All Phases Supervision Toolkit



Requirement	Oversight, direction, checking and review of work delegated by the accountable partner or senior lawyer to lawyers and support staff in the conduct of a matter, provision of services and management of client relationships	
Steps	Establish accountability	 A principal should nominate a supervisor for the conduct of every new matter or to take over the conduct of an existing matter, including an alternative supervisor if needed: A supervisor should be a principal or senior lawyer with relevant experience and capacity to supervise the matter A supervisor must be available to oversee the day to day conduct of every file A peer supervisor must be nominated to check and review work where the supervising practitioner has the conduct of a high importance, high risk matter Only a supervisor has authority to delegate work
	Tailor approach	 Upon opening a new matter and/or where there is a substantial change during the conduct of the matter, the supervisor should Determine the complexity and risk associated with the conduct of the matter (and potentially a check and review by peer) before delegating any work Delegate work to a lawyers, para legal and support staff who have appropriate capacity, capability and experience and that this is in accordance with the terms of the client engagement agreement Determine context, time, output, limits and supervision expectations with respect to each delegated responsibility Adapt the meeting and supervision schedule to Matter requirements and practitioner capability
	Set tone	 The supervisor should set expectations for all staff with responsibility for the conduct of the Matter at commencement: Communicate Matter details, strategy, time, output, limits and supervision expectations with respect to each delegated responsibility Establish clear limits of responsibility and requirements for escalation to the supervisor Set expectations for communication with the supervisor about delegated work, challenges in the work and whether further supervision is needed to support the team Encourage ongoing informal communication throughout the conduct of the Matter Encourage individual and collective responsibility for the quality and timeliness of work undertaken
	Review progress	The supervisor should regularly conduct diarised and informal reviews throughout the conduct of the Matter: Critical dates and deadlines Legal strategy and advice Team performance and outputs Changes: emerging conflicts of interest parties client expectations scope and fee Complaints and claims circumstances
	Review documents	 The supervisor should review and sign off on legal documents, written advice and important communications: All advice should be in writing Relevant supporting information should be included The supervisor should consider additional review where the work is complex or high risk: Peer review by another principal or senior lawyer who is not directly involved in the conduct of the matter External review including by a barrister or area expert

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