

# Billing Practices (Medium to Large Law Firms)

## Welcome

The Legal Services Commission has developed what we hope will be a varied and ever-expanding series of short, sharp web-based surveys which allow law firms to review the effectiveness of aspects of what some commentators call their 'ethical infrastructure' - the policies and procedures, customs and practices both formally stated and otherwise that nurture and sustain a workplace culture that encourages and rewards ethical behaviour and discourages, deters, detects and deals with ethically questionable behaviour.

This particular survey reviews your firm's billing practices. It focuses on costs disclosure and estimates, your firm's management systems and workplace culture in relation to these issues and your awareness of your ethical obligations.

The surveys take less than 30 minutes to complete. We hope each of you as individual respondents will find them to be a useful and informative experience but they will be even more useful and informative when everyone at your law firm does them, or if not everyone, then at least significant numbers of people from each of the different levels and classifications of people at your firm and, if your firm has more than one office, from each of its branch offices. That will allow the survey to paint a much fuller picture of your firm's culture by allowing you and your firm to compare how different people within the firm and, if you have more than one office, to compare how people from the firm's different offices answer the same questions.

### CONFIDENTIALITY

The surveys are strictly confidential. You will remain completely anonymous. We do not collect IP addresses and we will not be able to identify your firm unless it chooses to identify itself or is an incorporated legal practice (ILP) and is undertaking the survey as a compliance audit pursuant to section 130 of the Legal Profession Act 2007. Law firms that undertake the survey of their own volition can simply assign themselves a secret code known only to the firm and the people who work for it and who are completing the survey at the firm's request.

We will not name law firms when we publish the results even if we know the firm's identity. The confidentiality provisions of the Act (section 705) rightly prohibit us from disclosing information we obtain in the course of our work except in very limited circumstances. We may however decide to publish non-identifiable and aggregated data for the benefit of the profession and the public.

ACKNOWLEDGEMENT: We want to thank Professor Susan Saab Fortney of Texas Tech University School of Law and Dr Christine Parker of Melbourne University Law School for their helpful comments and suggestions about earlier versions of the survey. It is a much better survey for their input. We also want to thank Professor Fortney for giving us permission to include many of the survey questions she asked in the research project she reported in *Soul for Sale: An Empirical Study of Associate Satisfaction, Law Firm Culture and the Effects of Billable Hour Requirements*, *UMKC Law Review*, Volume 68, 2000-2001.

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## Instructions

### INSTRUCTIONS FOR EVERYONE COMPLETING THE SURVEY

You can start the survey and return to complete it at any time. You will be able to answer most of the questions simply by clicking the appropriate box, although some of the questions give you the opportunity if you wish to add free text.

Please answer every question that applies to you and answer them thoughtfully and above all honestly. Bear in mind that the survey is not an exam or test and that there are no right or wrong answers as such.

You must ensure that you answer all the questions. Do not skip any. The value of the survey to your firm will be reduced if you do not answer all the questions.

Please think carefully about each question. If you do not know the answer to questions 2-4, please ask your Survey Manager.

If you do not know the answers to the remaining questions, then simply tick the box "I don't know". Do not simply tick the answer which you believe provides the quickest way of completing the survey.

If you need to leave the survey at any time simply click 'exit this survey' in the top right hand corner of the page and your answers will be saved until you return. Don't forget to click on 'done' when you've completed the survey.

## Billing Practices (Medium to Large Law Firms)

\* 1. Are you doing this survey as (please tick)

A member of a participating law firm, at your firm's request? A participating law firm is a firm that has decided to undertake the survey on its own volition, or that is undertaking the survey at the request of the Legal Services Commission as a form of compliance audit pursuant to section 130 of the Legal Profession Act 2007. If you click this answer go to question 2.

An interested individual on your own initiative? If you answer this question, go straight to question 3.

## Billing Practices (Medium to Large Law Firms)

### Code Entry

\* 2. Please enter the code for your firm. IMPORTANT: PLEASE ENSURE YOU ENTER THE CODE EXACTLY AS GIVEN TO YOU BY YOUR FIRM'S SURVEY MANAGER

ENTER CODE HERE

## Billing Practices (Medium to Large Law Firms)

We need you to tell us a little bit about your firm, yourself and your position in your firm

\* 3. What best describes the business structure of your law firm?

- Sole practitioner
- Partnership
- Incorporated legal practice
- Government legal office
- Community legal centre
- Other (please specify)

\* 4. How many practising certificate holders are there in your law firm as a whole? Please tick the relevant box. If your firm has more than one office, list each of the offices in the free text box below, using their branch office code, and enter the number of practising certificate holders at each branch office next to the relevant code.

- <5
- 5-9
- 10-19
- 20-49
- >50

5. Where is your law firm located? Or if your firm has more than one office, where is your state head office located?

- Brisbane CBD
- Brisbane Suburbs
- Regional City
- Regional Town
- Interstate

## Billing Practices (Medium to Large Law Firms)

6. What best describes your occupation within your firm?

- |  |  |
|--|--|
| <input type="checkbox"/> Paralegal               | <input type="checkbox"/> Partner/Director  |
| <input type="checkbox"/> Graduate/trainee lawyer | <input type="checkbox"/> Consultant/In-House Counsel/Special Counsel               |
| <input type="checkbox"/> 1st to 3rd year lawyer  | <input type="checkbox"/> Non-Legal Staff (Administration/Secretarial/Receptionist) |
| <input type="checkbox"/> 4th + year lawyer       | <input type="checkbox"/> Non-Legal Staff (Management eg Practice Manager)          |
| <input type="checkbox"/> Senior associate        | <input type="checkbox"/> Non-Legal Staff (Other- eg HR/IT/Accounts)                |
| <input type="checkbox"/> Other (please specify)  |  |

7. How long have you held a practising certificate?

- |  |   |
|--|---|
| <input type="checkbox"/> Not applicable (eg Non-legal staff; articulated clerks) | <input type="checkbox"/> 20 to 24 years |
| <input type="checkbox"/> <5 years  | <input type="checkbox"/> 25 to 29 years |
| <input type="checkbox"/> 5 to 9 years  | <input type="checkbox"/> 30 to 34 years |
| <input type="checkbox"/> 10 to 14 years  | <input type="checkbox"/> 35 to 39 years |
| <input type="checkbox"/> 15 to 19 years  | <input type="checkbox"/> 40+ years      |

8. What is your gender?

- Male
- Female

9. What is your own primary area of practice?

- |  |  |
|--|--|
| <input type="checkbox"/> Not applicable                | <input type="checkbox"/> Family/de facto law           |
| <input type="checkbox"/> Administrative law            | <input type="checkbox"/> Immigration law               |
| <input type="checkbox"/> Bankruptcy and insolvency     | <input type="checkbox"/> Industrial and employment law |
| <input type="checkbox"/> Building and construction law | <input type="checkbox"/> Litigation                    |
| <input type="checkbox"/> Commercial and company law    | <input type="checkbox"/> Personal injury and workcover |
| <input type="checkbox"/> Conveyancing                  | <input type="checkbox"/> Property law                  |
| <input type="checkbox"/> Criminal law                  | <input type="checkbox"/> Wills and estate planning     |
| <input type="checkbox"/> Deceased estates and trusts   |  |
| <input type="checkbox"/> Other (please specify)        |  |

10. Is time based (ie hourly) billing the main form of billing in your firm?

- Yes
- No

## Billing Practices (Medium to Large Law Firms)

11. Does your firm have a billable hour target expectation of fee earners?

Yes

No

12. If yes to question 11, please advise the target number of hours per day.

5

8

5.5

8.5

6

9

6.5

9.5

7

10

7.5

13. Does your firm have an annual billable hours target/expectation of fee earners?

Yes

No

14. If yes, what is your annual billable hours expectation?

<1000

1000-1249

1250-1499

1500-1749

1750-2000

>2000

# Billing Practices (Medium to Large Law Firms)

## Costs Disclosure

It has been reported that the key objective of costs disclosure is to ensure adequate consumer protection.

15. Does your firm's costs disclosure statement state the basis on which legal costs will be calculated?

Yes

No

I don't know

16. Does your firm's costs disclosure statement state the client's right to

	Yes	No	I don't know
Negotiate a costs agreement with the law practice;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receive a bill from the law practice;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Request an itemised bill after receipt of a lump sum bill;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be notified of any substantial changes to the matters previously disclosed;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An estimate of the total legal costs, or otherwise a range of estimates and an explanation of the major variables that will affect their calculation;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Details of the intervals (if any) at which the client will be billed;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The rate of interest (if any), whether a specific rate or a benchmark rate, that the law practice charges on overdue legal costs;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the matter is a litigious matter, an estimate of the range of costs that may be recovered if the client is successful in the litigation, and that the client may be ordered to pay if unsuccessful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The client's right to progress reports in accordance with s 318;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Details of the person whom the client may contact to discuss the legal costs;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avenues which are open to the client in the event of a dispute about legal costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Do you pro-actively discuss the following with clients in a first interview?

	Yes	No
Arrangements for on going costs disclosure	<input type="radio"/>	<input type="radio"/>
Time frames for costs updates	<input type="radio"/>	<input type="radio"/>
Arrangements for dealing with complaints about billing	<input type="radio"/>	<input type="radio"/>
How often the client would like to receive accounts	<input type="radio"/>	<input type="radio"/>

18. Does your firm offer training to all fee earners on their costs disclosure obligations?

Yes

No

19. Does your firm have a procedure for ensuring that clients are advised of any changes in the basis in which legal costs will be calculated?

Yes

No

I do not know

## Billing Practices (Medium to Large Law Firms)

20. Does your firm use IT systems (time recording/accounts) to prompt you when you meet milestones in terms of accrued WIP (eg to prompt a costs update)?

Yes

No

I do not know

21. Does your firm regularly measure client satisfaction in relation to costs disclosure and billing?

Yes

No

I do not know

22. If you answered yes to question 21, how often does the firm measure client satisfaction?

At least quarterly

At least half yearly

At least annually

Other (please specify)

23. If yes to question 21, please explain how client satisfaction is measured.

Client satisfaction survey (on line)

Client satisfaction survey (telephone calls)

Client satisfaction survey (by post)

Speed of payment of bill

Other (please specify)

24. Does your firm audit and measure the promptness of costs updates to clients?

Yes

No

I do not know

# Billing Practices (Medium to Large Law Firms)

## Estimates

It is not uncommon for clients to complain when discovering that costs have exceeded the original estimate.

25. Does your firm have a procedure for calculating or determining the amount of the estimate to be given to clients?

Yes

No

26. Does your firm offer training to all fee earners on providing reasonable estimates to clients?

Yes

No

27. Do you believe that it is proper disclosure to provide a client with an estimate such as \$1000.00 - \$200,000.00?

Yes

No

28. Does your firm measure estimate accuracy? (That is, does it compare initial estimates to the final bill)

Yes

No

I do not know

29. Does your firm use historical costs information as a basis for providing costs estimates?

Yes

No

I do not know

30. Does your firm measure and manage a fee earners performance in relation to the following:

	Yes	No	I don't know
Estimate accuracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs updating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Does your firm automatically provide clients with a full print out of all recorded time at the completion of their matter?

Yes

No

I do not know

# Billing Practices (Medium to Large Law Firms)

## Supervision of billing practices

An appropriate management system will be one which is designed to prevent, detect and correct any conduct which may result in a breach of professional obligations. This will include supervisory and monitoring systems plus the ability to capture data which allows for the continual improvement of the system.

32. When you commenced employment with the firm, were you advised about the firm's billing procedures? (that is, what you can and can not bill for)

Yes

No

33. Excluding billing guidelines imposed by clients, does your your firm communicate to fee earners any guidelines dealing with billing practices?

Yes

No

I don't know

34. If yes, does the firm have billing procedures in respect of when it is appropriate to bill for any of the following:

	Yes	No	I don't know
Drafting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waiting (eg for Court/meetings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal conferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal reviews of files	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing internal memoranda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
File Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. Approximately how much training or instruction has your firm provided you on billing practices?

	None	Less than one hour	One to two hours	More than two hours
In the last 12 months	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since commencing employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. During any training offered by your firm regarding overcharging or improper billing practices, did you discuss any of the following relevant caselaw?

	Yes	No	I don't know
Queensland Law Society v Roche (2003) QCA 469	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D'Alessandro v Legal Practitioners Complaints Committee (1995) 15 WAR 198	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De Pardo v Legal Practitioners Complaints Committee [2000] FCA 335	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Re Law Society of the Australian Capital Territory and Roche (2002) 171 FLR 138	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Law Society of New South Wales v. Foreman (1994) 34 NSWLR 408	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal Practitioners Conduct Board v Hannaford (2002) 83 SASR 277	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Billing Practices (Medium to Large Law Firms)

37. Does your firm have a policy or system for dealing with ethical concerns or queries about billing practices by solicitors, other staff or partners?

- Yes
- No
- I don't know

38. Which of the following does your firm use to address ethical concerns or queries of employees?(check all that apply)

- Designated ethics partner/solicitor
- Ethics committee
- Written policy encouraging reporting of misconduct
- Scheduled in-firm meetings
- Scheduled training on ethics issues
- Other (please specify)

39. With regard to procedures in your firm

	Yes	No	I don't know
Does your firm have procedures to monitor the billing practices/ activities of the legal practitioner directors/partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do principals (or other staff members) regularly review the billing practices of individual partners or legal practitioner directors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your practice have in place procedures to detect improper billing practices?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your practice have a regular review of all solicitors and non-legal staff timesheets on at least a monthly basis to assess compliance with the professional obligations under the Act or Rules?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do all partners have access to the billing records of all legal practitioners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your practice have any guidelines on when time is to be entered onto timesheet. (Eg immediately, same day, one week or by the end of the month)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is this procedure enforced on a regular basis?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your practice have procedures in place to review all accounts rendered by the practice?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your supervisor review all of your accounts each month?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the event of a complaint by a client about an account does your practice have procedures in place to deal with the complaint?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does your firm have a policy or a system for handling employee(including solicitor) complaints and employment concerns?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Billing Practices (Medium to Large Law Firms)

## Law practice culture

A firms culture will be the most important factor in influencing compliance by all employees with professional obligations.

40. During your employment with the firm, have you observed any instances of "padding" bills for work not actually performed?

Yes

No

41. Do you think sanctions should apply to fee earners who "pad" bills even if the client subsequently agrees to the bill or there is no economic harm to the client?

Yes

No

42. Does your firm measure and manage fee earners' performance solely by reference to the amount they have billed?

Yes

No

I do not know

43. Does your firm use any of the following indicators/criteria to help measure performance? (Check all that apply).

Number of pro-bono hours worked

The amount of supervisory work undertaken

The ethical reputation of the fee earner

The level of the fee earners diligence and competence

Efficiency of work performed

Client satisfaction

Other (please specify)

44. Does your firm have a system of rewarding fee earners who exceed their budget by way of bonuses or extra remuneration?

Yes

No

I do not know

## Billing Practices (Medium to Large Law Firms)

45. Before the payment of any bonus or promotion within the firm, are a fee earner's billing practices audited to ensure that they have complied with their professional obligations?

- Yes
- No
- I do not know

46. Does your firm have an internal discipline policy or procedure for dealing with practitioners who engage in improper billing activities?

- Yes
- No
- I do not know

47. If yes, is this regularly communicated to all fee-earners?

- Yes
- No

48. In the last 5 years, are you aware of anyone in your firm being...

	Yes	No
Investigated by the firm for unethical billing practices	<input type="radio"/>	<input type="radio"/>
Disciplined by the firm for unethical billing practices	<input type="radio"/>	<input type="radio"/>

49. Does your firm publish a ranking (or list) of how fee earners are performing in respect of time or monetary budgets/targets vis a vis other fee earners?

	Yes	No
A list showing the ranking and names of all fee earners	<input type="radio"/>	<input type="radio"/>
An anonymous list showing only the fee earner's ranking and name	<input type="radio"/>	<input type="radio"/>

50. Have you ever had concerns about the billing practices of other legal practitioners/staff in your firm?

- Yes
- No

51. How did you handle those concerns? (Check all that apply).

- I did nothing
- I discussed the matter with a supervisor or managing partner/legal practitioner director
- I discussed the matter with another legal practitioner
- I discussed the matter with the legal practitioner whose practices I questioned
- Other (please specify)

## Billing Practices (Medium to Large Law Firms)

52. Please indicate the extent to which you agree with each of the following statements. (Choose from the following scale and mark it beside each statement).

	Strongly disagree	Disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Clear billing guidelines would help eliminate questionable billing practices.	jn	jn	jn	jn	jn
Every individual fee earner should take responsibility for ensuring their own work is billed appropriately	jn	jn	jn	jn	jn
Clear billing guidelines would help solicitors and non-legal staff to practice ethically.	jn	jn	jn	jn	jn
It feels as if there is pressure to bill from the management of the practice	jn	jn	jn	jn	jn

53. Please indicate the extent to which you agree with each of the following statements. The requirement to time bill:

	Strongly disagree	Disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Adversely effects the quality of mentoring within a law practice	jn	jn	jn	jn	jn
Is the only accurate way to give lawyers fair remuneration for the work they put in	jn	jn	jn	jn	jn
Results in solicitors competing against each other within the practice	jn	jn	jn	jn	jn
Is the only valid way to measure a fee earners performance	jn	jn	jn	jn	jn
Is the only realistic way to bill for most legal work	jn	jn	jn	jn	jn
Fails to discourage excessive duplication of effort	jn	jn	jn	jn	jn
Does not encourage project or case planning	jn	jn	jn	jn	jn
Encourages cutting corners when there is pressure to meet a client budget	jn	jn	jn	jn	jn

# Billing Practices (Medium to Large Law Firms)

## Billing practice scenarios

54. A client retains a firm on the basis that they will be charged on an hourly rate. Partner A provides a client with an estimate of work for \$10,000.00. At the conclusion of the matter, the account comes to \$5,000.00 on a time costing basis. Partner A charges the client \$9,000.00 as the work performed by the firm was, in his view, of a high quality and the outcome exceptional.

In your opinion, is the billing practice described above an ethical practice?

Yes

No

Maybe (please explain)

55. You are taking a two hour plane trip from Brisbane to Melbourne to conduct an interview in a matter involving client A. While on the plane, you review materials for another file you are working on for client B for the following week. Your firm has a billing procedure whereby you normally bill clients for your time spent travelling/waiting on their behalf. Do you bill both Client A and Client B 2 hours each?

Yes

No

56. You work in a conveyancing practice where clients agree to pay professional fees plus disbursements. You become aware that your firm commenced a policy of including a surcharge of \$10.00 in all property search disbursements, what would you do? (eg property search actual costs is \$20.00. The bill would show the disbursement as \$30.00). What would you do?

Nothing

Discuss the matter with a supervisor or managing partner/legal practitioner director

Inform the Legal Services Commission after speaking to management.

Other (please specify)

## Billing Practices (Medium to Large Law Firms)

57. You act for a corporate client in litigation (say an insurer) and schedule court appearances for three different files on the same day which deal with the same issue (eg they are all applications by your client to strike out three different claims for want of prosecution). You spend a total of four hours at court (including waiting time). What do you bill the client?

4 hours for each matter

The actual time spent on each matter

Other (please describe)

58. You research an area for one client which takes two hours. A few months later the same issue arises in respect of a second client. Do you bill the second client, who agreed to be billed on a time basis, the same amount as you did for the first client? (eg as a result of the previous work product, the time to complete the advice for the second client takes only one hour)

Yes

No

59. In your opinion, is it ethical to use re-cycled work product which leads a practitioner to billing more than the number of hours actually worked?

Yes

No

60. When you are revising and recycling a document prepared for another client, do you bill the current client for more than the revision time?(When answering this question, assume that you are billing the current client on an hourly basis).

Yes

No

61. Has your firm or supervising partner/legal practitioner director ever given you guidance on the practices described in questions 54 - 60?

Yes

No

62. Does your firm have any policies or procedure which address the issues raised in questions 54 - 60?

Yes

No

I do not know

# Billing Practices (Medium to Large Law Firms)

## Regulation

63. Please indicate the extent to which you agree with each of the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Somewhat agree	Agree
Billing practices are an appropriate role/concern for the Legal Services Commission	jn	jn	jn	jn	jn
Billing for time which was not actually spent amounts to unsatisfactory professional conduct or professional misconduct	jn	jn	jn	jn	jn
Fee enhancement by presenting a client with a statement showing costs above the actual billable hours incurred without the clients prior consent amounts to unsatisfactory professional conduct or professional misconduct	jn	jn	jn	jn	jn
Engaging in the conduct described in the previous question is fraud and a criminal act.	jn	jn	jn	jn	jn
Having no or inadequate procedures in place to prevent, detect and deter improper billing practices amounts to unsatisfactory professional conduct or professional misconduct	jn	jn	jn	jn	jn
Fee enhancement by presenting the client with a statement reflecting more billable hours is acceptable when the quality of work or outcome justifies a higher amount.	jn	jn	jn	jn	jn
Failure to comply with the costs disclosure obligations provided in the Act amounts to unsatisfactory professional conduct or professional misconduct.	jn	jn	jn	jn	jn
It is fraud and a criminal act for practitioner to bill more than the number of hours actually worked where client has retained the firm on a time costs basis.	jn	jn	jn	jn	jn
It is unsatisfactory professional conduct or professional misconduct to do superfluous work so as to generate billable hours	jn	jn	jn	jn	jn

64. Does your firm have a procedure in place to report improper billing practices to the Legal Services Commission?

Yes

No

I don't know

65. Do you think the questions and scenarios making up this survey were at all useful and helpful in assessing the ethical culture of your firm?

Very helpful

Helpful

Neither helpful nor unhelpful

Unhelpful

Very unhelpful

Can you think of any ways in which the survey might be improved? We appreciate all feedback.

## Billing Practices (Medium to Large Law Firms)

\* 66. Have you answered all the questions in this survey? If no, please go back and complete any unanswered questions.

Yes

No

67. YOU HAVE NOW COMPLETED THE SURVEY.

IF YOU WANT TO CHECK OR CHANGE ANY OF YOUR ANSWERS BEFORE SUBMITTING THE COMPLETED SURVEY, SIMPLY CLICK THE <<PREV BUTTON AT THE FOOT OF EACH PAGE AND BROWSE THROUGH YOUR RESPONSES.

ONCE YOU ARE SATISFIED, CLICK ON "DONE" TO SAVE YOUR ANSWERS AND SUBMIT THE SURVEY.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY. IS THERE ANYTHING ELSE YOU WOULD LIKE TO SAY?