

Q3 Are you currently supervising others and/or being supervised by others? If you do not supervise other staff, or are not supervised by/report to somebody else (for example if you are a sole practitioner with no staff, including no administrative staff) then the questions in this survey will not be relevant for you and you will need to exit the survey here. 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.

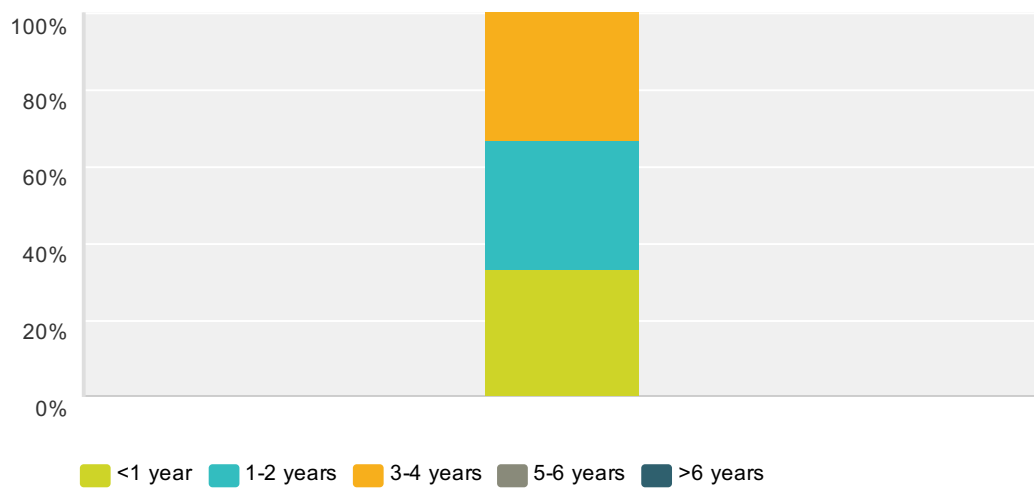
Answered: 14 Skipped: 0



Answer Choices	Responses	
Both - I supervise staff and I am supervised by others	42.86%	6
I supervise others but am not supervised	0%	0
I am supervised and do not supervise others	57.14%	8
Total		14

Q4 How long have you been a supervisor?

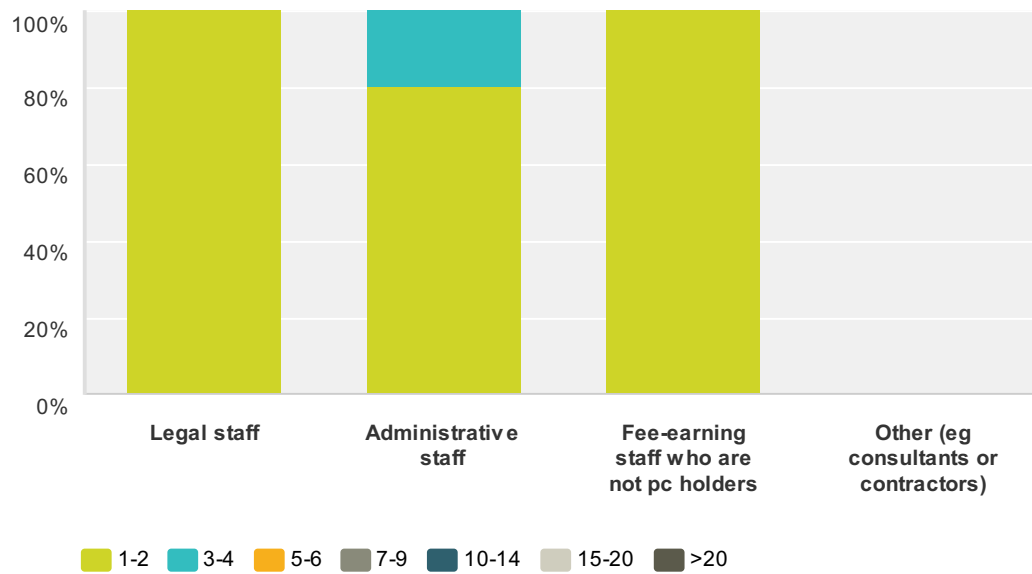
Answered: 6 Skipped: 8



Answer Choices	Responses	
<1 year	33.33%	2
1-2 years	33.33%	2
3-4 years	33.33%	2
5-6 years	0%	0
>6 years	0%	0
Total		6

Q5 How many staff in each of the following groups do you currently supervise?

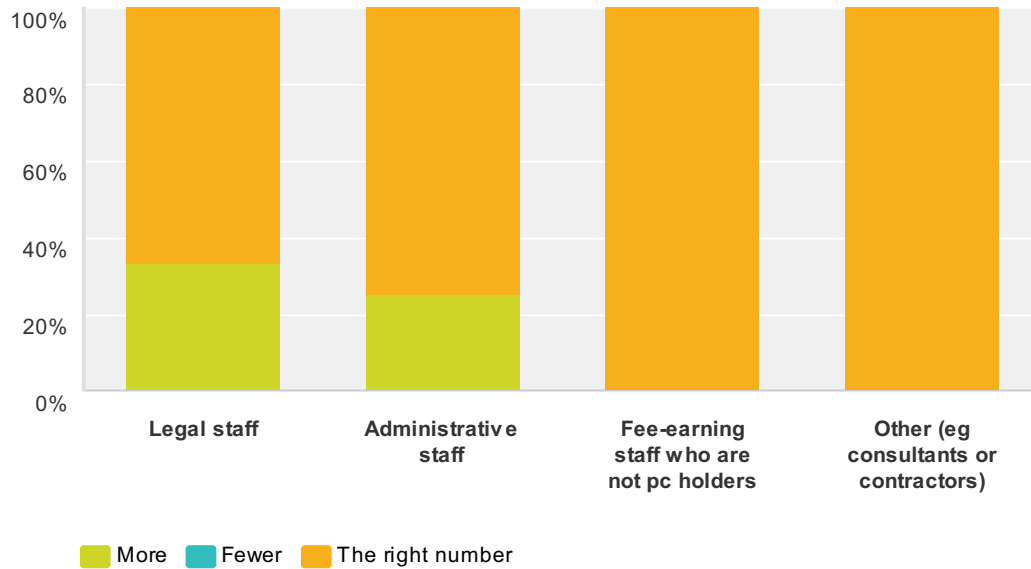
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	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Legal staff	100% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	2
Administrative staff	80% 4	20% 1	0% 0	0% 0	0% 0	0% 0	0% 0	5
Fee-earning staff who are not pc holders	100% 2	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	2
Other (eg consultants or contractors)	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0

Q6 Could you effectively supervise more staff than you currently do? Would your supervision be more effective if you supervised fewer staff? Or do you think you supervise about the right number?

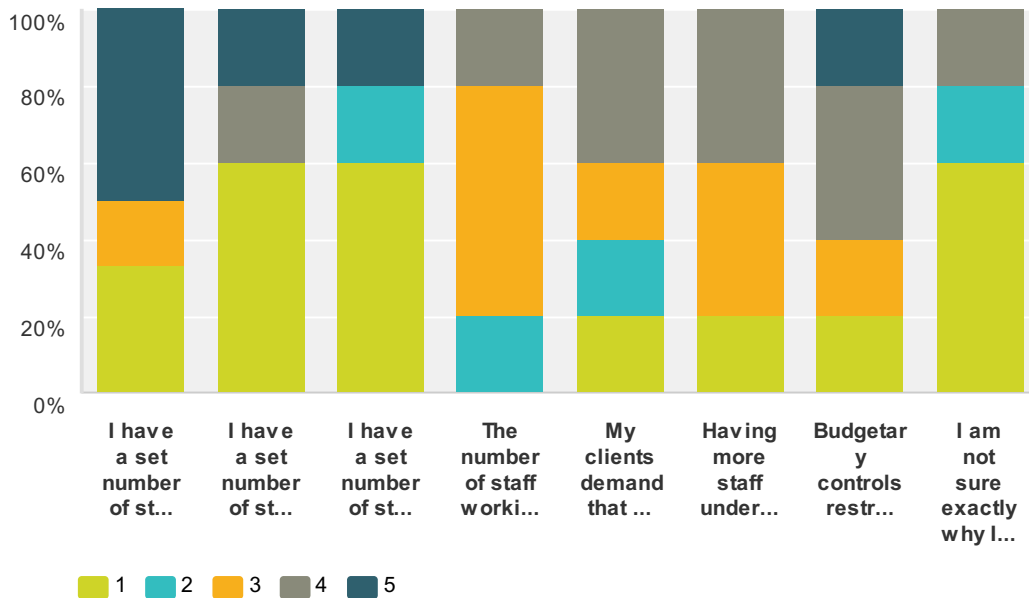
Answered: 5 Skipped: 9



	More	Fewer	The right number	Total
Legal staff	33.33% 1	0% 0	66.67% 2	3
Administrative staff	25% 1	0% 0	75% 3	4
Fee-earning staff who are not pc holders	0% 0	0% 0	100% 3	3
Other (eg consultants or contractors)	0% 0	0% 0	100% 1	1

Q7 How accurate are the following statements in relation to the number of administrative staff working under your supervision? 1 - Not at all to 5 - Very accurate.

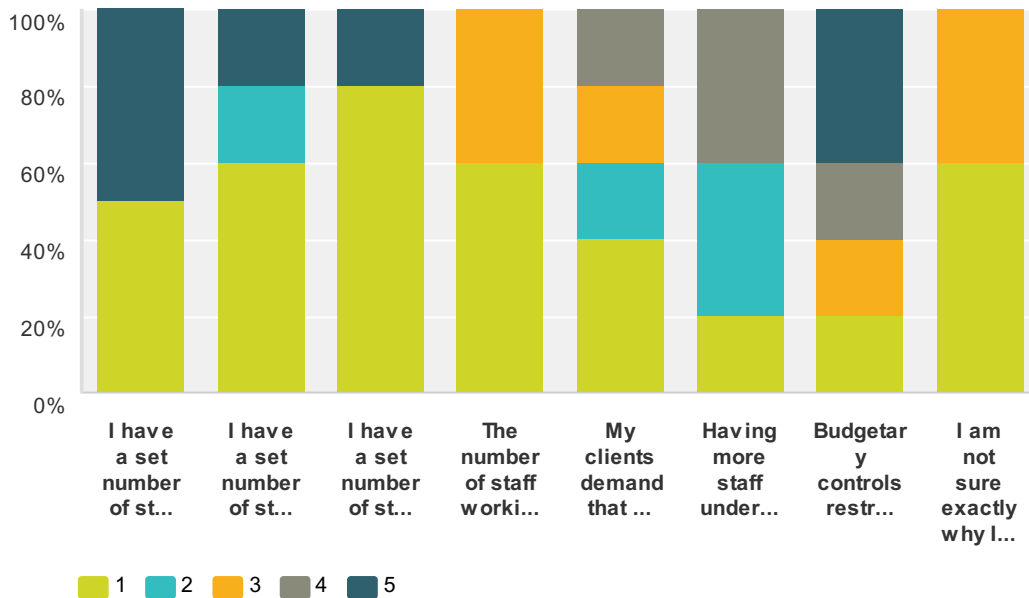
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.	33.33% 2	0% 0	16.67% 1	0% 0	50% 3	6
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.	60% 3	0% 0	0% 0	20% 1	20% 1	5
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.	60% 3	20% 1	0% 0	0% 0	20% 1	5
The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.	0% 0	20% 1	60% 3	20% 1	0% 0	5
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	20% 1	20% 1	20% 1	40% 2	0% 0	5
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.	20% 1	0% 0	40% 2	40% 2	0% 0	5
Budgetary controls restrict the number of staff I can have working under my supervision.	20% 1	0% 0	20% 1	40% 2	20% 1	5
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	60% 3	20% 1	0% 0	20% 1	0% 0	5

Q8 How accurate are the following statements in relation to the number of fee-earning staff working under your supervision? 1 - Not at all to 5 - Very accurate.

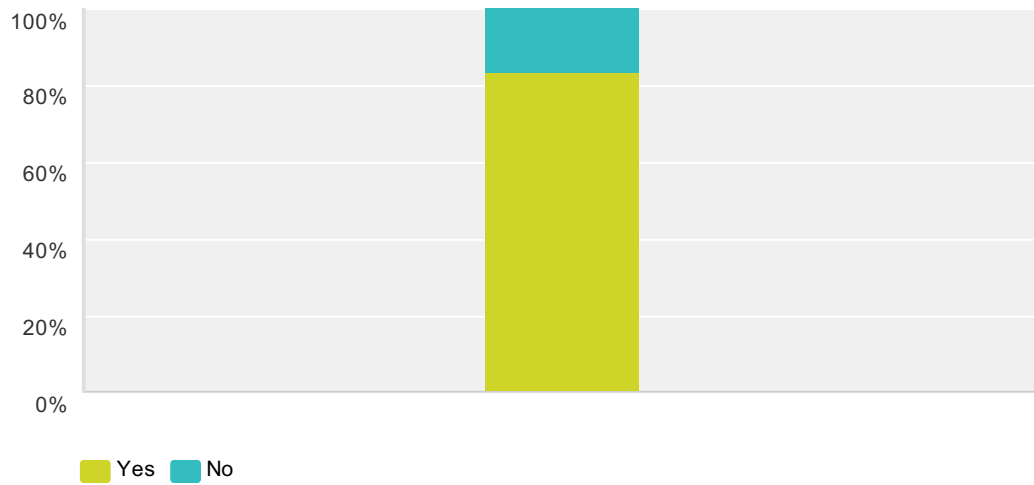
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.	50% 3	0% 0	0% 0	0% 0	50% 3	6
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.	60% 3	20% 1	0% 0	0% 0	20% 1	5
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.	80% 4	0% 0	0% 0	0% 0	20% 1	5
The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.	60% 3	0% 0	40% 2	0% 0	0% 0	5
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	40% 2	20% 1	20% 1	20% 1	0% 0	5
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.	20% 1	40% 2	0% 0	40% 2	0% 0	5
Budgetary controls restrict the number of staff I can have working under my supervision.	20% 1	0% 0	20% 1	20% 1	40% 2	5
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	60% 3	0% 0	40% 2	0% 0	0% 0	5

Q9 Do you share supervisory responsibilities for the staff referred to above with other colleagues?

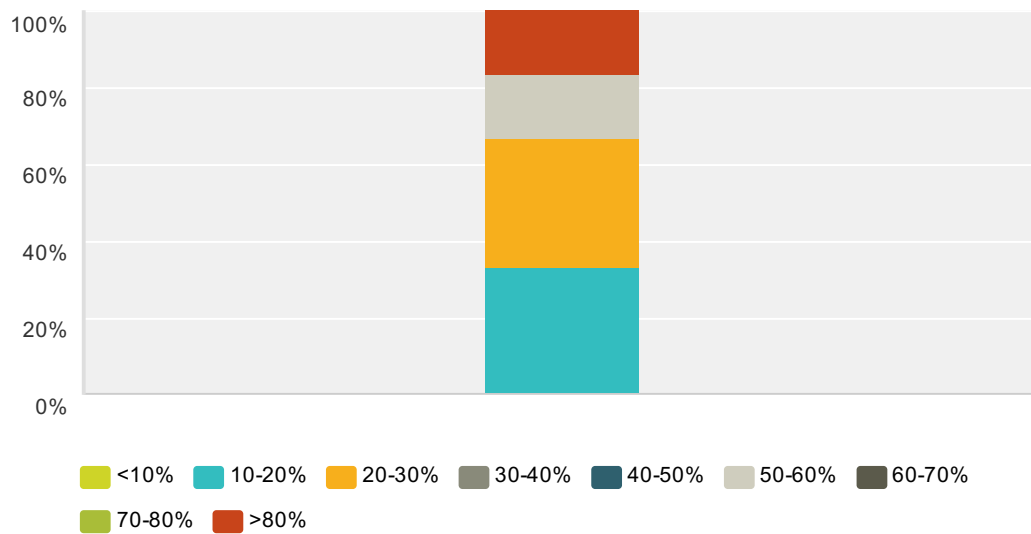
Answered: 6 Skipped: 8



Answer Choices	Responses	
Yes	83.33%	5
No	16.67%	1
Total		6

Q10 What percentage of your time do you spend on supervision responsibilities?

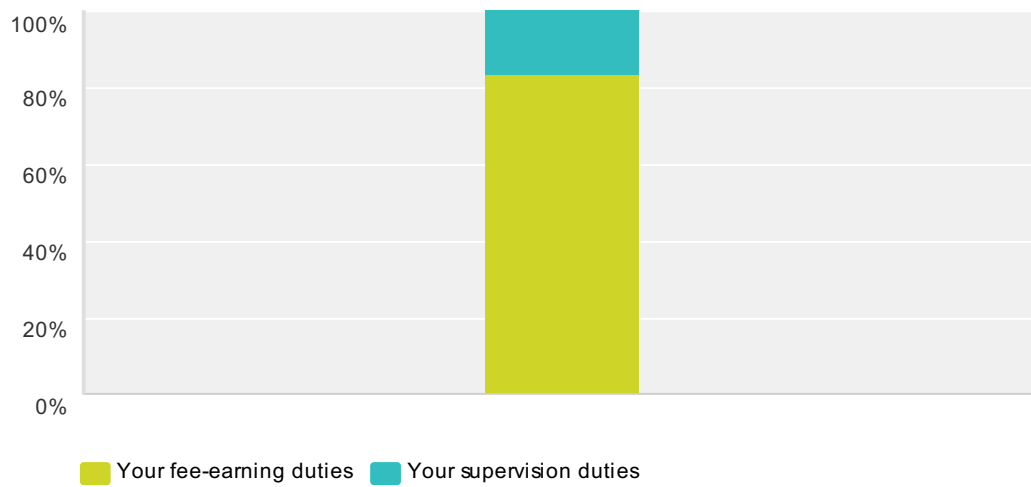
Answered: 6 Skipped: 8



Answer Choices	Responses
<10%	0%
10-20%	33.33%
20-30%	33.33%
30-40%	0%
40-50%	0%
50-60%	16.67%
60-70%	0%
70-80%	0%
>80%	16.67%
Total	6

Q11 What do you prioritize when you schedule your duties? Do you prioritize

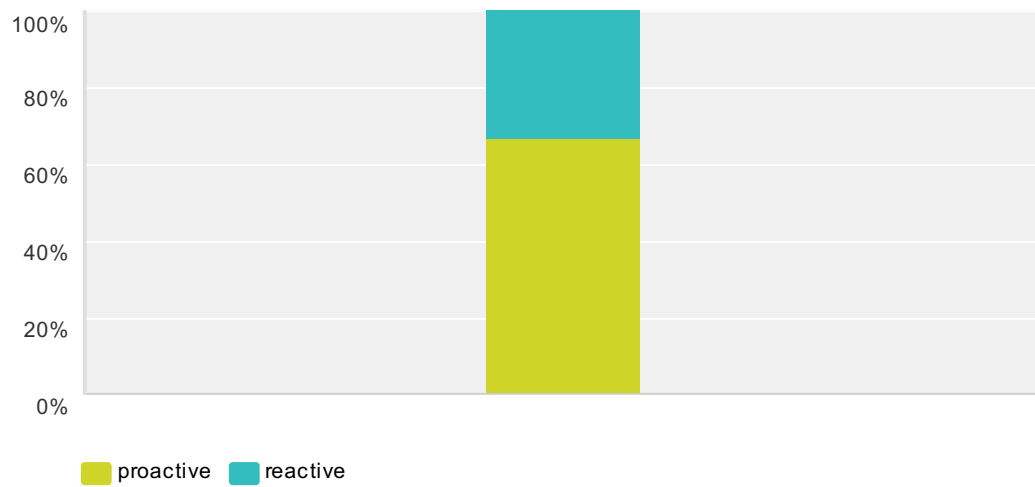
Answered: 6 Skipped: 8



Answer Choices	Responses	
Your fee-earning duties	83.33%	5
Your supervision duties	16.67%	1
Total		6

Q12 Would you describe your supervision activities as primarily

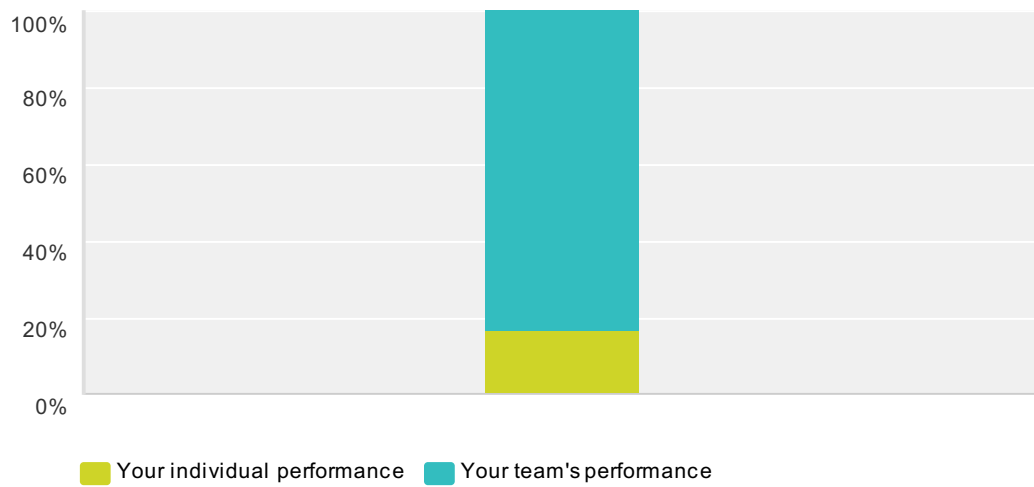
Answered: 6 Skipped: 8



Answer Choices	Responses	
proactive	66.67%	4
reactive	33.33%	2
Total		6

Q13 Do you measure your success in your role primarily by

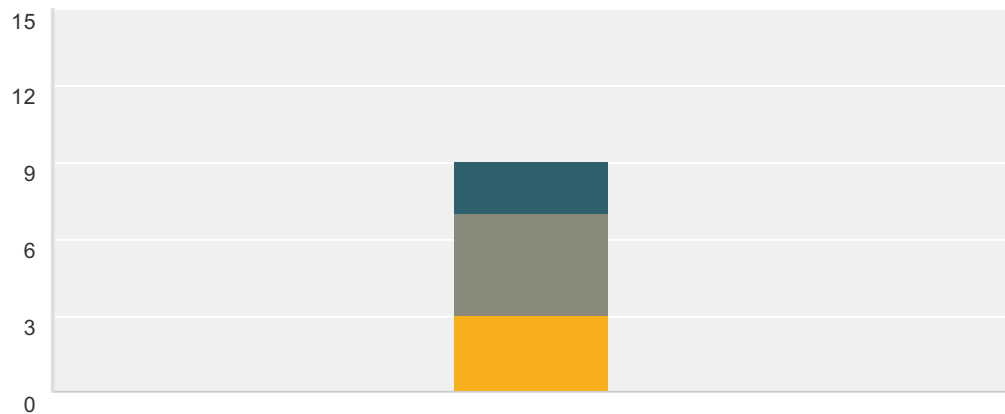
Answered: 6 Skipped: 8



Answer Choices	Responses	
Your individual performance	16.67%	1
Your team's performance	83.33%	5
Total		6

Q14 How do you find time for your supervision responsibilities? Please tick all that apply

Answered: 6 Skipped: 8

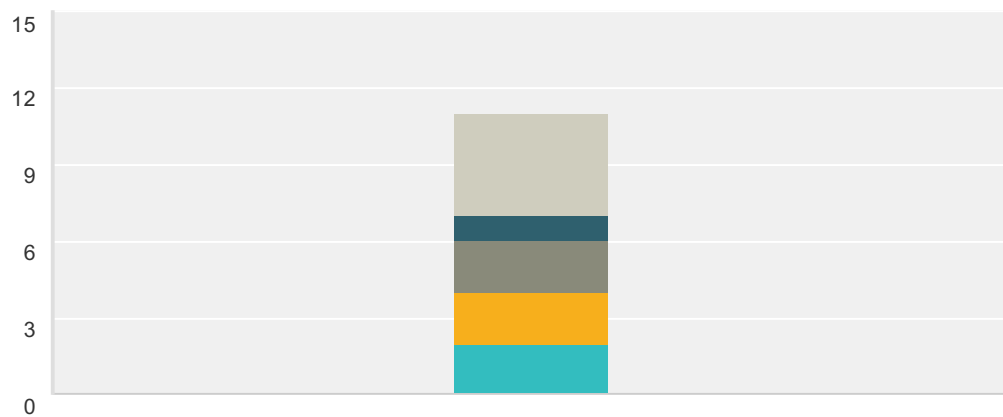


- My firm allocates time to me for my supervision responsibilities
- I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters
- I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)
- Time for supervision is not structured into a daily work schedule
- It is up to me to find spare time for supervision

Answer Choices	Responses	
My firm allocates time to me for my supervision responsibilities	0%	0
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	0%	0
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%	3
Time for supervision is not structured into a daily work schedule	66.67%	4
It is up to me to find spare time for supervision	33.33%	2
Total Respondents: 6		

Q15 How did you develop your supervision practices? Please tick all that apply

Answered: 6 Skipped: 8

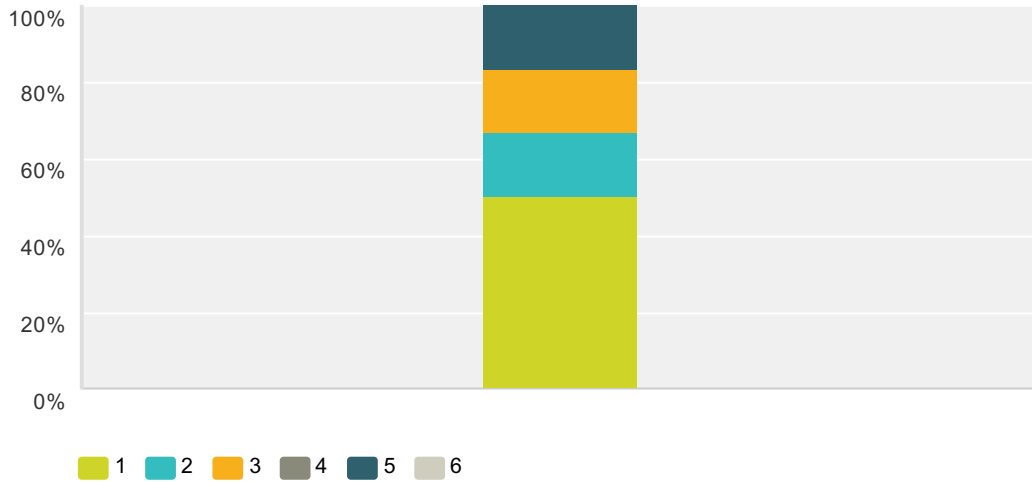


■ By emulating my current supervisor
 ■ By emulating a previous supervisor
■ By watching others
 ■ By trial and error
 ■ By following my firm's policies and procedure:
■ By responding to the needs or expressed preferences of my supervisees

Answer Choices	Responses	
By emulating my current supervisor	0%	0
By emulating a previous supervisor	33.33%	2
By watching others	33.33%	2
By trial and error	33.33%	2
By following my firm's policies and procedures	16.67%	1
By responding to the needs or expressed preferences of my supervisees	66.67%	4
Total Respondents: 6		

Q16 Have you ever had training in supervision? Please rate the level of training you've had for your supervision duties. Please choose from 1 (not at all) to 6 (to a level sufficient to your needs)

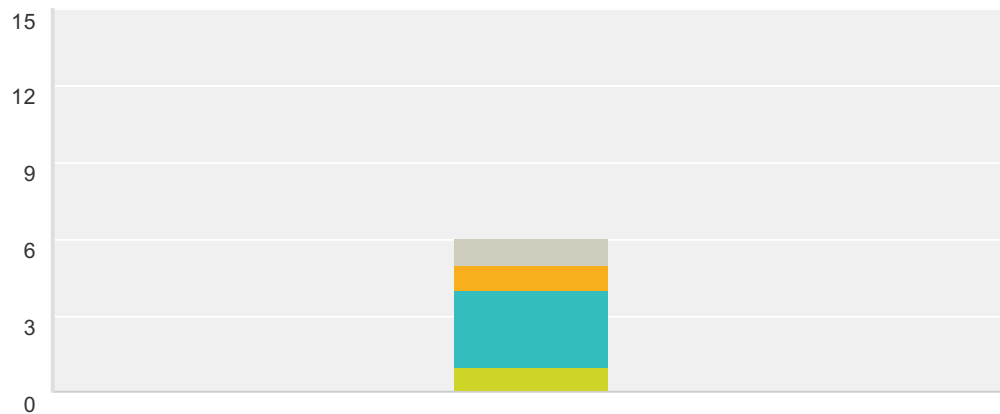
Answered: 6 Skipped: 8



Answer Choices	Responses	
1	50%	3
2	16.67%	1
3	16.67%	1
4	0%	0
5	16.67%	1
6	0%	0
Total		6

Q17 If you undertake training to build your supervision skills, what sort of training do you receive? Tick all that apply

Answered: 4 Skipped: 10

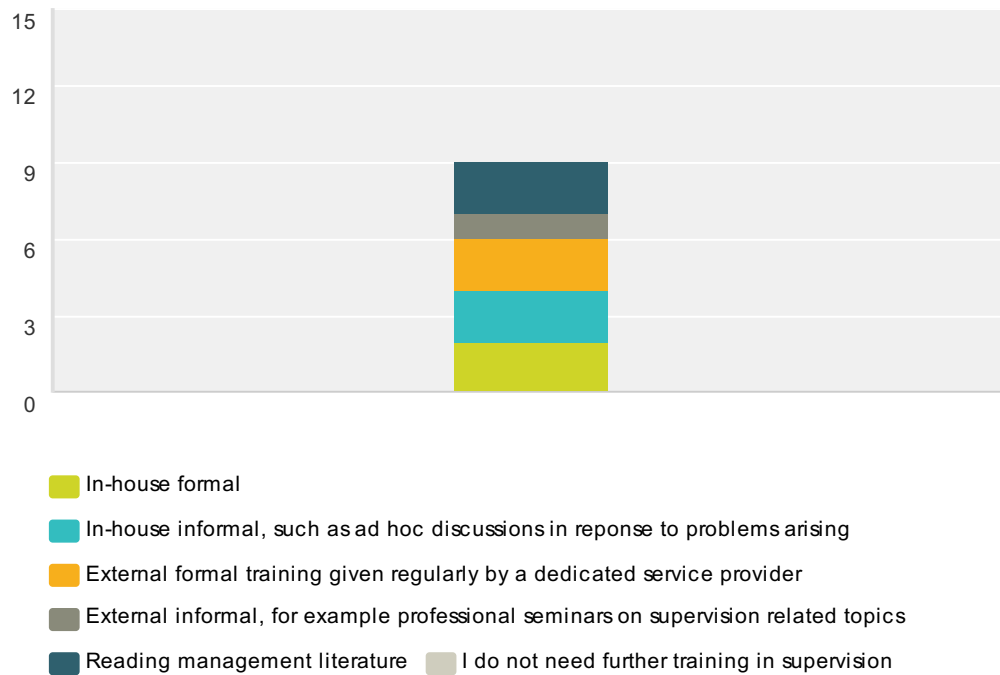


- In-house formal training provided by my firm
- In-house informal discussions generally in response to problems seen as supervision issues
- External formal training at regular intervals
- External formal training at irregular intervals when available
- I regularly read publications and attend workshops on supervision
- Reading management literature

Answer Choices	Responses	
In-house formal training provided by my firm	25%	1
In-house informal discussions generally in response to problems seen as supervision issues	75%	3
External formal training at regular intervals	25%	1
External formal training at irregular intervals when available	0%	0
I regularly read publications and attend workshops on supervision	0%	0
Reading management literature	25%	1
Total Respondents: 4		

Q18 Can you identify forms of supervision training you have not received but that you think you would find helpful?

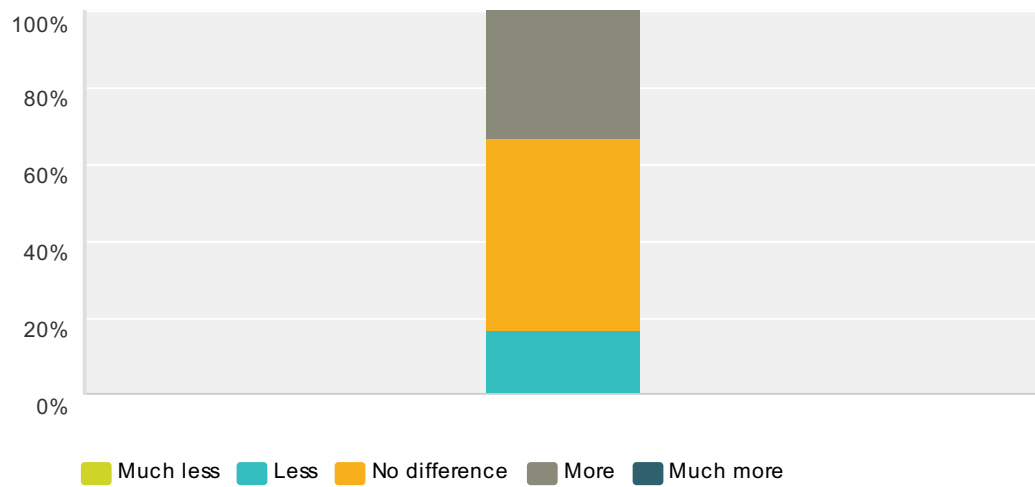
Answered: 6 Skipped: 8



Answer Choices	Responses	
In-house formal	33.33%	2
In-house informal, such as ad hoc discussions in response to problems arising	33.33%	2
External formal training given regularly by a dedicated service provider	33.33%	2
External informal, for example professional seminars on supervision related topics	16.67%	1
Reading management literature	33.33%	2
I do not need further training in supervision	0%	0
Total Respondents: 6		

Q19 Compared to your other work roles, do you enjoy your supervision role

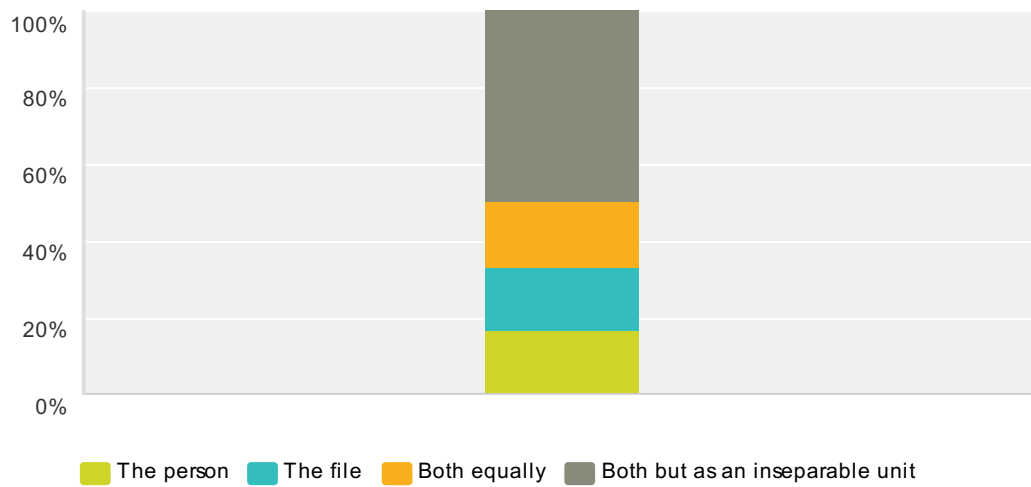
Answered: 6 Skipped: 8



Answer Choices	Responses	
Much less	0%	0
Less	16.67%	1
No difference	50%	3
More	33.33%	2
Much more	0%	0
Total		6

Q20 Do you primarily supervise the person or the file?

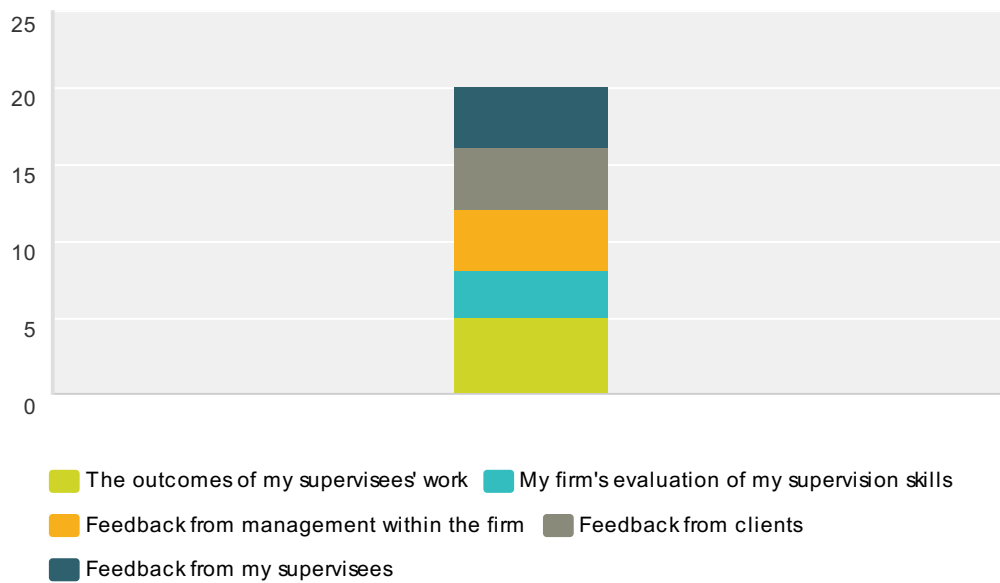
Answered: 6 Skipped: 8



Answer Choices	Responses	
The person	16.67%	1
The file	16.67%	1
Both equally	16.67%	1
Both but as an inseparable unit	50%	3
Total		6

Q21 What is it that tells you if your supervision is effective? Tick all that apply

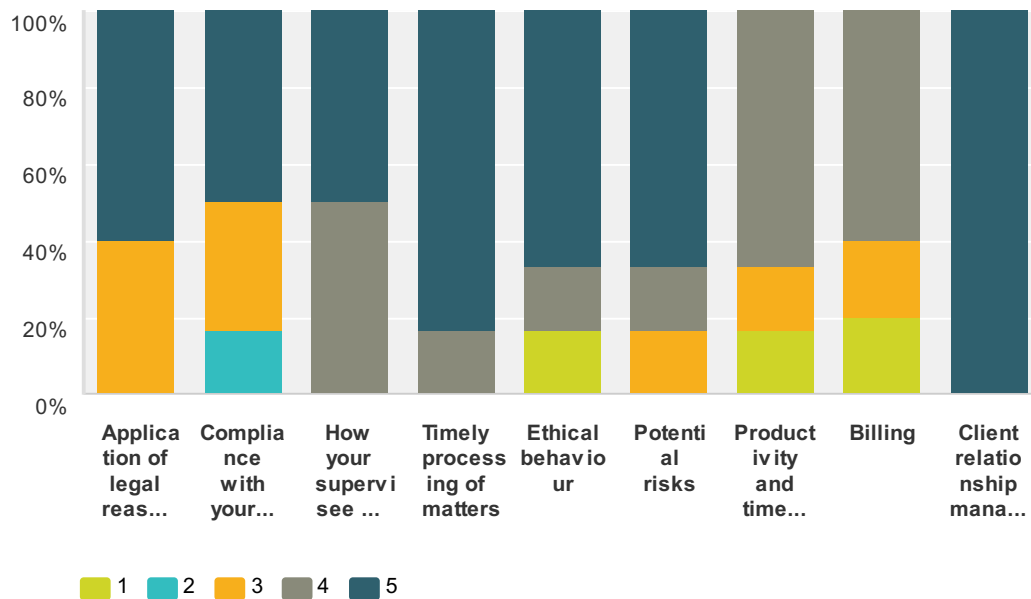
Answered: 5 Skipped: 9



Answer Choices	Responses	
The outcomes of my supervisees' work	100%	5
My firm's evaluation of my supervision skills	60%	3
Feedback from management within the firm	80%	4
Feedback from clients	80%	4
Feedback from my supervisees	80%	4
Total Respondents: 5		

Q22 To what extent do you focus on the following in your supervision? 1 (not at all) to 5 (a great deal)

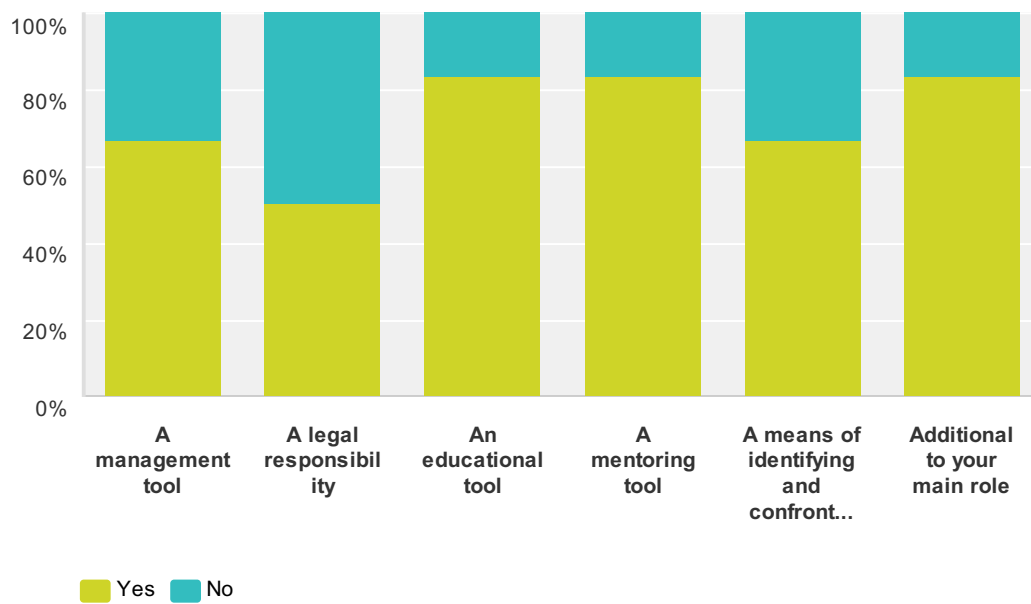
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
Application of legal reasoning	0% 0	0% 0	40% 2	0% 0	60% 3	5
Compliance with your firm's systems	0% 0	16.67% 1	33.33% 2	0% 0	50% 3	6
How your supervisee is coping	0% 0	0% 0	0% 0	50% 3	50% 3	6
Timely processing of matters	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Ethical behaviour	16.67% 1	0% 0	0% 0	16.67% 1	66.67% 4	6
Potential risks	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6
Productivity and time recording	16.67% 1	0% 0	16.67% 1	66.67% 4	0% 0	6
Billing	20% 1	0% 0	20% 1	60% 3	0% 0	5
Client relationship management and service	0% 0	0% 0	0% 0	0% 0	100% 6	6

Q23 Do you view supervision principally as

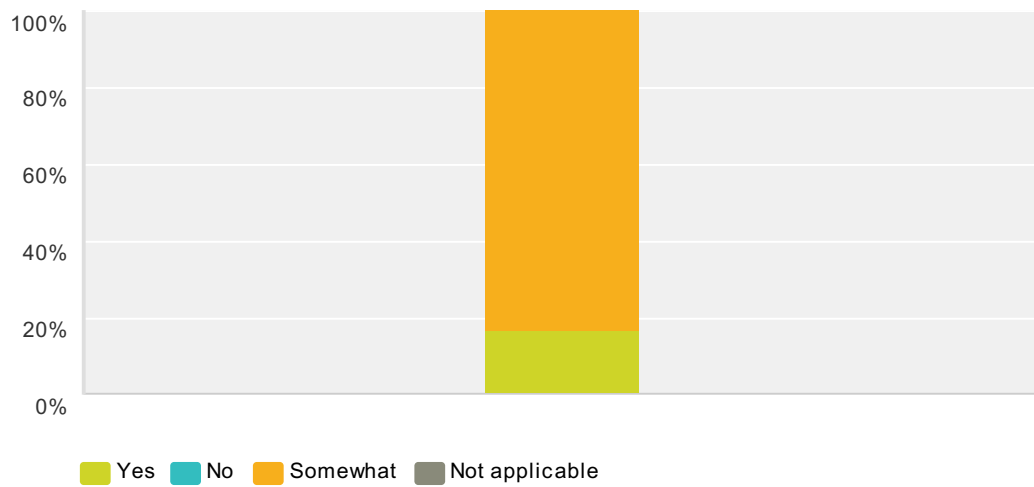
Answered: 6 Skipped: 8



	Yes	No	Total
A management tool	66.67% 4	33.33% 2	6
A legal responsibility	50% 3	50% 3	6
An educational tool	83.33% 5	16.67% 1	6
A mentoring tool	83.33% 5	16.67% 1	6
A means of identifying and confronting problems that arise in your supervisees' work	66.67% 4	33.33% 2	6
Additional to your main role	83.33% 5	16.67% 1	6

Q24 If you are a supervisor who is also supervised by others, are your supervisor's practices similar to your own?

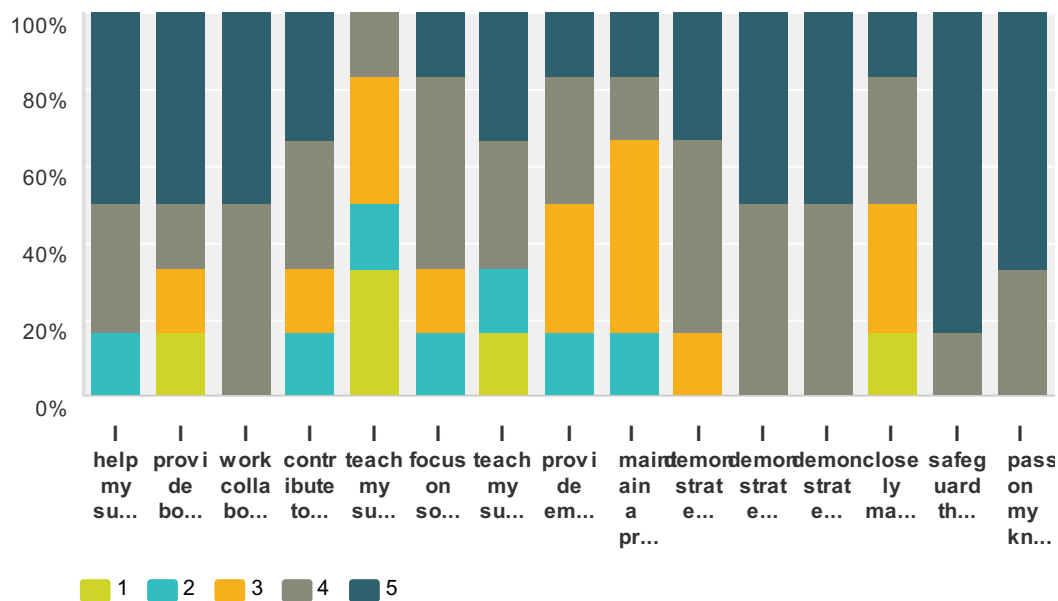
Answered: 6 Skipped: 8



Answer Choices	Responses	
Yes	16.67%	1
No	0%	0
Somewhat	83.33%	5
Not applicable	0%	0
Total		6

Q25 How descriptive are the following statements of the supervision that YOU provide? Please choose from 1 (not at all) to 5 (a great deal)

Answered: 6 Skipped: 8



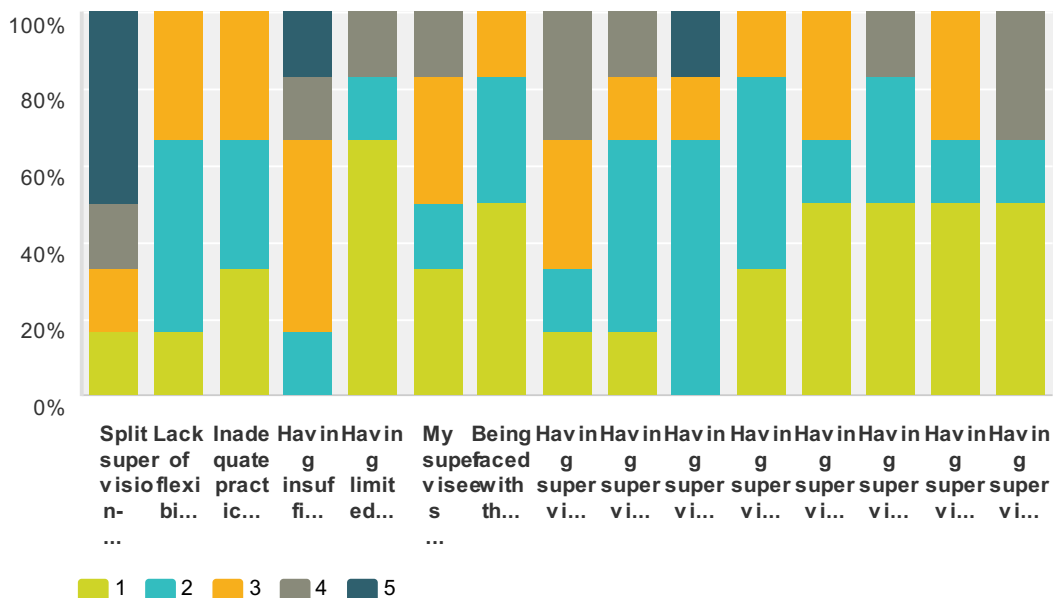
	1	2	3	4	5	Total
I help my supervisees to develop technical skills	0% 0	16.67% 1	0% 0	33.33% 2	50% 3	6
I provide both positive and constructive critical feedback	16.67% 1	0% 0	16.67% 1	16.67% 1	50% 3	6
I work collaboratively with my supervisees	0% 0	0% 0	0% 0	50% 3	50% 3	6
I contribute to the personal growth of my supervisees	0% 0	16.67% 1	16.67% 1	33.33% 2	33.33% 2	6
I teach my supervisees to become lawyers	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0% 0	6
I focus on solving critical issues and problems that arise for my supervisees	0% 0	16.67% 1	16.67% 1	50% 3	16.67% 1	6
I teach my supervisees about being ethical	16.67% 1	16.67% 1	0% 0	33.33% 2	33.33% 2	6
I provide emotional support to my supervisees	0% 0	16.67% 1	33.33% 2	33.33% 2	16.67% 1	6
I maintain a professional distance from my supervisees	0% 0	16.67% 1	50% 3	16.67% 1	16.67% 1	6
I demonstrate patience and flexibility with my supervisees	0% 0	0% 0	16.67% 1	50% 3	33.33% 2	6
I demonstrate openness and honesty in my work	0% 0	0% 0	0% 0	50% 3	50% 3	6
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	0% 0	0% 0	0% 0	50% 3	50% 3	6
I closely manage cases	16.67% 1	0% 0	33.33% 2	33.33% 2	16.67% 1	6

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I safeguard the interests of the client	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
I pass on my knowledge and experience to my supervisees	0% 0	0% 0	0% 0	33.33% 2	66.67% 4	6

Q26 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 5 (often)

Answered: 6 Skipped: 8



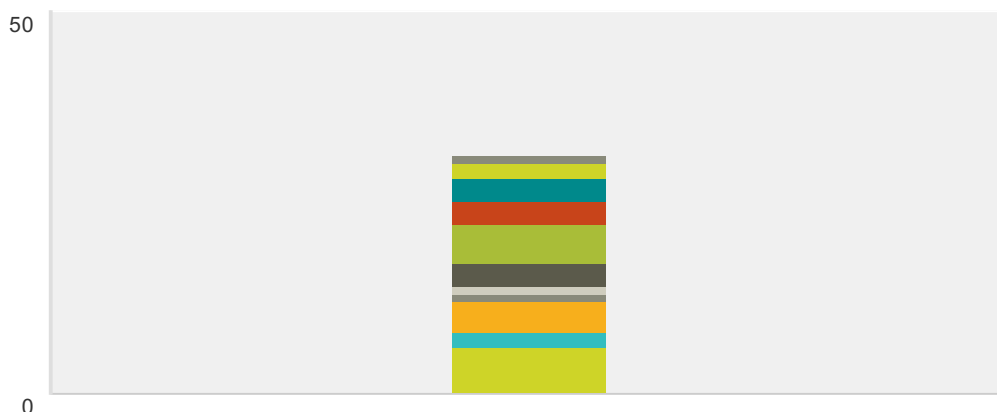
	1	2	3	4	5	Total
Split supervision- where supervision responsibilities are shared with another supervisor	16.67% 1	0% 0	16.67% 1	16.67% 1	50% 3	6
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	16.67% 1	50% 3	33.33% 2	0% 0	0% 0	6
Inadequate practice management systems (IT and others)	33.33% 2	33.33% 2	33.33% 2	0% 0	0% 0	6
Having insufficient time for supervision	0% 0	16.67% 1	50% 3	16.67% 1	16.67% 1	6
Having limited interest in managing or supervising others	66.67% 4	16.67% 1	0% 0	16.67% 1	0% 0	6
My supervisees and I having different understandings of what supervision entails	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0% 0	6
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	50% 3	33.33% 2	16.67% 1	0% 0	0% 0	6
Having supervisees who do not communicate clearly	16.67% 1	16.67% 1	33.33% 2	33.33% 2	0% 0	6
Having supervisees who do not follow instructions	16.67% 1	50% 3	16.67% 1	16.67% 1	0% 0	6
Having supervisees who work hard but not effectively	0% 0	66.67% 4	16.67% 1	0% 0	16.67% 1	6
Having supervisees who don't take sufficient responsibility	33.33% 2	50% 3	16.67% 1	0% 0	0% 0	6
Having supervisees who are not effective team members	50% 3	16.67% 1	33.33% 2	0% 0	0% 0	6

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Having supervisees who lack respect for me and other colleagues	50% 3	33.33% 2	0% 0	16.67% 1	0% 0	6
Having supervisees who don't understand when to seek advice	50% 3	16.67% 1	33.33% 2	0% 0	0% 0	6
Having supervisees who don't think they need to be supervised	50% 3	16.67% 1	0% 0	33.33% 2	0% 0	6

Q27 How do you supervise (tick those that apply, but only if done systematically):-

Answered: 6 Skipped: 8



- I have an open door policy and staff come to see me when they have problems
- I review work done and allocate new work ■ I review/check all communications
- I monitor how staff engage in peer file review
- I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)
- I implement workflow systems to ensure or assist process compliance
- I set aside a regular time to review workloads, prioritise work and deal with problem cases
- I update and share information with staff in my office
- I identify my supervisees' training needs
- I monitor staff for fatigue, stress and other problems
- I meet the training needs of my supervisees, or ensure they are met
- I inspect all files at regular intervals ■ I inspect sample client files at regular intervals
- I only inspect problem client files

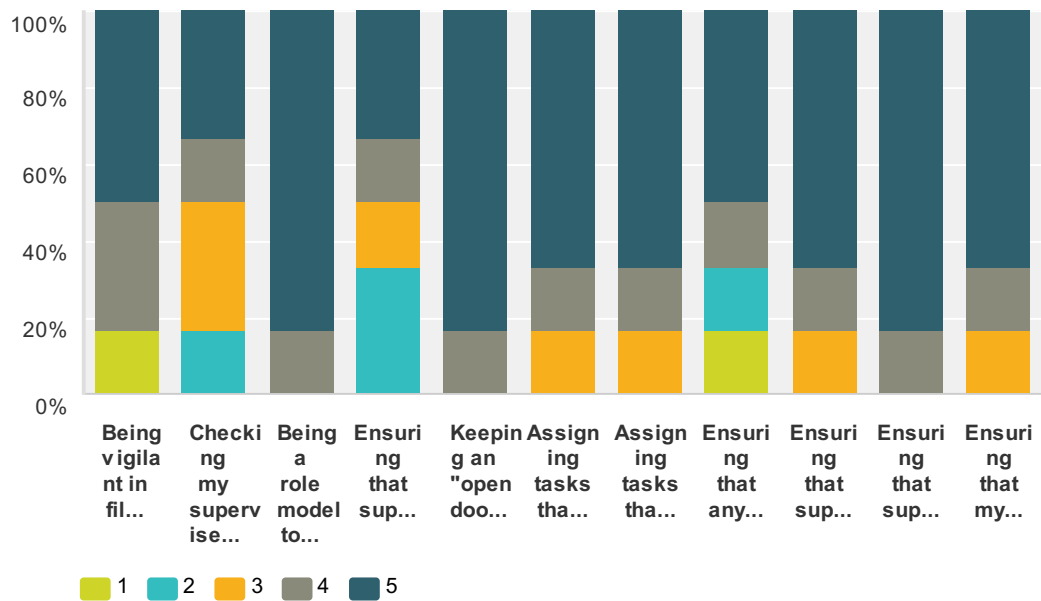
Answer Choices	Responses	
I have an open door policy and staff come to see me when they have problems	100%	6
I review work done and allocate new work	33.33%	2
I review/check all communications	66.67%	4
I monitor how staff engage in peer file review	16.67%	1
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	0%	0
I implement workflow systems to ensure or assist process compliance	16.67%	1
I set aside a regular time to review workloads, prioritise work and deal with problem cases	50%	3
I update and share information with staff in my office	83.33%	5
I identify my supervisees' training needs	50%	3
I monitor staff for fatigue, stress and other problems	50%	3
I meet the training needs of my supervisees, or ensure they are met	33.33%	2
I inspect all files at regular intervals	0%	0
I inspect sample client files at regular intervals	0%	0

Supervision Practices Check 2013

I only inspect problem client files	16.67%	1
Total Respondents: 6		

Q28 As a supervisor I have responsibility for 1 (not at all) to 5 (to a large extent)

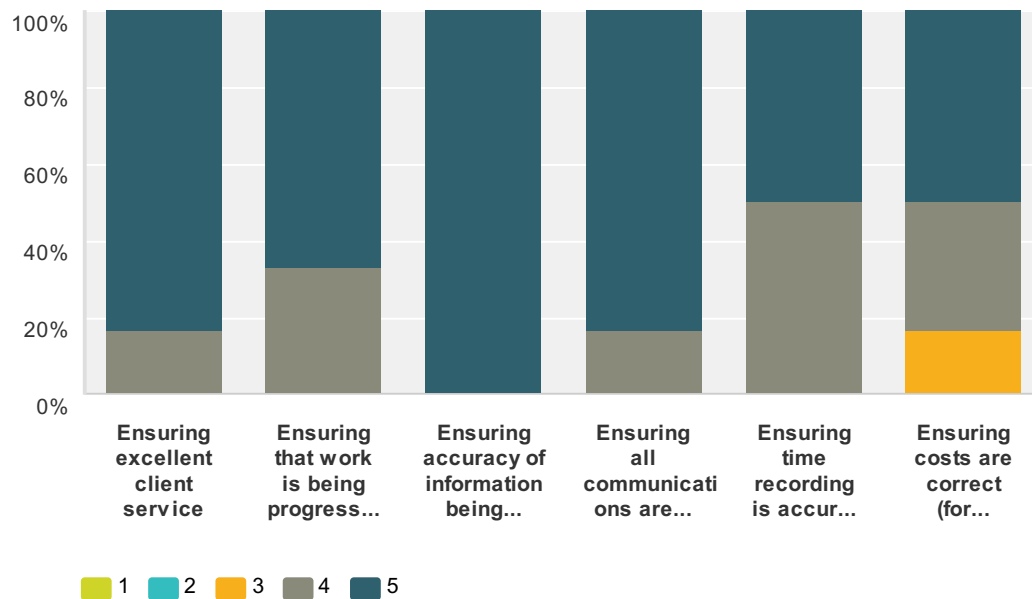
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
Being vigilant in file management so serious mistakes are avoided	16.67% 1	0% 0	0% 0	33.33% 2	50% 3	6
Checking my supervisees' wellbeing	0% 0	16.67% 1	33.33% 2	16.67% 1	33.33% 2	6
Being a role model to demonstrate good practice	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Ensuring that supervisees adhere to the firm's complaint management policy	0% 0	33.33% 2	16.67% 1	16.67% 1	33.33% 2	6
Keeping an "open door policy" and ensuring I am available when needed	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Assigning tasks that are appropriate and meaningful to my supervisees	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6
Assigning tasks that fit my supervisees' level of skill and experience	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6
Ensuring that any expressions of client dissatisfaction are brought to my attention	16.67% 1	16.67% 1	0% 0	16.67% 1	50% 3	6
Ensuring that supervisees know they can tell me about serious mistakes they have made	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6

Q29 How important are these tasks when supervising others? 1 (not important) 5 (most important)

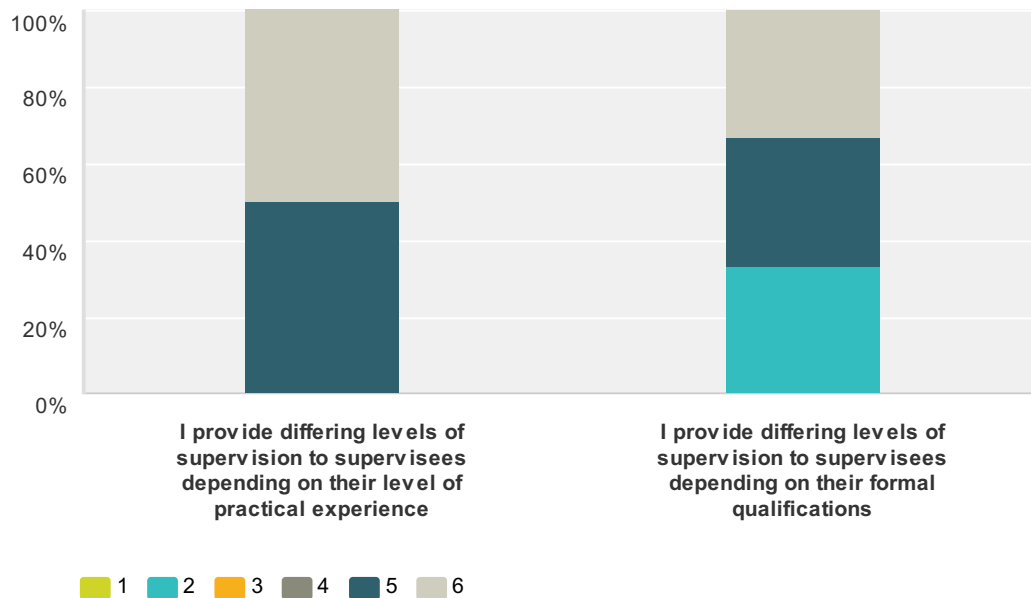
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
Ensuring excellent client service	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Ensuring that work is being progressed to meet deadlines	0% 0	0% 0	0% 0	33.33% 2	66.67% 4	6
Ensuring accuracy of information being communicated to clients	0% 0	0% 0	0% 0	0% 0	100% 6	6
Ensuring all communications are polite	0% 0	0% 0	0% 0	16.67% 1	83.33% 5	6
Ensuring time recording is accurate and up to date	0% 0	0% 0	0% 0	50% 3	50% 3	6
Ensuring costs are correct (for example, stamp duty)	0% 0	0% 0	16.67% 1	33.33% 2	50% 3	6

Q30 Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications? Please choose from 1 (not at all) through to 6 (to a great extent).

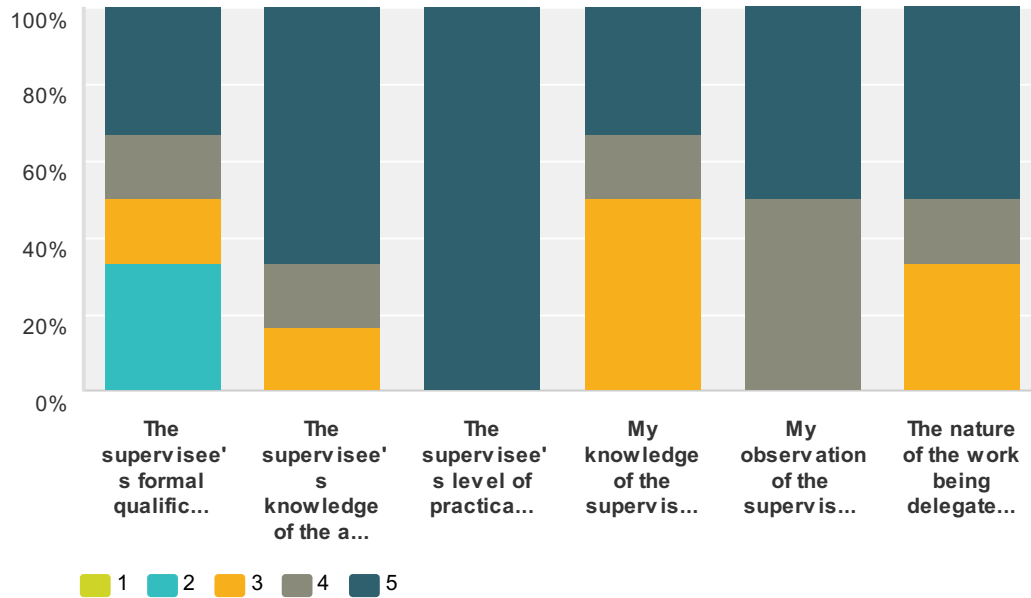
Answered: 6 Skipped: 8



	1	2	3	4	5	6	Total
I provide differing levels of supervision to supervisees depending on their level of practical experience	0% 0	0% 0	0% 0	0% 0	50% 3	50% 3	6
I provide differing levels of supervision to supervisees depending on their formal qualifications	0% 0	33.33% 2	0% 0	0% 0	33.33% 2	33.33% 2	6

Q31 What do you take into account in determining the level of supervision required, and how important is it to take those things into account? 1 (not important) to 5 (very important)

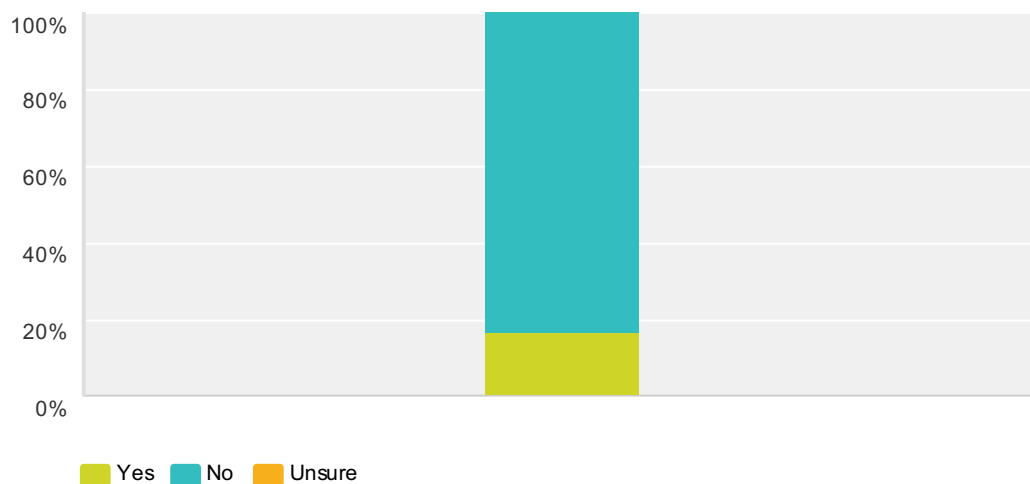
Answered: 6 Skipped: 8



	1	2	3	4	5	Total
The supervisee's formal qualifications	0% 0	33.33% 2	16.67% 1	16.67% 1	33.33% 2	6
The supervisee's knowledge of the area of law	0% 0	0% 0	16.67% 1	16.67% 1	66.67% 4	6
The supervisee's level of practical experience	0% 0	0% 0	0% 0	0% 0	100% 6	6
My knowledge of the supervisee's personal characteristics	0% 0	0% 0	50% 3	16.67% 1	33.33% 2	6
My observation of the supervisee's daily work	0% 0	0% 0	0% 0	50% 3	50% 3	6
The nature of the work being delegated to the supervisee	0% 0	0% 0	33.33% 2	16.67% 1	50% 3	6

Q32 Do you supervise any legal staff who hold a practising certificate subject to a statutory condition that they engage in supervised legal practice only?

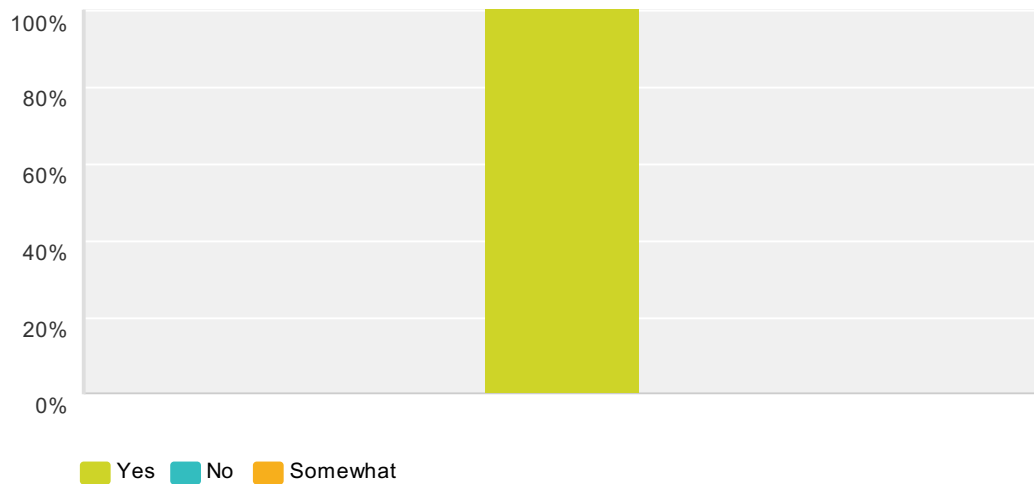
Answered: 6 Skipped: 8



Answer Choices	Responses	
Yes	16.67%	1
No	83.33%	5
Unsure	0%	0
Total		6

Q33 If you answered Yes to the previous question, are your supervision practices for legal staff who hold that type of practising certificate similar to your supervision practices for other practising certificate holders?

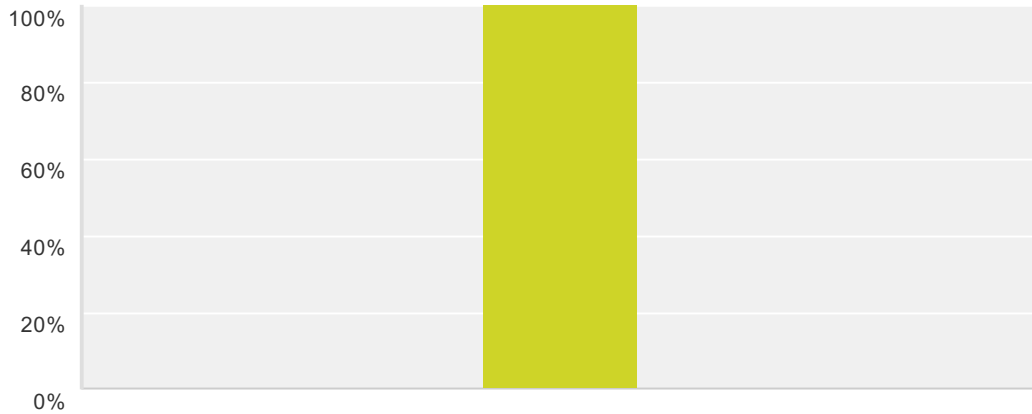
Answered: 1 Skipped: 13



Answer Choices	Responses	
Yes	100%	1
No	0%	0
Somewhat	0%	0
Total		1

Q34 Please confirm your status as a supervisee and/or supervisor by checking one of the boxes in this question, so that you will be directed to the right part of the survey for you

Answered: 6 Skipped: 8

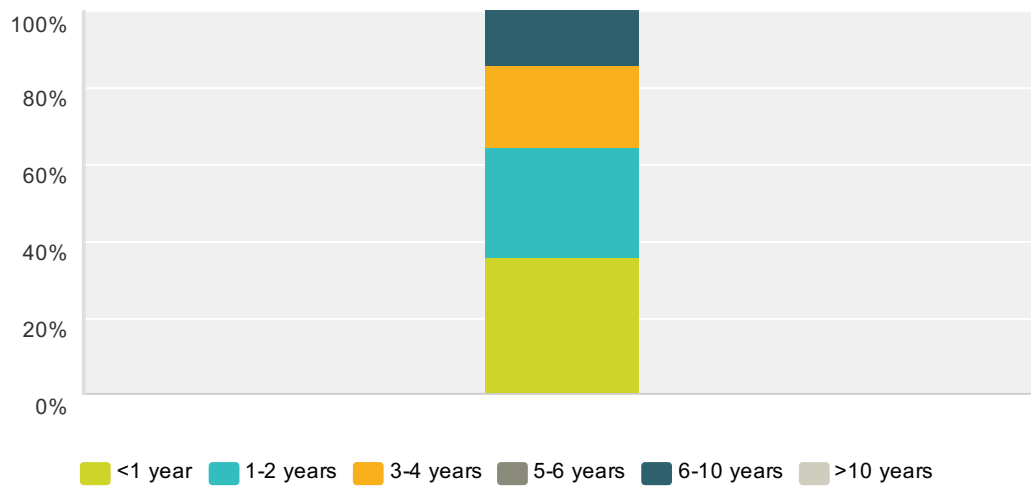


- ☒ I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees
- ☐ I supervise others but am not supervised. This option is for participants who are supervisors only.

Answer Choices	Responses	
I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees	100%	6
I supervise others but am not supervised. This option is for participants who are supervisors only.	0%	0
Total		6

Q35 How long have you been in your current role?

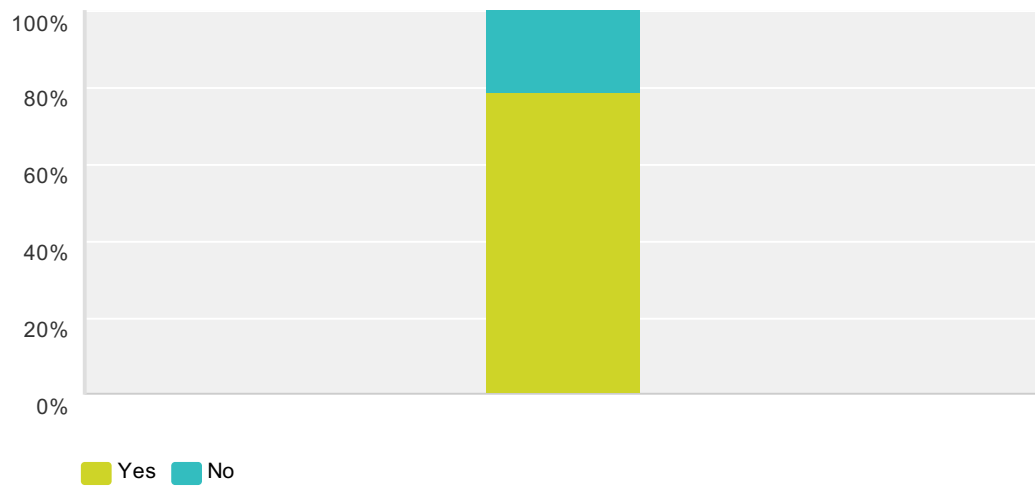
Answered: 14 Skipped: 0



Answer Choices	Responses	
<1 year	35.71%	5
1-2 years	28.57%	4
3-4 years	21.43%	3
5-6 years	0%	0
6-10 years	14.29%	2
>10 years	0%	0
Total		14

Q36 Have you been supervised by more than one person in your current employment?

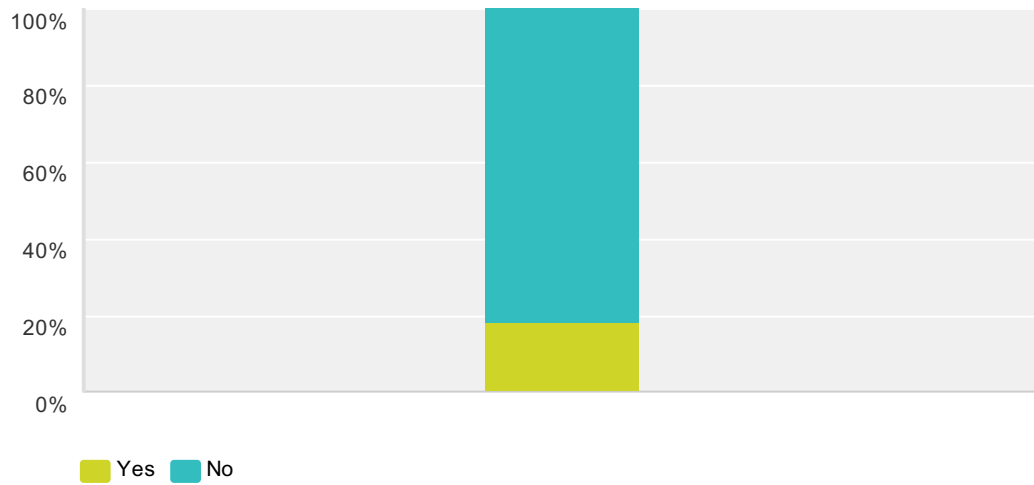
Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	78.57%	11
No	21.43%	3
Total		14

Q37 If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

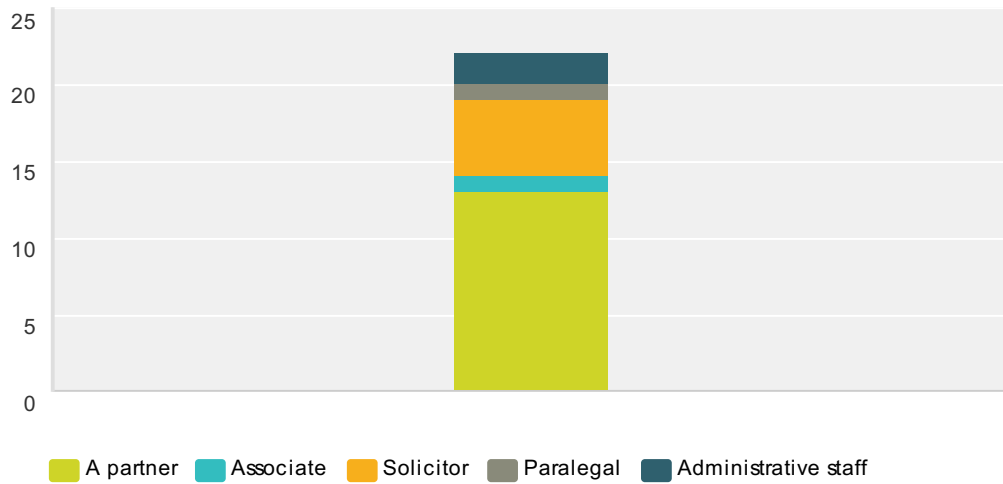
Answered: 11 Skipped: 3



Answer Choices	Responses	
Yes	18.18%	2
No	81.82%	9
Total		11

Q38 Who supervises your current work? Please tick all that apply

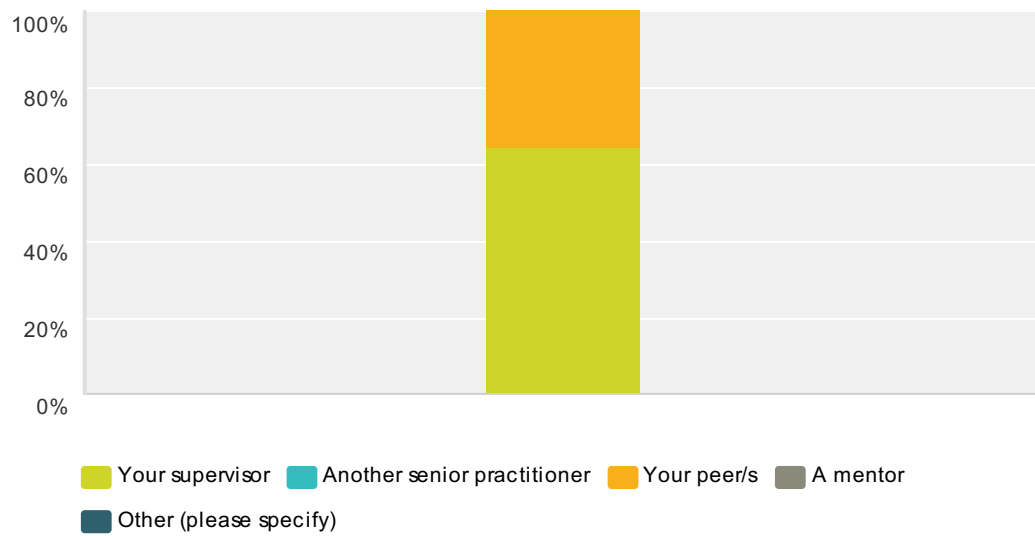
Answered: 14 Skipped: 0



Answer Choices	Responses	
A partner	92.86%	13
Associate	7.14%	1
Solicitor	35.71%	5
Paralegal	7.14%	1
Administrative staff	14.29%	2
Total Respondents: 14		

Q39 Which of the following is the most important source of support in your work?

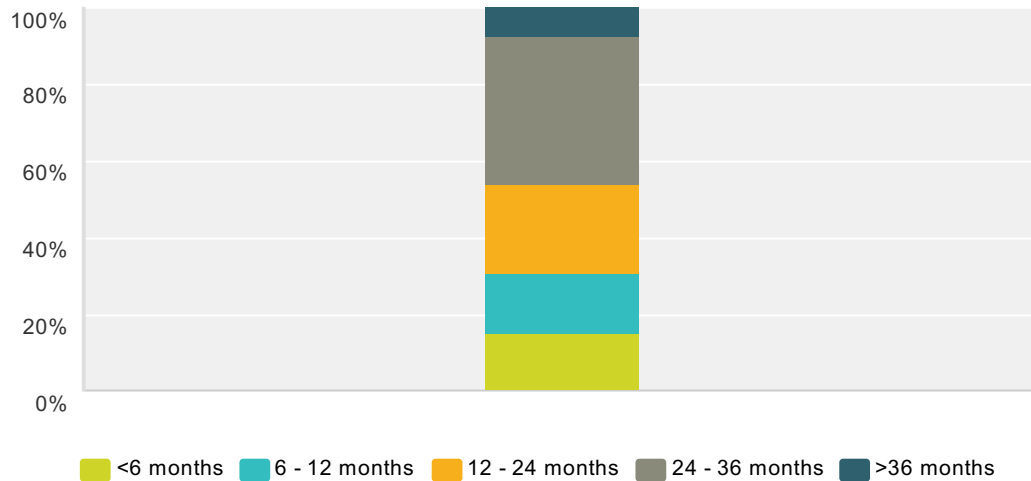
Answered: 14 Skipped: 0



Answer Choices	Responses	
Your supervisor	64.29%	9
Another senior practitioner	0%	0
Your peer/s	35.71%	5
A mentor	0%	0
Other (please specify)	0%	0
Total		14

Q40 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?

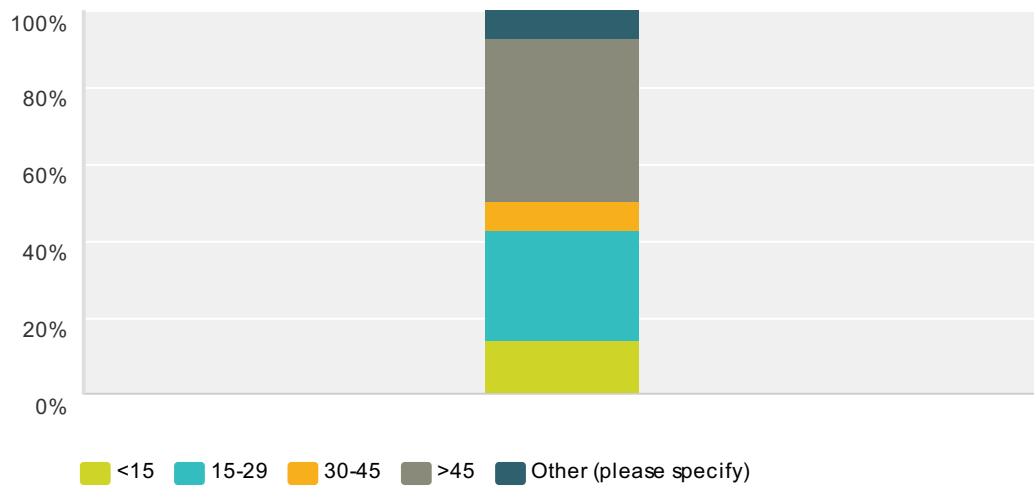
Answered: 13 Skipped: 1



Answer Choices	Responses	
<6 months	15.38%	2
6 - 12 months	15.38%	2
12 - 24 months	23.08%	3
24 - 36 months	38.46%	5
>36 months	7.69%	1
Total		13

Q41 How much time do you spend meeting with your supervisor each week? (in minutes)

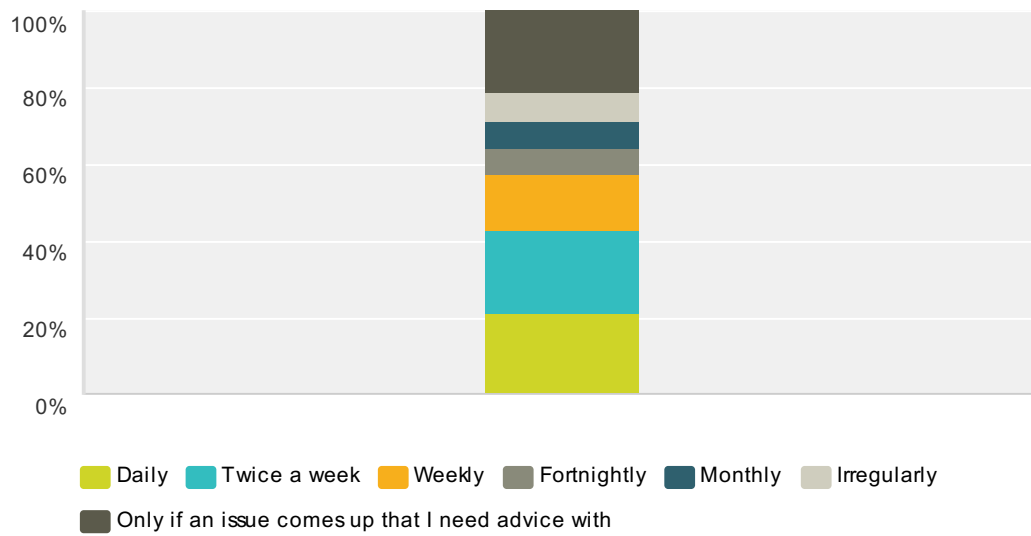
Answered: 14 Skipped: 0



Answer Choices	Responses
<15	14.29% 2
15-29	28.57% 4
30-45	7.14% 1
>45	42.86% 6
Other (please specify)	7.14% 1
Total	14

Q42 How often do you meet with your supervisor formally?

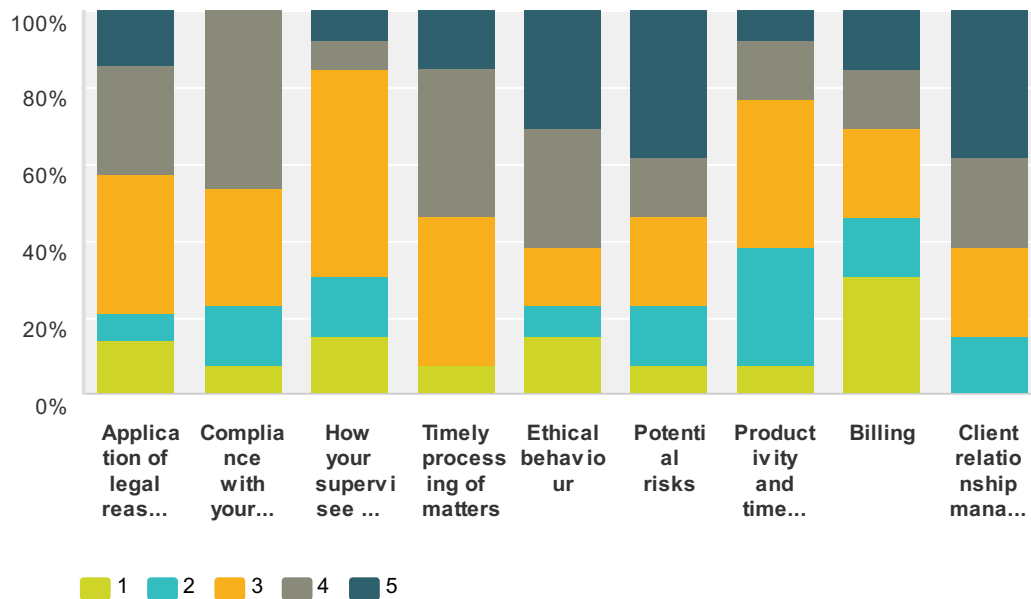
Answered: 14 Skipped: 0



Answer Choices	Responses	
Daily	21.43%	3
Twice a week	21.43%	3
Weekly	14.29%	2
Fortnightly	7.14%	1
Monthly	7.14%	1
Irregularly	7.14%	1
Only if an issue comes up that I need advice with	21.43%	3
Total		14

Q43 To what extent does the supervision you receive focus on the following? Please choose from 1 (not at all) to 5 (a great deal)

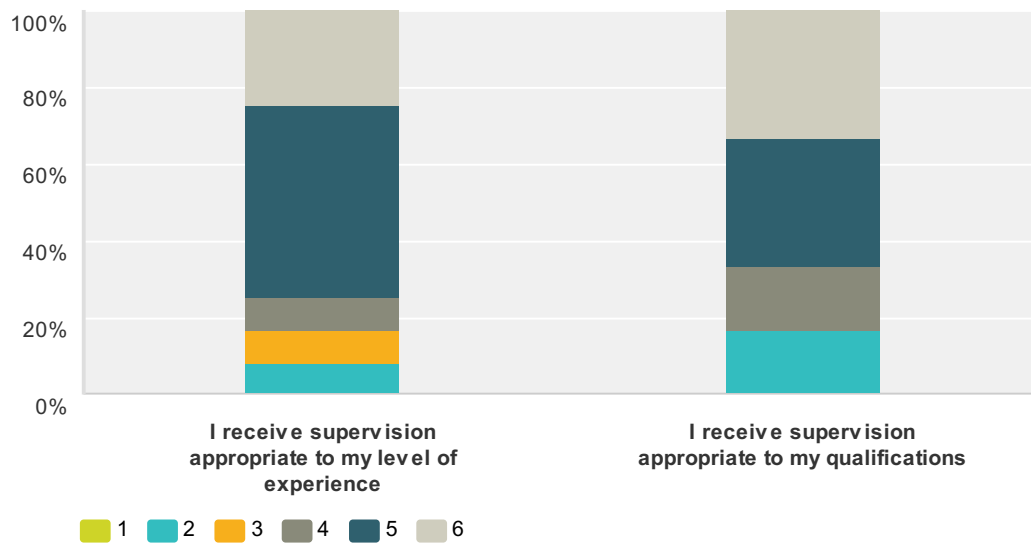
Answered: 14 Skipped: 0



	1	2	3	4	5	Total
Application of legal reasoning	14.29% 2	7.14% 1	35.71% 5	28.57% 4	14.29% 2	14
Compliance with your firm's systems	7.69% 1	15.38% 2	30.77% 4	46.15% 6	0% 0	13
How your supervisee is coping	15.38% 2	15.38% 2	53.85% 7	7.69% 1	7.69% 1	13
Timely processing of matters	7.69% 1	0% 0	38.46% 5	38.46% 5	15.38% 2	13
Ethical behaviour	15.38% 2	7.69% 1	15.38% 2	30.77% 4	30.77% 4	13
Potential risks	7.69% 1	15.38% 2	23.08% 3	15.38% 2	38.46% 5	13
Productivity and time recording	7.69% 1	30.77% 4	38.46% 5	15.38% 2	7.69% 1	13
Billing	30.77% 4	15.38% 2	23.08% 3	15.38% 2	15.38% 2	13
Client relationship management and service	0% 0	15.38% 2	23.08% 3	23.08% 3	38.46% 5	13

Q44 Do you receive supervision that you feel is appropriate to your experience and/or qualifications? Please choose from 1 (not at all) through to 6 (very appropriate).

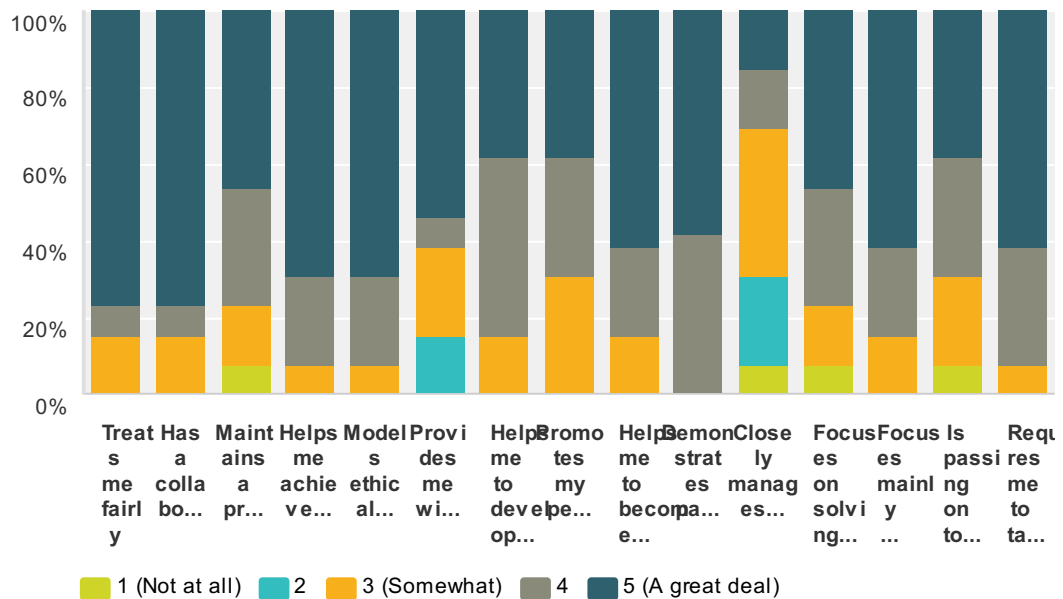
Answered: 13 Skipped: 1



	1	2	3	4	5	6	Total
I receive supervision appropriate to my level of experience	0% 0	8.33% 1	8.33% 1	8.33% 1	50% 6	25% 3	12
I receive supervision appropriate to my qualifications	0% 0	16.67% 2	0% 0	16.67% 2	33.33% 4	33.33% 4	12

Q45 How descriptive are the following statements of your supervisor? My supervisor

Answered: 13 Skipped: 1



	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Treats me fairly	0% 0	0% 0	15.38% 2	7.69% 1	76.92% 10	13
Has a collaborative relationship with me	0% 0	0% 0	15.38% 2	7.69% 1	76.92% 10	13
Maintains a professional distance from me	7.69% 1	0% 0	15.38% 2	30.77% 4	46.15% 6	13
Helps me achieve ethical conduct and practice	0% 0	0% 0	7.69% 1	23.08% 3	69.23% 9	13
Models ethical conduct and practice	0% 0	0% 0	7.69% 1	23.08% 3	69.23% 9	13
Provides me with emotional support when needed	0% 0	15.38% 2	23.08% 3	7.69% 1	53.85% 7	13
Helps me to develop my technical skills	0% 0	0% 0	15.38% 2	46.15% 6	38.46% 5	13
Promotes my personal growth	0% 0	0% 0	30.77% 4	30.77% 4	38.46% 5	13
Helps me to become better at what I do	0% 0	0% 0	15.38% 2	23.08% 3	61.54% 8	13
Demonstrates patience and flexibility with me	0% 0	0% 0	0% 0	41.67% 5	58.33% 7	12
Closely manages my work	7.69% 1	23.08% 3	38.46% 5	15.38% 2	15.38% 2	13
Focuses on solving critical issues and problems that arise for me	7.69% 1	0% 0	15.38% 2	30.77% 4	46.15% 6	13
Focuses mainly on the best interests of our clients	0% 0	0% 0	15.38% 2	23.08% 3	61.54% 8	13

Is passing on to me his or her knowledge and experience

7.69%
0

0%

23.08%

30.77%

38.46%

Supervision Practices Check 2013

is passing on to me most of her knowledge and experience	7.69% 1	0% 0	23.08% 3	30.77% 4	39.46% 5	13
Requires me to take responsibility for my work	0% 0	0% 0	7.69% 1	30.77% 4	61.54% 8	13

Q46 What would you like more of from your supervisor, and why?

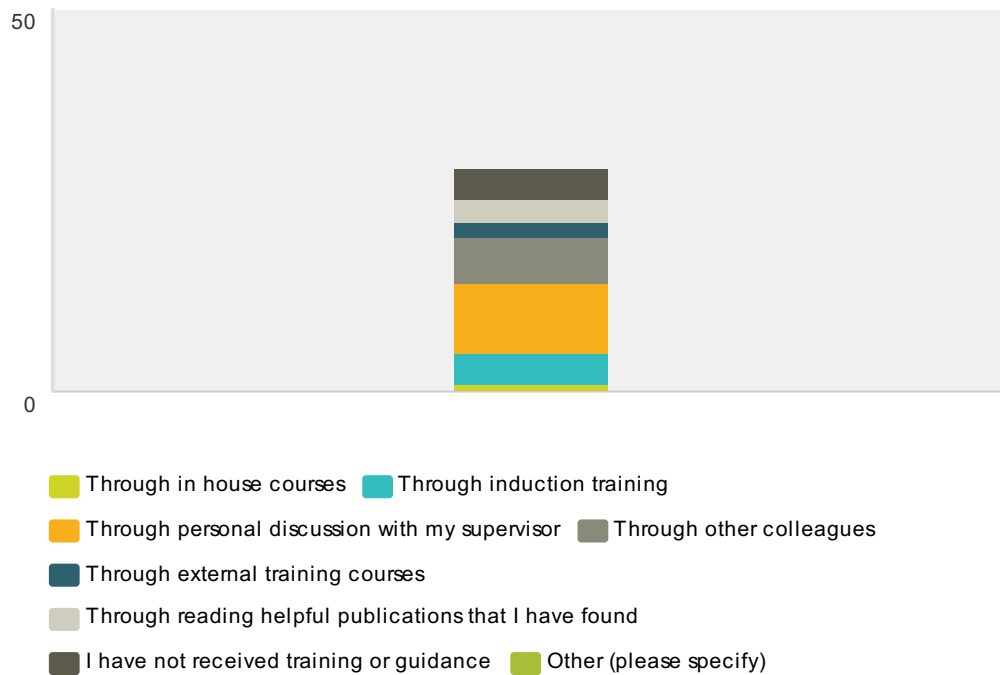
Answered: 6 Skipped: 8

Q47 What would you like less of from your supervisor, and why?

Answered: 2 Skipped: 12

Q48 Have you received training or guidance on how to work constructively with your supervisor in any of the following ways?

Answered: 13 Skipped: 1



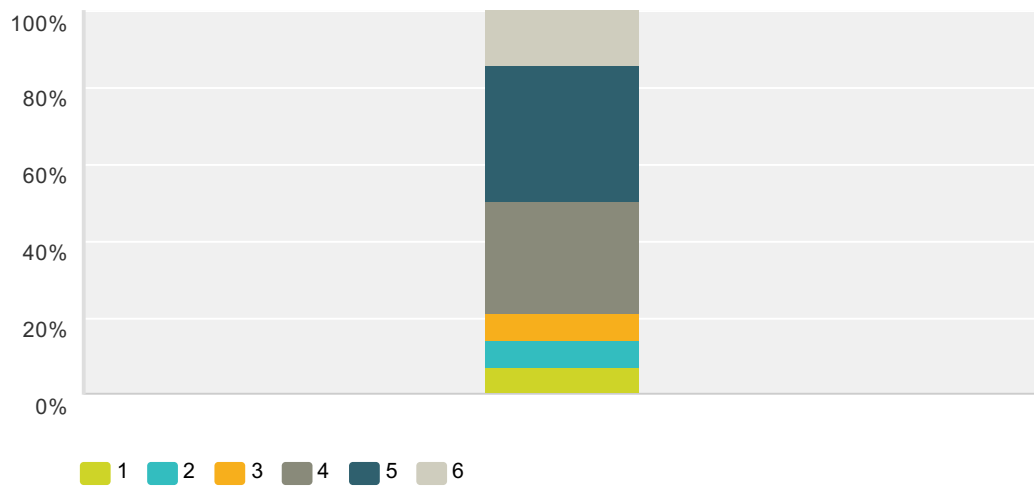
Answer Choices	Responses
Through in house courses	7.69% 1
Through induction training	30.77% 4
Through personal discussion with my supervisor	69.23% 9
Through other colleagues	46.15% 6
Through external training courses	15.38% 2
Through reading helpful publications that I have found	23.08% 3
I have not received training or guidance	30.77% 4
Other (please specify)	0% 0
Total Respondents: 13	

Q49 What further training and guidance on working with your supervisor would you find helpful?

Answered: 2 Skipped: 12

Q50 Do you feel able to disagree with your supervisor? Please choose from 1 (not at all) through to 6 (to a great extent)

Answered: 14 Skipped: 0



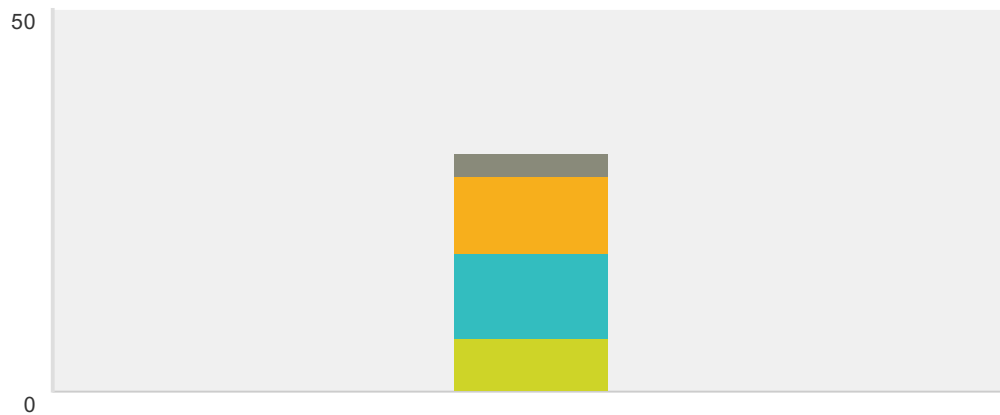
Answer Choices	Responses	
1	7.14%	1
2	7.14%	1
3	7.14%	1
4	28.57%	4
5	35.71%	5
6	14.29%	2
Total		14

Q51 If you have a disagreement with your supervisor, how is it addressed?

Answered: 8 Skipped: 6

Q52 If you make a mistake that may have serious consequences how does your supervisor respond? (Tick all that apply) He or she....

Answered: 13 Skipped: 1

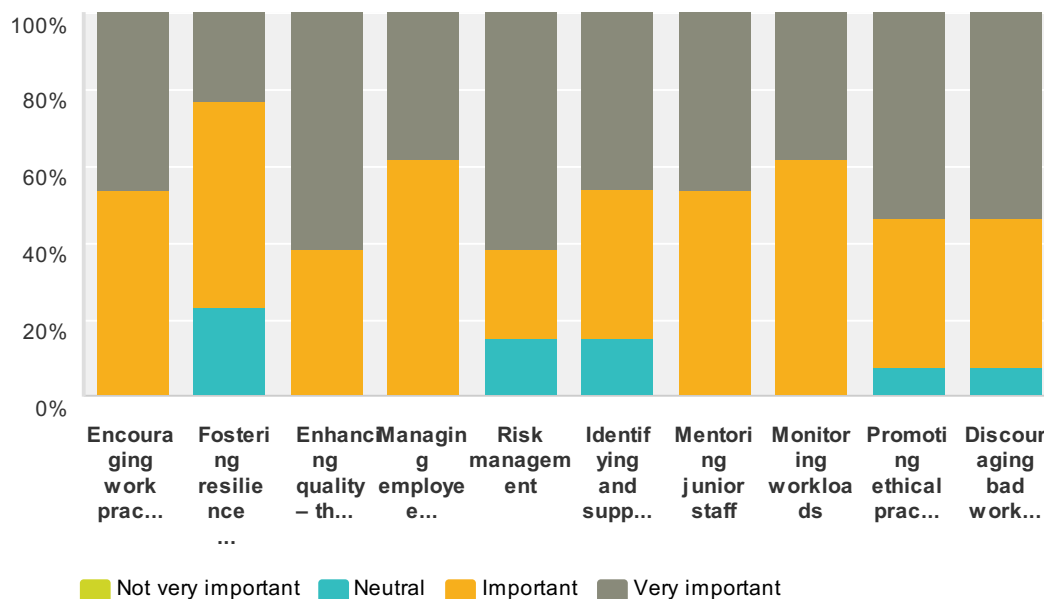


- rectifies the problem and avoids consequences for the client and our practice
- supports me in my attempts to rectify the problem
- turns it into a learning experience for me
- is tolerant of my making mistakes once but not a second time
- is quite unforgiving if I make serious mistakes
- would not tolerate my making mistakes and so if I do I try to rectify them myself
- quickly loses faith in my skills

Answer Choices	Responses	
rectifies the problem and avoids consequences for the client and our practice	53.85%	7
supports me in my attempts to rectify the problem	84.62%	11
turns it into a learning experience for me	76.92%	10
is tolerant of my making mistakes once but not a second time	23.08%	3
is quite unforgiving if I make serious mistakes	0%	0
would not tolerate my making mistakes and so if I do I try to rectify them myself	0%	0
quickly loses faith in my skills	0%	0
Total Respondents: 13		

Q53 How would you rate the importance of the following possible aims for supervision?

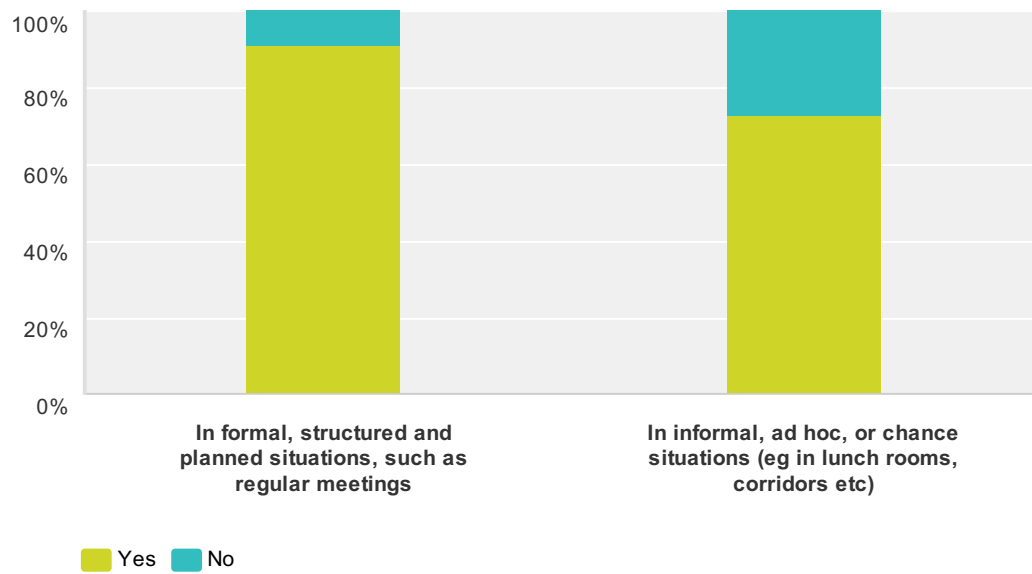
Answered: 13 Skipped: 1



	Not very important	Neutral	Important	Very important	Total
Encouraging work practices that are sustainable in the long-term	0% 0	0% 0	53.85% 7	46.15% 6	13
Fostering resilience in employees	0% 0	23.08% 3	53.85% 7	23.08% 3	13
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0% 0	0% 0	38.46% 5	61.54% 8	13
Managing employee wellbeing	0% 0	0% 0	61.54% 8	38.46% 5	13
Risk management	0% 0	15.38% 2	23.08% 3	61.54% 8	13
Identifying and supporting staff facing personal difficulties	0% 0	15.38% 2	38.46% 5	46.15% 6	13
Mentoring junior staff	0% 0	0% 0	53.85% 7	46.15% 6	13
Monitoring workloads	0% 0	0% 0	61.54% 8	38.46% 5	13
Promoting ethical practices	0% 0	7.69% 1	38.46% 5	53.85% 7	13
Discouraging bad workplace conduct such as bullying	0% 0	7.69% 1	38.46% 5	53.85% 7	13

Q54 Where do you find the most valuable supervision occurs?

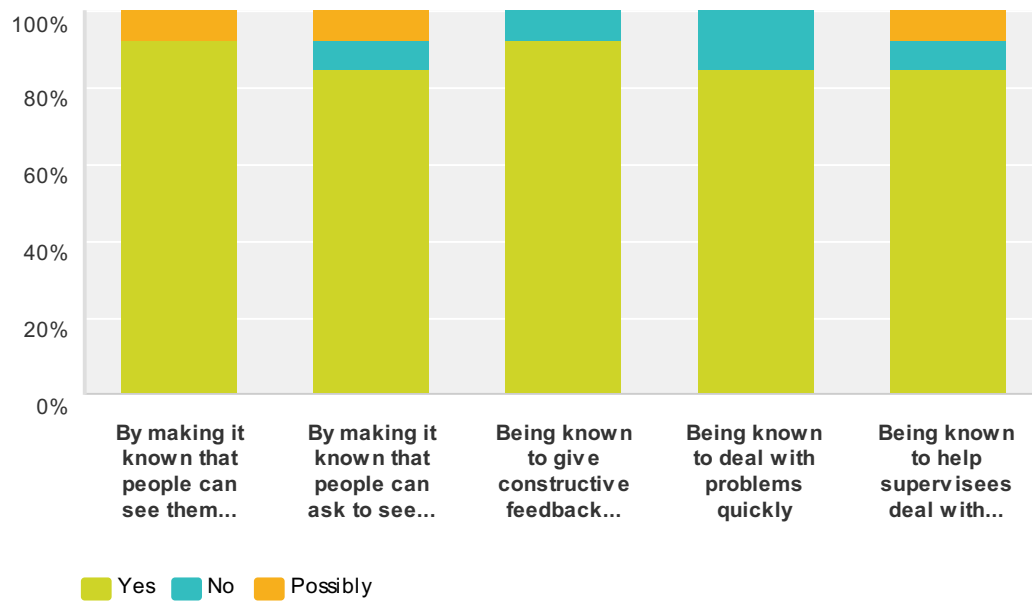
Answered: 12 Skipped: 2



	Yes	No	Total
In formal, structured and planned situations, such as regular meetings	90.91% 10	9.09% 1	11
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	72.73% 8	27.27% 3	11

Q55 How can supervisors ensure they are approachable?

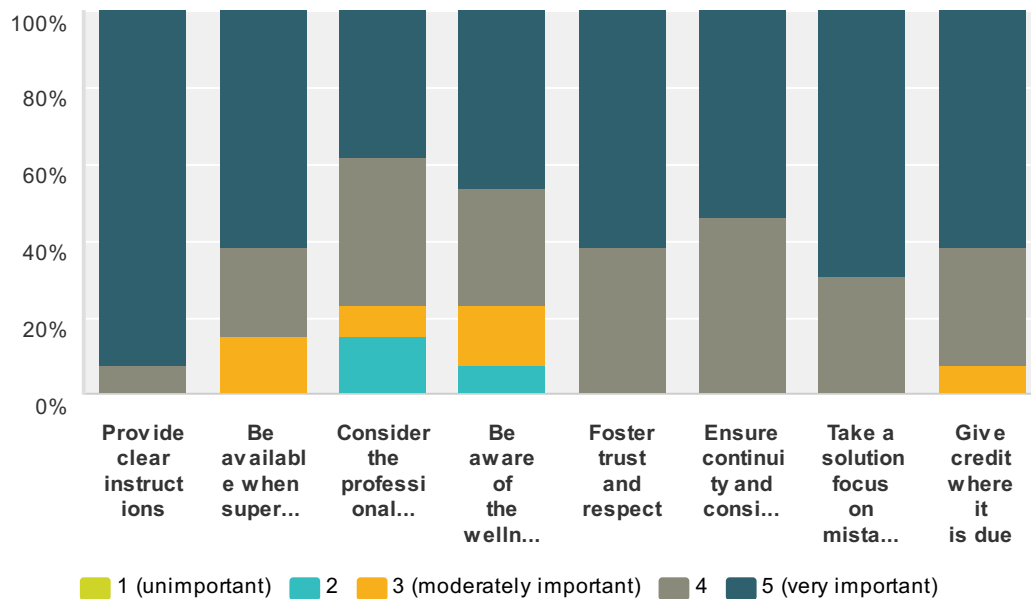
Answered: 13 Skipped: 1



	Yes	No	Possibly	Total
By making it known that people can see them about any issue	92.31% 12	0% 0	7.69% 1	13
By making it known that people can ask to see them at any time	84.62% 11	7.69% 1	7.69% 1	13
Being known to give constructive feedback where possible	92.31% 12	7.69% 1	0% 0	13
Being known to deal with problems quickly	84.62% 11	15.38% 2	0% 0	13
Being known to help supervisees deal with problems themselves	84.62% 11	7.69% 1	7.69% 1	13

Q56 How important are the following to fostering effective performance from staff? Supervisors should

Answered: 13 Skipped: 1

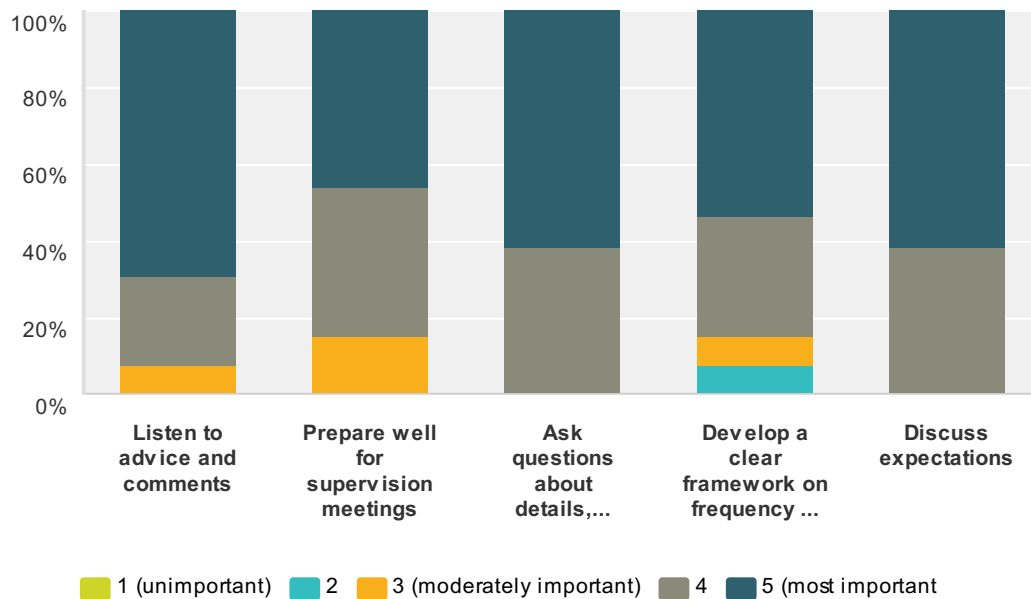


	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Provide clear instructions	0% 0	0% 0	0% 0	7.69% 1	92.31% 12	13
Be available when supervisees need help or direction	0% 0	0% 0	15.38% 2	23.08% 3	61.54% 8	13
Consider the professional development of their supervisees	0% 0	15.38% 2	7.69% 1	38.46% 5	38.46% 5	13
Be aware of the wellness of their supervisees	0% 0	7.69% 1	15.38% 2	30.77% 4	46.15% 6	13
Foster trust and respect	0% 0	0% 0	0% 0	38.46% 5	61.54% 8	13
Ensure continuity and consistency	0% 0	0% 0	0% 0	46.15% 6	53.85% 7	13
Take a solution focus on mistakes (rather than blame)	0% 0	0% 0	0% 0	30.77% 4	69.23% 9	13
Give credit where it is due	0% 0	0% 0	7.69% 1	30.77% 4	61.54% 8	13

Q57 How can supervisees contribute to their being effectively supervised?

Supervisees can make sure they

Answered: 13 Skipped: 1



	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Listen to advice and comments	0% 0	0% 0	7.69% 1	23.08% 3	69.23% 9	13
Prepare well for supervision meetings	0% 0	0% 0	15.38% 2	38.46% 5	46.15% 6	13
Ask questions about details, timelines, priorities	0% 0	0% 0	0% 0	38.46% 5	61.54% 8	13
Develop a clear framework on frequency of meetings	0% 0	7.69% 1	7.69% 1	30.77% 4	53.85% 7	13
Discuss expectations	0% 0	0% 0	0% 0	38.46% 5	61.54% 8	13

Q58 What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

Answered: 6 Skipped: 8

Q59 What best describes the legal practice where you work?

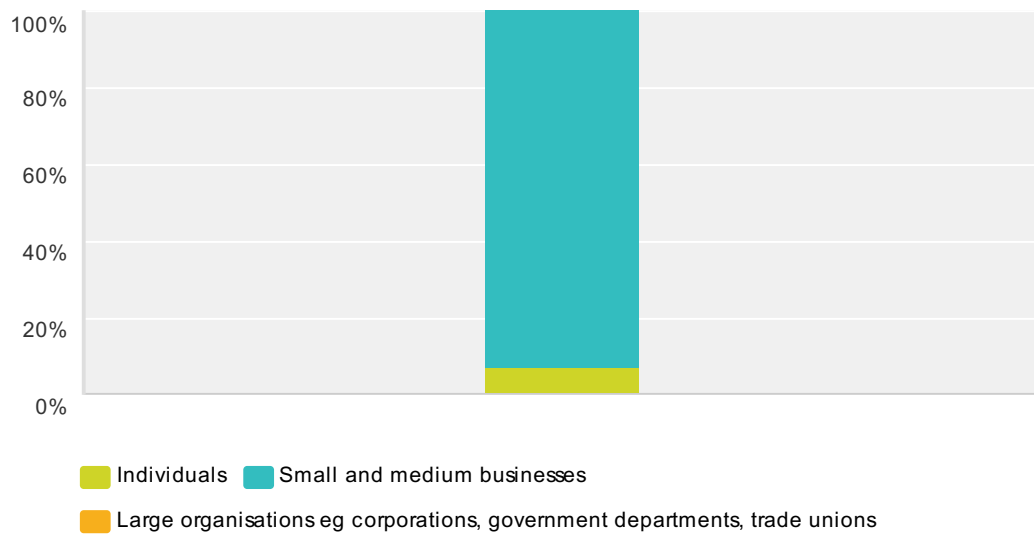
Answered: 14 Skipped: 0



Answer Choices	Responses	
Private legal practice (sole practitioner)	0%	0
Private legal practice (fewer than 6 practising certificate holders)	0%	0
Private legal practice (7 or more practising certificate holders)	100%	14
Government legal practice	0%	0
Community legal centre	0%	0
Statutory body (eg Legal Aid)	0%	0
In-house legal practice	0%	0
Total		14

Q60 If private legal practice, what best describes the majority of your client base?

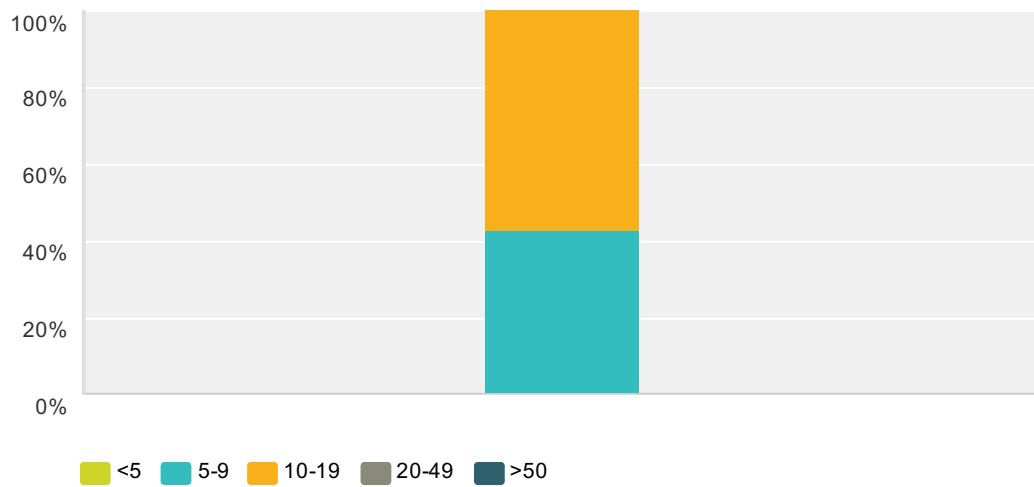
Answered: 14 Skipped: 0



Answer Choices	Responses	
Individuals	7.14%	1
Small and medium businesses	92.86%	13
Large organisations eg corporations, government departments, trade unions	0%	0
Total		14

Q61 How many practising certificate holders are there in your law practice as a whole? Please tick the relevant box.

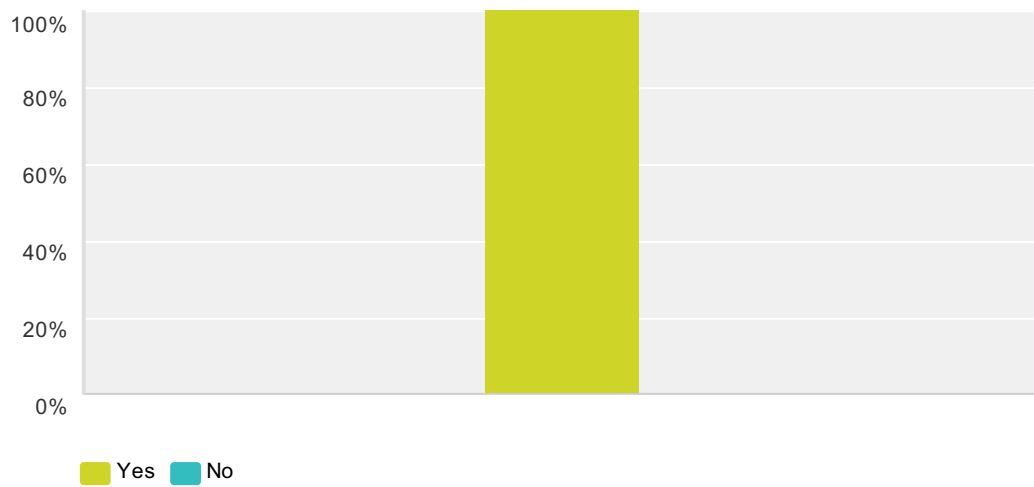
Answered: 14 Skipped: 0



Answer Choices	Responses	
<5	0%	0
5-9	42.86%	6
10-19	57.14%	8
20-49	0%	0
>50	0%	0
Total		14

Q62 Is your law practice an incorporated legal practice?

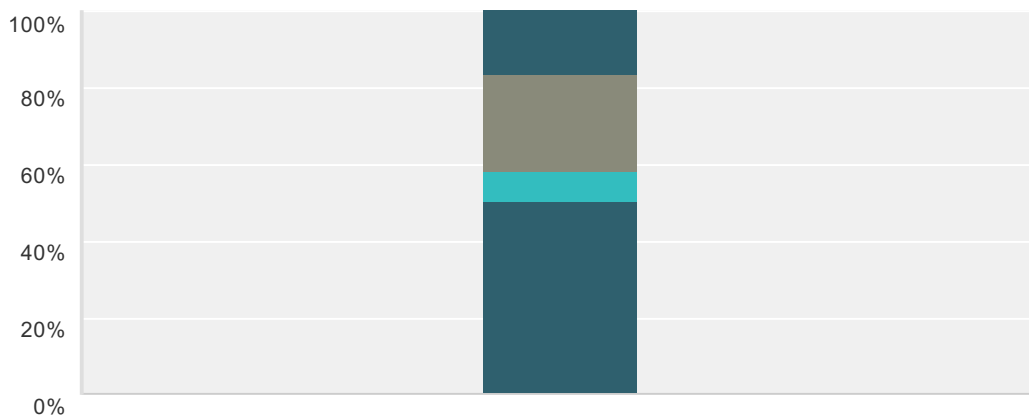
Answered: 13 Skipped: 1



Answer Choices	Responses	
Yes	100%	13
No	0%	0
Total		13

Q63 What best describes your role in the practice?

Answered: 12 Skipped: 2



- Law firm partner
 Legal practitioner director (ILPs only)
 Sole practitioner
- Sole practitioner (ILP)
 Employed solicitor
- Government legal officer (with practising certificate)
 Government legal officer (without practising certificate)
- Statutory authority lawyer (with practising certificate)
 Statutory authority lawyer (without practising certificate)
 In house/corporate lawyer
- Trainee solicitor
 Fee-earner without practising certificate
 Conveyancing clerk
- Administrative Manager
 Legal secretary
 Volunteer to a CLC

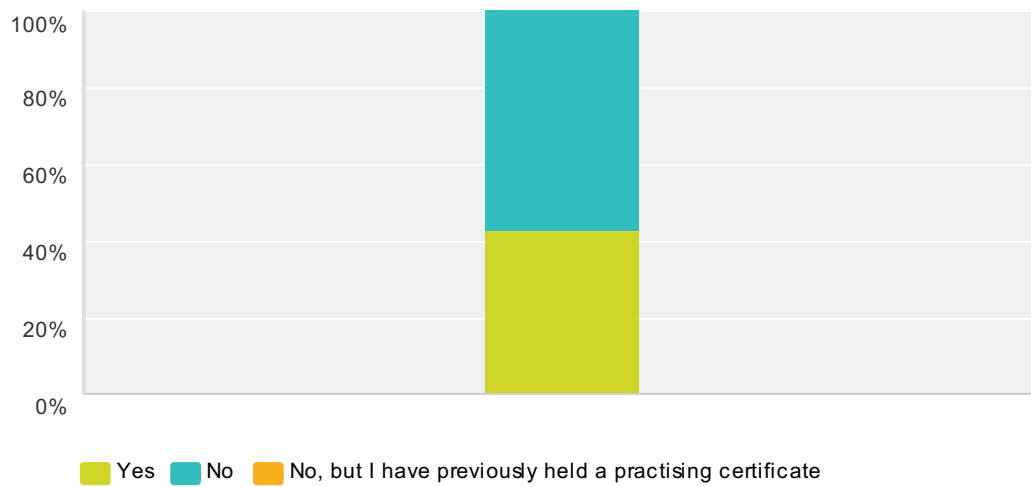
Answer Choices	Responses	
Law firm partner	0%	0
Legal practitioner director (ILPs only)	0%	0
Sole practitioner	0%	0
Sole practitioner (ILP)	0%	0
Employed solicitor	50%	6
Government legal officer (with practising certificate)	0%	0
Government legal officer (without practising certificate)	0%	0
Statutory authority lawyer (with practising certificate)	0%	0
Statutory authority lawyer (without practising certificate)	0%	0
In house/corporate lawyer	0%	0
Trainee solicitor	0%	0
Fee-earner without practising certificate	8.33%	1
Conveyancing clerk	0%	0
Administrative Manager	25%	3
Legal secretary	16.67%	2
Volunteer to a CLC	0%	0

Supervision Practices Check 2013

Total	12
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Q64 Do you have a current practising certificate?

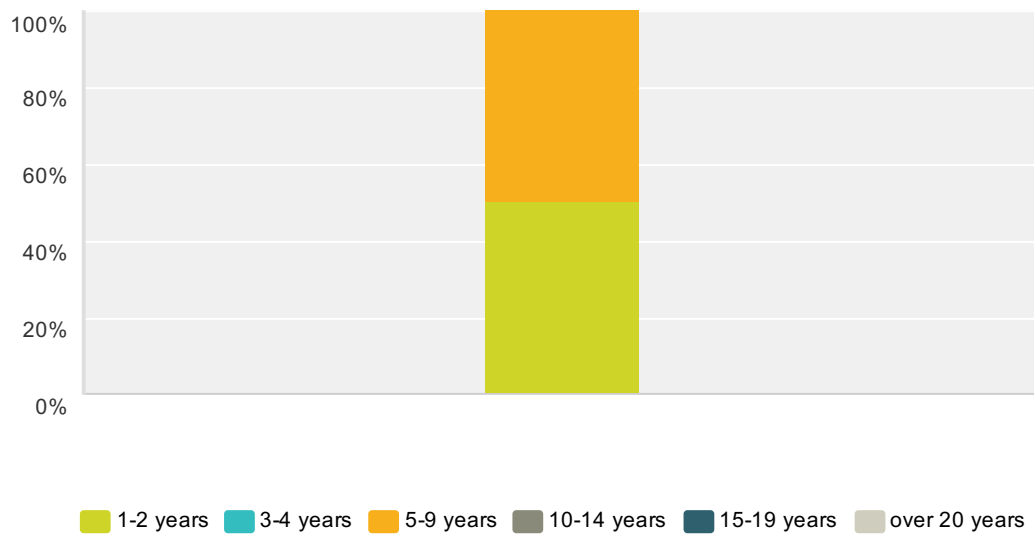
Answered: 14 Skipped: 0



Answer Choices	Responses	
Yes	42.86%	6
No	57.14%	8
No, but I have previously held a practising certificate	0%	0
Total		14

Q65 For how long have you had a practising certificate?

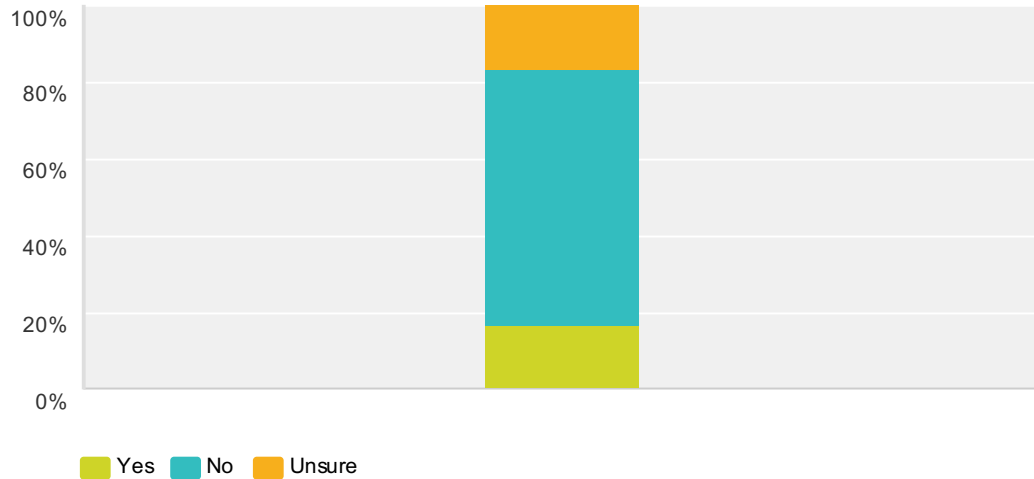
Answered: 6 Skipped: 8



Answer Choices	Responses	
1-2 years	50%	3
3-4 years	0%	0
5-9 years	50%	3
10-14 years	0%	0
15-19 years	0%	0
over 20 years	0%	0
Total		6

Q66 If you have a current practising certificate, is your practising certificate currently subject to a condition that you must engage in supervised legal practice only?

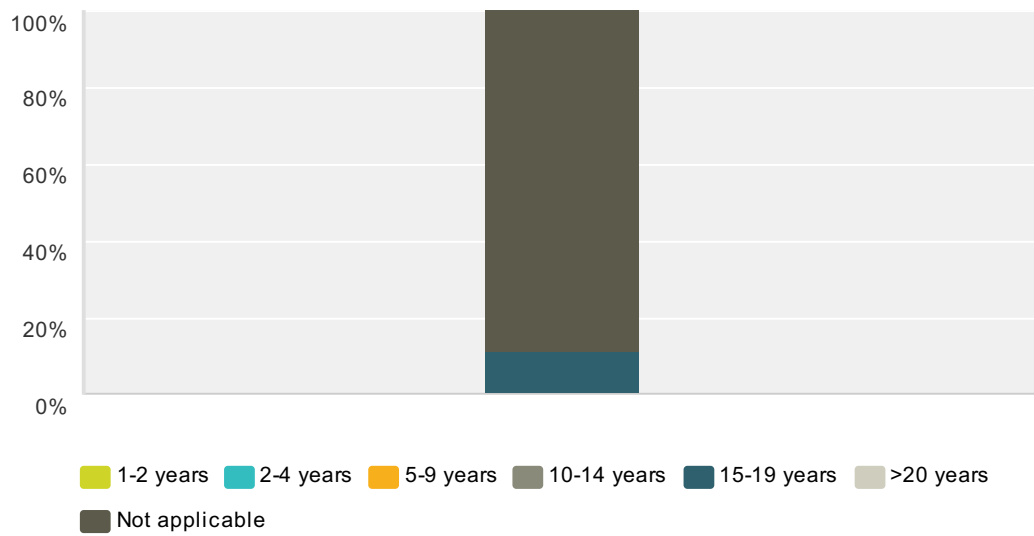
Answered: 6 Skipped: 8



Answer Choices	Responses	
Yes	16.67%	1
No	66.67%	4
Unsure	16.67%	1
Total		6

Q67 If you are a fee-earner but not a practising certificate holder, for how long have you worked as a fee-earner?

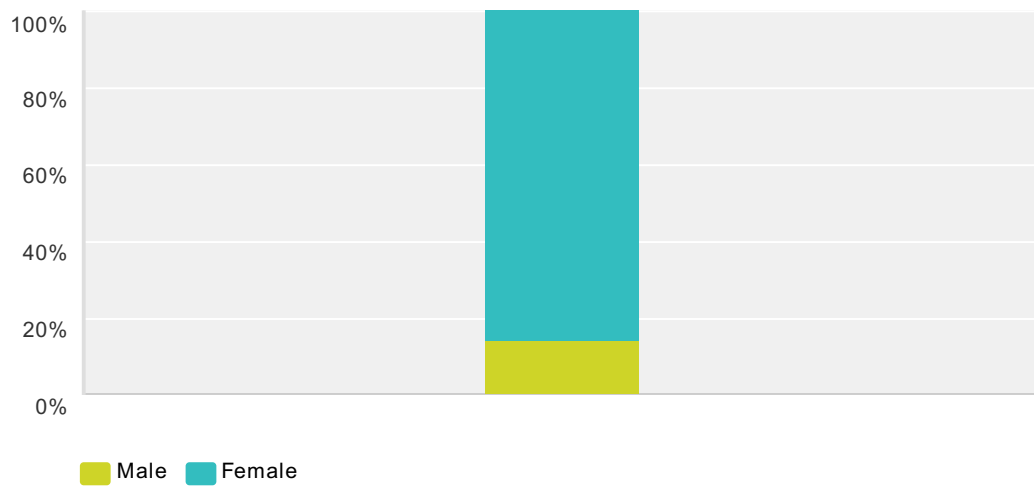
Answered: 9 Skipped: 5



Answer Choices	Responses	
1-2 years	0%	0
2-4 years	0%	0
5-9 years	0%	0
10-14 years	0%	0
15-19 years	11.11%	1
>20 years	0%	0
Not applicable	88.89%	8
Total		9

Q68 What is your gender?

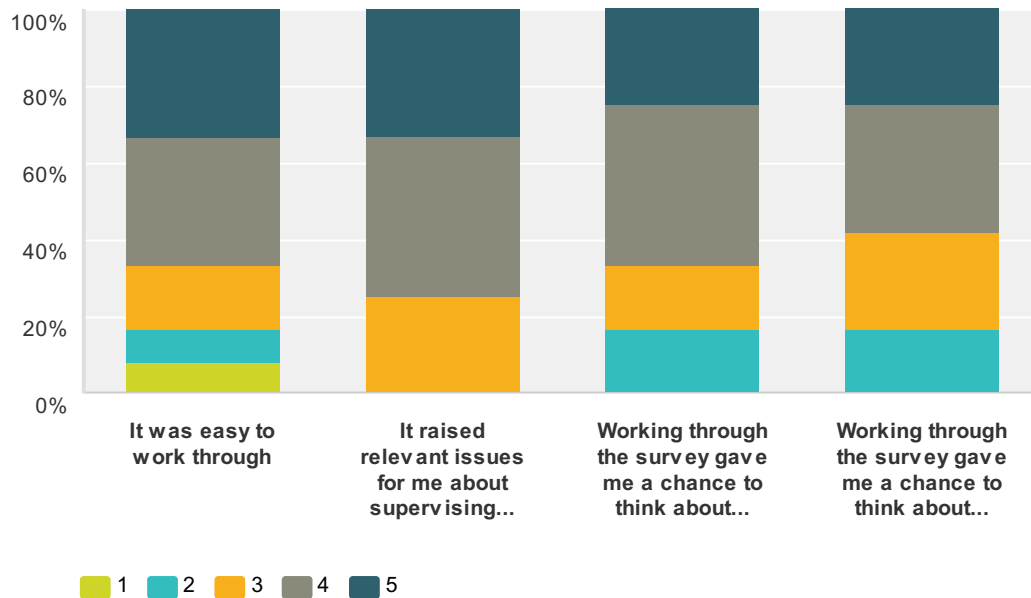
Answered: 14 Skipped: 0



Answer Choices	Responses	
Male	14.29%	2
Female	85.71%	12
Total		14

Q69 Thank you for completing the survey. Please give us some feedback about this survey. How satisfied are you that (please choose 1 for not very satisfied to 5 very satisfied)

Answered: 12 Skipped: 2



	1	2	3	4	5	Total
It was easy to work through	8.33% 1	8.33% 1	16.67% 2	33.33% 4	33.33% 4	12
It raised relevant issues for me about supervising and/or being supervised	0% 0	0% 0	25% 3	41.67% 5	33.33% 4	12
Working through the survey gave me a chance to think about changes I would make to the way I supervise	0% 0	16.67% 2	16.67% 2	41.67% 5	25% 3	12
Working through the survey gave me a chance to think about changes I would like to influence with regard to the way I am supervised	0% 0	16.67% 2	25% 3	33.33% 4	25% 3	12