

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).

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	100.0% (28)	100.0% (20)	99.4% (167)	100.0% (31)	100.0% (23)	99.6% (269)
No	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.4% (1)
answered question	28	20	168	31	23	270
skipped question						3

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	30 replies	19 replies	167 replies	31 replies	23 replies	270
answered question	30	19	167	31	23	270
skipped question						3

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)

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Private legal practice (sole practitioner)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (2-3 fee-earners)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Private legal practice (4-12 fee-earners)	6.7% (2)	15.8% (3)	6.6% (11)	0.0% (0)	0.0% (0)	5.9% (16)
Private legal practice (13-50 fee-earners)	53.3% (16)	78.9% (15)	40.4% (67)	3.2% (1)	52.2% (12)	41.3% (111)
Private legal practice (over 50 fee-earners)	36.7% (11)	5.3% (1)	44.0% (73)	0.0% (0)	34.8% (8)	34.6% (93)
Government legal practice	3.3% (1)	0.0% (0)	9.0% (15)	96.8% (30)	13.0% (3)	18.2% (49)
Community legal centre	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
In-house legal practice	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	0 replies	1 reply	3 replies	0 replies	0 replies	4
answered question	30	19	166	31	23	269
skipped question						4

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<5	0.0% (0)	0.0% (0)	0.6% (1)	5.9% (1)	0.0% (0)	0.8% (2)
5-9	6.7% (2)	15.0% (3)	7.2% (12)	5.9% (1)	13.6% (3)	8.2% (21)
10-19	33.3% (10)	50.0% (10)	16.3% (27)	5.9% (1)	31.8% (7)	21.6% (55)
20-49	23.3% (7)	30.0% (6)	23.5% (39)	5.9% (1)	9.1% (2)	21.6% (55)
>50	36.7% (11)	5.0% (1)	52.4% (87)	76.5% (13)	45.5% (10)	47.8% (122)
answered question	30	20	166	17	22	255
skipped question						18

5. Is your law practice an incorporated legal practice?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	20.0% (6)	100.0% (20)	45.2% (76)	6.7% (2)	54.5% (12)	43.0% (116)
No	80.0% (24)	0.0% (0)	54.8% (92)	93.3% (28)	45.5% (10)	57.0% (154)
answered question	30	20	168	30	22	270
skipped question						3

6. What best describes your role in the practice?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Law firm partner	100.0% (30)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	11.0% (30)
Legal practitioner director (ILPs only)	0.0% (0)	100.0% (20)	0.0% (0)	0.0% (0)	0.0% (0)	7.3% (20)
Sole practitioner	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Sole practitioner (ILP)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Employed solicitor	0.0% (0)	0.0% (0)	100.0% (169)	0.0% (0)	0.0% (0)	61.9% (169)
Government legal officer	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (31)	0.0% (0)	11.4% (31)
Trainee solicitor	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (23)	8.4% (23)
Fee-earner without practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Conveyancing clerk	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Administrative Manager	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Legal secretary	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Volunteer to a CLC	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	0 replies	0 replies	1 reply	0 replies	0 replies	1
answered question	30	20	169	31	23	273
skipped question						0

7. Do you have a current practising certificate?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	100.0% (30)	100.0% (19)	99.4% (166)	51.6% (16)	17.4% (4)	87.0% (235)
No	0.0% (0)	0.0% (0)	0.6% (1)	19.4% (6)	82.6% (19)	9.6% (26)
No, but I have previously held a practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	29.0% (9)	0.0% (0)	3.3% (9)
answered question	30	19	167	31	23	270
skipped question						3

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
1-2 years	0.0% (0)	0.0% (0)	31.9% (53)	11.8% (2)	100.0% (4)	25.2% (59)
3-4 years	0.0% (0)	0.0% (0)	26.5% (44)	11.8% (2)	0.0% (0)	19.7% (46)
5-9 years	6.7% (2)	11.8% (2)	24.7% (41)	29.4% (5)	0.0% (0)	21.4% (50)
10-14 years	23.3% (7)	17.6% (3)	6.0% (10)	11.8% (2)	0.0% (0)	9.4% (22)
15-19 years	20.0% (6)	11.8% (2)	4.2% (7)	23.5% (4)	0.0% (0)	8.1% (19)
over 20 years	50.0% (15)	58.8% (10)	6.6% (11)	11.8% (2)	0.0% (0)	16.2% (38)
answered question	30	17	166	17	4	234
skipped question						39

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
1-2 years	0.0% (0)	0.0% (0)	3.5% (4)	3.7% (1)	56.3% (9)	7.5% (14)
2-4 years	0.0% (0)	0.0% (0)	0.9% (1)	7.4% (2)	0.0% (0)	1.6% (3)
5-9 years	0.0% (0)	9.1% (1)	0.9% (1)	14.8% (4)	0.0% (0)	3.2% (6)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	3.7% (1)	0.0% (0)	0.5% (1)
15-19 years	0.0% (0)	0.0% (0)	0.0% (0)	3.7% (1)	0.0% (0)	0.5% (1)
>20 years	0.0% (0)	18.2% (2)	0.0% (0)	7.4% (2)	0.0% (0)	2.1% (4)
Not applicable	100.0% (18)	72.7% (8)	94.8% (109)	59.3% (16)	43.8% (7)	84.5% (158)
answered question	18	11	115	27	16	187
skipped question						86

10. What is your gender?						
	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Male	65.5% (19)	95.0% (19)	39.3% (66)	22.6% (7)	39.1% (9)	44.3% (120)
Female	34.5% (10)	5.0% (1)	60.7% (102)	77.4% (24)	60.9% (14)	55.7% (151)
answered question	29	20	168	31	23	271
skipped question						2

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	3.3% (1)	0.0% (0)	
	Neutral	0.0% (0)	10.0% (2)	1.8% (3)	6.7% (2)	4.3% (1)	
	Important	27.6% (8)	30.0% (6)	41.1% (69)	46.7% (14)	47.8% (11)	
	Very important	72.4% (21)	60.0% (12)	57.1% (96)	43.3% (13)	47.8% (11)	
		29	20	168	30	23	270
Enhancing quality – this could relate to accuracy, timeliness, value for money, ethical soundness or suitability for task	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	5.0% (1)	1.8% (3)	0.0% (0)	0.0% (0)	
	Important	20.7% (6)	10.0% (2)	20.2% (34)	40.0% (12)	34.8% (8)	
	Very important	79.3% (23)	85.0% (17)	78.0% (131)	60.0% (18)	65.2% (15)	
		29	20	168	30	23	270
Fostering resilience	Not very important	0.0% (0)	0.0% (0)	1.2% (2)	0.0% (0)	0.0% (0)	
	Neutral	10.3% (3)	35.0% (7)	22.0% (37)	13.3% (4)	13.0% (3)	
	Important	51.7% (15)	45.0% (9)	49.4% (83)	56.7% (17)	65.2% (15)	
	Very important	37.9% (11)	20.0% (4)	27.4% (46)	30.0% (9)	21.7% (5)	
		29	20	168	30	23	270
Risk management	Not very important	0.0%	0.0%	0.6%	0.0%	0.0%	

	important	(0)	(0)	(1)	(0)	(0)	
	Neutral	0.0% (0)	5.0% (1)	2.4% (4)	6.7% (2)	0.0% (0)	
	Important	24.1% (7)	20.0% (4)	26.2% (44)	40.0% (12)	43.5% (10)	
	Very important	75.9% (22)	75.0% (15)	70.8% (119)	53.3% (16)	56.5% (13)	
		29	20	168	30	23	270
Identifying and supporting staff facing personal difficulties	Not very important	3.4% (1)	0.0% (0)	0.6% (1)	6.7% (2)	4.3% (1)	
	Neutral	0.0% (0)	15.0% (3)	13.8% (23)	20.0% (6)	17.4% (4)	
	Important	55.2% (16)	60.0% (12)	53.3% (89)	36.7% (11)	43.5% (10)	
	Very important	41.4% (12)	25.0% (5)	32.3% (54)	36.7% (11)	34.8% (8)	
		29	20	167	30	23	269
Mentoring junior staff	Not very important	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	Neutral	3.4% (1)	0.0% (0)	4.2% (7)	6.7% (2)	4.3% (1)	
	Important	34.5% (10)	55.0% (11)	36.9% (62)	40.0% (12)	21.7% (5)	
	Very important	62.1% (18)	45.0% (9)	58.3% (98)	53.3% (16)	73.9% (17)	
		29	20	168	30	23	270
Monitoring workloads	Not very important	0.0% (0)	5.0% (1)	0.0% (0)	0.0% (0)	4.3% (1)	
	Neutral	0.0% (0)	0.0% (0)	3.6% (6)	6.7% (2)	0.0% (0)	
	Important	55.6% (15)	65.0% (13)	48.2% (81)	46.7% (14)	34.8% (8)	
	Very important	44.4% (12)	30.0% (6)	48.2% (81)	46.7% (14)	60.9% (14)	

		27	20	168	30	23	268
Promoting ethical practices	Not very important	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	0.0% (0)	3.6% (6)	6.7% (2)	8.7% (2)	
	Important	27.6% (8)	30.0% (6)	25.0% (42)	23.3% (7)	26.1% (6)	
	Very important	72.4% (21)	70.0% (14)	70.8% (119)	70.0% (21)	65.2% (15)	
		29	20	168	30	23	270
Discouraging bad workplace conduct such as bullying	Not very important	0.0% (0)	0.0% (0)	0.6% (1)	3.3% (1)	4.3% (1)	
	Neutral	3.4% (1)	10.0% (2)	7.4% (12)	3.3% (1)	0.0% (0)	
	Important	31.0% (9)	30.0% (6)	31.9% (52)	33.3% (10)	30.4% (7)	
	Very important	65.5% (19)	60.0% (12)	60.1% (98)	60.0% (18)	65.2% (15)	
		29	20	163	30	23	265
Please describe if your organization has other aims for supervision		4 replies	1 reply	2 replies	1 reply	0 replies	8
answered question		29	20	168	30	23	270
skipped question							3

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".

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Both - I supervise others, and I am supervised by others	6.7% (2)	5.0% (1)	48.8% (82)	53.3% (16)	8.7% (2)	38.0% (103)
I supervise others	93.3% (28)	95.0% (19)	5.4% (9)	13.3% (4)	0.0% (0)	22.1% (60)
I am supervised by others	0.0% (0)	0.0% (0)	45.8% (77)	33.3% (10)	91.3% (21)	39.9% (108)
answered question	30	20	168	30	23	271
skipped question						2

13. How long have you been a supervisor?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<1 year	0.0% (0)	0.0% (0)	22.6% (19)	5.9% (1)	100.0% (2)	14.5% (22)
1-2 years	13.3% (4)	5.3% (1)	27.4% (23)	23.5% (4)	0.0% (0)	21.1% (32)
3-4 years	3.3% (1)	0.0% (0)	21.4% (18)	11.8% (2)	0.0% (0)	13.8% (21)
5-6 years	3.3% (1)	10.5% (2)	4.8% (4)	11.8% (2)	0.0% (0)	5.9% (9)
>6 years	80.0% (24)	84.2% (16)	23.8% (20)	47.1% (8)	0.0% (0)	44.7% (68)
answered question	30	19	84	17	2	152
skipped question						121

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Legal staff	1-2	34.5% (10)	57.9% (11)	75.0% (45)	20.0% (3)	100.0% (1)	
	3-4	24.1% (7)	31.6% (6)	16.7% (10)	33.3% (5)	0.0% (0)	
	5-6	6.9% (2)	5.3% (1)	3.3% (2)	26.7% (4)	0.0% (0)	
	7-9	6.9% (2)	0.0% (0)	3.3% (2)	0.0% (0)	0.0% (0)	
	10-14	13.8% (4)	5.3% (1)	1.7% (1)	13.3% (2)	0.0% (0)	
	15-20	3.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	10.3% (3)	0.0% (0)	0.0% (0)	6.7% (1)	0.0% (0)	
		29	19	60	15	1	124
Administrative staff	1-2	68.0% (17)	66.7% (10)	87.7% (57)	46.7% (7)	0.0% (0)	
	3-4	24.0% (6)	20.0% (3)	6.2% (4)	13.3% (2)	0.0% (0)	
	5-6	0.0% (0)	13.3% (2)	4.6% (3)	20.0% (3)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (3)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	1.5% (1)	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	8.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	

		25	15	65	15	0	120
Fee-earning staff who are not pc holders	1-2	63.6% (7)	87.5% (7)	93.8% (30)	62.5% (5)	100.0% (1)	
	3-4	18.2% (2)	12.5% (1)	3.1% (1)	25.0% (2)	0.0% (0)	
	5-6	9.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	9.1% (1)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
		11	8	32	8	1	60
Other (eg consultants or contractors)	1-2	66.7% (2)	100.0% (2)	66.7% (4)	100.0% (1)	0.0% (0)	
	3-4	33.3% (1)	0.0% (0)	16.7% (1)	0.0% (0)	0.0% (0)	
	5-6	0.0% (0)	0.0% (0)	16.7% (1)	0.0% (0)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		3	2	6	1	0	12
answered question		30	19	84	17	2	152
skipped question							121

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	70.0% (21)	72.2% (13)	78.6% (66)	82.4% (14)	100.0% (2)	76.8% (116)
No	30.0% (9)	27.8% (5)	21.4% (18)	17.6% (3)	0.0% (0)	23.2% (35)
If "yes" please describe how you share supervisory responsibilities	18 replies	10 replies	49 replies	8 replies	0 replies	85
answered question	30	18	84	17	2	151
skipped question						122

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<10%	6.7% (2)	15.8% (3)	26.2% (22)	17.6% (3)	50.0% (1)	20.4% (31)
10-20%	30.0% (9)	36.8% (7)	26.2% (22)	29.4% (5)	0.0% (0)	28.3% (43)
20-30%	26.7% (8)	15.8% (3)	25.0% (21)	11.8% (2)	50.0% (1)	23.0% (35)
30-40%	13.3% (4)	26.3% (5)	15.5% (13)	17.6% (3)	0.0% (0)	16.4% (25)
40-50%	10.0% (3)	0.0% (0)	6.0% (5)	5.9% (1)	0.0% (0)	5.9% (9)
50-60%	6.7% (2)	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	2.0% (3)
60-70%	6.7% (2)	5.3% (1)	0.0% (0)	5.9% (1)	0.0% (0)	2.6% (4)
70-80%	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>80%	0.0% (0)	0.0% (0)	1.2% (1)	5.9% (1)	0.0% (0)	1.3% (2)
answered question	30	19	84	17	2	152
skipped question						121

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Your fee-earning duties	50.0% (15)	66.7% (12)	75.9% (63)	47.1% (8)	100.0% (2)	66.7% (100)
Your supervision duties	50.0% (15)	33.3% (6)	24.1% (20)	52.9% (9)	0.0% (0)	33.3% (50)
answered question	30	18	83	17	2	150
skipped question						123

18. Would you describe your supervision activities as primarily

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
proactive	63.3% (19)	63.2% (12)	84.5% (71)	64.7% (11)	0.0% (0)	74.3% (113)
reactive	36.7% (11)	36.8% (7)	15.5% (13)	35.3% (6)	100.0% (2)	25.7% (39)
answered question	30	19	84	17	2	152
skipped question						121

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Your individual performance	13.3% (4)	31.6% (6)	33.3% (28)	18.8% (3)	50.0% (1)	27.8% (42)
Your team's performance	86.7% (26)	68.4% (13)	66.7% (56)	81.3% (13)	50.0% (1)	72.2% (109)
answered question	30	19	84	16	2	151
skipped question						122

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
My firm allocates time to me for my supervision responsibilities	43.3% (13)	16.7% (3)	21.7% (18)	29.4% (5)	0.0% (0)	26.0% (39)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	46.7% (14)	44.4% (8)	34.9% (29)	47.1% (8)	0.0% (0)	39.3% (59)
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)	60.0% (18)	50.0% (9)	55.4% (46)	41.2% (7)	0.0% (0)	53.3% (80)
Time for supervision is not structured into a daily work schedule	33.3% (10)	61.1% (11)	44.6% (37)	47.1% (8)	100.0% (2)	45.3% (68)
It is up to me to find spare time for supervision	23.3% (7)	33.3% (6)	34.9% (29)	35.3% (6)	0.0% (0)	32.0% (48)
Other (please specify)	3 replies	3 replies	3 replies	2 replies	0 replies	11
answered question	30	18	83	17	2	150
skipped question						123

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
By emulating my current supervisor	10.0% (3)	0.0% (0)	41.7% (35)	23.5% (4)	0.0% (0)	27.6% (42)
By emulating a previous supervisor	56.7% (17)	26.3% (5)	40.5% (34)	52.9% (9)	0.0% (0)	42.8% (65)
By watching others	50.0% (15)	31.6% (6)	39.3% (33)	52.9% (9)	50.0% (1)	42.1% (64)
By trial and error	70.0% (21)	57.9% (11)	33.3% (28)	52.9% (9)	0.0% (0)	45.4% (69)
By following my firm's policies and procedures	43.3% (13)	42.1% (8)	42.9% (36)	64.7% (11)	0.0% (0)	44.7% (68)
By responding to the needs or expressed preferences of my supervisees	70.0% (21)	68.4% (13)	69.0% (58)	70.6% (12)	50.0% (1)	69.1% (105)
Are there any other ways in which you developed your supervision practices?	6 replies	3 replies	6 replies	3 replies	0 replies	18
answered question	30	19	84	17	2	152
skipped question						121

22. Have you ever had training in supervision?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	67.9% (19)	21.1% (4)	45.8% (38)	52.9% (9)	0.0% (0)	47.0% (70)
No	32.1% (9)	78.9% (15)	54.2% (45)	47.1% (8)	100.0% (2)	53.0% (79)
answered question	28	19	83	17	2	149
skipped question						124

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
In-house formal training provided by my firm	36.0% (9)	37.5% (3)	48.0% (24)	54.5% (6)	0.0% (0)	44.7% (42)
In-house informal discussions generally in response to problems seen as supervision issues	60.0% (15)	37.5% (3)	72.0% (36)	63.6% (7)	0.0% (0)	64.9% (61)
External formal training at regular intervals	8.0% (2)	12.5% (1)	6.0% (3)	36.4% (4)	0.0% (0)	10.6% (10)
External formal training at irregular intervals when available	44.0% (11)	25.0% (2)	26.0% (13)	36.4% (4)	0.0% (0)	31.9% (30)
I regularly read publications and attend workshops on supervision	20.0% (5)	12.5% (1)	16.0% (8)	9.1% (1)	0.0% (0)	16.0% (15)
Reading management literature	64.0% (16)	37.5% (3)	26.0% (13)	63.6% (7)	0.0% (0)	41.5% (39)
Other (please specify)	1 reply	0 replies	5 replies	0 replies	0 replies	6
answered question	25	8	50	11	0	94
skipped question						179

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
In-house formal	16.0% (4)	22.2% (4)	30.8% (24)	42.9% (6)	50.0% (1)	28.5% (39)
In-house informal, such as ad hoc discussions in response to problems arising	16.0% (4)	11.1% (2)	37.2% (29)	28.6% (4)	0.0% (0)	28.5% (39)
External formal training given regularly by a dedicated service provider	32.0% (8)	44.4% (8)	33.3% (26)	42.9% (6)	0.0% (0)	35.0% (48)
External informal, for example professional seminars on supervision related topics	40.0% (10)	44.4% (8)	42.3% (33)	50.0% (7)	0.0% (0)	42.3% (58)
Reading management literature	16.0% (4)	22.2% (4)	15.4% (12)	14.3% (2)	0.0% (0)	16.1% (22)
I do not need further training in supervision	28.0% (7)	16.7% (3)	12.8% (10)	0.0% (0)	50.0% (1)	15.3% (21)
Other (please specify)	0 replies	0 replies	0 replies	1 reply	0 replies	1
answered question	25	18	78	14	2	137
skipped question						136

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Much less	6.7% (2)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	2.0% (3)
Less	23.3% (7)	26.3% (5)	11.1% (9)	29.4% (5)	50.0% (1)	18.1% (27)
No difference	26.7% (8)	57.9% (11)	53.1% (43)	47.1% (8)	50.0% (1)	47.7% (71)
More	33.3% (10)	15.8% (3)	32.1% (26)	23.5% (4)	0.0% (0)	28.9% (43)
Much more	10.0% (3)	0.0% (0)	2.5% (2)	0.0% (0)	0.0% (0)	3.4% (5)
answered question	30	19	81	17	2	149
skipped question						124

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
The person	63.3% (19)	47.4% (9)	60.2% (50)	82.4% (14)	50.0% (1)	61.6% (93)
The file	36.7% (11)	52.6% (10)	39.8% (33)	17.6% (3)	50.0% (1)	38.4% (58)
answered question	30	19	83	17	2	151
skipped question						122

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
The outcomes of my supervisees' work	86.2% (25)	89.5% (17)	94.0% (78)	82.4% (14)	100.0% (2)	90.7% (136)
My firm's evaluation of my supervision skills	24.1% (7)	0.0% (0)	13.3% (11)	5.9% (1)	0.0% (0)	12.7% (19)
Feedback from management within the firm	34.5% (10)	10.5% (2)	33.7% (28)	41.2% (7)	0.0% (0)	31.3% (47)
Feedback from clients	79.3% (23)	78.9% (15)	42.2% (35)	58.8% (10)	0.0% (0)	55.3% (83)
Feedback from my supervisees	65.5% (19)	63.2% (12)	65.1% (54)	82.4% (14)	100.0% (2)	67.3% (101)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0 replies	0
answered question	29	19	83	17	2	150
skipped question						123

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Application of legal reasoning	To a great extent	73.3% (22)	63.2% (12)	56.3% (45)	64.7% (11)	0.0% (0)	
	To a moderate extent	26.7% (8)	31.6% (6)	36.3% (29)	23.5% (4)	50.0% (1)	
	To a lesser extent	0.0% (0)	5.3% (1)	5.0% (4)	11.8% (2)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	2.5% (2)	0.0% (0)	50.0% (1)	
		30	19	80	17	2	148
Compliance with your firm's systems	To a great extent	36.7% (11)	31.6% (6)	45.6% (36)	35.3% (6)	0.0% (0)	
	To a moderate extent	50.0% (15)	47.4% (9)	35.4% (28)	47.1% (8)	100.0% (2)	
	To a lesser extent	10.0% (3)	21.1% (4)	17.7% (14)	17.6% (3)	0.0% (0)	
	Not at all	3.3% (1)	0.0% (0)	1.3% (1)	0.0% (0)	0.0% (0)	
		30	19	79	17	2	147
How your supervisee is coping	To a great extent	33.3% (10)	21.1% (4)	45.7% (37)	58.8% (10)	50.0% (1)	
	To a moderate extent	56.7% (17)	52.6% (10)	45.7% (37)	29.4% (5)	50.0% (1)	
	To a lesser extent	10.0%	26.3%	8.6%	11.8%	0.0%	

	less extent	(3)	(5)	(7)	(2)	(0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Timely processing of matters	To a great extent	66.7% (20)	63.2% (12)	55.6% (45)	70.6% (12)	0.0% (0)	
	To a moderate extent	30.0% (9)	31.6% (6)	42.0% (34)	17.6% (3)	100.0% (2)	
	To a lesser extent	3.3% (1)	5.3% (1)	2.5% (2)	11.8% (2)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Ethical behaviour	To a great extent	73.3% (22)	73.7% (14)	58.0% (47)	76.5% (13)	50.0% (1)	
	To a moderate extent	26.7% (8)	15.8% (3)	33.3% (27)	11.8% (2)	50.0% (1)	
	To a lesser extent	0.0% (0)	10.5% (2)	8.6% (7)	11.8% (2)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Potential risks	To a great extent	76.7% (23)	68.4% (13)	65.4% (53)	76.5% (13)	50.0% (1)	
	To a moderate extent	23.3% (7)	21.1% (4)	34.6% (28)	17.6% (3)	0.0% (0)	
	To a lesser extent	0.0% (0)	10.5% (2)	0.0% (0)	5.9% (1)	50.0% (1)	
		0.0%	0.0%	0.0%	0.0%	0.0%	

	Not at all	(0)	(0)	(0)	(0)	(0)	
		30	19	81	17	2	149
Productivity and time recording	To a great extent	26.7% (8)	31.6% (6)	21.3% (17)	17.6% (3)	0.0% (0)	
	To a moderate extent	46.7% (14)	36.8% (7)	52.5% (42)	58.8% (10)	0.0% (0)	
	To a lesser extent	26.7% (8)	31.6% (6)	21.3% (17)	17.6% (3)	100.0% (2)	
	Not at all	0.0% (0)	0.0% (0)	5.0% (4)	5.9% (1)	0.0% (0)	
		30	19	80	17	2	148
Billing	To a great extent	10.0% (3)	15.8% (3)	21.5% (17)	17.6% (3)	0.0% (0)	
	To a moderate extent	73.3% (22)	52.6% (10)	40.5% (32)	35.3% (6)	50.0% (1)	
	To a lesser extent	16.7% (5)	31.6% (6)	26.6% (21)	35.3% (6)	50.0% (1)	
	Not at all	0.0% (0)	0.0% (0)	11.4% (9)	11.8% (2)	0.0% (0)	
		30	19	79	17	2	147
Client relationship management and service	To a great extent	80.0% (24)	70.6% (12)	59.5% (47)	68.8% (11)	50.0% (1)	
	To a moderate extent	20.0% (6)	17.6% (3)	27.8% (22)	25.0% (4)	50.0% (1)	
	To a lesser extent	0.0% (0)	11.8% (2)	10.1% (8)	6.3% (1)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	2.5% (2)	0.0% (0)	0.0% (0)	
		30	17	79	16	2	144

Other (please specify)	1 reply	0 replies	3 replies	0 replies	0 replies	4
answered question	30	19	81	17	2	149
skipped question						124

29. Do you view supervision principally as

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
A management tool	Yes	92.9% (26)	94.1% (16)	80.8% (59)	78.6% (11)	100.0% (2)	
	No	7.1% (2)	5.9% (1)	19.2% (14)	21.4% (3)	0.0% (0)	
		28	17	73	14	2	134
A legal responsibility	Yes	96.2% (25)	87.5% (14)	81.9% (59)	93.8% (15)	0.0% (0)	
	No	3.8% (1)	12.5% (2)	18.1% (13)	6.3% (1)	100.0% (2)	
		26	16	72	16	2	132
An educational tool	Yes	100.0% (25)	100.0% (16)	91.7% (66)	93.3% (14)	50.0% (1)	
	No	0.0% (0)	0.0% (0)	8.3% (6)	6.7% (1)	50.0% (1)	
		25	16	72	15	2	130
A mentoring tool	Yes	96.4% (27)	94.1% (16)	92.4% (73)	100.0% (14)	50.0% (1)	
	No	3.6% (1)	5.9% (1)	7.6% (6)	0.0% (0)	50.0% (1)	
		28	17	79	14	2	140
A means of identifying and confronting problems that arise in your supervisees' work	Yes	95.8% (23)	100.0% (15)	88.9% (64)	100.0% (14)	50.0% (1)	

	No	4.2% (1)	0.0% (0)	11.1% (8)	0.0% (0)	50.0% (1)	
		24	15	72	14	2	127
Additional to your main role	Yes	28.6% (6)	53.8% (7)	72.5% (50)	66.7% (10)	100.0% (2)	
	No	71.4% (15)	46.2% (6)	27.5% (19)	33.3% (5)	0.0% (0)	
		21	13	69	15	2	120
Please comment on your main reason for viewing supervision in the above way or ways		7 replies	4 replies	12 replies	1 reply	0 replies	24
answered question		30	19	82	17	2	150
skipped question							123

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	8.7% (2)	7.1% (1)	25.0% (20)	18.8% (3)	0.0% (0)	19.3% (26)
No	4.3% (1)	0.0% (0)	13.8% (11)	31.3% (5)	100.0% (2)	14.1% (19)
Somewhat	4.3% (1)	0.0% (0)	53.8% (43)	31.3% (5)	0.0% (0)	36.3% (49)
Not applicable	82.6% (19)	92.9% (13)	7.5% (6)	18.8% (3)	0.0% (0)	30.4% (41)
If they differ, in what ways do they differ?	1 reply	0 replies	18 replies	4 replies	0 replies	23
answered question	23	14	80	16	2	135
skipped question						138

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
I help my supervisees to develop technical skills	Yes	96.7% (29)	84.2% (16)	90.2% (74)	88.2% (15)	50.0% (1)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	3.3% (1)	15.8% (3)	9.8% (8)	11.8% (2)	50.0% (1)	
		30	19	82	17	2	150
I provide both positive and constructive critical feedback	Yes	100.0% (30)	100.0% (19)	98.8% (81)	88.2% (15)	100.0% (2)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	0.0% (0)	1.2% (1)	11.8% (2)	0.0% (0)	
		30	19	82	17	2	150
I work collaboratively with my supervisees	Yes	83.3% (25)	63.2% (12)	87.7% (71)	88.2% (15)	100.0% (2)	
	No	0.0% (0)	5.3% (1)	2.5% (2)	0.0% (0)	0.0% (0)	
	To a limited extent	16.7% (5)	31.6% (6)	9.9% (8)	11.8% (2)	0.0% (0)	
		30	19	81	17	2	149
I contribute to the personal growth of my supervisees	Yes	70.0% (21)	44.4% (8)	70.4% (57)	52.9% (9)	0.0% (0)	
	No	10.0% (3)	11.1% (2)	6.2% (5)	17.6% (3)	50.0% (1)	

	To a limited extent	20.0% (6)	44.4% (8)	23.5% (19)	29.4% (5)	50.0% (1)	
		30	18	81	17	2	148
I teach my supervisees to become lawyers	Yes	73.3% (22)	78.9% (15)	64.6% (53)	56.3% (9)	0.0% (0)	
	No	6.7% (2)	5.3% (1)	18.3% (15)	31.3% (5)	100.0% (2)	
	To a limited extent	20.0% (6)	15.8% (3)	17.1% (14)	12.5% (2)	0.0% (0)	
		30	19	82	16	2	149
I focus on solving critical issues and problems that arise for my supervisees	Yes	93.3% (28)	78.9% (15)	80.2% (65)	81.3% (13)	50.0% (1)	
	No	6.7% (2)	5.3% (1)	6.2% (5)	0.0% (0)	50.0% (1)	
	To a limited extent	0.0% (0)	15.8% (3)	13.6% (11)	18.8% (3)	0.0% (0)	
		30	19	81	16	2	148
I teach my supervisees about being ethical	Yes	96.7% (29)	89.5% (17)	65.4% (53)	81.3% (13)	0.0% (0)	
	No	0.0% (0)	0.0% (0)	6.2% (5)	12.5% (2)	0.0% (0)	
	To a limited extent	3.3% (1)	10.5% (2)	28.4% (23)	6.3% (1)	100.0% (2)	
		30	19	81	16	2	148
I provide emotional support to my supervisees	Yes	30.0% (9)	31.6% (6)	45.7% (37)	52.9% (9)	50.0% (1)	
	No	6.7% (2)	26.3% (5)	22.2% (18)	5.9% (1)	0.0% (0)	
	To a limited extent	63.3% (19)	42.1% (8)	32.1% (26)	41.2% (7)	50.0% (1)	
		30	19	81	17	2	149

I maintain a professional distance from my supervisees	Yes	56.7% (17)	47.4% (9)	50.0% (41)	52.9% (9)	0.0% (0)	
	No	16.7% (5)	21.1% (4)	22.0% (18)	23.5% (4)	50.0% (1)	
	To a limited extent	26.7% (8)	31.6% (6)	28.0% (23)	23.5% (4)	50.0% (1)	
		30	19	82	17	2	150
I demonstrate patience and flexibility with my supervisees	Yes	70.0% (21)	68.4% (13)	90.1% (73)	82.4% (14)	100.0% (2)	
	No	0.0% (0)	5.3% (1)	2.5% (2)	5.9% (1)	0.0% (0)	
	To a limited extent	30.0% (9)	26.3% (5)	7.4% (6)	11.8% (2)	0.0% (0)	
		30	19	81	17	2	149
I demonstrate openness and honesty in my work	Yes	96.7% (29)	94.7% (18)	97.5% (79)	94.1% (16)	100.0% (2)	
	No	0.0% (0)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	
	To a limited extent	3.3% (1)	5.3% (1)	1.2% (1)	5.9% (1)	0.0% (0)	
		30	19	81	17	2	149
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	100.0% (29)	94.7% (18)	95.1% (77)	94.1% (16)	100.0% (2)	
	No	0.0% (0)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	5.3% (1)	3.7% (3)	5.9% (1)	0.0% (0)	
		29	19	81	17	2	148
I closely manage cases	Yes	41.4% (12)	47.4% (9)	71.6% (58)	11.8% (2)	50.0% (1)	
	No	17.2% (5)	0.0% (0)	6.2% (5)	35.3% (6)	0.0% (0)	

	To a limited extent	41.4% (12)	52.6% (10)	22.2% (18)	52.9% (9)	50.0% (1)	
		29	19	81	17	2	148
I safeguard the interests of the client	Yes	93.3% (28)	89.5% (17)	93.8% (76)	76.5% (13)	100.0% (2)	
	No	6.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	10.5% (2)	6.2% (5)	23.5% (4)	0.0% (0)	
		30	19	81	17	2	149
I pass on my knowledge and experience to my supervisees	Yes	93.3% (28)	94.7% (18)	93.9% (77)	94.1% (16)	100.0% (2)	
	No	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	3.3% (1)	5.3% (1)	6.1% (5)	5.9% (1)	0.0% (0)	
		30	19	82	17	2	150
answered question		30	19	82	17	2	150
skipped question							123

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)

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	1 (rarely)	53.3% (16)	52.6% (10)	38.3% (31)	35.3% (6)	0.0% (0)	
	2	10.0% (3)	10.5% (2)	16.0% (13)	23.5% (4)	0.0% (0)	
	3	20.0% (6)	5.3% (1)	11.1% (9)	0.0% (0)	0.0% (0)	
	4	0.0% (0)	10.5% (2)	7.4% (6)	5.9% (1)	50.0% (1)	
	5	10.0% (3)	5.3% (1)	13.6% (11)	17.6% (3)	50.0% (1)	
	6	0.0% (0)	5.3% (1)	6.2% (5)	17.6% (3)	0.0% (0)	
	7 (often)	6.7% (2)	10.5% (2)	7.4% (6)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	1 (rarely)	40.0% (12)	36.8% (7)	34.1% (28)	11.8% (2)	0.0% (0)	
	2	16.7% (5)	10.5% (2)	19.5% (16)	17.6% (3)	0.0% (0)	
	3	16.7% (5)	21.1% (4)	12.2% (10)	11.8% (2)	0.0% (0)	
	4	6.7% (2)	26.3% (5)	13.4% (11)	23.5% (4)	50.0% (1)	
	5	10.0% (3)	0.0% (0)	14.6% (12)	11.8% (2)	50.0% (1)	
	6	6.7% (2)	0.0% (0)	1.2% (1)	11.8% (2)	0.0% (0)	

	7 (often)	3.3% (1)	5.3% (1)	4.9% (4)	11.8% (2)	0.0% (0)	
		30	19	82	17	2	150
Inadequate practice management systems (IT and others)	1 (rarely)	63.3% (19)	47.4% (9)	35.8% (29)	35.3% (6)	0.0% (0)	
	2	16.7% (5)	15.8% (3)	23.5% (19)	17.6% (3)	0.0% (0)	
	3	6.7% (2)	10.5% (2)	17.3% (14)	5.9% (1)	50.0% (1)	
	4	3.3% (1)	21.1% (4)	11.1% (9)	11.8% (2)	0.0% (0)	
	5	3.3% (1)	0.0% (0)	3.7% (3)	11.8% (2)	50.0% (1)	
	6	0.0% (0)	0.0% (0)	2.5% (2)	11.8% (2)	0.0% (0)	
	7 (often)	6.7% (2)	5.3% (1)	6.2% (5)	5.9% (1)	0.0% (0)	
		30	19	81	17	2	149
Having insufficient time for supervision	1 (rarely)	10.0% (3)	5.3% (1)	15.0% (12)	12.5% (2)	0.0% (0)	
	2	13.3% (4)	15.8% (3)	13.8% (11)	6.3% (1)	50.0% (1)	
	3	10.0% (3)	15.8% (3)	10.0% (8)	12.5% (2)	0.0% (0)	
	4	40.0% (12)	10.5% (2)	23.8% (19)	31.3% (5)	0.0% (0)	
	5	13.3% (4)	36.8% (7)	15.0% (12)	25.0% (4)	0.0% (0)	
	6	3.3% (1)	0.0% (0)	13.8% (11)	12.5% (2)	0.0% (0)	
	7 (often)	10.0% (3)	15.8% (3)	8.8% (7)	0.0% (0)	50.0% (1)	
		30	19	80	16	2	147
Having limited interest in managing or supervising	1 (rarely)	53.3% (16)	52.6% (10)	50.0% (40)	64.7% (11)	0.0% (0)	

others							
	2	26.7% (8)	21.1% (4)	25.0% (20)	11.8% (2)	100.0% (2)	
	3	6.7% (2)	10.5% (2)	10.0% (8)	5.9% (1)	0.0% (0)	
	4	6.7% (2)	15.8% (3)	11.3% (9)	17.6% (3)	0.0% (0)	
	5	3.3% (1)	0.0% (0)	3.8% (3)	0.0% (0)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		30	19	80	17	2	148
My supervisees and I having different understandings of what supervision entails	1 (rarely)	63.3% (19)	36.8% (7)	40.7% (33)	52.9% (9)	50.0% (1)	
	2	16.7% (5)	15.8% (3)	19.8% (16)	17.6% (3)	50.0% (1)	
	3	6.7% (2)	21.1% (4)	16.0% (13)	5.9% (1)	0.0% (0)	
	4	10.0% (3)	26.3% (5)	16.0% (13)	11.8% (2)	0.0% (0)	
	5	3.3% (1)	0.0% (0)	4.9% (4)	0.0% (0)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	1.2% (1)	5.9% (1)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	1.2% (1)	5.9% (1)	0.0% (0)	
		30	19	81	17	2	149
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	1 (rarely)	50.0% (15)	57.9% (11)	44.4% (36)	29.4% (5)	0.0% (0)	
	2	30.0% (9)	26.3% (5)	18.5% (15)	23.5% (4)	50.0% (1)	
	3	6.7% (2)	0.0% (0)	9.9% (8)	17.6% (3)	0.0% (0)	

	4	13.3% (4)	15.8% (3)	16.0% (13)	5.9% (1)	0.0% (0)	
	5	0.0% (0)	0.0% (0)	4.9% (4)	5.9% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	3.7% (3)	11.8% (2)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	2.5% (2)	5.9% (1)	50.0% (1)	
		30	19	81	17	2	149
Having supervisees who do not communicate clearly	1 (rarely)	36.7% (11)	10.5% (2)	33.3% (27)	5.9% (1)	50.0% (1)	
	2	20.0% (6)	21.1% (4)	17.3% (14)	23.5% (4)	50.0% (1)	
	3	20.0% (6)	15.8% (3)	16.0% (13)	17.6% (3)	0.0% (0)	
	4	10.0% (3)	31.6% (6)	11.1% (9)	23.5% (4)	0.0% (0)	
	5	10.0% (3)	15.8% (3)	8.6% (7)	11.8% (2)	0.0% (0)	
	6	3.3% (1)	0.0% (0)	9.9% (8)	11.8% (2)	0.0% (0)	
	7 (often)	0.0% (0)	5.3% (1)	3.7% (3)	5.9% (1)	0.0% (0)	
		30	19	81	17	2	149
Having supervisees who do not follow instructions	1 (rarely)	23.3% (7)	26.3% (5)	28.0% (23)	17.6% (3)	50.0% (1)	
	2	30.0% (9)	21.1% (4)	19.5% (16)	29.4% (5)	50.0% (1)	
	3	20.0% (6)	15.8% (3)	14.6% (12)	23.5% (4)	0.0% (0)	
	4	13.3% (4)	15.8% (3)	13.4% (11)	11.8% (2)	0.0% (0)	
	5	10.0% (3)	10.5% (2)	8.5% (7)	5.9% (1)	0.0% (0)	
	6	3.3% (1)	5.3% (1)	9.8% (8)	5.9% (1)	0.0% (0)	

	7 (often)	0.0% (0)	5.3% (1)	6.1% (5)	5.9% (1)	0.0% (0)	
		30	19	82	17	2	150
Having supervisees who work hard but not effectively	1 (rarely)	17.2% (5)	15.8% (3)	22.2% (18)	0.0% (0)	50.0% (1)	
	2	34.5% (10)	15.8% (3)	16.0% (13)	5.9% (1)	50.0% (1)	
	3	13.8% (4)	5.3% (1)	18.5% (15)	17.6% (3)	0.0% (0)	
	4	10.3% (3)	31.6% (6)	16.0% (13)	17.6% (3)	0.0% (0)	
	5	17.2% (5)	21.1% (4)	12.3% (10)	35.3% (6)	0.0% (0)	
	6	3.4% (1)	5.3% (1)	13.6% (11)	17.6% (3)	0.0% (0)	
	7 (often)	3.4% (1)	5.3% (1)	1.2% (1)	5.9% (1)	0.0% (0)	
		29	19	81	17	2	148
Having supervisees who don't take sufficient responsibility	1 (rarely)	16.7% (5)	21.1% (4)	27.5% (22)	23.5% (4)	50.0% (1)	
	2	36.7% (11)	5.3% (1)	18.8% (15)	17.6% (3)	50.0% (1)	
	3	16.7% (5)	21.1% (4)	7.5% (6)	11.8% (2)	0.0% (0)	
	4	13.3% (4)	26.3% (5)	18.8% (15)	23.5% (4)	0.0% (0)	
	5	6.7% (2)	10.5% (2)	13.8% (11)	11.8% (2)	0.0% (0)	
	6	6.7% (2)	5.3% (1)	6.3% (5)	5.9% (1)	0.0% (0)	
	7 (often)	3.3% (1)	10.5% (2)	7.5% (6)	5.9% (1)	0.0% (0)	
		30	19	80	17	2	148
Having supervisees who	1	46.7%	21.1%	39.5%	11.8%	50.0%	

are not effective team members	(rarely)	(14)	(4)	(32)	(2)	(1)	
	2	33.3% (10)	21.1% (4)	19.8% (16)	29.4% (5)	50.0% (1)	
	3	13.3% (4)	21.1% (4)	9.9% (8)	17.6% (3)	0.0% (0)	
	4	6.7% (2)	26.3% (5)	12.3% (10)	29.4% (5)	0.0% (0)	
	5	0.0% (0)	10.5% (2)	9.9% (8)	5.9% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	4.9% (4)	5.9% (1)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	3.7% (3)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Having supervisees who lack respect for me and other colleagues	1 (rarely)	73.3% (22)	57.9% (11)	53.1% (43)	41.2% (7)	50.0% (1)	
	2	20.0% (6)	15.8% (3)	17.3% (14)	23.5% (4)	50.0% (1)	
	3	3.3% (1)	15.8% (3)	9.9% (8)	5.9% (1)	0.0% (0)	
	4	0.0% (0)	10.5% (2)	7.4% (6)	11.8% (2)	0.0% (0)	
	5	3.3% (1)	0.0% (0)	6.2% (5)	11.8% (2)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	3.7% (3)	5.9% (1)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	2.5% (2)	0.0% (0)	0.0% (0)	
		30	19	81	17	2	149
Having supervisees who don't understand when to seek advice	1 (rarely)	33.3% (10)	27.8% (5)	26.8% (22)	17.6% (3)	50.0% (1)	
	2	26.7% (8)	5.6% (1)	25.6% (21)	29.4% (5)	50.0% (1)	
	3	30.0% (9)	22.2% (4)	15.9% (13)	17.6% (3)	0.0% (0)	

	4	6.7% (2)	22.2% (4)	14.6% (12)	17.6% (3)	0.0% (0)	
	5	3.3% (1)	16.7% (3)	8.5% (7)	11.8% (2)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	7.3% (6)	5.9% (1)	0.0% (0)	
	7 (often)	0.0% (0)	5.6% (1)	1.2% (1)	0.0% (0)	0.0% (0)	
		30	18	82	17	2	149
Having supervisees who don't think they need to be supervised	1 (rarely)	26.7% (8)	27.8% (5)	37.8% (31)	29.4% (5)	50.0% (1)	
	2	40.0% (12)	11.1% (2)	24.4% (20)	17.6% (3)	50.0% (1)	
	3	20.0% (6)	16.7% (3)	7.3% (6)	11.8% (2)	0.0% (0)	
	4	6.7% (2)	27.8% (5)	11.0% (9)	11.8% (2)	0.0% (0)	
	5	0.0% (0)	11.1% (2)	13.4% (11)	5.9% (1)	0.0% (0)	
	6	6.7% (2)	0.0% (0)	3.7% (3)	23.5% (4)	0.0% (0)	
	7 (often)	0.0% (0)	5.6% (1)	2.4% (2)	0.0% (0)	0.0% (0)	
		30	18	82	17	2	149
answered question		30	19	82	17	2	150
skipped question							123

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
I have an open door policy and staff come to see me when they have problems	96.7% (29)	94.7% (18)	97.6% (80)	94.1% (16)	100.0% (2)	96.7% (145)
I review work done and allocate new work	80.0% (24)	68.4% (13)	81.7% (67)	52.9% (9)	50.0% (1)	76.0% (114)
I review/check all communications	56.7% (17)	57.9% (11)	54.9% (45)	35.3% (6)	50.0% (1)	53.3% (80)
I monitor how staff engage in peer file review	30.0% (9)	31.6% (6)	14.6% (12)	23.5% (4)	0.0% (0)	20.7% (31)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	60.0% (18)	57.9% (11)	29.3% (24)	58.8% (10)	0.0% (0)	42.0% (63)
I implement workflow systems to ensure or assist process compliance	40.0% (12)	21.1% (4)	29.3% (24)	29.4% (5)	0.0% (0)	30.0% (45)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	26.7% (8)	15.8% (3)	36.6% (30)	47.1% (8)	0.0% (0)	32.7% (49)
I update and share information with staff in my office	86.7% (26)	73.7% (14)	63.4% (52)	82.4% (14)	0.0% (0)	70.7% (106)
I identify my supervisees' training needs	56.7% (17)	63.2% (12)	36.6% (30)	47.1% (8)	0.0% (0)	44.7% (67)
I monitor staff for fatigue, stress and other problems	56.7% (17)	21.1% (4)	36.6% (30)	64.7% (11)	50.0% (1)	42.0% (63)
I meet the training needs of my supervisees, or ensure they are met	46.7% (14)	36.8% (7)	19.5% (16)	52.9% (9)	0.0% (0)	30.7% (46)
I inspect all files at regular intervals	43.3% (13)	36.8% (7)	32.9% (27)	23.5% (4)	0.0% (0)	34.0% (51)
I inspect sample client files at regular intervals	36.7% (11)	36.8% (7)	26.8% (22)	29.4% (5)	0.0% (0)	30.0% (45)

I only inspect problem client files	13.3% (4)	15.8% (3)	8.5% (7)	17.6% (3)	0.0% (0)	11.3% (17)
Other (please specify)	1 reply	0 replies	1 reply	2 replies	0 replies	4
answered question	30	19	82	17	2	150
skipped question						123

34. As a supervisor I have responsibility for							
		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	
	To a minor extent	13.3% (4)	5.3% (1)	13.4% (11)	0.0% (0)	0.0% (0)	
	To a moderate degree	6.7% (2)	31.6% (6)	31.7% (26)	35.3% (6)	0.0% (0)	
	To a large degree	80.0% (24)	63.2% (12)	54.9% (45)	58.8% (10)	100.0% (1)	
		30	19	82	17	1	149
Checking my supervisees' wellbeing	Not at all	3.3% (1)	10.5% (2)	7.3% (6)	5.9% (1)	0.0% (0)	
	To a minor extent	26.7% (8)	36.8% (7)	28.0% (23)	17.6% (3)	0.0% (0)	
	To a moderate degree	50.0% (15)	42.1% (8)	46.3% (38)	47.1% (8)	100.0% (1)	
	To a large degree	20.0% (6)	10.5% (2)	18.3% (15)	29.4% (5)	0.0% (0)	
		30	19	82	17	1	149

Being a role model to demonstrate good practice	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	2.5% (2)	5.9% (1)	0.0% (0)	
	To a moderate degree	26.7% (8)	57.9% (11)	21.0% (17)	23.5% (4)	100.0% (1)	
	To a large degree	73.3% (22)	42.1% (8)	76.5% (62)	70.6% (12)	0.0% (0)	
		30	19	81	17	1	148
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	3.3% (1)	5.3% (1)	11.0% (9)	11.8% (2)	0.0% (0)	
	To a minor extent	10.0% (3)	10.5% (2)	28.0% (23)	23.5% (4)	100.0% (1)	
	To a moderate degree	40.0% (12)	36.8% (7)	30.5% (25)	29.4% (5)	0.0% (0)	
	To a large degree	46.7% (14)	47.4% (9)	30.5% (25)	35.3% (6)	0.0% (0)	
		30	19	82	17	1	149
Keeping an "open door policy" and ensuring I am available when needed	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	5.3% (1)	3.7% (3)	0.0% (0)	0.0% (0)	
	To a moderate degree	20.0% (6)	5.3% (1)	19.5% (16)	41.2% (7)	100.0% (1)	
	To a large degree	80.0% (24)	89.5% (17)	76.8% (63)	58.8% (10)	0.0% (0)	
		30	19	82	17	1	149
Assigning tasks that are appropriate and meaningful to my	Not at all	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	

supervisees	To a minor extent	3.3% (1)	10.5% (2)	8.5% (7)	11.8% (2)	0.0% (0)	
	To a moderate degree	26.7% (8)	47.4% (9)	45.1% (37)	41.2% (7)	0.0% (0)	
	To a large degree	66.7% (20)	42.1% (8)	46.3% (38)	47.1% (8)	100.0% (1)	
		30	19	82	17	1	149
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	0.0% (0)	0.0% (0)	2.4% (2)	5.9% (1)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	7.3% (6)	5.9% (1)	0.0% (0)	
	To a moderate degree	6.7% (2)	42.1% (8)	31.7% (26)	47.1% (8)	0.0% (0)	
	To a large degree	93.3% (28)	57.9% (11)	58.5% (48)	41.2% (7)	100.0% (1)	
		30	19	82	17	1	149
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	0.0% (0)	0.0% (0)	2.4% (2)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	5.3% (1)	11.0% (9)	5.9% (1)	0.0% (0)	
	To a moderate degree	33.3% (10)	21.1% (4)	24.4% (20)	29.4% (5)	100.0% (1)	
	To a large degree	66.7% (20)	73.7% (14)	62.2% (51)	64.7% (11)	0.0% (0)	
		30	19	82	17	1	149
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	3.7% (3)	5.9% (1)	0.0% (0)	

	To a moderate degree	10.0% (3)	21.1% (4)	18.3% (15)	5.9% (1)	0.0% (0)	
	To a large degree	90.0% (27)	78.9% (15)	76.8% (63)	88.2% (15)	100.0% (1)	
		30	19	82	17	1	149
Ensuring that supervisees know that I will attempt to deal with or rectify any serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	6.2% (5)	5.9% (1)	0.0% (0)	
	To a moderate degree	6.7% (2)	21.1% (4)	24.7% (20)	17.6% (3)	0.0% (0)	
	To a large degree	93.3% (28)	78.9% (15)	67.9% (55)	76.5% (13)	100.0% (1)	
		30	19	81	17	1	148
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	Not at all	3.3% (1)	0.0% (0)	1.2% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	3.7% (3)	5.9% (1)	0.0% (0)	
	To a moderate degree	20.0% (6)	15.8% (3)	20.7% (17)	5.9% (1)	0.0% (0)	
	To a large degree	76.7% (23)	84.2% (16)	74.4% (61)	88.2% (15)	100.0% (1)	
		30	19	82	17	1	149
answered question		30	19	82	17	1	149
skipped question							124

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Ensuring excellent client service	1(not important)	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	2.5% (2)	5.9% (1)	0.0% (0)	
	3	3.3% (1)	5.3% (1)	1.2% (1)	0.0% (0)	0.0% (0)	
	4	6.7% (2)	15.8% (3)	19.8% (16)	35.3% (6)	0.0% (0)	
	5(most important)	86.7% (26)	78.9% (15)	76.5% (62)	58.8% (10)	100.0% (1)	
		30	19	81	17	1	148
Ensuring that work is being progressed to meet deadlines	1(not important)	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3	0.0% (0)	5.3% (1)	1.2% (1)	11.8% (2)	0.0% (0)	
	4	23.3% (7)	21.1% (4)	31.7% (26)	17.6% (3)	0.0% (0)	
	5(most important)	73.3% (22)	73.7% (14)	67.1% (55)	70.6% (12)	100.0% (1)	
		30	19	82	17	1	149
Ensuring accuracy of information being communicated to clients	1(not important)	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3	0.0% (0)	5.3% (1)	1.2% (1)	5.9% (1)	0.0% (0)	

	4	20.0% (6)	21.1% (4)	18.3% (15)	23.5% (4)	100.0% (1)	
	5(most important)	76.7% (23)	73.7% (14)	80.5% (66)	70.6% (12)	0.0% (0)	
		30	19	82	17	1	149
Ensuring all communications are polite	1(not important)	3.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	5.3% (1)	1.2% (1)	0.0% (0)	0.0% (0)	
	3	13.3% (4)	15.8% (3)	4.9% (4)	5.9% (1)	0.0% (0)	
	4	36.7% (11)	47.4% (9)	37.8% (31)	58.8% (10)	100.0% (1)	
	5(most important)	46.7% (14)	31.6% (6)	56.1% (46)	35.3% (6)	0.0% (0)	
		30	19	82	17	1	149
Ensuring time recording is accurate and up to date	1(not important)	3.3% (1)	5.3% (1)	2.4% (2)	0.0% (0)	100.0% (1)	
	2	0.0% (0)	5.3% (1)	3.7% (3)	11.8% (2)	0.0% (0)	
	3	20.0% (6)	26.3% (5)	18.3% (15)	11.8% (2)	0.0% (0)	
	4	33.3% (10)	21.1% (4)	39.0% (32)	35.3% (6)	0.0% (0)	
	5(most important)	43.3% (13)	42.1% (8)	36.6% (30)	41.2% (7)	0.0% (0)	
		30	19	82	17	1	149
Ensuring costs are correct (for example, stamp duty)	1(not important)	3.3% (1)	5.3% (1)	1.2% (1)	18.8% (3)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	3.7% (3)	12.5% (2)	0.0% (0)	
	3	6.7% (2)	10.5% (2)	7.3% (6)	6.3% (1)	100.0% (1)	
		26.7%	26.3%	25.6%	25.0%	0.0%	

	4	(8)	(5)	(21)	(4)	(0)	
	5(most important)	63.3% (19)	57.9% (11)	62.2% (51)	37.5% (6)	0.0% (0)	
		30	19	82	16	1	148
answered question		30	19	82	17	1	149
skipped question							124

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	96.7% (29)	94.4% (17)	91.3% (73)	88.2% (15)	0.0% (0)	91.8% (134)
No	3.3% (1)	5.6% (1)	8.8% (7)	11.8% (2)	100.0% (1)	8.2% (12)
answered question	30	18	80	17	1	146
skipped question						127

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?

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
The supervisees formal qualifications	Not important	16.7% (5)	26.3% (5)	12.2% (10)	25.0% (4)	0.0% (0)	
	Of some importance	36.7% (11)	42.1% (8)	32.9% (27)	25.0% (4)	100.0% (1)	
	Moderately important	33.3% (10)	15.8% (3)	45.1% (37)	43.8% (7)	0.0% (0)	
	Very important	13.3% (4)	15.8% (3)	9.8% (8)	6.3% (1)	0.0% (0)	
		30	19	82	16	1	148
The supervisees knowledge of the area of law	Not important	0.0% (0)	0.0% (0)	2.5% (2)	0.0% (0)	0.0% (0)	
	Of some importance	3.3% (1)	5.3% (1)	4.9% (4)	0.0% (0)	0.0% (0)	
	Moderately important	23.3% (7)	15.8% (3)	37.0% (30)	43.8% (7)	100.0% (1)	
	Very important	73.3% (22)	78.9% (15)	55.6% (45)	56.3% (9)	0.0% (0)	
		30	19	81	16	1	147
The supervisee's level of practical experience	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	3.3% (1)	5.3% (1)	6.1% (5)	0.0% (0)	0.0% (0)	
	Moderately important	13.3% (4)	15.8% (3)	19.5% (16)	31.3% (5)	0.0% (0)	
	Very important	83.3% (25)	78.9% (15)	74.4% (61)	68.8% (11)	100.0% (1)	
		30	19	82	16	1	148

My knowledge of the supervisee's personal characteristics	Not important	0.0% (0)	5.3% (1)	2.4% (2)	0.0% (0)	0.0% (0)	
	Of some importance	26.7% (8)	10.5% (2)	34.1% (28)	12.5% (2)	0.0% (0)	
	Moderately important	30.0% (9)	57.9% (11)	42.7% (35)	56.3% (9)	100.0% (1)	
	Very important	43.3% (13)	26.3% (5)	20.7% (17)	31.3% (5)	0.0% (0)	
		30	19	82	16	1	148
My observation of the supervisee's daily work	Not important	0.0% (0)	0.0% (0)	2.5% (2)	0.0% (0)	0.0% (0)	
	Of some importance	6.7% (2)	15.8% (3)	13.6% (11)	0.0% (0)	0.0% (0)	
	Moderately important	36.7% (11)	52.6% (10)	45.7% (37)	37.5% (6)	0.0% (0)	
	Very important	56.7% (17)	31.6% (6)	38.3% (31)	62.5% (10)	100.0% (1)	
		30	19	81	16	1	147
The nature of the work being delegated to the supervisee	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	3.3% (1)	5.3% (1)	6.2% (5)	18.8% (3)	0.0% (0)	
	Moderately important	33.3% (10)	52.6% (10)	49.4% (40)	50.0% (8)	0.0% (0)	
	Very important	63.3% (19)	42.1% (8)	44.4% (36)	31.3% (5)	100.0% (1)	
		30	19	81	16	1	147
answered question		30	19	82	16	1	148
skipped question							125

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<1 year	0.0% (0)	0.0% (0)	31.2% (48)	26.1% (6)	81.8% (18)	33.6% (72)
1-2 years	44.4% (4)	0.0% (0)	37.0% (57)	30.4% (7)	13.6% (3)	33.2% (71)
3-4 years	22.2% (2)	33.3% (2)	23.4% (36)	21.7% (5)	0.0% (0)	21.0% (45)
5-6 years	0.0% (0)	16.7% (1)	4.5% (7)	8.7% (2)	4.5% (1)	5.1% (11)
6-10 years	0.0% (0)	16.7% (1)	1.9% (3)	8.7% (2)	0.0% (0)	2.8% (6)
>10 years	33.3% (3)	33.3% (2)	1.9% (3)	4.3% (1)	0.0% (0)	4.2% (9)
answered question	9	6	154	23	22	214
skipped question						59

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	50.0% (5)	16.7% (1)	79.2% (122)	87.0% (20)	81.8% (18)	77.2% (166)
No	50.0% (5)	83.3% (5)	20.8% (32)	13.0% (3)	18.2% (4)	22.8% (49)
answered question	10	6	154	23	22	215
skipped question						58

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	40.0% (2)	100.0% (1)	59.3% (73)	76.2% (16)	61.1% (11)	61.3% (103)
No	60.0% (3)	0.0% (0)	40.7% (50)	23.8% (5)	38.9% (7)	38.7% (65)
If yes, please describe the main variations	2 replies	1 reply	47 replies	14 replies	7 replies	71
answered question	5	1	123	21	18	168
skipped question						105

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
A partner	100.0% (4)	100.0% (1)	91.8% (135)	33.3% (5)	90.5% (19)	87.2% (164)
Associate	0.0% (0)	0.0% (0)	21.1% (31)	6.7% (1)	38.1% (8)	21.3% (40)
Solicitor	0.0% (0)	0.0% (0)	16.3% (24)	60.0% (9)	33.3% (7)	21.3% (40)
Paralegal	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (1)	0.5% (1)
Administrative staff	0.0% (0)	0.0% (0)	1.4% (2)	0.0% (0)	4.8% (1)	1.6% (3)
Other (please specify)	3 replies	1 reply	13 replies	10 replies	2 replies	29
answered question	4	1	147	15	21	188
skipped question						85

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Your supervisor	0.0% (0)	0.0% (0)	68.6% (105)	30.4% (7)	59.1% (13)	58.4% (125)
Another senior practitioner	18.2% (2)	40.0% (2)	10.5% (16)	17.4% (4)	13.6% (3)	12.6% (27)
Your peer/s	63.6% (7)	40.0% (2)	17.6% (27)	43.5% (10)	18.2% (4)	23.4% (50)
A mentor	9.1% (1)	20.0% (1)	0.7% (1)	4.3% (1)	9.1% (2)	2.8% (6)
Other (please specify)	1 reply (9.1%)	0 replies (0.0%)	4 replies (2.6%)	1 reply (4.3%)	0 replies (0.0%)	2.8% (6)
answered question	11	5	153	23	22	214
skipped question						59

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?

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<6 months	16.7% (1)	0.0% (0)	21.6% (33)	21.7% (5)	59.1% (13)	25.4% (52)
6 - 12 months	0.0% (0)	0.0% (0)	21.6% (33)	39.1% (9)	31.8% (7)	23.9% (49)
12 - 24 months	50.0% (3)	0.0% (0)	24.2% (37)	21.7% (5)	4.5% (1)	22.4% (46)
24 - 36 months	33.3% (2)	0.0% (0)	11.8% (18)	4.3% (1)	0.0% (0)	10.2% (21)
>36 months	0.0% (0)	100.0% (1)	20.9% (32)	13.0% (3)	4.5% (1)	18.0% (37)
answered question	6	1	153	23	22	205
skipped question						68

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
<15	50.0% (3)	0.0% (0)	11.0% (17)	26.1% (6)	4.5% (1)	13.1% (27)
15-29	16.7% (1)	0.0% (0)	20.8% (32)	17.4% (4)	18.2% (4)	19.9% (41)
30-45	0.0% (0)	0.0% (0)	19.5% (30)	21.7% (5)	22.7% (5)	19.4% (40)
>45	33.3% (2)	100.0% (1)	41.6% (64)	30.4% (7)	50.0% (11)	41.3% (85)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	11 replies (7.1%)	1 reply (4.3%)	1 reply (4.5%)	6.3% (13)
answered question	6	1	154	23	22	206
skipped question						67

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Daily	16.7% (1)	0.0% (0)	20.8% (32)	4.3% (1)	31.8% (7)	19.9% (41)
Twice a week	0.0% (0)	0.0% (0)	7.1% (11)	13.0% (3)	4.5% (1)	7.3% (15)
Weekly	0.0% (0)	0.0% (0)	17.5% (27)	13.0% (3)	13.6% (3)	16.0% (33)
Fortnightly	0.0% (0)	0.0% (0)	5.8% (9)	8.7% (2)	9.1% (2)	6.3% (13)
Monthly	16.7% (1)	0.0% (0)	3.9% (6)	4.3% (1)	0.0% (0)	3.9% (8)
Irregularly	16.7% (1)	100.0% (1)	16.9% (26)	21.7% (5)	9.1% (2)	17.0% (35)
Only if an issue comes up that I need advice with	50.0% (3)	0.0% (0)	27.9% (43)	34.8% (8)	31.8% (7)	29.6% (61)
answered question	6	1	154	23	22	206
skipped question						67

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	83.3% (5)	0.0% (0)	86.2% (131)	78.3% (18)	81.8% (18)	84.3% (172)
No	16.7% (1)	100.0% (1)	13.8% (21)	21.7% (5)	18.2% (4)	15.7% (32)
Please comment	1 reply	0 replies	18 replies	4 replies	5 replies	28
answered question	6	1	152	23	22	204
skipped question						69

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Treats me fairly	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	16.7% (1)	100.0% (1)	1.3% (2)	8.7% (2)	4.5% (1)	
	3 (Somewhat)	0.0% (0)	0.0% (0)	7.1% (11)	8.7% (2)	18.2% (4)	
	4	33.3% (2)	0.0% (0)	32.5% (50)	17.4% (4)	31.8% (7)	
	5 (A great deal)	50.0% (3)	0.0% (0)	59.1% (91)	65.2% (15)	45.5% (10)	
		6	1	154	23	22	206
Has a collaborative relationship with me	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)	4.5% (1)	
	2	16.7% (1)	100.0% (1)	3.2% (5)	8.7% (2)	9.1% (2)	
	3 (Somewhat)	0.0% (0)	0.0% (0)	15.6% (24)	4.3% (1)	9.1% (2)	
	4	33.3% (2)	0.0% (0)	31.8% (49)	13.0% (3)	40.9% (9)	
	5 (A great deal)	50.0% (3)	0.0% (0)	49.4% (76)	69.6% (16)	36.4% (8)	
		6	1	154	23	22	206
Maintains a professional distance from me	1 (Not at all)	0.0% (0)	0.0% (0)	2.6% (4)	9.1% (2)	0.0% (0)	
	2	0.0% (0)	100.0% (1)	5.2% (8)	9.1% (2)	4.5% (1)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	22.1% (34)	18.2% (4)	4.5% (1)	

	4	66.7% (4)	0.0% (0)	40.9% (63)	40.9% (9)	45.5% (10)	
	5 (A great deal)	16.7% (1)	0.0% (0)	29.2% (45)	22.7% (5)	45.5% (10)	
		6	1	154	22	22	205
Helps me achieve ethical conduct and practice	1 (Not at all)	33.3% (2)	0.0% (0)	2.6% (4)	8.7% (2)	4.5% (1)	
	2	0.0% (0)	100.0% (1)	2.6% (4)	8.7% (2)	4.5% (1)	
	3 (Somewhat)	0.0% (0)	0.0% (0)	14.3% (22)	8.7% (2)	9.1% (2)	
	4	33.3% (2)	0.0% (0)	37.0% (57)	34.8% (8)	40.9% (9)	
	5 (A great deal)	33.3% (2)	0.0% (0)	43.5% (67)	39.1% (9)	40.9% (9)	
		6	1	154	23	22	206
Models ethical conduct and practice	1 (Not at all)	0.0% (0)	0.0% (0)	1.3% (2)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	100.0% (1)	3.2% (5)	4.3% (1)	4.8% (1)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	12.3% (19)	17.4% (4)	4.8% (1)	
	4	33.3% (2)	0.0% (0)	37.7% (58)	26.1% (6)	47.6% (10)	
	5 (A great deal)	50.0% (3)	0.0% (0)	45.5% (70)	52.2% (12)	42.9% (9)	
		6	1	154	23	21	205
Provides me with emotional support when needed	1 (Not at all)	33.3% (2)	0.0% (0)	9.1% (14)	13.0% (3)	9.1% (2)	
	2	16.7% (1)	100.0% (1)	15.6% (24)	4.3% (1)	22.7% (5)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	30.5% (47)	30.4% (7)	31.8% (7)	
	4	16.7% (1)	0.0% (0)	24.0% (37)	21.7% (5)	18.2% (4)	

	5 (A great deal)	16.7% (1)	0.0% (0)	20.8% (32)	30.4% (7)	18.2% (4)	
		6	1	154	23	22	206
Helps me to develop my technical skills	1 (Not at all)	33.3% (2)	0.0% (0)	2.6% (4)	0.0% (0)	0.0% (0)	
	2	33.3% (2)	100.0% (1)	5.2% (8)	21.7% (5)	0.0% (0)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	22.9% (35)	4.3% (1)	36.4% (8)	
	4	0.0% (0)	0.0% (0)	36.6% (56)	34.8% (8)	27.3% (6)	
	5 (A great deal)	16.7% (1)	0.0% (0)	32.7% (50)	39.1% (9)	36.4% (8)	
		6	1	153	23	22	205
Promotes my personal growth	1 (Not at all)	50.0% (3)	0.0% (0)	5.8% (9)	8.7% (2)	4.5% (1)	
	2	16.7% (1)	100.0% (1)	5.2% (8)	8.7% (2)	4.5% (1)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	33.1% (51)	21.7% (5)	27.3% (6)	
	4	0.0% (0)	0.0% (0)	29.9% (46)	26.1% (6)	27.3% (6)	
	5 (A great deal)	16.7% (1)	0.0% (0)	26.0% (40)	34.8% (8)	36.4% (8)	
		6	1	154	23	22	206
Helps me to become better at what I do	1 (Not at all)	33.3% (2)	0.0% (0)	1.3% (2)	8.7% (2)	0.0% (0)	
	2	16.7% (1)	100.0% (1)	4.5% (7)	8.7% (2)	4.5% (1)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	22.7% (35)	21.7% (5)	22.7% (5)	
	4	0.0% (0)	0.0% (0)	35.1% (54)	26.1% (6)	27.3% (6)	
	5 (A great deal)	33.3% (2)	0.0% (0)	36.4% (56)	34.8% (8)	45.5% (10)	

		6	1	154	23	22	206
Demonstrates patience and flexibility with me	1 (Not at all)	16.7% (1)	0.0% (0)	1.9% (3)	4.3% (1)	4.5% (1)	
	2	0.0% (0)	100.0% (1)	5.8% (9)	4.3% (1)	9.1% (2)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	18.2% (28)	13.0% (3)	27.3% (6)	
	4	33.3% (2)	0.0% (0)	31.8% (49)	21.7% (5)	22.7% (5)	
	5 (A great deal)	33.3% (2)	0.0% (0)	42.2% (65)	56.5% (13)	36.4% (8)	
		6	1	154	23	22	206
Closely manages my work	1 (Not at all)	50.0% (3)	0.0% (0)	12.3% (19)	34.8% (8)	9.1% (2)	
	2	33.3% (2)	100.0% (1)	16.9% (26)	13.0% (3)	9.1% (2)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	29.9% (46)	30.4% (7)	13.6% (3)	
	4	0.0% (0)	0.0% (0)	27.3% (42)	13.0% (3)	45.5% (10)	
	5 (A great deal)	0.0% (0)	0.0% (0)	13.6% (21)	8.7% (2)	22.7% (5)	
		6	1	154	23	22	206
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	16.7% (1)	0.0% (0)	3.3% (5)	0.0% (0)	4.5% (1)	
	2	0.0% (0)	100.0% (1)	7.2% (11)	8.7% (2)	0.0% (0)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	23.5% (36)	17.4% (4)	27.3% (6)	
	4	16.7% (1)	0.0% (0)	38.6% (59)	34.8% (8)	54.5% (12)	
	5 (A great deal)	50.0% (3)	0.0% (0)	27.5% (42)	39.1% (9)	13.6% (3)	
		6	1	153	23	22	205

Focuses mainly on the best interests of our clients	1 (Not at all)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	4.5% (1)	
	2	16.7% (1)	100.0% (1)	1.3% (2)	4.3% (1)	0.0% (0)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	21.4% (33)	21.7% (5)	18.2% (4)	
	4	33.3% (2)	0.0% (0)	36.4% (56)	30.4% (7)	54.5% (12)	
	5 (A great deal)	33.3% (2)	0.0% (0)	40.3% (62)	43.5% (10)	22.7% (5)	
		6	1	154	23	22	206
Is passing on to me his or her knowledge and experience	1 (Not at all)	33.3% (2)	0.0% (0)	2.0% (3)	0.0% (0)	0.0% (0)	
	2	16.7% (1)	100.0% (1)	4.6% (7)	13.0% (3)	4.5% (1)	
	3 (Somewhat)	16.7% (1)	0.0% (0)	18.4% (28)	21.7% (5)	18.2% (4)	
	4	16.7% (1)	0.0% (0)	35.5% (54)	26.1% (6)	50.0% (11)	
	5 (A great deal)	16.7% (1)	0.0% (0)	39.5% (60)	39.1% (9)	27.3% (6)	
		6	1	152	23	22	204
Requires me to take responsibility for my work	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	4.3% (1)	0.0% (0)	
	2	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	0.0% (0)	0.0% (0)	7.1% (11)	8.7% (2)	9.1% (2)	
	4	16.7% (1)	0.0% (0)	36.4% (56)	34.8% (8)	27.3% (6)	
	5 (A great deal)	83.3% (5)	0.0% (0)	56.5% (87)	52.2% (12)	63.6% (14)	
		6	1	154	23	22	206
answered question		6	1	154	23	22	206

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	2 replies	0 replies	74 replies	11 replies	10 replies	97
answered question	2	0	74	11	10	97
skipped question						176

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	2 replies	0 replies	48 replies	6 replies	7 replies	63
answered question	2	0	48	6	7	63
skipped question						210

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Through in house courses	20.0% (1)	0.0% (0)	15.0% (22)	28.6% (6)	18.2% (4)	16.8% (33)
Through induction training	0.0% (0)	0.0% (0)	14.3% (21)	14.3% (3)	18.2% (4)	14.3% (28)
Through personal discussion with my supervisor	20.0% (1)	0.0% (0)	42.2% (62)	38.1% (8)	50.0% (11)	41.8% (82)
Through other colleagues	0.0% (0)	0.0% (0)	33.3% (49)	28.6% (6)	45.5% (10)	33.2% (65)
Through external training courses	20.0% (1)	100.0% (1)	7.5% (11)	19.0% (4)	0.0% (0)	8.7% (17)
Through reading helpful publications that I have found	40.0% (2)	0.0% (0)	8.2% (12)	9.5% (2)	4.5% (1)	8.7% (17)
I have not received training or guidance	60.0% (3)	0.0% (0)	38.8% (57)	42.9% (9)	27.3% (6)	38.3% (75)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	5 replies (3.4%)	0 replies (0.0%)	0 replies (0.0%)	2.6% (5)
answered question	5	1	147	21	22	196
skipped question						77

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	1 reply	0 replies	40 replies	6 replies	8 replies	55
answered question	1	0	40	6	8	55
skipped question						218

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Yes	83.3% (5)	100.0% (1)	85.7% (132)	91.3% (21)	66.7% (14)	84.4% (173)
No	16.7% (1)	0.0% (0)	14.3% (22)	8.7% (2)	33.3% (7)	15.6% (32)
answered question	6	1	154	23	21	205
skipped question						68

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	4 replies	0 replies	87 replies	14 replies	13 replies	118
answered question	4	0	87	14	13	118
skipped question						155

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
rectifies the problem and avoids consequences for the client and our practice	16.7% (1)	0.0% (0)	65.1% (97)	45.5% (10)	68.2% (15)	61.5% (123)
supports me in my attempts to rectify the problem	83.3% (5)	0.0% (0)	80.5% (120)	81.8% (18)	59.1% (13)	78.0% (156)
turns it into a learning experience for me	16.7% (1)	0.0% (0)	56.4% (84)	54.5% (12)	59.1% (13)	55.0% (110)
is tolerant of my making mistakes once but not a second time	16.7% (1)	100.0% (1)	28.9% (43)	13.6% (3)	27.3% (6)	27.0% (54)
is quite unforgiving if I make serious mistakes	16.7% (1)	0.0% (0)	6.7% (10)	4.5% (1)	9.1% (2)	7.0% (14)
would not tolerate my making mistakes and so if I do I try to rectify them myself	0.0% (0)	0.0% (0)	3.4% (5)	4.5% (1)	4.5% (1)	3.5% (7)
quickly loses faith in my skills	0.0% (0)	0.0% (0)	6.0% (9)	0.0% (0)	13.6% (3)	6.0% (12)
Other (please specify)	0 replies	0 replies	11 replies	1 reply	1 reply	13
answered question	6	1	149	22	22	200
skipped question						73

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	62.5% (15)	92.9% (13)	75.4% (104)	55.0% (11)	70.0% (14)	
	No	37.5% (9)	7.1% (1)	24.6% (34)	45.0% (9)	30.0% (6)	
		24	14	138	20	20	216
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	73.9% (17)	54.5% (6)	70.4% (95)	73.9% (17)	78.9% (15)	
	No	26.1% (6)	45.5% (5)	29.6% (40)	26.1% (6)	21.1% (4)	
		23	11	135	23	19	211
Other (please specify)		2 replies	2 replies	15 replies	2 replies	2 replies	23
answered question		27	15	154	23	22	241
skipped question							32

56. How can supervisors ensure they are approachable?

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
By making it known that people can see them about any issue	Yes	96.6% (28)	100.0% (17)	95.6% (151)	100.0% (25)	90.9% (20)	
	No	3.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.5% (1)	
	Possibly	0.0% (0)	0.0% (0)	4.4% (7)	0.0% (0)	4.5% (1)	
		29	17	158	25	22	251
By making it known that people can ask to see them at any time	Yes	86.2% (25)	100.0% (17)	79.7% (126)	80.0% (20)	77.3% (17)	
	No	0.0% (0)	0.0% (0)	6.3% (10)	4.0% (1)	9.1% (2)	
	Possibly	13.8% (4)	0.0% (0)	13.9% (22)	16.0% (4)	13.6% (3)	
		29	17	158	25	22	251
Being known to give constructive feedback where possible	Yes	100.0% (29)	88.2% (15)	98.1% (155)	100.0% (25)	90.9% (20)	
	No	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	4.5% (1)	
	Possibly	0.0% (0)	11.8% (2)	1.3% (2)	0.0% (0)	4.5% (1)	
		29	17	158	25	22	251
Being known to deal with problems quickly	Yes	89.7% (26)	82.4% (14)	79.1% (125)	84.0% (21)	68.2% (15)	
	No	0.0% (0)	0.0% (0)	1.9% (3)	0.0% (0)	4.5% (1)	
	Possibly	10.3% (3)	17.6% (3)	19.0% (30)	16.0% (4)	27.3% (6)	
		29	17	158	25	22	251

Being known to help supervisees deal with problems themselves	Yes	86.2% (25)	76.5% (13)	76.4% (120)	72.0% (18)	68.2% (15)	
	No	0.0% (0)	5.9% (1)	1.3% (2)	0.0% (0)	9.1% (2)	
	Possibly	13.8% (4)	17.6% (3)	22.3% (35)	28.0% (7)	22.7% (5)	
		29	17	157	25	22	250
Other (please specify)		0 replies	0 replies	6 replies	1 reply	3 replies	10
answered question		29	17	158	25	22	251
skipped question							22

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Provide clear instructions	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	5.9% (1)	1.9% (3)	0.0% (0)	4.5% (1)	
	4	23.3% (7)	23.5% (4)	12.7% (20)	12.0% (3)	4.5% (1)	
	5 (very important)	76.7% (23)	70.6% (12)	84.8% (134)	88.0% (22)	90.9% (20)	
		30	17	158	25	22	252
Be available when supervisees need help or direction	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	6.7% (2)	5.9% (1)	5.1% (8)	8.0% (2)	9.1% (2)	
	4	40.0% (12)	47.1% (8)	32.5% (51)	52.0% (13)	31.8% (7)	
	5 (very important)	53.3% (16)	47.1% (8)	61.8% (97)	40.0% (10)	59.1% (13)	
		30	17	157	25	22	251
Consider the professional development of their supervisees	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	3.3% (1)	5.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	10.0% (3)	29.4% (5)	10.1% (16)	20.0% (5)	13.6% (3)	

	importance						
	4	43.3% (13)	35.3% (6)	41.8% (66)	24.0% (6)	45.5% (10)	
	5 (very important)	43.3% (13)	29.4% (5)	47.5% (75)	56.0% (14)	40.9% (9)	
		30	17	158	25	22	252
Be aware of the wellness of their supervisees	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	4.5% (1)	
	2	6.7% (2)	23.5% (4)	5.1% (8)	8.0% (2)	4.5% (1)	
	3 (moderately important)	26.7% (8)	29.4% (5)	17.7% (28)	20.0% (5)	36.4% (8)	
	4	40.0% (12)	17.6% (3)	47.5% (75)	36.0% (9)	18.2% (4)	
	5 (very important)	26.7% (8)	29.4% (5)	29.1% (46)	36.0% (9)	36.4% (8)	
		30	17	158	25	22	252
Foster trust and respect	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	11.8% (2)	3.2% (5)	4.0% (1)	4.5% (1)	
	4	23.3% (7)	35.3% (6)	34.8% (55)	32.0% (8)	40.9% (9)	
	5 (very important)	76.7% (23)	52.9% (9)	61.4% (97)	64.0% (16)	54.5% (12)	
		30	17	158	25	22	252
Ensure continuity and consistency	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	3.3% (1)	29.4% (5)	5.7% (9)	4.0% (1)	0.0% (0)	

	4	50.0% (15)	35.3% (6)	43.3% (68)	28.0% (7)	42.9% (9)	
	5 (very important)	46.7% (14)	35.3% (6)	49.7% (78)	68.0% (17)	57.1% (12)	
		30	17	157	25	21	250
Take a solution focus on mistakes (rather than blame)	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	17.6% (3)	1.9% (3)	8.0% (2)	0.0% (0)	
	4	26.7% (8)	23.5% (4)	31.6% (50)	16.0% (4)	28.6% (6)	
	5 (very important)	73.3% (22)	58.8% (10)	65.2% (103)	76.0% (19)	71.4% (15)	
		30	17	158	25	21	251
Give credit where it is due	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	4.0% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	6.7% (2)	11.8% (2)	7.1% (11)	12.0% (3)	9.5% (2)	
	4	10.0% (3)	23.5% (4)	23.9% (37)	0.0% (0)	33.3% (7)	
	5 (very important)	83.3% (25)	64.7% (11)	68.4% (106)	84.0% (21)	57.1% (12)	
		30	17	155	25	21	248
Other (please specify)		1 reply	1 reply	3 replies	2 replies	0 replies	7
answered question		30	17	158	25	22	252
skipped question							21

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

		What best describes your role in the practice?					
		Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Totals
Listen to advice and comments	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	5.9% (1)	1.3% (2)	0.0% (0)	0.0% (0)	
	4	36.7% (11)	11.8% (2)	15.7% (25)	24.0% (6)	27.3% (6)	
	5 (most important)	63.3% (19)	82.4% (14)	82.4% (131)	76.0% (19)	72.7% (16)	
		30	17	159	25	22	253
Prepare well for supervision meetings	1 (unimportant)	0.0% (0)	0.0% (0)	1.3% (2)	0.0% (0)	0.0% (0)	
	2	3.3% (1)	5.9% (1)	0.6% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	16.7% (5)	17.6% (3)	8.9% (14)	20.0% (5)	13.6% (3)	
	4	40.0% (12)	23.5% (4)	41.8% (66)	32.0% (8)	36.4% (8)	
	5 (most important)	40.0% (12)	52.9% (9)	47.5% (75)	48.0% (12)	50.0% (11)	
		30	17	158	25	22	252
Ask questions about details, timelines, priorities	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	10.0% (3)	5.9% (1)	5.7% (9)	12.0% (3)	0.0% (0)	

	importance						
	4	30.0% (9)	29.4% (5)	33.3% (53)	36.0% (9)	45.5% (10)	
	5 (most important)	60.0% (18)	64.7% (11)	59.7% (95)	52.0% (13)	54.5% (12)	
		30	17	159	25	22	253
Develop a clear framework on frequency of meetings	1 (unimportant)	6.7% (2)	5.9% (1)	3.1% (5)	0.0% (0)	4.5% (1)	
	2	6.7% (2)	5.9% (1)	4.4% (7)	4.0% (1)	9.1% (2)	
	3 (moderately important)	20.0% (6)	35.3% (6)	28.3% (45)	28.0% (7)	18.2% (4)	
	4	40.0% (12)	23.5% (4)	37.1% (59)	44.0% (11)	40.9% (9)	
	5 (most important)	26.7% (8)	29.4% (5)	27.0% (43)	24.0% (6)	27.3% (6)	
		30	17	159	25	22	253
Discuss expectations	1 (unimportant)	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.6% (1)	8.0% (2)	0.0% (0)	
	3 (moderately important)	6.7% (2)	17.6% (3)	13.4% (21)	12.0% (3)	13.6% (3)	
	4	43.3% (13)	47.1% (8)	40.8% (64)	44.0% (11)	36.4% (8)	
	5 (most important)	50.0% (15)	35.3% (6)	44.6% (70)	36.0% (9)	50.0% (11)	
		30	17	157	25	22	251
Other (please specify)		1 reply	0 replies	1 reply	0 replies	0 replies	2
answered question		30	17	159	25	22	253
skipped question							20

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	17 replies	12 replies	65 replies	9 replies	9 replies	112
answered question	17	12	65	9	9	112
skipped question						161

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

	What best describes your role in the practice?					
	Law firm partner	Legal practitioner director (ILPs only)	Employed solicitor	Government legal officer	Trainee solicitor	Response Count
	2 replies	1 reply	11 replies	2 replies	2 replies	18
answered question	2	1	11	2	2	18
skipped question						255