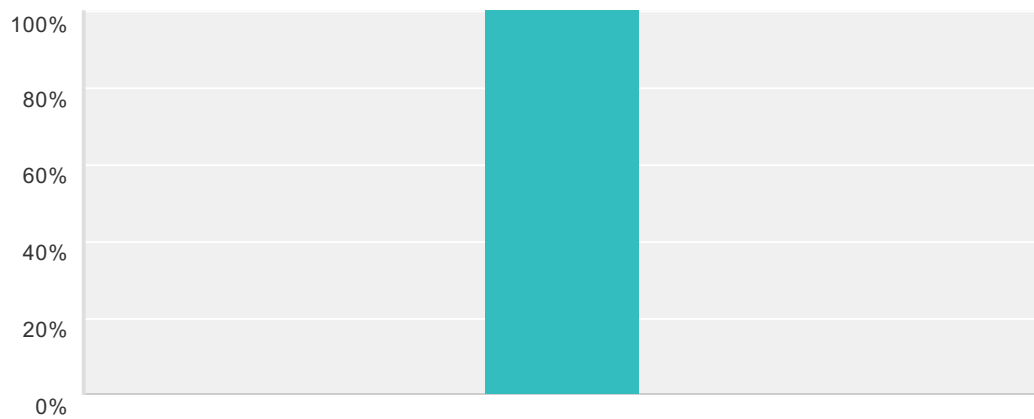


## Q1 Are you doing this survey as

Answered: 156 Skipped: 0



- A member of a participating law firm, at your firm's request? A participating firm is a firm tha
- An interested individual on your own initiative?

Answer Choices	Responses	
A member of a participating law firm, at your firm's request? A participating firm is a firm that has decided to undertake the survey of its own volition.	0%	0
An interested individual on your own initiative?	100%	156
<b>Total</b>		<b>156</b>

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

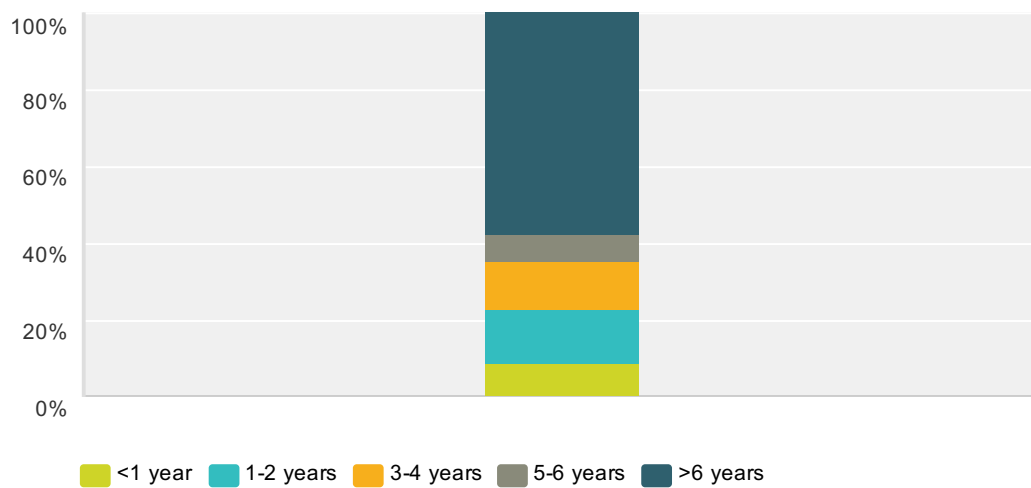
Answered: 156 Skipped: 0



Answer Choices	Responses	
Both - I supervise staff and I am supervised by others	36.54%	57
I supervise others but am not supervised	33.97%	53
I am supervised and do not supervise others	29.49%	46
<b>Total</b>		<b>156</b>

## Q4 How long have you been a supervisor?

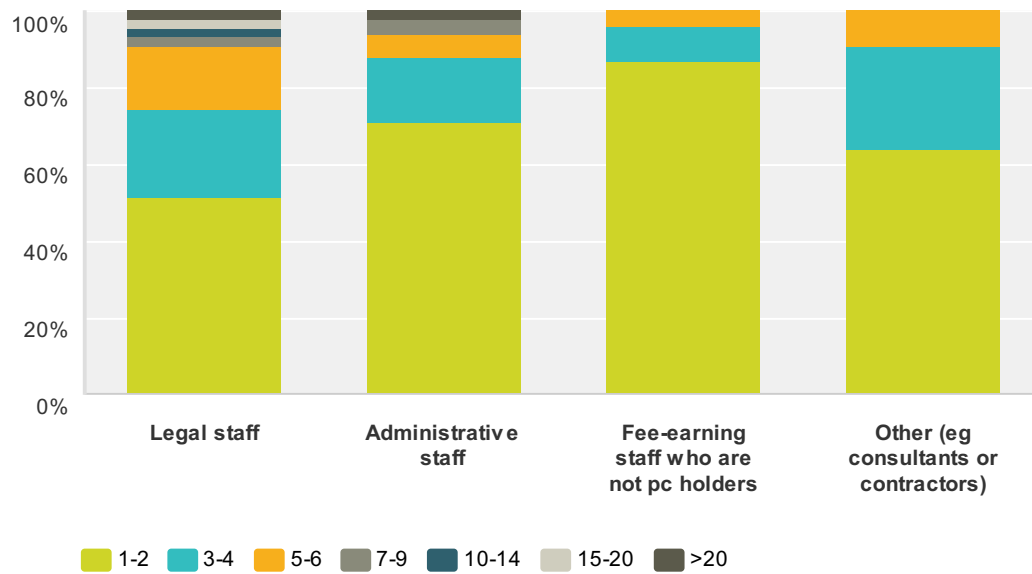
Answered: 57 Skipped: 99



Answer Choices	Responses
<1 year	8.77% 5
1-2 years	14.04% 8
3-4 years	12.28% 7
5-6 years	7.02% 4
>6 years	57.89% 33
<b>Total</b>	<b>57</b>

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

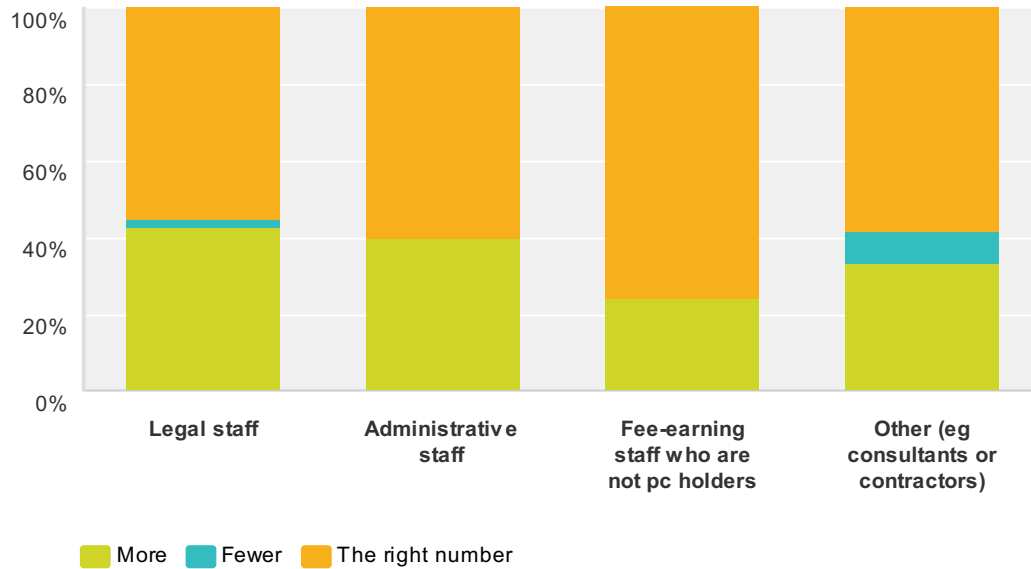
Answered: 56 Skipped: 100



	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Legal staff	51.16% 22	23.26% 10	16.28% 7	2.33% 1	2.33% 1	2.33% 1	2.33% 1	43
Administrative staff	70.83% 34	16.67% 8	6.25% 3	4.17% 2	0% 0	0% 0	2.08% 1	48
Fee-earning staff who are not pc holders	86.96% 20	8.70% 2	4.35% 1	0% 0	0% 0	0% 0	0% 0	23
Other (eg consultants or contractors)	63.64% 7	27.27% 3	9.09% 1	0% 0	0% 0	0% 0	0% 0	11

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

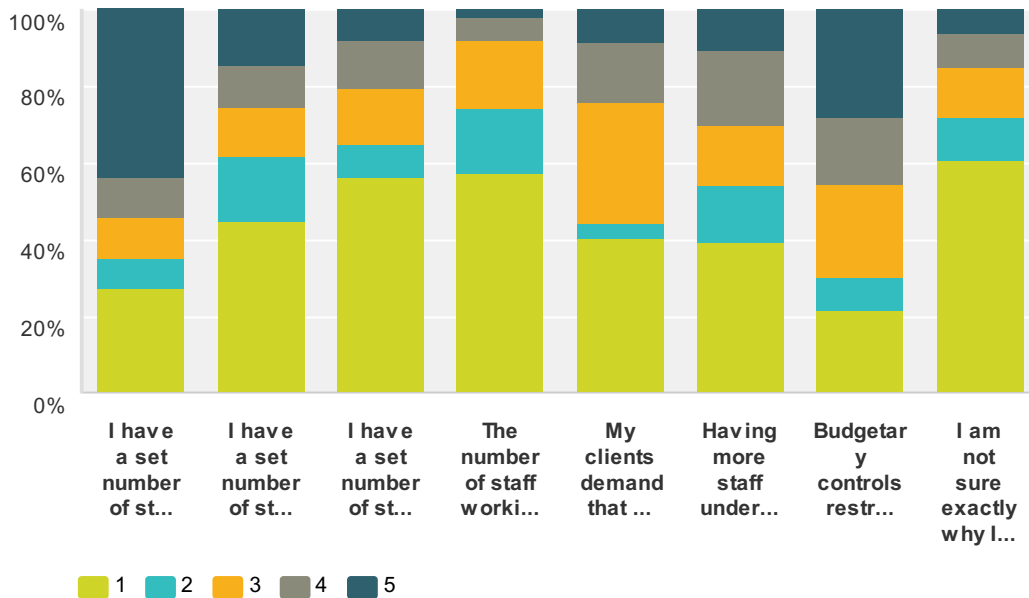
Answered: 55 Skipped: 101



	More	Fewer	The right number	Total
Legal staff	42.86% 21	2.04% 1	55.10% 27	49
Administrative staff	39.58% 19	0% 0	60.42% 29	48
Fee-earning staff who are not pc holders	24% 6	0% 0	76% 19	25
Other (eg consultants or contractors)	33.33% 4	8.33% 1	58.33% 7	12

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

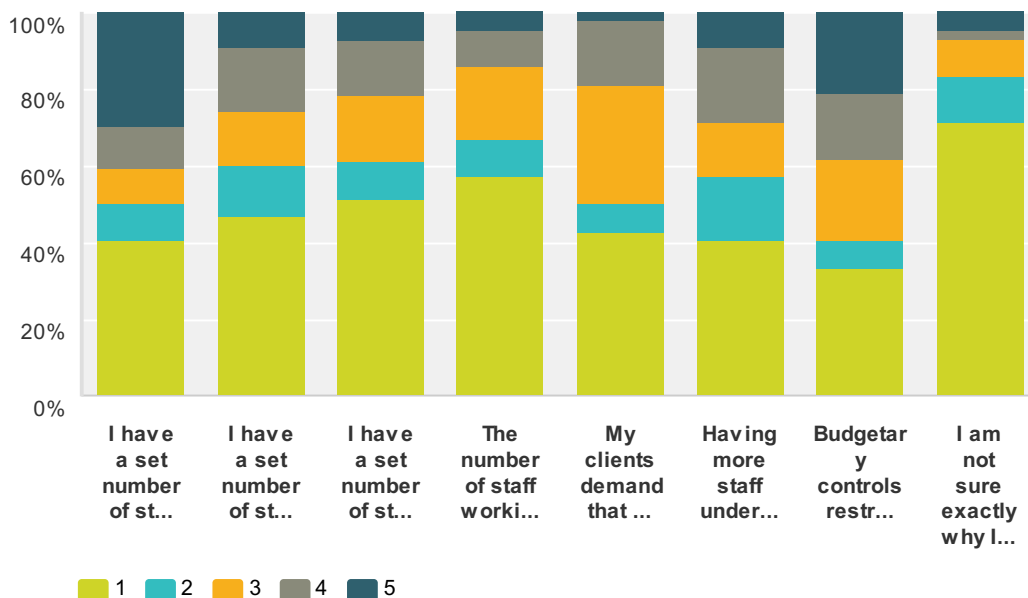
Answered: 52 Skipped: 104



	1	2	3	4	5	Total
I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.	27.08% 13	8.33% 4	10.42% 5	10.42% 5	43.75% 21	48
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.	44.68% 21	17.02% 8	12.77% 6	10.64% 5	14.89% 7	47
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.	56.25% 27	8.33% 4	14.58% 7	12.50% 6	8.33% 4	48
The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.	57.45% 27	17.02% 8	17.02% 8	6.38% 3	2.13% 1	47
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	40% 18	4.44% 2	31.11% 14	15.56% 7	8.89% 4	45
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.	39.13% 18	15.22% 7	15.22% 7	19.57% 9	10.87% 5	46
Budgetary controls restrict the number of staff I can have working under my supervision.	21.74% 10	8.70% 4	23.91% 11	17.39% 8	28.26% 13	46
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	60.87% 28	10.87% 5	13.04% 6	8.70% 4	6.52% 3	46

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

Answered: 46 Skipped: 110



	1	2	3	4	5	Total
I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.	40.91% 18	9.09% 4	9.09% 4	11.36% 5	29.55% 13	44
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.	46.51% 20	13.95% 6	13.95% 6	16.28% 7	9.30% 4	43
I have a set number of staff working under my supervision. This number is determined primarily by me based on my assessment of how many people I can effectively supervise.	51.22% 21	9.76% 4	17.07% 7	14.63% 6	7.32% 3	41
The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.	57.14% 24	9.52% 4	19.05% 8	9.52% 4	4.76% 2	42
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.	42.86% 18	7.14% 3	30.95% 13	16.67% 7	2.38% 1	42
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.	40.48% 17	16.67% 7	14.29% 6	19.05% 8	9.52% 4	42
Budgetary controls restrict the number of staff I can have working under my supervision.	33.33% 14	7.14% 3	21.43% 9	16.67% 7	21.43% 9	42
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.	71.43% 30	11.90% 5	9.52% 4	2.38% 1	4.76% 2	42

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

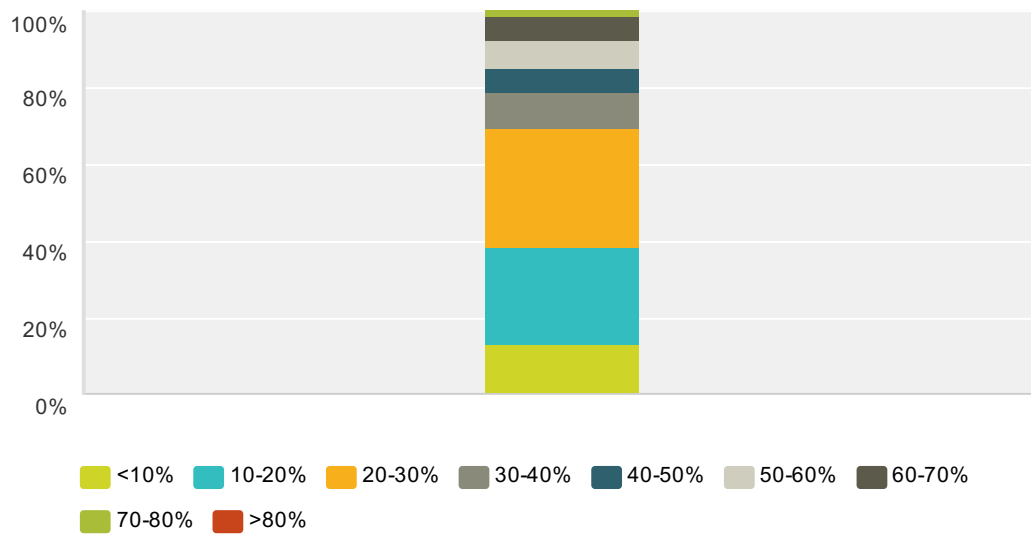
Answered: 52 Skipped: 104



Answer Choices	Responses	
Yes	61.54%	32
No	38.46%	20
Total		52

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

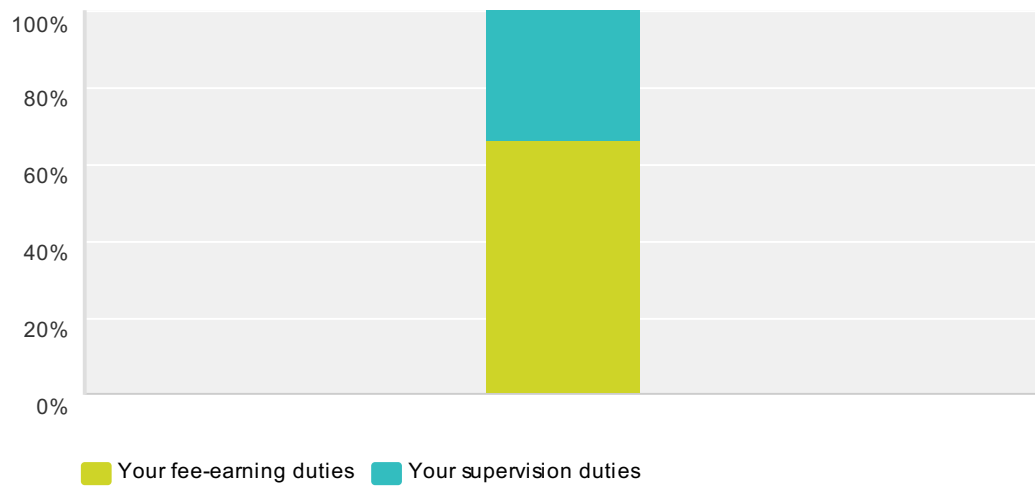
Answered: 52 Skipped: 104



Answer Choices	Responses	
<10%	13.46%	7
10-20%	25%	13
20-30%	30.77%	16
30-40%	9.62%	5
40-50%	5.77%	3
50-60%	7.69%	4
60-70%	5.77%	3
70-80%	1.92%	1
>80%	0%	0
<b>Total</b>		<b>52</b>

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

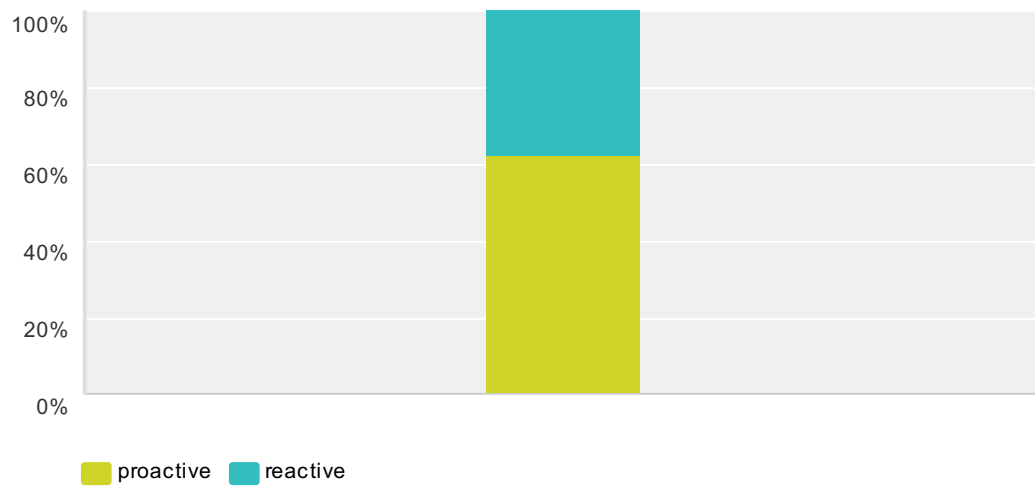
Answered: 50 Skipped: 106



Answer Choices	Responses	
Your fee-earning duties	66%	33
Your supervision duties	34%	17
<b>Total</b>		<b>50</b>

**Q12 Would you describe your supervision activities as primarily**

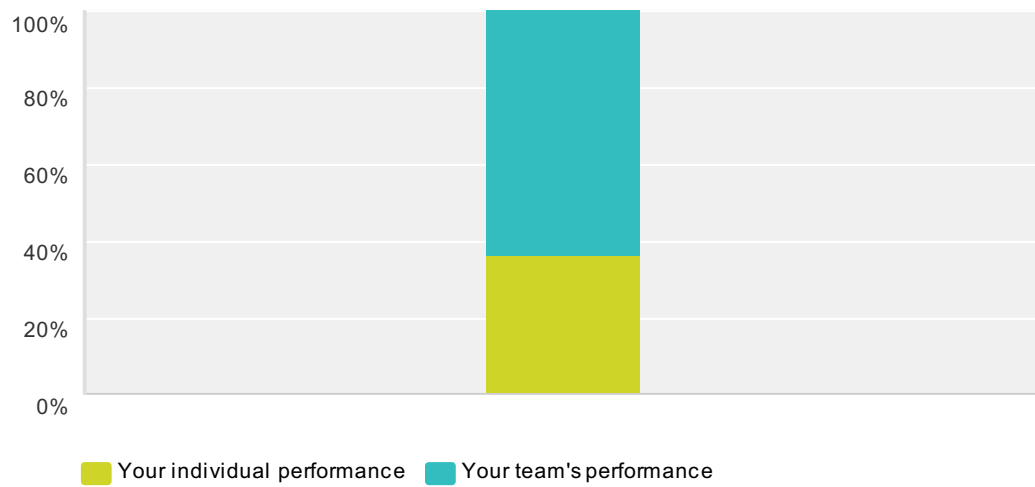
Answered: 50 Skipped: 106



Answer Choices	Responses	
proactive	62%	31
reactive	38%	19
Total		50

**Q13 Do you measure your success in your role primarily by**

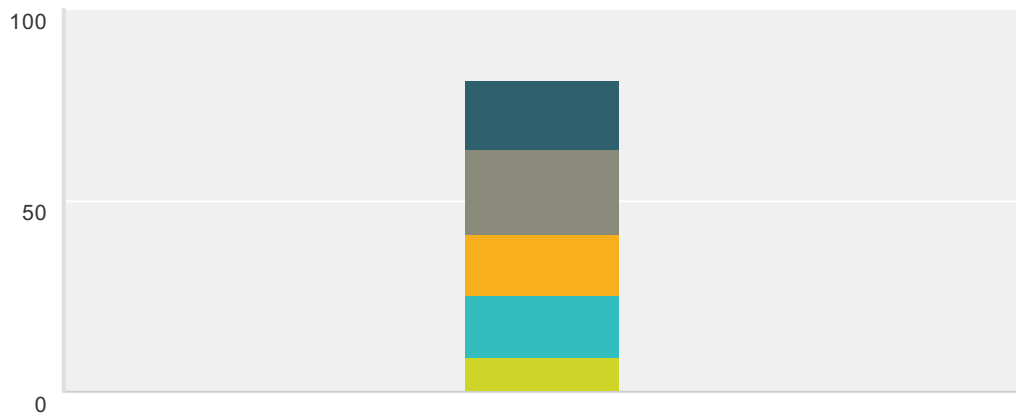
Answered: 50 Skipped: 106



Answer Choices	Responses	
Your individual performance	36%	18
Your team's performance	64%	32
Total		50

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

Answered: 47 Skipped: 109

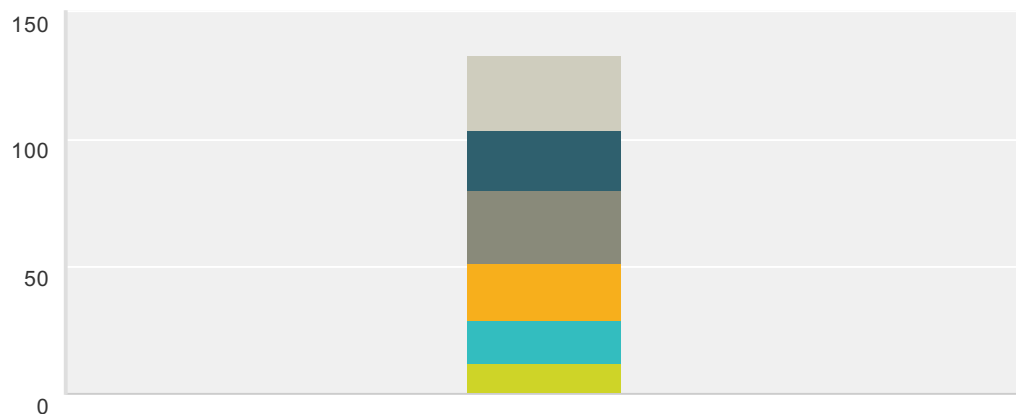


- My firm allocates time to me for my supervision responsibilities
- I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters
- I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)
- Time for supervision is not structured into a daily work schedule
- It is up to me to find spare time for supervision

Answer Choices	Responses
My firm allocates time to me for my supervision responsibilities	19.15% 9
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	34.04% 16
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)	34.04% 16
Time for supervision is not structured into a daily work schedule	46.81% 22
It is up to me to find spare time for supervision	38.30% 18
Total Respondents: 47	

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

Answered: 47 Skipped: 109

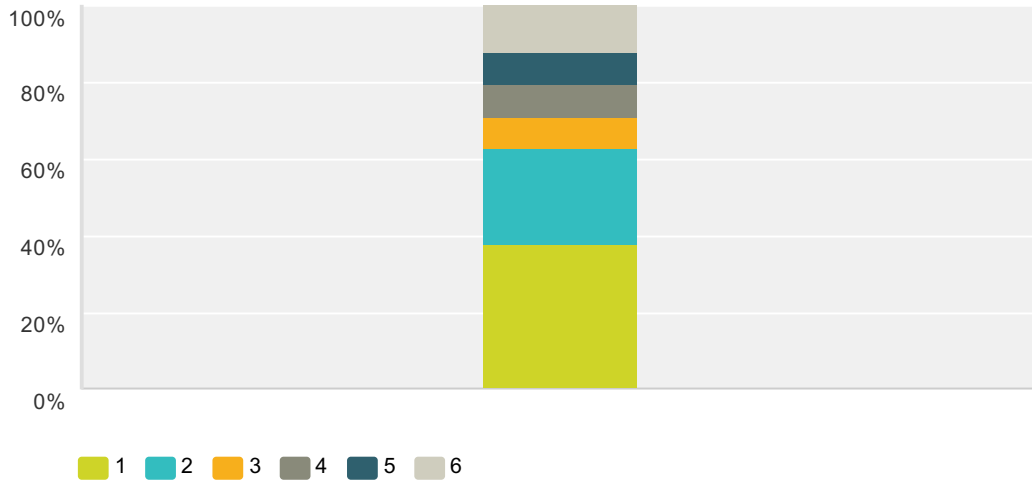


- By emulating my current supervisor
 ■ By emulating a previous supervisor  
■ By watching others
 ■ By trial and error
 ■ By following my firm's policies and procedure:  
■ By responding to the needs or expressed preferences of my supervisees

Answer Choices	Responses	
By emulating my current supervisor	25.53%	12
By emulating a previous supervisor	36.17%	17
By watching others	46.81%	22
By trial and error	61.70%	29
By following my firm's policies and procedures	48.94%	23
By responding to the needs or expressed preferences of my supervisees	61.70%	29
<b>Total Respondents: 47</b>		

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

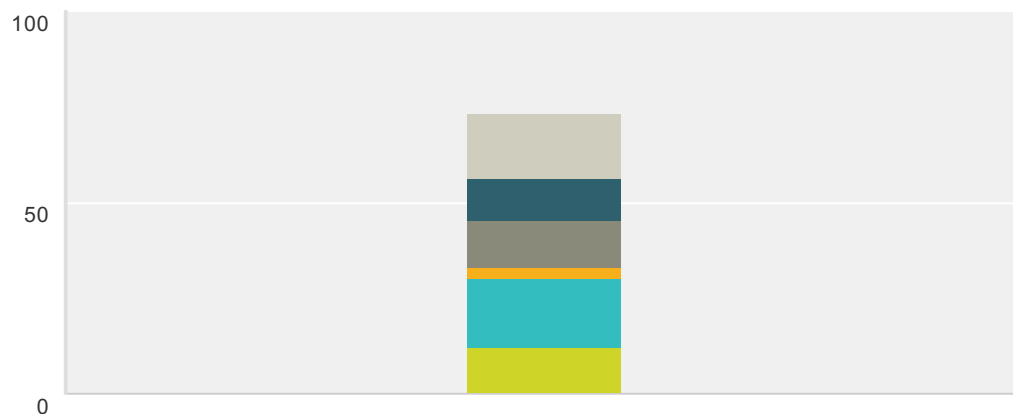
Answered: 48 Skipped: 108



Answer Choices	Responses	
1	37.50%	18
2	25%	12
3	8.33%	4
4	8.33%	4
5	8.33%	4
6	12.50%	6
<b>Total</b>		<b>48</b>

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

Answered: 36 Skipped: 120

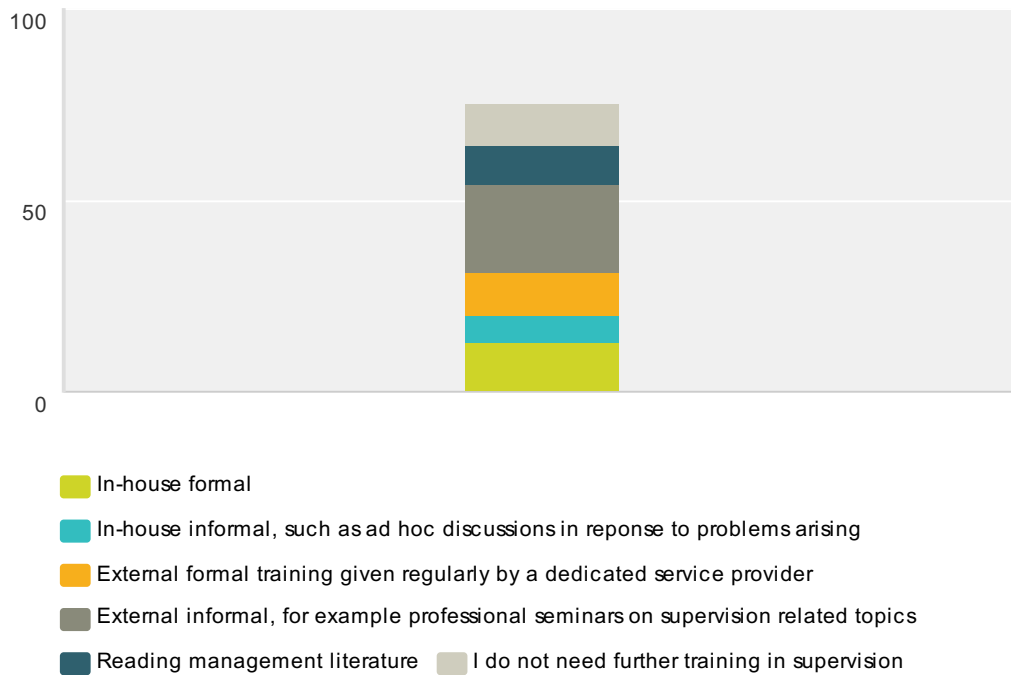


- In-house formal training provided by my firm
- In-house informal discussions generally in response to problems seen as supervision issues
- External formal training at regular intervals
- External formal training at irregular intervals when available
- I regularly read publications and attend workshops on supervision
- Reading management literature

Answer Choices	Responses	
In-house formal training provided by my firm	33.33%	12
In-house informal discussions generally in response to problems seen as supervision issues	50%	18
External formal training at regular intervals	8.33%	3
External formal training at irregular intervals when available	33.33%	12
I regularly read publications and attend workshops on supervision	30.56%	11
Reading management literature	47.22%	17
<b>Total Respondents: 36</b>		

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

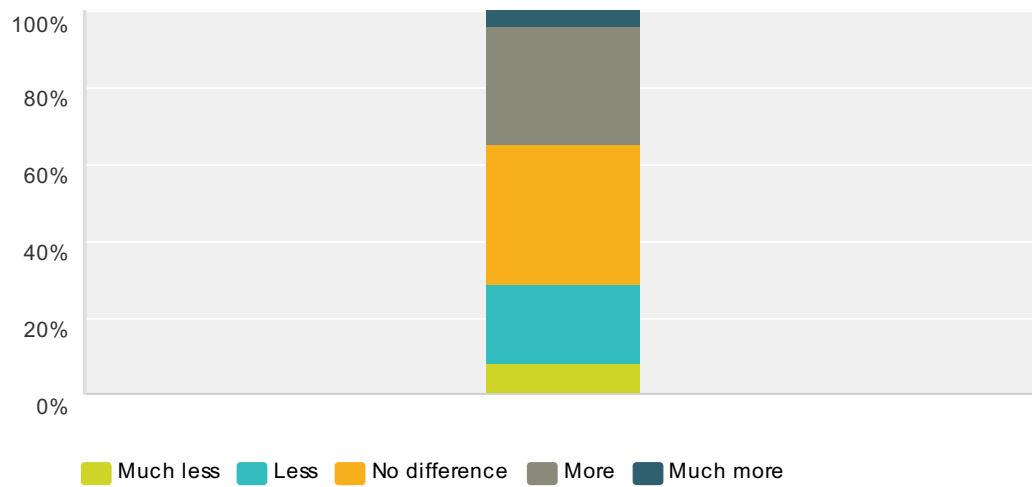
Answered: 48 Skipped: 108



Answer Choices	Responses	
In-house formal	27.08%	13
In-house informal, such as ad hoc discussions in response to problems arising	14.58%	7
External formal training given regularly by a dedicated service provider	22.92%	11
External informal, for example professional seminars on supervision related topics	47.92%	23
Reading management literature	20.83%	10
I do not need further training in supervision	22.92%	11
<b>Total Respondents: 48</b>		

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

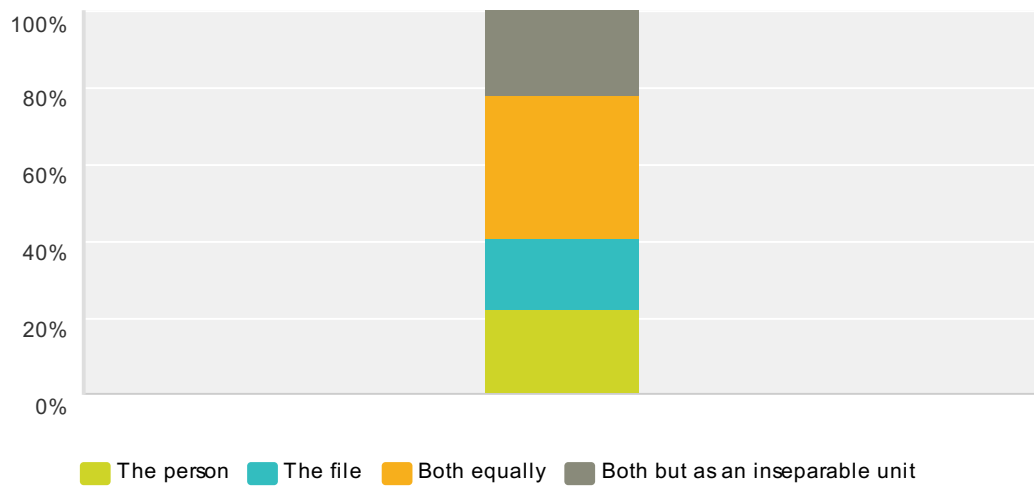
Answered: 49 Skipped: 107



Answer Choices	Responses	
Much less	8.16%	4
Less	20.41%	10
No difference	36.73%	18
More	30.61%	15
Much more	4.08%	2
<b>Total</b>		<b>49</b>

## Q20 Do you primarily supervise the person or the file?

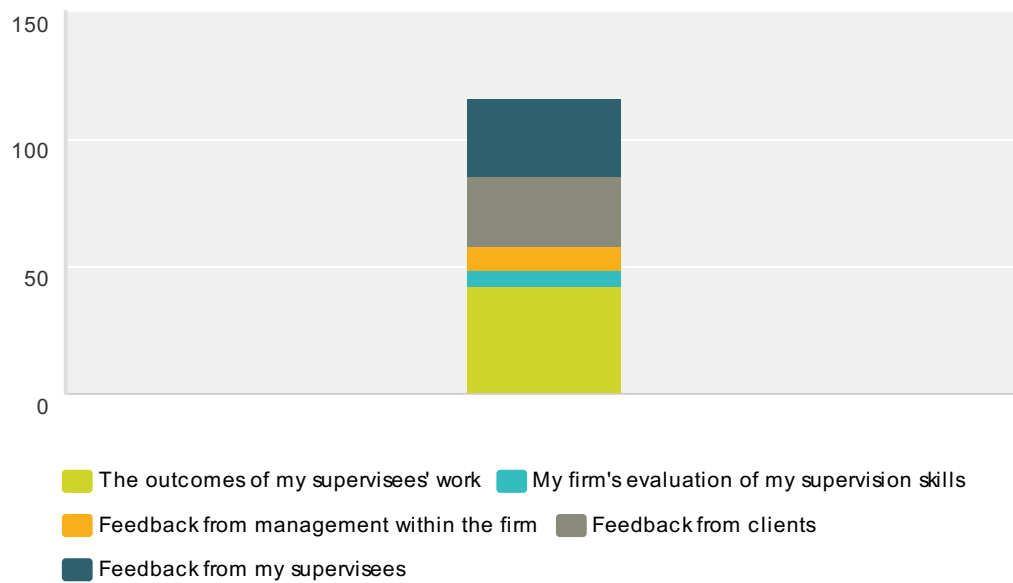
Answered: 49 Skipped: 107



Answer Choices	Responses	
The person	22.45%	11
The file	18.37%	9
Both equally	36.73%	18
Both but as an inseparable unit	22.45%	11
<b>Total</b>		<b>49</b>

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

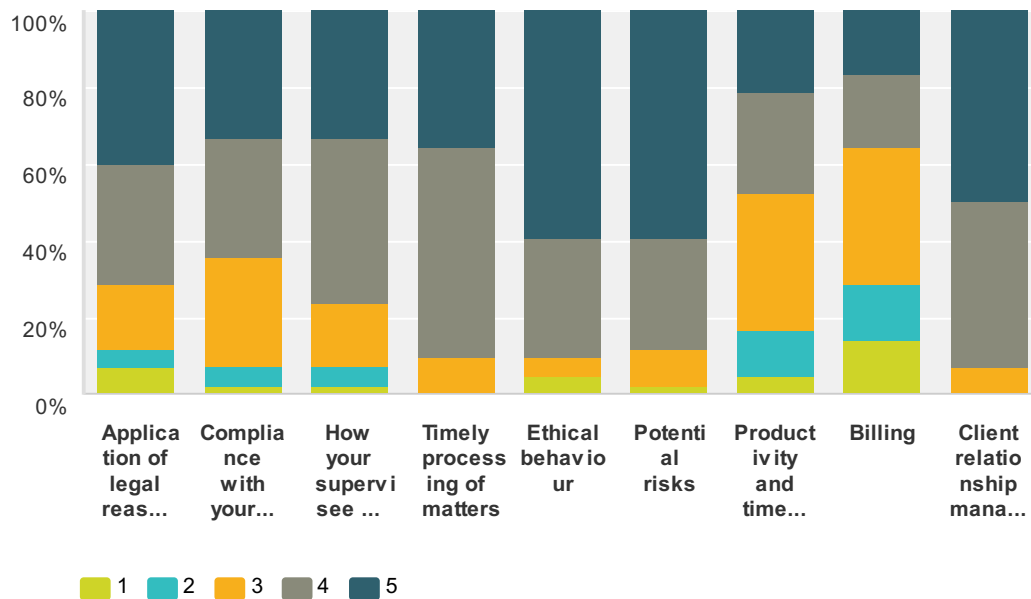
Answered: 48 Skipped: 108



Answer Choices	Responses	
The outcomes of my supervisees' work	87.50%	42
My firm's evaluation of my supervision skills	12.50%	6
Feedback from management within the firm	20.83%	10
Feedback from clients	56.25%	27
Feedback from my supervisees	64.58%	31
Total Respondents: 48		

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

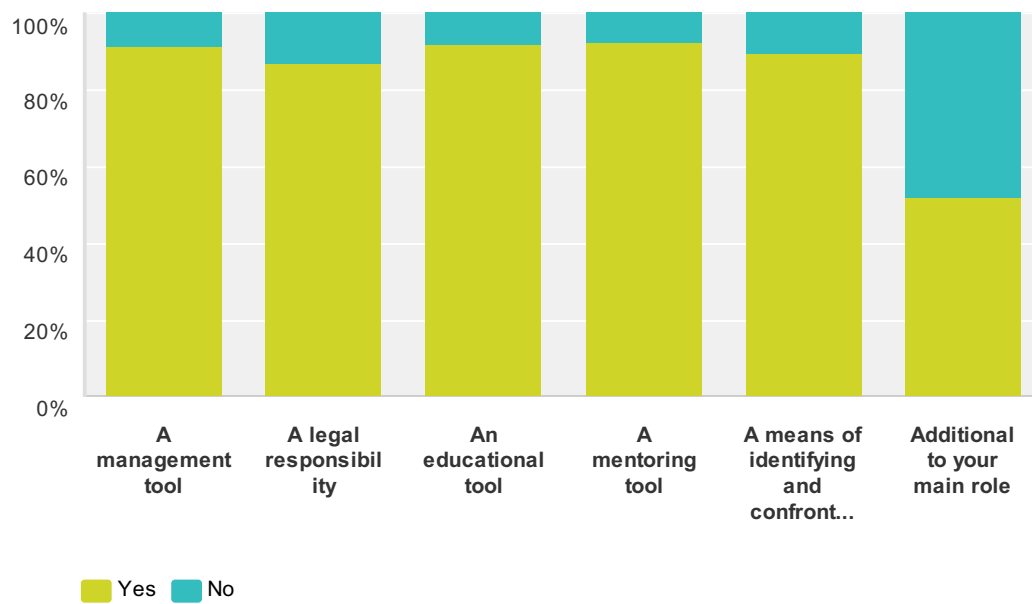
Answered: 42 Skipped: 114



	1	2	3	4	5	Total
Application of legal reasoning	7.14% 3	4.76% 2	16.67% 7	30.95% 13	40.48% 17	42
Compliance with your firm's systems	2.38% 1	4.76% 2	28.57% 12	30.95% 13	33.33% 14	42
How your supervisee is coping	2.38% 1	4.76% 2	16.67% 7	42.86% 18	33.33% 14	42
Timely processing of matters	0% 0	0% 0	9.52% 4	54.76% 23	35.71% 15	42
Ethical behaviour	4.76% 2	0% 0	4.76% 2	30.95% 13	59.52% 25	42
Potential risks	2.38% 1	0% 0	9.52% 4	28.57% 12	59.52% 25	42
Productivity and time recording	4.76% 2	11.90% 5	35.71% 15	26.19% 11	21.43% 9	42
Billing	14.29% 6	14.29% 6	35.71% 15	19.05% 8	16.67% 7	42
Client relationship management and service	0% 0	0% 0	7.14% 3	42.86% 18	50% 21	42

## Q23 Do you view supervision principally as

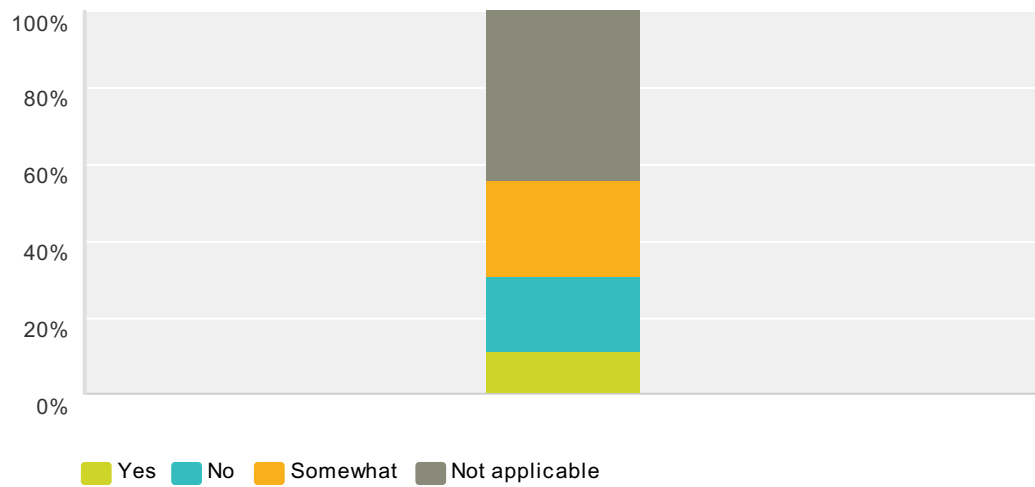
Answered: 42 Skipped: 114



	Yes	No	Total
A management tool	91.43% 32	8.57% 3	35
A legal responsibility	86.49% 32	13.51% 5	37
An educational tool	91.89% 34	8.11% 3	37
A mentoring tool	92.31% 36	7.69% 3	39
A means of identifying and confronting problems that arise in your supervisees' work	89.19% 33	10.81% 4	37
Additional to your main role	51.61% 16	48.39% 15	31

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

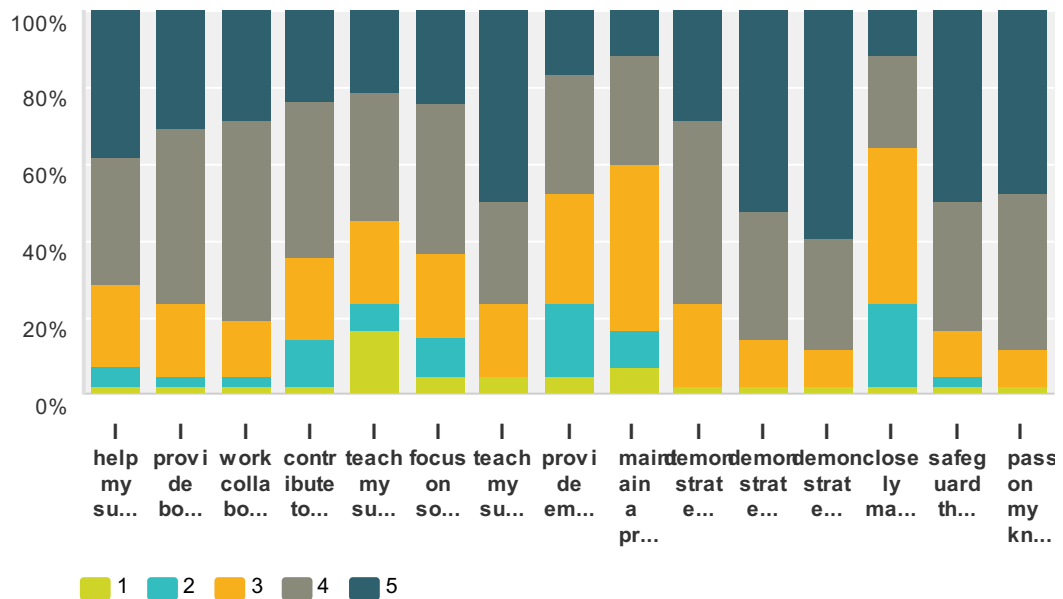
Answered: 36 Skipped: 120



Answer Choices	Responses	
Yes	11.11%	4
No	19.44%	7
Somewhat	25%	9
Not applicable	44.44%	16
<b>Total</b>		<b>36</b>

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

Answered: 42 Skipped: 114



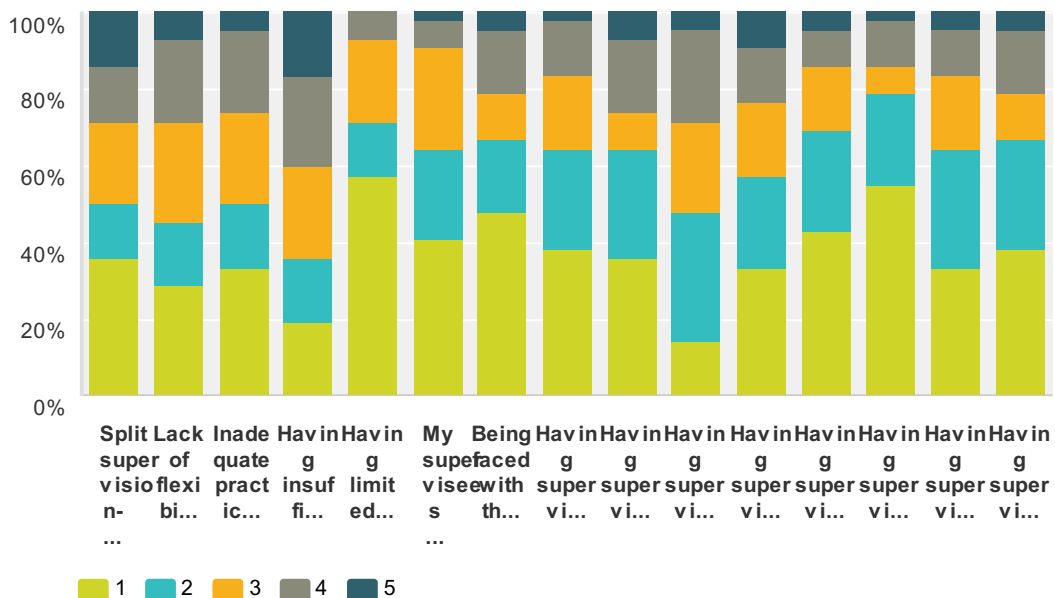
	1	2	3	4	5	Total
I help my supervisees to develop technical skills	2.38% 1	4.76% 2	21.43% 9	33.33% 14	38.10% 16	42
I provide both positive and constructive critical feedback	2.38% 1	2.38% 1	19.05% 8	45.24% 19	30.95% 13	42
I work collaboratively with my supervisees	2.38% 1	2.38% 1	14.29% 6	52.38% 22	28.57% 12	42
I contribute to the personal growth of my supervisees	2.38% 1	11.90% 5	21.43% 9	40.48% 17	23.81% 10	42
I teach my supervisees to become lawyers	16.67% 7	7.14% 3	21.43% 9	33.33% 14	21.43% 9	42
I focus on solving critical issues and problems that arise for my supervisees	4.88% 2	9.76% 4	21.95% 9	39.02% 16	24.39% 10	41
I teach my supervisees about being ethical	4.76% 2	0% 0	19.05% 8	26.19% 11	50% 21	42
I provide emotional support to my supervisees	4.76% 2	19.05% 8	28.57% 12	30.95% 13	16.67% 7	42
I maintain a professional distance from my supervisees	7.14% 3	9.52% 4	42.86% 18	28.57% 12	11.90% 5	42
I demonstrate patience and flexibility with my supervisees	2.38% 1	0% 0	21.43% 9	47.62% 20	28.57% 12	42
I demonstrate openness and honesty in my work	2.38% 1	0% 0	11.90% 5	33.33% 14	52.38% 22	42
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	2.38% 1	0% 0	9.52% 4	28.57% 12	59.52% 25	42
I closely manage cases	2.38% 1	21.43% 9	40.48% 17	23.81% 10	11.90% 5	42

## Supervision Practices Check 2013

I safeguard the interests of the client	<b>2.38%</b> 1	<b>2.38%</b> 1	<b>11.90%</b> 5	<b>33.33%</b> 14	<b>50%</b> 21	42
I pass on my knowledge and experience to my supervisees	<b>2.38%</b> 1	<b>0%</b> 0	<b>9.52%</b> 4	<b>40.48%</b> 17	<b>47.62%</b> 20	42

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

Answered: 42 Skipped: 114



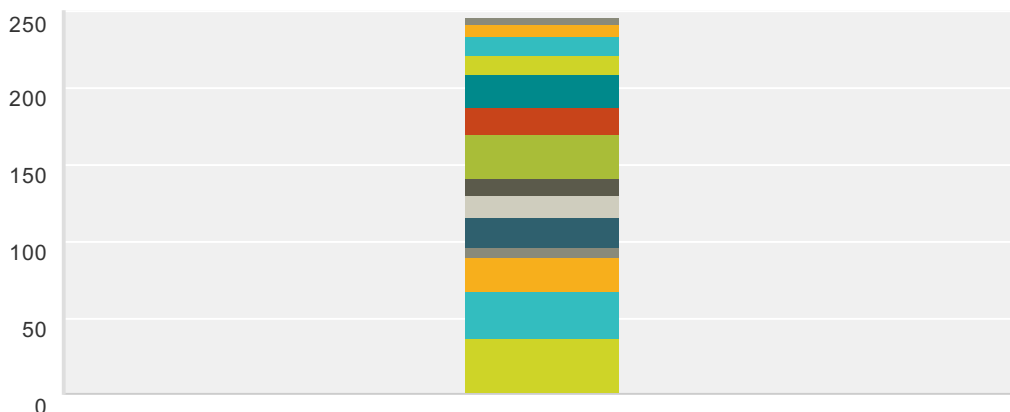
	1	2	3	4	5	Total
Split supervision- where supervision responsibilities are shared with another supervisor	35.71% 15	14.29% 6	21.43% 9	14.29% 6	14.29% 6	42
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	28.57% 12	16.67% 7	26.19% 11	21.43% 9	7.14% 3	42
Inadequate practice management systems (IT and others)	33.33% 14	16.67% 7	23.81% 10	21.43% 9	4.76% 2	42
Having insufficient time for supervision	19.05% 8	16.67% 7	23.81% 10	23.81% 10	16.67% 7	42
Having limited interest in managing or supervising others	57.14% 24	14.29% 6	21.43% 9	7.14% 3	0% 0	42
My supervisees and I having different understandings of what supervision entails	40.48% 17	23.81% 10	26.19% 11	7.14% 3	2.38% 1	42
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	47.62% 20	19.05% 8	11.90% 5	16.67% 7	4.76% 2	42
Having supervisees who do not communicate clearly	38.10% 16	26.19% 11	19.05% 8	14.29% 6	2.38% 1	42
Having supervisees who do not follow instructions	35.71% 15	28.57% 12	9.52% 4	19.05% 8	7.14% 3	42
Having supervisees who work hard but not effectively	14.29% 6	33.33% 14	23.81% 10	23.81% 10	4.76% 2	42
Having supervisees who don't take sufficient responsibility	33.33% 14	23.81% 10	19.05% 8	14.29% 6	9.52% 4	42
Having supervisees who are not effective team members	42.86% 18	26.19% 11	16.67% 7	9.52% 4	4.76% 2	42

## Supervision Practices Check 2013

Having supervisees who lack respect for me and other colleagues	<b>54.76%</b> 23	<b>23.81%</b> 10	<b>7.14%</b> 3	<b>11.90%</b> 5	<b>2.38%</b> 1	42
Having supervisees who don't understand when to seek advice	<b>33.33%</b> 14	<b>30.95%</b> 13	<b>19.05%</b> 8	<b>11.90%</b> 5	<b>4.76%</b> 2	42
Having supervisees who don't think they need to be supervised	<b>38.10%</b> 16	<b>28.57%</b> 12	<b>11.90%</b> 5	<b>16.67%</b> 7	<b>4.76%</b> 2	42

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

Answered: 39 Skipped: 117



- I have an open door policy and staff come to see me when they have problems
- I review work done and allocate new work ■ I review/check all communications
- I monitor how staff engage in peer file review
- I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)
- I implement workflow systems to ensure or assist process compliance
- I set aside a regular time to review workloads, prioritise work and deal with problem cases
- I update and share information with staff in my office
- I identify my supervisees' training needs
- I monitor staff for fatigue, stress and other problems
- I meet the training needs of my supervisees, or ensure they are met
- I inspect all files at regular intervals ■ I inspect sample client files at regular intervals
- I only inspect problem client files

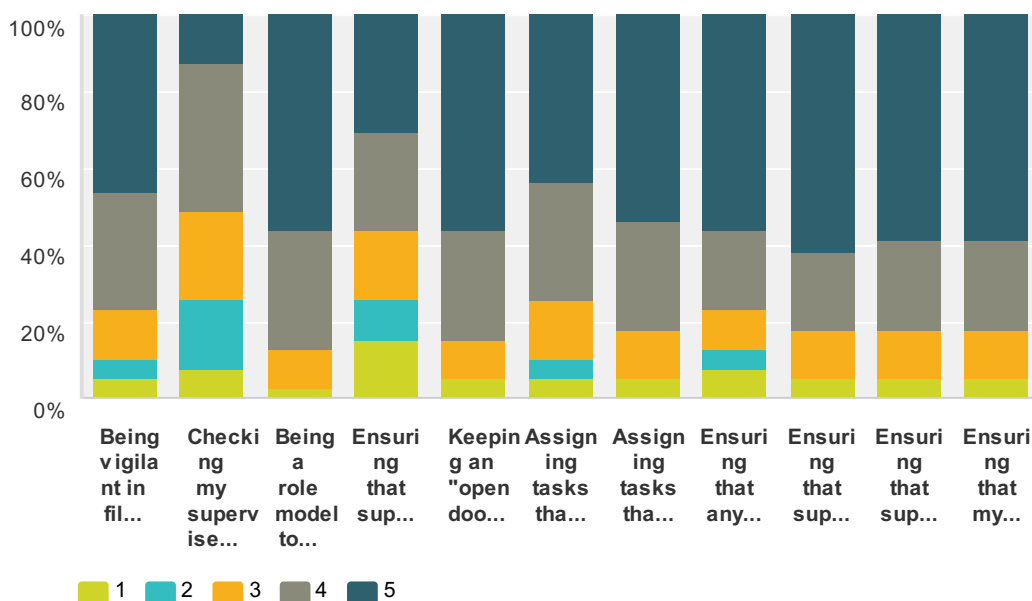
Answer Choices	Responses	
I have an open door policy and staff come to see me when they have problems	94.87%	37
I review work done and allocate new work	76.92%	30
I review/check all communications	56.41%	22
I monitor how staff engage in peer file review	17.95%	7
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	48.72%	19
I implement workflow systems to ensure or assist process compliance	35.90%	14
I set aside a regular time to review workloads, prioritise work and deal with problem cases	28.21%	11
I update and share information with staff in my office	74.36%	29
I identify my supervisees' training needs	46.15%	18
I monitor staff for fatigue, stress and other problems	53.85%	21
I meet the training needs of my supervisees, or ensure they are met	30.77%	12
I inspect all files at regular intervals	33.33%	13
I inspect sample client files at regular intervals	20.51%	8

## Supervision Practices Check 2013

I only inspect problem client files	10.26%	4
<b>Total Respondents: 39</b>		

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

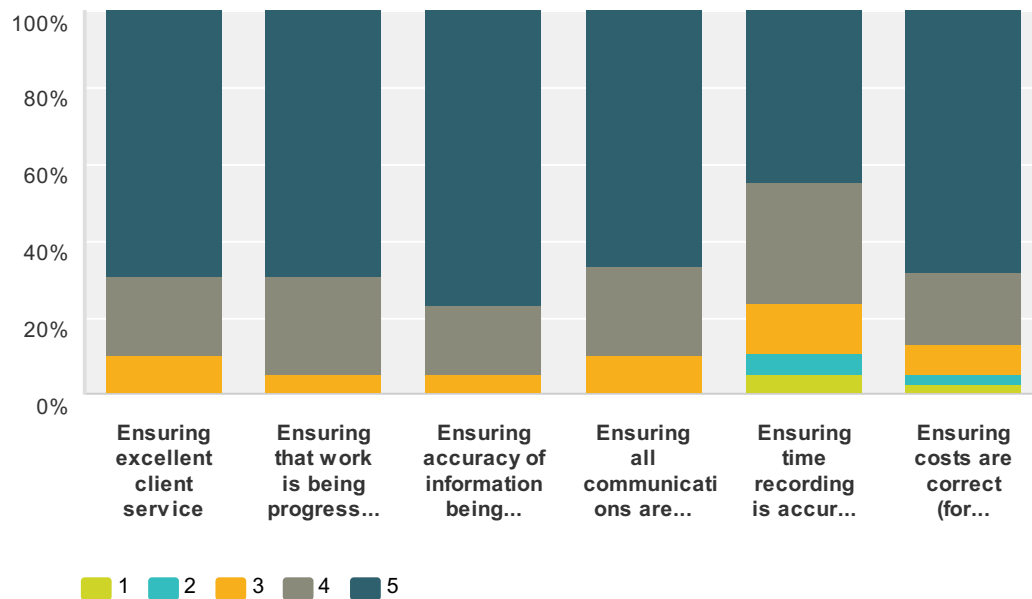
Answered: 39 Skipped: 117



	1	2	3	4	5	Total
Being vigilant in file management so serious mistakes are avoided	5.13% 2	5.13% 2	12.82% 5	30.77% 12	46.15% 18	39
Checking my supervisees' wellbeing	7.69% 3	17.95% 7	23.08% 9	38.46% 15	12.82% 5	39
Being a role model to demonstrate good practice	2.56% 1	0% 0	10.26% 4	30.77% 12	56.41% 22	39
Ensuring that supervisees adhere to the firm's complaint management policy	15.38% 6	10.26% 4	17.95% 7	25.64% 10	30.77% 12	39
Keeping an "open door policy" and ensuring I am available when needed	5.13% 2	0% 0	10.26% 4	28.21% 11	56.41% 22	39
Assigning tasks that are appropriate and meaningful to my supervisees	5.13% 2	5.13% 2	15.38% 6	30.77% 12	43.59% 17	39
Assigning tasks that fit my supervisees' level of skill and experience	5.13% 2	0% 0	12.82% 5	28.21% 11	53.85% 21	39
Ensuring that any expressions of client dissatisfaction are brought to my attention	7.69% 3	5.13% 2	10.26% 4	20.51% 8	56.41% 22	39
Ensuring that supervisees know they can tell me about serious mistakes they have made	5.13% 2	0% 0	12.82% 5	20.51% 8	61.54% 24	39
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	5.13% 2	0% 0	12.82% 5	23.08% 9	58.97% 23	39
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	5.13% 2	0% 0	12.82% 5	23.08% 9	58.97% 23	39

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

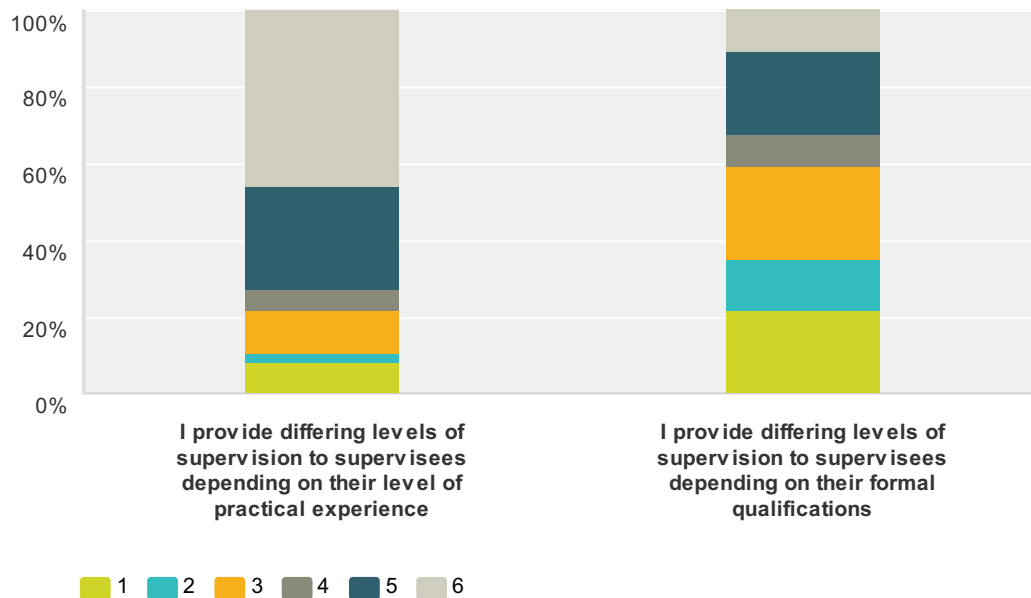
Answered: 39 Skipped: 117



	1	2	3	4	5	Total
Ensuring excellent client service	0% 0	0% 0	10.26% 4	20.51% 8	69.23% 27	39
Ensuring that work is being progressed to meet deadlines	0% 0	0% 0	5.13% 2	25.64% 10	69.23% 27	39
Ensuring accuracy of information being communicated to clients	0% 0	0% 0	5.13% 2	17.95% 7	76.92% 30	39
Ensuring all communications are polite	0% 0	0% 0	10.26% 4	23.08% 9	66.67% 26	39
Ensuring time recording is accurate and up to date	5.26% 2	5.26% 2	13.16% 5	31.58% 12	44.74% 17	38
Ensuring costs are correct (for example, stamp duty)	2.63% 1	2.63% 1	7.89% 3	18.42% 7	68.42% 26	38

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

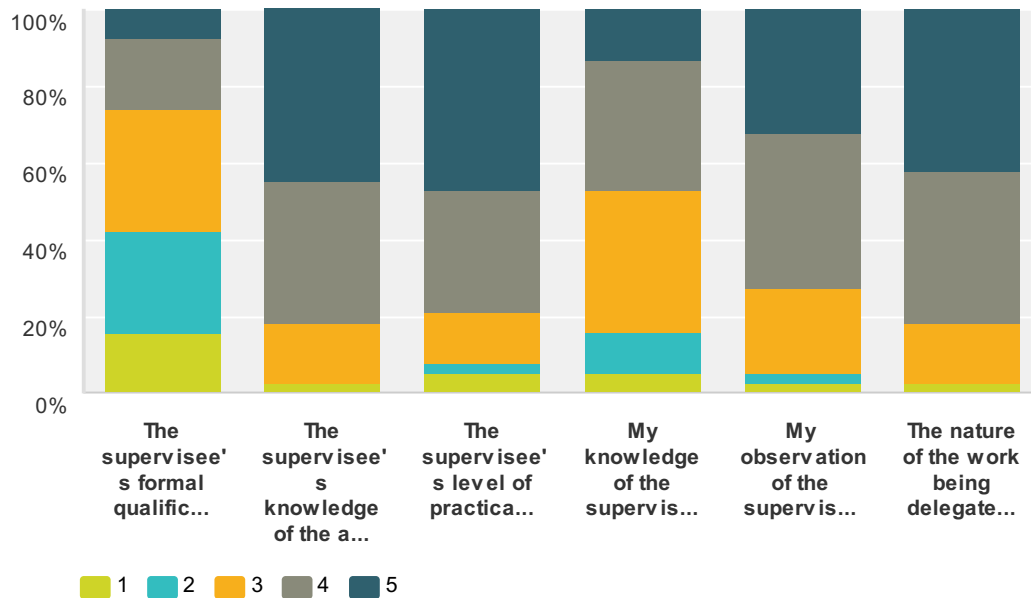
Answered: 38 Skipped: 118



	1	2	3	4	5	6	Total
I provide differing levels of supervision to supervisees depending on their level of practical experience	8.11% 3	2.70% 1	10.81% 4	5.41% 2	27.03% 10	45.95% 17	37
I provide differing levels of supervision to supervisees depending on their formal qualifications	21.62% 8	13.51% 5	24.32% 9	8.11% 3	21.62% 8	10.81% 4	37

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

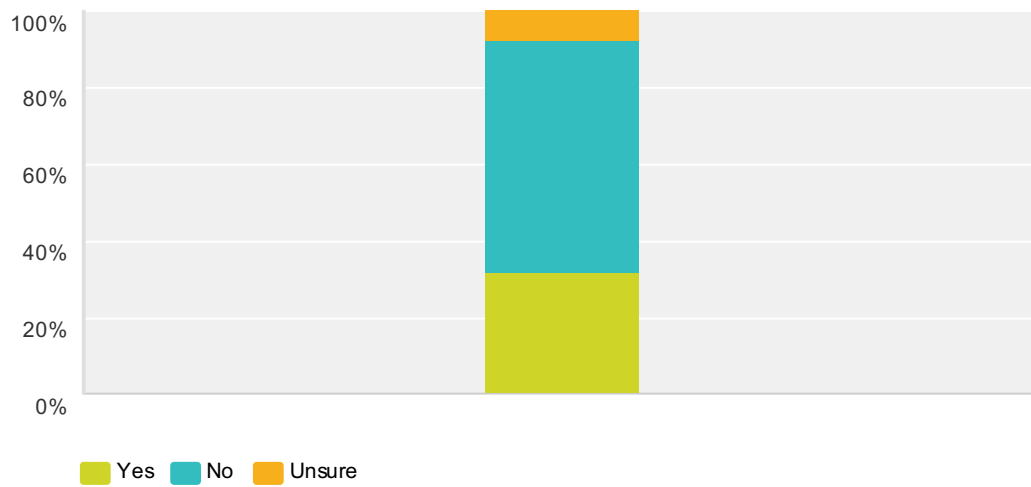
Answered: 38 Skipped: 118



	1	2	3	4	5	Total
The supervisee's formal qualifications	15.79% 6	26.32% 10	31.58% 12	18.42% 7	7.89% 3	38
The supervisee's knowledge of the area of law	2.63% 1	0% 0	15.79% 6	36.84% 14	44.74% 17	38
The supervisee's level of practical experience	5.26% 2	2.63% 1	13.16% 5	31.58% 12	47.37% 18	38
My knowledge of the supervisee's personal characteristics	5.26% 2	10.53% 4	36.84% 14	34.21% 13	13.16% 5	38
My observation of the supervisee's daily work	2.70% 1	2.70% 1	21.62% 8	40.54% 15	32.43% 12	37
The nature of the work being delegated to the supervisee	2.63% 1	0% 0	15.79% 6	39.47% 15	42.11% 16	38

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

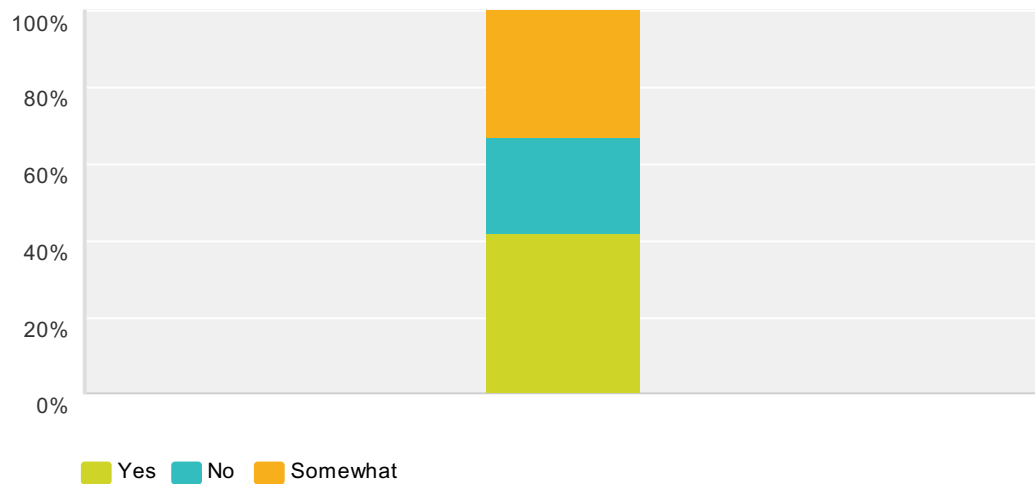
Answered: 38 Skipped: 118



Answer Choices	Responses	
Yes	31.58%	12
No	60.53%	23
Unsure	7.89%	3
<b>Total</b>		<b>38</b>

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

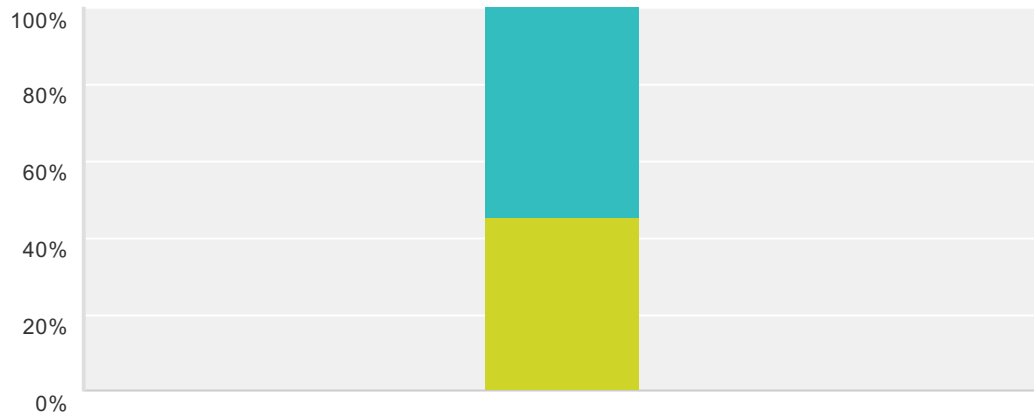
Answered: 12 Skipped: 144



Answer Choices	Responses	
Yes	41.67%	5
No	25%	3
Somewhat	33.33%	4
<b>Total</b>		<b>12</b>

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

Answered: 40 Skipped: 116

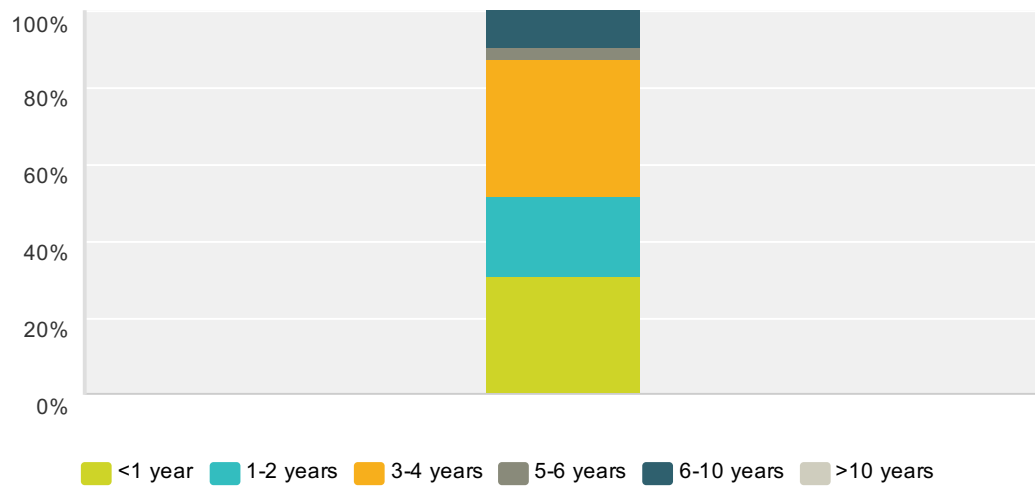


- ☐ I am supervised by others. This option is for (a) participants who are supervisees only and (b)
- ☐ I supervise others but am not supervised. This option is for participants who are supervisors or

Answer Choices	Responses	
I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees	45%	18
I supervise others but am not supervised. This option is for participants who are supervisors only.	55.00%	22
<b>Total</b>		<b>40</b>

### Q35 How long have you been in your current role?

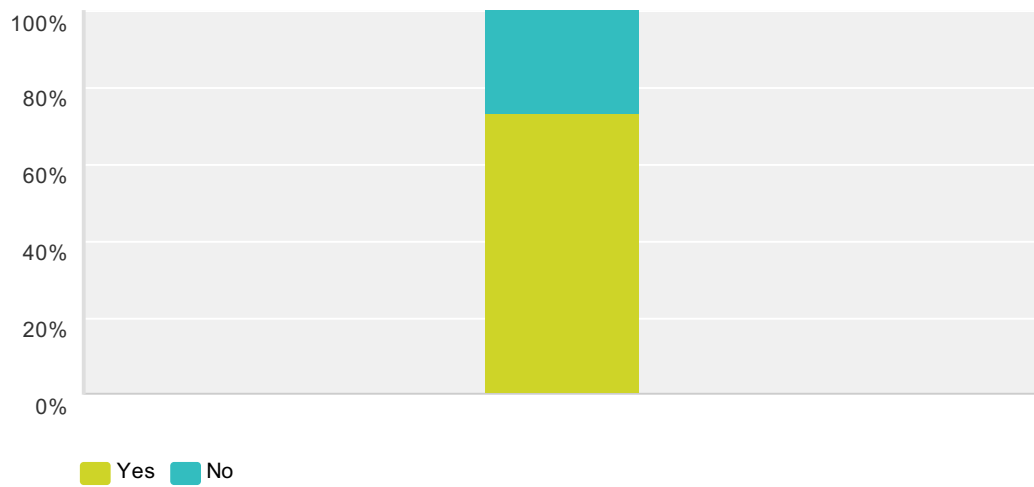
Answered: 62 Skipped: 94



Answer Choices	Responses
<1 year	30.65% 19
1-2 years	20.97% 13
3-4 years	35.48% 22
5-6 years	3.23% 2
6-10 years	9.68% 6
>10 years	0% 0
<b>Total</b>	<b>62</b>

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

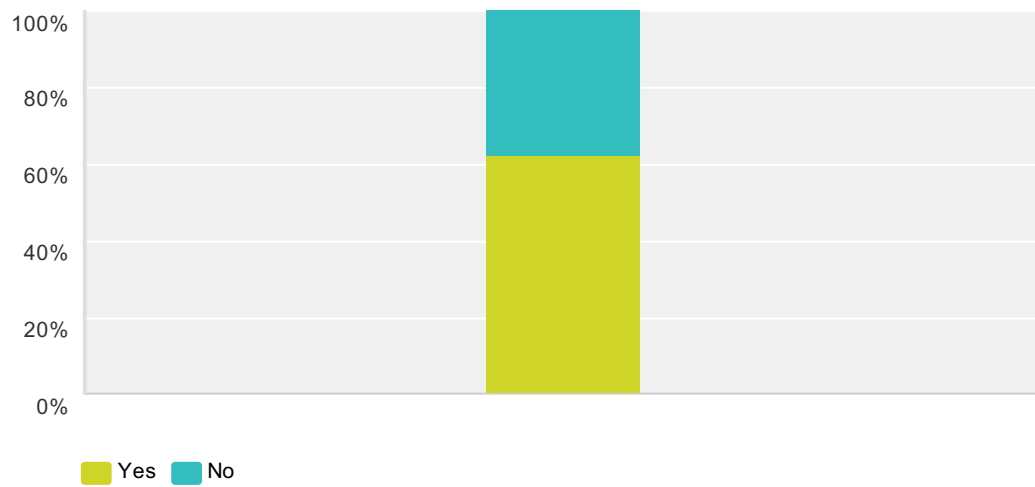
Answered: 60 Skipped: 96



Answer Choices	Responses	
Yes	73.33%	44
No	26.67%	16
Total		60

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

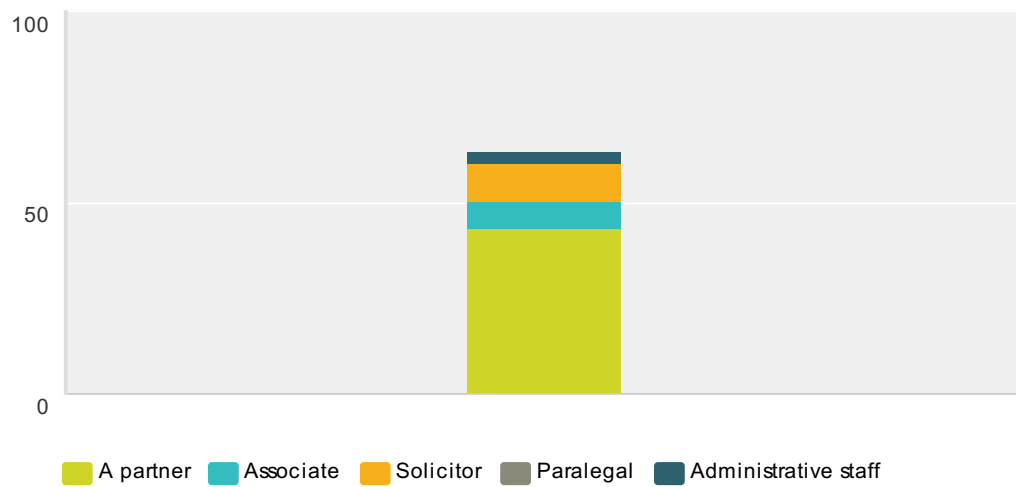
Answered: 45 Skipped: 111



Answer Choices	Responses	
Yes	62.22%	28
No	37.78%	17
Total		45

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

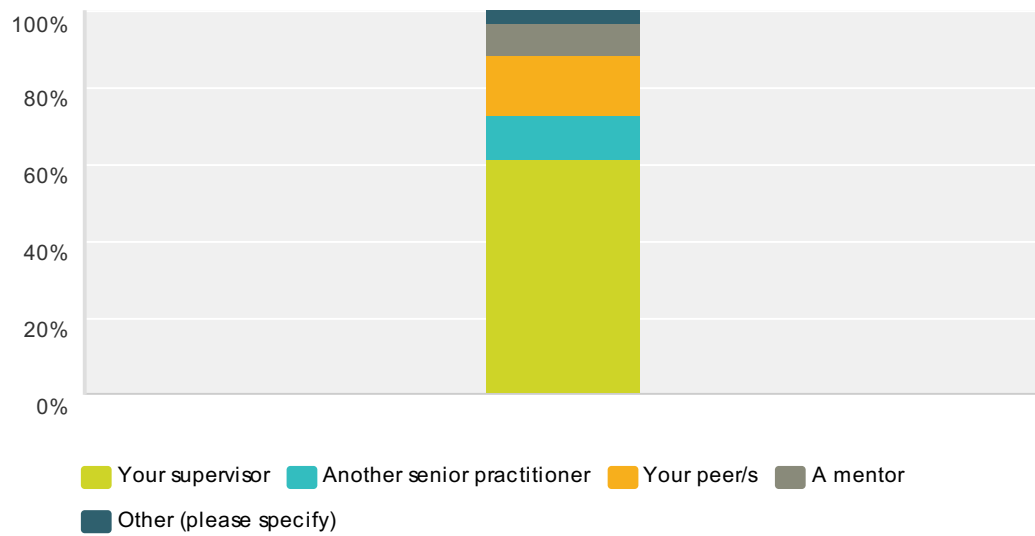
Answered: 51 Skipped: 105



Answer Choices	Responses	
A partner	84.31%	43
Associate	13.73%	7
Solicitor	19.61%	10
Paralegal	0%	0
Administrative staff	5.88%	3
Total Respondents: 51		

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

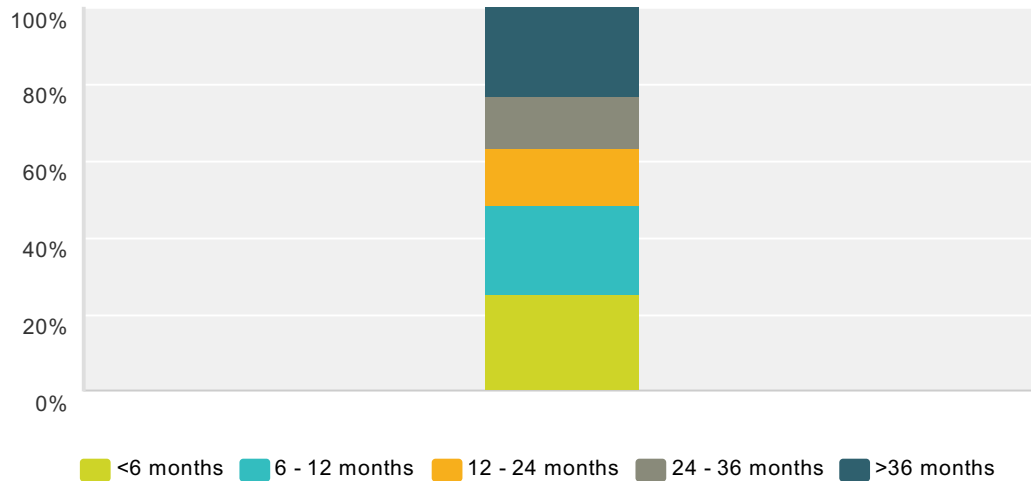
Answered: 59 Skipped: 97



Answer Choices	Responses	
Your supervisor	61.02%	36
Another senior practitioner	11.86%	7
Your peer/s	15.25%	9
A mentor	8.47%	5
Other (please specify)	3.39%	2
<b>Total</b>		<b>59</b>

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

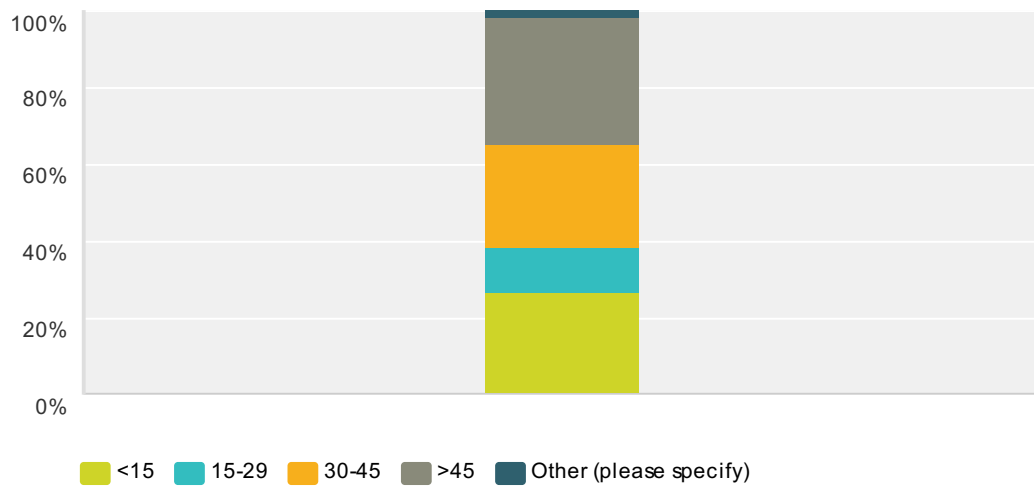
Answered: 60 Skipped: 96



Answer Choices	Responses	
<6 months	25%	15
6 - 12 months	23.33%	14
12 - 24 months	15%	9
24 - 36 months	13.33%	8
>36 months	23.33%	14
<b>Total</b>		<b>60</b>

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

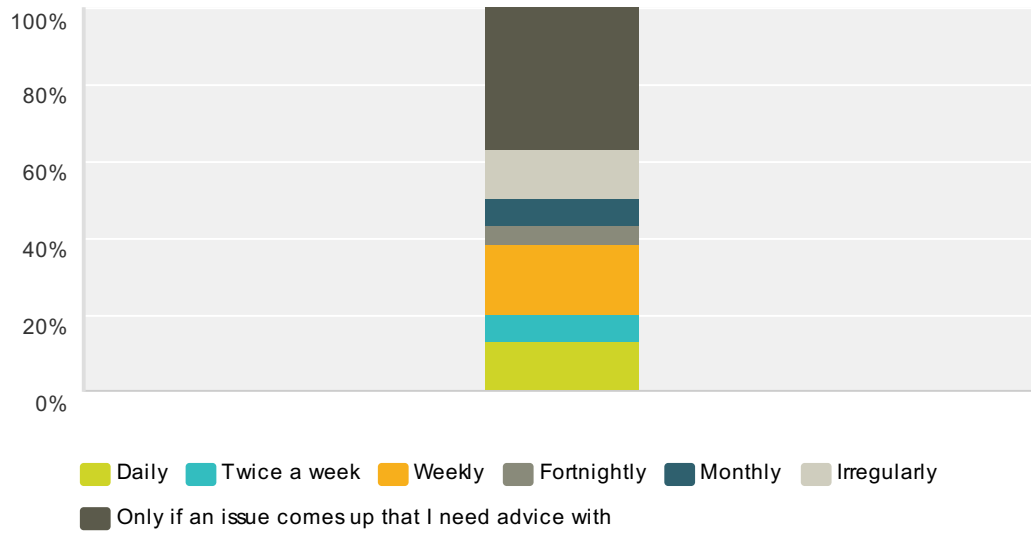
Answered: 60 Skipped: 96



Answer Choices	Responses	
<15	26.67%	16
15-29	11.67%	7
30-45	26.67%	16
>45	33.33%	20
Other (please specify)	1.67%	1
<b>Total</b>		<b>60</b>

## Q42 How often do you meet with your supervisor formally?

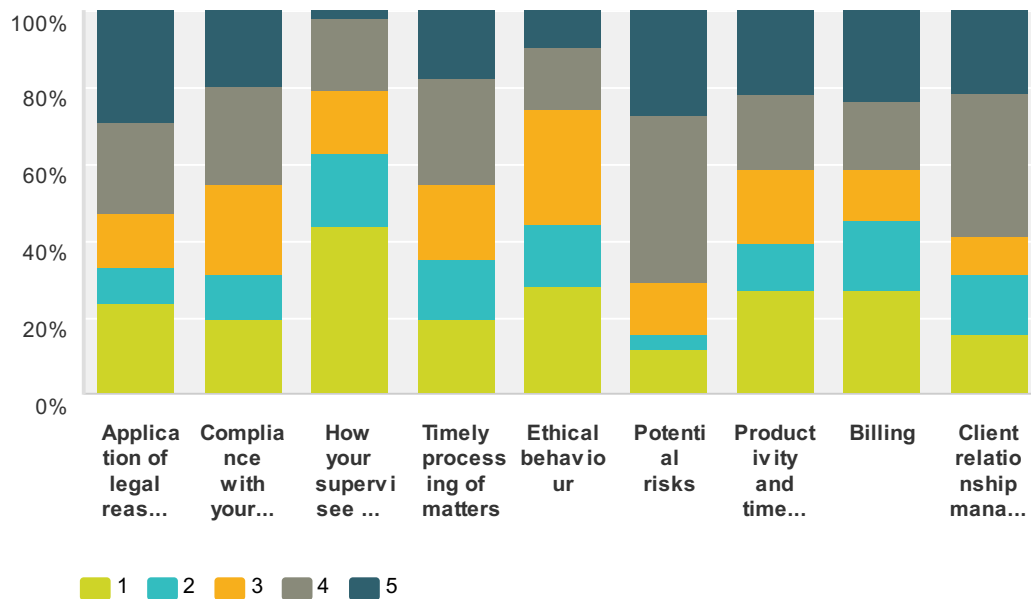
Answered: 60 Skipped: 96



Answer Choices	Responses	
Daily	13.33%	8
Twice a week	6.67%	4
Weekly	18.33%	11
Fortnightly	5%	3
Monthly	6.67%	4
Irregularly	13.33%	8
Only if an issue comes up that I need advice with	36.67%	22
<b>Total</b>		<b>60</b>

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

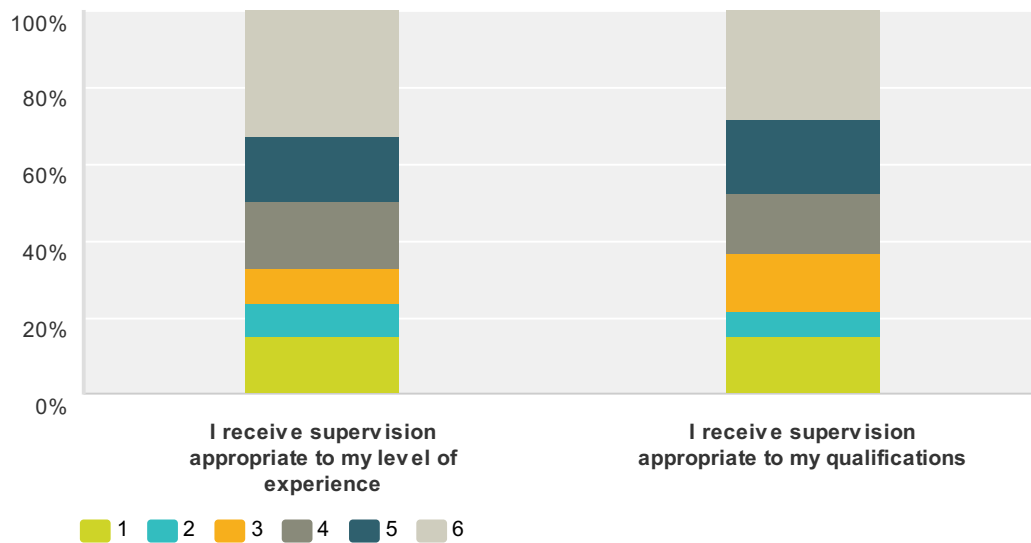
Answered: 51 Skipped: 105



	1	2	3	4	5	Total
Application of legal reasoning	23.53% 12	9.80% 5	13.73% 7	23.53% 12	29.41% 15	51
Compliance with your firm's systems	19.61% 10	11.76% 6	23.53% 12	25.49% 13	19.61% 10	51
How your supervisee is coping	43.75% 21	18.75% 9	16.67% 8	18.75% 9	2.08% 1	48
Timely processing of matters	19.61% 10	15.69% 8	19.61% 10	27.45% 14	17.65% 9	51
Ethical behaviour	28.00% 14	16% 8	30% 15	16% 8	10% 5	50
Potential risks	11.76% 6	3.92% 2	13.73% 7	43.14% 22	27.45% 14	51
Productivity and time recording	27.45% 14	11.76% 6	19.61% 10	19.61% 10	21.57% 11	51
Billing	27.45% 14	17.65% 9	13.73% 7	17.65% 9	23.53% 12	51
Client relationship management and service	15.69% 8	15.69% 8	9.80% 5	37.25% 19	21.57% 11	51

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

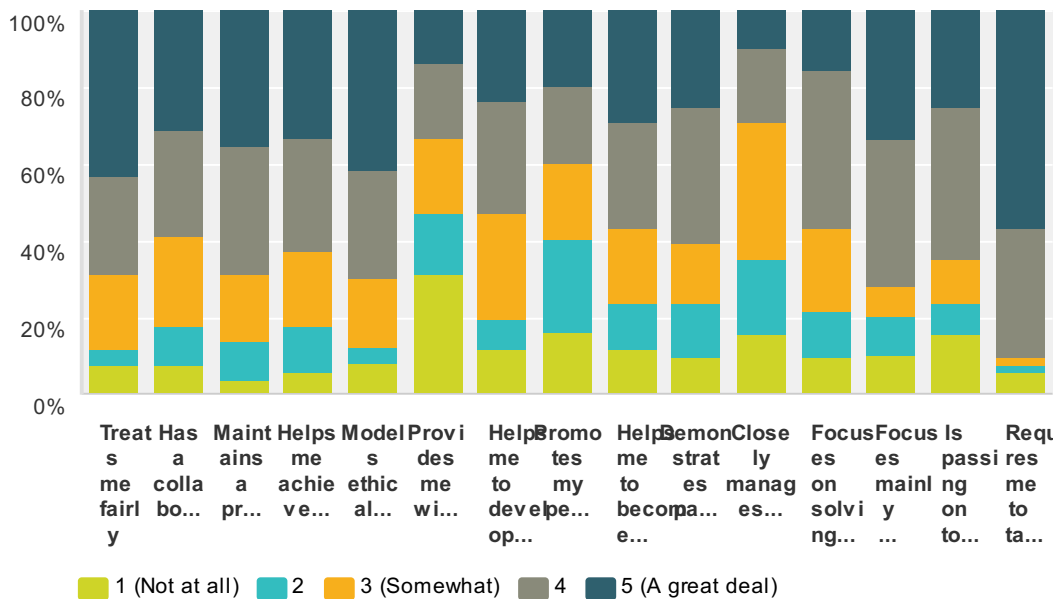
Answered: 51 Skipped: 105



	1	2	3	4	5	6	Total
I receive supervision appropriate to my level of experience	15.22% 7	8.70% 4	8.70% 4	17.39% 8	17.39% 8	32.61% 15	46
I receive supervision appropriate to my qualifications	15.22% 7	6.52% 3	15.22% 7	15.22% 7	19.57% 9	28.26% 13	46

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

Answered: 51 Skipped: 105



	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Treats me fairly	7.84% 4	3.92% 2	19.61% 10	25.49% 13	43.14% 22	51
Has a collaborative relationship with me	7.84% 4	9.80% 5	23.53% 12	27.45% 14	31.37% 16	51
Maintains a professional distance from me	3.92% 2	9.80% 5	17.65% 9	33.33% 17	35.29% 18	51
Helps me achieve ethical conduct and practice	5.88% 3	11.76% 6	19.61% 10	29.41% 15	33.33% 17	51
Models ethical conduct and practice	8% 4	4% 2	18% 9	28.00% 14	42% 21	50
Provides me with emotional support when needed	31.37% 16	15.69% 8	19.61% 10	19.61% 10	13.73% 7	51
Helps me to develop my technical skills	11.76% 6	7.84% 4	27.45% 14	29.41% 15	23.53% 12	51
Promotes my personal growth	16% 8	24% 12	20% 10	20% 10	20% 10	50
Helps me to become better at what I do	11.76% 6	11.76% 6	19.61% 10	27.45% 14	29.41% 15	51
Demonstrates patience and flexibility with me	9.80% 5	13.73% 7	15.69% 8	35.29% 18	25.49% 13	51
Closely manages my work	15.69% 8	19.61% 10	35.29% 18	19.61% 10	9.80% 5	51
Focuses on solving critical issues and problems that arise for me	9.80% 5	11.76% 6	21.57% 11	41.18% 21	15.69% 8	51
Focuses mainly on the best interests of our clients	10% 5	10% 5	8% 4	38% 19	34% 17	50

Is passing on to me his or her knowledge and experience

15.69%  
47 / 73

7.84%  
4

11.76%  
6

39.22%  
20

25.49%  
13

## Supervision Practices Check 2013

is passing on to me most of her knowledge and experience	15.56% 8	7.67% 4	11.76% 6	33.22% 20	25.78% 13	51
Requires me to take responsibility for my work	5.88% 3	1.96% 1	1.96% 1	33.33% 17	56.86% 29	51

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

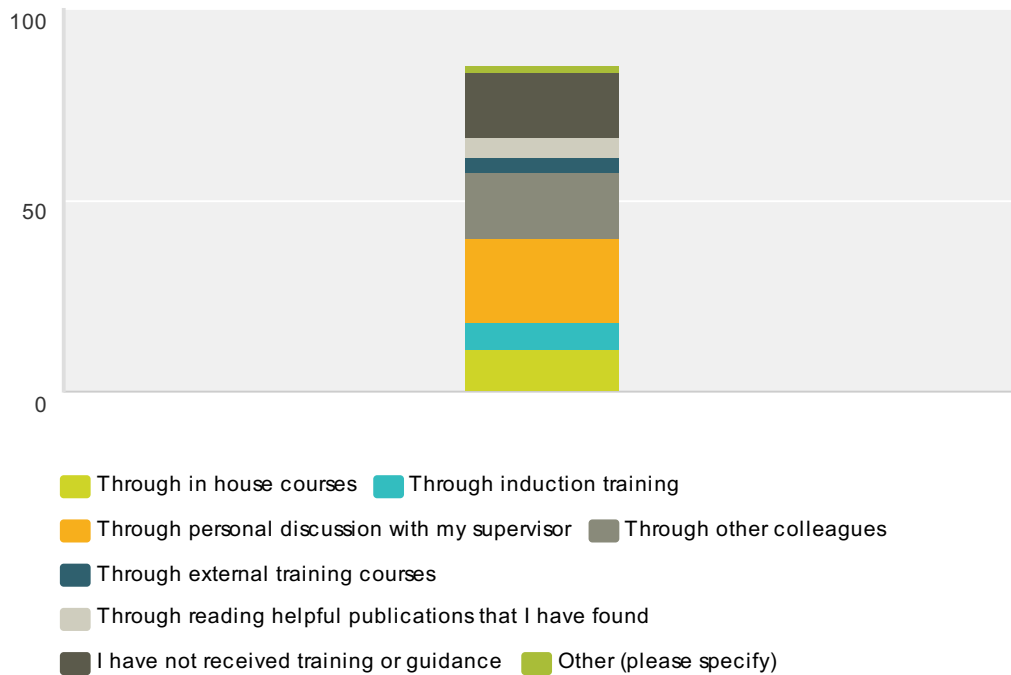
Answered: 33   Skipped: 123

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

Answered: 24 Skipped: 132

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

Answered: 48 Skipped: 108



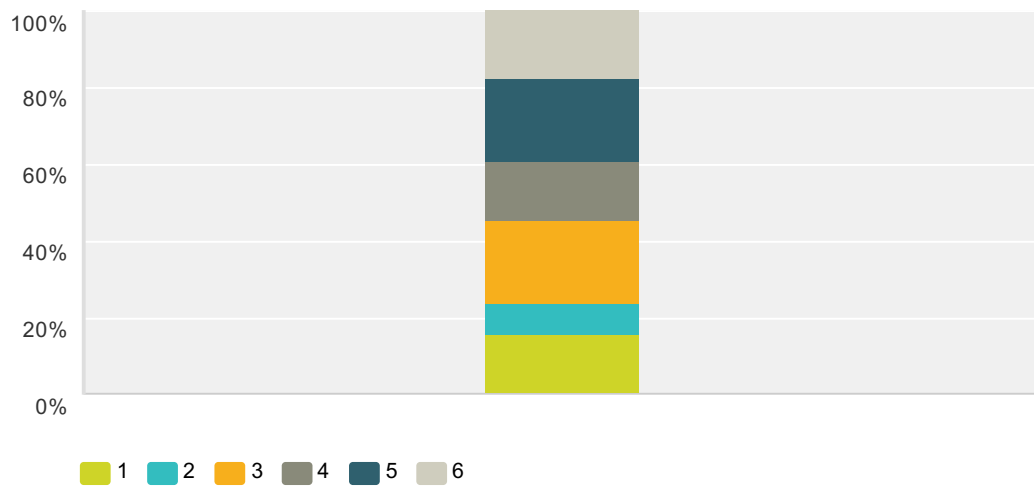
Answer Choices	Responses	
Through in house courses	22.92%	11
Through induction training	14.58%	7
Through personal discussion with my supervisor	45.83%	22
Through other colleagues	35.42%	17
Through external training courses	8.33%	4
Through reading helpful publications that I have found	10.42%	5
I have not received training or guidance	35.42%	17
Other (please specify)	4.17%	2
<b>Total Respondents: 48</b>		

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

Answered: 18   Skipped: 138

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

Answered: 51 Skipped: 105



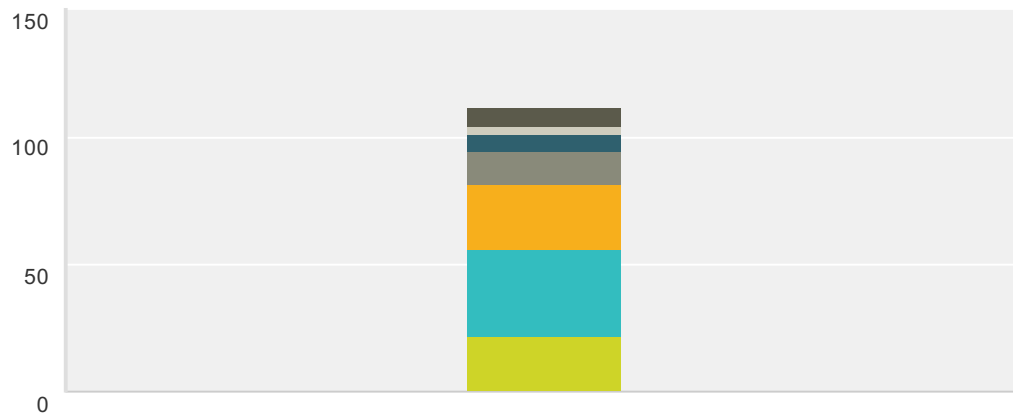
Answer Choices	Responses	
1	15.69%	8
2	7.84%	4
3	21.57%	11
4	15.69%	8
5	21.57%	11
6	17.65%	9
<b>Total</b>		<b>51</b>

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

Answered: 34 Skipped: 122

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

Answered: 50 Skipped: 106

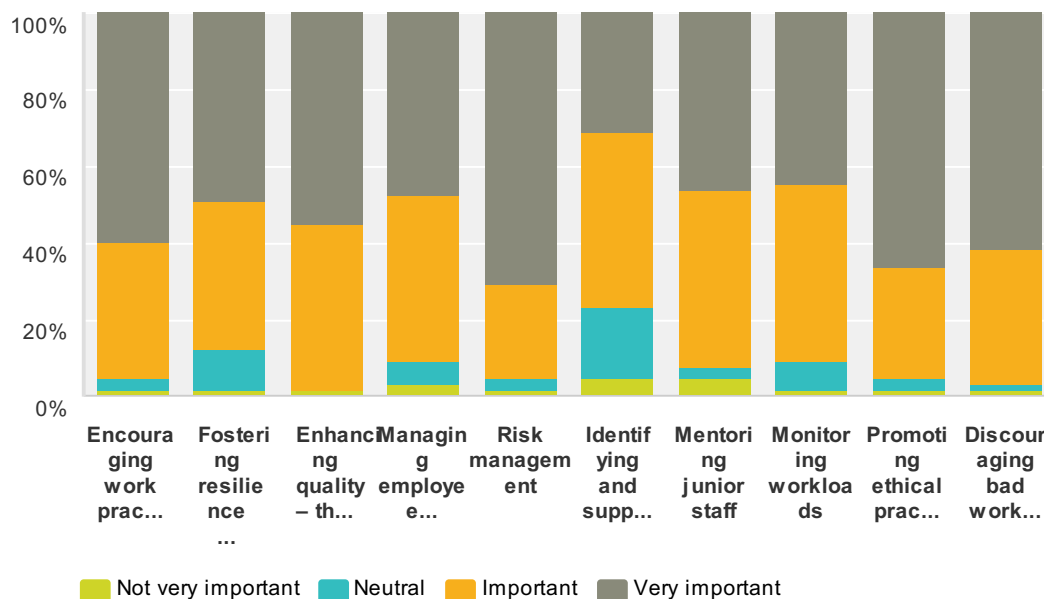


- rectifies the problem and avoids consequences for the client and our practice
- supports me in my attempts to rectify the problem
- turns it into a learning experience for me
- is tolerant of my making mistakes once but not a second time
- is quite unforgiving if I make serious mistakes
- would not tolerate my making mistakes and so if I do I try to rectify them myself
- quickly loses faith in my skills

Answer Choices	Responses	
rectifies the problem and avoids consequences for the client and our practice	44%	22
supports me in my attempts to rectify the problem	68%	34
turns it into a learning experience for me	50%	25
is tolerant of my making mistakes once but not a second time	26%	13
is quite unforgiving if I make serious mistakes	14.00%	7
would not tolerate my making mistakes and so if I do I try to rectify them myself	6%	3
quickly loses faith in my skills	14.00%	7
Total Respondents: 50		

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

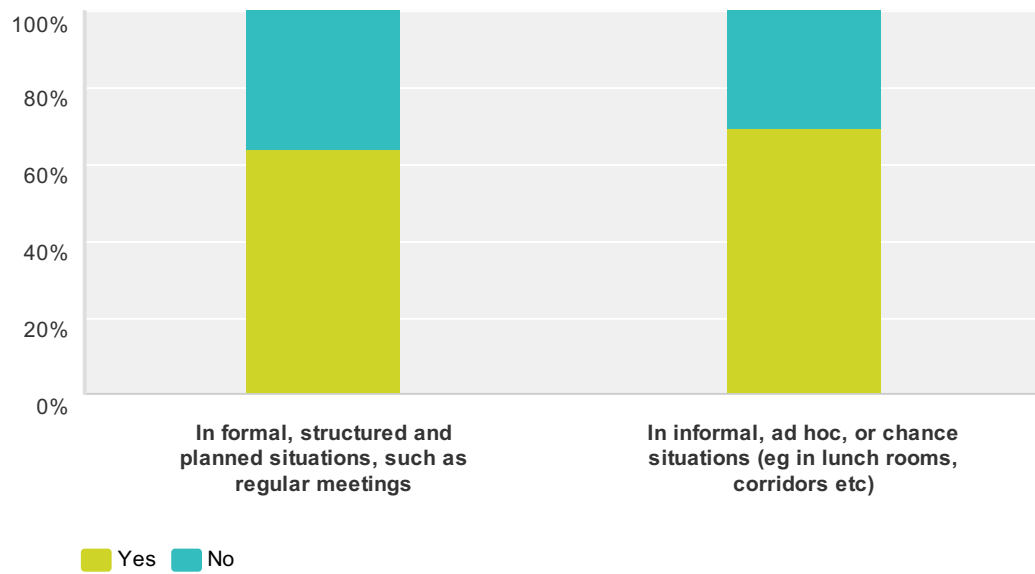
Answered: 65 Skipped: 91



	Not very important	Neutral	Important	Very important	Total
Encouraging work practices that are sustainable in the long-term	1.54% 1	3.08% 2	35.38% 23	60% 39	65
Fostering resilience in employees	1.54% 1	10.77% 7	38.46% 25	49.23% 32	65
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	1.54% 1	0% 0	43.08% 28	55.38% 36	65
Managing employee wellbeing	3.08% 2	6.15% 4	43.08% 28	47.69% 31	65
Risk management	1.54% 1	3.08% 2	24.62% 16	70.77% 46	65
Identifying and supporting staff facing personal difficulties	4.69% 3	18.75% 12	45.31% 29	31.25% 20	64
Mentoring junior staff	4.62% 3	3.08% 2	46.15% 30	46.15% 30	65
Monitoring workloads	1.54% 1	7.69% 5	46.15% 30	44.62% 29	65
Promoting ethical practices	1.54% 1	3.08% 2	29.23% 19	66.15% 43	65
Discouraging bad workplace conduct such as bullying	1.54% 1	1.54% 1	35.38% 23	61.54% 40	65

### Q54 Where do you find the most valuable supervision occurs?

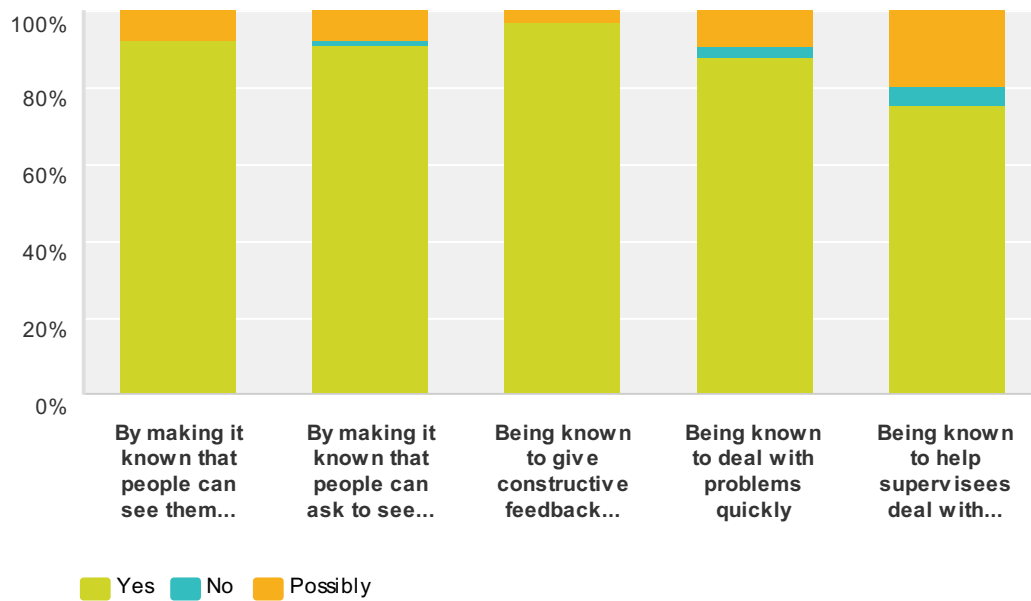
Answered: 66 Skipped: 90



	Yes	No	Total
In formal, structured and planned situations, such as regular meetings	63.49% 40	36.51% 23	63
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	69.23% 45	30.77% 20	65

## Q55 How can supervisors ensure they are approachable?

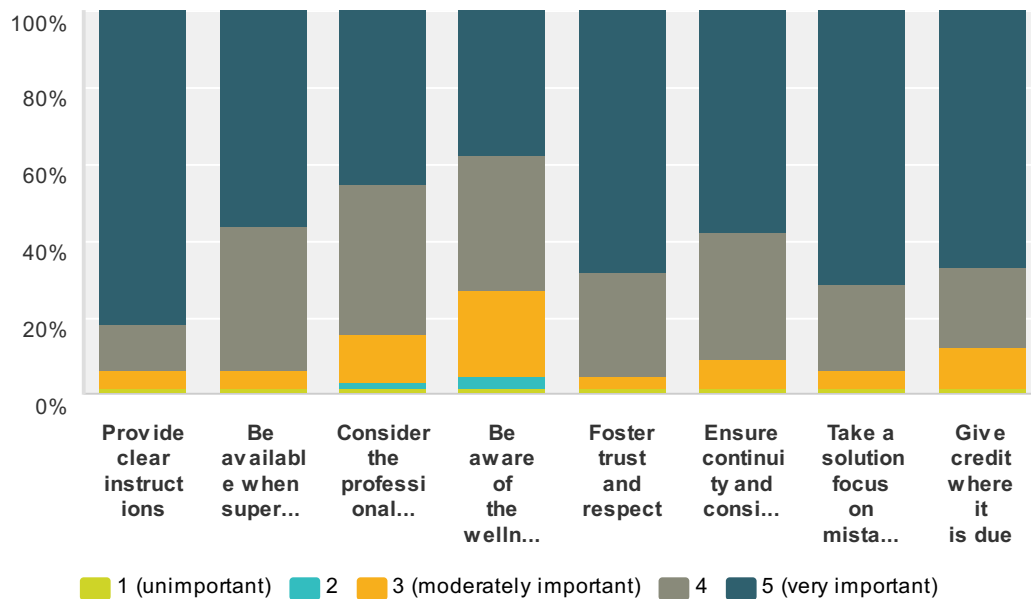
Answered: 65 Skipped: 91



	Yes	No	Possibly	Total
By making it known that people can see them about any issue	92.31% 60	0% 0	7.69% 5	65
By making it known that people can ask to see them at any time	90.63% 58	1.56% 1	7.81% 5	64
Being known to give constructive feedback where possible	96.92% 63	0% 0	3.08% 2	65
Being known to deal with problems quickly	87.69% 57	3.08% 2	9.23% 6	65
Being known to help supervisees deal with problems themselves	75.38% 49	4.62% 3	20% 13	65

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

Answered: 66 Skipped: 90

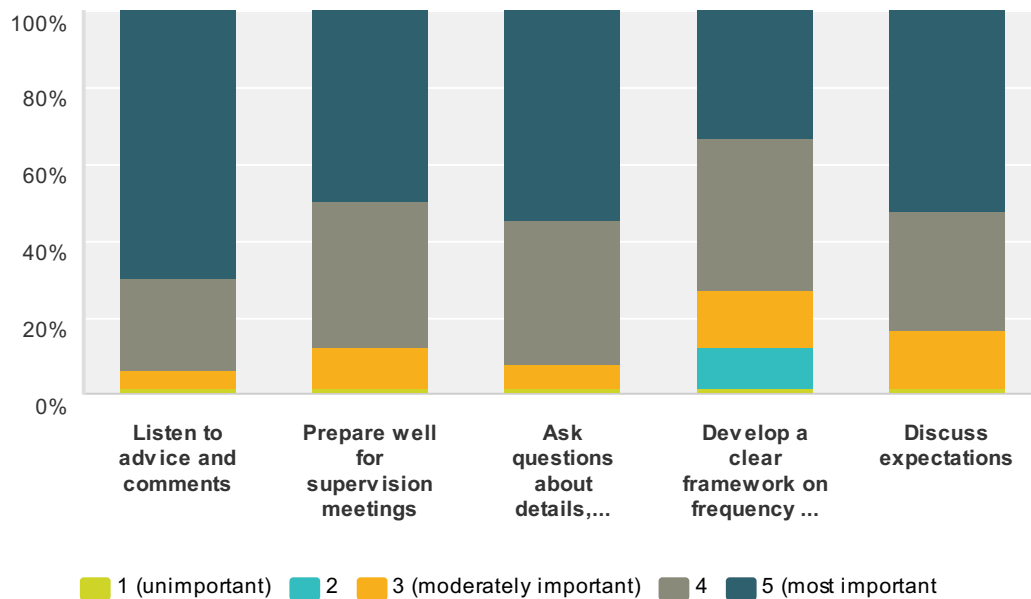


	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Provide clear instructions	1.52% 1	0% 0	4.55% 3	12.12% 8	81.82% 54	66
Be available when supervisees need help or direction	1.52% 1	0% 0	4.55% 3	37.88% 25	56.06% 37	66
Consider the professional development of their supervisees	1.56% 1	1.56% 1	12.50% 8	39.06% 25	45.31% 29	64
Be aware of the wellness of their supervisees	1.52% 1	3.03% 2	22.73% 15	34.85% 23	37.88% 25	66
Foster trust and respect	1.52% 1	0% 0	3.03% 2	27.27% 18	68.18% 45	66
Ensure continuity and consistency	1.52% 1	0% 0	7.58% 5	33.33% 22	57.58% 38	66
Take a solution focus on mistakes (rather than blame)	1.52% 1	0% 0	4.55% 3	22.73% 15	71.21% 47	66
Give credit where it is due	1.52% 1	0% 0	10.61% 7	21.21% 14	66.67% 44	66

## Q57 How can supervisees contribute to their being effectively supervised?

### Supervisees can make sure they

Answered: 66 Skipped: 90



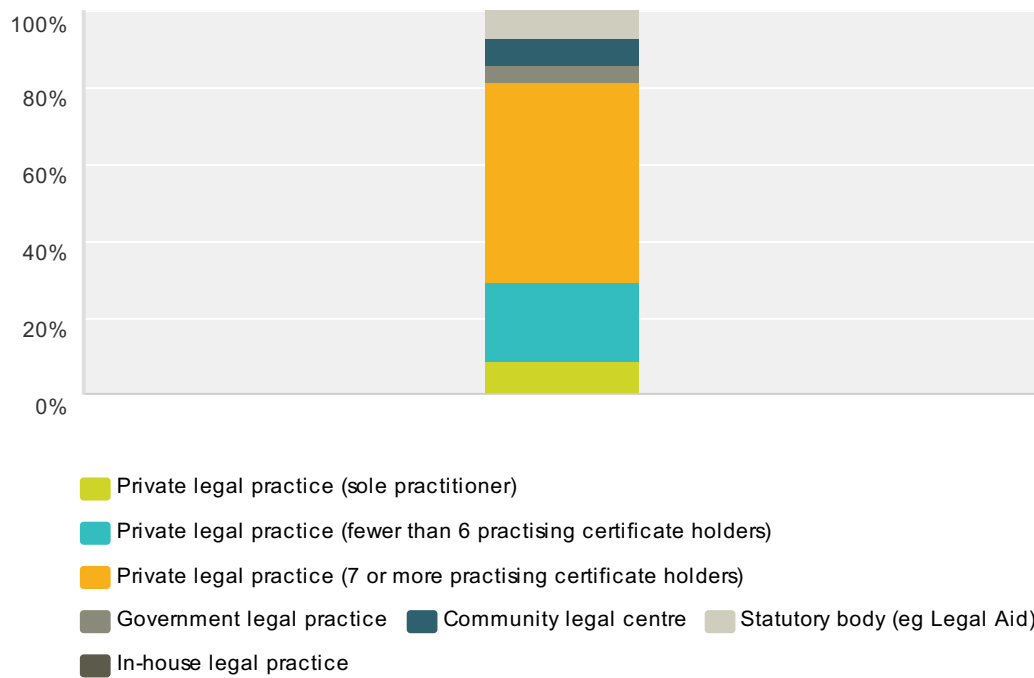
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Listen to advice and comments	1.52% 1	0% 0	4.55% 3	24.24% 16	69.70% 46	66
Prepare well for supervision meetings	1.52% 1	0% 0	10.61% 7	37.88% 25	50% 33	66
Ask questions about details, timelines, priorities	1.52% 1	0% 0	6.06% 4	37.88% 25	54.55% 36	66
Develop a clear framework on frequency of meetings	1.52% 1	10.61% 7	15.15% 10	39.39% 26	33.33% 22	66
Discuss expectations	1.54% 1	0% 0	15.38% 10	30.77% 20	52.31% 34	65

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

Answered: 30 Skipped: 126

## Q59 What best describes the legal practice where you work?

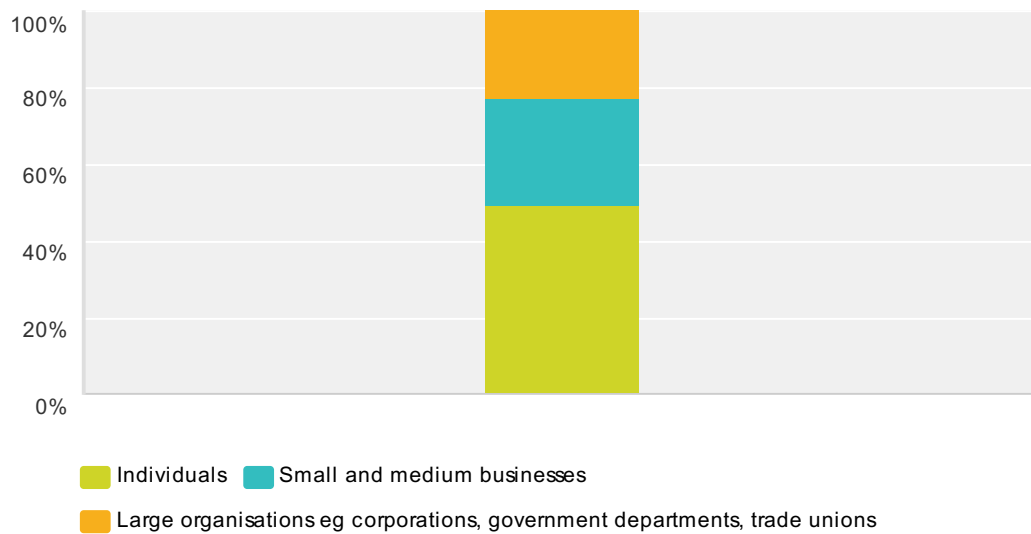
Answered: 69 Skipped: 87



Answer Choices	Responses	
Private legal practice (sole practitioner)	8.70%	6
Private legal practice (fewer than 6 practising certificate holders)	20.29%	14
Private legal practice (7 or more practising certificate holders)	52.17%	36
Government legal practice	4.35%	3
Community legal centre	7.25%	5
Statutory body (eg Legal Aid)	7.25%	5
In-house legal practice	0%	0
<b>Total</b>		<b>69</b>

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

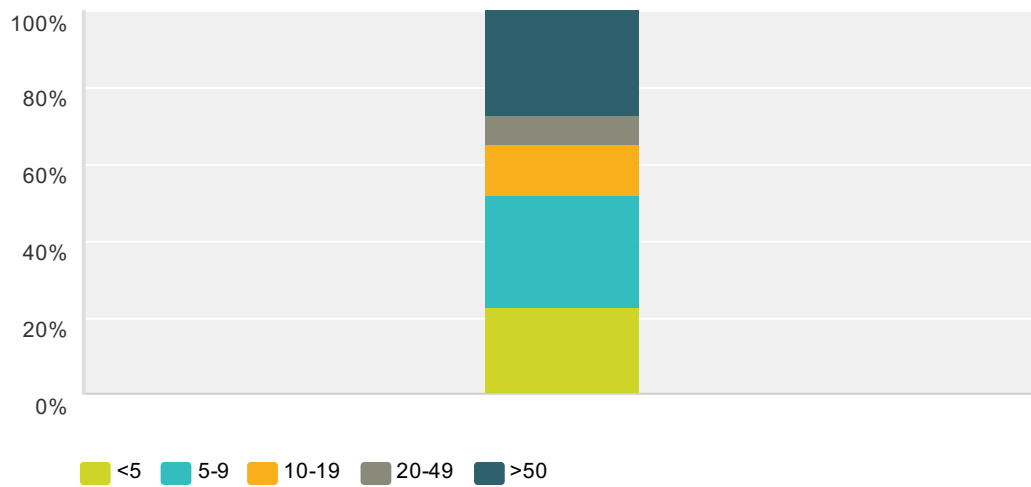
Answered: 57 Skipped: 99



Answer Choices	Responses	
Individuals	49.12%	28
Small and medium businesses	28.07%	16
Large organisations eg corporations, government departments, trade unions	22.81%	13
<b>Total</b>		<b>57</b>

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

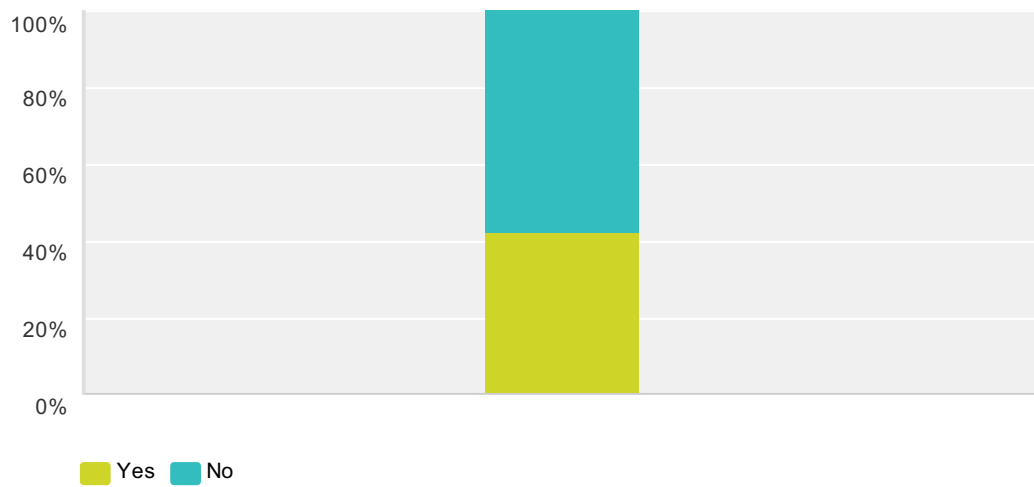
Answered: 66 Skipped: 90



Answer Choices	Responses	
<5	22.73%	15
5-9	28.79%	19
10-19	13.64%	9
20-49	7.58%	5
>50	27.27%	18
<b>Total</b>		<b>66</b>

## Q62 Is your law practice an incorporated legal practice?

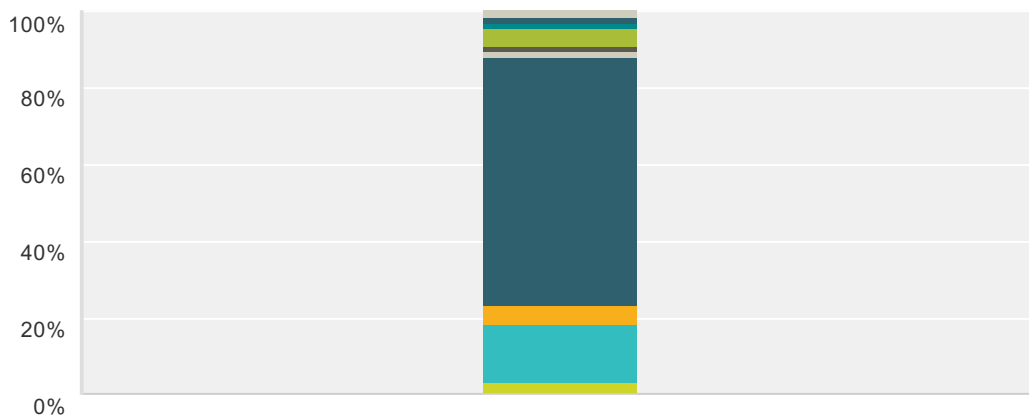
Answered: 66 Skipped: 90



Answer Choices	Responses	
Yes	42.42%	28
No	57.58%	38
<b>Total</b>		<b>66</b>

## Q63 What best describes your role in the practice?

Answered: 65 Skipped: 91



■ Law firm partner 
 ■ Legal practitioner director (ILPs only) 
 ■ Sole practitioner 
 ■ Sole practitioner (ILP) 
 ■ Employed solicitor 
 ■ Government legal officer (with practising certificate) 
 ■ Government legal officer (without practising certificate) 
 ■ Statutory authority lawyer (with practising certificate) 
 ■ Statutory authority lawyer (without practising certificate) 
 ■ In house/corporate lawyer 
 ■ Trainee solicitor 
 ■ Fee-earner without practising certificate 
 ■ Conveyancing clerk 
 ■ Administrative Manager 
 ■ Legal secretary 
 ■ Volunteer to a CLC

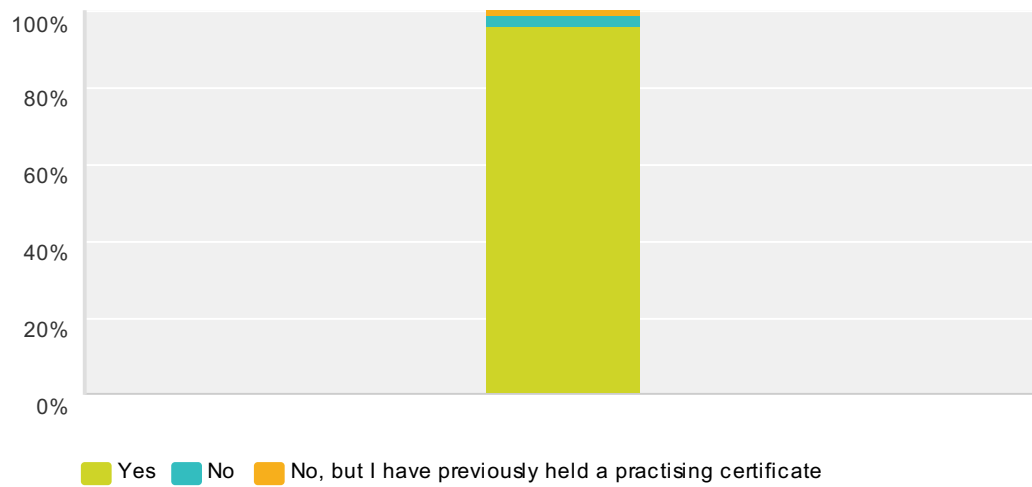
Answer Choices	Responses	
Law firm partner	3.08%	2
Legal practitioner director (ILPs only)	15.38%	10
Sole practitioner	4.62%	3
Sole practitioner (ILP)	0%	0
Employed solicitor	64.62%	42
Government legal officer (with practising certificate)	1.54%	1
Government legal officer (without practising certificate)	1.54%	1
Statutory authority lawyer (with practising certificate)	4.62%	3
Statutory authority lawyer (without practising certificate)	0%	0
In house/corporate lawyer	1.54%	1
Trainee solicitor	0%	0
Fee-earner without practising certificate	0%	0
Conveyancing clerk	0%	0
Administrative Manager	0%	0
Legal secretary	1.54%	1
Volunteer to a CLC	1.54%	1

## Supervision Practices Check 2013

Total	65
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## Q64 Do you have a current practising certificate?

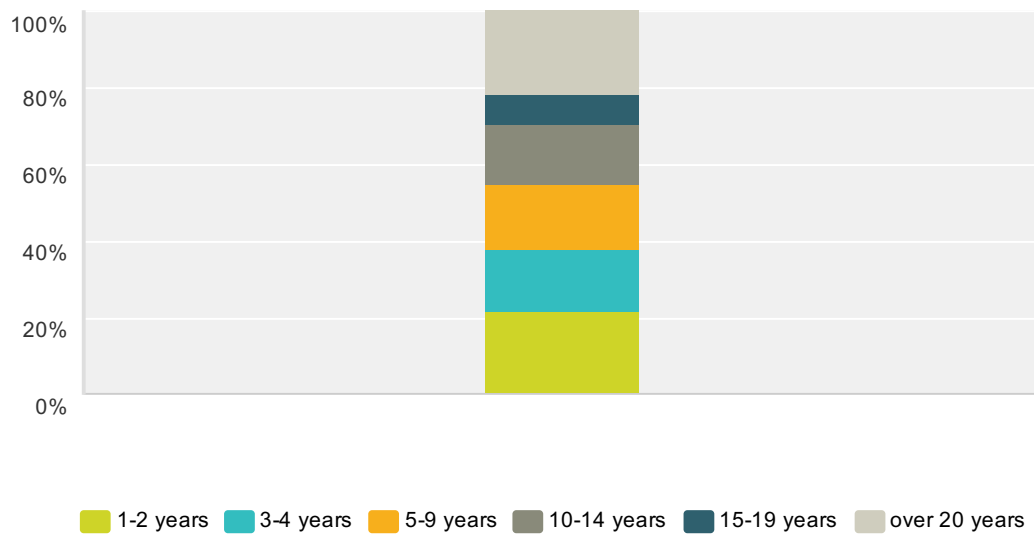
Answered: 71 Skipped: 85



Answer Choices	Responses	
Yes	95.77%	68
No	2.82%	2
No, but I have previously held a practising certificate	1.41%	1
<b>Total</b>		<b>71</b>

## Q65 For how long have you had a practising certificate?

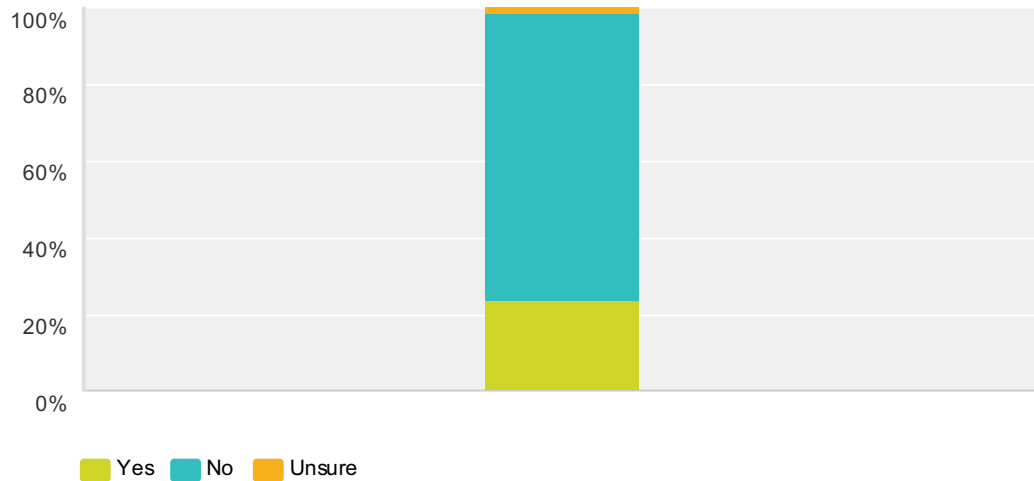
Answered: 64 Skipped: 92



Answer Choices	Responses	
1-2 years	21.88%	14
3-4 years	15.63%	10
5-9 years	17.19%	11
10-14 years	15.63%	10
15-19 years	7.81%	5
over 20 years	21.88%	14
<b>Total</b>		<b>64</b>

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

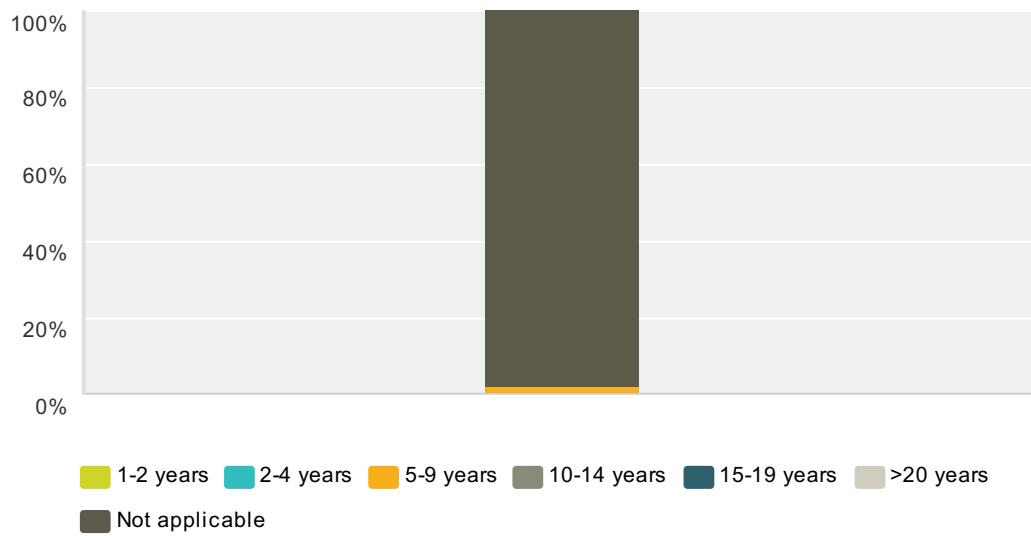
Answered: 63 Skipped: 93



Answer Choices	Responses	
Yes	23.81%	15
No	74.60%	47
Unsure	1.59%	1
<b>Total</b>		<b>63</b>

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

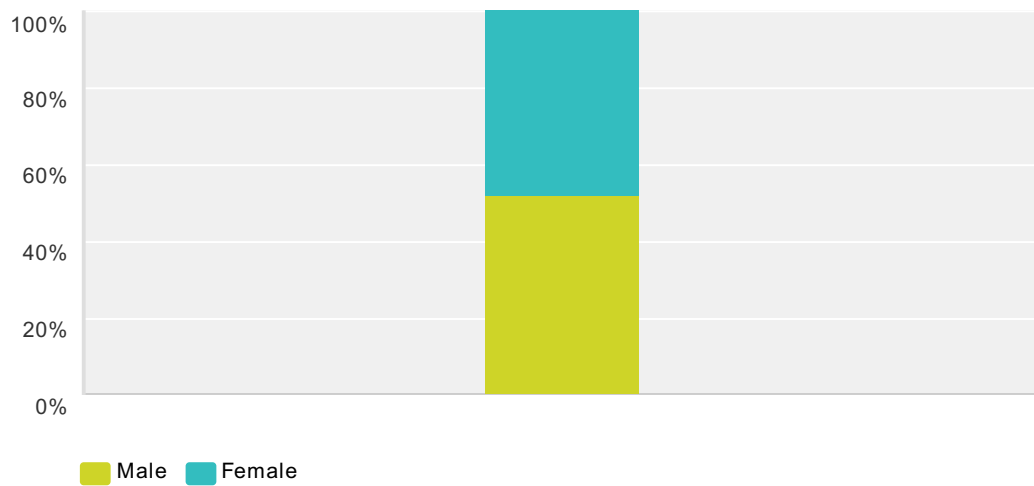
Answered: 48 Skipped: 108



Answer Choices	Responses
1-2 years	0% 0
2-4 years	0% 0
5-9 years	2.08% 1
10-14 years	0% 0
15-19 years	0% 0
>20 years	0% 0
Not applicable	97.92% 47
<b>Total</b>	<b>48</b>

**Q68 What is your gender?**

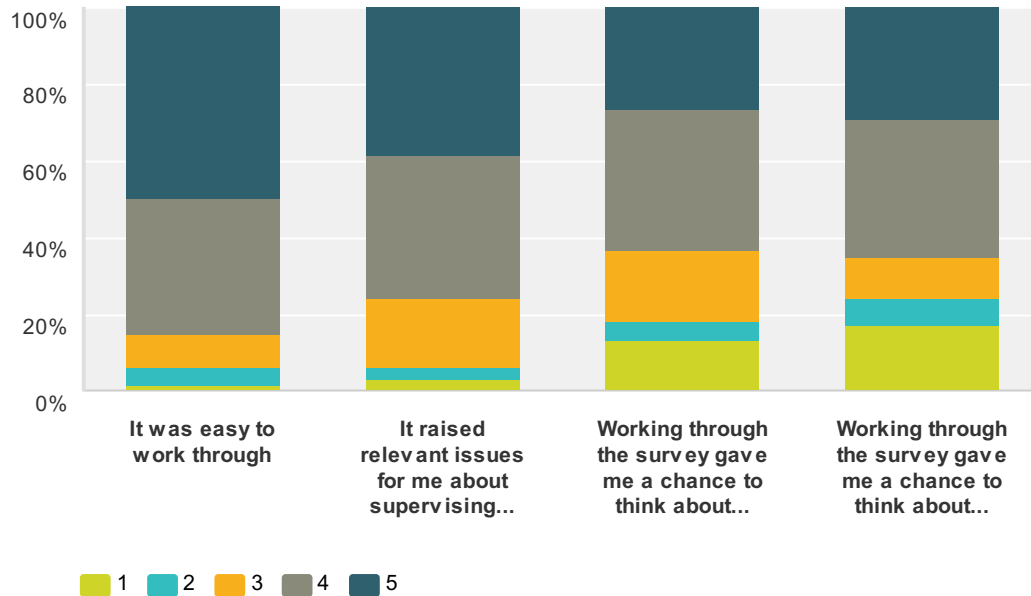
Answered: 64 Skipped: 92



Answer Choices	Responses	
Male	51.56%	33
Female	48.44%	31
Total		64

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

Answered: 62 Skipped: 94



	1	2	3	4	5	Total
It was easy to work through	1.61% 1	4.84% 3	8.06% 5	35.48% 22	50% 31	62
It raised relevant issues for me about supervising and/or being supervised	3.23% 2	3.23% 2	17.74% 11	37.10% 23	38.71% 24	62
Working through the survey gave me a chance to think about changes I would make to the way I supervise	13.33% 8	5% 3	18.33% 11	36.67% 22	26.67% 16	60
Working through the survey gave me a chance to think about changes I would like to influence with regard to the way I am supervised	17.24% 10	6.90% 4	10.34% 6	36.21% 21	29.31% 17	58