

Supervision



Checklist

Effective supervision requires more than an open door policy. In addition to developing personal skills and cultivating a positive supportive culture, practice should aim to implement best practice systems and arrangements. Check which of the following actions and arrangements your practice has implemented and refer to the QLS guide Effect Supervision in legal practice for further guidance.

	Does your practice...? / Do you...?	Yes	No
1	Understand the full range of benefits of effective supervision	<input type="checkbox"/>	<input type="checkbox"/>
2	Focus attention on a range of supervision issues and objectives (not just risk management and/or billable hours targets)	<input type="checkbox"/>	<input type="checkbox"/>
3	Understand the scope of professional standards guidance and regulation in relation to supervision.	<input type="checkbox"/>	<input type="checkbox"/>
4	Undertake / provide training on effective delegation	<input type="checkbox"/>	<input type="checkbox"/>
5	Appraise supervisors on the quality of their supervision, and make supervision a performance criteria	<input type="checkbox"/>	<input type="checkbox"/>
6	Allocate specific times for both proactive and reactive supervision duties	<input type="checkbox"/>	<input type="checkbox"/>
7	Reduce billable hour targets for supervisors	<input type="checkbox"/>	<input type="checkbox"/>
8	Monitor a range of risk indicators to assist with supervision	<input type="checkbox"/>	<input type="checkbox"/>
9	Undertake regular file inactivity checks	<input type="checkbox"/>	<input type="checkbox"/>
10	Implement a range of risk management arrangements to assist with supervision	<input type="checkbox"/>	<input type="checkbox"/>
11	Provide fee-earners with a series of checklists to minimize oversights	<input type="checkbox"/>	<input type="checkbox"/>
12	Integrate legal process into IT workflow management programs	<input type="checkbox"/>	<input type="checkbox"/>
13	Undertake regular file reviews covering substantive legal content	<input type="checkbox"/>	<input type="checkbox"/>
14	Undertake regular file reviews covering procedural file management and communication	<input type="checkbox"/>	<input type="checkbox"/>
15	Undertake initial risk assessments on all new files and clients – and review this data for supervision purposes	<input type="checkbox"/>	<input type="checkbox"/>
16	Monitor all incoming letters and faxes to identify potential risk	<input type="checkbox"/>	<input type="checkbox"/>
17	Make arrangements for the effective management and monitoring of incoming emails	<input type="checkbox"/>	<input type="checkbox"/>
18	Work with support staff to ensure information about client dissatisfaction is reported to the supervisor as well as the fee-earner	<input type="checkbox"/>	<input type="checkbox"/>
19	Make arrangements for the review of outgoing communications as required	<input type="checkbox"/>	<input type="checkbox"/>
20	Keep regular one-to-one supervision meetings for all staff	<input type="checkbox"/>	<input type="checkbox"/>
21	Prepare for all supervision meetings by printing out a list of open matters and reviewing risk data	<input type="checkbox"/>	<input type="checkbox"/>



	Does your practice...? / Do you...?	Yes	No
22	Ensure that all fee-earners have the time, opportunity and encouragement to approach their supervisors for support	<input type="checkbox"/>	<input type="checkbox"/>
23	Provide / undertake training on stress management and time management to assist supervisors in offering supportive reactive supervision.	<input type="checkbox"/>	<input type="checkbox"/>
24	Schedule regular team meetings	<input type="checkbox"/>	<input type="checkbox"/>
25	Identify and track the completion of all corrective actions	<input type="checkbox"/>	<input type="checkbox"/>
26	Measure performance according to a broad range of criteria	<input type="checkbox"/>	<input type="checkbox"/>
27	Ensure adequate partner supervision, and self-supervision.	<input type="checkbox"/>	<input type="checkbox"/>
28	Offer supervision skills training	<input type="checkbox"/>	<input type="checkbox"/>
29	Provide training for supervisors on avoiding, identifying and sympathetically addressing any concerns about employee wellbeing.	<input type="checkbox"/>	<input type="checkbox"/>
30	Proactively manage individual workloads	<input type="checkbox"/>	<input type="checkbox"/>
31	Actively manage the ethical and motivational risks connected with billable hour targets	<input type="checkbox"/>	<input type="checkbox"/>
32	Manage supervision time effectively, and actively manage the supervision burden	<input type="checkbox"/>	<input type="checkbox"/>
33	Ask for feedback on supervision skills and arrangements	<input type="checkbox"/>	<input type="checkbox"/>