






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

		Response Percent	Response Count
Yes		100.0%	416
No		0.0%	0
answered question			416
skipped question			0

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

		Response Count
		408
answered question		408
skipped question		8

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

		Response Percent	Response Count
Private legal practice (sole practitioner)		0.0%	0
Private legal practice (2-3 fee-earners)		0.0%	0
Private legal practice (4-12 fee-earners)		4.6%	18
Private legal practice (13-50 fee-earners)		44.9%	177
Private legal practice (over 50 fee-earners)		35.0%	138
Government legal practice		15.5%	61
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
Other (please specify)			6
		answered question	394
		skipped question	22










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

		Response Percent	Response Count
<5		0.5%	2
5-9		9.0%	34
10-19		25.1%	95
20-49		19.6%	74
>50		45.8%	173
answered question			378
skipped question			38




5. Is your law practice an incorporated legal practice?

		Response Percent	Response Count
Yes		53.4%	207
No		46.6%	181
answered question			388
skipped question			28







6. What best describes your role in the practice?

		Response Percent	Response Count
Law firm partner		7.6%	28
Legal practitioner director (ILPs only)		5.4%	20
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
Employed solicitor		45.4%	167
Government legal officer		8.4%	31
Trainee solicitor		6.3%	23
Fee-earner without practising certificate		6.8%	25
Conveyancing clerk		4.3%	16
Administrative Manager		4.6%	17
Legal secretary		11.1%	41
Volunteer to a CLC		0.0%	0
Other (please specify)			32
answered question			368
skipped question			48








7. Do you have a current practising certificate?

		Response Percent	Response Count
Yes		60.1%	236
No		36.6%	144
No, but I have previously held a practising certificate		3.3%	13
answered question			393
skipped question			23



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

		Response Percent	Response Count
1-2 years		25.2%	59
3-4 years		19.7%	46
5-9 years		22.2%	52
10-14 years		9.0%	21
15-19 years		8.5%	20
over 20 years		15.4%	36
answered question			234
skipped question			182

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

		Response Percent	Response Count
1-2 years		12.6%	32
2-4 years		3.5%	9
5-9 years		5.1%	13
10-14 years		1.6%	4
15-19 years		0.8%	2
>20 years		2.4%	6
Not applicable		74.0%	188
answered question			254
skipped question			162

10. What is your gender?

		Response Percent	Response Count
Male		34.6%	137
Female		65.4%	259
answered question			396
skipped question			20

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




	Not very important	Neutral	Important	Very important	Response Count
Encouraging work practices that are sustainable in the long-term	0.5% (2)	3.3% (13)	37.5% (147)	58.7% (230)	392
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	1.8% (7)	23.7% (93)	74.6% (293)	393
Fostering resilience	1.0% (4)	21.0% (82)	49.6% (194)	28.4% (111)	391
Risk management	0.5% (2)	3.6% (14)	29.1% (114)	66.8% (262)	392
Identifying and supporting staff facing personal difficulties	1.5% (6)	12.0% (47)	48.6% (190)	37.9% (148)	391
Mentoring junior staff	0.8% (3)	3.6% (14)	35.4% (139)	60.3% (237)	393
Monitoring workloads	0.8% (3)	3.3% (13)	42.5% (166)	53.5% (209)	391
Promoting ethical practices	0.5% (2)	3.3% (13)	27.0% (106)	69.1% (271)	392
Discouraging bad workplace conduct such as bullying	0.8% (3)	5.0% (19)	28.5% (109)	65.7% (251)	382

Please describe if your organization has other aims for supervision






9

answered question	393
skipped question	23

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

		Response Percent	Response Count
Both - I supervise others, and I am supervised by others		34.8%	138
I supervise others		15.1%	60
I am supervised by others		50.1%	199
answered question			397
skipped question			19

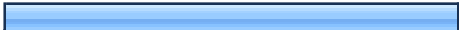

13. How long have you been a supervisor?

		Response Percent	Response Count
<1 year		17.0%	32
1-2 years		20.7%	39
3-4 years		14.4%	27
5-6 years		6.4%	12
>6 years		41.5%	78
answered question			188
skipped question			228

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










	1-2	3-4	5-6	7-9	10-14	15-20	>20	Response Count
Legal staff	59.1% (78)	21.2% (28)	6.8% (9)	2.3% (3)	6.1% (8)	1.5% (2)	3.0% (4)	132
Administrative staff	75.5% (111)	10.9% (16)	6.8% (10)	3.4% (5)	2.0% (3)	0.0% (0)	1.4% (2)	147
Fee-earning staff who are not pc holders	82.1% (55)	11.9% (8)	1.5% (1)	0.0% (0)	1.5% (1)	0.0% (0)	3.0% (2)	67
Other (eg consultants or contractors)	76.9% (10)	15.4% (2)	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	13
answered question								188
skipped question								228

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



		Response Percent	Response Count
Yes		73.1%	136
No		26.9%	50
If "yes" please describe how you share supervisory responsibilities			92

answered question			186
skipped question			230



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

		Response Percent	Response Count
<10%		18.5%	35
10-20%		28.6%	54
20-30%		24.9%	47
30-40%		14.8%	28
40-50%		6.3%	12
50-60%		2.6%	5
60-70%		2.1%	4
70-80%		1.1%	2
>80%		1.1%	2
answered question			189
skipped question			227



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

		Response Percent	Response Count
Your fee-earning duties		63.4%	116
Your supervision duties		36.6%	67
answered question			183
skipped question			233






18. Would you describe your supervision activities as primarily

		Response Percent	Response Count
proactive		77.5%	145
reactive		22.5%	42
answered question			187
skipped question			229







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

		Response Percent	Response Count
Your individual performance		25.5%	48
Your team's performance		74.5%	140
answered question			188
skipped question			228

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

		Response Percent	Response Count
My firm allocates time to me for my supervision responsibilities		26.2%	48
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters		34.4%	63
I record supervision time but may reduce the time billed to the client where my supervision was of repeated tasks (such as drafts of an advice)		45.9%	84
Time for supervision is not structured into a daily work schedule		47.0%	86
It is up to me to find spare time for supervision		30.1%	55
Other (please specify)			13
		answered question	183
		skipped question	233

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

		Response Percent	Response Count
By emulating my current supervisor		24.5%	46
By emulating a previous supervisor		41.5%	78
By watching others		38.8%	73
By trial and error		41.5%	78
By following my firm's policies and procedures		49.5%	93
By responding to the needs or expressed preferences of my supervisees		68.6%	129

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

24



answered question

188

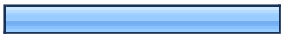


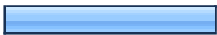
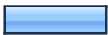

skipped question

228



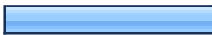



22. Have you ever had training in supervision?

		Response Percent	Response Count
Yes		44.9%	83
No		55.1%	102
	answered question		185
	skipped question		231

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

		Response Percent	Response Count
In-house formal training provided by my firm		44.1%	52
In-house informal discussions generally in response to problems seen as supervision issues		56.8%	67
External formal training at regular intervals		9.3%	11
External formal training at irregular intervals when available		33.9%	40
I regularly read publications and attend workshops on supervision		16.1%	19
Reading management literature		41.5%	49
Other (please specify)			8
		answered question	118
		skipped question	298


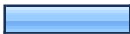



24. Can you identify forms of supervision training you have not received but that you think you would find helpful?

		Response Percent	Response Count
In-house formal		32.5%	53
In-house informal, such as ad hoc discussions in reponse to problems arising		30.1%	49
External formal training given regularly by a dedicated service provider		33.1%	54
External informal, for example professional seminars on supervision related topics		38.0%	62
Reading management literature		15.3%	25
I do not need further training in supervision		14.7%	24
Other (please specify)			1



answered question 163

skipped question 253

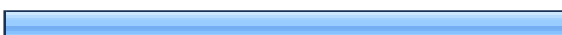



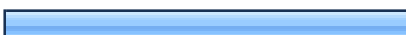
25. Compared to your other work roles, do you enjoy your supervision role

		Response Percent	Response Count
Much less		1.1%	2
Less		20.1%	37
No difference		47.8%	88
More		26.1%	48
Much more		4.9%	9
answered question			184
skipped question			232

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

		Response Percent	Response Count
The person		63.4%	118
The file		36.6%	68
answered question			186
skipped question			230

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

		Response Percent	Response Count
The outcomes of my supervisees' work		90.3%	167
My firm's evaluation of my supervision skills		14.1%	26
Feedback from management within the firm		34.6%	64
Feedback from clients		50.8%	94
Feedback from my supervisees		64.9%	120
Other (please specify)			1
answered question			185
skipped question			231

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

	To a great extent	To a moderate extent	To a lesser extent	Not at all	Response Count
Application of legal reasoning	60.0% (108)	30.0% (54)	5.6% (10)	4.4% (8)	180
Compliance with your firm's systems	48.4% (88)	36.8% (67)	13.7% (25)	1.1% (2)	182
How your supervisee is coping	46.7% (86)	44.0% (81)	8.7% (16)	0.5% (1)	184
Timely processing of matters	63.6% (117)	32.6% (60)	3.8% (7)	0.0% (0)	184
Ethical behaviour	68.5% (126)	24.5% (45)	7.1% (13)	0.0% (0)	184
Potential risks	70.7% (130)	24.5% (45)	4.9% (9)	0.0% (0)	184
Productivity and time recording	29.5% (54)	44.8% (82)	21.9% (40)	3.8% (7)	183
Billing	22.2% (40)	43.9% (79)	24.4% (44)	9.4% (17)	180
Client relationship management and service	67.8% (118)	21.8% (38)	8.0% (14)	2.3% (4)	174

Other (please specify)

4

answered question	184
skipped question	232

29. Do you view supervision principally as

	Yes	No	Response Count
A management tool	84.6% (137)	15.4% (25)	162
A legal responsibility	83.5% (132)	16.5% (26)	158
An educational tool	93.2% (151)	6.8% (11)	162
A mentoring tool	94.2% (162)	5.8% (10)	172
A means of identifying and confronting problems that arise in your supervisees' work	93.1% (148)	6.9% (11)	159
Additional to your main role	66.0% (97)	34.0% (50)	147

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

27




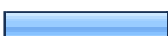
answered question

185

skipped question

231

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

		Response Percent	Response Count
Yes		21.8%	37
No		14.1%	24
Somewhat		38.2%	65
Not applicable		25.9%	44

If they differ, in what ways do they differ?

27

answered question

170

skipped question

246

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












	Yes	No	To a limited extent	Response Count
I help my supervisees to develop technical skills	90.7% (166)	1.1% (2)	8.2% (15)	183
I provide both positive and constructive critical feedback	97.3% (179)	0.5% (1)	2.2% (4)	184
I work collaboratively with my supervisees	86.4% (159)	2.2% (4)	11.4% (21)	184
I contribute to the personal growth of my supervisees	64.6% (117)	8.3% (15)	27.1% (49)	181
I teach my supervisees to become lawyers	58.2% (103)	26.0% (46)	15.8% (28)	177
I focus on solving critical issues and problems that arise for my supervisees	81.7% (147)	6.7% (12)	11.7% (21)	180
I teach my supervisees about being ethical	74.4% (134)	7.2% (13)	18.3% (33)	180
I provide emotional support to my supervisees	42.1% (77)	17.5% (32)	40.4% (74)	183
I maintain a professional distance from my supervisees	48.9% (89)	22.0% (40)	29.1% (53)	182
I demonstrate patience and flexibility with my supervisees	83.6% (153)	3.3% (6)	13.1% (24)	183
I demonstrate openness and honesty in my work	97.3% (178)	0.5% (1)	2.2% (4)	183
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	96.2% (176)	0.5% (1)	3.3% (6)	183
I closely manage cases	52.2% (94)	15.6% (28)	32.2% (58)	180
I safeguard the interests of the client	91.1% (164)	2.8% (5)	6.1% (11)	180
I pass on my knowledge and experience to my supervisees	95.7% (176)	0.0% (0)	4.3% (8)	184
answered question				185
skipped question				231


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

	1 (rarely)	2	3	4	5	6	7 (often)	Response Count
Split supervision- where supervision responsibilities are shared with another supervisor	42.9% (78)	14.3% (26)	10.4% (19)	8.8% (16)	11.0% (20)	6.0% (11)	6.6% (12)	182
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	36.1% (66)	15.8% (29)	14.2% (26)	16.9% (31)	9.8% (18)	2.7% (5)	4.4% (8)	183
Inadequate practice management systems (IT and others)	44.0% (80)	20.3% (37)	13.7% (25)	9.9% (18)	4.9% (9)	2.7% (5)	4.4% (8)	182
Having insufficient time for supervision	12.7% (23)	14.9% (27)	12.7% (23)	23.8% (43)	17.7% (32)	9.4% (17)	8.8% (16)	181
Having limited interest in managing or supervising others	52.8% (95)	24.4% (44)	8.3% (15)	11.1% (20)	3.3% (6)	0.0% (0)	0.0% (0)	180
My supervisees and I having different understandings of what supervision entails	46.7% (85)	21.4% (39)	11.0% (20)	14.8% (27)	3.8% (7)	1.1% (2)	1.1% (2)	182
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	46.2% (84)	22.5% (41)	8.8% (16)	13.2% (24)	4.4% (8)	2.7% (5)	2.2% (4)	182
Having supervisees who do not communicate clearly	28.0% (51)	18.7% (34)	16.5% (30)	17.6% (32)	8.8% (16)	7.7% (14)	2.7% (5)	182
Having supervisees who do not follow instructions	26.8% (49)	23.0% (42)	16.9% (31)	14.8% (27)	8.2% (15)	6.6% (12)	3.8% (7)	183
Having supervisees who work hard but not effectively	21.7% (39)	18.9% (34)	13.3% (24)	18.9% (34)	15.6% (28)	9.4% (17)	2.2% (4)	180
Having supervisees who don't take sufficient responsibility	28.2% (51)	19.9% (36)	12.2% (22)	18.2% (33)	11.0% (20)	5.0% (9)	5.5% (10)	181
Having supervisees who are not effective team members	37.9% (69)	23.6% (43)	13.2% (24)	14.3% (26)	6.6% (12)	2.7% (5)	1.6% (3)	182
Having supervisees who lack respect for me and other colleagues	56.6% (103)	18.1% (33)	9.9% (18)	7.1% (13)	4.9% (9)	2.2% (4)	1.1% (2)	182

Having supervisees who don't understand when to seek advice	28.6% (52)	26.4% (48)	18.7% (34)	13.7% (25)	7.7% (14)	3.8% (7)	1.1% (2)	182
Having supervisees who don't think they need to be supervised	36.5% (66)	24.3% (44)	10.5% (19)	12.7% (23)	9.4% (17)	5.0% (9)	1.7% (3)	181
answered question								184
skipped question								232

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

		Response Percent	Response Count
I have an open door policy and staff come to see me when they have problems		95.5%	170
I review work done and allocate new work		73.6%	131
I review/check all communications		47.8%	85
I monitor how staff engage in peer file review		18.0%	32
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		39.3%	70
I implement workflow systems to ensure or assist process compliance		30.9%	55
I set aside a regular time to review workloads, prioritise work and deal with problem cases		31.5%	56
I update and share information with staff in my office		68.5%	122
I identify my supervisees' training needs		47.2%	84
I monitor staff for fatigue, stress and other problems		43.8%	78
I meet the training needs of my supervisees, or ensure they are met		32.6%	58

I inspect all files at regular intervals		31.5%	56
I inspect sample client files at regular intervals		27.5%	49
I only inspect problem client files		10.1%	18

Other (please specify)	5
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answered question	178
skipped question	238



34. As a supervisor I have responsibility for

	Not at all	To a minor extent	To a moderate degree	To a large degree	Response Count
Being vigilant in file management so serious mistakes are avoided	2.9% (5)	10.3% (18)	26.9% (47)	60.0% (105)	175
Checking my supervisees' wellbeing	6.8% (12)	27.1% (48)	46.3% (82)	19.8% (35)	177
Being a role model to demonstrate good practice	0.0% (0)	1.7% (3)	26.1% (46)	72.2% (127)	176
Ensuring that supervisees adhere to the firm's complaint management policy	9.7% (17)	20.5% (36)	31.8% (56)	38.1% (67)	176
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	2.8% (5)	21.5% (38)	75.7% (134)	177
Assigning tasks that are appropriate and meaningful to my supervisees	1.1% (2)	7.3% (13)	39.5% (70)	52.0% (92)	177
Assigning tasks that fit my supervisees' level of skill and experience	2.3% (4)	5.6% (10)	29.9% (53)	62.1% (110)	177
Ensuring that any expressions of client dissatisfaction are brought to my attention	3.4% (6)	8.0% (14)	25.6% (45)	63.1% (111)	176
Ensuring that supervisees know they can tell me about serious mistakes they have made	1.1% (2)	2.8% (5)	16.4% (29)	79.7% (141)	177
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	1.1% (2)	4.0% (7)	19.9% (35)	75.0% (132)	176
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	1.7% (3)	2.8% (5)	17.5% (31)	78.0% (138)	177
answered question					178
skipped question					238

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

	1(not important)	2	3	4	5(most important)	Response Count
Ensuring excellent client service	0.6% (1)	1.7% (3)	1.7% (3)	15.3% (27)	80.7% (142)	176
Ensuring that work is being progressed to meet deadlines	0.6% (1)	0.0% (0)	2.3% (4)	23.7% (42)	73.4% (130)	177
Ensuring accuracy of information being communicated to clients	0.6% (1)	0.0% (0)	1.7% (3)	17.7% (31)	80.0% (140)	175
Ensuring all communications are polite	0.6% (1)	1.1% (2)	7.3% (13)	37.3% (66)	53.7% (95)	177
Ensuring time recording is accurate and up to date	2.9% (5)	3.4% (6)	15.5% (27)	33.3% (58)	44.8% (78)	174
Ensuring costs are correct (for example, stamp duty)	4.0% (7)	2.9% (5)	6.9% (12)	22.3% (39)	64.0% (112)	175
answered question						178
skipped question						238

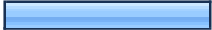
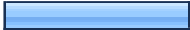




36. Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications?

		Response Percent	Response Count
Yes		89.6%	155
No		10.4%	18
answered question			173
skipped question			243



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

	Not important	Of some importance	Moderately important	Very important	Response Count
The supervisee's formal qualifications	16.0% (28)	31.4% (55)	40.0% (70)	12.6% (22)	175
The supervisee's knowledge of the area of law	1.7% (3)	6.4% (11)	30.8% (53)	61.0% (105)	172
The supervisee's level of practical experience	0.0% (0)	5.7% (10)	21.7% (38)	72.6% (127)	175
My knowledge of the supervisee's personal characteristics	1.7% (3)	26.7% (47)	44.3% (78)	27.3% (48)	176
My observation of the supervisee's daily work	1.1% (2)	11.4% (20)	41.5% (73)	46.0% (81)	176
The nature of the work being delegated to the supervisee	0.6% (1)	6.9% (12)	44.6% (78)	48.0% (84)	175
answered question					177
skipped question					239



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

		Response Percent	Response Count
<1 year		32.9%	109
1-2 years		29.6%	98
3-4 years		19.3%	64
5-6 years		6.6%	22
6-10 years		4.8%	16
>10 years		6.6%	22
answered question			331
skipped question			85






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

		Response Percent	Response Count
Yes		76.4%	252
No		23.6%	78
answered question			330
skipped question			86






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

		Response Percent	Response Count
Yes		49.4%	125
No		50.6%	128
If yes, please describe the main variations			86
answered question			253
skipped question			163

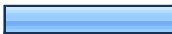




41. Who supervises your current work? Please tick all that apply

		Response Percent	Response Count
A partner		78.1%	232
Associate		18.5%	55
Solicitor		26.9%	80
Paralegal		3.0%	9
Administrative staff		8.8%	26
Other (please specify)			42
answered question			297
skipped question			119






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

		Response Percent	Response Count
Your supervisor		62.9%	205
Another senior practitioner		9.5%	31
Your peer/s		22.7%	74
A mentor		3.4%	11
Other (please specify)		1.5%	5
answered question			326
skipped question			90








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

		Response Percent	Response Count
<6 months		26.7%	85
6 - 12 months		21.1%	67
12 - 24 months		21.7%	69
24 - 36 months		9.1%	29
>36 months		21.4%	68
answered question			318
skipped question			98



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

		Response Percent	Response Count
<15		15.6%	50
15-29		16.2%	52
30-45		19.3%	62
>45		42.1%	135
Other (please specify)		6.9%	22
answered question			321
skipped question			95

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

		Response Percent	Response Count
Daily		25.5%	82
Twice a week		6.8%	22
Weekly		15.5%	50
Fortnightly		5.9%	19
Monthly		4.3%	14
Irregularly		12.4%	40
Only if an issue comes up that I need advice with		29.5%	95
answered question			322
skipped question			94

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

		Response Percent	Response Count
Yes		87.1%	277
No		12.9%	41
Please comment			37
answered question			318
skipped question			98

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

	1 (Not at all)	2	3 (Somewhat)	4	5 (A great deal)	Response Count
Treats me fairly	0.3% (1)	2.2% (7)	9.3% (30)	30.8% (99)	57.3% (184)	321
Has a collaborative relationship with me	1.3% (4)	4.1% (13)	15.4% (49)	31.4% (100)	47.8% (152)	318
Maintains a professional distance from me	4.1% (13)	4.7% (15)	18.0% (57)	40.4% (128)	32.8% (104)	317
Helps me achieve ethical conduct and practice	3.1% (10)	3.1% (10)	15.0% (48)	35.1% (112)	43.6% (139)	319
Models ethical conduct and practice	1.3% (4)	2.9% (9)	12.4% (39)	34.6% (109)	48.9% (154)	315
Provides me with emotional support when needed	9.7% (31)	13.5% (43)	26.0% (83)	25.4% (81)	25.4% (81)	319
Helps me to develop my technical skills	4.1% (13)	8.2% (26)	21.7% (69)	31.1% (99)	34.9% (111)	318
Promotes my personal growth	6.6% (21)	7.5% (24)	27.3% (87)	27.9% (89)	30.7% (98)	319
Helps me to become better at what I do	3.4% (11)	6.6% (21)	21.6% (69)	29.5% (94)	38.9% (124)	319
Demonstrates patience and flexibility with me	2.2% (7)	5.6% (18)	16.6% (53)	31.0% (99)	44.5% (142)	319
Closely manages my work	13.8% (44)	15.7% (50)	30.7% (98)	23.5% (75)	16.3% (52)	319
Focuses on solving critical issues and problems that arise for me	2.8% (9)	6.3% (20)	23.0% (73)	36.8% (117)	31.1% (99)	318
Focuses mainly on the best interests of our clients	0.9% (3)	2.2% (7)	18.0% (57)	38.2% (121)	40.7% (129)	317
Is passing on to me his or her knowledge and experience	2.9% (9)	6.0% (19)	18.7% (59)	34.3% (108)	38.1% (120)	315
Requires me to take responsibility for my work	0.3% (1)	0.6% (2)	7.9% (25)	35.3% (112)	55.8% (177)	317
answered question						321
skipped question						95

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

Response
Count

146

answered question

146

skipped question

270

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

Response
Count

98









answered question

98

skipped question

318



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

		Response Percent	Response Count
Through in house courses		20.1%	61
Through induction training		20.5%	62
Through personal discussion with my supervisor		46.2%	140
Through other colleagues		33.7%	102
Through external training courses		9.9%	30
Through reading helpful publications that I have found		8.6%	26
I have not received training or guidance		32.3%	98
Other (please specify)		3.0%	9
		answered question	303
		skipped question	113

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

	Response Count
	81
answered question	81
skipped question	335

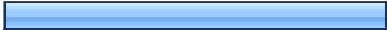






52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		84.3%	264
No		15.7%	49
answered question			313
skipped question			103

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

	Response Count
	183
answered question	183
skipped question	233

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

		Response Percent	Response Count
rectifies the problem and avoids consequences for the client and our practice		61.7%	190
supports me in my attempts to rectify the problem		78.2%	241
turns it into a learning experience for me		56.8%	175
is tolerant of my making mistakes once but not a second time		29.2%	90
is quite unforgiving if I make serious mistakes		6.2%	19
would not tolerate my making mistakes and so if I do I try to rectify them myself		2.9%	9
quickly loses faith in my skills		5.2%	16
Other (please specify)			19
answered question			308
skipped question			108

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

	Yes	No	Response Count
In formal, structured and planned situations, such as regular meetings	73.0% (224)	27.0% (83)	307
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	71.1% (217)	28.9% (88)	305
		Other (please specify)	32
answered question			351
skipped question			65

56. How can supervisors ensure they are approachable?

	Yes	No	Possibly	Response Count
By making it known that people can see them about any issue	96.4% (349)	0.6% (2)	3.0% (11)	362
By making it known that people can ask to see them at any time	84.4% (303)	4.5% (16)	11.1% (40)	359
Being known to give constructive feedback where possible	96.4% (348)	0.6% (2)	3.0% (11)	361
Being known to deal with problems quickly	81.1% (291)	1.9% (7)	17.0% (61)	359
Being known to help supervisees deal with problems themselves	76.4% (272)	2.8% (10)	20.8% (74)	356
			Other (please specify)	12
answered question				362
skipped question				54

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

	1 (unimportant)	2	3 (moderately important)	4	5 (very important)	Response Count
Provide clear instructions	0.0% (0)	0.0% (0)	1.7% (6)	13.2% (48)	85.1% (309)	363
Be available when supervisees need help or direction	0.0% (0)	0.0% (0)	7.2% (26)	33.7% (122)	59.1% (214)	362
Consider the professional development of their supervisees	0.0% (0)	0.6% (2)	12.7% (46)	41.2% (149)	45.6% (165)	362
Be aware of the wellness of their supervisees	0.3% (1)	5.2% (19)	22.4% (81)	39.5% (143)	32.6% (118)	362
Foster trust and respect	0.0% (0)	0.0% (0)	3.3% (12)	32.6% (118)	64.1% (232)	362
Ensure continuity and consistency	0.0% (0)	0.3% (1)	5.8% (21)	38.9% (140)	55.0% (198)	360
Take a solution focus on mistakes (rather than blame)	0.0% (0)	0.3% (1)	3.3% (12)	28.9% (104)	67.5% (243)	360
Give credit where it is due	0.3% (1)	0.3% (1)	6.7% (24)	23.8% (85)	68.9% (246)	357
Other (please specify)						7
answered question						363
skipped question						53

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

	1 (unimportant)	2	3 (moderately important)	4	5 (most important)	Response Count
Listen to advice and comments	0.0% (0)	0.0% (0)	1.1% (4)	19.8% (72)	79.1% (287)	363
Prepare well for supervision meetings	0.6% (2)	0.8% (3)	11.6% (42)	36.0% (130)	51.0% (184)	361
Ask questions about details, timelines, priorities	0.0% (0)	0.3% (1)	5.2% (19)	30.7% (111)	63.8% (231)	362
Develop a clear framework on frequency of meetings	2.5% (9)	4.7% (17)	24.1% (87)	35.7% (129)	33.0% (119)	361
Discuss expectations	0.0% (0)	1.1% (4)	11.9% (43)	38.9% (140)	48.1% (173)	360
Other (please specify)						2

answered question	363
skipped question	53

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

	Response Count
	166
answered question	166
skipped question	250

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

**Response
Count**

26

answered question

26

skipped question

390