






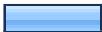
1. Are you a member of a law practice that is participating in the survey? (If you are, your law practice will have given you a code to use in this survey).

		Response Percent	Response Count
Yes		97.4%	416
No		2.6%	11
		answered question	427
		skipped question	7

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

		Response Count
		414
answered question		414
skipped question		20

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

		Response Percent	Response Count
Private legal practice (sole practitioner)		0.0%	0
Private legal practice (2-3 fee-earners)		0.0%	0
Private legal practice (4-12 fee-earners)		4.7%	19
Private legal practice (13-50 fee-earners)		45.3%	184
Private legal practice (over 50 fee-earners)		35.0%	142
Government legal practice		15.0%	61
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
Other (please specify)			7
		answered question	406
		skipped question	28










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

		Response Percent	Response Count
<5		1.0%	4
5-9		8.7%	34
10-19		25.8%	101
20-49		19.6%	77
>50		44.9%	176
answered question			392
skipped question			42




5. Is your law practice an incorporated legal practice?

		Response Percent	Response Count
Yes		54.2%	218
No		45.8%	184
answered question			402
skipped question			32







6. What best describes your role in the practice?

		Response Percent	Response Count
Law firm partner		7.9%	30
Legal practitioner director (ILPs only)		5.3%	20
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
Employed solicitor		44.5%	169
Government legal officer		8.2%	31
Trainee solicitor		6.1%	23
Fee-earner without practising certificate		7.1%	27
Conveyancing clerk		4.5%	17
Administrative Manager		5.0%	19
Legal secretary		11.6%	44
Volunteer to a CLC		0.0%	0
Other (please specify)			33
answered question			380
skipped question			54








7. Do you have a current practising certificate?

		Response Percent	Response Count
Yes		59.0%	240
No		37.8%	154
No, but I have previously held a practising certificate		3.2%	13
answered question			407
skipped question			27



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

		Response Percent	Response Count
1-2 years		25.2%	60
3-4 years		19.3%	46
5-9 years		21.8%	52
10-14 years		9.2%	22
15-19 years		8.4%	20
over 20 years		16.0%	38
answered question			238
skipped question			196

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

		Response Percent	Response Count
1-2 years		13.1%	35
2-4 years		3.7%	10
5-9 years		5.2%	14
10-14 years		1.5%	4
15-19 years		0.7%	2
>20 years		2.2%	6
Not applicable		73.4%	196
answered question			267
skipped question			167

10. What is your gender?

		Response Percent	Response Count
Male		33.9%	139
Female		66.1%	271
answered question			410
skipped question			24

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




	Not very important	Neutral	Important	Very important	Response Count
Encouraging work practices that are sustainable in the long-term	0.5% (2)	3.4% (14)	37.2% (151)	58.9% (239)	406
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	1.7% (7)	24.1% (98)	74.2% (302)	407
Fostering resilience	1.0% (4)	20.7% (84)	49.9% (202)	28.4% (115)	405
Risk management	0.5% (2)	3.4% (14)	29.8% (121)	66.3% (269)	406
Identifying and supporting staff facing personal difficulties	1.5% (6)	12.1% (49)	47.7% (193)	38.8% (157)	405
Mentoring junior staff	0.7% (3)	3.4% (14)	35.6% (145)	60.2% (245)	407
Monitoring workloads	0.7% (3)	3.7% (15)	41.7% (169)	53.8% (218)	405
Promoting ethical practices	0.5% (2)	3.4% (14)	26.6% (108)	69.5% (282)	406
Discouraging bad workplace conduct such as bullying	0.8% (3)	5.1% (20)	27.8% (110)	66.4% (263)	396

Please describe if your organization has other aims for supervision


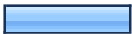


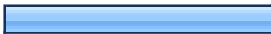
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answered question	407
skipped question	27

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

		Response Percent	Response Count
Both - I supervise others, and I am supervised by others		34.0%	140
I supervise others		15.0%	62
I am supervised by others		51.0%	210
answered question			412
skipped question			22

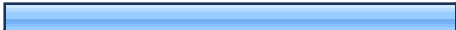

13. How long have you been a supervisor?

		Response Percent	Response Count
<1 year		17.0%	33
1-2 years		20.1%	39
3-4 years		13.9%	27
5-6 years		6.2%	12
>6 years		42.8%	83
answered question			194
skipped question			240

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










	1-2	3-4	5-6	7-9	10-14	15-20	>20	Response Count
Legal staff	58.4% (80)	21.9% (30)	6.6% (9)	2.9% (4)	5.8% (8)	1.5% (2)	2.9% (4)	137
Administrative staff	73.7% (112)	12.5% (19)	6.6% (10)	3.3% (5)	2.6% (4)	0.0% (0)	1.3% (2)	152
Fee-earning staff who are not pc holders	82.1% (55)	11.9% (8)	1.5% (1)	0.0% (0)	1.5% (1)	0.0% (0)	3.0% (2)	67
Other (eg consultants or contractors)	76.9% (10)	15.4% (2)	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	13
answered question								193
skipped question								241

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



		Response Percent	Response Count
Yes		72.8%	139
No		27.2%	52
If "yes" please describe how you share supervisory responsibilities			95

answered question			191
skipped question			243



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

		Response Percent	Response Count
<10%		19.1%	37
10-20%		27.8%	54
20-30%		24.2%	47
30-40%		14.4%	28
40-50%		7.2%	14
50-60%		2.6%	5
60-70%		2.1%	4
70-80%		1.0%	2
>80%		1.5%	3
answered question			194
skipped question			240

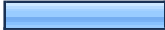
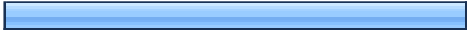
17. What do you prioritize when you schedule your duties? Do you prioritize

		Response Percent	Response Count
Your fee-earning duties		63.8%	120
Your supervision duties		36.2%	68
answered question			188
skipped question			246






18. Would you describe your supervision activities as primarily

		Response Percent	Response Count
proactive		77.6%	149
reactive		22.4%	43
answered question			192
skipped question			242






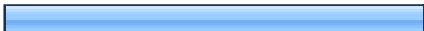
19. Do you measure your success in your role primarily by

		Response Percent	Response Count
Your individual performance		25.4%	49
Your team's performance		74.6%	144
answered question			193
skipped question			241

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

		Response Percent	Response Count
My firm allocates time to me for my supervision responsibilities		26.7%	50
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters		34.2%	64
I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)		45.5%	85
Time for supervision is not structured into a daily work schedule		46.0%	86
It is up to me to find spare time for supervision		29.9%	56
Other (please specify)			13
		answered question	187
		skipped question	247

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

		Response Percent	Response Count
By emulating my current supervisor		24.5%	47
By emulating a previous supervisor		40.6%	78
By watching others		38.5%	74
By trial and error		41.7%	80
By following my firm's policies and procedures		49.5%	95
By responding to the needs or expressed preferences of my supervisees		67.7%	130

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

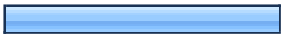





25

answered question	192
skipped question	242







22. Have you ever had training in supervision?

			Response Percent	Response Count
Yes	<div><div></div></div>		45.5%	86
No	<div><div></div></div>		54.5%	103
answered question				189
skipped question				245

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

		Response Percent	Response Count
In-house formal training provided by my firm		44.3%	54
In-house informal discussions generally in response to problems seen as supervision issues		56.6%	69
External formal training at regular intervals		9.0%	11
External formal training at irregular intervals when available		33.6%	41
I regularly read publications and attend workshops on supervision		15.6%	19
Reading management literature		43.4%	53
Other (please specify)			8
		answered question	122
		skipped question	312






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

		Response Percent	Response Count
In-house formal		31.7%	53
In-house informal, such as ad hoc discussions in reponse to problems arising		29.3%	49
External formal training given regularly by a dedicated service provider		33.5%	56
External informal, for example professional seminars on supervision related topics		39.5%	66
Reading management literature		15.0%	25
I do not need further training in supervision		14.4%	24
Other (please specify)			1



answered question 167

skipped question 267

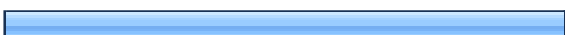



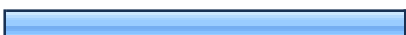
25. Compared to your other work roles, do you enjoy your supervision role

		Response Percent	Response Count
Much less		1.6%	3
Less		19.7%	37
No difference		47.3%	89
More		26.6%	50
Much more		4.8%	9
answered question			188
skipped question			246

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

		Response Percent	Response Count
The person		63.2%	120
The file		36.8%	70
answered question			190
skipped question			244

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

		Response Percent	Response Count
The outcomes of my supervisees' work		90.5%	171
My firm's evaluation of my supervision skills		14.3%	27
Feedback from management within the firm		34.9%	66
Feedback from clients		51.3%	97
Feedback from my supervisees		64.6%	122
Other (please specify)			1
answered question			189
skipped question			245

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

	To a great extent	To a moderate extent	To a lesser extent	Not at all	Response Count
Application of legal reasoning	59.8% (110)	30.4% (56)	5.4% (10)	4.3% (8)	184
Compliance with your firm's systems	49.5% (92)	36.0% (67)	13.4% (25)	1.1% (2)	186
How your supervisee is coping	47.3% (89)	43.1% (81)	9.0% (17)	0.5% (1)	188
Timely processing of matters	63.8% (120)	32.4% (61)	3.7% (7)	0.0% (0)	188
Ethical behaviour	69.1% (130)	23.9% (45)	6.9% (13)	0.0% (0)	188
Potential risks	70.7% (133)	24.5% (46)	4.8% (9)	0.0% (0)	188
Productivity and time recording	28.9% (54)	45.5% (85)	21.9% (41)	3.7% (7)	187
Billing	21.7% (40)	45.1% (83)	23.9% (44)	9.2% (17)	184
Client relationship management and service	68.0% (121)	21.9% (39)	7.9% (14)	2.2% (4)	178

Other (please specify)

4

answered question	188
skipped question	246

29. Do you view supervision principally as

	Yes	No	Response Count
A management tool	84.9% (141)	15.1% (25)	166
A legal responsibility	83.3% (135)	16.7% (27)	162
An educational tool	93.4% (155)	6.6% (11)	166
A mentoring tool	94.3% (166)	5.7% (10)	176
A means of identifying and confronting problems that arise in your supervisees' work	93.2% (151)	6.8% (11)	162
Additional to your main role	64.7% (97)	35.3% (53)	150

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

28




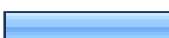
answered question

189

skipped question

245

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

		Response Percent	Response Count
Yes		21.3%	37
No		14.4%	25
Somewhat		37.9%	66
Not applicable		26.4%	46

If they differ, in what ways do they differ?

28

answered question

174

skipped question

260

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












	Yes	No	To a limited extent	Response Count
I help my supervisees to develop technical skills	90.4% (169)	1.1% (2)	8.6% (16)	187
I provide both positive and constructive critical feedback	97.3% (183)	0.5% (1)	2.1% (4)	188
I work collaboratively with my supervisees	86.7% (163)	2.1% (4)	11.2% (21)	188
I contribute to the personal growth of my supervisees	64.9% (120)	8.6% (16)	26.5% (49)	185
I teach my supervisees to become lawyers	58.0% (105)	25.4% (46)	16.6% (30)	181
I focus on solving critical issues and problems that arise for my supervisees	81.5% (150)	7.1% (13)	11.4% (21)	184
I teach my supervisees about being ethical	75.0% (138)	7.1% (13)	17.9% (33)	184
I provide emotional support to my supervisees	42.8% (80)	17.1% (32)	40.1% (75)	187
I maintain a professional distance from my supervisees	48.9% (91)	22.0% (41)	29.0% (54)	186
I demonstrate patience and flexibility with my supervisees	84.0% (157)	3.2% (6)	12.8% (24)	187
I demonstrate openness and honesty in my work	97.3% (182)	0.5% (1)	2.1% (4)	187
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	96.2% (179)	0.5% (1)	3.2% (6)	186
I closely manage cases	51.6% (95)	16.3% (30)	32.1% (59)	184
I safeguard the interests of the client	90.8% (167)	3.3% (6)	6.0% (11)	184
I pass on my knowledge and experience to my supervisees	95.2% (179)	0.5% (1)	4.3% (8)	188
answered question				189
skipped question				245


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

	1 (rarely)	2	3	4	5	6	7 (often)	Response Count
Split supervision- where supervision responsibilities are shared with another supervisor	43.0% (80)	14.0% (26)	10.2% (19)	9.1% (17)	10.8% (20)	5.9% (11)	7.0% (13)	186
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	35.8% (67)	16.0% (30)	13.9% (26)	16.6% (31)	9.6% (18)	3.2% (6)	4.8% (9)	187
Inadequate practice management systems (IT and others)	44.1% (82)	20.4% (38)	13.4% (25)	9.7% (18)	4.8% (9)	2.7% (5)	4.8% (9)	186
Having insufficient time for supervision	13.0% (24)	15.1% (28)	12.4% (23)	23.2% (43)	17.3% (32)	9.2% (17)	9.7% (18)	185
Having limited interest in managing or supervising others	53.3% (98)	23.9% (44)	8.2% (15)	10.9% (20)	3.3% (6)	0.0% (0)	0.5% (1)	184
My supervisees and I having different understandings of what supervision entails	47.3% (88)	21.5% (40)	10.8% (20)	14.5% (27)	3.8% (7)	1.1% (2)	1.1% (2)	186
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	46.2% (86)	22.6% (42)	8.6% (16)	13.4% (25)	4.3% (8)	2.7% (5)	2.2% (4)	186
Having supervisees who do not communicate clearly	28.5% (53)	19.4% (36)	16.1% (30)	17.2% (32)	8.6% (16)	7.5% (14)	2.7% (5)	186
Having supervisees who do not follow instructions	26.7% (50)	24.1% (45)	16.6% (31)	14.4% (27)	8.0% (15)	6.4% (12)	3.7% (7)	187
Having supervisees who work hard but not effectively	22.3% (41)	19.0% (35)	13.6% (25)	18.5% (34)	15.2% (28)	9.2% (17)	2.2% (4)	184
Having supervisees who don't take sufficient responsibility	28.6% (53)	20.0% (37)	11.9% (22)	18.4% (34)	10.8% (20)	4.9% (9)	5.4% (10)	185
Having supervisees who are not effective team members	39.2% (73)	23.1% (43)	12.9% (24)	14.0% (26)	6.5% (12)	2.7% (5)	1.6% (3)	186
Having supervisees who lack respect for me and other colleagues	57.5% (107)	17.7% (33)	9.7% (18)	7.0% (13)	4.8% (9)	2.2% (4)	1.1% (2)	186

Having supervisees who don't understand when to seek advice	29.6% (55)	26.3% (49)	18.3% (34)	13.4% (25)	7.5% (14)	3.8% (7)	1.1% (2)	186
Having supervisees who don't think they need to be supervised	36.8% (68)	24.9% (46)	10.3% (19)	12.4% (23)	9.2% (17)	4.9% (9)	1.6% (3)	185
answered question								188
skipped question								246

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

		Response Percent	Response Count
I have an open door policy and staff come to see me when they have problems		95.6%	174
I review work done and allocate new work		74.2%	135
I review/check all communications		48.4%	88
I monitor how staff engage in peer file review		18.7%	34
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		39.0%	71
I implement workflow systems to ensure or assist process compliance		31.9%	58
I set aside a regular time to review workloads, prioritise work and deal with problem cases		31.3%	57
I update and share information with staff in my office		68.7%	125
I identify my supervisees' training needs		47.8%	87
I monitor staff for fatigue, stress and other problems		44.5%	81
I meet the training needs of my supervisees, or ensure they are met		33.5%	61

I inspect all files at regular intervals		31.3%	57
I inspect sample client files at regular intervals		26.9%	49
I only inspect problem client files		10.4%	19

Other (please specify) 5

answered question	182
skipped question	252



34. As a supervisor I have responsibility for

	Not at all	To a minor extent	To a moderate degree	To a large degree	Response Count
Being vigilant in file management so serious mistakes are avoided	3.4% (6)	10.6% (19)	26.3% (47)	59.8% (107)	179
Checking my supervisees' wellbeing	6.6% (12)	26.5% (48)	46.4% (84)	20.4% (37)	181
Being a role model to demonstrate good practice	0.0% (0)	1.7% (3)	26.1% (47)	72.2% (130)	180
Ensuring that supervisees adhere to the firm's complaint management policy	9.4% (17)	20.0% (36)	32.8% (59)	37.8% (68)	180
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	2.8% (5)	21.5% (39)	75.7% (137)	181
Assigning tasks that are appropriate and meaningful to my supervisees	1.1% (2)	7.2% (13)	38.7% (70)	53.0% (96)	181
Assigning tasks that fit my supervisees' level of skill and experience	2.2% (4)	5.5% (10)	29.3% (53)	63.0% (114)	181
Ensuring that any expressions of client dissatisfaction are brought to my attention	3.3% (6)	7.8% (14)	26.1% (47)	62.8% (113)	180
Ensuring that supervisees know they can tell me about serious mistakes they have made	1.1% (2)	2.8% (5)	16.0% (29)	80.1% (145)	181
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	1.1% (2)	3.9% (7)	19.4% (35)	75.6% (136)	180
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	1.7% (3)	2.8% (5)	17.7% (32)	77.9% (141)	181
answered question					182
skipped question					252

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

	1(not important)	2	3	4	5(most important)	Response Count
Ensuring excellent client service	0.6% (1)	1.7% (3)	1.7% (3)	15.0% (27)	81.1% (146)	180
Ensuring that work is being progressed to meet deadlines	0.6% (1)	0.0% (0)	2.2% (4)	23.8% (43)	73.5% (133)	181
Ensuring accuracy of information being communicated to clients	0.6% (1)	0.0% (0)	1.7% (3)	17.3% (31)	80.4% (144)	179
Ensuring all communications are polite	0.6% (1)	1.1% (2)	7.2% (13)	37.0% (67)	54.1% (98)	181
Ensuring time recording is accurate and up to date	2.8% (5)	3.4% (6)	15.7% (28)	33.1% (59)	44.9% (80)	178
Ensuring costs are correct (for example, stamp duty)	3.9% (7)	2.8% (5)	6.7% (12)	22.9% (41)	63.7% (114)	179
answered question						182
skipped question						252

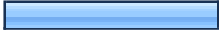
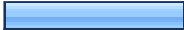




36. Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications?

		Response Percent	Response Count
Yes		89.3%	158
No		10.7%	19
answered question			177
skipped question			257



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

	Not important	Of some importance	Moderately important	Very important	Response Count
The supervisee's formal qualifications	16.2% (29)	31.8% (57)	39.7% (71)	12.3% (22)	179
The supervisee's knowledge of the area of law	1.7% (3)	6.3% (11)	31.8% (56)	60.2% (106)	176
The supervisee's level of practical experience	0.0% (0)	5.6% (10)	21.8% (39)	72.6% (130)	179
My knowledge of the supervisee's personal characteristics	1.7% (3)	27.2% (49)	44.4% (80)	26.7% (48)	180
My observation of the supervisee's daily work	1.1% (2)	11.7% (21)	41.1% (74)	46.1% (83)	180
The nature of the work being delegated to the supervisee	0.6% (1)	6.7% (12)	45.8% (82)	46.9% (84)	179
answered question					181
skipped question					253

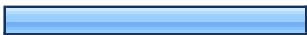

38. How long have you been in your current role?

		Response Percent	Response Count
<1 year		34.0%	117
1-2 years		28.5%	98
3-4 years		18.6%	64
5-6 years		7.0%	24
6-10 years		4.9%	17
>10 years		7.0%	24
answered question			344
skipped question			90






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

		Response Percent	Response Count
Yes		75.8%	260
No		24.2%	83
answered question			343
skipped question			91






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

		Response Percent	Response Count
Yes		48.7%	127
No		51.3%	134
If yes, please describe the main variations			87
answered question			261
skipped question			173

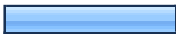




41. Who supervises your current work? Please tick all that apply

		Response Percent	Response Count
A partner		77.9%	240
Associate		18.5%	57
Solicitor		27.3%	84
Paralegal		2.9%	9
Administrative staff		9.4%	29
Other (please specify)			43
answered question			308
skipped question			126






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

		Response Percent	Response Count
Your supervisor		63.1%	214
Another senior practitioner		9.1%	31
Your peer/s		22.1%	75
A mentor		3.8%	13
Other (please specify)		1.8%	6
answered question			339
skipped question			95








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

		Response Percent	Response Count
<6 months		27.3%	90
6 - 12 months		21.2%	70
12 - 24 months		20.9%	69
24 - 36 months		9.1%	30
>36 months		21.5%	71
answered question			330
skipped question			104



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

		Response Percent	Response Count
<15		15.6%	52
15-29		17.1%	57
30-45		19.5%	65
>45		40.8%	136
Other (please specify)		6.9%	23
answered question			333
skipped question			101

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

		Response Percent	Response Count
Daily		25.7%	86
Twice a week		6.9%	23
Weekly		14.9%	50
Fortnightly		6.0%	20
Monthly		4.2%	14
Irregularly		12.2%	41
Only if an issue comes up that I need advice with		30.1%	101
answered question			335
skipped question			99

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

		Response Percent	Response Count
Yes		86.7%	287
No		13.3%	44
Please comment			38
answered question			331
skipped question			103

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

	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Response Count
Treats me fairly	0.3% (1)	2.4% (8)	9.6% (32)	30.5% (102)	57.2% (191)	334
Has a collaborative relationship with me	1.2% (4)	4.2% (14)	15.4% (51)	32.0% (106)	47.1% (156)	331
Maintains a professional distance from me	4.0% (13)	4.6% (15)	18.5% (61)	40.1% (132)	32.8% (108)	329
Helps me achieve ethical conduct and practice	3.6% (12)	3.0% (10)	15.1% (50)	34.9% (116)	43.4% (144)	332
Models ethical conduct and practice	1.2% (4)	2.7% (9)	12.5% (41)	34.5% (113)	49.1% (161)	328
Provides me with emotional support when needed	9.6% (32)	13.3% (44)	25.6% (85)	26.2% (87)	25.3% (84)	332
Helps me to develop my technical skills	4.2% (14)	7.9% (26)	22.4% (74)	30.8% (102)	34.7% (115)	331
Promotes my personal growth	6.6% (22)	7.2% (24)	27.1% (90)	28.6% (95)	30.4% (101)	332
Helps me to become better at what I do	3.6% (12)	6.3% (21)	21.4% (71)	29.5% (98)	39.2% (130)	332
Demonstrates patience and flexibility with me	2.4% (8)	5.4% (18)	16.6% (55)	31.0% (103)	44.6% (148)	332
Closely manages my work	13.6% (45)	15.4% (51)	30.8% (102)	23.3% (77)	16.9% (56)	331
Focuses on solving critical issues and problems that arise for me	3.0% (10)	6.0% (20)	23.0% (76)	36.6% (121)	31.4% (104)	331
Focuses mainly on the best interests of our clients	0.9% (3)	2.1% (7)	18.2% (60)	37.6% (124)	41.2% (136)	330
Is passing on to me his or her knowledge and experience	3.0% (10)	5.8% (19)	18.9% (62)	33.8% (111)	38.4% (126)	328
Requires me to take responsibility for my work	0.3% (1)	0.6% (2)	8.2% (27)	35.5% (117)	55.5% (183)	330
answered question						334
skipped question						100

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

Response
Count

154

answered question

154

skipped question

280

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

Response
Count

104









answered question

104

skipped question

330



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

		Response Percent	Response Count
Through in house courses		20.3%	64
Through induction training		20.6%	65
Through personal discussion with my supervisor		46.5%	147
Through other colleagues		33.9%	107
Through external training courses		9.8%	31
Through reading helpful publications that I have found		9.5%	30
I have not received training or guidance		31.6%	100
Other (please specify)		2.8%	9
answered question			316
skipped question			118

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

	Response Count
	85
answered question	85
skipped question	349

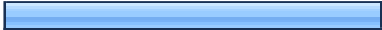






52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		83.4%	271
No		16.6%	54
answered question			325
skipped question			109

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

	Response Count
	191
answered question	191
skipped question	243

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

		Response Percent	Response Count
rectifies the problem and avoids consequences for the client and our practice		60.6%	194
supports me in my attempts to rectify the problem		78.1%	250
turns it into a learning experience for me		56.6%	181
is tolerant of my making mistakes once but not a second time		29.4%	94
is quite unforgiving if I make serious mistakes		6.3%	20
would not tolerate my making mistakes and so if I do I try to rectify them myself		2.8%	9
quickly loses faith in my skills		5.3%	17
Other (please specify)			20
answered question			320
skipped question			114

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

	Yes	No	Response Count
In formal, structured and planned situations, such as regular meetings	72.6% (231)	27.4% (87)	318
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	71.2% (225)	28.8% (91)	316
		Other (please specify)	32
answered question			364
skipped question			70

56. How can supervisors ensure they are approachable?

	Yes	No	Possibly	Response Count
By making it known that people can see them about any issue	96.5% (363)	0.5% (2)	2.9% (11)	376
By making it known that people can ask to see them at any time	84.5% (315)	4.3% (16)	11.3% (42)	373
Being known to give constructive feedback where possible	96.5% (362)	0.5% (2)	2.9% (11)	375
Being known to deal with problems quickly	81.2% (303)	1.9% (7)	16.9% (63)	373
Being known to help supervisees deal with problems themselves	75.7% (280)	3.5% (13)	20.8% (77)	370
			Other (please specify)	13
answered question				376
skipped question				58

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

	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Response Count
Provide clear instructions	0.3% (1)	0.0% (0)	1.6% (6)	13.3% (50)	84.9% (320)	377
Be available when supervisees need help or direction	0.3% (1)	0.0% (0)	7.2% (27)	33.8% (127)	58.8% (221)	376
Consider the professional development of their supervisees	0.3% (1)	0.5% (2)	12.5% (47)	41.0% (154)	45.7% (172)	376
Be aware of the wellness of their supervisees	0.5% (2)	5.3% (20)	21.8% (82)	39.1% (147)	33.2% (125)	376
Foster trust and respect	0.3% (1)	0.0% (0)	3.2% (12)	32.7% (123)	63.8% (240)	376
Ensure continuity and consistency	0.3% (1)	0.3% (1)	5.6% (21)	39.0% (146)	54.8% (205)	374
Take a solution focus on mistakes (rather than blame)	0.3% (1)	0.3% (1)	3.2% (12)	29.4% (110)	66.8% (250)	374
Give credit where it is due	0.5% (2)	0.3% (1)	6.7% (25)	23.5% (87)	69.0% (256)	371
Other (please specify)						7
answered question						377
skipped question						57

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

	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Response Count
Listen to advice and comments	0.3% (1)	0.0% (0)	1.3% (5)	19.4% (73)	79.0% (298)	377
Prepare well for supervision meetings	0.8% (3)	0.8% (3)	11.7% (44)	35.7% (134)	50.9% (191)	375
Ask questions about details, timelines, priorities	0.3% (1)	0.3% (1)	5.1% (19)	30.1% (113)	64.4% (242)	376
Develop a clear framework on frequency of meetings	2.7% (10)	4.5% (17)	23.7% (89)	35.5% (133)	33.6% (126)	375
Discuss expectations	0.3% (1)	1.1% (4)	12.0% (45)	38.8% (145)	47.9% (179)	374
Other (please specify)						2

answered question	377
skipped question	57

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

	Response Count
	174
answered question	174
skipped question	260

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

**Response
Count**

28

answered question

28

skipped question

406

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

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Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

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Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

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Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

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95	Blacks-13 [Blacks 13]	May 11, 2011 4:35 PM
96	blacks [blacks]	May 11, 2011 4:32 PM
97	blacks [blacks]	May 11, 2011 4:29 PM
98	blacks-8 [blacks] [blacks-8]	May 11, 2011 4:17 PM
99	blacks - 14 [blacks] [blacks 14]	May 11, 2011 4:14 PM
100	gkympq-2 [gkympq-2] [gkympq]	May 11, 2011 3:23 PM
101	blacks3 [blacks] [blacks 3]	May 11, 2011 3:23 PM
102	blacks-14 [blacks] [blacks 14]	May 11, 2011 2:55 PM
103	gkympq-5 [gkympq-5] [gkympq]	May 11, 2011 2:55 PM
104	blacks-13 [blacks] [Blacks 13]	May 11, 2011 2:36 PM
105	blacks-11 [blacks] [blacks-11]	May 11, 2011 2:31 PM
106	blacks-16 [blacks] [blacks-16]	May 11, 2011 2:31 PM
107	blacks -4 [blacks] [blacks 4]	May 11, 2011 2:30 PM
108	blacks -14 [blacks] [blacks 14]	May 11, 2011 2:28 PM
109	blacks [blacks]	May 11, 2011 2:13 PM
110	blacks-14 [blacks] [blacks 14]	May 11, 2011 2:13 PM
111	blacks10 [blacks] [blacks10]	May 11, 2011 2:08 PM
112	blacks-11 [blacks] [blacks-11]	May 11, 2011 2:08 PM
113	blacks-13 [blacks] [Blacks 13]	May 11, 2011 2:05 PM
114	blacks [blacks]	May 11, 2011 2:05 PM
115	black-2 [blacks] [blacks-2]	May 11, 2011 2:03 PM
116	gkympq-5 [gkympq-4] [gkympq]	May 11, 2011 1:53 PM
117	mtdssc-1 (Maroochydore) mtdssc-2 (Brisbane) [mtdssc] [mtdssc-1] [mtdssc-2]	May 11, 2011 9:54 AM
118	mtdssc-1 [mtdssc] [mtdssc-1]	May 11, 2011 9:06 AM
119	gkympq-2 [gkympq-2] [gkympq]	May 11, 2011 8:57 AM
120	mtdssc-1 [mtdssc] [mtdssc-1]	May 11, 2011 8:29 AM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

121	mtdssc-1 [mtdssc] [mtdssc-1]	May 11, 2011 8:24 AM
122	mtdssc-1 [mtdssc] [mtdssc-1]	May 10, 2011 4:53 PM
123	gkympq-4 [gkympq-4] [gkympq]	May 10, 2011 3:45 PM
124	ETHICS11 [ETHICS11]	May 10, 2011 2:49 PM
125	livjac [livjac]	May 10, 2011 2:44 PM
126	FFWHGR [FFWHGR]	May 10, 2011 1:06 PM
127	gkympq-4 [gkympq-4] [gkympq]	May 10, 2011 11:31 AM
128	gkympq-4 [gkympq-4] [gkympq]	May 10, 2011 11:15 AM
129	gkympq-5 [gkympq-5] [gkympq]	May 10, 2011 11:14 AM
130	gkympq-2 [gkympq-2] [gkympq]	May 10, 2011 11:14 AM
131	gkympq-5 [gkympq-5] [gkympq]	May 10, 2011 10:49 AM
132	gkympq-5 [gkympq-5] [gkympq]	May 10, 2011 10:24 AM
133	gkympq-5 [gkympq-5] [gkympq]	May 10, 2011 10:09 AM
134	gkympq-4 [gkympq-4] [gkympq]	May 10, 2011 9:37 AM
135	gkympq-5 [gkympq-1] [gkympq]	May 10, 2011 8:34 AM
136	gkympq-2 [gkympq-2] [gkympq]	May 10, 2011 8:16 AM
137	gkympq-5 [gkympq-5] [gkympq]	May 10, 2011 8:05 AM
138	gkympq-2 [gkympq-2] [gkympq]	May 10, 2011 8:01 AM
139	gkympq-1 [gkympq-1] [gkympq]	May 10, 2011 7:15 AM
140	ETHICS11 [ETHICS11]	May 9, 2011 5:18 PM
141	gkympq-5 [gkympq-5] [gkympq]	May 9, 2011 5:00 PM
142	gkympq-5 [gkympq-5] [gkympq]	May 9, 2011 4:56 PM
143	gkympq-2 [gkympq-2] [gkympq]	May 9, 2011 4:44 PM
144	gkympq-2 [gkympq-2] [gkympq]	May 9, 2011 4:39 PM
145	gkympq-2 [gkympq-2] [gkympq]	May 9, 2011 4:31 PM
146	gkympq-2 [gkympq-2] [gkympq]	May 9, 2011 4:14 PM
147	gkympq-1 [gkympq-1] [gkympq]	May 9, 2011 3:57 PM
148	gkympq-4 [gkympq-4] [gkympq]	May 9, 2011 3:48 PM
149	gkympq-4 [gkympq-4] [gkympq]	May 9, 2011 3:25 PM
150	gkympq-1 [gkympq-1] [gkympq]	May 9, 2011 3:06 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

151	livjac [livjac]	May 9, 2011 11:57 AM
152	fh66fh [fh66fh]	May 9, 2011 11:09 AM
153	FFWHGR [FFWHGR]	May 9, 2011 10:14 AM
154	ETHICS11 [ETHICS11]	May 9, 2011 9:21 AM
155	Ischyl [Ischyl]	May 9, 2011 9:10 AM
156	Ischyl [Ischyl]	May 9, 2011 8:52 AM
157	ischyl [Ischyl]	May 9, 2011 8:38 AM
158	Ischyl [Ischyl]	May 9, 2011 8:34 AM
159	Ischyl [Ischyl]	May 9, 2011 8:29 AM
160	Ischyl [Ischyl]	May 9, 2011 8:27 AM
161	Ischyl [Ischyl]	May 9, 2011 8:27 AM
162	ischyl [Ischyl]	May 9, 2011 8:19 AM
163	Ischyl [Ischyl]	May 6, 2011 4:33 PM
164	fh66fh [fh66fh]	May 6, 2011 2:12 PM
165	pensky [pensky]	May 6, 2011 10:10 AM
166	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 6, 2011 9:02 AM
167	ETHICS11 [ETHICS11]	May 6, 2011 7:15 AM
168	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 5, 2011 5:33 PM
169	livjac [livjac]	May 5, 2011 4:10 PM
170	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 5, 2011 3:30 PM
171	livjac [livjac]	May 5, 2011 3:26 PM
172	livjac [livjac]	May 5, 2011 2:59 PM
173	fh66fh [fh66fh]	May 5, 2011 2:54 PM
174	fh66fh [fh66fh]	May 5, 2011 12:11 PM
175	fh66fh [fh66fh]	May 5, 2011 10:58 AM
176	fh66fh [fh66fh]	May 5, 2011 10:30 AM
177	fh66fh [fh66fh]	May 5, 2011 9:58 AM
178	survey#21# [survey#21#]	May 5, 2011 9:13 AM
179	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 5, 2011 8:51 AM
180	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 5, 2011 8:43 AM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

181	ldmhcm-2 [ldmhcm] [ldmhcm-2]	May 5, 2011 8:41 AM
182	fh66fh [fh66fh]	May 4, 2011 6:29 PM
183	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 4, 2011 4:33 PM
184	ldmhcm-1 [ldmhcm] [ldmhcm-1]	May 4, 2011 4:27 PM
185	ETHICS11 [ETHICS11]	May 4, 2011 4:26 PM
186	fh66fh [fh66fh]	May 4, 2011 3:34 PM
187	fh66fh [fh66fh]	May 4, 2011 2:39 PM
188	fh66fh [fh66fh]	May 4, 2011 2:35 PM
189	fh66fh [fh66fh]	May 4, 2011 2:31 PM
190	fh66fh [fh66fh]	May 4, 2011 2:30 PM
191	fh66fh [fh66fh]	May 4, 2011 2:28 PM
192	survey#21# [survey#21#]	May 4, 2011 2:23 PM
193	fh66fh [fh66fh]	May 4, 2011 2:18 PM
194	fh66fh [fh66fh]	May 4, 2011 2:04 PM
195	asddpg [asddpg]	May 4, 2011 1:26 PM
196	pensky [pensky]	May 4, 2011 11:36 AM
197	survey#21# [survey#21#]	May 4, 2011 11:08 AM
198	survey#21# [survey#21#]	May 4, 2011 10:38 AM
199	lschyl [lschyl]	May 4, 2011 10:31 AM
200	lschyl [lschyl]	May 4, 2011 10:04 AM
201	ischyl [lschyl]	May 4, 2011 8:42 AM
202	asddpg-1 [asddpg]	May 4, 2011 8:41 AM
203	asddpg [asddpg]	May 4, 2011 7:40 AM
204	lschyl [lschyl]	May 4, 2011 7:26 AM
205	asddpg [asddpg]	May 4, 2011 6:43 AM
206	bvxhzc [bvxhzc]	May 3, 2011 6:49 PM
207	ETHICS11 [ETHICS11]	May 3, 2011 5:56 PM
208	livjac [lschyl]	May 3, 2011 5:15 PM
209	lschyl [lschyl]	May 3, 2011 3:49 PM
210	lschyl [lschyl]	May 3, 2011 2:43 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

211	ETHICS11 [ETHICS11]	May 3, 2011 2:07 PM
212	asddpg-1 [asddpg] [asddpg-1]	May 3, 2011 2:02 PM
213	Ischyl [Ischyl]	May 3, 2011 2:01 PM
214	Ischyl [Ischyl]	May 3, 2011 12:39 PM
215	asddpg [asddpg]	May 3, 2011 12:25 PM
216	Ischyl [Ischyl]	May 3, 2011 12:12 PM
217	asddpg [asddpg]	May 3, 2011 12:06 PM
218	Ischyl [Ischyl]	May 3, 2011 11:49 AM
219	Ischyl [Ischyl]	May 3, 2011 11:48 AM
220	asddpg [asddpg]	May 3, 2011 11:21 AM
221	asddpg [asddpg]	May 3, 2011 11:19 AM
222	Ischyl [Ischyl]	May 3, 2011 10:48 AM
223	ETHICS11 [ETHICS11]	May 3, 2011 10:45 AM
224	Ischyl [Ischyl]	May 3, 2011 10:45 AM
225	Ischyl [Ischyl]	May 3, 2011 10:44 AM
226	ETHICS11 [ETHICS11]	May 3, 2011 10:16 AM
227	ETHICS11 [ETHICS11]	May 3, 2011 10:12 AM
228	FFWHGR [FFWHGR]	May 3, 2011 9:50 AM
229	ETHICS11 [ETHICS11]	May 3, 2011 9:10 AM
230	ETHICS11 [ETHICS11]	May 3, 2011 9:03 AM
231	ETHICS11 [ETHICS11]	May 3, 2011 9:03 AM
232	ETHICS11 [ETHICS11]	May 3, 2011 8:10 AM
233	ethics11 [ETHICS11]	May 3, 2011 6:53 AM
234	ETHICS11 [ETHICS11]	May 2, 2011 6:40 PM
235	ETHICS11 [ETHICS11]	May 2, 2011 11:30 AM
236	pensky [pensky]	May 2, 2011 8:42 AM
237	pensky [pensky]	May 1, 2011 2:20 PM
238	ETHICS11 [ETHICS11]	May 1, 2011 12:46 PM
239	ETHICS11 [ETHICS11]	Apr 30, 2011 10:38 AM
240	ETHICS11 [ETHICS11]	Apr 29, 2011 9:32 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

241	ETHICS11 [ETHICS11]	Apr 29, 2011 5:26 PM
242	ETHICS11 [ETHICS11]	Apr 29, 2011 5:14 PM
243	ETHICS11 [ETHICS11]	Apr 29, 2011 4:50 PM
244	ETHICS11 [ETHICS11]	Apr 29, 2011 4:49 PM
245	zdknsf [zdknsf]	Apr 29, 2011 4:41 PM
246	bvxhzc [bxvhzc]	Apr 29, 2011 4:21 PM
247	pensky [pensky]	Apr 29, 2011 3:27 PM
248	ETHICS11 [ETHICS11]	Apr 29, 2011 3:12 PM
249	ETHICS11 [ETHICS11]	Apr 29, 2011 3:02 PM
250	pensky [pensky]	Apr 29, 2011 2:56 PM
251	ETHICS11 [ETHICS11]	Apr 29, 2011 2:46 PM
252	ldmhcm-1 [ldmhcm] [ldmhcm-1]	Apr 29, 2011 2:34 PM
253	ethics1 [ETHICS11]	Apr 29, 2011 2:21 PM
254	ETHICS11 [ETHICS11]	Apr 29, 2011 2:12 PM
255	ETHICS11 [ETHICS11]	Apr 29, 2011 2:08 PM
256	ETHICS11 [ETHICS11]	Apr 29, 2011 1:59 PM
257	ETHICS11 [ETHICS11]	Apr 29, 2011 1:58 PM
258	ETHICS11 [ETHICS11]	Apr 29, 2011 1:45 PM
259	ETHICS11 [ETHICS11]	Apr 29, 2011 1:30 PM
260	ETHICS11 [ETHICS11]	Apr 29, 2011 1:14 PM
261	ETHICS11 [ETHICS11]	Apr 29, 2011 1:11 PM
262	ETHICS11 [ETHICS11]	Apr 29, 2011 12:54 PM
263	ETHICS11 [ETHICS11]	Apr 29, 2011 12:53 PM
264	ETHICS11 [ETHICS11]	Apr 29, 2011 12:47 PM
265	ETHICS11 [ETHICS11]	Apr 29, 2011 12:47 PM
266	ETHICS11 [ETHICS11]	Apr 29, 2011 12:47 PM
267	asddpg [asddpg]	Apr 29, 2011 11:56 AM
268	FFWHGR [FFWHGR]	Apr 29, 2011 11:39 AM
269	livjac [livjac]	Apr 29, 2011 11:15 AM
270	bvxhzc [bxvhzc]	Apr 29, 2011 10:38 AM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

271	pensky [pensky]	Apr 29, 2011 9:45 AM
272	pensky [pensky]	Apr 29, 2011 9:06 AM
273	pensky [pensky]	Apr 29, 2011 8:23 AM
274	ldmhcm-1 [ldmhcm] [ldmhcm-1]	Apr 29, 2011 8:09 AM
275	livjac [livjac]	Apr 28, 2011 5:31 PM
276	ldmhcm-2 [ldmhcm] [ldmhcm-2]	Apr 28, 2011 5:26 PM
277	zdknsf [zdknsf]	Apr 28, 2011 4:57 PM
278	pensky [pensky]	Apr 28, 2011 4:53 PM
279	zdknsf [zdknsf]	Apr 28, 2011 4:24 PM
280	ldmhcm-1 [ldmhcm] [ldmhcm-1]	Apr 28, 2011 4:17 PM
281	ldmhcm-1 [ldmhcm] [ldmhcm-1]	Apr 28, 2011 4:13 PM
282	pensky [pensky]	Apr 28, 2011 4:10 PM
283	ss	Apr 28, 2011 3:59 PM
284	ldmhcm-1 [ldmhcm] [ldmhcm-1]	Apr 28, 2011 3:37 PM
285	zdknsf [zdknsf]	Apr 28, 2011 3:34 PM
286	pensky [pensky]	Apr 28, 2011 3:19 PM
287	pensky [pensky]	Apr 28, 2011 3:06 PM
288	ldmhcm-2 [ldmhcm] [ldmhcm-2]	Apr 28, 2011 2:53 PM
289	pensky [pensky]	Apr 28, 2011 2:51 PM
290	asddpg [asddpg]	Apr 28, 2011 2:50 PM
291	pensky [pensky]	Apr 28, 2011 2:44 PM
292	bvxhzc [bvxhzc]	Apr 28, 2011 2:19 PM
293	asddpg [asddpg]	Apr 28, 2011 2:11 PM
294	pensky [pensky]	Apr 28, 2011 1:42 PM
295	asddpg [asddpg]	Apr 28, 2011 1:37 PM
296	pensky [pensky]	Apr 28, 2011 1:35 PM
297	asddpg [asddpg]	Apr 28, 2011 1:23 PM
298	asddpg [asddpg]	Apr 28, 2011 12:52 PM
299	asddpg [asddpg]	Apr 28, 2011 12:49 PM
300	asddpg [asddpg]	Apr 28, 2011 12:49 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

301	asddpg [asddpg]	Apr 28, 2011 12:38 PM
302	asddpg [asddpg]	Apr 28, 2011 12:35 PM
303	asddpg [asddpg]	Apr 28, 2011 12:32 PM
304	asddpg [asddpg]	Apr 28, 2011 12:27 PM
305	asddpg [asddpg]	Apr 28, 2011 12:27 PM
306	asddpg [asddpg]	Apr 28, 2011 12:26 PM
307	asddpg [asddpg]	Apr 28, 2011 12:18 PM
308	asddpg-1 [asddpg] [asddpg-1]	Apr 28, 2011 12:16 PM
309	pensky [pensky]	Apr 28, 2011 12:13 PM
310	ldmhcm-2 [ldmhcm] [ldmhcm-2]	Apr 28, 2011 11:00 AM
311	bvxhz [bvxhzc]	Apr 28, 2011 9:48 AM
312	pensky [pensky]	Apr 28, 2011 9:36 AM
313	zdknsf [zdknsf]	Apr 27, 2011 11:03 PM
314	zdknsf [zdknsf]	Apr 27, 2011 5:50 PM
315	zdknsf [zdknsf]	Apr 27, 2011 5:33 PM
316	FFWHGR [FFWHGR]	Apr 27, 2011 3:20 PM
317	zdknsf [zdknsf]	Apr 27, 2011 2:59 PM
318	bvxhzc. [bvxhzc]	Apr 27, 2011 1:50 PM
319	asddpg [asddpg]	Apr 27, 2011 12:31 PM
320	bvxhzc [bvxhzc]	Apr 27, 2011 12:21 PM
321	bvxhzc [bvxhzc]	Apr 27, 2011 12:21 PM
322	bvxhzc [bvxhzc]	Apr 27, 2011 10:19 AM
323	asddpg [asddpg]	Apr 27, 2011 10:12 AM
324	zdknsf [zdknsf]	Apr 27, 2011 9:18 AM
325	bvxhzc [bvxhzc]	Apr 27, 2011 9:11 AM
326	bvxhzc [bvxhzc]	Apr 27, 2011 8:22 AM
327	asddpg [asddpg]	Apr 27, 2011 8:01 AM
328	bvxhzc [bvxhzc]	Apr 27, 2011 5:41 AM
329	pensky [pensky]	Apr 24, 2011 12:36 PM
330	bvxhzc [bvxhzc]	Apr 21, 2011 1:27 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

331	bvxhzc [bxvhzc]	Apr 21, 2011 12:46 PM
332	pensky [pensky]	Apr 21, 2011 12:38 PM
333	bvxhzc [bxvhzc]	Apr 21, 2011 11:51 AM
334	bvxhzc [bxvhzc]	Apr 21, 2011 11:09 AM
335	bvxhzc [bxvhzc]	Apr 21, 2011 10:47 AM
336	bvxhzc [bxvhzc]	Apr 21, 2011 9:48 AM
337	asddpg [asddpg]	Apr 21, 2011 9:35 AM
338	pensky [pensky]	Apr 21, 2011 9:03 AM
339	bvxhzc [bxvhzc]	Apr 20, 2011 4:41 PM
340	bvxhzc [bxvhzc]	Apr 20, 2011 4:31 PM
341	pensky [pensky]	Apr 20, 2011 4:11 PM
342	bvxhzc [bxvhzc]	Apr 20, 2011 3:51 PM
343	pensky [pensky]	Apr 20, 2011 3:31 PM
344	bvxhzc [bxvhzc]	Apr 20, 2011 3:19 PM
345	pensky [pensky]	Apr 20, 2011 3:09 PM
346	pensky [pensky]	Apr 20, 2011 2:45 PM
347	asddpg [asddpg]	Apr 20, 2011 2:34 PM
348	asddpg [asddpg]	Apr 20, 2011 2:16 PM
349	bvxhzc [bxvhzc]	Apr 20, 2011 1:47 PM
350	pensky [pensky]	Apr 20, 2011 11:00 AM
351	zdknsf [zdknsf]	Apr 20, 2011 9:31 AM
352	asddpg-1 [asddpg] [asddpg-1]	Apr 20, 2011 9:09 AM
353	pensky [pensky]	Apr 20, 2011 9:01 AM
354	asddpg-1 [asddpg] [asddpg-1]	Apr 20, 2011 8:59 AM
355	asddpg-1 [asddpg] [asddpg-1]	Apr 20, 2011 8:40 AM
356	ASDDPG-1 [asddpg] [asddpg-1]	Apr 20, 2011 6:47 AM
357	zdknsf [zdknsf]	Apr 19, 2011 5:19 PM
358	pensky [pensky]	Apr 19, 2011 5:10 PM
359	asddpg [asddpg]	Apr 19, 2011 2:47 PM
360	asddpg [asddpg]	Apr 19, 2011 2:02 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

361	pensky [pensky]	Apr 19, 2011 11:31 AM
362	pensky [pensky]	Apr 19, 2011 11:18 AM
363	asddpg [asddpg]	Apr 19, 2011 11:05 AM
364	asddpg [asddpg]	Apr 19, 2011 10:37 AM
365	zdknsf [zdknsf]	Apr 19, 2011 9:52 AM
366	zdknsf [zdknsf]	Apr 19, 2011 9:50 AM
367	pensky [pensky]	Apr 19, 2011 9:38 AM
368	pensky [pensky]	Apr 19, 2011 8:55 AM
369	asddpg [asddpg]	Apr 19, 2011 8:03 AM
370	asddpg [asddpg]	Apr 19, 2011 6:19 AM
371	pensky [pensky]	Apr 18, 2011 6:16 PM
372	asddpg [pensky]	Apr 18, 2011 5:22 PM
373	pensky [pensky]	Apr 18, 2011 5:03 PM
374	asddpg [asddpg]	Apr 18, 2011 4:54 PM
375	asddpg [asddpg]	Apr 18, 2011 2:56 PM
376	asddpg [asddpg]	Apr 18, 2011 2:40 PM
377	asddpg [asddpg]	Apr 18, 2011 2:11 PM
378	asddpg [asddpg]	Apr 18, 2011 2:10 PM
379	asddpg [asddpg]	Apr 18, 2011 2:09 PM
380	asddpg [asddpg]	Apr 18, 2011 2:08 PM
381	asddpg [asddpg]	Apr 18, 2011 2:07 PM
382	pensky [pensky]	Apr 18, 2011 2:05 PM
383	asddpg [asddpg]	Apr 18, 2011 1:56 PM
384	asddpg-1 [asddpg] [asddpg-1]	Apr 18, 2011 1:56 PM
385	asddpg [asddpg]	Apr 18, 2011 1:47 PM
386	asddpg [asddpg]	Apr 18, 2011 1:44 PM
387	asddpg [asddpg]	Apr 18, 2011 1:42 PM
388	asddpg [asddpg]	Apr 18, 2011 1:41 PM
389	asddpg [asddpg]	Apr 18, 2011 1:41 PM
390	pensky [pensky]	Apr 18, 2011 12:06 PM

Page 1, Q2. If you answered "yes" to the above question, please write in the code for your firm exactly as given to you by your survey manager

391	pensky [pensky]	Apr 18, 2011 11:49 AM
392	pensky [pensky]	Apr 18, 2011 11:38 AM
393	pensky [pensky]	Apr 18, 2011 11:32 AM
394	Pensky [pensky]	Apr 18, 2011 11:20 AM
395	pensky [pensky]	Apr 18, 2011 10:40 AM
396	pensky [pensky]	Apr 18, 2011 10:39 AM
397	pensky [pensky]	Apr 18, 2011 10:14 AM
398	pensky [pensky]	Apr 18, 2011 10:07 AM
399	pensky [pensky]	Apr 18, 2011 10:05 AM
400	pensky [pensky]	Apr 18, 2011 9:58 AM
401	pensky [pensky]	Apr 18, 2011 9:56 AM
402	Pensky [pensky]	Apr 18, 2011 9:56 AM
403	pensky [pensky]	Apr 18, 2011 9:56 AM
404	asddpg [asddpg]	Apr 18, 2011 7:57 AM
405	NLSUPE [NLSUPE]	Apr 13, 2011 12:56 PM
406	survey#21# [survey#21#]	Apr 12, 2011 3:05 PM
407	asddpg [asddpg]	Apr 12, 2011 10:56 AM
408	survey#21# [NLSUPE]	Apr 12, 2011 9:09 AM
409	NLSUPE [NLSUPE]	Apr 11, 2011 2:35 PM
410	NLSUPE [NLSUPE]	Apr 11, 2011 2:06 PM
411	NLSUPE [NLSUPE]	Apr 11, 2011 12:26 PM
412	survey#21# [survey#21#]	Apr 11, 2011 10:06 AM
413	survey#21# [survey#21#]	Apr 8, 2011 12:30 PM
414	survey#21# [survey#21#]	Apr 8, 2011 12:26 PM

Page 2, Q3. What best describes the legal practice where you work? (Please note, we ask about numbers of fee-earners. By fee-earner we mean anybody who earns fees for their work, and this may include, for example a paralegal, a lawyer or an administrative officer)

1	Public Listed practice approx 25 fee earners locally	May 16, 2011 12:21 PM
2	incorporated legal practice with 3 offices	May 5, 2011 5:34 PM
3	Private legal practice (13-50 fee earners)	May 4, 2011 1:33 PM
4	Private legal practice (over 50 fee earners)	Apr 29, 2011 9:08 AM
5	Incorporated legal practice with three branch offices	Apr 28, 2011 2:55 PM
6	Incorporated Legal Practice with Three Branch Offices	Apr 28, 2011 11:03 AM
7	Partnership	Apr 19, 2011 9:52 AM

Page 2, Q6. What best describes your role in the practice?

1	Administration/ Receptionist	May 20, 2011 1:42 PM
2	Employed solicitor - branch manager	May 17, 2011 3:40 PM
3	Paralegal	May 16, 2011 10:58 AM
4	Administration Assistant	May 13, 2011 4:01 PM
5	Marketing Assistant	May 13, 2011 3:58 PM
6	Litigation Support Officer	May 13, 2011 10:58 AM
7	IT	May 12, 2011 1:40 PM
8	Business Analyst	May 12, 2011 10:28 AM
9	Knowledge Management Assistant	May 11, 2011 2:57 PM
10	Graduate Recruit	May 11, 2011 2:56 PM
11	Legal Manager	May 11, 2011 2:34 PM
12	Support	May 11, 2011 2:32 PM
13	Administration	May 11, 2011 2:14 PM
14	Paralegal	May 11, 2011 8:31 AM
15	Legal Assistant	May 11, 2011 8:27 AM
16	Legal Manager	May 10, 2011 8:20 AM
17	Litigation Support Officer	May 9, 2011 3:58 PM
18	Accounts support	May 9, 2011 8:31 AM
19	Other manager	May 5, 2011 11:00 AM
20	Consultant	May 4, 2011 2:24 PM
21	Administrative Officer	May 4, 2011 1:33 PM
22	clerk	May 4, 2011 7:46 AM
23	administration	Apr 28, 2011 3:08 PM
24	Accounts Clerk	Apr 28, 2011 12:37 PM
25	Quality Manager	Apr 20, 2011 4:12 PM
26	Clerical	Apr 20, 2011 3:32 PM
27	Securities Clerk	Apr 20, 2011 2:35 PM
28	law clerk	Apr 18, 2011 5:23 PM
29	Receptionist	Apr 18, 2011 2:42 PM
30	Receptionist	Apr 18, 2011 2:17 PM
31	IT Manager	Apr 18, 2011 2:09 PM

Page 2, Q6. What best describes your role in the practice?

32	Accounts Clerk	Apr 18, 2011 1:42 PM
33	Graduate	Apr 18, 2011 11:22 AM

Page 3, Q11. How would you rate the importance of the following possible aims for supervision?

1	NO	May 16, 2011 4:53 PM
2	identifying star quality performers who should be promoted	May 13, 2011 3:08 PM
3	Ensuring file velocity and maximizing damages for clients.	May 11, 2011 2:36 PM
4	We aim to encourage good practice habits such as note recording and treating all clients with respect and in a manner that we personally would like to be treated. We discourage arrogance within the professional staff.	May 4, 2011 8:45 AM
5	Identifying and nurturing future partners	May 1, 2011 12:48 PM
6	Providing suitable training and continuing legal practice programs.	Apr 28, 2011 5:05 PM
7	Yes	Apr 28, 2011 4:58 PM
8	ensuring budgets are met	Apr 21, 2011 11:13 AM
9	improved productivity	Apr 19, 2011 9:55 AM

Page 4, Q15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?

1	As branch manager, I am the principal supervisor but my supervising partner may occasionally assist.	May 20, 2011 2:42 PM
2	There is an overarching supervisor and I supervise in my area of specialty.	May 19, 2011 4:51 PM
3	For some of the staff I supervise I may only supervise in respect of particular matters and other directors/staff members will have general responsibility for supervising the staff member.	May 17, 2011 5:18 PM
4	shared with Partner and other Associates	May 17, 2011 5:02 PM
5	myself & other directors supervise work we have delegated	May 17, 2011 12:12 PM
6	Solicitors underneath me supervise non pc holders	May 16, 2011 6:36 PM
7	Shared admin support	May 16, 2011 5:54 PM
8	I and another senior practitioner supervise a younger staff solicitor	May 16, 2011 5:04 PM
9	Admin staff , AO3 report to Senior Staff AO4 and AO5 who in turn report to me	May 16, 2011 12:03 PM
10	I supervise some matters, whilst other staff supervise other matters.	May 16, 2011 11:40 AM
11	The Lawyer oversees the supervision	May 16, 2011 11:09 AM
12	Partner and Consultant depending on the matter or aspect of the matter	May 16, 2011 9:40 AM
13	Any doubts I may have are referred to higher authority.	May 16, 2011 9:16 AM
14	I supervise colleagues who are working on my files.	May 16, 2011 7:49 AM
15	On a file by file basis. Or if the issue is too difficult to me I refer the person to their more senior supervisor	May 15, 2011 12:16 PM
16	There is also overall supervision by the office manager, CEO and Director within whose team the person is.	May 13, 2011 5:13 PM
17	Job share with another manager	May 13, 2011 5:06 PM
18	Senior lawyers in my section provide guidance and supervision to paralegals or junior solicitors	May 13, 2011 3:26 PM
19	I am overseen by my managing directors in my supervision.	May 13, 2011 3:16 PM
20	filework	May 13, 2011 2:00 PM
21	Supervise junior staff carrying out fee earners request	May 13, 2011 11:58 AM
22	Shared paralegal; 2 paralegals in department of 4 fee earners	May 13, 2011 8:53 AM
23	With the one of the partners of the practice. Take responsibility for certain members of staff and ensure consistency in our approaches through consultation	May 12, 2011 7:22 PM
24	I delegate the non legal (administrative) supervision to a 2IC although I still closely supervise the overall management daily.	May 12, 2011 2:39 PM
25	Shared between myself and a legal partner.	May 12, 2011 8:56 AM
26	I am managing partner	May 12, 2011 8:24 AM

Page 4, Q15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?

27	I am the direct supervisor, my supervisor shares supervisory responsibilities with me with my team	May 12, 2011 8:12 AM
28	Shared legal staff	May 11, 2011 5:27 PM
29	4 staff members are in 2 different offices, and they also report to a senior solicitor	May 11, 2011 5:05 PM
30	I answer to an area legal partner, who will also engage in supervisory behavior in the office.	May 11, 2011 4:01 PM
31	With partner of the team	May 10, 2011 1:13 PM
32	I am the principal lawyer and I supervise the above and report to the Director who manages the Civil Law and Advice area	May 10, 2011 7:51 AM
33	Admin supervision shared with Admin Co ordinator	May 9, 2011 5:24 PM
34	We each give her work to do, and supervise her in relation to the work that we have given.	May 9, 2011 3:15 PM
35	According to work type	May 9, 2011 12:11 PM
36	Shared with Partners of the firm.	May 9, 2011 9:28 AM
37	With other senior lawyers	May 9, 2011 9:15 AM
38	I am managed by my senior associate. We both manage junior lawyers and paralegals.	May 9, 2011 9:05 AM
39	In accordance with the file. I will supervise juniors work, then final product will be overseen and reviewed by more senior staff	May 9, 2011 8:53 AM
40	delineated areas of practice are covered by different supervisors	May 9, 2011 8:47 AM
41	ad hoc - no real process	May 6, 2011 9:18 AM
42	Each supervises in respect of work delegated to the person and I supervise the person in terms of their non chargeable responsibilities to the firm	May 5, 2011 3:42 PM
43	Shared as required	May 5, 2011 3:01 PM
44	managing director has supervision of certain client matters	May 5, 2011 9:29 AM
45	Supervision relates to the different roles the employee undertakes	May 5, 2011 9:15 AM
46	We each supervise our graduate solicitor depending upon what tasks they are undertaking	May 4, 2011 4:32 PM
47	Supervision is on a project / transaction basis, not a specific person basis. I may supervise an individual on a project and another person may supervise the same individual on a different project.	May 4, 2011 10:16 AM
48	I share supervision of a colleague in my department with another director. Our colleague has been with us for 9 years and so the supervision is on an as required basis.	May 3, 2011 5:35 PM
49	They also report to the Solicitor for whom they work	May 3, 2011 12:40 PM
50	Both of us are available if they require help	May 3, 2011 12:34 PM

Page 4, Q15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?

51	Supervision of the employee solicitor is split between two of us by reference to the files. ie. file x employee solicitor is supervised by me, file y employee solicitor supervised by another	May 3, 2011 10:56 AM
52	Several of our junior authors also do work for other partners who supervise that work	May 3, 2011 10:23 AM
53	I mentor/train a graduate with my managing partner	May 3, 2011 9:59 AM
54	Individual authors will report on specific matters to other partners/supervisors	May 1, 2011 12:54 PM
55	2 x Partners	Apr 29, 2011 5:01 PM
56	I supervise the legal staff on specific work types and specific matters. General supervision of their performance is the responsibility of another partner	Apr 29, 2011 4:57 PM
57	As mid-level lawyer I am primarily responsible for supervision of research clerks/graduates. Partners ultimately responsible.	Apr 29, 2011 3:22 PM
58	On an ad hoc basis with referral to senior partners when the complexity of a matter dictates	Apr 29, 2011 2:52 PM
59	with other partners and senior authors	Apr 29, 2011 2:30 PM
60	shared resources	Apr 29, 2011 2:15 PM
61	Each of us supervise staff on different matters	Apr 29, 2011 2:08 PM
62	Other colleagues take responsibility for their works allocated to the staff.	Apr 29, 2011 1:53 PM
63	Share with two other partners	Apr 29, 2011 1:26 PM
64	Legal and fee earning staff: co-ordinate and manage work quality, client satisfaction and time management when seeking other team members to assist on my matters.	Apr 29, 2011 1:12 PM
65	Supervisory responsibilities are shared with Director and training staff	Apr 29, 2011 12:07 PM
66	I supervise criminal law matters and the other staff supervise other areas	Apr 28, 2011 5:51 PM
67	We discuss staff out of hours and then decide how best to approach any issues.	Apr 28, 2011 5:42 PM
68	All of the solicitors in our group are responsible for supervising the some of the work of the graduates and the paralegals in our group collectively, this work is then reviewed by the Partners in our group. We are also required to conduct CLE programs to assist the graduates and paralegals in our group. The paralegals and graduates in our group are encouraged to firstly come to a solicitor to assist with any queries and then to a Partner if the solicitor cannot help.	Apr 28, 2011 5:28 PM
69	different types of work conducted by subordinates are supervised by the principal who has the responsibility for the matter	Apr 28, 2011 4:34 PM
70	Partner also supervises	Apr 28, 2011 4:32 PM
71	I supervise on a file by file basis	Apr 28, 2011 4:02 PM
72	Weekly meetings	Apr 28, 2011 3:48 PM

Page 4, Q15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?

73	Both Solicitors in the office are responsible for supervising the administrative staff either together or if one is away, by themselves	Apr 28, 2011 3:13 PM
74	Share with my partner	Apr 28, 2011 2:56 PM
75	staff report to me on specific matters but are otherwise supervised by others	Apr 28, 2011 2:45 PM
76	OTHER PARTNER SUPERVISES LONG TERM STRATEGY	Apr 28, 2011 12:47 PM
77	With other lawyers	Apr 27, 2011 11:13 PM
78	In conjunction with senior associate, I supervise work (and level of work) undertaken handled by junior lawyer	Apr 27, 2011 5:49 PM
79	With my supervisor who has overall supervision of the entire Team	Apr 27, 2011 5:49 AM
80	Ad hoc. Problems addressed as they arise.	Apr 24, 2011 12:55 PM
81	associate level content experts managed by partner level then these partners supervised by me	Apr 21, 2011 12:04 PM
82	Commencing supervision of junior lawyer, monitored by partner	Apr 20, 2011 9:08 AM
83	Senior solicitors supervise junior solicitors and secretaries on a daily basis.	Apr 19, 2011 10:44 AM
84	on basis of file allocation	Apr 19, 2011 10:03 AM
85	some work for more than one partner	Apr 19, 2011 6:27 AM
86	I have a Co-ordinator who supervises the day to day activities of the team	Apr 18, 2011 6:51 PM
87	partners have authority to supervise same staff	Apr 18, 2011 3:13 PM
88	the person that provides the work to the admin assistant is required to supervise the accuracy and completion of that work.	Apr 18, 2011 12:25 PM
89	i share the responsibility with my supervising partner	Apr 18, 2011 11:56 AM
90	Other staff also delegate work to the staff I supervise and they will supervise the staff when completing the work they delegate, while I supervise the staff when completing work that I have delegated to them.	Apr 18, 2011 10:51 AM
91	Each delegate part of our own workload	Apr 18, 2011 10:09 AM
92	shared administrative assistants	Apr 18, 2011 10:04 AM
93	supervised by other solicitors who also delegate work to them.	Apr 18, 2011 8:12 AM
94	I supervise files of my clients that are being worked on. Other solicitors will supervise paralegals acting on their files.	Apr 11, 2011 12:37 PM
95	Supervised practitioners receive work from different practice areas of firm.	Apr 8, 2011 12:36 PM

Page 4, Q20. How do you find time for your supervision responsibilities? Please tick all that apply

1	All of the above apply in varying degrees	May 17, 2011 5:18 PM
2	supervision time is allocated to me as a %. My client work is centered around my management functions so that I am available for the staff at all times.	May 16, 2011 12:03 PM
3	Not a billing fee earner	May 13, 2011 5:06 PM
4	My team performance is more important than my individual billings so there are no consequences for me if my expected billable hours is not reached because of my supervision obligations	May 13, 2011 3:26 PM
5	I do not currently perform fee earning activities	May 13, 2011 11:31 AM
6	my chargeable unit target is reduced by 1 hr per day to allow time to supervise on non-client related matters	May 11, 2011 6:51 PM
7	Finding time is not SPARE TIME	May 9, 2011 5:24 PM
8	Regularly meet with staff in team meetings and also individually to ascertain current state and status	May 4, 2011 10:54 AM
9	Supervision is done as work progresses	May 3, 2011 12:29 PM
10	The firm as an open door environment and queries are answered when they are asked. In addition, any work to be reviewed is recorded and billed if appropriate. I generally do my review work after hours.	Apr 28, 2011 5:28 PM
11	I don't record time so this is not applicable	Apr 18, 2011 6:51 PM
12	my supervision is limited to directing my administrative assistant to perform various duties. It is not necessary to schedule special time for this.	Apr 18, 2011 10:04 AM
13	One fee earner only records time when being "supervised" it is either recorded as non chargeable time by the supervisor or the supervisee depending on the extent of guidance or skill applied to the particular issue.	Apr 11, 2011 12:37 PM

Page 4, Q21. How did you develop your supervision practices? Please tick all that apply

1	Mentoring by my supervising partner, observing positive practices by fellow branch managers, in house training, reading literature.	May 20, 2011 2:42 PM
2	My supervision practices have basically been "learnt on the job". I expect the staff members I supervise to show common sense and to show initiative such that they come to me seeking supervision rather than me imposing a highly structured supervision regime on those staff members. As such, the development of my supervision practices has largely been organic.	May 17, 2011 5:18 PM
3	I contracted a consultant to assist me develop techniques for supervision	May 16, 2011 6:36 PM
4	Discussion of issues and making it clear that there is someone to talk to who will not be judgemental.	May 16, 2011 5:04 PM
5	I also work closely with our Learning and Development team together with participate in internal and external management courses the firm send managers to to assist with our own development	May 16, 2011 12:35 PM
6	I believe the ability to supervise and mentor staff in an inherent quality which one develops over time.	May 16, 2011 12:03 PM
7	Through a Frontline Management Course	May 16, 2011 11:09 AM
8	I have attended a number of courses and read a number of books on leadership / professional development.	May 15, 2011 12:16 PM
9	I have been supervising staff for more tahn 220 years so to some extent by trial and error I have leant what appears to be the most effective way for me to achieve what appears to be good results	May 13, 2011 3:26 PM
10	Professional training	May 11, 2011 5:27 PM
11	I respond to the needs of my supervisees at this stage whilst I take into account expressed preferences I do not consider myself bound by such preferences if my assessment of needs is different to the preferences expressed	May 9, 2011 4:52 PM
12	Lexon recommendations, ALPMA	May 9, 2011 12:11 PM
13	By sitting down and thinking about what I liked and did not like when I was a supervisee	May 4, 2011 3:51 PM
14	Also read several books and studies on it, attended some courses	May 4, 2011 10:54 AM
15	Through my own experiences where i was not very well supervised i have learnt what should be done to ensure my staff achievve a higher level of competency quicker.	May 4, 2011 8:51 AM
16	Over many years of experience in the various aspects of the work and policy and proceeds of the firm	May 3, 2011 12:40 PM
17	Previous employment experience in larger, more structured organisations	May 2, 2011 8:54 AM
18	Informal training on supervision provided by Partners of the firm	Apr 29, 2011 3:22 PM
19	External training, 360 degree feedback processes	Apr 29, 2011 2:08 PM
20	By considering how I like to be supervised and what I can work best with as a supervisor.	Apr 28, 2011 5:28 PM
21	Formal Management Education	Apr 28, 2011 3:05 PM

Page 4, Q21. How did you develop your supervision practices? Please tick all that apply

22	Supervision techniques learnt in work outside legal practice.	Apr 24, 2011 12:55 PM
23	responding to client requirements	Apr 21, 2011 12:04 PM
24	Undertaking external seminars and training	Apr 18, 2011 6:51 PM
25	Attending series of CLEs on effective feedback and supervision	Apr 18, 2011 10:09 AM

Page 4, Q23. If you undertake training to build your supervision skills, what sort of training do you receive? Tick all that apply

1	Informal discussions with my supervising partner.	May 20, 2011 2:42 PM
2	N/A	May 17, 2011 9:48 AM
3	Undertook the practice management course before taking on the role and I also listen to management podcasts online.	May 12, 2011 2:39 PM
4	Nil	May 10, 2011 1:13 PM
5	I rely on discussions with my Director and the Human Resource Section at LAQ	May 10, 2011 7:51 AM
6	IN HOUSE FORMAL TRAINING AT PREVIOUS FIRM	May 4, 2011 2:31 PM
7	Regular discussions with superiors about how to manage various situations	May 4, 2011 10:16 AM
8	Formal training in previous professions.	Apr 24, 2011 12:55 PM

Page 4, Q24. Can you identify forms of supervision training you have not received but that you think you would find helpful?

1	It would be useful to be appraised of alternate approaches - there is always room for improvement	May 9, 2011 4:52 PM
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Page 4, Q27. What is it that tells you if your supervision is effective? Tick all that apply

1	My peoples Happiness and productivity.	May 11, 2011 4:01 PM
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Page 4, Q28. To what extent do you focus on the following in your supervision?

1	Have ticked "not at all" where I do not believe it is relevant for admin person I supervise	May 9, 2011 3:15 PM
2	Accuracy.	Apr 28, 2011 5:28 PM
3	Appreciation of the role of a lawyer as a service provider in a privileged role.	Apr 24, 2011 12:55 PM
4	Making sure they 'give it a go'... - even if it is wrong, if no attempt is made, cannot assess whether they are right or wrong, and cannot correct/educate	Apr 18, 2011 10:09 AM

Page 4, Q29. Do you view supervision principally as

1	It would appear to me that the main aim of supervision is assist staff members to perform their roles as legal practitioners well, in a competent and efficient manner. That will maximise the prospects of the staff members doing good work and minimising risks and which will enhance likelihood of client staisfaction and also the profitability of the staff member.	May 17, 2011 5:18 PM
2	It is important for the older to help the young and teach what they know	May 16, 2011 5:04 PM
3	I consider that supervision is important to all of the above.	May 16, 2011 11:40 AM
4	It is s necessary part of building capacity in and training junior lawyers which can be effective if actively monitored and managed.	May 16, 2011 9:40 AM
5	It is part of my role to supervise	May 13, 2011 3:26 PM
6	It is not additional to my main role - it is my mail role	May 12, 2011 2:39 PM
7	I think supervision is an important tool in legal practice, it helps mould the team, set the ethics and the environment and ensures good client care and that client damages are maximized. I believe that older lawyers have a duty to the next generation and the profession to pass on knowledge and the understanding of correct ethics in legal practice.	May 11, 2011 4:01 PM
8	As a Coordinator I have determined that my primary responsibility is to supervise the junior practitioners that I have been charged with management of. Mentoring and supervision are different, but by providing comprehensive supervision, I am of the view that when these practitioners are ready I will be well placed to alter my role in their careers to become a mentor as opposed to a supervisor. Comprehensive supervision allow me to discharge my duties as their manager, because I am across the issues and can adopt a strategy of early intervention if any problems are identified.	May 9, 2011 4:52 PM
9	Supervision has 2 main purposes 1. to complete legal work successfully by a person at the right level of knowledge and therefore at the most economic cost for the client and most profitable for the firm 2. to mentor the supervisee so that they can attain advancement in the profession comensurate with their abilites	May 4, 2011 3:51 PM
10	Supervision of staff is not additional to, it is a main role - without additional staff, the firm size, productivity and success woudl be limited	May 4, 2011 10:54 AM
11	It is inherent in what we do. It is not possible to separate it from overall duties to the client. I also consider there are mutual relationships up and down the chain in law firms. I need my juniors to do a good job in order to properly support the work the team does and get the right outcomes.	May 4, 2011 10:16 AM
12	Mentoring is a great way for new or inexperienced staff to learn skills not known before.	May 3, 2011 12:40 PM
13	Each are an integral part of the purpose of supervision	May 3, 2011 12:29 PM
14	A large part of supervision is about getting the supervisee to produce good quality work. This in turn will help them become a better lawyer and reduce risk.	Apr 29, 2011 4:57 PM
15	I see supervision as a number of things - and not any one thing principally. It is the single hardest skill to master in practice but I also see it as the single most important skill in practice.	Apr 29, 2011 2:08 PM

Page 4, Q29. Do you view supervision principally as

16	I am not in a management role but I feel obliged to pass on training and to supervise as I was when I was a young solicitor. It provides an opportunity to manage problems that arise in a timely manner.	Apr 28, 2011 5:51 PM
17	I consider supervision to be part of my role as a more senior lawyer and provide me with an opportunity to assist the more junior staff. The dynamics of our group within our firm requires the lawyers to assist the partners with the supervision of the graduates and paralegals so that the team can work efficiently.	Apr 28, 2011 5:28 PM
18	Supervising is part of my role not an addition	Apr 28, 2011 3:48 PM
19	Supervision is a balance of managing the person in relation to the overall performance of the group and allowing the person to develop.	Apr 28, 2011 2:56 PM
20	The work we produce is what is important. I'm not sure if I'm the mentor my staff want me to be but hopefully, by working a file together, the mentoring role will look after itself.	Apr 27, 2011 5:49 PM
21	Repurcussions for practitioner in not properly handling a file. Requirement to have all team members performing for maximum team output. Gap between expectation of the lawyer in situ and standard necessary to be awarded a law degree.	Apr 24, 2011 12:55 PM
22	It is good for my business, but I am happy to contribute to a young lawyers career, wherever they end up	Apr 19, 2011 10:03 AM
23	By effectively managing and developing my team, the service we provide our internal & external clients improves and is a high standard	Apr 18, 2011 6:51 PM
24	I think that i have knowledge to pass onto others that i work with and who sevice the firm's clients	Apr 18, 2011 3:13 PM
25	my supervision is primarily to train the person in such a way that they become competent, have the ability to work on their own with less supervision and also have the ability to support professional staff.	Apr 18, 2011 12:25 PM
26	It is crucial to our practice as lawyers that training is given to our junior staff on an ongoing basis. This also prevents errors and improves client service.	Apr 18, 2011 10:51 AM
27	It is a way of not only 'giving back', but managing my own workload	Apr 18, 2011 10:09 AM
28	It is what a senior practitioner owes to those new in the profession, both for their own sakes and for the sake of the clients they serve.	Apr 8, 2011 12:36 PM

Page 4, Q30. If you are a supervisor who is also supervised by others, are your supervisor's practices similar to your own?

1	My supervising partner does not have a file load. Extended focus on the region's performance as opposed to a branch. More detailed reporting responsibilities.	May 20, 2011 2:42 PM
2	I have several supervisors with varying styles	May 19, 2011 4:51 PM
3	Being more reasonable/flexible with soft deadlines to complete tasks to keep unnecessary stress/anxiety to a minimum. Asking the supervisee what their workload is and then assisting with prioritising their workload. Using a team/collaborative approach to finishing the task with the supervisee rather than 'its your responsibility to finish it and to then report to me' - a non-collaborative approach	May 17, 2011 9:48 AM
4	I have a more proactive and immediate approach to problem solving	May 16, 2011 12:03 PM
5	I am supervised to a much lesser extent, and in fact generally only when I ask for supervision or guidance on something, I am supervised.	May 16, 2011 11:40 AM
6	My supervisor is much better at supervision than me.	May 15, 2011 12:16 PM
7	the supervision of me is more collaborative and support-driven and the supervision I have of others is more directive in nature	May 12, 2011 2:39 PM
8	my supervisor is far less hands on, there is hardly any supervision	May 11, 2011 6:51 PM
9	My supervisor is far more statistics driven and I am more people driven. This is important as we balance nicely.	May 11, 2011 4:01 PM
10	I am a senior practitioner, so supervision/assistance is largely provided when I seek it.	May 9, 2011 4:50 PM
11	Contact time and accessibility of supervisor's due to geographical isolation	May 5, 2011 9:15 AM
12	Less hands on. As a Senior Associate, I am more autonomous and do not need the same level of management as I need to give down the chain. As a female, I am also more intuitive about how juniors are coping. Most juniors do not cope well at all during their formative years as lawyers.	May 4, 2011 10:16 AM
13	I am less 'managed'	May 3, 2011 9:23 AM
14	My supervisor's availability and style is more reactive to problems and promotes independence and autonomy in my own management role.	May 2, 2011 8:54 AM
15	Their supervision is very hands off	Apr 29, 2011 1:53 PM
16	My supervisor is an autocrat.	Apr 29, 2011 1:26 PM
17	as our admin staff have no legal background require a lot more close supervision	Apr 28, 2011 5:42 PM
18	I have two supervisors of differing practices. I have taken some practices from each. One is more approachable than the other. In addition, one is more efficient and timely in returning work and challenging ideas than the other. I like to think that I am approachable, efficient at returning work to my supervisees and challenge their ideas where appropriate.	Apr 28, 2011 5:28 PM
19	more pushing of financial info to me in unrefined reports as opposed to suggestions on proactive resolving of any reoccurring problems	Apr 28, 2011 4:34 PM
20	My supervisors do not practice in Family Law.	Apr 28, 2011 3:13 PM

Page 4, Q30. If you are a supervisor who is also supervised by others, are your supervisor's practices similar to your own?

21	Different roles, so different amounts of time can be allocated.	Apr 28, 2011 2:56 PM
22	my supervisor does not provide much practical support in terms of legal decision making	Apr 21, 2011 11:23 AM
23	My Manager has a very differnt approach. he is more reactive than proactive and sees supervision as an additional "hassle" in his day.	Apr 20, 2011 4:48 PM
24	My current supervisory role also involves development of relevant legal knowledge. This in note included in my supervisors supervision of myself	Apr 20, 2011 9:08 AM
25	I tend to take responsibility for my team and role and only seek guidance or advice when necessary.	Apr 18, 2011 6:51 PM
26	I am supervised by the solicitors that I provide secretarial support to.	Apr 18, 2011 12:25 PM
27	I spend more time going through tasks with those I supervise.	Apr 18, 2011 10:51 AM
28	My supervisor is not proactive	Apr 18, 2011 10:09 AM

Page 5, Q33. How do you supervise (tick those that apply, but only if done systematically):-

1	I review complex briefs/letters when asked but not regular communications	May 11, 2011 6:54 PM
2	I allocate new work based on feedback from client and meeting of targets	May 11, 2011 5:08 PM
3	An "open door" policy was too stressful for me as I had an endless stream of people approaching me. Therefore I make myself available to staff by having a fixed meeting time with each of them every week. However, if urgent issues arise staff know they can approach me to seek assistance outside of their fixed meeting - if I can not see them immediately a mutually convenient time will be arranged to address the urgent issue.	May 9, 2011 5:00 PM
4	For junior authors I review all communications. For senior authors (senior associate and above) i review only advice work	May 3, 2011 10:26 AM
5	My job doesn't involve dealing with clients or billing.	Apr 28, 2011 3:12 PM

Page 6, Q40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

1	One didn't take much notice of what I was doing and the other is very attentive and keeps me focused.	May 20, 2011 1:57 PM
2	supervision styles and different roles I have been in	May 19, 2011 4:57 PM
3	Trust v controlling	May 17, 2011 5:08 PM
4	Constant positive reinforcement - advising if I have made a mistake - and what to do to ensure it doesn't happen again.	May 17, 2011 3:52 PM
5	I'm not sure that I can put it into words but of the two directors that supervise me, one gives minimal supervision and one gives a much higher level. There is an associate who also supervises me who I find quite intimidating and critical, it takes someone with a lot of confidence to be effectively supervised by her.	May 17, 2011 3:42 PM
6	Communication	May 17, 2011 3:37 PM
7	differences between leading and managing staff as opposed to managing the office and meeting targets.	May 17, 2011 11:50 AM
8	Differing levels of supervision, some supervisors happy to review at a high level and identify key risks and work through others taking a more micro manage approach including close review and detailed amendment of all work including on more stylistic matters, different approaches, one supervisor who takes a commercial approach to risks whilst another who is very risk adverse and concerned about covering themselves	May 17, 2011 9:55 AM
9	ranging from micro-management of every task or step taken to autonomous running of matters with very limited supervision (as and when needed)	May 17, 2011 9:50 AM
10	One supervises me in a way that puts the onus on me to show the supervisor my work and ask appropriate questions and also manage the conduct of the file (i.e. puts more responsibility on me). Another reviews my work more thoroughly and controls the management of the file more closely (i.e. directs my next actions on the file and client communications)	May 16, 2011 6:12 PM
11	Some monitor and review work more closely than others.	May 16, 2011 2:59 PM
12	My initial supervisor had a much more hands on approach until I gained further experience.	May 16, 2011 12:26 PM
13	My current supervisor includes me more in decision making at an executive level and listens to my views.	May 16, 2011 12:19 PM
14	More or less time made available by supervisor. More or less accessibility to supervisor.	May 16, 2011 7:57 AM
15	One supervisor supervising from another office One supervisor sometimes yelling at staff as a means of supervising One supervisor not addressing poor performance staff issues One supervisor not on-line with firm's goals and policies One supervisor constantly re-wording documents	May 15, 2011 2:27 PM
16	Too many to list.	May 15, 2011 12:24 PM
17	Completely different styles of supervision	May 13, 2011 5:19 PM
18	Different work practices.	May 13, 2011 3:46 PM

Page 6, Q40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

19	I feel that certain managers "micro-managed" me and undermined my self-confidence and self-esteem	May 13, 2011 2:39 PM
20	level of details	May 13, 2011 1:35 PM
21	Current supervisor less hands-on	May 13, 2011 9:00 AM
22	Two people have supervised me directly. The main difference is that one allows more autonomy than the other.	May 12, 2011 7:27 PM
23	Communication Guidance Client communication	May 12, 2011 6:57 PM
24	Varying different ways of being supervised and managed such as open or closed communications, not enough credence for experience and knowledge, felt decisions made without consultation.	May 12, 2011 9:04 AM
25	Different techniques adopted by various individuals	May 12, 2011 8:52 AM
26	Some take a more hands on approach. Some are more collaborative than others	May 12, 2011 8:16 AM
27	I answer to 2 different supervisors for different issues.	May 11, 2011 5:58 PM
28	supervisor does not make decisions	May 11, 2011 2:27 PM
29	One watched my work very closely and the other gave me more freedom and responsibility.	May 11, 2011 2:23 PM
30	From micro-management to no or very little feedback or support	May 11, 2011 9:20 AM
31	Some supervisors micro-manage and others have stood back and been almost absent.	May 10, 2011 3:51 PM
32	More hands on at the start - less hands on now	May 10, 2011 11:27 AM
33	Level of supervision - some take a "hands off" approach, as opposed to others who micro-manage	May 10, 2011 10:29 AM
34	Some dictate exactly what they require you to do and what they want. Others will just verbally or make a brief note requesting what they want and let you fill the blanks.	May 10, 2011 10:22 AM
35	variation the following: 1. expectation of workload 2. nature of the tasks that supervisors consider I am ready to undertake 3. different approach to setting tasks and guiding/ monitoring filework 4. different style approach to managing clients and tactics regarding court appearances, negotiation etc	May 10, 2011 8:18 AM
36	Variations in writing style, variations in mentoring, variations in strategies employed	May 9, 2011 5:24 PM
37	previous supervisor had no interest in the area of law I was primarily practicing in and no idea what my workload was like, or anything about my work practices	May 9, 2011 4:50 PM
38	Level of support Level of scrutiny Interest in professional development	May 9, 2011 3:55 PM
39	Different personal working styles	May 6, 2011 12:05 PM

Page 6, Q40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

40	Some supervisors like to exercise more control than others. ie. Some micro manage whilst most give more latitude for self direction with assistance and direction given when asked for.	May 5, 2011 10:09 AM
41	One partner is soft, calm, flexible and technically brilliant. The other is more rigid, highly strung, weaker on technical ability but very strong on client/people management and business development.	May 4, 2011 10:24 AM
42	Continous discrepancies in instructions provided. Some take time and care to ensure training is taken out, others are not interested in investing the time to train someone properly.	May 4, 2011 7:35 AM
43	more face to face time with one supevisor over the other	May 3, 2011 6:03 PM
44	Some supervisors have been easier to deal with than others.	May 3, 2011 5:40 PM
45	One was more one on one than the other.	May 3, 2011 12:43 PM
46	Neither has been a good supervisor but for opposite reasons - one paid no attention at all to what I did and the other is a micro-manager.	Apr 30, 2011 11:08 AM
47	Delegation and supervision.	Apr 29, 2011 5:36 PM
48	Some more accessible than others	Apr 29, 2011 5:01 PM
49	Open vs closed door policy	Apr 29, 2011 2:56 PM
50	Some SAs can micro-manage, some provide an appropriate level of interest, guidance and support, some provide very limited input. Each SA differs.	Apr 29, 2011 2:24 PM
51	Differenct levels of supervision	Apr 29, 2011 2:00 PM
52	Level of involvement	Apr 29, 2011 1:37 PM
53	Degree of instruction and involvement in matters	Apr 29, 2011 1:24 PM
54	Supervisors other than partners have more time to explain background and the current task	Apr 29, 2011 12:57 PM
55	Different people have different supervision styles and different priorities for what they consider to be important	Apr 29, 2011 12:55 PM
56	I have had a supervisor who was very organised and was usually in the office, I then had a supervisor who was very disorganised and never in the office and now have a supervisor who is more organised but does spend a bit of time out of the office.	Apr 29, 2011 11:48 AM
57	more hands on approach by one person, easier to approach	Apr 28, 2011 5:57 PM
58	One of my supervisors is very approachable and has a different style of work and running files. The other supervisor is extremely efficient and disciplined. This supervisor is approachable, however, this must be gauged well. This supervisor picks up issues and challenges my advices more than the other.	Apr 28, 2011 5:43 PM
59	Different styles of work ethics and proble solving as well as availability to assist	Apr 28, 2011 3:39 PM
60	Different personalities. Different interpretations.	Apr 28, 2011 3:20 PM
61	Kindess, respect	Apr 28, 2011 3:11 PM

Page 6, Q40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

62	different work practices and different areas of law contribute to different methodologies in supervising	Apr 28, 2011 3:03 PM
63	Different personality styles	Apr 28, 2011 2:51 PM
64	Different personalities = Different styles of supervision	Apr 28, 2011 12:28 PM
65	autonomy & review & individual work practices	Apr 28, 2011 12:26 PM
66	Style of writing and style of approach to tactics in litigation	Apr 28, 2011 12:23 PM
67	One supervisor was far more proactive and responsive.	Apr 28, 2011 9:56 AM
68	Availability of the supervisor	Apr 28, 2011 9:45 AM
69	Some will spend a lot more time mentoring and checking work. Others won't check the work as thoroughly.	Apr 27, 2011 6:03 PM
70	Micro-management v "hands off"	Apr 27, 2011 12:31 PM
71	Previous supervisor had a 'heavier touch'	Apr 27, 2011 5:55 AM
72	writing style etc.	Apr 21, 2011 9:08 AM
73	Style (micromanager vs macromanager)	Apr 20, 2011 4:58 PM
74	hands on v hands off style micro managing v free rein	Apr 20, 2011 4:36 PM
75	Drafting styles and level of involvement in matter	Apr 20, 2011 3:26 PM
76	Early guidance as to how a task should be completed, general approach to ongoing guidance of task, follow up and review of completed tasks	Apr 20, 2011 2:52 PM
77	Degree of supervision	Apr 19, 2011 5:45 PM
78	Some are supposed to supervise and don't.	Apr 19, 2011 11:23 AM
79	Variations include encouragement, motivation, personality and positive approaches versus negative reinforcement	Apr 19, 2011 9:57 AM
80	teaching methods	Apr 18, 2011 5:33 PM
81	One partner requires regular meetings to discuss files. One seeks almost no updates at all and gives no direction.	Apr 18, 2011 1:51 PM
82	Just different work methods for each partner	Apr 18, 2011 1:49 PM
83	I work under the supervision of various Partners and senior staff members. Each has their own approach to supervision. Some review my work in technical detail from draft to draft, others are only interested in reviewing final documents.	Apr 18, 2011 10:47 AM
84	- One partner adopts more active supervision than the other - One has more ethical standards and I consult him with queries	Apr 18, 2011 10:14 AM
85	Current supervisor is more hands on than previous supervisor- goes through my work much more carefully, whereas previously if my work was close enough to good enough it would be sent out with only a few, or no, variation.	Apr 18, 2011 10:12 AM

Page 6, Q40. If you answered "yes" to the previous question, has there been significant variation in approach taken by your different supervisors?

86	Unclear or conflicting instructions sometimes, which makes doing the work difficult or time consuming if you are not given all of the appropriate instructions in the first place. Different approaches are also taken depending on the supervisor's familiarity with the matter.	Apr 12, 2011 3:25 PM
87	I have found that the type of supervision given is dependent on the supervisor. Some are content to allow me to perform work, and just "run a quick eye" over work; others prefer to closely monitor steps taken, and require work to be performed and produced in a specific manner and style.	Apr 11, 2011 10:15 AM

Page 6, Q41. Who supervises your current work? Please tick all that apply

1	Note: Branch Manager who is a solicitor	May 19, 2011 8:30 PM
2	Special Counsel	May 17, 2011 9:19 AM
3	General Manager & Senior Lawyer	May 16, 2011 12:59 PM
4	Director who is a senior lawyer	May 16, 2011 12:19 PM
5	and CEO	May 13, 2011 5:19 PM
6	Marketing Manager	May 13, 2011 4:07 PM
7	IT dept	May 12, 2011 1:49 PM
8	Director and Assistant Director	May 11, 2011 5:58 PM
9	Branch Manager	May 11, 2011 4:37 PM
10	manager	May 11, 2011 4:36 PM
11	Central Services Manager	May 11, 2011 3:05 PM
12	Solicitor / Branch Manager	May 11, 2011 2:23 PM
13	Family Support Officer who oversees admin staff	May 11, 2011 9:20 AM
14	Director	May 10, 2011 11:43 AM
15	Senior solicitor	May 10, 2011 10:29 AM
16	Team Coordinator	May 10, 2011 8:18 AM
17	Family Law Consultant	May 9, 2011 4:56 PM
18	No one	May 9, 2011 9:17 AM
19	Accountant	May 9, 2011 8:43 AM
20	not applicable	May 5, 2011 5:47 PM
21	Manager	May 5, 2011 11:11 AM
22	Special Counsel	May 4, 2011 2:35 PM
23	Legal Secretary	May 4, 2011 11:48 AM
24	COO	May 2, 2011 9:02 AM
25	Not applicable	May 1, 2011 12:58 PM
26	Senior government legal officer	Apr 29, 2011 4:40 PM
27	Director	Apr 29, 2011 3:09 PM
28	Special Counsel	Apr 29, 2011 2:04 PM
29	Senior Associate	Apr 29, 2011 9:53 AM
30	Group Managing Director	Apr 29, 2011 8:26 AM
31	as to financial performance	Apr 28, 2011 4:45 PM

Page 6, Q41. Who supervises your current work? Please tick all that apply

32	assistant crown solicitor	Apr 28, 2011 2:51 PM
33	Trainee Solicitor	Apr 28, 2011 12:28 PM
34	Assistant Crown Solicitor	Apr 28, 2011 9:56 AM
35	A Senior Associate	Apr 27, 2011 6:03 PM
36	Senior Principal Lawyer	Apr 27, 2011 12:31 PM
37	Senior Principal Lawyer, Associate Crown Solicitor	Apr 27, 2011 8:28 AM
38	Assistant Crown Solicitor	Apr 27, 2011 5:55 AM
39	ACS	Apr 21, 2011 11:30 AM
40	senior principal lawyers and assistant crown solicitors	Apr 21, 2011 9:55 AM
41	Colleague	Apr 20, 2011 9:18 AM
42	Director	Apr 19, 2011 9:43 AM
43	Gadens also has a 'director' role that sits between Partner and Senior Associate. I am also supervised by Directors	Apr 18, 2011 10:47 AM

Page 6, Q42. Which of the following is the most important source of support in your work?

1	Whole team	May 19, 2011 4:57 PM
2	No real support	Apr 29, 2011 1:35 PM
3	the group head	Apr 29, 2011 12:55 PM
4	My secretary.	Apr 18, 2011 11:00 AM
5	Don't really get support as such. I can talk about issues with supervisors if I need to, but it is not encouraged and no one takes an active interest in my progress or development.	Apr 18, 2011 10:47 AM
6	Partner and peers	Apr 11, 2011 2:42 PM

Page 6, Q44. How much time do you spend meeting with your supervisor each week? (in minutes)

1	It really depends on what is happening on the files that I am working on with them	May 17, 2011 3:42 PM
2	Not regular times so to speak but when I do need to speak to them they respond quite quickly	May 16, 2011 12:59 PM
3	can be many hours as we work together but not all this is supervision	May 15, 2011 12:24 PM
4	NIL	May 13, 2011 2:35 PM
5	every day	May 13, 2011 12:07 PM
6	2-3 Hours	May 13, 2011 11:14 AM
7	Varies	May 10, 2011 3:18 PM
8	We meet regularly for an hour once a fortnight and she has an open door policy which enables me to discuss issues as they arise	May 10, 2011 7:59 AM
9	We don't meet	May 9, 2011 4:06 PM
10	2 hours (varies)	May 9, 2011 9:02 AM
11	I varies depending on what I need help with	May 9, 2011 8:37 AM
12	Varies depending on transaction. But would be into the hours every week. We work collobaratively together and with the rest of the project team.	May 4, 2011 10:24 AM
13	At least 3 hours	Apr 29, 2011 3:26 PM
14	as matters require	Apr 29, 2011 1:20 PM
15	On an as-needs basis and I would see both supervisors daily at least once.	Apr 28, 2011 5:43 PM
16	I work with them, we do not allocate time to meet or train	Apr 28, 2011 1:30 PM
17	my supervisor is the person I seek most advice from at any time during the work day	Apr 27, 2011 10:39 AM
18	5-6 hrs per week	Apr 20, 2011 4:36 PM
19	my position does not require weekly supervision	Apr 20, 2011 4:20 PM
20	Go to supervisor when I have a question or an issue.	Apr 20, 2011 2:35 PM
21	as required - with no time limits normally	Apr 18, 2011 5:33 PM
22	probably at least an hour per week	Apr 18, 2011 1:49 PM
23	varies depending on work	Apr 11, 2011 2:42 PM

Page 6, Q46. Do you receive supervision that you feel is appropriate to your experience and/or qualifications?

1	I'm only admin so we only talk about things when it is busy and we are struggling. We don't really need much supervision otherwise.	May 20, 2011 1:57 PM
2	For the most part my answer is Yes. There are times when I feel as though I have been thrown in the deep end. Some people thrive on this and some people do not respond well to it. As I am not the most confident person in the world I often struggle when this happens, not because I am incapable but because I want to do the work correctly and when I cannot get the level of support that I feel that I need on a particular project I tend to panic. Panicking leads to mistakes.	May 17, 2011 3:42 PM
3	I have demonstrated that I can work within my area of practice, and that I know what I am doing. I have appropriate checks and systems in place. I know that upon the first sign of any potential problem, I need to immediately meet with my supervisor to discuss it, and I know that I can do that.	May 17, 2011 2:39 PM
4	With some Principals, yes, with others, no. Generally, there is a lack of mentoring.	May 17, 2011 9:50 AM
5	My supervisor and I are more peers and we share information.	May 16, 2011 12:19 PM
6	Would prefer some sort of formal arrangement	May 13, 2011 5:05 PM
7	Supervision is not needed.	May 13, 2011 4:14 PM
8	I believe my supervisor is too busy to be able to provide me with the required assistance. I find that I ask others in my firm to assist with questions. Further, due to the nature of my role, I need to ask different people different questions in relation to their expertise as they have more expertise than my supervisor	May 13, 2011 2:14 PM
9	My supervisor has limited time when I do need to discuss difficulties in my own files	May 11, 2011 6:59 PM
10	I am happy with my supervision that I receive most of the time, but I do not think it is appropriate for my level of experience.	May 11, 2011 5:58 PM
11	my supervisor is the same level as me.	May 11, 2011 2:27 PM
12	The level of supervision I get is dependant on the tasks I am currently undertaking. I may have simple day - to - day tasks that I do not need assistance with, but will have closer supervision if doing complicated tasks.	May 11, 2011 2:23 PM
13	not enough documented support or procedures	May 10, 2011 10:22 AM
14	Under my current supervisor I do feel that the supervision I am receiving is appropriate. There have been times in the past when I have not felt that I have been supervised adequately.	May 10, 2011 8:18 AM
15	No formal supervision, but open door policy. Would like to see a more formal mentoring role where regular meetings and file reviews were scheduled.	May 9, 2011 4:50 PM
16	My supervisor is too busy to sit down and properly train and/or answer questions.	May 9, 2011 4:06 PM
17	I would like more supervision	May 9, 2011 3:22 PM
18	This is a stand alone role, so I only report.	May 5, 2011 11:11 AM
19	It relates directly to my training to become a solicitor,	May 4, 2011 4:35 PM

Page 6, Q46. Do you receive supervision that you feel is appropriate to your experience and/or qualifications?

20	I do not feel like my supervision is adequate. I have the option to go to my supervisor if I have any questions, but I do not feel the response is always adequate and would like greater support and explanation. I think my supervision would improve if communication is improved in terms of all tasks and matters.	May 4, 2011 11:03 AM
21	I am very new to the type of work that I am doing and feel as though I am 'thrown in the deep end' yet when I have made mistakes I have felt that no consideration was taken in relation to my inexperience.	May 4, 2011 7:35 AM
22	.	May 3, 2011 11:05 AM
23	I am a trained librarian with 20 years experience in that profession, i require no supervision or guidance in this role.	May 2, 2011 9:02 AM
24	I have never received any training or modelling of good file management practices. Feedback is inconsistent and often non-constructive. There is very much a 'sink or swim' approach.	Apr 30, 2011 11:08 AM
25	Supervision should be provided to juniors more proactively by the supervisors.	Apr 29, 2011 2:24 PM
26	Often supervision is too high on administrative or basic tasks, such as the description of work for the client agreement, and non-existent on the substantive aspects of law	Apr 29, 2011 1:37 PM
27	No supervision or support unless there is s problem	Apr 29, 2011 1:35 PM
28	Most times but it does depend on how busy everyone is.	Apr 29, 2011 11:48 AM
29	I feel supported in my role and have supervisors that both guide me and challenge my work.	Apr 28, 2011 5:43 PM
30	I am an extremely experienced practitioner that requires very little supervision.	Apr 28, 2011 9:56 AM
31	All non-template letters are counter-signed and I can approach the Senior Associate who supervises me whenever I need to.	Apr 27, 2011 6:03 PM
32	I have been with the firm for many years and do not require close supervision to undertake my role. If I have a problem I seek advice.	Apr 20, 2011 4:20 PM
33	My supervisor is always available when needed.	Apr 19, 2011 11:42 AM
34	I only seek guidance or assistance when necessary.	Apr 18, 2011 7:00 PM
35	Whilst it is good to have unsupervised carriage of files, for quality assurance and risk management a supervisor should check all correspondence, etc, before it gets sent out.	Apr 18, 2011 1:51 PM
36	I receive good guidance on how to handle each particular matter	Apr 18, 2011 1:49 PM
37	As above, I work for a variety of supervisors who each have different approaches/expectations. The inconsistency this creates is a big challenge. I work on some fairly complex transactions and some supervisors are too busy/don't want to hear about every details, but occassionaly one will. It is hard to judge which issues are material to which supervisors and I spend quite a bit of time worrying about whether or not I should be seeking guidance on particular issues.	Apr 18, 2011 10:47 AM

Page 6, Q46. Do you receive supervision that you feel is appropriate to your experience and/or qualifications?

38	- When I first commenced practice, was left to do a lot of work on my own which took an inordinate amount of time	Apr 18, 2011 10:14 AM
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Page 6, Q48. What would you like more of from your supervisor, and why?

1	My supervisor supervises 5 branch managers and is based at another office. More regular visits to our office would improve the sense of "team" and provide additional support to me as an author and supervisor. Face to face is always better than a phone relationship.	May 20, 2011 3:05 PM
2	I don't know.	May 20, 2011 1:57 PM
3	I would appreciate more training from either of the solicitors I work for so I can be better at my job and in the long run assist their work loads as well.	May 20, 2011 8:33 AM
4	My supervisor is so busy with Branch Management duties that he is not always available to provide training on legal issues of interest to me as part of my development needs. So much of his time is taken up with following process within the Branch and moving claims along that specific learning and development activities that would teach me to move my own claims along more expeditiously is overlooked.	May 19, 2011 8:30 PM
5	From senior management I would like more training opportunities and the ability to be more flexible at work, without being perceived as never at work, when having to attend to family responsibilities.	May 19, 2011 4:57 PM
6	Updates on progress	May 17, 2011 5:08 PM
7	Trust	May 17, 2011 4:24 PM
8	i dont know	May 17, 2011 3:52 PM
9	I would like all of the people who supervise me to make clear the level of responsibility that I am expected to take with each matter that I work on. sometimes I work on discrete tasks to do with each matter but sometimes I am expected to take a great deal more responsibility for files. Often I am not told about this expectation and am criticized when something is not done.	May 17, 2011 3:42 PM
10	More training and discussions.	May 17, 2011 3:40 PM
11	More responsibilities and more information on how certain jobs are done	May 17, 2011 2:51 PM
12	I believe the balance is right. I can go to my supervisor for assistance at any time, when it is needed.	May 17, 2011 2:39 PM
13	Feedback on work submitted.	May 17, 2011 2:14 PM
14	I require nothing further from my Senior Solicitor, she has provided a balance in our office which was lacking prior to her arrival.	May 17, 2011 11:50 AM
15	More flexibility with unreasonable/unnecessary soft deadlines. Better file management (steps to be taken in the future) by deciding on what needs to be done well ahead of the time by which the step needs to be taken. Being kept in the loop regarding communications made directly between the supervisor and other matter parties, including being cc'ed in on emails/correspondence. Appreciation of current workload before assigning tasks and setting deadlines and being prepared to re-shuffle work between lawyers to maximise client service.	May 17, 2011 9:50 AM
16	Be more open to and understanding of different approaches and views. Allow me to take control of situations a bit more often and trust me to consult on material issues More understanding that I am still learning and that I won't get everything 100% right everytime.	May 16, 2011 6:12 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

17	More feedback, more variety in terms of work content, patience at times, more attention at other times	May 16, 2011 2:59 PM
18	Possible more supervision time on a more regular basis (although supervisor is not based in the same state). I do like feedback and while I don't request it to be given often - it is nice to know you are on track	May 16, 2011 12:59 PM
19	I am happy with the relationship that we have.	May 16, 2011 12:19 PM
20	nothing. A great supervisor.	May 16, 2011 9:51 AM
21	No change is required	May 16, 2011 9:27 AM
22	Confidence in herself	May 15, 2011 2:27 PM
23	Feedback about where I can improve my work. Eg. if I am doing something that is a 6 out of 10 then to be told how to get to an 8 out of 10 so that I don't have to wait to make a mistake to improve.	May 15, 2011 12:24 PM
24	Turnaround of approval of work so that I can continue to repsond quickly to clients	May 15, 2011 9:50 AM
25	I am lucky to have a really great supervisor who treats me with respect, equality and promotes a positive work environment.	May 13, 2011 4:07 PM
26	I would like for him to be more aware of what others in the team are doing and tell them when they are doing something wrong.	May 13, 2011 3:46 PM
27	More time to collaborate on work	May 13, 2011 3:21 PM
28	I would like more feedback and communication on HR issues so that I know what is happening for example with regard to staffing levels and what cover will be provided during holidays. It often feels like we are kept in the dark until the last minute and only find out things through the rumour mill!	May 13, 2011 2:39 PM
29	Be able to check over my work. I feel now I have a file load I have been "let free" even though I dont have a practicing certificate. My supervisor trusts me but I feel that I need more supervision.	May 13, 2011 2:14 PM
30	More client liaison which will assist me to develop my client skills	May 13, 2011 1:35 PM
31	More availability	May 13, 2011 1:20 PM
32	More training in changing of legislations.	May 13, 2011 11:14 AM
33	nothing	May 13, 2011 9:03 AM
34	Nothing	May 12, 2011 7:28 PM
35	I would appreciate her to have more patience as I believe my skills have to be built up before I can hurry tasks along. At times I feel pressured as my supervisor becomes frustrated if I have not completed a task as quickly as she wants it. I would appreciate more respect as sometimes I feel my supervisor belittles me, this causes me to become nervous to approach her regarding the next problem I have.	May 12, 2011 6:57 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

36	Emotional suport. Sometimes when a team result is poor I immediately get cut down and I think it's so that my supervisor is seen to be actioning the poor performance but in reality, I would respond better to collaborative discussion about the results and proactively trying to improve them - which we eventually do but the initial kick in the butt isnt necessary to drive good performance in me - if anything it demotivates me. We have a very good relationship and I feel the lack of professional distance assists me in knowing my security ad ability to do my job without worrying about when that security will end (as in my prior role)	May 12, 2011 2:50 PM
37	Am very happy with the way things are.	May 12, 2011 1:49 PM
38	More open discussions when issues arise, decisions made with lack of foresight or consultation.	May 12, 2011 9:04 AM
39	She is the complete package! A great asset, friend and mentor.	May 12, 2011 8:52 AM
40	nothing	May 12, 2011 8:16 AM
41	when I have an issue, I would like my supervisor to set aside appropriate time to dedicate to it	May 11, 2011 6:59 PM
42	More time with supervisor to talk about file work. Time spent with supervisor is regarding my supervision of staff.	May 11, 2011 5:58 PM
43	Nothing	May 11, 2011 4:26 PM
44	Guidance and Time. My actual supervisor is out of the office quite often and it is hard to ask him questions when they arise or get him to check my work.	May 11, 2011 3:32 PM
45	Nil	May 11, 2011 3:05 PM
46	Regular contact Constructive criticism	May 11, 2011 3:01 PM
47	Support on decisions made to progress claims. To reach better decisions.	May 11, 2011 2:41 PM
48	to be flexible and to be open to ideas. To be able to direct and encourage learnings and development	May 11, 2011 2:27 PM
49	Correct balance at this time	May 11, 2011 2:19 PM
50	-	May 11, 2011 2:12 PM
51	Accessibility - it's difficult to get to see a solicitor because they are always super busy. Their office door is constantly closed or at they are at court.	May 11, 2011 9:20 AM
52	Input on routine matters.	May 10, 2011 3:18 PM
53	Formal file review meetings	May 10, 2011 10:29 AM
54	More detailed instructions, waste too much time trying to second guess what requires to be done	May 10, 2011 10:22 AM
55	sharing of knowledge and experience	May 10, 2011 8:27 AM
56	I feel that I need clearer guidelines about what is expected of me in relation to clients and within the organisation. For example, I do not feel that I have been provided with clear billing targets and I sometimes feel uncertain about whether my workload is too high or too low.	May 10, 2011 8:18 AM
57	More management of my workload.	May 9, 2011 5:24 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

58	Nothing	May 9, 2011 5:02 PM
59	Can't think of anything.	May 9, 2011 4:56 PM
60	Regular scheduled time - perhaps an hour a fortnight - to review files and discuss "hard" cases. Unless time is scheduled this doesn't happen	May 9, 2011 4:50 PM
61	I would have liked for my supervisor to sit down and give me proper training. When I first stated I received bits and pieces of information that was needed to perform my role. I have learned much of what I know about my position from the senior solicitors who work in my area.	May 9, 2011 4:06 PM
62	Someone with a law degree who could help with legal issues would be good	May 9, 2011 3:30 PM
63	Formal supervision from someone with the qualifications to supervise me	May 9, 2011 3:22 PM
64	Nothing. We have a great balance.	May 9, 2011 9:33 AM
65	clearer instructions	May 9, 2011 9:02 AM
66	More training. I can learn more thing and do more work.	May 9, 2011 8:43 AM
67	Nothing. I have only been working here for a short amount of time and the amount of help they are contributing is expected.	May 9, 2011 8:37 AM
68	Supervising through the entire process - not just reviewing work at end stages and then advising that it is wrong.	May 9, 2011 8:25 AM
69	Clearer instructions	May 6, 2011 2:16 PM
70	Clearer boundaries between roles.	May 5, 2011 11:11 AM
71	nil	May 5, 2011 10:11 AM
72	I have fantastic supervisors and role models.	May 5, 2011 10:09 AM
73	Understanding of level of experience and higher degree of imparting knowledge and experience in a supportive manner. Greater access to precedents.	May 5, 2011 10:00 AM
74	Better and more frequent communication.	May 5, 2011 9:02 AM
75	I would appreciate it if there was more time to explain why we are doing something and what it means rather than giving me a precedent and then amending my work with a reason why.	May 4, 2011 4:35 PM
76	More general advice and 'rules of thumb' on how to improve my work. More interaction in terms of matter strategy.	May 4, 2011 2:46 PM
77	Time management, not waiting until things become urgent to pass them on. Continuity, rather than passing files around from solicitor to solicitor so you're not sure what's going on with the file at any one time. Spend more time on big picture concepts rather than micro-managing.	May 4, 2011 2:45 PM
78	More consistency	May 4, 2011 2:35 PM
79	Nothing. She is a great Supervisor.	May 4, 2011 11:48 AM
80	More tips on the day to day handling of matters and managing client's expectations	May 4, 2011 11:42 AM

Page 6, Q48. What would you like more of from your supervisor, and why?

81	I would like more communication and support from my supervisor. I would like my supervisor to talk to me about matters, talk to me about what has to happen and by when, keep me updated when there is communication with the client (whether by phone or email)	May 4, 2011 11:03 AM
82	I'm happy. I ask for what I want when I want it and get it.	May 4, 2011 10:24 AM
83	More basic training or explanation as to why what I have completed is not correct.	May 4, 2011 7:35 AM
84	NA	May 4, 2011 7:10 AM
85	More time to work with him, because I feel I gain a lot	May 3, 2011 6:03 PM
86	More intensive training in certain areas needed	May 3, 2011 4:53 PM
87	Closer supervision. More realistic expectations re: quality of work given level of experience. More realistic expectations re: quantity of work. More approachable. Take the time to go through instructions.	May 3, 2011 2:49 PM
88	Time	May 3, 2011 2:20 PM
89	Nothing to add. My supervisors are great in all areas. They believe in balance and have provided me with balance in both work and personal life. I am happy with where I am.	May 3, 2011 11:57 AM
90	Fairness and regularity	May 3, 2011 11:05 AM
91	I would like my supervisors to be more approachable. It also might be useful to have a formal sit down with my supervisors, regularly perhaps monthly to briefly discuss all files I have.	May 3, 2011 8:16 AM
92	Greater interest in some of the less important work I undertake, greater direction and supervision	May 2, 2011 6:45 PM
93	Time and strategic direction.	May 2, 2011 9:02 AM
94	Face time, guidance on file management	Apr 30, 2011 11:08 AM
95	More accessibility	Apr 29, 2011 3:26 PM
96	Formal meetings regarding work flow and delegation to junior authors	Apr 29, 2011 2:56 PM
97	Promotion of personal growth to assist in expanding my work area	Apr 29, 2011 2:50 PM
98	A greater focus on my professional development.	Apr 29, 2011 2:24 PM
99	Nothing more	Apr 29, 2011 2:00 PM
100	More awareness of personal and work issues Confidentiality of personal issues	Apr 29, 2011 1:37 PM
101	Some expressed concern about my welfare beyond the figures	Apr 29, 2011 1:35 PM
102	Opportunity to interact directly with clients (while supervised). I see this as the next step in developing my skills.	Apr 29, 2011 1:24 PM
103	Attention to communicating developments in a matter to enable me to understand exactly where we are at.	Apr 29, 2011 12:55 PM
104	Organisation, tidiness and communication	Apr 29, 2011 12:14 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

105	Sometimes I would like to be able to spend more time with my supervisor during the week to get more guidance with what I am working on. Maybe some more feedback as well.	Apr 29, 2011 11:48 AM
106	patience and more explanation of processes as I have been out of private practice for some time and have never completed some of the tasks being carried out. To be more approachable would also be of benefit.	Apr 29, 2011 9:18 AM
107	A more detailed explanation into why changes were made to my work	Apr 29, 2011 8:29 AM
108	nil	Apr 29, 2011 8:26 AM
109	I am happy with the level of supervision.	Apr 28, 2011 5:43 PM
110	business planning guidelines and examples	Apr 28, 2011 4:45 PM
111	Timely responses to one off questions	Apr 28, 2011 3:21 PM
112	Consistency with all supervisors.	Apr 28, 2011 3:20 PM
113	A more serious approach to formal feed back procedures - we have a lot of daily interaction but the formal procedures are still useful.	Apr 28, 2011 3:03 PM
114	Continuity in training and not to pick fault with work actioned.	Apr 28, 2011 3:01 PM
115	formal feedback/discussion of workloads	Apr 28, 2011 2:51 PM
116	Training in the areas of work they want me to do.	Apr 28, 2011 1:30 PM
117	Nothing	Apr 28, 2011 1:03 PM
118	More supervision if possible since my supervisor barely has any time to herself let alone mentor me	Apr 28, 2011 12:36 PM
119	Treat staff in a civil manner	Apr 28, 2011 12:28 PM
120	More simple explanation of processes from start to finish. A lot of times it is assumed knowledge which as a graduate we do not have.	Apr 28, 2011 12:23 PM
121	To be supportive in terms of dealing with clients. To be receptive to complaints about clients.	Apr 28, 2011 9:56 AM
122	More time for analysing work prepared for consideration	Apr 28, 2011 9:45 AM
123	Nothing.	Apr 27, 2011 6:03 PM
124	I am only 10 weeks into this role. In the future, I hope to received feedback on my performance. Understandably, I am yet to receive performance feedback.	Apr 27, 2011 3:14 PM
125	Direct communication.	Apr 21, 2011 11:30 AM
126	where issues arise for a more structured approach to dealing with them when they are outside of my experience.	Apr 21, 2011 9:55 AM
127	positive feedback. i get a lot of constructive feedback but not a lot of positive feedback.	Apr 20, 2011 4:58 PM
128	I do not require anything else from my supervisor.	Apr 20, 2011 4:20 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

129	Initially I would have liked more hands on training, the computer programmes etc.	Apr 20, 2011 2:35 PM
130	Extremely helpful, easily approachable and frequently asks questions about how I am going with respect to work and personal issues relating to work.	Apr 20, 2011 2:27 PM
131	More feedback on my work and how it can improve.	Apr 20, 2011 10:04 AM
132	To know whether he is satisfied with my work or whether he feels I have a need to improve in any areas	Apr 19, 2011 2:59 PM
133	n/a	Apr 19, 2011 11:51 AM
134	Nothing, my supervisor is great and is willing to give me whatever I need to perform my duties.	Apr 19, 2011 11:42 AM
135	Understanding as to how hectic my work load can get. Sometimes they want things done that are not as important as what I am doing beforehand.	Apr 19, 2011 11:23 AM
136	More opportunities to observe and learn so I can develop further.	Apr 18, 2011 7:00 PM
137	I am happy with the time that each partner gives me and helps me understand an issue that I have difficulty with understanding.	Apr 18, 2011 5:33 PM
138	A little more appreciation and understanding of time constraints	Apr 18, 2011 2:54 PM
139	Nothing, I am very satisfied with my level of help/ supervision. It is appropriate to my level of knowledge.	Apr 18, 2011 2:34 PM
140	More direction and clearer documented instructions	Apr 18, 2011 1:51 PM
141	Nothing, I am currently happy with my situation	Apr 18, 2011 1:49 PM
142	My Supervisor does a great deal for me and helps me enormously but it would be nice to be taught in more areas of her own work as when she goes away we sometimes don't know what to do and we aren't able to help.	Apr 18, 2011 1:48 PM
143	I'm very happy with my supervisor. He allows me to do work that is both challenging and interesting. I can rely on positive and helpful advice from him.	Apr 18, 2011 12:37 PM
144	Guidance in what I am doing. Our practice group handles a variety of work and I have not looked at the same issue twice in my time here. This means that each job/task is new. Better guidance on how to approach a matter and what the issues involved are would be good. Also some interest in helping me work towards the specialisation I have expressed interest in would be good.	Apr 18, 2011 10:47 AM
145	More informal feedback - meeting expectations/falling below expectations, so I can gauge how I am performing in between annual reviews	Apr 18, 2011 10:16 AM
146	- Practical guidance - Advice about progressing in my career	Apr 18, 2011 10:14 AM
147	feedback as to the quality of my work, greater effort to develop my skills as a new lawyer, as I am not sure currently whether I am making progress or not.	Apr 18, 2011 10:12 AM
148	More administrative and assistance duties	Apr 18, 2011 10:06 AM
149	No change	Apr 13, 2011 1:10 PM
150	More contact time and patience to discuss technical issues in matters.	Apr 12, 2011 3:25 PM

Page 6, Q48. What would you like more of from your supervisor, and why?

151	I feel I get everything I need from my supervisor.	Apr 12, 2011 9:20 AM
152	Nothin	Apr 11, 2011 2:42 PM
153	I would like my supervisor to be more available (or to delegate some responsibility of supervision to another senior lawyer because it is often difficult to see my supervisor.	Apr 11, 2011 10:15 AM
154	nil	Apr 8, 2011 12:42 PM

Page 6, Q49. What would you like less of from your supervisor, and why?

1	N/A	May 20, 2011 3:05 PM
2	Nothing. It seems pretty good at the moment.	May 20, 2011 1:57 PM
3	My supervisor in time poor with both branch manager duties and a very large portfolio. I do not believe I can expect anything different in this current environment. Generally, I am quite happy with the level of supervision provided and suppose that I will need to self-educate in the circumstances.	May 19, 2011 8:30 PM
4	Nothing	May 19, 2011 4:57 PM
5	N/A	May 17, 2011 5:08 PM
6	Over supervision	May 17, 2011 4:24 PM
7	I dont know	May 17, 2011 3:52 PM
8	I can't think of anything	May 17, 2011 3:42 PM
9	I believe the balance is right.	May 17, 2011 2:39 PM
10	Nothing.	May 17, 2011 2:14 PM
11	Nothing, I have no issues with our Senior Solicitor or her conduct.	May 17, 2011 11:50 AM
12	Less micro-management.	May 17, 2011 9:50 AM
13	Less monitoring	May 16, 2011 6:12 PM
14	Perhaps repond to email communication more quickly given we work interstate. Concious of their own workload but I think it's important and assists me in turn to assist and support them.	May 16, 2011 12:59 PM
15	I am happy with the level of supervision as is.	May 16, 2011 12:19 PM
16	nothing.	May 16, 2011 9:51 AM
17	No change is required	May 16, 2011 9:27 AM
18	The portrayal of lack of confidence	May 15, 2011 2:27 PM
19	Nothing.	May 15, 2011 12:24 PM
20	Correction of sentence structure as it is a style point not necessarily an error	May 15, 2011 9:50 AM
21	Meetings - we seem to have a lot of "all staff" meetings which are not very helpful!	May 13, 2011 2:39 PM
22	Less particular with some of the things which may not be of significance, depending on circumstances	May 13, 2011 1:35 PM
23	Times away from office	May 13, 2011 1:20 PM
24	Less responsiblity on commercial/leasing files	May 13, 2011 11:14 AM
25	nothing	May 13, 2011 9:03 AM
26	Nothing	May 12, 2011 7:28 PM

Page 6, Q49. What would you like less of from your supervisor, and why?

27	I appreciate the firm instructions I receive however at times I would prefer a softer tone rather than a direct and intimidating response from my supervisor.	May 12, 2011 6:57 PM
28	see above it covered it well.	May 12, 2011 2:50 PM
29	Nil	May 12, 2011 1:49 PM
30	Not applicable	May 12, 2011 8:52 AM
31	nothing	May 12, 2011 8:16 AM
32	Nothing.	May 11, 2011 5:58 PM
33	Nothing	May 11, 2011 4:26 PM
34	The distance. I learn from discussing things with others and asking questions. It is hard to do those things when we are in different locations.	May 11, 2011 3:32 PM
35	Nil	May 11, 2011 3:05 PM
36	The feeling that I am wasting their time, or asking silly questions	May 11, 2011 3:01 PM
37	Nil.	May 11, 2011 2:41 PM
38	the reliance on others to make decision or fear of doing things differently	May 11, 2011 2:27 PM
39	Correct balance at this time	May 11, 2011 2:19 PM
40	-	May 11, 2011 2:12 PM
41	Solicitors ignoring or putting off my requests for instruction on processing of their work which causes delays in my getting the work produced.	May 11, 2011 9:20 AM
42	Input on difficult issues.	May 10, 2011 3:18 PM
43	Nothing	May 10, 2011 10:29 AM
44	no comment	May 10, 2011 10:22 AM
45	This is not in response to my current supervisor but a recent past experience: I would like less micromanagement (in terms of personal style and approach) and more of an open discussion about how to deal with issues that I experience in the workplace. I do not want a supervisor to be involved in my personal life, I feel that this is something which should not be raised in the workplace unless the individual wishes to discuss such topics.	May 10, 2011 8:18 AM
46	Less expectation that I should understand parts of my practice area that I have never dealt with before.	May 9, 2011 5:24 PM
47	Nothing	May 9, 2011 5:02 PM
48	Can't think of anything.	May 9, 2011 4:56 PM
49	I would like my supervisor to be calmer and not so quick to anger or frustrate.	May 9, 2011 4:06 PM
50	Nothing. We have a great balance.	May 9, 2011 9:33 AM
51	confused instructions	May 9, 2011 9:02 AM

Page 6, Q49. What would you like less of from your supervisor, and why?

52	As above (question 23)	May 9, 2011 8:37 AM
53	Commercial matters	May 6, 2011 2:16 PM
54	Blurring of responsibilities.	May 5, 2011 11:11 AM
55	nil	May 5, 2011 10:11 AM
56	More work to be given up front rather than close to deadlines.	May 5, 2011 10:09 AM
57	Nil	May 5, 2011 10:00 AM
58	Less micro-management. It makes the production of work slower in general and getting work out is difficult when the supervisor is absent. Micro-managing forces the person being supervised to be dependent on their supervisor, rather than improving their own professional skills and knowledge.	May 4, 2011 2:45 PM
59	nil	May 4, 2011 11:42 AM
60	I would like less negative comments	May 4, 2011 11:03 AM
61	I don't know.	May 4, 2011 7:35 AM
62	NA	May 4, 2011 7:10 AM
63	Nothing - Our working relationship is great.	May 3, 2011 6:03 PM
64	Unrealistic expectations.	May 3, 2011 2:49 PM
65	Letting stress and frustration undermine our working relationship	May 3, 2011 2:20 PM
66	No comment.	May 3, 2011 11:57 AM
67	Less focus on billings and money	May 3, 2011 11:05 AM
68	n/a	May 2, 2011 9:02 AM
69	Email feedback without any opportunity to discuss in person	Apr 30, 2011 11:08 AM
70	Nothing less	Apr 29, 2011 2:00 PM
71	Smart ass remarks and belittling behaviour. Not helpful and lowers morale	Apr 29, 2011 1:35 PM
72	Occasionally seems my supervisor does not listen to all the ideas and analysis I put forward - this can be frustrating.	Apr 29, 2011 1:24 PM
73	Mess, time spent with supervisor in his office typing lengthy documents - becomes very tiring and boring	Apr 29, 2011 12:14 PM
74	Distance and feeling of "being too busy" to approach for direction.	Apr 29, 2011 9:18 AM
75	n/a	Apr 29, 2011 8:29 AM
76	nil	Apr 29, 2011 8:26 AM
77	bad jokes - need i say more	Apr 28, 2011 4:45 PM
78	Judgement on Personal issues.	Apr 28, 2011 3:20 PM
79	The at arms length treatment	Apr 28, 2011 3:01 PM

Page 6, Q49. What would you like less of from your supervisor, and why?

80	Nothing	Apr 28, 2011 1:03 PM
81	Tantrums	Apr 28, 2011 12:28 PM
82	Being told to come back with work that needs to be checked	Apr 28, 2011 12:23 PM
83	Nothing.	Apr 27, 2011 6:03 PM
84	Nil.	Apr 27, 2011 3:14 PM
85	nil	Apr 21, 2011 9:55 AM
86	n/a	Apr 19, 2011 11:51 AM
87	See above.	Apr 19, 2011 11:42 AM
88	Nothing really	Apr 19, 2011 11:23 AM
89	N/A	Apr 18, 2011 7:00 PM
90	n/a	Apr 18, 2011 5:33 PM
91	Nothing, I am very satisfied with my level of help/ supervision. It is appropriate to my level of knowledge.	Apr 18, 2011 2:34 PM
92	Getting me to do things on a file that I know nothing about. Partner doesn't take much interest in the matters that I have substantial carriage of.	Apr 18, 2011 1:51 PM
93	Nothing, I am currently happy with my situation	Apr 18, 2011 1:49 PM
94	I would like more from my supervisor nothing less.	Apr 18, 2011 1:48 PM
95	reviewing billing costs	Apr 18, 2011 12:37 PM
96	Less 'throwing me in the deep end'. I realise this is how you learn, but it does not help build confidence when you are constantly concerned that you're not on the right track/wasting time that should be billed.	Apr 18, 2011 10:47 AM
97	-	Apr 18, 2011 10:14 AM
98	Less paralegal / file handling duties	Apr 18, 2011 10:06 AM
99	No change	Apr 13, 2011 1:10 PM
100	Less conflicting/limited instructions. Less unhelpful feedback.	Apr 12, 2011 3:25 PM
101	When settling letters or submissions that I have prepared, I am happy for my supervisor to make substantive amendments. However, I would like him to make fewer stylistic amendments when it comes to my own personal style of writing.	Apr 12, 2011 9:20 AM
102	Nothing	Apr 11, 2011 2:42 PM
103	Nothing	Apr 11, 2011 10:15 AM
104	nil	Apr 8, 2011 12:42 PM

Page 6, Q50. Have you received training or guidance on how to work constructively with your supervisor in any of the following ways?

1	Tiddalac.. I am not sure what that counts as.	May 20, 2011 1:57 PM
2	I have received emails enclosing information however that is not my preferred method of learning. I freely admit that I do not read random emails during work hours due to my work commitments. I would much rather face to face training in the areas where I require information / training.	May 19, 2011 8:30 PM
3	Through 30 years experience as a legal support staff	May 13, 2011 12:07 PM
4	I do listen to podcasts which cover that.	May 12, 2011 2:50 PM
5	Through practical experience	May 5, 2011 9:02 AM
6	There may have been some induction training but it was general, vague and unhelpful	Apr 30, 2011 11:08 AM
7	Through university subjects on legal practice	Apr 29, 2011 12:55 PM
8	I previously had a supervisor and mentor who was very instructive in how to work constructively with other/new supervisors.	Apr 27, 2011 3:14 PM
9	I haven't received any formal training, but we're both very relaxed people and share common courtesy and willingness to get the work done in the best interests of the client.	Apr 18, 2011 12:37 PM

Page 6, Q51. What further training and guidance on working with your supervisor would you find helpful?

1	I belive that I do work well with my supervisor.	May 20, 2011 3:05 PM
2	How to talk with them.	May 20, 2011 1:57 PM
3	I would like more understanding of their work so I can easily pass this on to clients and work more effectively.	May 20, 2011 8:33 AM
4	I don't require training / guidance on working with my supervisor. My supervisor requires more time to provide training / guidance to me.	May 19, 2011 8:30 PM
5	Nil	May 19, 2011 4:57 PM
6	i dont know.	May 17, 2011 3:52 PM
7	Not so much training or guidance but having a time set aside each week to discuss what is expected of me, what I have done well that week, what I need to better and also perhaps some suggested reading to assist my practice in our area of law.	May 17, 2011 3:42 PM
8	Nil.	May 17, 2011 2:14 PM
9	None that I can think of, I find her to be open and easy to communicate with.	May 17, 2011 11:50 AM
10	personal discussion with my supervisor, in house courses.	May 17, 2011 9:50 AM
11	Possibly external assistance or discussion with my partner (who is not the supervisor)	May 16, 2011 6:12 PM
12	None	May 16, 2011 12:19 PM
13	nil.	May 16, 2011 9:51 AM
14	Not much	May 16, 2011 9:27 AM
15	Nil	May 15, 2011 12:24 PM
16	showing my supervisor what they are required to do. I feel that they are not quite sure what their role requires.	May 13, 2011 2:14 PM
17	None	May 13, 2011 1:35 PM
18	Updating legislation & GST.	May 13, 2011 11:14 AM
19	??	May 13, 2011 9:03 AM
20	Nil	May 12, 2011 7:28 PM
21	Honestly, I work well with my supervisor I dont think it's necessary.	May 12, 2011 2:50 PM
22	Nil	May 12, 2011 1:49 PM
23	More open discussions from the supervisors "on the ground" rather than decisions made from the top than affect those down the ladder; overall lack of collaboration.	May 12, 2011 9:04 AM
24	Nothing applicable at this time	May 12, 2011 8:52 AM
25	training regarding effective communication	May 12, 2011 8:16 AM
26	I get on with my supervisor. If I didn't get along with my supervisor, I might need assistance with understanding how to work best with that supervisor.	May 11, 2011 5:58 PM

Page 6, Q51. What further training and guidance on working with your supervisor would you find helpful?

27	Formal session	May 11, 2011 3:01 PM
28	Happy with training to date.	May 11, 2011 2:41 PM
29	Correct balance at this time	May 11, 2011 2:19 PM
30	Induction	May 11, 2011 9:05 AM
31	None	May 10, 2011 3:18 PM
32	None	May 10, 2011 10:29 AM
33	documented and updated	May 10, 2011 10:22 AM
34	It would be helpful if there was some consistency amongst the supervisors. I do not know what training they are receiving or what discussions they have between themselves in relation to this role.	May 10, 2011 8:18 AM
35	I am unsure really As I do not really know what is available	May 10, 2011 7:59 AM
36	Not sure.	May 9, 2011 5:24 PM
37	Unsure	May 9, 2011 5:02 PM
38	Can't think of anything.	May 9, 2011 4:56 PM
39	Nil.	May 9, 2011 9:33 AM
40	Internal and external courses addressing mentoring and various associated skills of such.	May 9, 2011 9:15 AM
41	how to clearly provide instructions	May 9, 2011 9:02 AM
42	Learning more about OP, excel to handle more work	May 9, 2011 8:43 AM
43	As above (question 23)	May 9, 2011 8:37 AM
44	nil	May 5, 2011 10:11 AM
45	External courses, regular meetings to discuss issues relevant to the areas of practice.	May 5, 2011 9:02 AM
46	NIL	May 4, 2011 4:35 PM
47	nil	May 4, 2011 11:42 AM
48	external training	May 4, 2011 11:03 AM
49	I don't know.	May 4, 2011 7:35 AM
50	NA	May 4, 2011 7:10 AM
51	Nil	May 3, 2011 2:20 PM
52	Maybe external courses would help more.	May 3, 2011 11:57 AM
53	actually have some training and guidance	May 3, 2011 11:05 AM
54	n/a	May 2, 2011 9:02 AM

Page 6, Q51. What further training and guidance on working with your supervisor would you find helpful?

55	Having another senior author in our team who could provide mentoring and help with file management questions	Apr 30, 2011 11:08 AM
56	A structured, firm-wide mentor/coach program/policy.	Apr 29, 2011 2:24 PM
57	In-house training	Apr 29, 2011 2:04 PM
58	Broad understanding of personality types and workings styles. You get a feel for this after working with someone for some time but it may be helpful to understand in general the way people in your work team approach problems and their preferred working style.	Apr 29, 2011 1:24 PM
59	Improved communication - better explanation as to what is required of me in each task	Apr 29, 2011 8:29 AM
60	nil	Apr 29, 2011 8:26 AM
61	seminars from other senior managers of legal practices	Apr 28, 2011 4:45 PM
62	A practice manual for common knowledge "know how" for actioning work	Apr 28, 2011 3:01 PM
63	Nothing	Apr 28, 2011 1:03 PM
64	N/A	Apr 28, 2011 12:42 PM
65	Different styles, expectations and supervisors providing feedback on how we are going	Apr 28, 2011 12:23 PM
66	Regular meetings	Apr 27, 2011 6:03 PM
67	Induction or in house training would be useful if a supervisor has preferred ways of working constructively.	Apr 27, 2011 3:14 PM
68	communicating	Apr 21, 2011 9:55 AM
69	n/a	Apr 19, 2011 11:51 AM
70	None, I think we have a very productive working relationship.	Apr 19, 2011 11:42 AM
71	None	Apr 18, 2011 7:00 PM
72	I am content with the amount of training I receive. I can always ask a partner to explain something new to me. They will explain it and show me how to do it properly.	Apr 18, 2011 5:33 PM
73	Nothing.	Apr 18, 2011 2:34 PM
74	Not Sure	Apr 18, 2011 2:16 PM
75	Training in the areas of time management; dictation techniques and skills in dealing with problem clients	Apr 18, 2011 2:06 PM
76	Nothing, I am happy with my supervisor	Apr 18, 2011 1:49 PM
77	An assigned supervisor that I could have regular catchups with would be good. That, combined with a brief discussion on expectations, technical development and work flow management would help quite a bit.	Apr 18, 2011 10:47 AM
78	More structured regular meetings	Apr 18, 2011 10:16 AM
79	-	Apr 18, 2011 10:14 AM

Page 6, Q51. What further training and guidance on working with your supervisor would you find helpful?

80	Probably through personal discussion- this is for me to facilitate obviously.	Apr 18, 2011 10:12 AM
81	n/a	Apr 18, 2011 10:06 AM
82	No further training	Apr 13, 2011 1:10 PM
83	None as I think my relationship with my supervisor works well.	Apr 12, 2011 9:20 AM
84	None. I find that working with a supervisor is mostly influenced by personalities.	Apr 11, 2011 10:15 AM
85	nil, after 30+ years as a solicitor	Apr 8, 2011 12:42 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

1	Constructively and respectfully.	May 20, 2011 3:05 PM
2	So far there hasn't been a disagreement.	May 20, 2011 1:57 PM
3	If it is on a case, I would put my case forward with my reasoning and facts but ultimately, I would defer to his judgment on the issue given his position.	May 19, 2011 8:30 PM
4	Everyone gets huffy and complains about each other behind their backs.	May 19, 2011 4:57 PM
5	Constructively	May 17, 2011 5:08 PM
6	in person at the time the issue arises.	May 17, 2011 5:04 PM
7	by communicating directly with the supervisor	May 17, 2011 4:30 PM
8	Directly	May 17, 2011 4:24 PM
9	I have yet to have a disagreement with my supervisor, however if I were too, we have developed a good working relationship so we would be able to speak through a disagreement in a calm and proper fashion.	May 17, 2011 3:52 PM
10	I say that I disagree and they tell me why I'm wrong	May 17, 2011 3:42 PM
11	Communication	May 17, 2011 2:51 PM
12	Through frank discussion with my supervisor.	May 17, 2011 2:39 PM
13	Through private discussion	May 17, 2011 11:50 AM
14	The supervisor tells me what to do.	May 17, 2011 9:50 AM
15	The view of my supervisor often prevails. Usually I raise issues in a non-confrontational way by email	May 16, 2011 6:12 PM
16	We have a fairly open and trustworthy relationship - I wouldn't say we have had a disagreement as such. We certainly tend to bounce a few ideas off each other and I quite like that they listen to other ideas.	May 16, 2011 12:59 PM
17	We discuss the issue. If someone doesn't feel able to discuss an issue with their supervisor, there are others within our firm that they can speak to.	May 16, 2011 12:26 PM
18	I have not had a disagreement but if I were to I would have a face to face and work through the issues and come to a workable solution. I do not take issues personally.	May 16, 2011 12:19 PM
19	constructively, and by discussion to a point of an agreed outcome.	May 16, 2011 9:51 AM
20	Logical discussion to ensure the correct outcome	May 16, 2011 9:27 AM
21	We agree to disagree but a partner has the final say.	May 16, 2011 7:57 AM
22	Responsibly and maturely = informally	May 15, 2011 2:27 PM
23	Like adults who respect each other, and then he has the final say, although sometimes he tells me to make up my own mind and leaves me free to do something he disagrees with (as long as it is just a preference and not actually wrong).	May 15, 2011 12:24 PM
24	By discussion	May 15, 2011 9:50 AM
25	Professionally discuss the disagreement whatever it may be.	May 13, 2011 4:14 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

26	Havent had a disagreement	May 13, 2011 4:07 PM
27	By discussing it together.	May 13, 2011 3:46 PM
28	Thorough discussion	May 13, 2011 3:21 PM
29	general chat about ways to tackle/overcome issues.	May 13, 2011 2:26 PM
30	Directly with me. I feel very comfortable disagreeing with my supervisor	May 13, 2011 2:14 PM
31	explanation and discussion	May 13, 2011 1:35 PM
32	By discussing it	May 13, 2011 12:07 PM
33	Through open and constructive discussion.	May 13, 2011 11:40 AM
34	We sat down and spoke through our differences and tried things both ways to see which was correct.	May 13, 2011 11:14 AM
35	verbal discussion	May 13, 2011 11:09 AM
36	I'm sure the regional supervisor would get involved	May 13, 2011 9:03 AM
37	We talk about it and even if we are unable to resolve it, we respect each other's position	May 13, 2011 9:00 AM
38	Nut it out.	May 13, 2011 8:48 AM
39	Discussion and Email	May 13, 2011 8:47 AM
40	In discussion.	May 13, 2011 8:39 AM
41	Open and frank discussion	May 12, 2011 7:28 PM
42	Give my opinion so that it can properly explained where there are any errors or constructively addressed where there is merit.	May 12, 2011 7:27 PM
43	By talking it through and her showing me why I am wrong.	May 12, 2011 6:57 PM
44	Openly and we discuss the differences and always finalise the discussion with an outcome.	May 12, 2011 2:50 PM
45	I haven't had one.	May 12, 2011 1:49 PM
46	We discuss it openly and suggest other measures or options available to meet the needs of the issue at hand	May 12, 2011 8:52 AM
47	constructive discussion and debate	May 12, 2011 8:16 AM
48	face to face open discussion but sometimes his response of "just do it" is not satisfactory	May 11, 2011 6:59 PM
49	Generally they agree with what I say or require. There hasn't been disagreement to date.	May 11, 2011 5:58 PM
50	Speak directly with them	May 11, 2011 4:37 PM
51	I am able to speak with my supervisor and he listens and takes note if I disagree with something that he has said.	May 11, 2011 4:26 PM
52	Face to face or by telephone discussion	May 11, 2011 4:20 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

53	I advise him of my feelings or what I believe should occur he listens takes on board my point of view and then makes a fair decision.	May 11, 2011 4:10 PM
54	Never had one	May 11, 2011 3:05 PM
55	Not sure	May 11, 2011 3:01 PM
56	directly as I take disagreements directly.	May 11, 2011 2:41 PM
57	I will put forward my view and then a discussion take place	May 11, 2011 2:19 PM
58	Verbally in person	May 11, 2011 10:14 AM
59	between ourselves	May 11, 2011 9:05 AM
60	professionally	May 11, 2011 8:37 AM
61	We agree on a resolution.	May 10, 2011 3:18 PM
62	by communicating openly	May 10, 2011 11:30 AM
63	Discussion, or defer to more senior person for decision	May 10, 2011 10:29 AM
64	discussion	May 10, 2011 10:22 AM
65	I would follow my supervisor's views	May 10, 2011 8:27 AM
66	we have a conversation about it and determine an outcome. I have not always experienced this in the past, I have previously not felt that I am able to have a disagreement with my supervisor and that was very uncomfortable.	May 10, 2011 8:18 AM
67	Politely and she listens and openly discusses issues. To be honest we do not disagree much.	May 10, 2011 7:59 AM
68	They ask why I feel a certain way or hold a certain opinion, they listen, and then state whether my opinion is correct or flawed.	May 9, 2011 5:24 PM
69	We discuss it privately	May 9, 2011 5:02 PM
70	I haven't had one, but if I did and was not able to resolve it with her, I would speak to her boss.	May 9, 2011 4:56 PM
71	It usually isn't.	May 9, 2011 4:06 PM
72	By discussing to with another senior solicitor or by not discussing it at all.	May 9, 2011 3:55 PM
73	we discuss the issue	May 9, 2011 3:30 PM
74	Through discussion during the meeting	May 9, 2011 10:26 AM
75	Through discussion.	May 9, 2011 9:33 AM
76	Face to face resolution I would imagine.	May 9, 2011 9:15 AM
77	with HR (an employee of the supervising partner)	May 9, 2011 9:02 AM
78	By debate	May 9, 2011 8:58 AM
79	I will discusse the issue with him.	May 9, 2011 8:43 AM
80	I haven't had a disagreement yet	May 9, 2011 8:37 AM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

81	discussion	May 6, 2011 2:16 PM
82	Discussion	May 6, 2011 12:05 PM
83	General Discussions	May 5, 2011 3:38 PM
84	By discussion	May 5, 2011 3:06 PM
85	Discussion of issues and understanding of position on each side.	May 5, 2011 12:30 PM
86	Openly - in discussion.	May 5, 2011 11:11 AM
87	We discuss/debate the issue openly and frankly and resolve the issue collaborately	May 5, 2011 10:11 AM
88	Dialog with other partners by email.	May 5, 2011 10:09 AM
89	Nil	May 5, 2011 10:00 AM
90	Constructively and professionally	May 5, 2011 9:02 AM
91	Through amicable conversation	May 4, 2011 4:36 PM
92	We would probably discuss it and I would probably admit to being wrong.	May 4, 2011 4:35 PM
93	Talking to each other	May 4, 2011 3:27 PM
94	Calm discussion	May 4, 2011 2:46 PM
95	Generally, we're expected to comply with the directions of the supervisor.	May 4, 2011 2:45 PM
96	Discussing both ideas relating to the conflict, then compromising to achieve the best solution for both of us.	May 4, 2011 11:48 AM
97	talking it over	May 4, 2011 11:42 AM
98	I have not had many disagreements with my supervisor	May 4, 2011 11:03 AM
99	We regularly engage in vigorous debate. Its an important part of the job. Neither of us gets offended.	May 4, 2011 10:24 AM
100	With very little understanding of the fact that I had received very little training. While I am very happy to 'give the work a go' I had indicated that I didn't feel very confident with the work.	May 4, 2011 7:35 AM
101	By discussing the issues	May 4, 2011 7:10 AM
102	We chat about it, and come to a mutual agreement. He always explains things well	May 3, 2011 6:03 PM
103	We discuss the issue and come to a resolution	May 3, 2011 2:20 PM
104	Open and frank discussion.	May 3, 2011 2:09 PM
105	I have never had an argument when I say disagree I mean that I have an opinion on matters which is listed to by my supervisor.	May 3, 2011 12:45 PM
106	Have not actually had a disagreement but I know my thoughts would be respected should that occur.	May 3, 2011 12:43 PM
107	Talk through issues and come to agreement on best way forward.	May 3, 2011 12:05 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

108	I just approach them. I feel comfortable to do so.	May 3, 2011 11:57 AM
109	By discussion with him.	May 3, 2011 11:25 AM
110	what he says goes	May 3, 2011 11:05 AM
111	Quickly and fairly.	May 3, 2011 10:21 AM
112	open door policy	May 3, 2011 10:03 AM
113	discussed	May 3, 2011 9:31 AM
114	Discussed openly	May 2, 2011 9:02 AM
115	By a long, time-wasting and ultimately pointless exchange of emails or a meeting where the take-outs are agreed and then ignored	Apr 30, 2011 11:08 AM
116	Discussion with supervisor	Apr 29, 2011 3:26 PM
117	Constructive discussion	Apr 29, 2011 2:56 PM
118	by discussing the issue	Apr 29, 2011 2:50 PM
119	Calmly and professionally	Apr 29, 2011 2:04 PM
120	Directly and openly	Apr 29, 2011 2:00 PM
121	Talk through the merits of each position and the most likely/best outcome	Apr 29, 2011 1:37 PM
122	It isn't	Apr 29, 2011 1:35 PM
123	I walk into their office and speak to them about it. All problems have been resolved like this and I have had no cause to escalate any issues.	Apr 29, 2011 1:24 PM
124	We talk through the issues identified until both parties are satisfied with the outcome.	Apr 29, 2011 12:55 PM
125	Discussions	Apr 29, 2011 11:48 AM
126	General discussion	Apr 29, 2011 11:26 AM
127	n/a	Apr 29, 2011 8:29 AM
128	we talk	Apr 29, 2011 8:26 AM
129	constructive discussion	Apr 28, 2011 5:57 PM
130	Informally between the Partner and I.	Apr 28, 2011 5:43 PM
131	frank discussion at board meetings or private meetings	Apr 28, 2011 4:45 PM
132	Not applicable to date	Apr 28, 2011 3:21 PM
133	Fairly.	Apr 28, 2011 3:03 PM
134	Via frustrated conversation	Apr 28, 2011 3:01 PM
135	discussed in a constructive positive manner	Apr 28, 2011 2:51 PM
136	but agreeing with my supervisor	Apr 28, 2011 1:30 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

137	Haven't had any disagreements but am able to point out any errors to him regarding files.	Apr 28, 2011 12:47 PM
138	N/A	Apr 28, 2011 12:42 PM
139	No at all	Apr 28, 2011 12:28 PM
140	A discussion between the two of us.	Apr 28, 2011 12:26 PM
141	I never disagree	Apr 28, 2011 12:23 PM
142	Through a formal process.	Apr 28, 2011 9:56 AM
143	Discussed between us.	Apr 28, 2011 9:45 AM
144	It is brought up and discussed.	Apr 27, 2011 6:03 PM
145	Not applicable at this stage.	Apr 27, 2011 3:14 PM
146	We talk about our different approaches to the legal issue.	Apr 27, 2011 9:27 AM
147	by discussion	Apr 27, 2011 8:28 AM
148	We sit down and discuss it	Apr 27, 2011 5:55 AM
149	professionally, and considered.	Apr 21, 2011 9:55 AM
150	Letting the supervisor know that I disagree and why.	Apr 21, 2011 9:08 AM
151	Escalated to more senior officer.	Apr 20, 2011 4:58 PM
152	through discussion	Apr 20, 2011 4:36 PM
153	We discuss whatever openly.	Apr 20, 2011 4:20 PM
154	Discussion	Apr 20, 2011 3:26 PM
155	Discussion	Apr 20, 2011 10:04 AM
156	Resolved through discussion with supervisor and, if appropriate, others	Apr 20, 2011 9:13 AM
157	It is spoken about and sorted out before leaving	Apr 20, 2011 6:57 AM
158	Have not had the need to, but would feel Ok discussing any issue	Apr 19, 2011 2:59 PM
159	n/a	Apr 19, 2011 11:51 AM
160	Very carefully but my supervisor is always fair.	Apr 19, 2011 11:42 AM
161	Through discussions	Apr 19, 2011 10:49 AM
162	by personally discussing it with the supervisor.	Apr 19, 2011 9:57 AM
163	Discussing each other's points	Apr 19, 2011 8:08 AM
164	We openly discuss any issues and I am comfortable presenting a differing opinion.	Apr 18, 2011 7:00 PM
165	communication	Apr 18, 2011 5:33 PM
166	discussion	Apr 18, 2011 3:21 PM

Page 6, Q53. If you have a disagreement with your supervisor, how is it addressed?

167	It is discussed and (most times) resolved	Apr 18, 2011 3:00 PM
168	We both discuss the matter and come to a resolution	Apr 18, 2011 2:54 PM
169	Still yet to have a disagreement. I would address it in a mature minded way by talking to them or person in charge.	Apr 18, 2011 2:34 PM
170	Appropriately	Apr 18, 2011 2:16 PM
171	Provided my differences are justified, a disagreement is accepted and worked through in a professional manner.	Apr 18, 2011 2:13 PM
172	I respectfully ask him if my idea would be a better way of approaching the problem - any disagreement is worked though withe verbal discussions	Apr 18, 2011 2:06 PM
173	Both sides state their opinion and a resolution is found.	Apr 18, 2011 1:57 PM
174	In an upfront and open manner	Apr 18, 2011 1:49 PM
175	Normally we talk through and talk about how I could be right but the proper way would be the way she has told me.	Apr 18, 2011 1:48 PM
176	we don't really have disagreements, but if I have a difference of opinion he is always available to hear my opinion	Apr 18, 2011 12:37 PM
177	Sit-down discussions.	Apr 18, 2011 11:41 AM
178	We talk about it.	Apr 18, 2011 11:00 AM
179	Issues are discussed, then we go with my supervisors point of view.	Apr 18, 2011 10:47 AM
180	Discuss it, and each point out our views and why	Apr 18, 2011 10:16 AM
181	-	Apr 18, 2011 10:14 AM
182	usually the supervisor is right and with good reason! I believe I would have the opportunity to put my point of view forward, and I would be listened to. I would then be told very gently how I am wrong	Apr 18, 2011 10:12 AM
183	By discussion and facts and coming to an agreement if required	Apr 18, 2011 10:06 AM
184	No disagreements experienced	Apr 13, 2011 1:10 PM
185	Discuss the reasons for the disagreement and come to a solution	Apr 12, 2011 3:25 PM
186	discussion	Apr 12, 2011 11:12 AM
187	We discuss it and come to a joint decision.	Apr 12, 2011 9:20 AM
188	Directly	Apr 11, 2011 2:42 PM
189	Through a meeting	Apr 11, 2011 2:23 PM
190	We discuss the reasons for the disagreement, and any implications in relation to the outcome. If my supervisor thinks I need to research or reflect on an area more, my supervisor will direct me on where to research etc.	Apr 11, 2011 10:15 AM
191	On a professional/intellectual/.strategic level	Apr 8, 2011 12:42 PM

Page 6, Q54. If you make a mistake that may have serious consequences how does your supervisor respond? (Tick all that apply)

He or she....

1	It depends what the mistake relates to. Can be intolerant of mistakes pertaining to something without serious consequences such as changing a conference date. It depends what pressure is placed upon supervisor from his supervisor.	May 19, 2011 8:30 PM
2	I really just try not to make mistakes and when I do, I am more likely to get upset than my usual supervisor. There is one supervisor who is not very tolerant of mistakes and I find her very difficult to work with although it gets easier as I get more confident.	May 17, 2011 3:42 PM
3	I have not has such an experience But if i did I am sure she would react as i have indicated above.	May 16, 2011 12:19 PM
4	this hasn't arisen for me to be able to comment.	May 16, 2011 9:51 AM
5	Has not occurred	May 13, 2011 5:19 PM
6	Thankfully havent really made vital mistake - but can only assume that supervisor would help and rectify the problem by telling me where i went wrong.	May 13, 2011 4:07 PM
7	This has never happened so am unsure how supervisor would respond but this is based on my perception of her character	May 13, 2011 2:39 PM
8	not sure - this hasn't arisen with my current supervisor as yet.	May 9, 2011 4:50 PM
9	Will listen supportively and make suggestions but does not get involved in a solution.	May 5, 2011 11:11 AM
10	Communication, honesty and being pro-active is the key. We are people, not machines, and will therefore make mistakes from time to time. Our supervision model acts as a double check to avoid mistakes.	May 5, 2011 10:09 AM
11	is unsupportive when I make a mistake and does not seem to like to help me rectify it, but later acknowledges that mistakes are the best way to learn	May 4, 2011 11:03 AM
12	I have not yet made a mistake that may have serious consequences.	May 3, 2011 2:09 PM
13	condecending and passive agreessive	May 3, 2011 11:05 AM
14	Is tolerant of major mistakes and helps to rectify the problem but is unforgiving of minor mistakes	Apr 30, 2011 11:08 AM
15	This is not a situation that I have been in with my supervisors.	Apr 28, 2011 5:43 PM
16	I have not experienced such a situation, but do not feel that any real problems would arise in our relationship if it was to occur	Apr 19, 2011 2:59 PM
17	always there to help me	Apr 18, 2011 5:33 PM
18	Not Sure	Apr 18, 2011 2:16 PM
19	If I do make an error and know the solution to fix it, I will usually prepare what needs to be done and then sit down with my supervisor, explain what has happened and discuss the documents that I have prepared to fix it. If I have made the error I would rather contribute to it being rectified than leave it with them to fix on my behalf.	Apr 18, 2011 12:37 PM

Page 6, Q54. If you make a mistake that may have serious consequences how does your supervisor respond?
(Tick all that apply)

He or she....

20	Of the few mistakes I have made, all have come down to lack of communication about what I am expected to do/manage by myself, i.e. the scope of our instructions from the client etc. or the breadth of the issues involved. Better supervision would have avoided these mistakes entirely.	Apr 18, 2011 10:47 AM
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Page 7, Q55. Where do you find the most valuable supervision occurs?

1	Valuable supervision can occur in both contexts	May 17, 2011 5:25 PM
2	In the case of an experienced practitioner, the most valuable supervision occurs when the practitioner knows that he/she can go his/her supervisor at any time with any question/query/concern that he/she has. This means supervision is sought/provided whenever appropriate.	May 17, 2011 2:47 PM
3	When I ask a question he answers	May 17, 2011 9:21 AM
4	a combination of both coupled with observation of other supervisors in the workplace	May 16, 2011 12:37 PM
5	Also in one on one chats in a persons office.	May 15, 2011 12:26 PM
6	checking through work of supervisees before it is sent out to clients or working with supervisees in a joint effort of files	May 13, 2011 3:37 PM
7	both	May 12, 2011 2:54 PM
8	When discussing the file	May 10, 2011 1:19 PM
9	combination of both	May 10, 2011 8:43 AM
10	In the past I have found that formal meetings with supervisors have been more stressful than supportive, with supervisors taking an interrrogative approach to my filework, as opposed to now where I feel I can have an open discussion.	May 10, 2011 8:25 AM
11	unsure - haven't had structured supervision	May 9, 2011 4:52 PM
12	Also approaching him in office	May 9, 2011 10:31 AM
13	On file work - through experience	May 9, 2011 9:35 AM
14	mentors	May 9, 2011 9:04 AM
15	When I approach my supervisor directly about a matter.	May 5, 2011 10:13 AM
16	Daily on all matters on which the supervisee works	May 4, 2011 4:16 PM
17	Through discussing matters when I present mail for signing.	May 4, 2011 2:48 PM
18	I seek assistance in meetings and via phone calls or informal chats whenever needed	May 4, 2011 10:27 AM
19	Daily informal but pre-arranged catch ups are productive	May 3, 2011 6:07 PM
20	as required and upon request by me	May 2, 2011 9:08 AM
21	structured meetings on as needs basis	Apr 29, 2011 5:03 PM
22	By approaching the supervisor when required on an ad hoc basis	Apr 29, 2011 2:57 PM
23	When I approach them intermittently with a particular issue	Apr 29, 2011 12:57 PM
24	Talking with other experienced staff	Apr 29, 2011 12:16 PM
25	open door policy	Apr 28, 2011 5:47 PM
26	Both depending on the situation.	Apr 28, 2011 3:23 PM

Page 7, Q55. Where do you find the most valuable supervision occurs?

27	when doing the job, you learn easier by doing it.	Apr 28, 2011 1:34 PM
28	I have very little supervision, and I do not require it.	Apr 20, 2011 4:26 PM
29	When questions are asked by me to my supervisor and vice versa.	Apr 20, 2011 2:30 PM
30	by sitting in with the partner and their client and helping the partner	Apr 18, 2011 5:35 PM
31	I've said informal, but we would usually discuss in his office but in a less formal manner	Apr 18, 2011 12:41 PM
32	When a problem/query arises, not regular meetings.	Apr 18, 2011 11:05 AM

Page 7, Q56. How can supervisors ensure they are approachable?

1	Being flexible and reasonable. Focussing on a flat-structure team/collaborative approach to finish the task at hand, rather than a hierarchical supervisor-supervisee approach where one reports to the other, that is, the supervisee is left to do the task without adequate guidance, etc.	May 17, 2011 9:52 AM
2	By showing respect for a supervisees questions and views	May 16, 2011 6:21 PM
3	I think emphasis also needs to be put on supervisees to not deal with problems themselves but in face feel free to problem solves themselves a bit to show iniative.	May 16, 2011 1:18 PM
4	By considering opinions of those less experienced rather than putting them down.	May 12, 2011 6:59 PM
5	There are times when it is necessary to be able to access a supervisor at short notice but I don't think it would be helpful for them to be available at any time. I feel it is important to take steps to try and resolve issues as an individual before going straight to the supervisor.	May 10, 2011 8:25 AM
6	In my experience it is very stressful to have a completely "open door" policy where staff can just approach me "without notice". I let my staff know that I am available to assist with their enquiries but to manage my work load I need to have some notice, so I guess I have an "open door" policy with boundaries !	May 9, 2011 5:21 PM
7	being patient	May 9, 2011 9:04 AM
8	Being approachable without being made to feel as though it is an imposition on their time.	May 5, 2011 10:06 AM
9	by not only making is known that people can see them about any issue and that they can see them at any time, but also by being approachable/open/friendly when a supervisee comes to see them with an issue (i.e. willing to listen and discuss issues), even if that is an administrative issue such as not knowing how to undertake a task	May 4, 2011 11:04 AM
10	Self management and taking responsibility for my own role and team with the support of the supervisor is more appropriate in my role.	May 2, 2011 9:08 AM
11	By ensuring they show they are interested when approached	Apr 28, 2011 5:52 PM
12	All are relevant and helpful depending on the situation.	Apr 20, 2011 4:26 PM

Page 7, Q56. How can supervisors ensure they are approachable?

13	Making it known that you are not going to "savage" them for mistakes or lack of knowledge/experience.	Apr 8, 2011 12:45 PM
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Page 7, Q57. How important are the following to fostering effective performance from staff?

Supervisors should

1	Lay blame and criticise as strongly as appropriate	May 17, 2011 3:23 PM
2	Acting consistently, fairly and treating all staff equally and applying the same standards/policies/procedures to all staff, that is, not showing bias/giving preference to certain employees over others. Being flexible. Acknowledging long hours/days/weekends worked and allowing for time to recover without penalty. Living by example with respect to procedures/policies,	May 17, 2011 9:52 AM
3	I used to think giving credit was important but the more I give (and rewards) the less appreciated it is and in fact I've received feedback that it's juvenile and a waste of that person's time.	May 12, 2011 2:54 PM
4	Supervisors can't always be available - understanding where to go to get help is important.	May 11, 2011 6:02 PM
5	Hard to "foster trust and respect" if you are not worthy of it.	May 10, 2011 1:19 PM
6	See comments above about being available	May 9, 2011 5:21 PM
7	Have support 'up the chain'.	Apr 24, 2011 1:25 PM

Page 7, Q58. How can supervisees contribute to their being effectively supervised?

Supervisees can make sure they

1	Progress as far as possible with an issue before approaching a supervisor	Apr 29, 2011 12:57 PM
2	Show respect, appreciate the demands on the supervisor, and appreciate that they have responsibilities.	Apr 24, 2011 1:25 PM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

1	I am approachable and available to give necessary support. Come to me with some preparation and a proposed solution if relevant. We have clear goals and a clear ethos.	May 20, 2011 3:10 PM
2	Befriend them first and start a foundation of trust and respect.	May 20, 2011 1:59 PM
3	Always speak up when your having problems there is always someone to help you out	May 20, 2011 1:55 PM
4	Tell your supervisor that you would prefer that all important communication be done face to face rather than via email. If your supervisor doesn't know your preferences you are likely to be bombarded with copious amounts of emails that you are never going to read and you are going to miss out on important information because of it. Important information should always be disseminated in team meetings in a face to face situation and the same message should be given to all employees at the same time. Email is the black hole where information is lost and causes people to be non-productive because they on the reverse side, they spend all day reading distracting communications.	May 19, 2011 8:37 PM
5	One must communicate clearly to the supervisee so that the supervisee understand's the supervisor's instructions and/or advice	May 17, 2011 5:25 PM
6	Be open	May 17, 2011 5:09 PM
7	Always communicate with your supervisor if you are having problems early on.	May 17, 2011 3:54 PM
8	More meetings.	May 17, 2011 3:47 PM
9	The best advice my supervisor has ever given me is just to do my best and that that is all I can do. If you have done your best and something goes wrong anyway. Try not to get upset, just explain what has gone wrong and why and if possible demonstrate to your supervisor that you have considered various options for rectifying or mitigating a mistake.	May 17, 2011 3:47 PM
10	Communicate	May 17, 2011 2:52 PM
11	Ask lots of questions. Don't be afraid of sounding stupid.	May 17, 2011 2:47 PM
12	Learn the art of effective delegation	May 17, 2011 2:22 PM
13	be open & focus on fixing problems as they occur -- don't blame a supervisee but let them learn	May 17, 2011 12:19 PM
14	Don't be afraid to ask or approach the Senior Solicitor.	May 17, 2011 11:52 AM
15	Respect your supervisor, learn their style and try to follow it and be honest about your workload and capacity to take on more work. Learn from your mistakes.	May 17, 2011 9:52 AM
16	Ask questions and listen, be interested in what the supervisor has to say.	May 17, 2011 9:21 AM
17	Be perceptive of how the supervisor works and adjust behaviour accordingly (eg. structured or adhoc). Always discuss deadlines (particularly if you have conflicting work priorities) and if possible gain an understanding of why they are important. Keep supervisor up to date (sometimes this helps you keep up to date as well by prompting supervisor)	May 16, 2011 6:21 PM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

18	Try and get a collaborative arrangement with your supervisee	May 16, 2011 5:11 PM
19	Take the time to prepare	May 16, 2011 1:18 PM
20	Put yourself in your supervisees shoes and treat them the same way that you would like to be treated and mentored	May 16, 2011 12:37 PM
21	Communication is the key.	May 16, 2011 12:28 PM
22	identify issues or questions early, rather than delaying; open and accessible communication lines and availability for consultation.	May 16, 2011 9:54 AM
23	Honesty and fairness between all parties	May 16, 2011 9:33 AM
24	Be available when the supervisee needs you, not just when it suits you.	May 16, 2011 7:59 AM
25	Be open, honest and trustworthy - reliable, proactive, intuitive and timely	May 15, 2011 2:29 PM
26	Do as you are told. Know why you are doing it.	May 15, 2011 12:26 PM
27	Give it time to adapt to one another	May 15, 2011 9:51 AM
28	Be approachable and communicate with staff.	May 13, 2011 4:21 PM
29	Have regular meetings	May 13, 2011 4:11 PM
30	Be available , supportive and affable with supervisees and to not have unreasonable expectations	May 13, 2011 3:37 PM
31	Learn to listen	May 13, 2011 1:37 PM
32	The Supervisor should know what files are open at all times and meet with the Suoervisee same time everyday.	May 13, 2011 11:17 AM
33	Let them know that our supervisor is there to help and not to hesitate if direction/advice is needed	May 13, 2011 11:12 AM
34	to be honest and to work hard	May 13, 2011 9:06 AM
35	Bring solutions not problems to your supervisor and let the supervisor critique those rather than solve the problem for you.	May 13, 2011 8:53 AM
36	Open discussions with the supervisor.	May 13, 2011 8:40 AM
37	Always be supportive, consistent and frank in your dealings with the staff you supervise and you will develop their trust, confidence and respect	May 12, 2011 7:32 PM
38	Be aware of each other's expectations from the beginning.	May 12, 2011 6:59 PM
39	Be open and respond quickly, effectively and ethically. Lead by example. You don't need to be the bible of all things legal - but make sure your answer points them in the right direction so if you dont know the answer say that and direct them where to find it - who to talk to - don't be proud and wrong!	May 12, 2011 2:54 PM
40	Be open and honest and listen. Supervisors are there to help us and by listening and learning and asking questions if needed we can develop the skills to become better and better at what we do so everyone wins.	May 12, 2011 1:58 PM
41	be open and honest and come to the supervisor with any concerns immediately.	May 12, 2011 9:06 AM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

42	I would advise that the supervisor is very approachable and a knowledgeable person.	May 12, 2011 8:54 AM
43	assess the strengths and weaknesses of the supervisee constantly and act to improve weak areas and congratulate strong areas	May 12, 2011 8:31 AM
44	communicate clearly - listen to what the other person is saying and don't jump to conclusions	May 12, 2011 8:17 AM
45	be open, engender trust and respect and listen	May 11, 2011 7:01 PM
46	Don't be afraid to approach their supervisor. Quickly learn their likes and dislikes. Obtain an understanding of how their supervisor works / approaches matters and files.	May 11, 2011 6:02 PM
47	I would let them know that the supervisor is approachable and they should ask questions when they are in doubt.	May 11, 2011 4:33 PM
48	Know your people, listen to them, Grow them and provide opportunity to stretch and advance themselves.	May 11, 2011 4:12 PM
49	Write down questions and have them ready to when the supervisor has some time to discuss various things. Try to find the answer yourself before going to your supervisor.	May 11, 2011 3:36 PM
50	Don't be afraid to ask questions if in doubt. As long as you do the right thing, the right thing will be done by you.	May 11, 2011 3:11 PM
51	Don't hesitate to ask for help.	May 11, 2011 2:43 PM
52	Ensure that you always approach the supervisor when in doubt about a decision and its consequences	May 11, 2011 2:23 PM
53	Don't be afraid to talk to the supervisor	May 11, 2011 2:14 PM
54	to document everything that is given to you by a solicitor to do and the steps you take to complete the task.	May 11, 2011 9:25 AM
55	honesty	May 11, 2011 8:41 AM
56	Seek and you shall find;ask and you will be helped.	May 10, 2011 3:02 PM
57	Always give reasons for why you do things eg why you made the changes you did to their work	May 10, 2011 1:19 PM
58	to openly communicate with all parties	May 10, 2011 11:32 AM
59	act promptly, considered responses, take responsibility, be honest	May 10, 2011 10:26 AM
60	ask direct questions, prepare for meetings well, try to come up with own solutions and research solutions	May 10, 2011 8:43 AM
61	Start asking questions from the beginning. If you are unclear about an issue don't pretend to know what the supervisor is talking about. If you feel that the supervisor is not supporting you try to have a discussion with colleagues about how their supervisors are approaching meetings/filework (without necessarily discussing your concerns).	May 10, 2011 8:25 AM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

62	Always encourage staff to come forward with a problem...very rarely can a problem not be fixed. Always listen to people and understand what is happening in the office and their personal lives.	May 10, 2011 8:01 AM
63	Take on board opportunities to work with people - it's a team environment where you can really learn from other people. Don't be afraid to say you don't know the answer, or aren't experienced.	May 9, 2011 5:25 PM
64	Assess the needs (professional, emotional) of the person you are supervising and match the supervision to those needs, be aware of your own workload and needs, be respectful to the person you are supervising and ensure that the supervision is not overly intrusive - this is achievable. The person must be allowed to develop their own style whilst receiving the benefit of your experience and tutelage !	May 9, 2011 5:21 PM
65	To ask our supervisor if they are uncertain about something.	May 9, 2011 5:04 PM
66	If in doubt ask.	May 9, 2011 4:58 PM
67	think about what you want to get out of your supervisor not just what they want to get out of you. In this way you can focus on your needs getting met in the relationship as well as performing your duties	May 9, 2011 3:32 PM
68	Make it regular and include time for general discussion on developments in case law etc	May 9, 2011 12:20 PM
69	Build mutual respect.	May 9, 2011 9:35 AM
70	Communication	May 9, 2011 9:18 AM
71	make file notes	May 9, 2011 9:04 AM
72	Have a good attitude and willing to learn	May 9, 2011 8:48 AM
73	Being that I am a new colleague, I would say that making it clear that the supervisor is there whenever a query or problem arises.	May 9, 2011 8:41 AM
74	Encourage supervisees, show you care when it comes to professional development and career path, give constructive feedback and positive feedback and communicate with each other	May 6, 2011 9:33 AM
75	Good clear/open communication of expectations/what each party wants to achieve short and long term	May 5, 2011 10:14 AM
76	Ask questions and develop a healthy open and honest relationship built on trust with your supervisor.	May 5, 2011 10:13 AM
77	Identify specific questions to be addressed. Do the research first and have an understanding of what the answer should possibly be so that it can be queried if it differs from your expectation.	May 5, 2011 10:06 AM
78	Ask questions.	May 5, 2011 9:08 AM
79	Make notes when you are given advice and try to avoid making the same mistake twice.	May 4, 2011 4:37 PM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

80	1. Think firstly of what you would want if you were the supervisee and then synthesise that with what you want to achieve as the supervisor. 2. Accept that there is more than 1 way to skin a cat and don't always insist that it be done your way (provided the outcome is correct and effective for the client) 3. Don't be too pedantic, didactic or obstructive, try to be co-operative and get the supervisee "on your side" but insist that standards are maintained. 4. Apply the same standards to yourself as you apply to the supervisee 5. Always ensure that you review the supervisee's work promptly (nothing is more annoying to a supervisee to have worked hard on a matter and for it to then languish on the supervisor's desk).	May 4, 2011 4:16 PM
81	Listen and Ask as many questions as you like	May 4, 2011 3:30 PM
82	Talk to the supervisor - don't be afraid to ask questions and don't wait for them to initiate discussion.	May 4, 2011 2:48 PM
83	Be clear on what you are being asked to do.	May 4, 2011 2:47 PM
84	Try your best. If you have any issues make sure you ask questions to help you get to a good solution.	May 4, 2011 11:51 AM
85	Listen and learn and be practive and confident	May 4, 2011 11:44 AM
86	Be prepared to make mistakes and work on them with staff	May 4, 2011 10:58 AM
87	Regularly discuss issues with their superiors as they arise and seek guidance on how best to deal with them; over-communicate; don't dismiss or side step issues (especially personal ones) - deal with them up front no matter how hard or awkward it is.	May 4, 2011 10:27 AM
88	Understand the needs of each individual as it can significantly vary. Put yourself in that persons position and remember how hard it was for you when starting out ass a lawyer.	May 4, 2011 8:57 AM
89	By asking immediately and regularly for information, help and assistance where needed or when uncertain about anything that needs to be actioned and or done.	May 4, 2011 8:35 AM
90	Take notes when being instructed on tasks.	May 4, 2011 7:38 AM
91	To be open and helpful and be available at all times	May 4, 2011 7:12 AM
92	Be approachable, and show a willingness to lead by example	May 3, 2011 6:07 PM
93	Good communication is essential and very importantly a supervisee needs to know that they are always supported, even if an error has been made.	May 3, 2011 5:42 PM
94	Ensure lines of communication remain open so that all parties feel comfortable asking questions and discussing issues as they come to light.	May 3, 2011 2:21 PM
95	Don't hesitate to see your supervisor if you have any issues. Advise of any mistake made immediately as it is easier to fix.	May 3, 2011 12:47 PM
96	Have regular fixed conferences regarding file to be supervised	May 3, 2011 12:38 PM
97	Being honest and clear communication will help you succeed.	May 3, 2011 12:01 PM
98	See above points	May 3, 2011 11:27 AM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

99	Each person needs to be supervised in a different way depending on their experience and personality. Be careful to give authors ownership of matters and not micromanage. Ask them to come to you with a solution, not just a problem.	May 3, 2011 10:30 AM
100	be open and discuss expectations and standards or performance from the beginning.	May 2, 2011 9:08 AM
101	Feel comfortable to approach your supervisor - listen to their feedback.	May 1, 2011 2:28 PM
102	Ensure discussions are open and transparent and are able to occur in a timely manner and with sufficient time set aside	May 1, 2011 1:01 PM
103	Insist on expectations being clearly defined from the start. Keep detailed notes of meetings with supervisors for later reference.	Apr 30, 2011 11:16 AM
104	Take advantage of what is offered	Apr 29, 2011 3:49 PM
105	Do unto others as you would have them do unto you	Apr 29, 2011 3:07 PM
106	be yourself be honest	Apr 29, 2011 2:36 PM
107	Encourage respect from supervisee. Be available.	Apr 29, 2011 1:42 PM
108	Ask the supervisor what they expect or ask other lawyers at similar level to yourself generally what is expected of them when working with that particular supervisor. Discuss expectations at formal performance appraisals.	Apr 29, 2011 1:27 PM
109	Be open and seek discussion of matters	Apr 29, 2011 12:59 PM
110	Progress as far as possible with an issue before approaching a supervisor	Apr 29, 2011 12:57 PM
111	Don't be afraid to ask questions. Quickly gain an understanding as to how your supervisor prefers to be approached. If a mistake is made, try to assist or gain understanding as to how to rectify the problem	Apr 29, 2011 8:32 AM
112	be open& use plain language & be direct	Apr 29, 2011 8:28 AM
113	ask questions and take notes	Apr 28, 2011 5:58 PM
114	Learn the behaviour of the supervisor, listen and work out what works best for you both.	Apr 28, 2011 5:47 PM
115	ask of, and understand what, the supervisee is most interested in and most dislikes and why	Apr 28, 2011 4:47 PM
116	emphasise that it is a team effort and try to motivate the supervisee to excel	Apr 28, 2011 4:10 PM
117	supervision is different for each person. Take the time to find the correct mix	Apr 28, 2011 3:56 PM
118	Two way street- both parties have to be willing to participate to make it work.	Apr 28, 2011 3:23 PM
119	Do more listening than talking and ask if you are unsure. Ask for feedback.	Apr 28, 2011 3:05 PM
120	Take notes on every single detail regarding how to appropriately action work on behalf of the supervisor (including how to open a file, how the file needs to look etc).	Apr 28, 2011 3:03 PM
121	ensure clear communication and report back regularly	Apr 28, 2011 2:53 PM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

122	Ensure you bring each matter back to "basic principles", and identify departures or strange issues that require specific attention	Apr 28, 2011 1:55 PM
123	Be honest and dont be scared to talk to them.	Apr 28, 2011 1:06 PM
124	Make a set time each day to deal with all the mail, bring ups, etc and make sure that is met each day.	Apr 28, 2011 12:51 PM
125	Unsure	Apr 28, 2011 12:31 PM
126	Be honest with your supervisor	Apr 28, 2011 12:29 PM
127	Set out the expectations and approachability etc. of supervisor from the start	Apr 28, 2011 12:26 PM
128	Availability and clarity.	Apr 28, 2011 9:49 AM
129	develop rapport and develop an environment where mistakes and errors are freely admitted without fear of criticism or condemnation	Apr 27, 2011 11:21 PM
130	Make a set meeting time. Be prepared for the meeting and have all of the information the supervisor may need in front of you.	Apr 27, 2011 6:06 PM
131	Get to know ability of supervisee quickly and develop an excellent working relationship with that person	Apr 27, 2011 5:57 PM
132	Take an open-minded attitude to supervision when being supervised.	Apr 27, 2011 3:18 PM
133	Don't be afraid to ask questions and the most important question is "Why?"	Apr 27, 2011 9:30 AM
134	being able to listen and not afraid to ask questions	Apr 27, 2011 8:30 AM
135	Keep your lines of communication open and be aware of what workload your supervisee is carrying	Apr 27, 2011 5:56 AM
136	No compromise on standard, but give the supervisee the tools to perform at that standard.	Apr 24, 2011 1:25 PM
137	Ask questions	Apr 21, 2011 10:12 AM
138	determine from the start what structure works, and ensure that expectations of both parties are clearly outlined from the beginning.	Apr 21, 2011 9:57 AM
139	Be open with your supervisor and to not be afraid to receive criticism.	Apr 21, 2011 9:10 AM
140	Get to know supervisee and clarify expectations.	Apr 20, 2011 4:59 PM
141	Listen to instructions - don't leave the room without knowing expectations. Be confident. Produce quality work in a timely fashion.	Apr 20, 2011 4:26 PM
142	Be available when needed, be approachable, be clear about all instructions listen to advice.	Apr 20, 2011 2:35 PM
143	Don't be afraid to ask questions.	Apr 20, 2011 2:30 PM
144	Talk to your supervisor	Apr 20, 2011 10:06 AM
145	Always ask if you have questions & keep asking until you fully understand	Apr 19, 2011 3:02 PM
146	n/a	Apr 19, 2011 11:53 AM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

147	Always be honest, admit when you're wrong and be prepared to work hard and give 100%.	Apr 19, 2011 11:44 AM
148	Dont be afraid to ask for help	Apr 19, 2011 11:26 AM
149	raise issues immediately and don't hide anything	Apr 19, 2011 6:31 AM
150	Be true to themselves and open & honest.	Apr 18, 2011 7:03 PM
151	Go to the partner straight away if you have a problem do not wait	Apr 18, 2011 5:35 PM
152	good luck	Apr 18, 2011 3:23 PM
153	TAKE NOTES!!!!!!!!!!!!!!	Apr 18, 2011 3:02 PM
154	Listen, take notes and ask questions. Have respect for your supervisor & all the knowledge they have to provide.	Apr 18, 2011 2:40 PM
155	Not Sure	Apr 18, 2011 2:18 PM
156	Ensure work is completed when required, that the quality of work is extremely high and details/information in the work is accurate.	Apr 18, 2011 2:09 PM
157	To be honest and ask questions.	Apr 18, 2011 1:59 PM
158	Listen and learn from more experienced people, but dont be afraid to speak up if you have an alternative approach	Apr 18, 2011 1:52 PM
159	Just listen to what she has to say and that she will always stand by you for a decision you have made. If you are nice and good to her she will be nice and loyal back to you. She is very willing to teach and would prefer to show us how to fix our own mistakes rather than her just doing it herself.	Apr 18, 2011 1:51 PM
160	be open and approachable. Let the supervisee know that they can come to you even if they have made a mistake. Be open and honest even if the feedback is not as positive as the supervisee may be expecting. If providing negative feedback, try not to make them feel worthless and don't make all the feedback negative - you should also suggest ways that they can improve	Apr 18, 2011 12:41 PM
161	Dont be afraid to ask questions but have a list rather than asking at random one-by-one. Always advise of other work you are doing and priority of tasks assigned.	Apr 18, 2011 11:42 AM
162	Don't rely on your supervisors to always be right or provide you with the information you need. Ask lots of questions and make sure you are comfortable with your instructions before you walk away. Don't assume your supervisor is paying attention to what you are doing or how you are doing it - if you are unsure about how to approach something, bite the bullet and ask rather than stressing about it.	Apr 18, 2011 10:56 AM
163	Be flexible - if it becomes clear that a person needs more supervision, give it to them, but if they need less, offer less.	Apr 18, 2011 10:17 AM
164	Be open and candid about concerns, questions, etc.	Apr 18, 2011 10:16 AM
165	I don't know	Apr 18, 2011 10:07 AM
166	time needs to be set aside to supervise people. Communication needs to be clear and sometimes needs to be in writing to ensure that they understand what you are attempting to communicate.	Apr 18, 2011 8:19 AM

Page 7, Q59. What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?

167	Have all questions written down so the meeting can be finished as quickly as possible and you don't need to interrupt the supervisor again about a forgotten question.	Apr 13, 2011 1:14 PM
168	Confirm instructions with your Supervisor and make clear notes of them.	Apr 12, 2011 3:27 PM
169	Make sure they are open about what it is they would like to receive from a supervisor and be persistent in communicating that.	Apr 12, 2011 9:23 AM
170	Be honest with yourself and supervisor	Apr 11, 2011 2:44 PM
171	Do not be afraid to ask questions or to say that you do not know the answer	Apr 11, 2011 2:25 PM
172	Get to know your colleagues personally so that communication is effective.	Apr 11, 2011 12:43 PM
173	It is important to understand how your supervisor works; that way you can anticipate what to expect, and what will be expected of you.	Apr 11, 2011 10:18 AM
174	Whenever asking for advice, make sure you have thought about answer(s) and be prepared to discuss reasoning behind these.	Apr 8, 2011 12:45 PM

Page 7, Q60. Thank you for completing the survey. Do you have any further comments? We appreciate all feedback.

1	no comments	May 17, 2011 3:54 PM
2	No	May 16, 2011 5:11 PM
3	no	May 13, 2011 9:06 AM
4	I strongly believe (after much reading about the personalities) that learning about the personalities helps everyone to understand each other better, work better together as a team, work in your strengths and develop your weaknesses. This covers all areas of life - spouses, children, family, friends and co-workers. Personal Plus at Work by Florence Littauer is an amazing book to read. Thank you :)	May 12, 2011 1:58 PM
5	I'm lucky, I have a wonderful supervisor. Couldn't ask for anything more really.	May 11, 2011 3:11 PM
6	supervision is frequently only informal when having a formal meeting regularly would assist in ensuring bad practices etc are picked up early not when they have developed into a problem. Practice as a whole focuses on audits/compliance with practice standards but doesn't spend enough time focusing on having effective supervision models in place. It comes down to who the individual coordinator of a team is as to whether there is effective supervision or not. It is left to supervisees to seek supervision when required rather than supervisors checking regularly to see if assistance is required and monitoring this. Talk about setting up supervisory practices such as mentoring occurs frequently but nothing actually happens. Effective supervision, in my view, requires a combination of informal supervision with senior practitioners being willing to share their knowledge and experience and formal supervision to ensure supervisors are aware of supervisees workloads and files and can monitor workloads before things become issues.	May 10, 2011 8:43 AM
7	I am impressed by the QLS Effective Supervision in Legal Practice Guide and have found it a useful tool in developing my own supervision style.	May 9, 2011 5:21 PM
8	No	May 9, 2011 5:04 PM
9	No.	May 9, 2011 9:35 AM
10	It is difficult to approach supervisors when geographically isolated from them as it is difficult to ascertain the supervisors capacity at that time to provide feedback if they are busy etc. Having a good precedent system accessible to all assists as less time is spent having to ask supervisors where the precedents are.	May 5, 2011 10:06 AM
11	No.	May 4, 2011 7:38 AM
12	No	May 4, 2011 7:12 AM
13	An open door policy generally creates a better relationship with supervisors - If I don't feel comfortable to walk into someone's office the relationship is difficult to manage generally	May 3, 2011 6:07 PM
14	No comments	May 3, 2011 12:01 PM
15	I am a manager in a support role, some of the questions were not relevant to my role.	May 2, 2011 9:08 AM
16	I found it surprising that if you do not have a supervisor you still get peppered with supervision questions	May 1, 2011 1:01 PM

Page 7, Q60. Thank you for completing the survey. Do you have any further comments? We appreciate all feedback.

17	n/a	Apr 29, 2011 8:32 AM
18	Nope	Apr 28, 2011 3:56 PM
19	Supervisors should avoid semantic amendments to documents where the amendments have no difference to the original wording except for their preference of the replacing words.	Apr 28, 2011 9:49 AM
20	This survey was answered based on the person who provides me with the most supervision. If it were based on others that supervise me the answers would have been very different.	Apr 27, 2011 6:06 PM
21	No	Apr 27, 2011 5:57 PM
22	n/a	Apr 19, 2011 11:53 AM
23	ok	Apr 18, 2011 3:23 PM
24	No Thanks ...	Apr 18, 2011 2:18 PM
25	The questions about emotional well-being are not applicable to me. If I were having emotional difficulties I would want my work colleagues to stay out of it, not get involved,	Apr 18, 2011 11:44 AM
26	I realise that solicitors are supposed to be independant and smart, however there is only so much you can figure out by yourself as a junior solicitor. Pro-active supervision would improve my work life a lot.	Apr 18, 2011 10:56 AM
27	No.	Apr 11, 2011 10:18 AM
28	No.	Apr 8, 2011 12:45 PM