




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%	56
No		0.0%	0
answered question			56
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
		56
answered question		56
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)		1.9%	1
<b>Private legal practice (over 50 fee-earners)</b>		<b>98.1%</b>	<b>51</b>
Government legal practice		0.0%	0
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
	Other (please specify)		1
answered question			52
skipped question			4







**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	<input type="checkbox"/>	1.9%	1
>50	<input checked="" type="checkbox"/>	98.1%	52
answered question			53
skipped question			3



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

		Response Percent	Response Count
Yes	<input checked="" type="checkbox"/>	51.0%	25
No	<input type="checkbox"/>	49.0%	24
answered question			49
skipped question			7





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

		Response Percent	Response Count
Law firm partner		6.0%	3
Legal practitioner director (ILPs only)		0.0%	0
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
<b>Employed solicitor</b>		<b>44.0%</b>	<b>22</b>
Government legal officer		0.0%	0
Trainee solicitor		12.0%	6
Fee-earner without practising certificate		8.0%	4
Conveyancing clerk		0.0%	0
Administrative Manager		14.0%	7
Legal secretary		16.0%	8
Volunteer to a CLC		0.0%	0
Other (please specify)			4
<b>answered question</b>			<b>50</b>
<b>skipped question</b>			<b>6</b>





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

		Response Percent	Response Count
Yes		50.9%	27
No		49.1%	26
No, but I have previously held a practising certificate		0.0%	0
answered question			53
skipped question			3


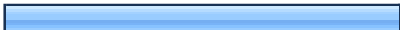
## 8. If you have a current practising certificate, for how long have you had a practising certificate?

		Response Percent	Response Count
1-2 years		37.0%	10
3-4 years		11.1%	3
5-9 years		37.0%	10
10-14 years		0.0%	0
15-19 years		0.0%	0
over 20 years		14.8%	4
answered question			27
skipped question			29

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

		Response Percent	Response Count
1-2 years		10.0%	3
2-4 years		6.7%	2
5-9 years		0.0%	0
10-14 years		0.0%	0
15-19 years		0.0%	0
>20 years		3.3%	1
<b>Not applicable</b>		<b>80.0%</b>	<b>24</b>
<b>answered question</b>			<b>30</b>
<b>skipped question</b>			<b>26</b>

### 10. What is your gender?

		Response Percent	Response Count
Male		36.5%	19
<b>Female</b>		<b>63.5%</b>	<b>33</b>
<b>answered question</b>			<b>52</b>
<b>skipped question</b>			<b>4</b>

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




	Not very important	Neutral	Important	Very important	Response Count
Encouraging work practices that are sustainable in the long-term	0.0% (0)	1.9% (1)	32.7% (17)	<b>65.4% (34)</b>	52
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	1.9% (1)	34.6% (18)	<b>63.5% (33)</b>	52
Fostering resilience	0.0% (0)	25.5% (13)	<b>51.0% (26)</b>	23.5% (12)	51
Risk management	0.0% (0)	3.9% (2)	27.5% (14)	<b>68.6% (35)</b>	51
Identifying and supporting staff facing personal difficulties	3.9% (2)	5.9% (3)	<b>62.7% (32)</b>	27.5% (14)	51
Mentoring junior staff	1.9% (1)	5.8% (3)	21.2% (11)	<b>71.2% (37)</b>	52
Monitoring workloads	2.0% (1)	3.9% (2)	39.2% (20)	<b>54.9% (28)</b>	51
Promoting ethical practices	1.9% (1)	3.8% (2)	40.4% (21)	<b>53.8% (28)</b>	52
Discouraging bad workplace conduct such as bullying	2.0% (1)	2.0% (1)	34.7% (17)	<b>61.2% (30)</b>	49

Please describe if your organization has other aims for supervision




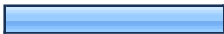
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<b>answered question</b>	<b>52</b>
<b>skipped question</b>	<b>4</b>

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

		Response Percent	Response Count
Both - I supervise others, and I am supervised by others		34.6%	18
I supervise others		5.8%	3
I am supervised by others		59.6%	31
answered question			52
skipped question			4

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

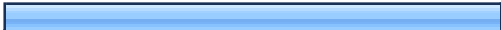

		Response Percent	Response Count
<1 year		20.0%	4
1-2 years		25.0%	5
3-4 years		20.0%	4
5-6 years		0.0%	0
>6 years		35.0%	7
answered question			20
skipped question			36










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

	1-2	3-4	5-6	7-9	10-14	15-20	>20	Response Count
Legal staff	<b>60.0%</b> <b>(6)</b>	20.0% (2)	10.0% (1)	0.0% (0)	0.0% (0)	10.0% (1)	0.0% (0)	10
Administrative staff	<b>75.0%</b> <b>(12)</b>	12.5% (2)	6.3% (1)	6.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	16
Fee-earning staff who are not pc holders	<b>80.0%</b> <b>(4)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (1)	5
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								20
skipped question								36



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

		Response Percent	Response Count
Yes		80.0%	16
No		20.0%	4
If "yes" please describe how you share supervisory responsibilities			10
answered question			20
skipped question			36



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

		Response Percent	Response Count
<10%		25.0%	5
10-20%		25.0%	5
<b>20-30%</b>		<b>30.0%</b>	<b>6</b>
30-40%		5.0%	1
40-50%		5.0%	1
50-60%		5.0%	1
60-70%		0.0%	0
70-80%		5.0%	1
>80%		0.0%	0
answered question			20
skipped question			36



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

		Response Percent	Response Count
Your fee-earning duties		75.0%	15
Your supervision duties		25.0%	5
answered question			20
skipped question			36

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

		Response Percent	Response Count
proactive		85.0%	17
reactive		15.0%	3
answered question			20
skipped question			36





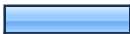
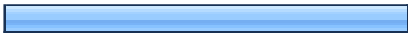
### 19. Do you measure your success in your role primarily by

		Response Percent	Response Count
Your individual performance		40.0%	8
Your team's performance		60.0%	12
answered question			20
skipped question			36

## 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	<input type="checkbox"/>	16.7%	3
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	<input type="checkbox"/>	22.2%	4
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)	<input type="checkbox"/>	55.6%	10
Time for supervision is not structured into a daily work schedule	<input type="checkbox"/>	55.6%	10
It is up to me to find spare time for supervision	<input type="checkbox"/>	44.4%	8
	Other (please specify)		3
	answered question		18
	skipped question		38

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

		Response Percent	Response Count
By emulating my current supervisor		25.0%	5
By emulating a previous supervisor		40.0%	8
By watching others		30.0%	6
By trial and error		45.0%	9
By following my firm's policies and procedures		20.0%	4
<b>By responding to the needs or expressed preferences of my supervisees</b>		<b>65.0%</b>	<b>13</b>

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

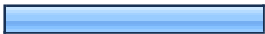





5

answered question	20
skipped question	36







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

			Response Percent	Response Count
	Yes	<div><div></div></div>	40.0%	8
	No	<div><div></div></div>	60.0%	12
answered question				20
skipped question				36




**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		41.7%	5
In-house informal discussions generally in response to problems seen as supervision issues		25.0%	3
External formal training at regular intervals		8.3%	1
External formal training at irregular intervals when available		41.7%	5
I regularly read publications and attend workshops on supervision		25.0%	3
<b>Reading management literature</b>		<b>58.3%</b>	<b>7</b>
	Other (please specify)		1
answered question			12
skipped question			44



## 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		37.5%	6
In-house informal, such as ad hoc discussions in response to problems arising		50.0%	8
External formal training given regularly by a dedicated service provider		12.5%	2
External informal, for example professional seminars on supervision related topics		25.0%	4
Reading management literature		12.5%	2
I do not need further training in supervision		12.5%	2
Other (please specify)			0
answered question			16
skipped question			40



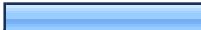

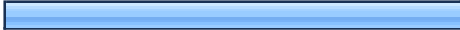
## 25. Compared to your other work roles, do you enjoy your supervision role

		Response Percent	Response Count
Much less		0.0%	0
Less		22.2%	4
No difference		22.2%	4
More		55.6%	10
Much more		0.0%	0
answered question			18
skipped question			38

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

		Response Percent	Response Count
The person		78.9%	15
The file		21.1%	4
answered question			19
skipped question			37

## 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		94.7%	18
My firm's evaluation of my supervision skills		21.1%	4
Feedback from management within the firm		31.6%	6
Feedback from clients		42.1%	8
Feedback from my supervisees		73.7%	14
Other (please specify)			0
answered question			19
skipped question			37



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

	To a great extent	To a moderate extent	To a lesser extent	Not at all	Response Count
Application of legal reasoning	<b>56.3% (9)</b>	31.3% (5)	6.3% (1)	6.3% (1)	16
Compliance with your firm's systems	<b>47.1% (8)</b>	17.6% (3)	29.4% (5)	5.9% (1)	17
How your supervisee is coping	29.4% (5)	<b>58.8% (10)</b>	11.8% (2)	0.0% (0)	17
Timely processing of matters	<b>52.9% (9)</b>	41.2% (7)	5.9% (1)	0.0% (0)	17
Ethical behaviour	<b>52.9% (9)</b>	35.3% (6)	11.8% (2)	0.0% (0)	17
Potential risks	<b>76.5% (13)</b>	23.5% (4)	0.0% (0)	0.0% (0)	17
Productivity and time recording	23.5% (4)	<b>35.3% (6)</b>	29.4% (5)	11.8% (2)	17
Billing	6.3% (1)	18.8% (3)	<b>43.8% (7)</b>	31.3% (5)	16
Client relationship management and service	<b>66.7% (10)</b>	13.3% (2)	13.3% (2)	6.7% (1)	15

Other (please specify)

3

**answered question**

**17**

**skipped question**

**39**

## 29. Do you view supervision principally as

	Yes	No	Response Count
A management tool	82.4% (14)	17.6% (3)	17
A legal responsibility	75.0% (12)	25.0% (4)	16
An educational tool	100.0% (17)	0.0% (0)	17
A mentoring tool	100.0% (16)	0.0% (0)	16
A means of identifying and confronting problems that arise in your supervisees' work	94.1% (16)	5.9% (1)	17
Additional to your main role	58.8% (10)	41.2% (7)	17

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

7




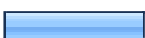
answered question

18

skipped question

38

## 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		16.7%	3
No		22.2%	4
Somewhat		38.9%	7
Not applicable		22.2%	4

If they differ, in what ways do they differ?

8

answered question

18

skipped question

38

### 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	<b>94.4% (17)</b>	0.0% (0)	5.6% (1)	18
I provide both positive and constructive critical feedback	<b>94.4% (17)</b>	0.0% (0)	5.6% (1)	18
I work collaboratively with my supervisees	<b>77.8% (14)</b>	5.6% (1)	16.7% (3)	18
I contribute to the personal growth of my supervisees	<b>47.1% (8)</b>	11.8% (2)	41.2% (7)	17
I teach my supervisees to become lawyers	<b>47.1% (8)</b>	29.4% (5)	23.5% (4)	17
I focus on solving critical issues and problems that arise for my supervisees	<b>88.9% (16)</b>	0.0% (0)	11.1% (2)	18
I teach my supervisees about being ethical	<b>76.5% (13)</b>	17.6% (3)	5.9% (1)	17
I provide emotional support to my supervisees	27.8% (5)	33.3% (6)	<b>38.9% (7)</b>	18
I maintain a professional distance from my supervisees	<b>44.4% (8)</b>	22.2% (4)	33.3% (6)	18
I demonstrate patience and flexibility with my supervisees	<b>83.3% (15)</b>	5.6% (1)	11.1% (2)	18
I demonstrate openness and honesty in my work	<b>88.9% (16)</b>	5.6% (1)	5.6% (1)	18
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	<b>88.9% (16)</b>	0.0% (0)	11.1% (2)	18
I closely manage cases	<b>43.8% (7)</b>	37.5% (6)	18.8% (3)	16
I safeguard the interests of the client	<b>94.1% (16)</b>	5.9% (1)	0.0% (0)	17
I pass on my knowledge and experience to my supervisees	<b>94.4% (17)</b>	0.0% (0)	5.6% (1)	18
answered question				<b>18</b>
skipped question				<b>38</b>


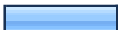
**32. Research indicates that many supervisors may encounter issues that hinder their ability to provide effective supervision. Do you encounter any of the following obstacles in providing effective supervision? Please rank on a scale of 1 (rarely) to 7 (often)**

	1 (rarely)	2	3	4	5	6	7 (often)	Response Count
Split supervision- where supervision responsibilities are shared with another supervisor	<b>47.1%</b> <b>(8)</b>	11.8% (2)	5.9% (1)	0.0% (0)	17.6% (3)	5.9% (1)	11.8% (2)	17
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	<b>35.3%</b> <b>(6)</b>	29.4% (5)	5.9% (1)	17.6% (3)	5.9% (1)	5.9% (1)	0.0% (0)	17
Inadequate practice management systems (IT and others)	<b>47.1%</b> <b>(8)</b>	23.5% (4)	17.6% (3)	5.9% (1)	0.0% (0)	0.0% (0)	5.9% (1)	17
Having insufficient time for supervision	5.9% (1)	17.6% (3)	11.8% (2)	<b>41.2%</b> <b>(7)</b>	0.0% (0)	17.6% (3)	5.9% (1)	17
Having limited interest in managing or supervising others	<b>47.1%</b> <b>(8)</b>	17.6% (3)	17.6% (3)	0.0% (0)	17.6% (3)	0.0% (0)	0.0% (0)	17
My supervisees and I having different understandings of what supervision entails	<b>52.9%</b> <b>(9)</b>	17.6% (3)	5.9% (1)	5.9% (1)	17.6% (3)	0.0% (0)	0.0% (0)	17
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	<b>41.2%</b> <b>(7)</b>	17.6% (3)	11.8% (2)	17.6% (3)	11.8% (2)	0.0% (0)	0.0% (0)	17
Having supervisees who do not communicate clearly	<b>29.4%</b> <b>(5)</b>	23.5% (4)	17.6% (3)	11.8% (2)	5.9% (1)	11.8% (2)	0.0% (0)	17
Having supervisees who do not follow instructions	23.5% (4)	17.6% (3)	<b>29.4%</b> <b>(5)</b>	11.8% (2)	5.9% (1)	5.9% (1)	5.9% (1)	17
Having supervisees who work hard but not effectively	<b>25.0%</b> <b>(4)</b>	<b>25.0%</b> <b>(4)</b>	6.3% (1)	6.3% (1)	<b>25.0%</b> <b>(4)</b>	12.5% (2)	0.0% (0)	16
Having supervisees who don't take sufficient responsibility	<b>43.8%</b> <b>(7)</b>	18.8% (3)	0.0% (0)	12.5% (2)	12.5% (2)	12.5% (2)	0.0% (0)	16
Having supervisees who are not effective team members	<b>47.1%</b> <b>(8)</b>	23.5% (4)	0.0% (0)	11.8% (2)	17.6% (3)	0.0% (0)	0.0% (0)	17
Having supervisees who lack respect for me and other colleagues	<b>70.6%</b> <b>(12)</b>	11.8% (2)	0.0% (0)	0.0% (0)	17.6% (3)	0.0% (0)	0.0% (0)	17

Having supervisees who don't understand when to seek advice	17.6% (3)	<b>35.3%</b> <b>(6)</b>	23.5% (4)	5.9% (1)	11.8% (2)	5.9% (1)	0.0% (0)	17
Having supervisees who don't think they need to be supervised	<b>47.1%</b> <b>(8)</b>	11.8% (2)	5.9% (1)	11.8% (2)	23.5% (4)	0.0% (0)	0.0% (0)	17
answered question								17
skipped question								39

### 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		94.1%	16
I review work done and allocate new work		94.1%	16
I review/check all communications		35.3%	6
I monitor how staff engage in peer file review		5.9%	1
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		17.6%	3
I implement workflow systems to ensure or assist process compliance		5.9%	1
I set aside a regular time to review workloads, prioritise work and deal with problem cases		23.5%	4
I update and share information with staff in my office		64.7%	11
I identify my supervisees' training needs		47.1%	8
I monitor staff for fatigue, stress and other problems		23.5%	4
I meet the training needs of my supervisees, or ensure they are met		35.3%	6

I inspect all files at regular intervals		17.6%	3
I inspect sample client files at regular intervals		17.6%	3
I only inspect problem client files		0.0%	0
Other (please specify)			0
<b>answered question</b>			<b>17</b>
<b>skipped question</b>			<b>39</b>

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



	Not at all	To a minor extent	To a moderate degree	To a large degree	Response Count
Being vigilant in file management so serious mistakes are avoided	12.5% (2)	6.3% (1)	37.5% (6)	<b>43.8% (7)</b>	16
Checking my supervisees' wellbeing	17.6% (3)	17.6% (3)	<b>47.1% (8)</b>	17.6% (3)	17
Being a role model to demonstrate good practice	0.0% (0)	5.9% (1)	17.6% (3)	<b>76.5% (13)</b>	17
Ensuring that supervisees adhere to the firm's complaint management policy	17.6% (3)	17.6% (3)	<b>41.2% (7)</b>	23.5% (4)	17
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	5.9% (1)	29.4% (5)	<b>64.7% (11)</b>	17
Assigning tasks that are appropriate and meaningful to my supervisees	0.0% (0)	11.8% (2)	<b>47.1% (8)</b>	41.2% (7)	17
Assigning tasks that fit my supervisees' level of skill and experience	0.0% (0)	5.9% (1)	35.3% (6)	<b>58.8% (10)</b>	17
Ensuring that any expressions of client dissatisfaction are brought to my attention	12.5% (2)	12.5% (2)	25.0% (4)	<b>50.0% (8)</b>	16
Ensuring that supervisees know they can tell me about serious mistakes they have made	5.9% (1)	5.9% (1)	17.6% (3)	<b>70.6% (12)</b>	17
Ensuring that supervisees know					

that I will attempt to deal with or rectify any serious mistakes they have made	5.9% (1)	11.8% (2)	23.5% (4)	<b>58.8% (10)</b>	17
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	5.9% (1)	11.8% (2)	23.5% (4)	<b>58.8% (10)</b>	17
answered question					17
skipped question					39

### 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	6.7% (1)	0.0% (0)	0.0% (0)	26.7% (4)	66.7% (10)	15
Ensuring that work is being progressed to meet deadlines	5.9% (1)	0.0% (0)	0.0% (0)	35.3% (6)	58.8% (10)	17
Ensuring accuracy of information being communicated to clients	6.3% (1)	0.0% (0)	6.3% (1)	12.5% (2)	75.0% (12)	16
Ensuring all communications are polite	5.9% (1)	0.0% (0)	5.9% (1)	47.1% (8)	41.2% (7)	17
Ensuring time recording is accurate and up to date	13.3% (2)	0.0% (0)	20.0% (3)	33.3% (5)	33.3% (5)	15
Ensuring costs are correct (for example, stamp duty)	18.8% (3)	6.3% (1)	6.3% (1)	31.3% (5)	37.5% (6)	16
answered question						17
skipped question						39

**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		82.4%	14
No		17.6%	3
answered question			17
skipped question			39

**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	18.8% (3)	25.0% (4)	<b>43.8% (7)</b>	12.5% (2)	16
The supervisees knowledge of the area of law	6.7% (1)	13.3% (2)	<b>40.0% (6)</b>	<b>40.0% (6)</b>	15
The supervisee's level of practical experience	0.0% (0)	11.8% (2)	41.2% (7)	<b>47.1% (8)</b>	17
My knowledge of the supervisee's personal characteristics	5.9% (1)	<b>35.3% (6)</b>	<b>35.3% (6)</b>	23.5% (4)	17
My observation of the supervisee's daily work	6.3% (1)	6.3% (1)	<b>50.0% (8)</b>	37.5% (6)	16
The nature of the work being delegated to the supervisee	0.0% (0)	5.9% (1)	29.4% (5)	<b>64.7% (11)</b>	17
answered question					17
skipped question					39





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

		Response Percent	Response Count
<1 year		40.9%	18
1-2 years		27.3%	12
3-4 years		13.6%	6
5-6 years		11.4%	5
6-10 years		4.5%	2
>10 years		2.3%	1
answered question			44
skipped question			12

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

		Response Percent	Response Count
Yes		81.8%	36
No		18.2%	8
answered question			44
skipped question			12

**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		52.8%	19
No		47.2%	17

If yes, please describe the main variations

16



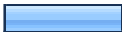


**answered question**

**36**

**skipped question**

**20**

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

		Response Percent	Response Count
A partner		79.1%	34
Associate		20.9%	9
Solicitor		18.6%	8
Paralegal		2.3%	1
Administrative staff		18.6%	8

Other (please specify)

6






**answered question**

**43**

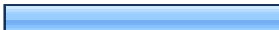
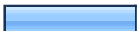



**skipped question**

**13**






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

		Response Percent	Response Count
Your supervisor		68.9%	31
Another senior practitioner		6.7%	3
Your peer/s		13.3%	6
A mentor		6.7%	3
Other (please specify)		4.4%	2
answered question			45
skipped question			11



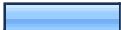



#### 43. Please answer the remaining questions about your supervisor in relation to the person who plays the biggest role in your supervision. How long have they been your supervisor?

		Response Percent	Response Count
<6 months		44.2%	19
6 - 12 months		20.9%	9
12 - 24 months		2.3%	1
24 - 36 months		11.6%	5
>36 months		20.9%	9
answered question			43
skipped question			13



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

		Response Percent	Response Count
<15		9.1%	4
15-29		15.9%	7
30-45		18.2%	8
>45		52.3%	23
Other (please specify)		4.5%	2
answered question			44
skipped question			12

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

		Response Percent	Response Count
Daily		22.7%	10
Twice a week		4.5%	2
Weekly		18.2%	8
Fortnightly		0.0%	0
Monthly		2.3%	1
Irregularly		9.1%	4
Only if an issue comes up that I need advice with		43.2%	19
answered question			44
skipped question			12

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

		Response Percent	Response Count
Yes		88.4%	38
No		11.6%	5

Please comment 7

<b>answered question</b>	<b>43</b>
<b>skipped question</b>	<b>13</b>

## 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)	0.0% (0)	13.6% (6)	36.4% (16)	<b>50.0% (22)</b>	44
Has a collaborative relationship with me	0.0% (0)	4.5% (2)	20.5% (9)	<b>40.9% (18)</b>	34.1% (15)	44
Maintains a professional distance from me	7.1% (3)	2.4% (1)	14.3% (6)	35.7% (15)	<b>40.5% (17)</b>	42
Helps me achieve ethical conduct and practice	6.8% (3)	4.5% (2)	20.5% (9)	<b>36.4% (16)</b>	31.8% (14)	44
Models ethical conduct and practice	0.0% (0)	4.5% (2)	13.6% (6)	<b>40.9% (18)</b>	<b>40.9% (18)</b>	44
Provides me with emotional support when needed	15.9% (7)	15.9% (7)	<b>27.3% (12)</b>	25.0% (11)	15.9% (7)	44
Helps me to develop my technical skills	2.3% (1)	4.5% (2)	25.0% (11)	31.8% (14)	<b>36.4% (16)</b>	44
Promotes my personal growth	9.1% (4)	6.8% (3)	<b>34.1% (15)</b>	25.0% (11)	25.0% (11)	44
Helps me to become better at what I do	4.5% (2)	4.5% (2)	31.8% (14)	22.7% (10)	<b>36.4% (16)</b>	44
Demonstrates patience and flexibility with me	0.0% (0)	4.5% (2)	18.2% (8)	<b>40.9% (18)</b>	36.4% (16)	44
Closely manages my work	11.6% (5)	11.6% (5)	<b>27.9% (12)</b>	25.6% (11)	23.3% (10)	43
Focuses on solving critical issues and problems that arise for me	4.7% (2)	7.0% (3)	20.9% (9)	<b>53.5% (23)</b>	14.0% (6)	43
Focuses mainly on the best interests of our clients	2.3% (1)	0.0% (0)	16.3% (7)	32.6% (14)	<b>48.8% (21)</b>	43
Is passing on to me his or her knowledge and experience	2.3% (1)	7.0% (3)	25.6% (11)	27.9% (12)	<b>37.2% (16)</b>	43
Requires me to take responsibility for my work	0.0% (0)	0.0% (0)	7.0% (3)	25.6% (11)	<b>67.4% (29)</b>	43
answered question						<b>44</b>
skipped question						<b>12</b>

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

Response  
Count

22

answered question

22

skipped question

34

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

Response  
Count

14







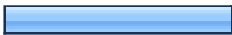

answered question

14

skipped question

42

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



		Response Percent	Response Count
Through in house courses		18.2%	8
Through induction training		13.6%	6
<b>Through personal discussion with my supervisor</b>		<b>40.9%</b>	<b>18</b>
Through other colleagues		36.4%	16
Through external training courses		9.1%	4
Through reading helpful publications that I have found		9.1%	4
I have not received training or guidance		36.4%	16
Other (please specify)		2.3%	1
answered question			<b>44</b>
skipped question			<b>12</b>

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

	Response Count
	13
answered question	<b>13</b>
skipped question	<b>43</b>



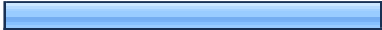






## 52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		88.4%	38
No		11.6%	5
answered question			43
skipped question			13

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

	Response Count
	27
answered question	27
skipped question	29

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

		<b>Response Percent</b>	<b>Response Count</b>
rectifies the problem and avoids consequences for the client and our practice		60.5%	26
<b>supports me in my attempts to rectify the problem</b>		<b>69.8%</b>	<b>30</b>
turns it into a learning experience for me		44.2%	19
is tolerant of my making mistakes once but not a second time		34.9%	15
is quite unforgiving if I make serious mistakes		7.0%	3
would not tolerate my making mistakes and so if I do I try to rectify them myself		2.3%	1
quickly loses faith in my skills		7.0%	3
Other (please specify)			3
<b>answered question</b>			<b>43</b>
<b>skipped question</b>			<b>13</b>

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

	Yes	No	Response Count	
In formal, structured and planned situations, such as regular meetings	68.4% (26)	31.6% (12)	38	
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	67.4% (29)	32.6% (14)	43	
		Other (please specify)	5	
			answered question	47
			skipped question	9

### 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% (45)	0.0% (0)	4.3% (2)	47
By making it known that people can ask to see them at any time	89.4% (42)	4.3% (2)	6.4% (3)	47
Being known to give constructive feedback where possible	93.6% (44)	2.1% (1)	4.3% (2)	47
Being known to deal with problems quickly	68.1% (32)	6.4% (3)	25.5% (12)	47
Being known to help supervisees deal with problems themselves	67.4% (31)	8.7% (4)	23.9% (11)	46
			Other (please specify)	3
answered question				47
skipped question				9

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

	<b>1 (unimportant)</b>	<b>2</b>	<b>3 (moderately important)</b>	<b>4</b>	<b>5 (very important)</b>	<b>Response Count</b>
Provide clear instructions	0.0% (0)	0.0% (0)	0.0% (0)	8.5% (4)	<b>91.5% (43)</b>	47
Be available when supervisees need help or direction	0.0% (0)	0.0% (0)	8.5% (4)	27.7% (13)	<b>63.8% (30)</b>	47
Consider the professional development of their supervisees	0.0% (0)	0.0% (0)	13.0% (6)	<b>43.5% (20)</b>	<b>43.5% (20)</b>	46
Be aware of the wellness of their supervisees	2.2% (1)	6.5% (3)	21.7% (10)	<b>43.5% (20)</b>	26.1% (12)	46
Foster trust and respect	0.0% (0)	0.0% (0)	0.0% (0)	32.6% (15)	<b>67.4% (31)</b>	46
Ensure continuity and consistency	0.0% (0)	0.0% (0)	6.7% (3)	37.8% (17)	<b>55.6% (25)</b>	45
Take a solution focus on mistakes (rather than blame)	0.0% (0)	0.0% (0)	2.2% (1)	30.4% (14)	<b>67.4% (31)</b>	46
Give credit where it is due	0.0% (0)	0.0% (0)	4.3% (2)	30.4% (14)	<b>65.2% (30)</b>	46
Other (please specify)						1
<b>answered question</b>						<b>47</b>
<b>skipped question</b>						<b>9</b>

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

	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Response Count
Listen to advice and comments	0.0% (0)	0.0% (0)	0.0% (0)	12.8% (6)	<b>87.2% (41)</b>	47
Prepare well for supervision meetings	0.0% (0)	2.2% (1)	13.0% (6)	37.0% (17)	<b>47.8% (22)</b>	46
Ask questions about details, timelines, priorities	0.0% (0)	0.0% (0)	4.3% (2)	32.6% (15)	<b>63.0% (29)</b>	46
Develop a clear framework on frequency of meetings	2.2% (1)	10.9% (5)	21.7% (10)	<b>39.1% (18)</b>	26.1% (12)	46
Discuss expectations	0.0% (0)	0.0% (0)	4.4% (2)	<b>48.9% (22)</b>	46.7% (21)	45
Other (please specify)						1

<b>answered question</b>	<b>47</b>
<b>skipped question</b>	<b>9</b>

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

	<b>Response Count</b>
	25
<b>answered question</b>	<b>25</b>
<b>skipped question</b>	<b>31</b>

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

**Response  
Count**

6

**answered question**

**6**

**skipped question**

**50**