

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

	What is your gender?		
	Male	Female	Response Totals
Yes	100.0% (137)	96.6% (259)	97.8% (396)
No	0.0% (0)	3.4% (9)	2.2% (9)
answered question	137	268	405
skipped question			5

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

	What is your gender?		
	Male	Female	Response Count
	138 replies	261 replies	399
answered question	138	261	399
skipped question			11

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

	What is your gender?		
	Male	Female	Response Totals
Private legal practice (sole practitioner)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (2-3 fee-earners)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (4-12 fee-earners)	6.6% (9)	3.8% (10)	4.7% (19)
Private legal practice (13-50 fee-earners)	47.4% (65)	43.8% (116)	45.0% (181)
Private legal practice (over 50 fee-earners)	35.8% (49)	34.7% (92)	35.1% (141)
Government legal practice	10.2% (14)	17.7% (47)	15.2% (61)
Community legal centre	0.0% (0)	0.0% (0)	0.0% (0)
In-house legal practice	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	2 replies	5 replies	7
answered question	137	265	402
skipped question			8

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

	What is your gender?		
	Male	Female	Response Totals
<5	0.7% (1)	1.2% (3)	1.0% (4)
5-9	10.4% (14)	7.9% (20)	8.8% (34)
10-19	22.4% (30)	27.2% (69)	25.5% (99)
20-49	24.6% (33)	16.9% (43)	19.6% (76)
>50	41.8% (56)	46.9% (119)	45.1% (175)
answered question	134	254	388
skipped question			22

5. Is your law practice an incorporated legal practice?

	What is your gender?		
	Male	Female	Response Totals
Yes	53.6% (74)	54.2% (141)	54.0% (215)
No	46.4% (64)	45.8% (119)	46.0% (183)
answered question	138	260	398
skipped question			12

6. What best describes your role in the practice?

	What is your gender?		
	Male	Female	Response Totals
Law firm partner	14.3% (19)	4.1% (10)	7.7% (29)
Legal practitioner director (ILPs only)	14.3% (19)	0.4% (1)	5.3% (20)
Sole practitioner	0.0% (0)	0.0% (0)	0.0% (0)
Sole practitioner (ILP)	0.0% (0)	0.0% (0)	0.0% (0)
Employed solicitor	49.6% (66)	41.8% (102)	44.6% (168)
Government legal officer	5.3% (7)	9.8% (24)	8.2% (31)
Trainee solicitor	6.8% (9)	5.7% (14)	6.1% (23)
Fee-earner without practising certificate	5.3% (7)	8.2% (20)	7.2% (27)
Conveyancing clerk	0.8% (1)	6.6% (16)	4.5% (17)
Administrative Manager	2.3% (3)	6.6% (16)	5.0% (19)
Legal secretary	1.5% (2)	16.8% (41)	11.4% (43)
Volunteer to a CLC	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	6 replies	27 replies	33
answered question	133	244	377
skipped question			33

7. Do you have a current practising certificate?

	What is your gender?		
	Male	Female	Response Totals
Yes	78.8% (108)	48.7% (130)	58.9% (238)
No	19.7% (27)	47.2% (126)	37.9% (153)
No, but I have previously held a practising certificate	1.5% (2)	4.1% (11)	3.2% (13)
answered question	137	267	404
skipped question			6

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

	What is your gender?		
	Male	Female	Response Totals
1-2 years	16.7% (18)	32.0% (41)	25.0% (59)
3-4 years	14.8% (16)	23.4% (30)	19.5% (46)
5-9 years	19.4% (21)	24.2% (31)	22.0% (52)
10-14 years	9.3% (10)	9.4% (12)	9.3% (22)
15-19 years	10.2% (11)	6.3% (8)	8.1% (19)
over 20 years	29.6% (32)	4.7% (6)	16.1% (38)
answered question	108	128	236
skipped question			174

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

	What is your gender?		
	Male	Female	Response Totals
1-2 years	12.9% (12)	13.2% (23)	13.1% (35)
2-4 years	1.1% (1)	5.2% (9)	3.7% (10)
5-9 years	0.0% (0)	8.0% (14)	5.2% (14)
10-14 years	1.1% (1)	1.7% (3)	1.5% (4)
15-19 years	1.1% (1)	0.6% (1)	0.7% (2)
>20 years	3.2% (3)	1.7% (3)	2.2% (6)
Not applicable	80.6% (75)	69.5% (121)	73.4% (196)
answered question	93	174	267
skipped question			143

10. What is your gender?			
	What is your gender?		
	Male	Female	Response Totals
Male	100.0% (139)	0.0% (0)	33.9% (139)
Female	0.0% (0)	100.0% (271)	66.1% (271)
answered question	139	271	410
skipped question			0

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

		What is your gender?		
		Male	Female	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	0.7% (1)	0.4% (1)	
	Neutral	2.9% (4)	3.7% (10)	
	Important	36.8% (50)	37.3% (100)	
	Very important	59.6% (81)	58.6% (157)	
		136	268	404
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	Not very important	0.0% (0)	0.0% (0)	
	Neutral	1.5% (2)	1.9% (5)	
	Important	23.4% (32)	24.6% (66)	
	Very important	75.2% (103)	73.5% (197)	
		137	268	405
Fostering resilience	Not very important	0.0% (0)	1.5% (4)	
	Neutral	27.0% (37)	17.7% (47)	
	Important	43.8% (60)	53.0% (141)	
	Very important	29.2% (40)	27.8% (74)	
		137	266	403
Risk management	Not very important	0.0% (0)	0.7% (2)	

	Neutral	1.5% (2)	4.5% (12)	
	Important	30.7% (42)	29.6% (79)	
	Very important	67.9% (93)	65.2% (174)	
		137	267	404
Identifying and supporting staff facing personal difficulties	Not very important	0.7% (1)	1.9% (5)	
	Neutral	9.6% (13)	13.5% (36)	
	Important	52.2% (71)	45.3% (121)	
	Very important	37.5% (51)	39.3% (105)	
		136	267	403
Mentoring junior staff	Not very important	0.7% (1)	0.7% (2)	
	Neutral	2.9% (4)	3.7% (10)	
	Important	42.3% (58)	32.1% (86)	
	Very important	54.0% (74)	63.4% (170)	
		137	268	405
Monitoring workloads	Not very important	0.7% (1)	0.7% (2)	
	Neutral	2.9% (4)	4.1% (11)	
	Important	54.4% (74)	35.2% (94)	
	Very important	41.9% (57)	59.9% (160)	
		136	267	403

Promoting ethical practices	Not very important	0.7% (1)	0.4% (1)	
	Neutral	3.6% (5)	3.4% (9)	
	Important	29.9% (41)	25.1% (67)	
	Very important	65.7% (90)	71.2% (190)	
		137	267	404
Discouraging bad workplace conduct such as bullying	Not very important	0.7% (1)	0.8% (2)	
	Neutral	4.5% (6)	5.4% (14)	
	Important	33.6% (45)	25.0% (65)	
	Very important	61.2% (82)	68.8% (179)	
		134	260	394
Please describe if your organization has other aims for supervision		6 replies	2 replies	8
answered question		137	268	405
skipped question				5

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

	What is your gender?		
	Male	Female	Response Totals
Both - I supervise others, and I am supervised by others	34.8% (48)	34.3% (92)	34.5% (140)
I supervise others	31.2% (43)	6.7% (18)	15.0% (61)
I am supervised by others	34.1% (47)	59.0% (158)	50.5% (205)
answered question	138	268	406
skipped question			4

13. How long have you been a supervisor?

	What is your gender?		
	Male	Female	Response Totals
<1 year	11.5% (10)	21.7% (23)	17.1% (33)
1-2 years	11.5% (10)	27.4% (29)	20.2% (39)
3-4 years	12.6% (11)	15.1% (16)	14.0% (27)
5-6 years	6.9% (6)	5.7% (6)	6.2% (12)
>6 years	57.5% (50)	30.2% (32)	42.5% (82)
answered question	87	106	193
skipped question			217

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

		What is your gender?		
		Male	Female	Response Totals
Legal staff	1-2	58.3% (42)	59.4% (38)	
	3-4	23.6% (17)	20.3% (13)	
	5-6	5.6% (4)	7.8% (5)	
	7-9	4.2% (3)	1.6% (1)	
	10-14	4.2% (3)	6.3% (4)	
	15-20	1.4% (1)	1.6% (1)	
	>20	2.8% (2)	3.1% (2)	
		72	64	136
Administrative staff	1-2	75.7% (53)	72.0% (59)	
	3-4	14.3% (10)	11.0% (9)	
	5-6	4.3% (3)	8.5% (7)	
	7-9	2.9% (2)	3.7% (3)	
	10-14	0.0% (0)	4.9% (4)	
	15-20	0.0% (0)	0.0% (0)	
	>20	2.9% (2)	0.0% (0)	
		70	82	152

Fee-earning staff who are not pc holders	1-2	82.9% (29)	80.6% (25)	
	3-4	14.3% (5)	9.7% (3)	
	5-6	2.9% (1)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	3.2% (1)	
	15-20	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	6.5% (2)	
		35	31	66
Other (eg consultants or contractors)	1-2	75.0% (6)	80.0% (4)	
	3-4	12.5% (1)	20.0% (1)	
	5-6	12.5% (1)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	0.0% (0)	
		8	5	13
answered question		87	105	192
skipped question				218

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

	What is your gender?		
	Male	Female	Response Totals
Yes	72.1% (62)	74.0% (77)	73.2% (139)
No	27.9% (24)	26.0% (27)	26.8% (51)
If "yes" please describe how you share supervisory responsibilities	45 replies	50 replies	95
answered question	86	104	190
skipped question			220

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

	What is your gender?		
	Male	Female	Response Totals
<10%	17.2% (15)	20.8% (22)	19.2% (37)
10-20%	36.8% (32)	19.8% (21)	27.5% (53)
20-30%	21.8% (19)	26.4% (28)	24.4% (47)
30-40%	13.8% (12)	15.1% (16)	14.5% (28)
40-50%	5.7% (5)	8.5% (9)	7.3% (14)
50-60%	2.3% (2)	2.8% (3)	2.6% (5)
60-70%	2.3% (2)	1.9% (2)	2.1% (4)
70-80%	0.0% (0)	1.9% (2)	1.0% (2)
>80%	0.0% (0)	2.8% (3)	1.6% (3)
answered question	87	106	193
skipped question			217

17. What do you prioritize when you schedule your duties? Do you prioritize			
	What is your gender?		
	Male	Female	Response Totals
Your fee-earning duties	64.4% (56)	63.0% (63)	63.6% (119)
Your supervision duties	35.6% (31)	37.0% (37)	36.4% (68)
answered question	87	100	187
skipped question			223

18. Would you describe your supervision activities as primarily			
	What is your gender?		
	Male	Female	Response Totals
proactive	75.9% (66)	78.8% (82)	77.5% (148)
reactive	24.1% (21)	21.2% (22)	22.5% (43)
answered question	87	104	191
skipped question			219

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

	What is your gender?		
	Male	Female	Response Totals
Your individual performance	26.7% (23)	24.5% (26)	25.5% (49)
Your team's performance	73.3% (63)	75.5% (80)	74.5% (143)
answered question	86	106	192
skipped question			218

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

	What is your gender?		
	Male	Female	Response Totals
My firm allocates time to me for my supervision responsibilities	25.6% (22)	28.0% (28)	26.9% (50)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	41.9% (36)	28.0% (28)	34.4% (64)
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)	52.3% (45)	40.0% (40)	45.7% (85)
Time for supervision is not structured into a daily work schedule	43.0% (37)	48.0% (48)	45.7% (85)
It is up to me to find spare time for supervision	30.2% (26)	30.0% (30)	30.1% (56)
Other (please specify)	6 replies	7 replies	13
answered question	86	100	186
skipped question			224

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

	What is your gender?		
	Male	Female	Response Totals
By emulating my current supervisor	19.5% (17)	28.8% (30)	24.6% (47)
By emulating a previous supervisor	42.5% (37)	39.4% (41)	40.8% (78)
By watching others	37.9% (33)	39.4% (41)	38.7% (74)
By trial and error	51.7% (45)	33.7% (35)	41.9% (80)
By following my firm's policies and procedures	46.0% (40)	52.9% (55)	49.7% (95)
By responding to the needs or expressed preferences of my supervisees	69.0% (60)	66.3% (69)	67.5% (129)
Are there any other ways in which you developed your supervision practices?	10 replies	14 replies	24
answered question	87	104	191
skipped question			219

22. Have you ever had training in supervision?

	What is your gender?		
	Male	Female	Response Totals
Yes	41.2% (35)	48.5% (50)	45.2% (85)
No	58.8% (50)	51.5% (53)	54.8% (103)
answered question	85	103	188
skipped question			222

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

	What is your gender?		
	Male	Female	Response Totals
In-house formal training provided by my firm	35.7% (20)	52.3% (34)	44.6% (54)
In-house informal discussions generally in response to problems seen as supervision issues	53.6% (30)	60.0% (39)	57.0% (69)
External formal training at regular intervals	8.9% (5)	9.2% (6)	9.1% (11)
External formal training at irregular intervals when available	39.3% (22)	29.2% (19)	33.9% (41)
I regularly read publications and attend workshops on supervision	12.5% (7)	16.9% (11)	14.9% (18)
Reading management literature	44.6% (25)	43.1% (28)	43.8% (53)
Other (please specify)	1 reply	7 replies	8
answered question	56	65	121
skipped question			289

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

	What is your gender?		
	Male	Female	Response Totals
In-house formal	25.6% (20)	37.5% (33)	31.9% (53)
In-house informal, such as ad hoc discussions in response to problems arising	24.4% (19)	34.1% (30)	29.5% (49)
External formal training given regularly by a dedicated service provider	37.2% (29)	29.5% (26)	33.1% (55)
External informal, for example professional seminars on supervision related topics	39.7% (31)	39.8% (35)	39.8% (66)
Reading management literature	12.8% (10)	17.0% (15)	15.1% (25)
I do not need further training in supervision	17.9% (14)	11.4% (10)	14.5% (24)
Other (please specify)	0 replies	1 reply	1
answered question	78	88	166
skipped question			244

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

	What is your gender?		
	Male	Female	Response Totals
Much less	1.2% (1)	2.0% (2)	1.6% (3)
Less	15.3% (13)	23.5% (24)	19.8% (37)
No difference	48.2% (41)	47.1% (48)	47.6% (89)
More	30.6% (26)	22.5% (23)	26.2% (49)
Much more	4.7% (4)	4.9% (5)	4.8% (9)
answered question	85	102	187
skipped question			223

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

	What is your gender?		
	Male	Female	Response Totals
The person	54.7% (47)	69.9% (72)	63.0% (119)
The file	45.3% (39)	30.1% (31)	37.0% (70)
answered question	86	103	189
skipped question			221

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

	What is your gender?		
	Male	Female	Response Totals
The outcomes of my supervisees' work	90.6% (77)	90.3% (93)	90.4% (170)
My firm's evaluation of my supervision skills	8.2% (7)	19.4% (20)	14.4% (27)
Feedback from management within the firm	28.2% (24)	40.8% (42)	35.1% (66)
Feedback from clients	63.5% (54)	40.8% (42)	51.1% (96)
Feedback from my supervisees	69.4% (59)	61.2% (63)	64.9% (122)
Other (please specify)	0 replies	1 reply	1
answered question	85	103	188
skipped question			222

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

		What is your gender?		
		Male	Female	Response Totals
Application of legal reasoning	To a great extent	67.1% (57)	53.1% (52)	
	To a moderate extent	28.2% (24)	32.7% (32)	
	To a lesser extent	3.5% (3)	7.1% (7)	
	Not at all	1.2% (1)	7.1% (7)	
		85	98	183
Compliance with your firm's systems	To a great extent	43.0% (37)	55.6% (55)	
	To a moderate extent	45.3% (39)	27.3% (27)	
	To a lesser extent	11.6% (10)	15.2% (15)	
	Not at all	0.0% (0)	2.0% (2)	
		86	99	185
How your supervisee is coping	To a great extent	34.9% (30)	57.4% (58)	
	To a moderate extent	52.3% (45)	35.6% (36)	
	To a lesser extent	12.8% (11)	5.9% (6)	
	Not at all	0.0% (0)	1.0% (1)	
		86	101	187
Timely processing of matters	To a great extent	59.3% (51)	67.3% (68)	

	To a moderate extent	38.4% (33)	27.7% (28)	
	To a lesser extent	2.3% (2)	5.0% (5)	
	Not at all	0.0% (0)	0.0% (0)	
		86	101	187
Ethical behaviour	To a great extent	66.3% (57)	71.3% (72)	
	To a moderate extent	29.1% (25)	19.8% (20)	
	To a lesser extent	4.7% (4)	8.9% (9)	
	Not at all	0.0% (0)	0.0% (0)	
		86	101	187
Potential risks	To a great extent	67.4% (58)	73.3% (74)	
	To a moderate extent	30.2% (26)	19.8% (20)	
	To a lesser extent	2.3% (2)	6.9% (7)	
	Not at all	0.0% (0)	0.0% (0)	
		86	101	187
Productivity and time recording	To a great extent	19.8% (17)	37.0% (37)	
	To a moderate extent	51.2% (44)	41.0% (41)	
	To a lesser extent	26.7% (23)	17.0% (17)	
	Not at all	2.3% (2)	5.0% (5)	
		86	100	186

Billing	To a great extent	20.9% (18)	22.7% (22)	
	To a moderate extent	48.8% (42)	41.2% (40)	
	To a lesser extent	27.9% (24)	20.6% (20)	
	Not at all	2.3% (2)	15.5% (15)	
		86	97	183
Client relationship management and service	To a great extent	65.4% (53)	69.8% (67)	
	To a moderate extent	24.7% (20)	19.8% (19)	
	To a lesser extent	8.6% (7)	7.3% (7)	
	Not at all	1.2% (1)	3.1% (3)	
		81	96	177
Other (please specify)		0 replies	4 replies	4
answered question		86	101	187
skipped question				223

29. Do you view supervision principally as

		What is your gender?		
		Male	Female	Response Totals
A management tool	Yes	82.9% (63)	86.5% (77)	
	No	17.1% (13)	13.5% (12)	
		76	89	165
A legal responsibility	Yes	86.7% (65)	80.5% (70)	
	No	13.3% (10)	19.5% (17)	
		75	87	162
An educational tool	Yes	97.2% (70)	90.4% (85)	
	No	2.8% (2)	9.6% (9)	
		72	94	166
A mentoring tool	Yes	95.0% (76)	93.7% (89)	
	No	5.0% (4)	6.3% (6)	
		80	95	175
A means of identifying and confronting problems that arise in your supervisees' work	Yes	93.1% (67)	93.3% (84)	
	No	6.9% (5)	6.7% (6)	
		72	90	162
Additional to your main role	Yes	60.9% (39)	67.4% (58)	
	No	39.1% (25)	32.6% (28)	

	64	86	150
Please comment on your main reason for viewing supervision in the above way or ways	14 replies	14 replies	28
answered question	86	102	188
skipped question			222

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

	What is your gender?		
	Male	Female	Response Totals
Yes	19.7% (15)	22.4% (22)	21.3% (37)
No	11.8% (9)	16.3% (16)	14.4% (25)
Somewhat	27.6% (21)	45.9% (45)	37.9% (66)
Not applicable	40.8% (31)	15.3% (15)	26.4% (46)
If they differ, in what ways do they differ?	6 replies	22 replies	28
answered question	76	98	174
skipped question			236

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

		What is your gender?		
		Male	Female	Response Totals
I help my supervisees to develop technical skills	Yes	93.0% (80)	88.0% (88)	
	No	0.0% (0)	2.0% (2)	
	To a limited extent	7.0% (6)	10.0% (10)	
		86	100	186
I provide both positive and constructive critical feedback	Yes	98.8% (85)	96.0% (97)	
	No	0.0% (0)	1.0% (1)	
	To a limited extent	1.2% (1)	3.0% (3)	
		86	101	187
I work collaboratively with my supervisees	Yes	82.4% (70)	90.2% (92)	
	No	1.2% (1)	2.9% (3)	
	To a limited extent	16.5% (14)	6.9% (7)	
		85	102	187
I contribute to the personal growth of my supervisees	Yes	64.3% (54)	65.0% (65)	
	No	7.1% (6)	10.0% (10)	
	To a limited extent	28.6% (24)	25.0% (25)	

		84	100	184
I teach my supervisees to become lawyers	Yes	70.6% (60)	46.3% (44)	
	No	12.9% (11)	36.8% (35)	
	To a limited extent	16.5% (14)	16.8% (16)	
		85	95	180
I focus on solving critical issues and problems that arise for my supervisees	Yes	80.0% (68)	82.7% (81)	
	No	8.2% (7)	6.1% (6)	
	To a limited extent	11.8% (10)	11.2% (11)	
		85	98	183
I teach my supervisees about being ethical	Yes	81.2% (69)	69.4% (68)	
	No	2.4% (2)	11.2% (11)	
	To a limited extent	16.5% (14)	19.4% (19)	
		85	98	183
I provide emotional support to my supervisees	Yes	32.9% (28)	50.5% (51)	
	No	22.4% (19)	12.9% (13)	
	To a limited extent	44.7% (38)	36.6% (37)	
		85	101	186
I maintain a professional distance from my supervisees	Yes	59.3% (51)	39.4% (39)	

	No	12.8% (11)	30.3% (30)	
	To a limited extent	27.9% (24)	30.3% (30)	
		86	99	185
I demonstrate patience and flexibility with my supervisees	Yes	75.3% (64)	91.1% (92)	
	No	4.7% (4)	2.0% (2)	
	To a limited extent	20.0% (17)	6.9% (7)	
		85	101	186
I demonstrate openness and honesty in my work	Yes	95.3% (81)	99.0% (100)	
	No	1.2% (1)	0.0% (0)	
	To a limited extent	3.5% (3)	1.0% (1)	
		85	101	186
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	95.2% (80)	97.0% (98)	
	No	1.2% (1)	0.0% (0)	
	To a limited extent	3.6% (3)	3.0% (3)	
		84	101	185
I closely manage cases	Yes	55.3% (47)	49.0% (48)	
	No	10.6% (9)	21.4% (21)	
	To a limited extent	34.1% (29)	29.6% (29)	

		85	98	183
I safeguard the interests of the client	Yes	90.6% (77)	90.8% (89)	
	No	2.4% (2)	4.1% (4)	
	To a limited extent	7.1% (6)	5.1% (5)	
		85	98	183
I pass on my knowledge and experience to my supervisees	Yes	94.2% (81)	96.0% (97)	
	No	1.2% (1)	0.0% (0)	
	To a limited extent	4.7% (4)	4.0% (4)	
		86	101	187
answered question		86	102	188
skipped question				222

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

		What is your gender?		
		Male	Female	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	1 (rarely)	38.4% (33)	46.5% (46)	
	2	20.9% (18)	8.1% (8)	
	3	11.6% (10)	9.1% (9)	
	4	8.1% (7)	10.1% (10)	
	5	7.0% (6)	14.1% (14)	
	6	7.0% (6)	5.1% (5)	
	7 (often)	7.0% (6)	7.1% (7)	
		86	99	185
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	1 (rarely)	26.7% (23)	44.0% (44)	
	2	23.3% (20)	9.0% (9)	
	3	17.4% (15)	11.0% (11)	
	4	17.4% (15)	16.0% (16)	
	5	7.0% (6)	12.0% (12)	
	6	2.3% (2)	4.0% (4)	
	7	5.8%	4.0%	

	(often)	(5)	(4)	
		86	100	186
Inadequate practice management systems (IT and others)	1 (rarely)	38.8% (33)	49.0% (49)	
	2	21.2% (18)	19.0% (19)	
	3	14.1% (12)	13.0% (13)	
	4	11.8% (10)	8.0% (8)	
	5	4.7% (4)	5.0% (5)	
	6	4.7% (4)	1.0% (1)	
	7 (often)	4.7% (4)	5.0% (5)	
		85	100	185
Having insufficient time for supervision	1 (rarely)	10.6% (9)	15.2% (15)	
	2	16.5% (14)	14.1% (14)	
	3	12.9% (11)	12.1% (12)	
	4	24.7% (21)	21.2% (21)	
	5	18.8% (16)	16.2% (16)	
	6	8.2% (7)	10.1% (10)	
	7 (often)	8.2% (7)	11.1% (11)	
		85	99	184
Having limited interest in managing or supervising others	1 (rarely)	47.6% (40)	58.6% (58)	
		27.4%	20.2%	

	2	(23)	(20)	
	3	9.5% (8)	7.1% (7)	
	4	13.1% (11)	9.1% (9)	
	5	1.2% (1)	5.1% (5)	
	6	0.0% (0)	0.0% (0)	
	7 (often)	1.2% (1)	0.0% (0)	
		84	99	183
My supervisees and I having different understandings of what supervision entails	1 (rarely)	38.8% (33)	54.0% (54)	
	2	23.5% (20)	20.0% (20)	
	3	16.5% (14)	6.0% (6)	
	4	18.8% (16)	11.0% (11)	
	5	1.2% (1)	6.0% (6)	
	6	1.2% (1)	1.0% (1)	
	7 (often)	0.0% (0)	2.0% (2)	
		85	100	185
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	1 (rarely)	40.0% (34)	51.0% (51)	
	2	32.9% (28)	14.0% (14)	
	3	7.1% (6)	10.0% (10)	
	4	11.8% (10)	15.0% (15)	

	5	4.7% (4)	4.0% (4)	
	6	3.5% (3)	2.0% (2)	
	7 (often)	0.0% (0)	4.0% (4)	
		85	100	185
Having supervisees who do not communicate clearly	1 (rarely)	23.5% (20)	32.0% (32)	
	2	22.4% (19)	17.0% (17)	
	3	22.4% (19)	11.0% (11)	
	4	17.6% (15)	17.0% (17)	
	5	8.2% (7)	9.0% (9)	
	6	3.5% (3)	11.0% (11)	
	7 (often)	2.4% (2)	3.0% (3)	
		85	100	185
Having supervisees who do not follow instructions	1 (rarely)	24.4% (21)	29.0% (29)	
	2	25.6% (22)	22.0% (22)	
	3	16.3% (14)	17.0% (17)	
	4	14.0% (12)	15.0% (15)	
	5	8.1% (7)	8.0% (8)	
	6	9.3% (8)	4.0% (4)	
	7	2.3%	5.0%	

	(often)	(2)	(5)	
		86	100	186
Having supervisees who work hard but not effectively	1 (rarely)	16.5% (14)	27.3% (27)	
	2	20.0% (17)	18.2% (18)	
	3	17.6% (15)	10.1% (10)	
	4	18.8% (16)	18.2% (18)	
	5	16.5% (14)	14.1% (14)	
	6	9.4% (8)	9.1% (9)	
	7 (often)	1.2% (1)	3.0% (3)	
		85	99	184
Having supervisees who don't take sufficient responsibility	1 (rarely)	23.8% (20)	33.0% (33)	
	2	22.6% (19)	17.0% (17)	
	3	17.9% (15)	7.0% (7)	
	4	14.3% (12)	22.0% (22)	
	5	10.7% (9)	11.0% (11)	
	6	7.1% (6)	3.0% (3)	
	7 (often)	3.6% (3)	7.0% (7)	
		84	100	184
Having supervisees who are not effective team members	1 (rarely)	35.3% (30)	43.0% (43)	

	2	28.2% (24)	18.0% (18)	
	3	12.9% (11)	13.0% (13)	
	4	11.8% (10)	16.0% (16)	
	5	9.4% (8)	4.0% (4)	
	6	2.4% (2)	3.0% (3)	
	7 (often)	0.0% (0)	3.0% (3)	
		85	100	185
Having supervisees who lack respect for me and other colleagues	1 (rarely)	58.8% (50)	56.0% (56)	
	2	20.0% (17)	16.0% (16)	
	3	10.6% (9)	9.0% (9)	
	4	4.7% (4)	9.0% (9)	
	5	3.5% (3)	6.0% (6)	
	6	2.4% (2)	2.0% (2)	
	7 (often)	0.0% (0)	2.0% (2)	
		85	100	185
Having supervisees who don't understand when to seek advice	1 (rarely)	20.0% (17)	38.0% (38)	
	2	29.4% (25)	24.0% (24)	
	3	23.5% (20)	13.0% (13)	
	4	11.8% (10)	15.0% (15)	

	5	8.2% (7)	7.0% (7)	
	6	4.7% (4)	3.0% (3)	
	7 (often)	2.4% (2)	0.0% (0)	
		85	100	185
Having supervisees who don't think they need to be supervised	1 (rarely)	27.1% (23)	45.5% (45)	
	2	34.1% (29)	17.2% (17)	
	3	12.9% (11)	7.1% (7)	
	4	12.9% (11)	12.1% (12)	
	5	8.2% (7)	10.1% (10)	
	6	3.5% (3)	6.1% (6)	
	7 (often)	1.2% (1)	2.0% (2)	
		85	99	184
answered question		86	101	187
skipped question				223

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

	What is your gender?		
	Male	Female	Response Totals
I have an open door policy and staff come to see me when they have problems	98.8% (84)	92.7% (89)	95.6% (173)
I review work done and allocate new work	76.5% (65)	72.9% (70)	74.6% (135)
I review/check all communications	49.4% (42)	46.9% (45)	48.1% (87)
I monitor how staff engage in peer file review	25.9% (22)	12.5% (12)	18.8% (34)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	43.5% (37)	35.4% (34)	39.2% (71)
I implement workflow systems to ensure or assist process compliance	28.2% (24)	35.4% (34)	32.0% (58)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	29.4% (25)	32.3% (31)	30.9% (56)
I update and share information with staff in my office	71.8% (61)	65.6% (63)	68.5% (124)
I identify my supervisees' training needs	42.4% (36)	52.1% (50)	47.5% (86)
I monitor staff for fatigue, stress and other problems	29.4% (25)	57.3% (55)	44.2% (80)
I meet the training needs of my supervisees, or ensure they are met	29.4% (25)	36.5% (35)	33.1% (60)
I inspect all files at regular intervals	32.9% (28)	30.2% (29)	31.5% (57)
I inspect sample client files at regular intervals	34.1% (29)	20.8% (20)	27.1% (49)
I only inspect problem client files	14.1% (12)	7.3% (7)	10.5% (19)
Other (please specify)	0 replies	5 replies	5

answered question	85	96	181
skipped question			229

34. As a supervisor I have responsibility for				
		What is your gender?		
		Male	Female	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	1.2% (1)	5.3% (5)	
	To a minor extent	9.5% (8)	11.7% (11)	
	To a moderate degree	28.6% (24)	24.5% (23)	
	To a large degree	60.7% (51)	58.5% (55)	
		84	94	178
Checking my supervisees' wellbeing	Not at all	7.1% (6)	6.3% (6)	
	To a minor extent	35.3% (30)	18.9% (18)	
	To a moderate degree	42.4% (36)	49.5% (47)	
	To a large degree	15.3% (13)	25.3% (24)	
		85	95	180
Being a role model to demonstrate good practice	Not at all	0.0% (0)	0.0% (0)	
	To a minor extent	1.2% (1)	2.1% (2)	

	To a moderate degree	31.8% (27)	21.3% (20)	
	To a large degree	67.1% (57)	76.6% (72)	
		85	94	179
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	3.5% (3)	14.9% (14)	
	To a minor extent	28.2% (24)	12.8% (12)	
	To a moderate degree	36.5% (31)	28.7% (27)	
	To a large degree	31.8% (27)	43.6% (41)	
		85	94	179
Keeping an "open door policy" and ensuring I am available when needed	Not at all	0.0% (0)	0.0% (0)	
	To a minor extent	3.5% (3)	2.1% (2)	
	To a moderate degree	16.5% (14)	26.3% (25)	
	To a large degree	80.0% (68)	71.6% (68)	
		85	95	180
Assigning tasks that are appropriate and meaningful to my supervisees	Not at all	1.2% (1)	1.1% (1)	
	To a minor extent	7.1% (6)	7.4% (7)	
	To a moderate degree	42.4% (36)	35.8% (34)	

	To a large degree	49.4% (42)	55.8% (53)	
		85	95	180
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	1.2% (1)	3.2% (3)	
	To a minor extent	4.7% (4)	6.3% (6)	
	To a moderate degree	31.8% (27)	27.4% (26)	
	To a large degree	62.4% (53)	63.2% (60)	
		85	95	180
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	1.2% (1)	5.3% (5)	
	To a minor extent	8.2% (7)	7.4% (7)	
	To a moderate degree	32.9% (28)	20.2% (19)	
	To a large degree	57.6% (49)	67.0% (63)	
		85	94	179
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	0.0% (0)	2.1% (2)	
	To a minor extent	2.4% (2)	3.2% (3)	
	To a moderate degree	18.8% (16)	13.7% (13)	
	To a large	78.8% (67)	81.1% (77)	

	degree			
		85	95	180
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	Not at all	0.0% (0)	2.1% (2)	
	To a minor extent	4.7% (4)	3.2% (3)	
	To a moderate degree	20.0% (17)	19.1% (18)	
	To a large degree	75.3% (64)	75.5% (71)	
		85	94	179
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	Not at all	1.2% (1)	2.1% (2)	
	To a minor extent	1.2% (1)	4.2% (4)	
	To a moderate degree	21.2% (18)	14.7% (14)	
	To a large degree	76.5% (65)	78.9% (75)	
		85	95	180
answered question		85	96	181
skipped question				229

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

		What is your gender?		
		Male	Female	Response Totals
Ensuring excellent client service	1(not important)	1.2% (1)	0.0% (0)	
	2	2.4% (2)	1.1% (1)	
	3	2.4% (2)	1.1% (1)	
	4	15.3% (13)	14.9% (14)	
	5(most important)	78.8% (67)	83.0% (78)	
		85	94	179
Ensuring that work is being progressed to meet deadlines	1(not important)	1.2% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3	3.5% (3)	1.1% (1)	
	4	27.1% (23)	21.1% (20)	
	5(most important)	68.2% (58)	77.9% (74)	
		85	95	180
Ensuring accuracy of information being communicated to clients	1(not important)	1.2% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3	2.4% (2)	1.1% (1)	

	4	20.0% (17)	15.1% (14)	
	5(most important)	76.5% (65)	83.9% (78)	
		85	93	178
Ensuring all communications are polite	1(not important)	1.2% (1)	0.0% (0)	
	2	1.2% (1)	1.1% (1)	
	3	9.4% (8)	5.3% (5)	
	4	43.5% (37)	31.6% (30)	
	5(most important)	44.7% (38)	62.1% (59)	
		85	95	180
Ensuring time recording is accurate and up to date	1(not important)	2.4% (2)	3.3% (3)	
	2	3.5% (3)	3.3% (3)	
	3	16.5% (14)	14.1% (13)	
	4	38.8% (33)	28.3% (26)	
	5(most important)	38.8% (33)	51.1% (47)	
		85	92	177
Ensuring costs are correct (for example, stamp duty)	1(not important)	2.4% (2)	5.4% (5)	
	2	2.4% (2)	3.2% (3)	
	3	5.9% (5)	7.5% (7)	
	4	32.9% (28)	14.0% (13)	

	5(most important)	56.5% (48)	69.9% (65)	
		85	93	178
	answered question	85	96	181
			skipped question	229

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

	What is your gender?		
	Male	Female	Response Totals
Yes	89.0% (73)	89.4% (84)	89.2% (157)
No	11.0% (9)	10.6% (10)	10.8% (19)
answered question	82	94	176
		skipped question	234

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

		What is your gender?		
		Male	Female	Response Totals
The supervisees formal qualifications	Not important	14.3% (12)	17.0% (16)	
	Of some importance	34.5% (29)	29.8% (28)	
	Moderately important	36.9% (31)	42.6% (40)	
	Very important	14.3% (12)	10.6% (10)	
		84	94	178
The supervisees knowledge of the area of law	Not important	0.0% (0)	3.3% (3)	
	Of some importance	2.4% (2)	8.7% (8)	
	Moderately important	28.9% (24)	34.8% (32)	
	Very important	68.7% (57)	53.3% (49)	
		83	92	175
The supervisee's level of practical experience	Not important	0.0% (0)	0.0% (0)	
	Of some importance	2.4% (2)	8.4% (8)	
	Moderately important	18.1% (15)	25.3% (24)	
	Very important	79.5% (66)	66.3% (63)	
		83	95	178
My knowledge of the supervisee's	Not	1.2%	2.1%	

personal characteristics	important	(1)	(2)	
	Of some importance	21.4% (18)	32.6% (31)	
	Moderately important	45.2% (38)	44.2% (42)	
	Very important	32.1% (27)	21.1% (20)	
		84	95	179
My observation of the supervisee's daily work	Not important	1.2% (1)	1.1% (1)	
	Of some importance	11.9% (10)	11.6% (11)	
	Moderately important	41.7% (35)	41.1% (39)	
	Very important	45.2% (38)	46.3% (44)	
		84	95	179
The nature of the work being delegated to the supervisee	Not important	0.0% (0)	1.1% (1)	
	Of some importance	3.6% (3)	9.5% (9)	
	Moderately important	47.0% (39)	45.3% (43)	
	Very important	49.4% (41)	44.2% (42)	
		83	95	178
answered question		84	96	180
skipped question				230

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

	What is your gender?		
	Male	Female	Response Totals
<1 year	36.6% (37)	32.8% (79)	33.9% (116)
1-2 years	24.8% (25)	29.9% (72)	28.4% (97)
3-4 years	21.8% (22)	17.4% (42)	18.7% (64)
5-6 years	5.0% (5)	7.9% (19)	7.0% (24)
6-10 years	4.0% (4)	5.4% (13)	5.0% (17)
>10 years	7.9% (8)	6.6% (16)	7.0% (24)
answered question	101	241	342
skipped question			68

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

	What is your gender?		
	Male	Female	Response Totals
Yes	72.3% (73)	77.5% (186)	76.0% (259)
No	27.7% (28)	22.5% (54)	24.0% (82)
answered question	101	240	341
skipped question			69

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

	What is your gender?		
	Male	Female	Response Totals
Yes	43.8% (32)	50.8% (95)	48.8% (127)
No	56.2% (41)	49.2% (92)	51.2% (133)
If yes, please describe the main variations	18 replies	69 replies	87
answered question	73	187	260
skipped question			150

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

	What is your gender?		
	Male	Female	Response Totals
A partner	89.5% (77)	73.4% (163)	77.9% (240)
Associate	24.4% (21)	16.2% (36)	18.5% (57)
Solicitor	17.4% (15)	31.1% (69)	27.3% (84)
Paralegal	2.3% (2)	3.2% (7)	2.9% (9)
Administrative staff	5.8% (5)	10.8% (24)	9.4% (29)
Other (please specify)	15 replies	27 replies	42
answered question	86	222	308
skipped question			102

42. Which of the following is the most important source of support in your work?			
	What is your gender?		
	Male	Female	Response Totals
Your supervisor	61.8% (63)	63.6% (150)	63.0% (213)
Another senior practitioner	15.7% (16)	6.4% (15)	9.2% (31)
Your peer/s	18.6% (19)	23.7% (56)	22.2% (75)
A mentor	2.0% (2)	4.7% (11)	3.8% (13)
Other (please specify)	2 replies (2.0%)	4 replies (1.7%)	1.8% (6)
answered question	102	236	338
skipped question			72

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

	What is your gender?		
	Male	Female	Response Totals
<6 months	31.9% (30)	25.5% (60)	27.4% (90)
6 - 12 months	20.2% (19)	21.3% (50)	21.0% (69)
12 - 24 months	17.0% (16)	22.6% (53)	21.0% (69)
24 - 36 months	10.6% (10)	8.5% (20)	9.1% (30)
>36 months	20.2% (19)	22.1% (52)	21.6% (71)
answered question	94	235	329
skipped question			81

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

	What is your gender?		
	Male	Female	Response Totals
<15	11.6% (11)	17.3% (41)	15.7% (52)
15-29	16.8% (16)	17.3% (41)	17.2% (57)
30-45	20.0% (19)	19.4% (46)	19.6% (65)
>45	46.3% (44)	38.4% (91)	40.7% (135)
Other (please specify)	5 replies (5.3%)	18 replies (7.6%)	6.9% (23)
answered question	95	237	332
skipped question			78

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

	What is your gender?		
	Male	Female	Response Totals
Daily	16.8% (16)	28.9% (69)	25.4% (85)
Twice a week	5.3% (5)	7.5% (18)	6.9% (23)
Weekly	27.4% (26)	10.0% (24)	15.0% (50)
Fortnightly	7.4% (7)	5.4% (13)	6.0% (20)
Monthly	2.1% (2)	5.0% (12)	4.2% (14)
Irregularly	16.8% (16)	10.5% (25)	12.3% (41)
Only if an issue comes up that I need advice with	24.2% (23)	32.6% (78)	30.2% (101)
answered question	95	239	334
skipped question			76

46. Do you receive supervision that you feel is appropriate to your experience and/or qualifications?			
	What is your gender?		
	Male	Female	Response Totals
Yes	90.3% (84)	85.2% (202)	86.7% (286)
No	9.7% (9)	14.8% (35)	13.3% (44)
Please comment	7 replies	31 replies	38
answered question	93	237	330
skipped question			80

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

		What is your gender?		
		Male	Female	Response Totals
Treats me fairly	1 (Not at all)	0.0% (0)	0.4% (1)	
	2	3.2% (3)	2.1% (5)	
	3 (Somewhat)	5.3% (5)	11.3% (27)	
	4	31.6% (30)	29.8% (71)	
	5 (A great deal)	60.0% (57)	56.3% (134)	
		95	238	333
Has a collaborative relationship with me	1 (Not at all)	0.0% (0)	1.7% (4)	
	2	7.4% (7)	3.0% (7)	
	3 (Somewhat)	12.6% (12)	16.6% (39)	
	4	32.6% (31)	31.9% (75)	
	5 (A great deal)	47.4% (45)	46.8% (110)	
		95	235	330
Maintains a professional distance from me	1 (Not at all)	1.1% (1)	4.7% (11)	
	2	7.4% (7)	3.4% (8)	
	3 (Somewhat)	22.1% (21)	17.2% (40)	
	4	40.0% (38)	40.3% (94)	

	5 (A great deal)	29.5% (28)	34.3% (80)	
		95	233	328
Helps me achieve ethical conduct and practice	1 (Not at all)	5.3% (5)	3.0% (7)	
	2	6.3% (6)	1.7% (4)	
	3 (Somewhat)	15.8% (15)	14.8% (35)	
	4	35.8% (34)	34.7% (82)	
	5 (A great deal)	36.8% (35)	45.8% (108)	
		95	236	331
Models ethical conduct and practice	1 (Not at all)	2.1% (2)	0.9% (2)	
	2	6.3% (6)	1.3% (3)	
	3 (Somewhat)	12.6% (12)	12.5% (29)	
	4	33.7% (32)	34.9% (81)	
	5 (A great deal)	45.3% (43)	50.4% (117)	
		95	232	327
Provides me with emotional support when needed	1 (Not at all)	13.7% (13)	8.1% (19)	
	2	18.9% (18)	11.0% (26)	
	3 (Somewhat)	34.7% (33)	22.0% (52)	
	4	17.9% (17)	29.2% (69)	
	5 (A great	14.7%	29.7%	

	deal)	(14)	(70)	
		95	236	331
Helps me to develop my technical skills	1 (Not at all)	7.4% (7)	3.0% (7)	
	2	7.4% (7)	8.1% (19)	
	3 (Somewhat)	18.1% (17)	24.2% (57)	
	4	37.2% (35)	28.4% (67)	
	5 (A great deal)	29.8% (28)	36.4% (86)	
		94	236	330
Promotes my personal growth	1 (Not at all)	11.6% (11)	4.7% (11)	
	2	6.3% (6)	7.6% (18)	
	3 (Somewhat)	29.5% (28)	26.3% (62)	
	4	29.5% (28)	28.4% (67)	
	5 (A great deal)	23.2% (22)	33.1% (78)	
		95	236	331
Helps me to become better at what I do	1 (Not at all)	6.3% (6)	2.5% (6)	
	2	6.3% (6)	6.4% (15)	
	3 (Somewhat)	23.2% (22)	20.8% (49)	
	4	28.4% (27)	30.1% (71)	
	5 (A great deal)	35.8% (34)	40.3% (95)	
		95	236	331

Demonstrates patience and flexibility with me	1 (Not at all)	3.2% (3)	2.1% (5)	
	2	5.3% (5)	5.5% (13)	
	3 (Somewhat)	13.7% (13)	17.8% (42)	
	4	41.1% (39)	26.7% (63)	
	5 (A great deal)	36.8% (35)	47.9% (113)	
		95	236	331
Closely manages my work	1 (Not at all)	17.9% (17)	11.9% (28)	
	2	15.8% (15)	15.3% (36)	
	3 (Somewhat)	28.4% (27)	31.9% (75)	
	4	25.3% (24)	22.6% (53)	
	5 (A great deal)	12.6% (12)	18.3% (43)	
		95	235	330
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	5.3% (5)	2.1% (5)	
	2	10.6% (10)	4.2% (10)	
	3 (Somewhat)	20.2% (19)	23.7% (56)	
	4	37.2% (35)	36.4% (86)	
	5 (A great deal)	26.6% (25)	33.5% (79)	
		94	236	330
Focuses mainly on the best interests	1 (Not at	1.1%	0.9%	

of our clients	all)	(1)	(2)	
	2	1.1% (1)	2.6% (6)	
	3 (Somewhat)	25.3% (24)	15.4% (36)	
	4	33.7% (32)	39.3% (92)	
	5 (A great deal)	38.9% (37)	41.9% (98)	
		95	234	329
Is passing on to me his or her knowledge and experience	1 (Not at all)	4.3% (4)	2.6% (6)	
	2	5.3% (5)	6.0% (14)	
	3 (Somewhat)	24.5% (23)	16.7% (39)	
	4	29.8% (28)	35.6% (83)	
	5 (A great deal)	36.2% (34)	39.1% (91)	
		94	233	327
Requires me to take responsibility for my work	1 (Not at all)	0.0% (0)	0.4% (1)	
	2	1.1% (1)	0.4% (1)	
	3 (Somewhat)	8.4% (8)	8.1% (19)	
	4	35.8% (34)	35.5% (83)	
	5 (A great deal)	54.7% (52)	55.6% (130)	
		95	234	329
answered question		95	238	333
skipped question				77

48. What would you like more of from your supervisor, and why?			
	What is your gender?		
	Male	Female	Response Count
	36 replies	118 replies	154
answered question	36	118	154
skipped question			256

49. What would you like less of from your supervisor, and why?			
	What is your gender?		
	Male	Female	Response Count
	23 replies	81 replies	104
answered question	23	81	104
skipped question			306

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

	What is your gender?		
	Male	Female	Response Totals
Through in house courses	20.7% (18)	20.2% (46)	20.3% (64)
Through induction training	24.1% (21)	19.3% (44)	20.6% (65)
Through personal discussion with my supervisor	46.0% (40)	46.5% (106)	46.3% (146)
Through other colleagues	36.8% (32)	32.9% (75)	34.0% (107)
Through external training courses	11.5% (10)	9.2% (21)	9.8% (31)
Through reading helpful publications that I have found	8.0% (7)	10.1% (23)	9.5% (30)
I have not received training or guidance	33.3% (29)	31.1% (71)	31.7% (100)
Other (please specify)	0 replies (0.0%)	9 replies (3.9%)	2.9% (9)
answered question	87	228	315
skipped question			95

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

	What is your gender?		
	Male	Female	Response Count
	23 replies	62 replies	85
answered question	23	62	85
skipped question			325

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

	What is your gender?		
	Male	Female	Response Totals
Yes	92.6% (87)	79.6% (183)	83.3% (270)
No	7.4% (7)	20.4% (47)	16.7% (54)
answered question	94	230	324
skipped question			86

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

	What is your gender?		
	Male	Female	Response Count
	56 replies	135 replies	191
answered question	56	135	191
skipped question			219

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

	What is your gender?		
	Male	Female	Response Totals
rectifies the problem and avoids consequences for the client and our practice	60.4% (55)	60.5% (138)	60.5% (193)
supports me in my attempts to rectify the problem	81.3% (74)	77.2% (176)	78.4% (250)
turns it into a learning experience for me	50.5% (46)	58.8% (134)	56.4% (180)
is tolerant of my making mistakes once but not a second time	29.7% (27)	28.9% (66)	29.2% (93)
is quite unforgiving if I make serious mistakes	11.0% (10)	4.4% (10)	6.3% (20)
would not tolerate my making mistakes and so if I do I try to rectify them myself	3.3% (3)	2.6% (6)	2.8% (9)
quickly loses faith in my skills	5.5% (5)	5.3% (12)	5.3% (17)
Other (please specify)	5 replies	15 replies	20
answered question	91	228	319
skipped question			91

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

		What is your gender?		
		Male	Female	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	67.3% (72)	75.1% (157)	
	No	32.7% (35)	24.9% (52)	
		107	209	316
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	73.3% (77)	70.1% (148)	
	No	26.7% (28)	29.9% (63)	
		105	211	316
Other (please specify)		9 replies	23 replies	32
answered question		121	241	362
skipped question				48

56. How can supervisors ensure they are approachable?

		What is your gender?		
		Male	Female	Response Totals
By making it known that people can see them about any issue	Yes	96.1% (122)	96.8% (239)	
	No	0.0% (0)	0.8% (2)	
	Possibly	3.9% (5)	2.4% (6)	
		127	247	374
By making it known that people can ask to see them at any time	Yes	86.6% (110)	83.2% (203)	
	No	3.9% (5)	4.5% (11)	
	Possibly	9.4% (12)	12.3% (30)	
		127	244	371
Being known to give constructive feedback where possible	Yes	95.3% (121)	97.2% (239)	
	No	0.8% (1)	0.4% (1)	
	Possibly	3.9% (5)	2.4% (6)	
		127	246	373
Being known to deal with problems quickly	Yes	81.1% (103)	81.6% (199)	
	No	1.6% (2)	1.6% (4)	
	Possibly	17.3% (22)	16.8% (41)	
		127	244	371

Being known to help supervisees deal with problems themselves	Yes	76.4% (97)	75.5% (182)	
	No	3.1% (4)	3.7% (9)	
	Possibly	20.5% (26)	20.7% (50)	
		127	241	368
Other (please specify)		4 replies	9 replies	13
answered question		127	247	374
skipped question				36

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

		What is your gender?		
		Male	Female	Response Totals
Provide clear instructions	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.1% (4)	0.8% (2)	
	4	19.5% (25)	9.7% (24)	
	5 (very important)	77.3% (99)	89.1% (220)	
		128	247	375
Be available when supervisees need help or direction	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.9% (5)	8.9% (22)	
	4	40.6% (52)	30.1% (74)	
	5 (very important)	55.5% (71)	60.6% (149)	
		128	246	374
Consider the professional development of their supervisees	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.8% (1)	0.4% (1)	
	3 (moderately important)	16.4% (21)	10.6% (26)	

	4	42.2% (54)	40.2% (99)	
	5 (very important)	40.6% (52)	48.4% (119)	
		128	246	374
Be aware of the wellness of their supervisees	1 (unimportant)	0.8% (1)	0.4% (1)	
	2	6.3% (8)	4.9% (12)	
	3 (moderately important)	24.2% (31)	20.7% (51)	
	4	40.6% (52)	37.8% (93)	
	5 (very important)	28.1% (36)	36.2% (89)	
		128	246	374
Foster trust and respect	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.9% (5)	2.8% (7)	
	4	38.3% (49)	29.3% (72)	
	5 (very important)	57.8% (74)	67.5% (166)	
		128	246	374
Ensure continuity and consistency	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.8% (1)	0.0% (0)	
	3 (moderately important)	5.5% (7)	5.7% (14)	
	4	48.8% (62)	33.5% (82)	

	5 (very important)	44.9% (57)	60.4% (148)	
		127	245	372
Take a solution focus on mistakes (rather than blame)	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.8% (1)	0.0% (0)	
	3 (moderately important)	4.7% (6)	2.5% (6)	
	4	37.5% (48)	24.6% (60)	
	5 (very important)	57.0% (73)	72.5% (177)	
		128	244	372
Give credit where it is due	1 (unimportant)	0.0% (0)	0.8% (2)	
	2	0.0% (0)	0.4% (1)	
	3 (moderately important)	5.6% (7)	7.0% (17)	
	4	29.4% (37)	20.6% (50)	
	5 (very important)	65.1% (82)	71.2% (173)	
		126	243	369
Other (please specify)		2 replies	5 replies	7
answered question		128	247	375
skipped question				35

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

		What is your gender?		
		Male	Female	Response Totals
Listen to advice and comments	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	1.6% (2)	1.2% (3)	
	4	22.7% (29)	17.4% (43)	
	5 (most important)	75.8% (97)	81.0% (200)	
		128	247	375
Prepare well for supervision meetings	1 (unimportant)	0.0% (0)	1.2% (3)	
	2	0.8% (1)	0.8% (2)	
	3 (moderately important)	15.0% (19)	10.2% (25)	
	4	44.9% (57)	30.9% (76)	
	5 (most important)	39.4% (50)	56.9% (140)	
		127	246	373
Ask questions about details, timelines, priorities	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.8% (1)	0.0% (0)	
	3 (moderately important)	7.8% (10)	3.7% (9)	

	4	38.3% (49)	25.6% (63)	
	5 (most important)	53.1% (68)	70.3% (173)	
		128	246	374
Develop a clear framework on frequency of meetings	1 (unimportant)	3.1% (4)	2.4% (6)	
	2	6.3% (8)	3.7% (9)	
	3 (moderately important)	29.7% (38)	20.4% (50)	
	4	38.3% (49)	34.3% (84)	
	5 (most important)	22.7% (29)	39.2% (96)	
		128	245	373
Discuss expectations	1 (unimportant)	0.0% (0)	0.4% (1)	
	2	0.0% (0)	1.6% (4)	
	3 (moderately important)	15.9% (20)	10.2% (25)	
	4	46.8% (59)	34.1% (84)	
	5 (most important)	37.3% (47)	53.7% (132)	
		126	246	372
Other (please specify)		0 replies	2 replies	2
answered question		128	247	375
skipped question				35

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

	What is your gender?		
	Male	Female	Response Count
	61 replies	112 replies	173
answered question	61	112	173
skipped question			237

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

	What is your gender?		
	Male	Female	Response Count
	13 replies	15 replies	28
answered question	13	15	28
skipped question			382