

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).

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	96.3% (207)	99.5% (181)	97.7% (388)
No	3.7% (8)	0.5% (1)	2.3% (9)
answered question	215	182	397
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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	208 replies	183 replies	391
answered question	208	183	391
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)

	Is your law practice an incorporated legal practice?		
	Yes	No	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% (14)	2.7% (5)	4.8% (19)
Private legal practice (13-50 fee-earners)	60.7% (128)	30.1% (55)	46.4% (183)
Private legal practice (over 50 fee-earners)	31.3% (66)	36.6% (67)	33.8% (133)
Government legal practice	1.4% (3)	30.6% (56)	15.0% (59)
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)	6 replies	1 reply	7
answered question	211	183	394
skipped question			8

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<5	1.4% (3)	0.6% (1)	1.0% (4)
5-9	12.6% (27)	4.2% (7)	8.9% (34)
10-19	37.2% (80)	12.5% (21)	26.4% (101)
20-49	18.6% (40)	20.8% (35)	19.6% (75)
>50	30.2% (65)	61.9% (104)	44.1% (169)
answered question	215	168	383
skipped question			19

5. Is your law practice an incorporated legal practice?

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	100.0% (218)	0.0% (0)	54.2% (218)
No	0.0% (0)	100.0% (184)	45.8% (184)
answered question	218	184	402
skipped question			0

6. What best describes your role in the practice?

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Law firm partner	3.1% (6)	13.6% (24)	8.1% (30)
Legal practitioner director (ILPs only)	10.3% (20)	0.0% (0)	5.4% (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	39.2% (76)	52.0% (92)	45.3% (168)
Government legal officer	1.0% (2)	15.8% (28)	8.1% (30)
Trainee solicitor	6.2% (12)	5.6% (10)	5.9% (22)
Fee-earner without practising certificate	8.2% (16)	4.0% (7)	6.2% (23)
Conveyancing clerk	7.7% (15)	1.1% (2)	4.6% (17)
Administrative Manager	6.7% (13)	3.4% (6)	5.1% (19)
Legal secretary	17.5% (34)	4.5% (8)	11.3% (42)
Volunteer to a CLC	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	22 replies	8 replies	30
answered question	194	177	371
skipped question			31

7. Do you have a current practising certificate?

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	50.2% (107)	72.5% (132)	60.5% (239)
No	48.8% (104)	22.0% (40)	36.5% (144)
No, but I have previously held a practising certificate	0.9% (2)	5.5% (10)	3.0% (12)
answered question	213	182	395
skipped question			7

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
1-2 years	25.5% (26)	25.2% (34)	25.3% (60)
3-4 years	17.6% (18)	20.7% (28)	19.4% (46)
5-9 years	18.6% (19)	23.7% (32)	21.5% (51)
10-14 years	11.8% (12)	7.4% (10)	9.3% (22)
15-19 years	8.8% (9)	8.1% (11)	8.4% (20)
over 20 years	17.6% (18)	14.8% (20)	16.0% (38)
answered question	102	135	237
skipped question			165

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
1-2 years	19.2% (25)	5.3% (7)	12.3% (32)
2-4 years	3.8% (5)	3.8% (5)	3.8% (10)
5-9 years	6.2% (8)	4.6% (6)	5.4% (14)
10-14 years	1.5% (2)	1.5% (2)	1.5% (4)
15-19 years	0.0% (0)	1.5% (2)	0.8% (2)
>20 years	2.3% (3)	1.5% (2)	1.9% (5)
Not applicable	66.9% (87)	81.7% (107)	74.3% (194)
answered question	130	131	261
skipped question			141

10. What is your gender?			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Male	34.4% (74)	35.0% (64)	34.7% (138)
Female	65.6% (141)	65.0% (119)	65.3% (260)
answered question	215	183	398
skipped question			4

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	0.0% (0)	1.1% (2)	
	Neutral	4.2% (9)	2.7% (5)	
	Important	33.6% (72)	40.7% (74)	
	Very important	62.1% (133)	55.5% (101)	
		214	182	396
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	1.4% (3)	2.2% (4)	
	Important	23.7% (51)	23.1% (42)	
	Very important	74.9% (161)	74.7% (136)	
		215	182	397
Fostering resilience	Not very important	1.4% (3)	0.5% (1)	
	Neutral	22.4% (48)	18.7% (34)	
	Important	47.7% (102)	51.6% (94)	
	Very important	28.5% (61)	29.1% (53)	
		214	182	396
Risk management	Not very important	0.9% (2)	0.0% (0)	

	Neutral	2.8% (6)	4.4% (8)	
	Important	29.0% (62)	28.0% (51)	
	Very important	67.3% (144)	67.6% (123)	
		214	182	396
Identifying and supporting staff facing personal difficulties	Not very important	1.9% (4)	1.1% (2)	
	Neutral	13.5% (29)	10.6% (19)	
	Important	42.8% (92)	52.2% (94)	
	Very important	41.9% (90)	36.1% (65)	
		215	180	395
Mentoring junior staff	Not very important	1.4% (3)	0.0% (0)	
	Neutral	2.8% (6)	3.8% (7)	
	Important	32.1% (69)	39.6% (72)	
	Very important	63.7% (137)	56.6% (103)	
		215	182	397
Monitoring workloads	Not very important	0.9% (2)	0.0% (0)	
	Neutral	4.2% (9)	2.8% (5)	
	Important	34.6% (74)	50.3% (91)	
	Very important	60.3% (129)	47.0% (85)	
		214	181	395

Promoting ethical practices	Not very important	0.5% (1)	0.5% (1)	
	Neutral	2.3% (5)	4.4% (8)	
	Important	23.4% (50)	28.6% (52)	
	Very important	73.8% (158)	66.5% (121)	
		214	182	396
Discouraging bad workplace conduct such as bullying	Not very important	0.0% (0)	1.1% (2)	
	Neutral	4.7% (10)	5.7% (10)	
	Important	21.8% (46)	34.1% (60)	
	Very important	73.5% (155)	59.1% (104)	
		211	176	387
Please describe if your organization has other aims for supervision		4 replies	5 replies	9
answered question		215	182	397
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".

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Both - I supervise others, and I am supervised by others	33.8% (73)	36.1% (66)	34.8% (139)
I supervise others	13.9% (30)	17.5% (32)	15.5% (62)
I am supervised by others	52.3% (113)	46.4% (85)	49.6% (198)
answered question	216	183	399
skipped question			3

13. How long have you been a supervisor?			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<1 year	17.6% (18)	15.6% (14)	16.7% (32)
1-2 years	20.6% (21)	20.0% (18)	20.3% (39)
3-4 years	12.7% (13)	15.6% (14)	14.1% (27)
5-6 years	5.9% (6)	6.7% (6)	6.3% (12)
>6 years	43.1% (44)	42.2% (38)	42.7% (82)
answered question	102	90	192
skipped question			210

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Legal staff	1-2	68.2% (45)	48.6% (34)	
	3-4	21.2% (14)	22.9% (16)	
	5-6	1.5% (1)	11.4% (8)	
	7-9	1.5% (1)	4.3% (3)	
	10-14	6.1% (4)	5.7% (4)	
	15-20	1.5% (1)	1.4% (1)	
	>20	0.0% (0)	5.7% (4)	
		66	70	136
Administrative staff	1-2	75.7% (56)	71.1% (54)	
	3-4	14.9% (11)	10.5% (8)	
	5-6	5.4% (4)	7.9% (6)	
	7-9	0.0% (0)	6.6% (5)	
	10-14	4.1% (3)	1.3% (1)	
	15-20	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	2.6% (2)	

		74	76	150
Fee-earning staff who are not pc holders	1-2	88.6% (31)	75.0% (24)	
	3-4	11.4% (4)	12.5% (4)	
	5-6	0.0% (0)	3.1% (1)	
	7-9	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	3.1% (1)	
	15-20	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	6.3% (2)	
		35	32	67
Other (eg consultants or contractors)	1-2	66.7% (4)	85.7% (6)	
	3-4	16.7% (1)	14.3% (1)	
	5-6	16.7% (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)	
		6	7	13
answered question		101	90	191
skipped question				211

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	71.7% (71)	74.4% (67)	73.0% (138)
No	28.3% (28)	25.6% (23)	27.0% (51)
If "yes" please describe how you share supervisory responsibilities	50 replies	45 replies	95
answered question	99	90	189
skipped question			213

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<10%	20.8% (21)	16.5% (15)	18.8% (36)
10-20%	25.7% (26)	30.8% (28)	28.1% (54)
20-30%	25.7% (26)	22.0% (20)	24.0% (46)
30-40%	15.8% (16)	13.2% (12)	14.6% (28)
40-50%	6.9% (7)	7.7% (7)	7.3% (14)
50-60%	1.0% (1)	4.4% (4)	2.6% (5)
60-70%	1.0% (1)	3.3% (3)	2.1% (4)
70-80%	1.0% (1)	1.1% (1)	1.0% (2)
>80%	2.0% (2)	1.1% (1)	1.6% (3)
answered question	101	91	192
skipped question			210

17. What do you prioritize when you schedule your duties? Do you prioritize			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Your fee-earning duties	69.1% (67)	57.3% (51)	63.4% (118)
Your supervision duties	30.9% (30)	42.7% (38)	36.6% (68)
answered question	97	89	186
skipped question			216

18. Would you describe your supervision activities as primarily			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
proactive	75.8% (75)	79.1% (72)	77.4% (147)
reactive	24.2% (24)	20.9% (19)	22.6% (43)
answered question	99	91	190
skipped question			212

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Your individual performance	27.7% (28)	22.2% (20)	25.1% (48)
Your team's performance	72.3% (73)	77.8% (70)	74.9% (143)
answered question	101	90	191
skipped question			211

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
My firm allocates time to me for my supervision responsibilities	27.1% (26)	25.8% (23)	26.5% (49)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	21.9% (21)	48.3% (43)	34.6% (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)	32.3% (31)	58.4% (52)	44.9% (83)
Time for supervision is not structured into a daily work schedule	52.1% (50)	40.4% (36)	46.5% (86)
It is up to me to find spare time for supervision	32.3% (31)	28.1% (25)	30.3% (56)
Other (please specify)	6 replies	7 replies	13
answered question	96	89	185
skipped question			217

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
By emulating my current supervisor	21.2% (21)	28.6% (26)	24.7% (47)
By emulating a previous supervisor	35.4% (35)	46.2% (42)	40.5% (77)
By watching others	27.3% (27)	50.5% (46)	38.4% (73)
By trial and error	32.3% (32)	51.6% (47)	41.6% (79)
By following my firm's policies and procedures	49.5% (49)	49.5% (45)	49.5% (94)
By responding to the needs or expressed preferences of my supervisees	68.7% (68)	65.9% (60)	67.4% (128)
Are there any other ways in which you developed your supervision practices?	14 replies	11 replies	25
answered question	99	91	190
skipped question			212

22. Have you ever had training in supervision?			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	34.0% (33)	57.8% (52)	45.5% (85)
No	66.0% (64)	42.2% (38)	54.5% (102)
answered question	97	90	187
skipped question			215

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
In-house formal training provided by my firm	44.6% (25)	43.1% (28)	43.8% (53)
In-house informal discussions generally in response to problems seen as supervision issues	50.0% (28)	63.1% (41)	57.0% (69)
External formal training at regular intervals	7.1% (4)	9.2% (6)	8.3% (10)
External formal training at irregular intervals when available	26.8% (15)	40.0% (26)	33.9% (41)
I regularly read publications and attend workshops on supervision	14.3% (8)	16.9% (11)	15.7% (19)
Reading management literature	41.1% (23)	46.2% (30)	43.8% (53)
Other (please specify)	4 replies	4 replies	8
answered question	56	65	121
skipped question			281

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
In-house formal	30.3% (27)	32.5% (25)	31.3% (52)
In-house informal, such as ad hoc discussions in response to problems arising	27.0% (24)	31.2% (24)	28.9% (48)
External formal training given regularly by a dedicated service provider	33.7% (30)	33.8% (26)	33.7% (56)
External informal, for example professional seminars on supervision related topics	40.4% (36)	39.0% (30)	39.8% (66)
Reading management literature	15.7% (14)	14.3% (11)	15.1% (25)
I do not need further training in supervision	13.5% (12)	15.6% (12)	14.5% (24)
Other (please specify)	0 replies	1 reply	1
answered question	89	77	166
skipped question			236

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Much less	1.0% (1)	2.2% (2)	1.6% (3)
Less	24.5% (24)	14.6% (13)	19.8% (37)
No difference	46.9% (46)	47.2% (42)	47.1% (88)
More	20.4% (20)	33.7% (30)	26.7% (50)
Much more	7.1% (7)	2.2% (2)	4.8% (9)
answered question	98	89	187
skipped question			215

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
The person	60.2% (59)	65.9% (60)	63.0% (119)
The file	39.8% (39)	34.1% (31)	37.0% (70)
answered question	98	91	189
skipped question			213

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
The outcomes of my supervisees' work	90.8% (89)	90.0% (81)	90.4% (170)
My firm's evaluation of my supervision skills	13.3% (13)	14.4% (13)	13.8% (26)
Feedback from management within the firm	29.6% (29)	40.0% (36)	34.6% (65)
Feedback from clients	48.0% (47)	55.6% (50)	51.6% (97)
Feedback from my supervisees	58.2% (57)	71.1% (64)	64.4% (121)
Other (please specify)	1 reply	0 replies	1
answered question	98	90	188
skipped question			214

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Application of legal reasoning	To a great extent	55.8% (53)	63.6% (56)	
	To a moderate extent	33.7% (32)	27.3% (24)	
	To a lesser extent	6.3% (6)	4.5% (4)	
	Not at all	4.2% (4)	4.5% (4)	
		95	88	183
Compliance with your firm's systems	To a great extent	51.0% (49)	47.2% (42)	
	To a moderate extent	36.5% (35)	36.0% (32)	
	To a lesser extent	12.5% (12)	14.6% (13)	
	Not at all	0.0% (0)	2.2% (2)	
		96	89	185
How your supervisee is coping	To a great extent	48.5% (47)	45.6% (41)	
	To a moderate extent	40.2% (39)	46.7% (42)	
	To a lesser extent	11.3% (11)	6.7% (6)	
	Not at all	0.0% (0)	1.1% (1)	
		97	90	187
Timely processing of matters	To a great extent	64.9% (63)	62.2% (56)	

	To a moderate extent	30.9% (30)	34.4% (31)	
	To a lesser extent	4.1% (4)	3.3% (3)	
	Not at all	0.0% (0)	0.0% (0)	
		97	90	187
Ethical behaviour	To a great extent	66.0% (64)	72.2% (65)	
	To a moderate extent	24.7% (24)	23.3% (21)	
	To a lesser extent	9.3% (9)	4.4% (4)	
	Not at all	0.0% (0)	0.0% (0)	
		97	90	187
Potential risks	To a great extent	70.1% (68)	71.1% (64)	
	To a moderate extent	23.7% (23)	25.6% (23)	
	To a lesser extent	6.2% (6)	3.3% (3)	
	Not at all	0.0% (0)	0.0% (0)	
		97	90	187
Productivity and time recording	To a great extent	37.1% (36)	20.2% (18)	
	To a moderate extent	39.2% (38)	52.8% (47)	
	To a lesser extent	21.6% (21)	21.3% (19)	
	Not at all	2.1% (2)	5.6% (5)	
		97	89	186

Billing	To a great extent	28.1% (27)	14.9% (13)	
	To a moderate extent	42.7% (41)	48.3% (42)	
	To a lesser extent	22.9% (22)	24.1% (21)	
	Not at all	6.3% (6)	12.6% (11)	
		96	87	183
Client relationship management and service	To a great extent	68.5% (63)	67.1% (57)	
	To a moderate extent	19.6% (18)	24.7% (21)	
	To a lesser extent	8.7% (8)	7.1% (6)	
	Not at all	3.3% (3)	1.2% (1)	
		92	85	177
Other (please specify)		0 replies	4 replies	4
answered question		97	90	187
skipped question				215

29. Do you view supervision principally as

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
A management tool	Yes	86.7% (72)	82.9% (68)	
	No	13.3% (11)	17.1% (14)	
		83	82	165
A legal responsibility	Yes	80.2% (65)	86.3% (69)	
	No	19.8% (16)	13.8% (11)	
		81	80	161
An educational tool	Yes	89.4% (76)	97.5% (78)	
	No	10.6% (9)	2.5% (2)	
		85	80	165
A mentoring tool	Yes	96.7% (87)	91.8% (78)	
	No	3.3% (3)	8.2% (7)	
		90	85	175
A means of identifying and confronting problems that arise in your supervisees' work	Yes	95.2% (79)	91.0% (71)	
	No	4.8% (4)	9.0% (7)	
		83	78	161
Additional to your main role	Yes	73.4% (58)	54.3% (38)	
		26.6%	45.7%	

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
I help my supervisees to develop technical skills	Yes	86.5% (83)	94.4% (85)	
	No	1.0% (1)	1.1% (1)	
	To a limited extent	12.5% (12)	4.4% (4)	
		96	90	186
I provide both positive and constructive critical feedback	Yes	97.9% (95)	97.8% (88)	
	No	0.0% (0)	1.1% (1)	
	To a limited extent	2.1% (2)	1.1% (1)	
		97	90	187
I work collaboratively with my supervisees	Yes	84.5% (82)	88.9% (80)	
	No	2.1% (2)	2.2% (2)	
	To a limited extent	13.4% (13)	8.9% (8)	
		97	90	187
I contribute to the personal growth of my supervisees	Yes	61.1% (58)	69.7% (62)	
	No	8.4% (8)	9.0% (8)	
	To a limited extent	30.5% (29)	21.3% (19)	

	extent			
		95	89	184
I teach my supervisees to become lawyers	Yes	49.5% (46)	67.8% (59)	
	No	32.3% (30)	18.4% (16)	
	To a limited extent	18.3% (17)	13.8% (12)	
		93	87	180
I focus on solving critical issues and problems that arise for my supervisees	Yes	74.7% (71)	88.6% (78)	
	No	8.4% (8)	5.7% (5)	
	To a limited extent	16.8% (16)	5.7% (5)	
		95	88	183
I teach my supervisees about being ethical	Yes	71.6% (68)	78.4% (69)	
	No	6.3% (6)	8.0% (7)	
	To a limited extent	22.1% (21)	13.6% (12)	
		95	88	183
I provide emotional support to my supervisees	Yes	43.8% (42)	41.1% (37)	
	No	19.8% (19)	14.4% (13)	
	To a limited extent	36.5% (35)	44.4% (40)	
		96	90	186
I maintain a professional distance from my supervisees	Yes	43.8% (42)	53.9% (48)	

	No	20.8% (20)	23.6% (21)	
	To a limited extent	35.4% (34)	22.5% (20)	
		96	89	185
I demonstrate patience and flexibility with my supervisees	Yes	84.4% (81)	83.3% (75)	
	No	3.1% (3)	3.3% (3)	
	To a limited extent	12.5% (12)	13.3% (12)	
		96	90	186
I demonstrate openness and honesty in my work	Yes	97.9% (94)	96.7% (87)	
	No	0.0% (0)	1.1% (1)	
	To a limited extent	2.1% (2)	2.2% (2)	
		96	90	186
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	94.8% (91)	97.8% (87)	
	No	1.0% (1)	0.0% (0)	
	To a limited extent	4.2% (4)	2.2% (2)	
		96	89	185
I closely manage cases	Yes	53.1% (51)	49.4% (43)	
	No	14.6% (14)	18.4% (16)	
	To a limited	32.3% (31)	32.2% (28)	

	extent			
		96	87	183
I safeguard the interests of the client	Yes	92.6% (88)	88.6% (78)	
	No	3.2% (3)	3.4% (3)	
	To a limited extent	4.2% (4)	8.0% (7)	
		95	88	183
I pass on my knowledge and experience to my supervisees	Yes	95.9% (93)	94.4% (85)	
	No	0.0% (0)	1.1% (1)	
	To a limited extent	4.1% (4)	4.4% (4)	
		97	90	187
answered question		98	90	188
skipped question				214

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)

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	1 (rarely)	43.8% (42)	42.2% (38)	
	2	14.6% (14)	13.3% (12)	
	3	8.3% (8)	12.2% (11)	
	4	10.4% (10)	7.8% (7)	
	5	10.4% (10)	11.1% (10)	
	6	4.2% (4)	7.8% (7)	
	7 (often)	8.3% (8)	5.6% (5)	
		96	90	186
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	1 (rarely)	37.1% (36)	34.4% (31)	
	2	16.5% (16)	15.6% (14)	
	3	10.3% (10)	17.8% (16)	
	4	19.6% (19)	13.3% (12)	
	5	10.3% (10)	8.9% (8)	
	6	2.1% (2)	4.4% (4)	

	7 (often)	4.1% (4)	5.6% (5)	
		97	90	187
Inadequate practice management systems (IT and others)	1 (rarely)	39.2% (38)	49.4% (44)	
	2	24.7% (24)	15.7% (14)	
	3	11.3% (11)	15.7% (14)	
	4	14.4% (14)	4.5% (4)	
	5	5.2% (5)	4.5% (4)	
	6	1.0% (1)	4.5% (4)	
	7 (often)	4.1% (4)	5.6% (5)	
		97	89	186
Having insufficient time for supervision	1 (rarely)	14.3% (14)	11.5% (10)	
	2	14.3% (14)	16.1% (14)	
	3	9.2% (9)	16.1% (14)	
	4	20.4% (20)	26.4% (23)	
	5	21.4% (21)	12.6% (11)	
	6	7.1% (7)	11.5% (10)	
	7 (often)	13.3% (13)	5.7% (5)	
		98	87	185
Having limited interest in managing or supervising others	1 (rarely)	51.6% (49)	55.1% (49)	

	2	28.4% (27)	19.1% (17)	
	3	5.3% (5)	11.2% (10)	
	4	10.5% (10)	11.2% (10)	
	5	4.2% (4)	2.2% (2)	
	6	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	1.1% (1)	
		95	89	184
My supervisees and I having different understandings of what supervision entails	1 (rarely)	47.4% (46)	47.2% (42)	
	2	20.6% (20)	22.5% (20)	
	3	14.4% (14)	6.7% (6)	
	4	14.4% (14)	14.6% (13)	
	5	2.1% (2)	5.6% (5)	
	6	1.0% (1)	1.1% (1)	
	7 (often)	0.0% (0)	2.2% (2)	
		97	89	186
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	1 (rarely)	54.6% (53)	37.1% (33)	
	2	24.7% (24)	20.2% (18)	
	3	3.1% (3)	14.6% (13)	

	4	12.4% (12)	14.6% (13)	
	5	3.1% (3)	5.6% (5)	
	6	1.0% (1)	4.5% (4)	
	7 (often)	1.0% (1)	3.4% (3)	
		97	89	186
Having supervisees who do not communicate clearly	1 (rarely)	30.9% (30)	25.8% (23)	
	2	20.6% (20)	18.0% (16)	
	3	10.3% (10)	22.5% (20)	
	4	18.6% (18)	15.7% (14)	
	5	12.4% (12)	4.5% (4)	
	6	6.2% (6)	9.0% (8)	
	7 (often)	1.0% (1)	4.5% (4)	
		97	89	186
Having supervisees who do not follow instructions	1 (rarely)	29.9% (29)	23.3% (21)	
	2	23.7% (23)	24.4% (22)	
	3	13.4% (13)	20.0% (18)	
	4	15.5% (15)	13.3% (12)	
	5	9.3% (9)	6.7% (6)	
	6	5.2% (5)	7.8% (7)	

	7 (often)	3.1% (3)	4.4% (4)	
		97	90	187
Having supervisees who work hard but not effectively	1 (rarely)	28.1% (27)	15.9% (14)	
	2	21.9% (21)	15.9% (14)	
	3	5.2% (5)	22.7% (20)	
	4	20.8% (20)	15.9% (14)	
	5	15.6% (15)	14.8% (13)	
	6	7.3% (7)	11.4% (10)	
	7 (often)	1.0% (1)	3.4% (3)	
		96	88	184
Having supervisees who don't take sufficient responsibility	1 (rarely)	32.0% (31)	25.0% (22)	
	2	17.5% (17)	22.7% (20)	
	3	15.5% (15)	8.0% (7)	
	4	14.4% (14)	22.7% (20)	
	5	11.3% (11)	10.2% (9)	
	6	4.1% (4)	5.7% (5)	
	7 (often)	5.2% (5)	5.7% (5)	
		97	88	185
Having supervisees who are not effective	1	39.2%	39.3%	

team members	(rarely)	(38)	(35)	
	2	25.8% (25)	20.2% (18)	
	3	13.4% (13)	12.4% (11)	
	4	12.4% (12)	15.7% (14)	
	5	6.2% (6)	6.7% (6)	
	6	1.0% (1)	4.5% (4)	
	7 (often)	2.1% (2)	1.1% (1)	
		97	89	186
Having supervisees who lack respect for me and other colleagues	1 (rarely)	56.7% (55)	58.4% (52)	
	2	17.5% (17)	18.0% (16)	
	3	13.4% (13)	5.6% (5)	
	4	6.2% (6)	7.9% (7)	
	5	3.1% (3)	6.7% (6)	
	6	2.1% (2)	2.2% (2)	
	7 (often)	1.0% (1)	1.1% (1)	
		97	89	186
Having supervisees who don't understand when to seek advice	1 (rarely)	32.3% (31)	26.7% (24)	
	2	27.1% (26)	25.6% (23)	
	3	16.7% (16)	20.0% (18)	

	4	13.5% (13)	13.3% (12)	
	5	5.2% (5)	10.0% (9)	
	6	3.1% (3)	4.4% (4)	
	7 (often)	2.1% (2)	0.0% (0)	
		96	90	186
Having supervisees who don't think they need to be supervised	1 (rarely)	36.8% (35)	36.7% (33)	
	2	23.2% (22)	26.7% (24)	
	3	9.5% (9)	11.1% (10)	
	4	13.7% (13)	11.1% (10)	
	5	10.5% (10)	7.8% (7)	
	6	4.2% (4)	5.6% (5)	
	7 (often)	2.1% (2)	1.1% (1)	
		95	90	185
answered question		98	90	188
skipped question				214

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
I have an open door policy and staff come to see me when they have problems	93.7% (89)	97.7% (85)	95.6% (174)
I review work done and allocate new work	68.4% (65)	80.5% (70)	74.2% (135)
I review/check all communications	45.3% (43)	51.7% (45)	48.4% (88)
I monitor how staff engage in peer file review	17.9% (17)	19.5% (17)	18.7% (34)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	32.6% (31)	46.0% (40)	39.0% (71)
I implement workflow systems to ensure or assist process compliance	27.4% (26)	36.8% (32)	31.9% (58)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	26.3% (25)	36.8% (32)	31.3% (57)
I update and share information with staff in my office	65.3% (62)	72.4% (63)	68.7% (125)
I identify my supervisees' training needs	49.5% (47)	46.0% (40)	47.8% (87)
I monitor staff for fatigue, stress and other problems	40.0% (38)	49.4% (43)	44.5% (81)
I meet the training needs of my supervisees, or ensure they are met	33.7% (32)	33.3% (29)	33.5% (61)
I inspect all files at regular intervals	27.4% (26)	35.6% (31)	31.3% (57)
I inspect sample client files at regular intervals	30.5% (29)	23.0% (20)	26.9% (49)
I only inspect problem client files	12.6% (12)	8.0% (7)	10.4% (19)
Other (please specify)	2 replies	3 replies	5

answered question	95	87	182
skipped question			220

34. As a supervisor I have responsibility for				
		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	3.2% (3)	3.5% (3)	
	To a minor extent	9.7% (9)	11.6% (10)	
	To a moderate degree	30.1% (28)	22.1% (19)	
	To a large degree	57.0% (53)	62.8% (54)	
		93	86	179
Checking my supervisees' wellbeing	Not at all	6.5% (6)	6.8% (6)	
	To a minor extent	28.0% (26)	25.0% (22)	
	To a moderate degree	46.2% (43)	46.6% (41)	
	To a large degree	19.4% (18)	21.6% (19)	
		93	88	181
Being a role model to demonstrate good practice	Not at all	0.0% (0)	0.0% (0)	
	To a	2.2%	1.1%	

	minor extent	(2)	(1)	
	To a moderate degree	31.5% (29)	20.5% (18)	
	To a large degree	66.3% (61)	78.4% (69)	
		92	88	180
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	10.9% (10)	8.0% (7)	
	To a minor extent	16.3% (15)	23.9% (21)	
	To a moderate degree	32.6% (30)	33.0% (29)	
	To a large degree	40.2% (37)	35.2% (31)	
		92	88	180
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	4.3% (4)	1.1% (1)	
	To a moderate degree	16.1% (15)	27.3% (24)	
	To a large degree	79.6% (74)	71.6% (63)	
		93	88	181
Assigning tasks that are appropriate and meaningful to my supervisees	Not at all	0.0% (0)	2.3% (2)	
	To a minor extent	8.6% (8)	5.7% (5)	

	To a moderate degree	41.9% (39)	35.2% (31)	
	To a large degree	49.5% (46)	56.8% (50)	
		93	88	181
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	2.2% (2)	2.3% (2)	
	To a minor extent	7.5% (7)	3.4% (3)	
	To a moderate degree	31.2% (29)	27.3% (24)	
	To a large degree	59.1% (55)	67.0% (59)	
		93	88	181
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	3.2% (3)	3.4% (3)	
	To a minor extent	11.8% (11)	3.4% (3)	
	To a moderate degree	24.7% (23)	27.6% (24)	
	To a large degree	60.2% (56)	65.5% (57)	
		93	87	180
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	1.1% (1)	1.1% (1)	
	To a minor extent	3.2% (3)	2.3% (2)	
	To a moderate degree	20.4% (19)	11.4% (10)	

	To a large degree	75.3% (70)	85.2% (75)	
		93	88	181
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	Not at all	1.1% (1)	1.1% (1)	
	To a minor extent	4.3% (4)	3.4% (3)	
	To a moderate degree	18.3% (17)	20.7% (18)	
	To a large degree	76.3% (71)	74.7% (65)	
		93	87	180
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	Not at all	1.1% (1)	2.3% (2)	
	To a minor extent	3.2% (3)	2.3% (2)	
	To a moderate degree	17.2% (16)	18.2% (16)	
	To a large degree	78.5% (73)	77.3% (68)	
		93	88	181
answered question		94	88	182
skipped question				220

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Ensuring excellent client service	1(not important)	0.0% (0)	1.1% (1)	
	2	2.2% (2)	1.1% (1)	
	3	1.1% (1)	2.3% (2)	
	4	11.8% (11)	18.4% (16)	
	5(most important)	84.9% (79)	77.0% (67)	
		93	87	180
Ensuring that work is being progressed to meet deadlines	1(not important)	0.0% (0)	1.1% (1)	
	2	0.0% (0)	0.0% (0)	
	3	2.2% (2)	2.3% (2)	
	4	18.3% (17)	29.5% (26)	
	5(most important)	79.6% (74)	67.0% (59)	
		93	88	181
Ensuring accuracy of information being communicated to clients	1(not important)	0.0% (0)	1.2% (1)	
	2	0.0% (0)	0.0% (0)	
	3	1.1% (1)	2.3% (2)	

	4	16.1% (15)	18.6% (16)	
	5(most important)	82.8% (77)	77.9% (67)	
		93	86	179
Ensuring all communications are polite	1(not important)	0.0% (0)	1.1% (1)	
	2	2.2% (2)	0.0% (0)	
	3	3.2% (3)	11.4% (10)	
	4	35.5% (33)	38.6% (34)	
	5(most important)	59.1% (55)	48.9% (43)	
		93	88	181
Ensuring time recording is accurate and up to date	1(not important)	4.4% (4)	1.1% (1)	
	2	4.4% (4)	2.3% (2)	
	3	15.4% (14)	16.1% (14)	
	4	27.5% (25)	39.1% (34)	
	5(most important)	48.4% (44)	41.4% (36)	
		91	87	178
Ensuring costs are correct (for example, stamp duty)	1(not important)	3.2% (3)	4.7% (4)	
	2	3.2% (3)	2.3% (2)	
	3	6.5% (6)	7.0% (6)	
	4	19.4% (18)	26.7% (23)	

	5(most important)	67.7% (63)	59.3% (51)	
		93	86	179
	answered question	94	88	182
			skipped question	220

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	85.7% (78)	93.0% (80)	89.3% (158)
No	14.3% (13)	7.0% (6)	10.7% (19)
answered question	91	86	177
		skipped question	225

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?

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
The supervisees formal qualifications	Not important	15.1% (14)	17.4% (15)	
	Of some importance	26.9% (25)	37.2% (32)	
	Moderately important	41.9% (39)	37.2% (32)	
	Very important	16.1% (15)	8.1% (7)	
		93	86	179
The supervisees knowledge of the area of law	Not important	2.2% (2)	1.2% (1)	
	Of some importance	8.7% (8)	3.6% (3)	
	Moderately important	29.3% (27)	34.5% (29)	
	Very important	59.8% (55)	60.7% (51)	
		92	84	176
The supervisee's level of practical experience	Not important	0.0% (0)	0.0% (0)	
	Of some importance	6.5% (6)	4.7% (4)	
	Moderately important	21.5% (20)	22.1% (19)	
	Very important	72.0% (67)	73.3% (63)	
		93	86	179

My knowledge of the supervisee's personal characteristics	Not important	3.2% (3)	0.0% (0)	
	Of some importance	21.5% (20)	33.3% (29)	
	Moderately important	48.4% (45)	40.2% (35)	
	Very important	26.9% (25)	26.4% (23)	
		93	87	180
My observation of the supervisee's daily work	Not important	1.1% (1)	1.1% (1)	
	Of some importance	12.9% (12)	10.3% (9)	
	Moderately important	39.8% (37)	42.5% (37)	
	Very important	46.2% (43)	46.0% (40)	
		93	87	180
The nature of the work being delegated to the supervisee	Not important	0.0% (0)	1.2% (1)	
	Of some importance	7.5% (7)	5.8% (5)	
	Moderately important	48.4% (45)	43.0% (37)	
	Very important	44.1% (41)	50.0% (43)	
		93	86	179
answered question		94	87	181
skipped question				221

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<1 year	35.8% (67)	30.4% (45)	33.4% (112)
1-2 years	26.7% (50)	31.1% (46)	28.7% (96)
3-4 years	13.9% (26)	24.3% (36)	18.5% (62)
5-6 years	9.1% (17)	4.7% (7)	7.2% (24)
6-10 years	4.8% (9)	5.4% (8)	5.1% (17)
>10 years	9.6% (18)	4.1% (6)	7.2% (24)
answered question	187	148	335
skipped question			67

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	75.3% (140)	78.4% (116)	76.6% (256)
No	24.7% (46)	21.6% (32)	23.4% (78)
answered question	186	148	334
skipped question			68

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	41.1% (58)	58.6% (68)	49.0% (126)
No	58.9% (83)	41.4% (48)	51.0% (131)
If yes, please describe the main variations	39 replies	47 replies	86
answered question	141	116	257
skipped question			145

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
A partner	82.1% (142)	73.4% (94)	78.4% (236)
Associate	16.8% (29)	19.5% (25)	17.9% (54)
Solicitor	24.3% (42)	29.7% (38)	26.6% (80)
Paralegal	4.6% (8)	0.8% (1)	3.0% (9)
Administrative staff	11.0% (19)	7.0% (9)	9.3% (28)
Other (please specify)	16 replies	25 replies	41
answered question	173	128	301
skipped question			101

42. Which of the following is the most important source of support in your work?			
	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Your supervisor	67.4% (122)	56.4% (84)	62.4% (206)
Another senior practitioner	7.2% (13)	11.4% (17)	9.1% (30)
Your peer/s	21.0% (38)	24.8% (37)	22.7% (75)
A mentor	4.4% (8)	3.4% (5)	3.9% (13)
Other (please specify)	0 replies (0.0%)	6 replies (4.0%)	1.8% (6)
answered question	181	149	330
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?

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<6 months	32.6% (58)	21.5% (31)	27.6% (89)
6 - 12 months	16.9% (30)	25.0% (36)	20.5% (66)
12 - 24 months	19.1% (34)	22.9% (33)	20.8% (67)
24 - 36 months	8.4% (15)	9.7% (14)	9.0% (29)
>36 months	23.0% (41)	20.8% (30)	22.0% (71)
answered question	178	144	322
skipped question			80

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
<15	17.3% (31)	13.1% (19)	15.4% (50)
15-29	16.2% (29)	17.9% (26)	17.0% (55)
30-45	20.7% (37)	17.9% (26)	19.4% (63)
>45	38.5% (69)	44.1% (64)	41.0% (133)
Other (please specify)	13 replies (7.3%)	10 replies (6.9%)	7.1% (23)
answered question	179	145	324
skipped question			78

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Daily	30.4% (55)	18.6% (27)	25.2% (82)
Twice a week	7.2% (13)	6.9% (10)	7.1% (23)
Weekly	13.3% (24)	17.2% (25)	15.0% (49)
Fortnightly	6.1% (11)	6.2% (9)	6.1% (20)
Monthly	6.1% (11)	1.4% (2)	4.0% (13)
Irregularly	7.7% (14)	18.6% (27)	12.6% (41)
Only if an issue comes up that I need advice with	29.3% (53)	31.0% (45)	30.1% (98)
answered question	181	145	326
skipped question			76

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	86.0% (154)	86.8% (125)	86.4% (279)
No	14.0% (25)	13.2% (19)	13.6% (44)
Please comment	16 replies	22 replies	38
answered question	179	144	323
skipped question			79

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Treats me fairly	1 (Not at all)	0.0% (0)	0.0% (0)	
	2	1.1% (2)	4.1% (6)	
	3 (Somewhat)	10.0% (18)	9.0% (13)	
	4	32.2% (58)	29.7% (43)	
	5 (A great deal)	56.7% (102)	57.2% (83)	
		180	145	325
Has a collaborative relationship with me	1 (Not at all)	1.1% (2)	1.4% (2)	
	2	2.8% (5)	6.2% (9)	
	3 (Somewhat)	16.4% (29)	13.1% (19)	
	4	35.6% (63)	28.3% (41)	
	5 (A great deal)	44.1% (78)	51.0% (74)	
		177	145	322
Maintains a professional distance from me	1 (Not at all)	3.9% (7)	4.2% (6)	
	2	3.4% (6)	6.3% (9)	
	3 (Somewhat)	21.3% (38)	15.4% (22)	

	4	38.8% (69)	41.3% (59)	
	5 (A great deal)	32.6% (58)	32.9% (47)	
		178	143	321
Helps me achieve ethical conduct and practice	1 (Not at all)	2.2% (4)	5.6% (8)	
	2	3.4% (6)	2.8% (4)	
	3 (Somewhat)	15.6% (28)	13.9% (20)	
	4	33.0% (59)	35.4% (51)	
	5 (A great deal)	45.8% (82)	42.4% (61)	
		179	144	323
Models ethical conduct and practice	1 (Not at all)	0.0% (0)	2.8% (4)	
	2	2.3% (4)	3.5% (5)	
	3 (Somewhat)	14.1% (25)	11.2% (16)	
	4	31.1% (55)	35.7% (51)	
	5 (A great deal)	52.5% (93)	46.9% (67)	
		177	143	320
Provides me with emotional support when needed	1 (Not at all)	5.6% (10)	13.8% (20)	
	2	17.3% (31)	9.0% (13)	
	3 (Somewhat)	24.0% (43)	29.0% (42)	
	4	26.3% (47)	24.8% (36)	

	5 (A great deal)	26.8% (48)	23.4% (34)	
		179	145	324
Helps me to develop my technical skills	1 (Not at all)	3.9% (7)	4.1% (6)	
	2	8.4% (15)	7.6% (11)	
	3 (Somewhat)	25.3% (45)	20.0% (29)	
	4	30.3% (54)	31.0% (45)	
	5 (A great deal)	32.0% (57)	37.2% (54)	
		178	145	323
Promotes my personal growth	1 (Not at all)	4.5% (8)	9.0% (13)	
	2	8.9% (16)	5.5% (8)	
	3 (Somewhat)	27.9% (50)	27.6% (40)	
	4	29.1% (52)	27.6% (40)	
	5 (A great deal)	29.6% (53)	30.3% (44)	
		179	145	324
Helps me to become better at what I do	1 (Not at all)	1.7% (3)	5.5% (8)	
	2	6.7% (12)	6.2% (9)	
	3 (Somewhat)	21.8% (39)	21.4% (31)	
	4	31.3% (56)	27.6% (40)	
	5 (A great deal)	38.5% (69)	39.3% (57)	

		179	145	324
Demonstrates patience and flexibility with me	1 (Not at all)	1.7% (3)	2.8% (4)	
	2	6.1% (11)	4.8% (7)	
	3 (Somewhat)	17.3% (31)	15.9% (23)	
	4	30.7% (55)	32.4% (47)	
	5 (A great deal)	44.1% (79)	44.1% (64)	
		179	145	324
Closely manages my work	1 (Not at all)	9.6% (17)	17.4% (25)	
	2	18.0% (32)	12.5% (18)	
	3 (Somewhat)	33.1% (59)	29.2% (42)	
	4	19.7% (35)	27.8% (40)	
	5 (A great deal)	19.7% (35)	13.2% (19)	
		178	144	322
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	2.2% (4)	3.4% (5)	
	2	5.0% (9)	7.6% (11)	
	3 (Somewhat)	24.0% (43)	20.7% (30)	
	4	32.4% (58)	41.4% (60)	
	5 (A great deal)	36.3% (65)	26.9% (39)	
		179	145	324

Focuses mainly on the best interests of our clients	1 (Not at all)	1.1% (2)	0.7% (1)	
	2	1.7% (3)	2.8% (4)	
	3 (Somewhat)	16.9% (30)	20.1% (29)	
	4	37.6% (67)	36.1% (52)	
	5 (A great deal)	42.7% (76)	40.3% (58)	
		178	144	322
Is passing on to me his or her knowledge and experience	1 (Not at all)	1.7% (3)	4.2% (6)	
	2	6.3% (11)	5.6% (8)	
	3 (Somewhat)	18.8% (33)	18.8% (27)	
	4	32.4% (57)	36.1% (52)	
	5 (A great deal)	40.9% (72)	35.4% (51)	
		176	144	320
Requires me to take responsibility for my work	1 (Not at all)	0.0% (0)	0.7% (1)	
	2	1.1% (2)	0.0% (0)	
	3 (Somewhat)	8.4% (15)	8.3% (12)	
	4	34.6% (62)	36.1% (52)	
	5 (A great deal)	55.9% (100)	54.9% (79)	
		179	144	323
answered question		180	145	325

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	79 replies	71 replies	150
answered question	79	71	150
skipped question			252

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	53 replies	48 replies	101
answered question	53	48	101
skipped question			301

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Through in house courses	22.0% (38)	17.2% (23)	19.9% (61)
Through induction training	25.4% (44)	12.7% (17)	19.9% (61)
Through personal discussion with my supervisor	50.3% (87)	41.0% (55)	46.3% (142)
Through other colleagues	38.2% (66)	26.9% (36)	33.2% (102)
Through external training courses	8.7% (15)	10.4% (14)	9.4% (29)
Through reading helpful publications that I have found	9.8% (17)	7.5% (10)	8.8% (27)
I have not received training or guidance	25.4% (44)	40.3% (54)	31.9% (98)
Other (please specify)	4 replies (2.3%)	5 replies (3.7%)	2.9% (9)
answered question	173	134	307
skipped question			95

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	45 replies	36 replies	81
answered question	45	36	81
skipped question			321

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
Yes	80.3% (139)	88.2% (127)	83.9% (266)
No	19.7% (34)	11.8% (17)	16.1% (51)
answered question	173	144	317
skipped question			85

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	103 replies	84 replies	187
answered question	103	84	187
skipped question			215

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Totals
rectifies the problem and avoids consequences for the client and our practice	57.1% (100)	63.5% (87)	59.9% (187)
supports me in my attempts to rectify the problem	80.6% (141)	75.2% (103)	78.2% (244)
turns it into a learning experience for me	59.4% (104)	52.6% (72)	56.4% (176)
is tolerant of my making mistakes once but not a second time	29.7% (52)	29.2% (40)	29.5% (92)
is quite unforgiving if I make serious mistakes	5.1% (9)	7.3% (10)	6.1% (19)
would not tolerate my making mistakes and so if I do I try to rectify them myself	2.9% (5)	2.9% (4)	2.9% (9)
quickly loses faith in my skills	4.6% (8)	6.6% (9)	5.4% (17)
Other (please specify)	9 replies	11 replies	20
answered question	175	137	312
skipped question			90

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	78.8% (134)	65.0% (91)	
	No	21.2% (36)	35.0% (49)	
		170	140	310
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	65.9% (110)	76.9% (110)	
	No	34.1% (57)	23.1% (33)	
		167	143	310
Other (please specify)		14 replies	18 replies	32
answered question		197	159	356
skipped question				46

56. How can supervisors ensure they are approachable?

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
By making it known that people can see them about any issue	Yes	97.0% (195)	96.4% (161)	
	No	0.0% (0)	0.6% (1)	
	Possibly	3.0% (6)	3.0% (5)	
		201	167	368
By making it known that people can ask to see them at any time	Yes	86.4% (171)	82.0% (137)	
	No	5.1% (10)	3.0% (5)	
	Possibly	8.6% (17)	15.0% (25)	
		198	167	365
Being known to give constructive feedback where possible	Yes	96.5% (193)	97.0% (162)	
	No	0.5% (1)	0.6% (1)	
	Possibly	3.0% (6)	2.4% (4)	
		200	167	367
Being known to deal with problems quickly	Yes	80.3% (159)	81.4% (136)	
	No	2.0% (4)	1.8% (3)	
	Possibly	17.7% (35)	16.8% (28)	
		198	167	365

Being known to help supervisees deal with problems themselves	Yes	75.1% (148)	75.8% (125)	
	No	3.6% (7)	3.6% (6)	
	Possibly	21.3% (42)	20.6% (34)	
		197	165	362
Other (please specify)		7 replies	5 replies	12
answered question		201	167	368
skipped question				34

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Provide clear instructions	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	1.5% (3)	1.8% (3)	
	4	13.4% (27)	13.2% (22)	
	5 (very important)	84.7% (171)	85.0% (142)	
		202	167	369
Be available when supervisees need help or direction	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	7.0% (14)	7.2% (12)	
	4	30.8% (62)	37.1% (62)	
	5 (very important)	61.7% (124)	55.7% (93)	
		201	167	368
Consider the professional development of their supervisees	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.5% (1)	0.6% (1)	
	3 (moderately important)	13.4% (27)	12.0% (20)	

	4	39.6% (80)	40.4% (67)	
	5 (very important)	46.0% (93)	47.0% (78)	
		202	166	368
Be aware of the wellness of their supervisees	1 (unimportant)	1.0% (2)	0.0% (0)	
	2	5.9% (12)	4.2% (7)	
	3 (moderately important)	20.3% (41)	24.7% (41)	
	4	36.6% (74)	40.4% (67)	
	5 (very important)	36.1% (73)	30.7% (51)	
		202	166	368
Foster trust and respect	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.0% (6)	3.6% (6)	
	4	33.7% (68)	30.7% (51)	
	5 (very important)	62.9% (127)	65.7% (109)	
		202	166	368
Ensure continuity and consistency	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.0% (0)	0.6% (1)	
	3 (moderately important)	6.0% (12)	4.8% (8)	
	4	37.0% (74)	41.0% (68)	

	5 (very important)	56.5% (113)	53.6% (89)	
		200	166	366
Take a solution focus on mistakes (rather than blame)	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.5% (1)	0.0% (0)	
	3 (moderately important)	4.5% (9)	1.8% (3)	
	4	29.4% (59)	28.5% (47)	
	5 (very important)	65.2% (131)	69.7% (115)	
		201	165	366
Give credit where it is due	1 (unimportant)	0.5% (1)	0.6% (1)	
	2	0.5% (1)	0.0% (0)	
	3 (moderately important)	6.0% (12)	6.7% (11)	
	4	27.1% (54)	18.3% (30)	
	5 (very important)	65.8% (131)	74.4% (122)	
		199	164	363
Other (please specify)		3 replies	4 replies	7
answered question		202	167	369
skipped question				33

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

		Is your law practice an incorporated legal practice?		
		Yes	No	Response Totals
Listen to advice and comments	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	
	3 (moderately important)	1.5% (3)	1.2% (2)	
	4	20.4% (41)	18.5% (31)	
	5 (most important)	77.6% (156)	80.4% (135)	
		201	168	369
Prepare well for supervision meetings	1 (unimportant)	1.0% (2)	0.6% (1)	
	2	1.0% (2)	0.6% (1)	
	3 (moderately important)	12.5% (25)	10.8% (18)	
	4	32.5% (65)	38.9% (65)	
	5 (most important)	53.0% (106)	49.1% (82)	
		200	167	367
Ask questions about details, timelines, priorities	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	0.5% (1)	0.0% (0)	
	3 (moderately important)	4.0% (8)	6.6% (11)	

	4	27.9% (56)	32.3% (54)	
	5 (most important)	67.2% (135)	61.1% (102)	
		201	167	368
Develop a clear framework on frequency of meetings	1 (unimportant)	2.5% (5)	3.0% (5)	
	2	3.5% (7)	5.4% (9)	
	3 (moderately important)	23.0% (46)	25.7% (43)	
	4	34.5% (69)	35.9% (60)	
	5 (most important)	36.5% (73)	29.9% (50)	
		200	167	367
Discuss expectations	1 (unimportant)	0.5% (1)	0.0% (0)	
	2	1.5% (3)	0.6% (1)	
	3 (moderately important)	11.4% (23)	13.3% (22)	
	4	37.8% (76)	40.0% (66)	
	5 (most important)	48.8% (98)	46.1% (76)	
		201	165	366
Other (please specify)		0 replies	2 replies	2
answered question		201	168	369
skipped question				33

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	100 replies	71 replies	171
answered question	100	71	171
skipped question			231

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

	Is your law practice an incorporated legal practice?		
	Yes	No	Response Count
	16 replies	12 replies	28
answered question	16	12	28
skipped question			374