

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).

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	100.0% (59)	100.0% (46)	100.0% (52)	95.5% (21)	100.0% (20)	99.5% (198)
No	0.0% (0)	0.0% (0)	0.0% (0)	4.5% (1)	0.0% (0)	0.5% (1)
answered question	59	46	52	22	20	199
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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	60 replies	45 replies	52 replies	21 replies	20 replies	198
answered question	60	45	52	21	20	198
skipped question						2

**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)**

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	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)	6.8% (4)	4.3% (2)	4.0% (2)	14.3% (3)	0.0% (0)	5.6% (11)
Private legal practice (13-50 fee-earners)	33.9% (20)	<b>43.5%</b> <b>(20)</b>	32.0% (16)	<b>47.6%</b> <b>(10)</b>	<b>50.0%</b> <b>(10)</b>	38.8% (76)
Private legal practice (over 50 fee-earners)	<b>50.8%</b> <b>(30)</b>	32.6% (15)	<b>46.0%</b> <b>(23)</b>	33.3% (7)	25.0% (5)	<b>40.8%</b> <b>(80)</b>
Government legal practice	8.5% (5)	19.6% (9)	18.0% (9)	4.8% (1)	25.0% (5)	14.8% (29)
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)	1 reply	0 replies	2 replies	1 reply	0 replies	4
<b>answered question</b>	<b>59</b>	<b>46</b>	<b>50</b>	<b>21</b>	<b>20</b>	<b>196</b>
<b>skipped question</b>						<b>4</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<5	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)
5-9	3.3% (2)	6.7% (3)	4.1% (2)	22.7% (5)	0.0% (0)	6.2% (12)
10-19	15.0% (9)	22.2% (10)	12.2% (6)	18.2% (4)	26.3% (5)	17.4% (34)
20-49	21.7% (13)	20.0% (9)	22.4% (11)	22.7% (5)	26.3% (5)	22.1% (43)
>50	58.3% (35)	51.1% (23)	61.2% (30)	36.4% (8)	47.4% (9)	53.8% (105)
answered question	60	45	49	22	19	195
skipped question						5

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	43.3% (26)	39.1% (18)	37.3% (19)	54.5% (12)	45.0% (9)	42.2% (84)
No	56.7% (34)	60.9% (28)	62.7% (32)	45.5% (10)	55.0% (11)	57.8% (115)
answered question	60	46	51	22	20	199
skipped question						1

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Law firm partner	0.0% (0)	0.0% (0)	4.0% (2)	31.8% (7)	30.0% (6)	7.6% (15)
Legal practitioner director (ILPs only)	0.0% (0)	0.0% (0)	4.0% (2)	13.6% (3)	10.0% (2)	3.6% (7)
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	89.8% (53)	95.7% (44)	82.0% (41)	45.5% (10)	35.0% (7)	78.7% (155)
Government legal officer	3.4% (2)	4.3% (2)	10.0% (5)	9.1% (2)	20.0% (4)	7.6% (15)
Trainee solicitor	6.8% (4)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.0% (4)
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)	5.0% (1)	0.5% (1)
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)	1 reply	0 replies	2 replies	0 replies	1 reply	4
<b>answered question</b>	<b>59</b>	<b>46</b>	<b>50</b>	<b>22</b>	<b>20</b>	<b>197</b>
<b>skipped question</b>						<b>3</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	100.0% (60)	100.0% (46)	98.0% (50)	100.0% (21)	100.0% (20)	99.5% (197)
No	0.0% (0)	0.0% (0)	2.0% (1)	0.0% (0)	0.0% (0)	0.5% (1)
No, but I have previously held a practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	<b>60</b>	<b>46</b>	<b>51</b>	<b>21</b>	<b>20</b>	<b>198</b>
<b>skipped question</b>						<b>2</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
1-2 years	<b>100.0%</b> (60)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>30.0%</b> (60)
3-4 years	0.0% (0)	<b>100.0%</b> (46)	0.0% (0)	0.0% (0)	0.0% (0)	23.0% (46)
5-9 years	0.0% (0)	0.0% (0)	<b>100.0%</b> (52)	0.0% (0)	0.0% (0)	26.0% (52)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0%</b> (22)	0.0% (0)	11.0% (22)
15-19 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0%</b> (20)	10.0% (20)
over 20 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<b>answered question</b>	60	46	52	22	20	<b>200</b>
<b>skipped question</b>						<b>0</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
1-2 years	7.1% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (3)
2-4 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
5-9 years	0.0% (0)	0.0% (0)	6.3% (2)	0.0% (0)	0.0% (0)	1.5% (2)
10-14 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
15-19 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>20 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Not applicable	92.9% (39)	100.0% (32)	93.8% (30)	100.0% (11)	100.0% (13)	96.2% (125)
<b>answered question</b>	42	32	32	11	13	130
<b>skipped question</b>						70

10. What is your gender?						
	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Male	30.5% (18)	34.8% (16)	40.4% (21)	45.5% (10)	57.9% (11)	38.4% (76)
Female	69.5% (41)	65.2% (30)	59.6% (31)	54.5% (12)	42.1% (8)	61.6% (122)
answered question	59	46	52	22	19	198
skipped question						2

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Encouraging work practices that are sustainable in the long-term	Not very important	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	3.3% (2)	2.2% (1)	2.0% (1)	0.0% (0)	0.0% (0)	
	Important	43.3% (26)	41.3% (19)	43.1% (22)	31.8% (7)	35.0% (7)	
	Very important	53.3% (32)	56.5% (26)	54.9% (28)	68.2% (15)	65.0% (13)	
		60	46	51	22	20	199
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)	2.2% (1)	2.0% (1)	0.0% (0)	0.0% (0)	
	Important	23.3% (14)	15.2% (7)	27.5% (14)	13.6% (3)	15.0% (3)	
	Very important	76.7% (46)	82.6% (38)	70.6% (36)	86.4% (19)	85.0% (17)	
		60	46	51	22	20	199
Fostering resilience	Not very important	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neutral	21.7% (13)	13.0% (6)	27.5% (14)	22.7% (5)	5.0% (1)	
	Important	55.0% (33)	56.5% (26)	45.1% (23)	40.9% (9)	55.0% (11)	
	Very important	21.7% (13)	30.4% (14)	27.5% (14)	36.4% (8)	40.0% (8)	
		60	46	51	22	20	199
Risk management	Not very	1.7%	0.0%	0.0%	0.0%	0.0%	

	<b>important</b>	(1)	(0)	(0)	(0)	(0)	
	<b>Neutral</b>	1.7% (1)	4.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>Important</b>	26.7% (16)	19.6% (9)	39.2% (20)	22.7% (5)	20.0% (4)	
	<b>Very important</b>	<b>70.0% (42)</b>	<b>76.1% (35)</b>	<b>60.8% (31)</b>	<b>77.3% (17)</b>	<b>80.0% (16)</b>	
		60	46	51	22	20	199
Identifying and supporting staff facing personal difficulties	<b>Not very important</b>	0.0% (0)	0.0% (0)	3.9% (2)	0.0% (0)	5.0% (1)	
	<b>Neutral</b>	21.7% (13)	8.7% (4)	15.7% (8)	0.0% (0)	0.0% (0)	
	<b>Important</b>	<b>48.3% (29)</b>	<b>52.2% (24)</b>	<b>51.0% (26)</b>	<b>50.0% (11)</b>	<b>50.0% (10)</b>	
	<b>Very important</b>	30.0% (18)	39.1% (18)	29.4% (15)	<b>50.0% (11)</b>	45.0% (9)	
		60	46	51	22	20	199
Mentoring junior staff	<b>Not very important</b>	0.0% (0)	2.2% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>Neutral</b>	5.0% (3)	0.0% (0)	7.8% (4)	0.0% (0)	0.0% (0)	
	<b>Important</b>	26.7% (16)	41.3% (19)	43.1% (22)	36.4% (8)	30.0% (6)	
	<b>Very important</b>	<b>68.3% (41)</b>	<b>56.5% (26)</b>	<b>49.0% (25)</b>	<b>63.6% (14)</b>	<b>70.0% (14)</b>	
		60	46	51	22	20	199
Monitoring workloads	<b>Not very important</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>Neutral</b>	3.3% (2)	2.2% (1)	5.9% (3)	0.0% (0)	0.0% (0)	
	<b>Important</b>	41.7% (25)	41.3% (19)	<b>58.8% (30)</b>	<b>50.0% (11)</b>	<b>57.9% (11)</b>	
	<b>Very important</b>	<b>55.0% (33)</b>	<b>56.5% (26)</b>	35.3% (18)	<b>50.0% (11)</b>	42.1% (8)	

		60	46	51	22	19	198
Promoting ethical practices	<b>Not very important</b>	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>Neutral</b>	5.0% (3)	0.0% (0)	5.9% (3)	0.0% (0)	0.0% (0)	
	<b>Important</b>	23.3% (14)	19.6% (9)	37.3% (19)	22.7% (5)	15.0% (3)	
	<b>Very important</b>	<b>70.0% (42)</b>	<b>80.4% (37)</b>	<b>56.9% (29)</b>	<b>77.3% (17)</b>	<b>85.0% (17)</b>	
		60	46	51	22	20	199
Discouraging bad workplace conduct such as bullying	<b>Not very important</b>	1.7% (1)	0.0% (0)	2.0% (1)	0.0% (0)	0.0% (0)	
	<b>Neutral</b>	8.3% (5)	6.8% (3)	8.2% (4)	0.0% (0)	0.0% (0)	
	<b>Important</b>	25.0% (15)	25.0% (11)	<b>46.9% (23)</b>	22.7% (5)	30.0% (6)	
	<b>Very important</b>	<b>65.0% (39)</b>	<b>68.2% (30)</b>	42.9% (21)	<b>77.3% (17)</b>	<b>70.0% (14)</b>	
		60	44	49	22	20	195
Please describe if your organization has other aims for supervision		0 replies	1 reply	2 replies	0 replies	1 reply	4
<b>answered question</b>		60	46	51	22	20	<b>199</b>
<b>skipped question</b>							<b>1</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Both - I supervise others, and I am supervised by others	21.7% (13)	<b>54.3%</b> <b>(25)</b>	<b>64.7%</b> <b>(33)</b>	40.9% (9)	<b>50.0%</b> <b>(10)</b>	<b>45.2%</b> <b>(90)</b>
I supervise others	1.7% (1)	0.0% (0)	9.8% (5)	<b>50.0%</b> <b>(11)</b>	45.0% (9)	13.1% (26)
I am supervised by others	<b>76.7%</b> <b>(46)</b>	45.7% (21)	25.5% (13)	9.1% (2)	5.0% (1)	41.7% (83)
<b>answered question</b>	60	46	51	22	20	<b>199</b>
<b>skipped question</b>						<b>1</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<1 year	<b>53.8%</b> (7)	33.3% (8)	15.2% (5)	0.0% (0)	0.0% (0)	18.5% (20)
1-2 years	30.8% (4)	<b>45.8%</b> (11)	33.3% (11)	10.0% (2)	11.1% (2)	<b>27.8%</b> (30)
3-4 years	7.7% (1)	12.5% (3)	<b>39.4%</b> (13)	15.0% (3)	0.0% (0)	18.5% (20)
5-6 years	0.0% (0)	4.2% (1)	6.1% (2)	15.0% (3)	22.2% (4)	9.3% (10)
>6 years	7.7% (1)	4.2% (1)	6.1% (2)	<b>60.0%</b> (12)	<b>66.7%</b> (12)	25.9% (28)
<b>answered question</b>	13	24	33	20	18	<b>108</b>
<b>skipped question</b>						<b>92</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Legal staff	1-2	100.0% (6)	80.0% (12)	53.6% (15)	55.6% (10)	43.8% (7)	
	3-4	0.0% (0)	13.3% (2)	21.4% (6)	38.9% (7)	25.0% (4)	
	5-6	0.0% (0)	0.0% (0)	17.9% (5)	5.6% (1)	18.8% (3)	
	7-9	0.0% (0)	6.7% (1)	3.6% (1)	0.0% (0)	6.3% (1)	
	10-14	0.0% (0)	0.0% (0)	3.6% (1)	0.0% (0)	6.3% (1)	
	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)	
		6	15	28	18	16	83
Administrative staff	1-2	100.0% (9)	85.7% (18)	92.0% (23)	76.5% (13)	61.5% (8)	
	3-4	0.0% (0)	4.8% (1)	0.0% (0)	23.5% (4)	7.7% (1)	
	5-6	0.0% (0)	9.5% (2)	8.0% (2)	0.0% (0)	15.4% (2)	
	7-9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	
	10-14	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	
	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)	

		9	21	25	17	13	85
Fee-earning staff who are not pc holders	1-2	100.0% (8)	83.3% (5)	78.6% (11)	88.9% (8)	85.7% (6)	
	3-4	0.0% (0)	0.0% (0)	21.4% (3)	11.1% (1)	14.3% (1)	
	5-6	0.0% (0)	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)	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)	16.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		8	6	14	9	7	44
Other (eg consultants or contractors)	1-2	100.0% (2)	0.0% (0)	50.0% (1)	0.0% (0)	66.7% (2)	
	3-4	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	0.0% (0)	
	5-6	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (1)	
	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)	
		2	0	2	0	3	7
answered question		13	24	33	20	18	108
skipped question							92

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	84.6% (11)	79.2% (19)	78.8% (26)	85.0% (17)	55.6% (10)	76.9% (83)
No	15.4% (2)	20.8% (5)	21.2% (7)	15.0% (3)	44.4% (8)	23.1% (25)
If "yes" please describe how you share supervisory responsibilities	6 replies	17 replies	19 replies	14 replies	8 replies	64
<b>answered question</b>	13	24	33	20	18	<b>108</b>
<b>skipped question</b>						<b>92</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<10%	15.4% (2)	<b>33.3%</b> <b>(8)</b>	18.2% (6)	15.0% (3)	11.1% (2)	19.4% (21)
10-20%	<b>38.5%</b> <b>(5)</b>	<b>33.3%</b> <b>(8)</b>	27.3% (9)	25.0% (5)	22.2% (4)	<b>28.7%</b> <b>(31)</b>
20-30%	23.1% (3)	12.5% (3)	<b>33.3%</b> <b>(11)</b>	20.0% (4)	<b>33.3%</b> <b>(6)</b>	25.0% (27)
30-40%	15.4% (2)	12.5% (3)	12.1% (4)	<b>30.0%</b> <b>(6)</b>	16.7% (3)	16.7% (18)
40-50%	7.7% (1)	4.2% (1)	3.0% (1)	10.0% (2)	5.6% (1)	5.6% (6)
50-60%	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	5.6% (1)	0.9% (1)
60-70%	0.0% (0)	0.0% (0)	3.0% (1)	0.0% (0)	0.0% (0)	0.9% (1)
70-80%	0.0% (0)	0.0% (0)	3.0% (1)	0.0% (0)	0.0% (0)	0.9% (1)
>80%	0.0% (0)	4.2% (1)	0.0% (0)	0.0% (0)	5.6% (1)	1.9% (2)
<b>answered question</b>	<b>13</b>	<b>24</b>	<b>33</b>	<b>20</b>	<b>18</b>	<b>108</b>
<b>skipped question</b>						<b>92</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Your fee-earning duties	66.7% (8)	79.2% (19)	72.7% (24)	65.0% (13)	61.1% (11)	70.1% (75)
Your supervision duties	33.3% (4)	20.8% (5)	27.3% (9)	35.0% (7)	38.9% (7)	29.9% (32)
answered question	12	24	33	20	18	107
skipped question						93

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
proactive	100.0% (13)	87.5% (21)	72.7% (24)	55.0% (11)	83.3% (15)	77.8% (84)
reactive	0.0% (0)	12.5% (3)	27.3% (9)	45.0% (9)	16.7% (3)	22.2% (24)
answered question	13	24	33	20	18	108
skipped question						92

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Your individual performance	38.5% (5)	37.5% (9)	39.4% (13)	15.0% (3)	27.8% (5)	32.4% (35)
Your team's performance	61.5% (8)	62.5% (15)	60.6% (20)	85.0% (17)	72.2% (13)	67.6% (73)
<b>answered question</b>	13	24	33	20	18	<b>108</b>
<b>skipped question</b>						<b>92</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
My firm allocates time to me for my supervision responsibilities	33.3% (4)	16.7% (4)	21.2% (7)	40.0% (8)	29.4% (5)	26.4% (28)
I can incorporate supervision time into the time I bill clients because I am overseeing the work of my supervisees on client matters	25.0% (3)	33.3% (8)	48.5% (16)	40.0% (8)	35.3% (6)	38.7% (41)
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)	<b>50.0% (6)</b>	45.8% (11)	<b>69.7% (23)</b>	<b>55.0% (11)</b>	<b>47.1% (8)</b>	<b>55.7% (59)</b>
Time for supervision is not structured into a daily work schedule	<b>50.0% (6)</b>	<b>50.0% (12)</b>	39.4% (13)	50.0% (10)	35.3% (6)	44.3% (47)
It is up to me to find spare time for supervision	25.0% (3)	41.7% (10)	36.4% (12)	20.0% (4)	23.5% (4)	31.1% (33)
Other (please specify)	1 reply	1 reply	2 replies	1 reply	3 replies	8
<b>answered question</b>	12	24	33	20	17	<b>106</b>
<b>skipped question</b>						<b>94</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
By emulating my current supervisor	61.5% (8)	54.2% (13)	24.2% (8)	30.0% (6)	11.1% (2)	34.3% (37)
By emulating a previous supervisor	23.1% (3)	50.0% (12)	54.5% (18)	40.0% (8)	<b>61.1% (11)</b>	48.1% (52)
By watching others	53.8% (7)	41.7% (10)	42.4% (14)	50.0% (10)	38.9% (7)	44.4% (48)
By trial and error	38.5% (5)	33.3% (8)	48.5% (16)	40.0% (8)	55.6% (10)	43.5% (47)
By following my firm's policies and procedures	53.8% (7)	54.2% (13)	39.4% (13)	45.0% (9)	33.3% (6)	44.4% (48)
By responding to the needs or expressed preferences of my supervisees	<b>69.2% (9)</b>	<b>79.2% (19)</b>	<b>69.7% (23)</b>	<b>80.0% (16)</b>	55.6% (10)	<b>71.3% (77)</b>
Are there any other ways in which you developed your supervision practices?	1 reply	3 replies	5 replies	1 reply	3 replies	13
<b>answered question</b>	13	24	33	20	18	<b>108</b>
<b>skipped question</b>						<b>92</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	46.2% (6)	45.8% (11)	46.9% (15)	50.0% (10)	58.8% (10)	49.1% (52)
No	53.8% (7)	54.2% (13)	53.1% (17)	50.0% (10)	41.2% (7)	50.9% (54)
answered question	13	24	32	20	17	106
skipped question						94

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
In-house formal training provided by my firm	44.4% (4)	46.2% (6)	70.6% (12)	53.8% (7)	7.7% (1)	46.2% (30)
In-house informal discussions generally in response to problems seen as supervision issues	<b>77.8% (7)</b>	<b>84.6% (11)</b>	<b>76.5% (13)</b>	<b>84.6% (11)</b>	38.5% (5)	<b>72.3% (47)</b>
External formal training at regular intervals	0.0% (0)	15.4% (2)	0.0% (0)	15.4% (2)	7.7% (1)	7.7% (5)
External formal training at irregular intervals when available	11.1% (1)	15.4% (2)	47.1% (8)	23.1% (3)	<b>46.2% (6)</b>	30.8% (20)
I regularly read publications and attend workshops on supervision	11.1% (1)	30.8% (4)	11.8% (2)	15.4% (2)	23.1% (3)	18.5% (12)
Reading management literature	22.2% (2)	30.8% (4)	35.3% (6)	38.5% (5)	<b>46.2% (6)</b>	35.4% (23)
Other (please specify)	0 replies	1 reply	4 replies	0 replies	0 replies	5
<b>answered question</b>	<b>9</b>	<b>13</b>	<b>17</b>	<b>13</b>	<b>13</b>	<b>65</b>
<b>skipped question</b>						<b>135</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
In-house formal	18.2% (2)	36.4% (8)	33.3% (10)	16.7% (3)	43.8% (7)	30.9% (30)
In-house informal, such as ad hoc discussions in reponse to problems arising	27.3% (3)	45.5% (10)	43.3% (13)	27.8% (5)	18.8% (3)	35.1% (34)
External formal training given regularly by a dedicated service provider	<b>45.5%</b> <b>(5)</b>	27.3% (6)	36.7% (11)	<b>44.4%</b> <b>(8)</b>	50.0% (8)	39.2% (38)
External informal, for example professional seminars on supervision related topics	<b>45.5%</b> <b>(5)</b>	<b>50.0%</b> <b>(11)</b>	<b>46.7%</b> <b>(14)</b>	38.9% (7)	<b>56.3%</b> <b>(9)</b>	<b>47.4%</b> <b>(46)</b>
Reading management literature	18.2% (2)	18.2% (4)	23.3% (7)	16.7% (3)	6.3% (1)	17.5% (17)
I do not need further training in supervision	9.1% (1)	9.1% (2)	16.7% (5)	11.1% (2)	6.3% (1)	11.3% (11)
Other (please specify)	0 replies	0 replies	0 replies	0 replies	1 reply	1
<b>answered question</b>	<b>11</b>	<b>22</b>	<b>30</b>	<b>18</b>	<b>16</b>	<b>97</b>
<b>skipped question</b>						<b>103</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Much less	0.0% (0)	4.2% (1)	0.0% (0)	0.0% (0)	5.6% (1)	1.9% (2)
Less	0.0% (0)	8.3% (2)	15.6% (5)	20.0% (4)	33.3% (6)	16.0% (17)
No difference	66.7% (8)	54.2% (13)	37.5% (12)	65.0% (13)	38.9% (7)	50.0% (53)
More	33.3% (4)	29.2% (7)	37.5% (12)	10.0% (2)	22.2% (4)	27.4% (29)
Much more	0.0% (0)	4.2% (1)	9.4% (3)	5.0% (1)	0.0% (0)	4.7% (5)
answered question	12	24	32	20	18	106
skipped question						94

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
The person	69.2% (9)	66.7% (16)	50.0% (16)	55.0% (11)	66.7% (12)	59.8% (64)
The file	30.8% (4)	33.3% (8)	50.0% (16)	45.0% (9)	33.3% (6)	40.2% (43)
answered question	13	24	32	20	18	107
skipped question						93

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
The outcomes of my supervisees' work	84.6% (11)	100.0% (24)	84.4% (27)	95.0% (19)	94.4% (17)	91.6% (98)
My firm's evaluation of my supervision skills	7.7% (1)	20.8% (5)	12.5% (4)	20.0% (4)	22.2% (4)	16.8% (18)
Feedback from management within the firm	23.1% (3)	41.7% (10)	40.6% (13)	45.0% (9)	27.8% (5)	37.4% (40)
Feedback from clients	30.8% (4)	45.8% (11)	40.6% (13)	70.0% (14)	66.7% (12)	50.5% (54)
Feedback from my supervisees	92.3% (12)	62.5% (15)	65.6% (21)	65.0% (13)	61.1% (11)	67.3% (72)
Other (please specify)	0 replies	0 replies	1 reply	0 replies	0 replies	1
<b>answered question</b>	13	24	32	20	18	107
<b>skipped question</b>						93

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Application of legal reasoning	To a great extent	75.0% (9)	43.5% (10)	58.1% (18)	60.0% (12)	66.7% (12)	
	To a moderate extent	16.7% (2)	43.5% (10)	35.5% (11)	35.0% (7)	33.3% (6)	
	To a lesser extent	8.3% (1)	4.3% (1)	6.5% (2)	5.0% (1)	0.0% (0)	
	Not at all	0.0% (0)	8.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	31	20	18	104
Compliance with your firm's systems	To a great extent	50.0% (6)	60.9% (14)	38.7% (12)	25.0% (5)	22.2% (4)	
	To a moderate extent	41.7% (5)	30.4% (7)	25.8% (8)	55.0% (11)	66.7% (12)	
	To a lesser extent	8.3% (1)	8.7% (2)	29.0% (9)	20.0% (4)	11.1% (2)	
	Not at all	0.0% (0)	0.0% (0)	6.5% (2)	0.0% (0)	0.0% (0)	
		12	23	31	20	18	104
How your supervisee is coping	To a great extent	66.7% (8)	43.5% (10)	37.5% (12)	35.0% (7)	33.3% (6)	
	To a moderate extent	25.0% (3)	39.1% (9)	56.3% (18)	40.0% (8)	61.1% (11)	
	To a lesser extent	8.3% (1)	17.4% (4)	6.3% (2)	25.0% (5)	5.6% (1)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	32	20	18	105
Timely processing of matters	To a great	66.7%	47.8%	59.4%	60.0%	55.6%	

	extent	(8)	(11)	(19)	(12)	(10)	
	To a moderate extent	33.3% (4)	<b>47.8%</b> <b>(11)</b>	40.6% (13)	35.0% (7)	44.4% (8)	
	To a lesser extent	0.0% (0)	4.3% (1)	0.0% (0)	5.0% (1)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	32	20	18	105
Ethical behaviour	To a great extent	<b>66.7%</b> <b>(8)</b>	<b>60.9%</b> <b>(14)</b>	<b>50.0%</b> <b>(16)</b>	<b>80.0%</b> <b>(16)</b>	<b>61.1%</b> <b>(11)</b>	
	To a moderate extent	25.0% (3)	30.4% (7)	43.8% (14)	10.0% (2)	33.3% (6)	
	To a lesser extent	8.3% (1)	8.7% (2)	6.3% (2)	10.0% (2)	5.6% (1)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	32	20	18	105
Potential risks	To a great extent	<b>58.3%</b> <b>(7)</b>	<b>73.9%</b> <b>(17)</b>	<b>71.9%</b> <b>(23)</b>	<b>70.0%</b> <b>(14)</b>	<b>72.2%</b> <b>(13)</b>	
	To a moderate extent	41.7% (5)	26.1% (6)	28.1% (9)	25.0% (5)	27.8% (5)	
	To a lesser extent	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	23	32	20	18	105
Productivity and time recording	To a great extent	<b>33.3%</b> <b>(4)</b>	21.7% (5)	32.3% (10)	25.0% (5)	5.6% (1)	
	To a moderate extent	<b>33.3%</b> <b>(4)</b>	<b>52.2%</b> <b>(12)</b>	<b>48.4%</b> <b>(15)</b>	<b>55.0%</b> <b>(11)</b>	<b>61.1%</b> <b>(11)</b>	
	To a lesser extent	<b>33.3%</b> <b>(4)</b>	21.7% (5)	12.9% (4)	15.0% (3)	33.3% (6)	
	Not at all	0.0% (0)	4.3% (1)	6.5% (2)	5.0% (1)	0.0% (0)	

		12	23	31	20	18	104
Billing	To a great extent	33.3% (4)	17.4% (4)	25.8% (8)	5.0% (1)	5.9% (1)	
	To a moderate extent	16.7% (2)	39.1% (9)	45.2% (14)	70.0% (14)	70.6% (12)	
	To a lesser extent	41.7% (5)	34.8% (8)	12.9% (4)	20.0% (4)	23.5% (4)	
	Not at all	8.3% (1)	8.7% (2)	16.1% (5)	5.0% (1)	0.0% (0)	
		12	23	31	20	17	103
Client relationship management and service	To a great extent	50.0% (6)	69.6% (16)	61.3% (19)	80.0% (16)	50.0% (9)	
	To a moderate extent	16.7% (2)	21.7% (5)	29.0% (9)	10.0% (2)	50.0% (9)	
	To a lesser extent	33.3% (4)	8.7% (2)	6.5% (2)	5.0% (1)	0.0% (0)	
	Not at all	0.0% (0)	0.0% (0)	3.2% (1)	5.0% (1)	0.0% (0)	
		12	23	31	20	18	104
Other (please specify)		0 replies	2 replies	2 replies	0 replies	0 replies	4
answered question		12	23	32	20	18	105
skipped question							95

## 29. Do you view supervision principally as

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
A management tool	Yes	90.0% (9)	85.0% (17)	80.6% (25)	100.0% (19)	81.3% (13)	
	No	10.0% (1)	15.0% (3)	19.4% (6)	0.0% (0)	18.8% (3)	
		10	20	31	19	16	96
A legal responsibility	Yes	100.0% (8)	78.9% (15)	77.4% (24)	90.0% (18)	94.1% (16)	
	No	0.0% (0)	21.1% (4)	22.6% (7)	10.0% (2)	5.9% (1)	
		8	19	31	20	17	95
An educational tool	Yes	88.9% (8)	90.0% (18)	93.5% (29)	88.9% (16)	100.0% (15)	
	No	11.1% (1)	10.0% (2)	6.5% (2)	11.1% (2)	0.0% (0)	
		9	20	31	18	15	93
A mentoring tool	Yes	91.7% (11)	90.5% (19)	96.8% (30)	100.0% (20)	100.0% (17)	
	No	8.3% (1)	9.5% (2)	3.2% (1)	0.0% (0)	0.0% (0)	
		12	21	31	20	17	101
A means of identifying and confronting problems that arise in your supervisees' work	Yes	75.0% (6)	90.0% (18)	90.3% (28)	100.0% (18)	93.3% (14)	
	No	25.0% (2)	10.0% (2)	9.7% (3)	0.0% (0)	6.7% (1)	
		8	20	31	18	15	92
Additional to your main role	Yes	72.7% (8)	84.2% (16)	60.7% (17)	60.0% (9)	45.5% (5)	
	No						

	<b>No</b>	27.3% (3)	15.8% (3)	39.3% (11)	40.0% (6)	<b>54.5% (6)</b>	
		11	19	28	15	11	84
Please comment on your main reason for viewing supervision in the above way or ways		0 replies	4 replies	8 replies	2 replies	3 replies	17
<b>answered question</b>		13	23	32	20	18	<b>106</b>
<b>skipped question</b>							<b>94</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	15.4% (2)	26.1% (6)	10.0% (3)	16.7% (3)	25.0% (3)	17.7% (17)
No	7.7% (1)	8.7% (2)	26.7% (8)	5.6% (1)	16.7% (2)	14.6% (14)
Somewhat	69.2% (9)	65.2% (15)	53.3% (16)	33.3% (6)	33.3% (4)	52.1% (50)
Not applicable	7.7% (1)	0.0% (0)	10.0% (3)	44.4% (8)	25.0% (3)	15.6% (15)
If they differ, in what ways do they differ?	1 reply	5 replies	13 replies	2 replies	1 reply	22
answered question	13	23	30	18	12	96
skipped question						104

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
I help my supervisees to develop technical skills	Yes	84.6% (11)	91.3% (21)	93.8% (30)	80.0% (16)	100.0% (18)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	15.4% (2)	8.7% (2)	6.3% (2)	20.0% (4)	0.0% (0)	
		13	23	32	20	18	106
I provide both positive and constructive critical feedback	Yes	100.0% (13)	95.7% (22)	100.0% (32)	100.0% (20)	100.0% (18)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	23	32	20	18	106
I work collaboratively with my supervisees	Yes	92.3% (12)	82.6% (19)	87.5% (28)	75.0% (15)	82.4% (14)	
	No	0.0% (0)	4.3% (1)	0.0% (0)	10.0% (2)	0.0% (0)	
	To a limited extent	7.7% (1)	13.0% (3)	12.5% (4)	15.0% (3)	17.6% (3)	
		13	23	32	20	17	105
I contribute to the personal growth of my supervisees	Yes	84.6% (11)	56.5% (13)	62.5% (20)	73.7% (14)	64.7% (11)	
	No	0.0% (0)	17.4% (4)	6.3% (2)	0.0% (0)	5.9% (1)	

	<b>To a limited extent</b>	15.4% (2)	26.1% (6)	31.3% (10)	26.3% (5)	29.4% (5)	
		13	23	32	19	17	104
I teach my supervisees to become lawyers	<b>Yes</b>	<b>61.5% (8)</b>	<b>52.2% (12)</b>	<b>56.3% (18)</b>	<b>65.0% (13)</b>	<b>94.4% (17)</b>	
	<b>No</b>	23.1% (3)	30.4% (7)	18.8% (6)	15.0% (3)	5.6% (1)	
	<b>To a limited extent</b>	15.4% (2)	17.4% (4)	25.0% (8)	20.0% (4)	0.0% (0)	
		13	23	32	20	18	106
I focus on solving critical issues and problems that arise for my supervisees	<b>Yes</b>	<b>53.8% (7)</b>	<b>78.3% (18)</b>	<b>90.6% (29)</b>	<b>75.0% (15)</b>	<b>100.0% (16)</b>	
	<b>No</b>	7.7% (1)	13.0% (3)	3.1% (1)	10.0% (2)	0.0% (0)	
	<b>To a limited extent</b>	38.5% (5)	8.7% (2)	6.3% (2)	15.0% (3)	0.0% (0)	
		13	23	32	20	16	104
I teach my supervisees about being ethical	<b>Yes</b>	<b>53.8% (7)</b>	<b>69.6% (16)</b>	<b>65.6% (21)</b>	<b>85.0% (17)</b>	<b>88.2% (15)</b>	
	<b>No</b>	15.4% (2)	4.3% (1)	6.3% (2)	0.0% (0)	0.0% (0)	
	<b>To a limited extent</b>	30.8% (4)	26.1% (6)	28.1% (9)	15.0% (3)	11.8% (2)	
		13	23	32	20	17	105
I provide emotional support to my supervisees	<b>Yes</b>	<b>53.8% (7)</b>	<b>52.2% (12)</b>	<b>50.0% (16)</b>	30.0% (6)	41.2% (7)	
	<b>No</b>	23.1% (3)	17.4% (4)	25.0% (8)	20.0% (4)	5.9% (1)	
	<b>To a limited extent</b>	23.1% (3)	30.4% (7)	25.0% (8)	<b>50.0% (10)</b>	<b>52.9% (9)</b>	
		13	23	32	20	17	105

I maintain a professional distance from my supervisees	Yes	61.5% (8)	56.5% (13)	40.6% (13)	50.0% (10)	82.4% (14)	
	No	23.1% (3)	8.7% (2)	31.3% (10)	20.0% (4)	0.0% (0)	
	To a limited extent	15.4% (2)	34.8% (8)	28.1% (9)	30.0% (6)	17.6% (3)	
		13	23	32	20	17	105
I demonstrate patience and flexibility with my supervisees	Yes	92.3% (12)	91.3% (21)	90.6% (29)	75.0% (15)	76.5% (13)	
	No	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	7.7% (1)	4.3% (1)	9.4% (3)	25.0% (5)	23.5% (4)	
		13	23	32	20	17	105
I demonstrate openness and honesty in my work	Yes	100.0% (13)	95.7% (22)	100.0% (32)	100.0% (20)	94.1% (16)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	5.9% (1)	
		13	23	32	20	17	105
I demonstrate fairness in my dealings with all staff, whether they are my supervisees or not	Yes	92.3% (12)	91.3% (21)	100.0% (32)	100.0% (20)	100.0% (17)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a limited extent	7.7% (1)	8.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	23	32	20	17	105
I closely manage cases	Yes	100.0% (13)	77.3% (17)	59.4% (19)	45.0% (9)	41.2% (7)	
	No	0.0% (0)	9.1% (2)	12.5% (4)	20.0% (4)	5.9% (1)	

	<b>To a limited extent</b>	0.0% (0)	13.6% (3)	28.1% (9)	35.0% (7)	<b>52.9% (9)</b>	
		13	22	32	20	17	104
I safeguard the interests of the client	<b>Yes</b>	<b>100.0% (12)</b>	<b>100.0% (23)</b>	<b>84.4% (27)</b>	<b>95.0% (19)</b>	<b>94.4% (17)</b>	
	<b>No</b>	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	<b>To a limited extent</b>	0.0% (0)	0.0% (0)	15.6% (5)	0.0% (0)	5.6% (1)	
		12	23	32	20	18	105
I pass on my knowledge and experience to my supervisees	<b>Yes</b>	<b>84.6% (11)</b>	<b>95.7% (22)</b>	<b>93.8% (30)</b>	<b>100.0% (20)</b>	<b>100.0% (18)</b>	
	<b>No</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>To a limited extent</b>	15.4% (2)	4.3% (1)	6.3% (2)	0.0% (0)	0.0% (0)	
		13	23	32	20	18	106
<b>answered question</b>		13	23	32	20	18	<b>106</b>
<b>skipped question</b>							<b>94</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Split supervision- where supervision responsibilities are shared with another supervisor	<b>1 (rarely)</b>	<b>38.5%</b> <b>(5)</b>	<b>34.8%</b> <b>(8)</b>	25.0% (8)	<b>42.1%</b> <b>(8)</b>	<b>44.4%</b> <b>(8)</b>	
	<b>2</b>	0.0% (0)	13.0% (3)	<b>28.1%</b> <b>(9)</b>	10.5% (2)	11.1% (2)	
	<b>3</b>	0.0% (0)	13.0% (3)	12.5% (4)	21.1% (4)	0.0% (0)	
	<b>4</b>	7.7% (1)	17.4% (4)	6.3% (2)	0.0% (0)	11.1% (2)	
	<b>5</b>	30.8% (4)	13.0% (3)	6.3% (2)	21.1% (4)	22.2% (4)	
	<b>6</b>	15.4% (2)	4.3% (1)	12.5% (4)	0.0% (0)	5.6% (1)	
	<b>7 (often)</b>	7.7% (1)	4.3% (1)	9.4% (3)	5.3% (1)	5.6% (1)	
		13	23	32	19	18	105
Lack of flexibility and options (eg to motivate or develop through role changes or work allocation)	<b>1 (rarely)</b>	<b>23.1%</b> <b>(3)</b>	<b>43.5%</b> <b>(10)</b>	<b>34.4%</b> <b>(11)</b>	<b>35.0%</b> <b>(7)</b>	16.7% (3)	
	<b>2</b>	<b>23.1%</b> <b>(3)</b>	13.0% (3)	12.5% (4)	15.0% (3)	16.7% (3)	
	<b>3</b>	7.7% (1)	17.4% (4)	12.5% (4)	15.0% (3)	<b>22.2%</b> <b>(4)</b>	
	<b>4</b>	15.4% (2)	13.0% (3)	12.5% (4)	10.0% (2)	<b>22.2%</b> <b>(4)</b>	
	<b>5</b>	15.4% (2)	8.7% (2)	12.5% (4)	25.0% (5)	16.7% (3)	
	<b>6</b>	7.7% (1)	0.0% (0)	6.3% (2)	0.0% (0)	0.0% (0)	

	<b>7 (often)</b>	7.7% (1)	4.3% (1)	9.4% (3)	0.0% (0)	5.6% (1)	
		13	23	32	20	18	106
Inadequate practice management systems (IT and others)	<b>1 (rarely)</b>	<b>38.5% (5)</b>	22.7% (5)	<b>46.9% (15)</b>	<b>40.0% (8)</b>	<b>38.9% (7)</b>	
	<b>2</b>	15.4% (2)	<b>31.8% (7)</b>	12.5% (4)	20.0% (4)	22.2% (4)	
	<b>3</b>	7.7% (1)	18.2% (4)	18.8% (6)	15.0% (3)	16.7% (3)	
	<b>4</b>	15.4% (2)	13.6% (3)	3.1% (1)	20.0% (4)	5.6% (1)	
	<b>5</b>	7.7% (1)	9.1% (2)	3.1% (1)	0.0% (0)	0.0% (0)	
	<b>6</b>	0.0% (0)	0.0% (0)	3.1% (1)	0.0% (0)	16.7% (3)	
	<b>7 (often)</b>	15.4% (2)	4.5% (1)	12.5% (4)	5.0% (1)	0.0% (0)	
		13	22	32	20	18	105
Having insufficient time for supervision	<b>1 (rarely)</b>	23.1% (3)	19.0% (4)	6.3% (2)	10.5% (2)	0.0% (0)	
	<b>2</b>	7.7% (1)	4.8% (1)	12.5% (4)	15.8% (3)	5.6% (1)	
	<b>3</b>	0.0% (0)	4.8% (1)	9.4% (3)	15.8% (3)	11.1% (2)	
	<b>4</b>	<b>30.8% (4)</b>	<b>23.8% (5)</b>	<b>28.1% (9)</b>	5.3% (1)	<b>55.6% (10)</b>	
	<b>5</b>	<b>30.8% (4)</b>	<b>23.8% (5)</b>	12.5% (4)	<b>31.6% (6)</b>	11.1% (2)	
	<b>6</b>	7.7% (1)	19.0% (4)	18.8% (6)	0.0% (0)	11.1% (2)	
	<b>7 (often)</b>	0.0% (0)	4.8% (1)	12.5% (4)	21.1% (4)	5.6% (1)	
		13	21	32	19	18	103
Having limited interest in managing or supervising others	<b>1 (rarely)</b>	<b>76.9% (10)</b>	<b>54.5% (12)</b>	<b>53.1% (17)</b>	<b>45.0% (9)</b>	27.8% (5)	

	<b>2</b>	23.1% (3)	18.2% (4)	28.1% (9)	15.0% (3)	33.3% (6)	
	<b>3</b>	0.0% (0)	9.1% (2)	12.5% (4)	10.0% (2)	0.0% (0)	
	<b>4</b>	0.0% (0)	18.2% (4)	3.1% (1)	15.0% (3)	<b>38.9% (7)</b>	
	<b>5</b>	0.0% (0)	0.0% (0)	3.1% (1)	15.0% (3)	0.0% (0)	
	<b>6</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>7 (often)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	22	32	20	18	105
My supervisees and I having different understandings of what supervision entails	<b>1 (rarely)</b>	<b>38.5% (5)</b>	<b>31.8% (7)</b>	<b>50.0% (16)</b>	<b>45.0% (9)</b>	<b>33.3% (6)</b>	
	<b>2</b>	23.1% (3)	13.6% (3)	18.8% (6)	10.0% (2)	16.7% (3)	
	<b>3</b>	23.1% (3)	18.2% (4)	18.8% (6)	15.0% (3)	11.1% (2)	
	<b>4</b>	7.7% (1)	27.3% (6)	3.1% (1)	25.0% (5)	<b>33.3% (6)</b>	
	<b>5</b>	7.7% (1)	9.1% (2)	3.1% (1)	0.0% (0)	5.6% (1)	
	<b>6</b>	0.0% (0)	0.0% (0)	3.1% (1)	5.0% (1)	0.0% (0)	
	<b>7 (often)</b>	0.0% (0)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
		13	22	32	20	18	105
Being faced with the consequences of my supervisees having poor experiences with previous supervisors	<b>1 (rarely)</b>	<b>61.5% (8)</b>	<b>50.0% (11)</b>	<b>34.4% (11)</b>	<b>55.0% (11)</b>	<b>33.3% (6)</b>	
	<b>2</b>	0.0% (0)	18.2% (4)	25.0% (8)	25.0% (5)	16.7% (3)	
	<b>3</b>	15.4% (2)	9.1% (2)	6.3% (2)	5.0% (1)	16.7% (3)	

	<b>4</b>	7.7% (1)	13.6% (3)	18.8% (6)	5.0% (1)	27.8% (5)	
	<b>5</b>	7.7% (1)	9.1% (2)	0.0% (0)	5.0% (1)	5.6% (1)	
	<b>6</b>	0.0% (0)	0.0% (0)	12.5% (4)	5.0% (1)	0.0% (0)	
	<b>7 (often)</b>	7.7% (1)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
		13	22	32	20	18	105
Having supervisees who do not communicate clearly	<b>1 (rarely)</b>	<b>30.8%</b> <b>(4)</b>	<b>27.3%</b> <b>(6)</b>	<b>34.4%</b> <b>(11)</b>	<b>30.0%</b> <b>(6)</b>	22.2% (4)	
	<b>2</b>	15.4% (2)	9.1% (2)	9.4% (3)	<b>30.0%</b> <b>(6)</b>	16.7% (3)	
	<b>3</b>	15.4% (2)	<b>27.3%</b> <b>(6)</b>	21.9% (7)	0.0% (0)	22.2% (4)	
	<b>4</b>	23.1% (3)	4.5% (1)	6.3% (2)	5.0% (1)	<b>38.9%</b> <b>(7)</b>	
	<b>5</b>	7.7% (1)	4.5% (1)	12.5% (4)	25.0% (5)	0.0% (0)	
	<b>6</b>	0.0% (0)	<b>27.3%</b> <b>(6)</b>	9.4% (3)	10.0% (2)	0.0% (0)	
	<b>7 (often)</b>	7.7% (1)	0.0% (0)	6.3% (2)	0.0% (0)	0.0% (0)	
		13	22	32	20	18	105
Having supervisees who do not follow instructions	<b>1 (rarely)</b>	<b>30.8%</b> <b>(4)</b>	<b>21.7%</b> <b>(5)</b>	15.6% (5)	<b>30.0%</b> <b>(6)</b>	5.6% (1)	
	<b>2</b>	15.4% (2)	13.0% (3)	21.9% (7)	15.0% (3)	<b>38.9%</b> <b>(7)</b>	
	<b>3</b>	0.0% (0)	17.4% (4)	<b>28.1%</b> <b>(9)</b>	15.0% (3)	22.2% (4)	
	<b>4</b>	<b>30.8%</b> <b>(4)</b>	13.0% (3)	9.4% (3)	5.0% (1)	16.7% (3)	
	<b>5</b>	0.0% (0)	13.0% (3)	12.5% (4)	15.0% (3)	16.7% (3)	
	<b>6</b>	23.1% (3)	13.0% (3)	3.1% (1)	20.0% (4)	0.0% (0)	

	<b>7 (often)</b>	0.0% (0)	8.7% (2)	9.4% (3)	0.0% (0)	0.0% (0)	
		13	23	32	20	18	106
Having supervisees who work hard but not effectively	<b>1 (rarely)</b>	<b>23.1% (3)</b>	<b>27.3% (6)</b>	6.3% (2)	20.0% (4)	5.9% (1)	
	<b>2</b>	15.4% (2)	4.5% (1)	18.8% (6)	<b>25.0% (5)</b>	11.8% (2)	
	<b>3</b>	7.7% (1)	9.1% (2)	<b>25.0% (8)</b>	5.0% (1)	17.6% (3)	
	<b>4</b>	<b>23.1% (3)</b>	<b>27.3% (6)</b>	15.6% (5)	10.0% (2)	23.5% (4)	
	<b>5</b>	15.4% (2)	18.2% (4)	18.8% (6)	15.0% (3)	<b>29.4% (5)</b>	
	<b>6</b>	15.4% (2)	9.1% (2)	15.6% (5)	<b>25.0% (5)</b>	5.9% (1)	
	<b>7 (often)</b>	0.0% (0)	4.5% (1)	0.0% (0)	0.0% (0)	5.9% (1)	
		13	22	32	20	17	104
Having supervisees who don't take sufficient responsibility	<b>1 (rarely)</b>	<b>30.8% (4)</b>	<b>31.8% (7)</b>	15.6% (5)	<b>25.0% (5)</b>	5.6% (1)	
	<b>2</b>	15.4% (2)	0.0% (0)	25.0% (8)	15.0% (3)	<b>33.3% (6)</b>	
	<b>3</b>	0.0% (0)	13.6% (3)	3.1% (1)	15.0% (3)	16.7% (3)	
	<b>4</b>	<b>30.8% (4)</b>	9.1% (2)	<b>34.4% (11)</b>	0.0% (0)	27.8% (5)	
	<b>5</b>	15.4% (2)	<b>31.8% (7)</b>	3.1% (1)	<b>25.0% (5)</b>	5.6% (1)	
	<b>6</b>	7.7% (1)	0.0% (0)	12.5% (4)	5.0% (1)	11.1% (2)	
	<b>7 (often)</b>	0.0% (0)	13.6% (3)	6.3% (2)	15.0% (3)	0.0% (0)	
		13	22	32	20	18	105
Having supervisees who are not effective	<b>1</b>	<b>38.5%</b>	<b>36.4%</b>	<b>34.4%</b>	<b>35.0%</b>	22.2%	

team members	<b>(rarely)</b>	<b>(5)</b>	<b>(8)</b>	<b>(11)</b>	<b>(7)</b>	<b>(4)</b>	
	<b>2</b>	30.8% (4)	4.5% (1)	18.8% (6)	25.0% (5)	22.2% (4)	
	<b>3</b>	23.1% (3)	0.0% (0)	18.8% (6)	10.0% (2)	<b>27.8%</b> <b>(5)</b>	
	<b>4</b>	0.0% (0)	27.3% (6)	9.4% (3)	15.0% (3)	22.2% (4)	
	<b>5</b>	7.7% (1)	18.2% (4)	9.4% (3)	10.0% (2)	5.6% (1)	
	<b>6</b>	0.0% (0)	9.1% (2)	6.3% (2)	0.0% (0)	0.0% (0)	
	<b>7</b> <b>(often)</b>	0.0% (0)	4.5% (1)	3.1% (1)	5.0% (1)	0.0% (0)	
		13	22	32	20	18	105
Having supervisees who lack respect for me and other colleagues	<b>1</b> <b>(rarely)</b>	<b>38.5%</b> <b>(5)</b>	<b>45.5%</b> <b>(10)</b>	<b>56.3%</b> <b>(18)</b>	<b>50.0%</b> <b>(10)</b>	<b>33.3%</b> <b>(6)</b>	
	<b>2</b>	<b>38.5%</b> <b>(5)</b>	9.1% (2)	25.0% (8)	15.0% (3)	27.8% (5)	
	<b>3</b>	0.0% (0)	18.2% (4)	9.4% (3)	15.0% (3)	16.7% (3)	
	<b>4</b>	15.4% (2)	13.6% (3)	0.0% (0)	0.0% (0)	16.7% (3)	
	<b>5</b>	7.7% (1)	9.1% (2)	3.1% (1)	10.0% (2)	0.0% (0)	
	<b>6</b>	0.0% (0)	4.5% (1)	3.1% (1)	5.0% (1)	5.6% (1)	
	<b>7</b> <b>(often)</b>	0.0% (0)	0.0% (0)	3.1% (1)	5.0% (1)	0.0% (0)	
		13	22	32	20	18	105
Having supervisees who don't understand when to seek advice	<b>1</b> <b>(rarely)</b>	<b>30.8%</b> <b>(4)</b>	<b>21.7%</b> <b>(5)</b>	<b>31.3%</b> <b>(10)</b>	25.0% (5)	5.6% (1)	
	<b>2</b>	15.4% (2)	<b>21.7%</b> <b>(5)</b>	18.8% (6)	<b>30.0%</b> <b>(6)</b>	16.7% (3)	
	<b>3</b>	7.7% (1)	13.0% (3)	18.8% (6)	10.0% (2)	<b>44.4%</b> <b>(8)</b>	

	<b>4</b>	<b>30.8%</b> <b>(4)</b>	17.4% (4)	9.4% (3)	15.0% (3)	27.8% (5)	
	<b>5</b>	7.7% (1)	17.4% (4)	9.4% (3)	15.0% (3)	5.6% (1)	
	<b>6</b>	7.7% (1)	8.7% (2)	9.4% (3)	5.0% (1)	0.0% (0)	
	<b>7</b> <b>(often)</b>	0.0% (0)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
		13	23	32	20	18	106
Having supervisees who don't think they need to be supervised	<b>1</b> <b>(rarely)</b>	<b>38.5%</b> <b>(5)</b>	<b>43.5%</b> <b>(10)</b>	<b>37.5%</b> <b>(12)</b>	20.0% (4)	16.7% (3)	
	<b>2</b>	23.1% (3)	4.3% (1)	31.3% (10)	<b>35.0%</b> <b>(7)</b>	22.2% (4)	
	<b>3</b>	15.4% (2)	4.3% (1)	6.3% (2)	5.0% (1)	<b>27.8%</b> <b>(5)</b>	
	<b>4</b>	15.4% (2)	17.4% (4)	12.5% (4)	5.0% (1)	16.7% (3)	
	<b>5</b>	7.7% (1)	21.7% (5)	6.3% (2)	20.0% (4)	5.6% (1)	
	<b>6</b>	0.0% (0)	4.3% (1)	3.1% (1)	15.0% (3)	11.1% (2)	
	<b>7</b> <b>(often)</b>	0.0% (0)	4.3% (1)	3.1% (1)	0.0% (0)	0.0% (0)	
		13	23	32	20	18	106
<b>answered question</b>		13	23	32	20	18	<b>106</b>
<b>skipped question</b>							<b>94</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
I have an open door policy and staff come to see me when they have problems	84.6% (11)	100.0% (23)	100.0% (32)	100.0% (20)	88.9% (16)	96.2% (102)
I review work done and allocate new work	92.3% (12)	91.3% (21)	87.5% (28)	70.0% (14)	55.6% (10)	80.2% (85)
I review/check all communications	69.2% (9)	56.5% (13)	46.9% (15)	40.0% (8)	61.1% (11)	52.8% (56)
I monitor how staff engage in peer file review	0.0% (0)	13.0% (3)	12.5% (4)	35.0% (7)	27.8% (5)	17.9% (19)
I review central risk indicators(eg no time recorded on file, unbilled files, long hours, excessive time entries)	30.8% (4)	26.1% (6)	34.4% (11)	65.0% (13)	50.0% (9)	40.6% (43)
I implement workflow systems to ensure or assist process compliance	15.4% (2)	30.4% (7)	34.4% (11)	40.0% (8)	33.3% (6)	32.1% (34)
I set aside a regular time to review workloads, prioritise work and deal with problem cases	30.8% (4)	30.4% (7)	28.1% (9)	30.0% (6)	50.0% (9)	33.0% (35)
I update and share information with staff in my office	61.5% (8)	69.6% (16)	65.6% (21)	70.0% (14)	61.1% (11)	66.0% (70)
I identify my supervisees' training needs	38.5% (5)	43.5% (10)	40.6% (13)	35.0% (7)	44.4% (8)	40.6% (43)
I monitor staff for fatigue, stress and other problems	38.5% (5)	39.1% (9)	46.9% (15)	40.0% (8)	50.0% (9)	43.4% (46)
I meet the training needs of my supervisees, or ensure they are met	23.1% (3)	21.7% (5)	12.5% (4)	35.0% (7)	22.2% (4)	21.7% (23)
I inspect all files at regular intervals	46.2% (6)	26.1% (6)	18.8% (6)	50.0% (10)	55.6% (10)	35.8% (38)
I inspect sample client files at regular intervals	7.7% (1)	30.4% (7)	25.0% (8)	35.0% (7)	27.8% (5)	26.4% (28)
I only inspect problem client files	7.7% (1)	0.0% (0)	18.8% (6)	20.0% (4)	5.6% (1)	11.3% (12)

Other (please specify)	0 replies	0 replies	2 replies	1 reply	1 reply	4
<b>answered question</b>	13	23	32	20	18	<b>106</b>
<b>skipped question</b>						<b>94</b>

34. As a supervisor I have responsibility for							
		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Being vigilant in file management so serious mistakes are avoided	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	13.0% (3)	6.3% (2)	20.0% (4)	5.6% (1)	
	To a moderate degree	23.1% (3)	30.4% (7)	34.4% (11)	20.0% (4)	22.2% (4)	
	To a large degree	69.2% (9)	56.5% (13)	59.4% (19)	60.0% (12)	72.2% (13)	
		13	23	32	20	18	106
Checking my supervisees' wellbeing	Not at all	15.4% (2)	4.3% (1)	6.3% (2)	0.0% (0)	0.0% (0)	
	To a minor extent	30.8% (4)	39.1% (9)	21.9% (7)	35.0% (7)	27.8% (5)	
	To a moderate degree	15.4% (2)	39.1% (9)	46.9% (15)	55.0% (11)	66.7% (12)	
	To a large degree	38.5% (5)	17.4% (4)	25.0% (8)	10.0% (2)	5.6% (1)	
		13	23	32	20	18	106
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)	4.3% (1)	3.1% (1)	0.0% (0)	0.0% (0)	
	To a moderate degree	30.8% (4)	17.4% (4)	25.0% (8)	30.0% (6)	22.2% (4)	
	To a large degree	69.2% (9)	78.3% (18)	71.9% (23)	70.0% (14)	77.8% (14)	
		13	23	32	20	18	106
Ensuring that supervisees adhere to the firm's complaint management policy	Not at all	7.7% (1)	13.0% (3)	15.6% (5)	0.0% (0)	5.6% (1)	
	To a minor extent	23.1% (3)	30.4% (7)	28.1% (9)	15.0% (3)	16.7% (3)	
	To a moderate degree	38.5% (5)	34.8% (8)	12.5% (4)	50.0% (10)	38.9% (7)	
	To a large degree	30.8% (4)	21.7% (5)	43.8% (14)	35.0% (7)	38.9% (7)	
		13	23	32	20	18	106
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	15.4% (2)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a moderate degree	23.1% (3)	17.4% (4)	18.8% (6)	15.0% (3)	27.8% (5)	
	To a large degree	61.5% (8)	78.3% (18)	81.3% (26)	85.0% (17)	72.2% (13)	
		13	23	32	20	18	106
Assigning tasks that are appropriate and meaningful to my supervisees	Not at all	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	To a minor	0.0% (0)	0.0% (0)	21.9% (7)	5.0% (1)	0.0% (0)	

	Extent						
	To a moderate degree	46.2% (6)	43.5% (10)	25.0% (8)	50.0% (10)	66.7% (12)	
	To a large degree	53.8% (7)	56.5% (13)	53.1% (17)	40.0% (8)	33.3% (6)	
		13	23	32	20	18	106
Assigning tasks that fit my supervisees' level of skill and experience	Not at all	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	4.3% (1)	9.4% (3)	0.0% (0)	0.0% (0)	
	To a moderate degree	30.8% (4)	34.8% (8)	25.0% (8)	40.0% (8)	27.8% (5)	
	To a large degree	61.5% (8)	56.5% (13)	65.6% (21)	60.0% (12)	72.2% (13)	
		13	23	32	20	18	106
Ensuring that any expressions of client dissatisfaction are brought to my attention	Not at all	0.0% (0)	4.3% (1)	3.1% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	30.8% (4)	8.7% (2)	6.3% (2)	0.0% (0)	0.0% (0)	
	To a moderate degree	30.8% (4)	13.0% (3)	21.9% (7)	25.0% (5)	38.9% (7)	
	To a large degree	38.5% (5)	73.9% (17)	68.8% (22)	75.0% (15)	61.1% (11)	
		13	23	32	20	18	106
Ensuring that supervisees know they can tell me about serious mistakes they have made	Not at all	0.0% (0)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a	30.8%	8.7%	18.8%	30.0%	11.1%	

	moderate degree	(4)	(2)	(6)	(6)	(2)	
	To a large degree	61.5% (8)	87.0% (20)	78.1% (25)	70.0% (14)	88.9% (16)	
		13	23	32	20	18	106
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)	3.2% (1)	0.0% (0)	0.0% (0)	
	To a minor extent	7.7% (1)	4.3% (1)	3.2% (1)	0.0% (0)	11.1% (2)	
	To a moderate degree	30.8% (4)	13.0% (3)	29.0% (9)	30.0% (6)	16.7% (3)	
	To a large degree	61.5% (8)	82.6% (19)	64.5% (20)	70.0% (14)	72.2% (13)	
		13	23	31	20	18	105
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)	3.1% (1)	0.0% (0)	5.6% (1)	
	To a minor extent	7.7% (1)	8.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
	To a moderate degree	23.1% (3)	8.7% (2)	21.9% (7)	35.0% (7)	22.2% (4)	
	To a large degree	69.2% (9)	82.6% (19)	75.0% (24)	65.0% (13)	72.2% (13)	
		13	23	32	20	18	106
answered question		13	23	32	20	18	106
skipped question							94

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Ensuring excellent client service	<b>1(not important)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3</b>	7.7% (1)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	<b>4</b>	7.7% (1)	21.7% (5)	29.0% (9)	10.0% (2)	11.1% (2)	
	<b>5(most important)</b>	<b>76.9% (10)</b>	<b>78.3% (18)</b>	<b>71.0% (22)</b>	<b>85.0% (17)</b>	<b>88.9% (16)</b>	
		13	23	31	20	18	105
Ensuring that work is being progressed to meet deadlines	<b>1(not important)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3</b>	0.0% (0)	4.3% (1)	3.1% (1)	0.0% (0)	5.6% (1)	
	<b>4</b>	15.4% (2)	21.7% (5)	31.3% (10)	30.0% (6)	27.8% (5)	
	<b>5(most important)</b>	<b>84.6% (11)</b>	<b>73.9% (17)</b>	<b>65.6% (21)</b>	<b>70.0% (14)</b>	<b>66.7% (12)</b>	
		13	23	32	20	18	106
Ensuring accuracy of information being communicated to clients	<b>1(not important)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3</b>	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	

	<b>4</b>	15.4% (2)	13.0% (3)	21.9% (7)	30.0% (6)	22.2% (4)	
	<b>5(most important)</b>	<b>84.6% (11)</b>	<b>82.6% (19)</b>	<b>78.1% (25)</b>	<b>70.0% (14)</b>	<b>77.8% (14)</b>	
		13	23	32	20	18	106
Ensuring all communications are polite	<b>1(not important)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	4.3% (1)	3.1% (1)	0.0% (0)	0.0% (0)	
	<b>3</b>	7.7% (1)	8.7% (2)	12.5% (4)	15.0% (3)	5.6% (1)	
	<b>4</b>	38.5% (5)	30.4% (7)	34.4% (11)	40.0% (8)	<b>50.0% (9)</b>	
	<b>5(most important)</b>	<b>53.8% (7)</b>	<b>56.5% (13)</b>	<b>50.0% (16)</b>	<b>45.0% (9)</b>	44.4% (8)	
		13	23	32	20	18	106
Ensuring time recording is accurate and up to date	<b>1(not important)</b>	7.7% (1)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	9.4% (3)	0.0% (0)	5.6% (1)	
	<b>3</b>	15.4% (2)	21.7% (5)	21.9% (7)	20.0% (4)	16.7% (3)	
	<b>4</b>	30.8% (4)	34.8% (8)	31.3% (10)	<b>40.0% (8)</b>	33.3% (6)	
	<b>5(most important)</b>	<b>46.2% (6)</b>	<b>43.5% (10)</b>	<b>34.4% (11)</b>	<b>40.0% (8)</b>	<b>44.4% (8)</b>	
		13	23	32	20	18	106
Ensuring costs are correct (for example, stamp duty)	<b>1(not important)</b>	0.0% (0)	4.3% (1)	9.4% (3)	5.0% (1)	0.0% (0)	
	<b>2</b>	0.0% (0)	4.3% (1)	0.0% (0)	0.0% (0)	5.6% (1)	
	<b>3</b>	0.0% (0)	4.3% (1)	15.6% (5)	10.0% (2)	0.0% (0)	
		38.5%	17.4%	18.8%	25.0%	22.2%	

	4	(5)	(4)	(6)	(5)	(4)	
	5(most important)	61.5% (8)	69.6% (16)	56.3% (18)	60.0% (12)	72.2% (13)	
		13	23	32	20	18	106
answered question		13	23	32	20	18	106
skipped question							94

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

		If you have a current practising certificate, for how long have you had a practising certificate?					Response Totals
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	
Yes		75.0% (9)	100.0% (22)	90.6% (29)	90.0% (18)	88.9% (16)	90.4% (94)
No		25.0% (3)	0.0% (0)	9.4% (3)	10.0% (2)	11.1% (2)	9.6% (10)
answered question		12	22	32	20	18	104
skipped question							96

**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?**

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
The supervisees formal qualifications	Not important	15.4% (2)	8.7% (2)	21.9% (7)	10.0% (2)	17.6% (3)	
	Of some importance	38.5% (5)	34.8% (8)	37.5% (12)	25.0% (5)	23.5% (4)	
	Moderately important	30.8% (4)	43.5% (10)	34.4% (11)	55.0% (11)	58.8% (10)	
	Very important	15.4% (2)	13.0% (3)	6.3% (2)	10.0% (2)	0.0% (0)	
		13	23	32	20	17	105
The supervisees knowledge of the area of law	Not important	8.3% (1)	4.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Of some importance	8.3% (1)	0.0% (0)	9.4% (3)	0.0% (0)	6.3% (1)	
	Moderately important	41.7% (5)	26.1% (6)	31.3% (10)	30.0% (6)	18.8% (3)	
	Very important	41.7% (5)	69.6% (16)	59.4% (19)	70.0% (14)	75.0% (12)	
		12	23	32	20	16	103
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	7.7% (1)	4.3% (1)	9.4% (3)	5.0% (1)	0.0% (0)	
	Moderately important	15.4% (2)	21.7% (5)	28.1% (9)	10.0% (2)	11.8% (2)	
	Very important	76.9% (10)	73.9% (17)	62.5% (20)	85.0% (17)	88.2% (15)	
		13	23	32	20	17	105

My knowledge of the supervisee's personal characteristics	<b>Not important</b>	0.0% (0)	4.3% (1)	3.1% (1)	5.0% (1)	0.0% (0)	
	<b>Of some importance</b>	30.8% (4)	30.4% (7)	<b>40.6%</b> <b>(13)</b>	20.0% (4)	17.6% (3)	
	<b>Moderately important</b>	<b>53.8%</b> <b>(7)</b>	<b>39.1%</b> <b>(9)</b>	34.4% (11)	<b>50.0%</b> <b>(10)</b>	<b>47.1%</b> <b>(8)</b>	
	<b>Very important</b>	15.4% (2)	26.1% (6)	21.9% (7)	25.0% (5)	35.3% (6)	
		13	23	32	20	17	105
My observation of the supervisee's daily work	<b>Not important</b>	8.3% (1)	0.0% (0)	3.1% (1)	0.0% (0)	0.0% (0)	
	<b>Of some importance</b>	16.7% (2)	17.4% (4)	6.3% (2)	5.0% (1)	11.8% (2)	
	<b>Moderately important</b>	<b>50.0%</b> <b>(6)</b>	<b>47.8%</b> <b>(11)</b>	37.5% (12)	<b>50.0%</b> <b>(10)</b>	<b>47.1%</b> <b>(8)</b>	
	<b>Very important</b>	25.0% (3)	34.8% (8)	<b>53.1%</b> <b>(17)</b>	45.0% (9)	41.2% (7)	
		12	23	32	20	17	104
The nature of the work being delegated to the supervisee	<b>Not important</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>Of some importance</b>	7.7% (1)	4.3% (1)	12.5% (4)	0.0% (0)	0.0% (0)	
	<b>Moderately important</b>	<b>53.8%</b> <b>(7)</b>	<b>56.5%</b> <b>(13)</b>	37.5% (12)	<b>50.0%</b> <b>(10)</b>	<b>56.3%</b> <b>(9)</b>	
	<b>Very important</b>	38.5% (5)	39.1% (9)	<b>50.0%</b> <b>(16)</b>	<b>50.0%</b> <b>(10)</b>	43.8% (7)	
		13	23	32	20	16	104
answered question		13	23	32	20	17	105
skipped question							95

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<1 year	32.8% (19)	27.3% (12)	<b>38.1%</b> <b>(16)</b>	14.3% (2)	7.7% (1)	29.2% (50)
1-2 years	<b>56.9%</b> <b>(33)</b>	27.3% (12)	28.6% (12)	<b>35.7%</b> <b>(5)</b>	<b>23.1%</b> <b>(3)</b>	<b>38.0%</b> <b>(65)</b>
3-4 years	10.3% (6)	<b>43.2%</b> <b>(19)</b>	21.4% (9)	28.6% (4)	<b>23.1%</b> <b>(3)</b>	24.0% (41)
5-6 years	0.0% (0)	2.3% (1)	9.5% (4)	0.0% (0)	15.4% (2)	4.1% (7)
6-10 years	0.0% (0)	0.0% (0)	2.4% (1)	0.0% (0)	15.4% (2)	1.8% (3)
>10 years	0.0% (0)	0.0% (0)	0.0% (0)	21.4% (3)	15.4% (2)	2.9% (5)
<b>answered question</b>	<b>58</b>	<b>44</b>	<b>42</b>	<b>14</b>	<b>13</b>	<b>171</b>
<b>skipped question</b>						<b>29</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	<b>89.7%</b> <b>(52)</b>	<b>88.6%</b> <b>(39)</b>	<b>57.1%</b> <b>(24)</b>	<b>78.6%</b> <b>(11)</b>	<b>71.4%</b> <b>(10)</b>	<b>79.1%</b> <b>(136)</b>
No	10.3% (6)	11.4% (5)	42.9% (18)	21.4% (3)	28.6% (4)	20.9% (36)
<b>answered question</b>	<b>58</b>	<b>44</b>	<b>42</b>	<b>14</b>	<b>14</b>	<b>172</b>
<b>skipped question</b>						<b>28</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	59.6% (31)	57.5% (23)	75.0% (18)	72.7% (8)	30.0% (3)	60.6% (83)
No	40.4% (21)	42.5% (17)	25.0% (6)	27.3% (3)	70.0% (7)	39.4% (54)
If yes, please describe the main variations	21 replies	15 replies	11 replies	7 replies	2 replies	56
<b>answered question</b>	52	40	24	11	10	<b>137</b>
<b>skipped question</b>						<b>63</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
A partner	88.7% (47)	83.7% (36)	94.3% (33)	91.7% (11)	77.8% (7)	88.2% (134)
Associate	37.7% (20)	14.0% (6)	14.3% (5)	0.0% (0)	0.0% (0)	20.4% (31)
Solicitor	22.6% (12)	23.3% (10)	8.6% (3)	8.3% (1)	33.3% (3)	19.1% (29)
Paralegal	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Administrative staff	1.9% (1)	2.3% (1)	0.0% (0)	0.0% (0)	22.2% (2)	2.6% (4)
Other (please specify)	7 replies	2 replies	7 replies	3 replies	2 replies	21
<b>answered question</b>	53	43	35	12	9	152
<b>skipped question</b>						48

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Your supervisor	<b>75.0%</b> <b>(42)</b>	<b>62.8%</b> <b>(27)</b>	<b>76.2%</b> <b>(32)</b>	13.3% (2)	15.4% (2)	<b>62.1%</b> <b>(105)</b>
Another senior practitioner	7.1% (4)	14.0% (6)	7.1% (3)	13.3% (2)	30.8% (4)	11.2% (19)
Your peer/s	12.5% (7)	20.9% (9)	11.9% (5)	<b>66.7%</b> <b>(10)</b>	<b>46.2%</b> <b>(6)</b>	21.9% (37)
A mentor	1.8% (1)	2.3% (1)	0.0% (0)	0.0% (0)	7.7% (1)	1.8% (3)
Other (please specify)	2 replies (3.6%)	0 replies (0.0%)	2 replies (4.8%)	1 reply (6.7%)	0 replies (0.0%)	3.0% (5)
<b>answered question</b>	<b>56</b>	<b>43</b>	<b>42</b>	<b>15</b>	<b>13</b>	<b>169</b>
<b>skipped question</b>						<b>31</b>

**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?**

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<6 months	31.0% (18)	20.9% (9)	14.6% (6)	<b>25.0%</b> <b>(3)</b>	9.1% (1)	22.4% (37)
6 - 12 months	19.0% (11)	16.3% (7)	<b>31.7%</b> <b>(13)</b>	16.7% (2)	<b>27.3%</b> <b>(3)</b>	21.8% (36)
12 - 24 months	<b>36.2%</b> <b>(21)</b>	14.0% (6)	24.4% (10)	16.7% (2)	<b>27.3%</b> <b>(3)</b>	<b>25.5%</b> <b>(42)</b>
24 - 36 months	5.2% (3)	20.9% (9)	7.3% (3)	<b>25.0%</b> <b>(3)</b>	18.2% (2)	12.1% (20)
>36 months	8.6% (5)	<b>27.9%</b> <b>(12)</b>	22.0% (9)	16.7% (2)	18.2% (2)	18.2% (30)
<b>answered question</b>	58	43	41	12	11	<b>165</b>
<b>skipped question</b>						<b>35</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
<15	8.6% (5)	18.2% (8)	9.8% (4)	<b>33.3%</b> <b>(4)</b>	<b>27.3%</b> <b>(3)</b>	14.5% (24)
15-29	12.1% (7)	22.7% (10)	22.0% (9)	<b>33.3%</b> <b>(4)</b>	18.2% (2)	19.3% (32)
30-45	20.7% (12)	9.1% (4)	<b>29.3%</b> <b>(12)</b>	16.7% (2)	<b>27.3%</b> <b>(3)</b>	19.9% (33)
>45	<b>55.2%</b> <b>(32)</b>	<b>45.5%</b> <b>(20)</b>	<b>29.3%</b> <b>(12)</b>	16.7% (2)	<b>27.3%</b> <b>(3)</b>	<b>41.6%</b> <b>(69)</b>
Other (please specify)	2 replies (3.4%)	2 replies (4.5%)	4 replies (9.8%)	0 replies (0.0%)	0 replies (0.0%)	4.8% (8)
<b>answered question</b>	<b>58</b>	<b>44</b>	<b>41</b>	<b>12</b>	<b>11</b>	<b>166</b>
<b>skipped question</b>						<b>34</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Daily	29.3% (17)	22.7% (10)	14.6% (6)	8.3% (1)	0.0% (0)	20.5% (34)
Twice a week	8.6% (5)	2.3% (1)	7.3% (3)	0.0% (0)	0.0% (0)	5.4% (9)
Weekly	17.2% (10)	13.6% (6)	12.2% (5)	25.0% (3)	0.0% (0)	14.5% (24)
Fortnightly	1.7% (1)	13.6% (6)	2.4% (1)	0.0% (0)	18.2% (2)	6.0% (10)
Monthly	6.9% (4)	2.3% (1)	2.4% (1)	0.0% (0)	18.2% (2)	4.8% (8)
Irregularly	13.8% (8)	20.5% (9)	22.0% (9)	8.3% (1)	27.3% (3)	18.1% (30)
Only if an issue comes up that I need advice with	22.4% (13)	25.0% (11)	39.0% (16)	58.3% (7)	36.4% (4)	30.7% (51)
<b>answered question</b>	58	44	41	12	11	<b>166</b>
<b>skipped question</b>						<b>34</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	77.6% (45)	88.1% (37)	82.9% (34)	91.7% (11)	100.0% (12)	84.2% (139)
No	22.4% (13)	11.9% (5)	17.1% (7)	8.3% (1)	0.0% (0)	15.8% (26)
Please comment	7 replies	6 replies	6 replies	0 replies	0 replies	19
<b>answered question</b>	58	42	41	12	12	<b>165</b>
<b>skipped question</b>						<b>35</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	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	0.0% (0)	2.3% (1)	4.9% (2)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	8.6% (5)	6.8% (3)	12.2% (5)	8.3% (1)	0.0% (0)	
	4	39.7% (23)	29.5% (13)	26.8% (11)	25.0% (3)	27.3% (3)	
	5 (A great deal)	51.7% (30)	61.4% (27)	56.1% (23)	66.7% (8)	72.7% (8)	
		58	44	41	12	11	166
Has a collaborative relationship with me	1 (Not at all)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	3.4% (2)	4.5% (2)	4.9% (2)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	10.3% (6)	20.5% (9)	17.1% (7)	8.3% (1)	9.1% (1)	
	4	32.8% (19)	25.0% (11)	36.6% (15)	25.0% (3)	27.3% (3)	
	5 (A great deal)	51.7% (30)	50.0% (22)	41.5% (17)	66.7% (8)	63.6% (7)	
		58	44	41	12	11	166
Maintains a professional distance from me	1 (Not at all)	1.7% (1)	2.3% (1)	2.4% (1)	8.3% (1)	0.0% (0)	
	2	3.4% (2)	6.8% (3)	12.2% (5)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	19.0% (11)	27.3% (12)	29.3% (12)	16.7% (2)	0.0% (0)	

	<b>4</b>	<b>44.8%</b> <b>(26)</b>	<b>38.6%</b> <b>(17)</b>	<b>29.3%</b> <b>(12)</b>	<b>58.3%</b> <b>(7)</b>	<b>54.5%</b> <b>(6)</b>	
	<b>5 (A great deal)</b>	31.0% (18)	25.0% (11)	26.8% (11)	16.7% (2)	45.5% (5)	
		58	44	41	12	11	166
Helps me achieve ethical conduct and practice	<b>1 (Not at all)</b>	1.7% (1)	0.0% (0)	7.3% (3)	0.0% (0)	0.0% (0)	
	<b>2</b>	6.9% (4)	0.0% (0)	4.9% (2)	0.0% (0)	0.0% (0)	
	<b>3 (Somewhat)</b>	10.3% (6)	13.6% (6)	24.4% (10)	0.0% (0)	0.0% (0)	
	<b>4</b>	37.9% (22)	40.9% (18)	29.3% (12)	41.7% (5)	45.5% (5)	
	<b>5 (A great deal)</b>	<b>43.1%</b> <b>(25)</b>	<b>45.5%</b> <b>(20)</b>	<b>34.1%</b> <b>(14)</b>	<b>58.3%</b> <b>(7)</b>	<b>54.5%</b> <b>(6)</b>	
		58	44	41	12	11	166
Models ethical conduct and practice	<b>1 (Not at all)</b>	1.8% (1)	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	
	<b>2</b>	7.0% (4)	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	
	<b>3 (Somewhat)</b>	8.8% (5)	13.6% (6)	19.5% (8)	0.0% (0)	9.1% (1)	
	<b>4</b>	38.6% (22)	38.6% (17)	36.6% (15)	<b>50.0%</b> <b>(6)</b>	27.3% (3)	
	<b>5 (A great deal)</b>	<b>43.9%</b> <b>(25)</b>	<b>47.7%</b> <b>(21)</b>	<b>39.0%</b> <b>(16)</b>	<b>50.0%</b> <b>(6)</b>	<b>63.6%</b> <b>(7)</b>	
		57	44	41	12	11	165
Provides me with emotional support when needed	<b>1 (Not at all)</b>	8.6% (5)	4.5% (2)	17.1% (7)	0.0% (0)	0.0% (0)	
	<b>2</b>	19.0% (11)	11.4% (5)	12.2% (5)	8.3% (1)	<b>27.3%</b> <b>(3)</b>	
	<b>3 (Somewhat)</b>	<b>31.0%</b> <b>(18)</b>	<b>31.8%</b> <b>(14)</b>	<b>36.6%</b> <b>(15)</b>	16.7% (2)	<b>27.3%</b> <b>(3)</b>	
	<b>4</b>	22.4% (13)	<b>31.8%</b> <b>(14)</b>	19.5% (8)	<b>41.7%</b> <b>(5)</b>	<b>27.3%</b> <b>(3)</b>	

	<b>5 (A great deal)</b>	19.0% (11)	20.5% (9)	14.6% (6)	33.3% (4)	18.2% (2)	
		58	44	41	12	11	166
Helps me to develop my technical skills	<b>1 (Not at all)</b>	0.0% (0)	0.0% (0)	2.4% (1)	0.0% (0)	9.1% (1)	
	<b>2</b>	6.9% (4)	2.3% (1)	9.8% (4)	16.7% (2)	18.2% (2)	
	<b>3 (Somewhat)</b>	22.4% (13)	18.2% (8)	<b>31.7% (13)</b>	8.3% (1)	18.2% (2)	
	<b>4</b>	32.8% (19)	<b>40.9% (18)</b>	<b>31.7% (13)</b>	<b>50.0% (6)</b>	<b>36.4% (4)</b>	
	<b>5 (A great deal)</b>	<b>37.9% (22)</b>	38.6% (17)	24.4% (10)	25.0% (3)	18.2% (2)	
		58	44	41	12	11	166
Promotes my personal growth	<b>1 (Not at all)</b>	3.4% (2)	2.3% (1)	7.3% (3)	0.0% (0)	18.2% (2)	
	<b>2</b>	5.2% (3)	4.5% (2)	17.1% (7)	0.0% (0)	9.1% (1)	
	<b>3 (Somewhat)</b>	29.3% (17)	29.5% (13)	<b>36.6% (15)</b>	<b>58.3% (7)</b>	27.3% (3)	
	<b>4</b>	<b>36.2% (21)</b>	29.5% (13)	19.5% (8)	8.3% (1)	<b>45.5% (5)</b>	
	<b>5 (A great deal)</b>	25.9% (15)	<b>34.1% (15)</b>	19.5% (8)	33.3% (4)	0.0% (0)	
		58	44	41	12	11	166
Helps me to become better at what I do	<b>1 (Not at all)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	6.9% (4)	2.3% (1)	4.9% (2)	8.3% (1)	9.1% (1)	
	<b>3 (Somewhat)</b>	17.2% (10)	11.4% (5)	<b>48.8% (20)</b>	25.0% (3)	36.4% (4)	
	<b>4</b>	29.3% (17)	<b>43.2% (19)</b>	24.4% (10)	<b>41.7% (5)</b>	<b>45.5% (5)</b>	
	<b>5 (A great deal)</b>	<b>46.6% (27)</b>	<b>43.2% (19)</b>	22.0% (9)	25.0% (3)	9.1% (1)	

		58	44	41	12	11	166
Demonstrates patience and flexibility with me	1 (Not at all)	1.7% (1)	2.3% (1)	2.4% (1)	0.0% (0)	0.0% (0)	
	2	3.4% (2)	6.8% (3)	4.9% (2)	16.7% (2)	9.1% (1)	
	3 (Somewhat)	20.7% (12)	15.9% (7)	24.4% (10)	8.3% (1)	9.1% (1)	
	4	31.0% (18)	34.1% (15)	29.3% (12)	33.3% (4)	<b>54.5% (6)</b>	
	5 (A great deal)	<b>43.1% (25)</b>	<b>40.9% (18)</b>	<b>39.0% (16)</b>	<b>41.7% (5)</b>	27.3% (3)	
		58	44	41	12	11	166
Closely manages my work	1 (Not at all)	6.9% (4)	11.4% (5)	<b>26.8% (11)</b>	8.3% (1)	27.3% (3)	
	2	20.7% (12)	13.6% (6)	17.1% (7)	16.7% (2)	<b>36.4% (4)</b>	
	3 (Somewhat)	22.4% (13)	<b>36.4% (16)</b>	<b>26.8% (11)</b>	25.0% (3)	18.2% (2)	
	4	<b>36.2% (21)</b>	20.5% (9)	17.1% (7)	<b>41.7% (5)</b>	9.1% (1)	
	5 (A great deal)	13.8% (8)	18.2% (8)	12.2% (5)	8.3% (1)	9.1% (1)	
		58	44	41	12	11	166
Focuses on solving critical issues and problems that arise for me	1 (Not at all)	1.7% (1)	2.3% (1)	5.0% (2)	0.0% (0)	9.1% (1)	
	2	6.9% (4)	0.0% (0)	15.0% (6)	0.0% (0)	0.0% (0)	
	3 (Somewhat)	27.6% (16)	22.7% (10)	22.5% (9)	16.7% (2)	18.2% (2)	
	4	<b>44.8% (26)</b>	<b>40.9% (18)</b>	<b>32.5% (13)</b>	33.3% (4)	<b>45.5% (5)</b>	
	5 (A great deal)	19.0% (11)	34.1% (15)	25.0% (10)	<b>50.0% (6)</b>	27.3% (3)	
		58	44	40	12	11	165

Focuses mainly on the best interests of our clients	<b>1 (Not at all)</b>	1.7% (1)	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	2.3% (1)	2.4% (1)	8.3% (1)	9.1% (1)	
	<b>3 (Somewhat)</b>	20.7% (12)	15.9% (7)	31.7% (13)	8.3% (1)	9.1% (1)	
	<b>4</b>	36.2% (21)	36.4% (16)	<b>34.1% (14)</b>	<b>50.0% (6)</b>	<b>54.5% (6)</b>	
	<b>5 (A great deal)</b>	<b>41.4% (24)</b>	<b>45.5% (20)</b>	29.3% (12)	33.3% (4)	27.3% (3)	
		58	44	41	12	11	166
Is passing on to me his or her knowledge and experience	<b>1 (Not at all)</b>	0.0% (0)	4.7% (2)	2.4% (1)	0.0% (0)	0.0% (0)	
	<b>2</b>	3.4% (2)	2.3% (1)	9.8% (4)	18.2% (2)	9.1% (1)	
	<b>3 (Somewhat)</b>	15.5% (9)	18.6% (8)	24.4% (10)	9.1% (1)	18.2% (2)	
	<b>4</b>	<b>41.4% (24)</b>	25.6% (11)	<b>39.0% (16)</b>	<b>36.4% (4)</b>	<b>54.5% (6)</b>	
	<b>5 (A great deal)</b>	39.7% (23)	<b>48.8% (21)</b>	24.4% (10)	<b>36.4% (4)</b>	18.2% (2)	
		58	43	41	11	11	164
Requires me to take responsibility for my work	<b>1 (Not at all)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3 (Somewhat)</b>	6.9% (4)	4.5% (2)	9.8% (4)	0.0% (0)	0.0% (0)	
	<b>4</b>	43.1% (25)	29.5% (13)	34.1% (14)	33.3% (4)	36.4% (4)	
	<b>5 (A great deal)</b>	<b>50.0% (29)</b>	<b>65.9% (29)</b>	<b>56.1% (23)</b>	<b>66.7% (8)</b>	<b>63.6% (7)</b>	
		58	44	41	12	11	166
answered question		58	44	41	12	11	166

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	31 replies	20 replies	23 replies	5 replies	3 replies	82
<b>answered question</b>	31	20	23	5	3	<b>82</b>
<b>skipped question</b>						<b>118</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	19 replies	12 replies	15 replies	4 replies	2 replies	52
<b>answered question</b>	19	12	15	4	2	<b>52</b>
<b>skipped question</b>						<b>148</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Through in house courses	12.5% (7)	14.6% (6)	10.5% (4)	16.7% (2)	10.0% (1)	12.7% (20)
Through induction training	8.9% (5)	19.5% (8)	7.9% (3)	25.0% (3)	20.0% (2)	13.4% (21)
Through personal discussion with my supervisor	<b>46.4%</b> <b>(26)</b>	<b>48.8%</b> <b>(20)</b>	31.6% (12)	<b>50.0%</b> <b>(6)</b>	<b>50.0%</b> <b>(5)</b>	<b>43.9%</b> <b>(69)</b>
Through other colleagues	39.3% (22)	34.1% (14)	26.3% (10)	41.7% (5)	40.0% (4)	35.0% (55)
Through external training courses	5.4% (3)	9.8% (4)	7.9% (3)	0.0% (0)	0.0% (0)	6.4% (10)
Through reading helpful publications that I have found	5.4% (3)	7.3% (3)	5.3% (2)	33.3% (4)	10.0% (1)	8.3% (13)
I have not received training or guidance	33.9% (19)	41.5% (17)	<b>57.9%</b> <b>(22)</b>	33.3% (4)	30.0% (3)	41.4% (65)
Other (please specify)	2 replies (3.6%)	3 replies (7.3%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	3.2% (5)
<b>answered question</b>	<b>56</b>	<b>41</b>	<b>38</b>	<b>12</b>	<b>10</b>	<b>157</b>
<b>skipped question</b>						<b>43</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	16 replies	11 replies	12 replies	3 replies	2 replies	44
<b>answered question</b>	16	11	12	3	2	<b>44</b>
<b>skipped question</b>						<b>156</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Yes	77.6% (45)	86.4% (38)	90.2% (37)	91.7% (11)	100.0% (11)	85.5% (142)
No	22.4% (13)	13.6% (6)	9.8% (4)	8.3% (1)	0.0% (0)	14.5% (24)
<b>answered question</b>	58	44	41	12	11	<b>166</b>
<b>skipped question</b>						<b>34</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	28 replies	28 replies	27 replies	9 replies	5 replies	97
<b>answered question</b>	28	28	27	9	5	<b>97</b>
<b>skipped question</b>						<b>103</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
rectifies the problem and avoids consequences for the client and our practice	69.6% (39)	72.1% (31)	42.5% (17)	60.0% (6)	36.4% (4)	60.6% (97)
supports me in my attempts to rectify the problem	<b>75.0% (42)</b>	<b>86.0% (37)</b>	<b>77.5% (31)</b>	<b>90.0% (9)</b>	<b>90.9% (10)</b>	<b>80.6% (129)</b>
turns it into a learning experience for me	62.5% (35)	67.4% (29)	37.5% (15)	70.0% (7)	54.5% (6)	57.5% (92)
is tolerant of my making mistakes once but not a second time	35.7% (20)	25.6% (11)	27.5% (11)	30.0% (3)	9.1% (1)	28.8% (46)
is quite unforgiving if I make serious mistakes	7.1% (4)	0.0% (0)	12.5% (5)	10.0% (1)	0.0% (0)	6.3% (10)
would not tolerate my making mistakes and so if I do I try to rectify them myself	3.6% (2)	2.3% (1)	2.5% (1)	10.0% (1)	0.0% (0)	3.1% (5)
quickly loses faith in my skills	5.4% (3)	7.0% (3)	10.0% (4)	0.0% (0)	0.0% (0)	6.3% (10)
Other (please specify)	3 replies	2 replies	2 replies	3 replies	0 replies	10
<b>answered question</b>	<b>56</b>	<b>43</b>	<b>40</b>	<b>10</b>	<b>11</b>	<b>160</b>
<b>skipped question</b>						<b>40</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
In formal, structured and planned situations, such as regular meetings	Yes	80.4% (41)	75.0% (27)	69.4% (25)	72.2% (13)	70.6% (12)	
	No	19.6% (10)	25.0% (9)	30.6% (11)	27.8% (5)	29.4% (5)	
		51	36	36	18	17	158
In informal, ad hoc, or chance situations (eg in lunch rooms, corridors etc)	Yes	66.0% (33)	86.5% (32)	75.0% (30)	71.4% (10)	53.3% (8)	
	No	34.0% (17)	13.5% (5)	25.0% (10)	28.6% (4)	46.7% (7)	
		50	37	40	14	15	156
Other (please specify)		3 replies	8 replies	5 replies	1 reply	1 reply	18
answered question		58	42	42	19	19	180
skipped question							20

## 56. How can supervisors ensure they are approachable?

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
By making it known that people can see them about any issue	Yes	98.3% (57)	90.9% (40)	97.8% (45)	95.0% (19)	94.7% (18)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
	Possibly	1.7% (1)	9.1% (4)	2.2% (1)	0.0% (0)	5.3% (1)	
		58	44	46	20	19	187
By making it known that people can ask to see them at any time	Yes	79.3% (46)	70.5% (31)	88.9% (40)	85.0% (17)	73.7% (14)	
	No	10.3% (6)	6.8% (3)	2.2% (1)	0.0% (0)	5.3% (1)	
	Possibly	10.3% (6)	22.7% (10)	8.9% (4)	15.0% (3)	21.1% (4)	
		58	44	45	20	19	186
Being known to give constructive feedback where possible	Yes	96.6% (56)	100.0% (44)	100.0% (46)	95.0% (19)	100.0% (19)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Possibly	3.4% (2)	0.0% (0)	0.0% (0)	5.0% (1)	0.0% (0)	
		58	44	46	20	19	187
Being known to deal with problems quickly	Yes	74.1% (43)	81.8% (36)	78.3% (36)	85.0% (17)	94.7% (18)	
	No	3.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Possibly	22.4% (13)	18.2% (8)	21.7% (10)	15.0% (3)	5.3% (1)	
		58	44	46	20	19	187

Being known to help supervisees deal with problems themselves	<b>Yes</b>	<b>65.5%</b> <b>(38)</b>	<b>84.1%</b> <b>(37)</b>	<b>84.8%</b> <b>(39)</b>	<b>70.0%</b> <b>(14)</b>	<b>88.9%</b> <b>(16)</b>	
	<b>No</b>	0.0% (0)	2.3% (1)	2.2% (1)	0.0% (0)	0.0% (0)	
	<b>Possibly</b>	34.5% (20)	13.6% (6)	13.0% (6)	30.0% (6)	11.1% (2)	
		58	44	46	20	18	186
Other (please specify)		2 replies	1 reply	3 replies	0 replies	1 reply	7
<b>answered question</b>		58	44	46	20	19	<b>187</b>
<b>skipped question</b>							<b>13</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Provide clear instructions	<b>1 (unimportant)</b>	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3 (moderately important)</b>	0.0% (0)	2.3% (1)	4.3% (2)	0.0% (0)	5.3% (1)	
	<b>4</b>	8.8% (5)	15.9% (7)	10.9% (5)	22.7% (5)	10.5% (2)	
	<b>5 (very important)</b>	<b>89.5% (51)</b>	<b>81.8% (36)</b>	<b>84.8% (39)</b>	<b>77.3% (17)</b>	<b>84.2% (16)</b>	
		57	44	46	22	19	188
Be available when supervisees need help or direction	<b>1 (unimportant)</b>	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3 (moderately important)</b>	7.0% (4)	0.0% (0)	10.9% (5)	4.5% (1)	10.5% (2)	
	<b>4</b>	38.6% (22)	32.6% (14)	30.4% (14)	27.3% (6)	42.1% (8)	
	<b>5 (very important)</b>	<b>52.6% (30)</b>	<b>67.4% (29)</b>	<b>58.7% (27)</b>	<b>68.2% (15)</b>	<b>47.4% (9)</b>	
		57	43	46	22	19	187
Consider the professional development of their supervisees	<b>1 (unimportant)</b>	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (2)	0.0% (0)	
	<b>3 (moderately important)</b>	12.3% (7)	9.1% (4)	13.0% (6)	4.5% (1)	21.1% (4)	

	Importance						
	4	38.6% (22)	36.4% (16)	<b>47.8%</b> <b>(22)</b>	36.4% (8)	31.6% (6)	
	5 (very important)	<b>47.4%</b> <b>(27)</b>	<b>54.5%</b> <b>(24)</b>	39.1% (18)	<b>50.0%</b> <b>(11)</b>	<b>47.4%</b> <b>(9)</b>	
		57	44	46	22	19	188
Be aware of the wellness of their supervisees	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	3.5% (2)	2.3% (1)	8.7% (4)	22.7% (5)	5.3% (1)	
	3 (moderately important)	24.6% (14)	18.2% (8)	15.2% (7)	13.6% (3)	31.6% (6)	
	4	<b>40.4%</b> <b>(23)</b>	<b>45.5%</b> <b>(20)</b>	<b>50.0%</b> <b>(23)</b>	<b>36.4%</b> <b>(8)</b>	<b>36.8%</b> <b>(7)</b>	
	5 (very important)	29.8% (17)	34.1% (15)	26.1% (12)	27.3% (6)	26.3% (5)	
		57	44	46	22	19	188
Foster trust and respect	1 (unimportant)	1.8% (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 (moderately important)	3.5% (2)	4.5% (2)	6.5% (3)	0.0% (0)	5.3% (1)	
	4	35.1% (20)	29.5% (13)	30.4% (14)	31.8% (7)	26.3% (5)	
	5 (very important)	<b>59.6%</b> <b>(34)</b>	<b>65.9%</b> <b>(29)</b>	<b>63.0%</b> <b>(29)</b>	<b>68.2%</b> <b>(15)</b>	<b>68.4%</b> <b>(13)</b>	
		57	44	46	22	19	188
Ensure continuity and consistency	1 (unimportant)	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	2.2% (1)	0.0% (0)	0.0% (0)	
	3 (moderately important)	7.1% (4)	4.5% (2)	6.5% (3)	9.1% (2)	5.3% (1)	

	<b>4</b>	44.6% (25)	36.4% (16)	43.5% (20)	<b>45.5%</b> <b>(10)</b>	42.1% (8)	
	<b>5 (very important)</b>	<b>46.4%</b> <b>(26)</b>	<b>59.1%</b> <b>(26)</b>	<b>47.8%</b> <b>(22)</b>	<b>45.5%</b> <b>(10)</b>	<b>52.6%</b> <b>(10)</b>	
		56	44	46	22	19	187
Take a solution focus on mistakes (rather than blame)	<b>1 (unimportant)</b>	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3 (moderately important)</b>	5.3% (3)	2.3% (1)	0.0% (0)	4.5% (1)	5.3% (1)	
	<b>4</b>	26.3% (15)	29.5% (13)	34.8% (16)	27.3% (6)	26.3% (5)	
	<b>5 (very important)</b>	<b>66.7%</b> <b>(38)</b>	<b>68.2%</b> <b>(30)</b>	<b>65.2%</b> <b>(30)</b>	<b>68.2%</b> <b>(15)</b>	<b>68.4%</b> <b>(13)</b>	
		57	44	46	22	19	188
Give credit where it is due	<b>1 (unimportant)</b>	3.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>2</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	<b>3 (moderately important)</b>	8.8% (5)	9.5% (4)	4.3% (2)	4.5% (1)	10.5% (2)	
	<b>4</b>	24.6% (14)	23.8% (10)	19.6% (9)	22.7% (5)	10.5% (2)	
	<b>5 (very important)</b>	<b>63.2%</b> <b>(36)</b>	<b>66.7%</b> <b>(28)</b>	<b>76.1%</b> <b>(35)</b>	<b>72.7%</b> <b>(16)</b>	<b>78.9%</b> <b>(15)</b>	
		57	42	46	22	19	186
Other (please specify)		0 replies	1 reply	3 replies	0 replies	1 reply	5
<b>answered question</b>		57	44	46	22	19	<b>188</b>
<b>skipped question</b>							<b>12</b>

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

		If you have a current practising certificate, for how long have you had a practising certificate?					
		1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Totals
Listen to advice and comments	1 (unimportant)	1.7% (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 (moderately important)	0.0% (0)	0.0% (0)	2.2% (1)	0.0% (0)	10.5% (2)	
	4	15.5% (9)	13.6% (6)	17.4% (8)	22.7% (5)	15.8% (3)	
	5 (most important)	82.8% (48)	86.4% (38)	80.4% (37)	77.3% (17)	73.7% (14)	
		58	44	46	22	19	189
Prepare well for supervision meetings	1 (unimportant)	3.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	0.0% (0)	0.0% (0)	4.3% (2)	4.5% (1)	0.0% (0)	
	3 (moderately important)	6.9% (4)	7.0% (3)	10.9% (5)	9.1% (2)	10.5% (2)	
	4	36.2% (21)	37.2% (16)	39.1% (18)	31.8% (7)	63.2% (12)	
	5 (most important)	53.4% (31)	55.8% (24)	45.7% (21)	54.5% (12)	26.3% (5)	
		58	43	46	22	19	188
Ask questions about details, timelines, priorities	1 (unimportant)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	1.7% (1)	6.8% (3)	8.7% (4)	9.1% (2)	15.8% (3)	

	importance						
	4	29.3% (17)	22.7% (10)	37.0% (17)	40.9% (9)	31.6% (6)	
	5 (most important)	65.5% (38)	70.5% (31)	54.3% (25)	50.0% (11)	52.6% (10)	
		58	44	46	22	19	189
Develop a clear framework on frequency of meetings	1 (unimportant)	3.4% (2)	4.5% (2)	4.3% (2)	4.5% (1)	0.0% (0)	
	2	6.9% (4)	4.5% (2)	2.2% (1)	9.1% (2)	5.3% (1)	
	3 (moderately important)	29.3% (17)	22.7% (10)	37.0% (17)	22.7% (5)	21.1% (4)	
	4	29.3% (17)	34.1% (15)	32.6% (15)	45.5% (10)	47.4% (9)	
	5 (most important)	31.0% (18)	34.1% (15)	23.9% (11)	18.2% (4)	26.3% (5)	
		58	44	46	22	19	189
Discuss expectations	1 (unimportant)	1.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	2	1.7% (1)	2.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	3 (moderately important)	12.1% (7)	6.8% (3)	15.6% (7)	9.1% (2)	15.8% (3)	
	4	43.1% (25)	31.8% (14)	40.0% (18)	54.5% (12)	47.4% (9)	
	5 (most important)	41.4% (24)	59.1% (26)	44.4% (20)	36.4% (8)	36.8% (7)	
		58	44	45	22	19	188
Other (please specify)		1 reply	0 replies	1 reply	0 replies	0 replies	2
answered question		58	44	46	22	19	189
skipped question							11

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	18 replies	21 replies	22 replies	9 replies	8 replies	78
<b>answered question</b>	18	21	22	9	8	<b>78</b>
<b>skipped question</b>						<b>122</b>

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

	If you have a current practising certificate, for how long have you had a practising certificate?					
	1-2 years	3-4 years	5-9 years	10-14 years	15-19 years	Response Count
	3 replies	5 replies	1 reply	1 reply	1 reply	11
<b>answered question</b>	3	5	1	1	1	<b>11</b>
<b>skipped question</b>						<b>189</b>