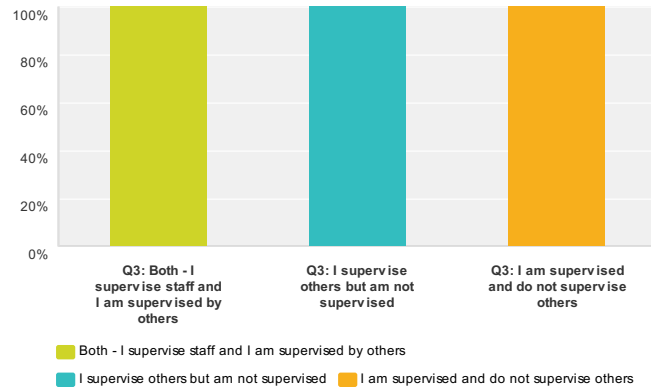


Supervision Practices Check 2013

Q3 Are you currently supervising others and/or being supervised by others? If you do not supervise other staff, or are not supervised by/report to somebody else (for example if you are a sole practitioner with no staff, including no administrative staff) then the questions in this survey will not be relevant for you and you will need to exit the survey here. While supervision covers a wide range of practices, we are focusing on direct supervision only, where there is a direct line of responsibility between the supervisor and supervisee.

Answered: 358 Skipped: 0

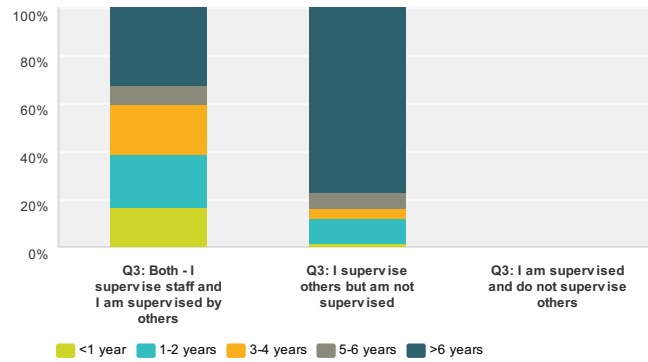


	Both - I supervise staff and I am supervised by others	I supervise others but am not supervised	I am supervised and do not supervise others	Total
Q3: Both - I supervise staff and I am supervised by others	100% 125	0% 0	0% 0	125
Q3: I supervise others but am not supervised	0% 0	100% 96	0% 0	96
Q3: I am supervised and do not supervise others	0% 0	0% 0	100% 137	137
Total Respondents	125	96	137	358
Other (please specify)				Total
Q3: Both - I supervise staff and I am supervised by others	0			0
Q3: I supervise others but am not supervised	4			4
Q3: I am supervised and do not supervise others	2			2

Supervision Practices Check 2013

Q4 How long have you been a supervisor?

Answered: 144 Skipped: 214

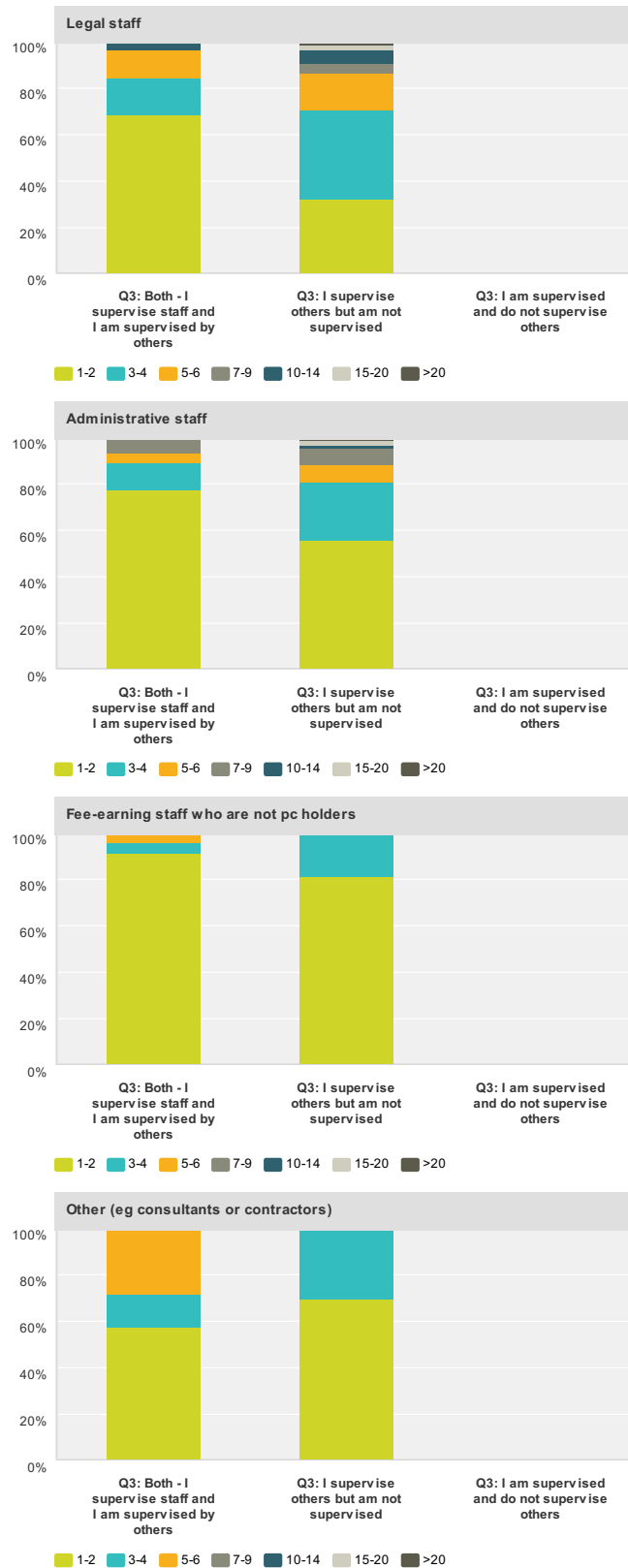


	<1 year	1-2 years	3-4 years	5-6 years	>6 years	Total
Q3: Both - I supervise staff and I am supervised by others	16.87% 14	21.69% 18	20.48% 17	8.43% 7	32.53% 27	83
Q3: I supervise others but am not supervised	1.64% 1	9.84% 6	4.92% 3	6.56% 4	77.05% 47	61
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Total Respondents	15	24	20	11	74	144

Supervision Practices Check 2013

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

Answered: 142 Skipped: 216



Legal staff									
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total	
Q3: Both - I supervise staff and I am supervised by others	68% 34	16% 8	12% 6	0% 0	4% 2	0% 0	0% 0	50	
Q3: I supervise others but am not supervised	32% 16	38% 19	16% 8	4% 2	6% 3	2% 1	2% 1	50	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Administrative staff									
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total	
Q3: Both - I supervise staff and I am supervised by others	77.14% 54	11.43% 8	4.29% 3	5.71% 4	0% 0	1.43% 1	0% 0	70	

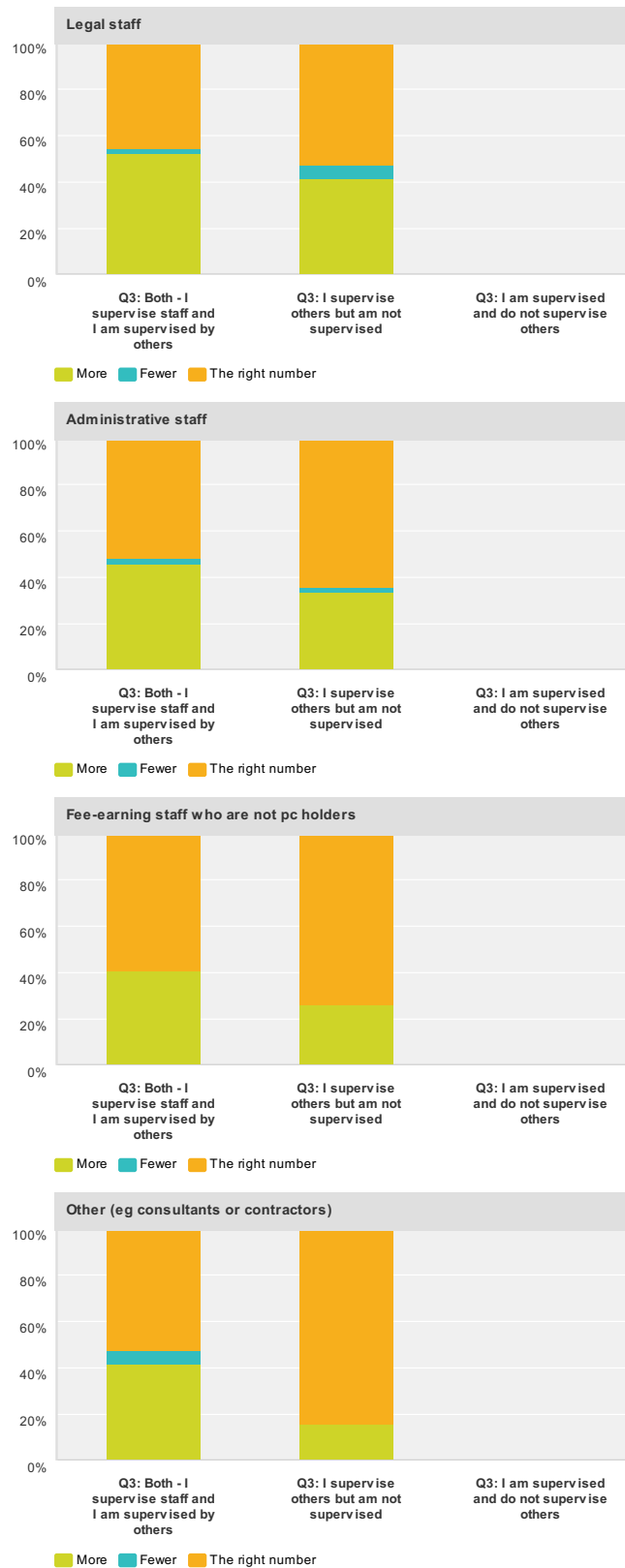
Supervision Practices Check 2013

Q3: I supervise others but am not supervised	55.36% 31	25% 14	7.14% 4	7.14% 4	1.79% 1	1.79% 1	1.79% 1	56
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0
Fee-earning staff who are not pc holders								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q3: Both - I supervise staff and I am supervised by others	90.48% 19	4.76% 1	4.76% 1	0% 0	0% 0	0% 0	0% 0	21
Q3: I supervise others but am not supervised	80.77% 21	19.23% 5	0% 0	0% 0	0% 0	0% 0	0% 0	26
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0
Other (eg consultants or contractors)								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q3: Both - I supervise staff and I am supervised by others	57.14% 4	14.29% 1	28.57% 2	0% 0	0% 0	0% 0	0% 0	7
Q3: I supervise others but am not supervised	69.23% 9	30.77% 4	0% 0	0% 0	0% 0	0% 0	0% 0	13
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0

Supervision Practices Check 2013

Q6 Could you effectively supervise more staff than you currently do? Would your supervision be more effective if you supervised fewer staff? Or do you think you supervise about the right number?

Answered: 140 Skipped: 218



Legal staff				
	More	Fewer	The right number	Total
Q3: Both - I supervise staff and I am supervised by others	52.46% 32	1.64% 1	45.90% 28	61
Q3: I supervise others but am not supervised	41.38% 24	5.17% 3	53.45% 31	58
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0
Administrative staff				

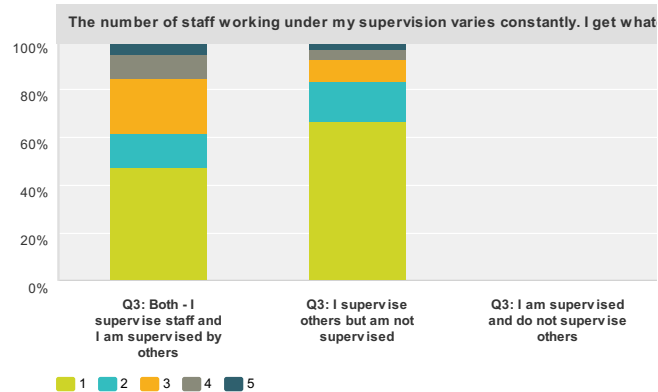
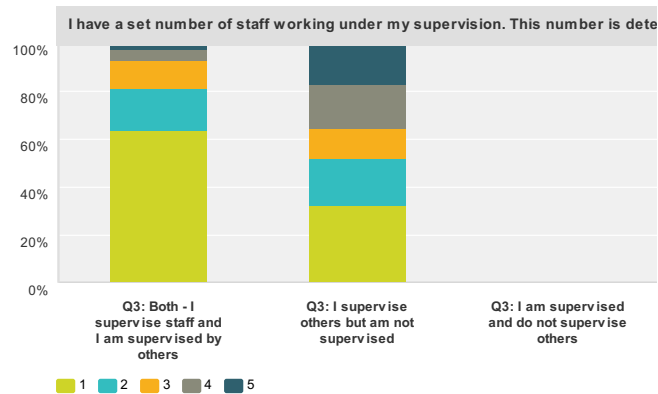
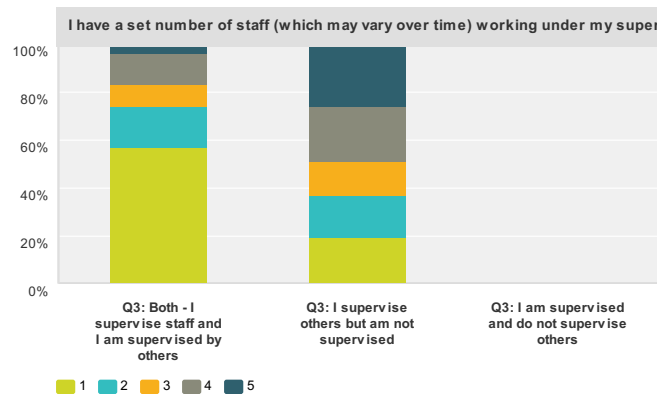
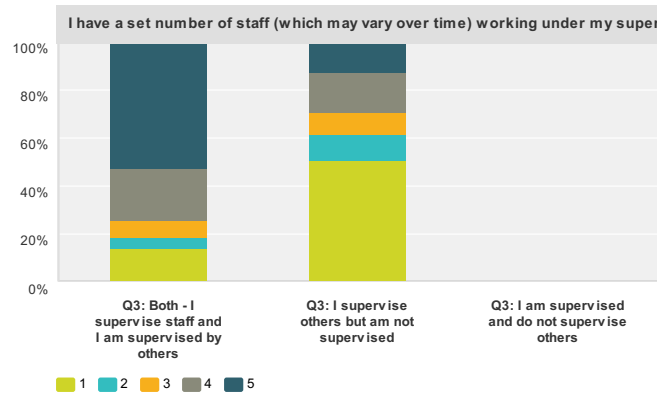
Supervision Practices Check 2013

	More	Fewer	The right number	Total
Q3: Both - I supervise staff and I am supervised by others	45.07% 32	2.82% 2	52.11% 37	71
Q3: I supervise others but am not supervised	33.33% 18	1.85% 1	64.81% 35	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0
Fee-earning staff who are not pc holders				
	More	Fewer	The right number	Total
Q3: Both - I supervise staff and I am supervised by others	40% 12	0% 0	60% 18	30
Q3: I supervise others but am not supervised	25.71% 9	0% 0	74.29% 26	35
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0
Other (eg consultants or contractors)				
	More	Fewer	The right number	Total
Q3: Both - I supervise staff and I am supervised by others	41.18% 7	5.88% 1	52.94% 9	17
Q3: I supervise others but am not supervised	15.38% 2	0% 0	84.62% 11	13
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0
	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total
Please comment on your choice or choices	8	12	0	20

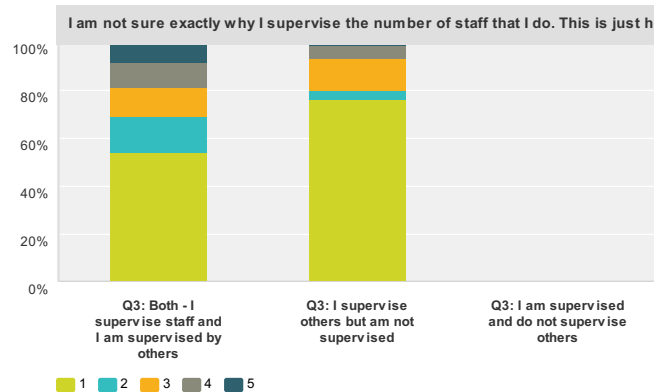
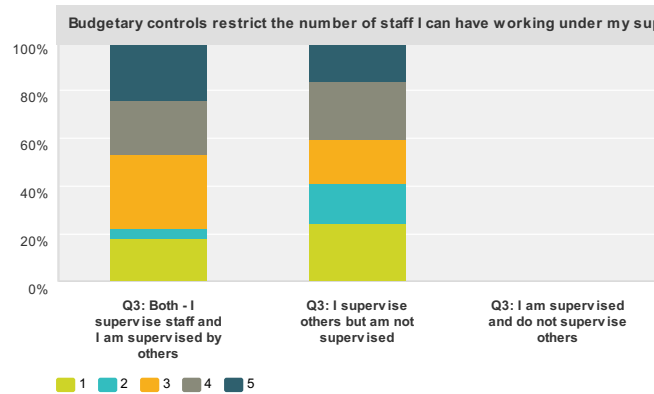
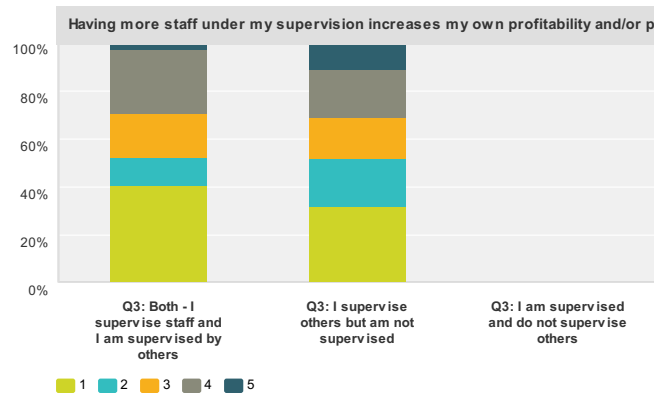
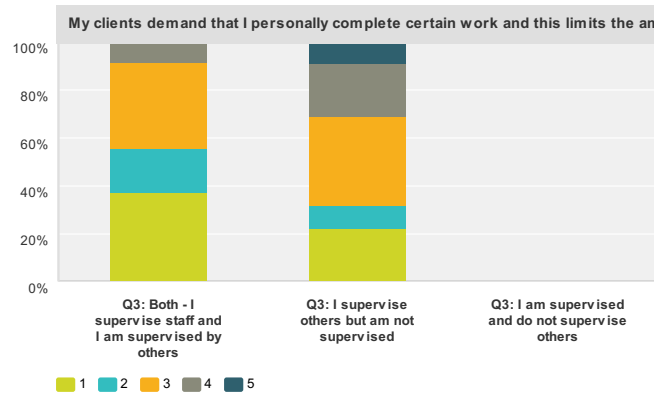
Supervision Practices Check 2013

Q7 How accurate are the following statements in relation to the number of administrative staff working under your supervision? 1 - Not at all to 5 - Very accurate.

Answered: 133 Skipped: 225



Supervision Practices Check 2013



I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	13.89% 10	4.17% 3	6.94% 5	22.22% 16	52.78% 38	72
Q3: I supervise others but am not supervised	50% 27	11.11% 6	9.26% 5	16.67% 9	12.96% 7	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	56.52% 39	17.39% 12	8.70% 6	13.04% 9	4.35% 3	69
Q3: I supervise others but am not supervised	19.30% 11	17.54% 10	14.04% 8	22.81% 13	26.32% 15	57
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.						

Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	63.24% 43	17.65% 12	11.76% 8	4.41% 3	2.94% 2	68
Q3: I supervise others but am not supervised	32.14% 18	19.64% 11	12.50% 7	17.86% 10	17.86% 10	56
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	47.14% 33	14.29% 10	22.86% 16	10% 7	5.71% 4	70
Q3: I supervise others but am not supervised	66.04% 35	16.98% 9	9.43% 5	3.77% 2	3.77% 2	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

My clients demand that I personally complete certain work and this limits the amount of work I can delegate.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	37.31% 25	17.91% 12	35.82% 24	7.46% 5	1.49% 1	67
Q3: I supervise others but am not supervised	22.22% 12	9.26% 5	37.04% 20	22.22% 12	9.26% 5	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	40.30% 27	11.94% 8	17.91% 12	26.87% 18	2.99% 2	67
Q3: I supervise others but am not supervised	31.48% 17	20.37% 11	16.67% 9	20.37% 11	11.11% 6	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

Budgetary controls restrict the number of staff I can have working under my supervision.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	17.65% 12	4.41% 3	30.88% 21	22.06% 15	25% 17	68
Q3: I supervise others but am not supervised	24.07% 13	16.67% 9	18.52% 10	24.07% 13	16.67% 9	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

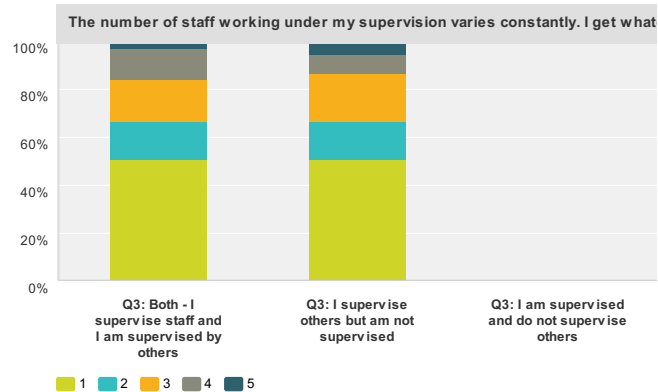
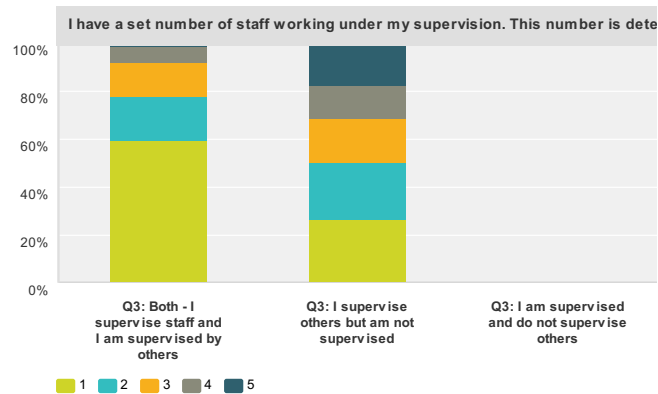
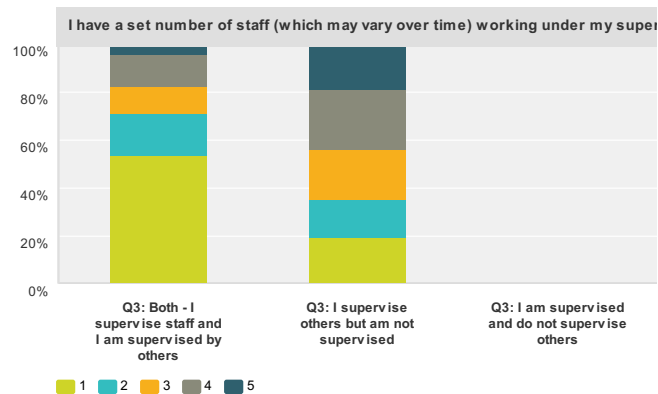
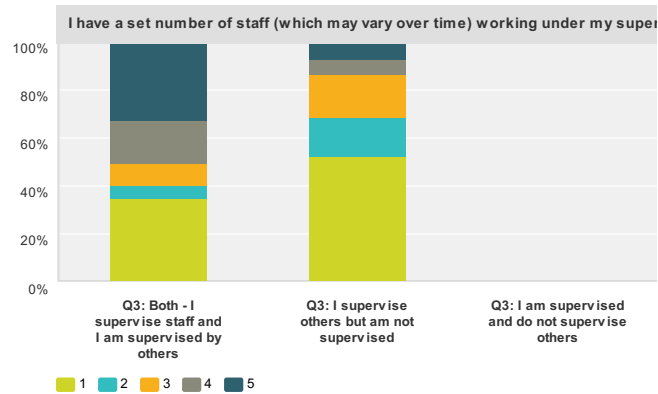
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	53.73% 36	14.93% 10	11.94% 8	10.45% 7	8.96% 6	67
Q3: I supervise others but am not supervised	75.93% 41	3.70% 2	12.96% 7	5.56% 3	1.85% 1	54
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total
Please describe any other factors which explain the number of staff working under your supervision	6	13	0	19

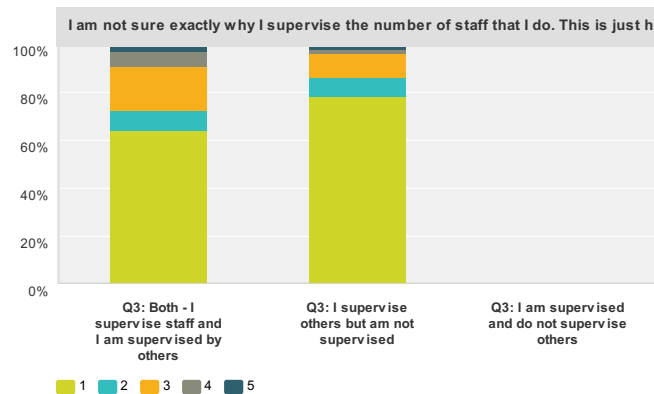
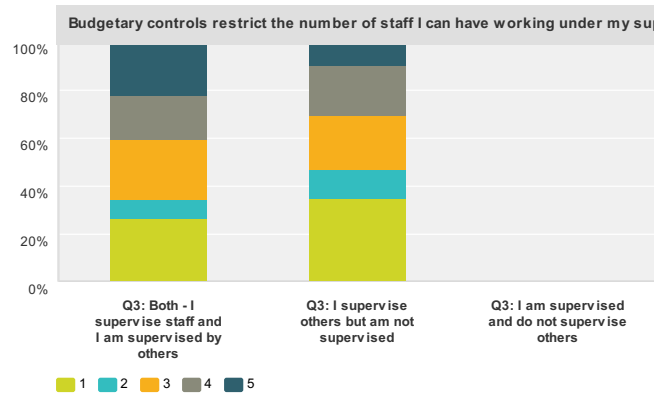
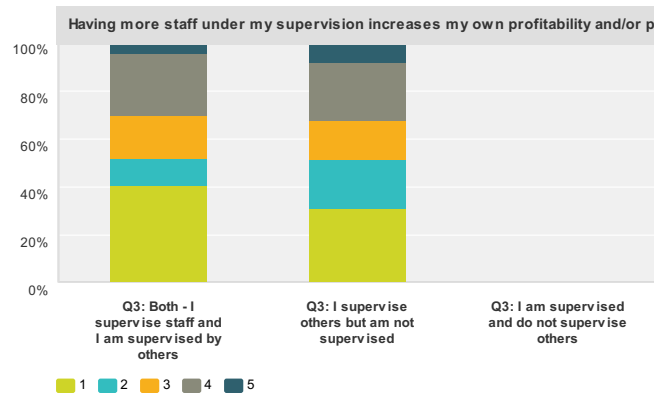
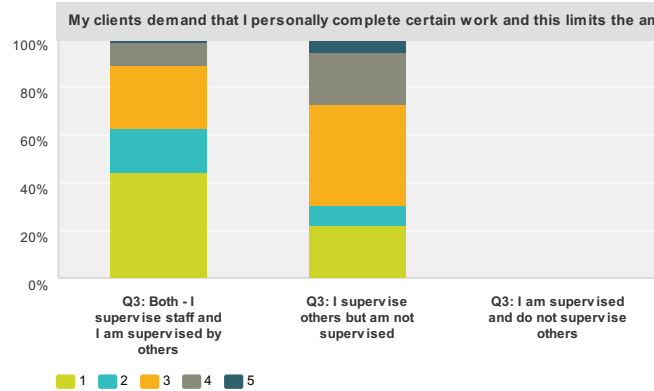
Supervision Practices Check 2013

Q8 How accurate are the following statements in relation to the number of fee-earning staff working under your supervision? 1 - Not at all to 5 - Very accurate.

Answered: 120 Skipped: 238



Supervision Practices Check 2013



I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	34.92% 22	4.76% 3	9.52% 6	17.46% 11	33.33% 21	63
Q3: I supervise others but am not supervised	52% 26	16% 8	18% 9	6% 3	8% 4	50
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	53.23% 33	17.74% 11	11.29% 7	12.90% 8	4.84% 3	62
Q3: I supervise others but am not supervised	19.23% 10	15.38% 8	21.15% 11	25% 13	19.23% 10	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.						

Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	59.02% 36	18.03% 11	14.75% 9	6.56% 4	1.64% 1	61
Q3: I supervise others but am not supervised	26% 13	24% 12	18% 9	14.00% 7	18% 9	50
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	50% 31	16.13% 10	17.74% 11	12.90% 8	3.23% 2	62
Q3: I supervise others but am not supervised	50% 25	16% 8	20% 10	8% 4	6% 3	50
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

My clients demand that I personally complete certain work and this limits the amount of work I can delegate.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	44.26% 27	18.03% 11	26.23% 16	9.84% 6	1.64% 1	61
Q3: I supervise others but am not supervised	22% 11	8% 4	42% 21	22% 11	6% 3	50
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	40.32% 25	11.29% 7	17.74% 11	25.81% 16	4.84% 3	62
Q3: I supervise others but am not supervised	30.61% 15	20.41% 10	16.33% 8	24.49% 12	8.16% 4	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

Budgetary controls restrict the number of staff I can have working under my supervision.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	26.23% 16	8.20% 5	24.59% 15	18.03% 11	22.95% 14	61
Q3: I supervise others but am not supervised	34.69% 17	12.24% 6	22.45% 11	20.41% 10	10.20% 5	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

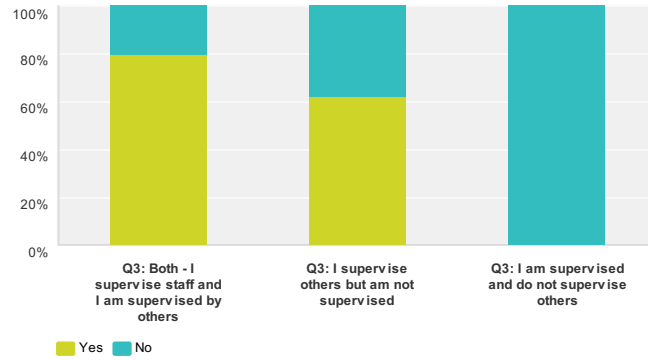
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	63.93% 39	8.20% 5	18.03% 11	6.56% 4	3.28% 2	61
Q3: I supervise others but am not supervised	77.55% 38	8.16% 4	10.20% 5	2.04% 1	2.04% 1	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total
Please describe any other factors which explain the number of staff working under your supervision	2	11	0	13

Supervision Practices Check 2013

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

Answered: 137 Skipped: 221

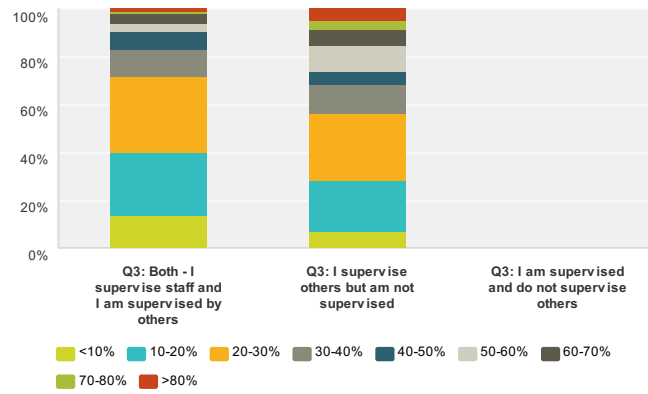


	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	79.49% 62	20.51% 16	78
Q3: I supervise others but am not supervised	62.07% 36	37.93% 22	58
Q3: I am supervised and do not supervise others	0% 0	100% 1	1
Total Respondents	98	39	137
	If "yes" please describe how you share supervisory responsibilities		Total
Q3: Both - I supervise staff and I am supervised by others	37		37
Q3: I supervise others but am not supervised	23		23
Q3: I am supervised and do not supervise others	0		0

Supervision Practices Check 2013

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

Answered: 138 Skipped: 220

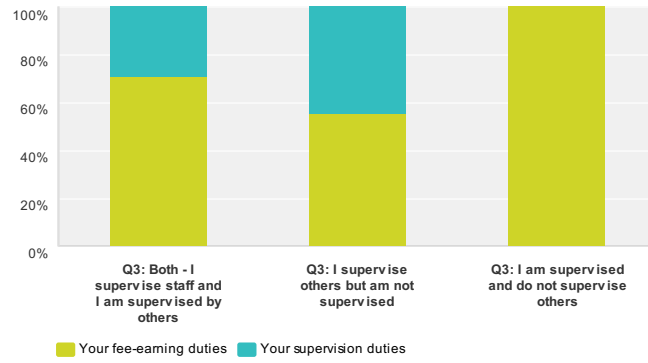


	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	>80%	Total
Q3: Both - I supervise staff and I am supervised by others	13.58% 11	25.93% 21	32.10% 26	11.11% 9	7.41% 6	3.70% 3	3.70% 3	1.23% 1	1.23% 1	81
Q3: I supervise others but am not supervised	7.02% 4	21.05% 12	28.07% 16	12.28% 7	5.26% 3	10.53% 6	7.02% 4	3.51% 2	5.26% 3	57
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0
Total Respondents	15	33	42	16	9	9	7	3	4	138

Supervision Practices Check 2013

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

Answered: 134 Skipped: 224

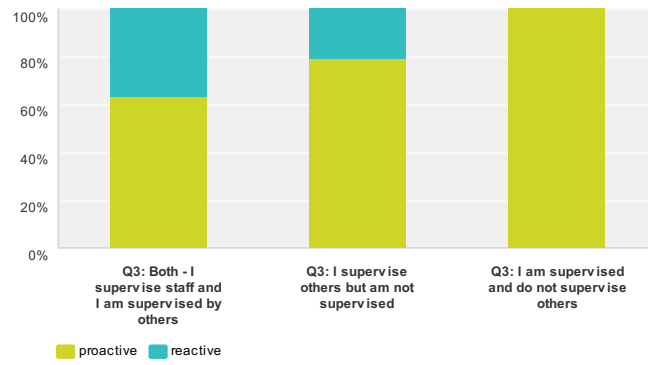


	Your fee-earning duties	Your supervision duties	Total
Q3: Both - I supervise staff and I am supervised by others	70.67% 53	29.33% 22	75
Q3: I supervise others but am not supervised	55.17% 32	44.83% 26	58
Q3: I am supervised and do not supervise others	100% 1	0% 0	1
Total Respondents	86	48	134

Supervision Practices Check 2013

Q12 Would you describe your supervision activities as primarily

Answered: 135 Skipped: 223

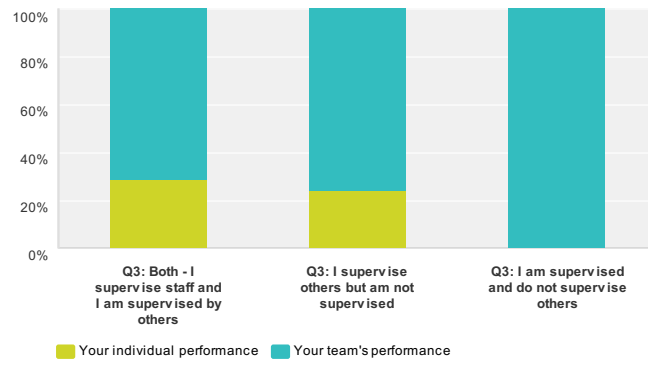


	proactive	reactive	Total
Q3: Both - I supervise staff and I am supervised by others	63.16% 48	36.84% 28	76
Q3: I supervise others but am not supervised	79.31% 46	20.69% 12	58
Q3: I am supervised and do not supervise others	100% 1	0% 0	1
Total Respondents	95	40	135

Supervision Practices Check 2013

Q13 Do you measure your success in your role primarily by

Answered: 136 Skipped: 222



	Your individual performance	Your team's performance	Total
Q3: Both - I supervise staff and I am supervised by others	28.57% 22	71.43% 55	77
Q3: I supervise others but am not supervised	24.14% 14	75.86% 44	58
Q3: I am supervised and do not supervise others	0% 0	100% 1	1
Total Respondents	36	100	136

Supervision Practices Check 2013

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

Answered: 129 Skipped: 229

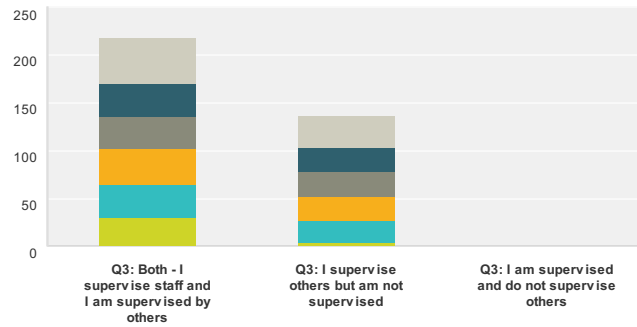


	My firm allocates time to me for my supervision responsibilities	I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)	Time for supervision is not structured into a daily work schedule	It is up to me to find spare time for supervision	Total
Q3: Both - I supervise staff and I am supervised by others	12.16% 9	32.43% 24	36.49% 27	52.70% 39	45.95% 34	133
Q3: I supervise others but am not supervised	25.93% 14	33.33% 18	37.04% 20	40.74% 22	38.89% 21	95
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Total Respondents	23	42	47	62	55	129
						Other (please specify)
Q3: Both - I supervise staff and I am supervised by others						3
Q3: I supervise others but am not supervised						6
Q3: I am supervised and do not supervise others						0

Supervision Practices Check 2013

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

Answered: 129 Skipped: 229



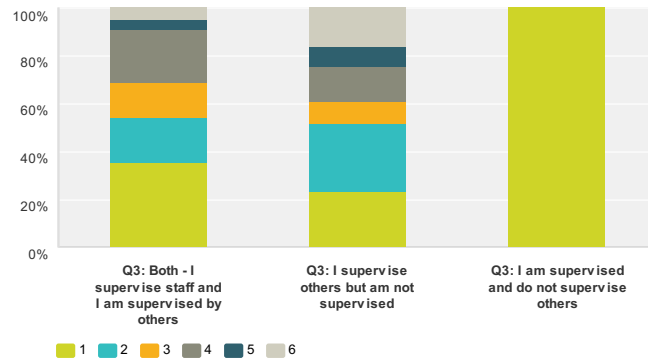
■ By emulating my current supervisor
 ■ By emulating a previous supervisor
■ By watching others
 ■ By trial and error
 ■ By following my firm's policies and procedure
■ By responding to the needs or expressed preferences of my supervisees

	By emulating my current supervisor	By emulating a previous supervisor	By watching others	By trial and error	By following my firm's policies and procedures	By responding to the needs or expressed preferences of my supervisees	Total
Q3: Both - I supervise staff and I am supervised by others	42.47% 31	45.21% 33	52.05% 38	46.58% 34	45.21% 33	67.12% 49	218
Q3: I supervise others but am not supervised	7.27% 4	41.82% 23	45.45% 25	47.27% 26	45.45% 25	58.18% 32	135
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	100% 1	0% 0	1
Total Respondents	35	56	63	60	59	81	129
Are there any other ways in which you developed your supervision practices?							Total
Q3: Both - I supervise staff and I am supervised by others							9
Q3: I supervise others but am not supervised							11
Q3: I am supervised and do not supervise others							0

Supervision Practices Check 2013

Q16 Have you ever had training in supervision? Please rate the level of training you've had for your supervision duties. Please choose from 1 (not at all) to 6 (to a level sufficient to your needs)

Answered: 131 Skipped: 227

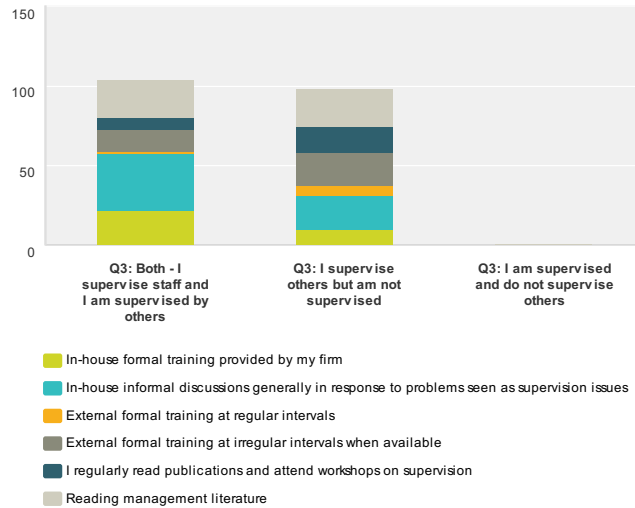


	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	35.14% 26	18.92% 14	14.86% 11	21.62% 16	4.05% 3	5.41% 4	74
Q3: I supervise others but am not supervised	23.21% 13	28.57% 16	8.93% 5	14.29% 8	8.93% 5	16.07% 9	56
Q3: I am supervised and do not supervise others	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0	1
Total Respondents	40	30	16	24	8	13	131

Supervision Practices Check 2013

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

Answered: 106 Skipped: 252

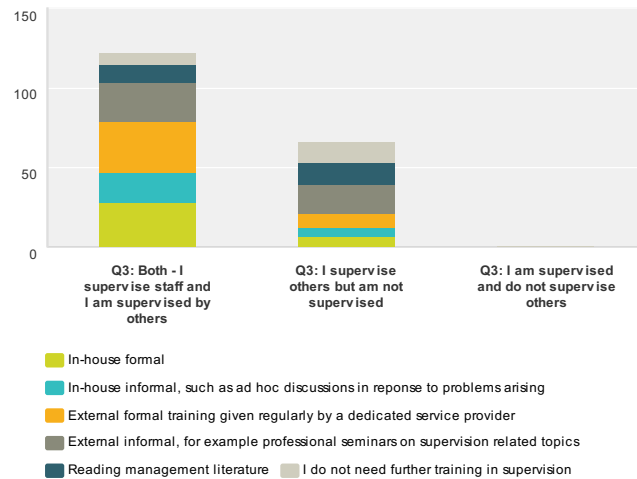


	In-house formal training provided by my firm	In-house informal discussions generally in response to problems seen as supervision issues	External formal training at regular intervals	External formal training at irregular intervals when available	I regularly read publications and attend workshops on supervision	Reading management literature	Total
Q3: Both - I supervise staff and I am supervised by others	37.29% 22	59.32% 35	3.39% 2	22.03% 13	13.56% 8	40.68% 24	104
Q3: I supervise others but am not supervised	21.74% 10	45.65% 21	13.04% 6	45.65% 21	34.78% 16	52.17% 24	98
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	100% 1	1
Total Respondents	32	56	8	34	24	49	106
Other (please specify)							Total
Q3: Both - I supervise staff and I am supervised by others							7
Q3: I supervise others but am not supervised							2
Q3: I am supervised and do not supervise others							0

Supervision Practices Check 2013

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

Answered: 123 Skipped: 235

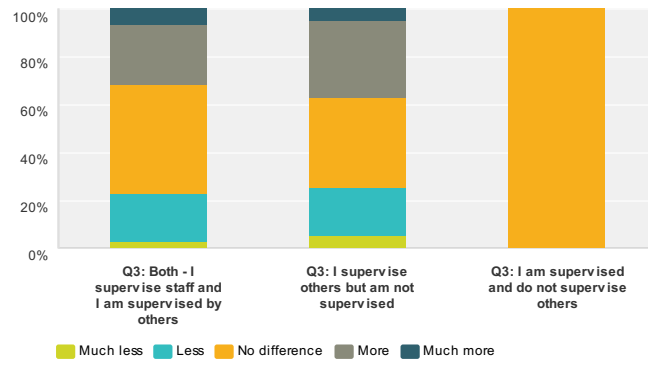


	In-house formal	In-house informal, such as ad hoc discussions in response to problems arising	External formal training given regularly by a dedicated service provider	External informal, for example professional seminars on supervision related topics	Reading management literature	I do not need further training in supervision	Total
Q3: Both - I supervise staff and I am supervised by others	38.89% 28	26.39% 19	43.06% 31	34.72% 25	15.28% 11	11.11% 8	122
Q3: I supervise others but am not supervised	14.00% 7	10% 5	18% 9	36% 18	28.00% 14	26% 13	66
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	100% 1	1
Total Respondents	35	24	40	43	25	22	123
Other (please specify)							Total
Q3: Both - I supervise staff and I am supervised by others							2
Q3: I supervise others but am not supervised							4
Q3: I am supervised and do not supervise others							0

Supervision Practices Check 2013

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

Answered: 132 Skipped: 226

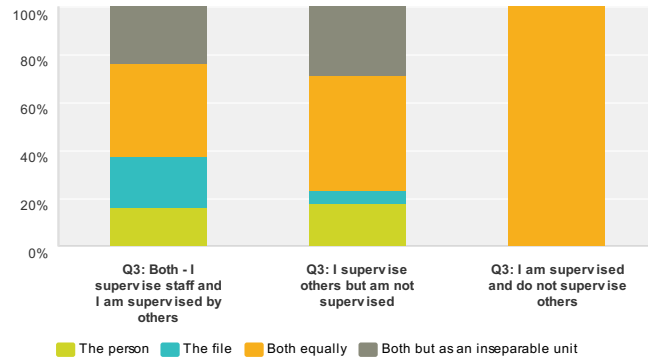


	Much less	Less	No difference	More	Much more	Total
Q3: Both - I supervise staff and I am supervised by others	2.67% 2	20% 15	45.33% 34	25.33% 19	6.67% 5	75
Q3: I supervise others but am not supervised	5.36% 3	19.64% 11	37.50% 21	32.14% 18	5.36% 3	56
Q3: I am supervised and do not supervise others	0% 0	0% 0	100% 1	0% 0	0% 0	1
Total Respondents	5	26	56	37	8	132

Supervision Practices Check 2013

Q20 Do you primarily supervise the person or the file?

Answered: 132 Skipped: 226

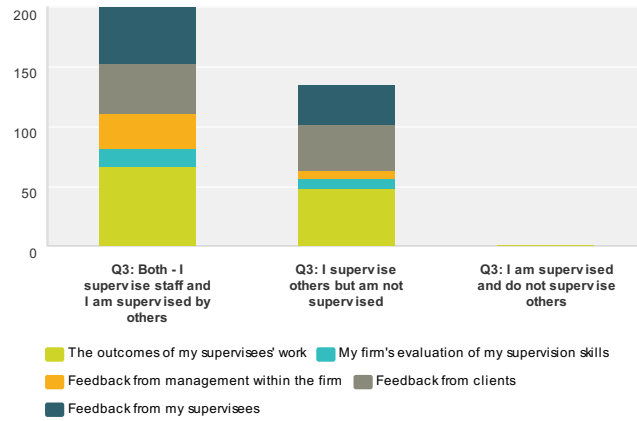


	The person	The file	Both equally	Both but as an inseparable unit	Total
Q3: Both - I supervise staff and I am supervised by others	16% 12	21.33% 16	38.67% 29	24% 18	75
Q3: I supervise others but am not supervised	17.86% 10	5.36% 3	48.21% 27	28.57% 16	56
Q3: I am supervised and do not supervise others	0% 0	0% 0	100% 1	0% 0	1
Total Respondents	22	19	57	34	132

Supervision Practices Check 2013

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

Answered: 129 Skipped: 229

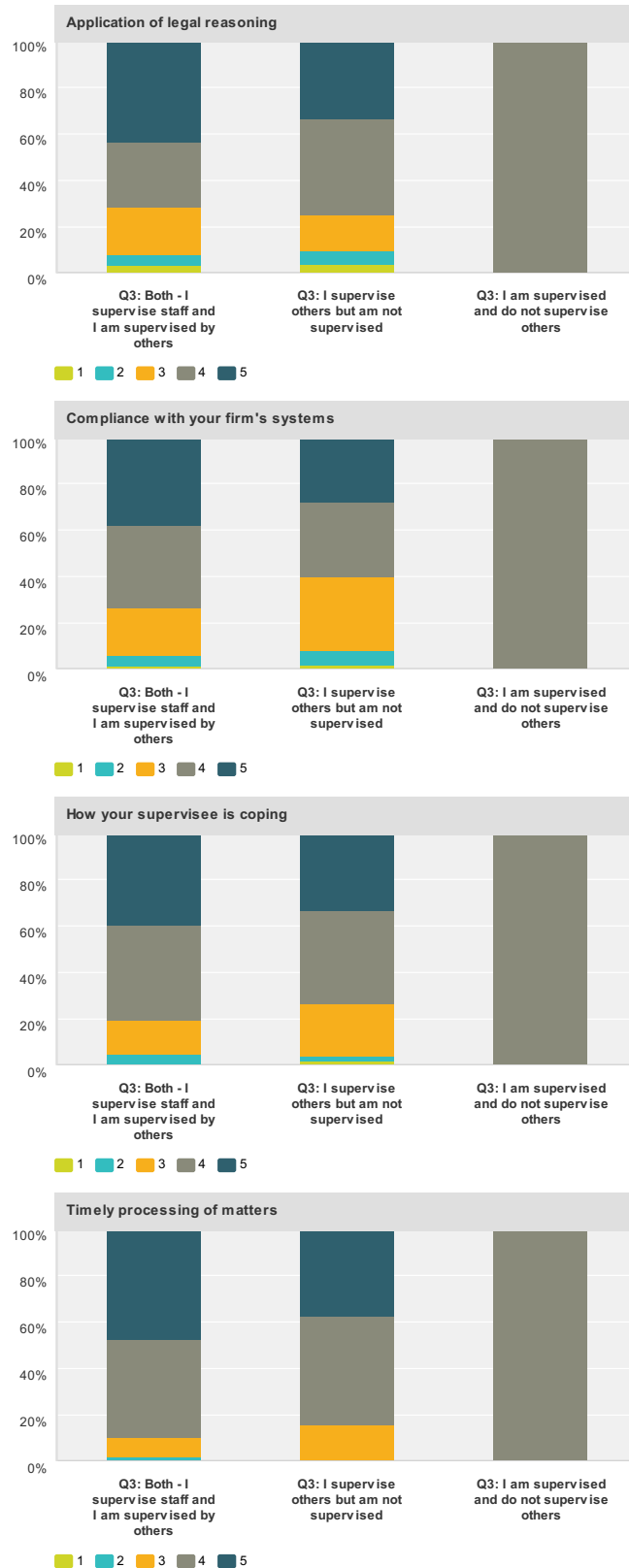


	The outcomes of my supervisees' work	My firm's evaluation of my supervision skills	Feedback from management within the firm	Feedback from clients	Feedback from my supervisees	Total
Q3: Both - I supervise staff and I am supervised by others	89.19% 66	20.27% 15	39.19% 29	56.76% 42	63.51% 47	199
Q3: I supervise others but am not supervised	88.89% 48	14.81% 8	12.96% 7	70.37% 38	61.11% 33	134
Q3: I am supervised and do not supervise others	100% 1	0% 0	0% 0	0% 0	0% 0	1
Total Respondents	115	23	36	80	80	129
Other (please specify)						Total
Q3: Both - I supervise staff and I am supervised by others						4
Q3: I supervise others but am not supervised						5
Q3: I am supervised and do not supervise others						0

Supervision Practices Check 2013

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

Answered: 122 Skipped: 236



Supervision Practices Check 2013



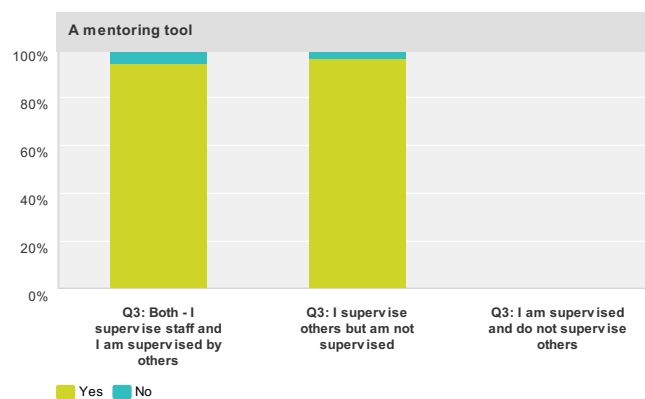
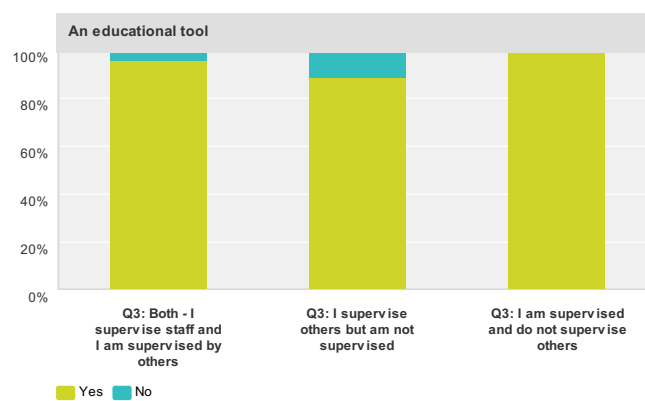
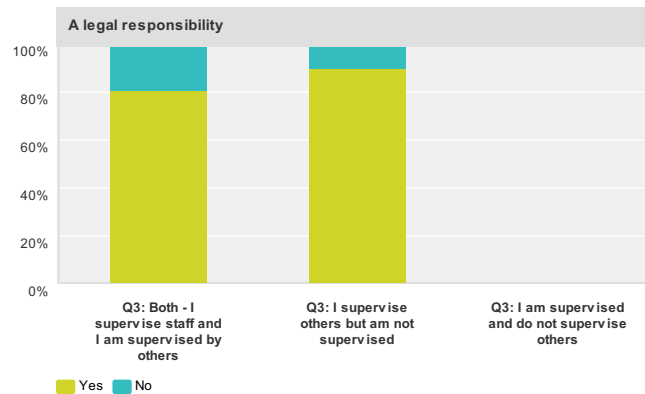
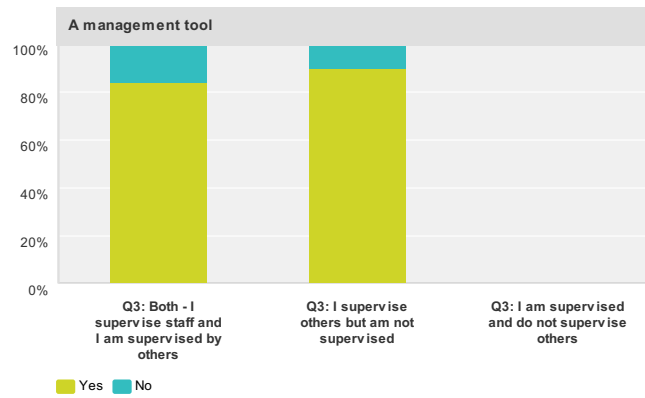
Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	3.13% 2	4.69% 3	20.31% 13	28.13% 18	43.75% 28	64
Q3: I supervise others but am not supervised	3.77% 2	5.66% 3	15.09% 8	41.51% 22	33.96% 18	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Compliance with your firm's systems						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.47% 1	4.41% 3	20.59% 14	35.29% 24	38.24% 26	68
Q3: I supervise others but am not supervised	1.89% 1	5.66% 3	32.08% 17	32.08% 17	28.30% 15	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
How your supervisee is coping						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	4.48% 3	14.93% 10	40.30% 27	40.30% 27	67
Q3: I supervise others but am not supervised	1.89% 1	1.89% 1	22.64% 12	39.62% 21	33.96% 18	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Timely processing of matters						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.49% 1	8.96% 6	41.79% 28	47.76% 32	67
Q3: I supervise others but am not supervised	0% 0	0% 0	15.09% 8	47.17% 25	37.74% 20	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Ethical behaviour						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	2.99% 2	0% 0	2.99% 2	29.85% 20	64.18% 43	67
Q3: I supervise others but am not supervised	3.77% 2	1.89% 1	5.66% 3	24.53% 13	64.15% 34	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Potential risks						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	5.88% 4	30.88% 21	63.24% 43	68
Q3: I supervise others but am not supervised	1.89% 1	0% 0	9.43% 5	32.08% 17	56.60% 30	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Productivity and time recording						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	5.97% 4	10.45% 7	32.84% 22	31.34% 21	19.40% 13	67
Q3: I supervise others but am not supervised	3.85% 2	19.23% 10	28.85% 15	30.77% 16	17.31% 9	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Billing						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	13.85% 9	10.77% 7	32.31% 21	24.62% 16	18.46% 12	65
Q3: I supervise others but am not supervised	9.43% 5	15.09% 8	26.42% 14	33.96% 18	15.09% 8	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Client relationship management and service						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	2.99% 2	43.28% 29	53.73% 36	67
Q3: I supervise others but am not supervised	0% 0	0% 0	9.43% 5	32.08% 17	58.49% 31	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	0% 0	1
Other (please specify)						
Q3: Both - I supervise staff and I am supervised by others	2	3	0	5		

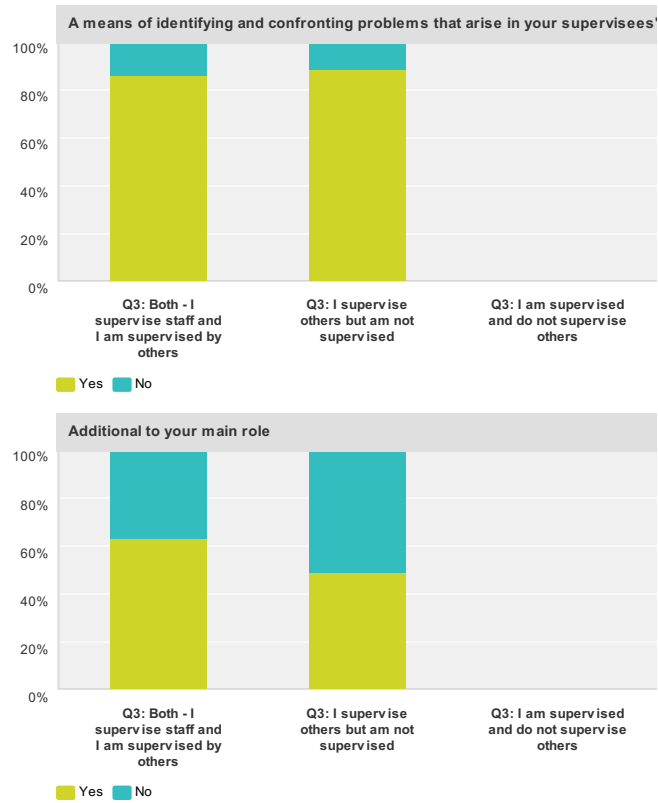
Supervision Practices Check 2013

Q23 Do you view supervision principally as

Answered: 122 Skipped: 236



Supervision Practices Check 2013



A management tool			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	83.61% 51	16.39% 10	61
Q3: I supervise others but am not supervised	89.58% 43	10.42% 5	48
Q3: I am supervised and do not supervise others	0% 0	0% 0	0
A legal responsibility			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	80% 48	20% 12	60
Q3: I supervise others but am not supervised	89.80% 44	10.20% 5	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0
An educational tool			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	95.08% 58	4.92% 3	61
Q3: I supervise others but am not supervised	88% 44	12% 6	50
Q3: I am supervised and do not supervise others	100% 1	0% 0	1
A mentoring tool			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	93.85% 61	6.15% 4	65
Q3: I supervise others but am not supervised	95.92% 47	4.08% 2	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0
A means of identifying and confronting problems that arise in your supervisees' work			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	85.48% 53	14.52% 9	62
Q3: I supervise others but am not supervised	88% 44	12% 6	50
Q3: I am supervised and do not supervise others	0% 0	0% 0	0
Additional to your main role			
	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	62.96% 34	37.04% 20	54
Q3: I supervise others but am not supervised	48.84% 21	51.16% 22	43
Q3: I am supervised and do not supervise others	0% 0	0% 0	0

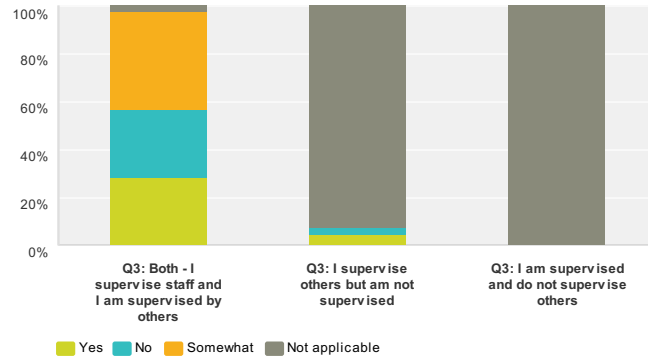
Supervision Practices Check 2013

	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total
Please comment on your main reason for viewing supervision in the above way or ways	6	6	0	12

Supervision Practices Check 2013

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

Answered: 111 Skipped: 247

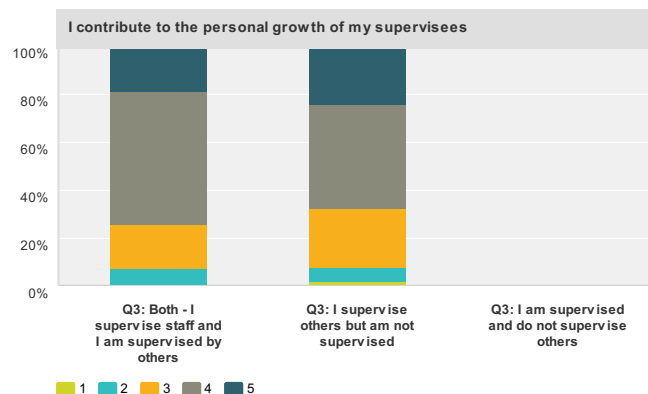
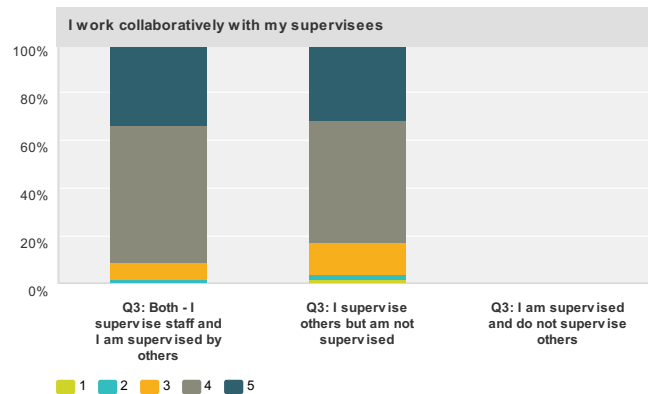
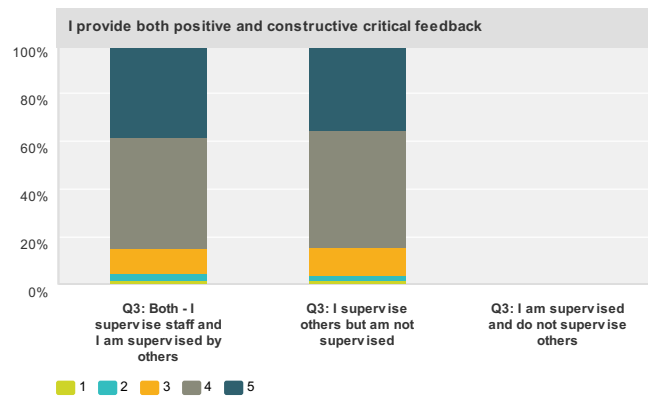
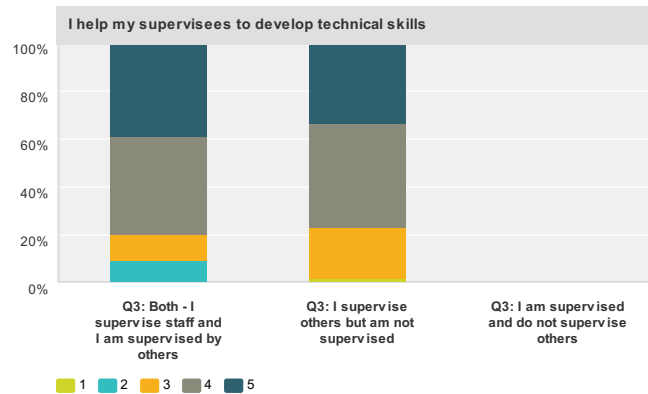


	Yes	No	Somewhat	Not applicable	Total
Q3: Both - I supervise staff and I am supervised by others	28.36% 19	28.36% 19	40.30% 27	2.99% 2	67
Q3: I supervise others but am not supervised	4.65% 2	2.33% 1	0% 0	93.02% 40	43
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	100% 1	1
Total Respondents	21	20	27	43	111
	If they differ, in what ways do they differ?				Total
Q3: Both - I supervise staff and I am supervised by others	10				10
Q3: I supervise others but am not supervised	1				1
Q3: I am supervised and do not supervise others	0				0

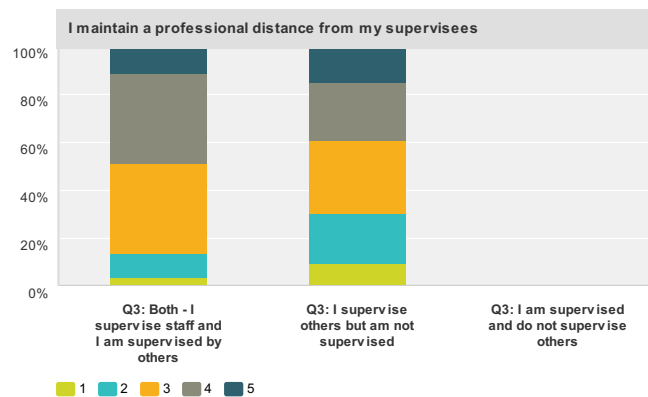
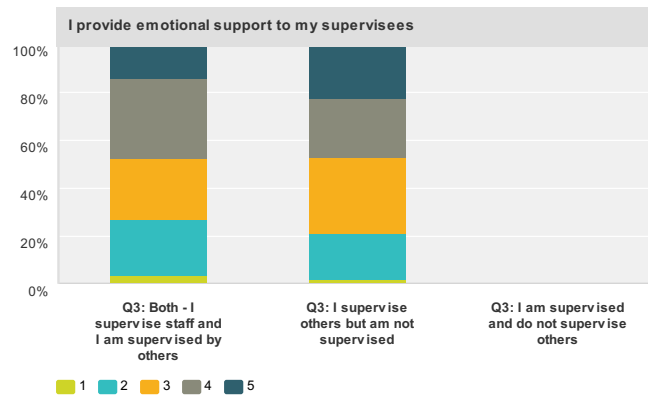
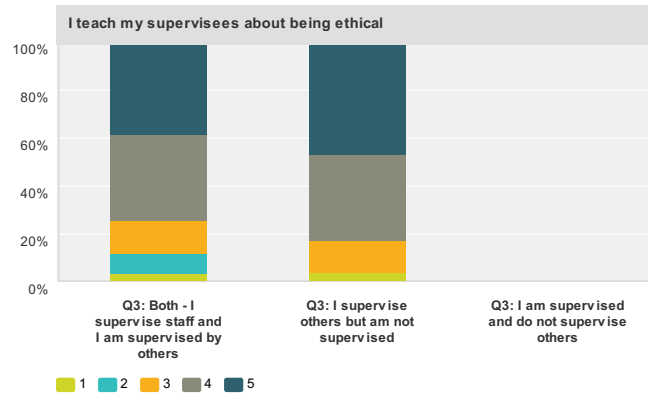
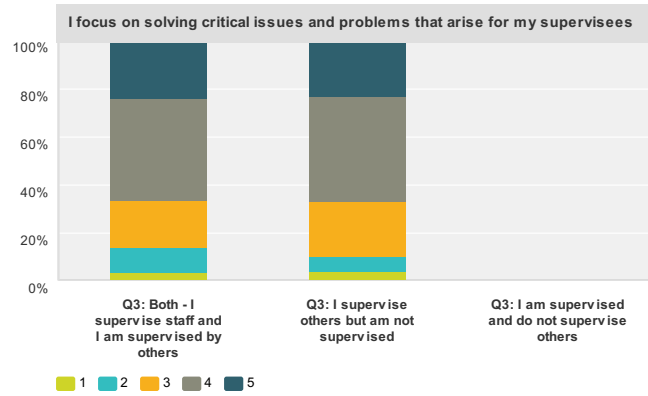
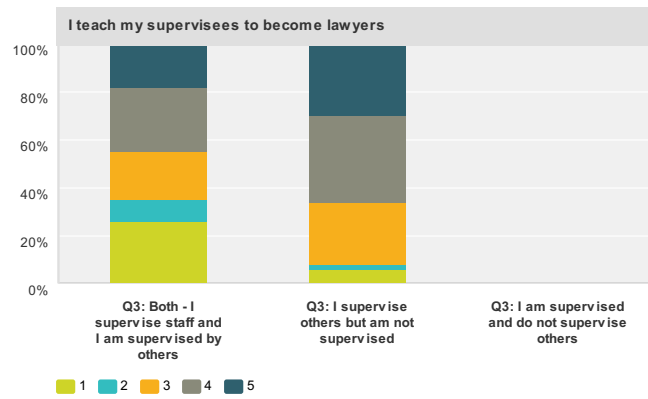
Supervision Practices Check 2013

Q25 How descriptive are the following statements of the supervision that YOU provide? Please choose from 1 (not at all) to 5 (a great deal)

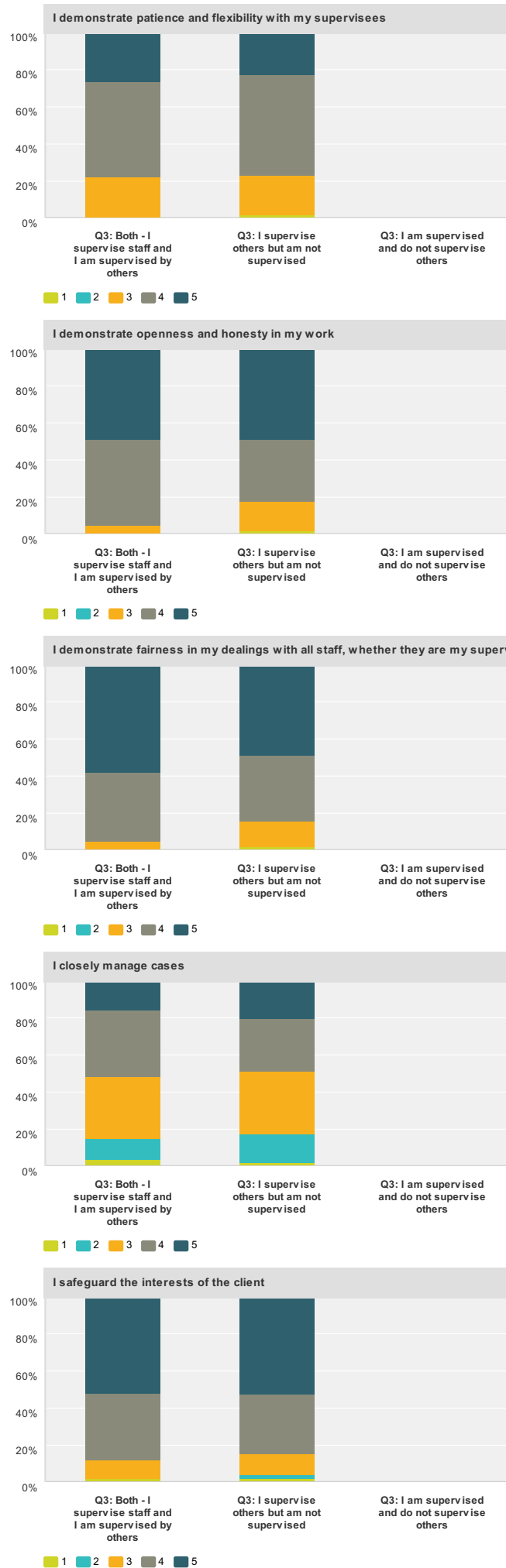
Answered: 120 Skipped: 238



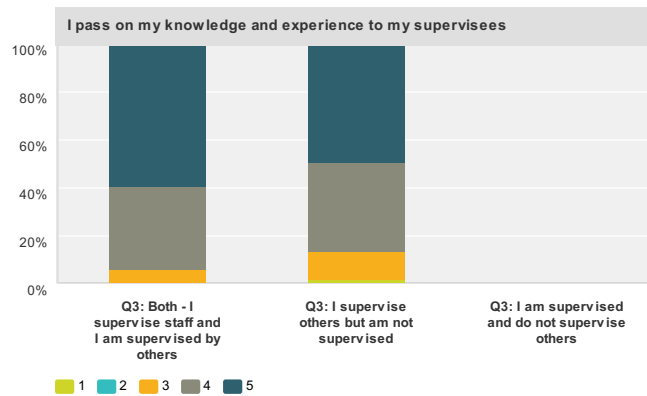
Supervision Practices Check 2013



Supervision Practices Check 2013



Supervision Practices Check 2013



I help my supervisees to develop technical skills						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	9.09% 6	10.61% 7	40.91% 27	39.39% 26	66
Q3: I supervise others but am not supervised	1.89% 1	0% 0	20.75% 11	43.40% 23	33.96% 18	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I provide both positive and constructive critical feedback						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.49% 1	2.99% 2	10.45% 7	46.27% 31	38.81% 26	67
Q3: I supervise others but am not supervised	1.89% 1	1.89% 1	11.32% 6	49.06% 26	35.85% 19	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I work collaboratively with my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.49% 1	7.46% 5	56.72% 38	34.33% 23	67
Q3: I supervise others but am not supervised	1.89% 1	1.89% 1	13.21% 7	50.94% 27	32.08% 17	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I contribute to the personal growth of my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	7.46% 5	17.91% 12	55.22% 37	19.40% 13	67
Q3: I supervise others but am not supervised	1.89% 1	5.66% 3	24.53% 13	43.40% 23	24.53% 13	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I teach my supervisees to become lawyers						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	25.76% 17	9.09% 6	19.70% 13	27.27% 18	18.18% 12	66
Q3: I supervise others but am not supervised	5.66% 3	1.89% 1	26.42% 14	35.85% 19	30.19% 16	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I focus on solving critical issues and problems that arise for my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	3.03% 2	10.61% 7	19.70% 13	42.42% 28	24.24% 16	66
Q3: I supervise others but am not supervised	3.85% 2	5.77% 3	23.08% 12	44.23% 23	23.08% 12	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I teach my supervisees about being ethical						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	2.99% 2	8.96% 6	13.43% 9	35.82% 24	38.81% 26	67
Q3: I supervise others but am not supervised	3.77% 2	0% 0	13.21% 7	35.85% 19	47.17% 25	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I provide emotional support to my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	2.99% 2	23.88% 16	25.37% 17	32.84% 22	14.93% 10	67
Q3: I supervise others but am not supervised	1.89% 1	18.87% 10	32.08% 17	24.53% 13	22.64% 12	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I maintain a professional distance from my supervisees						

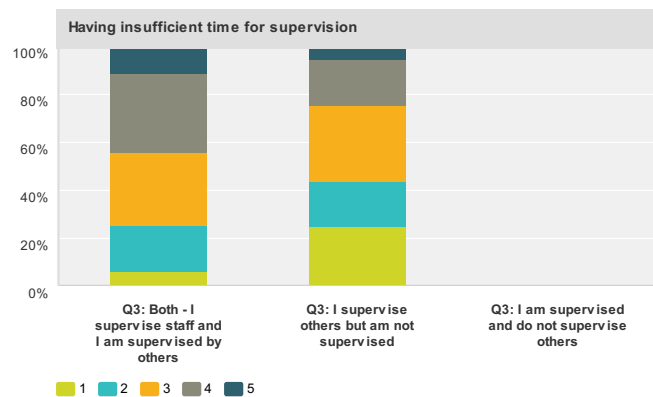
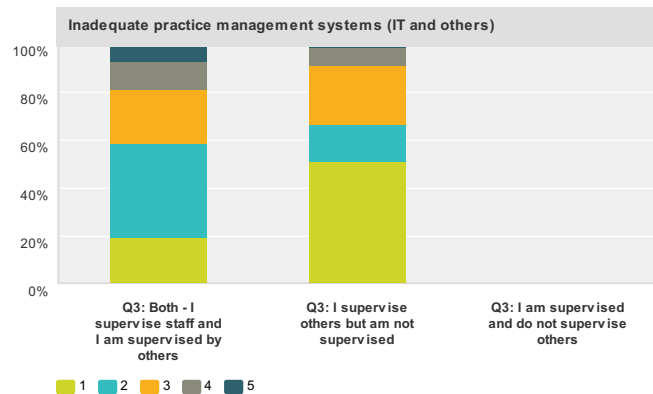
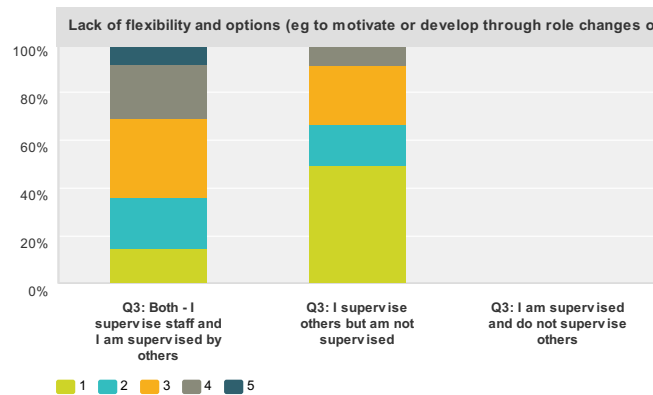
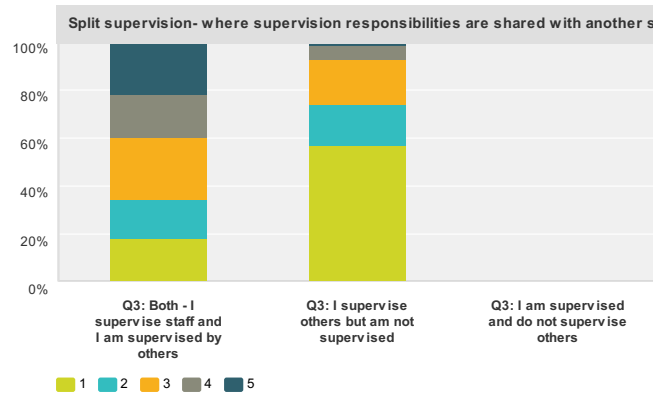
Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	2.99% 2	10.45% 7	37.31% 25	37.31% 25	11.94% 8	67
Q3: I supervise others but am not supervised	9.43% 5	20.75% 11	30.19% 16	24.53% 13	15.09% 8	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I demonstrate patience and flexibility with my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	22.39% 15	50.75% 34	26.87% 18	67
Q3: I supervise others but am not supervised	1.89% 1	0% 0	20.75% 11	54.72% 29	22.64% 12	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I demonstrate openness and honesty in my work						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	4.48% 3	46.27% 31	49.25% 33	67
Q3: I supervise others but am not supervised	1.89% 1	0% 0	15.09% 8	33.96% 18	49.06% 26	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	4.48% 3	37.31% 25	58.21% 39	67
Q3: I supervise others but am not supervised	1.89% 1	0% 0	13.21% 7	35.85% 19	49.06% 26	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I closely manage cases						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	2.99% 2	11.94% 8	32.84% 22	35.82% 24	16.42% 11	67
Q3: I supervise others but am not supervised	1.89% 1	15.09% 8	33.96% 18	28.30% 15	20.75% 11	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I safeguard the interests of the client						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.49% 1	0% 0	10.45% 7	35.82% 24	52.24% 35	67
Q3: I supervise others but am not supervised	1.89% 1	1.89% 1	11.32% 6	32.08% 17	52.83% 28	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
I pass on my knowledge and experience to my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	5.97% 4	34.33% 23	59.70% 40	67
Q3: I supervise others but am not supervised	1.92% 1	0% 0	11.54% 6	36.54% 19	50% 26	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

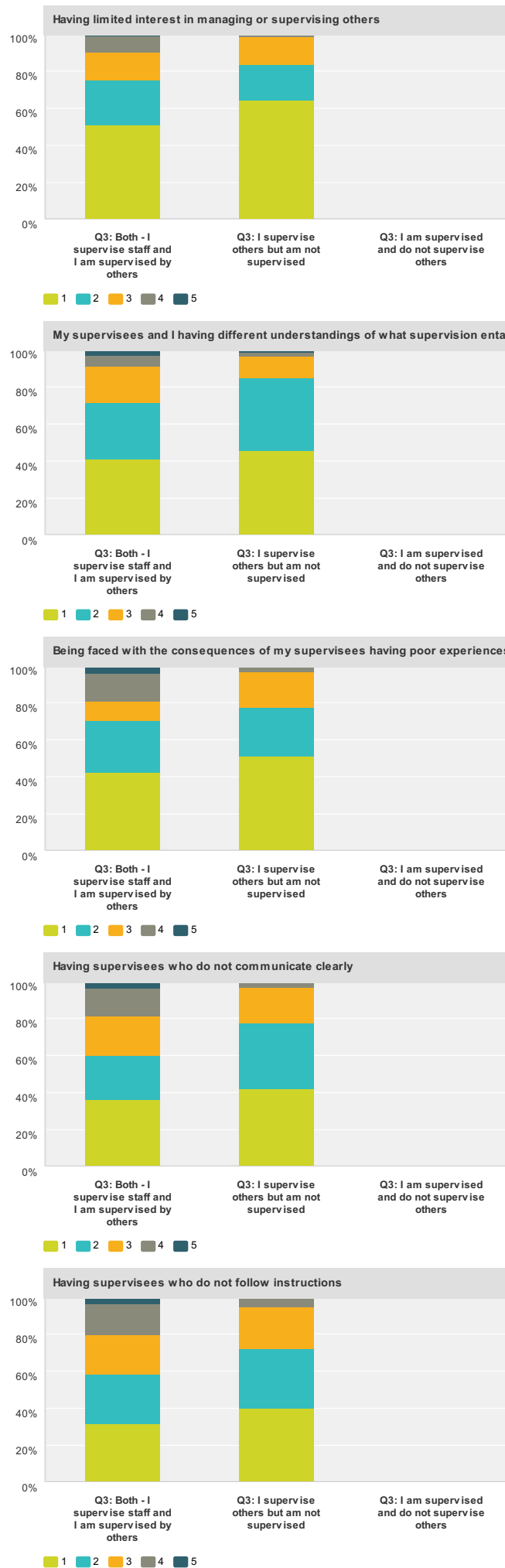
Supervision Practices Check 2013

Q26 Research indicates that many supervisors may encounter issues that hinder their ability to provide effective supervision. Do you encounter any of the following obstacles in providing effective supervision? Please rank on a scale of 1 (rarely) to 5 (often)

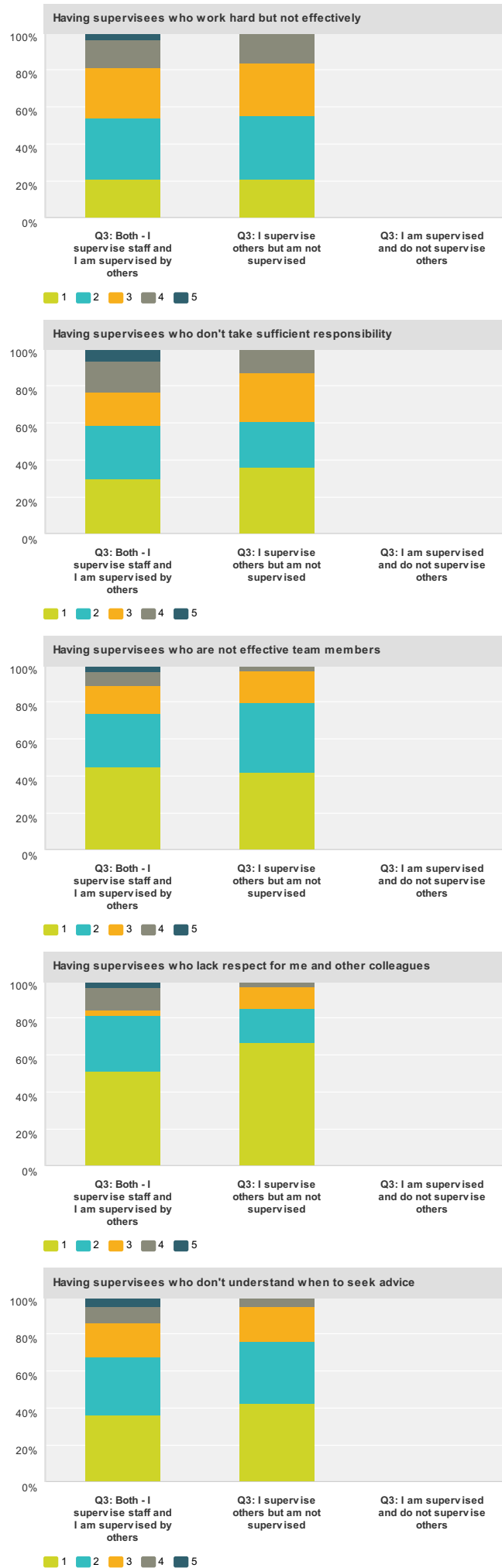
Answered: 120 Skipped: 238



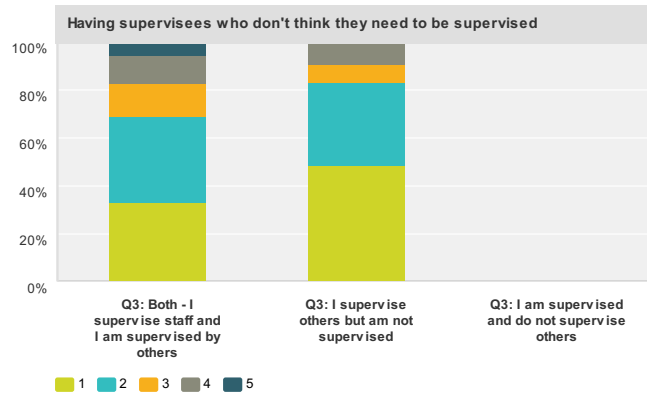
Supervision Practices Check 2013



Supervision Practices Check 2013



Supervision Practices Check 2013



Split supervision- where supervision responsibilities are shared with another supervisor						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	17.91% 12	16.42% 11	25.37% 17	17.91% 12	22.39% 15	67
Q3: I supervise others but am not supervised	56.60% 30	16.98% 9	18.87% 10	5.66% 3	1.89% 1	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	14.93% 10	20.90% 14	32.84% 22	22.39% 15	8.96% 6	67
Q3: I supervise others but am not supervised	49.06% 26	16.98% 9	24.53% 13	9.43% 5	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Inadequate practice management systems (IT and others)						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	19.40% 13	38.81% 26	22.39% 15	11.94% 8	7.46% 5	67
Q3: I supervise others but am not supervised	50.94% 27	15.09% 8	24.53% 13	7.55% 4	1.89% 1	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having insufficient time for supervision						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	5.97% 4	19.40% 13	29.85% 20	32.84% 22	11.94% 8	67
Q3: I supervise others but am not supervised	24.53% 13	18.87% 10	32.08% 17	18.87% 10	5.66% 3	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having limited interest in managing or supervising others						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	50.75% 34	23.88% 16	14.93% 10	8.96% 6	1.49% 1	67
Q3: I supervise others but am not supervised	64.15% 34	18.87% 10	15.09% 8	1.89% 1	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
My supervisees and I having different understandings of what supervision entails						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	40.91% 27	30.30% 20	19.70% 13	6.06% 4	3.03% 2	66
Q3: I supervise others but am not supervised	45.28% 24	39.62% 21	11.32% 6	1.89% 1	1.89% 1	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Being faced with the consequences of my supervisees having poor experiences with previous supervisors						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	42.42% 28	27.27% 18	10.61% 7	15.15% 10	4.55% 3	66
Q3: I supervise others but am not supervised	50.94% 27	26.42% 14	18.87% 10	3.77% 2	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who do not communicate clearly						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	35.82% 24	23.88% 16	20.90% 14	14.93% 10	4.48% 3	67
Q3: I supervise others but am not supervised	41.51% 22	35.85% 19	18.87% 10	3.77% 2	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who do not follow instructions						

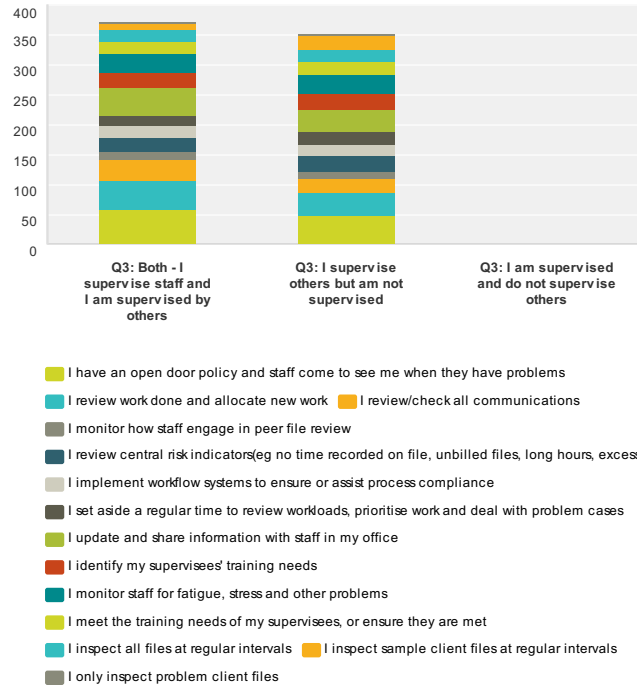
Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	31.34% 21	26.87% 18	20.90% 14	16.42% 11	4.48% 3	67
Q3: I supervise others but am not supervised	39.62% 21	32.08% 17	22.64% 12	5.66% 3	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who work hard but not effectively						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	20.90% 14	32.84% 22	26.87% 18	14.93% 10	4.48% 3	67
Q3: I supervise others but am not supervised	20.75% 11	33.96% 18	28.30% 15	16.98% 9	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who don't take sufficient responsibility						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	29.85% 20	28.36% 19	17.91% 12	16.42% 11	7.46% 5	67
Q3: I supervise others but am not supervised	35.85% 19	24.53% 13	26.42% 14	13.21% 7	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who are not effective team members						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	44.78% 30	28.36% 19	14.93% 10	7.46% 5	4.48% 3	67
Q3: I supervise others but am not supervised	41.51% 22	37.74% 20	16.98% 9	3.77% 2	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who lack respect for me and other colleagues						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	50.75% 34	29.85% 20	2.99% 2	11.94% 8	4.48% 3	67
Q3: I supervise others but am not supervised	66.04% 35	18.87% 10	11.32% 6	3.77% 2	0% 0	53
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who don't understand when to seek advice						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	35.82% 24	31.34% 21	17.91% 12	8.96% 6	5.97% 4	67
Q3: I supervise others but am not supervised	42.31% 22	32.69% 17	19.23% 10	5.77% 3	0% 0	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Having supervisees who don't think they need to be supervised						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	32.84% 22	35.82% 24	13.43% 9	11.94% 8	5.97% 4	67
Q3: I supervise others but am not supervised	48.08% 25	34.62% 18	7.69% 4	9.62% 5	0% 0	52
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

Supervision Practices Check 2013

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

Answered: 112 Skipped: 246

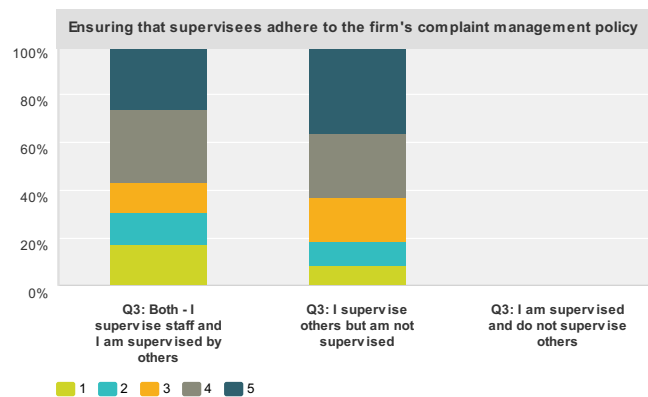
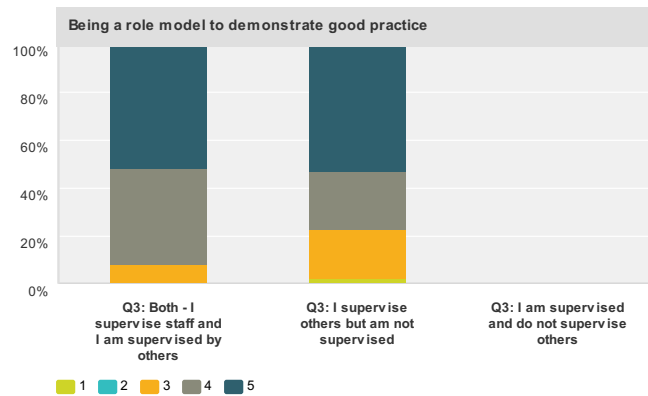
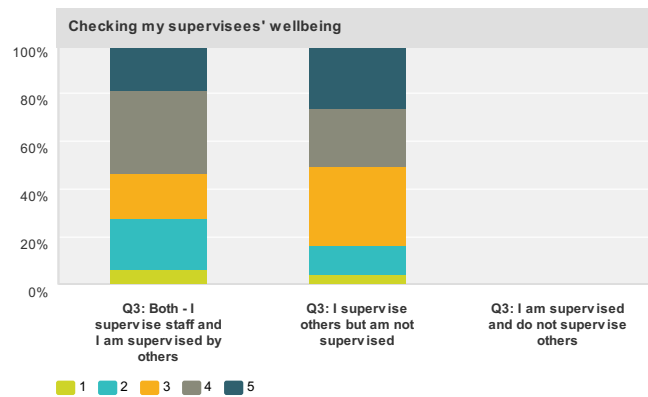
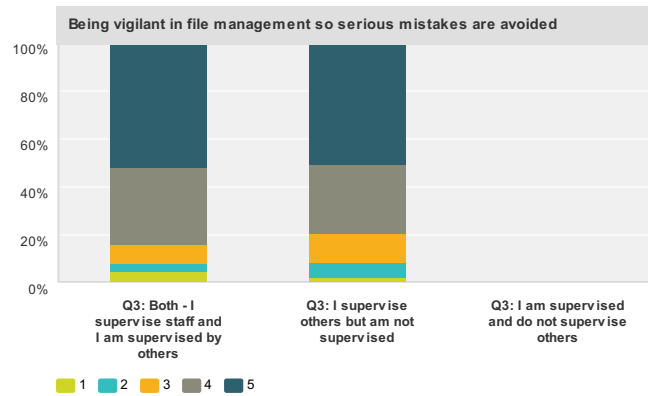


	I have an open door policy and staff come to see me when they have problems	I review work done and allocate new work	I review/check all communications	I monitor how staff engage in peer file review	I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	I implement workflow systems to ensure or assist process compliance	I set aside a regular time to review workloads, prioritise work and deal with problem cases	I update and share information with staff in my office	I identify my supervisees' training needs	I monitor staff for fatigue, stress and other problems	I meet the training needs of my supervisees, or ensure they are met	I inspect all files at regular intervals	I inspect sample client files at regular intervals	I only inspect problem client files
Q3: Both - I supervise staff and I am supervised by others	93.65% 59	74.60% 47	55.56% 35	22.22% 14	33.33% 21	31.75% 20	28.57% 18	73.02% 46	41.27% 26	49.21% 31	31.75% 20	30.16% 19	15.87% 10	6.35% 4
Q3: I supervise others but am not supervised	100% 49	77.55% 38	44.90% 22	24.49% 12	57.14% 28	36.73% 18	40.82% 20	75.51% 37	53.06% 26	65.31% 32	46.94% 23	38.78% 19	46.94% 23	6.12% 3
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0
Total Respondents	108	85	57	26	49	38	38	83	52	63	43	38	33	7
Other (please specify)										Total				
Q3: Both - I supervise staff and I am supervised by others										0				
Q3: I supervise others but am not supervised										2				
Q3: I am supervised and do not supervise others										0				

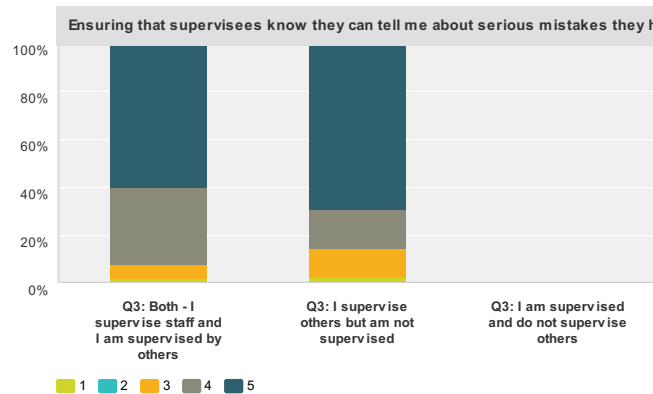
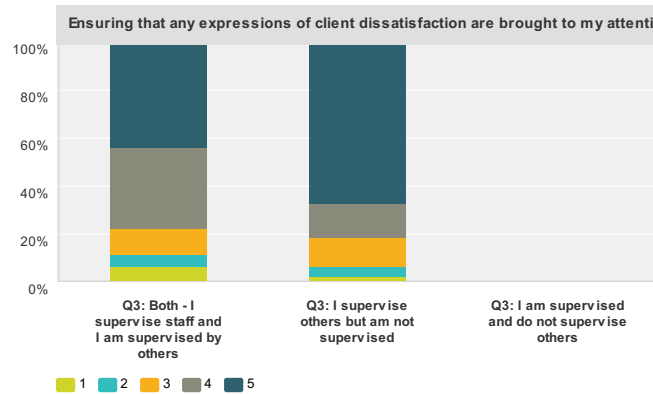
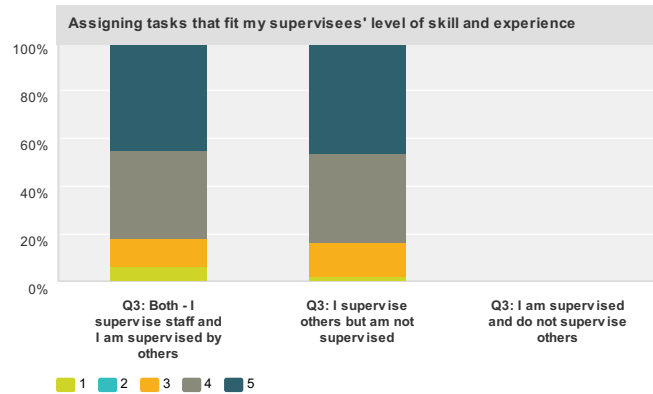
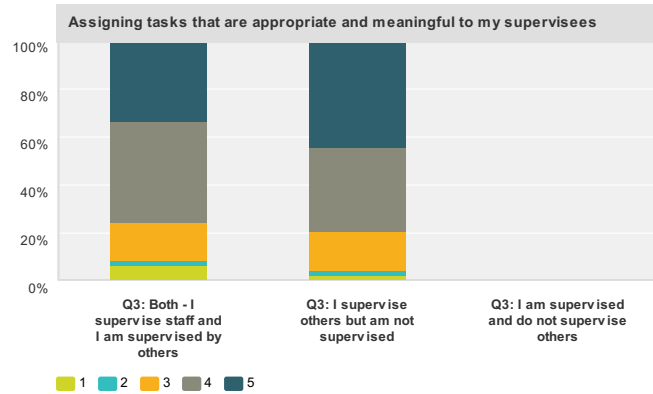
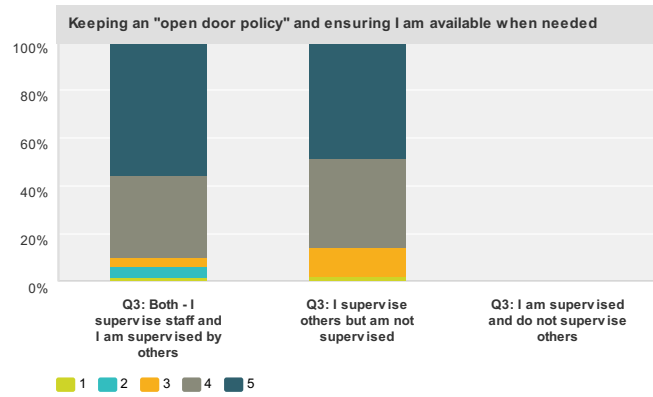
Supervision Practices Check 2013

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

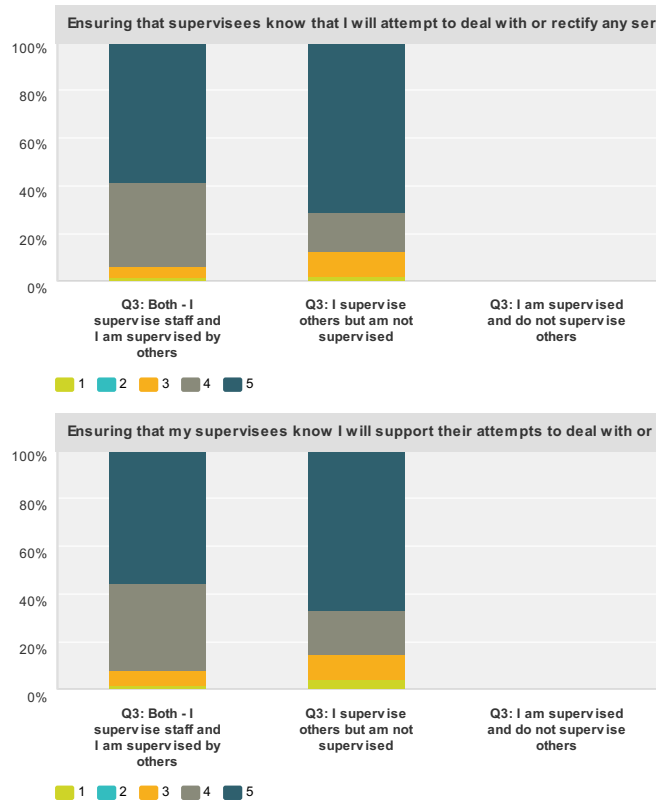
Answered: 112 Skipped: 246



Supervision Practices Check 2013



Supervision Practices Check 2013



Being vigilant in file management so serious mistakes are avoided						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	4.76% 3	3.17% 2	7.94% 5	31.75% 20	52.38% 33	63
Q3: I supervise others but am not supervised	2.04% 1	6.12% 3	12.24% 6	28.57% 14	51.02% 25	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Checking my supervisees' wellbeing						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	6.35% 4	20.63% 13	19.05% 12	34.92% 22	19.05% 12	63
Q3: I supervise others but am not supervised	4.08% 2	12.24% 6	32.65% 16	24.49% 12	26.53% 13	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Being a role model to demonstrate good practice						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	7.94% 5	39.68% 25	52.38% 33	63
Q3: I supervise others but am not supervised	2.04% 1	0% 0	20.41% 10	24.49% 12	53.06% 26	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Ensuring that supervisees adhere to the firm's complaint management policy						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	17.46% 11	12.70% 8	12.70% 8	30.16% 19	26.98% 17	63
Q3: I supervise others but am not supervised	8.16% 4	10.20% 5	18.37% 9	26.53% 13	36.73% 18	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Keeping an "open door policy" and ensuring I am available when needed						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.59% 1	4.76% 3	3.17% 2	34.92% 22	55.56% 35	63
Q3: I supervise others but am not supervised	2.04% 1	0% 0	12.24% 6	36.73% 18	48.98% 24	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Assigning tasks that are appropriate and meaningful to my supervisees						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	6.45% 4	1.61% 1	16.13% 10	41.94% 26	33.87% 21	62
Q3: I supervise others but am not supervised	2.04% 1	2.04% 1	16.33% 8	34.69% 17	44.90% 22	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Assigning tasks that fit my supervisees' level of skill and experience						

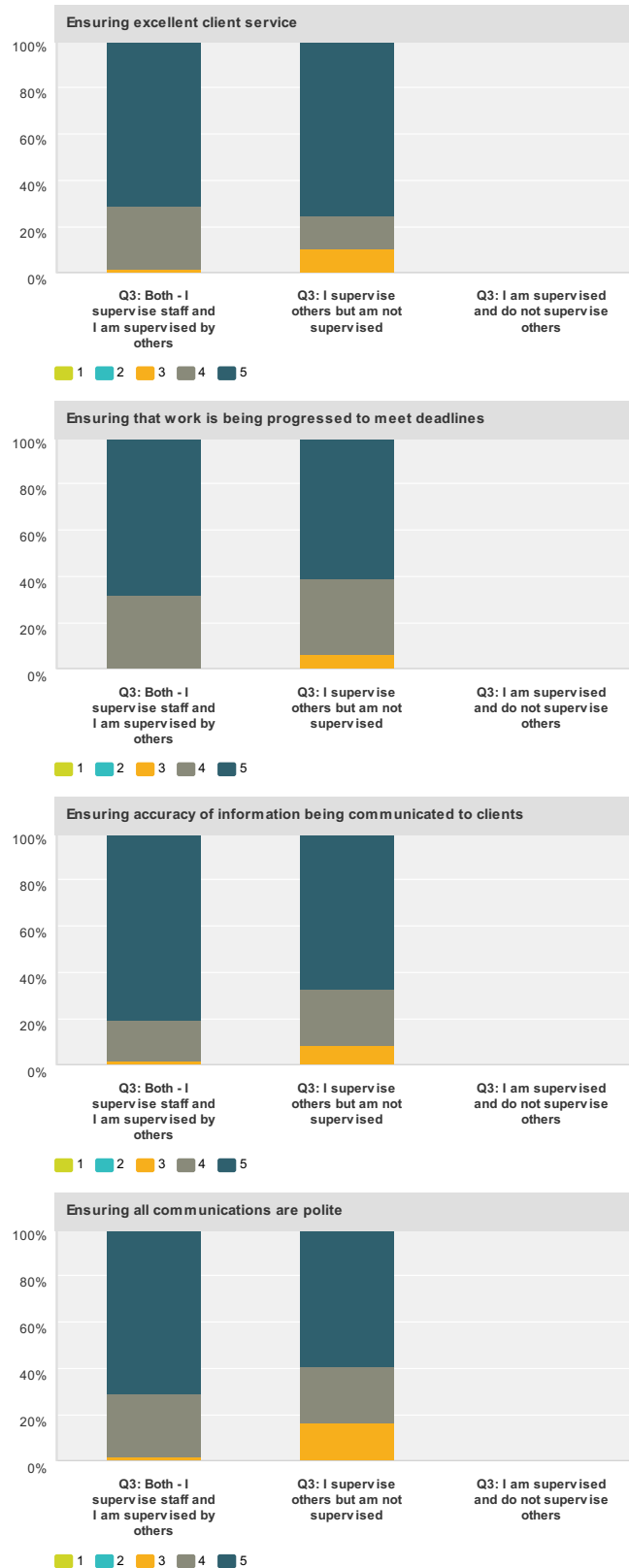
Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	6.45% 4	0% 0	11.29% 7	37.10% 23	45.16% 28	62
Q3: I supervise others but am not supervised	2.04% 1	0% 0	14.29% 7	36.73% 18	46.94% 23	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Ensuring that any expressions of client dissatisfaction are brought to my attention						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	6.35% 4	4.76% 3	11.11% 7	33.33% 21	44.44% 28	63
Q3: I supervise others but am not supervised	2.04% 1	4.08% 2	12.24% 6	14.29% 7	67.35% 33	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Ensuring that supervisees know they can tell me about serious mistakes they have made						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.59% 1	0% 0	6.35% 4	31.75% 20	60.32% 38	63
Q3: I supervise others but am not supervised	2.04% 1	0% 0	12.24% 6	16.33% 8	69.39% 34	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.59% 1	0% 0	4.76% 3	34.92% 22	58.73% 37	63
Q3: I supervise others but am not supervised	2.04% 1	0% 0	10.20% 5	16.33% 8	71.43% 35	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.59% 1	0% 0	6.35% 4	36.51% 23	55.56% 35	63
Q3: I supervise others but am not supervised	4.08% 2	0% 0	10.20% 5	18.37% 9	67.35% 33	49
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0

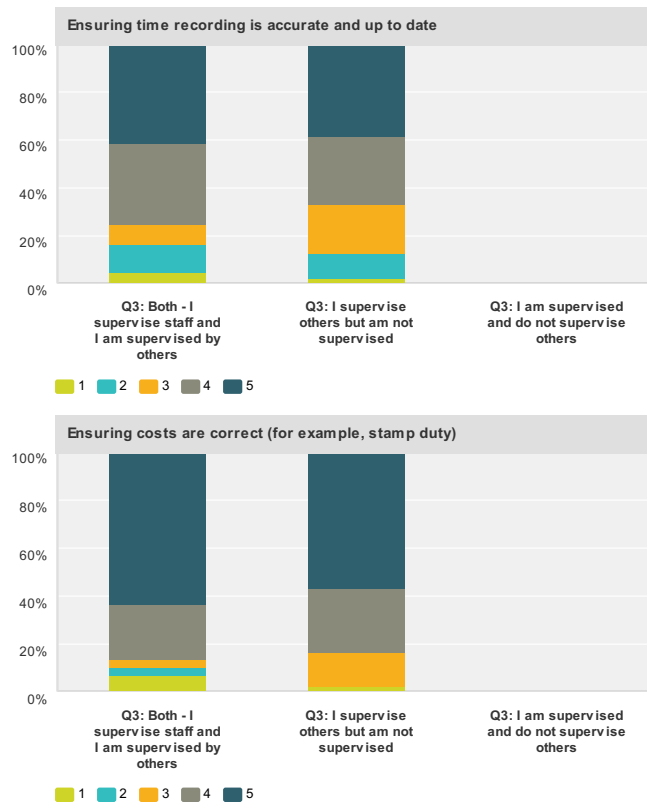
Supervision Practices Check 2013

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

Answered: 112 Skipped: 246



Supervision Practices Check 2013

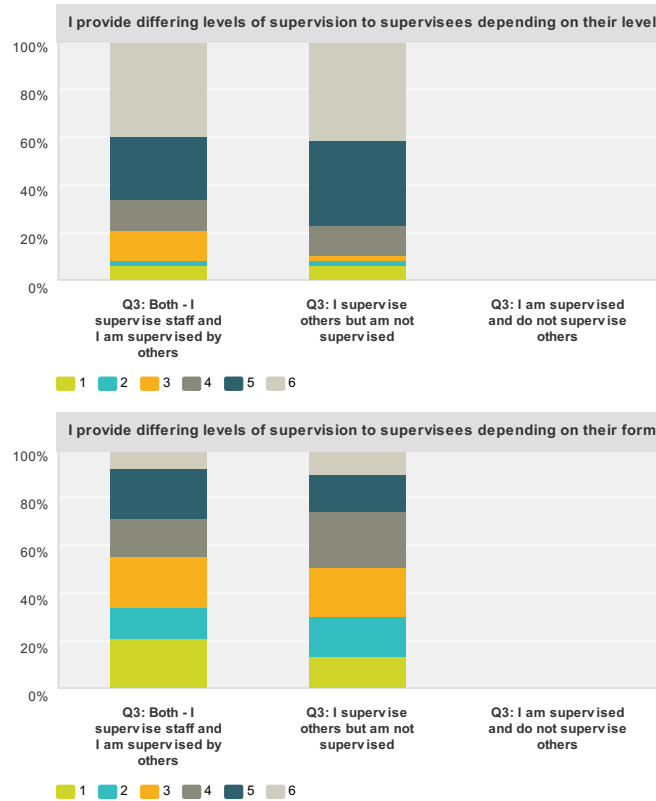


Ensuring excellent client service							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	1.59% 1	26.98% 17	71.43% 45	63	
Q3: I supervise others but am not supervised	0% 0	0% 0	10.20% 5	14.29% 7	75.51% 37	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Ensuring that work is being progressed to meet deadlines							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	0% 0	31.75% 20	68.25% 43	63	
Q3: I supervise others but am not supervised	0% 0	0% 0	6.12% 3	32.65% 16	61.22% 30	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Ensuring accuracy of information being communicated to clients							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	1.59% 1	17.46% 11	80.95% 51	63	
Q3: I supervise others but am not supervised	0% 0	0% 0	8.16% 4	24.49% 12	67.35% 33	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Ensuring all communications are polite							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	1.59% 1	26.98% 17	71.43% 45	63	
Q3: I supervise others but am not supervised	0% 0	0% 0	16.33% 8	24.49% 12	59.18% 29	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Ensuring time recording is accurate and up to date							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	4.84% 3	11.29% 7	8.06% 5	33.87% 21	41.94% 26	62	
Q3: I supervise others but am not supervised	2.04% 1	10.20% 5	20.41% 10	28.57% 14	38.78% 19	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Ensuring costs are correct (for example, stamp duty)							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	6.56% 4	3.28% 2	3.28% 2	22.95% 14	63.93% 39	61	
Q3: I supervise others but am not supervised	2.04% 1	0% 0	14.29% 7	26.53% 13	57.14% 28	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	

Supervision Practices Check 2013

Q30 Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications? Please choose from 1 (not at all) through to 6 (to a great extent).

Answered: 111 Skipped: 247

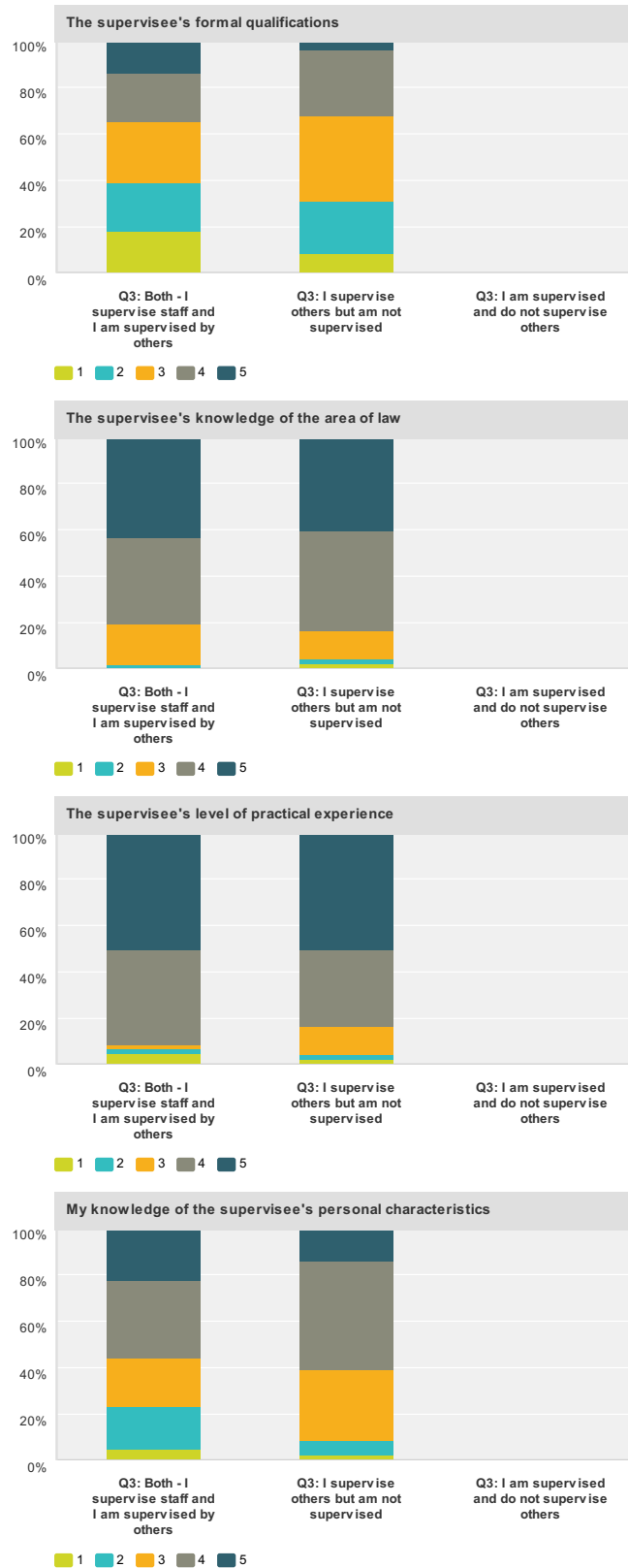


I provide differing levels of supervision to supervisees depending on their level of practical experience							
	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	6.45% 4	1.61% 1	12.90% 8	12.90% 8	25.81% 16	40.32% 25	62
Q3: I supervise others but am not supervised	6.25% 3	2.08% 1	2.08% 1	12.50% 6	35.42% 17	41.67% 20	48
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0
I provide differing levels of supervision to supervisees depending on their formal qualifications							
	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	20.97% 13	12.90% 8	20.97% 13	16.13% 10	20.97% 13	8.06% 5	62
Q3: I supervise others but am not supervised	13.04% 6	17.39% 8	19.57% 9	23.91% 11	15.22% 7	10.87% 5	46
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0

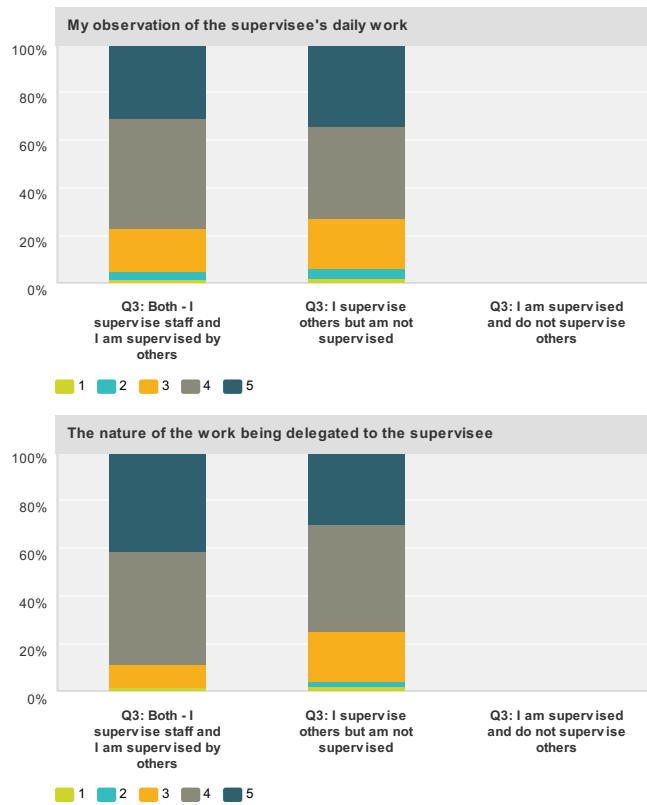
Supervision Practices Check 2013

Q31 What do you take into account in determining the level of supervision required, and how important is it to take those things into account? 1 (not important) to 5 (very important)

Answered: 111 Skipped: 247



Supervision Practices Check 2013

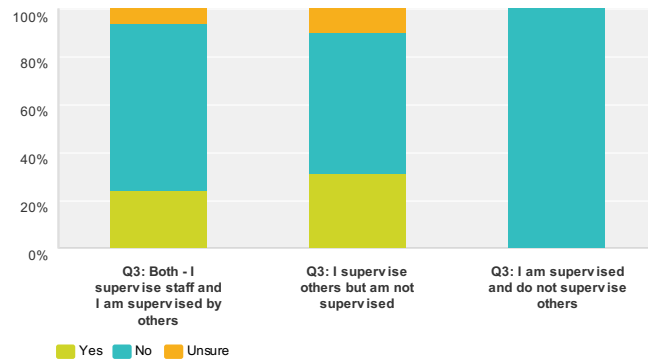


The supervisee's formal qualifications							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	17.74% 11	20.97% 13	25.81% 16	20.97% 13	14.52% 9	62	
Q3: I supervise others but am not supervised	8.16% 4	22.45% 11	36.73% 18	28.57% 14	4.08% 2	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
The supervisee's knowledge of the area of law							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.61% 1	17.74% 11	37.10% 23	43.55% 27	62	
Q3: I supervise others but am not supervised	2.04% 1	2.04% 1	12.24% 6	42.86% 21	40.82% 20	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
The supervisee's level of practical experience							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	1.64% 1	1.64% 1	40.98% 25	50.82% 31	61	
Q3: I supervise others but am not supervised	2.04% 1	2.04% 1	12.24% 6	32.65% 16	51.02% 25	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
My knowledge of the supervisee's personal characteristics							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	4.84% 3	17.74% 11	20.97% 13	33.87% 21	22.58% 14	62	
Q3: I supervise others but am not supervised	2.04% 1	6.12% 3	30.61% 15	46.94% 23	14.29% 7	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
My observation of the supervisee's daily work							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	3.28% 2	18.03% 11	45.90% 28	31.15% 19	61	
Q3: I supervise others but am not supervised	2.04% 1	4.08% 2	20.41% 10	38.78% 19	34.69% 17	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	
The nature of the work being delegated to the supervisee							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	1.61% 1	0% 0	9.68% 6	46.77% 29	41.94% 26	62	
Q3: I supervise others but am not supervised	2.04% 1	2.04% 1	20.41% 10	44.90% 22	30.61% 15	49	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	0% 0	0	

Supervision Practices Check 2013

Q32 Do you supervise any legal staff who hold a practising certificate subject to a statutory condition that they engage in supervised legal practice only?

Answered: 111 Skipped: 247

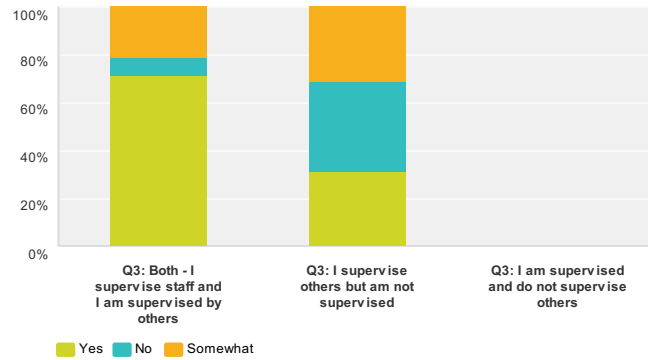


	Yes	No	Unsure	Total
Q3: Both - I supervise staff and I am supervised by others	24.19% 15	69.35% 43	6.45% 4	62
Q3: I supervise others but am not supervised	31.25% 15	58.33% 28	10.42% 5	48
Q3: I am supervised and do not supervise others	0% 0	100% 1	0% 0	1
Total Respondents	30	72	9	111

Supervision Practices Check 2013

Q33 If you answered Yes to the previous question, are your supervision practices for legal staff who hold that type of practising certificate similar to your supervision practices for other practising certificate holders?

Answered: 30 Skipped: 328

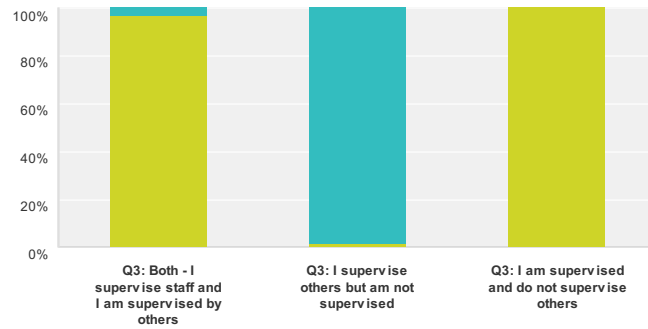


	Yes	No	Somewhat	Total
Q3: Both - I supervise staff and I am supervised by others	71.43% 10	7.14% 1	21.43% 3	14
Q3: I supervise others but am not supervised	31.25% 5	37.50% 6	31.25% 5	16
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0
Total Respondents	15	7	8	30
	If they differ, in what ways do they differ?			Total
Q3: Both - I supervise staff and I am supervised by others	3			3
Q3: I supervise others but am not supervised	7			7
Q3: I am supervised and do not supervise others	0			0

Supervision Practices Check 2013

Q34 Please confirm your status as a supervisee and/or supervisor by checking one of the boxes in this question, so that you will be directed to the right part of the survey for you

Answered: 117 Skipped: 241



■ I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees

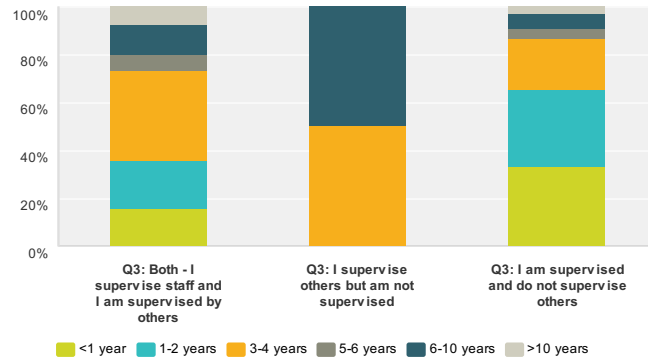
■ I supervise others but am not supervised. This option is for participants who are supervisors or participants who are supervisees only

	I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees	I supervise others but am not supervised. This option is for participants who are supervisors only.	Total
Q3: Both - I supervise staff and I am supervised by others	96.92% 63	3.08% 2	65
Q3: I supervise others but am not supervised	1.96% 1	98.04% 50	51
Q3: I am supervised and do not supervise others	100% 1	0% 0	1
Total Respondents	65	52	117

Supervision Practices Check 2013

Q35 How long have you been in your current role?

Answered: 196 Skipped: 162

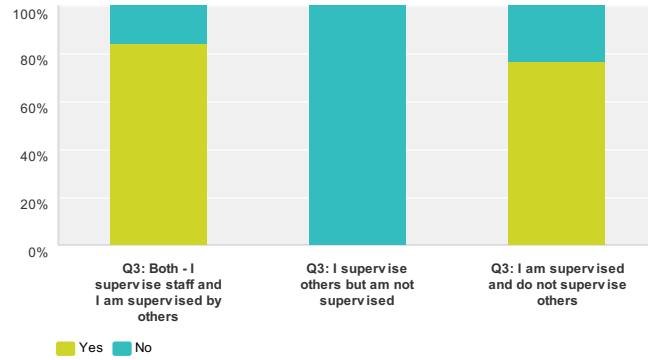


	<1 year	1-2 years	3-4 years	5-6 years	6-10 years	>10 years	Total
Q3: Both - I supervise staff and I am supervised by others	15.63% 10	20.31% 13	37.50% 24	6.25% 4	12.50% 8	7.81% 5	64
Q3: I supervise others but am not supervised	0% 0	0% 0	50% 1	0% 0	50% 1	0% 0	2
Q3: I am supervised and do not supervise others	33.08% 43	32.31% 42	21.54% 28	3.85% 5	6.15% 8	3.08% 4	130
Total Respondents	53	55	53	9	17	9	196

Supervision Practices Check 2013

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

Answered: 195 Skipped: 163

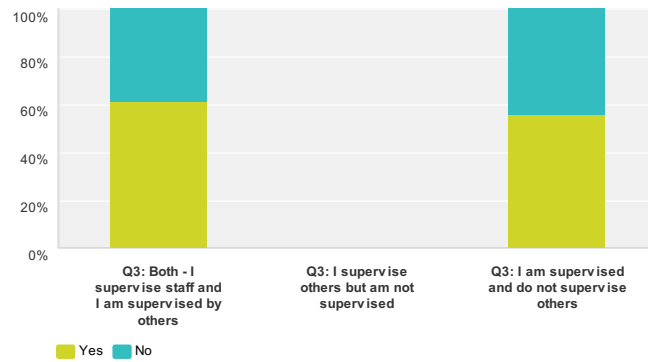


	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	84.38% 54	15.63% 10	64
Q3: I supervise others but am not supervised	0% 0	100% 1	1
Q3: I am supervised and do not supervise others	76.92% 100	23.08% 30	130
Total Respondents	154	41	195

Supervision Practices Check 2013

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

Answered: 156 Skipped: 202

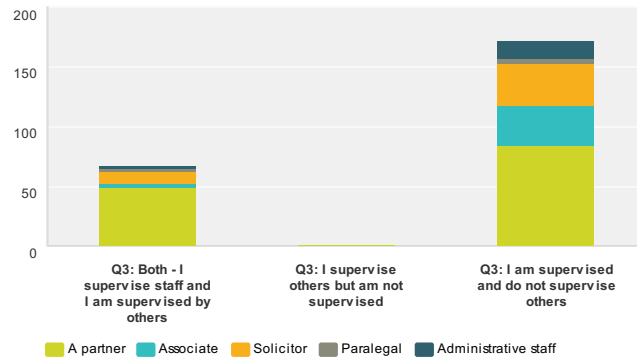


	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	61.11% 33	38.89% 21	54
Q3: I supervise others but am not supervised	0% 0	0% 0	0
Q3: I am supervised and do not supervise others	55.88% 57	44.12% 45	102
Total Respondents	90	66	156
	If yes, please describe the main variations		Total
Q3: Both - I supervise staff and I am supervised by others	17		17
Q3: I supervise others but am not supervised	0		0
Q3: I am supervised and do not supervise others	30		30

Supervision Practices Check 2013

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

Answered: 174 Skipped: 184

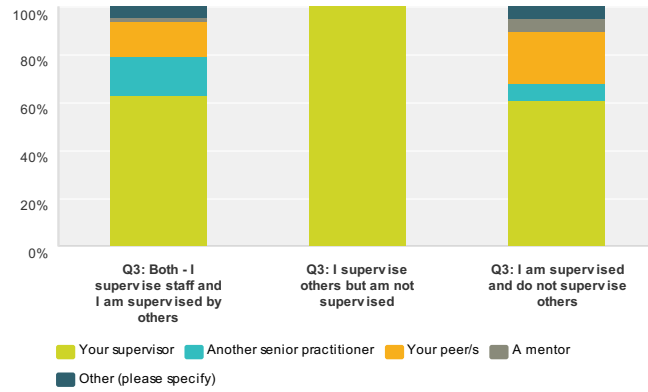


	A partner	Associate	Solicitor	Paralegal	Administrative staff	Total
Q3: Both - I supervise staff and I am supervised by others	87.50% 49	5.36% 3	17.86% 10	3.57% 2	5.36% 3	67
Q3: I supervise others but am not supervised	100% 1	0% 0	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	71.79% 84	28.21% 33	29.91% 35	3.42% 4	12.82% 15	171
Total Respondents	134	36	45	6	18	174
			Other (please specify)			Total
Q3: Both - I supervise staff and I am supervised by others			6			6
Q3: I supervise others but am not supervised			0			0
Q3: I am supervised and do not supervise others			17			17

Supervision Practices Check 2013

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

Answered: 191 Skipped: 167

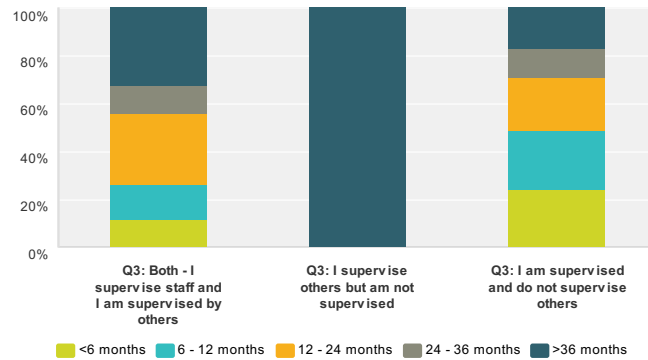


	Your supervisor	Another senior practitioner	Your peer/s	A mentor	Other (please specify)	Total
Q3: Both - I supervise staff and I am supervised by others	62.90% 39	16.13% 10	14.52% 9	1.61% 1	4.84% 3	62
Q3: I supervise others but am not supervised	100% 1	0% 0	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	60.94% 78	7.03% 9	21.88% 28	4.69% 6	5.47% 7	128
Total Respondents	118	19	37	7	10	191

Supervision Practices Check 2013

Q40 Please answer the remaining questions about your supervisor in relation to the person who plays the biggest role in your supervision. How long have they been your supervisor?

Answered: 191 Skipped: 167

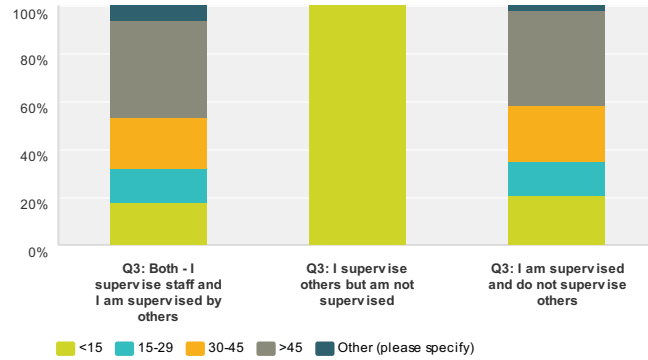


	<6 months	6 - 12 months	12 - 24 months	24 - 36 months	>36 months	Total
Q3: Both - I supervise staff and I am supervised by others	11.48% 7	14.75% 9	29.51% 18	11.48% 7	32.79% 20	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q3: I am supervised and do not supervise others	24.03% 31	24.81% 32	21.71% 28	12.40% 16	17.05% 22	129
Total Respondents	38	41	46	23	43	191

Supervision Practices Check 2013

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

Answered: 192 Skipped: 166

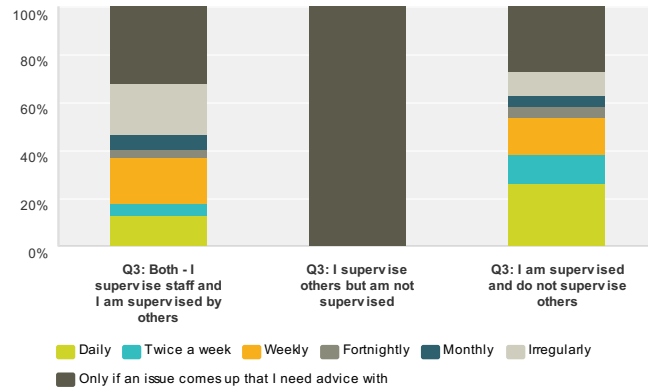


	<15	15-29	30-45	>45	Other (please specify)	Total
Q3: Both - I supervise staff and I am supervised by others	17.74% 11	14.52% 9	20.97% 13	40.32% 25	6.45% 4	62
Q3: I supervise others but am not supervised	100% 1	0% 0	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	20.93% 27	13.95% 18	23.26% 30	39.53% 51	2.33% 3	129
Total Respondents	39	27	43	76	7	192

Supervision Practices Check 2013

Q42 How often do you meet with your supervisor formally?

Answered: 192 Skipped: 166

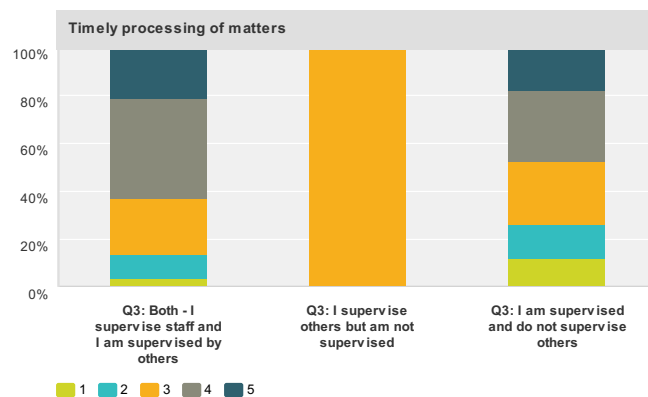
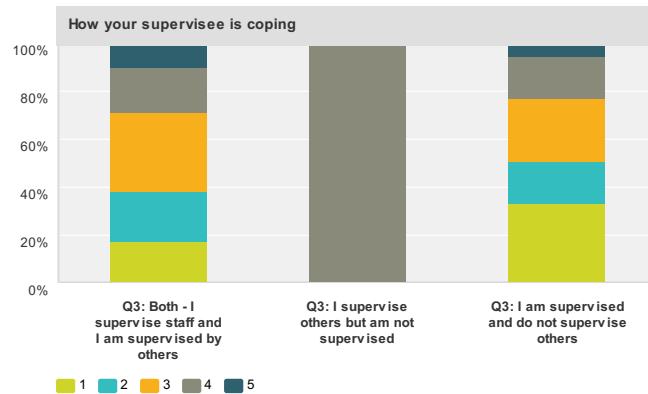
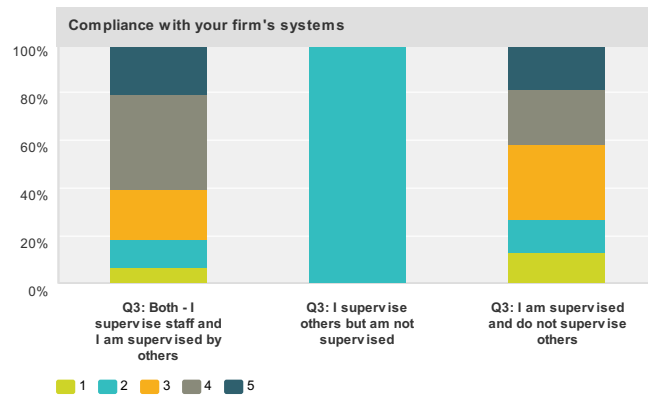
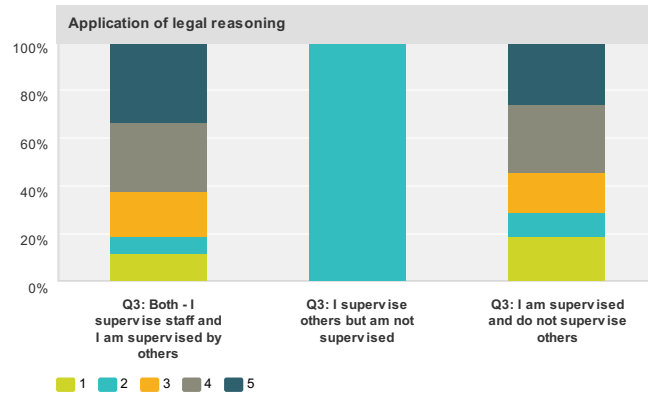


	Daily	Twice a week	Weekly	Fortnightly	Monthly	Irregularly	Only if an issue comes up that I need advice with	Total
Q3: Both - I supervise staff and I am supervised by others	12.90% 8	4.84% 3	19.35% 12	3.23% 2	6.45% 4	20.97% 13	32.26% 20	62
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q3: I am supervised and do not supervise others	26.36% 34	11.63% 15	15.50% 20	4.65% 6	4.65% 6	10.08% 13	27.13% 35	129
Total Respondents	42	18	32	8	10	26	56	192

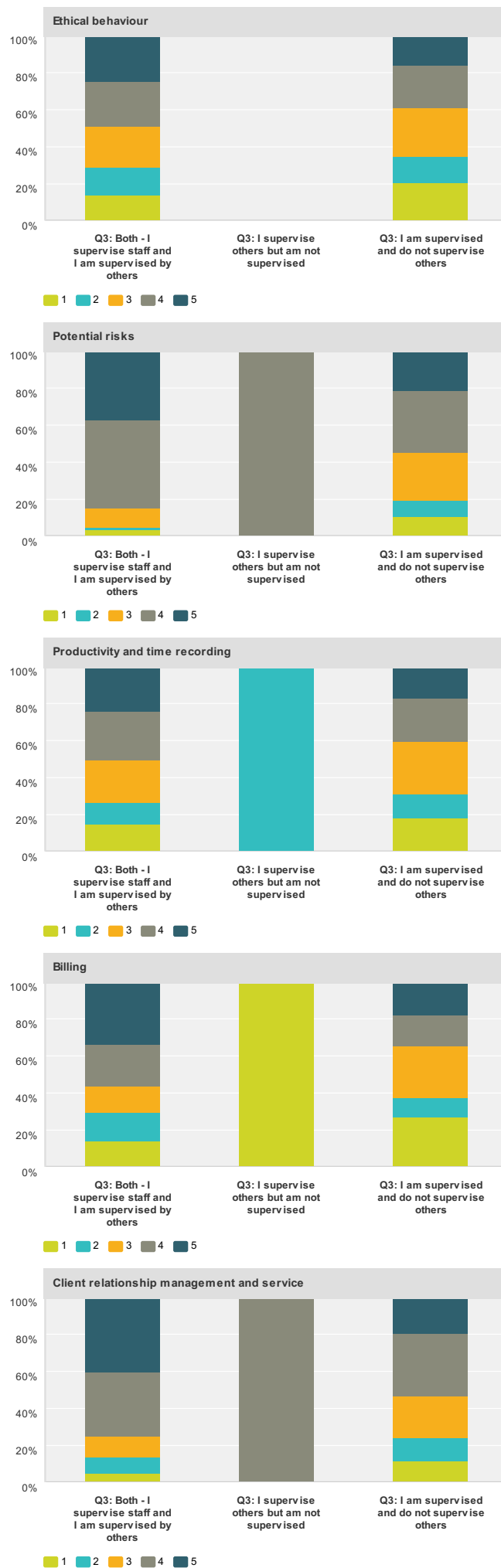
Supervision Practices Check 2013

Q43 To what extent does the supervision you receive focus on the following? Please choose from 1 (not at all) to 5 (a great deal)

Answered: 173 Skipped: 185



Supervision Practices Check 2013



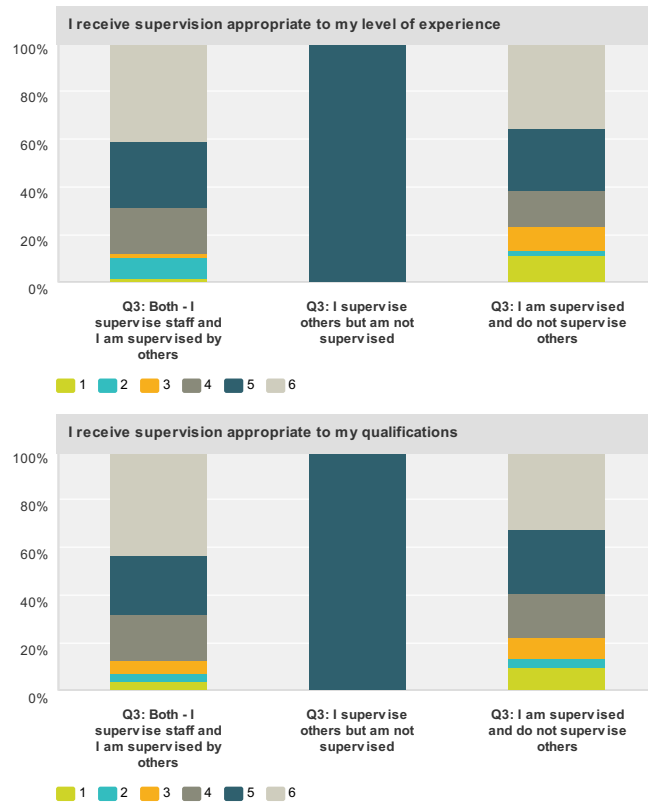
Supervision Practices Check 2013

	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	11.86% 7	6.78% 4	18.64% 11	28.81% 17	33.90% 20	59	
Q3: I supervise others but am not supervised	0% 0	100% 1	0% 0	0% 0	0% 0	1	
Q3: I am supervised and do not supervise others	18.92% 21	9.91% 11	16.22% 18	28.83% 32	26.13% 29	111	
Compliance with your firm's systems							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	6.56% 4	11.48% 7	21.31% 13	39.34% 24	21.31% 13	61	
Q3: I supervise others but am not supervised	0% 0	100% 1	0% 0	0% 0	0% 0	1	
Q3: I am supervised and do not supervise others	12.84% 14	13.76% 15	31.19% 34	22.94% 25	19.27% 21	109	
How your supervisee is coping							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	17.24% 10	20.69% 12	32.76% 19	18.97% 11	10.34% 6	58	
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1	
Q3: I am supervised and do not supervise others	32.71% 35	17.76% 19	26.17% 28	17.76% 19	5.61% 6	107	
Timely processing of matters							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	3.33% 2	10% 6	23.33% 14	41.67% 25	21.67% 13	60	
Q3: I supervise others but am not supervised	0% 0	0% 0	100% 1	0% 0	0% 0	1	
Q3: I am supervised and do not supervise others	11.93% 13	13.76% 15	26.61% 29	29.36% 32	18.35% 20	109	
Ethical behaviour							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	13.56% 8	15.25% 9	22.03% 13	23.73% 14	25.42% 15	59	
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	0% 0	0	
Q3: I am supervised and do not supervise others	20.18% 22	14.68% 16	25.69% 28	22.94% 25	16.51% 18	109	
Potential risks							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	3.28% 2	1.64% 1	9.84% 6	47.54% 29	37.70% 23	61	
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1	
Q3: I am supervised and do not supervise others	10.09% 11	9.17% 10	25.69% 28	33.03% 36	22.02% 24	109	
Productivity and time recording							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	14.75% 9	11.48% 7	22.95% 14	26.23% 16	24.59% 15	61	
Q3: I supervise others but am not supervised	0% 0	100% 1	0% 0	0% 0	0% 0	1	
Q3: I am supervised and do not supervise others	17.59% 19	12.96% 14	28.70% 31	23.15% 25	17.59% 19	108	
Billing							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	13.79% 8	15.52% 9	13.79% 8	22.41% 13	34.48% 20	58	
Q3: I supervise others but am not supervised	100% 1	0% 0	0% 0	0% 0	0% 0	1	
Q3: I am supervised and do not supervise others	26.85% 29	10.19% 11	27.78% 30	16.67% 18	18.52% 20	108	
Client relationship management and service							
	1	2	3	4	5	Total	
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	8.20% 5	11.48% 7	34.43% 21	40.98% 25	61	
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1	
Q3: I am supervised and do not supervise others	11.32% 12	12.26% 13	22.64% 24	33.96% 36	19.81% 21	106	
	Q3: Both - I supervise staff and I am supervised by others		Q3: I supervise others but am not supervised		Q3: I am supervised and do not supervise others		Total
Other (please specify)	0		0		3		3

Supervision Practices Check 2013

Q44 Do you receive supervision that you feel is appropriate to your experience and/or qualifications? Please choose from 1 (not at all) through to 6 (very appropriate).

Answered: 172 Skipped: 186

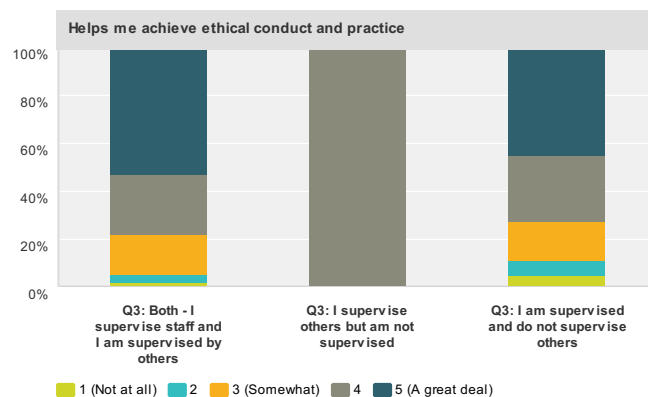
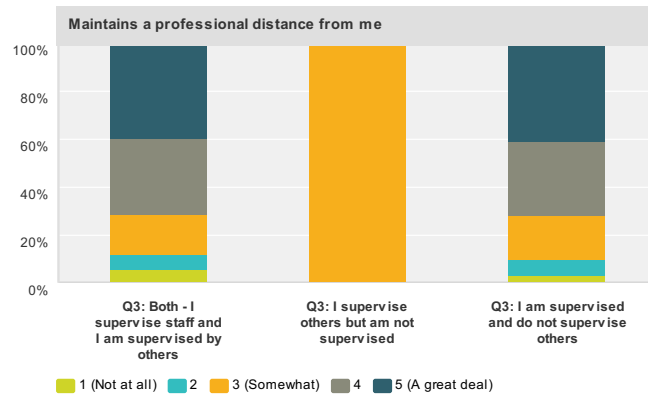
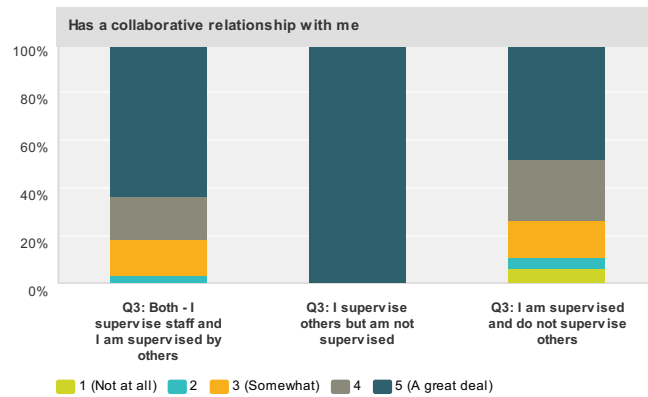
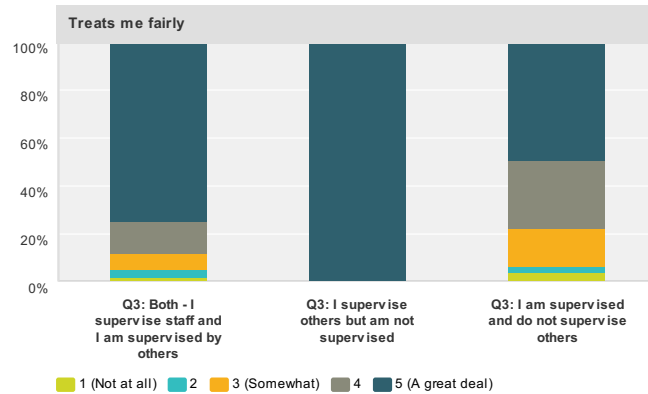


I receive supervision appropriate to my level of experience							
	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	1.72% 1	8.62% 5	1.72% 1	18.97% 11	27.59% 16	41.38% 24	58
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	11% 11	2% 2	10% 10	15% 15	26% 26	36% 36	100
I receive supervision appropriate to my qualifications							
	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	3.51% 2	3.51% 2	5.26% 3	19.30% 11	24.56% 14	43.86% 25	57
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	9.62% 10	3.85% 4	8.65% 9	18.27% 19	26.92% 28	32.69% 34	104
	Q3: Both - I supervise staff and I am supervised by others		Q3: I supervise others but am not supervised		Q3: I am supervised and do not supervise others		Total
Please comment	2		0		4		6

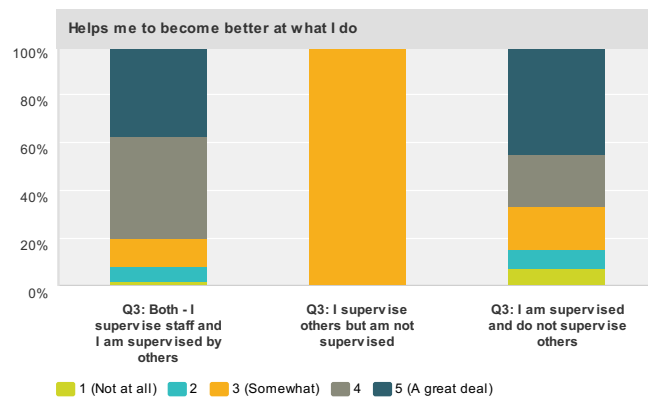
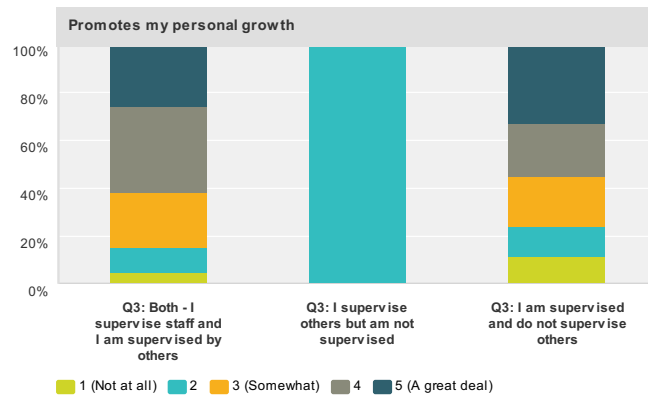
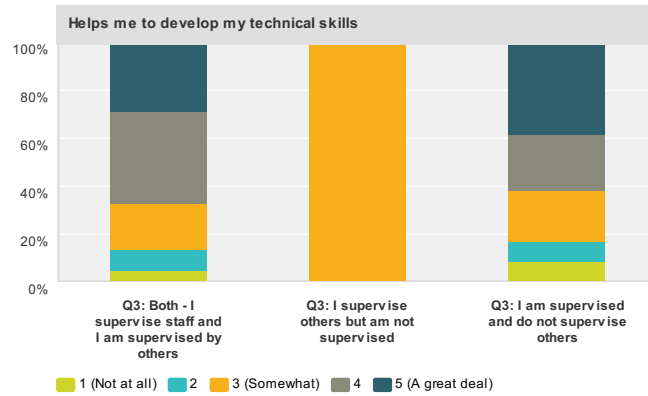
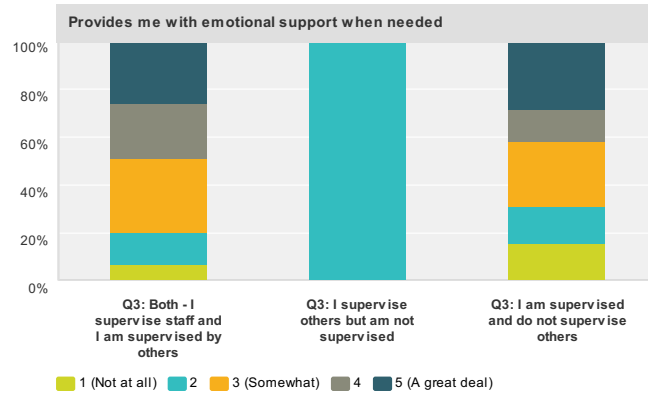
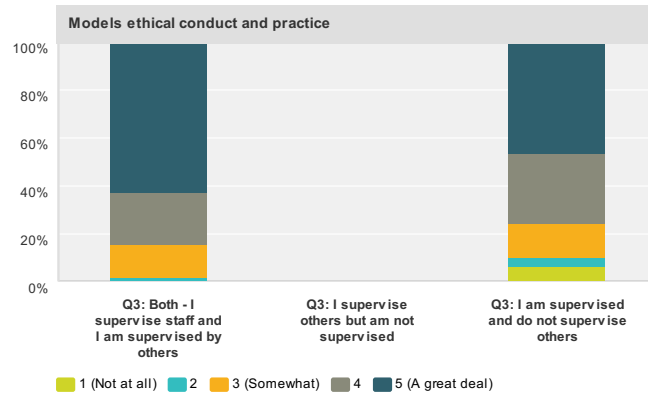
Supervision Practices Check 2013

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

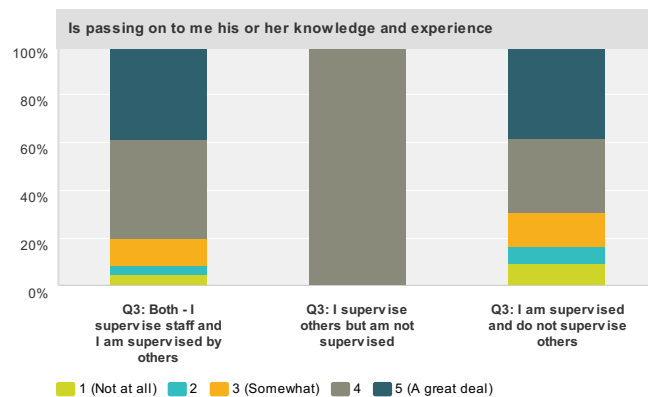
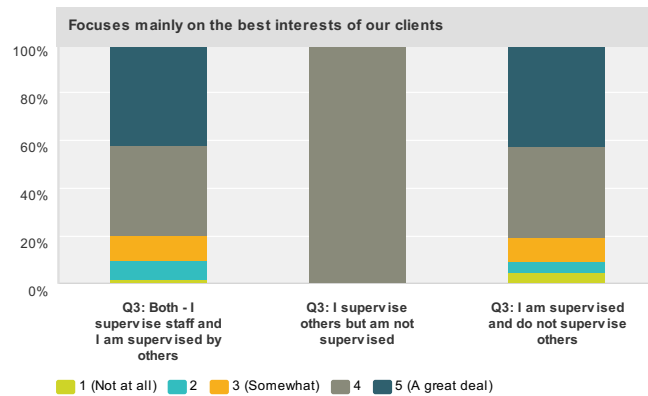
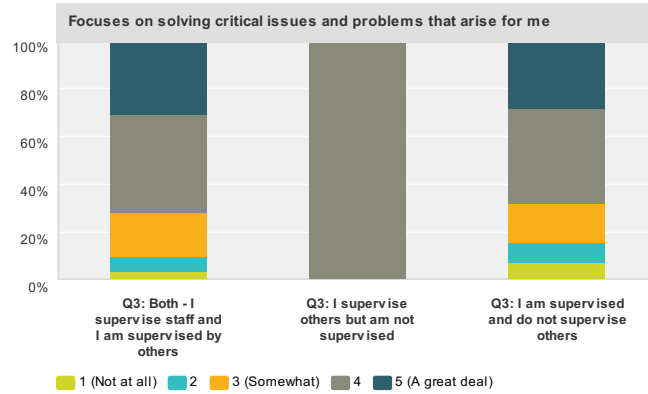
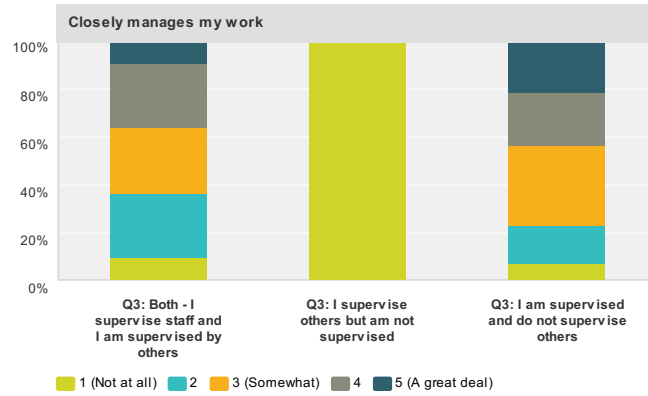
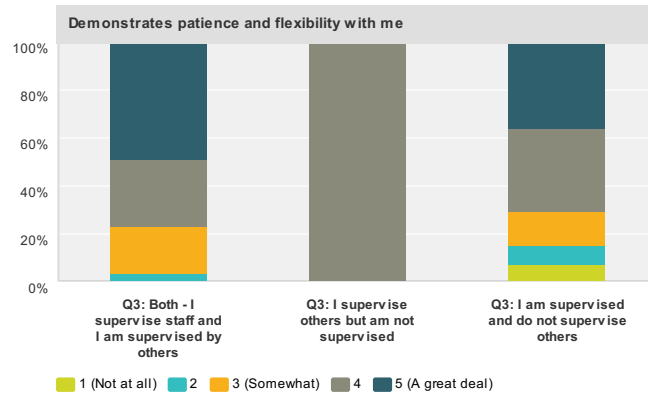
Answered: 173 Skipped: 185



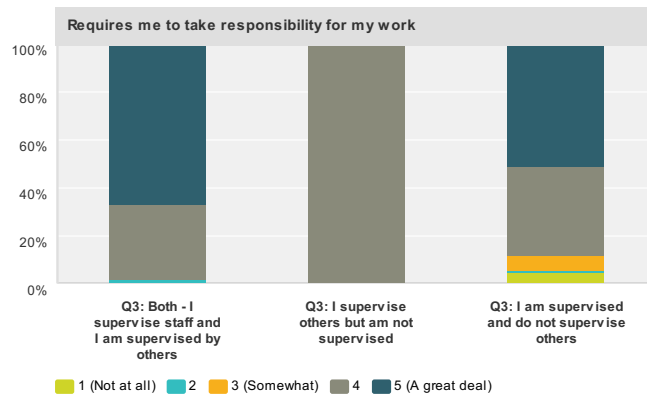
Supervision Practices Check 2013



Supervision Practices Check 2013



Supervision Practices Check 2013



Treats me fairly						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	3.28% 2	6.56% 4	13.11% 8	75.41% 46	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q3: I am supervised and do not supervise others	3.60% 4	2.70% 3	15.32% 17	28.83% 32	49.55% 55	111
Has a collaborative relationship with me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	3.28% 2	14.75% 9	18.03% 11	63.93% 39	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	1
Q3: I am supervised and do not supervise others	6.36% 7	4.55% 5	15.45% 17	25.45% 28	48.18% 53	110
Maintains a professional distance from me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	5% 3	6.67% 4	16.67% 10	31.67% 19	40% 24	60
Q3: I supervise others but am not supervised	0% 0	0% 0	100% 1	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	2.70% 3	7.21% 8	18.02% 20	30.63% 34	41.44% 46	111
Helps me achieve ethical conduct and practice						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	1.67% 1	3.33% 2	16.67% 10	25% 15	53.33% 32	60
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	4.50% 5	6.31% 7	16.22% 18	27.93% 31	45.05% 50	111
Models ethical conduct and practice						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.69% 1	13.56% 8	22.03% 13	62.71% 37	59
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	0% 0	0
Q3: I am supervised and do not supervise others	6.31% 7	3.60% 4	14.41% 16	28.83% 32	46.85% 52	111
Provides me with emotional support when needed						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	6.56% 4	13.11% 8	31.15% 19	22.95% 14	26.23% 16	61
Q3: I supervise others but am not supervised	0% 0	100% 1	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	15.32% 17	15.32% 17	27.03% 30	13.51% 15	28.83% 32	111
Helps me to develop my technical skills						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	8.20% 5	19.67% 12	37.70% 23	29.51% 18	61
Q3: I supervise others but am not supervised	0% 0	0% 0	100% 1	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	8.33% 9	8.33% 9	21.30% 23	23.15% 25	38.89% 42	108
Promotes my personal growth						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	9.84% 6	22.95% 14	36.07% 22	26.23% 16	61
Q3: I supervise others but am not supervised	0% 0	100% 1	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	11.01% 12	12.84% 14	21.10% 23	22.02% 24	33.03% 36	109
Helps me to become better at what I do						

Supervision Practices Check 2013

	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	6.56% 4	11.48% 7	42.62% 26	37.70% 23	61
Q3: I supervise others but am not supervised	0% 0	0% 0	100% 1	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	7.27% 8	8.18% 9	17.27% 19	21.82% 24	45.45% 50	110
Demonstrates patience and flexibility with me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	3.28% 2	19.67% 12	27.87% 17	49.18% 30	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	7.27% 8	7.27% 8	14.55% 16	34.55% 38	36.36% 40	110
Closely manages my work						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	9.84% 6	26.23% 16	27.87% 17	26.23% 16	9.84% 6	61
Q3: I supervise others but am not supervised	100% 1	0% 0	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	7.27% 8	15.45% 17	33.64% 37	21.82% 24	21.82% 24	110
Focuses on solving critical issues and problems that arise for me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	3.28% 2	6.56% 4	18.03% 11	40.98% 25	31.15% 19	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	7.21% 8	8.11% 9	16.22% 18	39.64% 44	28.83% 32	111
Focuses mainly on the best interests of our clients						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	8.20% 5	9.84% 6	37.70% 23	42.62% 26	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	4.55% 5	4.55% 5	10% 11	38.18% 42	42.73% 47	110
Is passing on to me his or her knowledge and experience						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	3.28% 2	11.48% 7	40.98% 25	39.34% 24	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	9.01% 10	7.21% 8	14.41% 16	30.63% 34	38.74% 43	111
Requires me to take responsibility for my work						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.64% 1	0% 0	31.15% 19	67.21% 41	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	4.50% 5	0.90% 1	6.31% 7	36.94% 41	51.35% 57	111

Supervision Practices Check 2013

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

Answered: 83 Skipped: 275

	What would you like more of from your supervisor, and why?	Total
Q3: Both - I supervise staff and I am supervised by others	100% 26	26
Q3: I supervise others but am not supervised	100% 1	1
Q3: I am supervised and do not supervise others	100% 56	56
Total Respondents	83	83

Supervision Practices Check 2013

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

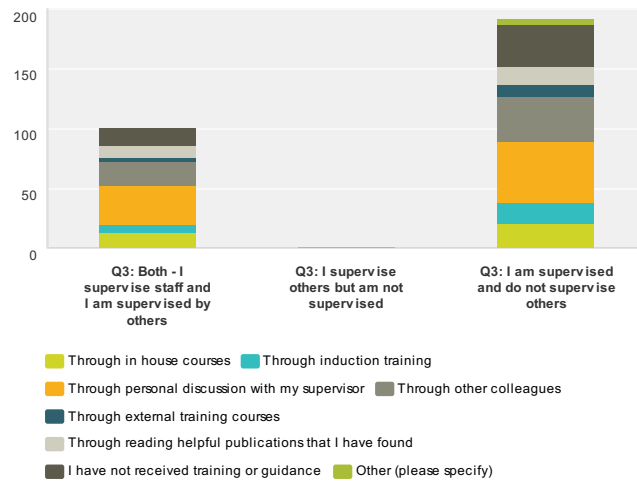
Answered: 55 Skipped: 303

	What would you like less of from your supervisor, and why?	Total
Q3: Both - I supervise staff and I am supervised by others	100% 16	16
Q3: I supervise others but am not supervised	100% 1	1
Q3: I am supervised and do not supervise others	100% 38	38
Total Respondents	55	55

Supervision Practices Check 2013

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

Answered: 165 Skipped: 193



	Through in house courses	Through induction training	Through personal discussion with my supervisor	Through other colleagues	Through external training courses	Through reading helpful publications that I have found	I have not received training or guidance	Other (please specify)	Total
Q3: Both - I supervise staff and I am supervised by others	22.81% 13	10.53% 6	57.89% 33	35.09% 20	5.26% 3	17.54% 10	26.32% 15	0% 0	100
Q3: I supervise others but am not supervised	0% 0	0% 0	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0	1
Q3: I am supervised and do not supervise others	18.69% 20	16.82% 18	46.73% 50	35.51% 38	9.35% 10	14.02% 15	32.71% 35	4.67% 5	191
Total Respondents	33	24	84	58	13	25	50	5	165

Supervision Practices Check 2013

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

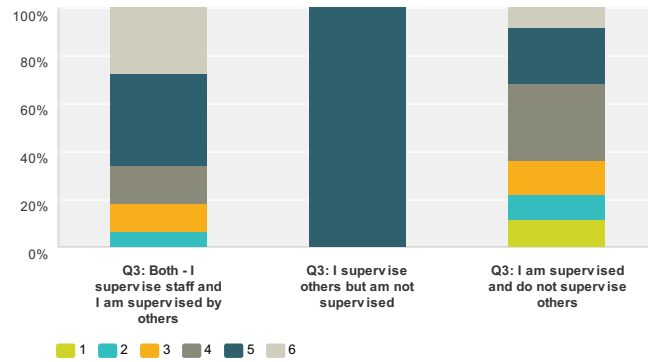
Answered: 44 Skipped: 314

	What further training and guidance on working with your supervisor would you find helpful?	Total
Q3: Both - I supervise staff and I am supervised by others	100% 14	14
Q3: I supervise others but am not supervised	100% 1	1
Q3: I am supervised and do not supervise others	100% 29	29
Total Respondents	44	44

Supervision Practices Check 2013

Q50 Do you feel able to disagree with your supervisor? Please choose from 1 (not at all) through to 6 (to a great extent)

Answered: 173 Skipped: 185



	1	2	3	4	5	6	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	6.56% 4	11.48% 7	16.39% 10	37.70% 23	27.87% 17	61
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	0% 0	100% 1	0% 0	1
Q3: I am supervised and do not supervise others	11.71% 13	9.91% 11	14.41% 16	32.43% 36	23.42% 26	8.11% 9	111
Total Respondents	13	15	23	46	50	26	173

Supervision Practices Check 2013

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

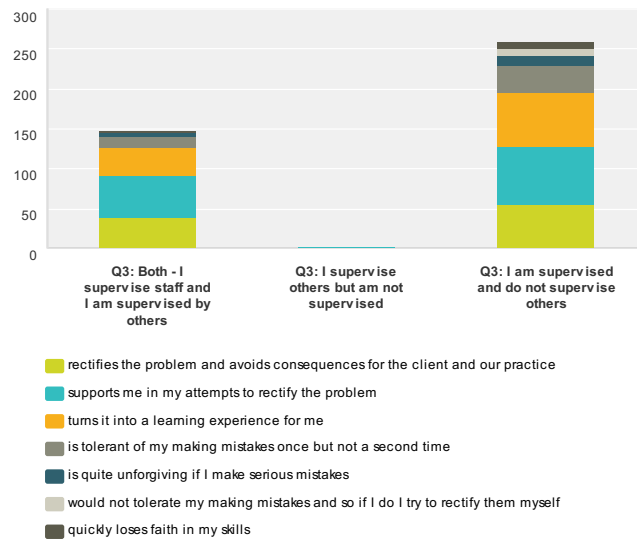
Answered: 105 Skipped: 253

	If you have a disagreement with your supervisor, how is it addressed?	Total
Q3: Both - I supervise staff and I am supervised by others	100% 37	37
Q3: I supervise others but am not supervised	100% 1	1
Q3: I am supervised and do not supervise others	100% 67	67
Total Respondents	105	105

Supervision Practices Check 2013

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

Answered: 168 Skipped: 190

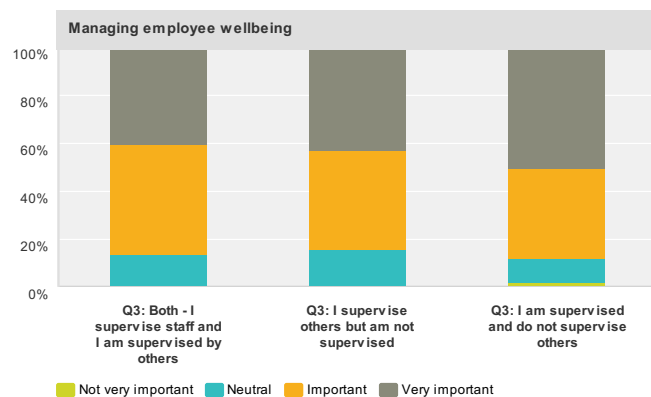
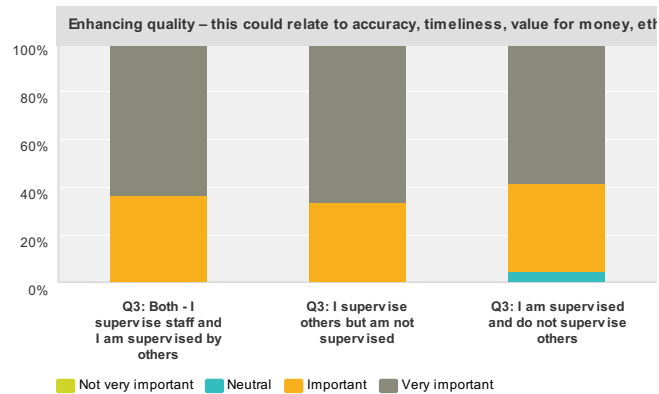
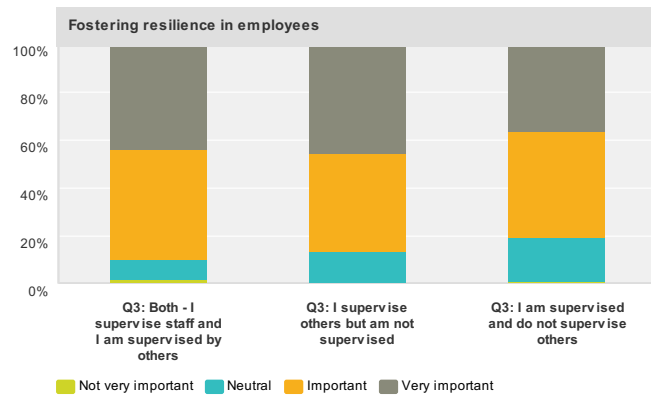
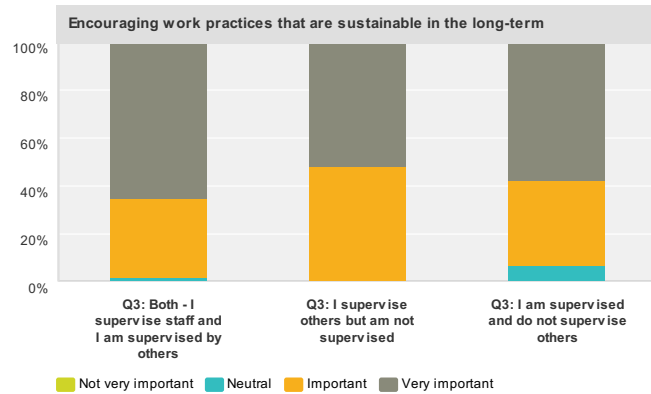


	rectifies the problem and avoids consequences for the client and our practice	supports me in my attempts to rectify the problem	turns it into a learning experience for me	is tolerant of my making mistakes once but not a second time	is quite unforgiving if I make serious mistakes	would not tolerate my making mistakes and so if I do I try to rectify them myself	quickly loses faith in my skills	Total
Q3: Both - I supervise staff and I am supervised by others	64.41% 38	88.14% 52	61.02% 36	23.73% 14	8.47% 5	0% 0	5.08% 3	148
Q3: I supervise others but am not supervised	100% 1	100% 1	0% 0	0% 0	0% 0	0% 0	0% 0	2
Q3: I am supervised and do not supervise others	50% 54	66.67% 72	62.96% 68	32.41% 35	10.19% 11	9.26% 10	8.33% 9	259
Total Respondents	93	125	104	49	16	10	12	168
					Other (please specify)		Total	
Q3: Both - I supervise staff and I am supervised by others							2	2
Q3: I supervise others but am not supervised							0	0
Q3: I am supervised and do not supervise others							3	3

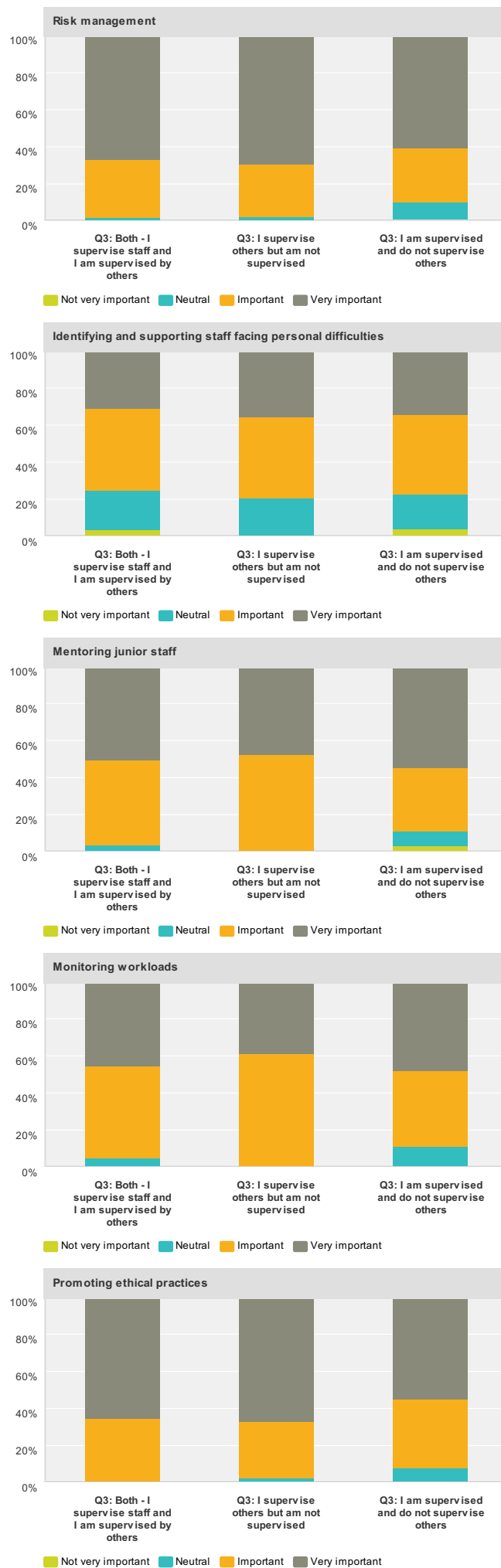
Supervision Practices Check 2013

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

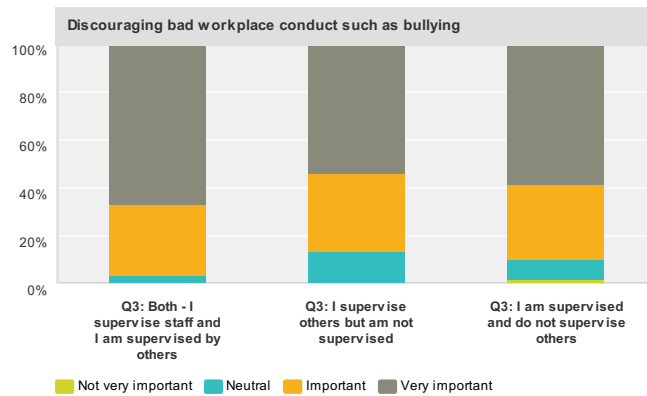
Answered: 211 Skipped: 147



Supervision Practices Check 2013



Supervision Practices Check 2013



Encouraging work practices that are sustainable in the long-term					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.64% 1	32.79% 20	65.57% 40	61
Q3: I supervise others but am not supervised	0% 0	0% 0	47.83% 22	52.17% 24	46
Q3: I am supervised and do not supervise others	0.97% 1	5.83% 6	34.95% 36	58.25% 60	103
Fostering resilience in employees					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	8.20% 5	45.90% 28	44.26% 27	61
Q3: I supervise others but am not supervised	0% 0	13.04% 6	41.30% 19	45.65% 21	46
Q3: I am supervised and do not supervise others	0.97% 1	18.45% 19	43.69% 45	36.89% 38	103
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	36.07% 22	63.93% 39	61
Q3: I supervise others but am not supervised	0% 0	0% 0	33.33% 15	66.67% 30	45
Q3: I am supervised and do not supervise others	0.96% 1	3.85% 4	36.54% 38	58.65% 61	104
Managing employee wellbeing					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	13.11% 8	45.90% 28	40.98% 25	61
Q3: I supervise others but am not supervised	0% 0	15.22% 7	41.30% 19	43.48% 20	46
Q3: I am supervised and do not supervise others	1.92% 2	9.62% 10	37.50% 39	50.96% 53	104
Risk management					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.64% 1	31.15% 19	67.21% 41	61
Q3: I supervise others but am not supervised	0% 0	2.17% 1	28.26% 13	69.57% 32	46
Q3: I am supervised and do not supervise others	0.96% 1	8.65% 9	29.81% 31	60.58% 63	104
Identifying and supporting staff facing personal difficulties					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	3.28% 2	21.31% 13	44.26% 27	31.15% 19	61
Q3: I supervise others but am not supervised	0% 0	20% 9	44.44% 20	35.56% 16	45
Q3: I am supervised and do not supervise others	3.85% 4	18.27% 19	43.27% 45	34.62% 36	104
Mentoring junior staff					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	3.28% 2	45.90% 28	50.82% 31	61
Q3: I supervise others but am not supervised	0% 0	0% 0	52.17% 24	47.83% 22	46
Q3: I am supervised and do not supervise others	2.88% 3	7.69% 8	34.62% 36	54.81% 57	104
Monitoring workloads					
	Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	4.92% 3	49.18% 30	45.90% 28	61
Q3: I supervise others but am not supervised	0% 0	0% 0	60.87% 28	39.13% 18	46
Q3: I am supervised and do not supervise others	0.96% 1	9.62% 10	41.35% 43	48.08% 50	104
Promoting ethical practices					

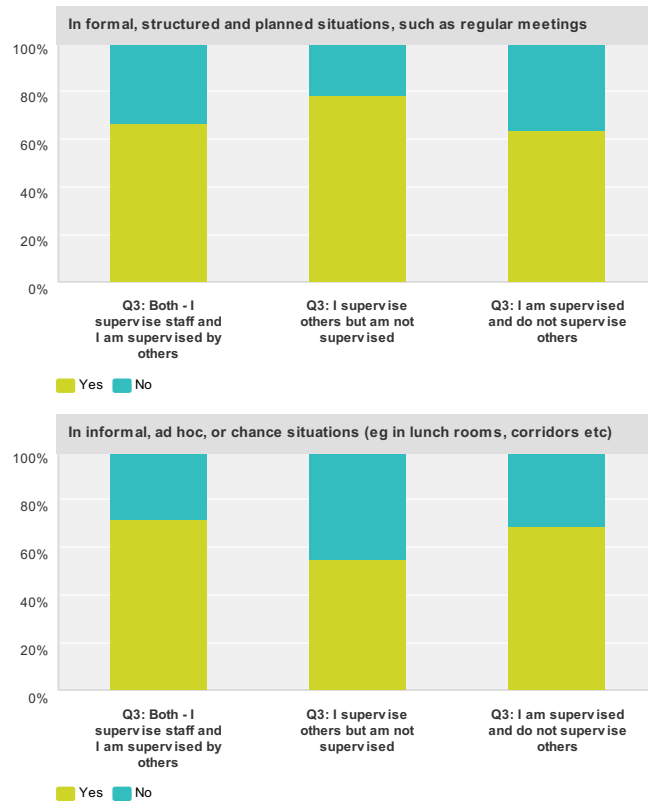
Supervision Practices Check 2013

		Not very important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others		0% 0	0% 0	34.43% 21	65.57% 40	61
Q3: I supervise others but am not supervised		0% 0	2.17% 1	30.43% 14	67.39% 31	46
Q3: I am supervised and do not supervise others		0.97% 1	6.80% 7	36.89% 38	55.34% 57	103
Discouraging bad workplace conduct such as bullying						
		Not v ery important	Neutral	Important	Very important	Total
Q3: Both - I supervise staff and I am supervised by others		0% 0	3.28% 2	29.51% 18	67.21% 41	61
Q3: I supervise others but am not supervised		0% 0	13.04% 6	32.61% 15	54.35% 25	46
Q3: I am supervised and do not supervise others		1.92% 2	7.69% 8	31.73% 33	58.65% 61	104
	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised		Q3: I am supervised and do not supervise others		Total
Please describe if your organization has other aims for supervision	3	3		7		13

Supervision Practices Check 2013

Q54 Where do you find the most valuable supervision occurs?

Answered: 209 Skipped: 149

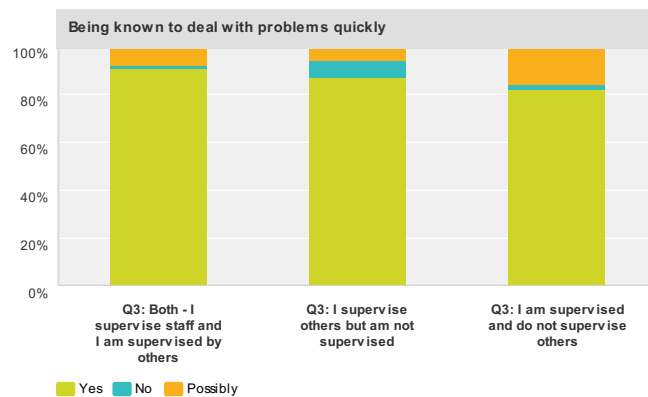
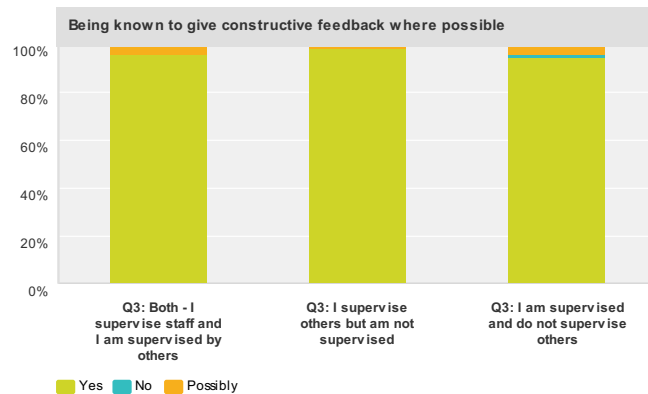
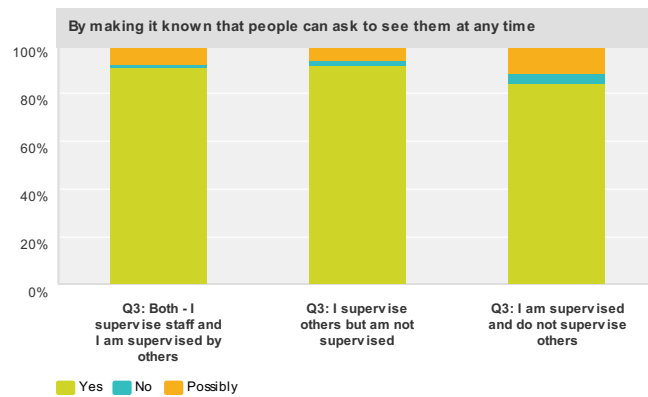
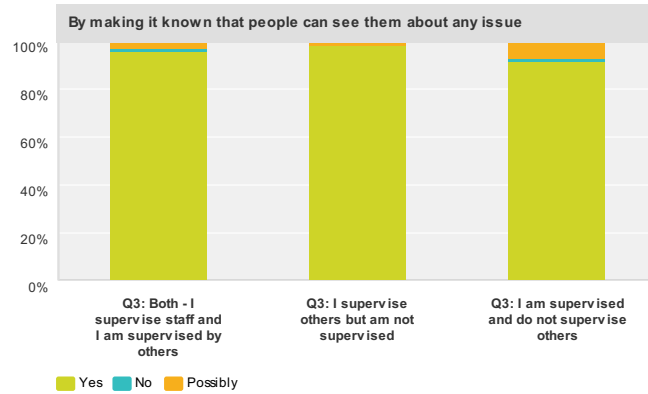


In formal, structured and planned situations, such as regular meetings				
		Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others		66.07% 37	33.93% 19	56
Q3: I supervise others but am not supervised		77.78% 35	22.22% 10	45
Q3: I am supervised and do not supervise others		63.16% 60	36.84% 35	95
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)				
		Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others		71.43% 40	28.57% 16	56
Q3: I supervise others but am not supervised		54.55% 24	45.45% 20	44
Q3: I am supervised and do not supervise others		68.32% 69	31.68% 32	101
	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total
Other (please specify)	3	5	4	12

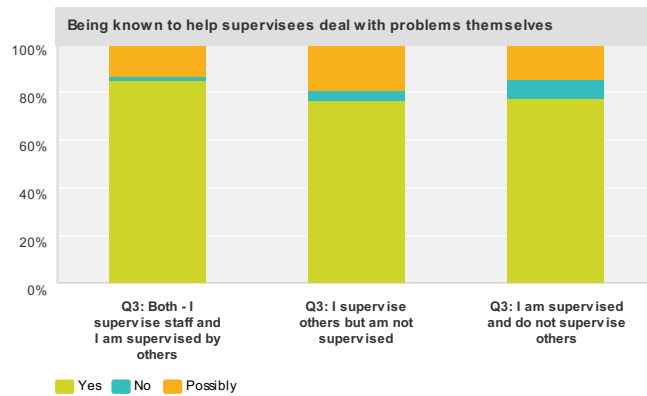
Supervision Practices Check 2013

Q55 How can supervisors ensure they are approachable?

Answered: 211 Skipped: 147



Supervision Practices Check 2013

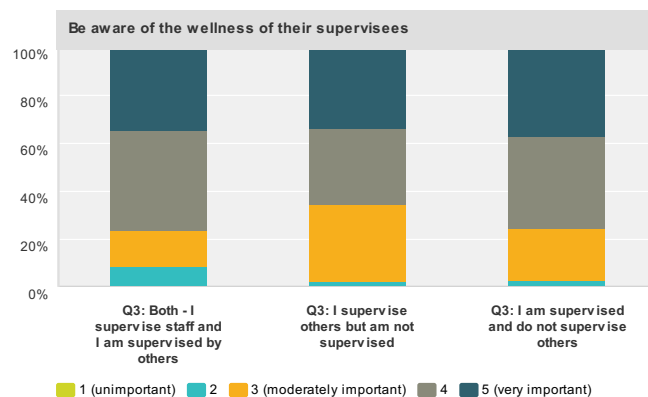
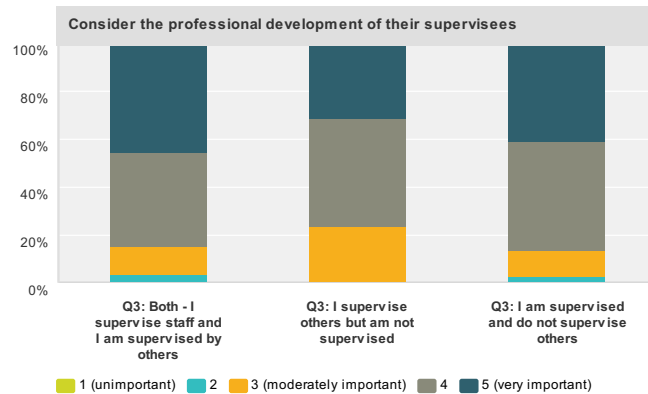
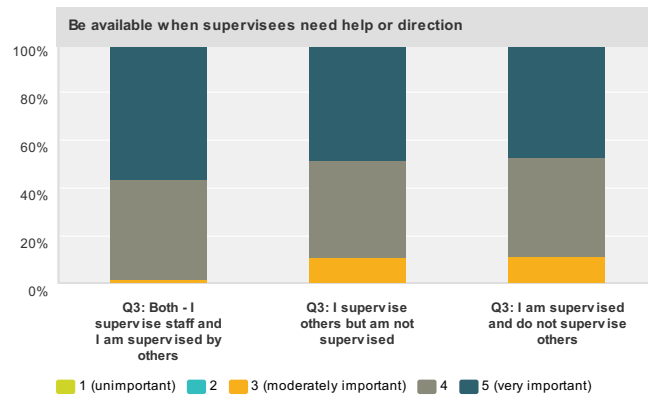
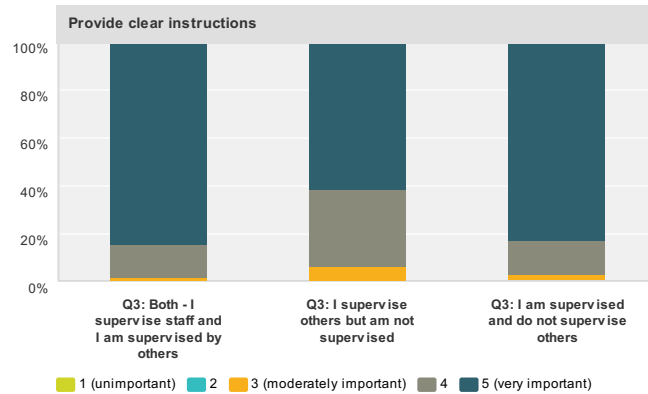


By making it known that people can see them about any issue				
	Yes	No	Possibly	Total
Q3: Both - I supervise staff and I am supervised by others	95% 57	1.67% 1	3.33% 2	60
Q3: I supervise others but am not supervised	97.83% 45	0% 0	2.17% 1	46
Q3: I am supervised and do not supervise others	91.43% 96	0.95% 1	7.62% 8	105
By making it known that people can ask to see them at any time				
	Yes	No	Possibly	Total
Q3: Both - I supervise staff and I am supervised by others	90% 54	1.67% 1	8.33% 5	60
Q3: I supervise others but am not supervised	91.11% 41	2.22% 1	6.67% 3	45
Q3: I am supervised and do not supervise others	83.81% 88	3.81% 4	12.38% 13	105
Being known to give constructive feedback where possible				
	Yes	No	Possibly	Total
Q3: Both - I supervise staff and I am supervised by others	95% 57	0% 0	5% 3	60
Q3: I supervise others but am not supervised	97.83% 45	0% 0	2.17% 1	46
Q3: I am supervised and do not supervise others	94.29% 99	0.95% 1	4.76% 5	105
Being known to deal with problems quickly				
	Yes	No	Possibly	Total
Q3: Both - I supervise staff and I am supervised by others	90% 54	1.67% 1	8.33% 5	60
Q3: I supervise others but am not supervised	86.96% 40	6.52% 3	6.52% 3	46
Q3: I am supervised and do not supervise others	81.90% 86	1.90% 2	16.19% 17	105
Being known to help supervisees deal with problems themselves				
	Yes	No	Possibly	Total
Q3: Both - I supervise staff and I am supervised by others	84.75% 50	1.69% 1	13.56% 8	59
Q3: I supervise others but am not supervised	76.09% 35	4.35% 2	19.57% 9	46
Q3: I am supervised and do not supervise others	77.14% 81	7.62% 8	15.24% 16	105
Other (please specify)				
	4	5	3	12

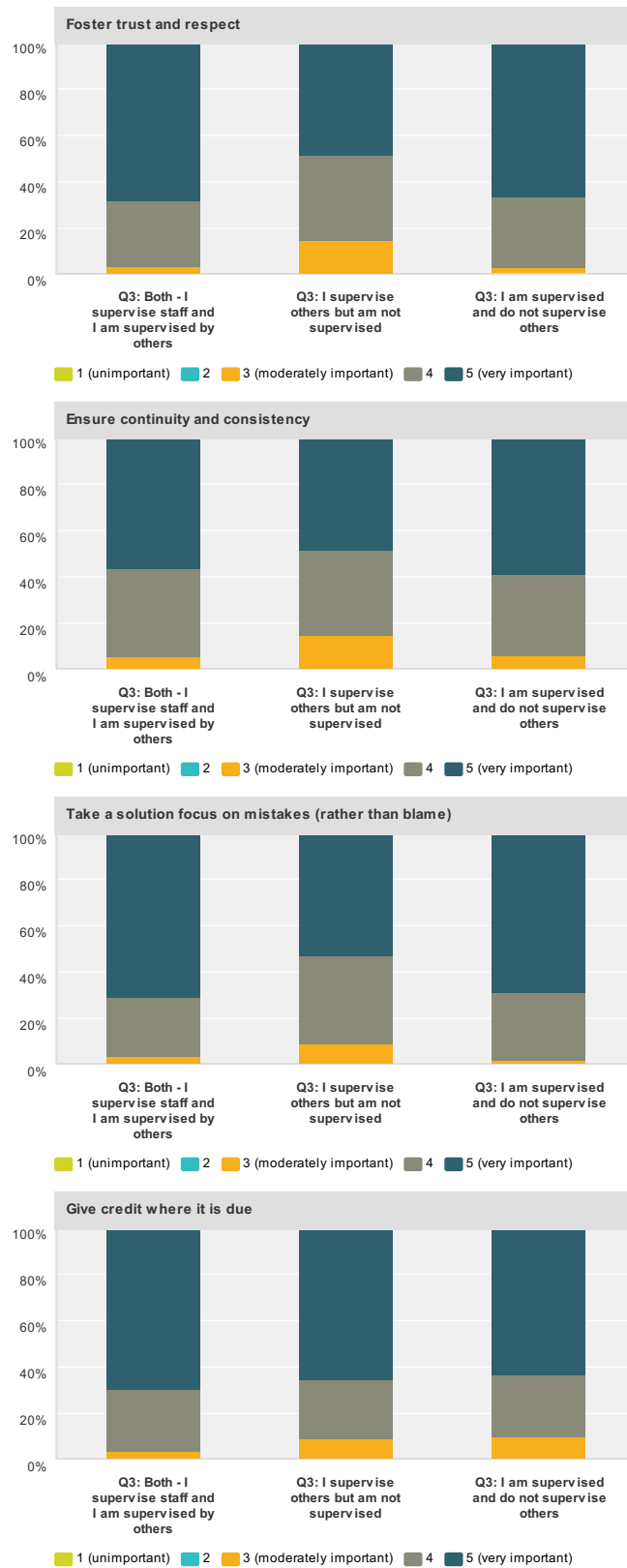
Supervision Practices Check 2013

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

Answered: 212 Skipped: 146



Supervision Practices Check 2013



Provide clear instructions						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	1.67% 1	13.33% 8	85% 51	60
Q3: I supervise others but am not supervised	0% 0	0% 0	6.38% 3	31.91% 15	61.70% 29	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	1.90% 2	14.29% 15	82.86% 87	105
Be available when supervisees need help or direction						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	1.67% 1	41.67% 25	56.67% 34	60
Q3: I supervise others but am not supervised	0% 0	0% 0	10.64% 5	40.43% 19	48.94% 23	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	10.48% 11	40.95% 43	47.62% 50	105
Consider the professional development of their supervisees						

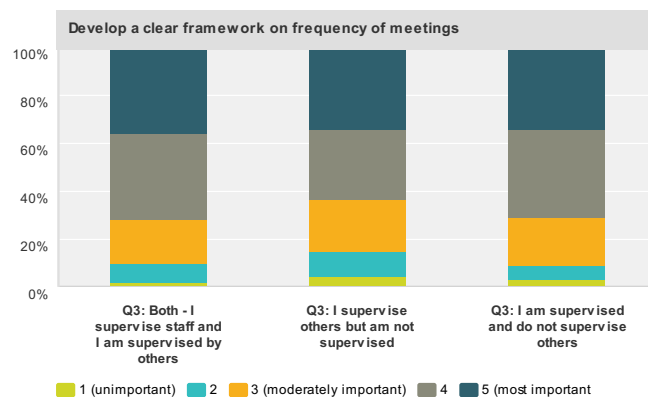
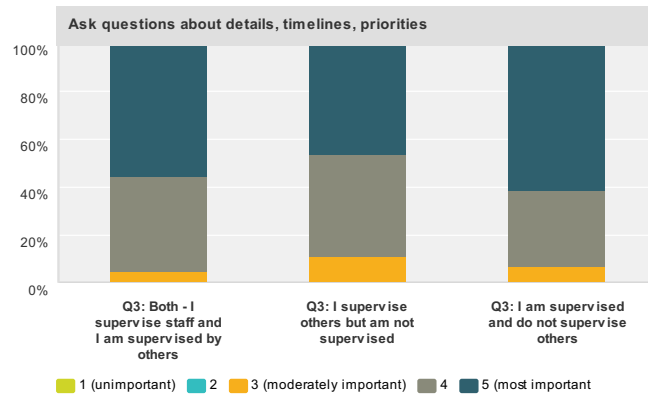
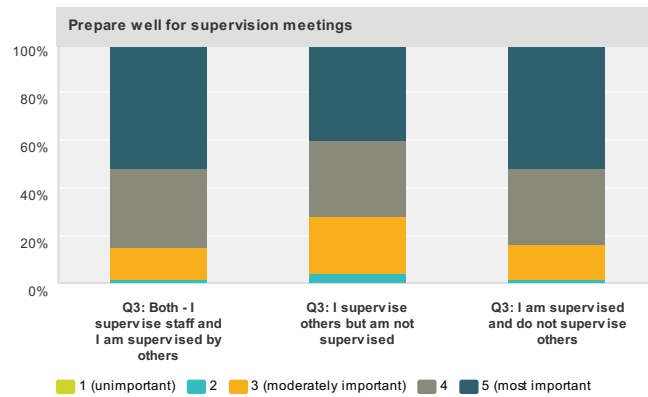
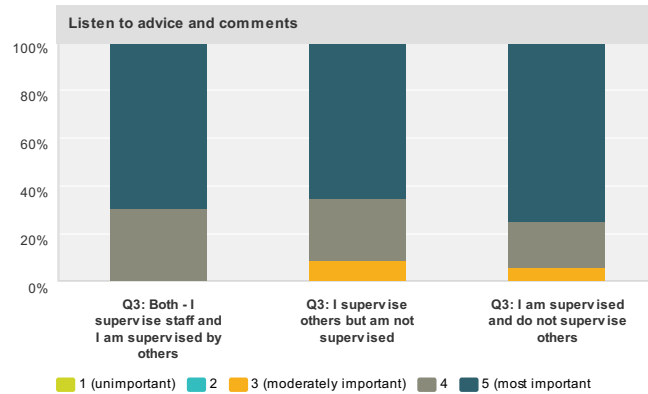
Supervision Practices Check 2013

	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	3.39% 2	11.86% 7	38.98% 23	45.76% 27	59
Q3: I supervise others but am not supervised	0% 0	0% 0	23.40% 11	44.68% 21	31.91% 15	47
Q3: I am supervised and do not supervise others	0.96% 1	1.92% 2	10.58% 11	45.19% 47	41.35% 43	104
Be aware of the wellness of their supervisees						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	8.33% 5	15% 9	41.67% 25	35% 21	60
Q3: I supervise others but am not supervised	0% 0	2.13% 1	31.91% 15	31.91% 15	34.04% 16	47
Q3: I am supervised and do not supervise others	0.96% 1	1.92% 2	21.15% 22	38.46% 40	37.50% 39	104
Foster trust and respect						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	3.33% 2	28.33% 17	68.33% 41	60
Q3: I supervise others but am not supervised	0% 0	0% 0	14.89% 7	36.17% 17	48.94% 23	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	1.90% 2	30.48% 32	66.67% 70	105
Ensure continuity and consistency						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	5% 3	38.33% 23	56.67% 34	60
Q3: I supervise others but am not supervised	0% 0	0% 0	14.89% 7	36.17% 17	48.94% 23	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	4.76% 5	35.24% 37	59.05% 62	105
Take a solution focus on mistakes (rather than blame)						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	3.39% 2	25.42% 15	71.19% 42	59
Q3: I supervise others but am not supervised	0% 0	0% 0	8.51% 4	38.30% 18	53.19% 25	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	0.95% 1	28.57% 30	69.52% 73	105
Give credit where it is due						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	3.33% 2	26.67% 16	70% 42	60
Q3: I supervise others but am not supervised	0% 0	0% 0	8.51% 4	25.53% 12	65.96% 31	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	8.57% 9	26.67% 28	63.81% 67	105
	Q3: Both - I supervise staff and I am supervised by others		Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others		Total
Other (please specify)	2		5	3		10

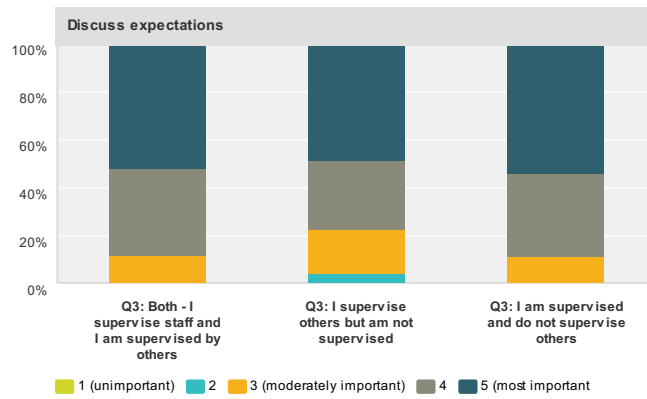
Supervision Practices Check 2013

Q57 How can supervisees contribute to their being effectively supervised? Supervisees can make sure they

Answered: 213 Skipped: 145



Supervision Practices Check 2013



Listen to advice and comments						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	0% 0	30% 18	70% 42	60
Q3: I supervise others but am not supervised	0% 0	0% 0	8.51% 4	25.53% 12	65.96% 31	47
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	4.76% 5	19.05% 20	75.24% 79	105
Prepare well for supervision meetings						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	1.64% 1	13.11% 8	32.79% 20	52.46% 32	61
Q3: I supervise others but am not supervised	0% 0	4.26% 2	23.40% 11	31.91% 15	40.43% 19	47
Q3: I am supervised and do not supervise others	0.95% 1	0.95% 1	14.29% 15	31.43% 33	52.38% 55	105
Ask questions about details, timelines, priorities						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	4.92% 3	39.34% 24	55.74% 34	61
Q3: I supervise others but am not supervised	0% 0	0% 0	10.64% 5	42.55% 20	46.81% 22	47
Q3: I am supervised and do not supervise others	0.96% 1	0% 0	5.77% 6	31.73% 33	61.54% 64	104
Develop a clear framework on frequency of meetings						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	8.20% 5	18.03% 11	36.07% 22	36.07% 22	61
Q3: I supervise others but am not supervised	4.26% 2	10.64% 5	21.28% 10	29.79% 14	34.04% 16	47
Q3: I am supervised and do not supervise others	2.86% 3	5.71% 6	20% 21	37.14% 39	34.29% 36	105
Discuss expectations						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q3: Both - I supervise staff and I am supervised by others	0% 0	0% 0	11.48% 7	36.07% 22	52.46% 32	61
Q3: I supervise others but am not supervised	0% 0	4.44% 2	17.78% 8	28.89% 13	48.89% 22	45
Q3: I am supervised and do not supervise others	0.95% 1	0% 0	10.48% 11	34.29% 36	54.29% 57	105
Other (please specify)						
	3	6	2			11

Supervision Practices Check 2013

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

Answered: 99 Skipped: 259

	What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?	Total
Q3: Both - I supervise staff and I am supervised by others	100% 25	25
Q3: I supervise others but am not supervised	100% 27	27
Q3: I am supervised and do not supervise others	100% 47	47
Total Respondents	99	99

Supervision Practices Check 2013

Q59 What best describes the legal practice where you work?

Answered: 214 Skipped: 144

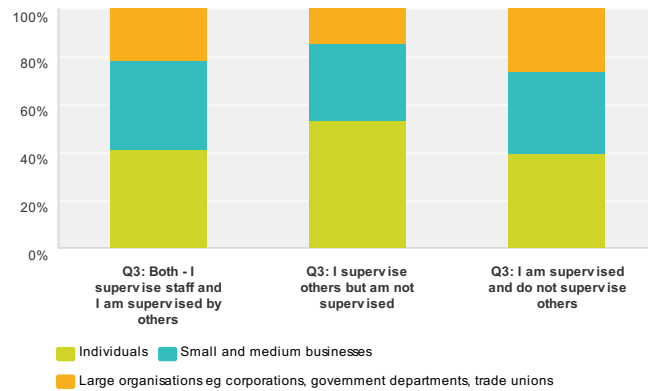


	Private legal practice (sole practitioner)	Private legal practice (fewer than 6 practising certificate holders)	Private legal practice (7 or more practising certificate holders)	Government legal practice	Community legal centre	Statutory body (eg Legal Aid)	In-house legal practice	Total
Q3: Both - I supervise staff and I am supervised by others	1.64% 1	6.56% 4	73.77% 45	8.20% 5	3.28% 2	6.56% 4	0% 0	61
Q3: I supervise others but am not supervised	17.02% 8	31.91% 15	51.06% 24	0% 0	0% 0	0% 0	0% 0	47
Q3: I am supervised and do not supervise others	1.89% 2	8.49% 9	73.58% 78	8.49% 9	2.83% 3	4.72% 5	0% 0	106
Total Respondents	11	28	147	14	5	9	0	214
				Other (please specify)			Total	
Q3: Both - I supervise staff and I am supervised by others				0			0	
Q3: I supervise others but am not supervised				1			1	
Q3: I am supervised and do not supervise others				3			3	

Supervision Practices Check 2013

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

Answered: 186 Skipped: 172

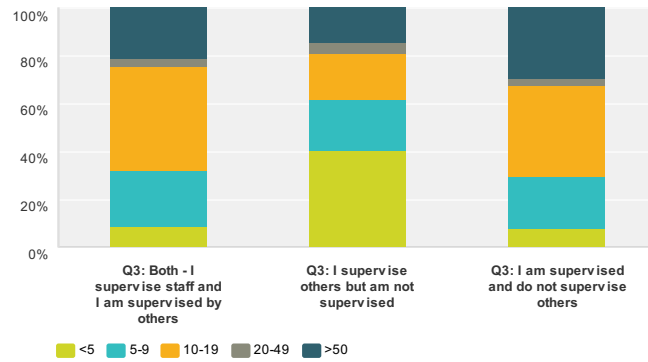


	Individuals	Small and medium businesses	Large organisations eg corporations, government departments, trade unions	Total
Q3: Both - I supervise staff and I am supervised by others	41.18% 21	37.25% 19	21.57% 11	51
Q3: I supervise others but am not supervised	53.19% 25	31.91% 15	14.89% 7	47
Q3: I am supervised and do not supervise others	39.77% 35	34.09% 30	26.14% 23	88
Total Respondents	81	64	41	186
			Other (please specify)	Total
Q3: Both - I supervise staff and I am supervised by others			0	0
Q3: I supervise others but am not supervised			0	0
Q3: I am supervised and do not supervise others			3	3

Supervision Practices Check 2013

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

Answered: 208 Skipped: 150

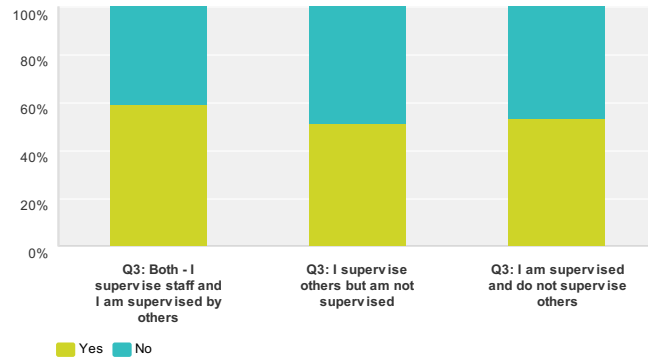


	<5	5-9	10-19	20-49	>50	Total
Q3: Both - I supervise staff and I am supervised by others	8.77% 5	22.81% 13	43.86% 25	3.51% 2	21.05% 12	57
Q3: I supervise others but am not supervised	40.43% 19	21.28% 10	19.15% 9	4.26% 2	14.89% 7	47
Q3: I am supervised and do not supervise others	7.69% 8	22.12% 23	37.50% 39	2.88% 3	29.81% 31	104
Total Respondents	32	46	73	7	50	208

Supervision Practices Check 2013

Q62 Is your law practice an incorporated legal practice?

Answered: 206 Skipped: 152

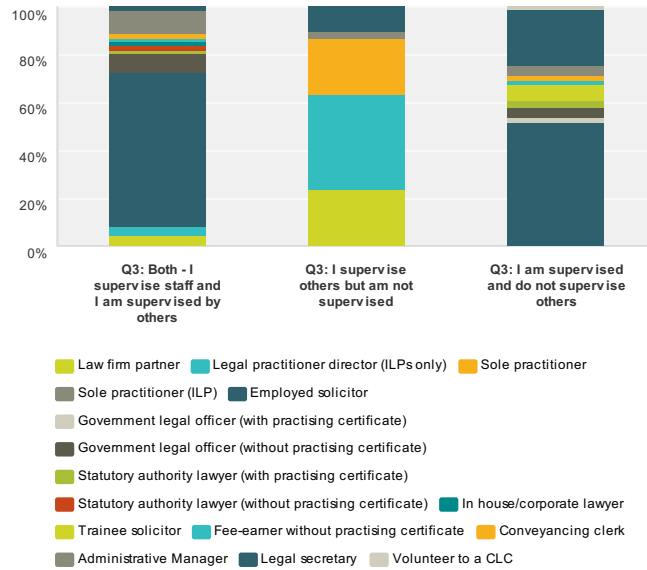


	Yes	No	Total
Q3: Both - I supervise staff and I am supervised by others	59.32% 35	40.68% 24	59
Q3: I supervise others but am not supervised	51.06% 24	48.94% 23	47
Q3: I am supervised and do not supervise others	53% 53	47% 47	100
Total Respondents	112	94	206

Supervision Practices Check 2013

Q63 What best describes your role in the practice?

Answered: 204 Skipped: 154

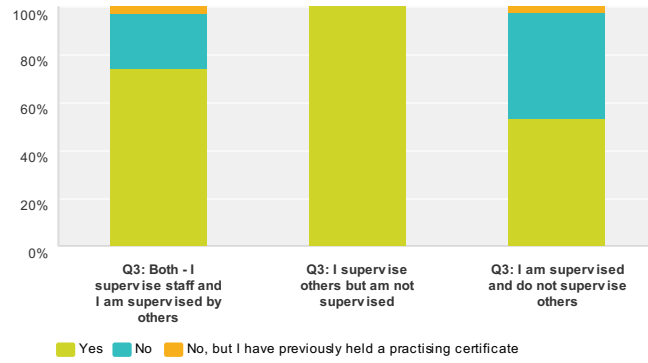


	Law firm partner	Legal practitioner director (ILPs only)	Sole practitioner	Sole practitioner (ILP)	Employed solicitor	Government legal officer (with practising certificate)	Government legal officer (without practising certificate)	Statutory authority lawyer (with practising certificate)	Statutory authority lawyer (without practising certificate)	In house/corporate lawyer	Trainee solicitor	Fee-earner without practising certificate	Conveyancing clerk	Adm Man:
Q3: Both - I supervise staff and I am supervised by others	4.92% 3	3.28% 2	0% 0	0% 0	63.93% 39	0% 0	8.20% 5	1.64% 1	1.64% 1	1.64% 1	0% 0	1.64% 1	1.64% 1	
Q3: I supervise others but am not supervised	23.91% 11	39.13% 18	23.91% 11	2.17% 1	10.87% 5	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	0% 0	
Q3: I am supervised and do not supervise others	0% 0	0% 0	0% 0	0% 0	51.55% 50	2.06% 2	4.12% 4	3.09% 3	0% 0	0% 0	6.19% 6	2.06% 2	2.06% 2	
Total Respondents	14	20	11	1	94	2	9	4	1	1	6	3	3	10
										Other (please specify)			Total	
Q3: Both - I supervise staff and I am supervised by others													0	0
Q3: I supervise others but am not supervised													1	1
Q3: I am supervised and do not supervise others													9	9

Supervision Practices Check 2013

Q64 Do you have a current practising certificate?

Answered: 221 Skipped: 137

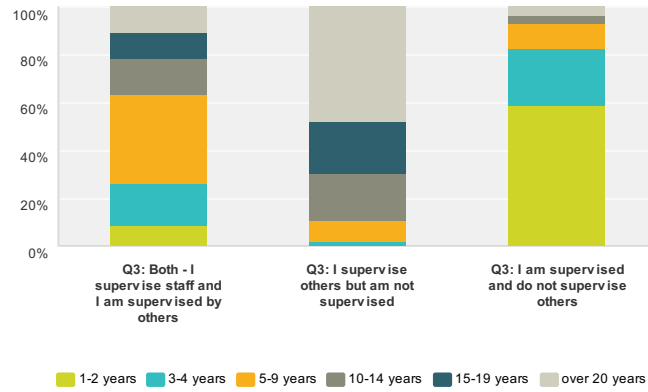


	Yes	No	No, but I have previously held a practising certificate	Total
Q3: Both - I supervise staff and I am supervised by others	74.19% 46	22.58% 14	3.23% 2	62
Q3: I supervise others but am not supervised	100% 48	0% 0	0% 0	48
Q3: I am supervised and do not supervise others	53.15% 59	44.14% 49	2.70% 3	111
Total Respondents	153	63	5	221

Supervision Practices Check 2013

Q65 For how long have you had a practising certificate?

Answered: 148 Skipped: 210

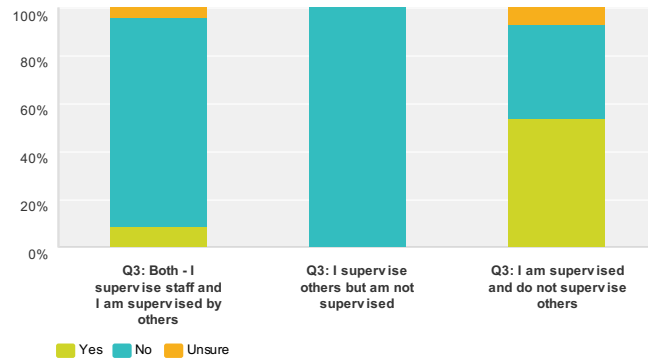


	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	over 20 years	Total
Q3: Both - I supervise staff and I am supervised by others	8.70% 4	17.39% 8	36.96% 17	15.22% 7	10.87% 5	10.87% 5	46
Q3: I supervise others but am not supervised	0% 0	2.17% 1	8.70% 4	19.57% 9	21.74% 10	47.83% 22	46
Q3: I am supervised and do not supervise others	58.93% 33	23.21% 13	10.71% 6	3.57% 2	0% 0	3.57% 2	56
Total Respondents	37	22	27	18	15	29	148

Supervision Practices Check 2013

Q66 If you have a current practising certificate, is your practising certificate currently subject to a condition that you must engage in supervised legal practice only?

Answered: 147 Skipped: 211

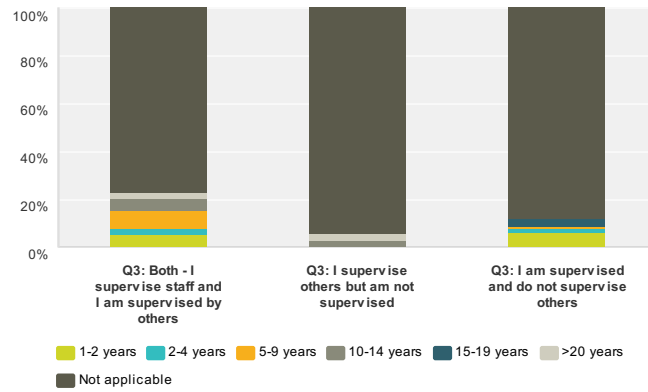


	Yes	No	Unsure	Total
Q3: Both - I supervise staff and I am supervised by others	8.89% 4	86.67% 39	4.44% 2	45
Q3: I supervise others but am not supervised	0% 0	100% 46	0% 0	46
Q3: I am supervised and do not supervise others	53.57% 30	39.29% 22	7.14% 4	56
Total Respondents	34	107	6	147

Supervision Practices Check 2013

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

Answered: 152 Skipped: 206

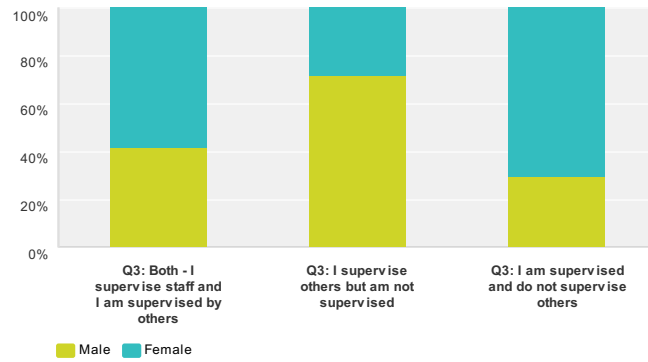


	1-2 years	2-4 years	5-9 years	10-14 years	15-19 years	>20 years	Not applicable	Total
Q3: Both - I supervise staff and I am supervised by others	5% 2	2.50% 1	7.50% 3	5% 2	0% 0	2.50% 1	77.50% 31	40
Q3: I supervise others but am not supervised	0% 0	0% 0	0% 0	2.94% 1	0% 0	2.94% 1	94.12% 32	34
Q3: I am supervised and do not supervise others	6.41% 5	1.28% 1	1.28% 1	0% 0	2.56% 2	0% 0	88.46% 69	78
Total Respondents	7	2	4	3	2	2	132	152

Supervision Practices Check 2013

Q68 What is your gender?

Answered: 212 Skipped: 146

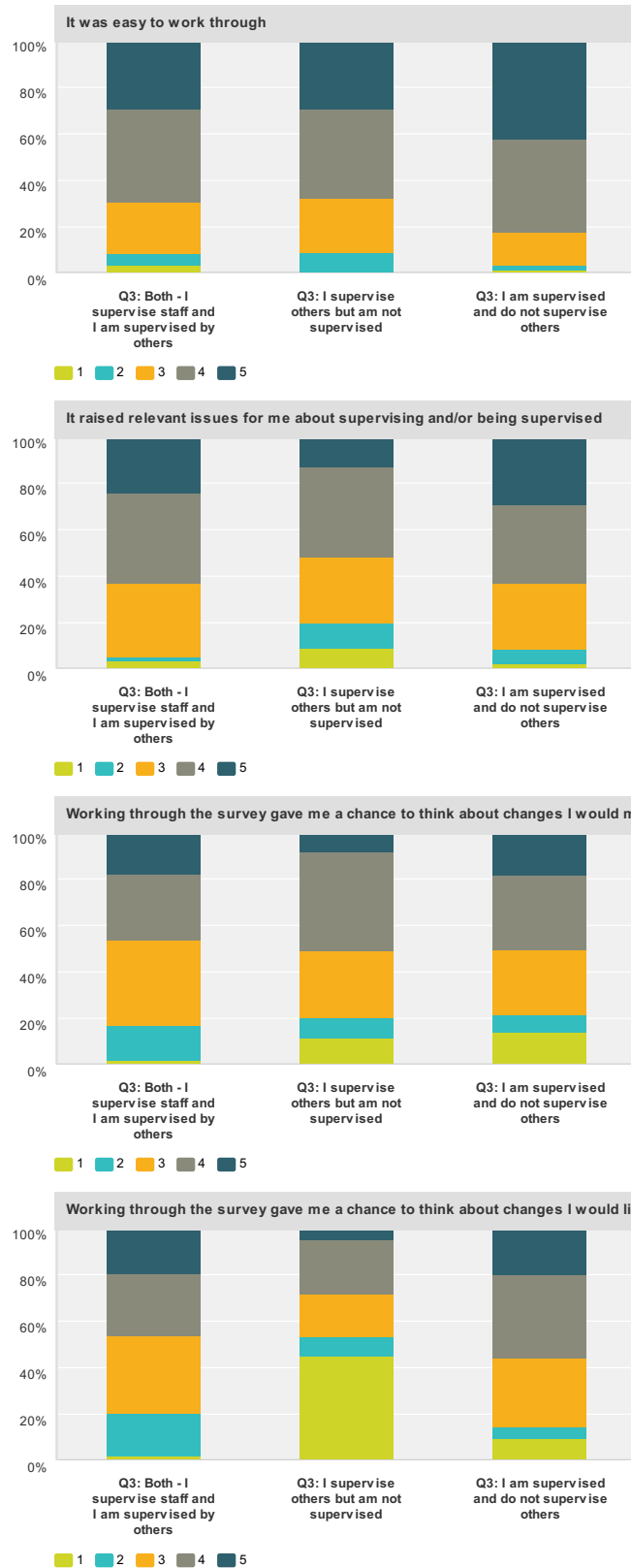


	Male	Female	Total
Q3: Both - I supervise staff and I am supervised by others	41.94% 26	58.06% 36	62
Q3: I supervise others but am not supervised	71.74% 33	28.26% 13	46
Q3: I am supervised and do not supervise others	29.81% 31	70.19% 73	104
Total Respondents	90	122	212

Supervision Practices Check 2013

Q69 Thank you for completing the survey. Please give us some feedback about this survey. How satisfied are you that (please choose 1 for not very satisfied to 5 very satisfied)

Answered: 205 Skipped: 153



It was easy to work through						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	3.33% 2	5% 3	21.67% 13	40% 24	30% 18	60
Q3: I supervise others but am not supervised	0% 0	8.51% 4	23.40% 11	38.30% 18	29.79% 14	47
Q3: I am supervised and do not supervise others	1.02% 1	2.04% 2	14.29% 14	39.80% 39	42.86% 42	98
It raised relevant issues for me about supervising and/or being supervised						

Supervision Practices Check 2013

	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	3.33% 2	1.67% 1	31.67% 19	38.33% 23	25% 15	60
Q3: I supervise others but am not supervised	8.70% 4	10.87% 5	28.26% 13	39.13% 18	13.04% 6	46
Q3: I am supervised and do not supervise others	2.04% 2	6.12% 6	28.57% 28	33.67% 33	29.59% 29	98
Working through the survey gave me a chance to think about changes I would make to the way I supervise						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.67% 1	15% 9	36.67% 22	28.33% 17	18.33% 11	60
Q3: I supervise others but am not supervised	11.11% 5	8.89% 4	28.89% 13	42.22% 19	8.89% 4	45
Q3: I am supervised and do not supervise others	13.68% 13	7.37% 7	28.42% 27	31.58% 30	18.95% 18	95
Working through the survey gave me a chance to think about changes I would like to influence with regard to the way I am supervised						
	1	2	3	4	5	Total
Q3: Both - I supervise staff and I am supervised by others	1.67% 1	18.33% 11	33.33% 20	26.67% 16	20% 12	60
Q3: I supervise others but am not supervised	44.74% 17	7.89% 3	18.42% 7	23.68% 9	5.26% 2	38
Q3: I am supervised and do not supervise others	9.18% 9	5.10% 5	29.59% 29	35.71% 35	20.41% 20	98
	Q3: Both - I supervise staff and I am supervised by others	Q3: I supervise others but am not supervised	Q3: I am supervised and do not supervise others	Total		
Please comment further if you wish, on the survey's usefulness or to suggest changes to improve the survey	3	7	4	14		