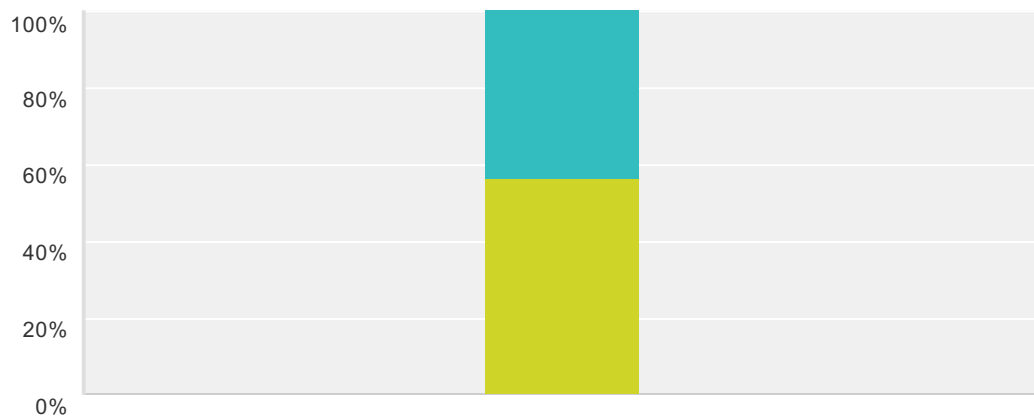


Q1 Are you doing this survey as

Answered: 358 Skipped: 2



■ 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.	56.42% 202
An interested individual on your own initiative?	43.58% 156
Total	358

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.

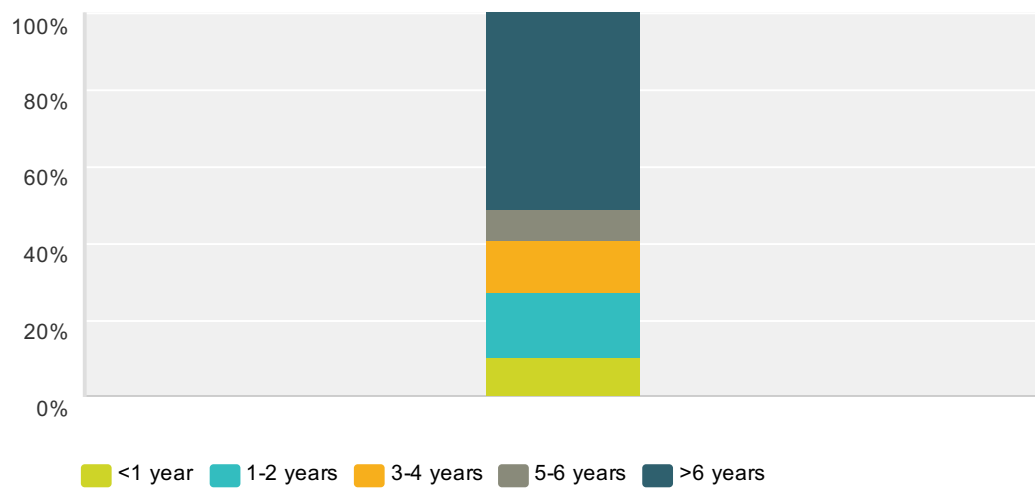
Answered: 358 Skipped: 2



Answer Choices	Responses	
Both - I supervise staff and I am supervised by others	34.92%	125
I supervise others but am not supervised	26.82%	96
I am supervised and do not supervise others	38.27%	137
Total		358

Q4 How long have you been a supervisor?

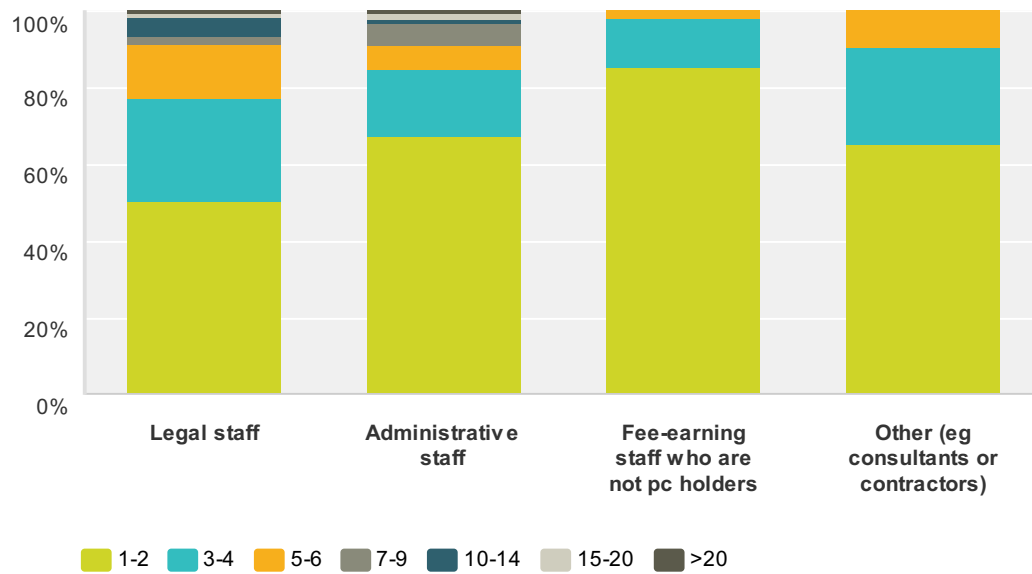
Answered: 144 Skipped: 216



Answer Choices	Responses	
<1 year	10.42%	15
1-2 years	16.67%	24
3-4 years	13.89%	20
5-6 years	7.64%	11
>6 years	51.39%	74
Total		144

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

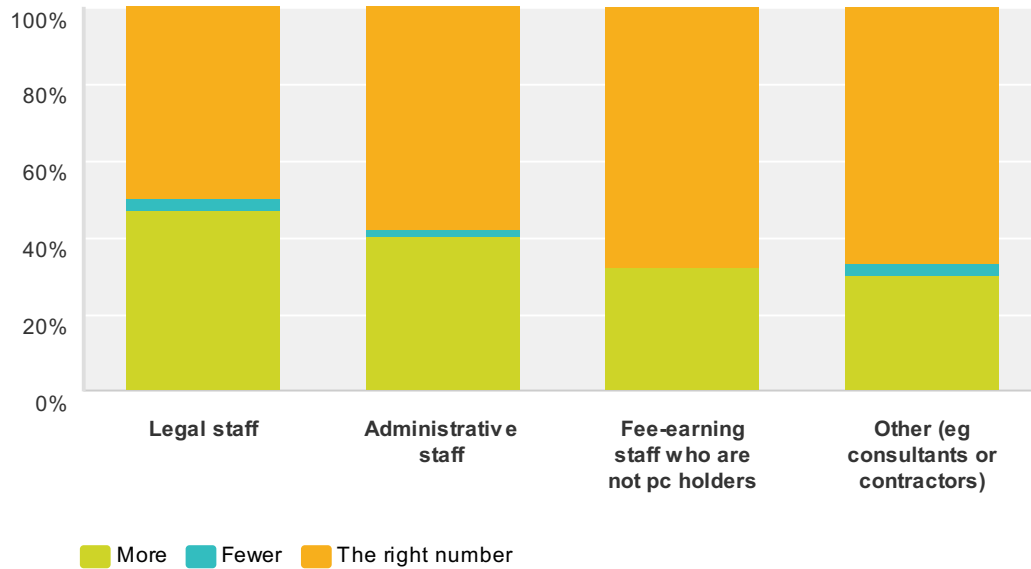
Answered: 142 Skipped: 218



	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Legal staff	50% 50	27% 27	14.00% 14	2% 2	5% 5	1% 1	1% 1	100
Administrative staff	67.46% 85	17.46% 22	5.56% 7	6.35% 8	0.79% 1	1.59% 2	0.79% 1	126
Fee-earning staff who are not pc holders	85.11% 40	12.77% 6	2.13% 1	0% 0	0% 0	0% 0	0% 0	47
Other (eg consultants or contractors)	65% 13	25% 5	10% 2	0% 0	0% 0	0% 0	0% 0	20

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?

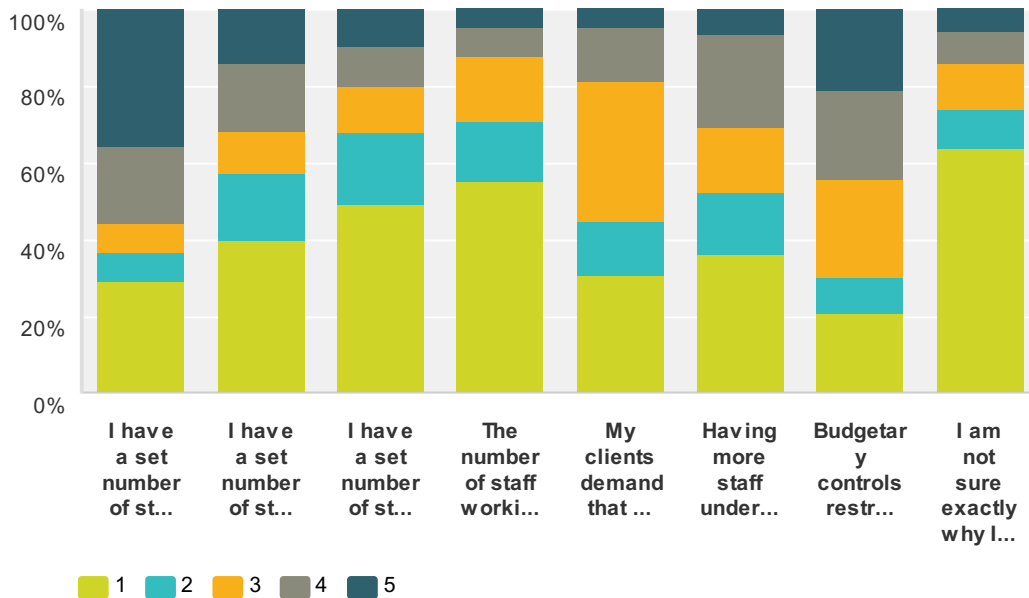
Answered: 140 Skipped: 220



	More	Fewer	The right number	Total
Legal staff	47.06% 56	3.36% 4	49.58% 59	119
Administrative staff	40% 50	2.40% 3	57.60% 72	125
Fee-earning staff who are not pc holders	32.31% 21	0% 0	67.69% 44	65
Other (eg consultants or contractors)	30% 9	3.33% 1	66.67% 20	30

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.

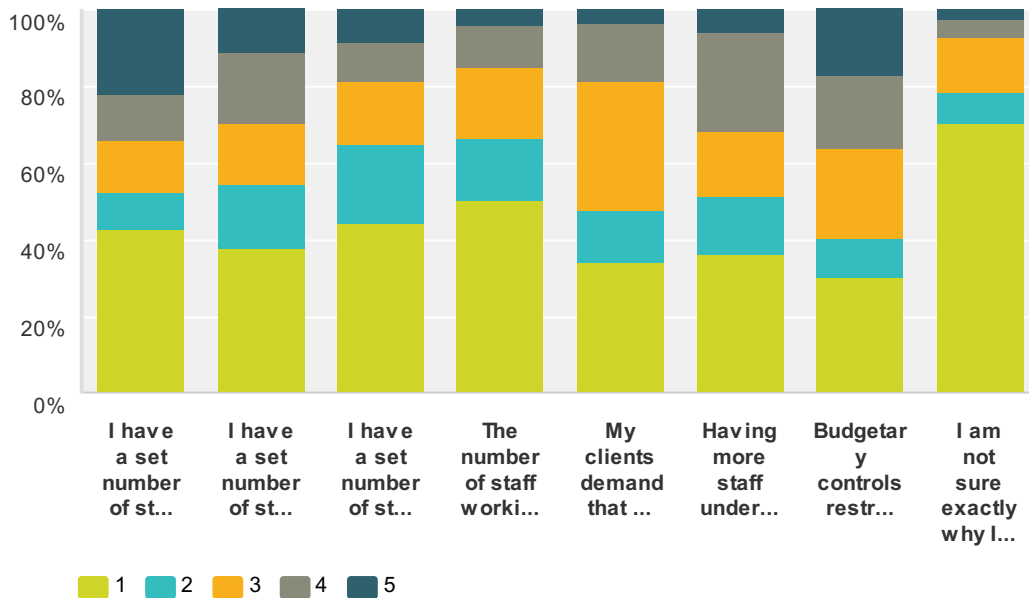
Answered: 133 Skipped: 227



	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.	29.37% 37	7.14% 9	7.94% 10	19.84% 25	35.71% 45	126
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.	39.68% 50	17.46% 22	11.11% 14	17.46% 22	14.29% 18	126
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.	49.19% 61	18.55% 23	12.10% 15	10.48% 13	9.68% 12	124
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.	55.28% 68	15.45% 19	17.07% 21	7.32% 9	4.88% 6	123
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	30.58% 37	14.05% 17	36.36% 44	14.05% 17	4.96% 6	121
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.	36.36% 44	15.70% 19	17.36% 21	23.97% 29	6.61% 8	121
Budgetary controls restrict the number of staff I can have working under my supervision.	20.49% 25	9.84% 12	25.41% 31	22.95% 28	21.31% 26	122
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	63.64% 77	9.92% 12	12.40% 15	8.26% 10	5.79% 7	121

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.

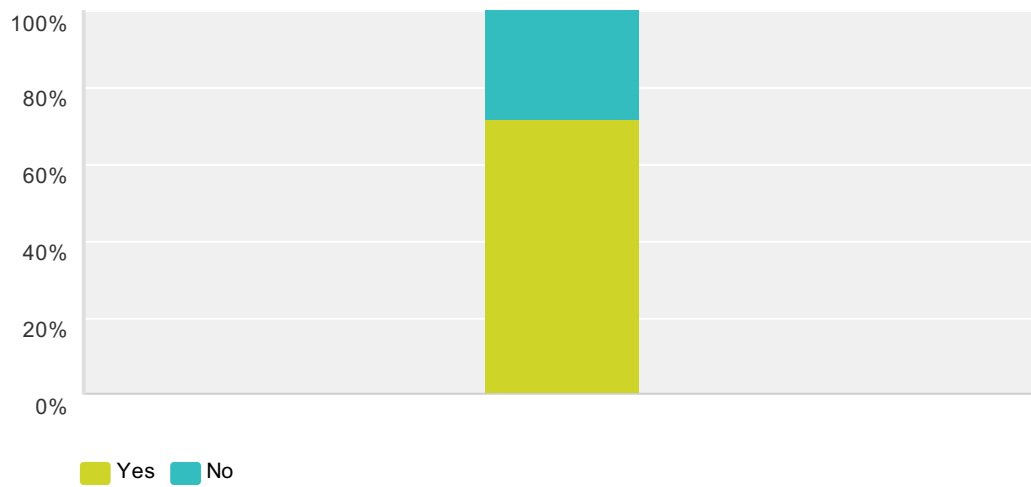
Answered: 120 Skipped: 240



	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.	42.48% 48	9.73% 11	13.27% 15	12.39% 14	22.12% 25	113
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.	37.72% 43	16.67% 19	15.79% 18	18.42% 21	11.40% 13	114
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.	44.14% 49	20.72% 23	16.22% 18	9.91% 11	9.01% 10	111
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.	50% 56	16.07% 18	18.75% 21	10.71% 12	4.46% 5	112
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	34.23% 38	13.51% 15	33.33% 37	15.32% 17	3.60% 4	111
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.	36.04% 40	15.32% 17	17.12% 19	25.23% 28	6.31% 7	111
Budgetary controls restrict the number of staff I can have working under my supervision.	30% 33	10% 11	23.64% 26	19.09% 21	17.27% 19	110
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	70% 77	8.18% 9	14.55% 16	4.55% 5	2.73% 3	110

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

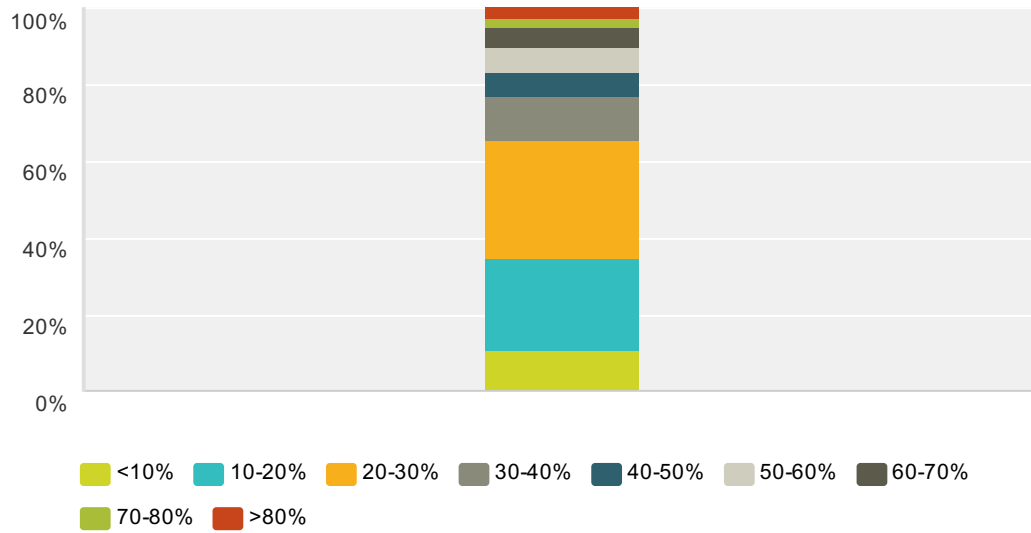
Answered: 137 Skipped: 223



Answer Choices	Responses	
Yes	71.53%	98
No	28.47%	39
Total		137

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

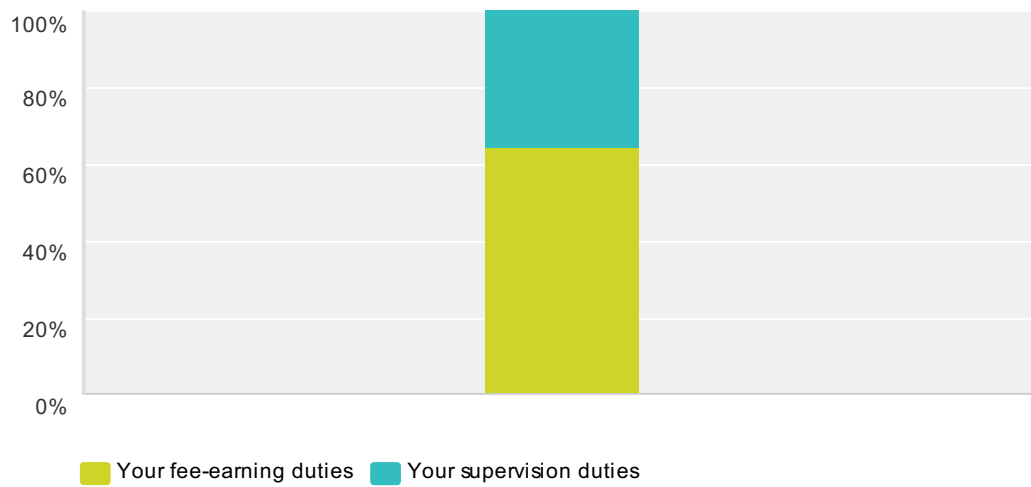
Answered: 138 Skipped: 222



Answer Choices	Responses
<10%	10.87% 15
10-20%	23.91% 33
20-30%	30.43% 42
30-40%	11.59% 16
40-50%	6.52% 9
50-60%	6.52% 9
60-70%	5.07% 7
70-80%	2.17% 3
>80%	2.90% 4
Total	138

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

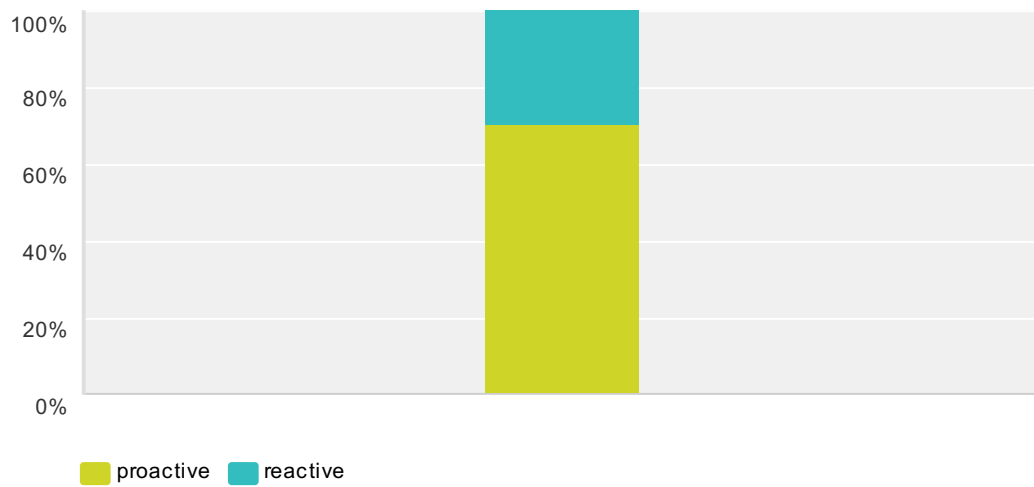
Answered: 134 Skipped: 226



Answer Choices	Responses	
Your fee-earning duties	64.18%	86
Your supervision duties	35.82%	48
Total		134

Q12 Would you describe your supervision activities as primarily

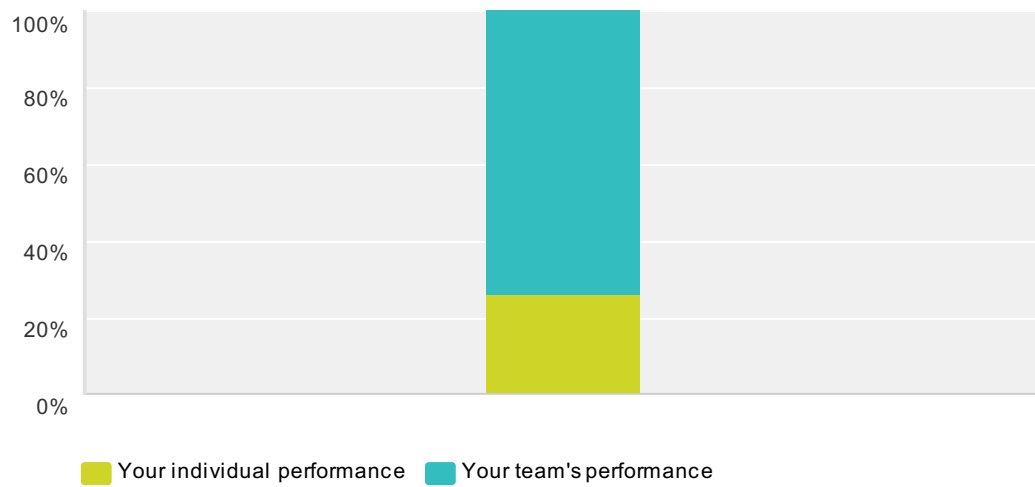
Answered: 135 Skipped: 225



Answer Choices	Responses	
proactive	70.37%	95
reactive	29.63%	40
Total		135

Q13 Do you measure your success in your role primarily by

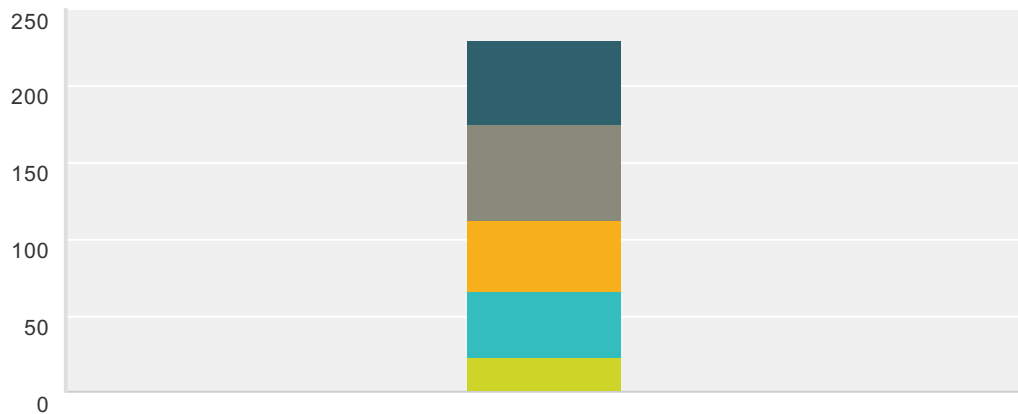
Answered: 136 Skipped: 224



Answer Choices	Responses	
Your individual performance	26.47%	36
Your team's performance	73.53%	100
Total		136

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

Answered: 129 Skipped: 231

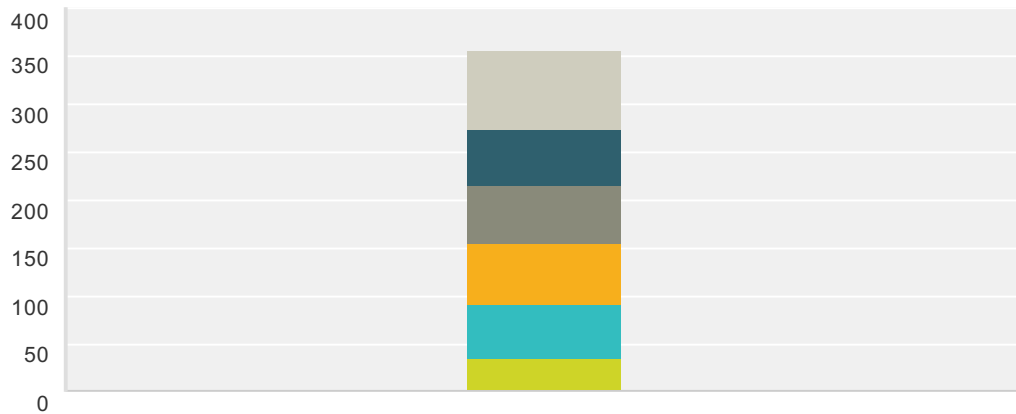


- My firm allocates time to me for my supervision responsibilities
- I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters
- I record supervision time but may reduce the time billed to the client where my supervision was of 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	17.83% 23
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	32.56% 42
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)	36.43% 47
Time for supervision is not structured into a daily work schedule	48.06% 62
It is up to me to find spare time for supervision	42.64% 55
Total Respondents: 129	

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

Answered: 129 Skipped: 231

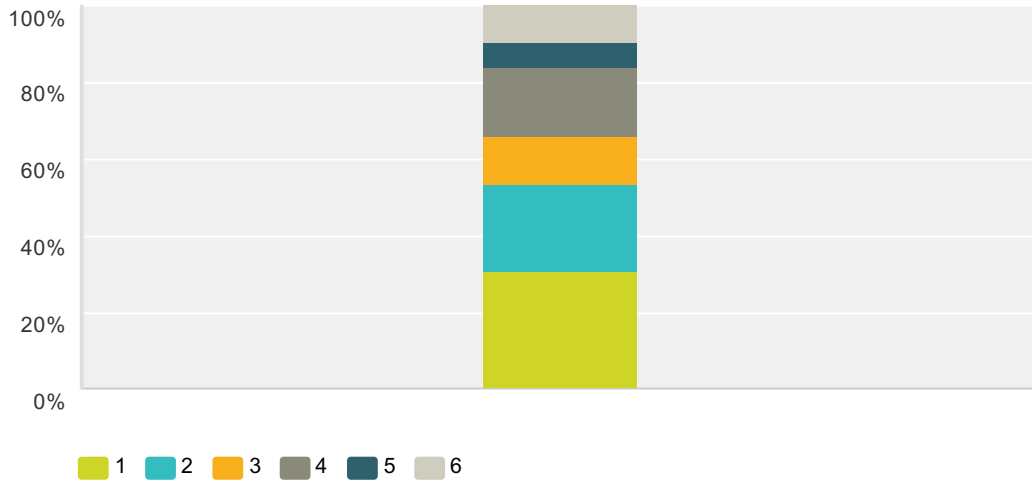


- By emulating my current supervisor
 ■ By emulating a previous supervisor
■ By watching others
 ■ By trial and error
 ■ By following my firm's policies and procedure:
■ By responding to the needs or expressed preferences of my supervisees

Answer Choices	Responses	
By emulating my current supervisor	27.13%	35
By emulating a previous supervisor	43.41%	56
By watching others	48.84%	63
By trial and error	46.51%	60
By following my firm's policies and procedures	45.74%	59
By responding to the needs or expressed preferences of my supervisees	62.79%	81
Total Respondents: 129		

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)

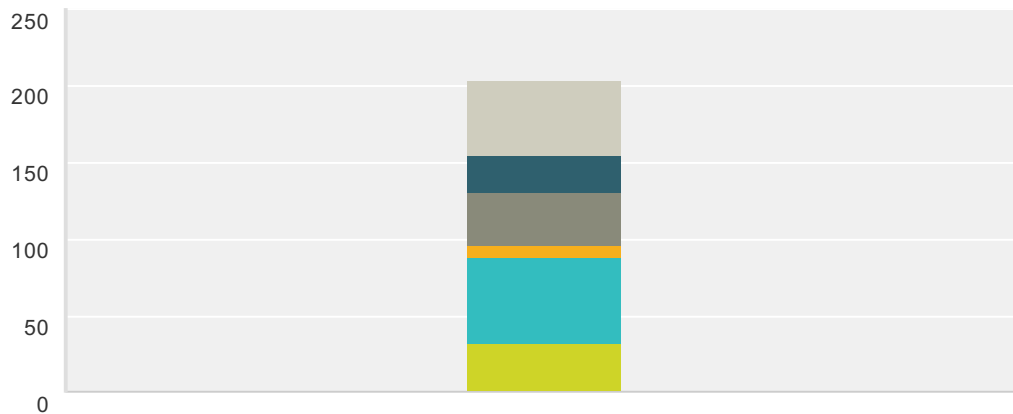
Answered: 131 Skipped: 229



Answer Choices	Responses	
1	30.53%	40
2	22.90%	30
3	12.21%	16
4	18.32%	24
5	6.11%	8
6	9.92%	13
Total		131

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

Answered: 106 Skipped: 254



- 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	30.19%	32
In-house informal discussions generally in response to problems seen as supervision issues	52.83%	56
External formal training at regular intervals	7.55%	8
External formal training at irregular intervals when available	32.08%	34
I regularly read publications and attend workshops on supervision	22.64%	24
Reading management literature	46.23%	49
Total Respondents: 106		

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

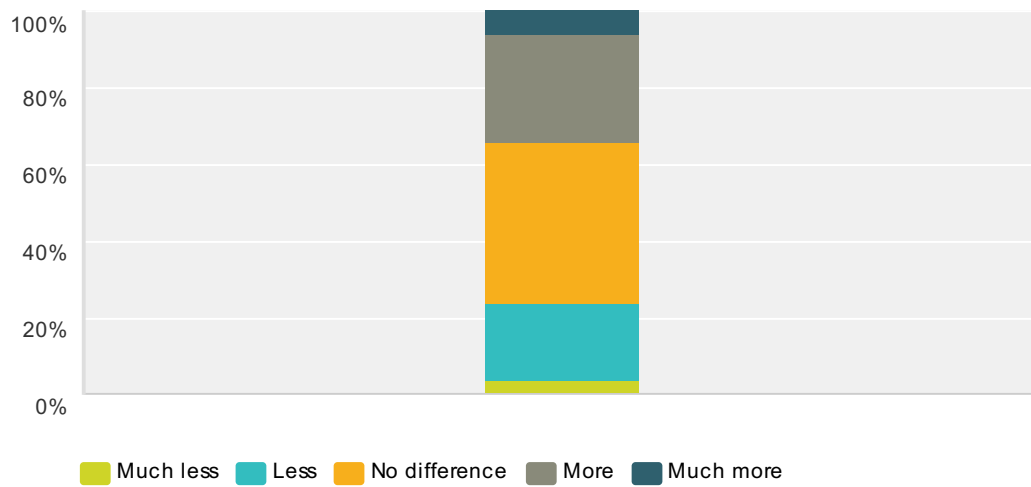
Answered: 123 Skipped: 237



Answer Choices	Responses	
In-house formal	28.46%	35
In-house informal, such as ad hoc discussions in response to problems arising	19.51%	24
External formal training given regularly by a dedicated service provider	32.52%	40
External informal, for example professional seminars on supervision related topics	34.96%	43
Reading management literature	20.33%	25
I do not need further training in supervision	17.89%	22
Total Respondents: 123		

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

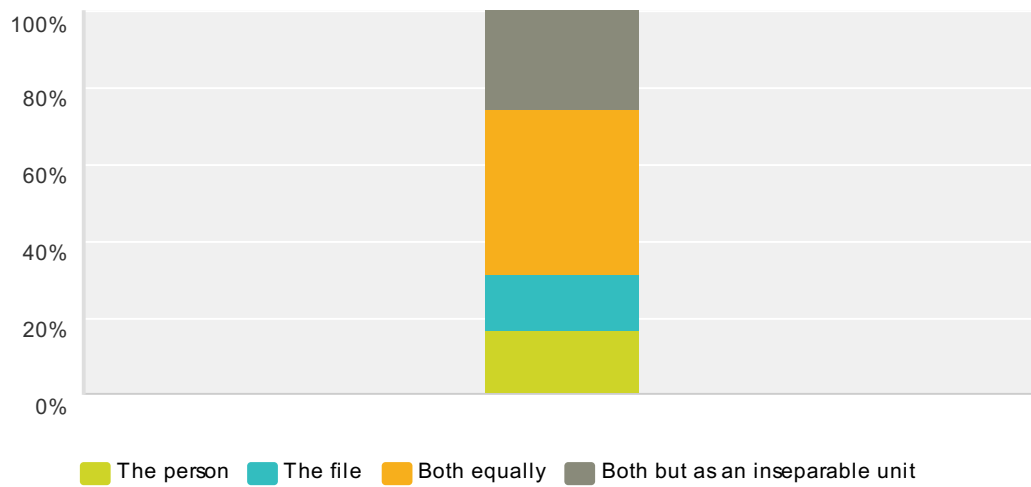
Answered: 132 Skipped: 228



Answer Choices	Responses	
Much less	3.79%	5
Less	19.70%	26
No difference	42.42%	56
More	28.03%	37
Much more	6.06%	8
Total		132

Q20 Do you primarily supervise the person or the file?

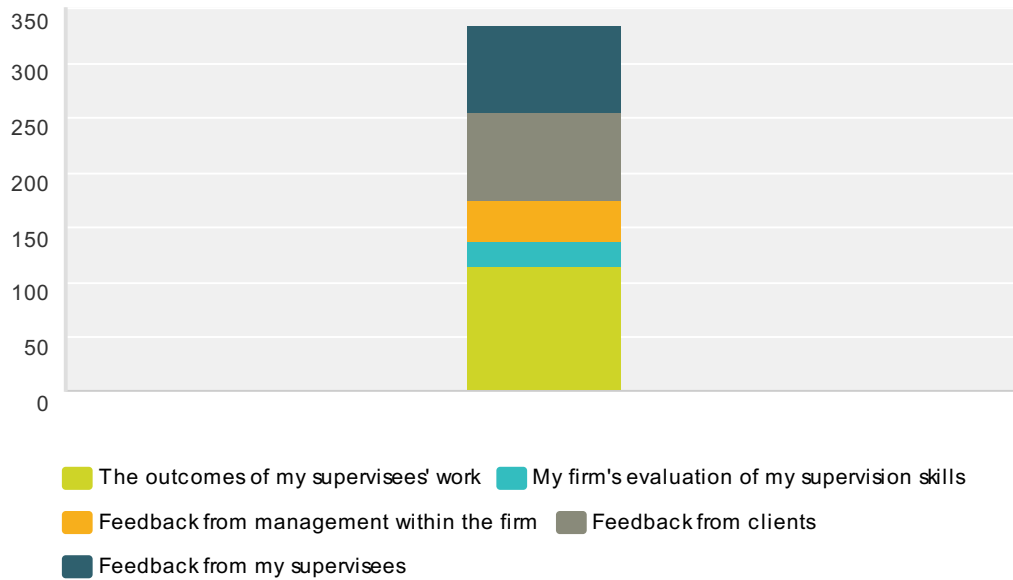
Answered: 132 Skipped: 228



Answer Choices	Responses	
The person	16.67%	22
The file	14.39%	19
Both equally	43.18%	57
Both but as an inseparable unit	25.76%	34
Total		132

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

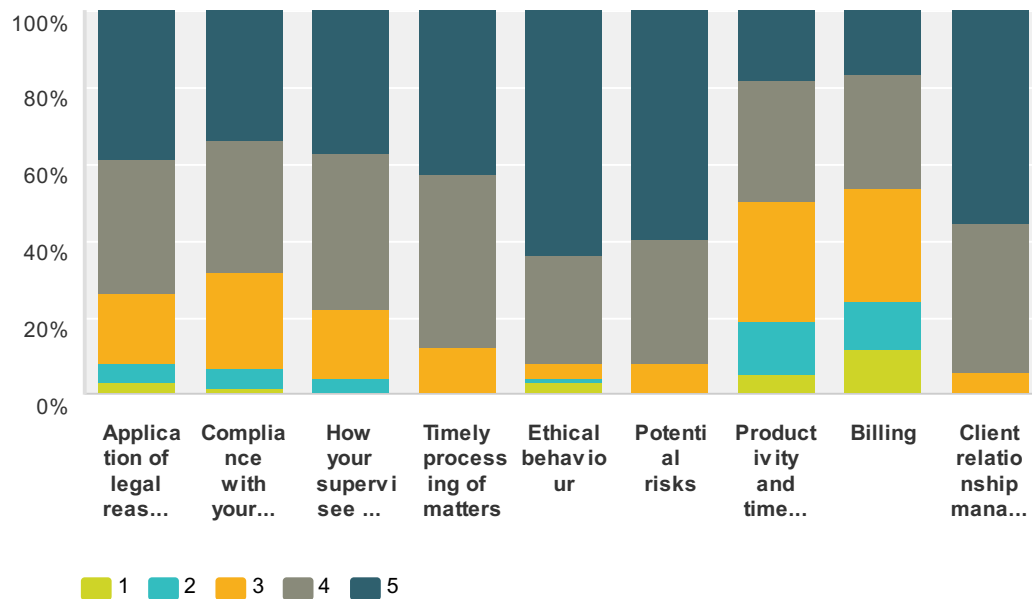
Answered: 129 Skipped: 231



Answer Choices	Responses	
The outcomes of my supervisees' work	89.15%	115
My firm's evaluation of my supervision skills	17.83%	23
Feedback from management within the firm	27.91%	36
Feedback from clients	62.02%	80
Feedback from my supervisees	62.02%	80
Total Respondents: 129		

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

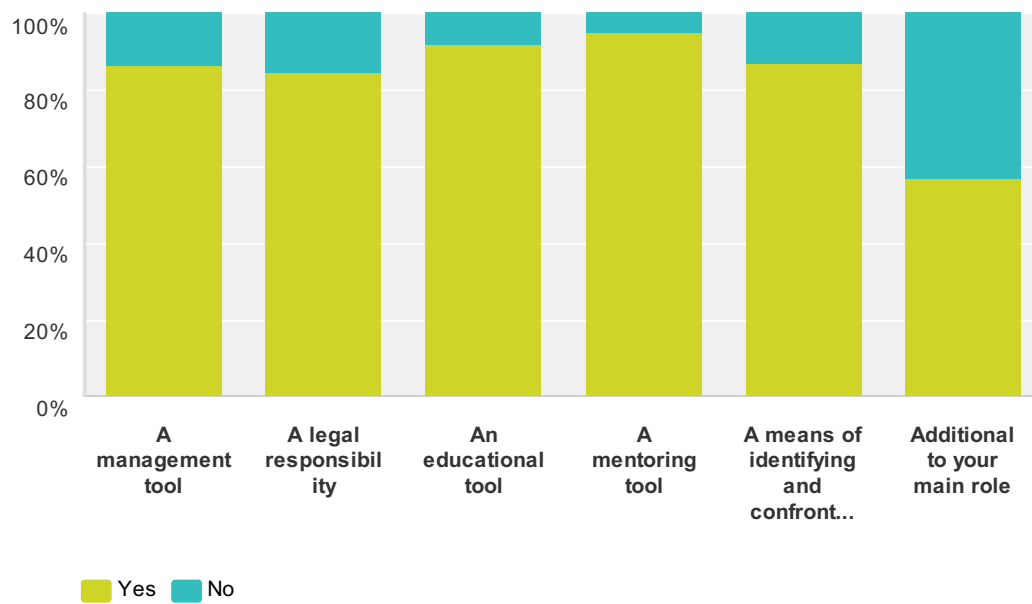
Answered: 122 Skipped: 238



	1	2	3	4	5	Total
Application of legal reasoning	3.39% 4	5.08% 6	17.80% 21	34.75% 41	38.98% 46	118
Compliance with your firm's systems	1.64% 2	4.92% 6	25.41% 31	34.43% 42	33.61% 41	122
How your supervisee is coping	0.83% 1	3.31% 4	18.18% 22	40.50% 49	37.19% 45	121
Timely processing of matters	0% 0	0.83% 1	11.57% 14	44.63% 54	42.98% 52	121
Ethical behaviour	3.31% 4	0.83% 1	4.13% 5	28.10% 34	63.64% 77	121
Potential risks	0.82% 1	0% 0	7.38% 9	31.97% 39	59.84% 73	122
Productivity and time recording	5% 6	14.17% 17	30.83% 37	31.67% 38	18.33% 22	120
Billing	11.76% 14	12.61% 15	29.41% 35	29.41% 35	16.81% 20	119
Client relationship management and service	0% 0	0% 0	5.79% 7	38.84% 47	55.37% 67	121

Q23 Do you view supervision principally as

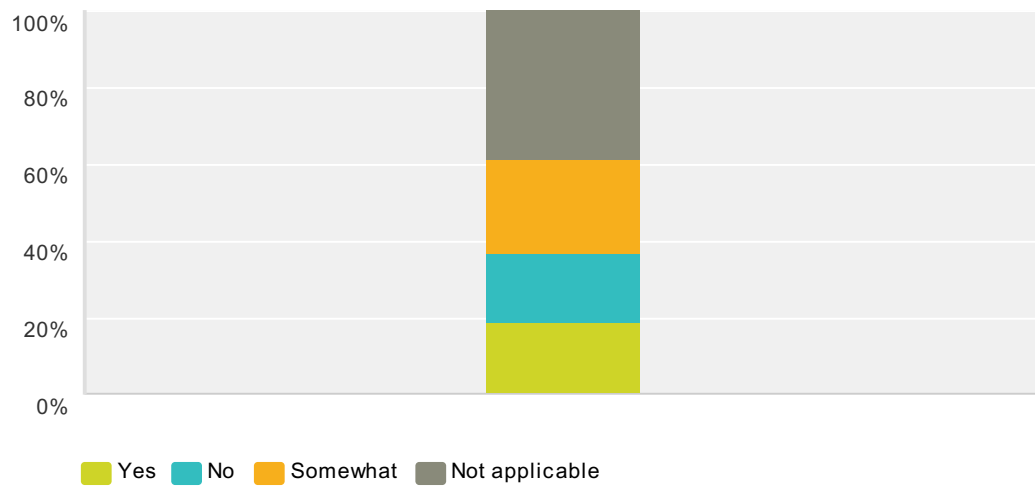
Answered: 122 Skipped: 238



	Yes	No	Total
A management tool	86.24% 94	13.76% 15	109
A legal responsibility	84.40% 92	15.60% 17	109
An educational tool	91.96% 103	8.04% 9	112
A mentoring tool	94.74% 108	5.26% 6	114
A means of identifying and confronting problems that arise in your supervisees' work	86.61% 97	13.39% 15	112
Additional to your main role	56.70% 55	43.30% 42	97

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

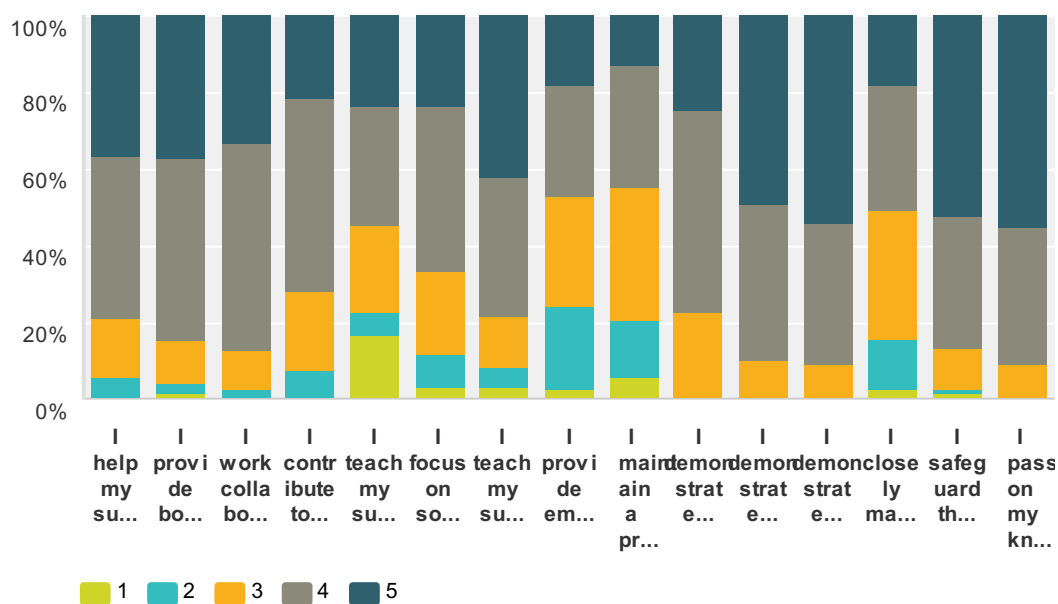
Answered: 111 Skipped: 249



Answer Choices	Responses	
Yes	18.92%	21
No	18.02%	20
Somewhat	24.32%	27
Not applicable	38.74%	43
Total		111

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: 120 Skipped: 240



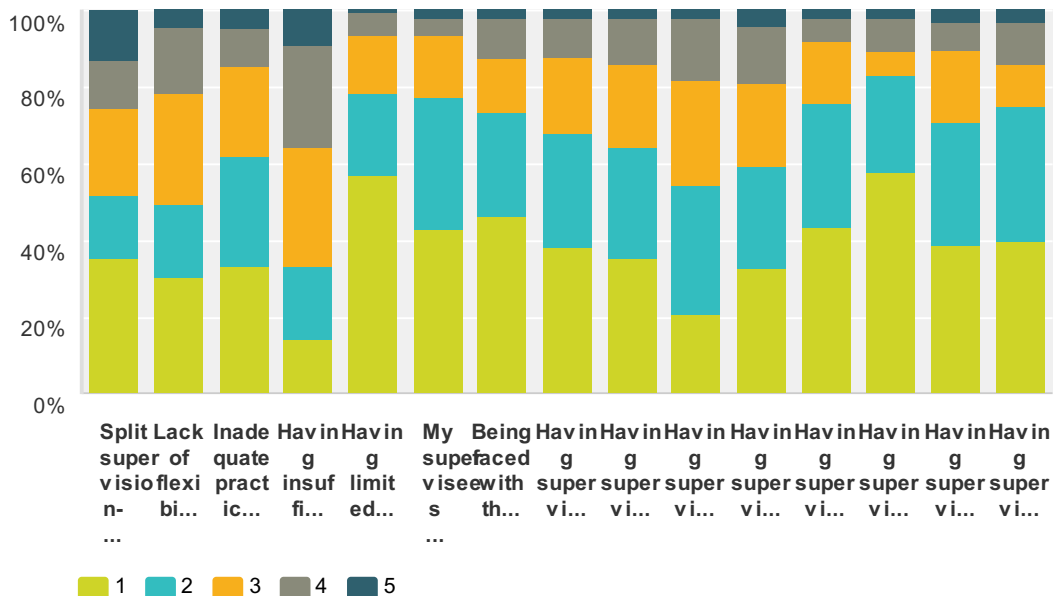
	1	2	3	4	5	Total
I help my supervisees to develop technical skills	0.84% 1	5.04% 6	15.13% 18	42.02% 50	36.97% 44	119
I provide both positive and constructive critical feedback	1.67% 2	2.50% 3	10.83% 13	47.50% 57	37.50% 45	120
I work collaboratively with my supervisees	0.83% 1	1.67% 2	10% 12	54.17% 65	33.33% 40	120
I contribute to the personal growth of my supervisees	0.83% 1	6.67% 8	20.83% 25	50% 60	21.67% 26	120
I teach my supervisees to become lawyers	16.81% 20	5.88% 7	22.69% 27	31.09% 37	23.53% 28	119
I focus on solving critical issues and problems that arise for my supervisees	3.39% 4	8.47% 10	21.19% 25	43.22% 51	23.73% 28	118
I teach my supervisees about being ethical	3.33% 4	5% 6	13.33% 16	35.83% 43	42.50% 51	120
I provide emotional support to my supervisees	2.50% 3	21.67% 26	28.33% 34	29.17% 35	18.33% 22	120
I maintain a professional distance from my supervisees	5.83% 7	15% 18	34.17% 41	31.67% 38	13.33% 16	120
I demonstrate patience and flexibility with my supervisees	0.83% 1	0% 0	21.67% 26	52.50% 63	25% 30	120
I demonstrate openness and honesty in my work	0.83% 1	0% 0	9.17% 11	40.83% 49	49.17% 59	120
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	0.83% 1	0% 0	8.33% 10	36.67% 44	54.17% 65	120
I closely manage cases	2.50% 3	13.33% 16	33.33% 40	32.50% 39	18.33% 22	120

Supervision Practices Check 2013

I safeguard the interests of the client	1.67% 2	0.83% 1	10.83% 13	34.17% 41	52.50% 63	120
I pass on my knowledge and experience to my supervisees	0.84% 1	0% 0	8.40% 10	35.29% 42	55.46% 66	119

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: 120 Skipped: 240



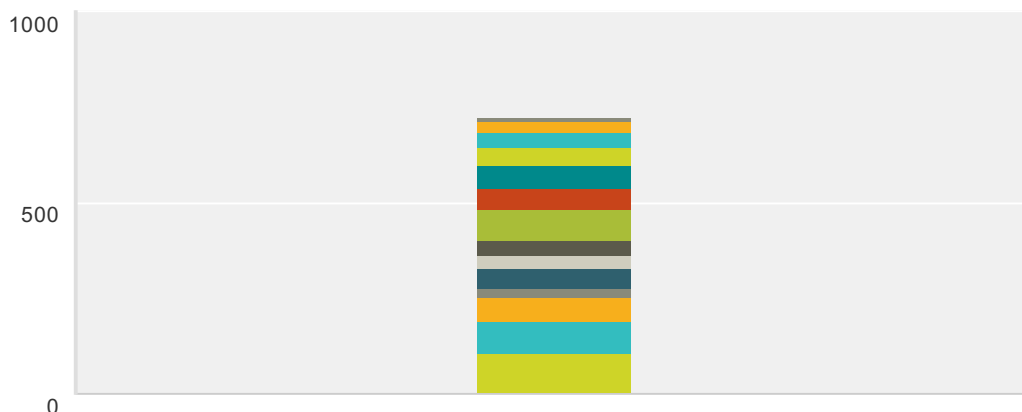
	1	2	3	4	5	Total
Split supervision- where supervision responsibilities are shared with another supervisor	35% 42	16.67% 20	22.50% 27	12.50% 15	13.33% 16	120
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	30% 36	19.17% 23	29.17% 35	16.67% 20	5% 6	120
Inadequate practice management systems (IT and others)	33.33% 40	28.33% 34	23.33% 28	10% 12	5% 6	120
Having insufficient time for supervision	14.17% 17	19.17% 23	30.83% 37	26.67% 32	9.17% 11	120
Having limited interest in managing or supervising others	56.67% 68	21.67% 26	15% 18	5.83% 7	0.83% 1	120
My supervisees and I having different understandings of what supervision entails	42.86% 51	34.45% 41	15.97% 19	4.20% 5	2.52% 3	119
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	46.22% 55	26.89% 32	14.29% 17	10.08% 12	2.52% 3	119
Having supervisees who do not communicate clearly	38.33% 46	29.17% 35	20% 24	10% 12	2.50% 3	120
Having supervisees who do not follow instructions	35% 42	29.17% 35	21.67% 26	11.67% 14	2.50% 3	120
Having supervisees who work hard but not effectively	20.83% 25	33.33% 40	27.50% 33	15.83% 19	2.50% 3	120
Having supervisees who don't take sufficient responsibility	32.50% 39	26.67% 32	21.67% 26	15% 18	4.17% 5	120
Having supervisees who are not effective team members	43.33% 52	32.50% 39	15.83% 19	5.83% 7	2.50% 3	120

Supervision Practices Check 2013

Having supervisees who lack respect for me and other colleagues	57.50% 69	25% 30	6.67% 8	8.33% 10	2.50% 3	120
Having supervisees who don't understand when to seek advice	38.66% 46	31.93% 38	18.49% 22	7.56% 9	3.36% 4	119
Having supervisees who don't think they need to be supervised	39.50% 47	35.29% 42	10.92% 13	10.92% 13	3.36% 4	119

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

Answered: 112 Skipped: 248



- 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

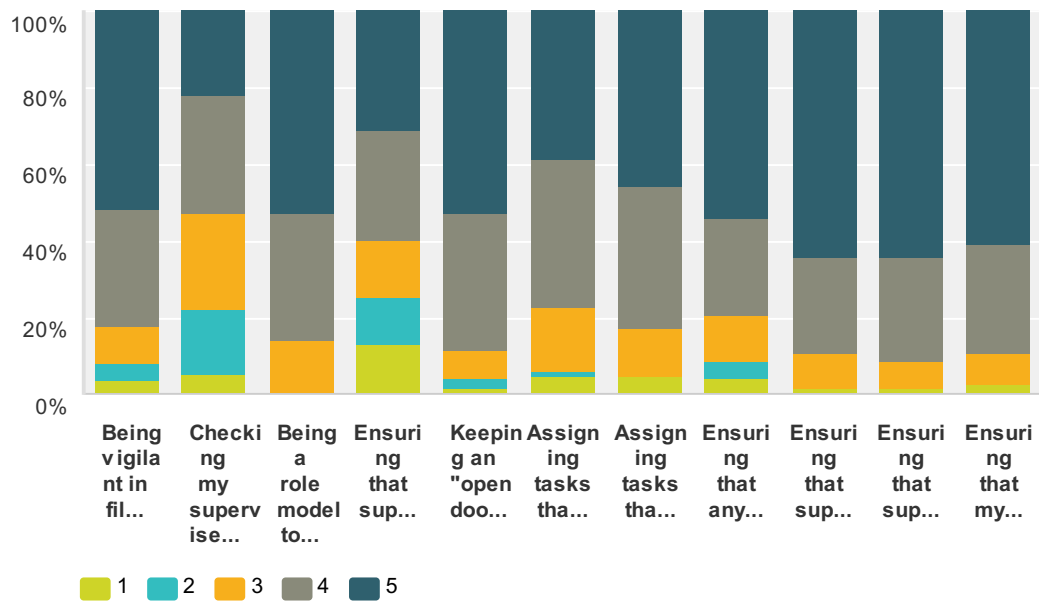
Answer Choices	Responses
I have an open door policy and staff come to see me when they have problems	96.43% 108
I review work done and allocate new work	75.89% 85
I review/check all communications	50.89% 57
I monitor how staff engage in peer file review	23.21% 26
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	43.75% 49
I implement workflow systems to ensure or assist process compliance	33.93% 38
I set aside a regular time to review workloads, prioritise work and deal with problem cases	33.93% 38
I update and share information with staff in my office	74.11% 83
I identify my supervisees' training needs	46.43% 52
I monitor staff for fatigue, stress and other problems	56.25% 63
I meet the training needs of my supervisees, or ensure they are met	38.39% 43
I inspect all files at regular intervals	33.93% 38

Supervision Practices Check 2013

I inspect sample client files at regular intervals	29.46%	33
I only inspect problem client files	6.25%	7
Total Respondents: 112		

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

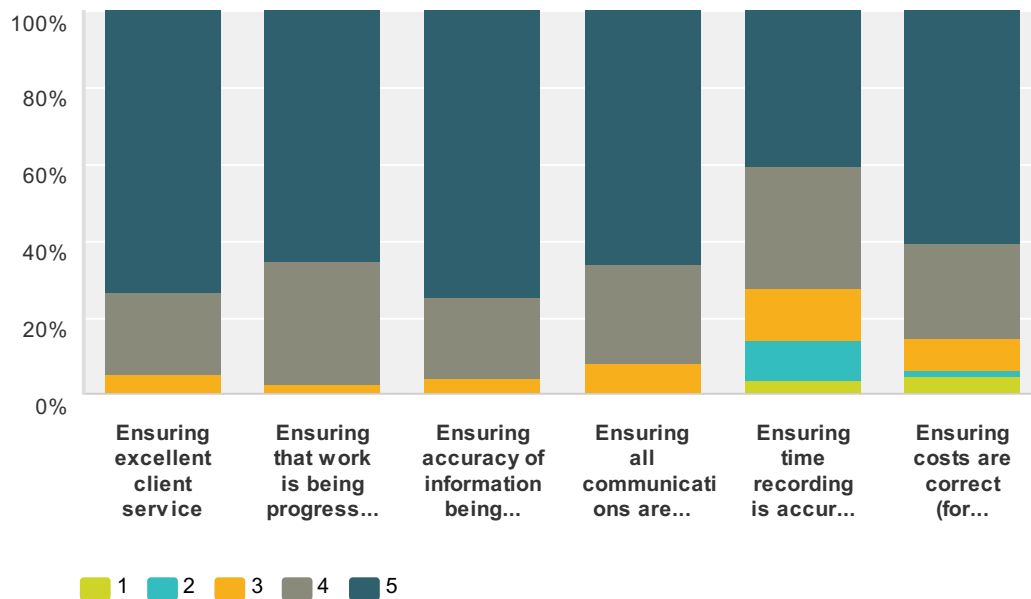
Answered: 112 Skipped: 248



	1	2	3	4	5	Total
Being vigilant in file management so serious mistakes are avoided	3.57% 4	4.46% 5	9.82% 11	30.36% 34	51.79% 58	112
Checking my supervisees' wellbeing	5.36% 6	16.96% 19	25% 28	30.36% 34	22.32% 25	112
Being a role model to demonstrate good practice	0.89% 1	0% 0	13.39% 15	33.04% 37	52.68% 59	112
Ensuring that supervisees adhere to the firm's complaint management policy	13.39% 15	11.61% 13	15.18% 17	28.57% 32	31.25% 35	112
Keeping an "open door policy" and ensuring I am available when needed	1.79% 2	2.68% 3	7.14% 8	35.71% 40	52.68% 59	112
Assigning tasks that are appropriate and meaningful to my supervisees	4.50% 5	1.80% 2	16.22% 18	38.74% 43	38.74% 43	111
Assigning tasks that fit my supervisees' level of skill and experience	4.50% 5	0% 0	12.61% 14	36.94% 41	45.95% 51	111
Ensuring that any expressions of client dissatisfaction are brought to my attention	4.46% 5	4.46% 5	11.61% 13	25% 28	54.46% 61	112
Ensuring that supervisees know they can tell me about serious mistakes they have made	1.79% 2	0% 0	8.93% 10	25% 28	64.29% 72	112
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	1.79% 2	0% 0	7.14% 8	26.79% 30	64.29% 72	112
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	2.68% 3	0% 0	8.04% 9	28.57% 32	60.71% 68	112

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

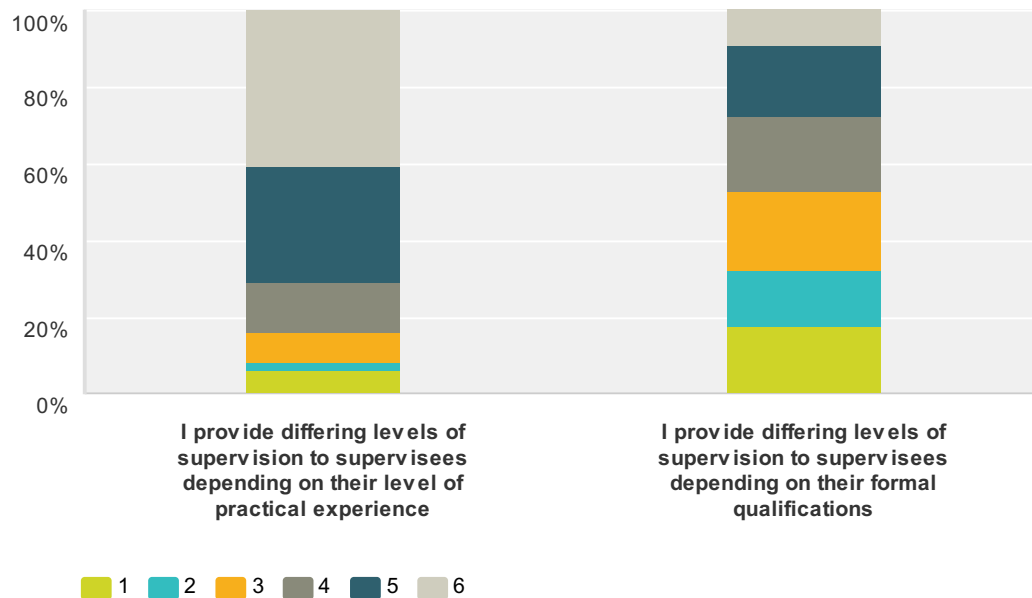
Answered: 112 Skipped: 248



	1	2	3	4	5	Total
Ensuring excellent client service	0% 0	0% 0	5.36% 6	21.43% 24	73.21% 82	112
Ensuring that work is being progressed to meet deadlines	0% 0	0% 0	2.68% 3	32.14% 36	65.18% 73	112
Ensuring accuracy of information being communicated to clients	0% 0	0% 0	4.46% 5	20.54% 23	75% 84	112
Ensuring all communications are polite	0% 0	0% 0	8.04% 9	25.89% 29	66.07% 74	112
Ensuring time recording is accurate and up to date	3.60% 4	10.81% 12	13.51% 15	31.53% 35	40.54% 45	111
Ensuring costs are correct (for example, stamp duty)	4.55% 5	1.82% 2	8.18% 9	24.55% 27	60.91% 67	110

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).

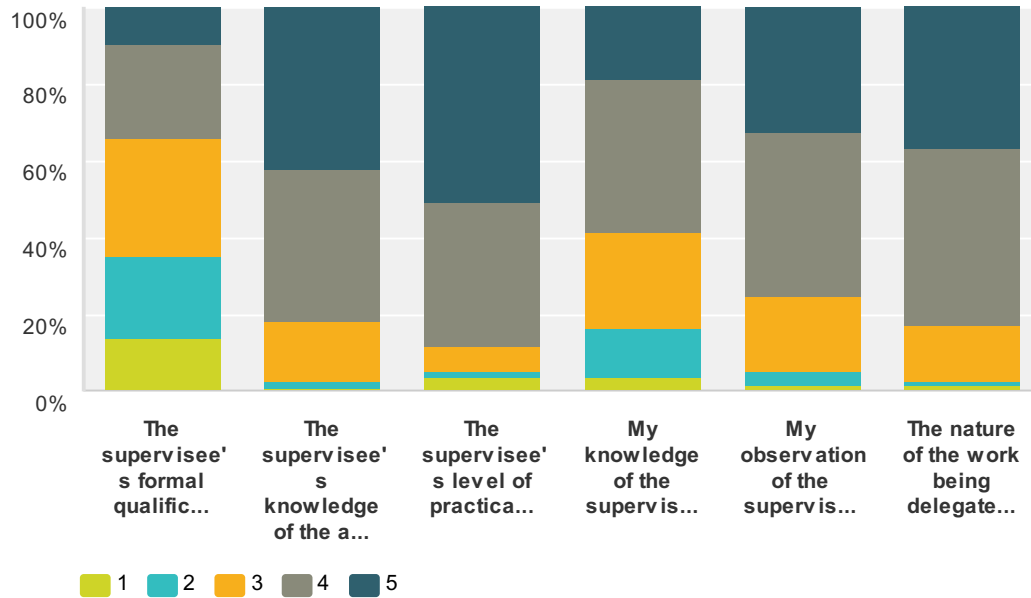
Answered: 111 Skipped: 249



	1	2	3	4	5	6	Total
I provide differing levels of supervision to supervisees depending on their level of practical experience	6.36% 7	1.82% 2	8.18% 9	12.73% 14	30% 33	40.91% 45	110
I provide differing levels of supervision to supervisees depending on their formal qualifications	17.59% 19	14.81% 16	20.37% 22	19.44% 21	18.52% 20	9.26% 10	108

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)

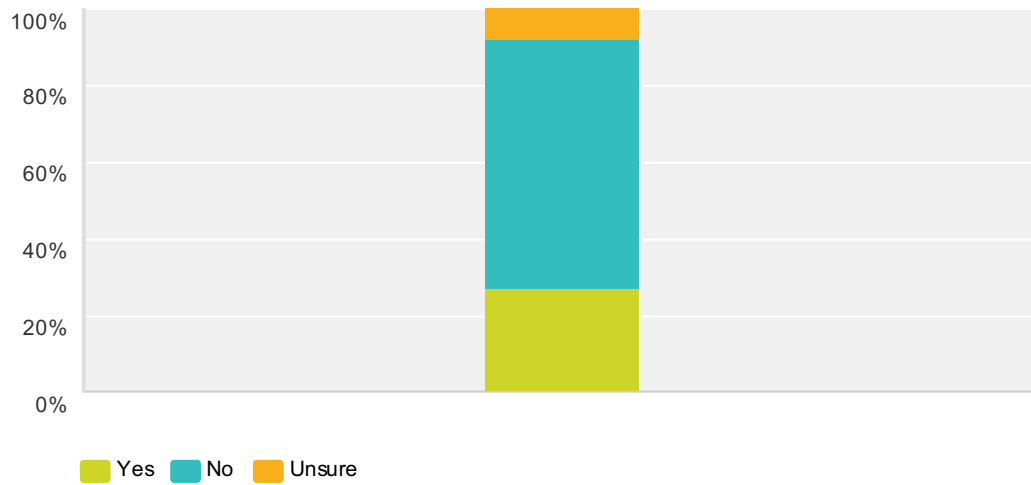
Answered: 111 Skipped: 249



	1	2	3	4	5	Total
The supervisee's formal qualifications	13.51% 15	21.62% 24	30.63% 34	24.32% 27	9.91% 11	111
The supervisee's knowledge of the area of law	0.90% 1	1.80% 2	15.32% 17	39.64% 44	42.34% 47	111
The supervisee's level of practical experience	3.64% 4	1.82% 2	6.36% 7	37.27% 41	50.91% 56	110
My knowledge of the supervisee's personal characteristics	3.60% 4	12.61% 14	25.23% 28	39.64% 44	18.92% 21	111
My observation of the supervisee's daily work	1.82% 2	3.64% 4	19.09% 21	42.73% 47	32.73% 36	110
The nature of the work being delegated to the supervisee	1.80% 2	0.90% 1	14.41% 16	45.95% 51	36.94% 41	111

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?

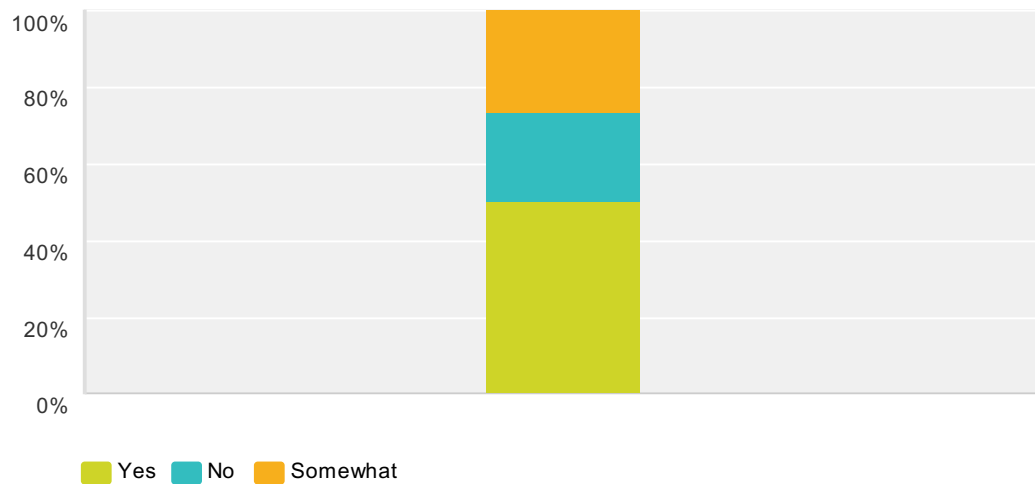
Answered: 111 Skipped: 249



Answer Choices	Responses	
Yes	27.03%	30
No	64.86%	72
Unsure	8.11%	9
Total		111

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?

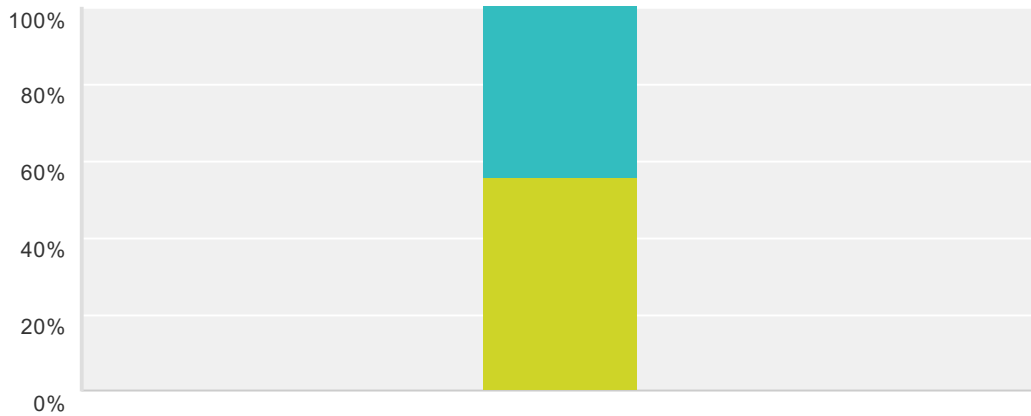
Answered: 30 Skipped: 330



Answer Choices	Responses	
Yes	50%	15
No	23.33%	7
Somewhat	26.67%	8
Total		30

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: 117 Skipped: 243

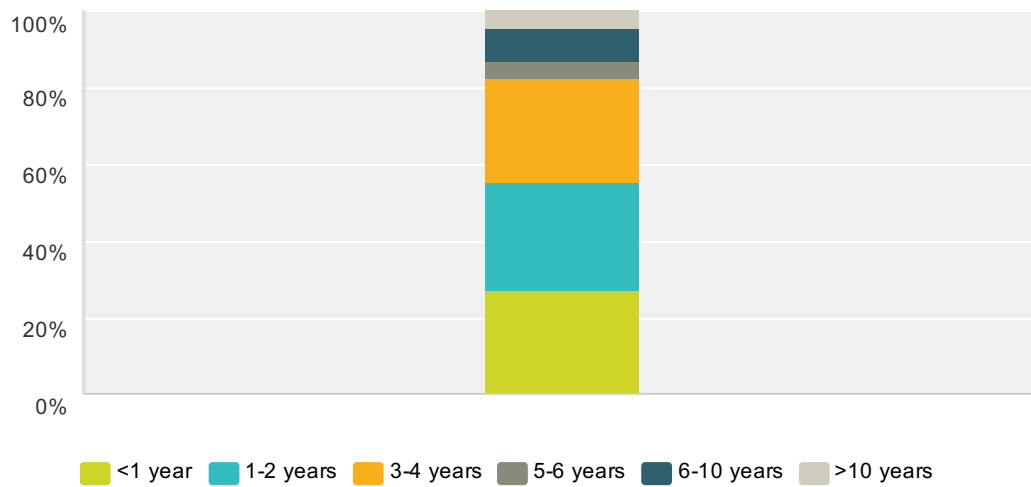


- I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees
- I supervise others but am not supervised. This option is for participants who are supervisors only.

Answer Choices	Responses
I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees	55.56% 65
I supervise others but am not supervised. This option is for participants who are supervisors only.	44.44% 52
Total	117

Q35 How long have you been in your current role?

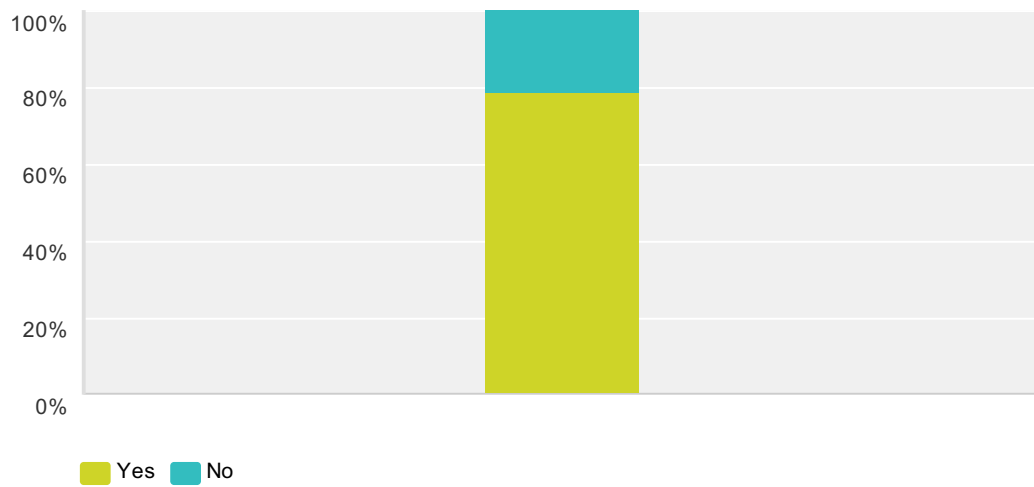
Answered: 196 Skipped: 164



Answer Choices	Responses	
<1 year	27.04%	53
1-2 years	28.06%	55
3-4 years	27.04%	53
5-6 years	4.59%	9
6-10 years	8.67%	17
>10 years	4.59%	9
Total		196

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

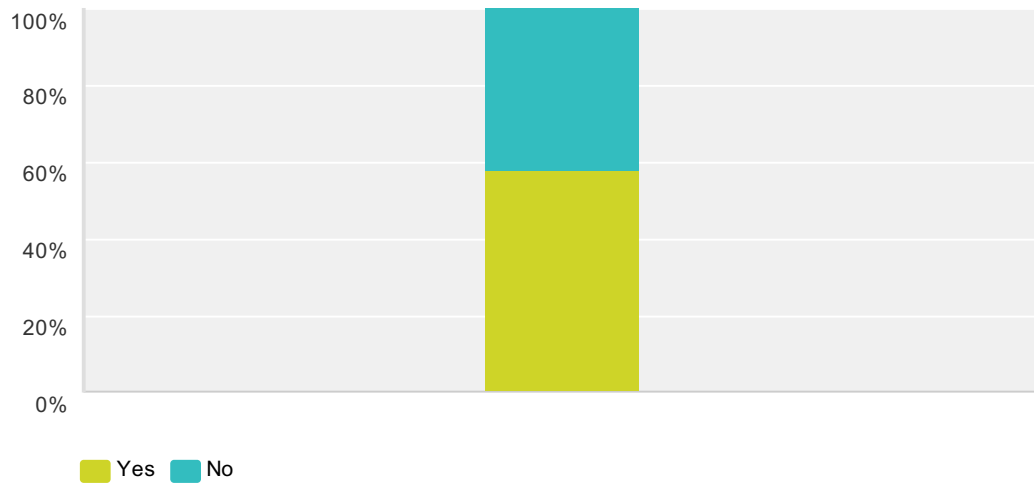
Answered: 195 Skipped: 165



Answer Choices	Responses	
Yes	78.97%	154
No	21.03%	41
Total		195

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

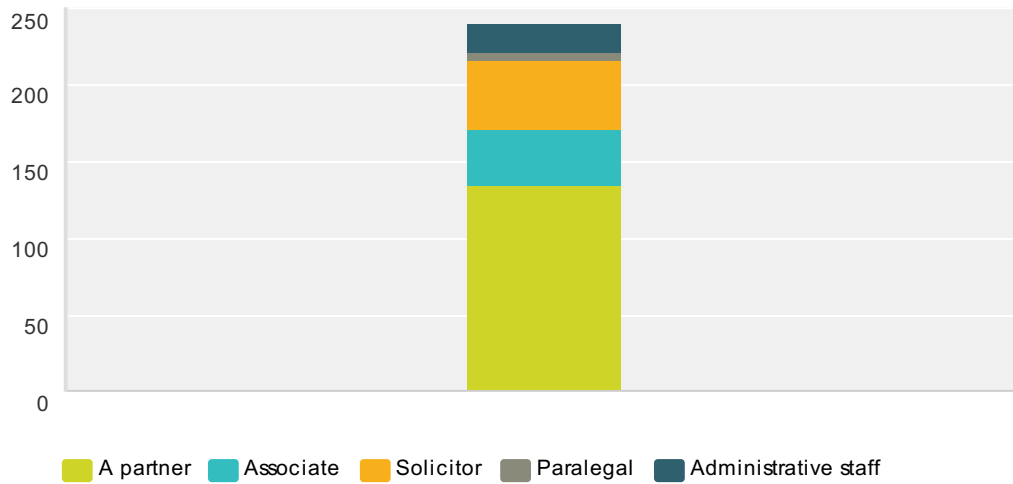
Answered: 156 Skipped: 204



Answer Choices	Responses	
Yes	57.69%	90
No	42.31%	66
Total		156

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

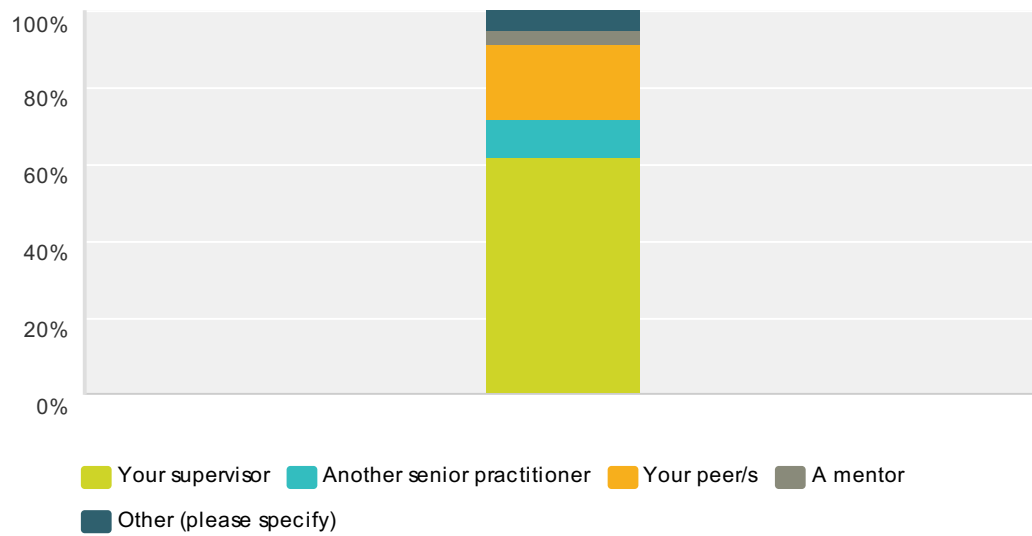
Answered: 174 Skipped: 186



Answer Choices	Responses	
A partner	77.01%	134
Associate	20.69%	36
Solicitor	25.86%	45
Paralegal	3.45%	6
Administrative staff	10.34%	18
Total Respondents: 174		

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

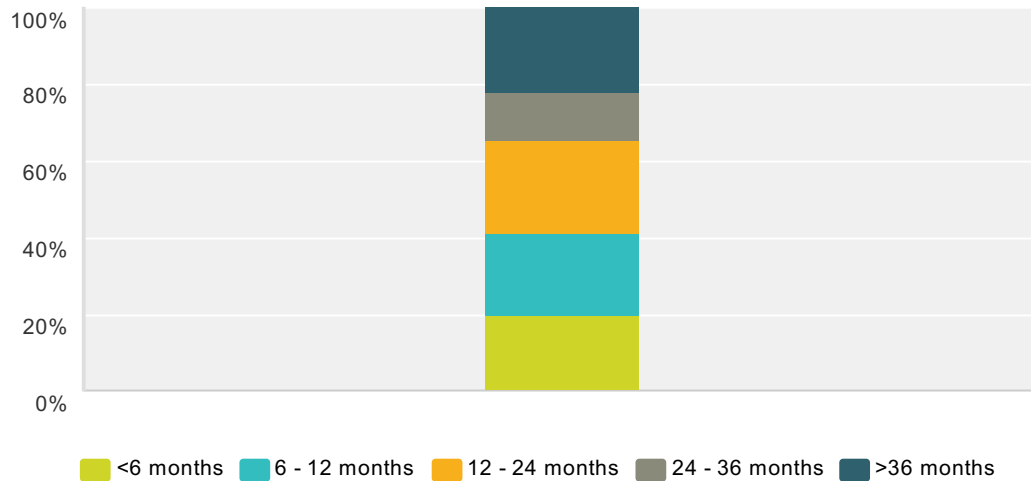
Answered: 191 Skipped: 169



Answer Choices	Responses	
Your supervisor	61.78%	118
Another senior practitioner	9.95%	19
Your peer/s	19.37%	37
A mentor	3.66%	7
Other (please specify)	5.24%	10
Total		191

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?

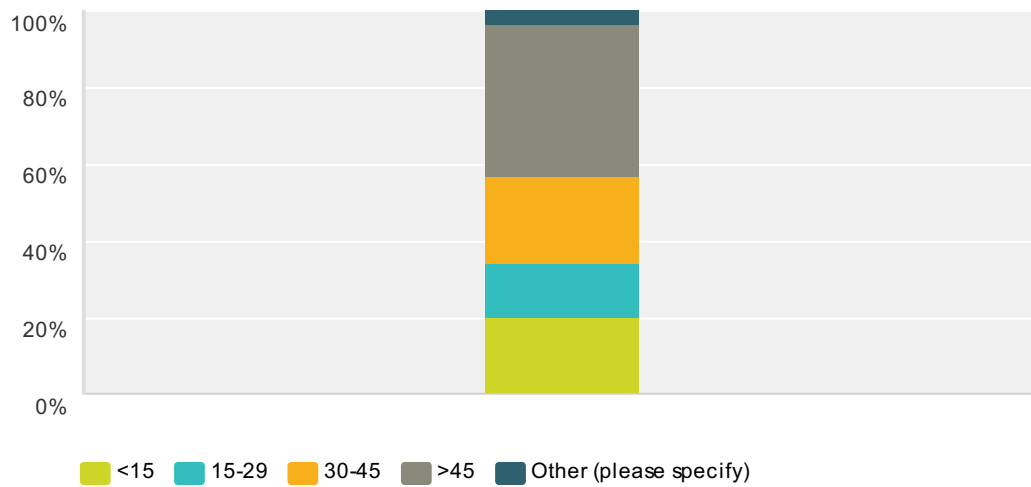
Answered: 191 Skipped: 169



Answer Choices	Responses	
<6 months	19.90%	38
6 - 12 months	21.47%	41
12 - 24 months	24.08%	46
24 - 36 months	12.04%	23
>36 months	22.51%	43
Total		191

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

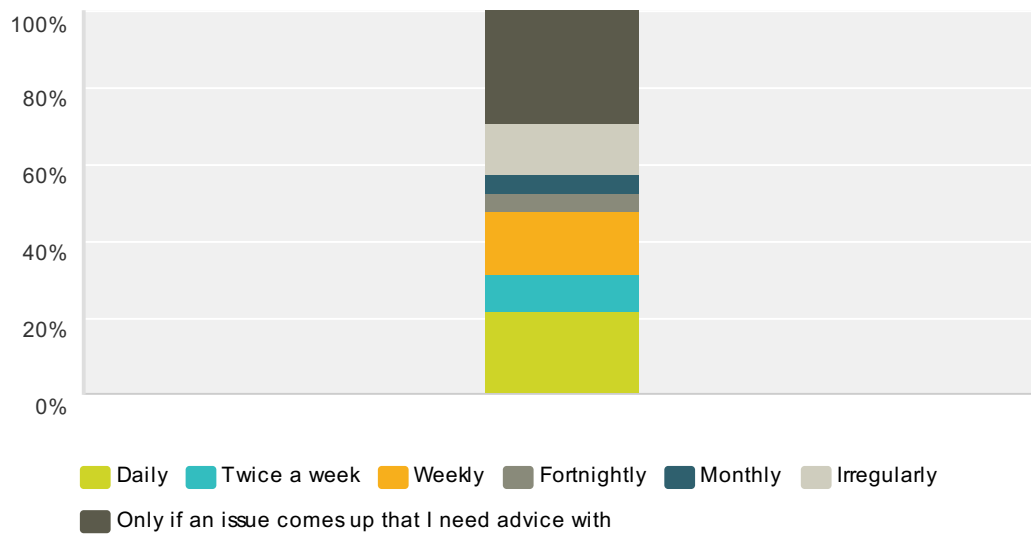
Answered: 192 Skipped: 168



Answer Choices	Responses	
<15	20.31%	39
15-29	14.06%	27
30-45	22.40%	43
>45	39.58%	76
Other (please specify)	3.65%	7
Total		192

Q42 How often do you meet with your supervisor formally?

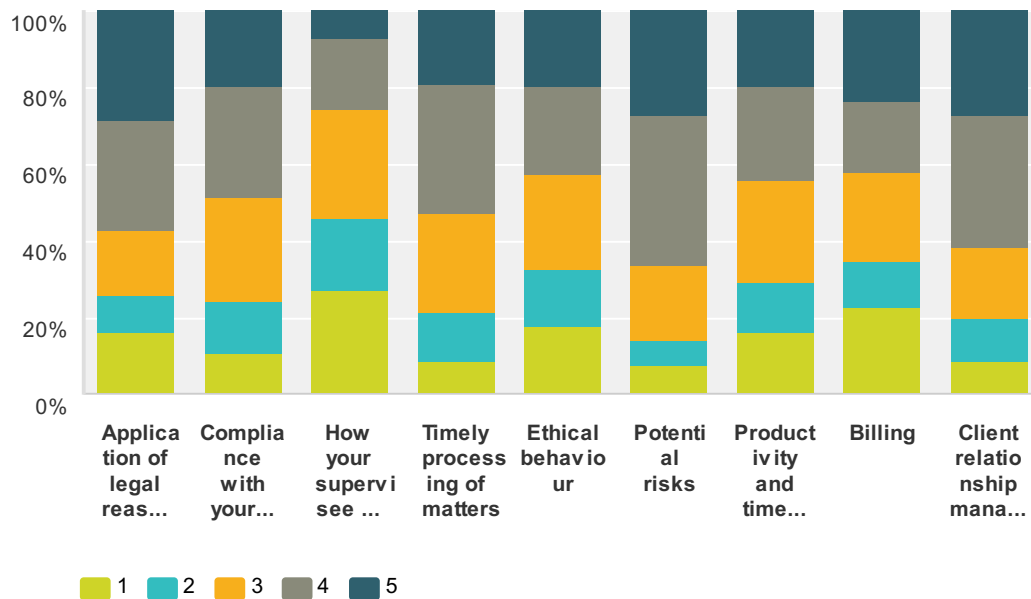
Answered: 192 Skipped: 168



Answer Choices	Responses	
Daily	21.88%	42
Twice a week	9.38%	18
Weekly	16.67%	32
Fortnightly	4.17%	8
Monthly	5.21%	10
Irregularly	13.54%	26
Only if an issue comes up that I need advice with	29.17%	56
Total		192

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)

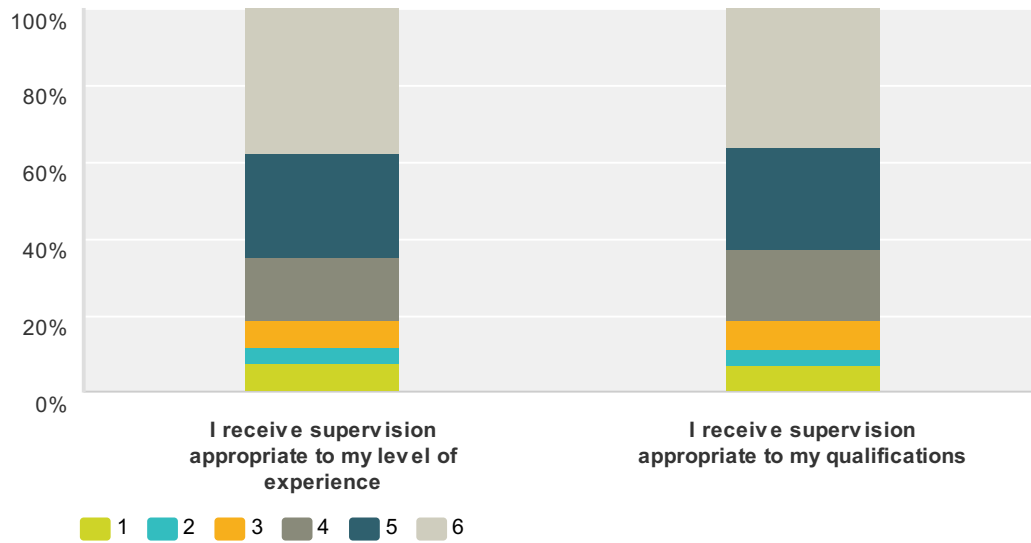
Answered: 173 Skipped: 187



	1	2	3	4	5	Total
Application of legal reasoning	16.37% 28	9.36% 16	16.96% 29	28.65% 49	28.65% 49	171
Compliance with your firm's systems	10.53% 18	13.45% 23	27.49% 47	28.65% 49	19.88% 34	171
How your supervisee is coping	27.11% 45	18.67% 31	28.31% 47	18.67% 31	7.23% 12	166
Timely processing of matters	8.82% 15	12.35% 21	25.88% 44	33.53% 57	19.41% 33	170
Ethical behaviour	17.86% 30	14.88% 25	24.40% 41	23.21% 39	19.64% 33	168
Potential risks	7.60% 13	6.43% 11	19.88% 34	38.60% 66	27.49% 47	171
Productivity and time recording	16.47% 28	12.94% 22	26.47% 45	24.12% 41	20% 34	170
Billing	22.75% 38	11.98% 20	22.75% 38	18.56% 31	23.95% 40	167
Client relationship management and service	8.93% 15	10.71% 18	18.45% 31	34.52% 58	27.38% 46	168

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).

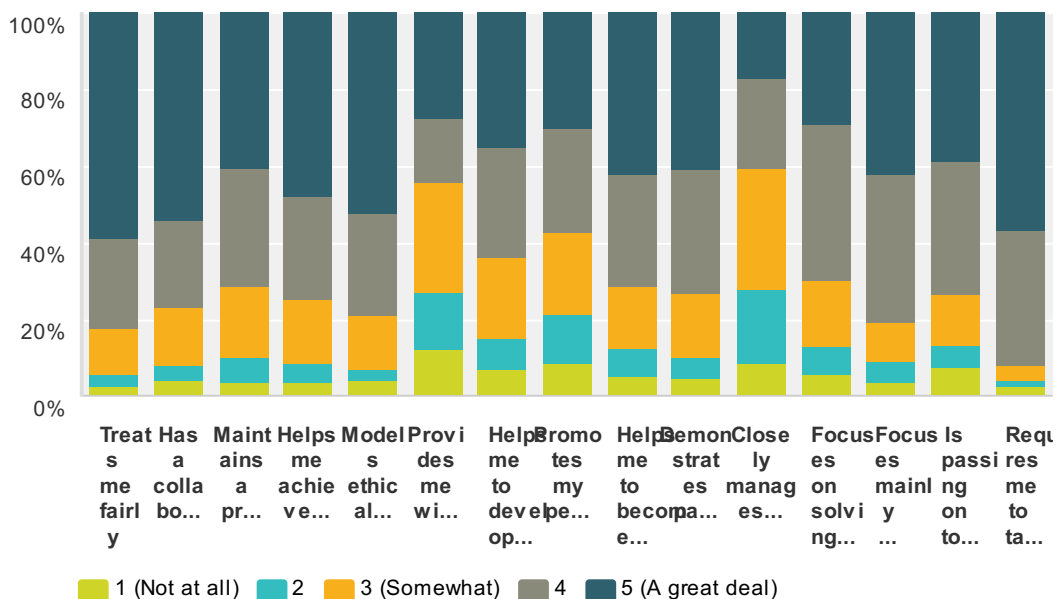
Answered: 172 Skipped: 188



	1	2	3	4	5	6	Total
I receive supervision appropriate to my level of experience	7.55% 12	4.40% 7	6.92% 11	16.35% 26	27.04% 43	37.74% 60	159
I receive supervision appropriate to my qualifications	7.41% 12	3.70% 6	7.41% 12	18.52% 30	26.54% 43	36.42% 59	162

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

Answered: 173 Skipped: 187



	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Treats me fairly	2.89% 5	2.89% 5	12.14% 21	23.12% 40	58.96% 102	173
Has a collaborative relationship with me	4.07% 7	4.07% 7	15.12% 26	22.67% 39	54.07% 93	172
Maintains a professional distance from me	3.49% 6	6.98% 12	18.02% 31	30.81% 53	40.70% 70	172
Helps me achieve ethical conduct and practice	3.49% 6	5.23% 9	16.28% 28	27.33% 47	47.67% 82	172
Models ethical conduct and practice	4.12% 7	2.94% 5	14.12% 24	26.47% 45	52.35% 89	170
Provides me with emotional support when needed	12.14% 21	15.03% 26	28.32% 49	16.76% 29	27.75% 48	173
Helps me to develop my technical skills	7.06% 12	8.24% 14	21.18% 36	28.24% 48	35.29% 60	170
Promotes my personal growth	8.77% 15	12.28% 21	21.64% 37	26.90% 46	30.41% 52	171
Helps me to become better at what I do	5.23% 9	7.56% 13	15.70% 27	29.07% 50	42.44% 73	172
Demonstrates patience and flexibility with me	4.65% 8	5.81% 10	16.28% 28	32.56% 56	40.70% 70	172
Closely manages my work	8.72% 15	19.19% 33	31.40% 54	23.26% 40	17.44% 30	172
Focuses on solving critical issues and problems that arise for me	5.78% 10	7.51% 13	16.76% 29	40.46% 70	29.48% 51	173
Focuses mainly on the best interests of our clients	3.49% 6	5.81% 10	9.88% 17	38.37% 66	42.44% 73	172

Is passing on to me his or her knowledge and experience

7.51%
47 / 73

5.78%

13.29%

34.68%

38.73%

Supervision Practices Check 2013

is passing on to me most of her knowledge and experience	7.51% 13	5.15% 10	15.25% 23	37.55% 60	34.54% 67	173
Requires me to take responsibility for my work	2.89% 5	1.16% 2	4.05% 7	35.26% 61	56.65% 98	173

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

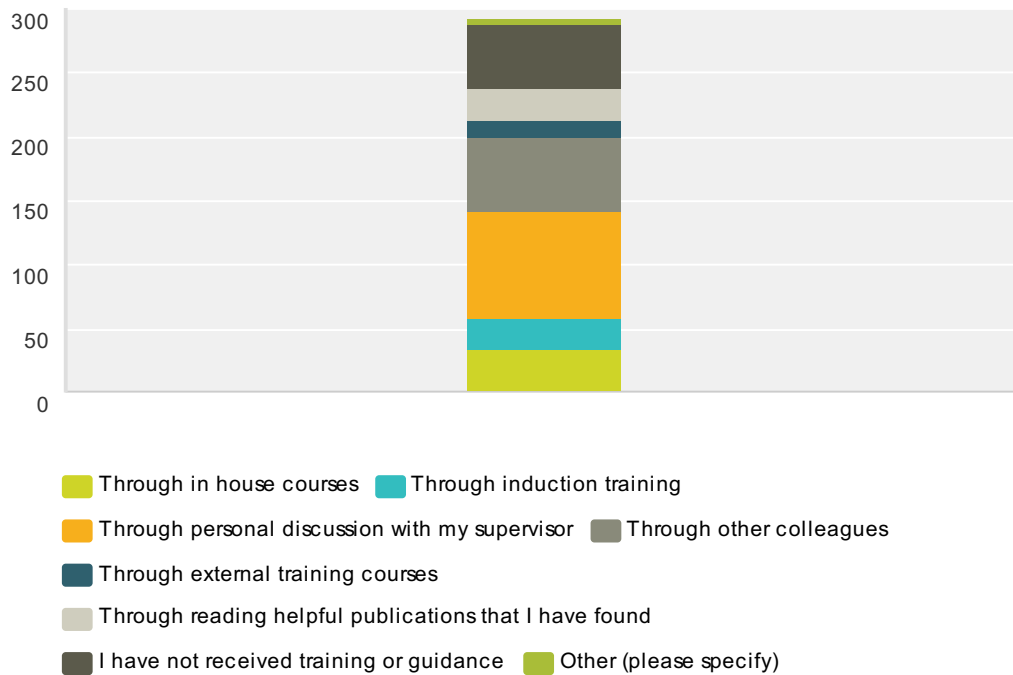
Answered: 83 Skipped: 277

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

Answered: 55 Skipped: 305

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

Answered: 165 Skipped: 195



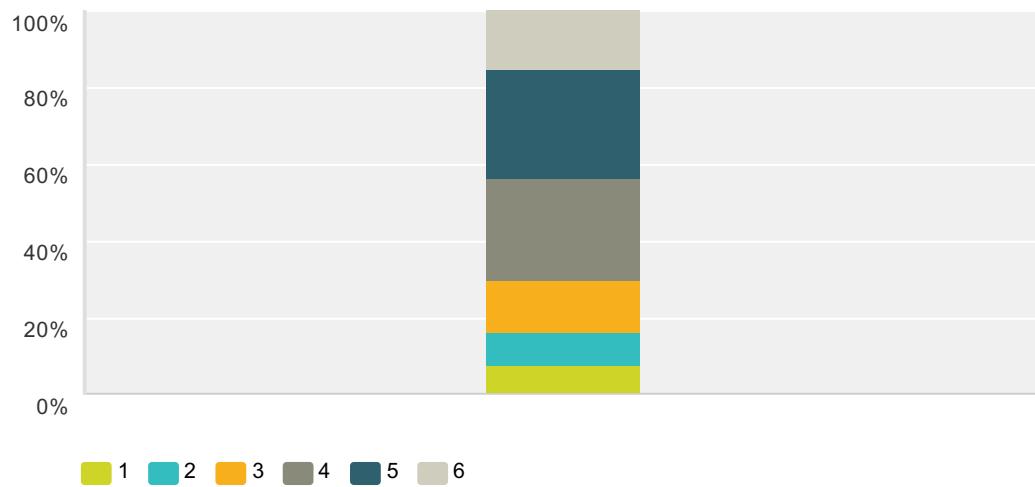
Answer Choices	Responses	
Through in house courses	20%	33
Through induction training	14.55%	24
Through personal discussion with my supervisor	50.91%	84
Through other colleagues	35.15%	58
Through external training courses	7.88%	13
Through reading helpful publications that I have found	15.15%	25
I have not received training or guidance	30.30%	50
Other (please specify)	3.03%	5
Total Respondents: 165		

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

Answered: 44 Skipped: 316

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: 173 Skipped: 187



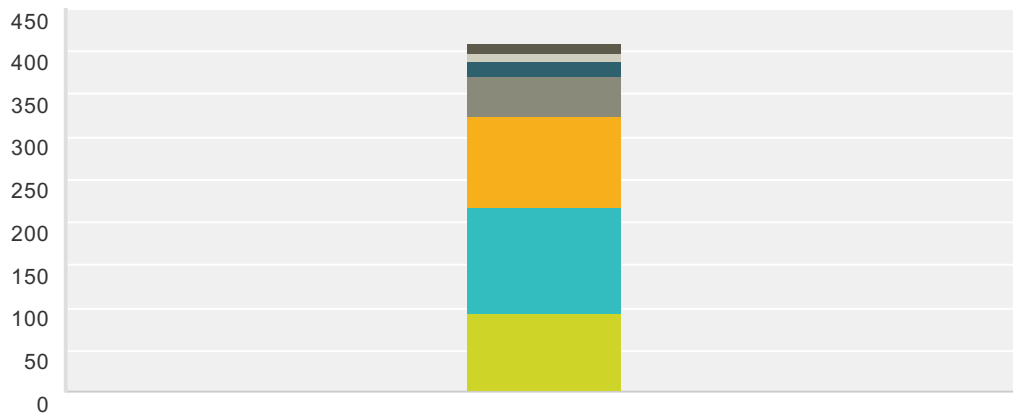
Answer Choices	Responses	
1	7.51%	13
2	8.67%	15
3	13.29%	23
4	26.59%	46
5	28.90%	50
6	15.03%	26
Total		173

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

Answered: 105 Skipped: 255

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

Answered: 168 Skipped: 192

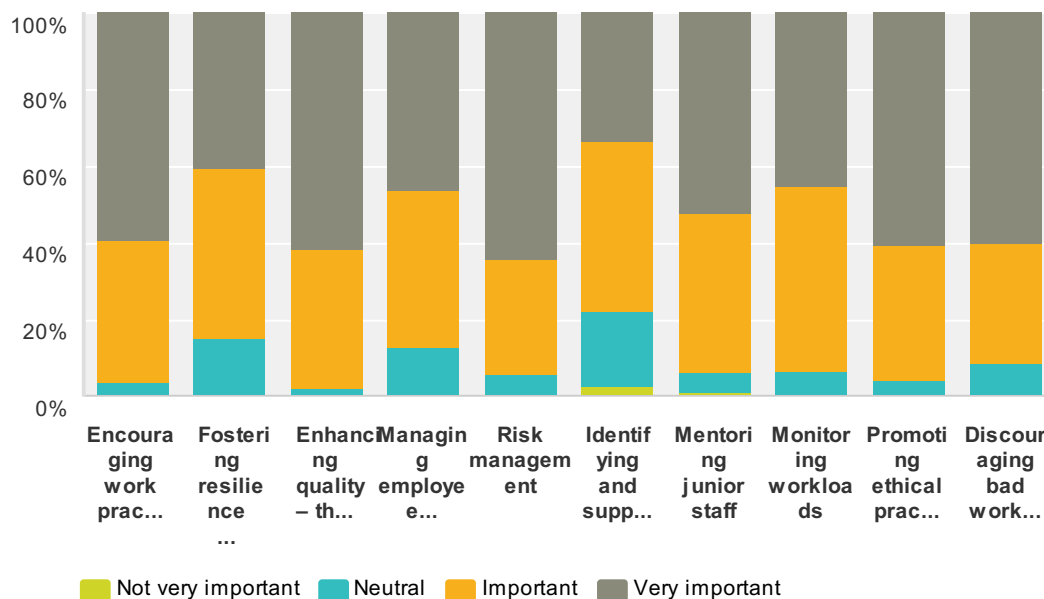


- rectifies the problem and avoids consequences for the client and our practice
- supports me in my attempts to rectify the problem
- turns it into a learning experience for me
- is tolerant of my making mistakes once but not a second time
- is quite unforgiving if I make serious mistakes
- would not 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	55.36%	93
supports me in my attempts to rectify the problem	74.40%	125
turns it into a learning experience for me	61.90%	104
is tolerant of my making mistakes once but not a second time	29.17%	49
is quite unforgiving if I make serious mistakes	9.52%	16
would not tolerate my making mistakes and so if I do I try to rectify them myself	5.95%	10
quickly loses faith in my skills	7.14%	12
Total Respondents: 168		

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

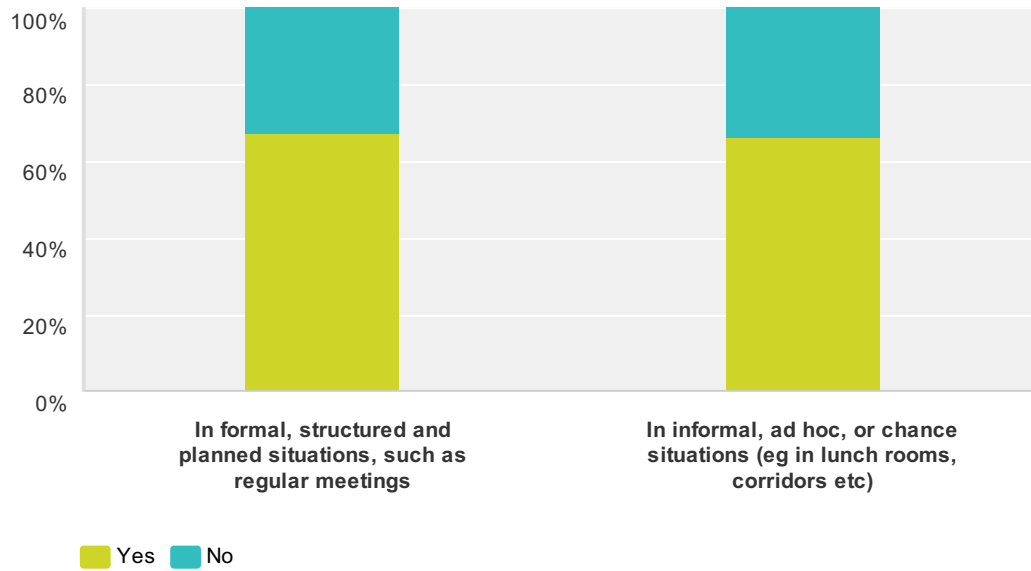
Answered: 211 Skipped: 149



	Not very important	Neutral	Important	Very important	Total
Encouraging work practices that are sustainable in the long-term	0.48% 1	3.33% 7	37.14% 78	59.05% 124	210
Fostering resilience in employees	0.95% 2	14.29% 30	43.81% 92	40.95% 86	210
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.48% 1	1.90% 4	35.71% 75	61.90% 130	210
Managing employee wellbeing	0.95% 2	11.85% 25	40.76% 86	46.45% 98	211
Risk management	0.47% 1	5.21% 11	29.86% 63	64.45% 136	211
Identifying and supporting staff facing personal difficulties	2.86% 6	19.52% 41	43.81% 92	33.81% 71	210
Mentoring junior staff	1.42% 3	4.74% 10	41.71% 88	52.13% 110	211
Monitoring workloads	0.47% 1	6.16% 13	47.87% 101	45.50% 96	211
Promoting ethical practices	0.48% 1	3.81% 8	34.76% 73	60.95% 128	210
Discouraging bad workplace conduct such as bullying	0.95% 2	7.58% 16	31.28% 66	60.19% 127	211

Q54 Where do you find the most valuable supervision occurs?

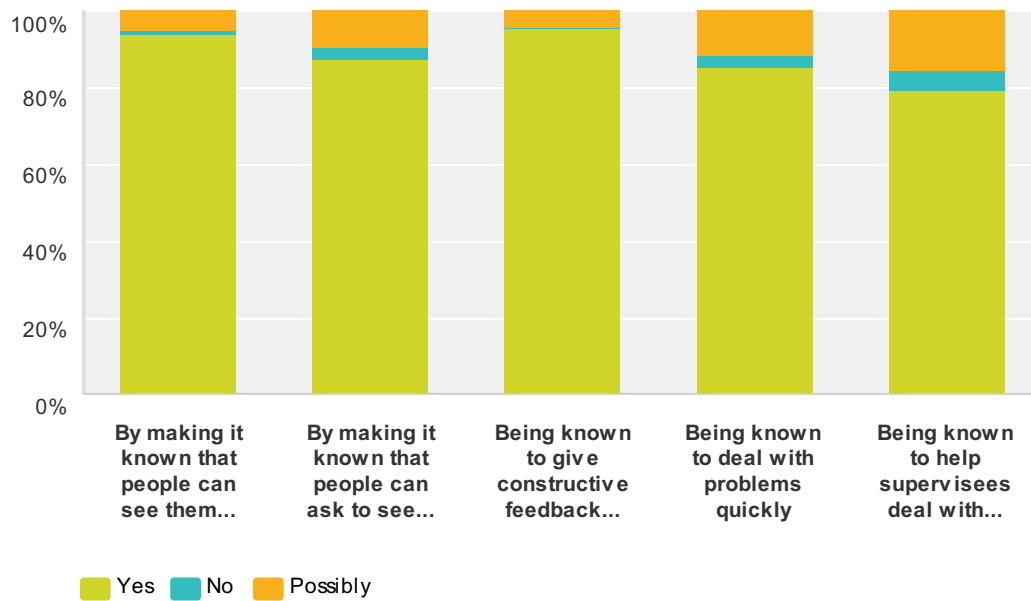
Answered: 209 Skipped: 151



	Yes	No	Total
In formal, structured and planned situations, such as regular meetings	67.35% 132	32.65% 64	196
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	66.17% 133	33.83% 68	201

Q55 How can supervisors ensure they are approachable?

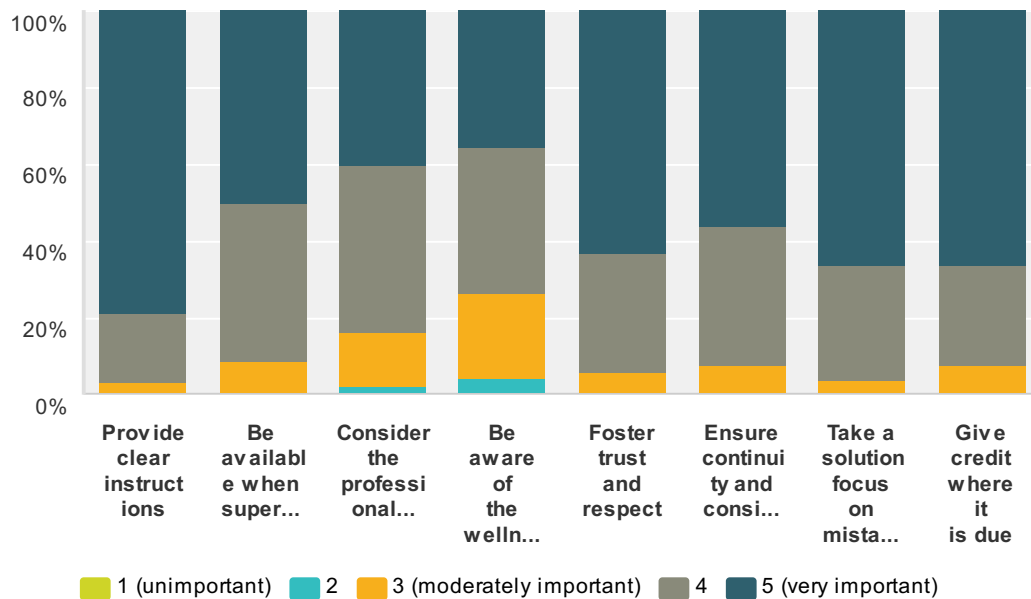
Answered: 211 Skipped: 149



	Yes	No	Possibly	Total
By making it known that people can see them about any issue	93.84% 198	0.95% 2	5.21% 11	211
By making it known that people can ask to see them at any time	87.14% 183	2.86% 6	10% 21	210
Being known to give constructive feedback where possible	95.26% 201	0.47% 1	4.27% 9	211
Being known to deal with problems quickly	85.31% 180	2.84% 6	11.85% 25	211
Being known to help supervisees deal with problems themselves	79.05% 166	5.24% 11	15.71% 33	210

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

Answered: 212 Skipped: 148

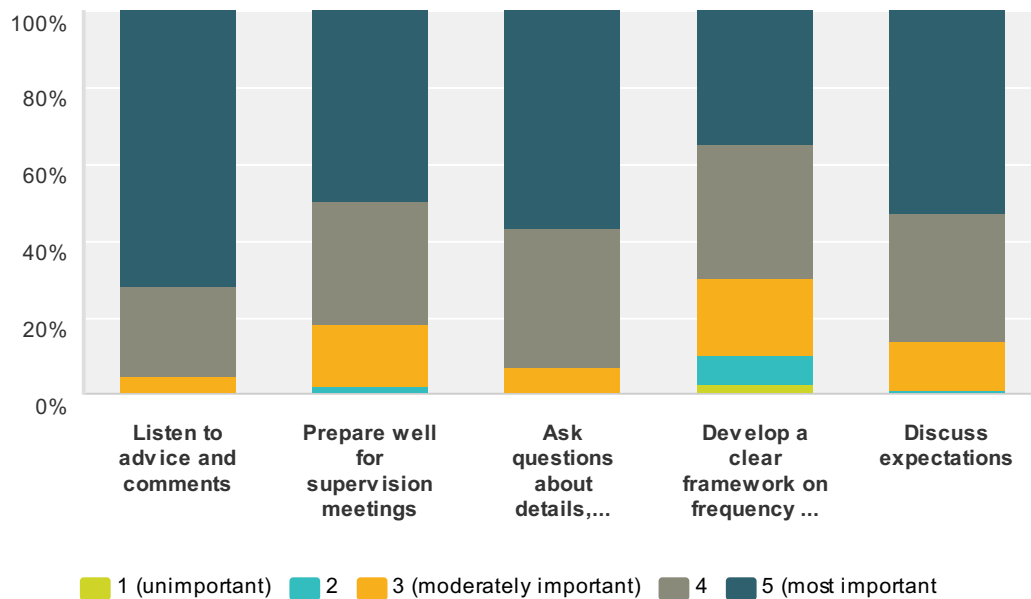


	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Provide clear instructions	0.47% 1	0% 0	2.83% 6	17.92% 38	78.77% 167	212
Be available when supervisees need help or direction	0.47% 1	0% 0	8.02% 17	41.04% 87	50.47% 107	212
Consider the professional development of their supervisees	0.48% 1	1.90% 4	13.81% 29	43.33% 91	40.48% 85	210
Be aware of the wellness of their supervisees	0.47% 1	3.79% 8	21.80% 46	37.91% 80	36.02% 76	211
Foster trust and respect	0.47% 1	0% 0	5.19% 11	31.13% 66	63.21% 134	212
Ensure continuity and consistency	0.47% 1	0% 0	7.08% 15	36.32% 77	56.13% 119	212
Take a solution focus on mistakes (rather than blame)	0.47% 1	0% 0	3.32% 7	29.86% 63	66.35% 140	211
Give credit where it is due	0.47% 1	0% 0	7.08% 15	26.42% 56	66.04% 140	212

Q57 How can supervisees contribute to their being effectively supervised?

Supervisees can make sure they

Answered: 213 Skipped: 147



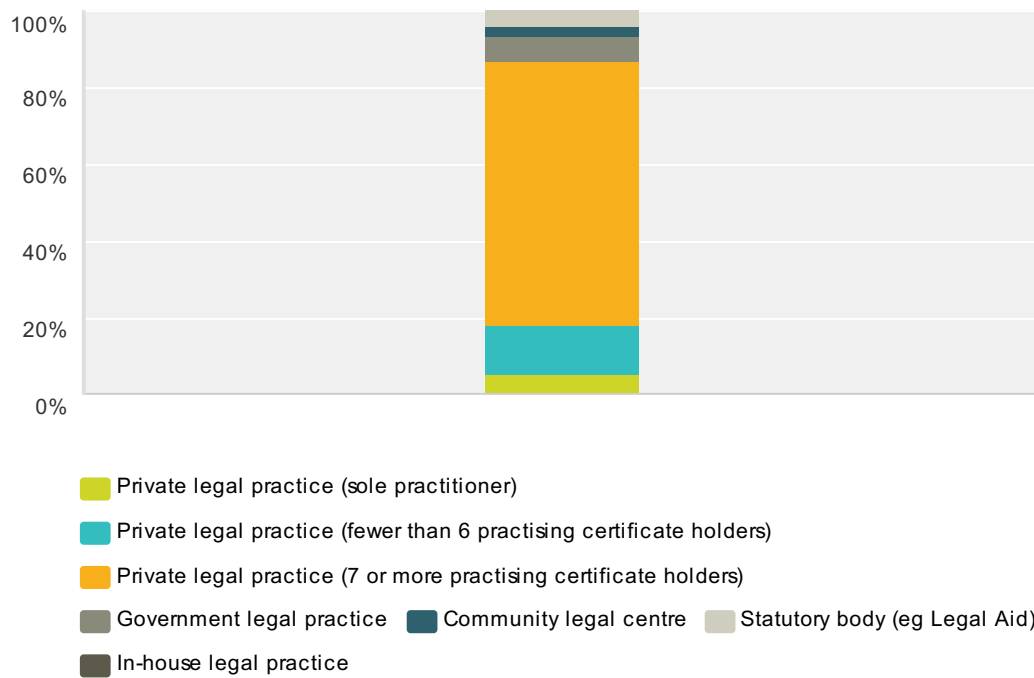
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Listen to advice and comments	0.47% 1	0% 0	4.25% 9	23.58% 50	71.70% 152	212
Prepare well for supervision meetings	0.47% 1	1.88% 4	15.96% 34	31.92% 68	49.77% 106	213
Ask questions about details, timelines, priorities	0.47% 1	0% 0	6.60% 14	36.32% 77	56.60% 120	212
Develop a clear framework on frequency of meetings	2.82% 6	7.51% 16	19.72% 42	35.21% 75	34.74% 74	213
Discuss expectations	0.47% 1	0.95% 2	12.32% 26	33.65% 71	52.61% 111	211

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

Answered: 99 Skipped: 261

Q59 What best describes the legal practice where you work?

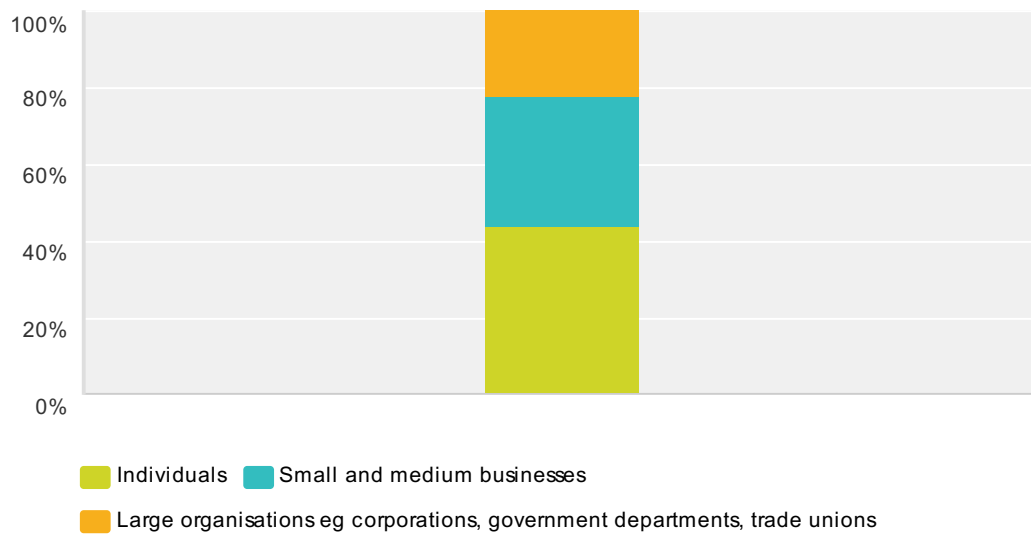
Answered: 214 Skipped: 146



Answer Choices	Responses	
Private legal practice (sole practitioner)	5.14%	11
Private legal practice (fewer than 6 practising certificate holders)	13.08%	28
Private legal practice (7 or more practising certificate holders)	68.69%	147
Government legal practice	6.54%	14
Community legal centre	2.34%	5
Statutory body (eg Legal Aid)	4.21%	9
In-house legal practice	0%	0
Total		214

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

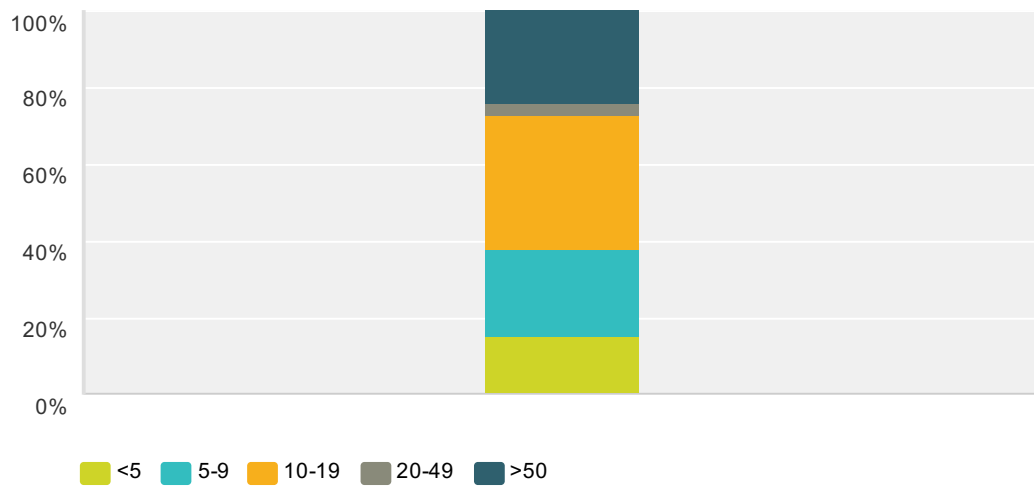
Answered: 186 Skipped: 174



Answer Choices	Responses	
Individuals	43.55%	81
Small and medium businesses	34.41%	64
Large organisations eg corporations, government departments, trade unions	22.04%	41
Total		186

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

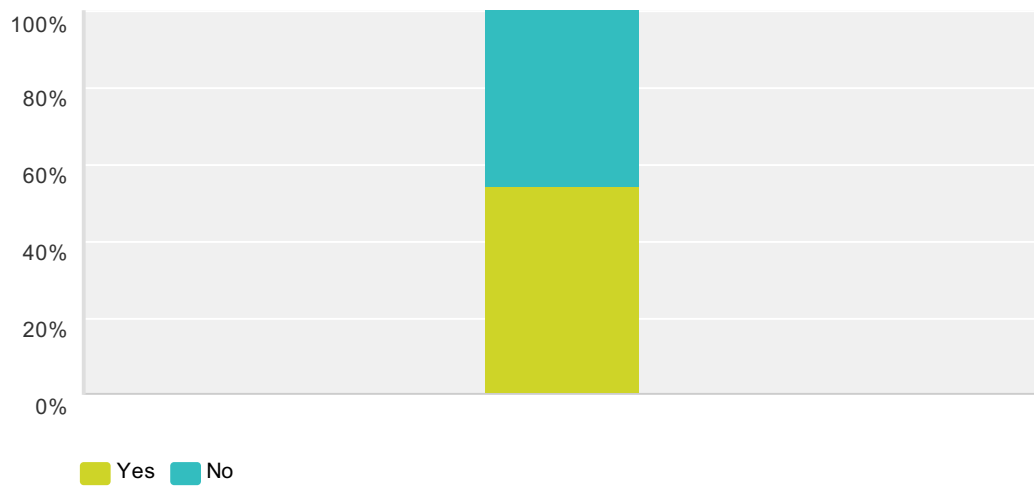
Answered: 208 Skipped: 152



Answer Choices	Responses	
<5	15.38%	32
5-9	22.12%	46
10-19	35.10%	73
20-49	3.37%	7
>50	24.04%	50
Total		208

Q62 Is your law practice an incorporated legal practice?

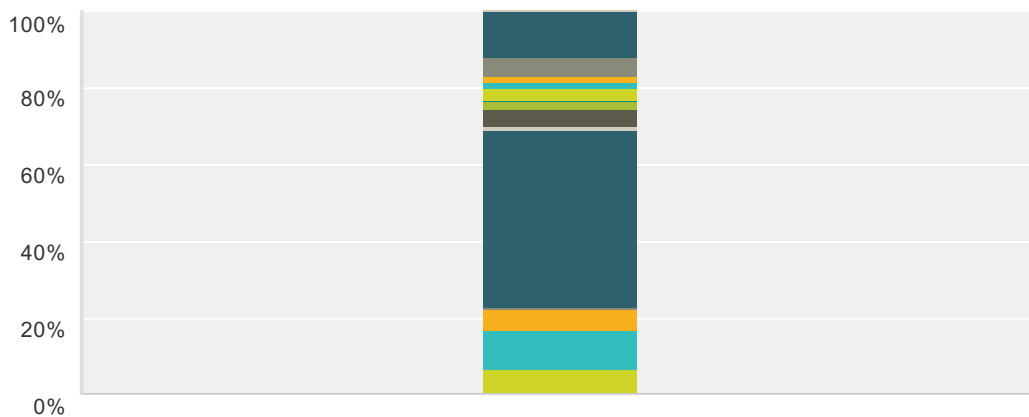
Answered: 206 Skipped: 154



Answer Choices	Responses	
Yes	54.37%	112
No	45.63%	94
Total		206

Q63 What best describes your role in the practice?

Answered: 204 Skipped: 156



■ 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

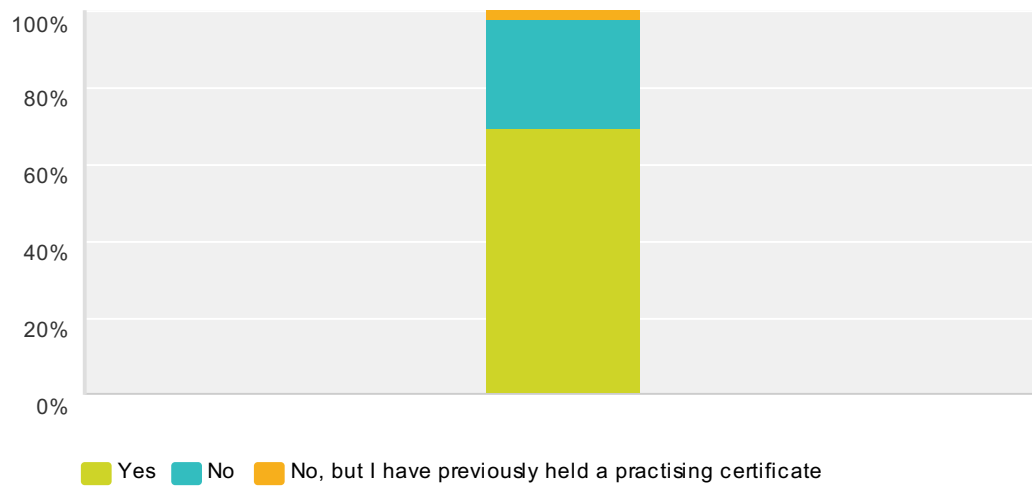
Answer Choices	Responses	
Law firm partner	6.86%	14
Legal practitioner director (ILPs only)	9.80%	20
Sole practitioner	5.39%	11
Sole practitioner (ILP)	0.49%	1
Employed solicitor	46.08%	94
Government legal officer (with practising certificate)	0.98%	2
Government legal officer (without practising certificate)	4.41%	9
Statutory authority lawyer (with practising certificate)	1.96%	4
Statutory authority lawyer (without practising certificate)	0.49%	1
In house/corporate lawyer	0.49%	1
Trainee solicitor	2.94%	6
Fee-earner without practising certificate	1.47%	3
Conveyancing clerk	1.47%	3
Administrative Manager	4.90%	10
Legal secretary	11.76%	24
Volunteer to a CLC	0.49%	1

Supervision Practices Check 2013

Total	204
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Q64 Do you have a current practising certificate?

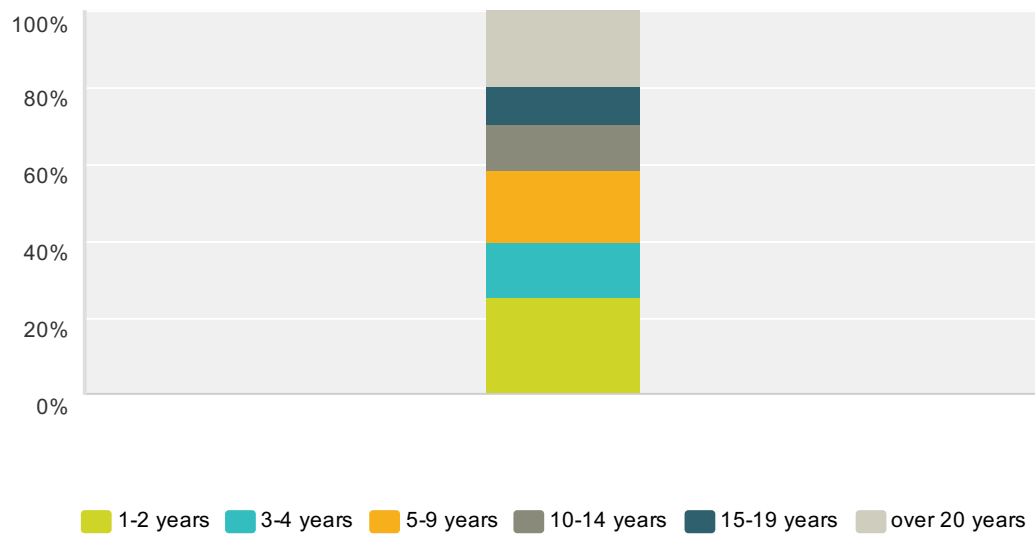
Answered: 221 Skipped: 139



Answer Choices	Responses	
Yes	69.23%	153
No	28.51%	63
No, but I have previously held a practising certificate	2.26%	5
Total		221

Q65 For how long have you had a practising certificate?

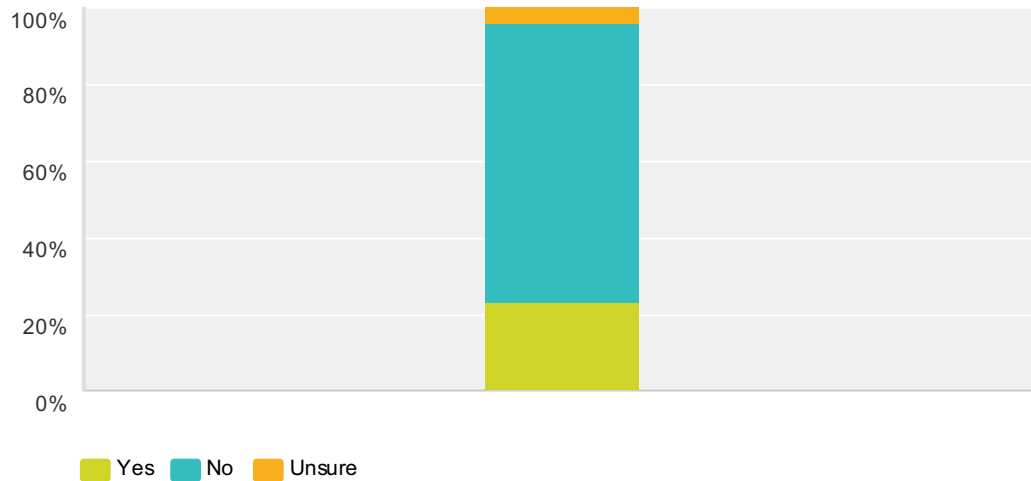
Answered: 148 Skipped: 212



Answer Choices	Responses	
1-2 years	25%	37
3-4 years	14.86%	22
5-9 years	18.24%	27
10-14 years	12.16%	18
15-19 years	10.14%	15
over 20 years	19.59%	29
Total		148

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?

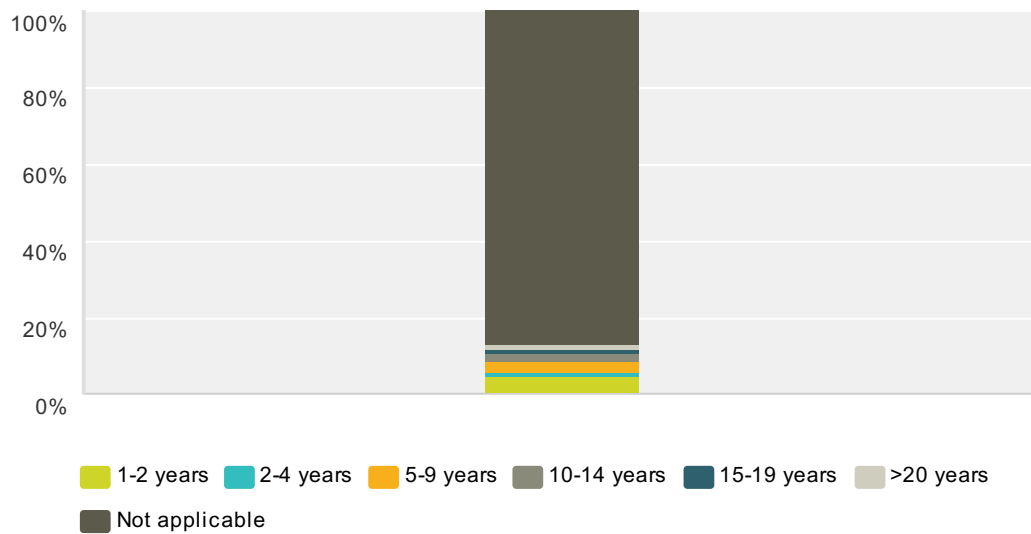
Answered: 147 Skipped: 213



Answer Choices	Responses	
Yes	23.13%	34
No	72.79%	107
Unsure	4.08%	6
Total		147

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

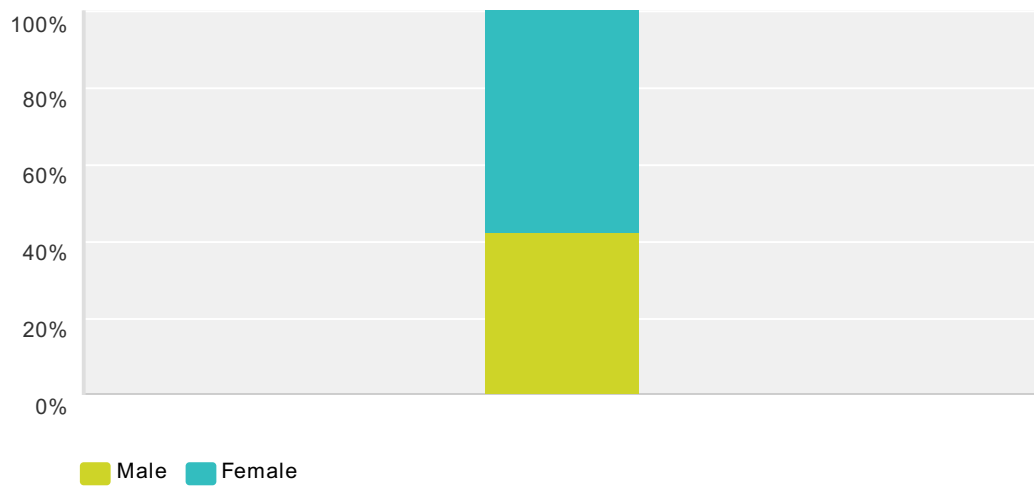
Answered: 152 Skipped: 208



Answer Choices	Responses
1-2 years	4.61% 7
2-4 years	1.32% 2
5-9 years	2.63% 4
10-14 years	1.97% 3
15-19 years	1.32% 2
>20 years	1.32% 2
Not applicable	86.84% 132
Total	152

Q68 What is your gender?

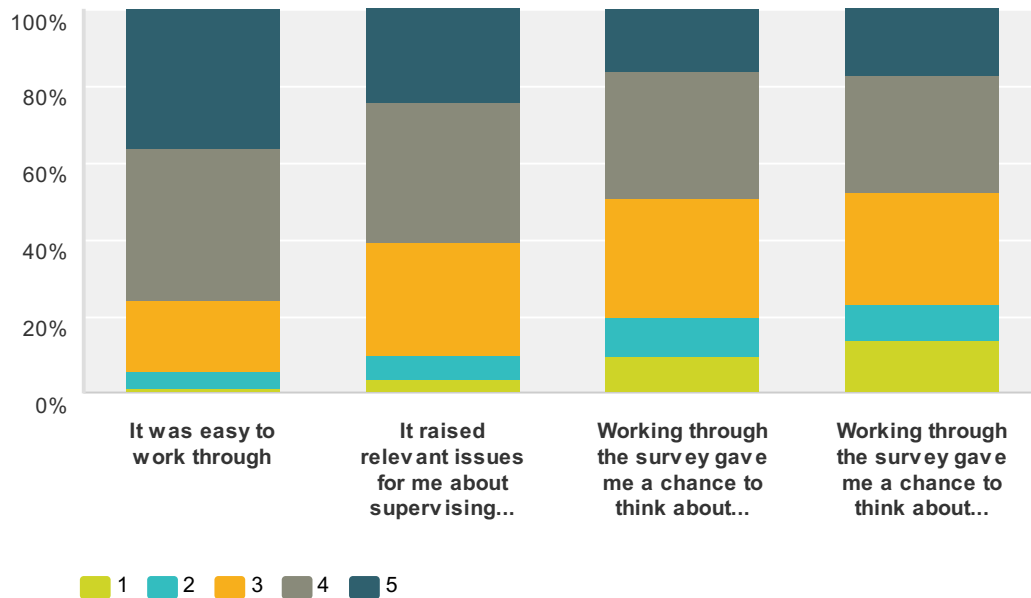
Answered: 212 Skipped: 148



Answer Choices	Responses	
Male	42.45%	90
Female	57.55%	122
Total		212

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: 205 Skipped: 155



	1	2	3	4	5	Total
It was easy to work through	1.46% 3	4.39% 9	18.54% 38	39.51% 81	36.10% 74	205
It raised relevant issues for me about supervising and/or being supervised	3.92% 8	5.88% 12	29.41% 60	36.27% 74	24.51% 50	204
Working through the survey gave me a chance to think about changes I would make to the way I supervise	9.50% 19	10% 20	31% 62	33% 66	16.50% 33	200
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	13.78% 27	9.69% 19	28.57% 56	30.61% 60	17.35% 34	196