


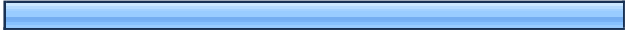
1. Are you a member of a law practice that is participating in the survey? (If you are, your law practice will have given you a code to use in this survey).

		Response Percent	Response Count
Yes		100.0%	43
No		0.0%	0
answered question			43
skipped question			2

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

		Response Count
		45
answered question		45
skipped question		0

**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)**

		Response Percent	Response Count
Private legal practice (sole practitioner)		0.0%	0
Private legal practice (2-3 fee-earners)		0.0%	0
Private legal practice (4-12 fee-earners)		0.0%	0
Private legal practice (13-50 fee-earners)		0.0%	0
<b>Private legal practice (over 50 fee-earners)</b>		<b>100.0%</b>	<b>43</b>
Government legal practice		0.0%	0
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
	Other (please specify)		0
<b>answered question</b>			<b>43</b>
<b>skipped question</b>			<b>2</b>






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

		Response Percent	Response Count
<5		0.0%	0
5-9		0.0%	0
10-19		0.0%	0
20-49		0.0%	0
>50		100.0%	43
answered question			43
skipped question			2



**5. Is your law practice an incorporated legal practice?**

		Response Percent	Response Count
Yes		14.0%	6
No		86.0%	37
answered question			43
skipped question			2







## 6. What best describes your role in the practice?

		Response Percent	Response Count
Law firm partner		11.6%	5
Legal practitioner director (ILPs only)		0.0%	0
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
<b>Employed solicitor</b>		<b>81.4%</b>	<b>35</b>
Government legal officer		0.0%	0
Trainee solicitor		2.3%	1
Fee-earner without practising certificate		2.3%	1
Conveyancing clerk		0.0%	0
Administrative Manager		2.3%	1
Legal secretary		0.0%	0
Volunteer to a CLC		0.0%	0
	Other (please specify)		0
<b>answered question</b>			<b>43</b>
<b>skipped question</b>			<b>2</b>



## 7. Do you have a current practising certificate?

		Response Percent	Response Count
Yes		95.3%	41
No		4.7%	2
No, but I have previously held a practising certificate		0.0%	0
answered question			43
skipped question			2



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

		Response Percent	Response Count
1-2 years		41.5%	17
3-4 years		17.1%	7
5-9 years		22.0%	9
10-14 years		7.3%	3
15-19 years		4.9%	2
over 20 years		7.3%	3
answered question			41
skipped question			4

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

		Response Percent	Response Count
1-2 years		10.3%	3
2-4 years		0.0%	0
5-9 years		0.0%	0
10-14 years		0.0%	0
15-19 years		0.0%	0
>20 years		0.0%	0
<b>Not applicable</b>		<b>89.7%</b>	<b>26</b>
<b>answered question</b>			<b>29</b>
<b>skipped question</b>			<b>16</b>

### 10. What is your gender?

		Response Percent	Response Count
Male		41.9%	18
<b>Female</b>		<b>58.1%</b>	<b>25</b>
<b>answered question</b>			<b>43</b>
<b>skipped question</b>			<b>2</b>

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




	Not very important	Neutral	Important	Very important	Response Count
Encouraging work practices that are sustainable in the long-term	0.0% (0)	0.0% (0)	48.8% (21)	<b>51.2% (22)</b>	43
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	0.0% (0)	18.6% (8)	<b>81.4% (35)</b>	43
Fostering resilience	0.0% (0)	32.6% (14)	<b>46.5% (20)</b>	20.9% (9)	43
Risk management	0.0% (0)	0.0% (0)	32.6% (14)	<b>67.4% (29)</b>	43
Identifying and supporting staff facing personal difficulties	0.0% (0)	16.3% (7)	<b>41.9% (18)</b>	<b>41.9% (18)</b>	43
Mentoring junior staff	0.0% (0)	0.0% (0)	37.2% (16)	<b>62.8% (27)</b>	43
Monitoring workloads	0.0% (0)	0.0% (0)	48.8% (21)	<b>51.2% (22)</b>	43
Promoting ethical practices	0.0% (0)	4.7% (2)	32.6% (14)	<b>62.8% (27)</b>	43
Discouraging bad workplace conduct such as bullying	0.0% (0)	9.5% (4)	31.0% (13)	<b>59.5% (25)</b>	42

Please describe if your organization has other aims for supervision




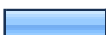
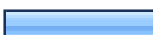
1

<b>answered question</b>	<b>43</b>
<b>skipped question</b>	<b>2</b>

**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".**

		Response Percent	Response Count
Both - I supervise others, and I am supervised by others		48.8%	21
I supervise others		9.3%	4
I am supervised by others		41.9%	18
answered question			43
skipped question			2

**13. How long have you been a supervisor?**

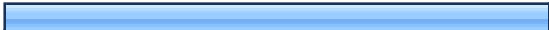

		Response Percent	Response Count
<1 year		20.0%	5
1-2 years		28.0%	7
3-4 years		12.0%	3
5-6 years		16.0%	4
>6 years		24.0%	6
answered question			25
skipped question			20









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

	1-2	3-4	5-6	7-9	10-14	15-20	>20	Response Count
Legal staff	<b>57.1%</b> <b>(12)</b>	19.0% (4)	4.8% (1)	9.5% (2)	9.5% (2)	0.0% (0)	0.0% (0)	21
Administrative staff	<b>77.3%</b> <b>(17)</b>	13.6% (3)	4.5% (1)	0.0% (0)	4.5% (1)	0.0% (0)	0.0% (0)	22
Fee-earning staff who are not pc holders	<b>100.0%</b> <b>(9)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9
Other (eg consultants or contractors)	<b>75.0%</b> <b>(3)</b>	25.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4
answered question								25
skipped question								20



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

		Response Percent	Response Count
Yes		88.0%	22
No		12.0%	3
If "yes" please describe how you share supervisory responsibilities			14
answered question			25
skipped question			20



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

		Response Percent	Response Count
<10%		20.0%	5
<b>10-20%</b>		<b>28.0%</b>	<b>7</b>
20-30%		16.0%	4
30-40%		24.0%	6
40-50%		8.0%	2
50-60%		0.0%	0
60-70%		4.0%	1
70-80%		0.0%	0
>80%		0.0%	0
answered question			25
skipped question			20



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

		Response Percent	Response Count
<b>Your fee-earning duties</b>		<b>70.8%</b>	<b>17</b>
Your supervision duties		29.2%	7
answered question			24
skipped question			21

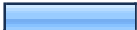




### 18. Would you describe your supervision activities as primarily

		Response Percent	Response Count
proactive		88.0%	22
reactive		12.0%	3
answered question			25
skipped question			20







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

		Response Percent	Response Count
Your individual performance		36.0%	9
Your team's performance		64.0%	16
answered question			25
skipped question			20

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

		Response Percent	Response Count
My firm allocates time to me for my supervision responsibilities		20.8%	5
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters		58.3%	14
<b>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)</b>		<b>66.7%</b>	<b>16</b>
Time for supervision is not structured into a daily work schedule		29.2%	7
It is up to me to find spare time for supervision		20.8%	5
	Other (please specify)		1
answered question			24
skipped question			21

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

		Response Percent	Response Count
By emulating my current supervisor		52.0%	13
By emulating a previous supervisor		44.0%	11
<b>By watching others</b>		<b>72.0%</b>	<b>18</b>
By trial and error		48.0%	12
By following my firm's policies and procedures		64.0%	16
By responding to the needs or expressed preferences of my supervisees		68.0%	17

Are there any other ways in which you developed your supervision practices?

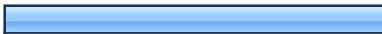
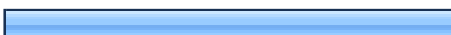




2

answered question	25
skipped question	20







## 22. Have you ever had training in supervision?

			Response Percent	Response Count
Yes	<div><div></div></div>		64.0%	16
No	<div><div></div></div>		36.0%	9
answered question				25
skipped question				20





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

		<b>Response Percent</b>	<b>Response Count</b>
In-house formal training provided by my firm		61.1%	11
<b>In-house informal discussions generally in response to problems seen as supervision issues</b>		<b>72.2%</b>	<b>13</b>
External formal training at regular intervals		11.1%	2
External formal training at irregular intervals when available		22.2%	4
I regularly read publications and attend workshops on supervision		11.1%	2
Reading management literature		22.2%	4
	Other (please specify)		0
<b>answered question</b>			<b>18</b>
<b>skipped question</b>			<b>27</b>



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

		Response Percent	Response Count
In-house formal		28.6%	6
In-house informal, such as ad hoc discussions in response to problems arising		28.6%	6
External formal training given regularly by a dedicated service provider		42.9%	9
External informal, for example professional seminars on supervision related topics		42.9%	9
Reading management literature		9.5%	2
I do not need further training in supervision		14.3%	3
	Other (please specify)		0
answered question			21
skipped question			24



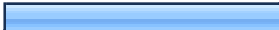


## 25. Compared to your other work roles, do you enjoy your supervision role

		Response Percent	Response Count
Much less		0.0%	0
Less		12.5%	3
No difference		45.8%	11
More		37.5%	9
Much more		4.2%	1
answered question			24
skipped question			21

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

		Response Percent	Response Count
The person		60.0%	15
The file		40.0%	10
answered question			25
skipped question			20

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

		Response Percent	Response Count
The outcomes of my supervisees' work		96.0%	24
My firm's evaluation of my supervision skills		28.0%	7
Feedback from management within the firm		44.0%	11
Feedback from clients		52.0%	13
Feedback from my supervisees		88.0%	22
Other (please specify)			0
answered question			25
skipped question			20



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

	To a great extent	To a moderate extent	To a lesser extent	Not at all	Response Count
Application of legal reasoning	<b>76.0% (19)</b>	24.0% (6)	0.0% (0)	0.0% (0)	25
Compliance with your firm's systems	40.0% (10)	<b>44.0% (11)</b>	16.0% (4)	0.0% (0)	25
How your supervisee is coping	<b>60.0% (15)</b>	40.0% (10)	0.0% (0)	0.0% (0)	25
Timely processing of matters	<b>64.0% (16)</b>	36.0% (9)	0.0% (0)	0.0% (0)	25
Ethical behaviour	<b>72.0% (18)</b>	24.0% (6)	4.0% (1)	0.0% (0)	25
Potential risks	<b>64.0% (16)</b>	36.0% (9)	0.0% (0)	0.0% (0)	25
Productivity and time recording	24.0% (6)	<b>48.0% (12)</b>	28.0% (7)	0.0% (0)	25
Billing	20.0% (5)	<b>56.0% (14)</b>	24.0% (6)	0.0% (0)	25
Client relationship management and service	<b>70.8% (17)</b>	20.8% (5)	8.3% (2)	0.0% (0)	24
Other (please specify)					0
<b>answered question</b>					<b>25</b>
<b>skipped question</b>					<b>20</b>

## 29. Do you view supervision principally as

	Yes	No	Response Count
A management tool	82.6% (19)	17.4% (4)	23
A legal responsibility	81.8% (18)	18.2% (4)	22
An educational tool	95.7% (22)	4.3% (1)	23
A mentoring tool	96.0% (24)	4.0% (1)	25
A means of identifying and confronting problems that arise in your supervisees' work	86.4% (19)	13.6% (3)	22
Additional to your main role	47.6% (10)	52.4% (11)	21

Please comment on your main reason for viewing supervision in the above way or ways

1


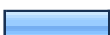


answered question

25

skipped question

20

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

		Response Percent	Response Count
Yes		25.0%	6
No		16.7%	4
Somewhat		45.8%	11
Not applicable		12.5%	3

If they differ, in what ways do they differ?

3

answered question

24

skipped question

21

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












	Yes	No	To a limited extent	Response Count
I help my supervisees to develop technical skills	100.0% (25)	0.0% (0)	0.0% (0)	25
I provide both positive and constructive critical feedback	100.0% (25)	0.0% (0)	0.0% (0)	25
I work collaboratively with my supervisees	92.0% (23)	0.0% (0)	8.0% (2)	25
I contribute to the personal growth of my supervisees	84.0% (21)	0.0% (0)	16.0% (4)	25
I teach my supervisees to become lawyers	84.0% (21)	4.0% (1)	12.0% (3)	25
I focus on solving critical issues and problems that arise for my supervisees	83.3% (20)	8.3% (2)	8.3% (2)	24
I teach my supervisees about being ethical	64.0% (16)	4.0% (1)	32.0% (8)	25
I provide emotional support to my supervisees	60.0% (15)	8.0% (2)	32.0% (8)	25
I maintain a professional distance from my supervisees	58.3% (14)	16.7% (4)	25.0% (6)	24
I demonstrate patience and flexibility with my supervisees	96.0% (24)	0.0% (0)	4.0% (1)	25
I demonstrate openness and honesty in my work	100.0% (25)	0.0% (0)	0.0% (0)	25
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	100.0% (24)	0.0% (0)	0.0% (0)	24
I closely manage cases	76.0% (19)	4.0% (1)	20.0% (5)	25
I safeguard the interests of the client	91.7% (22)	4.2% (1)	4.2% (1)	24
I pass on my knowledge and experience to my supervisees	96.0% (24)	4.0% (1)	0.0% (0)	25
answered question				25
skipped question				20


**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)**

	1 (rarely)	2	3	4	5	6	7 (often)	Response Count
Split supervision- where supervision responsibilities are shared with another supervisor	<b>32.0%</b> <b>(8)</b>	24.0% (6)	4.0% (1)	12.0% (3)	20.0% (5)	8.0% (2)	0.0% (0)	25
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	<b>28.0%</b> <b>(7)</b>	24.0% (6)	12.0% (3)	16.0% (4)	16.0% (4)	4.0% (1)	0.0% (0)	25
Inadequate practice management systems (IT and others)	<b>40.0%</b> <b>(10)</b>	28.0% (7)	12.0% (3)	8.0% (2)	4.0% (1)	4.0% (1)	4.0% (1)	25
Having insufficient time for supervision	4.0% (1)	12.0% (3)	12.0% (3)	<b>32.0%</b> <b>(8)</b>	12.0% (3)	20.0% (5)	8.0% (2)	25
Having limited interest in managing or supervising others	<b>48.0%</b> <b>(12)</b>	24.0% (6)	12.0% (3)	12.0% (3)	4.0% (1)	0.0% (0)	0.0% (0)	25
My supervisees and I having different understandings of what supervision entails	24.0% (6)	<b>36.0%</b> <b>(9)</b>	8.0% (2)	28.0% (7)	4.0% (1)	0.0% (0)	0.0% (0)	25
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	24.0% (6)	<b>28.0%</b> <b>(7)</b>	16.0% (4)	24.0% (6)	4.0% (1)	0.0% (0)	4.0% (1)	25
Having supervisees who do not communicate clearly	16.0% (4)	<b>24.0%</b> <b>(6)</b>	20.0% (5)	20.0% (5)	12.0% (3)	4.0% (1)	4.0% (1)	25
Having supervisees who do not follow instructions	12.0% (3)	<b>28.0%</b> <b>(7)</b>	16.0% (4)	16.0% (4)	12.0% (3)	16.0% (4)	0.0% (0)	25
Having supervisees who work hard but not effectively	8.0% (2)	12.0% (3)	<b>28.0%</b> <b>(7)</b>	<b>28.0%</b> <b>(7)</b>	12.0% (3)	12.0% (3)	0.0% (0)	25
Having supervisees who don't take sufficient responsibility	16.0% (4)	24.0% (6)	8.0% (2)	<b>28.0%</b> <b>(7)</b>	20.0% (5)	0.0% (0)	4.0% (1)	25
Having supervisees who are not effective team members	<b>44.0%</b> <b>(11)</b>	12.0% (3)	8.0% (2)	24.0% (6)	12.0% (3)	0.0% (0)	0.0% (0)	25
Having supervisees who lack respect for me and other colleagues	<b>48.0%</b> <b>(12)</b>	20.0% (5)	8.0% (2)	16.0% (4)	8.0% (2)	0.0% (0)	0.0% (0)	25

Having supervisees who don't understand when to seek advice	<b>28.0% (7)</b>	20.0% (5)	16.0% (4)	24.0% (6)	12.0% (3)	0.0% (0)	0.0% (0)	25
Having supervisees who don't think they need to be supervised	<b>36.0% (9)</b>	28.0% (7)	4.0% (1)	12.0% (3)	12.0% (3)	8.0% (2)	0.0% (0)	25
<b>answered question</b>								<b>25</b>
<b>skipped question</b>								<b>20</b>

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

		Response Percent	Response Count
I have an open door policy and staff come to see me when they have problems		96.0%	24
I review work done and allocate new work		92.0%	23
I review/check all communications		72.0%	18
I monitor how staff engage in peer file review		24.0%	6
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		36.0%	9
I implement workflow systems to ensure or assist process compliance		32.0%	8
I set aside a regular time to review workloads, prioritise work and deal with problem cases		36.0%	9
I update and share information with staff in my office		68.0%	17
I identify my supervisees' training needs		48.0%	12
I monitor staff for fatigue, stress and other problems		56.0%	14
I meet the training needs of my supervisees, or ensure they are met		24.0%	6

I inspect all files at regular intervals		36.0%	9
I inspect sample client files at regular intervals		12.0%	3
I only inspect problem client files		8.0%	2

Other (please specify)	1
------------------------	---

<b>answered question</b>	<b>25</b>
<b>skipped question</b>	<b>20</b>



### 34. As a supervisor I have responsibility for

	Not at all	To a minor extent	To a moderate degree	To a large degree	Response Count
Being vigilant in file management so serious mistakes are avoided	0.0% (0)	12.0% (3)	20.0% (5)	<b>68.0% (17)</b>	25
Checking my supervisees' wellbeing	0.0% (0)	28.0% (7)	<b>44.0% (11)</b>	28.0% (7)	25
Being a role model to demonstrate good practice	0.0% (0)	0.0% (0)	12.0% (3)	<b>88.0% (22)</b>	25
Ensuring that supervisees adhere to the firm's complaint management policy	4.0% (1)	16.0% (4)	<b>48.0% (12)</b>	32.0% (8)	25
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	0.0% (0)	24.0% (6)	<b>76.0% (19)</b>	25
Assigning tasks that are appropriate and meaningful to my supervisees	0.0% (0)	0.0% (0)	36.0% (9)	<b>64.0% (16)</b>	25
Assigning tasks that fit my supervisees' level of skill and experience	0.0% (0)	0.0% (0)	28.0% (7)	<b>72.0% (18)</b>	25
Ensuring that any expressions of client dissatisfaction are brought to my attention	0.0% (0)	8.0% (2)	32.0% (8)	<b>60.0% (15)</b>	25
Ensuring that supervisees know they can tell me about serious mistakes they have made	0.0% (0)	4.0% (1)	20.0% (5)	<b>76.0% (19)</b>	25
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	0.0% (0)	0.0% (0)	28.0% (7)	<b>72.0% (18)</b>	25
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	0.0% (0)	4.0% (1)	28.0% (7)	<b>68.0% (17)</b>	25
answered question					<b>25</b>
skipped question					<b>20</b>

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

	1(not important)	2	3	4	5(most important)	Response Count
Ensuring excellent client service	0.0% (0)	4.0% (1)	4.0% (1)	24.0% (6)	<b>68.0% (17)</b>	25
Ensuring that work is being progressed to meet deadlines	0.0% (0)	0.0% (0)	0.0% (0)	36.0% (9)	<b>64.0% (16)</b>	25
Ensuring accuracy of information being communicated to clients	0.0% (0)	0.0% (0)	0.0% (0)	24.0% (6)	<b>76.0% (19)</b>	25
Ensuring all communications are polite	0.0% (0)	0.0% (0)	16.0% (4)	<b>48.0% (12)</b>	36.0% (9)	25
Ensuring time recording is accurate and up to date	0.0% (0)	0.0% (0)	32.0% (8)	<b>36.0% (9)</b>	32.0% (8)	25
Ensuring costs are correct (for example, stamp duty)	0.0% (0)	0.0% (0)	4.0% (1)	24.0% (6)	<b>72.0% (18)</b>	25
answered question						<b>25</b>
skipped question						<b>20</b>

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

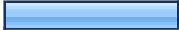
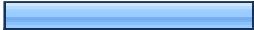



		Response Percent	Response Count
Yes		<b>95.7%</b>	<b>22</b>
No		4.3%	1
answered question			<b>23</b>
skipped question			<b>22</b>





### 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?

	Not important	Of some importance	Moderately important	Very important	Response Count
The supervisee's formal qualifications	12.0% (3)	<b>56.0% (14)</b>	20.0% (5)	12.0% (3)	25
The supervisee's knowledge of the area of law	0.0% (0)	0.0% (0)	37.5% (9)	<b>62.5% (15)</b>	24
The supervisee's level of practical experience	0.0% (0)	0.0% (0)	20.0% (5)	<b>80.0% (20)</b>	25
My knowledge of the supervisee's personal characteristics	0.0% (0)	28.0% (7)	<b>44.0% (11)</b>	28.0% (7)	25
My observation of the supervisee's daily work	4.0% (1)	12.0% (3)	40.0% (10)	<b>44.0% (11)</b>	25
The nature of the work being delegated to the supervisee	0.0% (0)	4.2% (1)	<b>50.0% (12)</b>	45.8% (11)	24
answered question					25
skipped question					20

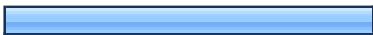

### 38. How long have you been in your current role?

		Response Percent	Response Count
<1 year		27.5%	11
1-2 years		<b>40.0%</b>	<b>16</b>
3-4 years		25.0%	10
5-6 years		2.5%	1
6-10 years		0.0%	0
>10 years		5.0%	2
answered question			40
skipped question			5





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

		Response Percent	Response Count
Yes		92.5%	37
No		7.5%	3
answered question			40
skipped question			5

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

		Response Percent	Response Count
Yes		59.5%	22
No		40.5%	15
If yes, please describe the main variations			13
answered question			37
skipped question			8





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

		Response Percent	Response Count
A partner		100.0%	38
Associate		28.9%	11
Solicitor		13.2%	5
Paralegal		0.0%	0
Administrative staff		2.6%	1
Other (please specify)			2






answered question 38

skipped question 7






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

		Response Percent	Response Count
Your supervisor		70.0%	28
Another senior practitioner		12.5%	5
Your peer/s		12.5%	5
A mentor		0.0%	0
Other (please specify)		5.0%	2
answered question			40
skipped question			5







**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?**

		Response Percent	Response Count
<6 months		7.9%	3
6 - 12 months		15.8%	6
<b>12 - 24 months</b>		<b>36.8%</b>	<b>14</b>
24 - 36 months		18.4%	7
>36 months		21.1%	8
answered question			<b>38</b>
skipped question			<b>7</b>



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

		Response Percent	Response Count
<15		7.7%	3
15-29		20.5%	8
30-45		7.7%	3
<b>&gt;45</b>		<b>56.4%</b>	<b>22</b>
Other (please specify)		7.7%	3
answered question			<b>39</b>
skipped question			<b>6</b>

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

		Response Percent	Response Count
Daily		28.2%	11
Twice a week		2.6%	1
Weekly		12.8%	5
Fortnightly		2.6%	1
Monthly		0.0%	0
Irregularly		25.6%	10
Only if an issue comes up that I need advice with		28.2%	11
answered question			39
skipped question			6

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

		Response Percent	Response Count
Yes		89.7%	35
No		10.3%	4
Please comment			4
answered question			39
skipped question			6

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

	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Response Count
Treats me fairly	0.0% (0)	5.1% (2)	10.3% (4)	23.1% (9)	<b>61.5% (24)</b>	39
Has a collaborative relationship with me	0.0% (0)	5.1% (2)	12.8% (5)	28.2% (11)	<b>53.8% (21)</b>	39
Maintains a professional distance from me	0.0% (0)	12.8% (5)	20.5% (8)	<b>35.9% (14)</b>	30.8% (12)	39
Helps me achieve ethical conduct and practice	2.6% (1)	0.0% (0)	17.9% (7)	38.5% (15)	<b>41.0% (16)</b>	39
Models ethical conduct and practice	0.0% (0)	0.0% (0)	17.9% (7)	35.9% (14)	<b>46.2% (18)</b>	39
Provides me with emotional support when needed	7.7% (3)	17.9% (7)	<b>33.3% (13)</b>	20.5% (8)	20.5% (8)	39
Helps me to develop my technical skills	5.1% (2)	2.6% (1)	12.8% (5)	<b>43.6% (17)</b>	35.9% (14)	39
Promotes my personal growth	2.6% (1)	0.0% (0)	25.6% (10)	<b>41.0% (16)</b>	30.8% (12)	39
Helps me to become better at what I do	2.6% (1)	5.1% (2)	15.4% (6)	33.3% (13)	<b>43.6% (17)</b>	39
Demonstrates patience and flexibility with me	2.6% (1)	2.6% (1)	17.9% (7)	35.9% (14)	<b>41.0% (16)</b>	39
Closely manages my work	10.3% (4)	15.4% (6)	<b>35.9% (14)</b>	30.8% (12)	7.7% (3)	39
Focuses on solving critical issues and problems that arise for me	7.7% (3)	2.6% (1)	25.6% (10)	<b>33.3% (13)</b>	30.8% (12)	39
Focuses mainly on the best interests of our clients	0.0% (0)	0.0% (0)	17.9% (7)	<b>43.6% (17)</b>	38.5% (15)	39
Is passing on to me his or her knowledge and experience	7.7% (3)	5.1% (2)	12.8% (5)	35.9% (14)	<b>38.5% (15)</b>	39
Requires me to take responsibility for my work	0.0% (0)	0.0% (0)	2.6% (1)	38.5% (15)	<b>59.0% (23)</b>	39
answered question						<b>39</b>
skipped question						<b>6</b>

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

Response  
Count

17

answered question

17

skipped question

28

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

Response  
Count

10









answered question

10

skipped question

35

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



		Response Percent	Response Count
Through in house courses		18.4%	7
Through induction training		13.2%	5
Through personal discussion with my supervisor		34.2%	13
Through other colleagues		34.2%	13
Through external training courses		5.3%	2
Through reading helpful publications that I have found		2.6%	1
<b>I have not received training or guidance</b>		<b>42.1%</b>	<b>16</b>
Other (please specify)		5.3%	2
		<b>answered question</b>	<b>38</b>
		<b>skipped question</b>	<b>7</b>

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

	Response Count
	8
<b>answered question</b>	<b>8</b>
<b>skipped question</b>	<b>37</b>



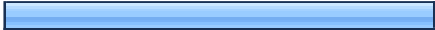





## 52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		87.2%	34
No		12.8%	5
answered question			39
skipped question			6

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

	Response Count
	19
answered question	19
skipped question	26

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

		<b>Response Percent</b>	<b>Response Count</b>
rectifies the problem and avoids consequences for the client and our practice		69.2%	27
<b>supports me in my attempts to rectify the problem</b>		<b>84.6%</b>	<b>33</b>
turns it into a learning experience for me		59.0%	23
is tolerant of my making mistakes once but not a second time		30.8%	12
is quite unforgiving if I make serious mistakes		7.7%	3
would not tolerate my making mistakes and so if I do I try to rectify them myself		0.0%	0
quickly loses faith in my skills		7.7%	3
Other (please specify)			1
<b>answered question</b>			<b>39</b>
<b>skipped question</b>			<b>6</b>

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

	Yes	No	Response Count
In formal, structured and planned situations, such as regular meetings	65.7% (23)	34.3% (12)	35
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	84.6% (33)	15.4% (6)	39
		Other (please specify)	4
answered question			43
skipped question			2

## 56. How can supervisors ensure they are approachable?

	Yes	No	Possibly	Response Count
By making it known that people can see them about any issue	<b>95.3% (41)</b>	0.0% (0)	4.7% (2)	43
By making it known that people can ask to see them at any time	<b>81.4% (35)</b>	2.3% (1)	16.3% (7)	43
Being known to give constructive feedback where possible	<b>97.7% (42)</b>	0.0% (0)	2.3% (1)	43
Being known to deal with problems quickly	<b>86.0% (37)</b>	0.0% (0)	14.0% (6)	43
Being known to help supervisees deal with problems themselves	<b>79.1% (34)</b>	2.3% (1)	18.6% (8)	43
			Other (please specify)	0
			<b>answered question</b>	<b>43</b>
			<b>skipped question</b>	<b>2</b>

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

	<b>1 (unimportant)</b>	<b>2</b>	<b>3 (moderately important)</b>	<b>4</b>	<b>5 (very important)</b>	<b>Response Count</b>
Provide clear instructions	2.4% (1)	0.0% (0)	2.4% (1)	19.0% (8)	<b>76.2% (32)</b>	42
Be available when supervisees need help or direction	2.4% (1)	0.0% (0)	7.1% (3)	28.6% (12)	<b>61.9% (26)</b>	42
Consider the professional development of their supervisees	2.4% (1)	0.0% (0)	11.9% (5)	<b>47.6% (20)</b>	38.1% (16)	42
Be aware of the wellness of their supervisees	2.4% (1)	0.0% (0)	23.8% (10)	<b>59.5% (25)</b>	14.3% (6)	42
Foster trust and respect	2.4% (1)	0.0% (0)	2.4% (1)	38.1% (16)	<b>57.1% (24)</b>	42
Ensure continuity and consistency	2.4% (1)	2.4% (1)	4.8% (2)	<b>50.0% (21)</b>	40.5% (17)	42
Take a solution focus on mistakes (rather than blame)	2.4% (1)	0.0% (0)	4.8% (2)	35.7% (15)	<b>57.1% (24)</b>	42
Give credit where it is due	2.5% (1)	0.0% (0)	2.5% (1)	20.0% (8)	<b>75.0% (30)</b>	40
Other (please specify)						0
<b>answered question</b>						<b>42</b>
<b>skipped question</b>						<b>3</b>

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

	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Response Count
Listen to advice and comments	2.3% (1)	0.0% (0)	2.3% (1)	25.6% (11)	<b>69.8% (30)</b>	43
Prepare well for supervision meetings	4.7% (2)	0.0% (0)	14.0% (6)	37.2% (16)	<b>44.2% (19)</b>	43
Ask questions about details, timelines, priorities	2.3% (1)	2.3% (1)	4.7% (2)	37.2% (16)	<b>53.5% (23)</b>	43
Develop a clear framework on frequency of meetings	7.0% (3)	4.7% (2)	<b>37.2% (16)</b>	32.6% (14)	18.6% (8)	43
Discuss expectations	2.3% (1)	0.0% (0)	16.3% (7)	<b>44.2% (19)</b>	37.2% (16)	43
Other (please specify)						1

<b>answered question</b>	<b>43</b>
<b>skipped question</b>	<b>2</b>

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

	Response Count
	13
<b>answered question</b>	<b>13</b>
<b>skipped question</b>	<b>32</b>

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

**Response  
Count**

3

**answered question**

**3**

**skipped question**

**42**