

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	92.6% (25)	94.1% (16)	89.5% (17)	95.3% (41)	93.4% (99)
No	7.4% (2)	5.9% (1)	10.5% (2)	4.7% (2)	6.6% (7)
answered question	27	17	19	43	106
skipped question					1

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	24 replies	16 replies	17 replies	42 replies	99
answered question	24	16	17	42	99
skipped question					8

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

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Private legal practice (sole practitioner)	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)
Private legal practice (4-12 fee-earners)	0.0% (0)	5.9% (1)	0.0% (0)	2.3% (1)	1.9% (2)
Private legal practice (13-50 fee-earners)	42.3% (11)	94.1% (16)	33.3% (6)	58.1% (25)	55.8% (58)
Private legal practice (over 50 fee-earners)	50.0% (13)	0.0% (0)	66.7% (12)	23.3% (10)	33.7% (35)
Government legal practice	7.7% (2)	0.0% (0)	0.0% (0)	16.3% (7)	8.7% (9)
Community legal centre	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)
Other (please specify)	1 reply	0 replies	1 reply	0 replies	2
answered question	26	17	18	43	104
skipped question					3

**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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<5	0.0% (0)	0.0% (0)	5.3% (1)	2.3% (1)	1.9% (2)
5-9	20.0% (5)	11.8% (2)	10.5% (2)	4.7% (2)	10.6% (11)
10-19	4.0% (1)	70.6% (12)	10.5% (2)	44.2% (19)	32.7% (34)
20-49	32.0% (8)	17.6% (3)	15.8% (3)	11.6% (5)	18.3% (19)
>50	44.0% (11)	0.0% (0)	57.9% (11)	37.2% (16)	36.5% (38)
answered question	25	17	19	43	104
skipped question					3

5. Is your law practice an incorporated legal practice?

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	69.6% (16)	88.2% (15)	68.4% (13)	81.0% (34)	77.2% (78)
No	30.4% (7)	11.8% (2)	31.6% (6)	19.0% (8)	22.8% (23)
answered question	23	17	19	42	101
skipped question					6

6. What best describes your role in the practice?

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Law firm partner	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Legal practitioner director (ILPs only)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Sole practitioner	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)
Employed solicitor	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Government legal officer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Trainee solicitor	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Fee-earner without practising certificate	100.0% (27)	0.0% (0)	0.0% (0)	0.0% (0)	25.2% (27)
Conveyancing clerk	0.0% (0)	100.0% (17)	0.0% (0)	0.0% (0)	15.9% (17)
Administrative Manager	0.0% (0)	0.0% (0)	100.0% (19)	0.0% (0)	17.8% (19)
Legal secretary	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (44)	41.1% (44)
Volunteer to a CLC	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	1
answered question	27	17	19	44	107
skipped question					0

7. Do you have a current practising certificate?					
	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	0.0% (0)	0.0% (0)	5.3% (1)	2.3% (1)	1.9% (2)
No	92.6% (25)	100.0% (16)	94.7% (18)	95.3% (41)	95.2% (100)
No, but I have previously held a practising certificate	7.4% (2)	0.0% (0)	0.0% (0)	2.3% (1)	2.9% (3)
answered question	27	16	19	43	105
skipped question					2

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
1-2 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
3-4 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
5-9 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
15-19 years	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	100.0% (1)
over 20 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	0	0	1	0	1
skipped question					106

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
1-2 years	44.4% (12)	33.3% (3)	25.0% (1)	14.3% (3)	31.1% (19)
2-4 years	22.2% (6)	0.0% (0)	25.0% (1)	0.0% (0)	11.5% (7)
5-9 years	22.2% (6)	11.1% (1)	0.0% (0)	0.0% (0)	11.5% (7)
10-14 years	7.4% (2)	11.1% (1)	0.0% (0)	0.0% (0)	4.9% (3)
15-19 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>20 years	3.7% (1)	11.1% (1)	0.0% (0)	0.0% (0)	3.3% (2)
Not applicable	0.0% (0)	33.3% (3)	50.0% (2)	85.7% (18)	37.7% (23)
answered question	27	9	4	21	61
skipped question					46

10. What is your gender?					
	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Male	25.9% (7)	5.9% (1)	15.8% (3)	4.7% (2)	12.3% (13)
Female	74.1% (20)	94.1% (16)	84.2% (16)	95.3% (41)	87.7% (93)
answered question	27	17	19	43	106
skipped question					1

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	3.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	5.9% (1)	0.0% (0)	7.1% (3)	
	Important	34.6% (9)	35.3% (6)	15.8% (3)	26.2% (11)	
	Very important	61.5% (16)	58.8% (10)	84.2% (16)	66.7% (28)	
		26	17	19	42	104
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)	
	Neutral	0.0% (0)	11.8% (2)	0.0% (0)	2.4% (1)	
	Important	22.2% (6)	23.5% (4)	10.5% (2)	33.3% (14)	
	Very important	77.8% (21)	64.7% (11)	89.5% (17)	64.3% (27)	
		27	17	19	42	105
Fostering resilience	Not very important	0.0% (0)	5.9% (1)	0.0% (0)	0.0% (0)	
	Neutral	26.9% (7)	11.8% (2)	5.3% (1)	31.7% (13)	
	Important	46.2% (12)	29.4% (5)	68.4% (13)	41.5% (17)	
	Very important	26.9% (7)	52.9% (9)	26.3% (5)	26.8% (11)	
		26	17	19	41	103

Risk management	Not very important	0.0% (0)	5.9% (1)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	5.9% (1)	0.0% (0)	9.5% (4)	
	Important	29.6% (8)	23.5% (4)	22.2% (4)	26.2% (11)	
	Very important	70.4% (19)	64.7% (11)	77.8% (14)	64.3% (27)	
		27	17	18	42	104
Identifying and supporting staff facing personal difficulties	Not very important	0.0% (0)	5.9% (1)	0.0% (0)	0.0% (0)	
	Neutral	7.4% (2)	11.8% (2)	0.0% (0)	17.1% (7)	
	Important	48.1% (13)	23.5% (4)	36.8% (7)	31.7% (13)	
	Very important	44.4% (12)	58.8% (10)	63.2% (12)	51.2% (21)	
		27	17	19	41	104
Mentoring junior staff	Not very important	0.0% (0)	5.9% (1)	0.0% (0)	2.4% (1)	
	Neutral	3.7% (1)	5.9% (1)	0.0% (0)	0.0% (0)	
	Important	40.7% (11)	41.2% (7)	26.3% (5)	35.7% (15)	
	Very important	55.6% (15)	47.1% (8)	73.7% (14)	61.9% (26)	
		27	17	19	42	105
Monitoring workloads	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	2.4% (1)	
	Neutral	7.4% (2)	11.8% (2)	0.0% (0)	0.0% (0)	
	Important	33.3% (9)	17.6% (3)	21.1% (4)	26.2% (11)	
	Very important	59.3% (16)	70.6% (12)	78.9% (15)	71.4% (30)	

		27	17	19	42	105
Promoting ethical practices	Not very important	0.0% (0)	5.9% (1)	0.0% (0)	0.0% (0)	
	Neutral	3.7% (1)	5.9% (1)	0.0% (0)	4.8% (2)	
	Important	25.9% (7)	23.5% (4)	10.5% (2)	31.0% (13)	
	Very important	70.4% (19)	64.7% (11)	89.5% (17)	64.3% (27)	
		27	17	19	42	105
Discouraging bad workplace conduct such as bullying	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	0.0% (0)	5.9% (1)	0.0% (0)	4.9% (2)	
	Important	19.2% (5)	23.5% (4)	11.1% (2)	19.5% (8)	
	Very important	80.8% (21)	70.6% (12)	88.9% (16)	75.6% (31)	
		26	17	18	41	102
Please describe if your organization has other aims for supervision		0 replies	0 replies	0 replies	0 replies	0
answered question		27	17	19	42	105
skipped question						2

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Both - I supervise others, and I am supervised by others	22.2% (6)	17.6% (3)	68.4% (13)	20.9% (9)	29.2% (31)
I supervise others	3.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.9% (1)
I am supervised by others	74.1% (20)	82.4% (14)	31.6% (6)	79.1% (34)	69.8% (74)
answered question	27	17	19	43	106
skipped question					1

13. How long have you been a supervisor?

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<1 year	25.0% (2)	0.0% (0)	16.7% (2)	45.5% (5)	25.7% (9)
1-2 years	25.0% (2)	0.0% (0)	8.3% (1)	27.3% (3)	17.1% (6)
3-4 years	25.0% (2)	0.0% (0)	16.7% (2)	9.1% (1)	14.3% (5)
5-6 years	0.0% (0)	0.0% (0)	16.7% (2)	0.0% (0)	5.7% (2)
>6 years	25.0% (2)	100.0% (4)	41.7% (5)	18.2% (2)	37.1% (13)
answered question	8	4	12	11	35
skipped question					72

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Legal staff	1-2	100.0% (2)	100.0% (2)	0.0% (0)	75.0% (3)	
	3-4	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	
	5-6	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)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (1)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		2	2	1	4	9
Administrative staff	1-2	60.0% (3)	100.0% (3)	33.3% (4)	100.0% (6)	
	3-4	20.0% (1)	0.0% (0)	25.0% (3)	0.0% (0)	
	5-6	0.0% (0)	0.0% (0)	8.3% (1)	0.0% (0)	
	7-9	0.0% (0)	0.0% (0)	16.7% (2)	0.0% (0)	
	10-14	20.0% (1)	0.0% (0)	16.7% (2)	0.0% (0)	
	15-20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		0.0%	0.0%	0.0%	0.0%	

	>20	(0)	(0)	(0)	(0)	
		5	3	12	6	26
Fee-earning staff who are not pc holders	1-2	75.0% (3)	100.0% (1)	0.0% (0)	0.0% (0)	
	3-4	25.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	5-6	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)	
	10-14	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)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		4	1	0	0	5
Other (eg consultants or contractors)	1-2	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	
	3-4	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	5-6	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)	
	10-14	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)	
	>20	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		0	1	0	0	1
answered question		8	4	12	10	34
skipped question						73

15. Do you share supervisory responsibilities for the staff referred to above with other colleagues?					
	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	71.4% (5)	25.0% (1)	41.7% (5)	80.0% (8)	57.6% (19)
No	28.6% (2)	75.0% (3)	58.3% (7)	20.0% (2)	42.4% (14)
If "yes" please describe how you share supervisory responsibilities	0 replies	1 reply	3 replies	3 replies	7
answered question	7	4	12	10	33
skipped question					74

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<10%	12.5% (1)	0.0% (0)	0.0% (0)	9.1% (1)	5.7% (2)
10-20%	37.5% (3)	25.0% (1)	41.7% (5)	18.2% (2)	31.4% (11)
20-30%	25.0% (2)	50.0% (2)	8.3% (1)	45.5% (5)	28.6% (10)
30-40%	0.0% (0)	0.0% (0)	16.7% (2)	9.1% (1)	8.6% (3)
40-50%	25.0% (2)	25.0% (1)	8.3% (1)	9.1% (1)	14.3% (5)
50-60%	0.0% (0)	0.0% (0)	8.3% (1)	9.1% (1)	5.7% (2)
60-70%	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
70-80%	0.0% (0)	0.0% (0)	8.3% (1)	0.0% (0)	2.9% (1)
>80%	0.0% (0)	0.0% (0)	8.3% (1)	0.0% (0)	2.9% (1)
answered question	8	4	12	11	35
skipped question					72

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

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Your fee-earning duties	75.0% (6)	33.3% (1)	27.3% (3)	70.0% (7)	53.1% (17)
Your supervision duties	25.0% (2)	66.7% (2)	72.7% (8)	30.0% (3)	46.9% (15)
answered question	8	3	11	10	32
skipped question					75

18. Would you describe your supervision activities as primarily

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
proactive	87.5% (7)	100.0% (4)	100.0% (11)	81.8% (9)	91.2% (31)
reactive	12.5% (1)	0.0% (0)	0.0% (0)	18.2% (2)	8.8% (3)
answered question	8	4	11	11	34
skipped question					73

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Your individual performance	25.0% (2)	25.0% (1)	8.3% (1)	27.3% (3)	20.0% (7)
Your team's performance	75.0% (6)	75.0% (3)	91.7% (11)	72.7% (8)	80.0% (28)
answered question	8	4	12	11	35
skipped question					72

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
My firm allocates time to me for my supervision responsibilities	28.6% (2)	0.0% (0)	55.6% (5)	18.2% (2)	29.0% (9)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	3.2% (1)
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)	14.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	3.2% (1)
Time for supervision is not structured into a daily work schedule	71.4% (5)	75.0% (3)	44.4% (4)	36.4% (4)	51.6% (16)
It is up to me to find spare time for supervision	0.0% (0)	25.0% (1)	11.1% (1)	45.5% (5)	22.6% (7)
Other (please specify)	0 replies	0 replies	2 replies	0 replies	2
answered question	7	4	9	11	31
skipped question					76

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
By emulating my current supervisor	14.3% (1)	0.0% (0)	16.7% (2)	18.2% (2)	14.7% (5)
By emulating a previous supervisor	14.3% (1)	25.0% (1)	41.7% (5)	36.4% (4)	32.4% (11)
By watching others	28.6% (2)	0.0% (0)	25.0% (3)	27.3% (3)	23.5% (8)
By trial and error	28.6% (2)	0.0% (0)	41.7% (5)	27.3% (3)	29.4% (10)
By following my firm's policies and procedures	42.9% (3)	75.0% (3)	66.7% (8)	81.8% (9)	67.6% (23)
By responding to the needs or expressed preferences of my supervisees	85.7% (6)	50.0% (2)	66.7% (8)	54.5% (6)	64.7% (22)
Are there any other ways in which you developed your supervision practices?	0 replies	0 replies	4 replies	1 reply	5
answered question	7	4	12	11	34
skipped question					73

22. Have you ever had training in supervision?

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	28.6% (2)	25.0% (1)	58.3% (7)	18.2% (2)	35.3% (12)
No	71.4% (5)	75.0% (3)	41.7% (5)	81.8% (9)	64.7% (22)
answered question	7	4	12	11	34
skipped question					73

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
In-house formal training provided by my firm	50.0% (2)	66.7% (2)	12.5% (1)	57.1% (4)	40.9% (9)
In-house informal discussions generally in response to problems seen as supervision issues	0.0% (0)	33.3% (1)	25.0% (2)	28.6% (2)	22.7% (5)
External formal training at regular intervals	25.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.5% (1)
External formal training at irregular intervals when available	50.0% (2)	0.0% (0)	87.5% (7)	0.0% (0)	40.9% (9)
I regularly read publications and attend workshops on supervision	0.0% (0)	0.0% (0)	37.5% (3)	0.0% (0)	13.6% (3)
Reading management literature	50.0% (2)	33.3% (1)	87.5% (7)	14.3% (1)	50.0% (11)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0
answered question	4	3	8	7	22
skipped question					85

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
In-house formal	40.0% (2)	50.0% (1)	50.0% (4)	55.6% (5)	50.0% (12)
In-house informal, such as ad hoc discussions in reponse to problems arising	40.0% (2)	0.0% (0)	25.0% (2)	66.7% (6)	41.7% (10)
External formal training given regularly by a dedicated service provider	40.0% (2)	0.0% (0)	37.5% (3)	11.1% (1)	25.0% (6)
External informal, for example professional seminars on supervision related topics	40.0% (2)	50.0% (1)	25.0% (2)	0.0% (0)	20.8% (5)
Reading management literature	20.0% (1)	0.0% (0)	12.5% (1)	0.0% (0)	8.3% (2)
I do not need further training in supervision	0.0% (0)	0.0% (0)	12.5% (1)	11.1% (1)	8.3% (2)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0
answered question	5	2	8	9	24
skipped question					83

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

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Much less	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Less	14.3% (1)	25.0% (1)	18.2% (2)	45.5% (5)	27.3% (9)
No difference	71.4% (5)	75.0% (3)	27.3% (3)	45.5% (5)	48.5% (16)
More	14.3% (1)	0.0% (0)	45.5% (5)	9.1% (1)	21.2% (7)
Much more	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	3.0% (1)
answered question	7	4	11	11	33
skipped question					74

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

	What best describes your role in the practice?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
The person	57.1% (4)	25.0% (1)	100.0% (11)	81.8% (9)	75.8% (25)
The file	42.9% (3)	75.0% (3)	0.0% (0)	18.2% (2)	24.2% (8)
answered question	7	4	11	11	33
skipped question					74

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
The outcomes of my supervisees' work	85.7% (6)	75.0% (3)	90.9% (10)	90.9% (10)	87.9% (29)
My firm's evaluation of my supervision skills	14.3% (1)	0.0% (0)	27.3% (3)	9.1% (1)	15.2% (5)
Feedback from management within the firm	57.1% (4)	0.0% (0)	72.7% (8)	36.4% (4)	48.5% (16)
Feedback from clients	57.1% (4)	50.0% (2)	27.3% (3)	18.2% (2)	33.3% (11)
Feedback from my supervisees	71.4% (5)	50.0% (2)	72.7% (8)	27.3% (3)	54.5% (18)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0
answered question	7	4	11	11	33
skipped question					74

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

		What best describes your role in the practice?				
		Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Application of legal reasoning	To a great extent	85.7% (6)	100.0% (3)	50.0% (5)	27.3% (3)	
	To a moderate extent	14.3% (1)	0.0% (0)	20.0% (2)	27.3% (3)	
	To a lesser extent	0.0% (0)	0.0% (0)	20.0% (2)	9.1% (1)	
	Not at all	0.0% (0)	0.0% (0)	10.0% (1)	36.4% (4)	
		7	3	10	11	31
Compliance with your firm's systems	To a great extent	71.4% (5)	100.0% (4)	81.8% (9)	81.8% (9)	
	To a moderate extent	14.3% (1)	0.0% (0)	18.2% (2)	18.2% (2)	
	To a lesser extent	14.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	4	11	11	33
How your supervisee is coping	To a great extent	57.1% (4)	100.0% (4)	81.8% (9)	54.5% (6)	
	To a moderate extent	42.9% (3)	0.0% (0)	18.2% (2)	36.4% (4)	
	To a lesser extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	

	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
		7	4	11	11	33
Timely processing of matters	To a great extent	71.4% (5)	75.0% (3)	72.7% (8)	81.8% (9)	
	To a moderate extent	28.6% (2)	25.0% (1)	18.2% (2)	18.2% (2)	
	To a lesser extent	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	4	11	11	33
Ethical behaviour	To a great extent	57.1% (4)	100.0% (4)	100.0% (11)	72.7% (8)	
	To a moderate extent	42.9% (3)	0.0% (0)	0.0% (0)	9.1% (1)	
	To a lesser extent	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	4	11	11	33
Potential risks	To a great extent	71.4% (5)	100.0% (4)	81.8% (9)	63.6% (7)	
	To a moderate extent	14.3% (1)	0.0% (0)	18.2% (2)	9.1% (1)	
	To a lesser extent	14.3% (1)	0.0% (0)	0.0% (0)	27.3% (3)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	4	11	11	33
Productivity and time	To a great	28.6%	75.0%	54.5%	63.6%	

recording	extent	(2)	(3)	(6)	(7)	
	To a moderate extent	42.9% (3)	25.0% (1)	36.4% (4)	9.1% (1)	
	To a lesser extent	28.6% (2)	0.0% (0)	0.0% (0)	18.2% (2)	
	Not at all	0.0% (0)	0.0% (0)	9.1% (1)	9.1% (1)	
		7	4	11	11	33
Billing	To a great extent	14.3% (1)	100.0% (4)	22.2% (2)	27.3% (3)	
	To a moderate extent	71.4% (5)	0.0% (0)	22.2% (2)	45.5% (5)	
	To a lesser extent	14.3% (1)	0.0% (0)	22.2% (2)	9.1% (1)	
	Not at all	0.0% (0)	0.0% (0)	33.3% (3)	18.2% (2)	
		7	4	9	11	31
Client relationship management and service	To a great extent	83.3% (5)	75.0% (3)	70.0% (7)	70.0% (7)	
	To a moderate extent	0.0% (0)	25.0% (1)	10.0% (1)	10.0% (1)	
	To a lesser extent	16.7% (1)	0.0% (0)	0.0% (0)	20.0% (2)	
	Not at all	0.0% (0)	0.0% (0)	20.0% (2)	0.0% (0)	
		6	4	10	10	30
Other (please specify)		0 replies	0 replies	0 replies	0 replies	0
answered question		7	4	11	11	33
skipped question						74

29. Do you view supervision principally as

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
A management tool	Yes	83.3% (5)	100.0% (3)	100.0% (10)	62.5% (5)	
	No	16.7% (1)	0.0% (0)	0.0% (0)	37.5% (3)	
		6	3	10	8	27
A legal responsibility	Yes	85.7% (6)	100.0% (2)	88.9% (8)	28.6% (2)	
	No	14.3% (1)	0.0% (0)	11.1% (1)	71.4% (5)	
		7	2	9	7	25
An educational tool	Yes	100.0% (6)	100.0% (3)	100.0% (11)	80.0% (8)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (2)	
		6	3	11	10	30
A mentoring tool	Yes	100.0% (5)	100.0% (3)	100.0% (11)	90.9% (10)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
		5	3	11	11	30
A means of identifying and confronting problems that arise in your supervisees' work	Yes	100.0% (7)	100.0% (3)	100.0% (11)	87.5% (7)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	
		7	3	11	8	29
Additional to your main role	Yes	100.0% (6)	100.0% (4)	42.9% (3)	77.8% (7)	

	No	0.0% (0)	0.0% (0)	57.1% (4)	22.2% (2)	
		6	4	7	9	26
Please comment on your main reason for viewing supervision in the above way or ways		0 replies	0 replies	1 reply	2 replies	3
answered question		7	4	11	11	33
skipped question						74

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	14.3% (1)	100.0% (4)	18.2% (2)	27.3% (3)	30.3% (10)
No	28.6% (2)	0.0% (0)	27.3% (3)	9.1% (1)	18.2% (6)
Somewhat	42.9% (3)	0.0% (0)	54.5% (6)	36.4% (4)	39.4% (13)
Not applicable	14.3% (1)	0.0% (0)	0.0% (0)	27.3% (3)	12.1% (4)
If they differ, in what ways do they differ?	0 replies	0 replies	2 replies	1 reply	3
answered question	7	4	11	11	33
skipped question					74

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
I help my supervisees to develop technical skills	Yes	100.0% (7)	100.0% (2)	100.0% (11)	72.7% (8)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
		7	2	11	11	31
I provide both positive and constructive critical feedback	Yes	85.7% (6)	100.0% (3)	100.0% (11)	90.9% (10)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	To a limited extent	14.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	3	11	11	32
I work collaboratively with my supervisees	Yes	100.0% (7)	100.0% (4)	100.0% (11)	90.9% (10)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	4	11	11	33
I contribute to the personal growth of my supervisees	Yes	42.9% (3)	66.7% (2)	90.0% (9)	63.6% (7)	
	No	0.0% (0)	33.3% (1)	0.0% (0)	9.1% (1)	

	To a limited extent	57.1% (4)	0.0% (0)	10.0% (1)	27.3% (3)	
		7	3	10	11	31
I teach my supervisees to become lawyers	Yes	42.9% (3)	0.0% (0)	14.3% (1)	0.0% (0)	
	No	28.6% (2)	0.0% (0)	57.1% (4)	100.0% (11)	
	To a limited extent	28.6% (2)	100.0% (1)	28.6% (2)	0.0% (0)	
		7	1	7	11	26
I focus on solving critical issues and problems that arise for my supervisees	Yes	100.0% (7)	100.0% (3)	100.0% (9)	45.5% (5)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	27.3% (3)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	27.3% (3)	
		7	3	9	11	30
I teach my supervisees about being ethical	Yes	71.4% (5)	100.0% (3)	88.9% (8)	54.5% (6)	
	No	14.3% (1)	0.0% (0)	0.0% (0)	36.4% (4)	
	To a limited extent	14.3% (1)	0.0% (0)	11.1% (1)	9.1% (1)	
		7	3	9	11	30
I provide emotional support to my supervisees	Yes	28.6% (2)	100.0% (3)	72.7% (8)	27.3% (3)	
	No	14.3% (1)	0.0% (0)	0.0% (0)	36.4% (4)	
	To a limited extent	57.1% (4)	0.0% (0)	27.3% (3)	36.4% (4)	
		7	3	11	11	32

I maintain a professional distance from my supervisees	Yes	57.1% (4)	0.0% (0)	44.4% (4)	36.4% (4)	
	No	14.3% (1)	66.7% (2)	0.0% (0)	45.5% (5)	
	To a limited extent	28.6% (2)	33.3% (1)	55.6% (5)	18.2% (2)	
		7	3	9	11	30
I demonstrate patience and flexibility with my supervisees	Yes	71.4% (5)	100.0% (3)	100.0% (11)	81.8% (9)	
	No	14.3% (1)	0.0% (0)	0.0% (0)	9.1% (1)	
	To a limited extent	14.3% (1)	0.0% (0)	0.0% (0)	9.1% (1)	
		7	3	11	11	32
I demonstrate openness and honesty in my work	Yes	100.0% (7)	100.0% (3)	100.0% (11)	100.0% (11)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	3	11	11	32
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	100.0% (7)	100.0% (3)	100.0% (11)	100.0% (11)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	3	11	11	32
I closely manage cases	Yes	71.4% (5)	33.3% (1)	22.2% (2)	9.1% (1)	
	No	0.0% (0)	0.0% (0)	55.6% (5)	72.7% (8)	

	To a limited extent	28.6% (2)	66.7% (2)	22.2% (2)	18.2% (2)	
		7	3	9	11	30
I safeguard the interests of the client	Yes	100.0% (7)	100.0% (3)	88.9% (8)	70.0% (7)	
	No	0.0% (0)	0.0% (0)	11.1% (1)	30.0% (3)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	3	9	10	29
I pass on my knowledge and experience to my supervisees	Yes	100.0% (7)	100.0% (3)	100.0% (11)	100.0% (11)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		7	3	11	11	32
answered question		7	4	11	11	33
skipped question						74

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?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	1 (rarely)	16.7% (1)	66.7% (2)	54.5% (6)	45.5% (5)	
	2	50.0% (3)	0.0% (0)	0.0% (0)	9.1% (1)	
	3	16.7% (1)	33.3% (1)	0.0% (0)	9.1% (1)	
	4	16.7% (1)	0.0% (0)	36.4% (4)	0.0% (0)	
	5	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	6	0.0% (0)	0.0% (0)	9.1% (1)	9.1% (1)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	
		6	3	11	11	31
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	1 (rarely)	16.7% (1)	66.7% (2)	36.4% (4)	63.6% (7)	
	2	16.7% (1)	0.0% (0)	18.2% (2)	0.0% (0)	
	3	0.0% (0)	0.0% (0)	36.4% (4)	0.0% (0)	
	4	66.7% (4)	33.3% (1)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		0.0%	0.0%	0.0%	9.1%	

	6	(0)	(0)	(0)	(1)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
		6	3	11	11	31
Inadequate practice management systems (IT and others)	1 (rarely)	33.3% (2)	33.3% (1)	36.4% (4)	72.7% (8)	
	2	16.7% (1)	66.7% (2)	27.3% (3)	18.2% (2)	
	3	33.3% (2)	0.0% (0)	27.3% (3)	0.0% (0)	
	4	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	6	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having insufficient time for supervision	1 (rarely)	16.7% (1)	25.0% (1)	9.1% (1)	9.1% (1)	
	2	0.0% (0)	0.0% (0)	36.4% (4)	27.3% (3)	
	3	50.0% (3)	0.0% (0)	27.3% (3)	9.1% (1)	
	4	16.7% (1)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	50.0% (2)	9.1% (1)	9.1% (1)	
	6	16.7% (1)	0.0% (0)	9.1% (1)	9.1% (1)	
	7 (often)	0.0% (0)	25.0% (1)	0.0% (0)	18.2% (2)	
		6	4	11	11	32

Having limited interest in managing or supervising others	1 (rarely)	33.3% (2)	33.3% (1)	50.0% (5)	63.6% (7)	
	2	33.3% (2)	66.7% (2)	30.0% (3)	9.1% (1)	
	3	16.7% (1)	0.0% (0)	0.0% (0)	9.1% (1)	
	4	16.7% (1)	0.0% (0)	10.0% (1)	9.1% (1)	
	5	0.0% (0)	0.0% (0)	10.0% (1)	9.1% (1)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	10	11	30
My supervisees and I having different understandings of what supervision entails	1 (rarely)	16.7% (1)	33.3% (1)	36.4% (4)	81.8% (9)	
	2	50.0% (3)	33.3% (1)	45.5% (5)	9.1% (1)	
	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	16.7% (1)	33.3% (1)	9.1% (1)	9.1% (1)	
	5	16.7% (1)	0.0% (0)	9.1% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	1 (rarely)	33.3% (2)	33.3% (1)	45.5% (5)	54.5% (6)	
	2	50.0% (3)	33.3% (1)	9.1% (1)	18.2% (2)	
	3	0.0% (0)	33.3% (1)	18.2% (2)	0.0% (0)	

	4	16.7% (1)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	18.2% (2)	9.1% (1)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who do not communicate clearly	1 (rarely)	0.0% (0)	0.0% (0)	27.3% (3)	45.5% (5)	
	2	50.0% (3)	33.3% (1)	27.3% (3)	0.0% (0)	
	3	16.7% (1)	33.3% (1)	18.2% (2)	0.0% (0)	
	4	33.3% (2)	33.3% (1)	18.2% (2)	36.4% (4)	
	5	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	6	0.0% (0)	0.0% (0)	9.1% (1)	9.1% (1)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who do not follow instructions	1 (rarely)	16.7% (1)	33.3% (1)	27.3% (3)	45.5% (5)	
	2	50.0% (3)	0.0% (0)	45.5% (5)	9.1% (1)	
	3	16.7% (1)	0.0% (0)	9.1% (1)	9.1% (1)	
	4	0.0% (0)	33.3% (1)	9.1% (1)	36.4% (4)	
	5	16.7% (1)	33.3% (1)	0.0% (0)	0.0% (0)	

	6	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who work hard but not effectively	1 (rarely)	33.3% (2)	33.3% (1)	40.0% (4)	45.5% (5)	
	2	16.7% (1)	33.3% (1)	40.0% (4)	0.0% (0)	
	3	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	16.7% (1)	33.3% (1)	10.0% (1)	36.4% (4)	
	5	16.7% (1)	0.0% (0)	10.0% (1)	9.1% (1)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	10	11	30
Having supervisees who don't take sufficient responsibility	1 (rarely)	33.3% (2)	33.3% (1)	54.5% (6)	54.5% (6)	
	2	0.0% (0)	0.0% (0)	27.3% (3)	9.1% (1)	
	3	33.3% (2)	66.7% (2)	0.0% (0)	0.0% (0)	
	4	33.3% (2)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	18.2% (2)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31

Having supervisees who are not effective team members	1 (rarely)	50.0% (3)	33.3% (1)	63.6% (7)	72.7% (8)	
	2	33.3% (2)	33.3% (1)	18.2% (2)	0.0% (0)	
	3	0.0% (0)	33.3% (1)	0.0% (0)	9.1% (1)	
	4	16.7% (1)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who lack respect for me and other colleagues	1 (rarely)	66.7% (4)	33.3% (1)	63.6% (7)	81.8% (9)	
	2	16.7% (1)	33.3% (1)	18.2% (2)	0.0% (0)	
	3	16.7% (1)	33.3% (1)	0.0% (0)	0.0% (0)	
	4	0.0% (0)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who don't understand when to seek advice	1 (rarely)	16.7% (1)	33.3% (1)	18.2% (2)	72.7% (8)	
	2	50.0% (3)	33.3% (1)	63.6% (7)	0.0% (0)	

	3	16.7% (1)	33.3% (1)	0.0% (0)	9.1% (1)	
	4	16.7% (1)	0.0% (0)	9.1% (1)	18.2% (2)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	11	31
Having supervisees who don't think they need to be supervised	1 (rarely)	33.3% (2)	33.3% (1)	54.5% (6)	60.0% (6)	
	2	33.3% (2)	33.3% (1)	27.3% (3)	10.0% (1)	
	3	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	16.7% (1)	33.3% (1)	9.1% (1)	10.0% (1)	
	5	0.0% (0)	0.0% (0)	9.1% (1)	20.0% (2)	
	6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	7 (often)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		6	3	11	10	30
answered question		6	4	11	11	32
skipped question						75

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
I have an open door policy and staff come to see me when they have problems	100.0% (5)	33.3% (1)	100.0% (11)	87.5% (7)	88.9% (24)
I review work done and allocate new work	80.0% (4)	33.3% (1)	63.6% (7)	75.0% (6)	66.7% (18)
I review/check all communications	20.0% (1)	0.0% (0)	36.4% (4)	25.0% (2)	25.9% (7)
I monitor how staff engage in peer file review	0.0% (0)	0.0% (0)	27.3% (3)	0.0% (0)	11.1% (3)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	40.0% (2)	0.0% (0)	27.3% (3)	12.5% (1)	22.2% (6)
I implement workflow systems to ensure or assist process compliance	40.0% (2)	33.3% (1)	63.6% (7)	12.5% (1)	40.7% (11)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	40.0% (2)	33.3% (1)	36.4% (4)	0.0% (0)	25.9% (7)
I update and share information with staff in my office	60.0% (3)	33.3% (1)	81.8% (9)	37.5% (3)	59.3% (16)
I identify my supervisees' training needs	20.0% (1)	33.3% (1)	100.0% (11)	62.5% (5)	66.7% (18)
I monitor staff for fatigue, stress and other problems	60.0% (3)	33.3% (1)	81.8% (9)	37.5% (3)	59.3% (16)
I meet the training needs of my supervisees, or ensure they are met	20.0% (1)	0.0% (0)	81.8% (9)	50.0% (4)	51.9% (14)
I inspect all files at regular intervals	40.0% (2)	0.0% (0)	18.2% (2)	25.0% (2)	22.2% (6)
I inspect sample client files at regular intervals	20.0% (1)	0.0% (0)	9.1% (1)	12.5% (1)	11.1% (3)

I only inspect problem client files	0.0% (0)	33.3% (1)	0.0% (0)	0.0% (0)	3.7% (1)
Other (please specify)	0 replies	0 replies	1 reply	0 replies	1
answered question	5	3	11	8	27
skipped question					80

34. As a supervisor I have responsibility for						
		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	0.0% (0)	0.0% (0)	50.0% (4)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	12.5% (1)	22.2% (2)	
	To a moderate degree	40.0% (2)	0.0% (0)	12.5% (1)	33.3% (3)	
	To a large degree	60.0% (3)	100.0% (3)	25.0% (2)	44.4% (4)	
		5	3	8	9	25
Checking my supervisees' wellbeing	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (2)	
	To a minor extent	40.0% (2)	0.0% (0)	0.0% (0)	33.3% (3)	
	To a moderate degree	40.0% (2)	0.0% (0)	54.5% (6)	44.4% (4)	
	To a large degree	20.0% (1)	100.0% (2)	45.5% (5)	0.0% (0)	
		5	2	11	9	27

Being a role model to demonstrate good practice	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a moderate degree	20.0% (1)	0.0% (0)	9.1% (1)	33.3% (3)	
	To a large degree	80.0% (4)	100.0% (2)	90.9% (10)	66.7% (6)	
		5	2	11	9	27
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	20.0% (1)	0.0% (0)	0.0% (0)	22.2% (2)	
	To a minor extent	0.0% (0)	0.0% (0)	10.0% (1)	11.1% (1)	
	To a moderate degree	60.0% (3)	0.0% (0)	40.0% (4)	22.2% (2)	
	To a large degree	20.0% (1)	100.0% (2)	50.0% (5)	44.4% (4)	
		5	2	10	9	26
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)	
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a moderate degree	40.0% (2)	0.0% (0)	18.2% (2)	33.3% (3)	
	To a large degree	60.0% (3)	100.0% (2)	81.8% (9)	55.6% (5)	
		5	2	11	9	27
Assigning tasks that are appropriate and meaningful to	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	

my supervisees						
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a moderate degree	20.0% (1)	50.0% (1)	18.2% (2)	44.4% (4)	
	To a large degree	80.0% (4)	50.0% (1)	81.8% (9)	44.4% (4)	
		5	2	11	9	27
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a minor extent	20.0% (1)	0.0% (0)	9.1% (1)	0.0% (0)	
	To a moderate degree	40.0% (2)	0.0% (0)	27.3% (3)	33.3% (3)	
	To a large degree	40.0% (2)	100.0% (2)	63.6% (7)	55.6% (5)	
		5	2	11	9	27
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	0.0% (0)	0.0% (0)	10.0% (1)	33.3% (3)	
	To a minor extent	20.0% (1)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a moderate degree	20.0% (1)	0.0% (0)	20.0% (2)	33.3% (3)	
	To a large degree	60.0% (3)	100.0% (2)	70.0% (7)	22.2% (2)	
		5	2	10	9	26
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a minor	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	

	extent					
	To a moderate degree	40.0% (2)	0.0% (0)	18.2% (2)	22.2% (2)	
	To a large degree	60.0% (3)	100.0% (2)	81.8% (9)	55.6% (5)	
		5	2	11	9	27
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)	0.0% (0)	11.1% (1)	
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a moderate degree	20.0% (1)	0.0% (0)	18.2% (2)	22.2% (2)	
	To a large degree	80.0% (4)	100.0% (2)	81.8% (9)	55.6% (5)	
		5	2	11	9	27
Ensuring that my supervisees know I will support their attempts to deal with or rectify any serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a minor extent	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	To a moderate degree	0.0% (0)	0.0% (0)	18.2% (2)	22.2% (2)	
	To a large degree	100.0% (5)	100.0% (2)	81.8% (9)	55.6% (5)	
		5	2	11	9	27
answered question		5	3	11	9	28
skipped question						79

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?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Ensuring excellent client service	1(not important)	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)	
	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	5(most important)	100.0% (5)	100.0% (3)	100.0% (10)	100.0% (9)	
		5	3	10	9	27
Ensuring that work is being progressed to meet deadlines	1(not important)	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)	
	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	20.0% (1)	0.0% (0)	18.2% (2)	0.0% (0)	
	5(most important)	80.0% (4)	100.0% (2)	81.8% (9)	100.0% (9)	
		5	2	11	9	27
Ensuring accuracy of information being communicated to clients	1(not important)	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)	

	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	0.0% (0)	0.0% (0)	10.0% (1)	0.0% (0)	
	5(most important)	100.0% (5)	100.0% (2)	90.0% (9)	100.0% (8)	
		5	2	10	8	25
Ensuring all communications are polite	1(not important)	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)	
	3	0.0% (0)	0.0% (0)	9.1% (1)	0.0% (0)	
	4	20.0% (1)	0.0% (0)	27.3% (3)	11.1% (1)	
	5(most important)	80.0% (4)	100.0% (2)	63.6% (7)	88.9% (8)	
		5	2	11	9	27
Ensuring time recording is accurate and up to date	1(not important)	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)	
	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	4	50.0% (2)	50.0% (1)	33.3% (3)	11.1% (1)	
	5(most important)	50.0% (2)	50.0% (1)	66.7% (6)	88.9% (8)	
		4	2	9	9	24
Ensuring costs are correct (for example, stamp duty)	1(not important)	0.0% (0)	0.0% (0)	10.0% (1)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	

	4	20.0% (1)	0.0% (0)	20.0% (2)	0.0% (0)	
	5(most important)	80.0% (4)	100.0% (2)	70.0% (7)	100.0% (9)	
		5	2	10	9	26
answered question		5	3	11	9	28
skipped question						79

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	25.0% (1)	100.0% (3)	90.0% (9)	77.8% (7)	76.9% (20)
No	75.0% (3)	0.0% (0)	10.0% (1)	22.2% (2)	23.1% (6)
answered question	4	3	10	9	26
skipped question					81

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?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
The supervisees formal qualifications	Not important	20.0% (1)	0.0% (0)	10.0% (1)	22.2% (2)	
	Of some importance	40.0% (2)	0.0% (0)	20.0% (2)	22.2% (2)	
	Moderately important	20.0% (1)	50.0% (1)	50.0% (5)	44.4% (4)	
	Very important	20.0% (1)	50.0% (1)	20.0% (2)	11.1% (1)	
		5	2	10	9	26
The supervisees knowledge of the area of law	Not important	0.0% (0)	0.0% (0)	12.5% (1)	0.0% (0)	
	Of some importance	0.0% (0)	0.0% (0)	12.5% (1)	44.4% (4)	
	Moderately important	40.0% (2)	50.0% (1)	12.5% (1)	22.2% (2)	
	Very important	60.0% (3)	50.0% (1)	62.5% (5)	33.3% (3)	
		5	2	8	9	24
The supervisee's level of practical experience	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (3)	
	Moderately important	60.0% (3)	50.0% (1)	40.0% (4)	11.1% (1)	
	Very important	40.0% (2)	50.0% (1)	60.0% (6)	55.6% (5)	
		5	2	10	9	26

My knowledge of the supervisee's personal characteristics	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	20.0% (1)	0.0% (0)	0.0% (0)	77.8% (7)	
	Moderately important	80.0% (4)	0.0% (0)	54.5% (6)	22.2% (2)	
	Very important	0.0% (0)	100.0% (2)	45.5% (5)	0.0% (0)	
		5	2	11	9	27
My observation of the supervisee's daily work	Not important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	20.0% (1)	0.0% (0)	9.1% (1)	33.3% (3)	
	Moderately important	40.0% (2)	0.0% (0)	27.3% (3)	33.3% (3)	
	Very important	40.0% (2)	100.0% (3)	63.6% (7)	33.3% (3)	
		5	3	11	9	28
The nature of the work being delegated to the supervisee	Not important	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	Of some importance	0.0% (0)	0.0% (0)	0.0% (0)	22.2% (2)	
	Moderately important	80.0% (4)	50.0% (1)	45.5% (5)	33.3% (3)	
	Very important	20.0% (1)	50.0% (1)	54.5% (6)	33.3% (3)	
		5	2	11	9	27
answered question		5	3	11	9	28
skipped question						79

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<1 year	23.1% (6)	23.5% (4)	41.2% (7)	39.0% (16)	32.7% (33)
1-2 years	30.8% (8)	23.5% (4)	11.8% (2)	19.5% (8)	21.8% (22)
3-4 years	23.1% (6)	11.8% (2)	11.8% (2)	7.3% (3)	12.9% (13)
5-6 years	11.5% (3)	5.9% (1)	17.6% (3)	12.2% (5)	11.9% (12)
6-10 years	7.7% (2)	5.9% (1)	11.8% (2)	9.8% (4)	8.9% (9)
>10 years	3.8% (1)	29.4% (5)	5.9% (1)	12.2% (5)	11.9% (12)
answered question	26	17	17	41	101
skipped question					6

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	80.0% (20)	76.5% (13)	82.4% (14)	75.0% (30)	77.8% (77)
No	20.0% (5)	23.5% (4)	17.6% (3)	25.0% (10)	22.2% (22)
answered question	25	17	17	40	99
skipped question					8

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	36.8% (7)	15.4% (2)	23.1% (3)	23.3% (7)	25.3% (19)
No	63.2% (12)	84.6% (11)	76.9% (10)	76.7% (23)	74.7% (56)
If yes, please describe the main variations	5 replies	1 reply	2 replies	5 replies	13
answered question	19	13	13	30	75
skipped question					32

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
A partner	75.0% (18)	94.1% (16)	37.5% (6)	62.5% (25)	67.0% (65)
Associate	29.2% (7)	11.8% (2)	0.0% (0)	15.0% (6)	15.5% (15)
Solicitor	50.0% (12)	29.4% (5)	31.3% (5)	45.0% (18)	41.2% (40)
Paralegal	0.0% (0)	11.8% (2)	0.0% (0)	10.0% (4)	6.2% (6)
Administrative staff	4.2% (1)	5.9% (1)	43.8% (7)	22.5% (9)	18.6% (18)
Other (please specify)	3 replies	1 reply	2 replies	3 replies	9
answered question	24	17	16	40	97
skipped question					10

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Your supervisor	68.0% (17)	94.1% (16)	58.8% (10)	65.8% (25)	70.1% (68)
Another senior practitioner	8.0% (2)	0.0% (0)	5.9% (1)	0.0% (0)	3.1% (3)
Your peer/s	20.0% (5)	0.0% (0)	17.6% (3)	31.6% (12)	20.6% (20)
A mentor	4.0% (1)	5.9% (1)	17.6% (3)	2.6% (1)	6.2% (6)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0.0% (0)
answered question	25	17	17	38	97
skipped question					10

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<6 months	28.0% (7)	23.5% (4)	29.4% (5)	30.0% (12)	28.3% (28)
6 - 12 months	16.0% (4)	0.0% (0)	35.3% (6)	17.5% (7)	17.2% (17)
12 - 24 months	36.0% (9)	23.5% (4)	0.0% (0)	15.0% (6)	19.2% (19)
24 - 36 months	4.0% (1)	5.9% (1)	11.8% (2)	5.0% (2)	6.1% (6)
>36 months	16.0% (4)	47.1% (8)	23.5% (4)	32.5% (13)	29.3% (29)
answered question	25	17	17	40	99
skipped question					8

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
<15	15.4% (4)	17.6% (3)	11.8% (2)	22.5% (9)	18.0% (18)
15-29	23.1% (6)	5.9% (1)	17.6% (3)	2.5% (1)	11.0% (11)
30-45	26.9% (7)	29.4% (5)	17.6% (3)	17.5% (7)	22.0% (22)
>45	34.6% (9)	41.2% (7)	35.3% (6)	50.0% (20)	42.0% (42)
Other (please specify)	0 replies (0.0%)	1 reply (5.9%)	3 replies (17.6%)	3 replies (7.5%)	7.0% (7)
answered question	26	17	17	40	100
skipped question					7

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Daily	26.9% (7)	41.2% (7)	17.6% (3)	42.5% (17)	34.0% (34)
Twice a week	15.4% (4)	5.9% (1)	5.9% (1)	2.5% (1)	7.0% (7)
Weekly	11.5% (3)	0.0% (0)	29.4% (5)	10.0% (4)	12.0% (12)
Fortnightly	7.7% (2)	0.0% (0)	11.8% (2)	5.0% (2)	6.0% (6)
Monthly	7.7% (2)	0.0% (0)	0.0% (0)	7.5% (3)	5.0% (5)
Irregularly	7.7% (2)	5.9% (1)	11.8% (2)	2.5% (1)	6.0% (6)
Only if an issue comes up that I need advice with	23.1% (6)	47.1% (8)	23.5% (4)	30.0% (12)	30.0% (30)
answered question	26	17	17	40	100
skipped question					7

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	96.0% (24)	88.2% (15)	94.1% (16)	87.5% (35)	90.9% (90)
No	4.0% (1)	11.8% (2)	5.9% (1)	12.5% (5)	9.1% (9)
Please comment	1 reply	1 reply	3 replies	1 reply	6
answered question	25	17	17	40	99
skipped question					8

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Treats me fairly	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	2.5% (1)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	11.5% (3)	23.5% (4)	5.9% (1)	15.0% (6)	
	4	26.9% (7)	23.5% (4)	52.9% (9)	25.0% (10)	
	5 (A great deal)	61.5% (16)	52.9% (9)	41.2% (7)	57.5% (23)	
		26	17	17	40	100
Has a collaborative relationship with me	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (1)	
	2	7.7% (2)	0.0% (0)	0.0% (0)	2.6% (1)	
	3 (Somewhat)	23.1% (6)	31.3% (5)	5.9% (1)	28.2% (11)	
	4	19.2% (5)	25.0% (4)	58.8% (10)	30.8% (12)	
	5 (A great deal)	50.0% (13)	43.8% (7)	35.3% (6)	35.9% (14)	
		26	16	17	39	98
Maintains a professional distance from me	1 (Not at all)	0.0% (0)	6.3% (1)	6.3% (1)	7.7% (3)	
	2	8.0% (2)	0.0% (0)	6.3% (1)	0.0% (0)	
	3 (Somewhat)	8.0% (2)	18.8% (3)	12.5% (2)	25.6% (10)	

	4	32.0% (8)	43.8% (7)	50.0% (8)	30.8% (12)	
	5 (A great deal)	52.0% (13)	31.3% (5)	25.0% (4)	35.9% (14)	
		25	16	16	39	96
Helps me achieve ethical conduct and practice	1 (Not at all)	3.8% (1)	0.0% (0)	0.0% (0)	2.6% (1)	
	2	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	
	3 (Somewhat)	26.9% (7)	25.0% (4)	29.4% (5)	17.9% (7)	
	4	26.9% (7)	37.5% (6)	23.5% (4)	28.2% (11)	
	5 (A great deal)	42.3% (11)	37.5% (6)	41.2% (7)	51.3% (20)	
		26	16	17	39	98
Models ethical conduct and practice	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (1)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (1)	
	3 (Somewhat)	8.3% (2)	25.0% (4)	11.8% (2)	12.8% (5)	
	4	37.5% (9)	31.3% (5)	41.2% (7)	25.6% (10)	
	5 (A great deal)	54.2% (13)	43.8% (7)	47.1% (8)	56.4% (22)	
		24	16	17	39	96
Provides me with emotional support when needed	1 (Not at all)	4.2% (1)	17.6% (3)	0.0% (0)	10.0% (4)	
	2	12.5% (3)	11.8% (2)	5.9% (1)	12.5% (5)	
	3 (Somewhat)	16.7% (4)	11.8% (2)	29.4% (5)	20.0% (8)	

	4	25.0% (6)	41.2% (7)	41.2% (7)	20.0% (8)	
	5 (A great deal)	41.7% (10)	17.6% (3)	23.5% (4)	37.5% (15)	
		24	17	17	40	98
Helps me to develop my technical skills	1 (Not at all)	0.0% (0)	0.0% (0)	5.9% (1)	12.5% (5)	
	2	4.0% (1)	12.5% (2)	5.9% (1)	7.5% (3)	
	3 (Somewhat)	20.0% (5)	37.5% (6)	23.5% (4)	25.0% (10)	
	4	40.0% (10)	18.8% (3)	41.2% (7)	15.0% (6)	
	5 (A great deal)	36.0% (9)	31.3% (5)	23.5% (4)	40.0% (16)	
		25	16	17	40	98
Promotes my personal growth	1 (Not at all)	0.0% (0)	6.3% (1)	5.9% (1)	7.5% (3)	
	2	4.0% (1)	18.8% (3)	5.9% (1)	7.5% (3)	
	3 (Somewhat)	16.0% (4)	31.3% (5)	17.6% (3)	27.5% (11)	
	4	36.0% (9)	12.5% (2)	47.1% (8)	20.0% (8)	
	5 (A great deal)	44.0% (11)	31.3% (5)	23.5% (4)	37.5% (15)	
		25	16	17	40	98
Helps me to become better at what I do	1 (Not at all)	0.0% (0)	6.3% (1)	5.9% (1)	7.5% (3)	
	2	8.0% (2)	6.3% (1)	5.9% (1)	7.5% (3)	
	3 (Somewhat)	16.0% (4)	25.0% (4)	35.3% (6)	15.0% (6)	
	4	32.0% (8)	25.0% (4)	23.5% (4)	22.5% (9)	

	5 (A great deal)	44.0% (11)	37.5% (6)	29.4% (5)	47.5% (19)	
		25	16	17	40	98
Demonstrates patience and flexibility with me	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	2.5% (1)	
	2	8.0% (2)	6.3% (1)	0.0% (0)	5.0% (2)	
	3 (Somewhat)	12.0% (3)	25.0% (4)	11.8% (2)	17.5% (7)	
	4	28.0% (7)	25.0% (4)	52.9% (9)	22.5% (9)	
	5 (A great deal)	52.0% (13)	43.8% (7)	35.3% (6)	52.5% (21)	
		25	16	17	40	98
Closely manages my work	1 (Not at all)	12.0% (3)	0.0% (0)	25.0% (4)	10.0% (4)	
	2	4.0% (1)	18.8% (3)	18.8% (3)	7.5% (3)	
	3 (Somewhat)	44.0% (11)	25.0% (4)	25.0% (4)	47.5% (19)	
	4	16.0% (4)	31.3% (5)	12.5% (2)	12.5% (5)	
	5 (A great deal)	24.0% (6)	25.0% (4)	18.8% (3)	22.5% (9)	
		25	16	16	40	97
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	7.5% (3)	
	2	4.0% (1)	0.0% (0)	5.9% (1)	5.0% (2)	
	3 (Somewhat)	20.0% (5)	31.3% (5)	29.4% (5)	15.0% (6)	
	4	40.0% (10)	25.0% (4)	29.4% (5)	30.0% (12)	
	5 (A great deal)	36.0% (9)	43.8% (7)	35.3% (6)	42.5% (17)	

		25	16	17	40	98
Focuses mainly on the best interests of our clients	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	2.5% (1)	
	2	4.0% (1)	0.0% (0)	0.0% (0)	2.5% (1)	
	3 (Somewhat)	24.0% (6)	18.8% (3)	25.0% (4)	7.5% (3)	
	4	28.0% (7)	43.8% (7)	12.5% (2)	40.0% (16)	
	5 (A great deal)	44.0% (11)	37.5% (6)	62.5% (10)	47.5% (19)	
		25	16	16	40	97
Is passing on to me his or her knowledge and experience	1 (Not at all)	0.0% (0)	0.0% (0)	6.3% (1)	7.5% (3)	
	2	4.2% (1)	6.3% (1)	12.5% (2)	2.5% (1)	
	3 (Somewhat)	16.7% (4)	12.5% (2)	31.3% (5)	25.0% (10)	
	4	37.5% (9)	43.8% (7)	18.8% (3)	20.0% (8)	
	5 (A great deal)	41.7% (10)	37.5% (6)	31.3% (5)	45.0% (18)	
		24	16	16	40	96
Requires me to take responsibility for my work	1 (Not at all)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	4.2% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	16.7% (4)	25.0% (4)	0.0% (0)	7.5% (3)	
	4	33.3% (8)	50.0% (8)	25.0% (4)	37.5% (15)	
	5 (A great deal)	45.8% (11)	25.0% (4)	75.0% (12)	55.0% (22)	
		24	16	16	40	96

answered question	26	17	17	40	100
skipped question					7

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	6 replies	10 replies	9 replies	20 replies	45
answered question	6	10	9	20	45
skipped question					62

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	5 replies	7 replies	7 replies	13 replies	32
answered question	5	7	7	13	32
skipped question					75

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Through in house courses	34.8% (8)	25.0% (4)	18.8% (3)	21.1% (8)	24.7% (23)
Through induction training	26.1% (6)	25.0% (4)	18.8% (3)	39.5% (15)	30.1% (28)
Through personal discussion with my supervisor	69.6% (16)	56.3% (9)	43.8% (7)	52.6% (20)	55.9% (52)
Through other colleagues	30.4% (7)	37.5% (6)	37.5% (6)	34.2% (13)	34.4% (32)
Through external training courses	21.7% (5)	12.5% (2)	12.5% (2)	5.3% (2)	11.8% (11)
Through reading helpful publications that I have found	8.7% (2)	12.5% (2)	0.0% (0)	7.9% (3)	7.5% (7)
I have not received training or guidance	21.7% (5)	25.0% (4)	18.8% (3)	15.8% (6)	19.4% (18)
Other (please specify)	1 reply (4.3%)	0 replies (0.0%)	1 reply (6.3%)	1 reply (2.6%)	3.2% (3)
answered question	23	16	16	38	93
skipped question					14

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	3 replies	6 replies	3 replies	9 replies	21
answered question	3	6	3	9	21
skipped question					86

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Yes	92.0% (23)	73.3% (11)	87.5% (14)	71.1% (27)	79.8% (75)
No	8.0% (2)	26.7% (4)	12.5% (2)	28.9% (11)	20.2% (19)
answered question	25	15	16	38	94
skipped question					13

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

	What best describes your role in the practice?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	12 replies	10 replies	12 replies	20 replies	54
answered question	12	10	12	20	54
skipped question					53

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?				
	Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
rectifies the problem and avoids consequences for the client and our practice	59.1% (13)	75.0% (12)	23.5% (4)	69.2% (27)	59.6% (56)
supports me in my attempts to rectify the problem	81.8% (18)	81.3% (13)	94.1% (16)	66.7% (26)	77.7% (73)
turns it into a learning experience for me	59.1% (13)	56.3% (9)	35.3% (6)	59.0% (23)	54.3% (51)
is tolerant of my making mistakes once but not a second time	45.5% (10)	12.5% (2)	29.4% (5)	33.3% (13)	31.9% (30)
is quite unforgiving if I make serious mistakes	9.1% (2)	12.5% (2)	0.0% (0)	2.6% (1)	5.3% (5)
would not tolerate my making mistakes and so if I do I try to rectify them myself	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (1)	1.1% (1)
quickly loses faith in my skills	0.0% (0)	6.3% (1)	0.0% (0)	10.3% (4)	5.3% (5)
Other (please specify)	1 reply	1 reply	0 replies	1 reply	3
answered question	22	16	17	39	94
skipped question					13

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

		What best describes your role in the practice?				
		Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	75.0% (15)	75.0% (12)	73.3% (11)	65.6% (21)	
	No	25.0% (5)	25.0% (4)	26.7% (4)	34.4% (11)	
		20	16	15	32	83
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	77.3% (17)	58.3% (7)	78.6% (11)	66.7% (24)	
	No	22.7% (5)	41.7% (5)	21.4% (3)	33.3% (12)	
		22	12	14	36	84
Other (please specify)		0 replies	1 reply	3 replies	4 replies	8
answered question		24	17	17	40	98
skipped question						9

56. How can supervisors ensure they are approachable?

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
By making it known that people can see them about any issue	Yes	87.5% (21)	100.0% (17)	100.0% (17)	100.0% (40)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Possibly	12.5% (3)	0.0% (0)	0.0% (0)	0.0% (0)	
		24	17	17	40	98
By making it known that people can ask to see them at any time	Yes	87.0% (20)	93.8% (15)	94.1% (16)	87.5% (35)	
	No	0.0% (0)	6.3% (1)	0.0% (0)	5.0% (2)	
	Possibly	13.0% (3)	0.0% (0)	5.9% (1)	7.5% (3)	
		23	16	17	40	96
Being known to give constructive feedback where possible	Yes	91.7% (22)	93.8% (15)	100.0% (17)	97.5% (39)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Possibly	8.3% (2)	6.3% (1)	0.0% (0)	2.5% (1)	
		24	16	17	40	97
Being known to deal with problems quickly	Yes	82.6% (19)	87.5% (14)	94.1% (16)	76.9% (30)	
	No	0.0% (0)	6.3% (1)	0.0% (0)	2.6% (1)	
	Possibly	17.4% (4)	6.3% (1)	5.9% (1)	20.5% (8)	

		23	16	17	39	95
Being known to help supervisees deal with problems themselves	Yes	82.6% (19)	75.0% (12)	81.3% (13)	73.7% (28)	
	No	8.7% (2)	6.3% (1)	6.3% (1)	2.6% (1)	
	Possibly	8.7% (2)	18.8% (3)	12.5% (2)	23.7% (9)	
		23	16	16	38	93
Other (please specify)		0 replies	0 replies	3 replies	0 replies	3
answered question		24	17	17	40	98
skipped question						9

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Provide clear instructions	1 (unimportant)	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)	
	3 (moderately important)	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	
	4	12.5% (3)	17.6% (3)	0.0% (0)	12.5% (5)	
	5 (very important)	87.5% (21)	82.4% (14)	94.1% (16)	87.5% (35)	
		24	17	17	40	98
Be available when supervisees need help or direction	1 (unimportant)	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)	
	3 (moderately important)	8.3% (2)	11.8% (2)	5.9% (1)	7.5% (3)	
	4	25.0% (6)	47.1% (8)	35.3% (6)	22.5% (9)	
	5 (very important)	66.7% (16)	41.2% (7)	58.8% (10)	70.0% (28)	
		24	17	17	40	98
Consider the professional development of their supervisees	1 (unimportant)	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)	

	3 (moderately important)	16.7% (4)	5.9% (1)	6.3% (1)	12.5% (5)	
	4	54.2% (13)	52.9% (9)	31.3% (5)	35.0% (14)	
	5 (very important)	29.2% (7)	41.2% (7)	62.5% (10)	52.5% (21)	
		24	17	16	40	97
Be aware of the wellness of their supervisees	1 (unimportant)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	5.9% (1)	0.0% (0)	5.0% (2)	
	3 (moderately important)	20.8% (5)	29.4% (5)	18.8% (3)	20.0% (8)	
	4	54.2% (13)	29.4% (5)	25.0% (4)	35.0% (14)	
	5 (very important)	25.0% (6)	35.3% (6)	56.3% (9)	40.0% (16)	
		24	17	16	40	97
Foster trust and respect	1 (unimportant)	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)	
	3 (moderately important)	0.0% (0)	5.9% (1)	6.3% (1)	0.0% (0)	
	4	29.2% (7)	47.1% (8)	18.8% (3)	27.5% (11)	
	5 (very important)	70.8% (17)	47.1% (8)	75.0% (12)	72.5% (29)	
		24	17	16	40	97
Ensure continuity and consistency	1 (unimportant)	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)	
	3 (moderately important)	0.0% (0)	5.9% (1)	12.5% (2)	0.0% (0)	

	4	37.5% (9)	41.2% (7)	37.5% (6)	27.5% (11)	
	5 (very important)	62.5% (15)	52.9% (9)	50.0% (8)	72.5% (29)	
		24	17	16	40	97
Take a solution focus on mistakes (rather than blame)	1 (unimportant)	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)	
	3 (moderately important)	4.2% (1)	5.9% (1)	6.3% (1)	0.0% (0)	
	4	33.3% (8)	41.2% (7)	12.5% (2)	22.5% (9)	
	5 (very important)	62.5% (15)	52.9% (9)	81.3% (13)	77.5% (31)	
		24	17	16	40	97
Give credit where it is due	1 (unimportant)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	5.9% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	0.0% (0)	0.0% (0)	6.3% (1)	2.5% (1)	
	4	20.8% (5)	41.2% (7)	18.8% (3)	27.5% (11)	
	5 (very important)	79.2% (19)	52.9% (9)	75.0% (12)	70.0% (28)	
		24	17	16	40	97
Other (please specify)		0 replies	0 replies	0 replies	0 replies	0
answered question		24	17	17	40	98
skipped question						9

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

		What best describes your role in the practice?				
		Fee- earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Totals
Listen to advice and comments	1 (unimportant)	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)	
	3 (moderately important)	0.0% (0)	5.9% (1)	5.9% (1)	0.0% (0)	
	4	20.8% (5)	17.6% (3)	17.6% (3)	15.4% (6)	
	5 (most important)	79.2% (19)	76.5% (13)	76.5% (13)	84.6% (33)	
		24	17	17	39	97
Prepare well for supervision meetings	1 (unimportant)	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)	
	3 (moderately important)	8.3% (2)	17.6% (3)	12.5% (2)	12.8% (5)	
	4	41.7% (10)	29.4% (5)	37.5% (6)	15.4% (6)	
	5 (most important)	50.0% (12)	52.9% (9)	50.0% (8)	71.8% (28)	
		24	17	16	39	96
Ask questions about details, timelines, priorities	1 (unimportant)	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)	

	3 (moderately important)	4.2% (1)	0.0% (0)	6.3% (1)	2.6% (1)	
	4	20.8% (5)	29.4% (5)	12.5% (2)	12.8% (5)	
	5 (most important)	75.0% (18)	70.6% (12)	81.3% (13)	84.6% (33)	
		24	17	16	39	96
Develop a clear framework on frequency of meetings	1 (unimportant)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	5.3% (2)	
	3 (moderately important)	25.0% (6)	29.4% (5)	18.8% (3)	10.5% (4)	
	4	33.3% (8)	29.4% (5)	31.3% (5)	28.9% (11)	
	5 (most important)	41.7% (10)	41.2% (7)	50.0% (8)	55.3% (21)	
		24	17	16	38	95
Discuss expectations	1 (unimportant)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (1)	
	3 (moderately important)	16.7% (4)	17.6% (3)	6.3% (1)	5.1% (2)	
	4	33.3% (8)	41.2% (7)	37.5% (6)	25.6% (10)	
	5 (most important)	50.0% (12)	41.2% (7)	56.3% (9)	66.7% (26)	
		24	17	16	39	96
Other (please specify)		0 replies	0 replies	0 replies	0 replies	0
answered question		24	17	17	39	97
skipped question						10

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	7 replies	10 replies	8 replies	21 replies	46
answered question	7	10	8	21	46
skipped question					61

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?				
	Fee-earner without practising certificate	Conveyancing clerk	Administrative Manager	Legal secretary	Response Count
	0 replies	2 replies	2 replies	3 replies	7
answered question	0	2	2	3	7
skipped question					100