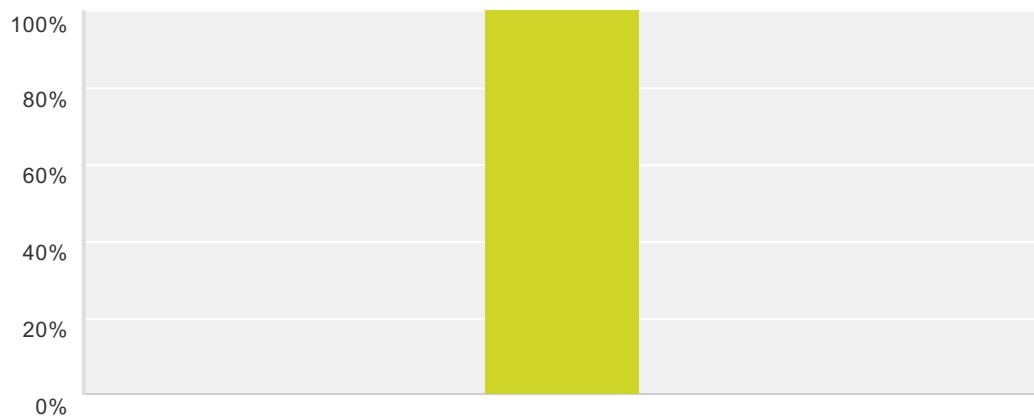


Q1 Are you doing this survey as

Answered: 202 Skipped: 0



■ A member of a participating law firm, at your firm's request? A participating firm is a firm tha

■ An interested individual on your own initiative?

Answer Choices	Responses
A member of a participating law firm, at your firm's request? A participating firm is a firm that has decided to undertake the survey of its own volition.	100% 202
An interested individual on your own initiative?	0% 0
Total	202

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.

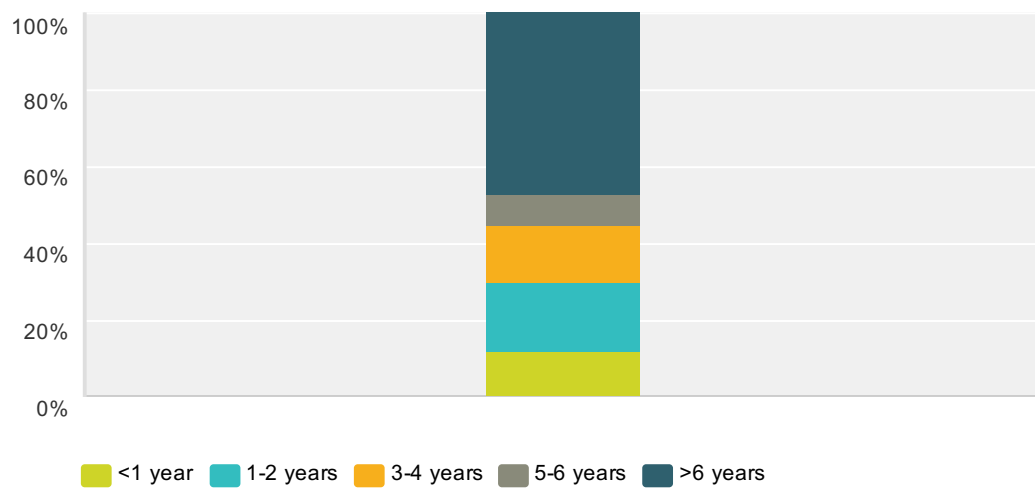
Answered: 202 Skipped: 0



Answer Choices	Responses	
Both - I supervise staff and I am supervised by others	33.66%	68
I supervise others but am not supervised	21.29%	43
I am supervised and do not supervise others	45.05%	91
Total		202

Q4 How long have you been a supervisor?

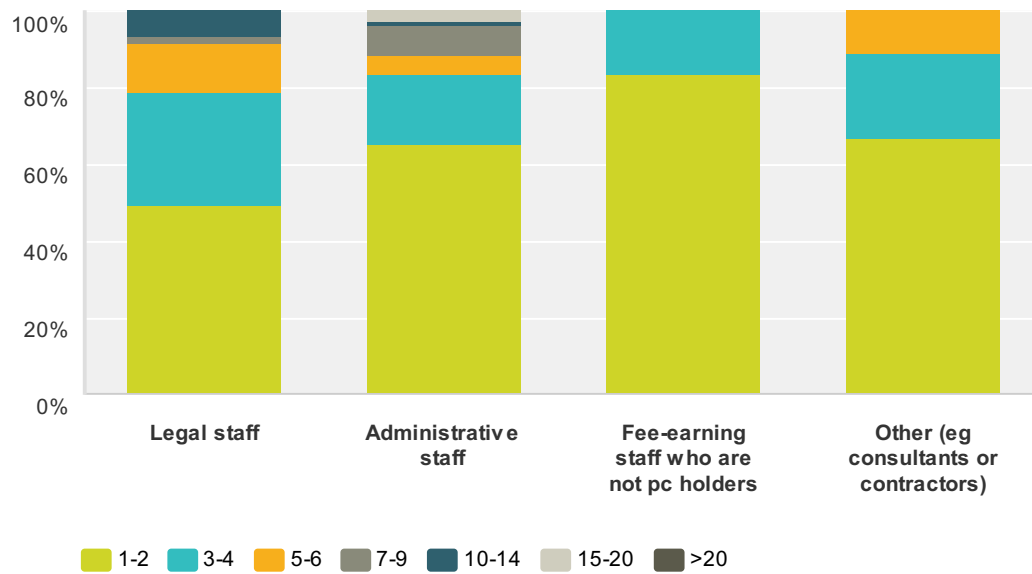
Answered: 87 Skipped: 115



Answer Choices	Responses	
<1 year	11.49%	10
1-2 years	18.39%	16
3-4 years	14.94%	13
5-6 years	8.05%	7
>6 years	47.13%	41
Total		87

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

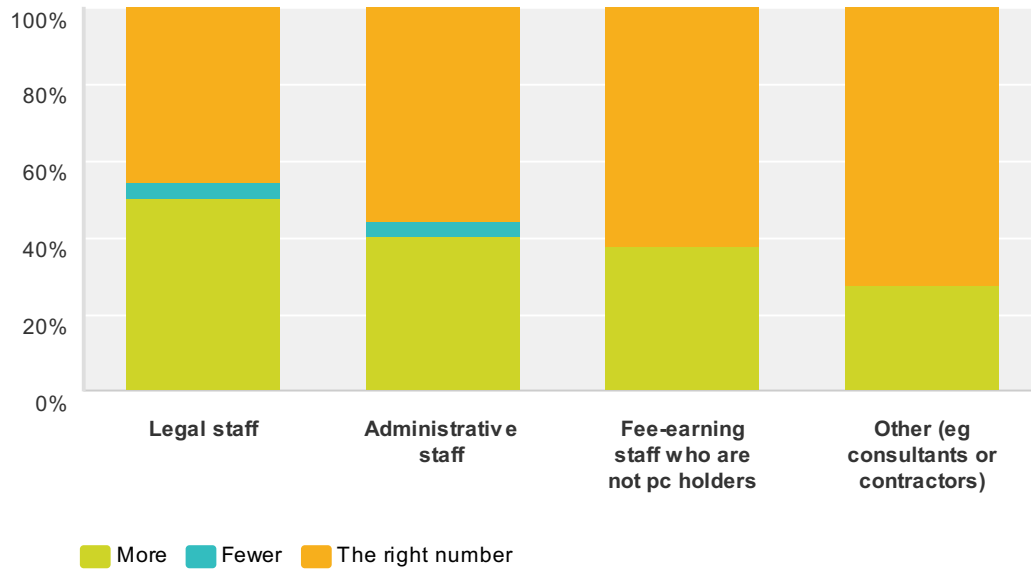
Answered: 86 Skipped: 116



	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Legal staff	49.12% 28	29.82% 17	12.28% 7	1.75% 1	7.02% 4	0% 0	0% 0	57
Administrative staff	65.38% 51	17.95% 14	5.13% 4	7.69% 6	1.28% 1	2.56% 2	0% 0	78
Fee-earning staff who are not pc holders	83.33% 20	16.67% 4	0% 0	0% 0	0% 0	0% 0	0% 0	24
Other (eg consultants or contractors)	66.67% 6	22.22% 2	11.11% 1	0% 0	0% 0	0% 0	0% 0	9

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?

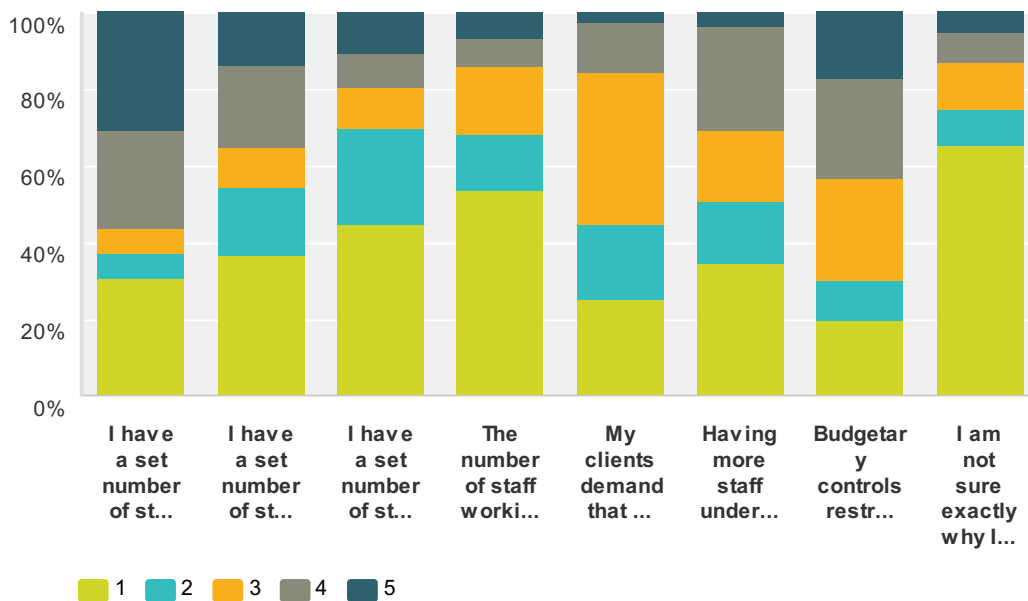
Answered: 85 Skipped: 117



	More	Fewer	The right number	Total
Legal staff	50% 35	4.29% 3	45.71% 32	70
Administrative staff	40.26% 31	3.90% 3	55.84% 43	77
Fee-earning staff who are not pc holders	37.50% 15	0% 0	62.50% 25	40
Other (eg consultants or contractors)	27.78% 5	0% 0	72.22% 13	18

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.

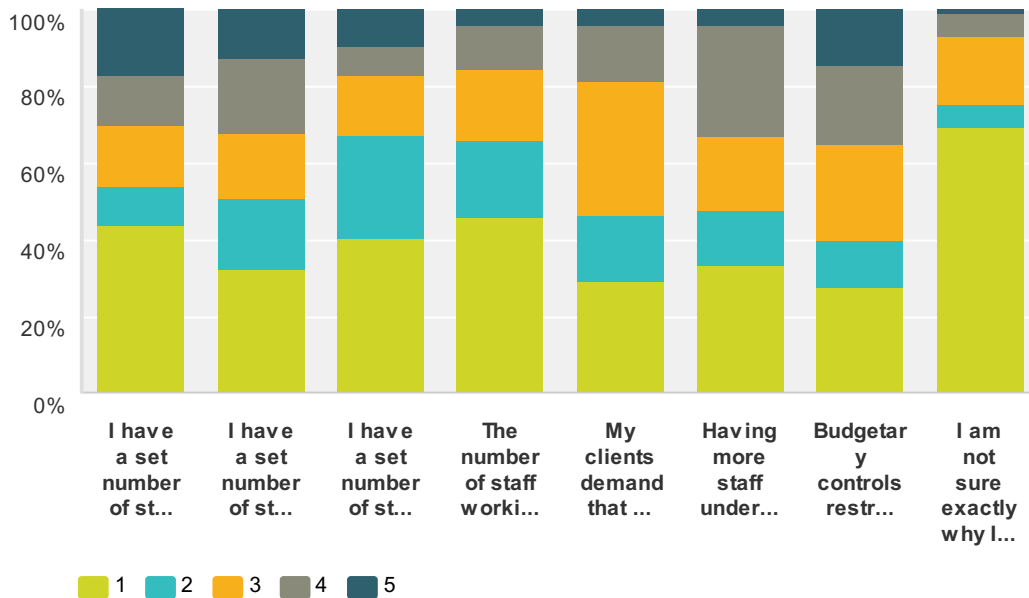
Answered: 81 Skipped: 121



	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.	30.77% 24	6.41% 5	6.41% 5	25.64% 20	30.77% 24	78
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.	36.71% 29	17.72% 14	10.13% 8	21.52% 17	13.92% 11	79
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.	44.74% 34	25% 19	10.53% 8	9.21% 7	10.53% 8	76
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.	53.95% 41	14.47% 11	17.11% 13	7.89% 6	6.58% 5	76
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	25% 19	19.74% 15	39.47% 30	13.16% 10	2.63% 2	76
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.	34.67% 26	16% 12	18.67% 14	26.67% 20	4% 3	75
Budgetary controls restrict the number of staff I can have working under my supervision.	19.74% 15	10.53% 8	26.32% 20	26.32% 20	17.11% 13	76
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	65.33% 49	9.33% 7	12% 9	8% 6	5.33% 4	75

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.

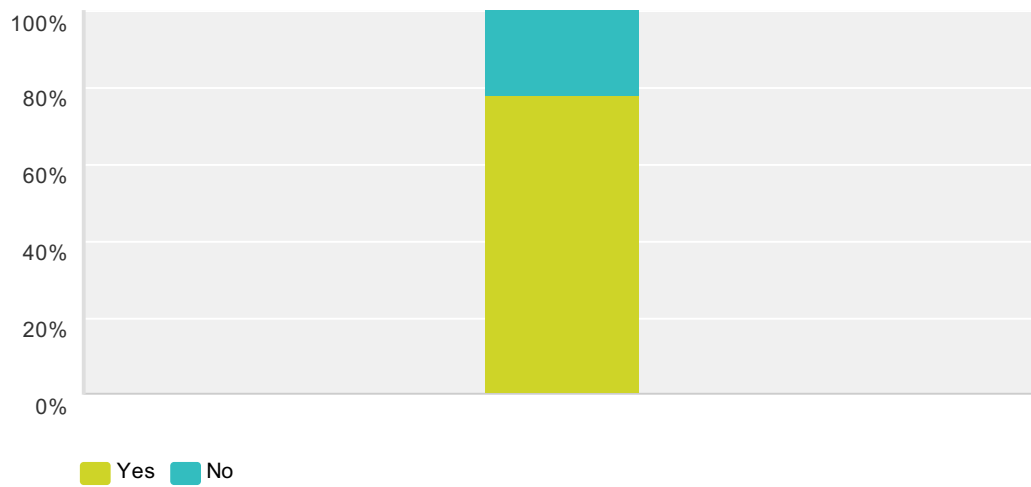
Answered: 74 Skipped: 128



	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.	43.48% 30	10.14% 7	15.94% 11	13.04% 9	17.39% 12	69
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.	32.39% 23	18.31% 13	16.90% 12	19.72% 14	12.68% 9	71
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.	40% 28	27.14% 19	15.71% 11	7.14% 5	10% 7	70
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.	45.71% 32	20% 14	18.57% 13	11.43% 8	4.29% 3	70
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	28.99% 20	17.39% 12	34.78% 24	14.49% 10	4.35% 3	69
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.	33.33% 23	14.49% 10	18.84% 13	28.99% 20	4.35% 3	69
Budgetary controls restrict the number of staff I can have working under my supervision.	27.94% 19	11.76% 8	25% 17	20.59% 14	14.71% 10	68
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	69.12% 47	5.88% 4	17.65% 12	5.88% 4	1.47% 1	68

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

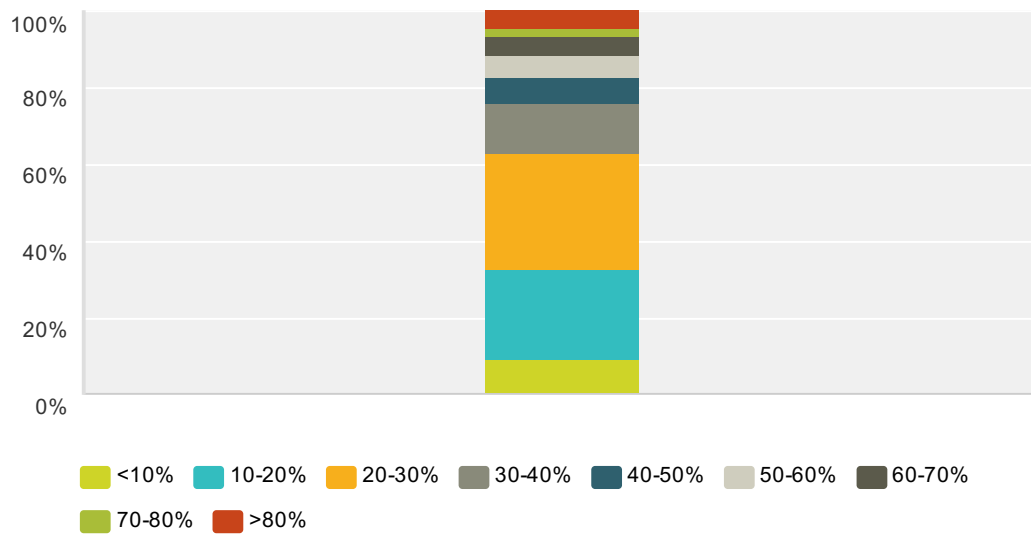
Answered: 85 Skipped: 117



Answer Choices	Responses	
Yes	77.65%	66
No	22.35%	19
Total		85

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

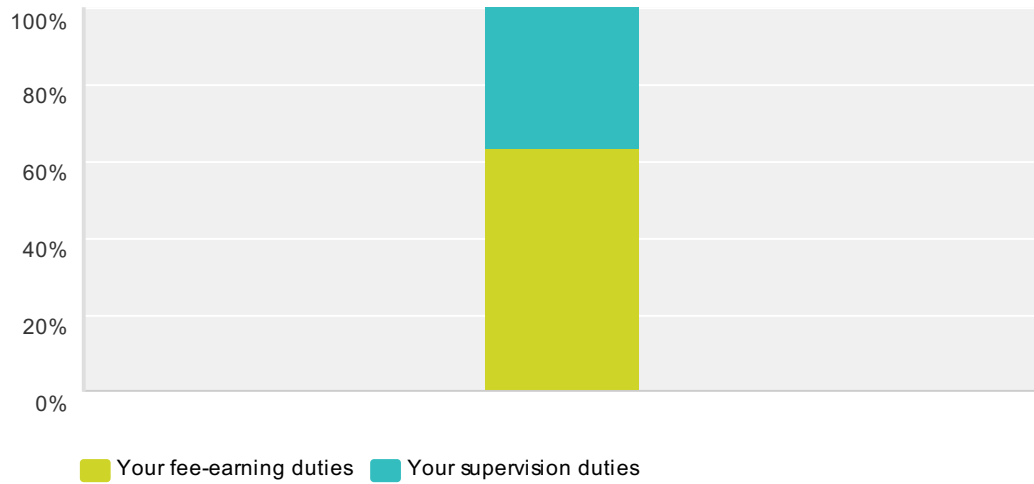
Answered: 86 Skipped: 116



Answer Choices	Responses	
<10%	9.30%	8
10-20%	23.26%	20
20-30%	30.23%	26
30-40%	12.79%	11
40-50%	6.98%	6
50-60%	5.81%	5
60-70%	4.65%	4
70-80%	2.33%	2
>80%	4.65%	4
Total		86

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

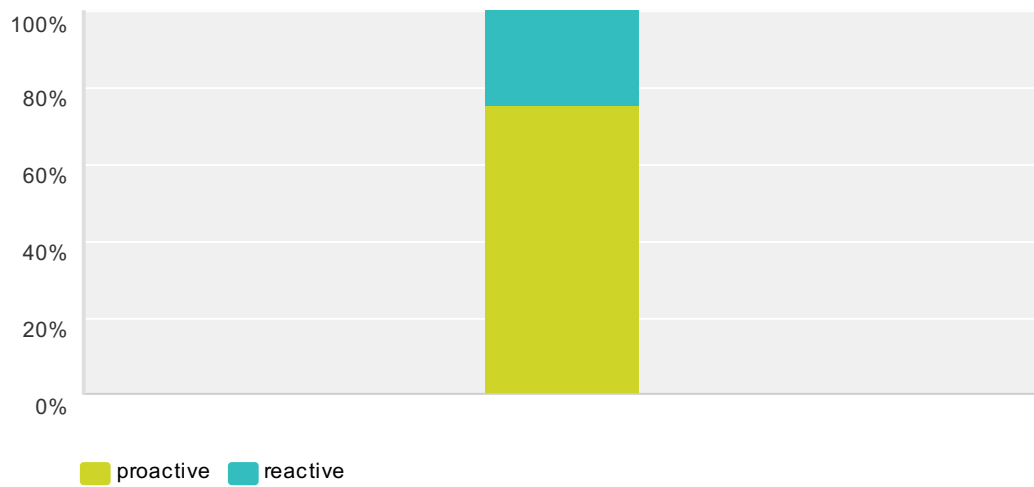
Answered: 84 Skipped: 118



Answer Choices	Responses	
Your fee-earning duties	63.10%	53
Your supervision duties	36.90%	31
Total		84

Q12 Would you describe your supervision activities as primarily

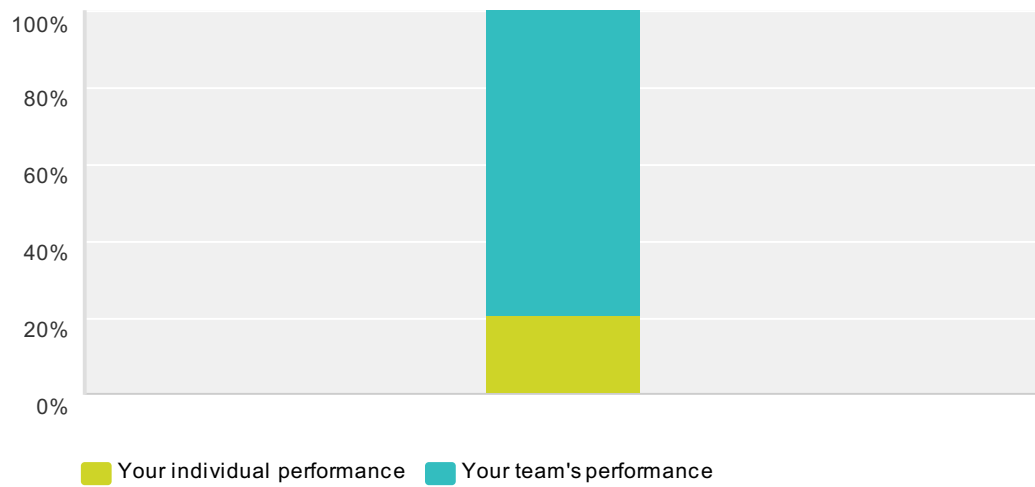
Answered: 85 Skipped: 117



Answer Choices	Responses	
proactive	75.29%	64
reactive	24.71%	21
Total		85

Q13 Do you measure your success in your role primarily by

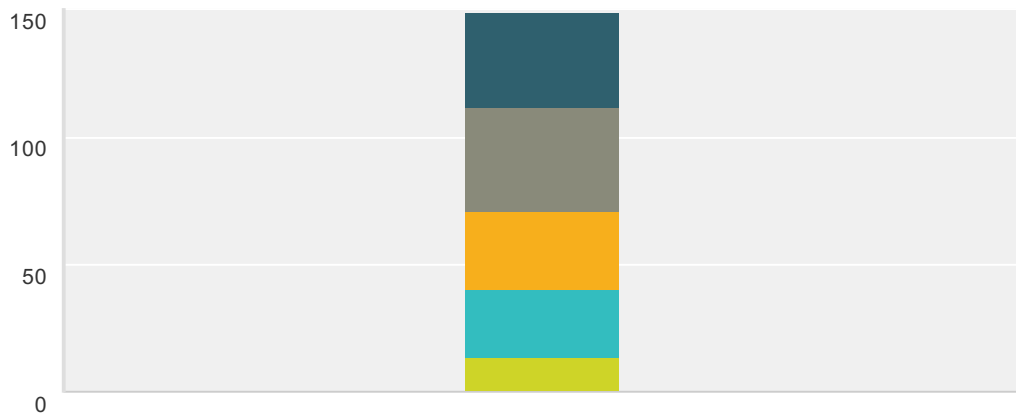
Answered: 86 Skipped: 116



Answer Choices	Responses	
Your individual performance	20.93%	18
Your team's performance	79.07%	68
Total		86

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

Answered: 82 Skipped: 120

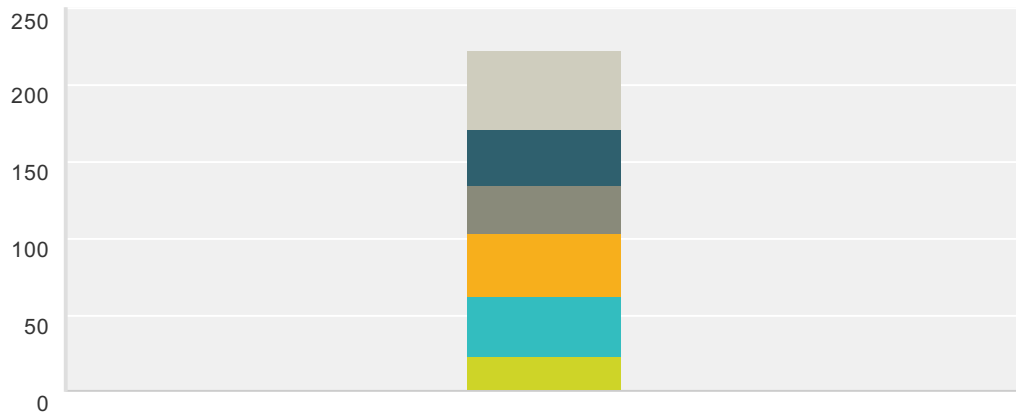


- My firm allocates time to me for my supervision responsibilities
- I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters
- I record supervision time but may reduce the time billed to the client where my supervision was of 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	17.07% 14
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	31.71% 26
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)	37.80% 31
Time for supervision is not structured into a daily work schedule	48.78% 40
It is up to me to find spare time for supervision	45.12% 37
Total Respondents: 82	

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

Answered: 82 Skipped: 120

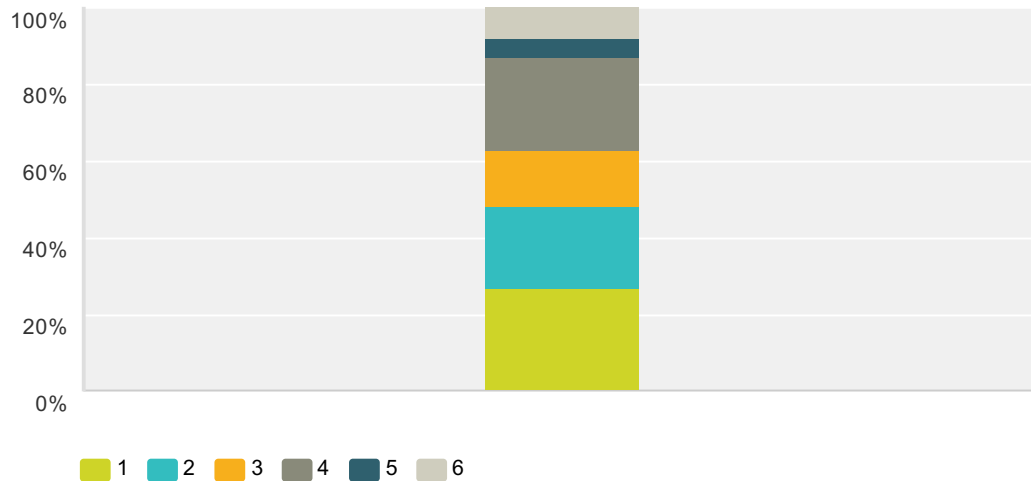


■ By emulating my current supervisor
 ■ By emulating a previous supervisor
 ■ By watching others
 ■ By trial and error
 ■ By following my firm's policies and procedure:
 ■ By responding to the needs or expressed preferences of my supervisees

Answer Choices	Responses	
By emulating my current supervisor	28.05%	23
By emulating a previous supervisor	47.56%	39
By watching others	50%	41
By trial and error	37.80%	31
By following my firm's policies and procedures	43.90%	36
By responding to the needs or expressed preferences of my supervisees	63.41%	52
Total Respondents: 82		

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)

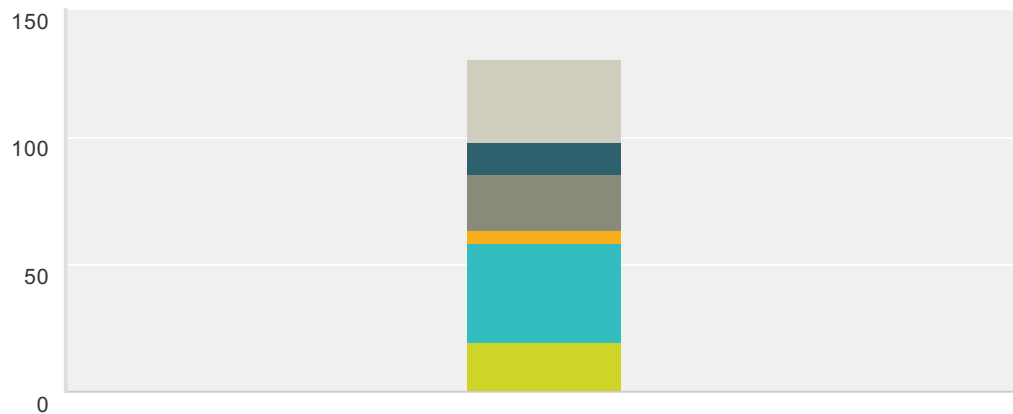
Answered: 83 Skipped: 119



Answer Choices	Responses	
1	26.51%	22
2	21.69%	18
3	14.46%	12
4	24.10%	20
5	4.82%	4
6	8.43%	7
Total		83

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

Answered: 70 Skipped: 132



- 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	28.57%	20
In-house informal discussions generally in response to problems seen as supervision issues	54.29%	38
External formal training at regular intervals	7.14%	5
External formal training at irregular intervals when available	31.43%	22
I regularly read publications and attend workshops on supervision	18.57%	13
Reading management literature	45.71%	32
Total Respondents: 70		

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

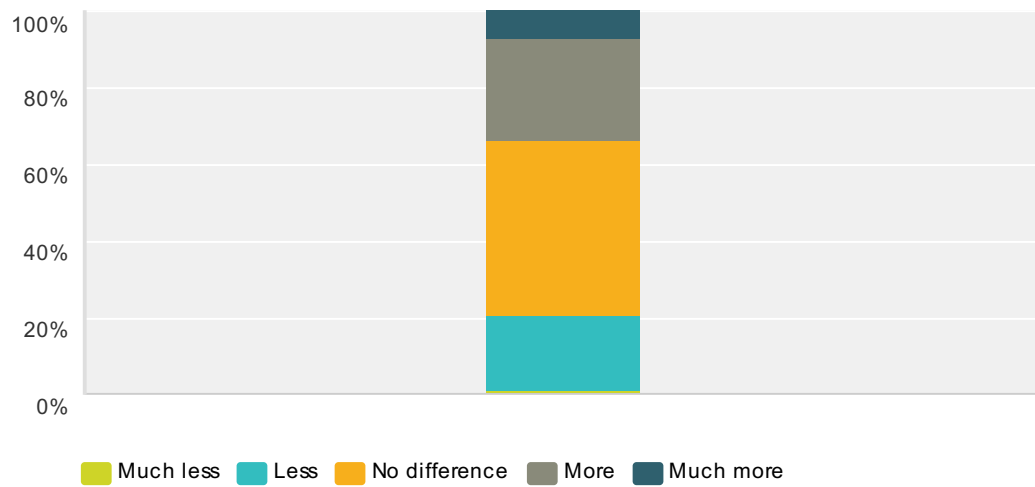
Answered: 75 Skipped: 127



Answer Choices	Responses	
In-house formal	29.33%	22
In-house informal, such as ad hoc discussions in response to problems arising	22.67%	17
External formal training given regularly by a dedicated service provider	38.67%	29
External informal, for example professional seminars on supervision related topics	26.67%	20
Reading management literature	20%	15
I do not need further training in supervision	14.67%	11
Total Respondents: 75		

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

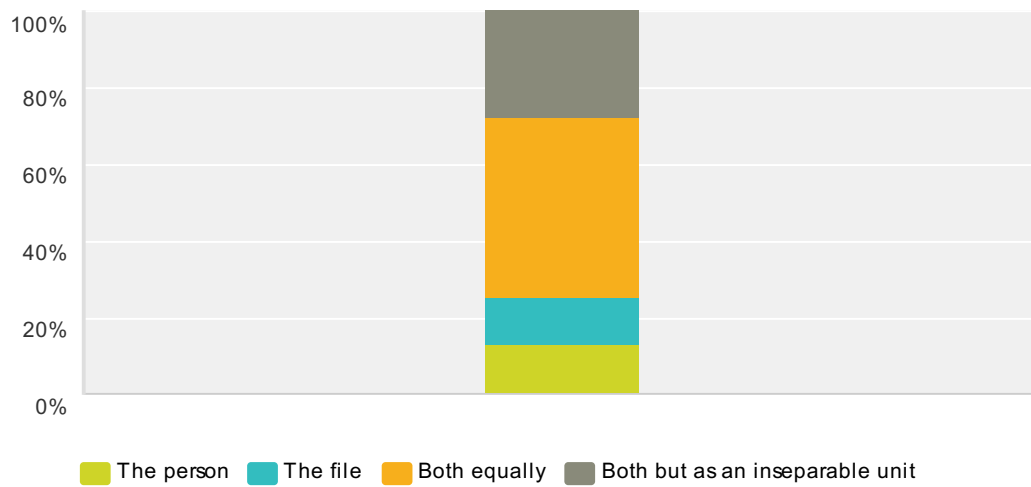
Answered: 83 Skipped: 119



Answer Choices	Responses	
Much less	1.20%	1
Less	19.28%	16
No difference	45.78%	38
More	26.51%	22
Much more	7.23%	6
Total		83

Q20 Do you primarily supervise the person or the file?

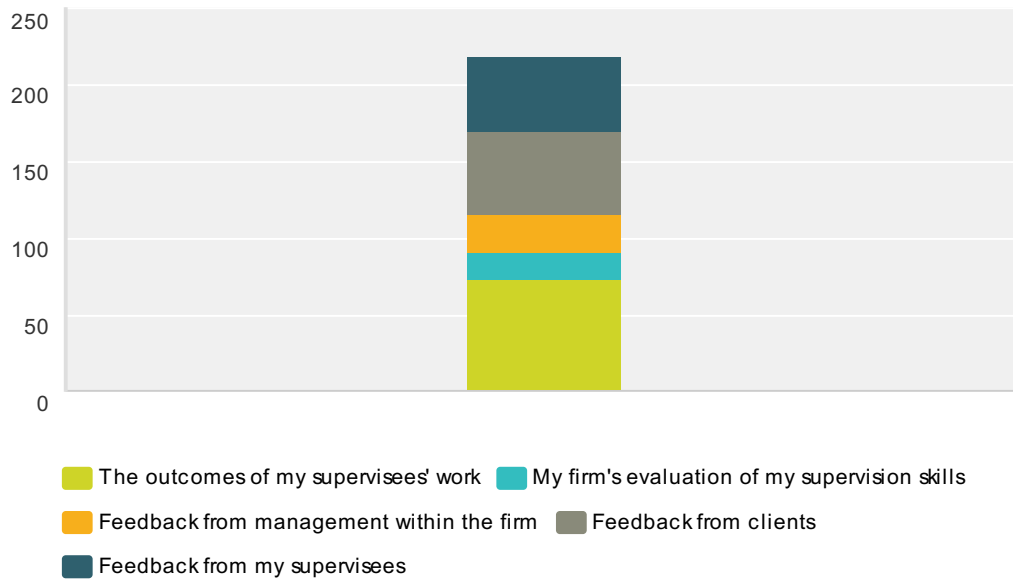
Answered: 83 Skipped: 119



Answer Choices	Responses	
The person	13.25%	11
The file	12.05%	10
Both equally	46.99%	39
Both but as an inseparable unit	27.71%	23
Total		83

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

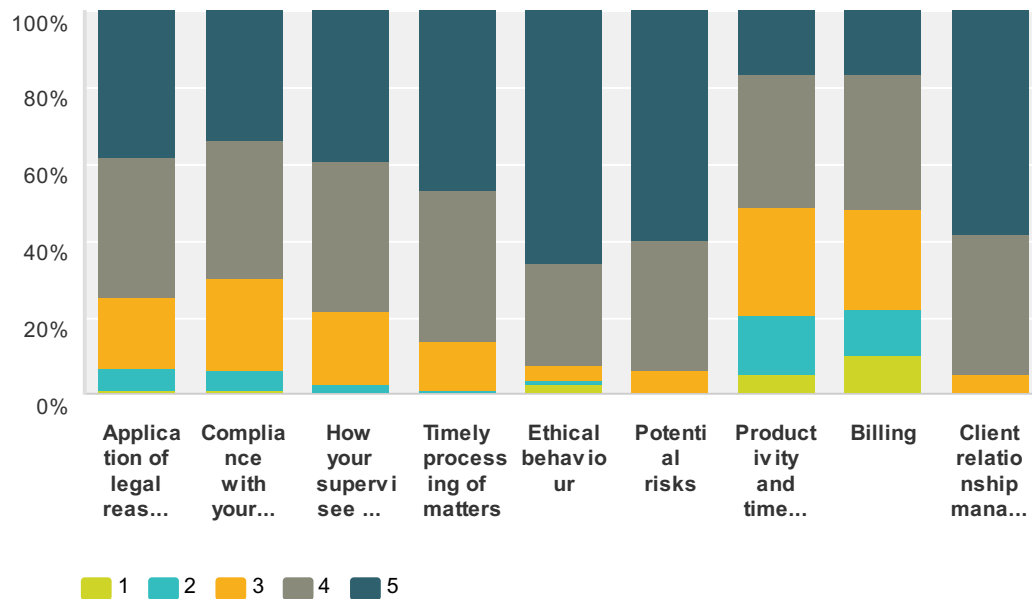
Answered: 81 Skipped: 121



Answer Choices	Responses	
The outcomes of my supervisees' work	90.12%	73
My firm's evaluation of my supervision skills	20.99%	17
Feedback from management within the firm	32.10%	26
Feedback from clients	65.43%	53
Feedback from my supervisees	60.49%	49
Total Respondents: 81		

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

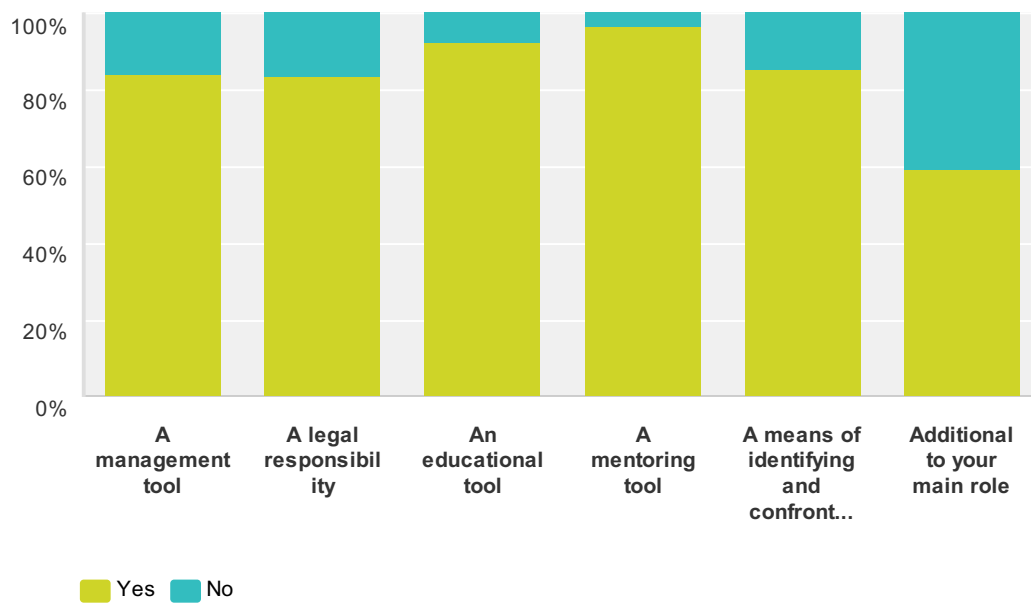
Answered: 80 Skipped: 122



	1	2	3	4	5	Total
Application of legal reasoning	1.32% 1	5.26% 4	18.42% 14	36.84% 28	38.16% 29	76
Compliance with your firm's systems	1.25% 1	5% 4	23.75% 19	36.25% 29	33.75% 27	80
How your supervisee is coping	0% 0	2.53% 2	18.99% 15	39.24% 31	39.24% 31	79
Timely processing of matters	0% 0	1.27% 1	12.66% 10	39.24% 31	46.84% 37	79
Ethical behaviour	2.53% 2	1.27% 1	3.80% 3	26.58% 21	65.82% 52	79
Potential risks	0% 0	0% 0	6.25% 5	33.75% 27	60% 48	80
Productivity and time recording	5.13% 4	15.38% 12	28.21% 22	34.62% 27	16.67% 13	78
Billing	10.39% 8	11.69% 9	25.97% 20	35.06% 27	16.88% 13	77
Client relationship management and service	0% 0	0% 0	5.06% 4	36.71% 29	58.23% 46	79

Q23 Do you view supervision principally as

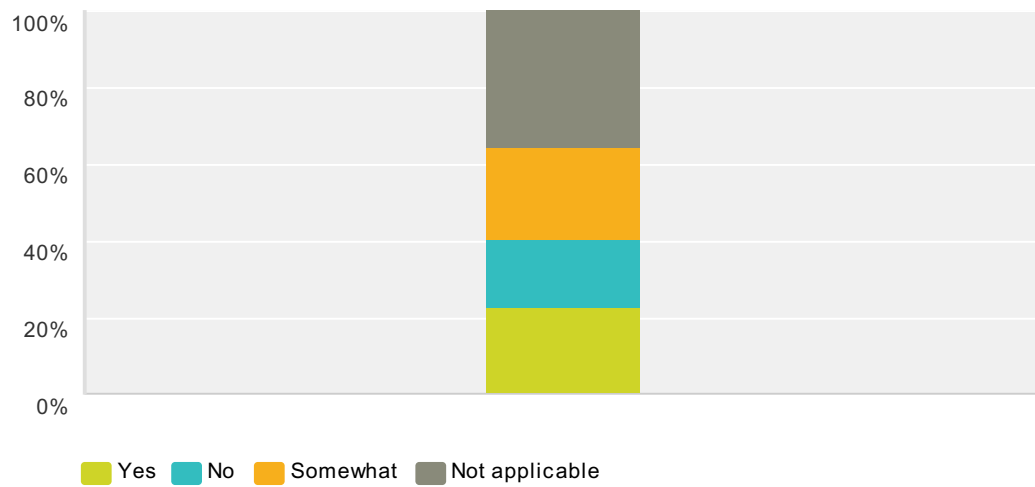
Answered: 80 Skipped: 122



	Yes	No	Total
A management tool	83.78% 62	16.22% 12	74
A legal responsibility	83.33% 60	16.67% 12	72
An educational tool	92% 69	8% 6	75
A mentoring tool	96% 72	4% 3	75
A means of identifying and confronting problems that arise in your supervisees' work	85.33% 64	14.67% 11	75
Additional to your main role	59.09% 39	40.91% 27	66

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

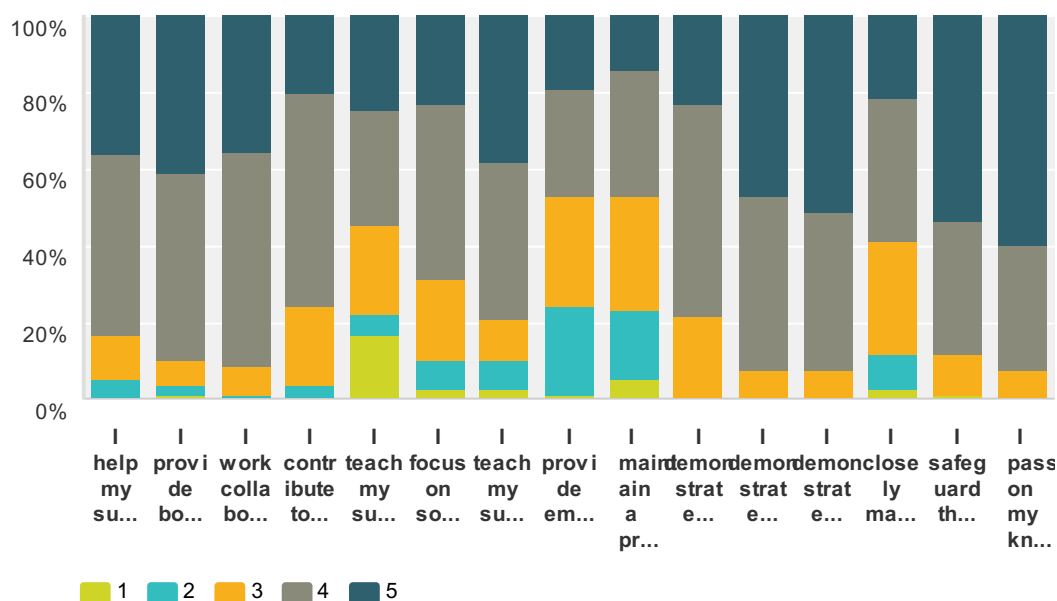
Answered: 75 Skipped: 127



Answer Choices	Responses	
Yes	22.67%	17
No	17.33%	13
Somewhat	24%	18
Not applicable	36%	27
Total		75

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: 78 Skipped: 124



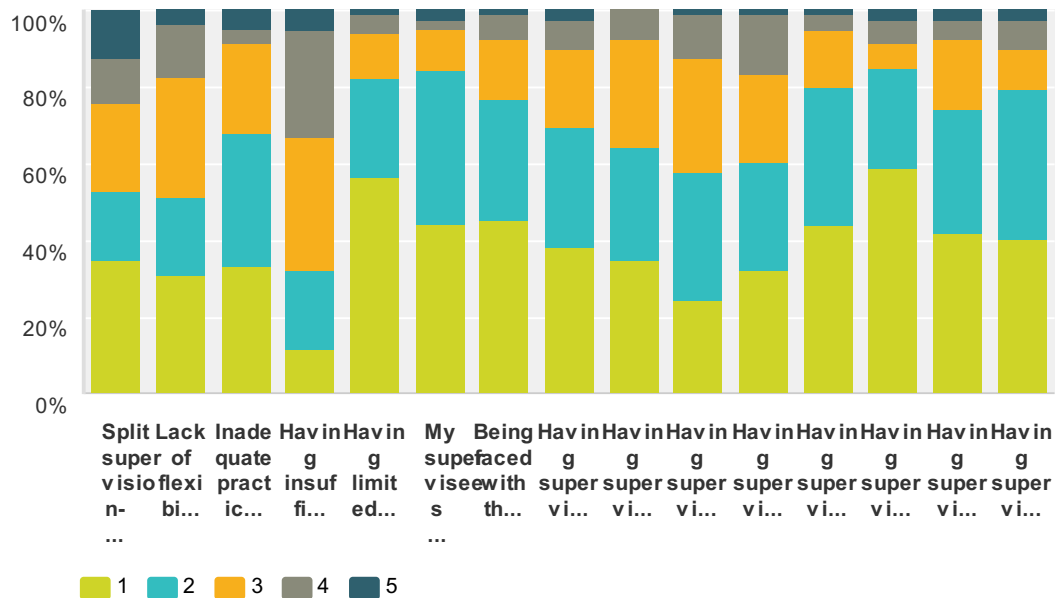
	1	2	3	4	5	Total
I help my supervisees to develop technical skills	0% 0	5.19% 4	11.69% 9	46.75% 36	36.36% 28	77
I provide both positive and constructive critical feedback	1.28% 1	2.56% 2	6.41% 5	48.72% 38	41.03% 32	78
I work collaboratively with my supervisees	0% 0	1.28% 1	7.69% 6	55.13% 43	35.90% 28	78
I contribute to the personal growth of my supervisees	0% 0	3.85% 3	20.51% 16	55.13% 43	20.51% 16	78
I teach my supervisees to become lawyers	16.88% 13	5.19% 4	23.38% 18	29.87% 23	24.68% 19	77
I focus on solving critical issues and problems that arise for my supervisees	2.60% 2	7.79% 6	20.78% 16	45.45% 35	23.38% 18	77
I teach my supervisees about being ethical	2.56% 2	7.69% 6	10.26% 8	41.03% 32	38.46% 30	78
I provide emotional support to my supervisees	1.28% 1	23.08% 18	28.21% 22	28.21% 22	19.23% 15	78
I maintain a professional distance from my supervisees	5.13% 4	17.95% 14	29.49% 23	33.33% 26	14.10% 11	78
I demonstrate patience and flexibility with my supervisees	0% 0	0% 0	21.79% 17	55.13% 43	23.08% 18	78
I demonstrate openness and honesty in my work	0% 0	0% 0	7.69% 6	44.87% 35	47.44% 37	78
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	0% 0	0% 0	7.69% 6	41.03% 32	51.28% 40	78
I closely manage cases	2.56% 2	8.97% 7	29.49% 23	37.18% 29	21.79% 17	78

Supervision Practices Check 2013

I safeguard the interests of the client	1.28% 1	0% 0	10.26% 8	34.62% 27	53.85% 42	78
I pass on my knowledge and experience to my supervisees	0% 0	0% 0	7.79% 6	32.47% 25	59.74% 46	77

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: 78 Skipped: 124



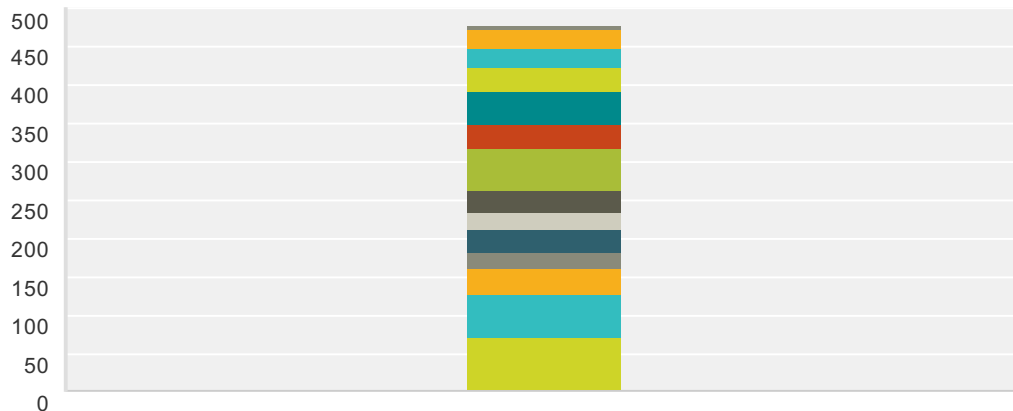
	1	2	3	4	5	Total
Split supervision- where supervision responsibilities are shared with another supervisor	34.62% 27	17.95% 14	23.08% 18	11.54% 9	12.82% 10	78
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	30.77% 24	20.51% 16	30.77% 24	14.10% 11	3.85% 3	78
Inadequate practice management systems (IT and others)	33.33% 26	34.62% 27	23.08% 18	3.85% 3	5.13% 4	78
Having insufficient time for supervision	11.54% 9	20.51% 16	34.62% 27	28.21% 22	5.13% 4	78
Having limited interest in managing or supervising others	56.41% 44	25.64% 20	11.54% 9	5.13% 4	1.28% 1	78
My supervisees and I having different understandings of what supervision entails	44.16% 34	40.26% 31	10.39% 8	2.60% 2	2.60% 2	77
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	45.45% 35	31.17% 24	15.58% 12	6.49% 5	1.30% 1	77
Having supervisees who do not communicate clearly	38.46% 30	30.77% 24	20.51% 16	7.69% 6	2.56% 2	78
Having supervisees who do not follow instructions	34.62% 27	29.49% 23	28.21% 22	7.69% 6	0% 0	78
Having supervisees who work hard but not effectively	24.36% 19	33.33% 26	29.49% 23	11.54% 9	1.28% 1	78
Having supervisees who don't take sufficient responsibility	32.05% 25	28.21% 22	23.08% 18	15.38% 12	1.28% 1	78
Having supervisees who are not effective team members	43.59% 34	35.90% 28	15.38% 12	3.85% 3	1.28% 1	78

Supervision Practices Check 2013

Having supervisees who lack respect for me and other colleagues	58.97% 46	25.64% 20	6.41% 5	6.41% 5	2.56% 2	78
Having supervisees who don't understand when to seek advice	41.56% 32	32.47% 25	18.18% 14	5.19% 4	2.60% 2	77
Having supervisees who don't think they need to be supervised	40.26% 31	38.96% 30	10.39% 8	7.79% 6	2.60% 2	77

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

Answered: 73 Skipped: 129



- 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

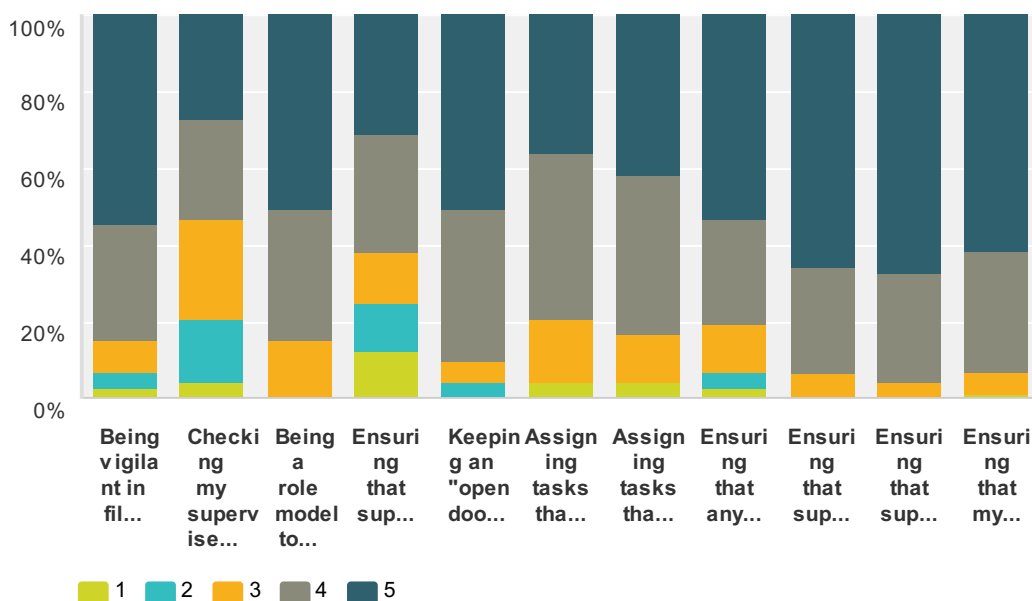
Answer Choices	Responses	
I have an open door policy and staff come to see me when they have problems	97.26%	71
I review work done and allocate new work	75.34%	55
I review/check all communications	47.95%	35
I monitor how staff engage in peer file review	26.03%	19
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	41.10%	30
I implement workflow systems to ensure or assist process compliance	32.88%	24
I set aside a regular time to review workloads, prioritise work and deal with problem cases	36.99%	27
I update and share information with staff in my office	73.97%	54
I identify my supervisees' training needs	46.58%	34
I monitor staff for fatigue, stress and other problems	57.53%	42
I meet the training needs of my supervisees, or ensure they are met	42.47%	31
I inspect all files at regular intervals	34.25%	25

Supervision Practices Check 2013

I inspect sample client files at regular intervals	34.25%	25
I only inspect problem client files	4.11%	3
Total Respondents: 73		

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

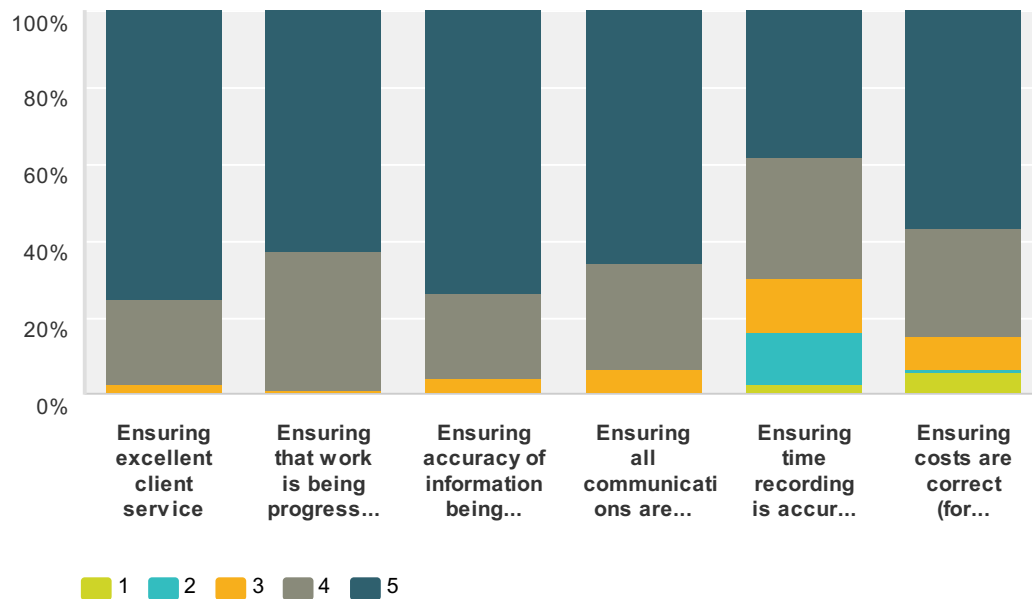
Answered: 73 Skipped: 129



	1	2	3	4	5	Total
Being vigilant in file management so serious mistakes are avoided	2.74% 2	4.11% 3	8.22% 6	30.14% 22	54.79% 40	73
Checking my supervisees' wellbeing	4.11% 3	16.44% 12	26.03% 19	26.03% 19	27.40% 20	73
Being a role model to demonstrate good practice	0% 0	0% 0	15.07% 11	34.25% 25	50.68% 37	73
Ensuring that supervisees adhere to the firm's complaint management policy	12.33% 9	12.33% 9	13.70% 10	30.14% 22	31.51% 23	73
Keeping an "open door policy" and ensuring I am available when needed	0% 0	4.11% 3	5.48% 4	39.73% 29	50.68% 37	73
Assigning tasks that are appropriate and meaningful to my supervisees	4.17% 3	0% 0	16.67% 12	43.06% 31	36.11% 26	72
Assigning tasks that fit my supervisees' level of skill and experience	4.17% 3	0% 0	12.50% 9	41.67% 30	41.67% 30	72
Ensuring that any expressions of client dissatisfaction are brought to my attention	2.74% 2	4.11% 3	12.33% 9	27.40% 20	53.42% 39	73
Ensuring that supervisees know they can tell me about serious mistakes they have made	0% 0	0% 0	6.85% 5	27.40% 20	65.75% 48	73
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	0% 0	0% 0	4.11% 3	28.77% 21	67.12% 49	73
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	1.37% 1	0% 0	5.48% 4	31.51% 23	61.64% 45	73

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

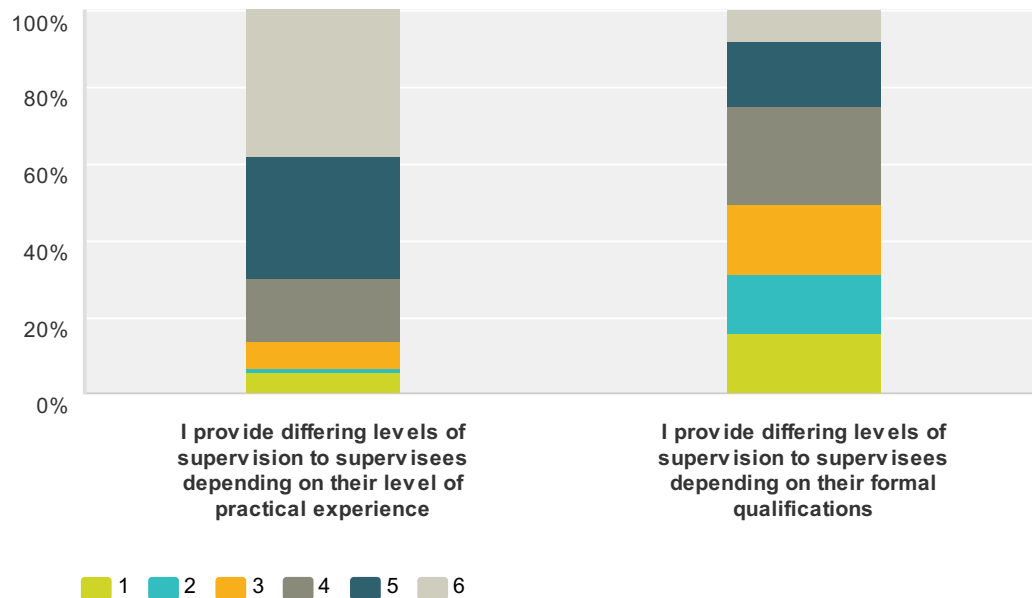
Answered: 73 Skipped: 129



	1	2	3	4	5	Total
Ensuring excellent client service	0% 0	0% 0	2.74% 2	21.92% 16	75.34% 55	73
Ensuring that work is being progressed to meet deadlines	0% 0	0% 0	1.37% 1	35.62% 26	63.01% 46	73
Ensuring accuracy of information being communicated to clients	0% 0	0% 0	4.11% 3	21.92% 16	73.97% 54	73
Ensuring all communications are polite	0% 0	0% 0	6.85% 5	27.40% 20	65.75% 48	73
Ensuring time recording is accurate and up to date	2.74% 2	13.70% 10	13.70% 10	31.51% 23	38.36% 28	73
Ensuring costs are correct (for example, stamp duty)	5.56% 4	1.39% 1	8.33% 6	27.78% 20	56.94% 41	72

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).

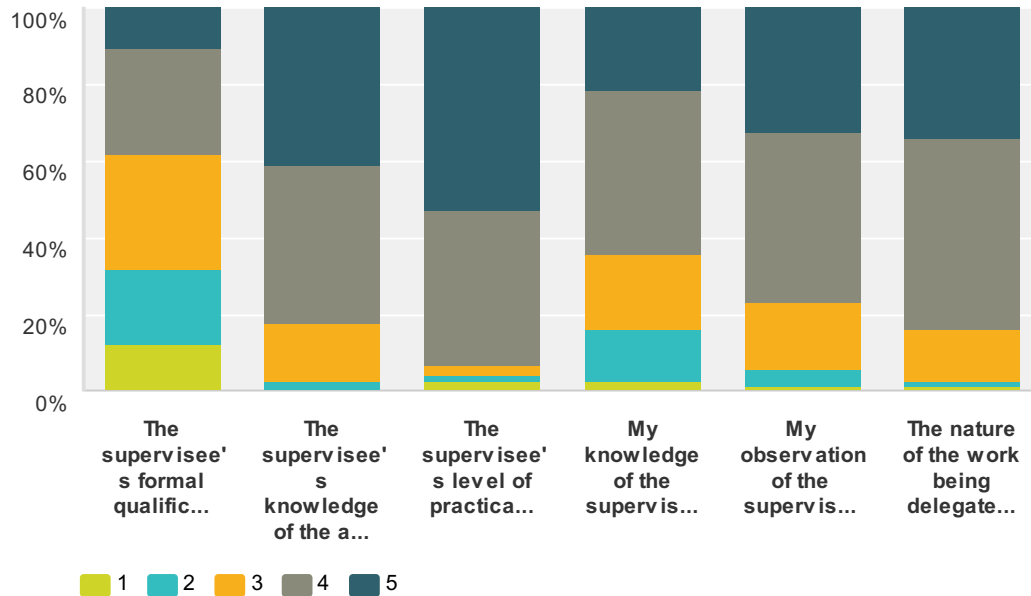
Answered: 73 Skipped: 129



	1	2	3	4	5	6	Total
I provide differing levels of supervision to supervisees depending on their level of practical experience	5.48% 4	1.37% 1	6.85% 5	16.44% 12	31.51% 23	38.36% 28	73
I provide differing levels of supervision to supervisees depending on their formal qualifications	15.49% 11	15.49% 11	18.31% 13	25.35% 18	16.90% 12	8.45% 6	71

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)

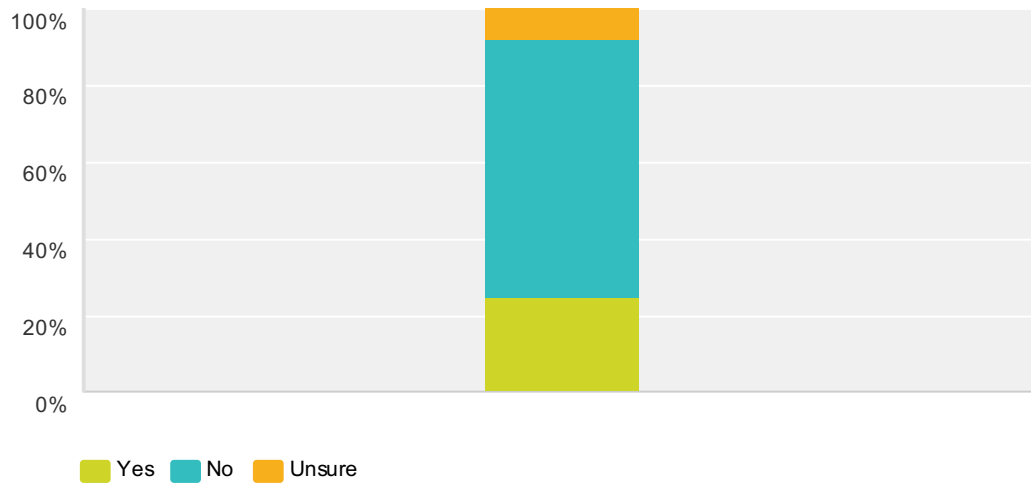
Answered: 73 Skipped: 129



	1	2	3	4	5	Total
The supervisee's formal qualifications	12.33% 9	19.18% 14	30.14% 22	27.40% 20	10.96% 8	73
The supervisee's knowledge of the area of law	0% 0	2.74% 2	15.07% 11	41.10% 30	41.10% 30	73
The supervisee's level of practical experience	2.78% 2	1.39% 1	2.78% 2	40.28% 29	52.78% 38	72
My knowledge of the supervisee's personal characteristics	2.74% 2	13.70% 10	19.18% 14	42.47% 31	21.92% 16	73
My observation of the supervisee's daily work	1.37% 1	4.11% 3	17.81% 13	43.84% 32	32.88% 24	73
The nature of the work being delegated to the supervisee	1.37% 1	1.37% 1	13.70% 10	49.32% 36	34.25% 25	73

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?

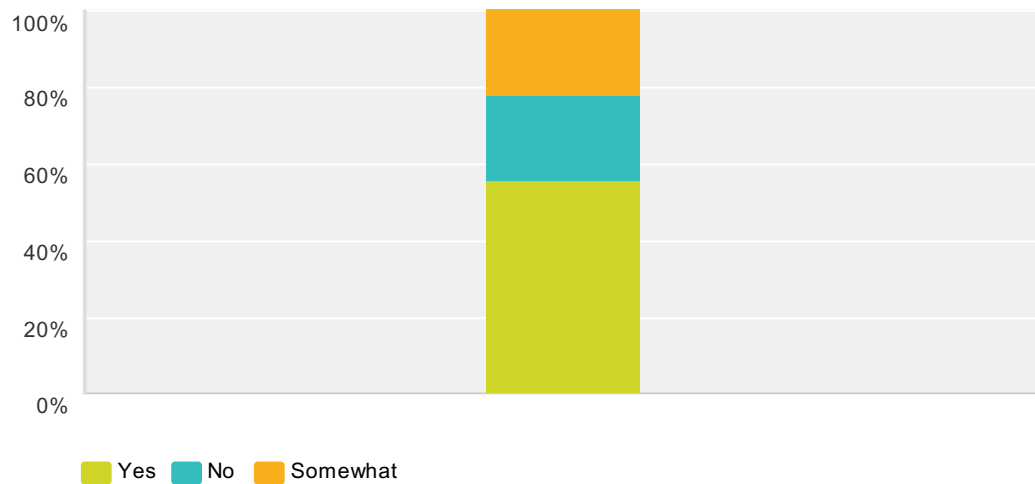
Answered: 73 Skipped: 129



Answer Choices	Responses	
Yes	24.66%	18
No	67.12%	49
Unsure	8.22%	6
Total		73

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?

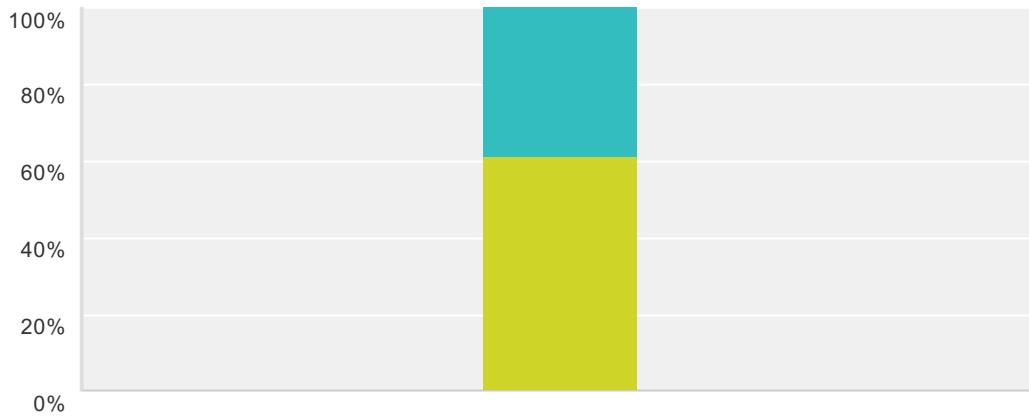
Answered: 18 Skipped: 184



Answer Choices	Responses	
Yes	55.56%	10
No	22.22%	4
Somewhat	22.22%	4
Total		18

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: 77 Skipped: 125

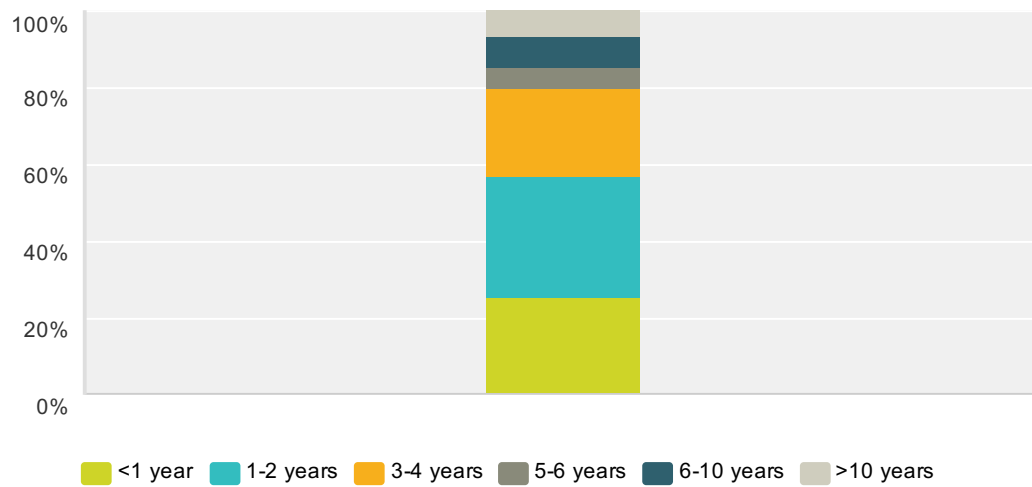


- I am supervised by others. This option is for (a) participants who are supervisees only and (b)
- I supervise others but am not supervised. This option is for participants who are supervisors or

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	61.04% 47
I supervise others but am not supervised. This option is for participants who are supervisors only.	38.96% 30
Total	77

Q35 How long have you been in your current role?

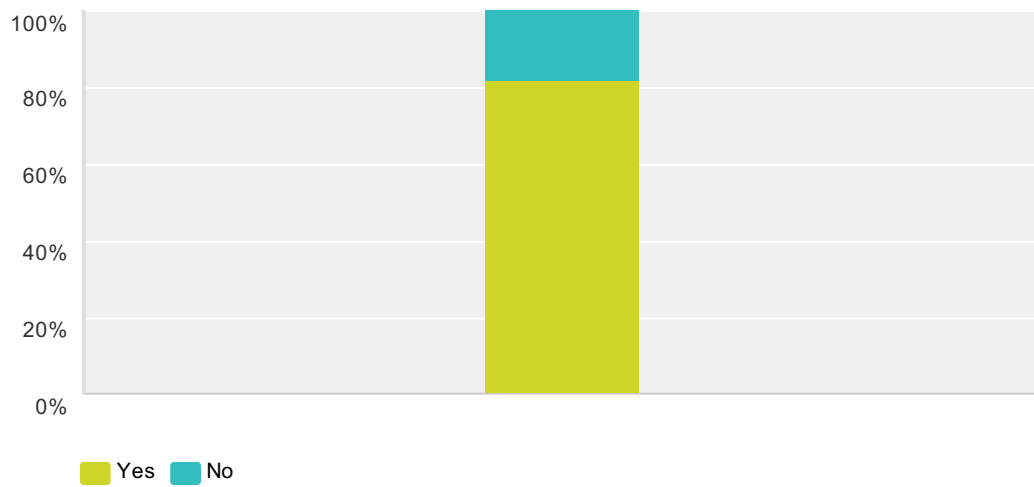
Answered: 134 Skipped: 68



Answer Choices	Responses	
<1 year	25.37%	34
1-2 years	31.34%	42
3-4 years	23.13%	31
5-6 years	5.22%	7
6-10 years	8.21%	11
>10 years	6.72%	9
Total		134

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

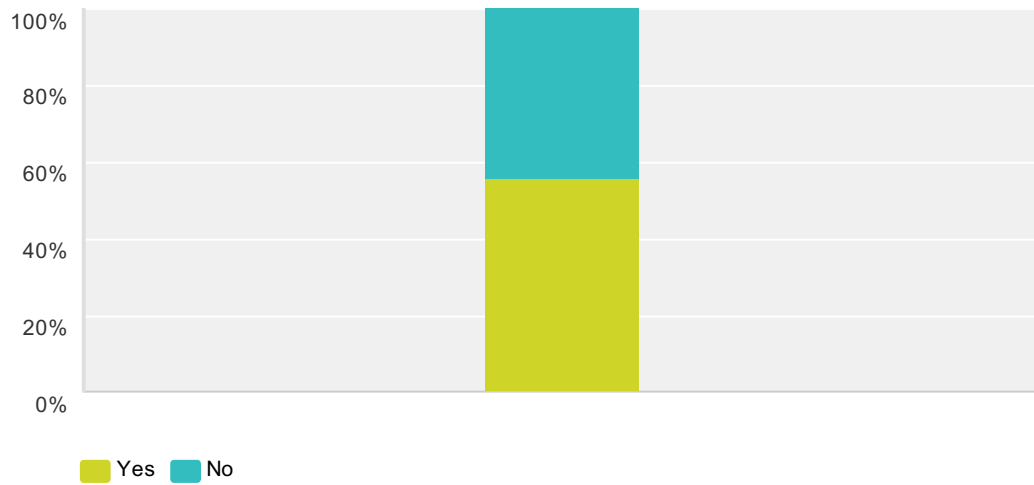
Answered: 135 Skipped: 67



Answer Choices	Responses	
Yes	81.48%	110
No	18.52%	25
Total		135

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

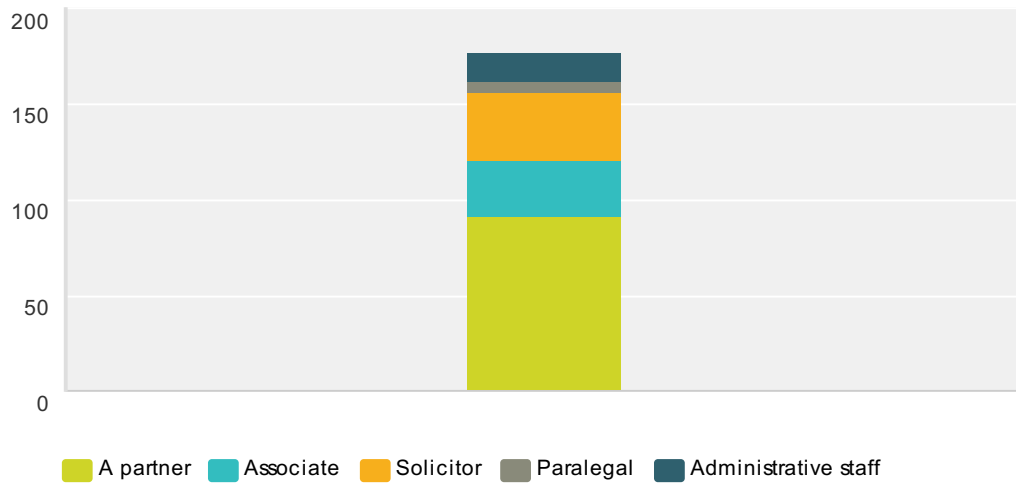
Answered: 111 Skipped: 91



Answer Choices	Responses	
Yes	55.86%	62
No	44.14%	49
Total		111

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

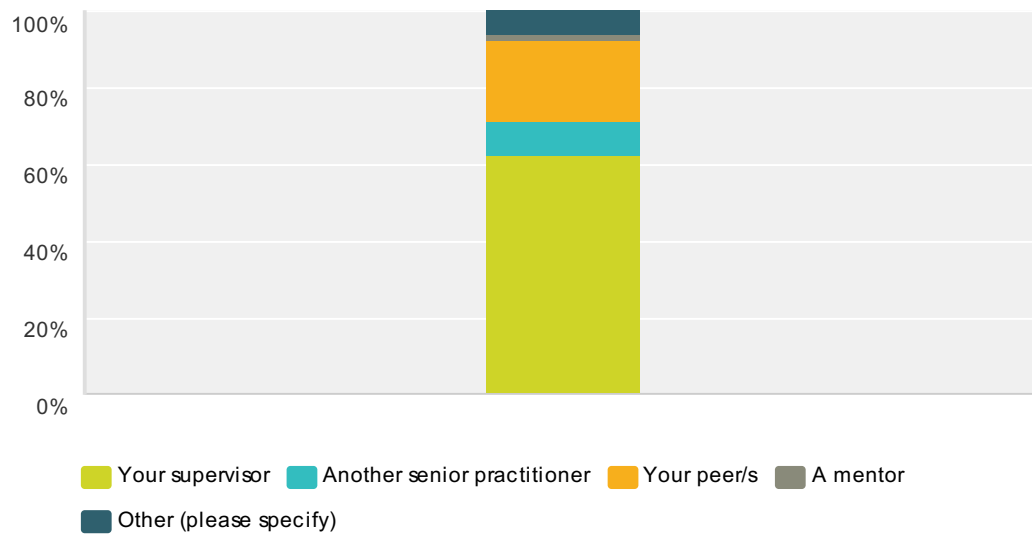
Answered: 123 Skipped: 79



Answer Choices	Responses	
A partner	73.98%	91
Associate	23.58%	29
Solicitor	28.46%	35
Paralegal	4.88%	6
Administrative staff	12.20%	15
Total Respondents: 123		

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

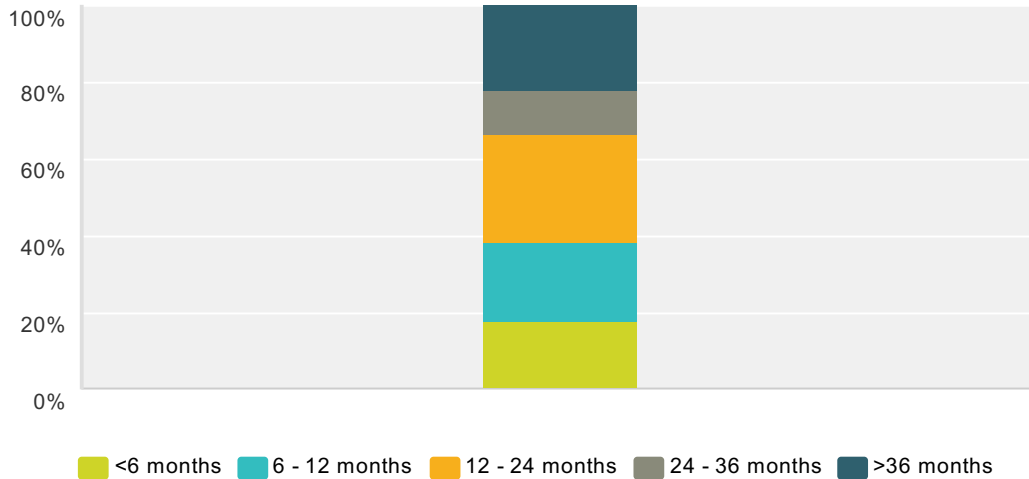
Answered: 132 Skipped: 70



Answer Choices	Responses	
Your supervisor	62.12%	82
Another senior practitioner	9.09%	12
Your peer/s	21.21%	28
A mentor	1.52%	2
Other (please specify)	6.06%	8
Total		132

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?

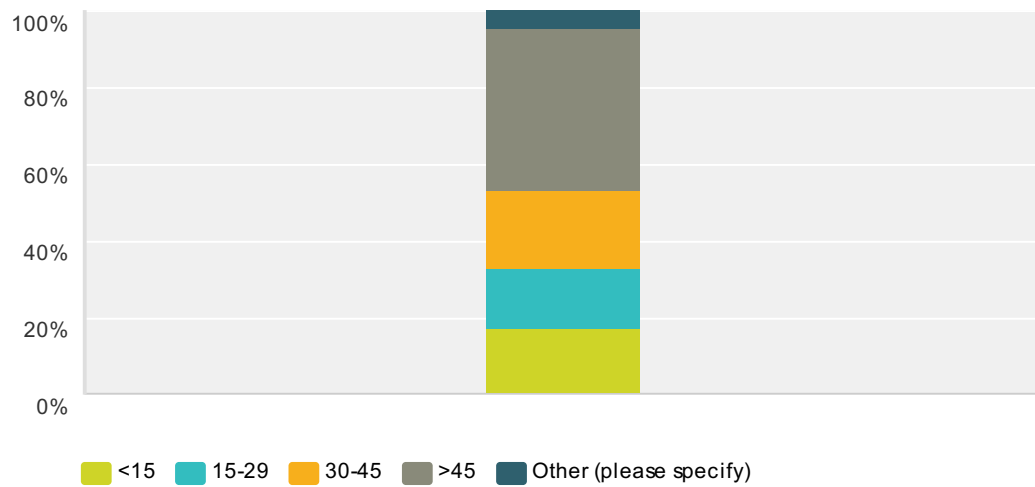
Answered: 131 Skipped: 71



Answer Choices	Responses
<6 months	17.56% 23
6 - 12 months	20.61% 27
12 - 24 months	28.24% 37
24 - 36 months	11.45% 15
>36 months	22.14% 29
Total	131

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

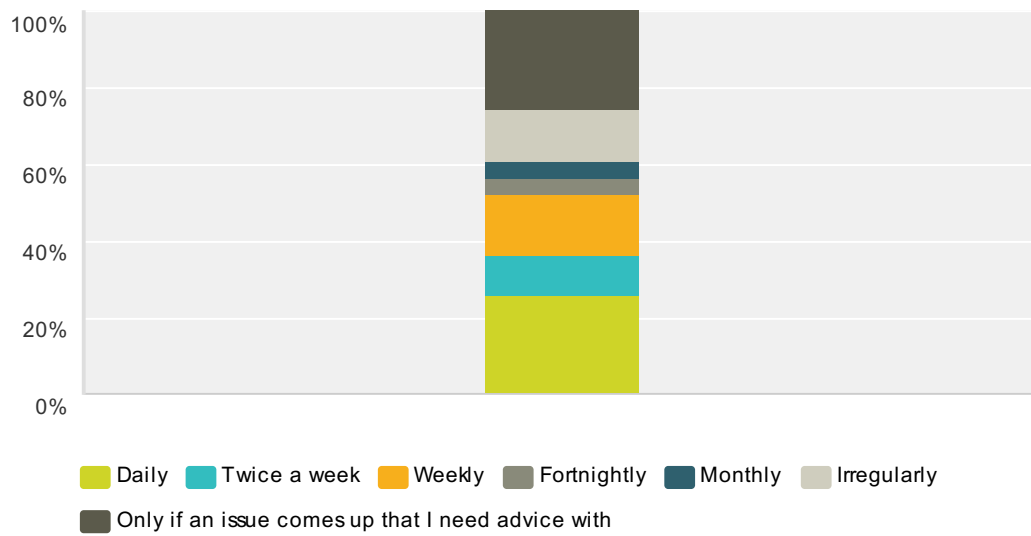
Answered: 132 Skipped: 70



Answer Choices	Responses
<15	17.42% 23
15-29	15.15% 20
30-45	20.45% 27
>45	42.42% 56
Other (please specify)	4.55% 6
Total	132

Q42 How often do you meet with your supervisor formally?

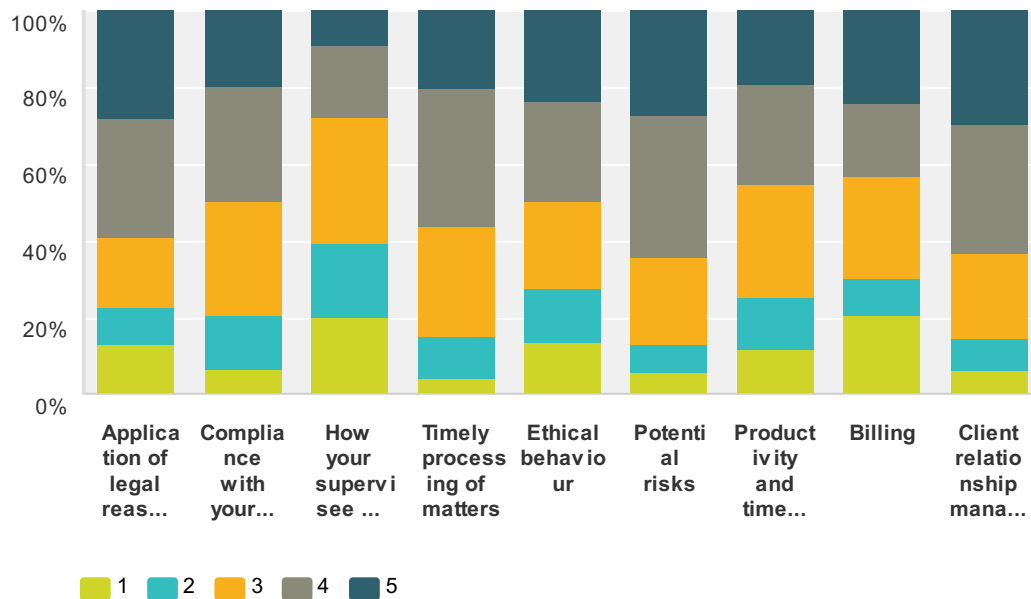
Answered: 132 Skipped: 70



Answer Choices	Responses	
Daily	25.76%	34
Twice a week	10.61%	14
Weekly	15.91%	21
Fortnightly	3.79%	5
Monthly	4.55%	6
Irregularly	13.64%	18
Only if an issue comes up that I need advice with	25.76%	34
Total		132

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)

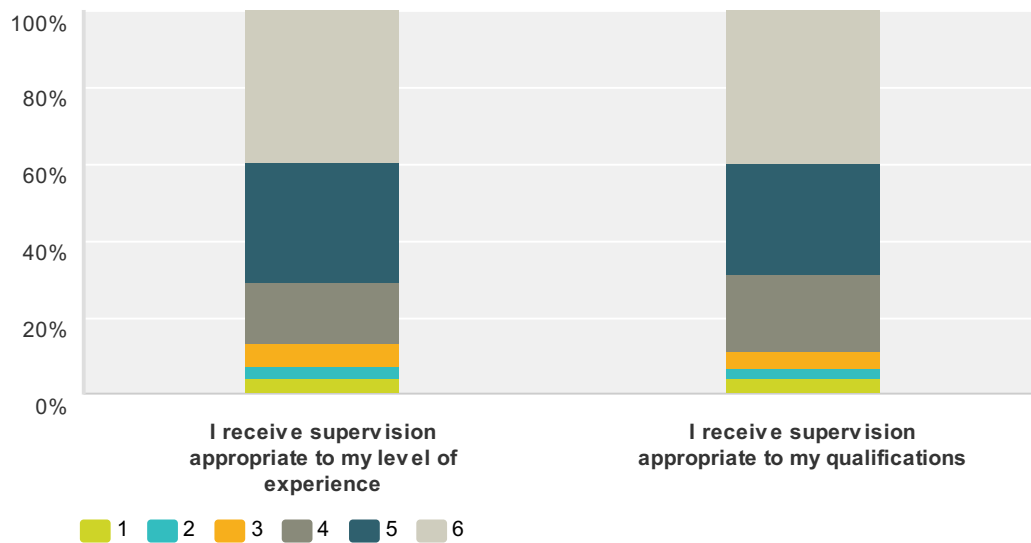
Answered: 122 Skipped: 80



	1	2	3	4	5	Total
Application of legal reasoning	13.33% 16	9.17% 11	18.33% 22	30.83% 37	28.33% 34	120
Compliance with your firm's systems	6.67% 8	14.17% 17	29.17% 35	30% 36	20% 24	120
How your supervisee is coping	20.34% 24	18.64% 22	33.05% 39	18.64% 22	9.32% 11	118
Timely processing of matters	4.20% 5	10.92% 13	28.57% 34	36.13% 43	20.17% 24	119
Ethical behaviour	13.56% 16	14.41% 17	22.03% 26	26.27% 31	23.73% 28	118
Potential risks	5.83% 7	7.50% 9	22.50% 27	36.67% 44	27.50% 33	120
Productivity and time recording	11.76% 14	13.45% 16	29.41% 35	26.05% 31	19.33% 23	119
Billing	20.69% 24	9.48% 11	26.72% 31	18.97% 22	24.14% 28	116
Client relationship management and service	5.98% 7	8.55% 10	22.22% 26	33.33% 39	29.91% 35	117

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).

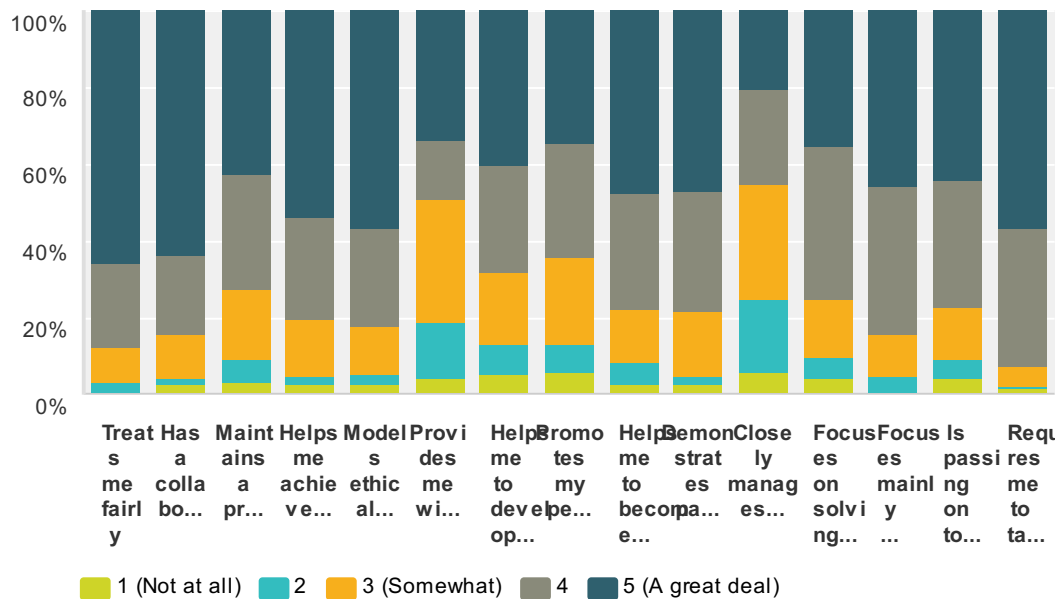
Answered: 121 Skipped: 81



	1	2	3	4	5	6	Total
I receive supervision appropriate to my level of experience	4.42% 5	2.65% 3	6.19% 7	15.93% 18	30.97% 35	39.82% 45	113
I receive supervision appropriate to my qualifications	4.31% 5	2.59% 3	4.31% 5	19.83% 23	29.31% 34	39.66% 46	116

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

Answered: 122 Skipped: 80



	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Treats me fairly	0.82% 1	2.46% 3	9.02% 11	22.13% 27	65.57% 80	122
Has a collaborative relationship with me	2.48% 3	1.65% 2	11.57% 14	20.66% 25	63.64% 77	121
Maintains a professional distance from me	3.31% 4	5.79% 7	18.18% 22	29.75% 36	42.98% 52	121
Helps me achieve ethical conduct and practice	2.48% 3	2.48% 3	14.88% 18	26.45% 32	53.72% 65	121
Models ethical conduct and practice	2.50% 3	2.50% 3	12.50% 15	25.83% 31	56.67% 68	120
Provides me with emotional support when needed	4.10% 5	14.75% 18	31.97% 39	15.57% 19	33.61% 41	122
Helps me to develop my technical skills	5.04% 6	8.40% 10	18.49% 22	27.73% 33	40.34% 48	119
Promotes my personal growth	5.79% 7	7.44% 9	22.31% 27	29.75% 36	34.71% 42	121
Helps me to become better at what I do	2.48% 3	5.79% 7	14.05% 17	29.75% 36	47.93% 58	121
Demonstrates patience and flexibility with me	2.48% 3	2.48% 3	16.53% 20	31.40% 38	47.11% 57	121
Closely manages my work	5.79% 7	19.01% 23	29.75% 36	24.79% 30	20.66% 25	121
Focuses on solving critical issues and problems that arise for me	4.10% 5	5.74% 7	14.75% 18	40.16% 49	35.25% 43	122
Focuses mainly on the best interests of our clients	0.82% 1	4.10% 5	10.66% 13	38.52% 47	45.90% 56	122

Is passing on to me his or her knowledge and experience

4 10%
4 92%

13 93%

32 79%

44 26%

Supervision Practices Check 2013

is passing on to me most of her knowledge and experience	7.18% 5	7.52% 6	10.98% 17	32.19% 40	77.29% 54	122
Requires me to take responsibility for my work	1.64% 2	0.82% 1	4.92% 6	36.07% 44	56.56% 69	122

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

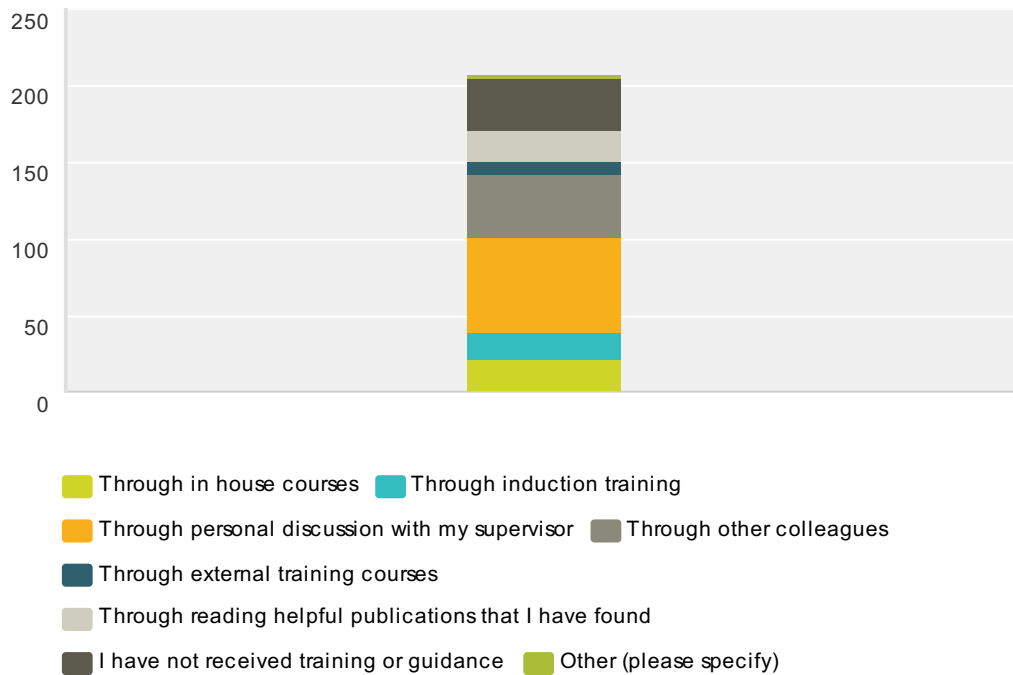
Answered: 50 Skipped: 152

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

Answered: 31 Skipped: 171

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

Answered: 117 Skipped: 85



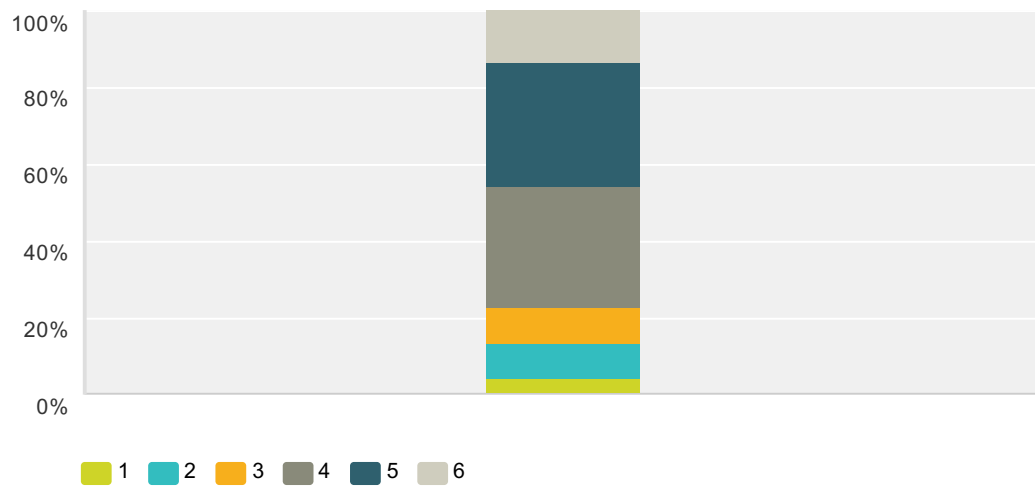
Answer Choices	Responses	
Through in house courses	18.80%	22
Through induction training	14.53%	17
Through personal discussion with my supervisor	52.99%	62
Through other colleagues	35.04%	41
Through external training courses	7.69%	9
Through reading helpful publications that I have found	17.09%	20
I have not received training or guidance	28.21%	33
Other (please specify)	2.56%	3
Total Respondents: 117		

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

Answered: 26 Skipped: 176

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: 122 Skipped: 80



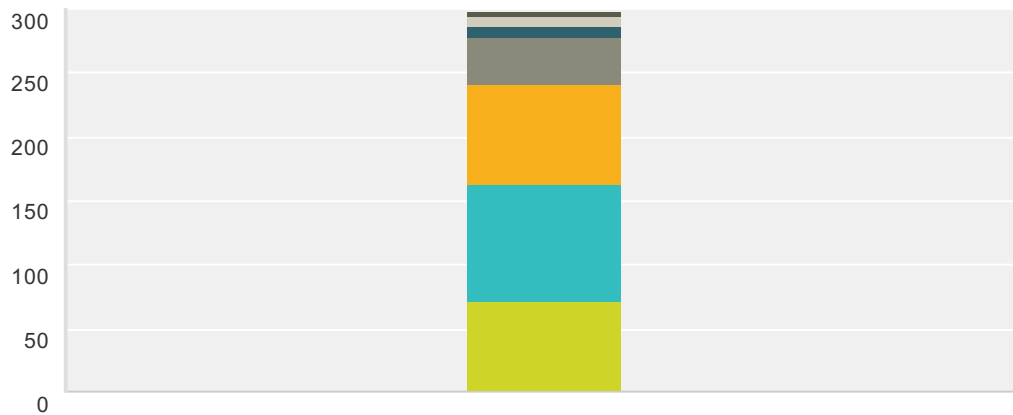
Answer Choices	Responses	
1	4.10%	5
2	9.02%	11
3	9.84%	12
4	31.15%	38
5	31.97%	39
6	13.93%	17
Total		122

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

Answered: 71 Skipped: 131

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

Answered: 118 Skipped: 84

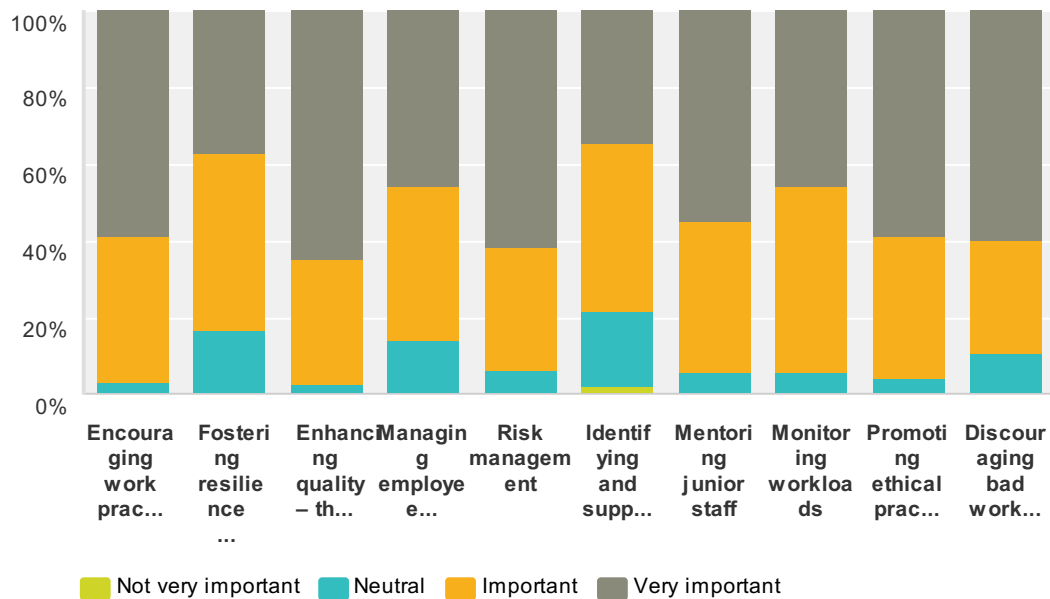


- rectifies the problem and avoids consequences for the client and our practice
- supports me in my attempts to rectify the problem
- turns it into a learning experience for me
- is tolerant of my making mistakes once but not a second time
- is quite unforgiving if I make serious mistakes
- would not 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	60.17%	71
supports me in my attempts to rectify the problem	77.12%	91
turns it into a learning experience for me	66.95%	79
is tolerant of my making mistakes once but not a second time	30.51%	36
is quite unforgiving if I make serious mistakes	7.63%	9
would not tolerate my making mistakes and so if I do I try to rectify them myself	5.93%	7
quickly loses faith in my skills	4.24%	5
Total Respondents: 118		

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

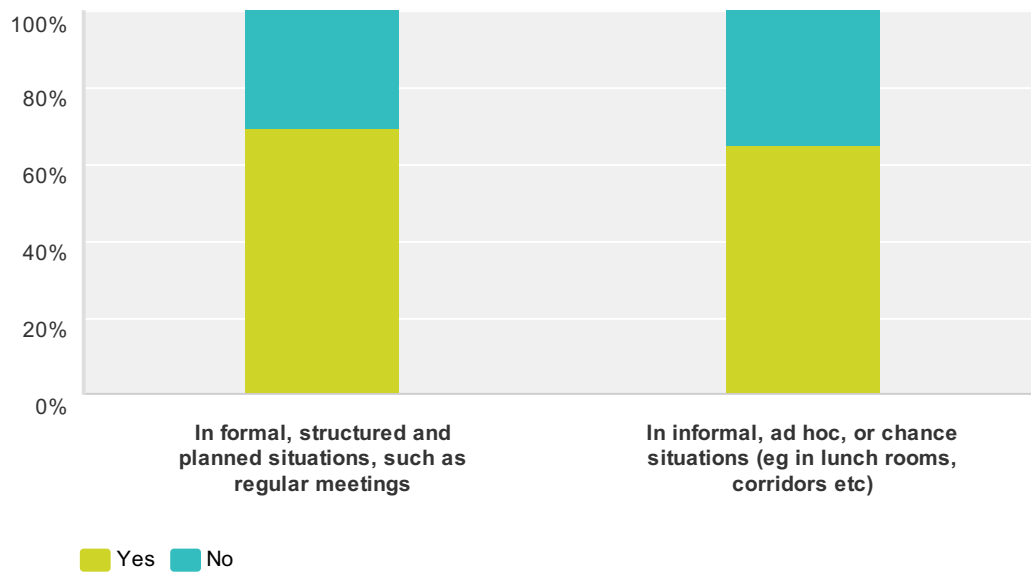
Answered: 146 Skipped: 56



	Not very important	Neutral	Important	Very important	Total
Encouraging work practices that are sustainable in the long-term	0% 0	3.45% 5	37.93% 55	58.62% 85	145
Fostering resilience in employees	0.69% 1	15.86% 23	46.21% 67	37.24% 54	145
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0% 0	2.76% 4	32.41% 47	64.83% 94	145
Managing employee wellbeing	0% 0	14.38% 21	39.73% 58	45.89% 67	146
Risk management	0% 0	6.16% 9	32.19% 47	61.64% 90	146
Identifying and supporting staff facing personal difficulties	2.05% 3	19.86% 29	43.15% 63	34.93% 51	146
Mentoring junior staff	0% 0	5.48% 8	39.73% 58	54.79% 80	146
Monitoring workloads	0% 0	5.48% 8	48.63% 71	45.89% 67	146
Promoting ethical practices	0% 0	4.14% 6	37.24% 54	58.62% 85	145
Discouraging bad workplace conduct such as bullying	0.68% 1	10.27% 15	29.45% 43	59.59% 87	146

Q54 Where do you find the most valuable supervision occurs?

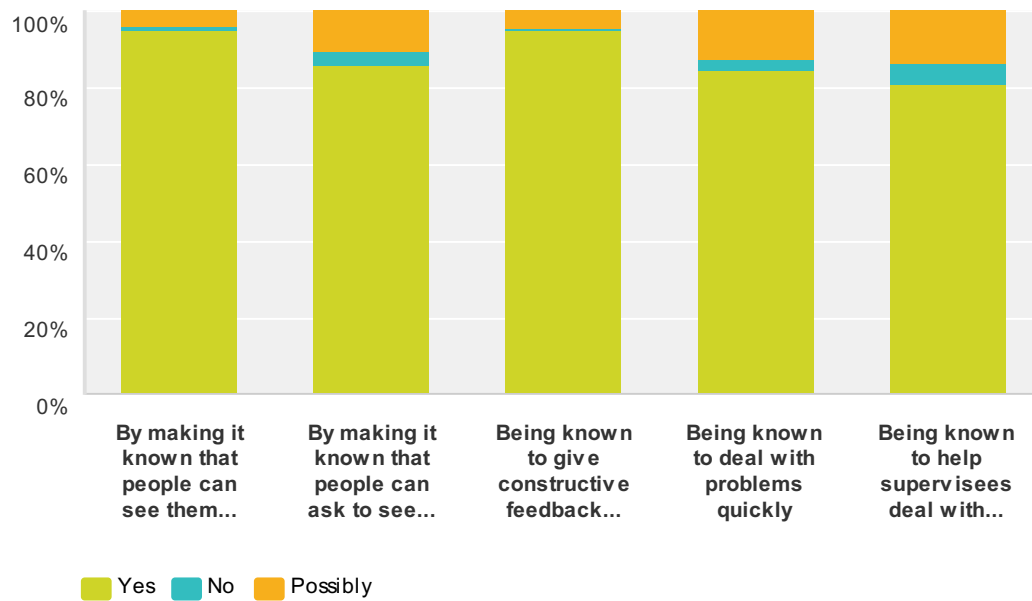
Answered: 143 Skipped: 59



	Yes	No	Total
In formal, structured and planned situations, such as regular meetings	69.17% 92	30.83% 41	133
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	64.71% 88	35.29% 48	136

Q55 How can supervisors ensure they are approachable?

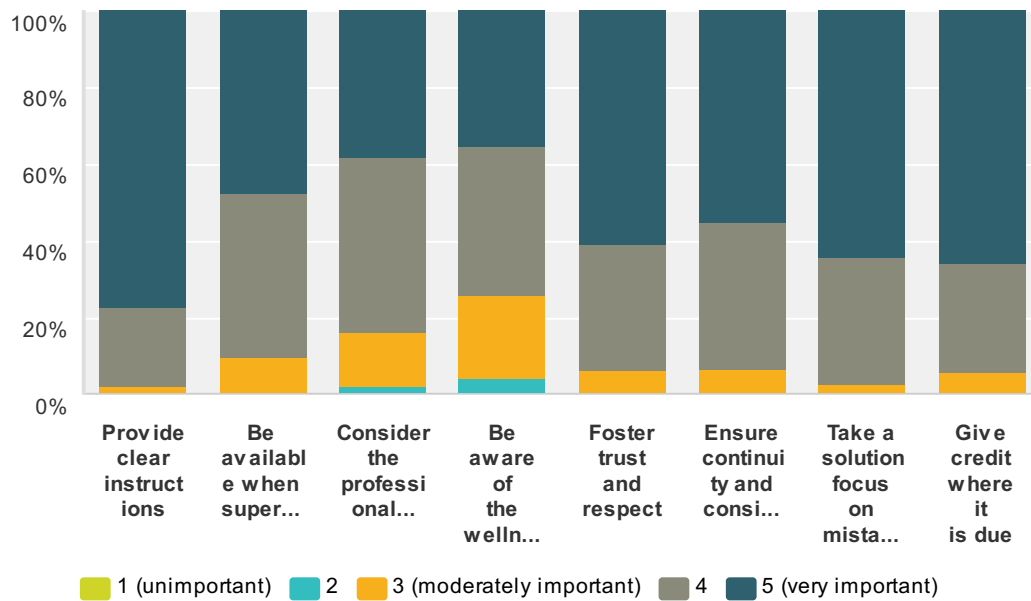
Answered: 146 Skipped: 56



	Yes	No	Possibly	Total
By making it known that people can see them about any issue	94.52% 138	1.37% 2	4.11% 6	146
By making it known that people can ask to see them at any time	85.62% 125	3.42% 5	10.96% 16	146
Being known to give constructive feedback where possible	94.52% 138	0.68% 1	4.79% 7	146
Being known to deal with problems quickly	84.25% 123	2.74% 4	13.01% 19	146
Being known to help supervisees deal with problems themselves	80.69% 117	5.52% 8	13.79% 20	145

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

Answered: 146 Skipped: 56

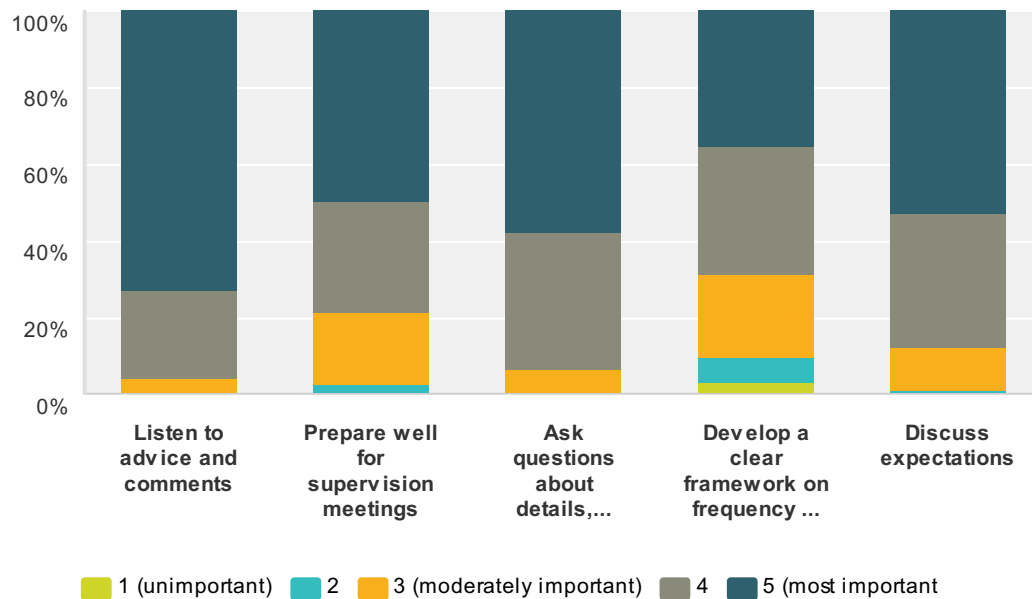


	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Provide clear instructions	0% 0	0% 0	2.05% 3	20.55% 30	77.40% 113	146
Be available when supervisees need help or direction	0% 0	0% 0	9.59% 14	42.47% 62	47.95% 70	146
Consider the professional development of their supervisees	0% 0	2.05% 3	14.38% 21	45.21% 66	38.36% 56	146
Be aware of the wellness of their supervisees	0% 0	4.14% 6	21.38% 31	39.31% 57	35.17% 51	145
Foster trust and respect	0% 0	0% 0	6.16% 9	32.88% 48	60.96% 89	146
Ensure continuity and consistency	0% 0	0% 0	6.85% 10	37.67% 55	55.48% 81	146
Take a solution focus on mistakes (rather than blame)	0% 0	0% 0	2.76% 4	33.10% 48	64.14% 93	145
Give credit where it is due	0% 0	0% 0	5.48% 8	28.77% 42	65.75% 96	146

Q57 How can supervisees contribute to their being effectively supervised?

Supervisees can make sure they

Answered: 147 Skipped: 55



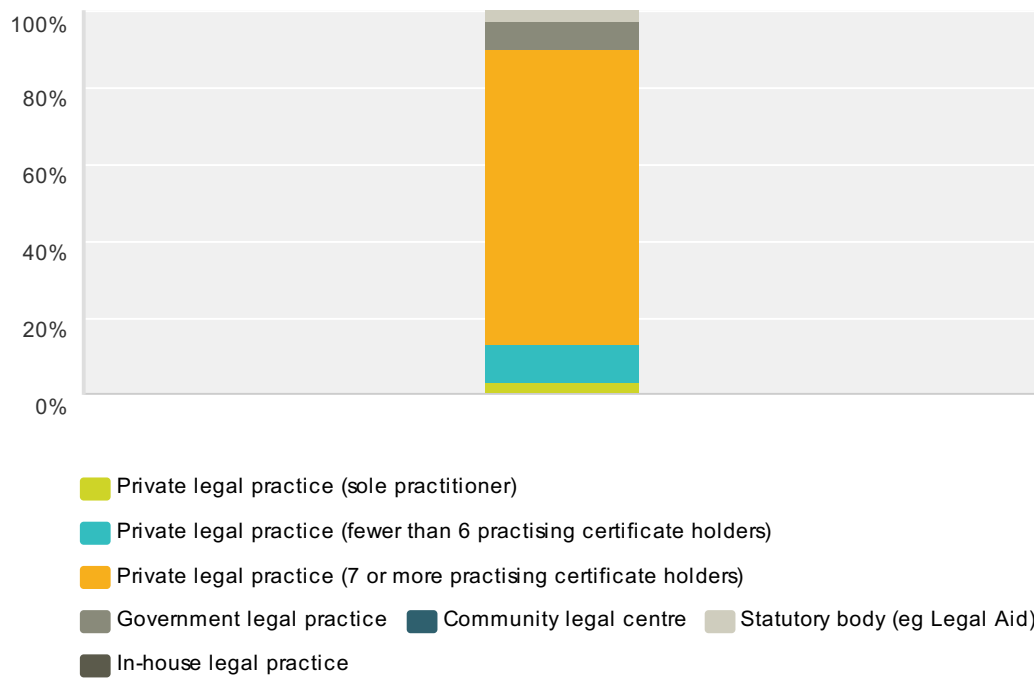
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Listen to advice and comments	0% 0	0% 0	4.11% 6	23.29% 34	72.60% 106	146
Prepare well for supervision meetings	0% 0	2.72% 4	18.37% 27	29.25% 43	49.66% 73	147
Ask questions about details, timelines, priorities	0% 0	0% 0	6.85% 10	35.62% 52	57.53% 84	146
Develop a clear framework on frequency of meetings	3.40% 5	6.12% 9	21.77% 32	33.33% 49	35.37% 52	147
Discuss expectations	0% 0	1.37% 2	10.96% 16	34.93% 51	52.74% 77	146

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

Answered: 69 Skipped: 133

Q59 What best describes the legal practice where you work?

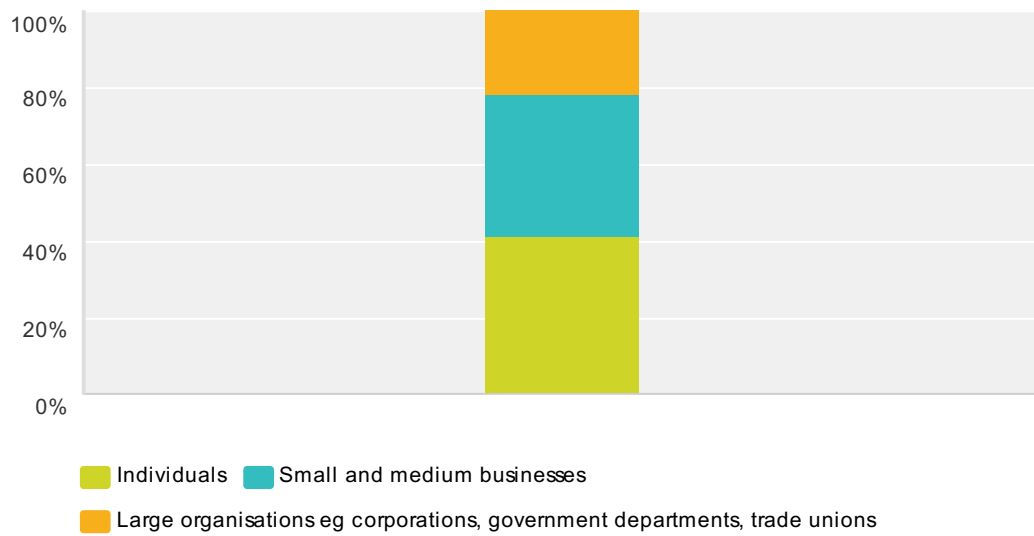
Answered: 145 Skipped: 57



Answer Choices	Responses	
Private legal practice (sole practitioner)	3.45%	5
Private legal practice (fewer than 6 practising certificate holders)	9.66%	14
Private legal practice (7 or more practising certificate holders)	76.55%	111
Government legal practice	7.59%	11
Community legal centre	0%	0
Statutory body (eg Legal Aid)	2.76%	4
In-house legal practice	0%	0
Total		145

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

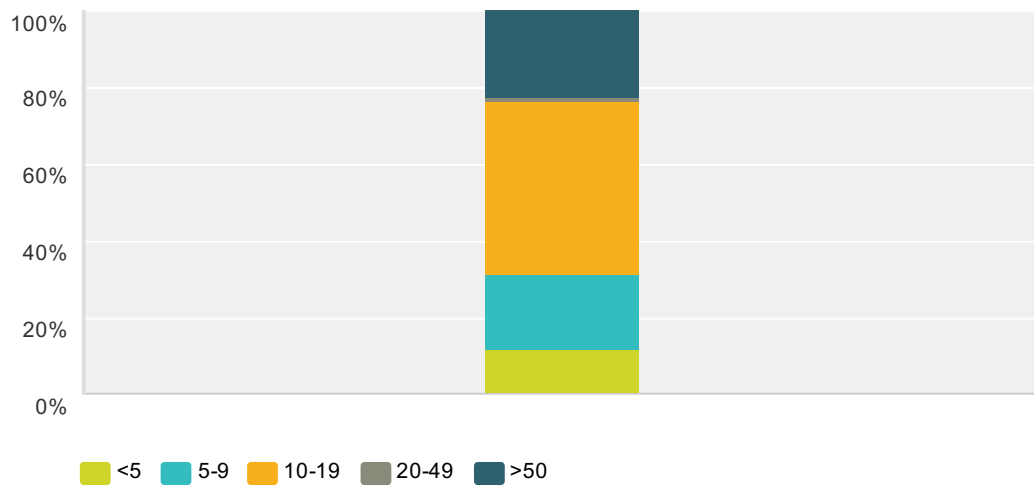
Answered: 129 Skipped: 73



Answer Choices	Responses	
Individuals	41.09%	53
Small and medium businesses	37.21%	48
Large organisations eg corporations, government departments, trade unions	21.71%	28
Total		129

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

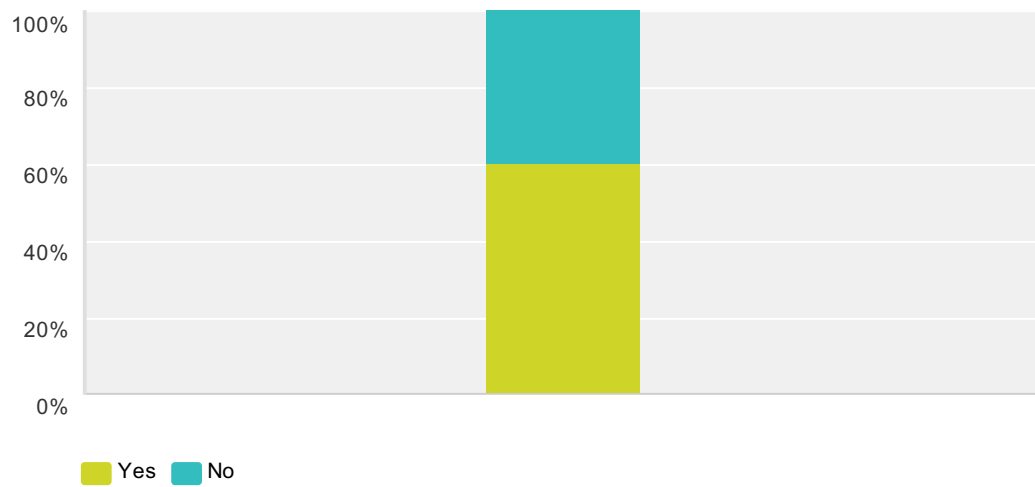
Answered: 142 Skipped: 60



Answer Choices	Responses	
<5	11.97%	17
5-9	19.01%	27
10-19	45.07%	64
20-49	1.41%	2
>50	22.54%	32
Total		142

Q62 Is your law practice an incorporated legal practice?

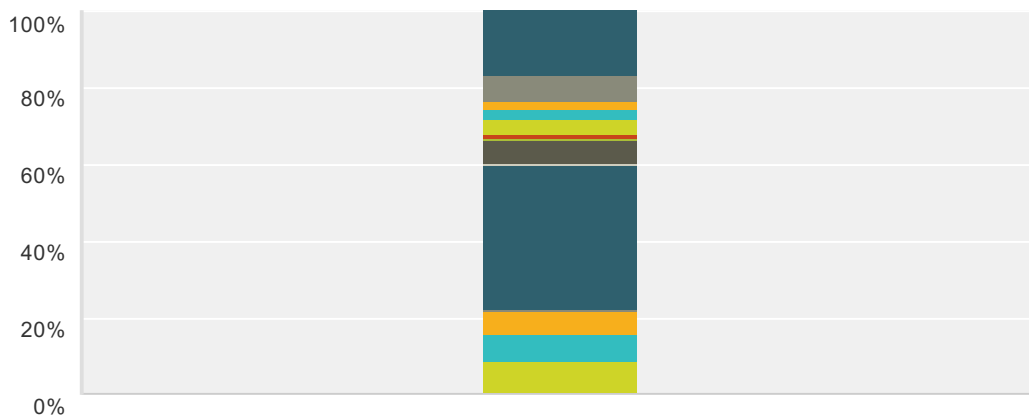
Answered: 140 Skipped: 62



Answer Choices	Responses	
Yes	60%	84
No	40%	56
Total		140

Q63 What best describes your role in the practice?

Answered: 139 Skipped: 63



■ 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

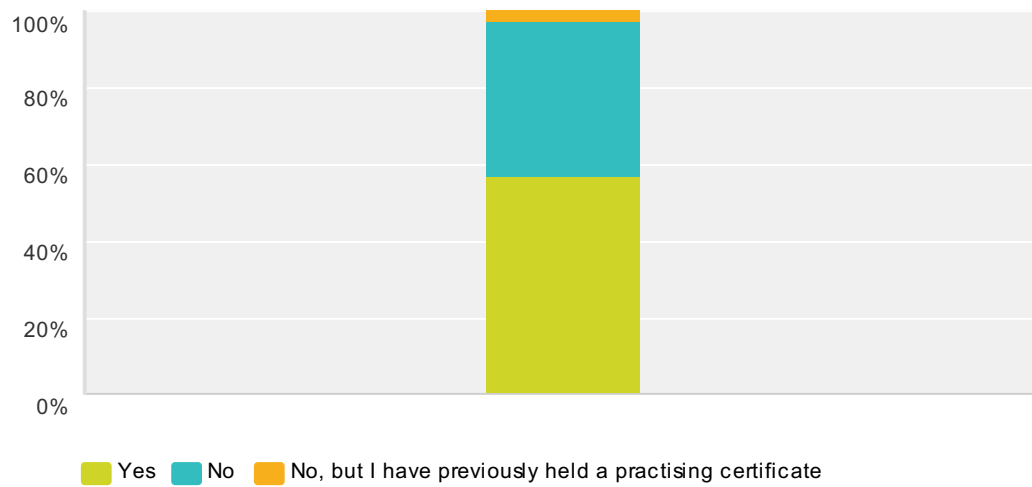
Answer Choices	Responses	
Law firm partner	8.63%	12
Legal practitioner director (ILPs only)	7.19%	10
Sole practitioner	5.76%	8
Sole practitioner (ILP)	0.72%	1
Employed solicitor	37.41%	52
Government legal officer (with practising certificate)	0.72%	1
Government legal officer (without practising certificate)	5.76%	8
Statutory authority lawyer (with practising certificate)	0.72%	1
Statutory authority lawyer (without practising certificate)	0.72%	1
In house/corporate lawyer	0%	0
Trainee solicitor	4.32%	6
Fee-earner without practising certificate	2.16%	3
Conveyancing clerk	2.16%	3
Administrative Manager	7.19%	10
Legal secretary	16.55%	23
Volunteer to a CLC	0%	0

Supervision Practices Check 2013

Total	139
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Q64 Do you have a current practising certificate?

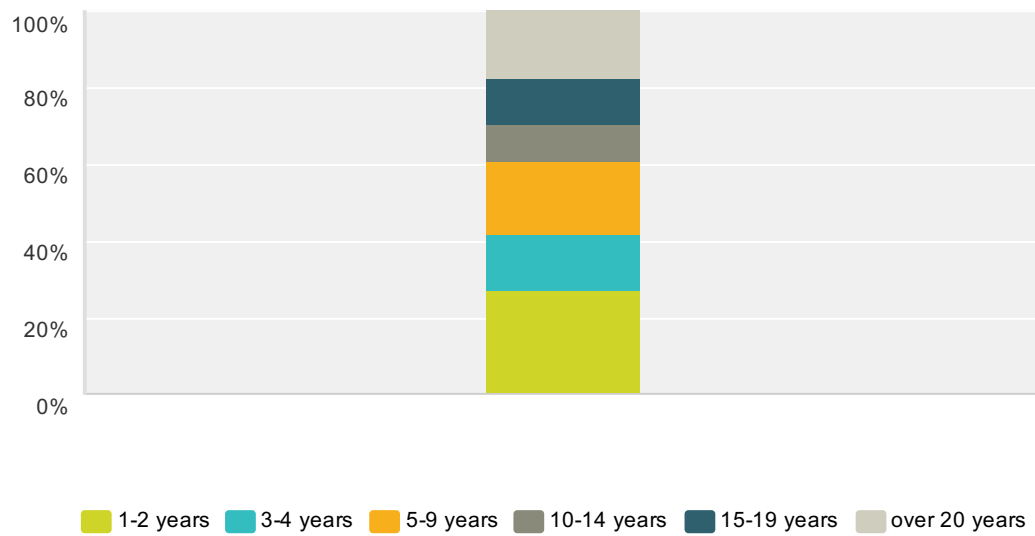
Answered: 150 Skipped: 52



Answer Choices	Responses	
Yes	56.67%	85
No	40.67%	61
No, but I have previously held a practising certificate	2.67%	4
Total		150

Q65 For how long have you had a practising certificate?

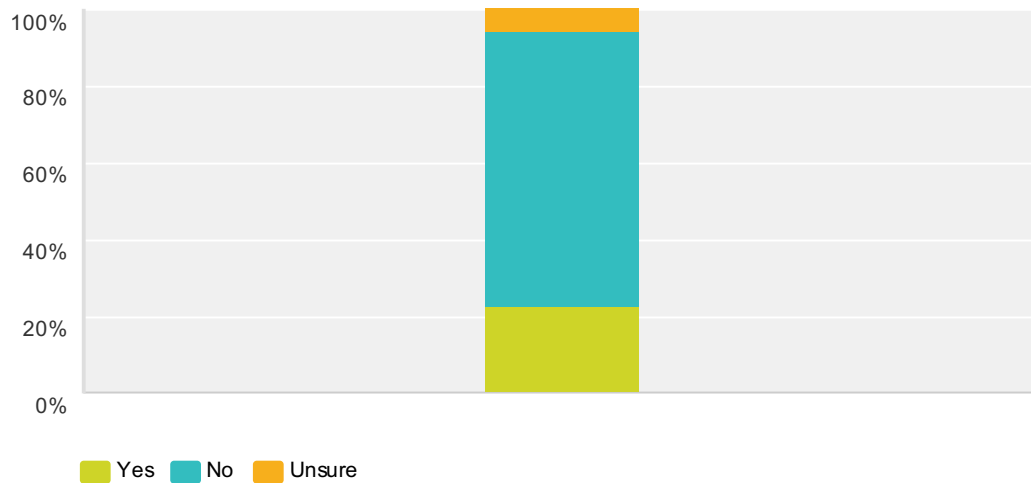
Answered: 84 Skipped: 118



Answer Choices	Responses	
1-2 years	27.38%	23
3-4 years	14.29%	12
5-9 years	19.05%	16
10-14 years	9.52%	8
15-19 years	11.90%	10
over 20 years	17.86%	15
Total		84

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?

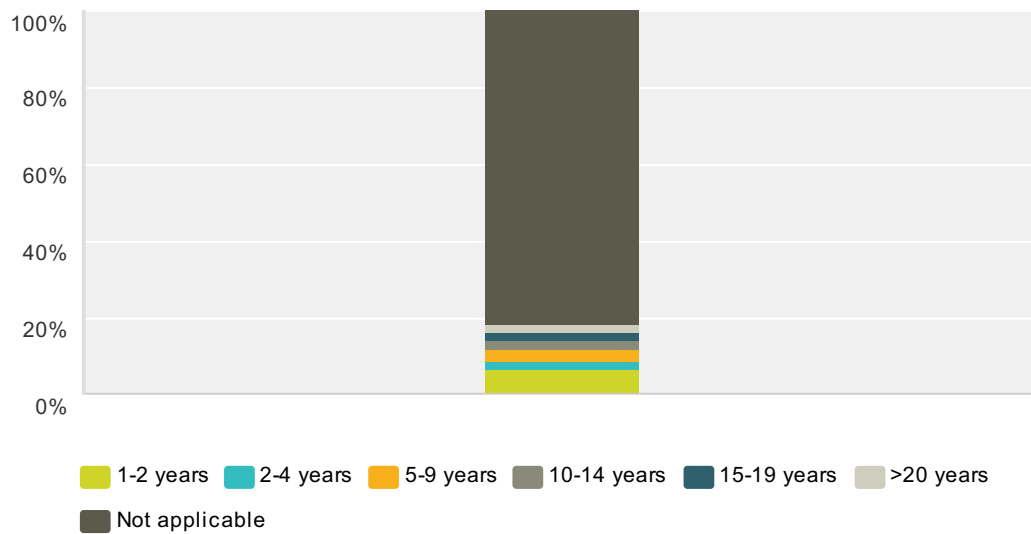
Answered: 84 Skipped: 118



Answer Choices	Responses	
Yes	22.62%	19
No	71.43%	60
Unsure	5.95%	5
Total		84

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

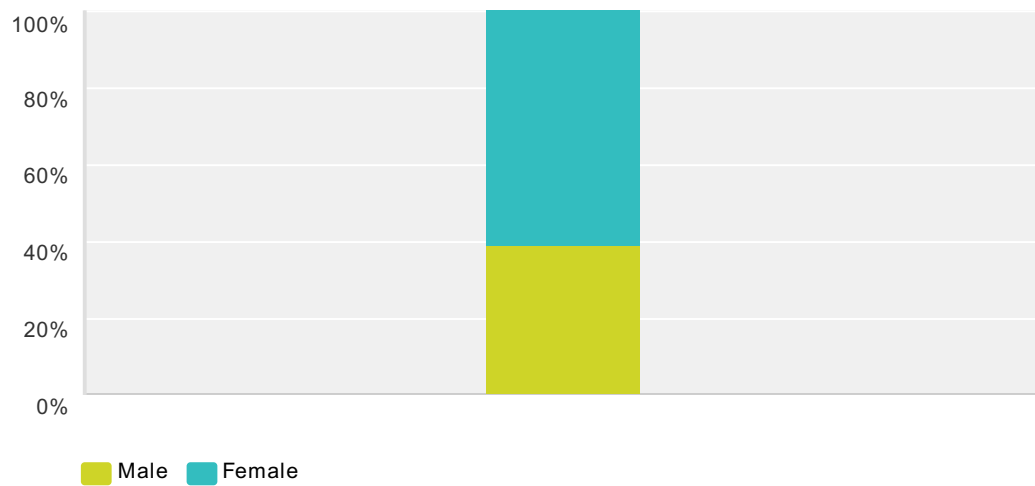
Answered: 104 Skipped: 98



Answer Choices	Responses
1-2 years	6.73% 7
2-4 years	1.92% 2
5-9 years	2.88% 3
10-14 years	2.88% 3
15-19 years	1.92% 2
>20 years	1.92% 2
Not applicable	81.73% 85
Total	104

Q68 What is your gender?

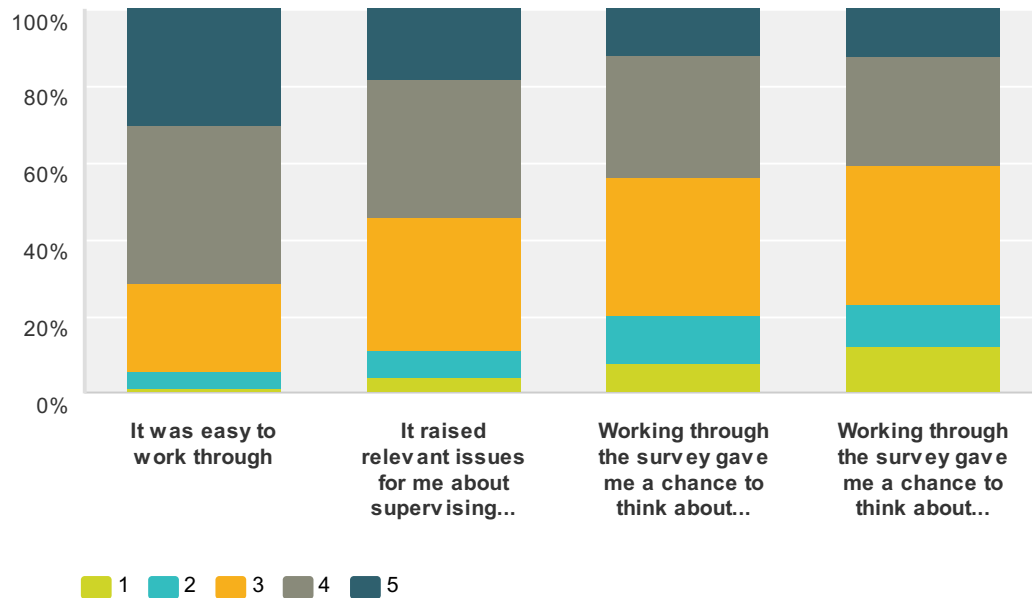
Answered: 148 Skipped: 54



Answer Choices	Responses	
Male	38.51%	57
Female	61.49%	91
Total		148

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: 143 Skipped: 59



	1	2	3	4	5	Total
It was easy to work through	1.40% 2	4.20% 6	23.08% 33	41.26% 59	30.07% 43	143
It raised relevant issues for me about supervising and/or being supervised	4.23% 6	7.04% 10	34.51% 49	35.92% 51	18.31% 26	142
Working through the survey gave me a chance to think about changes I would make to the way I supervise	7.86% 11	12.14% 17	36.43% 51	31.43% 44	12.14% 17	140
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	12.32% 17	10.87% 15	36.23% 50	28.26% 39	12.32% 17	138