Of some importance	38.5% (5)	34.8% (8)	23.5% (4)	33.3% (12)	
	Moderately important	30.8% (4)	43.5% (10)	58.8% (10)	30.6% (11)	
	Very important	15.4% (2)	13.0% (3)	0.0% (0)	19.4% (7)	
		13	23	17	36	89
The supervisees knowledge of the area of law	Not important	8.3% (1)	4.3% (1)	0.0% (0)	0.0% (0)	
	Of some importance	8.3% (1)	0.0% (0)	6.3% (1)	2.8% (1)	
	Moderately important	41.7% (5)	26.1% (6)	18.8% (3)	41.7% (15)	
	Very important	41.7% (5)	69.6% (16)	75.0% (12)	55.6% (20)	
		12	23	16	36	87
The supervisee's level of practical experience	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	7.7% (1)	4.3% (1)	0.0% (0)	2.8% (1)	
	Moderately important	15.4% (2)	21.7% (5)	11.8% (2)	22.2% (8)	
	Very important	76.9% (10)	73.9% (17)	88.2% (15)	75.0% (27)	
		13	23	17	36	89

My knowledge of the supervisee's personal characteristics	Not important	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	
	Of some importance	30.8% (4)	30.4% (7)	17.6% (3)	22.2% (8)	
	Moderately important	53.8% (7)	39.1% (9)	47.1% (8)	36.1% (13)	
	Very important	15.4% (2)	26.1% (6)	35.3% (6)	41.7% (15)	
		13	23	17	36	89
My observation of the supervisee's daily work	Not important	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	16.7% (2)	17.4% (4)	11.8% (2)	11.1% (4)	
	Moderately important	50.0% (6)	47.8% (11)	47.1% (8)	36.1% (13)	
	Very important	25.0% (3)	34.8% (8)	41.2% (7)	52.8% (19)	
		12	23	17	36	88
The nature of the work being delegated to the supervisee	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	7.7% (1)	4.3% (1)	0.0% (0)	8.3% (3)	
	Moderately important	53.8% (7)	56.5% (13)	56.3% (9)	36.1% (13)	
	Very important	38.5% (5)	39.1% (9)	43.8% (7)	55.6% (20)	
		13	23	16	36	88
answered question		13	23	17	36	89
skipped question						75

38. How long have you been in your current role?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<1 year	32.8% (19)	27.3% (12)	7.7% (1)	20.0% (3)	26.9% (35)
1-2 years	56.9% (33)	27.3% (12)	23.1% (3)	20.0% (3)	39.2% (51)
3-4 years	10.3% (6)	43.2% (19)	23.1% (3)	6.7% (1)	22.3% (29)
5-6 years	0.0% (0)	2.3% (1)	15.4% (2)	20.0% (3)	4.6% (6)
6-10 years	0.0% (0)	0.0% (0)	15.4% (2)	13.3% (2)	3.1% (4)
>10 years	0.0% (0)	0.0% (0)	15.4% (2)	20.0% (3)	3.8% (5)
answered question	58	44	13	15	130
skipped question					34

39. Have you been supervised by more than one person in your current employment?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	89.7% (52)	88.6% (39)	71.4% (10)	33.3% (5)	80.9% (106)
No	10.3% (6)	11.4% (5)	28.6% (4)	66.7% (10)	19.1% (25)
answered question	58	44	14	15	131
skipped question					33

40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	59.6% (31)	57.5% (23)	30.0% (3)	20.0% (1)	54.2% (58)
No	40.4% (21)	42.5% (17)	70.0% (7)	80.0% (4)	45.8% (49)
If yes, please describe the main variations	21 replies	15 replies	2 replies	1 reply	39
answered question	52	40	10	5	107
skipped question					57

41. Who supervises your current work? Please tick all that apply

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
A partner	88.7% (47)	83.7% (36)	77.8% (7)	83.3% (10)	85.5% (100)
Associate	37.7% (20)	14.0% (6)	0.0% (0)	0.0% (0)	22.2% (26)
Solicitor	22.6% (12)	23.3% (10)	33.3% (3)	16.7% (2)	23.1% (27)
Paralegal	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Administrative staff	1.9% (1)	2.3% (1)	22.2% (2)	0.0% (0)	3.4% (4)
Other (please specify)	7 replies	2 replies	2 replies	3 replies	14
answered question	53	43	9	12	117
skipped question					47

42. Which of the following is the most important source of support in your work?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Your supervisor	75.0% (42)	62.8% (27)	15.4% (2)	31.3% (5)	59.4% (76)
Another senior practitioner	7.1% (4)	14.0% (6)	30.8% (4)	18.8% (3)	13.3% (17)
Your peer/s	12.5% (7)	20.9% (9)	46.2% (6)	43.8% (7)	22.7% (29)
A mentor	1.8% (1)	2.3% (1)	7.7% (1)	0.0% (0)	2.3% (3)
Other (please specify)	2 replies (3.6%)	0 replies (0.0%)	0 replies (0.0%)	1 reply (6.3%)	2.3% (3)
answered question	56	43	13	16	128
skipped question					36

43. Please answer the remaining questions about your supervisor in relation to the person who plays the biggest role in your supervision. How long have they been your supervisor?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<6 months	31.0% (18)	20.9% (9)	9.1% (1)	7.7% (1)	23.2% (29)
6 - 12 months	19.0% (11)	16.3% (7)	27.3% (3)	38.5% (5)	20.8% (26)
12 - 24 months	36.2% (21)	14.0% (6)	27.3% (3)	15.4% (2)	25.6% (32)
24 - 36 months	5.2% (3)	20.9% (9)	18.2% (2)	15.4% (2)	12.8% (16)
>36 months	8.6% (5)	27.9% (12)	18.2% (2)	23.1% (3)	17.6% (22)
answered question	58	43	11	13	125
skipped question					39

44. How much time do you spend meeting with your supervisor each week? (in minutes)

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
<15	8.6% (5)	18.2% (8)	27.3% (3)	15.4% (2)	14.3% (18)
15-29	12.1% (7)	22.7% (10)	18.2% (2)	30.8% (4)	18.3% (23)
30-45	20.7% (12)	9.1% (4)	27.3% (3)	7.7% (1)	15.9% (20)
>45	55.2% (32)	45.5% (20)	27.3% (3)	30.8% (4)	46.8% (59)
Other (please specify)	2 replies (3.4%)	2 replies (4.5%)	0 replies (0.0%)	2 replies (15.4%)	4.8% (6)
answered question	58	44	11	13	126
skipped question					38

45. How often do you meet with your supervisor formally?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Daily	29.3% (17)	22.7% (10)	0.0% (0)	7.7% (1)	22.2% (28)
Twice a week	8.6% (5)	2.3% (1)	0.0% (0)	7.7% (1)	5.6% (7)
Weekly	17.2% (10)	13.6% (6)	0.0% (0)	38.5% (5)	16.7% (21)
Fortnightly	1.7% (1)	13.6% (6)	18.2% (2)	15.4% (2)	8.7% (11)
Monthly	6.9% (4)	2.3% (1)	18.2% (2)	0.0% (0)	5.6% (7)
Irregularly	13.8% (8)	20.5% (9)	27.3% (3)	7.7% (1)	16.7% (21)
Only if an issue comes up that I need advice with	22.4% (13)	25.0% (11)	36.4% (4)	23.1% (3)	24.6% (31)
answered question	58	44	11	13	126
skipped question					38

46. Do you receive supervision that you feel is appropriate to your experience and/or qualifications?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	77.6% (45)	88.1% (37)	100.0% (12)	75.0% (9)	83.1% (103)
No	22.4% (13)	11.9% (5)	0.0% (0)	25.0% (3)	16.9% (21)
Please comment	7 replies	6 replies	0 replies	2 replies	15
answered question	58	42	12	12	124
skipped question					40

47. How descriptive are the following statements of your supervisor? My supervisor

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Treats me fairly	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	2.3% (1)	0.0% (0)	15.4% (2)	
	3 (Somewhat)	8.6% (5)	6.8% (3)	0.0% (0)	0.0% (0)	
	4	39.7% (23)	29.5% (13)	27.3% (3)	23.1% (3)	
	5 (A great deal)	51.7% (30)	61.4% (27)	72.7% (8)	61.5% (8)	
		58	44	11	13	126
Has a collaborative relationship with me	1 (Not at all)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	3.4% (2)	4.5% (2)	0.0% (0)	15.4% (2)	
	3 (Somewhat)	10.3% (6)	20.5% (9)	9.1% (1)	0.0% (0)	
	4	32.8% (19)	25.0% (11)	27.3% (3)	38.5% (5)	
	5 (A great deal)	51.7% (30)	50.0% (22)	63.6% (7)	46.2% (6)	
		58	44	11	13	126
Maintains a professional distance from me	1 (Not at all)	1.7% (1)	2.3% (1)	0.0% (0)	0.0% (0)	
	2	3.4% (2)	6.8% (3)	0.0% (0)	8.3% (1)	
	3 (Somewhat)	19.0% (11)	27.3% (12)	0.0% (0)	8.3% (1)	

	4	44.8% (26)	38.6% (17)	54.5% (6)	50.0% (6)	
	5 (A great deal)	31.0% (18)	25.0% (11)	45.5% (5)	33.3% (4)	
		58	44	11	12	125
Helps me achieve ethical conduct and practice	1 (Not at all)	1.7% (1)	0.0% (0)	0.0% (0)	30.8% (4)	
	2	6.9% (4)	0.0% (0)	0.0% (0)	15.4% (2)	
	3 (Somewhat)	10.3% (6)	13.6% (6)	0.0% (0)	7.7% (1)	
	4	37.9% (22)	40.9% (18)	45.5% (5)	15.4% (2)	
	5 (A great deal)	43.1% (25)	45.5% (20)	54.5% (6)	30.8% (4)	
		58	44	11	13	126
Models ethical conduct and practice	1 (Not at all)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	7.0% (4)	0.0% (0)	0.0% (0)	15.4% (2)	
	3 (Somewhat)	8.8% (5)	13.6% (6)	9.1% (1)	15.4% (2)	
	4	38.6% (22)	38.6% (17)	27.3% (3)	23.1% (3)	
	5 (A great deal)	43.9% (25)	47.7% (21)	63.6% (7)	46.2% (6)	
		57	44	11	13	125
Provides me with emotional support when needed	1 (Not at all)	8.6% (5)	4.5% (2)	0.0% (0)	38.5% (5)	
	2	19.0% (11)	11.4% (5)	27.3% (3)	15.4% (2)	
	3 (Somewhat)	31.0% (18)	31.8% (14)	27.3% (3)	15.4% (2)	
	4	22.4% (13)	31.8% (14)	27.3% (3)	15.4% (2)	

	5 (A great deal)	19.0% (11)	20.5% (9)	18.2% (2)	15.4% (2)	
		58	44	11	13	126
Helps me to develop my technical skills	1 (Not at all)	0.0% (0)	0.0% (0)	9.1% (1)	33.3% (4)	
	2	6.9% (4)	2.3% (1)	18.2% (2)	16.7% (2)	
	3 (Somewhat)	22.4% (13)	18.2% (8)	18.2% (2)	8.3% (1)	
	4	32.8% (19)	40.9% (18)	36.4% (4)	25.0% (3)	
	5 (A great deal)	37.9% (22)	38.6% (17)	18.2% (2)	16.7% (2)	
		58	44	11	12	125
Promotes my personal growth	1 (Not at all)	3.4% (2)	2.3% (1)	18.2% (2)	38.5% (5)	
	2	5.2% (3)	4.5% (2)	9.1% (1)	7.7% (1)	
	3 (Somewhat)	29.3% (17)	29.5% (13)	27.3% (3)	15.4% (2)	
	4	36.2% (21)	29.5% (13)	45.5% (5)	15.4% (2)	
	5 (A great deal)	25.9% (15)	34.1% (15)	0.0% (0)	23.1% (3)	
		58	44	11	13	126
Helps me to become better at what I do	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	38.5% (5)	
	2	6.9% (4)	2.3% (1)	9.1% (1)	15.4% (2)	
	3 (Somewhat)	17.2% (10)	11.4% (5)	36.4% (4)	7.7% (1)	
	4	29.3% (17)	43.2% (19)	45.5% (5)	15.4% (2)	
	5 (A great deal)	46.6% (27)	43.2% (19)	9.1% (1)	23.1% (3)	

		58	44	11	13	126
Demonstrates patience and flexibility with me	1 (Not at all)	1.7% (1)	2.3% (1)	0.0% (0)	7.7% (1)	
	2	3.4% (2)	6.8% (3)	9.1% (1)	7.7% (1)	
	3 (Somewhat)	20.7% (12)	15.9% (7)	9.1% (1)	15.4% (2)	
	4	31.0% (18)	34.1% (15)	54.5% (6)	23.1% (3)	
	5 (A great deal)	43.1% (25)	40.9% (18)	27.3% (3)	46.2% (6)	
		58	44	11	13	126
Closely manages my work	1 (Not at all)	6.9% (4)	11.4% (5)	27.3% (3)	38.5% (5)	
	2	20.7% (12)	13.6% (6)	36.4% (4)	23.1% (3)	
	3 (Somewhat)	22.4% (13)	36.4% (16)	18.2% (2)	30.8% (4)	
	4	36.2% (21)	20.5% (9)	9.1% (1)	7.7% (1)	
	5 (A great deal)	13.8% (8)	18.2% (8)	9.1% (1)	0.0% (0)	
		58	44	11	13	126
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	1.7% (1)	2.3% (1)	9.1% (1)	7.7% (1)	
	2	6.9% (4)	0.0% (0)	0.0% (0)	23.1% (3)	
	3 (Somewhat)	27.6% (16)	22.7% (10)	18.2% (2)	23.1% (3)	
	4	44.8% (26)	40.9% (18)	45.5% (5)	7.7% (1)	
	5 (A great deal)	19.0% (11)	34.1% (15)	27.3% (3)	38.5% (5)	
		58	44	11	13	126

Focuses mainly on the best interests of our clients	1 (Not at all)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	2.3% (1)	9.1% (1)	7.7% (1)	
	3 (Somewhat)	20.7% (12)	15.9% (7)	9.1% (1)	23.1% (3)	
	4	36.2% (21)	36.4% (16)	54.5% (6)	15.4% (2)	
	5 (A great deal)	41.4% (24)	45.5% (20)	27.3% (3)	53.8% (7)	
		58	44	11	13	126
Is passing on to me his or her knowledge and experience	1 (Not at all)	0.0% (0)	4.7% (2)	0.0% (0)	15.4% (2)	
	2	3.4% (2)	2.3% (1)	9.1% (1)	7.7% (1)	
	3 (Somewhat)	15.5% (9)	18.6% (8)	18.2% (2)	30.8% (4)	
	4	41.4% (24)	25.6% (11)	54.5% (6)	15.4% (2)	
	5 (A great deal)	39.7% (23)	48.8% (21)	18.2% (2)	30.8% (4)	
		58	43	11	13	125
Requires me to take responsibility for my work	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	
	3 (Somewhat)	6.9% (4)	4.5% (2)	0.0% (0)	7.7% (1)	
	4	43.1% (25)	29.5% (13)	36.4% (4)	23.1% (3)	
	5 (A great deal)	50.0% (29)	65.9% (29)	63.6% (7)	53.8% (7)	
		58	44	11	13	126
answered question		58	44	11	13	126

48. What would you like more of from your supervisor, and why?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	31 replies	20 replies	3 replies	5 replies	59
answered question	31	20	3	5	59
skipped question					105

49. What would you like less of from your supervisor, and why?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	19 replies	12 replies	2 replies	5 replies	38
answered question	19	12	2	5	38
skipped question					126

50. Have you received training or guidance on how to work constructively with your supervisor in any of the following ways?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Through in house courses	12.5% (7)	14.6% (6)	10.0% (1)	38.5% (5)	15.8% (19)
Through induction training	8.9% (5)	19.5% (8)	20.0% (2)	15.4% (2)	14.2% (17)
Through personal discussion with my supervisor	46.4% (26)	48.8% (20)	50.0% (5)	23.1% (3)	45.0% (54)
Through other colleagues	39.3% (22)	34.1% (14)	40.0% (4)	0.0% (0)	33.3% (40)
Through external training courses	5.4% (3)	9.8% (4)	0.0% (0)	30.8% (4)	9.2% (11)
Through reading helpful publications that I have found	5.4% (3)	7.3% (3)	10.0% (1)	23.1% (3)	8.3% (10)
I have not received training or guidance	33.9% (19)	41.5% (17)	30.0% (3)	30.8% (4)	35.8% (43)
Other (please specify)	2 replies (3.6%)	3 replies (7.3%)	0 replies (0.0%)	0 replies (0.0%)	4.2% (5)
answered question	56	41	10	13	120
skipped question					44

51. What further training and guidance on working with your supervisor would you find helpful?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	16 replies	11 replies	2 replies	5 replies	34
answered question	16	11	2	5	34
skipped question					130

52. Do you feel able to disagree with your supervisor?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Yes	77.6% (45)	86.4% (38)	100.0% (11)	92.3% (12)	84.1% (106)
No	22.4% (13)	13.6% (6)	0.0% (0)	7.7% (1)	15.9% (20)
answered question	58	44	11	13	126
skipped question					38

53. If you have a disagreement with your supervisor, how is it addressed?					
	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	28 replies	28 replies	5 replies	7 replies	68
answered question	28	28	5	7	68
skipped question					96

54. If you make a mistake that may have serious consequences how does your supervisor respond? (Tick all that apply) He or she....

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
rectifies the problem and avoids consequences for the client and our practice	69.6% (39)	72.1% (31)	36.4% (4)	61.5% (8)	66.7% (82)
supports me in my attempts to rectify the problem	75.0% (42)	86.0% (37)	90.9% (10)	76.9% (10)	80.5% (99)
turns it into a learning experience for me	62.5% (35)	67.4% (29)	54.5% (6)	7.7% (1)	57.7% (71)
is tolerant of my making mistakes once but not a second time	35.7% (20)	25.6% (11)	9.1% (1)	15.4% (2)	27.6% (34)
is quite unforgiving if I make serious mistakes	7.1% (4)	0.0% (0)	0.0% (0)	7.7% (1)	4.1% (5)
would not tolerate my making mistakes and so if I do I try to rectify them myself	3.6% (2)	2.3% (1)	0.0% (0)	0.0% (0)	2.4% (3)
quickly loses faith in my skills	5.4% (3)	7.0% (3)	0.0% (0)	0.0% (0)	4.9% (6)
Other (please specify)	3 replies	2 replies	0 replies	1 reply	6
answered question	56	43	11	13	123
skipped question					41

55. Where do you find the most valuable supervision occurs?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	80.4% (41)	75.0% (27)	70.6% (12)	72.4% (21)	
	No	19.6% (10)	25.0% (9)	29.4% (5)	27.6% (8)	
		51	36	17	29	133
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	66.0% (33)	86.5% (32)	53.3% (8)	56.0% (14)	
	No	34.0% (17)	13.5% (5)	46.7% (7)	44.0% (11)	
		50	37	15	25	127
Other (please specify)		3 replies	8 replies	1 reply	4 replies	16
answered question		58	42	19	31	150
skipped question						14

56. How can supervisors ensure they are approachable?

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
By making it known that people can see them about any issue	Yes	98.3% (57)	90.9% (40)	94.7% (18)	100.0% (34)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Possibly	1.7% (1)	9.1% (4)	5.3% (1)	0.0% (0)	
		58	44	19	34	155
By making it known that people can ask to see them at any time	Yes	79.3% (46)	70.5% (31)	73.7% (14)	94.1% (32)	
	No	10.3% (6)	6.8% (3)	5.3% (1)	0.0% (0)	
	Possibly	10.3% (6)	22.7% (10)	21.1% (4)	5.9% (2)	
		58	44	19	34	155
Being known to give constructive feedback where possible	Yes	96.6% (56)	100.0% (44)	100.0% (19)	97.1% (33)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)	
	Possibly	3.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
		58	44	19	34	155
Being known to deal with problems quickly	Yes	74.1% (43)	81.8% (36)	94.7% (18)	94.1% (32)	
	No	3.4% (2)	0.0% (0)	0.0% (0)	2.9% (1)	
	Possibly	22.4% (13)	18.2% (8)	5.3% (1)	2.9% (1)	
		58	44	19	34	155

Being known to help supervisees deal with problems themselves	Yes	65.5% (38)	84.1% (37)	88.9% (16)	82.4% (28)	
	No	0.0% (0)	2.3% (1)	0.0% (0)	2.9% (1)	
	Possibly	34.5% (20)	13.6% (6)	11.1% (2)	14.7% (5)	
		58	44	18	34	154
Other (please specify)		2 replies	1 reply	1 reply	1 reply	5
answered question		58	44	19	34	155
skipped question						9

**57. How important are the following to fostering effective performance from staff?
Supervisors should**

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Provide clear instructions	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	2.3% (1)	5.3% (1)	2.9% (1)	
	4	8.8% (5)	15.9% (7)	10.5% (2)	23.5% (8)	
	5 (very important)	89.5% (51)	81.8% (36)	84.2% (16)	73.5% (25)	
		57	44	19	34	154
Be available when supervisees need help or direction	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	7.0% (4)	0.0% (0)	10.5% (2)	2.9% (1)	
	4	38.6% (22)	32.6% (14)	42.1% (8)	35.3% (12)	
	5 (very important)	52.6% (30)	67.4% (29)	47.4% (9)	61.8% (21)	
		57	43	19	34	153
Consider the professional development of their supervisees	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	12.3% (7)	9.1% (4)	21.1% (4)	8.8% (3)	

	importance					
	4	38.6% (22)	36.4% (16)	31.6% (6)	47.1% (16)	
	5 (very important)	47.4% (27)	54.5% (24)	47.4% (9)	44.1% (15)	
		57	44	19	34	154
Be aware of the wellness of their supervisees	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	3.5% (2)	2.3% (1)	5.3% (1)	2.9% (1)	
	3 (moderately important)	24.6% (14)	18.2% (8)	31.6% (6)	23.5% (8)	
	4	40.4% (23)	45.5% (20)	36.8% (7)	41.2% (14)	
	5 (very important)	29.8% (17)	34.1% (15)	26.3% (5)	32.4% (11)	
		57	44	19	34	154
Foster trust and respect	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.5% (2)	4.5% (2)	5.3% (1)	5.9% (2)	
	4	35.1% (20)	29.5% (13)	26.3% (5)	32.4% (11)	
	5 (very important)	59.6% (34)	65.9% (29)	68.4% (13)	61.8% (21)	
		57	44	19	34	154
Ensure continuity and consistency	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	7.1% (4)	4.5% (2)	5.3% (1)	5.9% (2)	
		44.6%	36.4%	42.1%	44.1%	

	4	(25)	(16)	(8)	(15)	
	5 (very important)	46.4% (26)	59.1% (26)	52.6% (10)	50.0% (17)	
		56	44	19	34	153
Take a solution focus on mistakes (rather than blame)	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)	
	3 (moderately important)	5.3% (3)	2.3% (1)	5.3% (1)	2.9% (1)	
	4	26.3% (15)	29.5% (13)	26.3% (5)	29.4% (10)	
	5 (very important)	66.7% (38)	68.2% (30)	68.4% (13)	64.7% (22)	
		57	44	19	34	154
Give credit where it is due	1 (unimportant)	3.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	8.8% (5)	9.5% (4)	10.5% (2)	6.1% (2)	
	4	24.6% (14)	23.8% (10)	10.5% (2)	15.2% (5)	
	5 (very important)	63.2% (36)	66.7% (28)	78.9% (15)	78.8% (26)	
		57	42	19	33	151
Other (please specify)		0 replies	1 reply	1 reply	2 replies	4
answered question		57	44	19	34	154
skipped question						10

58. How can supervisees contribute to their being effectively supervised? Supervisees can make sure they

		If you have a current practising certificate, for how long have you had a practising certificate?				
		1-2 years	3-4 years	15-19 years	over 20 years	Response Totals
Listen to advice and comments	1 (unimportant)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	0.0% (0)	10.5% (2)	2.9% (1)	
	4	15.5% (9)	13.6% (6)	15.8% (3)	29.4% (10)	
	5 (most important)	82.8% (48)	86.4% (38)	73.7% (14)	67.6% (23)	
		58	44	19	34	155
Prepare well for supervision meetings	1 (unimportant)	3.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	6.9% (4)	7.0% (3)	10.5% (2)	23.5% (8)	
	4	36.2% (21)	37.2% (16)	63.2% (12)	35.3% (12)	
	5 (most important)	53.4% (31)	55.8% (24)	26.3% (5)	41.2% (14)	
		58	43	19	34	154
Ask questions about details, timelines, priorities	1 (unimportant)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	1.7% (1)	6.8% (3)	15.8% (3)	8.8% (3)	

	importance					
	4	29.3% (17)	22.7% (10)	31.6% (6)	32.4% (11)	
	5 (most important)	65.5% (38)	70.5% (31)	52.6% (10)	58.8% (20)	
		58	44	19	34	155
Develop a clear framework on frequency of meetings	1 (unimportant)	3.4% (2)	4.5% (2)	0.0% (0)	2.9% (1)	
	2	6.9% (4)	4.5% (2)	5.3% (1)	2.9% (1)	
	3 (moderately important)	29.3% (17)	22.7% (10)	21.1% (4)	23.5% (8)	
	4	29.3% (17)	34.1% (15)	47.4% (9)	38.2% (13)	
	5 (most important)	31.0% (18)	34.1% (15)	26.3% (5)	32.4% (11)	
		58	44	19	34	155
Discuss expectations	1 (unimportant)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	1.7% (1)	2.3% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	12.1% (7)	6.8% (3)	15.8% (3)	12.1% (4)	
	4	43.1% (25)	31.8% (14)	47.4% (9)	51.5% (17)	
	5 (most important)	41.4% (24)	59.1% (26)	36.8% (7)	36.4% (12)	
		58	44	19	33	154
Other (please specify)		1 reply	0 replies	0 replies	0 replies	1
answered question		58	44	19	34	155
skipped question						9

59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	18 replies	21 replies	8 replies	22 replies	69
answered question	18	21	8	22	69
skipped question					95

60. Thank you for completing the survey. Do you have any further comments? We appreciate all feedback.

	If you have a current practising certificate, for how long have you had a practising certificate?				
	1-2 years	3-4 years	15-19 years	over 20 years	Response Count
	3 replies	5 replies	1 reply	5 replies	14
answered question	3	5	1	5	14
skipped question					150