




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

		Response Percent	Response Count
Yes		100.0%	24
No		0.0%	0
answered question			24
skipped question			0

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

		Response Count
		24
answered question		24
skipped question		0

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

		Response Percent	Response Count
Private legal practice (sole practitioner)		0.0%	0
Private legal practice (2-3 fee-earners)		0.0%	0
Private legal practice (4-12 fee-earners)		0.0%	0
Private legal practice (13-50 fee-earners)		91.7%	22
Private legal practice (over 50 fee-earners)		8.3%	2
Government legal practice		0.0%	0
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
	Other (please specify)		0
answered question			24
skipped question			0








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

		Response Percent	Response Count
<5		0.0%	0
5-9		0.0%	0
10-19		0.0%	0
20-49		100.0%	22
>50		0.0%	0
answered question			22
skipped question			2



5. Is your law practice an incorporated legal practice?

		Response Percent	Response Count
Yes		47.6%	10
No		52.4%	11
answered question			21
skipped question			3






6. What best describes your role in the practice?

		Response Percent	Response Count
Law firm partner		13.6%	3
Legal practitioner director (ILPs only)		0.0%	0
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
Employed solicitor		50.0%	11
Government legal officer		0.0%	0
Trainee solicitor		4.5%	1
Fee-earner without practising certificate		9.1%	2
Conveyancing clerk		4.5%	1
Administrative Manager		4.5%	1
Legal secretary		13.6%	3
Volunteer to a CLC		0.0%	0
Other (please specify)			2
answered question			22
skipped question			2




7. Do you have a current practising certificate?

		Response Percent	Response Count
Yes		58.3%	14
No		41.7%	10
No, but I have previously held a practising certificate		0.0%	0
answered question			24
skipped question			0



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

		Response Percent	Response Count
1-2 years		42.9%	6
3-4 years		14.3%	2
5-9 years		21.4%	3
10-14 years		7.1%	1
15-19 years		14.3%	2
over 20 years		0.0%	0
answered question			14
skipped question			10

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

		Response Percent	Response Count
1-2 years		23.1%	3
2-4 years		0.0%	0
5-9 years		0.0%	0
10-14 years		7.7%	1
15-19 years		0.0%	0
>20 years		0.0%	0
Not applicable		69.2%	9
answered question			13
skipped question			11




10. What is your gender?

		Response Percent	Response Count
Male		37.5%	9
Female		62.5%	15
answered question			24
skipped question			0


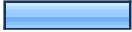


11. How would you rate the importance of the following possible aims for supervision?

	Not very important	Neutral	Important	Very important	Response Count
Encouraging work practices that are sustainable in the long-term	0.0% (0)	0.0% (0)	47.8% (11)	52.2% (12)	23
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	4.3% (1)	17.4% (4)	78.3% (18)	23
Fostering resilience	4.3% (1)	13.0% (3)	60.9% (14)	21.7% (5)	23
Risk management	8.7% (2)	0.0% (0)	43.5% (10)	47.8% (11)	23
Identifying and supporting staff facing personal difficulties	4.3% (1)	21.7% (5)	34.8% (8)	39.1% (9)	23
Mentoring junior staff	4.3% (1)	13.0% (3)	34.8% (8)	47.8% (11)	23
Monitoring workloads	4.3% (1)	4.3% (1)	34.8% (8)	56.5% (13)	23
Promoting ethical practices	4.3% (1)	4.3% (1)	39.1% (9)	52.2% (12)	23
Discouraging bad workplace conduct such as bullying	5.0% (1)	0.0% (0)	35.0% (7)	60.0% (12)	20
Please describe if your organization has other aims for supervision					0
answered question					23
skipped question					1

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

		Response Percent	Response Count
Both - I supervise others, and I am supervised by others		34.8%	8
I supervise others		13.0%	3
I am supervised by others		52.2%	12
answered question			23
skipped question			1

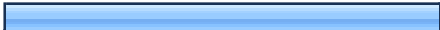

13. How long have you been a supervisor?

		Response Percent	Response Count
<1 year		20.0%	2
1-2 years		20.0%	2
3-4 years		30.0%	3
5-6 years		0.0%	0
>6 years		30.0%	3
answered question			10
skipped question			14







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

	1-2	3-4	5-6	7-9	10-14	15-20	>20	Response Count
Legal staff	62.5% (5)	25.0% (2)	0.0% (0)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	8
Administrative staff	57.1% (4)	42.9% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7
Fee-earning staff who are not pc holders	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	3
Other (eg consultants or contractors)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0
answered question								10
skipped question								14



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

		Response Percent	Response Count
Yes		70.0%	7
No		30.0%	3
If "yes" please describe how you share supervisory responsibilities			6
answered question			10
skipped question			14



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

		Response Percent	Response Count
<10%		10.0%	1
10-20%		30.0%	3
20-30%		30.0%	3
30-40%		10.0%	1
40-50%		10.0%	1
50-60%		10.0%	1
60-70%		0.0%	0
70-80%		0.0%	0
>80%		0.0%	0
answered question			10
skipped question			14



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

		Response Percent	Response Count
Your fee-earning duties		60.0%	6
Your supervision duties		40.0%	4
answered question			10
skipped question			14





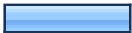
18. Would you describe your supervision activities as primarily

		Response Percent	Response Count
proactive		80.0%	8
reactive		20.0%	2
answered question			10
skipped question			14





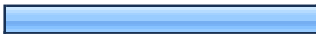

19. Do you measure your success in your role primarily by

		Response Percent	Response Count
Your individual performance		10.0%	1
Your team's performance		90.0%	9
answered question			10
skipped question			14

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

		Response Percent	Response Count
My firm allocates time to me for my supervision responsibilities		20.0%	2
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters		60.0%	6
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)		70.0%	7
Time for supervision is not structured into a daily work schedule		50.0%	5
It is up to me to find spare time for supervision		20.0%	2
	Other (please specify)		1
answered question			10
skipped question			14

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

		Response Percent	Response Count
By emulating my current supervisor		20.0%	2
By emulating a previous supervisor		50.0%	5
By watching others		30.0%	3
By trial and error		70.0%	7
By following my firm's policies and procedures		50.0%	5
By responding to the needs or expressed preferences of my supervisees		60.0%	6

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

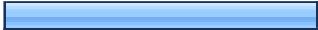



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answered question	10
skipped question	14







22. Have you ever had training in supervision?

			Response Percent	Response Count
Yes	<div><div></div></div>		60.0%	6
No	<div><div></div></div>		40.0%	4
answered question				10
skipped question				14


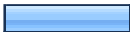



23. If you undertake training to build your supervision skills, what sort of training do you receive? Tick all that apply

		Response Percent	Response Count
In-house formal training provided by my firm		0.0%	0
In-house informal discussions generally in response to problems seen as supervision issues		50.0%	3
External formal training at regular intervals		0.0%	0
External formal training at irregular intervals when available		50.0%	3
I regularly read publications and attend workshops on supervision		16.7%	1
Reading management literature		66.7%	4
	Other (please specify)		1
answered question			6
skipped question			18



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

		Response Percent	Response Count
In-house formal		12.5%	1
In-house informal, such as ad hoc discussions in reponse to problems arising		62.5%	5
External formal training given regularly by a dedicated service provider		37.5%	3
External informal, for example professional seminars on supervision related topics		50.0%	4
Reading management literature		25.0%	2
I do not need further training in supervision		12.5%	1
Other (please specify)			0
answered question			8
skipped question			16



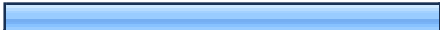


25. Compared to your other work roles, do you enjoy your supervision role

		Response Percent	Response Count
Much less		10.0%	1
Less		20.0%	2
No difference		30.0%	3
More		30.0%	3
Much more		10.0%	1
answered question			10
skipped question			14

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

		Response Percent	Response Count
The person		50.0%	5
The file		50.0%	5
answered question			10
skipped question			14

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

		Response Percent	Response Count
The outcomes of my supervisees' work		100.0%	10
My firm's evaluation of my supervision skills		40.0%	4
Feedback from management within the firm		70.0%	7
Feedback from clients		70.0%	7
Feedback from my supervisees		70.0%	7
Other (please specify)			0
answered question			10
skipped question			14

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

	To a great extent	To a moderate extent	To a lesser extent	Not at all	Response Count
Application of legal reasoning	66.7% (6)	22.2% (2)	11.1% (1)	0.0% (0)	9
Compliance with your firm's systems	20.0% (2)	40.0% (4)	30.0% (3)	10.0% (1)	10
How your supervisee is coping	40.0% (4)	60.0% (6)	0.0% (0)	0.0% (0)	10
Timely processing of matters	60.0% (6)	40.0% (4)	0.0% (0)	0.0% (0)	10
Ethical behaviour	60.0% (6)	40.0% (4)	0.0% (0)	0.0% (0)	10
Potential risks	50.0% (5)	50.0% (5)	0.0% (0)	0.0% (0)	10
Productivity and time recording	10.0% (1)	80.0% (8)	0.0% (0)	10.0% (1)	10
Billing	10.0% (1)	70.0% (7)	10.0% (1)	10.0% (1)	10
Client relationship management and service	50.0% (5)	40.0% (4)	0.0% (0)	10.0% (1)	10
Other (please specify)					0
answered question					10
skipped question					14

29. Do you view supervision principally as



	Yes	No	Response Count
A management tool	100.0% (9)	0.0% (0)	9
A legal responsibility	90.0% (9)	10.0% (1)	10
An educational tool	100.0% (9)	0.0% (0)	9
A mentoring tool	100.0% (10)	0.0% (0)	10
A means of identifying and confronting problems that arise in your supervisees' work	85.7% (6)	14.3% (1)	7
Additional to your main role	57.1% (4)	42.9% (3)	7

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

2

answered question	10
skipped question	14

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

		Response Percent	Response Count
Yes		28.6%	2
No		0.0%	0
Somewhat		71.4%	5
Not applicable		0.0%	0

If they differ, in what ways do they differ?

1

answered question	7
skipped question	17

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











	Yes	No	To a limited extent	Response Count
I help my supervisees to develop technical skills	100.0% (10)	0.0% (0)	0.0% (0)	10
I provide both positive and constructive critical feedback	100.0% (10)	0.0% (0)	0.0% (0)	10
I work collaboratively with my supervisees	90.0% (9)	0.0% (0)	10.0% (1)	10
I contribute to the personal growth of my supervisees	90.0% (9)	0.0% (0)	10.0% (1)	10
I teach my supervisees to become lawyers	70.0% (7)	30.0% (3)	0.0% (0)	10
I focus on solving critical issues and problems that arise for my supervisees	80.0% (8)	0.0% (0)	20.0% (2)	10
I teach my supervisees about being ethical	70.0% (7)	0.0% (0)	30.0% (3)	10
I provide emotional support to my supervisees	20.0% (2)	20.0% (2)	60.0% (6)	10
I maintain a professional distance from my supervisees	70.0% (7)	0.0% (0)	30.0% (3)	10
I demonstrate patience and flexibility with my supervisees	70.0% (7)	0.0% (0)	30.0% (3)	10
I demonstrate openness and honesty in my work	100.0% (10)	0.0% (0)	0.0% (0)	10
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	90.0% (9)	0.0% (0)	10.0% (1)	10
I closely manage cases	60.0% (6)	20.0% (2)	20.0% (2)	10
I safeguard the interests of the client	100.0% (10)	0.0% (0)	0.0% (0)	10
I pass on my knowledge and experience to my supervisees	90.0% (9)	0.0% (0)	10.0% (1)	10
answered question				10
skipped question				14




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

	1 (rarely)	2	3	4	5	6	7 (often)	Response Count
Split supervision- where supervision responsibilities are shared with another supervisor	30.0% (3)	10.0% (1)	10.0% (1)	20.0% (2)	10.0% (1)	10.0% (1)	10.0% (1)	10
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	30.0% (3)	10.0% (1)	30.0% (3)	10.0% (1)	0.0% (0)	0.0% (0)	20.0% (2)	10
Inadequate practice management systems (IT and others)	30.0% (3)	10.0% (1)	10.0% (1)	10.0% (1)	20.0% (2)	10.0% (1)	10.0% (1)	10
Having insufficient time for supervision	10.0% (1)	20.0% (2)	10.0% (1)	20.0% (2)	20.0% (2)	0.0% (0)	20.0% (2)	10
Having limited interest in managing or supervising others	50.0% (5)	20.0% (2)	20.0% (2)	0.0% (0)	10.0% (1)	0.0% (0)	0.0% (0)	10
My supervisees and I having different understandings of what supervision entails	40.0% (4)	20.0% (2)	20.0% (2)	0.0% (0)	10.0% (1)	0.0% (0)	10.0% (1)	10
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	30.0% (3)	20.0% (2)	10.0% (1)	10.0% (1)	10.0% (1)	10.0% (1)	10.0% (1)	10
Having supervisees who do not communicate clearly	20.0% (2)	10.0% (1)	20.0% (2)	30.0% (3)	0.0% (0)	10.0% (1)	10.0% (1)	10
Having supervisees who do not follow instructions	10.0% (1)	30.0% (3)	30.0% (3)	0.0% (0)	0.0% (0)	20.0% (2)	10.0% (1)	10
Having supervisees who work hard but not effectively	10.0% (1)	10.0% (1)	20.0% (2)	10.0% (1)	20.0% (2)	20.0% (2)	10.0% (1)	10
Having supervisees who don't take sufficient responsibility	10.0% (1)	20.0% (2)	10.0% (1)	40.0% (4)	0.0% (0)	0.0% (0)	20.0% (2)	10
Having supervisees who are not effective team members	30.0% (3)	20.0% (2)	20.0% (2)	10.0% (1)	10.0% (1)	0.0% (0)	10.0% (1)	10
Having supervisees who lack respect for me and other colleagues	50.0% (5)	30.0% (3)	10.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	10.0% (1)	10

Having supervisees who don't understand when to seek advice	10.0% (1)	20.0% (2)	30.0% (3)	30.0% (3)	10.0% (1)	0.0% (0)	0.0% (0)	10
Having supervisees who don't think they need to be supervised	30.0% (3)	30.0% (3)	30.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	10.0% (1)	10
answered question								10
skipped question								14

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

		Response Percent	Response Count
I have an open door policy and staff come to see me when they have problems		100.0%	10
I review work done and allocate new work		80.0%	8
I review/check all communications		30.0%	3
I monitor how staff engage in peer file review		0.0%	0
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		30.0%	3
I implement workflow systems to ensure or assist process compliance		30.0%	3
I set aside a regular time to review workloads, prioritise work and deal with problem cases		50.0%	5
I update and share information with staff in my office		50.0%	5
I identify my supervisees' training needs		30.0%	3
I monitor staff for fatigue, stress and other problems		40.0%	4
I meet the training needs of my supervisees, or ensure they are met		10.0%	1

I inspect all files at regular intervals		10.0%	1
I inspect sample client files at regular intervals		10.0%	1
I only inspect problem client files		20.0%	2
Other (please specify)			0
answered question			10
skipped question			14

34. As a supervisor I have responsibility for



	Not at all	To a minor extent	To a moderate degree	To a large degree	Response Count
Being vigilant in file management so serious mistakes are avoided	10.0% (1)	20.0% (2)	30.0% (3)	40.0% (4)	10
Checking my supervisees' wellbeing	20.0% (2)	50.0% (5)	30.0% (3)	0.0% (0)	10
Being a role model to demonstrate good practice	0.0% (0)	0.0% (0)	20.0% (2)	80.0% (8)	10
Ensuring that supervisees adhere to the firm's complaint management policy	30.0% (3)	30.0% (3)	30.0% (3)	10.0% (1)	10
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	0.0% (0)	30.0% (3)	70.0% (7)	10
Assigning tasks that are appropriate and meaningful to my supervisees	10.0% (1)	0.0% (0)	50.0% (5)	40.0% (4)	10
Assigning tasks that fit my supervisees' level of skill and experience	0.0% (0)	20.0% (2)	20.0% (2)	60.0% (6)	10
Ensuring that any expressions of client dissatisfaction are brought to my attention	10.0% (1)	20.0% (2)	30.0% (3)	40.0% (4)	10
Ensuring that supervisees know they can tell me about serious mistakes they have made	0.0% (0)	0.0% (0)	30.0% (3)	70.0% (7)	10
Ensuring that supervisees know					

that I will attempt to deal with or rectify any serious mistakes they have made	0.0% (0)	0.0% (0)	30.0% (3)	70.0% (7)	10
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	0.0% (0)	0.0% (0)	20.0% (2)	80.0% (8)	10
answered question					10
skipped question					14

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

	1(not important)	2	3	4	5(most important)	Response Count
Ensuring excellent client service	0.0% (0)	0.0% (0)	0.0% (0)	10.0% (1)	90.0% (9)	10
Ensuring that work is being progressed to meet deadlines	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (5)	50.0% (5)	10
Ensuring accuracy of information being communicated to clients	0.0% (0)	0.0% (0)	0.0% (0)	40.0% (4)	60.0% (6)	10
Ensuring all communications are polite	0.0% (0)	0.0% (0)	20.0% (2)	40.0% (4)	40.0% (4)	10
Ensuring time recording is accurate and up to date	0.0% (0)	0.0% (0)	10.0% (1)	60.0% (6)	30.0% (3)	10
Ensuring costs are correct (for example, stamp duty)	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (5)	50.0% (5)	10
answered question						10
skipped question						14




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

		Response Percent	Response Count
Yes		90.0%	9
No		10.0%	1
answered question			10
skipped question			14

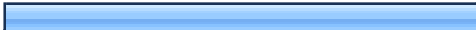

37. What do you take into account in determining the level of supervision required, and how important is it to take those things into account?

	Not important	Of some importance	Moderately important	Very important	Response Count
The supervisees formal qualifications	20.0% (2)	30.0% (3)	30.0% (3)	20.0% (2)	10
The supervisees knowledge of the area of law	0.0% (0)	0.0% (0)	10.0% (1)	90.0% (9)	10
The supervisee's level of practical experience	0.0% (0)	0.0% (0)	10.0% (1)	90.0% (9)	10
My knowledge of the supervisee's personal characteristics	0.0% (0)	20.0% (2)	50.0% (5)	30.0% (3)	10
My observation of the supervisee's daily work	0.0% (0)	10.0% (1)	60.0% (6)	30.0% (3)	10
The nature of the work being delegated to the supervisee	0.0% (0)	0.0% (0)	40.0% (4)	60.0% (6)	10
answered question					10
skipped question					14



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

		Response Percent	Response Count
<1 year		71.4%	15
1-2 years		23.8%	5
3-4 years		4.8%	1
5-6 years		0.0%	0
6-10 years		0.0%	0
>10 years		0.0%	0
answered question			21
skipped question			3

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

		Response Percent	Response Count
Yes		76.2%	16
No		23.8%	5
answered question			21
skipped question			3

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

		Response Percent	Response Count
Yes		35.3%	6
No		64.7%	11

If yes, please describe the main variations

3



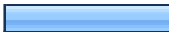


answered question

17

skipped question

7

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

		Response Percent	Response Count
A partner		94.7%	18
Associate		63.2%	12
Solicitor		26.3%	5
Paralegal		5.3%	1
Administrative staff		10.5%	2

Other (please specify)

2




answered question

19






skipped question

5






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

		Response Percent	Response Count
Your supervisor		81.0%	17
Another senior practitioner		9.5%	2
Your peer/s		9.5%	2
A mentor		0.0%	0
Other (please specify)		0.0%	0
answered question			21
skipped question			3



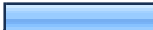


43. Please answer the remaining questions about your supervisor in relation to the person who plays the biggest role in your supervision. How long have they been your supervisor?

		Response Percent	Response Count
<6 months		42.9%	9
6 - 12 months		23.8%	5
12 - 24 months		19.0%	4
24 - 36 months		4.8%	1
>36 months		9.5%	2
answered question			21
skipped question			3



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

		Response Percent	Response Count
<15		4.8%	1
15-29		4.8%	1
30-45		14.3%	3
>45		66.7%	14
Other (please specify)		9.5%	2
answered question			21
skipped question			3

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

		Response Percent	Response Count
Daily		28.6%	6
Twice a week		23.8%	5
Weekly		23.8%	5
Fortnightly		0.0%	0
Monthly		0.0%	0
Irregularly		9.5%	2
Only if an issue comes up that I need advice with		14.3%	3
answered question			21
skipped question			3

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

		Response Percent	Response Count
Yes		81.0%	17
No		19.0%	4
		Please comment	2
		answered question	21
		skipped question	3

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

	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Response Count
Treats me fairly	0.0% (0)	4.8% (1)	9.5% (2)	28.6% (6)	57.1% (12)	21
Has a collaborative relationship with me	0.0% (0)	9.5% (2)	9.5% (2)	23.8% (5)	57.1% (12)	21
Maintains a professional distance from me	0.0% (0)	4.8% (1)	19.0% (4)	38.1% (8)	38.1% (8)	21
Helps me achieve ethical conduct and practice	4.8% (1)	4.8% (1)	23.8% (5)	23.8% (5)	42.9% (9)	21
Models ethical conduct and practice	4.8% (1)	4.8% (1)	19.0% (4)	28.6% (6)	42.9% (9)	21
Provides me with emotional support when needed	9.5% (2)	9.5% (2)	19.0% (4)	38.1% (8)	23.8% (5)	21
Helps me to develop my technical skills	4.8% (1)	9.5% (2)	23.8% (5)	28.6% (6)	33.3% (7)	21
Promotes my personal growth	14.3% (3)	9.5% (2)	9.5% (2)	33.3% (7)	33.3% (7)	21
Helps me to become better at what I do	4.8% (1)	4.8% (1)	19.0% (4)	19.0% (4)	52.4% (11)	21
Demonstrates patience and flexibility with me	4.8% (1)	9.5% (2)	14.3% (3)	28.6% (6)	42.9% (9)	21
Closely manages my work	14.3% (3)	9.5% (2)	23.8% (5)	38.1% (8)	14.3% (3)	21
Focuses on solving critical issues and problems that arise for me	4.8% (1)	4.8% (1)	23.8% (5)	33.3% (7)	33.3% (7)	21
Focuses mainly on the best interests of our clients	0.0% (0)	9.5% (2)	23.8% (5)	23.8% (5)	42.9% (9)	21
Is passing on to me his or her knowledge and experience	4.8% (1)	4.8% (1)	9.5% (2)	38.1% (8)	42.9% (9)	21
Requires me to take responsibility for my work	0.0% (0)	0.0% (0)	14.3% (3)	28.6% (6)	57.1% (12)	21
answered question						21
skipped question						3

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

Response
Count

9

answered question

9

skipped question

15

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

Response
Count

6







answered question

6

skipped question

18



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

		Response Percent	Response Count
Through in house courses		10.5%	2
Through induction training		26.3%	5
Through personal discussion with my supervisor		42.1%	8
Through other colleagues		36.8%	7
Through external training courses		0.0%	0
Through reading helpful publications that I have found		10.5%	2
I have not received training or guidance		47.4%	9
Other (please specify)		0.0%	0
answered question			19
skipped question			5

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

	Response Count
	7
answered question	7
skipped question	17

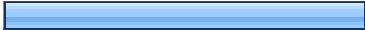






52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		71.4%	15
No		28.6%	6
answered question			21
skipped question			3

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

	Response Count
	10
answered question	10
skipped question	14

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

		Response Percent	Response Count
rectifies the problem and avoids consequences for the client and our practice		57.9%	11
supports me in my attempts to rectify the problem		47.4%	9
turns it into a learning experience for me		63.2%	12
is tolerant of my making mistakes once but not a second time		36.8%	7
is quite unforgiving if I make serious mistakes		15.8%	3
would not tolerate my making mistakes and so if I do I try to rectify them myself		5.3%	1
quickly loses faith in my skills		10.5%	2
Other (please specify)			2
answered question			19
skipped question			5

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

	Yes	No	Response Count
In formal, structured and planned situations, such as regular meetings	68.4% (13)	31.6% (6)	19
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	65.0% (13)	35.0% (7)	20
		Other (please specify)	1
answered question			22
skipped question			2

56. How can supervisors ensure they are approachable?

	Yes	No	Possibly	Response Count
By making it known that people can see them about any issue	95.7% (22)	4.3% (1)	0.0% (0)	23
By making it known that people can ask to see them at any time	87.0% (20)	8.7% (2)	4.3% (1)	23
Being known to give constructive feedback where possible	100.0% (23)	0.0% (0)	0.0% (0)	23
Being known to deal with problems quickly	95.7% (22)	0.0% (0)	4.3% (1)	23
Being known to help supervisees deal with problems themselves	95.7% (22)	0.0% (0)	4.3% (1)	23
			Other (please specify)	0
answered question				23
skipped question				1

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

	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Response Count
Provide clear instructions	0.0% (0)	0.0% (0)	0.0% (0)	13.0% (3)	87.0% (20)	23
Be available when supervisees need help or direction	0.0% (0)	0.0% (0)	13.0% (3)	43.5% (10)	43.5% (10)	23
Consider the professional development of their supervisees	0.0% (0)	0.0% (0)	8.7% (2)	69.6% (16)	21.7% (5)	23
Be aware of the wellness of their supervisees	0.0% (0)	8.7% (2)	17.4% (4)	52.2% (12)	21.7% (5)	23
Foster trust and respect	0.0% (0)	0.0% (0)	8.7% (2)	43.5% (10)	47.8% (11)	23
Ensure continuity and consistency	0.0% (0)	0.0% (0)	0.0% (0)	60.9% (14)	39.1% (9)	23
Take a solution focus on mistakes (rather than blame)	0.0% (0)	0.0% (0)	0.0% (0)	43.5% (10)	56.5% (13)	23
Give credit where it is due	0.0% (0)	0.0% (0)	8.7% (2)	21.7% (5)	69.6% (16)	23
Other (please specify)						0
answered question						23
skipped question						1

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

	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Response Count
Listen to advice and comments	0.0% (0)	0.0% (0)	4.3% (1)	21.7% (5)	73.9% (17)	23
Prepare well for supervision meetings	0.0% (0)	0.0% (0)	8.7% (2)	47.8% (11)	43.5% (10)	23
Ask questions about details, timelines, priorities	0.0% (0)	0.0% (0)	4.3% (1)	34.8% (8)	60.9% (14)	23
Develop a clear framework on frequency of meetings	0.0% (0)	0.0% (0)	26.1% (6)	43.5% (10)	30.4% (7)	23
Discuss expectations	0.0% (0)	0.0% (0)	4.3% (1)	43.5% (10)	52.2% (12)	23
Other (please specify)						0
answered question						23
skipped question						1

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

	Response Count
	7
answered question	7
skipped question	17

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

**Response
Count**

2

answered question

2

skipped question

22