


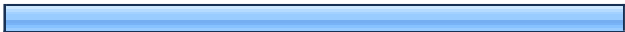
1. Are you a member of a law practice that is participating in the survey? (If you are, your law practice will have given you a code to use in this survey).

		Response Percent	Response Count
Yes		100.0%	38
No		0.0%	0
answered question			38
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
		38
answered question		38
skipped question		0

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)		0.0%	0
Private legal practice (13-50 fee-earners)		0.0%	0
Private legal practice (over 50 fee-earners)		0.0%	0
Government legal practice		100.0%	38
Community legal centre		0.0%	0
In-house legal practice		0.0%	0
	Other (please specify)		0
answered question			38
skipped question			0





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		0.0%	0
5-9		0.0%	0
10-19		0.0%	0
20-49		0.0%	0
>50		100.0%	37
answered question			37
skipped question			1




5. Is your law practice an incorporated legal practice?

		Response Percent	Response Count
Yes		5.3%	2
No		94.7%	36
answered question			38
skipped question			0







6. What best describes your role in the practice?

		Response Percent	Response Count
Law firm partner		0.0%	0
Legal practitioner director (ILPs only)		0.0%	0
Sole practitioner		0.0%	0
Sole practitioner (ILP)		0.0%	0
Employed solicitor		37.1%	13
Government legal officer		37.1%	13
Trainee solicitor		5.7%	2
Fee-earner without practising certificate		0.0%	0
Conveyancing clerk		0.0%	0
Administrative Manager		0.0%	0
Legal secretary		20.0%	7
Volunteer to a CLC		0.0%	0
Other (please specify)			4
answered question			35
skipped question			3








7. Do you have a current practising certificate?

		Response Percent	Response Count
Yes		73.0%	27
No		24.3%	9
No, but I have previously held a practising certificate		2.7%	1
answered question			37
skipped question			1



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

		Response Percent	Response Count
1-2 years		17.9%	5
3-4 years		28.6%	8
5-9 years		21.4%	6
10-14 years		3.6%	1
15-19 years		14.3%	4
over 20 years		14.3%	4
answered question			28
skipped question			10

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		0.0%	0
2-4 years		0.0%	0
5-9 years		3.2%	1
10-14 years		0.0%	0
15-19 years		0.0%	0
>20 years		0.0%	0
Not applicable		96.8%	30
answered question			31
skipped question			7




10. What is your gender?

		Response Percent	Response Count
Male		21.1%	8
Female		78.9%	30
answered question			38
skipped question			0






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	0.0% (0)	5.3% (2)	34.2% (13)	60.5% (23)	38
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	0.0% (0)	2.6% (1)	26.3% (10)	71.1% (27)	38
Fostering resilience	0.0% (0)	10.5% (4)	52.6% (20)	36.8% (14)	38
Risk management	0.0% (0)	5.3% (2)	26.3% (10)	68.4% (26)	38
Identifying and supporting staff facing personal difficulties	0.0% (0)	10.8% (4)	40.5% (15)	48.6% (18)	37
Mentoring junior staff	0.0% (0)	0.0% (0)	39.5% (15)	60.5% (23)	38
Monitoring workloads	0.0% (0)	0.0% (0)	55.3% (21)	44.7% (17)	38
Promoting ethical practices	0.0% (0)	2.6% (1)	26.3% (10)	71.1% (27)	38
Discouraging bad workplace conduct such as bullying	0.0% (0)	2.7% (1)	35.1% (13)	62.2% (23)	37
Please describe if your organization has other aims for supervision					0
answered question					38
skipped question					0

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		39.5%	15
I supervise others		10.5%	4
I am supervised by others		50.0%	19
answered question			38
skipped question			0

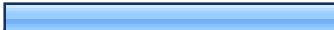

13. How long have you been a supervisor?

		Response Percent	Response Count
<1 year		26.7%	4
1-2 years		6.7%	1
3-4 years		20.0%	3
5-6 years		13.3%	2
>6 years		33.3%	5
answered question			15
skipped question			23








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	33.3% (4)	8.3% (1)	41.7% (5)	0.0% (0)	16.7% (2)	0.0% (0)	0.0% (0)	12
Administrative staff	50.0% (7)	7.1% (1)	21.4% (3)	14.3% (2)	7.1% (1)	0.0% (0)	0.0% (0)	14
Fee-earning staff who are not pc holders	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0
Other (eg consultants or contractors)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1
answered question								15
skipped question								23



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

		Response Percent	Response Count
Yes		53.3%	8
No		46.7%	7
If "yes" please describe how you share supervisory responsibilities			7
answered question			15
skipped question			23



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

		Response Percent	Response Count
<10%		18.8%	3
10-20%		31.3%	5
20-30%		18.8%	3
30-40%		6.3%	1
40-50%		6.3%	1
50-60%		12.5%	2
60-70%		0.0%	0
70-80%		0.0%	0
>80%		6.3%	1
answered question			16
skipped question			22



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

		Response Percent	Response Count
Your fee-earning duties		66.7%	10
Your supervision duties		33.3%	5
answered question			15
skipped question			23

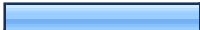



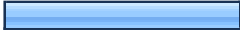
18. Would you describe your supervision activities as primarily

		Response Percent	Response Count
proactive		62.5%	10
reactive		37.5%	6
answered question			16
skipped question			22







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

		Response Percent	Response Count
Your individual performance		20.0%	3
Your team's performance		80.0%	12
answered question			15
skipped question			23

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		31.3%	5
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters		25.0%	4
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)		18.8%	3
Time for supervision is not structured into a daily work schedule		43.8%	7
It is up to me to find spare time for supervision		37.5%	6
	Other (please specify)		2
answered question			16
skipped question			22

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



		Response Percent	Response Count
By emulating my current supervisor		6.3%	1
By emulating a previous supervisor		37.5%	6
By watching others		37.5%	6
By trial and error		50.0%	8
By following my firm's policies and procedures		75.0%	12
By responding to the needs or expressed preferences of my supervisees		68.8%	11

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

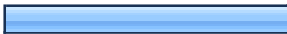
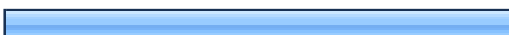




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answered question	16
skipped question	22







22. Have you ever had training in supervision?

		Response Percent	Response Count
Yes		40.0%	6
No		60.0%	9
answered question			15
skipped question			23




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		45.5%	5
In-house informal discussions generally in response to problems seen as supervision issues		81.8%	9
External formal training at regular intervals		9.1%	1
External formal training at irregular intervals when available		27.3%	3
I regularly read publications and attend workshops on supervision		9.1%	1
Reading management literature		36.4%	4
Other (please specify)			1
		answered question	11
		skipped question	27



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		42.9%	6
In-house informal, such as ad hoc discussions in response to problems arising		57.1%	8
External formal training given regularly by a dedicated service provider		28.6%	4
External informal, for example professional seminars on supervision related topics		28.6%	4
Reading management literature		21.4%	3
I do not need further training in supervision		7.1%	1
Other (please specify)			1
		answered question	14
		skipped question	24






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

		Response Percent	Response Count
Much less		0.0%	0
Less		12.5%	2
No difference		62.5%	10
More		25.0%	4
Much more		0.0%	0
		answered question	16
		skipped question	22

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

		Response Percent	Response Count
The person		81.3%	13
The file		18.8%	3
answered question			16
skipped question			22

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		81.3%	13
My firm's evaluation of my supervision skills		6.3%	1
Feedback from management within the firm		43.8%	7
Feedback from clients		56.3%	9
Feedback from my supervisees		56.3%	9
Other (please specify)			0
answered question			16
skipped question			22

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	50.0% (8)	18.8% (3)	12.5% (2)	18.8% (3)	16
Compliance with your firm's systems	73.3% (11)	26.7% (4)	0.0% (0)	0.0% (0)	15
How your supervisee is coping	50.0% (8)	43.8% (7)	0.0% (0)	6.3% (1)	16
Timely processing of matters	43.8% (7)	43.8% (7)	12.5% (2)	0.0% (0)	16
Ethical behaviour	93.8% (15)	0.0% (0)	6.3% (1)	0.0% (0)	16
Potential risks	75.0% (12)	12.5% (2)	12.5% (2)	0.0% (0)	16
Productivity and time recording	6.3% (1)	56.3% (9)	18.8% (3)	18.8% (3)	16
Billing	6.7% (1)	20.0% (3)	26.7% (4)	46.7% (7)	15
Client relationship management and service	46.7% (7)	33.3% (5)	20.0% (3)	0.0% (0)	15
Other (please specify)					1
answered question					16
skipped question					22

29. Do you view supervision principally as


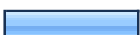

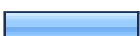
	Yes	No	Response Count
A management tool	84.6% (11)	15.4% (2)	13
A legal responsibility	93.3% (14)	6.7% (1)	15
An educational tool	92.9% (13)	7.1% (1)	14
A mentoring tool	80.0% (12)	20.0% (3)	15
A means of identifying and confronting problems that arise in your supervisees' work	92.9% (13)	7.1% (1)	14
Additional to your main role	50.0% (6)	50.0% (6)	12

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

1

answered question	16
skipped question	22

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		14.3%	2
No		21.4%	3
Somewhat		42.9%	6
Not applicable		21.4%	3

If they differ, in what ways do they differ?

3

answered question	14
skipped question	24

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	87.5% (14)	6.3% (1)	6.3% (1)	16
I provide both positive and constructive critical feedback	93.8% (15)	6.3% (1)	0.0% (0)	16
I work collaboratively with my supervisees	87.5% (14)	6.3% (1)	6.3% (1)	16
I contribute to the personal growth of my supervisees	68.8% (11)	18.8% (3)	12.5% (2)	16
I teach my supervisees to become lawyers	56.3% (9)	37.5% (6)	6.3% (1)	16
I focus on solving critical issues and problems that arise for my supervisees	75.0% (12)	12.5% (2)	12.5% (2)	16
I teach my supervisees about being ethical	81.3% (13)	18.8% (3)	0.0% (0)	16
I provide emotional support to my supervisees	50.0% (8)	12.5% (2)	37.5% (6)	16
I maintain a professional distance from my supervisees	50.0% (8)	31.3% (5)	18.8% (3)	16
I demonstrate patience and flexibility with my supervisees	87.5% (14)	0.0% (0)	12.5% (2)	16
I demonstrate openness and honesty in my work	100.0% (16)	0.0% (0)	0.0% (0)	16
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	100.0% (16)	0.0% (0)	0.0% (0)	16
I closely manage cases	25.0% (4)	25.0% (4)	50.0% (8)	16
I safeguard the interests of the client	75.0% (12)	6.3% (1)	18.8% (3)	16
I pass on my knowledge and experience to my supervisees	93.8% (15)	0.0% (0)	6.3% (1)	16
answered question				16
skipped question				22




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	62.5% (10)	0.0% (0)	6.3% (1)	0.0% (0)	12.5% (2)	12.5% (2)	6.3% (1)	16
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	31.3% (5)	6.3% (1)	18.8% (3)	18.8% (3)	6.3% (1)	6.3% (1)	12.5% (2)	16
Inadequate practice management systems (IT and others)	43.8% (7)	18.8% (3)	12.5% (2)	0.0% (0)	0.0% (0)	12.5% (2)	12.5% (2)	16
Having insufficient time for supervision	28.6% (4)	14.3% (2)	14.3% (2)	21.4% (3)	7.1% (1)	14.3% (2)	0.0% (0)	14
Having limited interest in managing or supervising others	68.8% (11)	6.3% (1)	0.0% (0)	25.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	16
My supervisees and I having different understandings of what supervision entails	56.3% (9)	18.8% (3)	6.3% (1)	6.3% (1)	6.3% (1)	6.3% (1)	0.0% (0)	16
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	37.5% (6)	18.8% (3)	25.0% (4)	0.0% (0)	12.5% (2)	6.3% (1)	0.0% (0)	16
Having supervisees who do not communicate clearly	31.3% (5)	31.3% (5)	12.5% (2)	12.5% (2)	0.0% (0)	12.5% (2)	0.0% (0)	16
Having supervisees who do not follow instructions	25.0% (4)	37.5% (6)	12.5% (2)	6.3% (1)	6.3% (1)	6.3% (1)	6.3% (1)	16
Having supervisees who work hard but not effectively	18.8% (3)	18.8% (3)	18.8% (3)	6.3% (1)	18.8% (3)	12.5% (2)	6.3% (1)	16
Having supervisees who don't take sufficient responsibility	37.5% (6)	31.3% (5)	6.3% (1)	12.5% (2)	6.3% (1)	0.0% (0)	6.3% (1)	16
Having supervisees who are not effective team members	31.3% (5)	18.8% (3)	31.3% (5)	6.3% (1)	6.3% (1)	6.3% (1)	0.0% (0)	16
Having supervisees who lack respect for me and other colleagues	56.3% (9)	18.8% (3)	12.5% (2)	6.3% (1)	0.0% (0)	6.3% (1)	0.0% (0)	16

Having supervisees who don't understand when to seek advice	31.3% (5)	31.3% (5)	12.5% (2)	0.0% (0)	18.8% (3)	6.3% (1)	0.0% (0)	16
Having supervisees who don't think they need to be supervised	43.8% (7)	18.8% (3)	12.5% (2)	6.3% (1)	6.3% (1)	12.5% (2)	0.0% (0)	16
answered question								16
skipped question								22

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		93.3%	14
I review work done and allocate new work		40.0%	6
I review/check all communications		13.3%	2
I monitor how staff engage in peer file review		20.0%	3
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)		46.7%	7
I implement workflow systems to ensure or assist process compliance		53.3%	8
I set aside a regular time to review workloads, prioritise work and deal with problem cases		40.0%	6
I update and share information with staff in my office		80.0%	12
I identify my supervisees' training needs		66.7%	10
I monitor staff for fatigue, stress and other problems		60.0%	9
I meet the training needs of my supervisees, or ensure they are met		40.0%	6

I inspect all files at regular intervals		13.3%	2
I inspect sample client files at regular intervals		33.3%	5
I only inspect problem client files		20.0%	3

Other (please specify) 2

answered question	15
skipped question	23



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	0.0% (0)	12.5% (2)	50.0% (8)	37.5% (6)	16
Checking my supervisees' wellbeing	6.3% (1)	12.5% (2)	43.8% (7)	37.5% (6)	16
Being a role model to demonstrate good practice	0.0% (0)	0.0% (0)	25.0% (4)	75.0% (12)	16
Ensuring that supervisees adhere to the firm's complaint management policy	6.3% (1)	12.5% (2)	25.0% (4)	56.3% (9)	16
Keeping an "open door policy" and ensuring I am available when needed	0.0% (0)	6.3% (1)	31.3% (5)	62.5% (10)	16
Assigning tasks that are appropriate and meaningful to my supervisees	6.3% (1)	6.3% (1)	37.5% (6)	50.0% (8)	16
Assigning tasks that fit my supervisees' level of skill and experience	12.5% (2)	0.0% (0)	37.5% (6)	50.0% (8)	16
Ensuring that any expressions of client dissatisfaction are brought to my attention	6.3% (1)	0.0% (0)	25.0% (4)	68.8% (11)	16
Ensuring that supervisees know they can tell me about serious mistakes they have made	6.3% (1)	0.0% (0)	12.5% (2)	81.3% (13)	16
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	6.3% (1)	6.3% (1)	25.0% (4)	62.5% (10)	16
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	6.3% (1)	0.0% (0)	12.5% (2)	81.3% (13)	16
answered question					16
skipped question					22

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	0.0% (0)	0.0% (0)	0.0% (0)	31.3% (5)	68.8% (11)	16
Ensuring that work is being progressed to meet deadlines	0.0% (0)	0.0% (0)	12.5% (2)	31.3% (5)	56.3% (9)	16
Ensuring accuracy of information being communicated to clients	0.0% (0)	0.0% (0)	6.7% (1)	20.0% (3)	73.3% (11)	15
Ensuring all communications are polite	0.0% (0)	0.0% (0)	6.3% (1)	37.5% (6)	56.3% (9)	16
Ensuring time recording is accurate and up to date	0.0% (0)	12.5% (2)	18.8% (3)	31.3% (5)	37.5% (6)	16
Ensuring costs are correct (for example, stamp duty)	20.0% (3)	13.3% (2)	6.7% (1)	33.3% (5)	26.7% (4)	15
answered question						16
skipped question						22

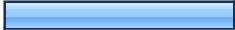
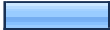




36. Do you provide differing levels of supervision to your supervisees depending on factors such as their levels of practical experience or formal qualifications?

		Response Percent	Response Count
Yes		81.3%	13
No		18.8%	3
answered question			16
skipped question			22



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	20.0% (3)	20.0% (3)	46.7% (7)	13.3% (2)	15
The supervisee's knowledge of the area of law	0.0% (0)	6.7% (1)	26.7% (4)	66.7% (10)	15
The supervisee's level of practical experience	0.0% (0)	13.3% (2)	13.3% (2)	73.3% (11)	15
My knowledge of the supervisee's personal characteristics	0.0% (0)	40.0% (6)	40.0% (6)	20.0% (3)	15
My observation of the supervisee's daily work	0.0% (0)	13.3% (2)	53.3% (8)	33.3% (5)	15
The nature of the work being delegated to the supervisee	6.7% (1)	13.3% (2)	53.3% (8)	26.7% (4)	15
answered question					15
skipped question					23

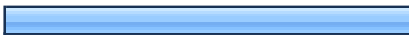

38. How long have you been in your current role?

		Response Percent	Response Count
<1 year		36.7%	11
1-2 years		16.7%	5
3-4 years		23.3%	7
5-6 years		10.0%	3
6-10 years		10.0%	3
>10 years		3.3%	1
answered question			30
skipped question			8

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

		Response Percent	Response Count
Yes		76.7%	23
No		23.3%	7
answered question			30
skipped question			8

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		65.2%	15
No		34.8%	8
If yes, please describe the main variations			12
answered question			23
skipped question			15

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

		Response Percent	Response Count
A partner	<input type="checkbox"/>	0.0%	0
Associate	<input type="checkbox"/>	0.0%	0
Solicitor	<input checked="" type="checkbox"/>	92.0%	23
Paralegal	<input type="checkbox"/>	4.0%	1
Administrative staff	<input type="checkbox"/>	12.0%	3
Other (please specify)			7






answered question 25

skipped question 13






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

		Response Percent	Response Count
Your supervisor	<input checked="" type="checkbox"/>	37.9%	11
Another senior practitioner	<input type="checkbox"/>	6.9%	2
Your peer/s	<input checked="" type="checkbox"/>	48.3%	14
A mentor	<input type="checkbox"/>	3.4%	1
Other (please specify)	<input type="checkbox"/>	3.4%	1
answered question			29
skipped question			9







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		30.0%	9
6 - 12 months		43.3%	13
12 - 24 months		10.0%	3
24 - 36 months		3.3%	1
>36 months		13.3%	4
answered question			30
skipped question			8

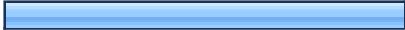

44. How much time do you spend meeting with your supervisor each week? (in minutes)

		Response Percent	Response Count
<15		40.0%	12
15-29		13.3%	4
30-45		10.0%	3
>45		30.0%	9
Other (please specify)		6.7%	2
answered question			30
skipped question			8

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

		Response Percent	Response Count
Daily		10.0%	3
Twice a week		0.0%	0
Weekly		10.0%	3
Fortnightly		20.0%	6
Monthly		3.3%	1
Irregularly		13.3%	4
Only if an issue comes up that I need advice with		43.3%	13
answered question			30
skipped question			8

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

		Response Percent	Response Count
Yes		64.5%	20
No		35.5%	11
Please comment			8
answered question			31
skipped question			7

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	0.0% (0)	6.7% (2)	6.7% (2)	30.0% (9)	56.7% (17)	30
Has a collaborative relationship with me	6.7% (2)	0.0% (0)	6.7% (2)	30.0% (9)	56.7% (17)	30
Maintains a professional distance from me	6.9% (2)	6.9% (2)	17.2% (5)	48.3% (14)	20.7% (6)	29
Helps me achieve ethical conduct and practice	6.9% (2)	6.9% (2)	6.9% (2)	31.0% (9)	48.3% (14)	29
Models ethical conduct and practice	7.1% (2)	3.6% (1)	10.7% (3)	25.0% (7)	53.6% (15)	28
Provides me with emotional support when needed	13.3% (4)	3.3% (1)	26.7% (8)	30.0% (9)	26.7% (8)	30
Helps me to develop my technical skills	3.3% (1)	16.7% (5)	23.3% (7)	23.3% (7)	33.3% (10)	30
Promotes my personal growth	6.7% (2)	6.7% (2)	30.0% (9)	23.3% (7)	33.3% (10)	30
Helps me to become better at what I do	6.7% (2)	13.3% (4)	26.7% (8)	23.3% (7)	30.0% (9)	30
Demonstrates patience and flexibility with me	3.3% (1)	6.7% (2)	20.0% (6)	23.3% (7)	46.7% (14)	30
Closely manages my work	33.3% (10)	10.0% (3)	46.7% (14)	3.3% (1)	6.7% (2)	30
Focuses on solving critical issues and problems that arise for me	0.0% (0)	13.3% (4)	23.3% (7)	36.7% (11)	26.7% (8)	30
Focuses mainly on the best interests of our clients	3.3% (1)	6.7% (2)	16.7% (5)	30.0% (9)	43.3% (13)	30
Is passing on to me his or her knowledge and experience	0.0% (0)	13.3% (4)	23.3% (7)	36.7% (11)	26.7% (8)	30
Requires me to take responsibility for my work	3.3% (1)	0.0% (0)	3.3% (1)	36.7% (11)	56.7% (17)	30
answered question						30
skipped question						8

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

Response
Count

17

answered question

17

skipped question

21

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

Response
Count

13







answered question

13

skipped question

25



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		11.1%	3
Through induction training		18.5%	5
Through personal discussion with my supervisor		33.3%	9
Through other colleagues		18.5%	5
Through external training courses		7.4%	2
Through reading helpful publications that I have found		0.0%	0
I have not received training or guidance		55.6%	15
Other (please specify)		0.0%	0
answered question			27
skipped question			11

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

	Response Count
	11
answered question	11
skipped question	27

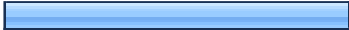





52. Do you feel able to disagree with your supervisor?

		Response Percent	Response Count
Yes		86.2%	25
No		13.8%	4
answered question			29
skipped question			9

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

	Response Count
	17
answered question	17
skipped question	21

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		55.6%	15
supports me in my attempts to rectify the problem		81.5%	22
turns it into a learning experience for me		48.1%	13
is tolerant of my making mistakes once but not a second time		14.8%	4
is quite unforgiving if I make serious mistakes		0.0%	0
would not tolerate my making mistakes and so if I do I try to rectify them myself		3.7%	1
quickly loses faith in my skills		3.7%	1
Other (please specify)			2
answered question			27
skipped question			11

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

	Yes	No	Response Count
In formal, structured and planned situations, such as regular meetings	66.7% (18)	33.3% (9)	27
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	75.9% (22)	24.1% (7)	29
		Other (please specify)	4
answered question			30
skipped question			8

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	97.0% (32)	0.0% (0)	3.0% (1)	33
By making it known that people can ask to see them at any time	72.7% (24)	0.0% (0)	27.3% (9)	33
Being known to give constructive feedback where possible	100.0% (33)	0.0% (0)	0.0% (0)	33
Being known to deal with problems quickly	87.9% (29)	0.0% (0)	12.1% (4)	33
Being known to help supervisees deal with problems themselves	81.3% (26)	0.0% (0)	18.8% (6)	32
			Other (please specify)	2
answered question				33
skipped question				5

**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)	6.1% (2)	9.1% (3)	84.8% (28)	33
Be available when supervisees need help or direction	0.0% (0)	0.0% (0)	0.0% (0)	48.5% (16)	51.5% (17)	33
Consider the professional development of their supervisees	0.0% (0)	0.0% (0)	9.1% (3)	30.3% (10)	60.6% (20)	33
Be aware of the wellness of their supervisees	0.0% (0)	3.0% (1)	12.1% (4)	51.5% (17)	33.3% (11)	33
Foster trust and respect	0.0% (0)	0.0% (0)	6.1% (2)	27.3% (9)	66.7% (22)	33
Ensure continuity and consistency	0.0% (0)	0.0% (0)	0.0% (0)	24.2% (8)	75.8% (25)	33
Take a solution focus on mistakes (rather than blame)	0.0% (0)	0.0% (0)	3.1% (1)	21.9% (7)	75.0% (24)	32
Give credit where it is due	3.0% (1)	0.0% (0)	0.0% (0)	18.2% (6)	78.8% (26)	33
Other (please specify)						2
answered question						33
skipped question						5

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)	3.0% (1)	15.2% (5)	81.8% (27)	33
Prepare well for supervision meetings	0.0% (0)	0.0% (0)	9.1% (3)	33.3% (11)	57.6% (19)	33
Ask questions about details, timelines, priorities	0.0% (0)	0.0% (0)	9.1% (3)	36.4% (12)	54.5% (18)	33
Develop a clear framework on frequency of meetings	0.0% (0)	3.0% (1)	21.2% (7)	39.4% (13)	36.4% (12)	33
Discuss expectations	0.0% (0)	3.1% (1)	12.5% (4)	31.3% (10)	53.1% (17)	32
Other (please specify)						0
answered question						33
skipped question						5

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

	Response Count
	15
answered question	15
skipped question	23

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

**Response
Count**

3

answered question

3

skipped question

35