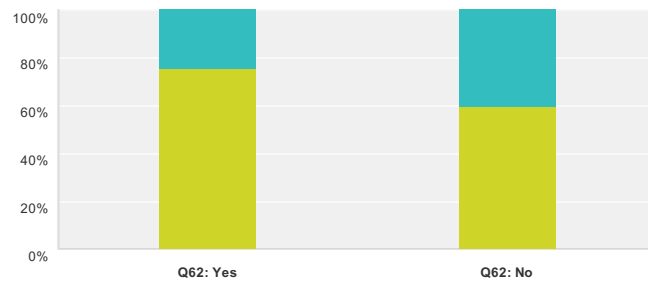


# Supervision Practices Check 2013

## Q1 Are you doing this survey as

Answered: 206 Skipped: 0



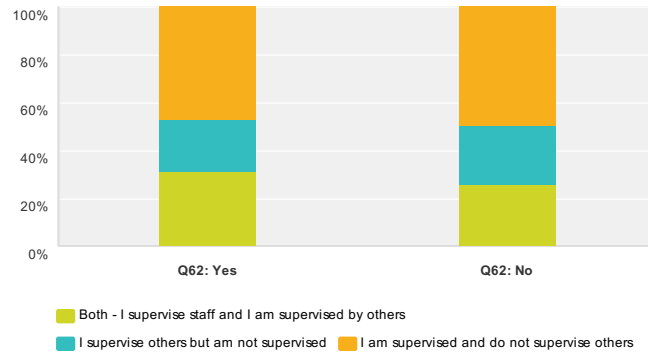
■ A member of a participating law firm, at your firm's request? A participating firm is a firm that has decided to undertake the survey of its own volition.
 ■ An interested individual on your own initiative?

	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.	An interested individual on your own initiative?	Total
Q62: Yes	75% 84	25% 28	112
Q62: No	59.57% 38	40.43% 28	94
<b>Total Respondents</b>	140	66	206

# Supervision Practices Check 2013

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

Answered: 206 Skipped: 0

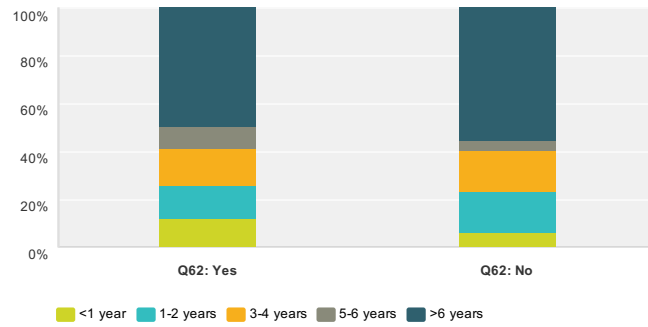


	Both - I supervise staff and I am supervised by others		I supervise others but am not supervised		I am supervised and do not supervise others		Total
Q62: Yes	31.25% 35		21.43% 24		47.32% 53		112
Q62: No	25.53% 24		24.47% 23		50% 47		94
Total Respondents	59		47		100		206
		Other (please specify)					Total
Q62: Yes							0
Q62: No							1

# Supervision Practices Check 2013

## Q4 How long have you been a supervisor?

Answered: 105 Skipped: 101

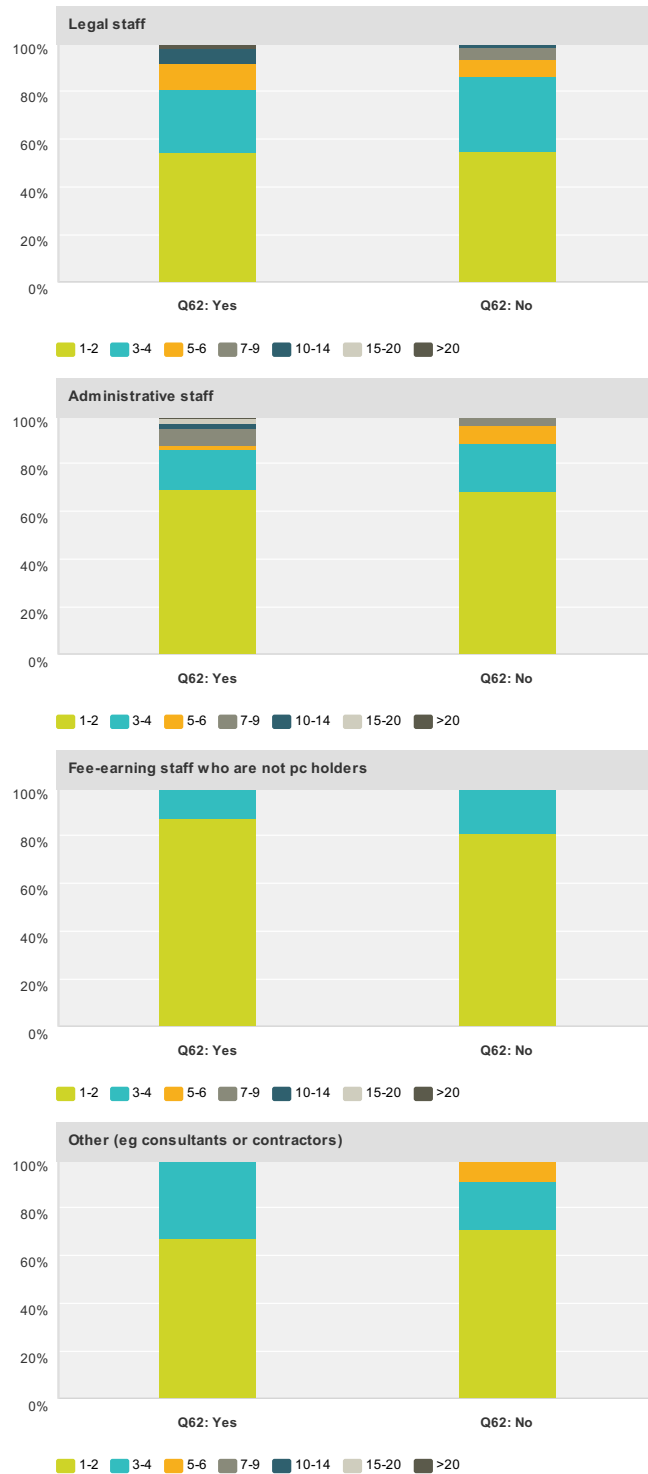


	<1 year	1-2 years	3-4 years	5-6 years	>6 years	Total
Q62: Yes	12.07% 7	13.79% 8	15.52% 9	8.62% 5	50% 29	58
Q62: No	6.38% 3	17.02% 8	17.02% 8	4.26% 2	55.32% 26	47
Total Respondents	10	16	17	7	55	105

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101



Legal staff								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q62: Yes	54.29% 19	25.71% 9	11.43% 4	0% 0	5.71% 2	0% 0	2.86% 1	35
Q62: No	54.76% 23	30.95% 13	7.14% 3	4.76% 2	2.38% 1	0% 0	0% 0	42
Administrative staff								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q62: Yes	68.52% 37	16.67% 9	1.85% 1	7.41% 4	1.85% 1	1.85% 1	1.85% 1	54
Q62: No	67.50% 27	20% 8	7.50% 3	5% 2	0% 0	0% 0	0% 0	40
Fee-earning staff who are not pc holders								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q62: Yes	86.96% 20	13.04% 3	0% 0	0% 0	0% 0	0% 0	0% 0	23

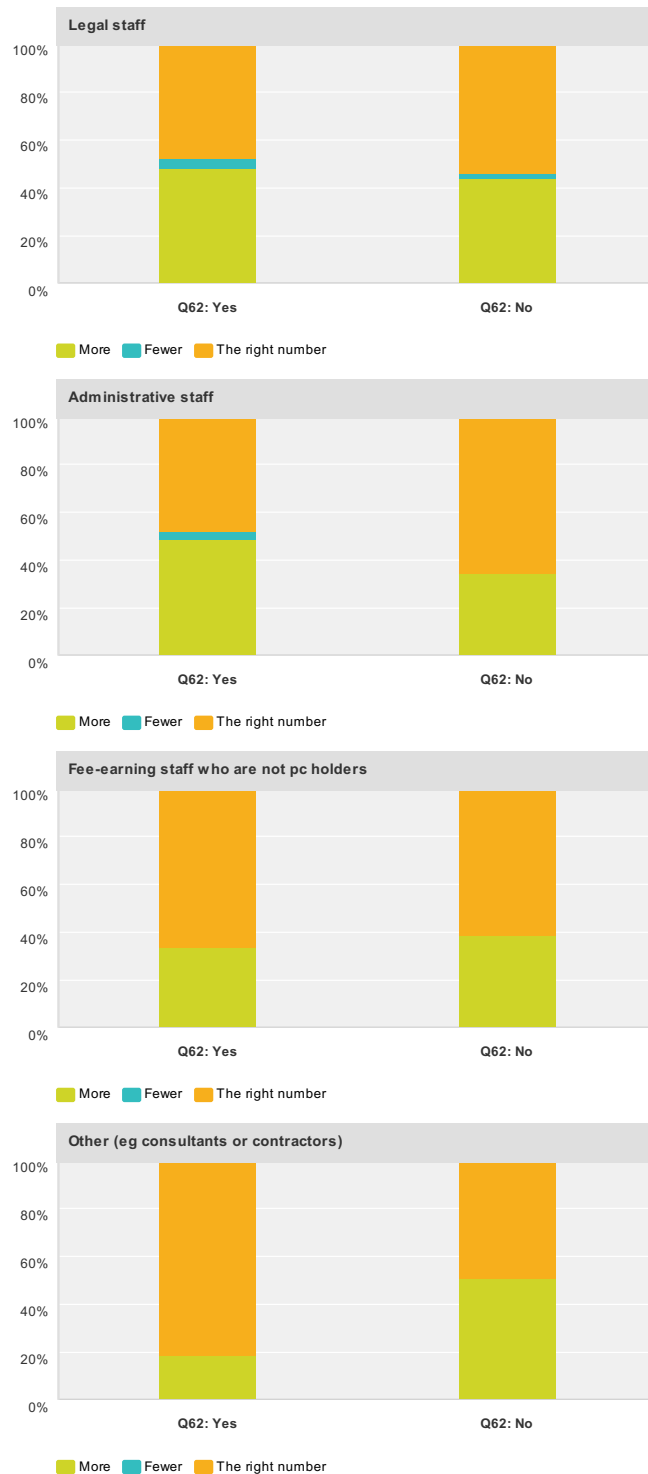
# Supervision Practices Check 2013

Q62: No	80% 12	20% 3	0% 0	0% 0	0% 0	0% 0	0% 0	15
Other (eg consultants or contractors)								
	1-2	3-4	5-6	7-9	10-14	15-20	>20	Total
Q62: Yes	66.67% 4	33.33% 2	0% 0	0% 0	0% 0	0% 0	0% 0	6
Q62: No	70% 7	20% 2	10% 1	0% 0	0% 0	0% 0	0% 0	10

# Supervision Practices Check 2013

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

Answered: 104 Skipped: 102



Legal staff				
	More	Fewer	The right number	Total
Q62: Yes	47.83% 22	4.35% 2	47.83% 22	46
Q62: No	43.48% 20	2.17% 1	54.35% 25	46
Administrative staff				
	More	Fewer	The right number	Total
Q62: Yes	48.15% 26	3.70% 2	48.15% 26	54
Q62: No	34.15% 14	0% 0	65.85% 27	41
Fee-earning staff who are not pc holders				
	More	Fewer	The right number	Total

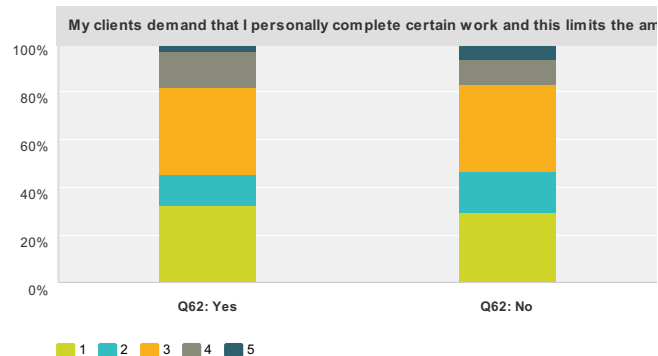
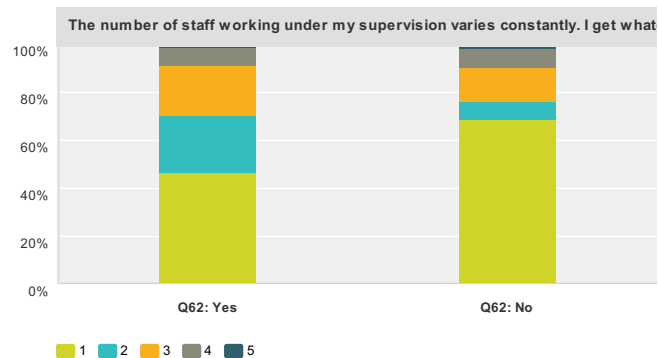
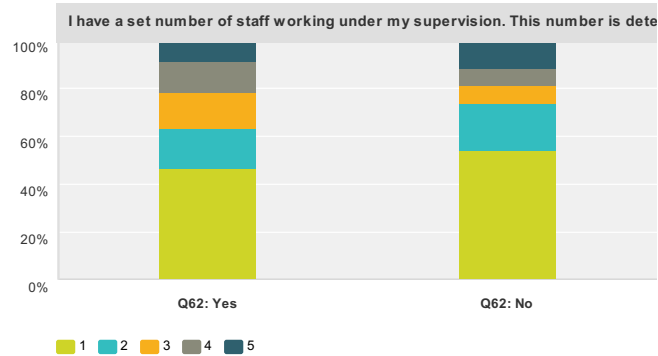
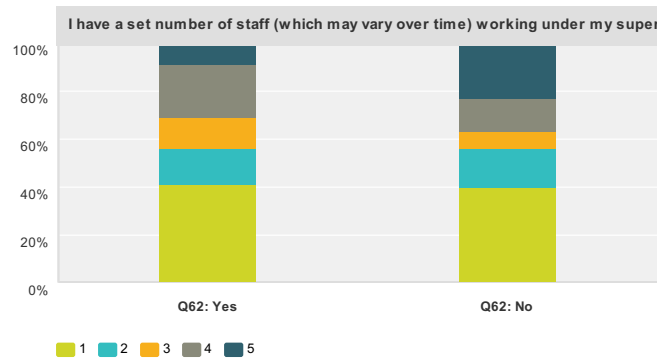
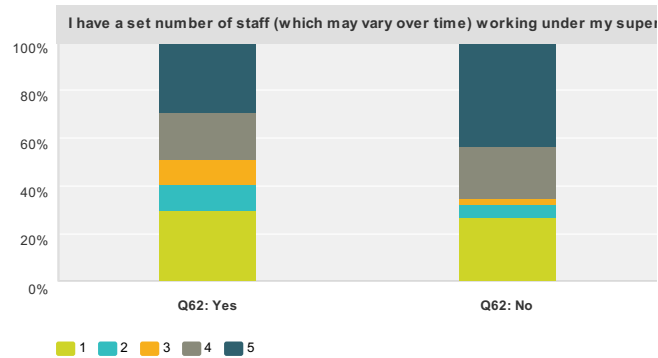
# Supervision Practices Check 2013

Q62: Yes	33.33% 10	0% 0	66.67% 20	30
Q62: No	38.10% 8	0% 0	61.90% 13	21
Other (eg consultants or contractors)				
	More	Fewer	The right number	Total
Q62: Yes	18.18% 2	0% 0	81.82% 9	11
Q62: No	50% 7	0% 0	50% 7	14
	Q62: Yes		Q62: No	
Please comment on your choice or choices	8		7	
			15	

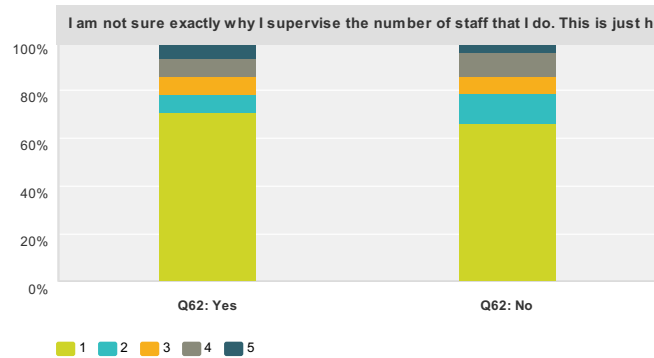
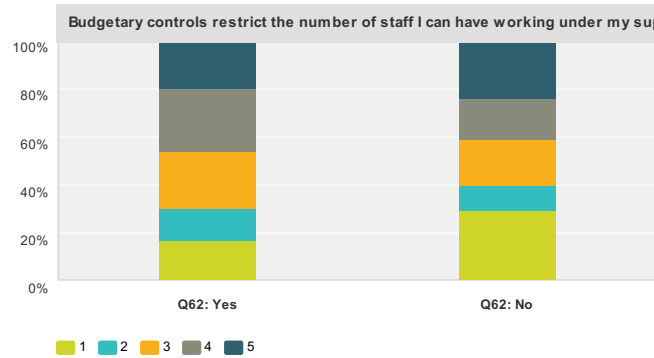
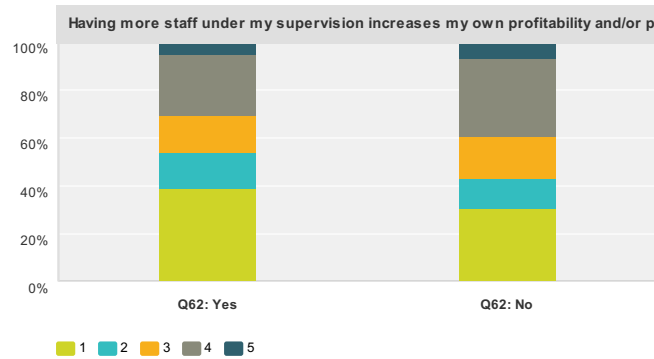
# Supervision Practices Check 2013

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

Answered: 101 Skipped: 105



# Supervision Practices Check 2013



I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.						
	1	2	3	4	5	Total
Q62: Yes	29.82% 17	10.53% 6	10.53% 6	19.30% 11	29.82% 17	57
Q62: No	26.83% 11	4.88% 2	2.44% 1	21.95% 9	43.90% 18	41
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.						
	1	2	3	4	5	Total
Q62: Yes	40.74% 22	14.81% 8	12.96% 7	22.22% 12	9.26% 5	54
Q62: No	39.53% 17	16.28% 7	6.98% 3	13.95% 6	23.26% 10	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.						
	1	2	3	4	5	Total
Q62: Yes	46.30% 25	16.67% 9	14.81% 8	12.96% 7	9.26% 5	54
Q62: No	53.66% 22	19.51% 8	7.32% 3	7.32% 3	12.20% 5	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.						
	1	2	3	4	5	Total
Q62: Yes	46.30% 25	24.07% 13	20.37% 11	7.41% 4	1.85% 1	54
Q62: No	68.29% 28	7.32% 3	14.63% 6	7.32% 3	2.44% 1	41
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.						
	1	2	3	4	5	Total
Q62: Yes	32.08% 17	13.21% 7	35.85% 19	15.09% 8	3.77% 2	53
Q62: No	29.27% 12	17.07% 7	36.59% 15	9.76% 4	7.32% 3	41
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.						
	1	2	3	4	5	Total
Q62: Yes	38.89% 21	14.81% 8	14.81% 8	25.93% 14	5.56% 3	54
Q62: No	30% 12	12.50% 5	17.50% 7	32.50% 13	7.50% 3	40
Budgetary controls restrict the number of staff I can have working under my supervision.						

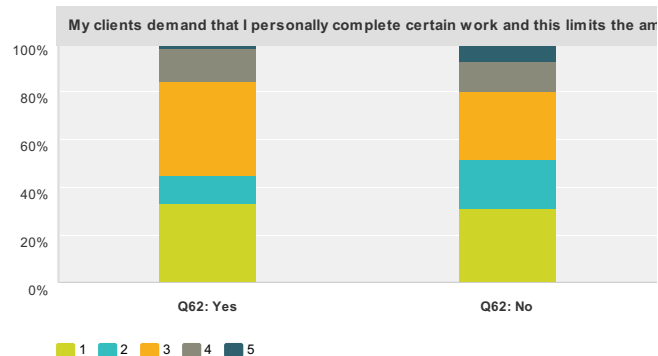
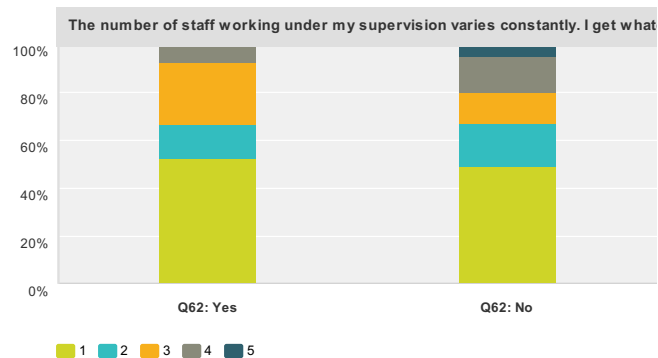
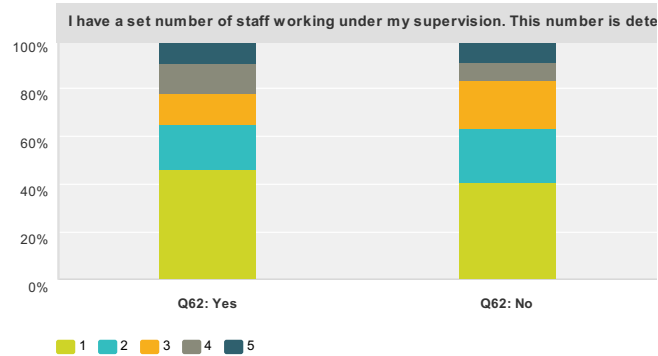
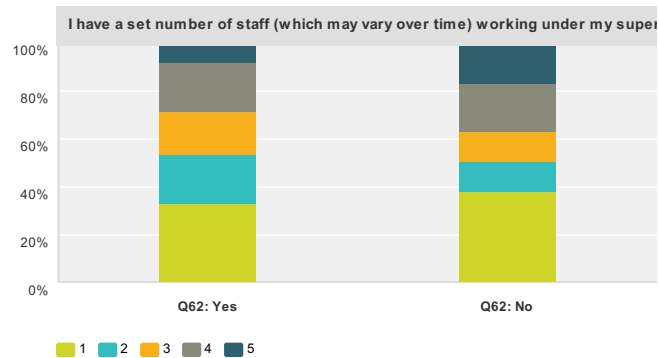
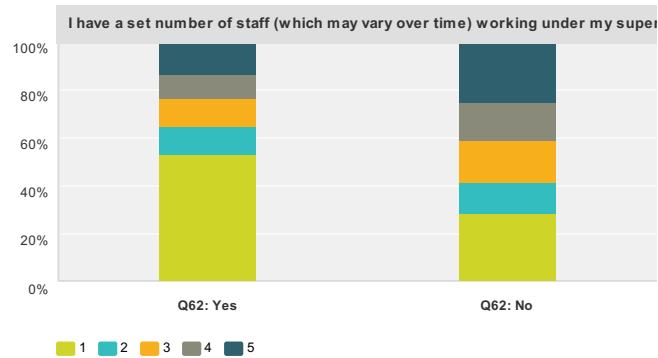
# Supervision Practices Check 2013

	1	2	3	4	5	Total
Q62: Yes	16.67% 9	12.96% 7	24.07% 13	25.93% 14	20.37% 11	54
Q62: No	29.27% 12	9.76% 4	19.51% 8	17.07% 7	24.39% 10	41
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.						
	1	2	3	4	5	Total
Q62: Yes	70.37% 38	7.41% 4	7.41% 4	7.41% 4	7.41% 4	54
Q62: No	65.85% 27	12.20% 5	7.32% 3	9.76% 4	4.88% 2	41
	Q62: Yes		Q62: No		Total	
Please describe any other factors which explain the number of staff working under your supervision	10		5		15	

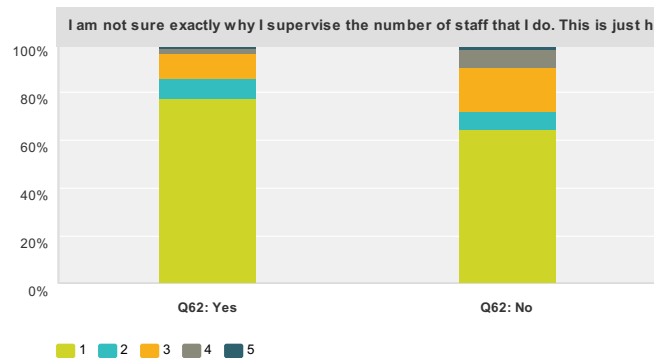
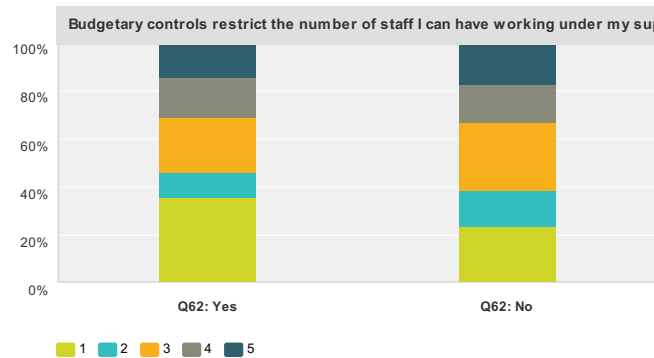
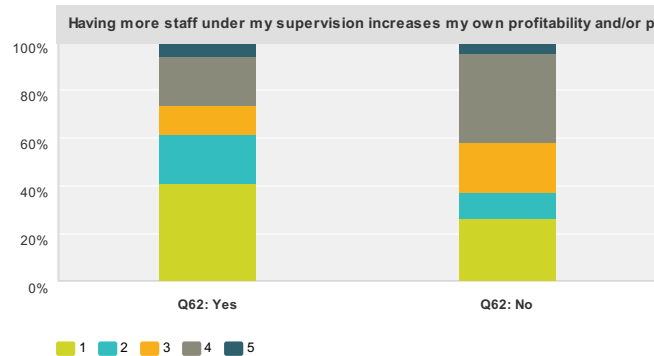
# Supervision Practices Check 2013

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

Answered: 94 Skipped: 112



# Supervision Practices Check 2013



I have a set number of staff (which may vary over time) working under my supervision. This number is determined at a firm-wide level and I have limited personal control over this number.						
	1	2	3	4	5	Total
Q62: Yes	52.94% 27	11.76% 6	11.76% 6	9.80% 5	13.73% 7	51
Q62: No	28.21% 11	12.82% 5	17.95% 7	15.38% 6	25.64% 10	39
I have a set number of staff (which may vary over time) working under my supervision. This number is determined primarily by me according to how much assistance I feel I need.						
	1	2	3	4	5	Total
Q62: Yes	32.65% 16	20.41% 10	18.37% 9	20.41% 10	8.16% 4	49
Q62: No	37.50% 15	12.50% 5	12.50% 5	20% 8	17.50% 7	40
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.						
	1	2	3	4	5	Total
Q62: Yes	45.83% 22	18.75% 9	12.50% 6	12.50% 6	10.42% 5	48
Q62: No	40% 16	22.50% 9	20% 8	7.50% 3	10% 4	40
The number of staff working under my supervision varies constantly. I get whatever help I can from others within the firm to meet client demands.						
	1	2	3	4	5	Total
Q62: Yes	52% 26	14.00% 7	26% 13	8% 4	0% 0	50
Q62: No	48.72% 19	17.95% 7	12.82% 5	15.38% 6	5.13% 2	39
My clients demand that I personally complete certain work and this limits the amount of work I can delegate.						
	1	2	3	4	5	Total
Q62: Yes	32.65% 16	12.24% 6	38.78% 19	14.29% 7	2.04% 1	49
Q62: No	30.77% 12	20.51% 8	28.21% 11	12.82% 5	7.69% 3	39
Having more staff under my supervision increases my own profitability and/or productivity. I supervise the number of staff required to meet billing/financial targets.						
	1	2	3	4	5	Total
Q62: Yes	40.82% 20	20.41% 10	12.24% 6	20.41% 10	6.12% 3	49
Q62: No	26.32% 10	10.53% 4	21.05% 8	36.84% 14	5.26% 2	38
Budgetary controls restrict the number of staff I can have working under my supervision.						

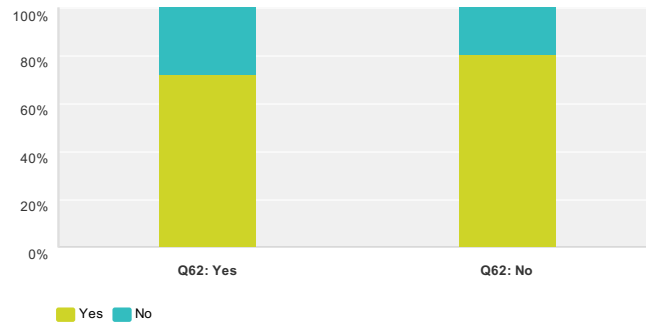
# Supervision Practices Check 2013

	1	2	3	4	5	Total
Q62: Yes	35.42% 17	10.42% 5	22.92% 11	16.67% 8	14.58% 7	48
Q62: No	23.08% 9	15.38% 6	28.21% 11	15.38% 6	17.95% 7	39
I am not sure exactly why I supervise the number of staff that I do. This is just how my practice has evolved.						
	1	2	3	4	5	Total
Q62: Yes	77.08% 37	8.33% 4	10.42% 5	2.08% 1	2.08% 1	48
Q62: No	64.10% 25	7.69% 3	17.95% 7	7.69% 3	2.56% 1	39
	Q62: Yes		Q62: No		Total	
Please describe any other factors which explain the number of staff working under your supervision	6		4		10	

# Supervision Practices Check 2013

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

Answered: 104 Skipped: 102

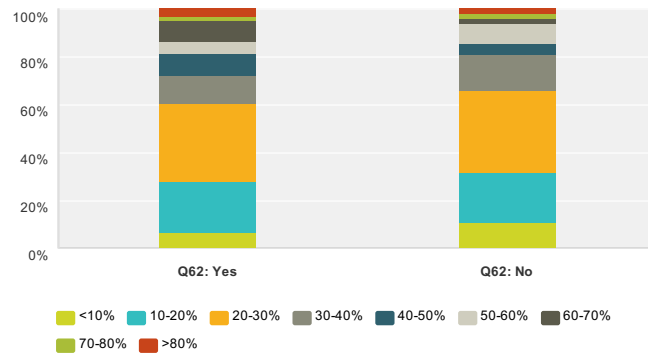


	Yes	No	Total
Q62: Yes	72.41% 42	27.59% 16	58
Q62: No	80.43% 37	19.57% 9	46
Total Respondents	79	25	104
	If "yes" please describe how you share supervisory responsibilities		Total
Q62: Yes	28		28
Q62: No	23		23

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101

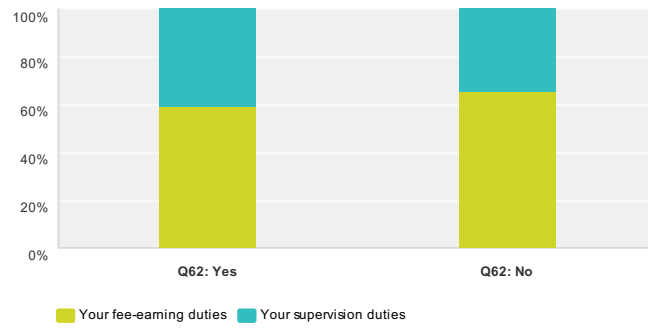


	<10%	10-20%	20-30%	30-40%	40-50%	50-60%	60-70%	70-80%	>80%	Total
Q62: Yes	6.90% 4	20.69% 12	32.76% 19	12.07% 7	8.62% 5	5.17% 3	8.62% 5	1.72% 1	3.45% 2	58
Q62: No	10.64% 5	21.28% 10	34.04% 16	14.89% 7	4.26% 2	8.51% 4	2.13% 1	2.13% 1	2.13% 1	47
Total Respondents	9	22	35	14	7	7	6	2	3	105

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101

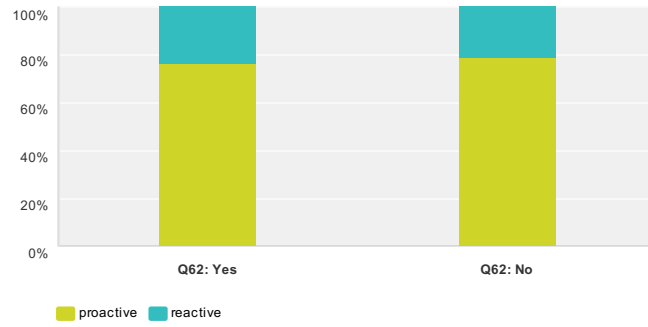


	Your fee-earning duties	Your supervision duties	Total
Q62: Yes	59.32% 35	40.68% 24	59
Q62: No	65.22% 30	34.78% 16	46
Total Respondents	65	40	105

# Supervision Practices Check 2013

## Q12 Would you describe your supervision activities as primarily

Answered: 106 Skipped: 100

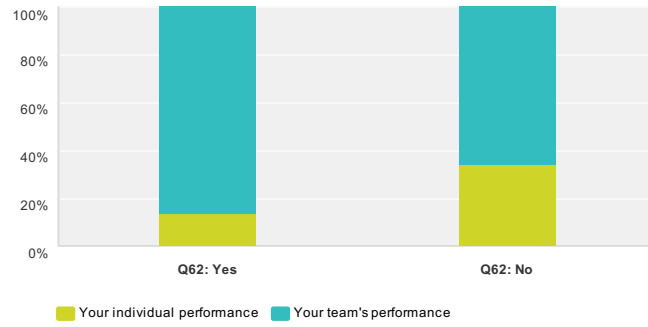


	proactive	reactive	Total
Q62: Yes	76.27% 45	23.73% 14	59
Q62: No	78.72% 37	21.28% 10	47
Total Respondents	82	24	106

# Supervision Practices Check 2013

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

Answered: 106 Skipped: 100

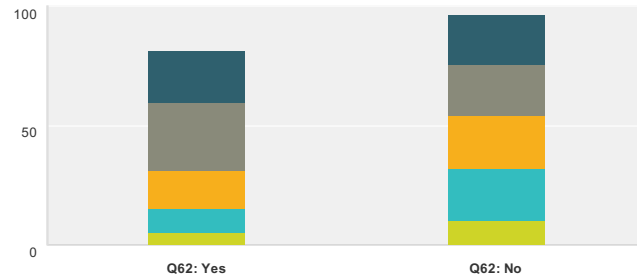


	Your individual performance	Your team's performance	Total
Q62: Yes	13.56% 8	86.44% 51	59
Q62: No	34.04% 16	65.96% 31	47
Total Respondents	24	82	106

# Supervision Practices Check 2013

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

Answered: 99 Skipped: 107



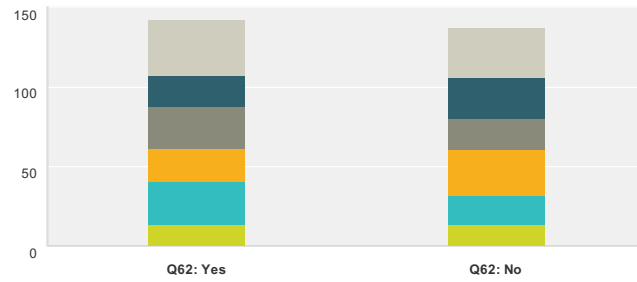
- My firm allocates time to me for my supervision responsibilities
- I can incorporate supervision time into the time I bill clients because I am overseeing the work
- I record supervision time but may reduce the time billed to the client where my supervision v
- Time for supervision is not structured into a daily work schedule
- It is up to me to find spare time for supervision

	My firm allocates time to me for my supervision responsibilities	I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)	Time for supervision is not structured into a daily work schedule	It is up to me to find spare time for supervision	Total
Q62: Yes	9.43% 5	18.87% 10	30.19% 16	52.83% 28	41.51% 22	81
Q62: No	21.74% 10	47.83% 22	47.83% 22	45.65% 21	45.65% 21	96
<b>Total Respondents</b>	15	32	38	49	43	99
Other (please specify)					Total	
Q62: Yes					7	7
Q62: No					2	2

# Supervision Practices Check 2013

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

Answered: 103 Skipped: 103



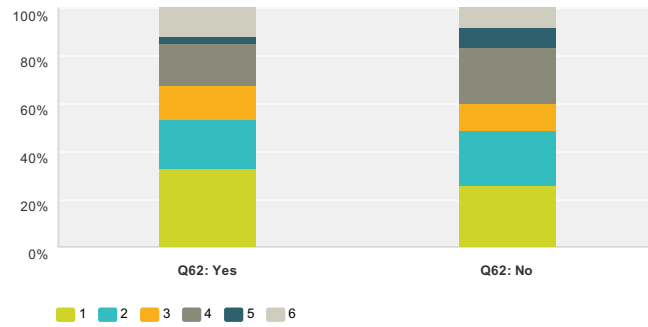
■ By emulating my current supervisor 
 ■ By emulating a previous supervisor 
 ■ By watching others 
 ■ By trial and error 
 ■ By following my firm's policies and procedure: 
 ■ By responding to the needs or expressed preferences of my supervisees

	By emulating my current supervisor	By emulating a previous supervisor	By watching others	By trial and error	By following my firm's policies and procedures	By responding to the needs or expressed preferences of my supervisees	Total
Q62: Yes	25% 14	46.43% 26	37.50% 21	46.43% 26	35.71% 20	60.71% 34	141
Q62: No	29.79% 14	38.30% 18	59.57% 28	42.55% 20	53.19% 25	68.09% 32	137
<b>Total Respondents</b>	28	44	49	46	45	66	103
Are there any other ways in which you developed your supervision practices?							<b>Total</b>
Q62: Yes							13
Q62: No							7

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101

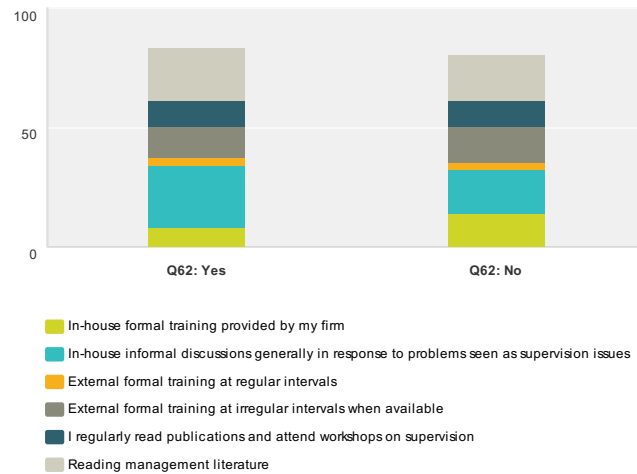


	1	2	3	4	5	6	Total
Q62: Yes	32.76% 19	20.69% 12	13.79% 8	17.24% 10	3.45% 2	12.07% 7	58
Q62: No	25.53% 12	23.40% 11	10.64% 5	23.40% 11	8.51% 4	8.51% 4	47
<b>Total Respondents</b>	31	23	13	21	6	11	105

# Supervision Practices Check 2013

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

Answered: 86 Skipped: 120

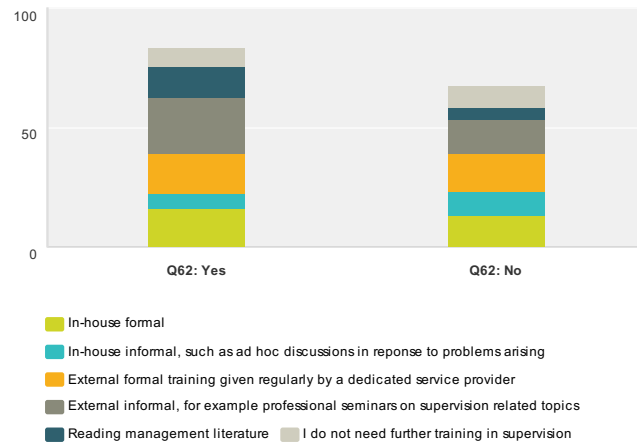


	In-house formal training provided by my firm	In-house informal discussions generally in response to problems seen as supervision issues	External formal training at regular intervals	External formal training at irregular intervals when available	I regularly read publications and attend workshops on supervision	Reading management literature	Total
Q62: Yes	16.33% 8	53.06% 26	6.12% 3	26.53% 13	22.45% 11	44.90% 22	83
Q62: No	37.84% 14	48.65% 18	8.11% 3	40.54% 15	29.73% 11	51.35% 19	80
<b>Total Respondents</b>	22	44	6	28	22	41	86
Other (please specify)						Total	
Q62: Yes						5	5
Q62: No						3	3

# Supervision Practices Check 2013

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

Answered: 98 Skipped: 108

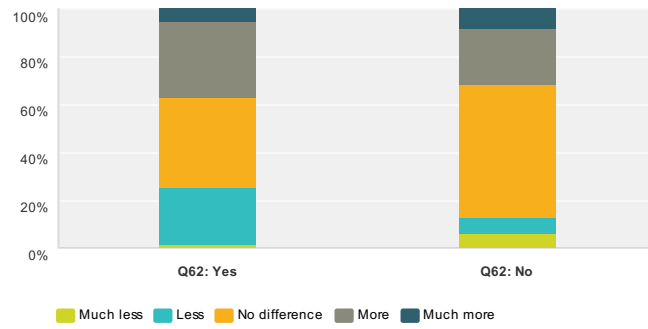


	In-house formal	In-house informal, such as ad hoc discussions in response to problems arising	External formal training given regularly by a dedicated service provider	External informal, for example professional seminars on supervision related topics	Reading management literature	I do not need further training in supervision	Total
Q62: Yes	28.57% 16	10.71% 6	30.36% 17	41.07% 23	23.21% 13	14.29% 8	83
Q62: No	30.95% 13	23.81% 10	38.10% 16	33.33% 14	11.90% 5	21.43% 9	67
<b>Total Respondents</b>	29	16	33	37	18	17	98
Other (please specify)						Total	
Q62: Yes						3	3
Q62: No						3	3

# Supervision Practices Check 2013

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

Answered: 106 Skipped: 100

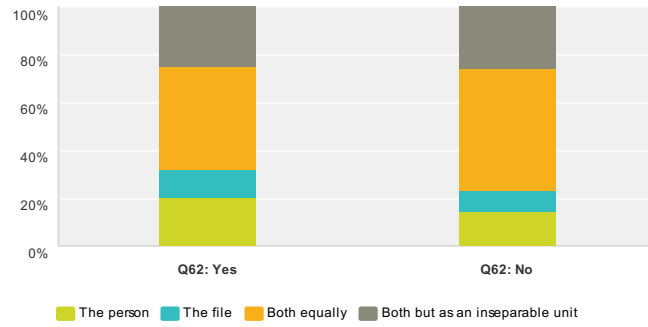


	Much less	Less	No difference	More	Much more	Total
Q62: Yes	1.69% 1	23.73% 14	37.29% 22	32.20% 19	5.08% 3	59
Q62: No	6.38% 3	6.38% 3	55.32% 26	23.40% 11	8.51% 4	47
Total Respondents	4	17	48	30	7	106

# Supervision Practices Check 2013

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

Answered: 106 Skipped: 100

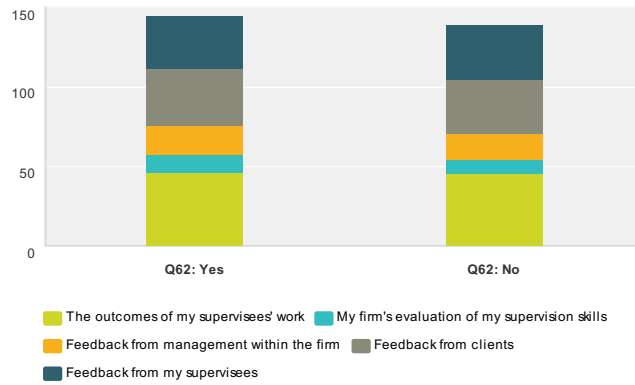


	The person	The file	Both equally	Both but as an inseparable unit	Total
Q62: Yes	20.34% 12	11.86% 7	42.37% 25	25.42% 15	59
Q62: No	14.89% 7	8.51% 4	51.06% 24	25.53% 12	47
Total Respondents	19	11	49	27	106

# Supervision Practices Check 2013

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

Answered: 103 Skipped: 103

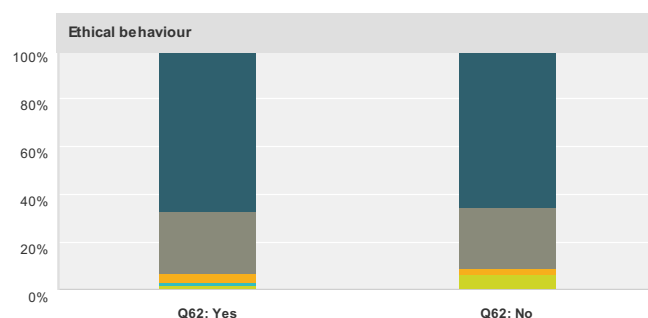
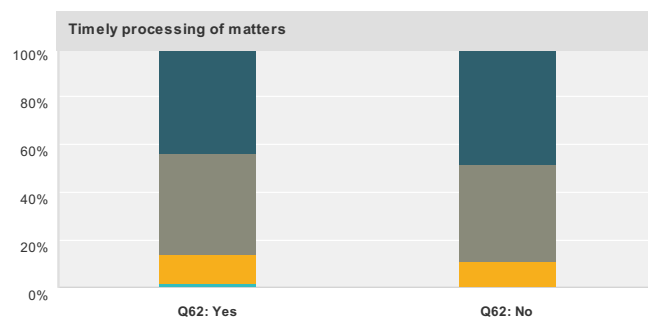
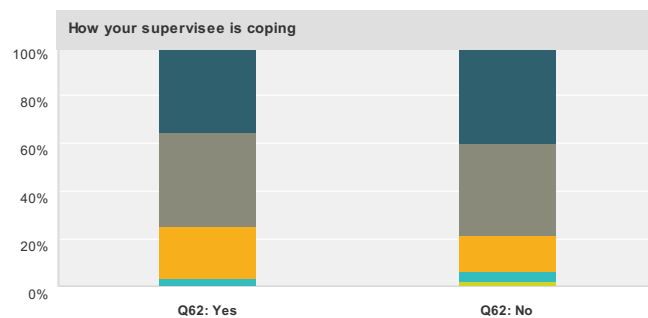
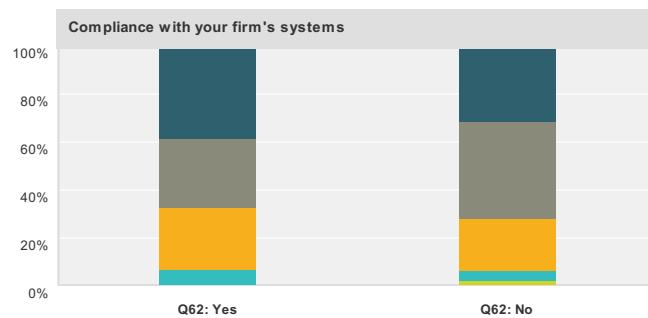
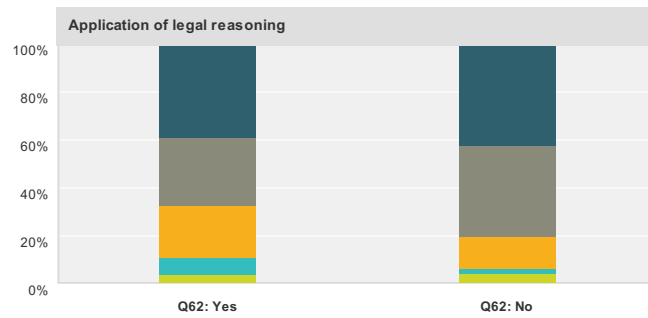


	The outcomes of my supervisees' work	My firm's evaluation of my supervision skills	Feedback from management within the firm	Feedback from clients	Feedback from my supervisees	Total
Q62: Yes	82.14% 46	19.64% 11	32.14% 18	64.29% 36	58.93% 33	144
Q62: No	95.74% 45	19.15% 9	34.04% 16	72.34% 34	72.34% 34	138
<b>Total Respondents</b>	91	20	34	70	67	103
Other (please specify)					<b>Total</b>	
Q62: Yes					7	7
Q62: No					2	2

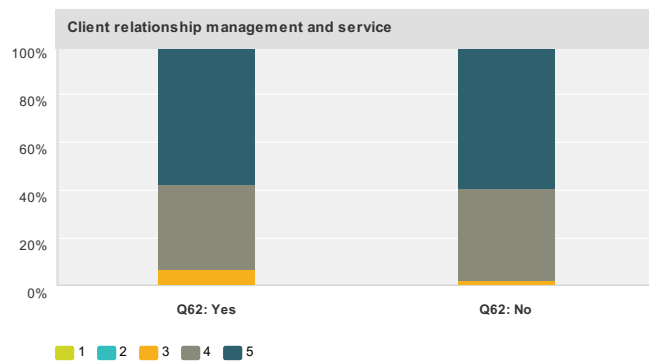
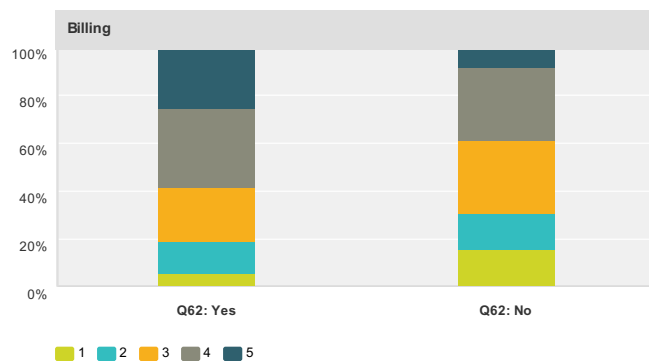
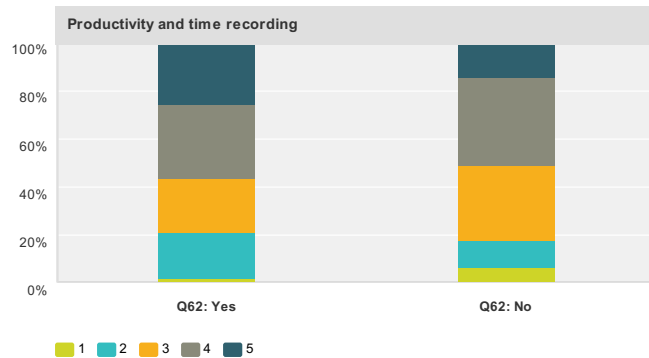
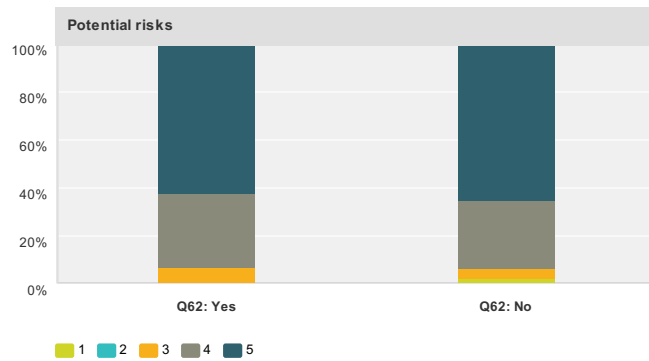
# Supervision Practices Check 2013

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

Answered: 106 Skipped: 100



# Supervision Practices Check 2013



Application of legal reasoning						
	1	2	3	4	5	Total
Q62: Yes	3.57% 2	7.14% 4	21.43% 12	28.57% 16	39.29% 22	56
Q62: No	4.26% 2	2.13% 1	12.77% 6	38.30% 18	42.55% 20	47
Compliance with your firm's systems						
	1	2	3	4	5	Total
Q62: Yes	0% 0	6.78% 4	25.42% 15	28.81% 17	38.98% 23	59
Q62: No	2.13% 1	4.26% 2	21.28% 10	40.43% 19	31.91% 15	47
How your supervisee is coping						
	1	2	3	4	5	Total
Q62: Yes	0% 0	3.39% 2	22.03% 13	38.98% 23	35.59% 21	59
Q62: No	2.13% 1	4.26% 2	14.89% 7	38.30% 18	40.43% 19	47
Timely processing of matters						
	1	2	3	4	5	Total
Q62: Yes	0% 0	1.69% 1	11.86% 7	42.37% 25	44.07% 26	59

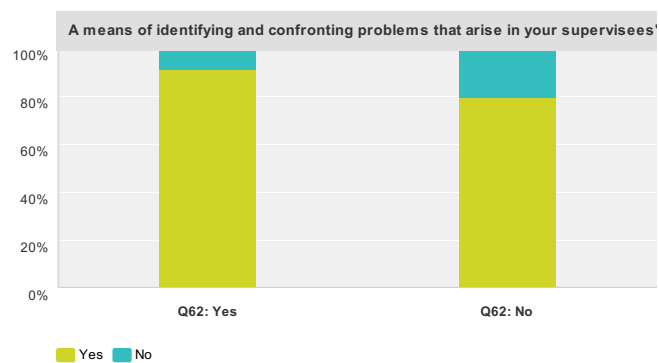
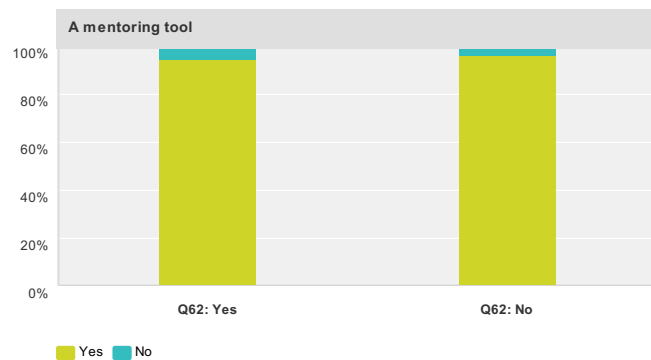
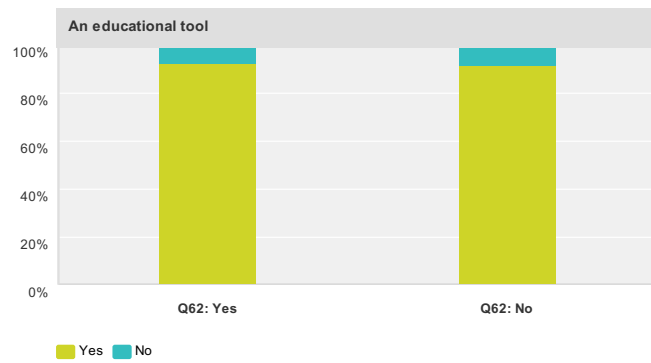
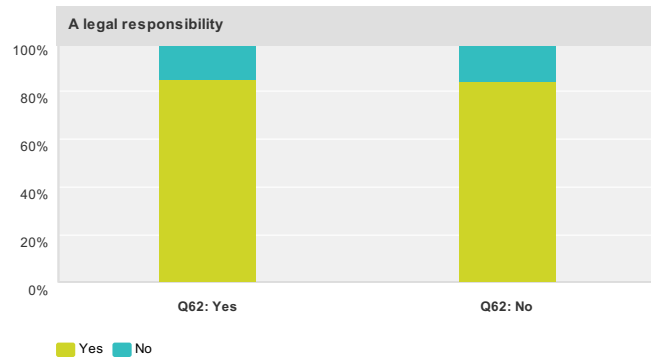
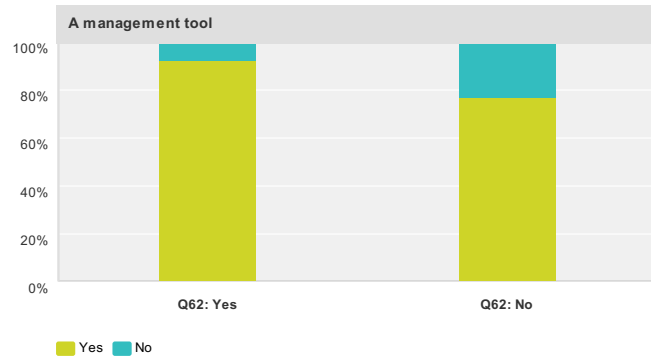
# Supervision Practices Check 2013

Q62: No	0% 0	0% 0	10.64% 5	40.43% 19	48.94% 23	47
<b>Ethical behaviour</b>						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	1.72% 1	3.45% 2	25.86% 15	67.24% 39	58
Q62: No	6.38% 3	0% 0	2.13% 1	25.53% 12	65.96% 31	47
<b>Potential risks</b>						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	6.78% 4	30.51% 18	62.71% 37	59
Q62: No	2.13% 1	0% 0	4.26% 2	27.66% 13	65.96% 31	47
<b>Productivity and time recording</b>						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	18.97% 11	22.41% 13	31.03% 18	25.86% 15	58
Q62: No	6.38% 3	10.64% 5	31.91% 15	36.17% 17	14.89% 7	47
<b>Billing</b>						
	1	2	3	4	5	Total
Q62: Yes	5.17% 3	13.79% 8	22.41% 13	32.76% 19	25.86% 15	58
Q62: No	15.22% 7	15.22% 7	30.43% 14	30.43% 14	8.70% 4	46
<b>Client relationship management and service</b>						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	6.78% 4	35.59% 21	57.63% 34	59
Q62: No	0% 0	0% 0	2.13% 1	38.30% 18	59.57% 28	47
	Q62: Yes			Q62: No		Total
Other (please specify)	2			3		5

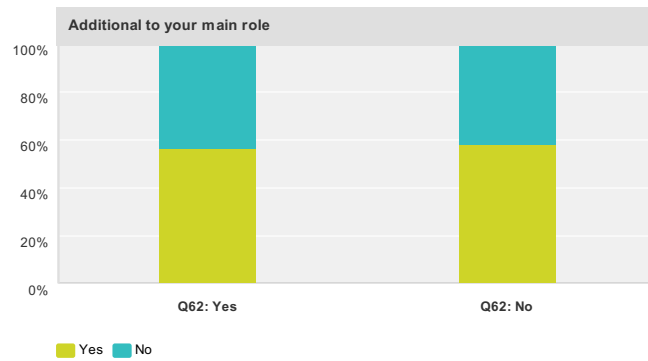
# Supervision Practices Check 2013

## Q23 Do you view supervision principally as

Answered: 106 Skipped: 100



# Supervision Practices Check 2013

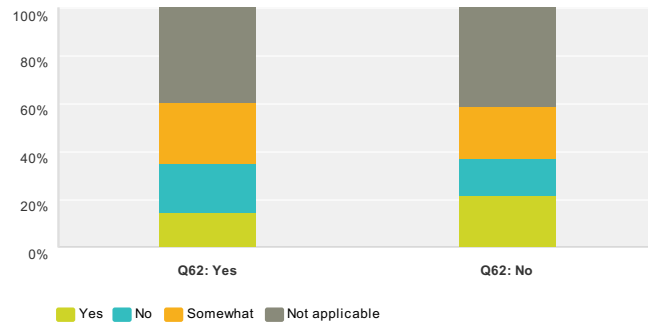


A management tool			
	Yes	No	Total
Q62: Yes	92.45% 49	7.55% 4	53
Q62: No	76.74% 33	23.26% 10	43
A legal responsibility			
	Yes	No	Total
Q62: Yes	84.91% 45	15.09% 8	53
Q62: No	83.72% 36	16.28% 7	43
An educational tool			
	Yes	No	Total
Q62: Yes	92.45% 49	7.55% 4	53
Q62: No	91.30% 42	8.70% 4	46
A mentoring tool			
	Yes	No	Total
Q62: Yes	94.44% 51	5.56% 3	54
Q62: No	95.65% 44	4.35% 2	46
A means of identifying and confronting problems that arise in your supervisees' work			
	Yes	No	Total
Q62: Yes	90.74% 49	9.26% 5	54
Q62: No	79.07% 34	20.93% 9	43
Additional to your main role			
	Yes	No	Total
Q62: Yes	56.25% 27	43.75% 21	48
Q62: No	57.89% 22	42.11% 16	38
Please comment on your main reason for viewing supervision in the above way or ways			
	Q62: Yes	Q62: No	Total
	4	7	11

# Supervision Practices Check 2013

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

Answered: 96 Skipped: 110

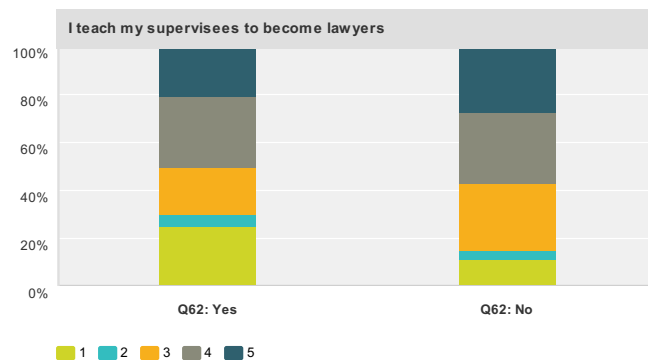
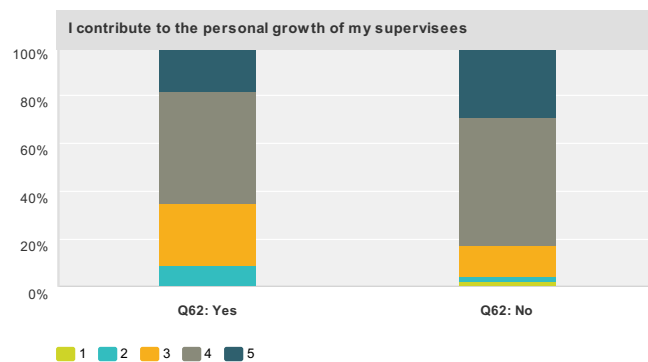
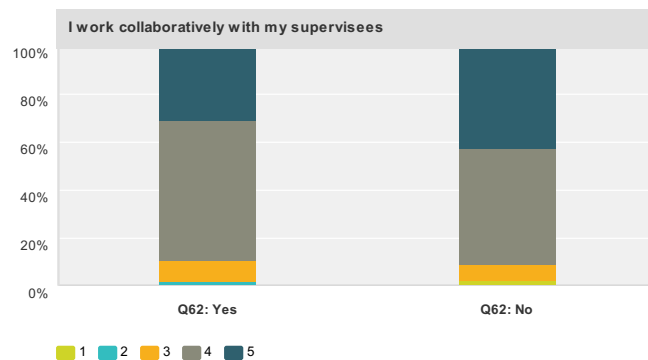
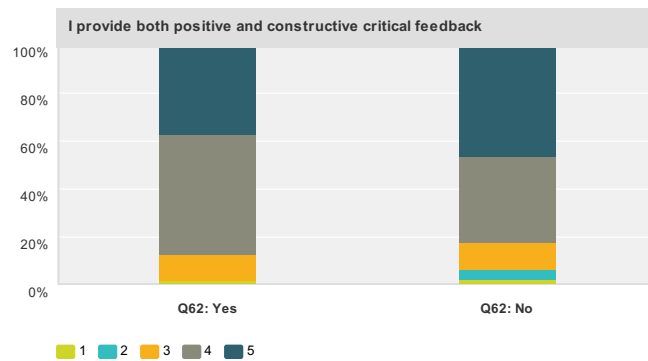
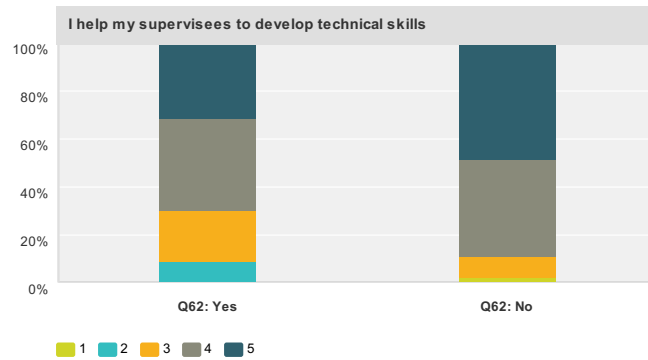


	Yes	No	Somewhat	Not applicable	Total
Q62: Yes	14.55% 8	20% 11	25.45% 14	40% 22	55
Q62: No	21.95% 9	14.63% 6	21.95% 9	41.46% 17	41
<b>Total Respondents</b>	17	17	23	39	96
If they differ, in what ways do they differ?					<b>Total</b>
Q62: Yes					5
Q62: No					4

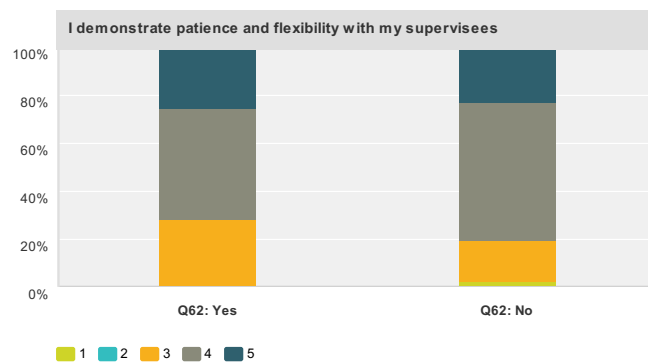
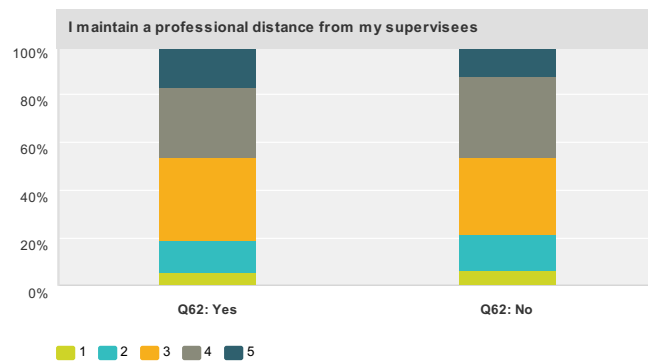
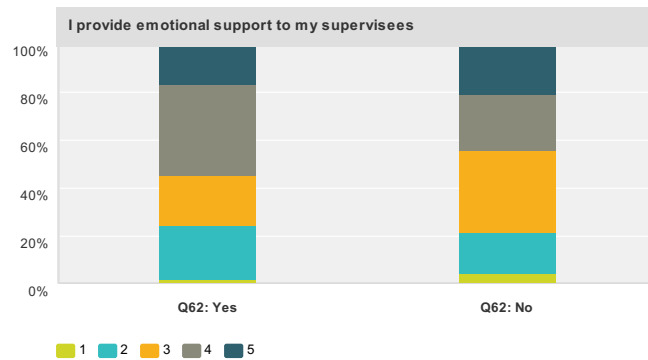
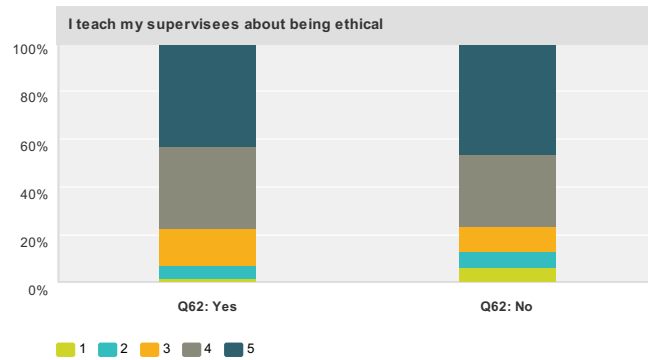
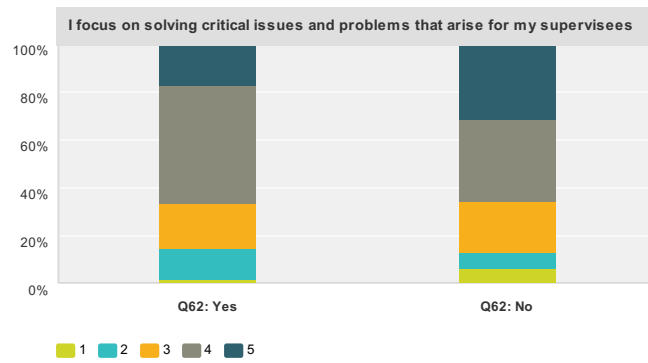
# Supervision Practices Check 2013

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

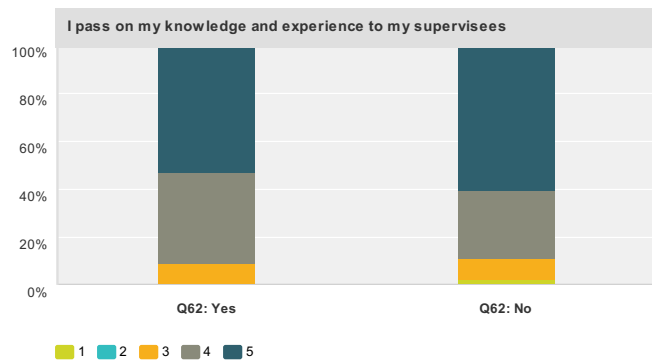
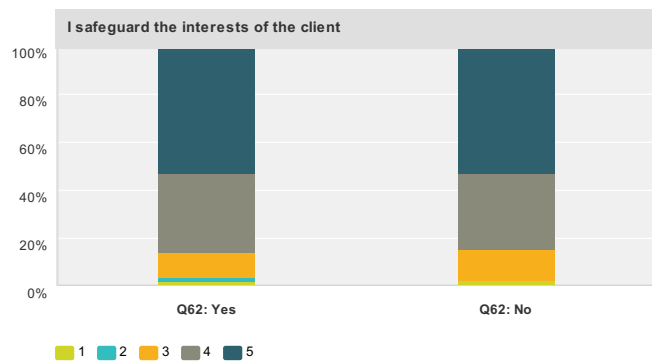
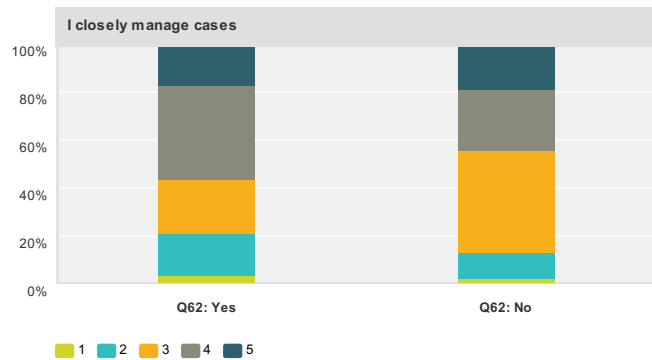
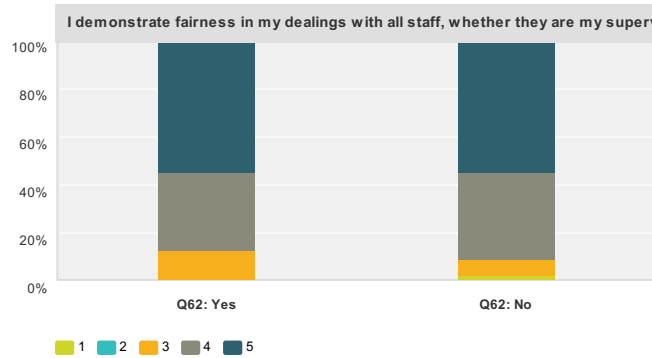
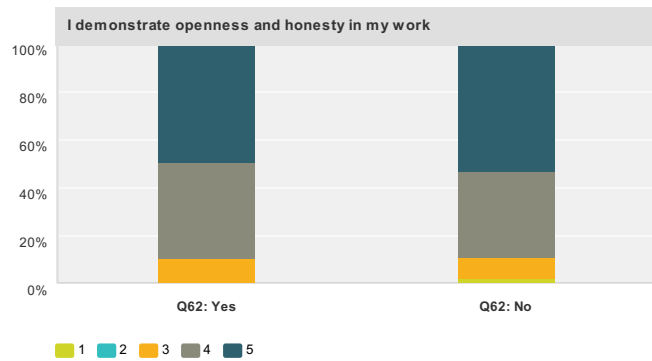
Answered: 105 Skipped: 101



# Supervision Practices Check 2013



# Supervision Practices Check 2013



I help my supervisees to develop technical skills						
	1	2	3	4	5	Total
Q62: Yes	0% 0	8.77% 5	21.05% 12	38.60% 22	31.58% 18	57
Q62: No	2.13% 1	0% 0	8.51% 4	40.43% 19	48.94% 23	47
I provide both positive and constructive critical feedback						
	1	2	3	4	5	Total

# Supervision Practices Check 2013

Q62: Yes	1.72% 1	0% 0	10.34% 6	50% 29	37.93% 22	58
Q62: No	2.13% 1	4.26% 2	10.64% 5	36.17% 17	46.81% 22	47
I work collaboratively with my supervisees						
	1	2	3	4	5	Total
Q62: Yes	0% 0	1.72% 1	8.62% 5	58.62% 34	31.03% 18	58
Q62: No	2.13% 1	0% 0	6.38% 3	48.94% 23	42.55% 20	47
I contribute to the personal growth of my supervisees						
	1	2	3	4	5	Total
Q62: Yes	0% 0	8.62% 5	25.86% 15	46.55% 27	18.97% 11	58
Q62: No	2.13% 1	2.13% 1	12.77% 6	53.19% 25	29.79% 14	47
I teach my supervisees to become lawyers						
	1	2	3	4	5	Total
Q62: Yes	24.56% 14	5.26% 3	19.30% 11	29.82% 17	21.05% 12	57
Q62: No	10.64% 5	4.26% 2	27.66% 13	29.79% 14	27.66% 13	47
I focus on solving critical issues and problems that arise for my supervisees						
	1	2	3	4	5	Total
Q62: Yes	1.75% 1	12.28% 7	19.30% 11	49.12% 28	17.54% 10	57
Q62: No	6.38% 3	6.38% 3	21.28% 10	34.04% 16	31.91% 15	47
I teach my supervisees about being ethical						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	5.17% 3	15.52% 9	34.48% 20	43.10% 25	58
Q62: No	6.38% 3	6.38% 3	10.64% 5	29.79% 14	46.81% 22	47
I provide emotional support to my supervisees						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	22.41% 13	20.69% 12	37.93% 22	17.24% 10	58
Q62: No	4.26% 2	17.02% 8	34.04% 16	23.40% 11	21.28% 10	47
I maintain a professional distance from my supervisees						
	1	2	3	4	5	Total
Q62: Yes	5.17% 3	13.79% 8	34.48% 20	29.31% 17	17.24% 10	58
Q62: No	6.38% 3	14.89% 7	31.91% 15	34.04% 16	12.77% 6	47
I demonstrate patience and flexibility with my supervisees						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	27.59% 16	46.55% 27	25.86% 15	58
Q62: No	2.13% 1	0% 0	17.02% 8	57.45% 27	23.40% 11	47
I demonstrate openness and honesty in my work						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	10.34% 6	39.66% 23	50% 29	58
Q62: No	2.13% 1	0% 0	8.51% 4	36.17% 17	53.19% 25	47
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	12.07% 7	32.76% 19	55.17% 32	58
Q62: No	2.13% 1	0% 0	6.38% 3	36.17% 17	55.32% 26	47
I closely manage cases						
	1	2	3	4	5	Total
Q62: Yes	3.45% 2	17.24% 10	22.41% 13	39.66% 23	17.24% 10	58
Q62: No	2.13% 1	10.64% 5	42.55% 20	25.53% 12	19.15% 9	47
I safeguard the interests of the client						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	1.72% 1	10.34% 6	32.76% 19	53.45% 31	58
Q62: No	2.13% 1	0% 0	12.77% 6	31.91% 15	53.19% 25	47
I pass on my knowledge and experience to my supervisees						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	8.62% 5	37.93% 22	53.45% 31	58

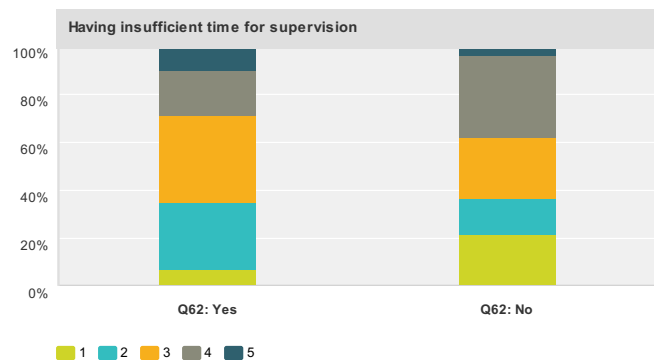
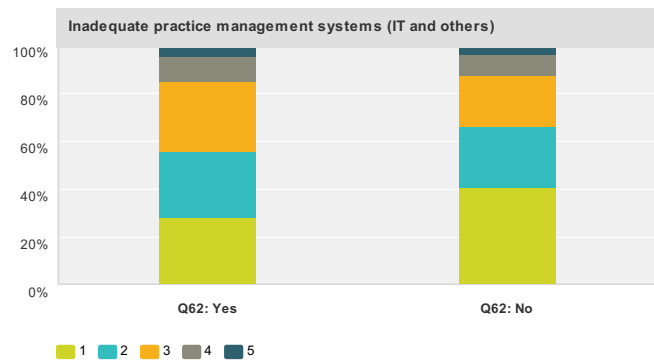
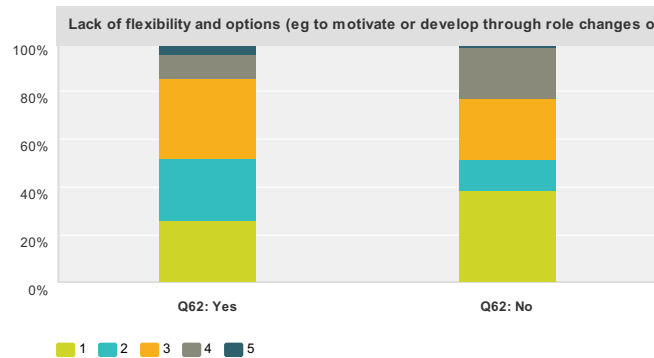
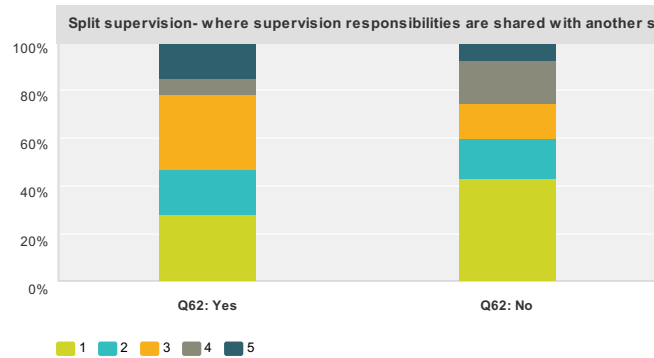
Supervision Practices Check 2013

Q62: No	2.17% 1	0% 0	8.70% 4	28.26% 13	60.87% 28	46
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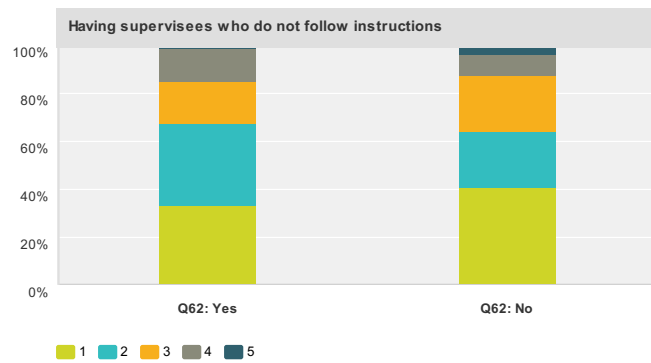
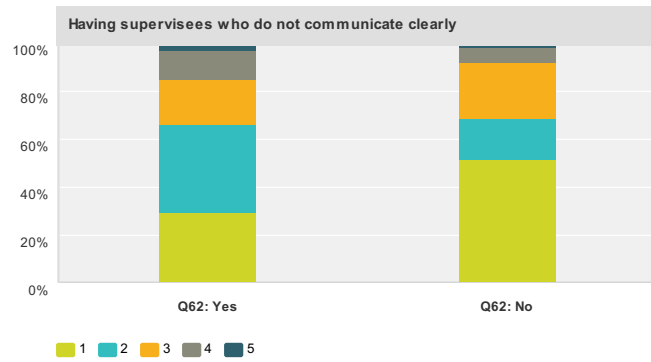
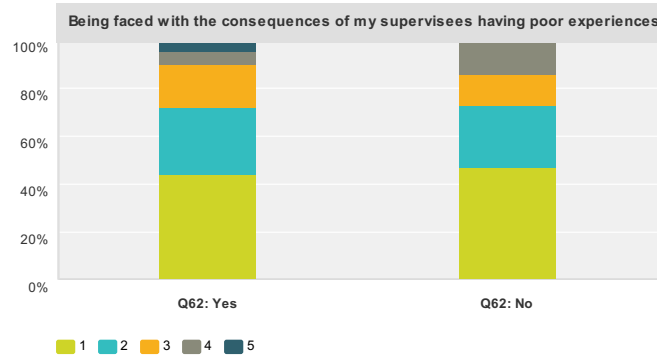
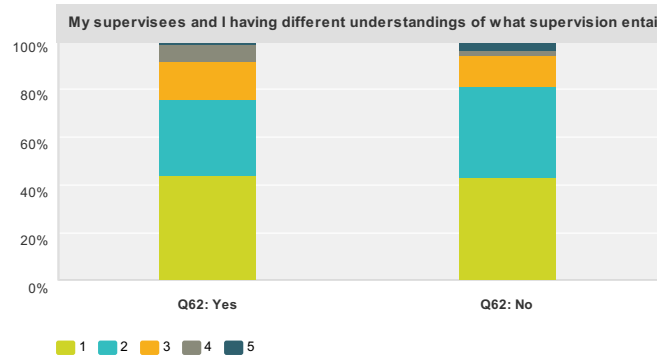
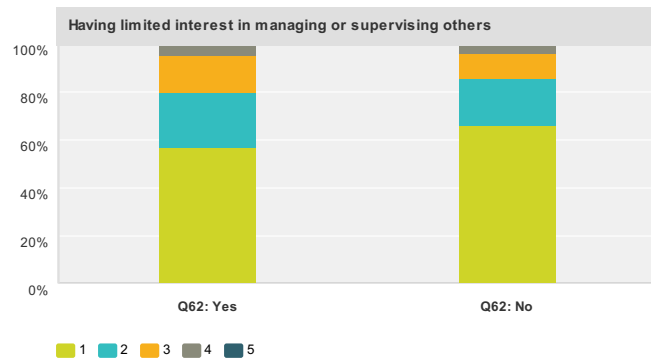
# Supervision Practices Check 2013

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

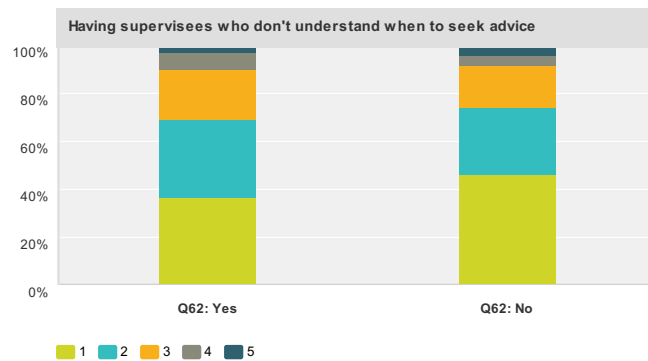
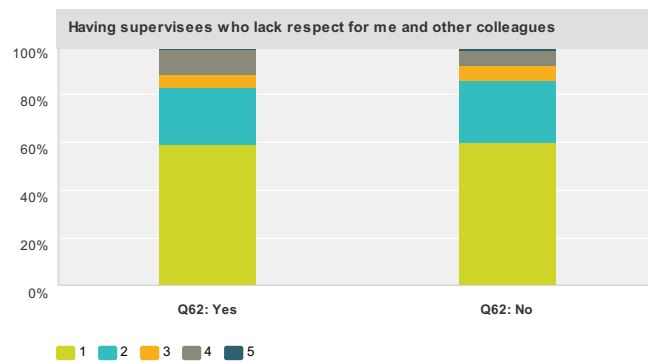
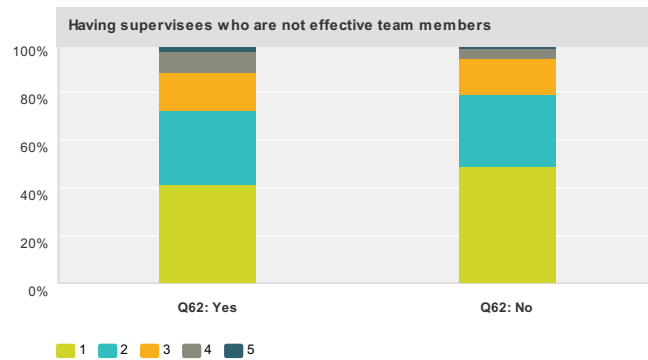
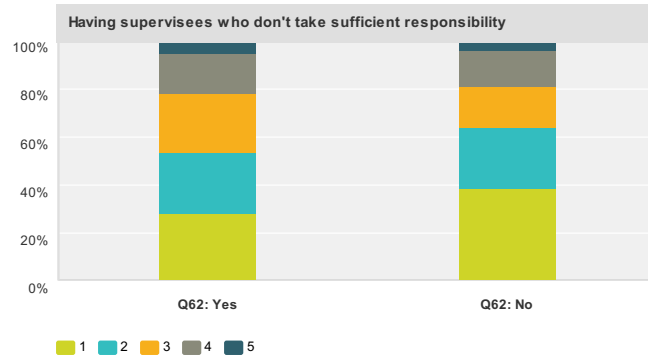
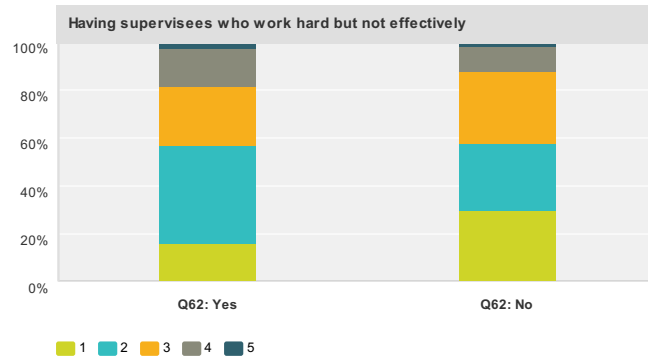
Answered: 105 Skipped: 101



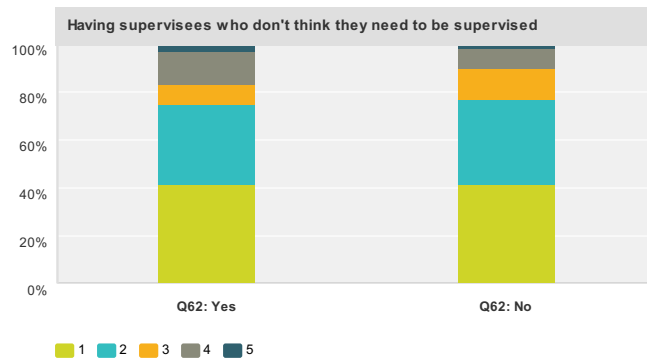
# Supervision Practices Check 2013



# Supervision Practices Check 2013



# Supervision Practices Check 2013



Split supervision- where supervision responsibilities are shared with another supervisor						
	1	2	3	4	5	Total
Q62: Yes	27.59% 16	18.97% 11	31.03% 18	6.90% 4	15.52% 9	58
Q62: No	42.55% 20	17.02% 8	14.89% 7	17.02% 8	8.51% 4	47
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)						
	1	2	3	4	5	Total
Q62: Yes	25.86% 15	25.86% 15	32.76% 19	10.34% 6	5.17% 3	58
Q62: No	38.30% 18	12.77% 6	25.53% 12	21.28% 10	2.13% 1	47
Inadequate practice management systems (IT and others)						
	1	2	3	4	5	Total
Q62: Yes	27.59% 16	27.59% 16	29.31% 17	10.34% 6	5.17% 3	58
Q62: No	40.43% 19	25.53% 12	21.28% 10	8.51% 4	4.26% 2	47
Having insufficient time for supervision						
	1	2	3	4	5	Total
Q62: Yes	6.90% 4	27.59% 16	36.21% 21	18.97% 11	10.34% 6	58
Q62: No	21.28% 10	14.89% 7	25.53% 12	34.04% 16	4.26% 2	47
Having limited interest in managing or supervising others						
	1	2	3	4	5	Total
Q62: Yes	56.90% 33	22.41% 13	15.52% 9	5.17% 3	0% 0	58
Q62: No	65.96% 31	19.15% 9	10.64% 5	4.26% 2	0% 0	47
My supervisees and I having different understandings of what supervision entails						
	1	2	3	4	5	Total
Q62: Yes	43.86% 25	31.58% 18	15.79% 9	7.02% 4	1.75% 1	57
Q62: No	42.55% 20	38.30% 18	12.77% 6	2.13% 1	4.26% 2	47
Being faced with the consequences of my supervisees having poor experiences with previous supervisors						
	1	2	3	4	5	Total
Q62: Yes	43.86% 25	28.07% 16	17.54% 10	5.26% 3	5.26% 3	57
Q62: No	46.81% 22	25.53% 12	12.77% 6	14.89% 7	0% 0	47
Having supervisees who do not communicate clearly						
	1	2	3	4	5	Total
Q62: Yes	29.31% 17	36.21% 21	18.97% 11	12.07% 7	3.45% 2	58
Q62: No	51.06% 24	17.02% 8	23.40% 11	6.38% 3	2.13% 1	47
Having supervisees who do not follow instructions						
	1	2	3	4	5	Total
Q62: Yes	32.76% 19	34.48% 20	17.24% 10	13.79% 8	1.72% 1	58
Q62: No	40.43% 19	23.40% 11	23.40% 11	8.51% 4	4.26% 2	47
Having supervisees who work hard but not effectively						
	1	2	3	4	5	Total
Q62: Yes	15.52% 9	41.38% 24	24.14% 14	15.52% 9	3.45% 2	58
Q62: No	29.79% 14	27.66% 13	29.79% 14	10.64% 5	2.13% 1	47
Having supervisees who don't take sufficient responsibility						
	1	2	3	4	5	Total
Q62: Yes	27.59% 16	25.86% 15	24.14% 14	17.24% 10	5.17% 3	58

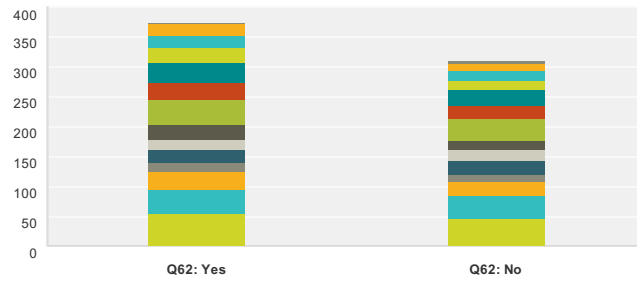
# Supervision Practices Check 2013

Q62: No	38.30% 18	25.53% 12	17.02% 8	14.89% 7	4.26% 2	47
Having supervisees who are not effective team members						
	1	2	3	4	5	Total
Q62: Yes	41.38% 24	31.03% 18	15.52% 9	8.62% 5	3.45% 2	58
Q62: No	48.94% 23	29.79% 14	14.89% 7	4.26% 2	2.13% 1	47
Having supervisees who lack respect for me and other colleagues						
	1	2	3	4	5	Total
Q62: Yes	58.62% 34	24.14% 14	5.17% 3	10.34% 6	1.72% 1	58
Q62: No	59.57% 28	25.53% 12	6.38% 3	6.38% 3	2.13% 1	47
Having supervisees who don't understand when to seek advice						
	1	2	3	4	5	Total
Q62: Yes	36.21% 21	32.76% 19	20.69% 12	6.90% 4	3.45% 2	58
Q62: No	45.65% 21	28.26% 13	17.39% 8	4.35% 2	4.35% 2	46
Having supervisees who don't think they need to be supervised						
	1	2	3	4	5	Total
Q62: Yes	41.38% 24	32.76% 19	8.62% 5	13.79% 8	3.45% 2	58
Q62: No	41.30% 19	34.78% 16	13.04% 6	8.70% 4	2.17% 1	46

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101



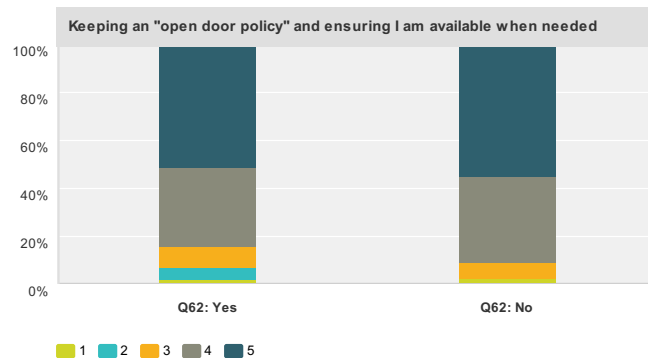
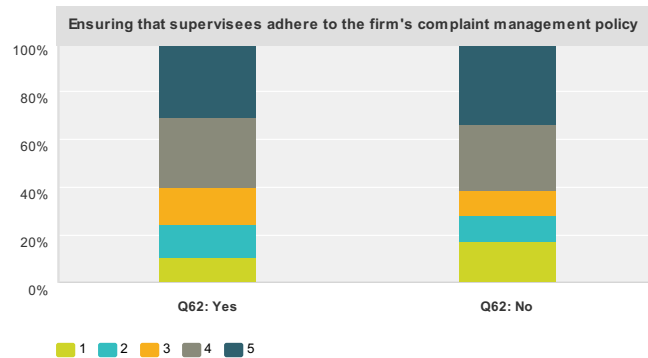
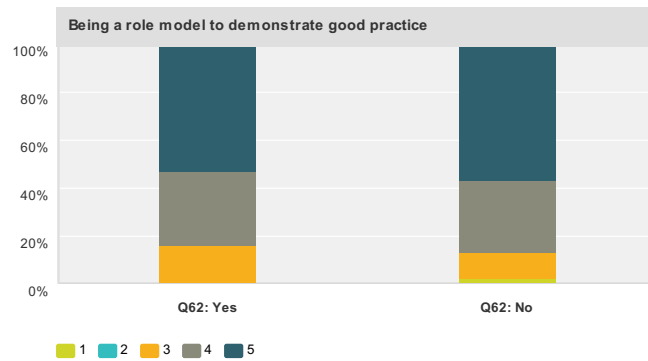
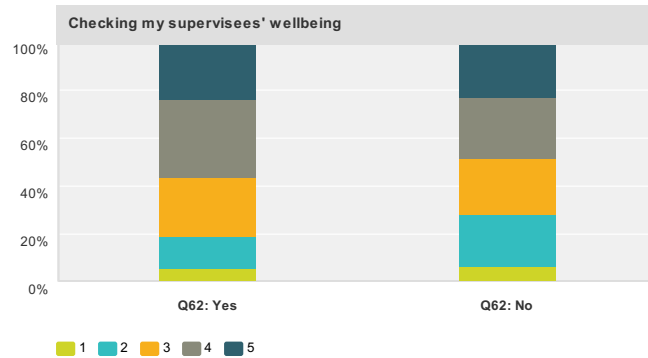
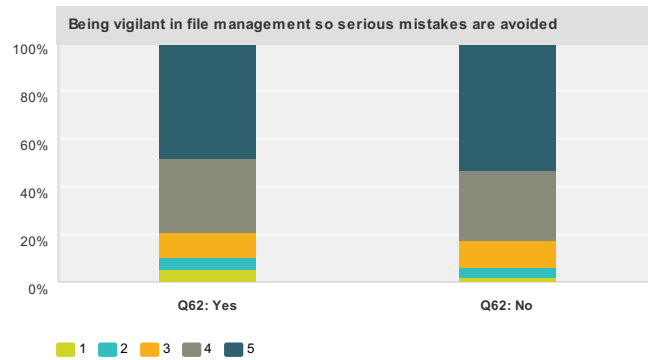
- I have an open door policy and staff come to see me when they have problems
- I review work done and allocate new work ■ I review/check all communications
- I monitor how staff engage in peer file review
- I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessi
- 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

	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
Q62: Yes	93.10% 54	70.69% 41	51.72% 30	24.14% 14	36.21% 21	32.76% 19	39.66% 23	74.14% 43	48.28% 28	58.62% 34	39.66% 23	36.21% 21	32.76% 19	3.45% 2
Q62: No	100% 47	78.72% 37	46.81% 22	25.53% 12	53.19% 25	38.30% 18	31.91% 15	78.72% 37	44.68% 21	55.32% 26	36.17% 17	34.04% 16	25.53% 12	8.51% 4
<b>Total Respondents</b>	101	78	52	26	46	37	38	80	49	60	40	37	31	6
<b>Other (please specify)</b>												<b>Total</b>		
Q62: Yes											2	2		
Q62: No											0	0		

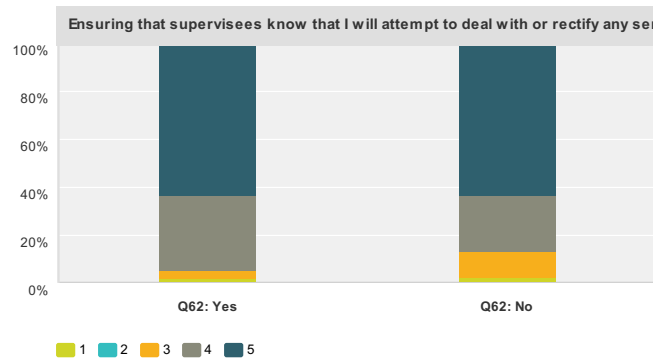
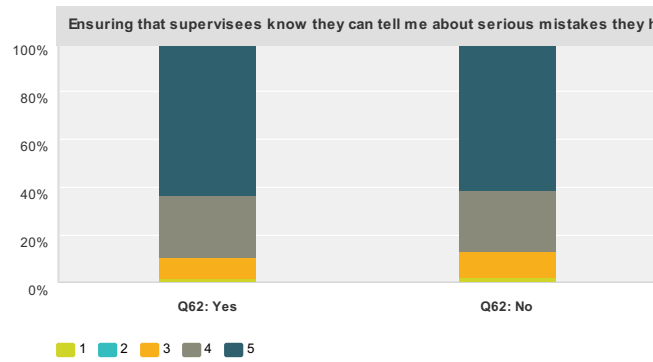
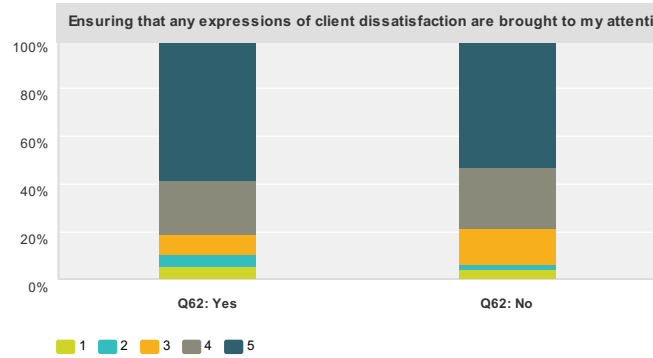
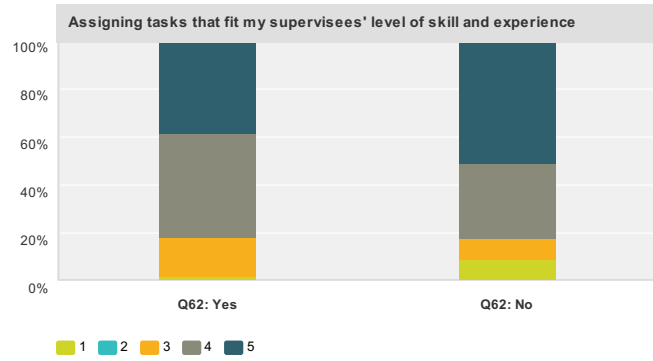
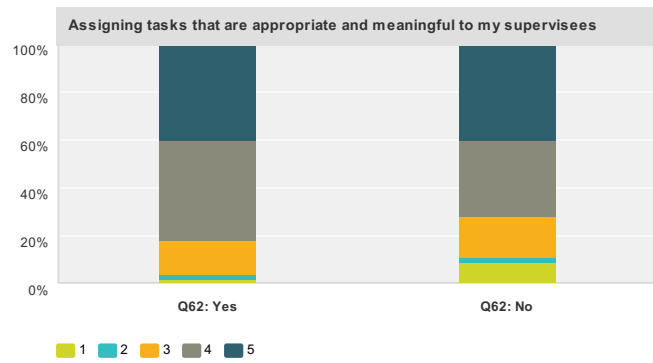
# Supervision Practices Check 2013

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

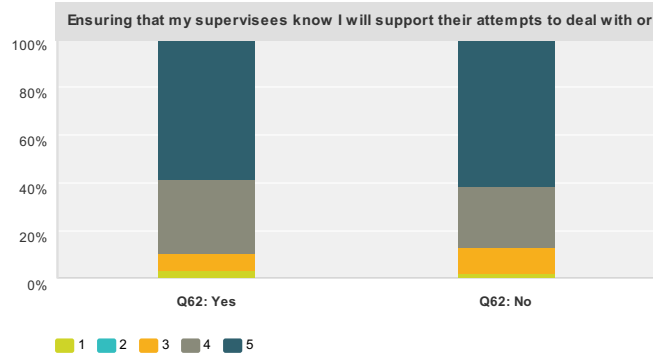
Answered: 105 Skipped: 101



# Supervision Practices Check 2013



# Supervision Practices Check 2013



Being vigilant in file management so serious mistakes are avoided						
	1	2	3	4	5	Total
Q62: Yes	5.17% 3	5.17% 3	10.34% 6	31.03% 18	48.28% 28	58
Q62: No	2.13% 1	4.26% 2	10.64% 5	29.79% 14	53.19% 25	47
Checking my supervisees' wellbeing						
	1	2	3	4	5	Total
Q62: Yes	5.17% 3	13.79% 8	24.14% 14	32.76% 19	24.14% 14	58
Q62: No	6.38% 3	21.28% 10	23.40% 11	25.53% 12	23.40% 11	47
Being a role model to demonstrate good practice						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	15.52% 9	31.03% 18	53.45% 31	58
Q62: No	2.13% 1	0% 0	10.64% 5	29.79% 14	57.45% 27	47
Ensuring that supervisees adhere to the firm's complaint management policy						
	1	2	3	4	5	Total
Q62: Yes	10.34% 6	13.79% 8	15.52% 9	29.31% 17	31.03% 18	58
Q62: No	17.02% 8	10.64% 5	10.64% 5	27.66% 13	34.04% 16	47
Keeping an "open door policy" and ensuring I am available when needed						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	5.17% 3	8.62% 5	32.76% 19	51.72% 30	58
Q62: No	2.13% 1	0% 0	6.38% 3	36.17% 17	55.32% 26	47
Assigning tasks that are appropriate and meaningful to my supervisees						
	1	2	3	4	5	Total
Q62: Yes	1.75% 1	1.75% 1	14.04% 8	42.11% 24	40.35% 23	57
Q62: No	8.51% 4	2.13% 1	17.02% 8	31.91% 15	40.43% 19	47
Assigning tasks that fit my supervisees' level of skill and experience						
	1	2	3	4	5	Total
Q62: Yes	1.75% 1	0% 0	15.79% 9	43.86% 25	38.60% 22	57
Q62: No	8.51% 4	0% 0	8.51% 4	31.91% 15	51.06% 24	47
Ensuring that any expressions of client dissatisfaction are brought to my attention						
	1	2	3	4	5	Total
Q62: Yes	5.17% 3	5.17% 3	8.62% 5	22.41% 13	58.62% 34	58
Q62: No	4.26% 2	2.13% 1	14.89% 7	25.53% 12	53.19% 25	47
Ensuring that supervisees know they can tell me about serious mistakes they have made						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	0% 0	8.62% 5	25.86% 15	63.79% 37	58
Q62: No	2.13% 1	0% 0	10.64% 5	25.53% 12	61.70% 29	47
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made						
	1	2	3	4	5	Total
Q62: Yes	1.72% 1	0% 0	3.45% 2	31.03% 18	63.79% 37	58
Q62: No	2.13% 1	0% 0	10.64% 5	23.40% 11	63.83% 30	47
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made						
	1	2	3	4	5	Total
Q62: Yes	3.45% 2	0% 0	6.90% 4	31.03% 18	58.62% 34	58

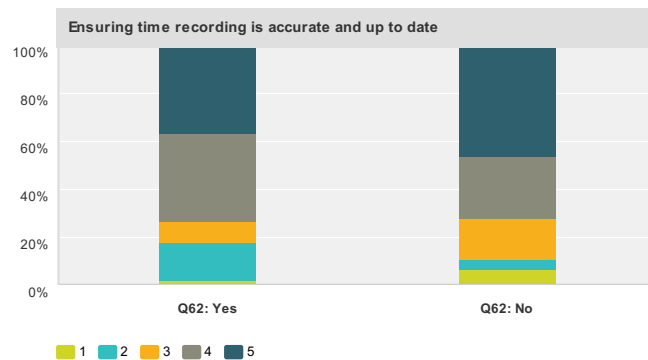
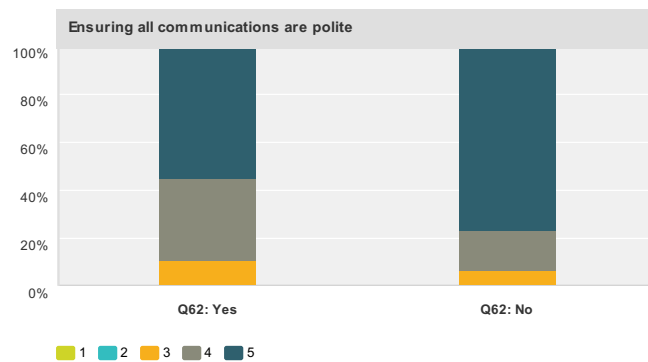
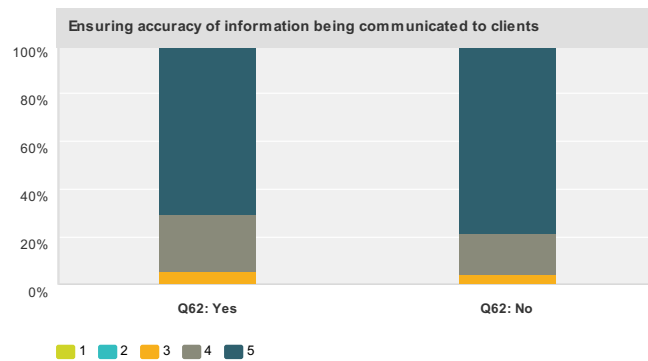
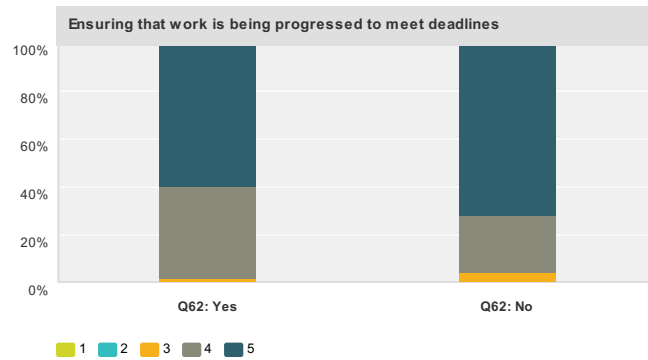
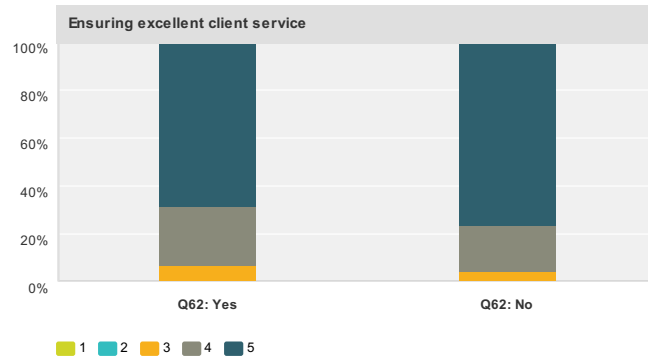
## Supervision Practices Check 2013

Q62: No	2.13% 1	0% 0	10.64% 5	25.53% 12	61.70% 29	47
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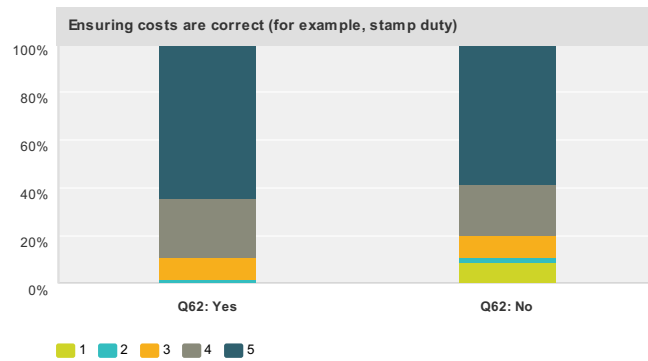
# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101



# Supervision Practices Check 2013

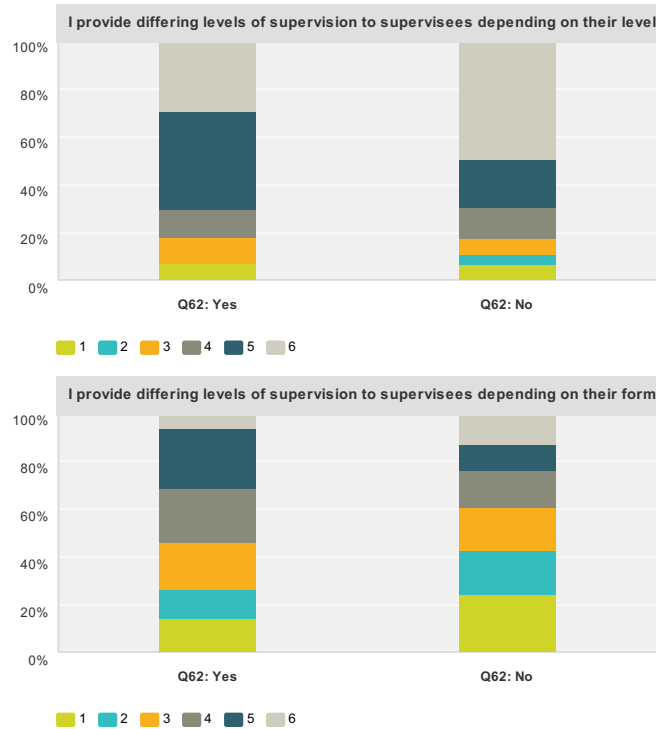


Ensuring excellent client service						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	6.90% 4	24.14% 14	68.97% 40	58
Q62: No	0% 0	0% 0	4.26% 2	19.15% 9	76.60% 36	47
Ensuring that work is being progressed to meet deadlines						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	1.72% 1	37.93% 22	60.34% 35	58
Q62: No	0% 0	0% 0	4.26% 2	23.40% 11	72.34% 34	47
Ensuring accuracy of information being communicated to clients						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	5.17% 3	24.14% 14	70.69% 41	58
Q62: No	0% 0	0% 0	4.26% 2	17.02% 8	78.72% 37	47
Ensuring all communications are polite						
	1	2	3	4	5	Total
Q62: Yes	0% 0	0% 0	10.34% 6	34.48% 20	55.17% 32	58
Q62: No	0% 0	0% 0	6.38% 3	17.02% 8	76.60% 36	47
Ensuring time recording is accurate and up to date						
	1	2	3	4	5	Total
Q62: Yes	1.75% 1	15.79% 9	8.77% 5	36.84% 21	36.84% 21	57
Q62: No	6.38% 3	4.26% 2	17.02% 8	25.53% 12	46.81% 22	47
Ensuring costs are correct (for example, stamp duty)						
	1	2	3	4	5	Total
Q62: Yes	0% 0	1.75% 1	8.77% 5	24.56% 14	64.91% 37	57
Q62: No	8.70% 4	2.17% 1	8.70% 4	21.74% 10	58.70% 27	46

# Supervision Practices Check 2013

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

Answered: 104 Skipped: 102



I provide differing levels of supervision to supervisees depending on their level of practical experience							
	1	2	3	4	5	6	Total
Q62: Yes	7.02% 4	0% 0	10.53% 6	12.28% 7	40.35% 23	29.82% 17	57
Q62: No	6.52% 3	4.35% 2	6.52% 3	13.04% 6	19.57% 9	50% 23	46

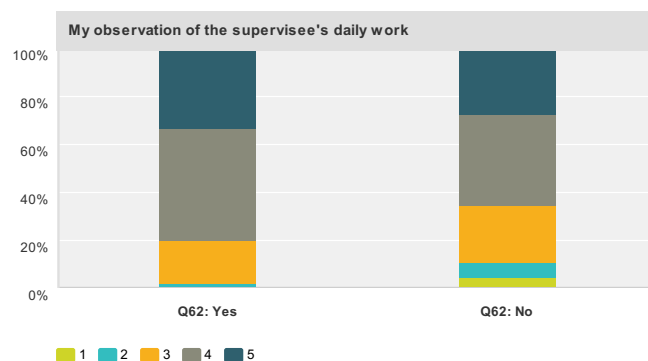
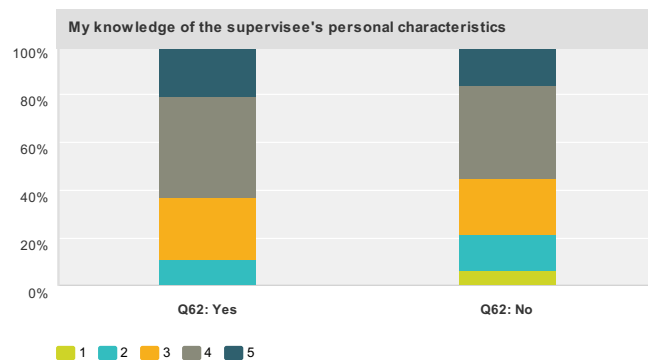
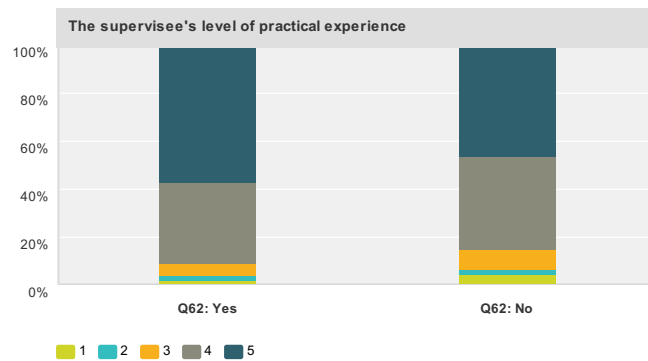
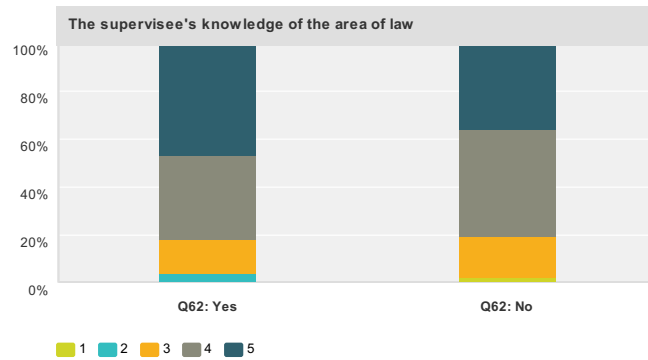
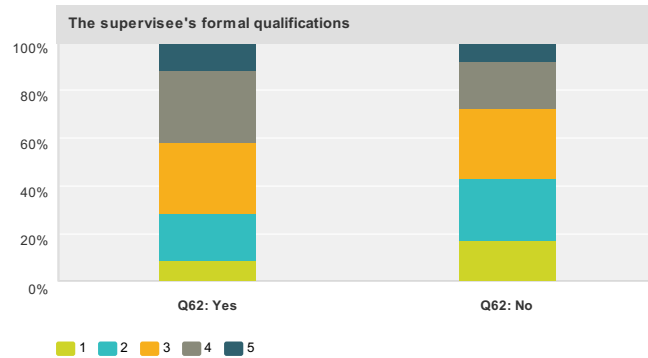
  

I provide differing levels of supervision to supervisees depending on their formal qualifications							
	1	2	3	4	5	6	Total
Q62: Yes	14.04% 8	12.28% 7	19.30% 11	22.81% 13	24.56% 14	7.02% 4	57
Q62: No	24.44% 11	17.78% 8	17.78% 8	15.56% 7	11.11% 5	13.33% 6	45

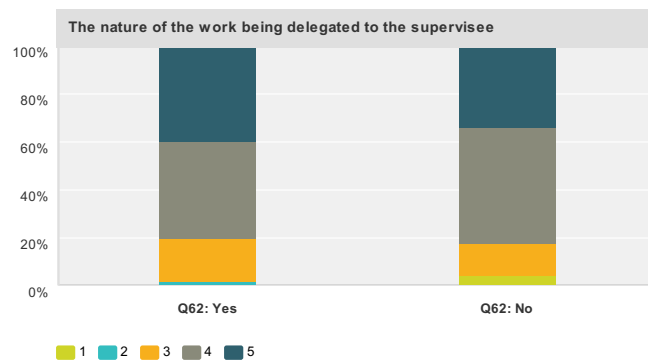
# Supervision Practices Check 2013

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

Answered: 104 Skipped: 102



# Supervision Practices Check 2013

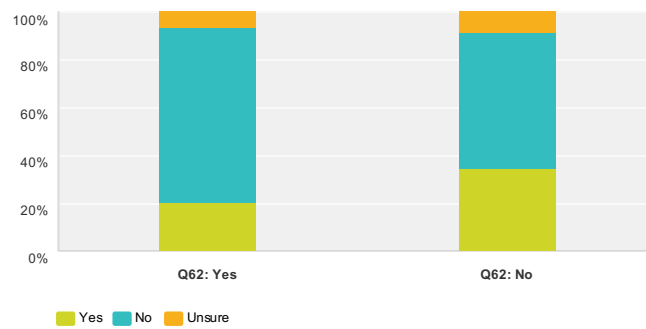


The supervisee's formal qualifications						
	1	2	3	4	5	Total
Q62: Yes	8.77% 5	19.30% 11	29.82% 17	29.82% 17	12.28% 7	57
Q62: No	17.02% 8	25.53% 12	29.79% 14	19.15% 9	8.51% 4	47
The supervisee's knowledge of the area of law						
	1	2	3	4	5	Total
Q62: Yes	0% 0	3.51% 2	14.04% 8	35.09% 20	47.37% 27	57
Q62: No	2.13% 1	0% 0	17.02% 8	44.68% 21	36.17% 17	47
The supervisee's level of practical experience						
	1	2	3	4	5	Total
Q62: Yes	1.79% 1	1.79% 1	5.36% 3	33.93% 19	57.14% 32	56
Q62: No	4.26% 2	2.13% 1	8.51% 4	38.30% 18	46.81% 22	47
My knowledge of the supervisee's personal characteristics						
	1	2	3	4	5	Total
Q62: Yes	0% 0	10.53% 6	26.32% 15	42.11% 24	21.05% 12	57
Q62: No	6.38% 3	14.89% 7	23.40% 11	38.30% 18	17.02% 8	47
My observation of the supervisee's daily work						
	1	2	3	4	5	Total
Q62: Yes	0% 0	1.79% 1	17.86% 10	46.43% 26	33.93% 19	56
Q62: No	4.26% 2	6.38% 3	23.40% 11	38.30% 18	27.66% 13	47
The nature of the work being delegated to the supervisee						
	1	2	3	4	5	Total
Q62: Yes	0% 0	1.75% 1	17.54% 10	40.35% 23	40.35% 23	57
Q62: No	4.26% 2	0% 0	12.77% 6	48.94% 23	34.04% 16	47

# Supervision Practices Check 2013

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

Answered: 105 Skipped: 101

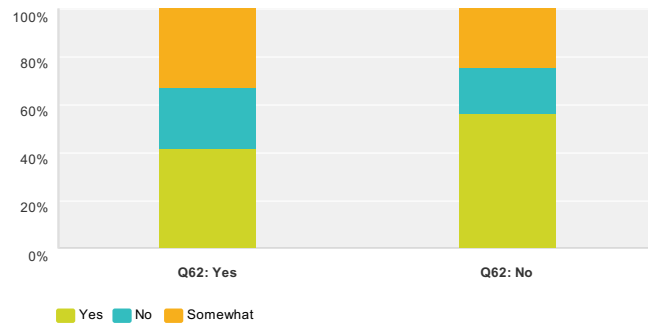


	Yes	No	Unsure	Total
Q62: Yes	20.34% 12	72.88% 43	6.78% 4	59
Q62: No	34.78% 16	56.52% 26	8.70% 4	46
<b>Total Respondents</b>	28	69	8	105

# Supervision Practices Check 2013

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

Answered: 28 Skipped: 178

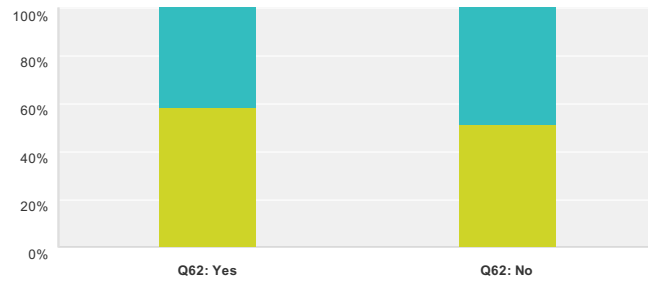


	Yes	No	Somewhat	Total
Q62: Yes	41.67% 5	25% 3	33.33% 4	12
Q62: No	56.25% 9	18.75% 3	25% 4	16
<b>Total Respondents</b>	14	6	8	28
	If they differ, in what ways do they differ?			Total
Q62: Yes				4
Q62: No				6

# Supervision Practices Check 2013

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

Answered: 107 Skipped: 99



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

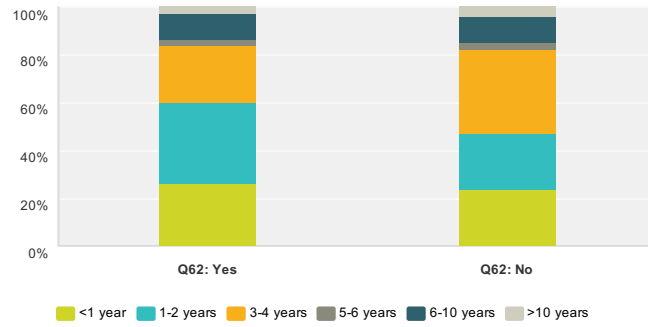
■ I supervise others but am not supervised. This option is for participants who are supervisors or

	I am supervised by others. This option is for (a) participants who are supervisees only and (b) participants who are both supervisors and supervisees	I supervise others but am not supervised. This option is for participants who are supervisors only.	Total
Q62: Yes	58.33% 35	41.67% 25	60
Q62: No	51.06% 24	48.94% 23	47
<b>Total Respondents</b>	59	48	107

# Supervision Practices Check 2013

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

Answered: 158 Skipped: 48

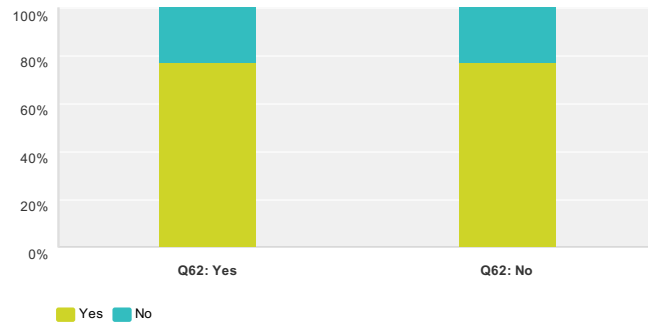


	<1 year	1-2 years	3-4 years	5-6 years	6-10 years	>10 years	Total
Q62: Yes	26.44% 23	33.33% 29	24.14% 21	2.30% 2	10.34% 9	3.45% 3	87
Q62: No	23.94% 17	22.54% 16	35.21% 25	2.82% 2	11.27% 8	4.23% 3	71
Total Respondents	40	45	46	4	17	6	158

# Supervision Practices Check 2013

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

Answered: 158 Skipped: 48

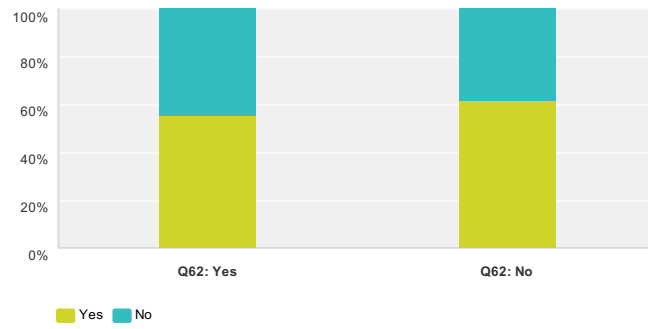


	Yes	No	Total
Q62: Yes	77.01% 67	22.99% 20	87
Q62: No	77.46% 55	22.54% 16	71
Total Respondents	122	36	158

# Supervision Practices Check 2013

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

Answered: 124 Skipped: 82

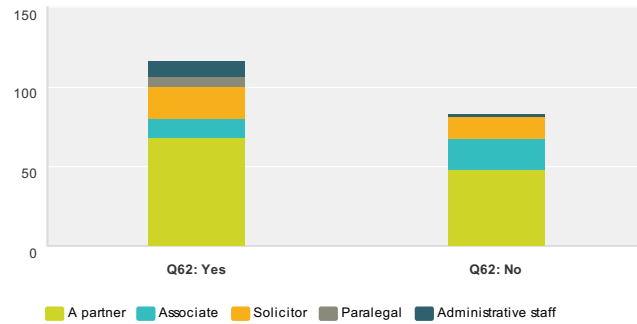


	Yes	No	Total
Q62: Yes	55.07% 38	44.93% 31	69
Q62: No	61.82% 34	38.18% 21	55
<b>Total Respondents</b>	72	52	124
	If yes, please describe the main variations		Total
Q62: Yes	24		24
Q62: No	16		16

# Supervision Practices Check 2013

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

Answered: 144 Skipped: 62

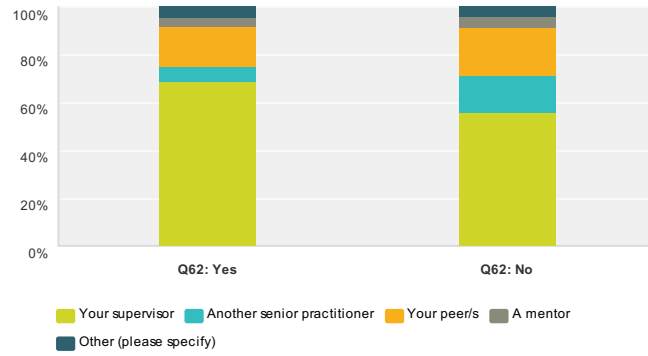


	A partner	Associate	Solicitor	Paralegal	Administrative staff	Total
Q62: Yes	79.07% 68	13.95% 12	23.26% 20	6.98% 6	11.63% 10	116
Q62: No	82.76% 48	32.76% 19	24.14% 14	0% 0	3.45% 2	83
Total Respondents	116	31	34	6	12	144
Other (please specify)					Total	
Q62: Yes					3	3
Q62: No					15	15

# Supervision Practices Check 2013

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

Answered: 157 Skipped: 49

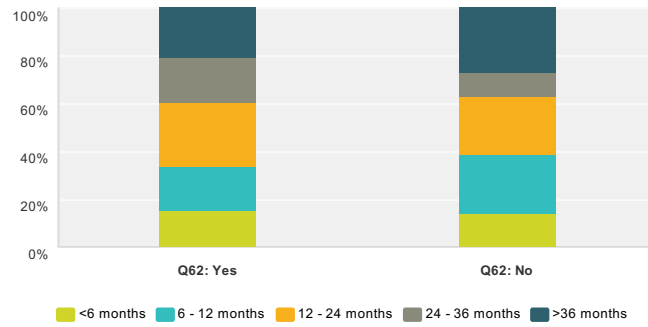


	Your supervisor	Another senior practitioner	Your peer/s	A mentor	Other (please specify)	Total
Q62: Yes	68.97% 60	5.75% 5	17.24% 15	3.45% 3	4.60% 4	87
Q62: No	55.71% 39	15.71% 11	20% 14	4.29% 3	4.29% 3	70
Total Respondents	99	16	29	6	7	157

# Supervision Practices Check 2013

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

Answered: 156 Skipped: 50

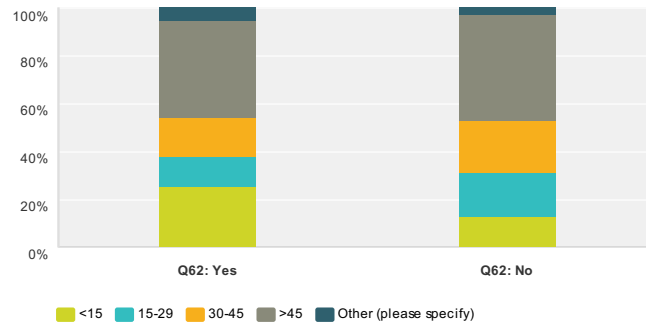


	<6 months	6 - 12 months	12 - 24 months	24 - 36 months	>36 months	Total
Q62: Yes	15.12% 13	18.60% 16	26.74% 23	18.60% 16	20.93% 18	86
Q62: No	14.29% 10	24.29% 17	24.29% 17	10% 7	27.14% 19	70
<b>Total Respondents</b>	23	33	40	23	37	156

# Supervision Practices Check 2013

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

Answered: 157 Skipped: 49

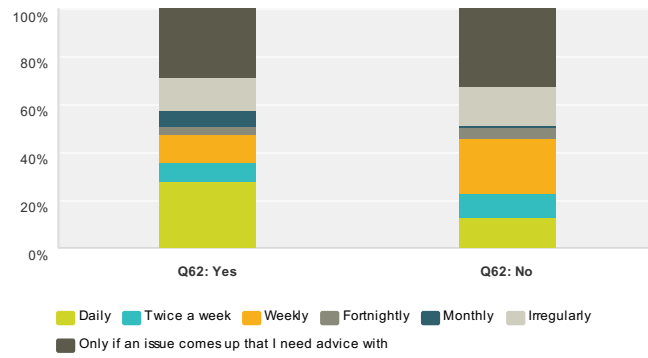


	<15	15-29	30-45	>45	Other (please specify)	Total
Q62: Yes	25.29% 22	12.64% 11	16.09% 14	40.23% 35	5.75% 5	87
Q62: No	12.86% 9	18.57% 13	21.43% 15	44.29% 31	2.86% 2	70
<b>Total Respondents</b>	31	24	29	66	7	157

# Supervision Practices Check 2013

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

Answered: 157 Skipped: 49

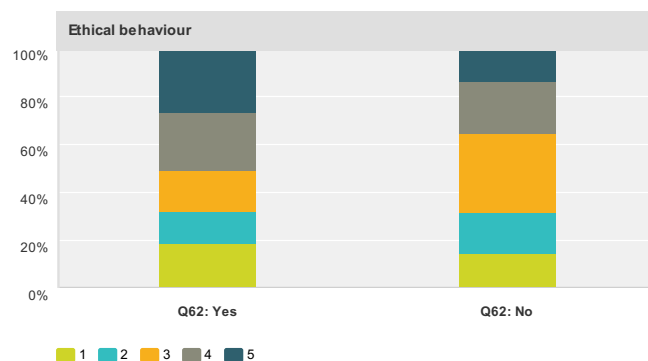
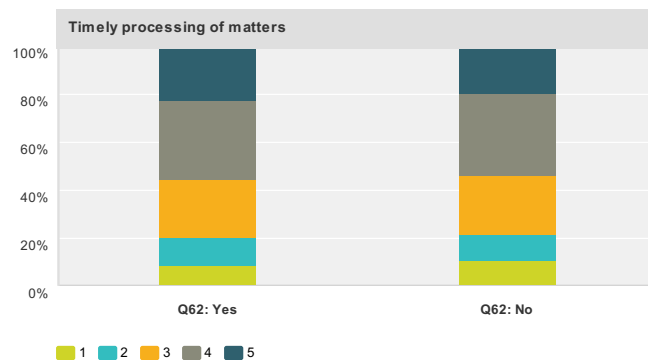
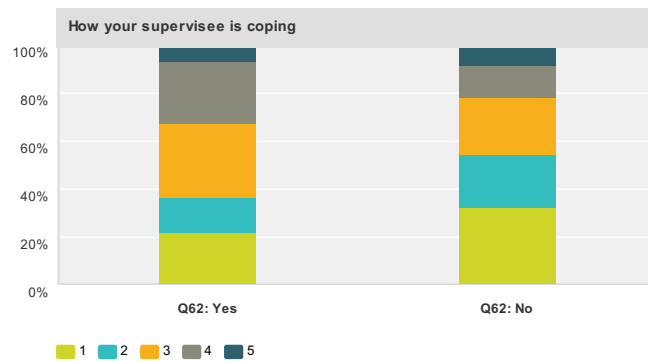
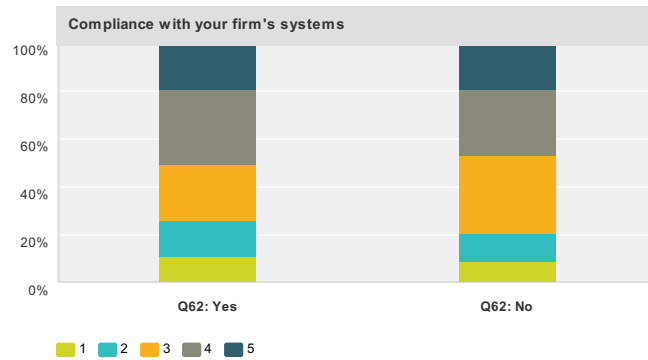
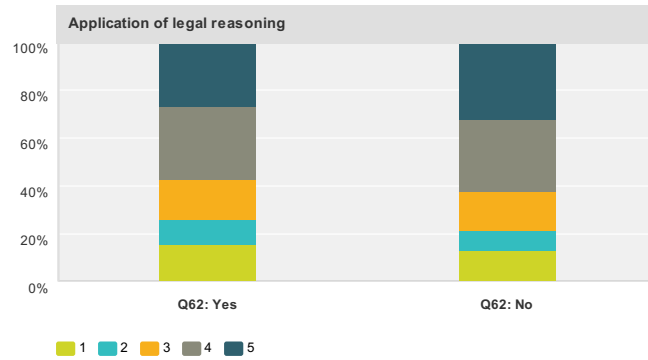


	Daily	Twice a week	Weekly	Fortnightly	Monthly	Irregularly	Only if an issue comes up that I need advice with	Total
Q62: Yes	27.59% 24	8.05% 7	11.49% 10	3.45% 3	6.90% 6	13.79% 12	28.74% 25	87
Q62: No	12.86% 9	10% 7	22.86% 16	4.29% 3	1.43% 1	15.71% 11	32.86% 23	70
Total Respondents	33	14	26	6	7	23	48	157

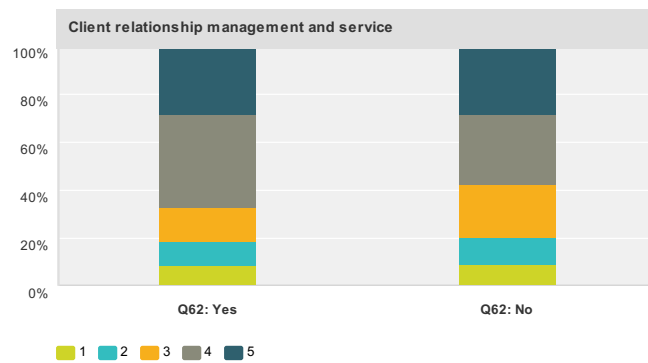
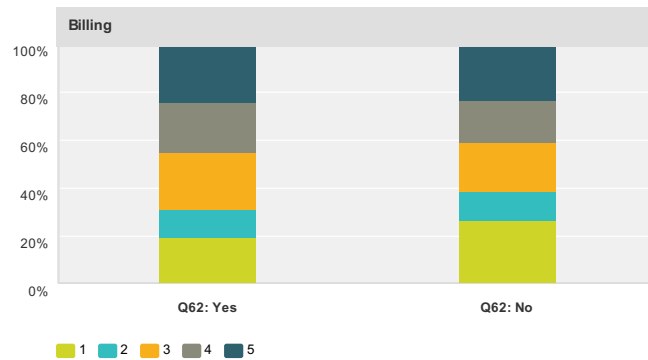
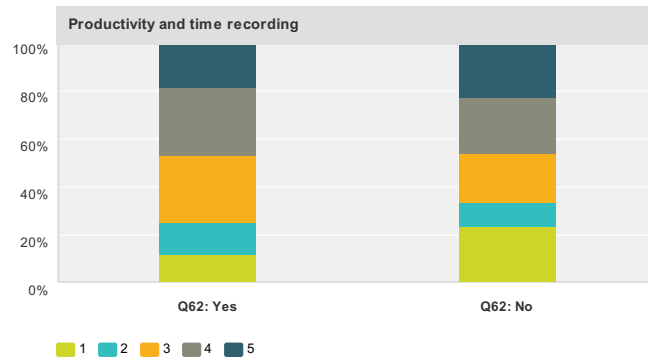
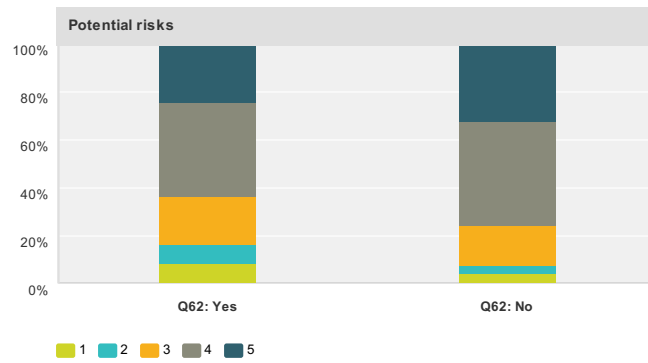
# Supervision Practices Check 2013

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

Answered: 157 Skipped: 49



# Supervision Practices Check 2013



Application of legal reasoning						
	1	2	3	4	5	Total
Q62: Yes	15.29% 13	10.59% 9	16.47% 14	30.59% 26	27.06% 23	85
Q62: No	12.86% 9	8.57% 6	15.71% 11	30% 21	32.86% 23	70
Compliance with your firm's systems						
	1	2	3	4	5	Total
Q62: Yes	10.59% 9	15.29% 13	23.53% 20	30.59% 26	20% 17	85
Q62: No	8.57% 6	11.43% 8	32.86% 23	27.14% 19	20% 14	70
How your supervisee is coping						
	1	2	3	4	5	Total
Q62: Yes	21.69% 18	14.46% 12	31.33% 26	25.30% 21	7.23% 6	83
Q62: No	32.35% 22	22.06% 15	23.53% 16	13.24% 9	8.82% 6	68
Timely processing of matters						
	1	2	3	4	5	Total
Q62: Yes	8.33% 7	11.90% 10	23.81% 20	33.33% 28	22.62% 19	84

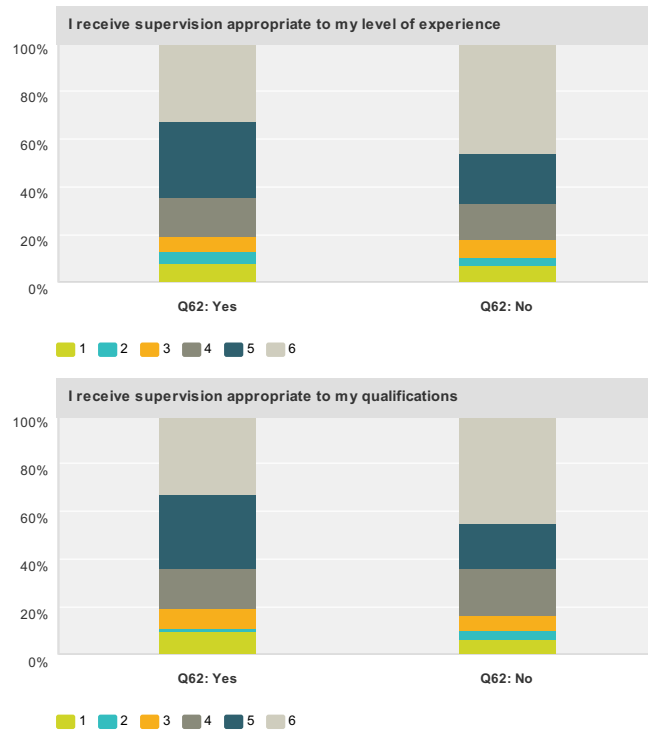
# Supervision Practices Check 2013

Q62: No	10% 7	11.43% 8	24.29% 17	34.29% 24	20% 14	70
<b>Ethical behaviour</b>						
	1	2	3	4	5	Total
Q62: Yes	18.29% 15	13.41% 11	17.07% 14	24.39% 20	26.83% 22	82
Q62: No	14.29% 10	17.14% 12	32.86% 23	21.43% 15	14.29% 10	70
<b>Potential risks</b>						
	1	2	3	4	5	Total
Q62: Yes	8.24% 7	8.24% 7	20% 17	38.82% 33	24.71% 21	85
Q62: No	4.29% 3	2.86% 2	17.14% 12	42.86% 30	32.86% 23	70
<b>Productivity and time recording</b>						
	1	2	3	4	5	Total
Q62: Yes	11.76% 10	12.94% 11	28.24% 24	28.24% 24	18.82% 16	85
Q62: No	23.19% 16	10.14% 7	20.29% 14	23.19% 16	23.19% 16	69
<b>Billing</b>						
	1	2	3	4	5	Total
Q62: Yes	19.05% 16	11.90% 10	23.81% 20	20.24% 17	25% 21	84
Q62: No	26.47% 18	11.76% 8	20.59% 14	17.65% 12	23.53% 16	68
<b>Client relationship management and service</b>						
	1	2	3	4	5	Total
Q62: Yes	8.43% 7	9.64% 8	14.46% 12	38.55% 32	28.92% 24	83
Q62: No	8.70% 6	11.59% 8	21.74% 15	28.99% 20	28.99% 20	69
	Q62: Yes			Q62: No		Total
Other (please specify)	3			0		3

# Supervision Practices Check 2013

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

Answered: 156 Skipped: 50

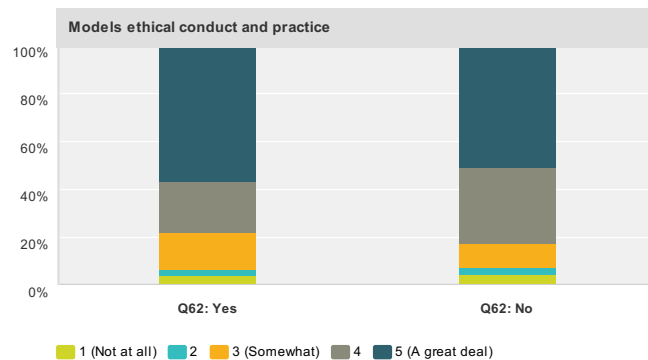
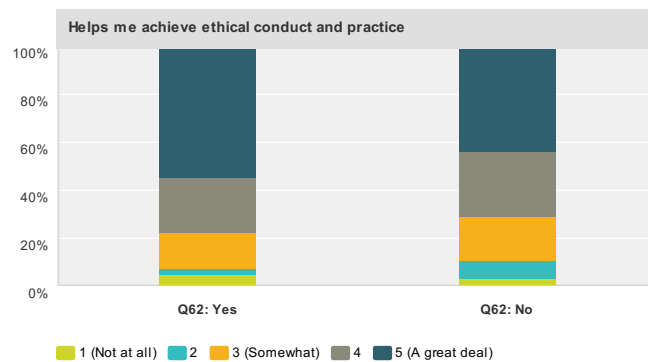
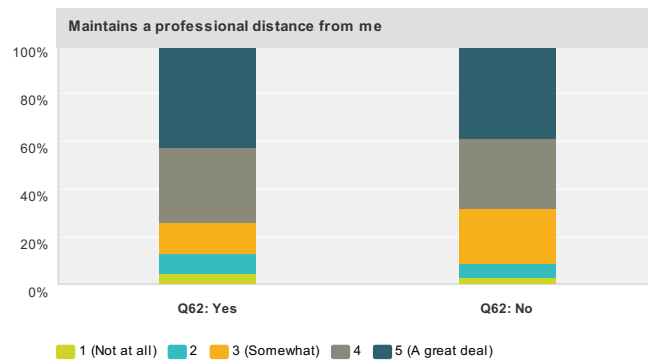
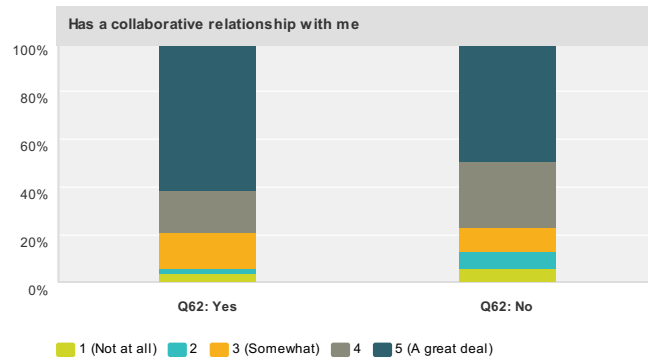
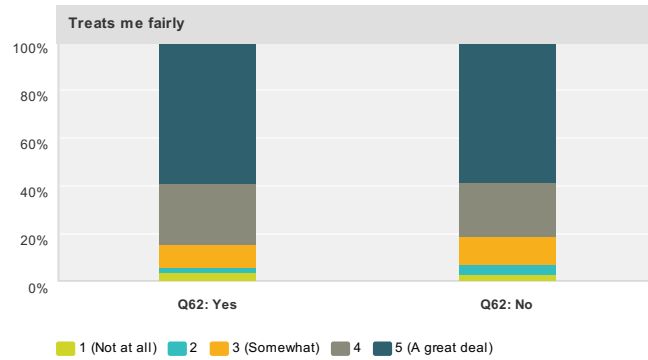


I receive supervision appropriate to my level of experience							
	1	2	3	4	5	6	Total
Q62: Yes	7.59% 6	5.06% 4	6.33% 5	16.46% 13	31.65% 25	32.91% 26	79
Q62: No	7.46% 5	2.99% 2	7.46% 5	14.93% 10	20.90% 14	46.27% 31	67
I receive supervision appropriate to my qualifications							
	1	2	3	4	5	6	Total
Q62: Yes	9.52% 8	1.19% 1	8.33% 7	16.67% 14	30.95% 26	33.33% 28	84
Q62: No	6.45% 4	3.23% 2	6.45% 4	19.35% 12	19.35% 12	45.16% 28	62
	Q62: Yes			Q62: No			Total
Please comment	3			2			5

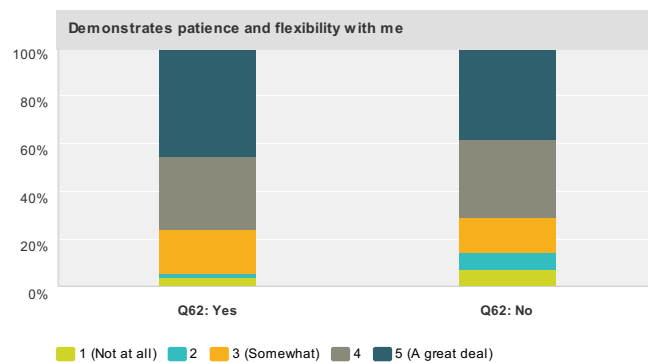
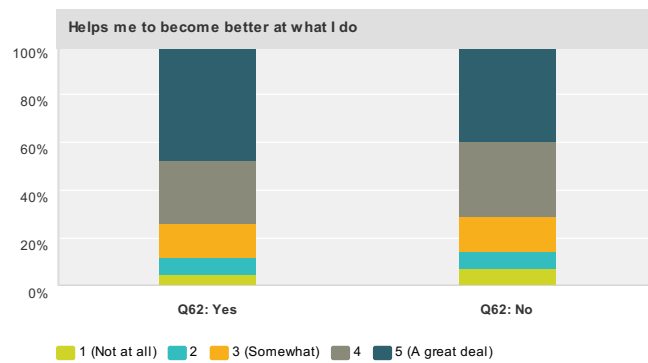
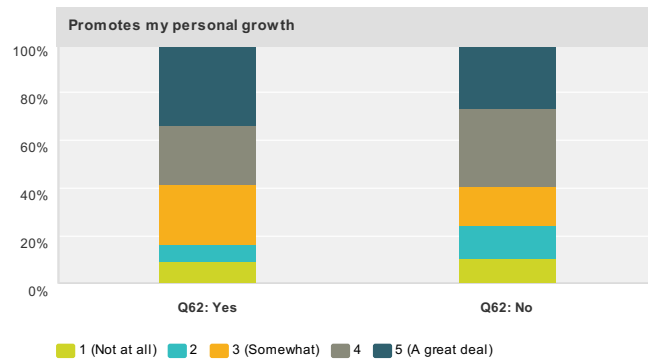
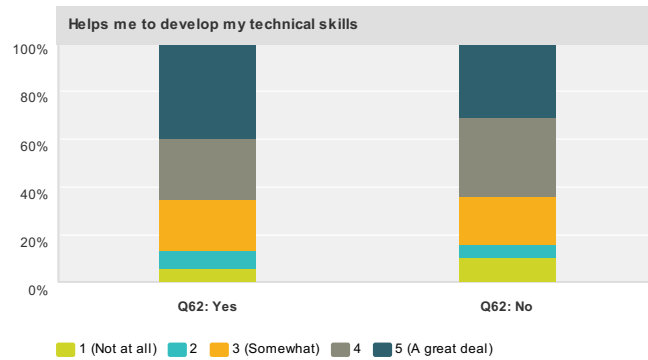
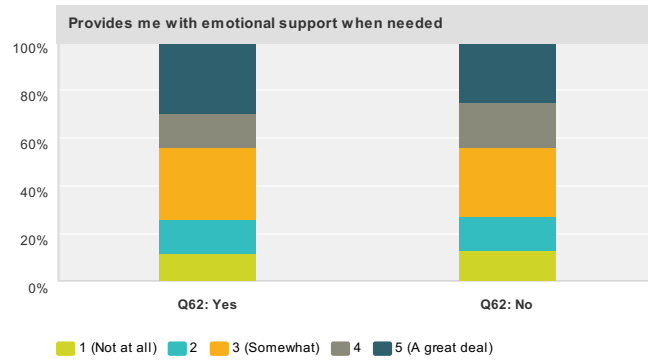
# Supervision Practices Check 2013

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

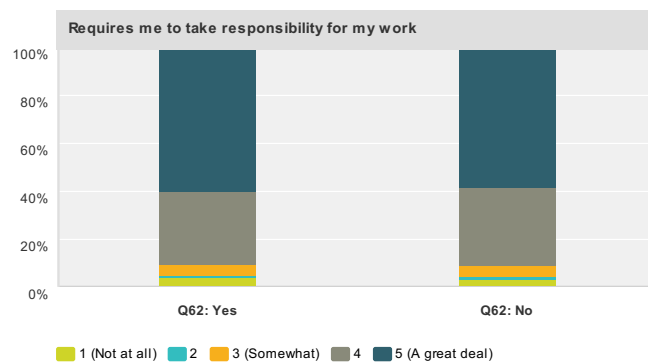
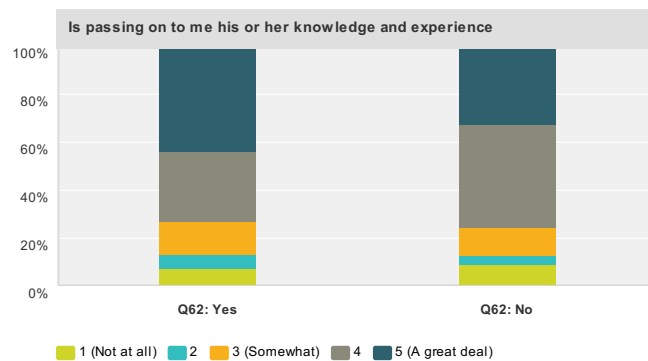
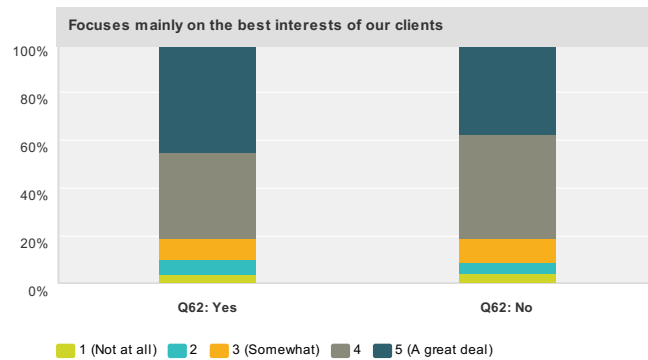
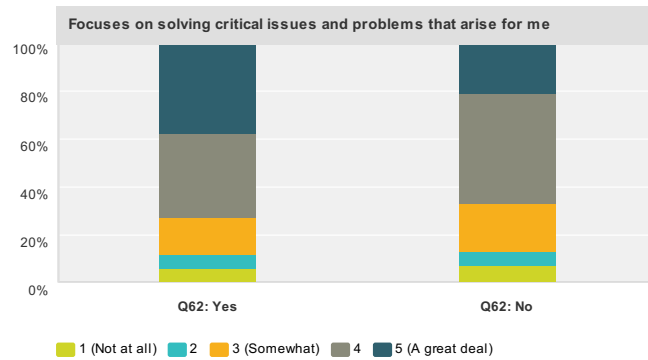
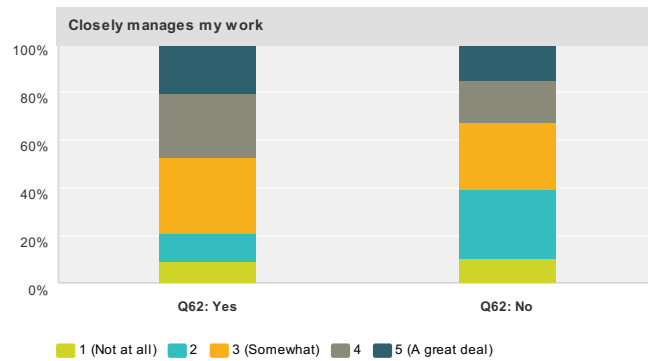
Answered: 156 Skipped: 50



# Supervision Practices Check 2013



# Supervision Practices Check 2013



Treats me fairly						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	3.49% 3	2.33% 2	9.30% 8	25.58% 22	59.30% 51	86
Q62: No	2.86% 2	4.29% 3	11.43% 8	22.86% 16	58.57% 41	70
Has a collaborative relationship with me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total

# Supervision Practices Check 2013

Q62: Yes	3.49% 3	2.33% 2	15.12% 13	17.44% 15	61.63% 53	86
Q62: No	5.71% 4	7.14% 5	10% 7	27.14% 19	50% 35	70
Maintains a professional distance from me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	4.65% 4	8.14% 7	12.79% 11	31.40% 27	43.02% 37	86
Q62: No	2.90% 2	5.80% 4	23.19% 16	28.99% 20	39.13% 27	69
Helps me achieve ethical conduct and practice						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	4.71% 4	2.35% 2	15.29% 13	22.35% 19	55.29% 47	85
Q62: No	2.86% 2	7.14% 5	18.57% 13	27.14% 19	44.29% 31	70
Models ethical conduct and practice						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	3.61% 3	2.41% 2	15.66% 13	21.69% 18	56.63% 47	83
Q62: No	4.29% 3	2.86% 2	10% 7	31.43% 22	51.43% 36	70
Provides me with emotional support when needed						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	11.63% 10	13.95% 12	30.23% 26	13.95% 12	30.23% 26	86
Q62: No	12.86% 9	14.29% 10	28.57% 20	18.57% 13	25.71% 18	70
Helps me to develop my technical skills						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	5.95% 5	7.14% 6	21.43% 18	25% 21	40.48% 34	84
Q62: No	10% 7	5.71% 4	20% 14	32.86% 23	31.43% 22	70
Promotes my personal growth						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	9.41% 8	7.06% 6	24.71% 21	24.71% 21	34.12% 29	85
Q62: No	10% 7	14.29% 10	15.71% 11	32.86% 23	27.14% 19	70
Helps me to become better at what I do						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	4.65% 4	6.98% 6	13.95% 12	26.74% 23	47.67% 41	86
Q62: No	7.14% 5	7.14% 5	14.29% 10	31.43% 22	40% 28	70
Demonstrates patience and flexibility with me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	3.53% 3	2.35% 2	17.65% 15	30.59% 26	45.88% 39	85
Q62: No	7.14% 5	7.14% 5	14.29% 10	32.86% 23	38.57% 27	70
Closely manages my work						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	9.30% 8	11.63% 10	31.40% 27	26.74% 23	20.93% 18	86
Q62: No	10.14% 7	28.99% 20	27.54% 19	17.39% 12	15.94% 11	69
Focuses on solving critical issues and problems that arise for me						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	5.81% 5	5.81% 5	15.12% 13	34.88% 30	38.37% 33	86
Q62: No	7.14% 5	5.71% 4	20% 14	45.71% 32	21.43% 15	70
Focuses mainly on the best interests of our clients						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	3.49% 3	6.98% 6	8.14% 7	36.05% 31	45.35% 39	86
Q62: No	4.35% 3	4.35% 3	10.14% 7	43.48% 30	37.68% 26	69
Is passing on to me his or her knowledge and experience						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	6.98% 6	5.81% 5	13.95% 12	29.07% 25	44.19% 38	86
Q62: No	8.57% 6	4.29% 3	11.43% 8	42.86% 30	32.86% 23	70
Requires me to take responsibility for my work						
	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Total
Q62: Yes	3.49% 3	1.16% 1	4.65% 4	30.23% 26	60.47% 52	86

Supervision Practices Check 2013

Q62: No	2.86% 2	1.43% 1	4.29% 3	32.86% 23	58.57% 41	70
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# Supervision Practices Check 2013

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

Answered: 78 Skipped: 128

	What would you like more of from your supervisor, and why?	Total
Q62: Yes	100% 43	43
Q62: No	100% 35	35
Total Respondents	78	78

# Supervision Practices Check 2013

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

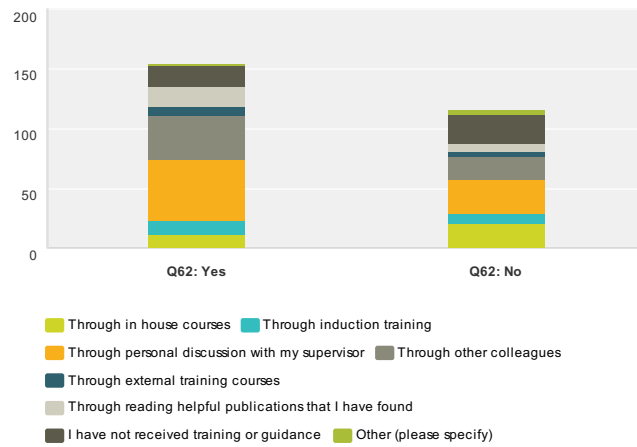
Answered: 49 Skipped: 157

	What would you like less of from your supervisor, and why?	Total
Q62: Yes	100% 22	22
Q62: No	100% 27	27
Total Respondents	49	49

# Supervision Practices Check 2013

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

Answered: 150 Skipped: 56



	Through in house courses	Through induction training	Through personal discussion with my supervisor	Through other colleagues	Through external training courses	Through reading helpful publications that I have found	I have not received training or guidance	Other (please specify)	Total
Q62: Yes	13.10% 11	14.29% 12	59.52% 50	44.05% 37	9.52% 8	19.05% 16	21.43% 18	1.19% 1	153
Q62: No	30.30% 20	13.64% 9	42.42% 28	28.79% 19	6.06% 4	10.61% 7	36.36% 24	6.06% 4	115
<b>Total Respondents</b>	31	21	78	56	12	23	42	5	150

# Supervision Practices Check 2013

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

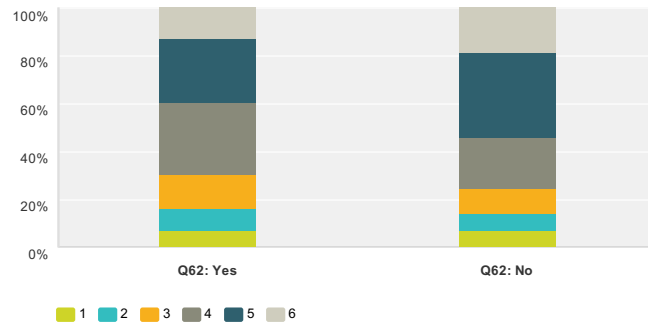
Answered: 40 Skipped: 166

	What further training and guidance on working with your supervisor would you find helpful?	Total
Q62: Yes	100% 22	22
Q62: No	100% 18	18
Total Respondents	40	40

# Supervision Practices Check 2013

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

Answered: 156 Skipped: 50



	1	2	3	4	5	6	Total
Q62: Yes	6.98% 6	9.30% 8	13.95% 12	30.23% 26	26.74% 23	12.79% 11	86
Q62: No	7.14% 5	7.14% 5	10% 7	21.43% 15	35.71% 25	18.57% 13	70
Total Respondents	11	13	19	41	48	24	156

# Supervision Practices Check 2013

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

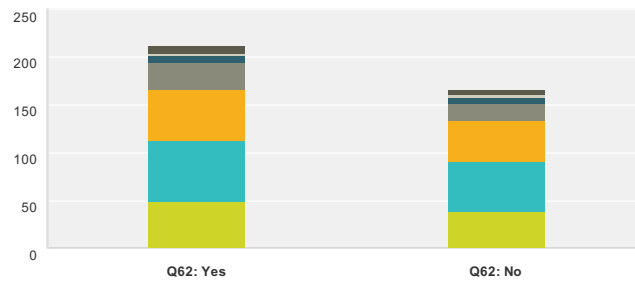
Answered: 98 Skipped: 108

	If you have a disagreement with your supervisor, how is it addressed?	Total
Q62: Yes	100% 50	50
Q62: No	100% 48	48
Total Respondents	98	98

# Supervision Practices Check 2013

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

Answered: 152 Skipped: 54



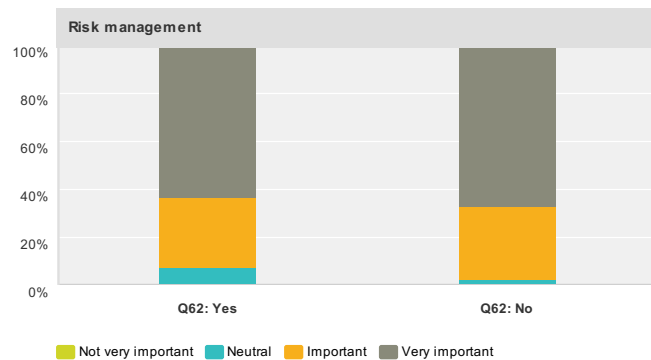
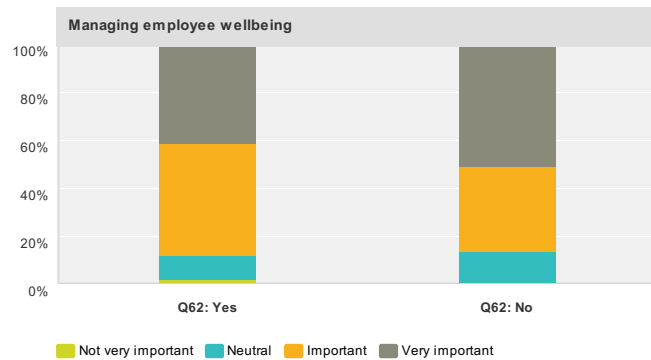
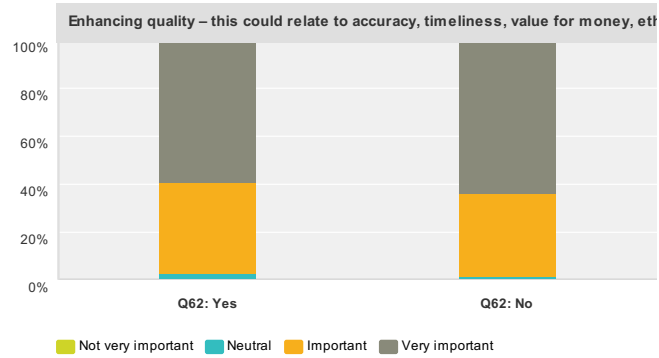
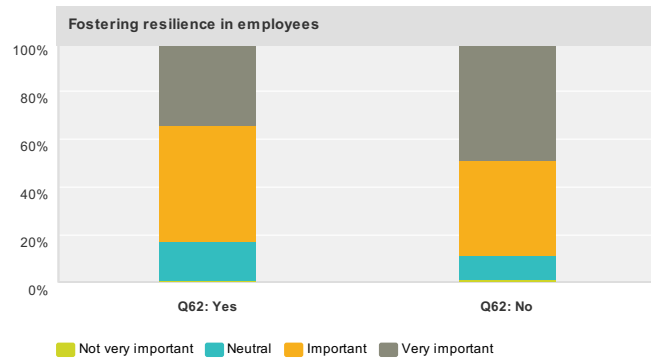
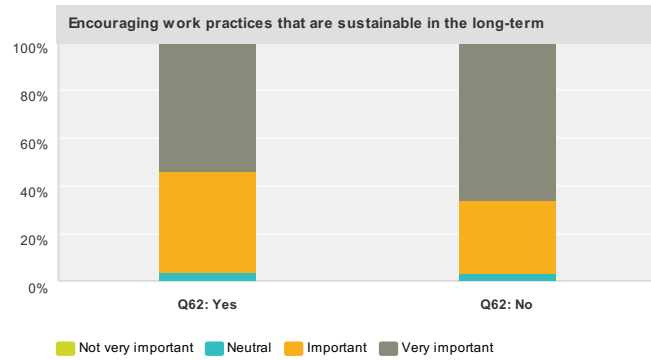
- rectifies the problem and avoids consequences for the client and our practice
- supports me in my attempts to rectify the problem
- turns it into a learning experience for me
- is tolerant of my making mistakes once but not a second time
- is quite unforgiving if I make serious mistakes
- would not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

	rectifies the problem and avoids consequences for the client and our practice	supports me in my attempts to rectify the problem	turns it into a learning experience for me	is tolerant of my making mistakes once but not a second time	is quite unforgiving if I make serious mistakes	would not tolerate my making mistakes and so if I do I try to rectify them myself	quickly loses faith in my skills	Total
Q62: Yes	59.04% 49	75.90% 63	65.06% 54	32.53% 27	8.43% 7	3.61% 3	8.43% 7	210
Q62: No	55.07% 38	76.81% 53	60.87% 42	26.09% 18	8.70% 6	5.80% 4	7.25% 5	166
<b>Total Respondents</b>	87	116	96	45	13	7	12	152
Other (please specify)								Total
Q62: Yes							3	3
Q62: No							1	1

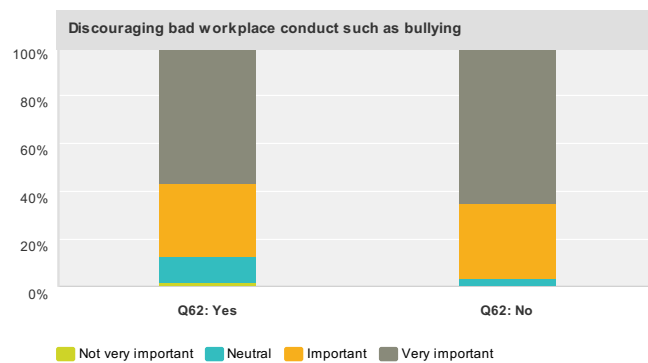
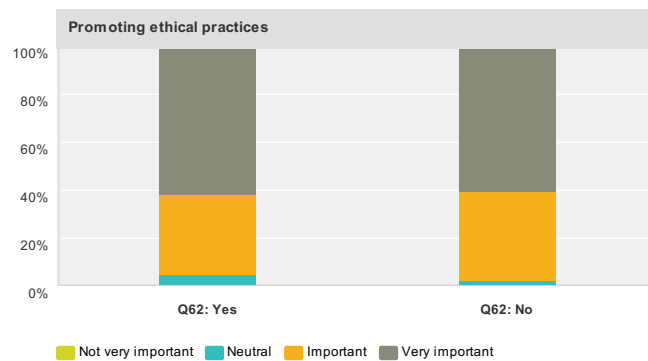
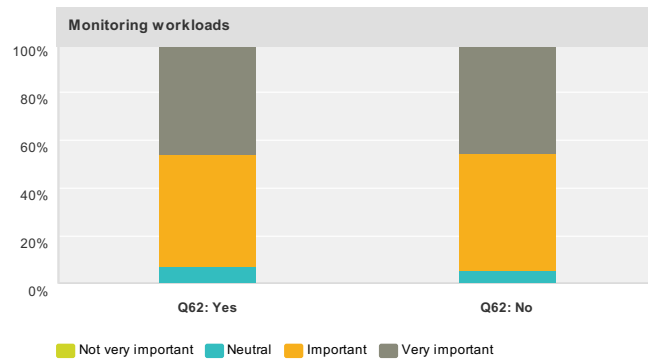
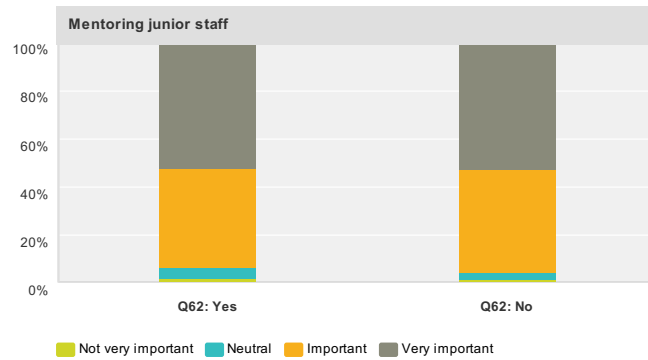
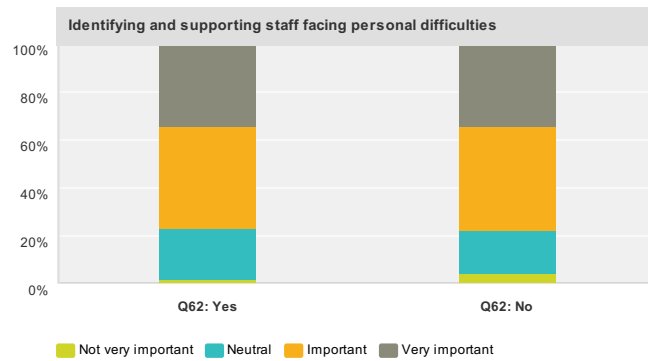
# Supervision Practices Check 2013

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

Answered: 202 Skipped: 4



# Supervision Practices Check 2013



Encouraging work practices that are sustainable in the long-term					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	0.92% 1	2.75% 3	42.20% 46	54.13% 59	109
Q62: No	0% 0	3.26% 3	30.43% 28	66.30% 61	92
Fostering resilience in employees					
	Not very important	Neutral	Important	Very important	Total

# Supervision Practices Check 2013

Q62: Yes	0.91% 1	16.36% 18	48.18% 53	34.55% 38	110
Q62: No	1.10% 1	9.89% 9	39.56% 36	49.45% 45	91
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	0.92% 1	1.83% 2	37.61% 41	59.63% 65	109
Q62: No	0% 0	1.09% 1	34.78% 32	64.13% 59	92
Managing employee wellbeing					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	1.82% 2	10% 11	46.36% 51	41.82% 46	110
Q62: No	0% 0	13.04% 12	35.87% 33	51.09% 47	92
Risk management					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	0.91% 1	6.36% 7	29.09% 32	63.64% 70	110
Q62: No	0% 0	2.17% 2	30.43% 28	67.39% 62	92
Identifying and supporting staff facing personal difficulties					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	1.83% 2	21.10% 23	42.20% 46	34.86% 38	109
Q62: No	4.35% 4	17.39% 16	43.48% 40	34.78% 32	92
Mentoring junior staff					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	1.82% 2	4.55% 5	40.91% 45	52.73% 58	110
Q62: No	1.09% 1	3.26% 3	42.39% 39	53.26% 49	92
Monitoring workloads					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	0.91% 1	6.36% 7	46.36% 51	46.36% 51	110
Q62: No	0% 0	5.43% 5	48.91% 45	45.65% 42	92
Promoting ethical practices					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	0.92% 1	3.67% 4	33.03% 36	62.39% 68	109
Q62: No	0% 0	2.17% 2	36.96% 34	60.87% 56	92
Discouraging bad workplace conduct such as bullying					
	Not very important	Neutral	Important	Very important	Total
Q62: Yes	1.82% 2	10.91% 12	30% 33	57.27% 63	110
Q62: No	0% 0	3.26% 3	31.52% 29	65.22% 60	92
	Q62: Yes		Q62: No		Total
Please describe if your organization has other aims for supervision	6		7		13

# Supervision Practices Check 2013

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

Answered: 200 Skipped: 6

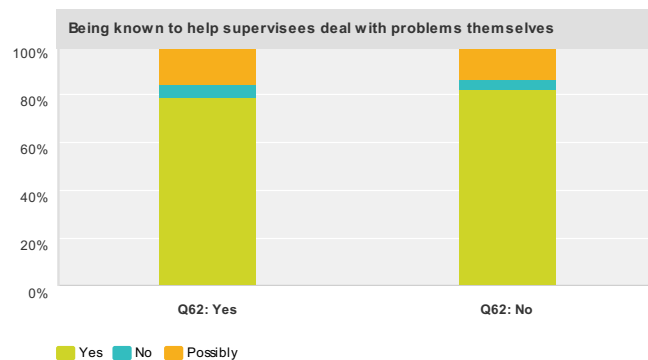
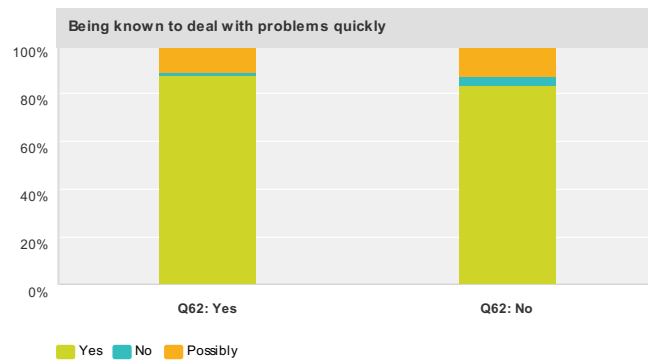
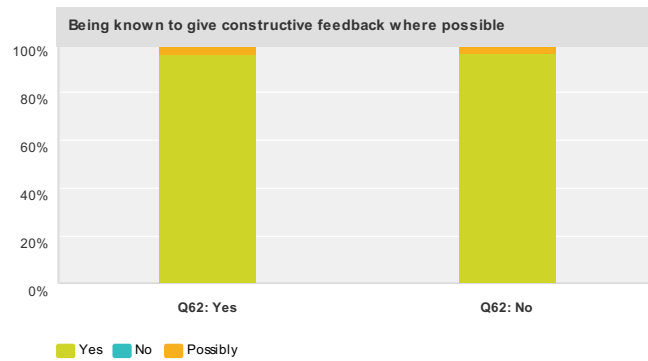
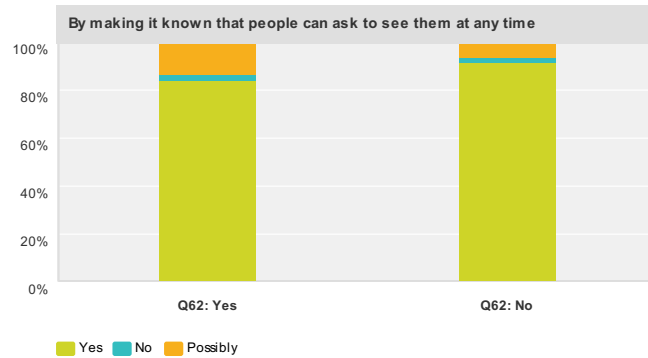
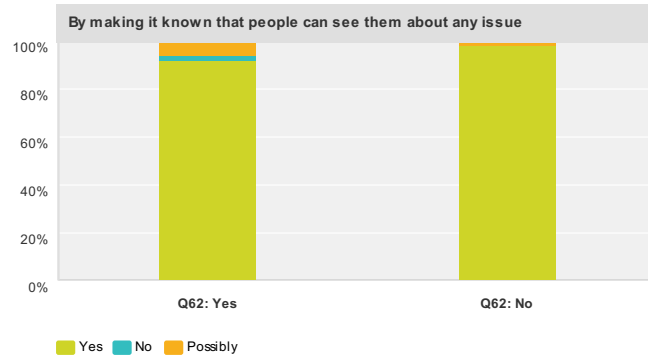


In formal, structured and planned situations, such as regular meetings			
	Yes	No	Total
Q62: Yes	77.45% 79	22.55% 23	102
Q62: No	55.17% 48	44.83% 39	87
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)			
	Yes	No	Total
Q62: Yes	63.37% 64	36.63% 37	101
Q62: No	70.33% 64	29.67% 27	91
	Q62: Yes	Q62: No	Total
Other (please specify)	8	3	11

# Supervision Practices Check 2013

## Q55 How can supervisors ensure they are approachable?

Answered: 202 Skipped: 4



By making it known that people can see them about any issue				
	Yes	No	Possibly	Total

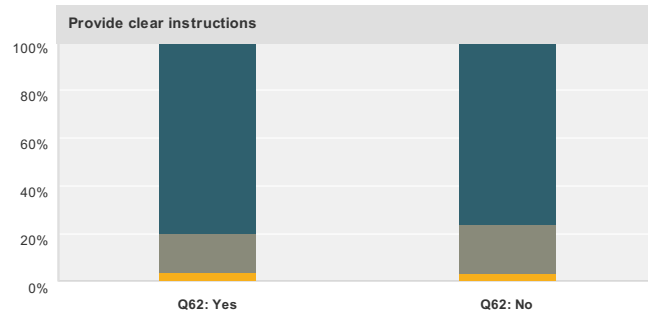
# Supervision Practices Check 2013

Q62: Yes	91.82% 101	1.82% 2	6.36% 7	110
Q62: No	97.83% 90	0% 0	2.17% 2	92
By making it known that people can ask to see them at any time				
	Yes	No	Possibly	Total
Q62: Yes	83.64% 92	2.73% 3	13.64% 15	110
Q62: No	91.21% 83	2.20% 2	6.59% 6	91
Being known to give constructive feedback where possible				
	Yes	No	Possibly	Total
Q62: Yes	95.45% 105	0% 0	4.55% 5	110
Q62: No	95.65% 88	0% 0	4.35% 4	92
Being known to deal with problems quickly				
	Yes	No	Possibly	Total
Q62: Yes	87.27% 96	0.91% 1	11.82% 13	110
Q62: No	82.61% 76	4.35% 4	13.04% 12	92
Being known to help supervisees deal with problems themselves				
	Yes	No	Possibly	Total
Q62: Yes	77.98% 85	5.50% 6	16.51% 18	109
Q62: No	81.52% 75	4.35% 4	14.13% 13	92
	Q62: Yes	Q62: No	Total	
Other (please specify)	6	6	12	

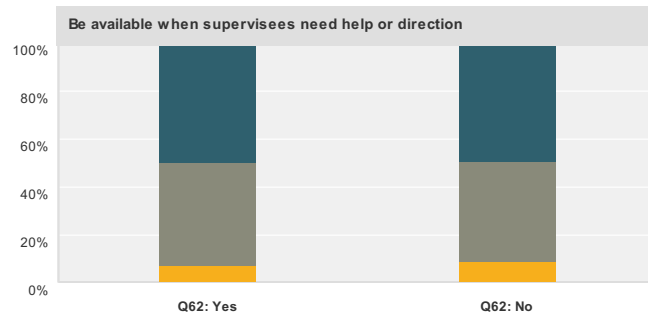
# Supervision Practices Check 2013

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

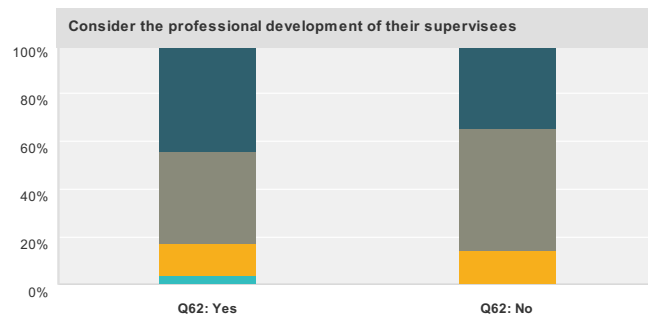
Answered: 203 Skipped: 3



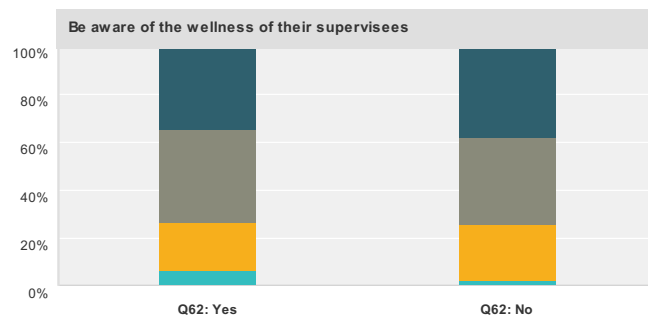
1 (unimportant) 2 3 (moderately important) 4 5 (very important)



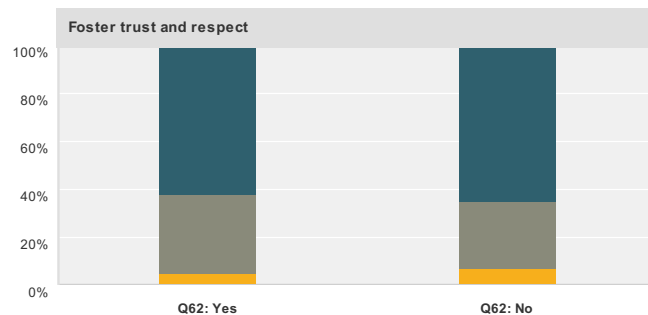
1 (unimportant) 2 3 (moderately important) 4 5 (very important)



1 (unimportant) 2 3 (moderately important) 4 5 (very important)

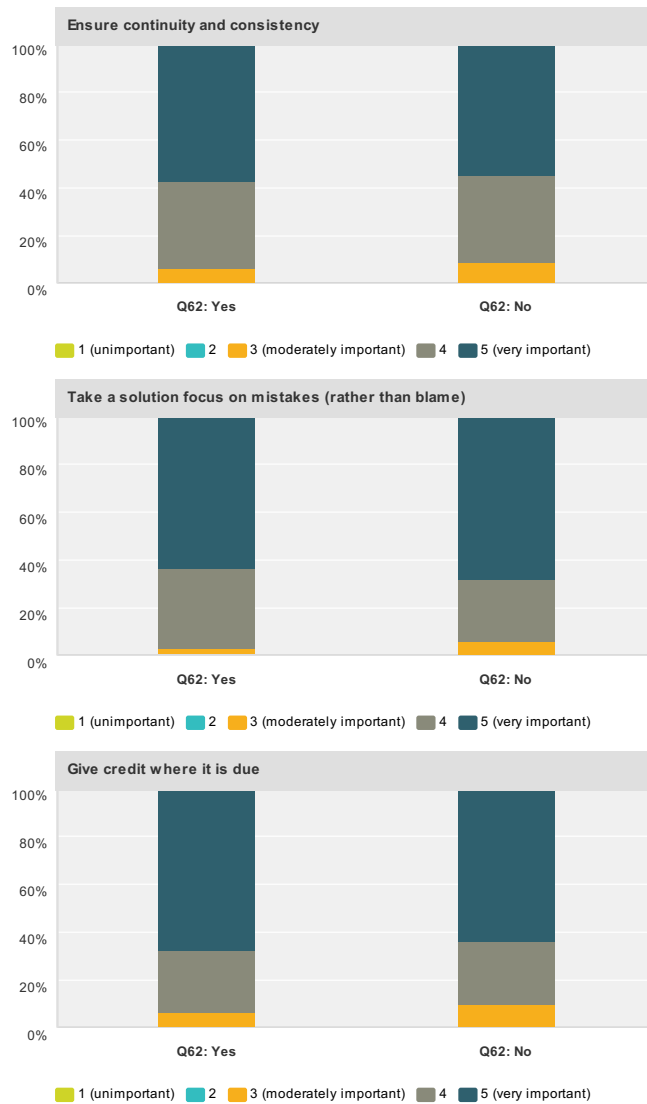


1 (unimportant) 2 3 (moderately important) 4 5 (very important)



1 (unimportant) 2 3 (moderately important) 4 5 (very important)

# Supervision Practices Check 2013



Provide clear instructions						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	2.70% 3	16.22% 18	80.18% 89	111
Q62: No	0% 0	0% 0	3.26% 3	20.65% 19	76.09% 70	92
Be available when supervisees need help or direction						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	6.31% 7	42.34% 47	50.45% 56	111
Q62: No	0% 0	0% 0	8.70% 8	41.30% 38	50% 46	92
Consider the professional development of their supervisees						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.91% 1	2.73% 3	13.64% 15	38.18% 42	44.55% 49	110
Q62: No	0% 0	0% 0	14.29% 13	50.55% 46	35.16% 32	91
Be aware of the wellness of their supervisees						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.91% 1	5.45% 6	20% 22	39.09% 43	34.55% 38	110
Q62: No	0% 0	2.17% 2	22.83% 21	36.96% 34	38.04% 35	92
Foster trust and respect						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	3.60% 4	33.33% 37	62.16% 69	111
Q62: No	0% 0	0% 0	6.52% 6	28.26% 26	65.22% 60	92
Ensure continuity and consistency						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	5.41% 6	36.04% 40	57.66% 64	111
Q62: No	0% 0	0% 0	8.70% 8	35.87% 33	55.43% 51	92
Take a solution focus on mistakes (rather than blame)						

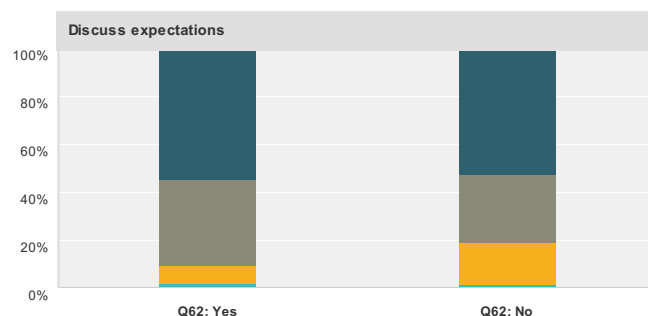
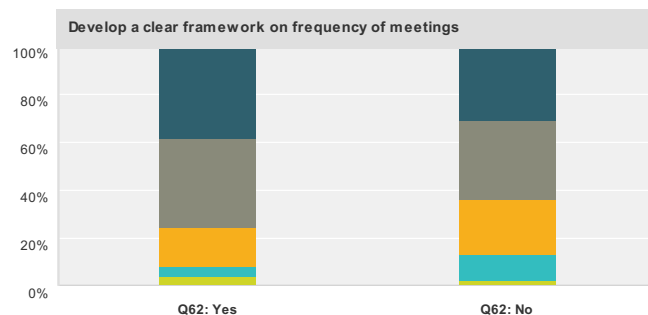
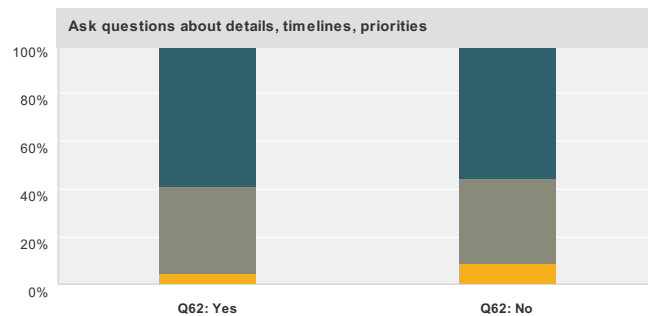
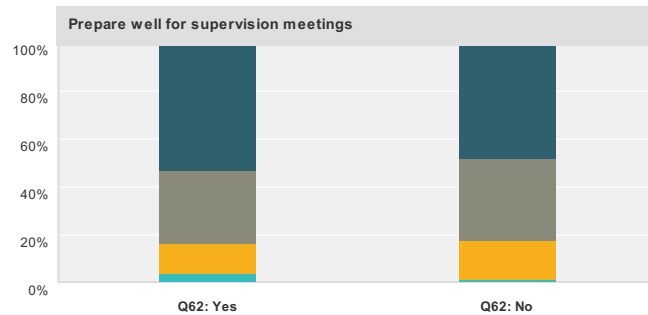
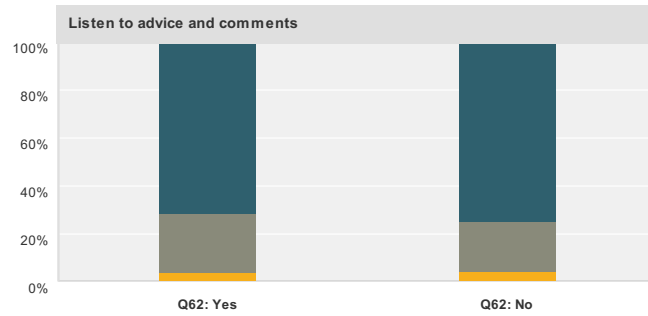
# Supervision Practices Check 2013

	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	1.80% 2	33.33% 37	63.96% 71	111
Q62: No	0% 0	0% 0	5.49% 5	26.37% 24	68.13% 62	91
Give credit where it is due						
	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Total
Q62: Yes	0.90% 1	0% 0	5.41% 6	26.13% 29	67.57% 75	111
Q62: No	0% 0	0% 0	9.78% 9	26.09% 24	64.13% 59	92
	Q62: Yes		Q62: No		Total	
Other (please specify)	4		5		9	

# Supervision Practices Check 2013

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

Answered: 204 Skipped: 2



Listen to advice and comments						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total

# Supervision Practices Check 2013

Q62: Yes	0.91% 1	0% 0	2.73% 3	24.55% 27	71.82% 79	110
Q62: No	0% 0	0% 0	4.30% 4	20.43% 19	75.27% 70	93
Prepare well for supervision meetings						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q62: Yes	0.90% 1	2.70% 3	12.61% 14	30.63% 34	53.15% 59	111
Q62: No	0% 0	1.08% 1	16.13% 15	34.41% 32	48.39% 45	93
Ask questions about details, timelines, priorities						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q62: Yes	0.91% 1	0% 0	3.64% 4	36.36% 40	59.09% 65	110
Q62: No	0% 0	0% 0	8.60% 8	35.48% 33	55.91% 52	93
Develop a clear framework on frequency of meetings						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q62: Yes	3.60% 4	4.50% 5	16.22% 18	36.94% 41	38.74% 43	111
Q62: No	2.15% 2	10.75% 10	22.58% 21	33.33% 31	31.18% 29	93
Discuss expectations						
	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Total
Q62: Yes	0.90% 1	0.90% 1	7.21% 8	36.04% 40	54.95% 61	111
Q62: No	0% 0	1.10% 1	17.58% 16	28.57% 26	52.75% 48	91
	Q62: Yes			Q62: No		Total
Other (please specify)	6			5		11

# Supervision Practices Check 2013

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

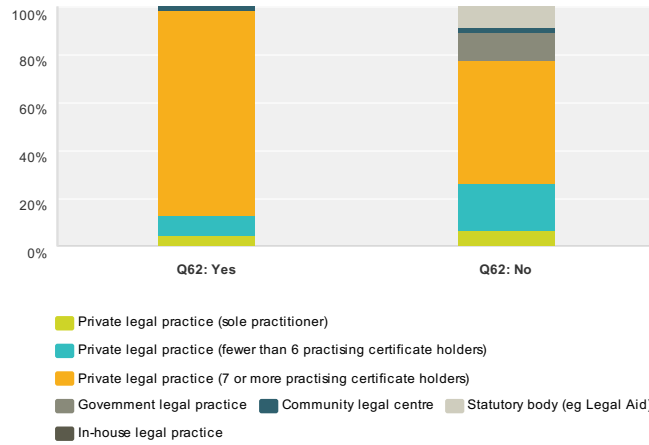
Answered: 97 Skipped: 109

	What advice would you give to a new colleague about how to make the supervision relationship as productive as possible?	Total
Q62: Yes	100% 50	50
Q62: No	100% 47	47
Total Respondents	97	97

# Supervision Practices Check 2013

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

Answered: 203 Skipped: 3

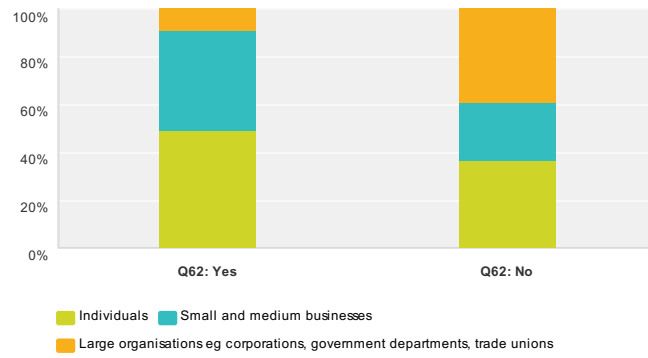


	Private legal practice (sole practitioner)	Private legal practice (fewer than 6 practising certificate holders)	Private legal practice (7 or more practising certificate holders)	Government legal practice	Community legal centre	Statutory body (eg Legal Aid)	In-house legal practice	Total
Q62: Yes	4.50% 5	8.11% 9	85.59% 95	0% 0	1.80% 2	0% 0	0% 0	111
Q62: No	6.52% 6	19.57% 18	51.09% 47	11.96% 11	2.17% 2	8.70% 8	0% 0	92
<b>Total Respondents</b>	11	27	142	11	4	8	0	203
Other (please specify)								<b>Total</b>
Q62: Yes							1	1
Q62: No							3	3

# Supervision Practices Check 2013

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

Answered: 182 Skipped: 24

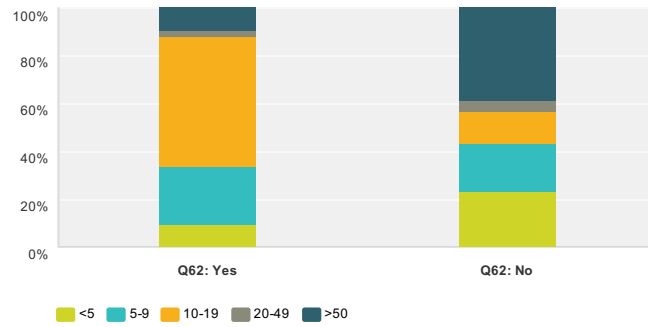


	Individuals	Small and medium businesses	Large organisations eg corporations, government departments, trade unions	Total
Q62: Yes	49.07% 53	41.67% 45	9.26% 10	108
Q62: No	36.49% 27	24.32% 18	39.19% 29	74
<b>Total Respondents</b>	80	63	39	182
Other (please specify)				Total
Q62: Yes				1
Q62: No				2

# Supervision Practices Check 2013

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

Answered: 202 Skipped: 4

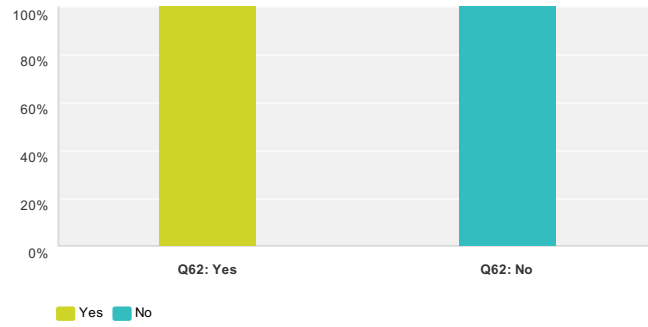


	<5	5-9	10-19	20-49	>50	Total
Q62: Yes	9.82% 11	24.11% 27	53.57% 60	2.68% 3	9.82% 11	112
Q62: No	23.33% 21	20% 18	13.33% 12	4.44% 4	38.89% 35	90
Total Respondents	32	45	72	7	46	202

# Supervision Practices Check 2013

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

Answered: 206 Skipped: 0

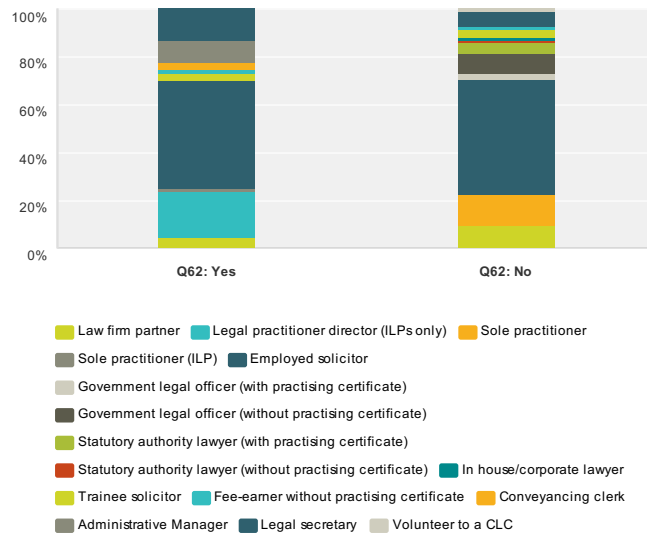


	Yes	No	Total
Q62: Yes	100% 112	0% 0	112
Q62: No	0% 0	100% 94	94
Total Respondents	112	94	206

# Supervision Practices Check 2013

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

Answered: 197 Skipped: 9

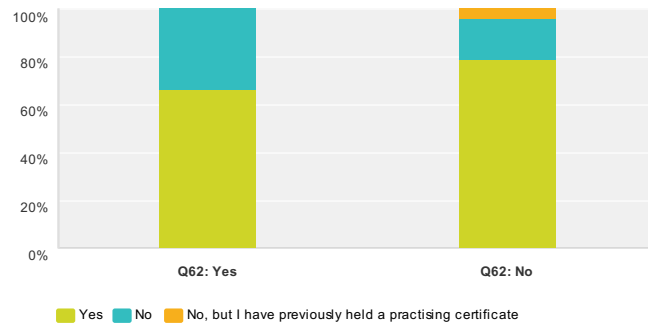


	Law firm partner	Legal practitioner director (ILPs only)	Sole practitioner	Sole practitioner (ILP)	Employed solicitor	Government legal officer (with practising certificate)	Government legal officer (without practising certificate)	Statutory authority lawyer (with practising certificate)	Statutory authority lawyer (without practising certificate)	In house/corporate lawyer	Trainee solicitor	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager
Q62: Yes	4.72% 5	18.87% 20	0% 0	0.94% 1	45.28% 48	0% 0	0% 0	0% 0	0% 0	0% 0	2.83% 3	1.89% 2	2.83% 3	
Q62: No	9.89% 9	0% 0	12.09% 11	0% 0	48.35% 44	2.20% 2	8.79% 8	4.40% 4	1.10% 1	1.10% 1	3.30% 3	1.10% 1	0% 0	
<b>Total Respondents</b>	14	20	11	1	92	2	8	4	1	1	6	3	3	10
Other (please specify)												Total		
Q62: Yes											5	5		
Q62: No											3	3		

# Supervision Practices Check 2013

## Q64 Do you have a current practising certificate?

Answered: 206 Skipped: 0

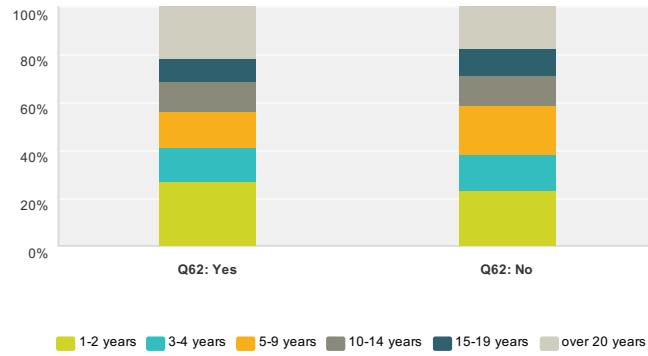


	Yes	No	No, but I have previously held a practising certificate	Total
Q62: Yes	66.07% 74	33.93% 38	0% 0	112
Q62: No	78.72% 74	17.02% 16	4.26% 4	94
Total Respondents	148	54	4	206

# Supervision Practices Check 2013

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

Answered: 146 Skipped: 60

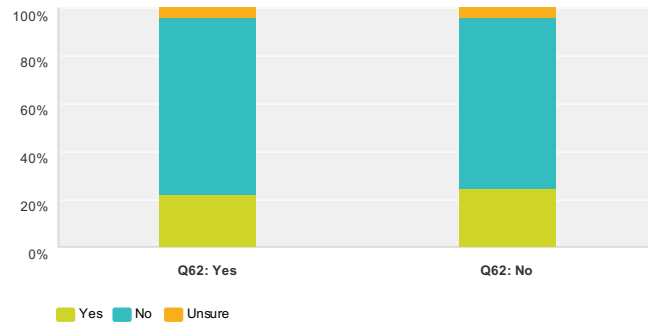


	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	over 20 years	Total
Q62: Yes	27.40% 20	13.70% 10	15.07% 11	12.33% 9	9.59% 7	21.92% 16	73
Q62: No	23.29% 17	15.07% 11	20.55% 15	12.33% 9	10.96% 8	17.81% 13	73
Total Respondents	37	21	26	18	15	29	146

# Supervision Practices Check 2013

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

Answered: 145 Skipped: 61

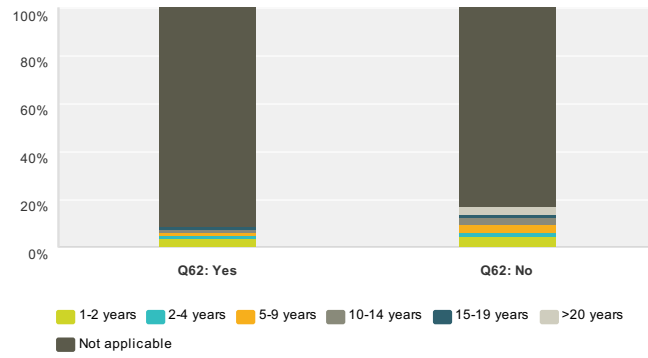


	Yes	No	Unsure	Total
Q62: Yes	22.22% 16	73.61% 53	4.17% 3	72
Q62: No	24.66% 18	71.23% 52	4.11% 3	73
<b>Total Respondents</b>	34	105	6	145

# Supervision Practices Check 2013

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

Answered: 147 Skipped: 59

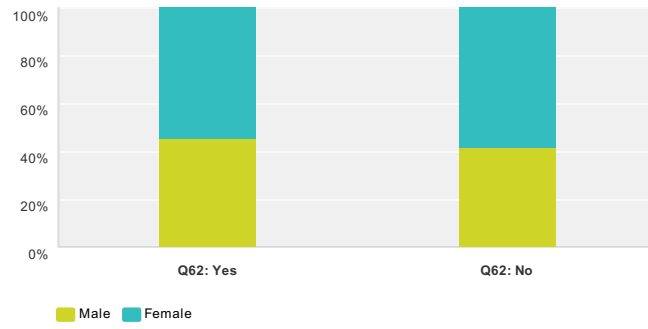


	1-2 years	2-4 years	5-9 years	10-14 years	15-19 years	>20 years	Not applicable	Total
Q62: Yes	3.70% 3	1.23% 1	1.23% 1	1.23% 1	1.23% 1	0% 0	91.36% 74	81
Q62: No	4.55% 3	1.52% 1	3.03% 2	3.03% 2	1.52% 1	3.03% 2	83.33% 55	66
<b>Total Respondents</b>	6	2	3	3	2	2	129	147

# Supervision Practices Check 2013

## Q68 What is your gender?

Answered: 202 Skipped: 4

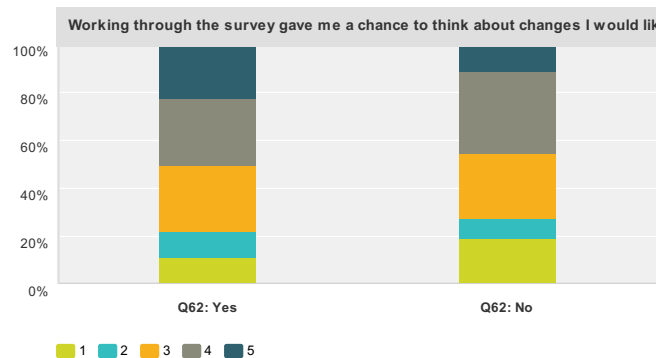
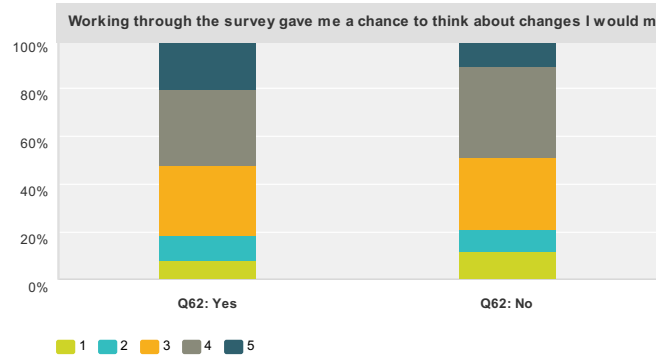
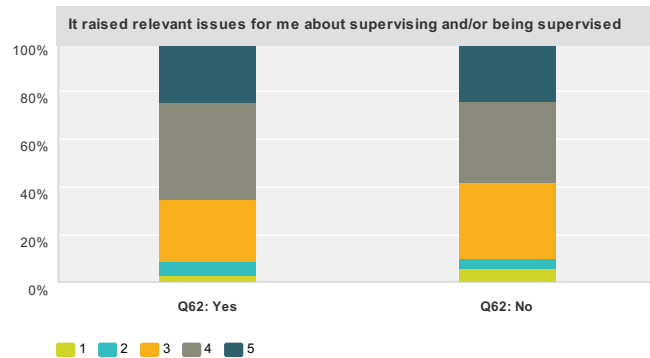
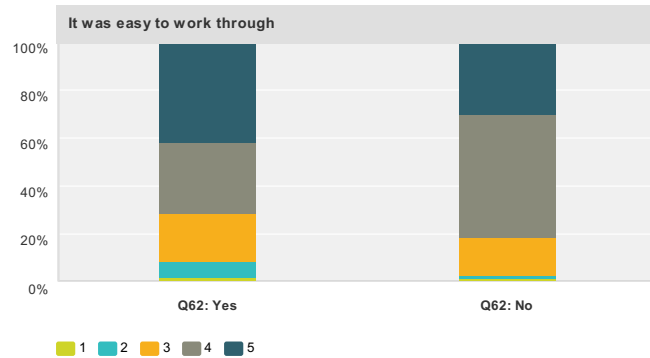


	Male	Female	Total
Q62: Yes	45.05% 50	54.95% 61	111
Q62: No	41.76% 38	58.24% 53	91
Total Respondents	88	114	202

# Supervision Practices Check 2013

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

Answered: 196 Skipped: 10



It was easy to work through						
	1	2	3	4	5	Total
Q62: Yes	1.87% 2	6.54% 7	19.63% 21	29.91% 32	42.06% 45	107
Q62: No	1.12% 1	1.12% 1	15.73% 14	51.69% 46	30.34% 27	89
It raised relevant issues for me about supervising and/or being supervised						
	1	2	3	4	5	Total
Q62: Yes	2.83% 3	5.66% 6	26.42% 28	39.62% 42	25.47% 27	106
Q62: No	5.62% 5	4.49% 4	31.46% 28	33.71% 30	24.72% 22	89
Working through the survey gave me a chance to think about changes I would make to the way I supervise						
	1	2	3	4	5	Total

# Supervision Practices Check 2013

Q62: Yes	7.62% 8	10.48% 11	29.52% 31	31.43% 33	20.95% 22	105
Q62: No	11.49% 10	9.20% 8	29.89% 26	37.93% 33	11.49% 10	87
Working through the survey gave me a chance to think about changes I would like to influence with regard to the way I am supervised						
	1	2	3	4	5	Total
Q62: Yes	10.78% 11	10.78% 11	27.45% 28	28.43% 29	22.55% 23	102
Q62: No	18.82% 16	8.24% 7	27.06% 23	34.12% 29	11.76% 10	85
	Q62: Yes		Q62: No		Total	
Please comment further if you wish, on the survey's usefulness or to suggest changes to improve the survey	7		7		14	