



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<br>Percent | Response<br>Count |
|-------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes               |  | 100.0%              | 23                |
| No                |                                                                                    | 0.0%                | 0                 |
| answered question |                                                                                    |                     | 23                |
| 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<br>Count |
|-------------------|--|-------------------|
|                   |  | 23                |
| answered question |  | 23                |
| 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<br>Percent | Response<br>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                 |
| <b>Private legal practice (13-50 fee-earners)</b> |  | <b>100.0%</b>       | <b>22</b>         |
| Private legal practice (over 50 fee-earners)      |                                                                                    | 0.0%                | 0                 |
| Government legal practice                         |                                                                                    | 0.0%                | 0                 |
| Community legal centre                            |                                                                                    | 0.0%                | 0                 |
| In-house legal practice                           |                                                                                    | 0.0%                | 0                 |
|                                                   | Other (please specify)                                                             |                     | 0                 |
| <b>answered question</b>                          |                                                                                    |                     | <b>22</b>         |
| <b>skipped question</b>                           |                                                                                    |                     | <b>1</b>          |






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

|                   |                                     | Response<br>Percent | Response<br>Count |
|-------------------|-------------------------------------|---------------------|-------------------|
| <5                |                                     | 0.0%                | 0                 |
| 5-9               |                                     | 0.0%                | 0                 |
| 10-19             | <input type="checkbox"/>            | 4.5%                | 1                 |
| 20-49             | <input checked="" type="checkbox"/> | 95.5%               | 21                |
| >50               |                                     | 0.0%                | 0                 |
| answered question |                                     |                     | 22                |
| skipped question  |                                     |                     | 1                 |



**5. Is your law practice an incorporated legal practice?**

|                   |                                     | Response<br>Percent | Response<br>Count |
|-------------------|-------------------------------------|---------------------|-------------------|
| Yes               | <input checked="" type="checkbox"/> | 100.0%              | 22                |
| No                |                                     | 0.0%                | 0                 |
| answered question |                                     |                     | 22                |
| skipped question  |                                     |                     | 1                 |


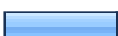




## 6. What best describes your role in the practice?

|                                           |                                                                                    | Response<br>Percent | Response<br>Count |
|-------------------------------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Law firm partner                          |                                                                                    | 0.0%                | 0                 |
| Legal practitioner director (ILPs only)   |   | 27.3%               | 6                 |
| Sole practitioner                         |                                                                                    | 0.0%                | 0                 |
| Sole practitioner (ILP)                   |                                                                                    | 0.0%                | 0                 |
| <b>Employed solicitor</b>                 |   | <b>59.1%</b>        | <b>13</b>         |
| Government legal officer                  |                                                                                    | 0.0%                | 0                 |
| Trainee solicitor                         |   | 4.5%                | 1                 |
| Fee-earner without practising certificate |   | 4.5%                | 1                 |
| Conveyancing clerk                        |  | 4.5%                | 1                 |
| Administrative Manager                    |                                                                                    | 0.0%                | 0                 |
| Legal secretary                           |                                                                                    | 0.0%                | 0                 |
| Volunteer to a CLC                        |                                                                                    | 0.0%                | 0                 |
|                                           | Other (please specify)                                                             |                     | 0                 |
| <b>answered question</b>                  |                                                                                    |                     | <b>22</b>         |
| <b>skipped question</b>                   |                                                                                    |                     | <b>1</b>          |








## 7. Do you have a current practising certificate?

|                                                         |                                                                                    | Response<br>Percent | Response<br>Count |
|---------------------------------------------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes                                                     |  | 85.7%               | 18                |
| No                                                      |   | 14.3%               | 3                 |
| No, but I have previously held a practising certificate |                                                                                    | 0.0%                | 0                 |
| answered question                                       |                                                                                    |                     | 21                |
| skipped question                                        |                                                                                    |                     | 2                 |



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

|                   |                                                                                     | Response<br>Percent | Response<br>Count |
|-------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| 1-2 years         |  | 11.8%               | 2                 |
| 3-4 years         |  | 17.6%               | 3                 |
| 5-9 years         |  | 23.5%               | 4                 |
| 10-14 years       |  | 11.8%               | 2                 |
| 15-19 years       |  | 11.8%               | 2                 |
| over 20 years     |  | 23.5%               | 4                 |
| answered question |                                                                                     |                     | 17                |
| skipped question  |                                                                                     |                     | 6                 |

### 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                |  | 23.1%            | 3              |
| 2-4 years                |  | 0.0%             | 0              |
| 5-9 years                |  | 7.7%             | 1              |
| 10-14 years              |  | 0.0%             | 0              |
| 15-19 years              |  | 0.0%             | 0              |
| >20 years                |  | 7.7%             | 1              |
| <b>Not applicable</b>    |  | <b>61.5%</b>     | <b>8</b>       |
| <b>answered question</b> |                                                                                   |                  | <b>13</b>      |
| <b>skipped question</b>  |                                                                                   |                  | <b>10</b>      |

### 10. What is your gender?

|                          |                                                                                     | Response Percent | Response Count |
|--------------------------|-------------------------------------------------------------------------------------|------------------|----------------|
| <b>Male</b>              |  | <b>63.6%</b>     | <b>14</b>      |
| Female                   |  | 36.4%            | 8              |
| <b>answered question</b> |                                                                                     |                  | <b>22</b>      |
| <b>skipped question</b>  |                                                                                     |                  | <b>1</b>       |

## 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)           | 0.0% (0)  | 31.8% (7)         | <b>68.2% (15)</b> | 22             |
| Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task | 0.0% (0)           | 0.0% (0)  | 18.2% (4)         | <b>81.8% (18)</b> | 22             |
| Fostering resilience                                                                                                      | 0.0% (0)           | 9.1% (2)  | <b>59.1% (13)</b> | 31.8% (7)         | 22             |
| Risk management                                                                                                           | 0.0% (0)           | 0.0% (0)  | 13.6% (3)         | <b>86.4% (19)</b> | 22             |
| Identifying and supporting staff facing personal difficulties                                                             | 0.0% (0)           | 18.2% (4) | <b>45.5% (10)</b> | 36.4% (8)         | 22             |
| Mentoring junior staff                                                                                                    | 0.0% (0)           | 4.5% (1)  | 40.9% (9)         | <b>54.5% (12)</b> | 22             |
| Monitoring workloads                                                                                                      | 0.0% (0)           | 4.5% (1)  | <b>59.1% (13)</b> | 36.4% (8)         | 22             |
| Promoting ethical practices                                                                                               | 0.0% (0)           | 0.0% (0)  | 4.5% (1)          | <b>95.5% (21)</b> | 22             |
| Discouraging bad workplace conduct such as bullying                                                                       | 0.0% (0)           | 9.1% (2)  | 13.6% (3)         | <b>77.3% (17)</b> | 22             |

Please describe if your organization has other aims for supervision





1

|                          |           |
|--------------------------|-----------|
| <b>answered question</b> | <b>22</b> |
| <b>skipped question</b>  | <b>1</b>  |

**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<br>Percent | Response<br>Count |
|----------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| Both - I supervise others, and I am supervised by others |  | 31.8%               | 7                 |
| I supervise others                                       |  | 31.8%               | 7                 |
| I am supervised by others                                |  | 36.4%               | 8                 |
| answered question                                        |                                                                                   |                     | 22                |
| skipped question                                         |                                                                                   |                     | 1                 |

**13. How long have you been a supervisor?**

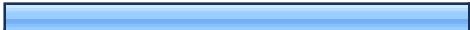

|                   |                                                                                     | Response<br>Percent | Response<br>Count |
|-------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| <1 year           |  | 7.7%                | 1                 |
| 1-2 years         |                                                                                     | 0.0%                | 0                 |
| 3-4 years         |  | 23.1%               | 3                 |
| 5-6 years         |  | 23.1%               | 3                 |
| >6 years          |  | 46.2%               | 6                 |
| answered question |                                                                                     |                     | 13                |
| skipped question  |                                                                                     |                     | 10                |







#### 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                              | <b>70.0%</b><br><b>(7)</b>  | 20.0%<br>(2) | 10.0%<br>(1) | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 10             |
| Administrative staff                     | <b>100.0%</b><br><b>(8)</b> | 0.0%<br>(0)  | 0.0%<br>(0)  | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 8              |
| Fee-earning staff who are not pc holders | <b>87.5%</b><br><b>(7)</b>  | 12.5%<br>(1) | 0.0%<br>(0)  | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 8              |
| Other (eg consultants or contractors)    | 0.0%<br>(0)                 | 0.0%<br>(0)  | 0.0%<br>(0)  | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 0.0%<br>(0) | 0              |
| answered question                        |                             |              |              |             |             |             |             | 13             |
| skipped question                         |                             |              |              |             |             |             |             | 10             |



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

|                                                                     |                                                                                      | Response Percent | Response Count |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------|----------------|
| Yes                                                                 |  | 75.0%            | 9              |
| No                                                                  |   | 25.0%            | 3              |
| If "yes" please describe how you share supervisory responsibilities |                                                                                      |                  | 7              |
| answered question                                                   |                                                                                      |                  | 12             |
| skipped question                                                    |                                                                                      |                  | 11             |



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

|                   |                                                                                   | Response<br>Percent | Response<br>Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| <10%              |  | 23.1%               | 3                 |
| 10-20%            |  | 46.2%               | 6                 |
| 20-30%            |  | 23.1%               | 3                 |
| 30-40%            |  | 7.7%                | 1                 |
| 40-50%            |                                                                                   | 0.0%                | 0                 |
| 50-60%            |                                                                                   | 0.0%                | 0                 |
| 60-70%            |                                                                                   | 0.0%                | 0                 |
| 70-80%            |                                                                                   | 0.0%                | 0                 |
| >80%              |                                                                                   | 0.0%                | 0                 |
| answered question |                                                                                   |                     | 13                |
| skipped question  |                                                                                   |                     | 10                |



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

|                         |                                                                                     | Response<br>Percent | Response<br>Count |
|-------------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Your fee-earning duties |  | 61.5%               | 8                 |
| Your supervision duties |  | 38.5%               | 5                 |
| answered question       |                                                                                     |                     | 13                |
| skipped question        |                                                                                     |                     | 10                |

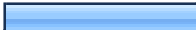




### 18. Would you describe your supervision activities as primarily

|                   |                                                                                   | Response<br>Percent | Response<br>Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| proactive         |  | 69.2%               | 9                 |
| reactive          |  | 30.8%               | 4                 |
| answered question |                                                                                   |                     | 13                |
| skipped question  |                                                                                   |                     | 10                |






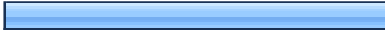
### 19. Do you measure your success in your role primarily by

|                             |                                                                                    | Response<br>Percent | Response<br>Count |
|-----------------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Your individual performance |   | 23.1%               | 3                 |
| Your team's performance     |  | 76.9%               | 10                |
| answered question           |                                                                                    |                     | 13                |
| skipped question            |                                                                                    |                     | 10                |

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

|                                                                                                                                                 |                                                                                     | Response<br>Percent | Response<br>Count |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| My firm allocates time to me for my supervision responsibilities                                                                                |    | 30.8%               | 4                 |
| I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters            |    | 38.5%               | 5                 |
| 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) |    | 61.5%               | 8                 |
| <b>Time for supervision is not structured into a daily work schedule</b>                                                                        |    | <b>69.2%</b>        | <b>9</b>          |
| It is up to me to find spare time for supervision                                                                                               |  | 53.8%               | 7                 |
|                                                                                                                                                 | Other (please specify)                                                              |                     | 2                 |
| answered question                                                                                                                               |                                                                                     |                     | 13                |
| skipped question                                                                                                                                |                                                                                     |                     | 10                |

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

|                                                                              |                                                                                   | Response<br>Percent | Response<br>Count |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| By emulating my current supervisor                                           |  | 30.8%               | 4                 |
| By emulating a previous supervisor                                           |  | 46.2%               | 6                 |
| By watching others                                                           |  | 30.8%               | 4                 |
| By trial and error                                                           |  | 53.8%               | 7                 |
| By following my firm's policies and procedures                               |  | 38.5%               | 5                 |
| <b>By responding to the needs or expressed preferences of my supervisees</b> |  | <b>61.5%</b>        | <b>8</b>          |

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

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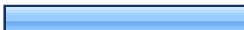

answered question

13

skipped question

10

## 22. Have you ever had training in supervision?

|     |                                                                                     | Response<br>Percent | Response<br>Count |
|-----|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 38.5%               | 5                 |
| No  |  | 61.5%               | 8                 |




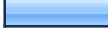

answered question

13







skipped question

10




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

|                                                                                            |                                                                                     | <b>Response<br/>Percent</b> | <b>Response<br/>Count</b> |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------|---------------------------|
| In-house formal training provided by my firm                                               |    | 33.3%                       | 2                         |
| In-house informal discussions generally in response to problems seen as supervision issues |    | 33.3%                       | 2                         |
| External formal training at regular intervals                                              |                                                                                     | 0.0%                        | 0                         |
| <b>External formal training at irregular intervals when available</b>                      |    | <b>66.7%</b>                | <b>4</b>                  |
| I regularly read publications and attend workshops on supervision                          |    | 16.7%                       | 1                         |
| Reading management literature                                                              |  | 33.3%                       | 2                         |
|                                                                                            | Other (please specify)                                                              |                             | 0                         |
| <b>answered question</b>                                                                   |                                                                                     |                             | <b>6</b>                  |
| <b>skipped question</b>                                                                    |                                                                                     |                             | <b>17</b>                 |



## 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                                                                    |   | 40.0%            | 4              |
| In-house informal, such as ad hoc discussions in response to problems arising      |   | 10.0%            | 1              |
| <b>External formal training given regularly by a dedicated service provider</b>    |   | <b>50.0%</b>     | <b>5</b>       |
| External informal, for example professional seminars on supervision related topics |   | 40.0%            | 4              |
| Reading management literature                                                      |   | 40.0%            | 4              |
| I do not need further training in supervision                                      |  | 20.0%            | 2              |
| Other (please specify)                                                             |                                                                                    |                  | 0              |
| <b>answered question</b>                                                           |                                                                                    |                  | <b>10</b>      |
| <b>skipped question</b>                                                            |                                                                                    |                  | <b>13</b>      |

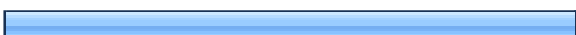
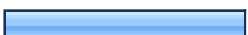


## 25. Compared to your other work roles, do you enjoy your supervision role

|                          |                                                                                     | Response Percent | Response Count |
|--------------------------|-------------------------------------------------------------------------------------|------------------|----------------|
| Much less                |  | 7.7%             | 1              |
| <b>Less</b>              |  | <b>53.8%</b>     | <b>7</b>       |
| No difference            |  | 38.5%            | 5              |
| More                     |                                                                                     | 0.0%             | 0              |
| Much more                |                                                                                     | 0.0%             | 0              |
| <b>answered question</b> |                                                                                     |                  | <b>13</b>      |
| <b>skipped question</b>  |                                                                                     |                  | <b>10</b>      |

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

|                   |                                                                                   | Response<br>Percent | Response<br>Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| The person        |  | 53.8%               | 7                 |
| The file          |  | 46.2%               | 6                 |
| answered question |                                                                                   |                     | 13                |
| skipped question  |                                                                                   |                     | 10                |

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

|                                               |                                                                                     | Response<br>Percent | Response<br>Count |
|-----------------------------------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| The outcomes of my supervisees' work          |   | 92.3%               | 12                |
| My firm's evaluation of my supervision skills |                                                                                     | 0.0%                | 0                 |
| Feedback from management within the firm      |  | 38.5%               | 5                 |
| Feedback from clients                         |  | 61.5%               | 8                 |
| Feedback from my supervisees                  |  | 61.5%               | 8                 |
| Other (please specify)                        |                                                                                     |                     | 0                 |
| answered question                             |                                                                                     |                     | 13                |
| skipped question                              |                                                                                     |                     | 10                |



## 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             | <b>69.2% (9)</b>  | 23.1% (3)            | 7.7% (1)           | 0.0% (0)   | 13             |
| Compliance with your firm's systems        | 30.8% (4)         | <b>61.5% (8)</b>     | 7.7% (1)           | 0.0% (0)   | 13             |
| How your supervisee is coping              | 23.1% (3)         | <b>53.8% (7)</b>     | 23.1% (3)          | 0.0% (0)   | 13             |
| Timely processing of matters               | <b>61.5% (8)</b>  | 38.5% (5)            | 0.0% (0)           | 0.0% (0)   | 13             |
| Ethical behaviour                          | <b>84.6% (11)</b> | 15.4% (2)            | 0.0% (0)           | 0.0% (0)   | 13             |
| Potential risks                            | <b>69.2% (9)</b>  | 30.8% (4)            | 0.0% (0)           | 0.0% (0)   | 13             |
| Productivity and time recording            | 30.8% (4)         | <b>38.5% (5)</b>     | 30.8% (4)          | 0.0% (0)   | 13             |
| Billing                                    | 23.1% (3)         | <b>38.5% (5)</b>     | <b>38.5% (5)</b>   | 0.0% (0)   | 13             |
| Client relationship management and service | <b>72.7% (8)</b>  | 27.3% (3)            | 0.0% (0)           | 0.0% (0)   | 11             |
| Other (please specify)                     |                   |                      |                    |            | 0              |
| <b>answered question</b>                   |                   |                      |                    |            | <b>13</b>      |
| <b>skipped question</b>                    |                   |                      |                    |            | <b>10</b>      |

## 29. Do you view supervision principally as

|                                                                                      | Yes         | No        | Response Count |
|--------------------------------------------------------------------------------------|-------------|-----------|----------------|
| A management tool                                                                    | 91.7% (11)  | 8.3% (1)  | 12             |
| A legal responsibility                                                               | 81.8% (9)   | 18.2% (2) | 11             |
| An educational tool                                                                  | 90.0% (9)   | 10.0% (1) | 10             |
| A mentoring tool                                                                     | 100.0% (11) | 0.0% (0)  | 11             |
| A means of identifying and confronting problems that arise in your supervisees' work | 100.0% (11) | 0.0% (0)  | 11             |
| Additional to your main role                                                         | 63.6% (7)   | 36.4% (4) | 11             |

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

3




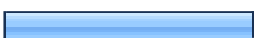
answered question

13

skipped question

10

## 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            |  | 20.0%            | 2              |
| No             |  | 10.0%            | 1              |
| Somewhat       |  | 30.0%            | 3              |
| Not applicable |  | 40.0%            | 4              |

If they differ, in what ways do they differ?

2

answered question

10

skipped question

13

### 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                                            | <b>92.3% (12)</b>  | 0.0% (0)  | 7.7% (1)            | 13             |
| I provide both positive and constructive critical feedback                                   | <b>100.0% (13)</b> | 0.0% (0)  | 0.0% (0)            | 13             |
| I work collaboratively with my supervisees                                                   | <b>76.9% (10)</b>  | 0.0% (0)  | 23.1% (3)           | 13             |
| I contribute to the personal growth of my supervisees                                        | <b>61.5% (8)</b>   | 15.4% (2) | 23.1% (3)           | 13             |
| I teach my supervisees to become lawyers                                                     | <b>76.9% (10)</b>  | 7.7% (1)  | 15.4% (2)           | 13             |
| I focus on solving critical issues and problems that arise for my supervisees                | <b>76.9% (10)</b>  | 15.4% (2) | 7.7% (1)            | 13             |
| I teach my supervisees about being ethical                                                   | <b>84.6% (11)</b>  | 0.0% (0)  | 15.4% (2)           | 13             |
| I provide emotional support to my supervisees                                                | 15.4% (2)          | 30.8% (4) | <b>53.8% (7)</b>    | 13             |
| I maintain a professional distance from my supervisees                                       | <b>53.8% (7)</b>   | 15.4% (2) | 30.8% (4)           | 13             |
| I demonstrate patience and flexibility with my supervisees                                   | <b>61.5% (8)</b>   | 0.0% (0)  | 38.5% (5)           | 13             |
| I demonstrate openness and honesty in my work                                                | <b>100.0% (13)</b> | 0.0% (0)  | 0.0% (0)            | 13             |
| I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not | <b>100.0% (13)</b> | 0.0% (0)  | 0.0% (0)            | 13             |
| I closely manage cases                                                                       | 46.2% (6)          | 0.0% (0)  | <b>53.8% (7)</b>    | 13             |
| I safeguard the interests of the client                                                      | <b>100.0% (13)</b> | 0.0% (0)  | 0.0% (0)            | 13             |
| I pass on my knowledge and experience to my supervisees                                      | <b>100.0% (13)</b> | 0.0% (0)  | 0.0% (0)            | 13             |
| answered question                                                                            |                    |           |                     | <b>13</b>      |
| skipped question                                                                             |                    |           |                     | <b>10</b>      |


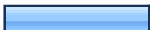

**32. Research indicates that many supervisors may encounter issues that hinder their ability to provide effective supervision. Do you encounter any of the following obstacles in providing effective supervision? Please rank on a scale of 1 (rarely) to 7 (often)**

|                                                                                                       | 1<br>(rarely)              | 2                          | 3                          | 4                          | 5                          | 6           | 7<br>(often) | Response<br>Count |
|-------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-------------|--------------|-------------------|
| Split supervision- where supervision responsibilities are shared with another supervisor              | <b>53.8%</b><br><b>(7)</b> | 15.4%<br>(2)               | 7.7%<br>(1)                | 15.4%<br>(2)               | 0.0%<br>(0)                | 0.0%<br>(0) | 7.7%<br>(1)  | 13                |
| Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)   | <b>38.5%</b><br><b>(5)</b> | 15.4%<br>(2)               | 0.0%<br>(0)                | 30.8%<br>(4)               | 15.4%<br>(2)               | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| Inadequate practice management systems (IT and others)                                                | <b>61.5%</b><br><b>(8)</b> | 23.1%<br>(3)               | 7.7%<br>(1)                | 0.0%<br>(0)                | 7.7%<br>(1)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| Having insufficient time for supervision                                                              | 7.7%<br>(1)                | <b>23.1%</b><br><b>(3)</b> | 15.4%<br>(2)               | 15.4%<br>(2)               | <b>23.1%</b><br><b>(3)</b> | 7.7%<br>(1) | 7.7%<br>(1)  | 13                |
| Having limited interest in managing or supervising others                                             | 23.1%<br>(3)               | <b>53.8%</b><br><b>(7)</b> | 7.7%<br>(1)                | 15.4%<br>(2)               | 0.0%<br>(0)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| My supervisees and I having different understandings of what supervision entails                      | <b>30.8%</b><br><b>(4)</b> | 23.1%<br>(3)               | <b>30.8%</b><br><b>(4)</b> | 7.7%<br>(1)                | 7.7%<br>(1)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| Being faced with the consequences of my supervisees having poor experiences with previous supervisors | <b>30.8%</b><br><b>(4)</b> | <b>30.8%</b><br><b>(4)</b> | 7.7%<br>(1)                | 23.1%<br>(3)               | 7.7%<br>(1)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| Having supervisees who do not communicate clearly                                                     | 7.7%<br>(1)                | <b>30.8%</b><br><b>(4)</b> | 15.4%<br>(2)               | 15.4%<br>(2)               | 23.1%<br>(3)               | 7.7%<br>(1) | 0.0%<br>(0)  | 13                |
| Having supervisees who do not follow instructions                                                     | <b>30.8%</b><br><b>(4)</b> | 15.4%<br>(2)               | 15.4%<br>(2)               | 15.4%<br>(2)               | 15.4%<br>(2)               | 0.0%<br>(0) | 7.7%<br>(1)  | 13                |
| Having supervisees who work hard but not effectively                                                  | 0.0%<br>(0)                | <b>30.8%</b><br><b>(4)</b> | 15.4%<br>(2)               | <b>30.8%</b><br><b>(4)</b> | 15.4%<br>(2)               | 7.7%<br>(1) | 0.0%<br>(0)  | 13                |
| Having supervisees who don't take sufficient responsibility                                           | 7.7%<br>(1)                | 23.1%<br>(3)               | 15.4%<br>(2)               | <b>30.8%</b><br><b>(4)</b> | 15.4%<br>(2)               | 0.0%<br>(0) | 7.7%<br>(1)  | 13                |
| Having supervisees who are not effective team members                                                 | 15.4%<br>(2)               | <b>38.5%</b><br><b>(5)</b> | 15.4%<br>(2)               | 23.1%<br>(3)               | 7.7%<br>(1)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |
| Having supervisees who lack respect for me and other colleagues                                       | <b>46.2%</b><br><b>(6)</b> | 38.5%<br>(5)               | 7.7%<br>(1)                | 0.0%<br>(0)                | 7.7%<br>(1)                | 0.0%<br>(0) | 0.0%<br>(0)  | 13                |

|                                                               |                            |                            |                            |              |              |             |             |           |
|---------------------------------------------------------------|----------------------------|----------------------------|----------------------------|--------------|--------------|-------------|-------------|-----------|
| Having supervisees who don't understand when to seek advice   | <b>23.1%</b><br><b>(3)</b> | <b>23.1%</b><br><b>(3)</b> | <b>23.1%</b><br><b>(3)</b> | 15.4%<br>(2) | 7.7%<br>(1)  | 7.7%<br>(1) | 0.0%<br>(0) | 13        |
| Having supervisees who don't think they need to be supervised | 25.0%<br>(3)               | <b>33.3%</b><br><b>(4)</b> | 8.3%<br>(1)                | 8.3%<br>(1)  | 16.7%<br>(2) | 8.3%<br>(1) | 0.0%<br>(0) | 12        |
| <b>answered question</b>                                      |                            |                            |                            |              |              |             |             | <b>13</b> |
| <b>skipped question</b>                                       |                            |                            |                            |              |              |             |             | <b>10</b> |

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

|                                                                                                                   |                                                                                      | Response<br>Percent | Response<br>Count |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------|-------------------|
| I have an open door policy and staff come to see me when they have problems                                       |    | 100.0%              | 13                |
| I review work done and allocate new work                                                                          |     | 69.2%               | 9                 |
| I review/check all communications                                                                                 |    | 30.8%               | 4                 |
| I monitor how staff engage in peer file review                                                                    |   | 38.5%               | 5                 |
| I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries) |   | 46.2%               | 6                 |
| I implement workflow systems to ensure or assist process compliance                                               |   | 38.5%               | 5                 |
| I set aside a regular time to review workloads, prioritise work and deal with problem cases                       |   | 15.4%               | 2                 |
| I update and share information with staff in my office                                                            |  | 76.9%               | 10                |
| I identify my supervisees' training needs                                                                         |   | 38.5%               | 5                 |
| I monitor staff for fatigue, stress and other problems                                                            |   | 15.4%               | 2                 |
| I meet the training needs of my supervisees, or ensure they are met                                               |   | 23.1%               | 3                 |

|                                                    |                                                                                   |       |           |
|----------------------------------------------------|-----------------------------------------------------------------------------------|-------|-----------|
| I inspect all files at regular intervals           |  | 53.8% | 7         |
| I inspect sample client files at regular intervals |  | 23.1% | 3         |
| I only inspect problem client files                |  | 23.1% | 3         |
| Other (please specify)                             |                                                                                   |       | 0         |
| <b>answered question</b>                           |                                                                                   |       | <b>13</b> |
| <b>skipped question</b>                            |                                                                                   |       | <b>10</b> |

### 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)   | 8.3% (1)          | 25.0% (3)            | <b>66.7% (8)</b>  | 12             |
| Checking my supervisees' wellbeing                                                    | 0.0% (0)   | 33.3% (4)         | <b>58.3% (7)</b>     | 8.3% (1)          | 12             |
| Being a role model to demonstrate good practice                                       | 0.0% (0)   | 0.0% (0)          | 41.7% (5)            | <b>58.3% (7)</b>  | 12             |
| Ensuring that supervisees adhere to the firm's complaint management policy            | 0.0% (0)   | 0.0% (0)          | 25.0% (3)            | <b>75.0% (9)</b>  | 12             |
| Keeping an "open door policy" and ensuring I am available when needed                 | 0.0% (0)   | 8.3% (1)          | 8.3% (1)             | <b>83.3% (10)</b> | 12             |
| Assigning tasks that are appropriate and meaningful to my supervisees                 | 0.0% (0)   | 8.3% (1)          | <b>75.0% (9)</b>     | 16.7% (2)         | 12             |
| Assigning tasks that fit my supervisees' level of skill and experience                | 0.0% (0)   | 0.0% (0)          | <b>50.0% (6)</b>     | <b>50.0% (6)</b>  | 12             |
| Ensuring that any expressions of client dissatisfaction are brought to my attention   | 0.0% (0)   | 0.0% (0)          | 16.7% (2)            | <b>83.3% (10)</b> | 12             |
| Ensuring that supervisees know they can tell me about serious mistakes they have made | 0.0% (0)   | 0.0% (0)          | 25.0% (3)            | <b>75.0% (9)</b>  | 12             |
| Ensuring that supervisees know                                                        |            |                   |                      |                   |                |

|                                                                                                                             |          |          |           |                  |           |
|-----------------------------------------------------------------------------------------------------------------------------|----------|----------|-----------|------------------|-----------|
| that I will attempt to deal with or rectify any serious mistakes they have made                                             | 0.0% (0) | 0.0% (0) | 25.0% (3) | <b>75.0% (9)</b> | 12        |
| Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made | 0.0% (0) | 0.0% (0) | 25.0% (3) | <b>75.0% (9)</b> | 12        |
| <b>answered question</b>                                                                                                    |          |          |           |                  | <b>12</b> |
| <b>skipped question</b>                                                                                                     |          |          |           |                  | <b>11</b> |

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

|                                                                | <b>1(not important)</b> | <b>2</b> | <b>3</b>         | <b>4</b>         | <b>5(most important)</b> | <b>Response Count</b> |
|----------------------------------------------------------------|-------------------------|----------|------------------|------------------|--------------------------|-----------------------|
| Ensuring excellent client service                              | 0.0% (0)                | 0.0% (0) | 0.0% (0)         | 25.0% (3)        | <b>75.0% (9)</b>         | 12                    |
| Ensuring that work is being progressed to meet deadlines       | 0.0% (0)                | 0.0% (0) | 0.0% (0)         | 25.0% (3)        | <b>75.0% (9)</b>         | 12                    |
| Ensuring accuracy of information being communicated to clients | 0.0% (0)                | 0.0% (0) | 0.0% (0)         | 25.0% (3)        | <b>75.0% (9)</b>         | 12                    |
| Ensuring all communications are polite                         | 0.0% (0)                | 0.0% (0) | 8.3% (1)         | <b>75.0% (9)</b> | 16.7% (2)                | 12                    |
| Ensuring time recording is accurate and up to date             | 0.0% (0)                | 0.0% (0) | <b>41.7% (5)</b> | 25.0% (3)        | 33.3% (4)                | 12                    |
| Ensuring costs are correct (for example, stamp duty)           | 0.0% (0)                | 0.0% (0) | 16.7% (2)        | 33.3% (4)        | <b>50.0% (6)</b>         | 12                    |
| <b>answered question</b>                                       |                         |          |                  |                  |                          | <b>12</b>             |
| <b>skipped question</b>                                        |                         |          |                  |                  |                          | <b>11</b>             |

**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<br>Percent | Response<br>Count |
|-------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes               |  | 91.7%               | 11                |
| No                |   | 8.3%                | 1                 |
| answered question |                                                                                    |                     | 12                |
| skipped question  |                                                                                    |                     | 11                |

**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?**

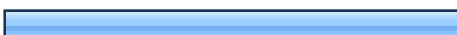
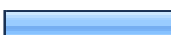
|                                                           | Not important | Of some<br>importance | Moderately<br>important | Very<br>important  | Response<br>Count |
|-----------------------------------------------------------|---------------|-----------------------|-------------------------|--------------------|-------------------|
| The supervisees formal qualifications                     | 16.7% (2)     | 33.3% (4)             | <b>50.0% (6)</b>        | 0.0% (0)           | 12                |
| The supervisees knowledge of the area of law              | 0.0% (0)      | 0.0% (0)              | 8.3% (1)                | <b>91.7% (11)</b>  | 12                |
| The supervisee's level of practical experience            | 0.0% (0)      | 0.0% (0)              | 0.0% (0)                | <b>100.0% (12)</b> | 12                |
| My knowledge of the supervisee's personal characteristics | 8.3% (1)      | 8.3% (1)              | <b>75.0% (9)</b>        | 8.3% (1)           | 12                |
| My observation of the supervisee's daily work             | 0.0% (0)      | 8.3% (1)              | <b>66.7% (8)</b>        | 25.0% (3)          | 12                |
| The nature of the work being delegated to the supervisee  | 0.0% (0)      | 0.0% (0)              | <b>83.3% (10)</b>       | 16.7% (2)          | 12                |
| answered question                                         |               |                       |                         |                    | 12                |
| skipped question                                          |               |                       |                         |                    | 11                |





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

|                   |                                                                                   | Response<br>Percent | Response<br>Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| <1 year           |  | 20.0%               | 3                 |
| 1-2 years         |  | 26.7%               | 4                 |
| <b>3-4 years</b>  |  | <b>33.3%</b>        | <b>5</b>          |
| 5-6 years         |  | 6.7%                | 1                 |
| 6-10 years        |                                                                                   | 0.0%                | 0                 |
| >10 years         |  | 13.3%               | 2                 |
| answered question |                                                                                   |                     | 15                |
| skipped question  |                                                                                   |                     | 8                 |

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

|                   |                                                                                      | Response<br>Percent | Response<br>Count |
|-------------------|--------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes               |  | 73.3%               | 11                |
| No                |   | 26.7%               | 4                 |
| answered question |                                                                                      |                     | 15                |
| 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<br>Percent | Response<br>Count |
|-----|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 72.7%               | 8                 |
| No  |   | 27.3%               | 3                 |

If yes, please describe the main variations

5



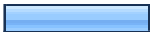


**answered question**

**11**

**skipped question**

**12**

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

|                      |                                                                                      | Response<br>Percent | Response<br>Count |
|----------------------|--------------------------------------------------------------------------------------|---------------------|-------------------|
| A partner            |  | 100.0%              | 13                |
| Associate            |   | 38.5%               | 5                 |
| Solicitor            |   | 23.1%               | 3                 |
| Paralegal            |   | 7.7%                | 1                 |
| Administrative staff |   | 7.7%                | 1                 |

Other (please specify)

1




**answered question**

**13**






**skipped question**

**10**






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

|                             |                                                                                   | Response Percent | Response Count |
|-----------------------------|-----------------------------------------------------------------------------------|------------------|----------------|
| Your supervisor             |  | 64.3%            | 9              |
| Another senior practitioner |  | 7.1%             | 1              |
| Your peer/s                 |  | 28.6%            | 4              |
| A mentor                    |                                                                                   | 0.0%             | 0              |
| Other (please specify)      |                                                                                   | 0.0%             | 0              |
| answered question           |                                                                                   |                  | 14             |
| 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         |  | 7.1%             | 1              |
| 6 - 12 months     |  | 7.1%             | 1              |
| 12 - 24 months    |  | 28.6%            | 4              |
| 24 - 36 months    |  | 21.4%            | 3              |
| >36 months        |  | 35.7%            | 5              |
| answered question |                                                                                     |                  | 14             |
| skipped question  |                                                                                     |                  | 9              |



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

|                        |                                                                                   | Response<br>Percent | Response<br>Count |
|------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| <15                    |  | 28.6%               | 4                 |
| 15-29                  |  | 14.3%               | 2                 |
| 30-45                  |  | 14.3%               | 2                 |
| >45                    |  | 21.4%               | 3                 |
| Other (please specify) |  | 21.4%               | 3                 |
| answered question      |                                                                                   |                     | 14                |
| skipped question       |                                                                                   |                     | 9                 |

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

|                                                   |                                                                                     | Response<br>Percent | Response<br>Count |
|---------------------------------------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Daily                                             |  | 21.4%               | 3                 |
| Twice a week                                      |  | 7.1%                | 1                 |
| Weekly                                            |                                                                                     | 0.0%                | 0                 |
| Fortnightly                                       |                                                                                     | 0.0%                | 0                 |
| Monthly                                           |  | 7.1%                | 1                 |
| Irregularly                                       |  | 7.1%                | 1                 |
| Only if an issue comes up that I need advice with |  | 57.1%               | 8                 |
| answered question                                 |                                                                                     |                     | 14                |
| skipped question                                  |                                                                                     |                     | 9                 |

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

|     |                                                                                    | Response<br>Percent | Response<br>Count |
|-----|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 92.9%               | 13                |
| No  |   | 7.1%                | 1                 |

Please comment 2

|                   |    |
|-------------------|----|
| answered question | 14 |
| skipped question  | 9  |

#### 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)         | 0.0% (0)         | 7.1% (1)     | 28.6% (4)        | <b>64.3% (9)</b> | 14             |
| Has a collaborative relationship with me                          | 0.0% (0)         | 7.1% (1)         | 14.3% (2)    | 28.6% (4)        | <b>50.0% (7)</b> | 14             |
| Maintains a professional distance from me                         | 0.0% (0)         | 0.0% (0)         | 7.1% (1)     | <b>64.3% (9)</b> | 28.6% (4)        | 14             |
| Helps me achieve ethical conduct and practice                     | 0.0% (0)         | 7.1% (1)         | 0.0% (0)     | <b>50.0% (7)</b> | 42.9% (6)        | 14             |
| Models ethical conduct and practice                               | 0.0% (0)         | 7.1% (1)         | 0.0% (0)     | 28.6% (4)        | <b>64.3% (9)</b> | 14             |
| Provides me with emotional support when needed                    | 7.1% (1)         | 21.4% (3)        | 21.4% (3)    | 7.1% (1)         | <b>42.9% (6)</b> | 14             |
| Helps me to develop my technical skills                           | 7.1% (1)         | 7.1% (1)         | 7.1% (1)     | <b>42.9% (6)</b> | 35.7% (5)        | 14             |
| Promotes my personal growth                                       | 14.3% (2)        | 7.1% (1)         | 14.3% (2)    | <b>35.7% (5)</b> | 28.6% (4)        | 14             |
| Helps me to become better at what I do                            | 0.0% (0)         | 7.1% (1)         | 14.3% (2)    | 35.7% (5)        | <b>42.9% (6)</b> | 14             |
| Demonstrates patience and flexibility with me                     | 0.0% (0)         | 0.0% (0)         | 21.4% (3)    | <b>42.9% (6)</b> | 35.7% (5)        | 14             |
| Closely manages my work                                           | <b>28.6% (4)</b> | <b>28.6% (4)</b> | 7.1% (1)     | <b>28.6% (4)</b> | 7.1% (1)         | 14             |
| Focuses on solving critical issues and problems that arise for me | 0.0% (0)         | 7.1% (1)         | 28.6% (4)    | 21.4% (3)        | <b>42.9% (6)</b> | 14             |
| Focuses mainly on the best interests of our clients               | 0.0% (0)         | 0.0% (0)         | 7.1% (1)     | <b>50.0% (7)</b> | 42.9% (6)        | 14             |
| Is passing on to me his or her knowledge and experience           | 0.0% (0)         | 7.1% (1)         | 14.3% (2)    | 28.6% (4)        | <b>50.0% (7)</b> | 14             |
| Requires me to take responsibility for my work                    | 0.0% (0)         | 0.0% (0)         | 7.1% (1)     | 35.7% (5)        | <b>57.1% (8)</b> | 14             |
| answered question                                                 |                  |                  |              |                  |                  | <b>14</b>      |
| skipped question                                                  |                  |                  |              |                  |                  | <b>9</b>       |

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

Response  
Count

5

answered question

5

skipped question

18

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

Response  
Count

3








answered question

3

skipped question

20

**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                               |  | 21.4%            | 3              |
| Through induction training                             |  | 14.3%            | 2              |
| <b>Through personal discussion with my supervisor</b>  |  | <b>64.3%</b>     | <b>9</b>       |
| Through other colleagues                               |  | 57.1%            | 8              |
| Through external training courses                      |  | 35.7%            | 5              |
| Through reading helpful publications that I have found |  | 28.6%            | 4              |
| I have not received training or guidance               |  | 14.3%            | 2              |
| Other (please specify)                                 |                                                                                   | 0.0%             | 0              |
| answered question                                      |                                                                                   |                  | 14             |
| skipped question                                       |                                                                                   |                  | 9              |

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

|                   | Response Count |
|-------------------|----------------|
|                   | 2              |
| answered question | 2              |
| skipped question  | 21             |



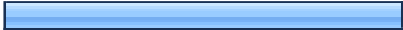





## 52. Do you feel able to disagree with your supervisor?

|                   |                                                                                    | Response<br>Percent | Response<br>Count |
|-------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes               |  | 92.9%               | 13                |
| No                |   | 7.1%                | 1                 |
| answered question |                                                                                    |                     | 14                |
| skipped question  |                                                                                    |                     | 9                 |

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

|                   | Response<br>Count |
|-------------------|-------------------|
|                   | 6                 |
| answered question | 6                 |
| skipped question  | 17                |

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

|                                                                                   |                                                                                     | <b>Response<br/>Percent</b> | <b>Response<br/>Count</b> |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------|---------------------------|
| rectifies the problem and avoids consequences for the client and our practice     |    | 64.3%                       | 9                         |
| <b>supports me in my attempts to rectify the problem</b>                          |   | 100.0%                      | 14                        |
| turns it into a learning experience for me                                        |   | 78.6%                       | 11                        |
| is tolerant of my making mistakes once but not a second time                      |    | 35.7%                       | 5                         |
| is quite unforgiving if I make serious mistakes                                   |    | 14.3%                       | 2                         |
| would not tolerate my making mistakes and so if I do I try to rectify them myself |  | 7.1%                        | 1                         |
| quickly loses faith in my skills                                                  |                                                                                     | 0.0%                        | 0                         |
| Other (please specify)                                                            |                                                                                     |                             | 1                         |
| <b>answered question</b>                                                          |                                                                                     |                             | <b>14</b>                 |
| <b>skipped question</b>                                                           |                                                                                     |                             | <b>9</b>                  |

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

|                                                                              | Yes        | No                     | Response Count |
|------------------------------------------------------------------------------|------------|------------------------|----------------|
| In formal, structured and planned situations, such as regular meetings       | 78.9% (15) | 21.1% (4)              | 19             |
| In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc) | 50.0% (10) | 50.0% (10)             | 20             |
|                                                                              |            | Other (please specify) | 5              |
|                                                                              |            |                        |                |
| answered question                                                            |            |                        | 20             |
| skipped question                                                             |            |                        | 3              |

### 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    | 95.0% (19)  | 0.0% (0)  | 5.0% (1)               | 20             |
| By making it known that people can ask to see them at any time | 80.0% (16)  | 15.0% (3) | 5.0% (1)               | 20             |
| Being known to give constructive feedback where possible       | 100.0% (20) | 0.0% (0)  | 0.0% (0)               | 20             |
| Being known to deal with problems quickly                      | 80.0% (16)  | 10.0% (2) | 10.0% (2)              | 20             |
| Being known to help supervisees deal with problems themselves  | 70.0% (14)  | 0.0% (0)  | 30.0% (6)              | 20             |
|                                                                |             |           | Other (please specify) | 0              |
|                                                                |             |           | answered question      | 20             |
|                                                                |             |           | skipped question       | 3              |

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

|                                                               | <b>1<br/>(unimportant)</b> | <b>2</b> | <b>3<br/>(moderately<br/>important)</b> | <b>4</b>              | <b>5 (very<br/>important)</b> | <b>Response<br/>Count</b> |
|---------------------------------------------------------------|----------------------------|----------|-----------------------------------------|-----------------------|-------------------------------|---------------------------|
| Provide clear instructions                                    | 0.0% (0)                   | 0.0% (0) | 4.8% (1)                                | 14.3%<br>(3)          | <b>81.0% (17)</b>             | 21                        |
| Be available when supervisees<br>need help or direction       | 0.0% (0)                   | 0.0% (0) | 5.0% (1)                                | 35.0%<br>(7)          | <b>60.0% (12)</b>             | 20                        |
| Consider the professional<br>development of their supervisees | 0.0% (0)                   | 0.0% (0) | 14.3% (3)                               | 33.3%<br>(7)          | <b>52.4% (11)</b>             | 21                        |
| Be aware of the wellness of their<br>supervisees              | 0.0% (0)                   | 4.8% (1) | 28.6% (6)                               | <b>33.3%<br/>(7)</b>  | <b>33.3% (7)</b>              | 21                        |
| Foster trust and respect                                      | 0.0% (0)                   | 0.0% (0) | 4.8% (1)                                | 33.3%<br>(7)          | <b>61.9% (13)</b>             | 21                        |
| Ensure continuity and consistency                             | 0.0% (0)                   | 0.0% (0) | 4.8% (1)                                | <b>57.1%<br/>(12)</b> | 38.1% (8)                     | 21                        |
| Take a solution focus on mistakes<br>(rather than blame)      | 0.0% (0)                   | 0.0% (0) | 0.0% (0)                                | 28.6%<br>(6)          | <b>71.4% (15)</b>             | 21                        |
| Give credit where it is due                                   | 0.0% (0)                   | 0.0% (0) | 4.8% (1)                                | 23.8%<br>(5)          | <b>71.4% (15)</b>             | 21                        |
| Other (please specify)                                        |                            |          |                                         |                       |                               | 1                         |
| <b>answered question</b>                                      |                            |          |                                         |                       |                               | <b>21</b>                 |
| <b>skipped question</b>                                       |                            |          |                                         |                       |                               | <b>2</b>                  |

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

|                                                    | 1<br>(unimportant) | 2        | 3<br>(moderately important) | 4                 | 5 (most important) | Response Count |
|----------------------------------------------------|--------------------|----------|-----------------------------|-------------------|--------------------|----------------|
| Listen to advice and comments                      | 0.0% (0)           | 0.0% (0) | 0.0% (0)                    | 9.5% (2)          | <b>90.5% (19)</b>  | 21             |
| Prepare well for supervision meetings              | 0.0% (0)           | 0.0% (0) | 9.5% (2)                    | 28.6% (6)         | <b>61.9% (13)</b>  | 21             |
| Ask questions about details, timelines, priorities | 0.0% (0)           | 0.0% (0) | 9.5% (2)                    | 23.8% (5)         | <b>66.7% (14)</b>  | 21             |
| Develop a clear framework on frequency of meetings | 0.0% (0)           | 0.0% (0) | <b>38.1% (8)</b>            | <b>38.1% (8)</b>  | 23.8% (5)          | 21             |
| Discuss expectations                               | 0.0% (0)           | 4.8% (1) | 4.8% (1)                    | <b>66.7% (14)</b> | 23.8% (5)          | 21             |
| Other (please specify)                             |                    |          |                             |                   |                    | 0              |
| <b>answered question</b>                           |                    |          |                             |                   |                    | <b>21</b>      |
| <b>skipped question</b>                            |                    |          |                             |                   |                    | <b>2</b>       |

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

|                          | Response Count |
|--------------------------|----------------|
|                          | 11             |
| <b>answered question</b> | <b>11</b>      |
| <b>skipped question</b>  | <b>12</b>      |

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

**Response  
Count**

0

**answered question**

**0**

**skipped question**

**23**