


# Billing Practices Check for Medium to Large Law Firms 2013




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

		Response Percent	Response Count
A member of a participating law firm, at your firm's request?		100.0%	18
An interested individual on your own initiative?		0.0%	0
answered question			18
skipped question			0




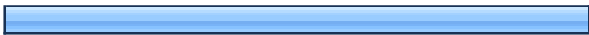




## 2. If you are completing this survey as a member of a participating law firm, please enter the code for your firm. IMPORTANT: PLEASE ENSURE YOU ENTER THE SIX LETTER CODE EXACTLY AS GIVEN TO YOU BY YOUR FIRM'S SURVEY MANAGER ENTER CODE HERE

	Response Count
	18
answered question	18
skipped question	0




## 3. What best describes the law firm where you work?

		Response Percent	Response Count
Partnership		0.0%	0
Incorporated legal practice		100.0%	18
Government legal office		0.0%	0
Other (please specify)		0.0%	0
answered question			18
skipped question			0


#### 4. What are the main areas of practice for your firm? (Select up to 3)

		Response Percent	Response Count
Administrative law		0.0%	0
Bankruptcy and insolvency		0.0%	0
Building and construction law		11.1%	2
Commercial and company law		33.3%	6
Conveyancing		61.1%	11
Criminal law		0.0%	0
<b>Family/de facto law</b>		<b>94.4%</b>	<b>17</b>
General practice		0.0%	0
Immigration law		0.0%	0
Industrial and employment law		0.0%	0
Litigation		77.8%	14
Mining		0.0%	0
Personal injury and workcover		77.8%	14
Planning and environment		0.0%	0
Property law		16.7%	3
Wills, estate planning, deceased estates and trusts		50.0%	9
Other (please specify)			1
answered question			18
skipped question			0

## 5. Where is your office located?

		Response Percent	Response Count
Brisbane CBD		0.0%	0
Brisbane Suburbs		11.1%	2
<b>Regional City</b>		<b>50.0%</b>	<b>9</b>
Regional Town		38.9%	7
Interstate		0.0%	0
answered question			<b>18</b>
skipped question			<b>0</b>

## 6. How many practising certificate holders are there in your firm?

		Response Percent	Response Count
7-9		0.0%	0
<b>10-19</b>		<b>100.0%</b>	<b>18</b>
20-29		0.0%	0
30-39		0.0%	0
40-49		0.0%	0
50-99		0.0%	0
100-200		0.0%	0
>200		0.0%	0
answered question			<b>18</b>
skipped question			<b>0</b>

## 7. On a typical matter, at the first interview, do you (or does the lawyer responsible) talk with the client about

	never	sometimes	always	Rating Count
The work you propose doing (in detail)	0.0% (0)	0.0% (0)	<b>100.0% (14)</b>	14
The benefits and value that the work you propose doing will deliver to the client	0.0% (0)	28.6% (4)	<b>71.4% (10)</b>	14
What the total cost will be for the client (if fixed fee)	8.3% (1)	25.0% (3)	<b>66.7% (8)</b>	12
What the total cost is likely to be for the client (if not fixed fee)	7.1% (1)	7.1% (1)	<b>85.7% (12)</b>	14
Any contingencies that may add to or subtract from the final bill	0.0% (0)	30.8% (4)	<b>69.2% (9)</b>	13
The margin of uncertainty that the client can tolerate with regard to the final bill	7.7% (1)	<b>53.8% (7)</b>	38.5% (5)	13
Arrangements for on going costs disclosure	7.7% (1)	30.8% (4)	<b>61.5% (8)</b>	13
When and under what circumstances you provide costs updates	0.0% (0)	28.6% (4)	<b>71.4% (10)</b>	14
How often the client would like to receive bills	14.3% (2)	35.7% (5)	<b>50.0% (7)</b>	14
Who in the firm will be working on the matter and their charge out rates if applicable	7.1% (1)	14.3% (2)	<b>78.6% (11)</b>	14
How and when payment will be made	7.1% (1)	14.3% (2)	<b>78.6% (11)</b>	14
Arrangements for dealing with complaints	7.1% (1)	21.4% (3)	<b>71.4% (10)</b>	14

Other (please specify)

1

**answered question**

**14**

**skipped question**

**4**

## 8. How does your firm estimate what the costs will be for a client?

	never	sometimes	always	Rating Count
Use of historical costs information	27.3% (3)	<b>36.4% (4)</b>	<b>36.4% (4)</b>	11
Predicted time-cost calculation	<b>44.4% (4)</b>	33.3% (3)	22.2% (2)	9
Reference to standard fees	0.0% (0)	<b>60.0% (6)</b>	40.0% (4)	10
Negotiation with the client about the value of the work and the cost	<b>50.0% (5)</b>	40.0% (4)	10.0% (1)	10
Calculation of the value of the work to the client	<b>40.0% (4)</b>	30.0% (3)	30.0% (3)	10
Taking client feedback into account	20.0% (2)	<b>80.0% (8)</b>	0.0% (0)	10
Taking the market into account	<b>50.0% (5)</b>	<b>50.0% (5)</b>	0.0% (0)	10
Referring to a court scale	0.0% (0)	18.2% (2)	<b>81.8% (9)</b>	11
		Other (please specify)		1
answered question				12
skipped question				6

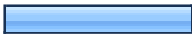




## 9. Does your firm have a policy or procedures in place to

	Yes	No	I don't know	Rating Count
Manage the matter to ensure consistency with the original estimate(s)	100.0% (12)	0.0% (0)	0.0% (0)	12
Ensure the costs being charged are consistent with the practice's own internal costs/billing policies	91.7% (11)	0.0% (0)	8.3% (1)	12
Discuss a provisional bill with the client	83.3% (10)	8.3% (1)	8.3% (1)	12
Make valid costs disclosures	100.0% (12)	0.0% (0)	0.0% (0)	12
Adhere to the costs agreement	100.0% (12)	0.0% (0)	0.0% (0)	12
answered question				12
skipped question				6

## 10. Does your firm use any of the following billing methods?

	Never	Sometimes	Always	Rating Count
Time based (hourly)	25.0% (3)	<b>58.3% (7)</b>	16.7% (2)	12
No win no fee	0.0% (0)	<b>100.0% (12)</b>	0.0% (0)	12
Fixed fee - 'menu' fees for standard tasks and instructions (conveyance, wills, EPAs)	0.0% (0)	<b>66.7% (8)</b>	33.3% (4)	12
Fixed fee - tailored fees fixed to specific client needs, following client interview, with reference to internal costs	18.2% (2)	<b>63.6% (7)</b>	18.2% (2)	11
Fixed fee - value pricing - where fees are fixed with greater reference to agreed client value than to internal costs	40.0% (4)	<b>50.0% (5)</b>	10.0% (1)	10
Fixed fee (Legal Aid)	0.0% (0)	<b>81.8% (9)</b>	18.2% (2)	11
Other (partial) conditional fee arrangements	44.4% (4)	<b>55.6% (5)</b>	0.0% (0)	9
Interim billing	0.0% (0)	<b>90.9% (10)</b>	9.1% (1)	11
Hybrid arrangement (eg part fixed/part time-costing)	<b>55.6% (5)</b>	33.3% (3)	11.1% (1)	9
A court scale	0.0% (0)	41.7% (5)	<b>58.3% (7)</b>	12
			Other (please specify)	0
answered question				12
skipped question				6


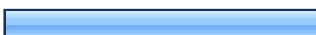
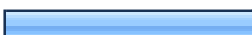
**11. Where time billing is utilised in relation to hours worked, what is your firm's policy/guideline as to when times should be entered onto a timesheet? (pick one only)**

		Response Percent	Response Count
There is no policy		0.0%	0
<b>Immediately</b>		<b>30.0%</b>	<b>3</b>
<b>Same day</b>		<b>30.0%</b>	<b>3</b>
Within the week		10.0%	1
By the end of the month		20.0%	2
Other (please specify)		10.0%	1
<b>answered question</b>			<b>10</b>
<b>skipped question</b>			<b>8</b>

**12. Does your firm have billing policies and/or procedures in respect of when it is appropriate to bill for any of the following:**

	Yes	No	I don't know	Rating Count
Drafting	<b>66.7% (8)</b>	8.3% (1)	25.0% (3)	12
Research	<b>58.3% (7)</b>	8.3% (1)	33.3% (4)	12
Travel	<b>83.3% (10)</b>	8.3% (1)	8.3% (1)	12
Waiting (eg for Court/meetings)	<b>66.7% (8)</b>	8.3% (1)	25.0% (3)	12
Internal conferences	<b>58.3% (7)</b>	16.7% (2)	25.0% (3)	12
Internal reviews of files	<b>54.5% (6)</b>	18.2% (2)	27.3% (3)	11
Preparing internal memoranda	33.3% (4)	16.7% (2)	<b>50.0% (6)</b>	12
Supervision	16.7% (2)	25.0% (3)	<b>58.3% (7)</b>	12
File Management	41.7% (5)	8.3% (1)	<b>50.0% (6)</b>	12
Administration	33.3% (4)	16.7% (2)	<b>50.0% (6)</b>	12
Recycling a document prepared for another client	25.0% (3)	25.0% (3)	<b>50.0% (6)</b>	12
answered question				<b>12</b>
skipped question				<b>6</b>

**13. Does your firm bill for care and consideration?**

		Response Percent	Response Count
Never		10.0%	1
Sometimes		50.0%	5
Often		40.0%	4
answered question			<b>10</b>
skipped question			<b>8</b>

**14. Under what circumstances do you believe you are entitled to claim care and consideration?**

	Response Count
	5
answered question	5
skipped question	13

**15. If you do bill for care and consideration, is it appropriate to charge care and consideration when the bill is drawn up on**

	Yes	No	Rating Count
A time basis	50.0% (4)	50.0% (4)	8
A court scale	100.0% (9)	0.0% (0)	9
		answered question	9
		skipped question	9

## 16. What is typically done in your firm regarding costs updates?

	never	sometimes	always	Rating Count
The client receives regular, scheduled bills that include the charges to date, and estimated charges remaining	8.3% (1)	<b>66.7% (8)</b>	25.0% (3)	12
In our costs updates we try to communicate the benefit of the work to the client, and value for money	9.1% (1)	<b>63.6% (7)</b>	27.3% (3)	11
IT systems (time recording/accounts) to prompt when milestones are met in terms of accrued WIP	20.0% (2)	<b>40.0% (4)</b>	<b>40.0% (4)</b>	10
A personal bring up system is used	0.0% (0)	<b>66.7% (8)</b>	33.3% (4)	12
The client can check WIP or current costs on-line	<b>75.0% (9)</b>	8.3% (1)	16.7% (2)	12
The matters I deal with have short time frames only	0.0% (0)	<b>87.5% (7)</b>	12.5% (1)	8
			Other (please specify)	0
<b>answered question</b>				<b>12</b>
<b>skipped question</b>				<b>6</b>



**17. What is typically done in your firm if it seems a client's total bill will be different to the original estimate for dealing with their matter? (please tick all that apply)**

	Never	Sometimes	Always	Rating Count
An email is sent to let them know of the changes, seeking their consent by reply email	11.1% (1)	<b>55.6% (5)</b>	33.3% (3)	9
A formal letter is sent, requesting a response	10.0% (1)	<b>50.0% (5)</b>	40.0% (4)	10
We discuss the changes in person	10.0% (1)	<b>70.0% (7)</b>	20.0% (2)	10
We communicate to the client how the work benefits them, and the value for money that they receive	12.5% (1)	<b>50.0% (4)</b>	37.5% (3)	8
We follow up an initial phone call with a letter that requires a response	10.0% (1)	<b>60.0% (6)</b>	30.0% (3)	10
We inform the client of the change and assume they consent if they do not respond	<b>62.5% (5)</b>	25.0% (2)	12.5% (1)	8
Other (please specify)				0
<b>answered question</b>				<b>10</b>
<b>skipped question</b>				<b>8</b>

## 18. Does your firm review a client's bill before sending it to

	Never	Sometimes	Always	Rating Count
Compare the bill to the estimate	0.0% (0)	11.1% (1)	88.9% (8)	9
Identify double entries	0.0% (0)	0.0% (0)	100.0% (9)	9
Identify entries relating to other matters (eg time misallocated to the wrong matter)	0.0% (0)	12.5% (1)	87.5% (7)	8
Ensure that disbursements claimed have been reasonably incurred	0.0% (0)	0.0% (0)	100.0% (9)	9
Ensure that disbursements claimed are reasonable in amount	0.0% (0)	0.0% (0)	100.0% (9)	9
Ensure the amount of the bill is fair and reasonable and not excessive	0.0% (0)	0.0% (0)	100.0% (9)	9
			Other (please specify)	0
answered question				9
skipped question				9




## 19. Does your firm measure estimate accuracy? (eg by comparing initial estimates to the actual bill)

		Response Percent	Response Count
Yes		87.5%	7
No		12.5%	1
answered question			8
skipped question			10

## 20. How often does the final bill to the client exceed the estimate by

	never	sometimes	frequently	Rating Count
10%	20.0% (1)	<b>60.0% (3)</b>	20.0% (1)	5
20%	20.0% (1)	<b>60.0% (3)</b>	20.0% (1)	5
30%	20.0% (1)	<b>80.0% (4)</b>	0.0% (0)	5
40%	<b>60.0% (3)</b>	40.0% (2)	0.0% (0)	5
50%	<b>50.0% (3)</b>	33.3% (2)	16.7% (1)	6
>50%	<b>60.0% (3)</b>	40.0% (2)	0.0% (0)	5
answered question				6
skipped question				12





## 21. What is the most common reason for the bill to exceed the estimate? (Tick all that apply and/or add any other reasons in the comment box)

		Response Percent	Response Count
Inaccurate initial estimates		25.0%	2
More time spent on the matter		50.0%	4
<b>Complex developments with the matter</b>		<b>100.0%</b>	<b>8</b>
Care and consideration added		0.0%	0
Our bills never exceed the estimate		0.0%	0
Other (please specify)			0
answered question			8
skipped question			10

**22. Does your firm provide clients with an itemised bill? ("itemised" in this question broadly means that the bill allows the client to readily see what services are being charged at what fees)**

	never	sometimes	always	Rating Count
At the completion of the matter	12.5% (1)	12.5% (1)	<b>75.0% (6)</b>	8
At regular billing intervals	<b>42.9% (3)</b>	28.6% (2)	28.6% (2)	7
As requested by the client	11.1% (1)	11.1% (1)	<b>77.8% (7)</b>	9
Dependent on agreed client preference at the start of the matter	25.0% (2)	<b>50.0% (4)</b>	25.0% (2)	8
answered question				<b>9</b>
skipped question				<b>9</b>

**23. Does your firm gauge client satisfaction with costs disclosure and/or billing? (Tick all that apply)**

		Response Percent	Response Count
No		0.0%	0
We ask the client at the end of the matter through a meeting or phone call		11.1%	1
We monitor for any problems arising		33.3%	3
We ask clients to complete our client satisfaction survey (on line)		0.0%	0
We ask clients to complete our client satisfaction survey (telephone call)		0.0%	0
<b>We ask clients to complete our client satisfaction survey (by post)</b>		<b>88.9%</b>	<b>8</b>
We rely on clients telling us if they are dissatisfied with costs disclosures or billing		22.2%	2
We gauge satisfaction by the recovery percentage or % of bill amounts that are ultimately recovered		0.0%	0
	Other (please specify)		0
<b>answered question</b>			<b>9</b>
<b>skipped question</b>			<b>9</b>

## 24. How often does your firm offer training (whether internal or external) to all fee earners

	Never	Regularly each year	At induction	Rating Count
About their costs disclosure obligations	12.5% (1)	<b>62.5% (5)</b>	25.0% (2)	8
On providing estimates to clients	12.5% (1)	<b>62.5% (5)</b>	25.0% (2)	8
On billing practices	12.5% (1)	<b>62.5% (5)</b>	25.0% (2)	8
			Other (please specify)	2
answered question				8
skipped question				10

## 25. Does your firm measure and manage or reward a fee earner's performance in relation to:

	Yes	No	I don't know	Rating Count
The amount the fee earner has billed	27.3% (3)	0.0% (0)	<b>72.7% (8)</b>	11
The accuracy of their cost estimates	9.1% (1)	18.2% (2)	<b>72.7% (8)</b>	11
Their use of costs updating	9.1% (1)	18.2% (2)	<b>72.7% (8)</b>	11
The number of pro-bono hours worked	9.1% (1)	18.2% (2)	<b>72.7% (8)</b>	11
The amount of supervisory work undertaken	9.1% (1)	18.2% (2)	<b>72.7% (8)</b>	11
Client satisfaction with their work	27.3% (3)	9.1% (1)	<b>63.6% (7)</b>	11
			Other (please specify)	1
answered question				11
skipped question				7

## 26. Does your firm

	Yes	No	I don't know	Rating Count
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	<b>80.0% (8)</b>	10.0% (1)	10.0% (1)	10
Audit a fee earner's billing practices to ensure that they have complied with their professional obligations before paying bonuses or approving promotion	20.0% (2)	20.0% (2)	<b>60.0% (6)</b>	10
Audit and measure the promptness of costs updates to clients	30.0% (3)	20.0% (2)	<b>50.0% (5)</b>	10
			Other (please specify)	0
<b>answered question</b>				<b>10</b>
<b>skipped question</b>				<b>8</b>


**27. Does your firm use any of the following to address ethical concerns or queries of employees?(check all that apply)**

	Yes	No	I don't know	Rating Count
Designated ethics partner/solicitor	11.1% (1)	33.3% (3)	<b>55.6% (5)</b>	9
Internal Ethics Committee	11.1% (1)	33.3% (3)	<b>55.6% (5)</b>	9
Written policy encouraging reporting of misconduct	40.0% (4)	0.0% (0)	<b>60.0% (6)</b>	10
Referral to QLS Ethics Centre	11.1% (1)	22.2% (2)	<b>66.7% (6)</b>	9
Scheduled in-firm meetings	40.0% (4)	10.0% (1)	<b>50.0% (5)</b>	10
Scheduled training on ethics issues	33.3% (3)	11.1% (1)	<b>55.6% (5)</b>	9
We address concerns informally	44.4% (4)	0.0% (0)	<b>55.6% (5)</b>	9
Other (please specify)				1
<b>answered question</b>				<b>10</b>
<b>skipped question</b>				<b>8</b>


## 28. Does your firm have a policy and/or procedure in place for:

	Yes	No	I don't know	Rating Count
Monitoring the billing practices/ activities of the legal practitioner directors/partners?	44.4% (4)	0.0% (0)	<b>55.6% (5)</b>	9
Reviewing the billing practices of individual partners or legal practitioner directors?	44.4% (4)	0.0% (0)	<b>55.6% (5)</b>	9
Detection of improper billing practices?	33.3% (3)	0.0% (0)	<b>66.7% (6)</b>	9
Regular review (at least monthly) of all solicitors timesheets	22.2% (2)	11.1% (1)	<b>66.7% (6)</b>	9
Regular review (at least monthly) of all non-legal staff timesheets	11.1% (1)	22.2% (2)	<b>66.7% (6)</b>	9
Reviewing all accounts rendered by the practice?	33.3% (3)	11.1% (1)	<b>55.6% (5)</b>	9
Supervisors to review all your accounts each month?	44.4% (4)	0.0% (0)	<b>55.6% (5)</b>	9
Dealing with complaints by clients about an account?	<b>66.7% (6)</b>	0.0% (0)	33.3% (3)	9
Dealing with employee concerns about an account?	<b>55.6% (5)</b>	0.0% (0)	44.4% (4)	9
Dealing with ethical concerns, or queries about billing practices by solicitors, other staff or partners?	44.4% (4)	0.0% (0)	<b>55.6% (5)</b>	9
Reporting improper billing practices to the Legal Services Commissioner?	22.2% (2)	0.0% (0)	<b>77.8% (7)</b>	9
answered question				<b>9</b>
skipped question				<b>9</b>

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

		Response Percent	Response Count
Yes		0.0%	0
No		100.0%	11
answered question			11
skipped question			7



**30. During your employment with the firm, have you observed any instances of “padding” bills for work not actually performed?**

		Response Percent	Response Count
Yes		0.0%	0
No		100.0%	11
Please comment if you wish			0
answered question			11
skipped question			7

**31. If you answered yes to either or both of the previous questions, how did you handle those concerns? (Check all that apply).**

	Response Percent	Response Count
I did nothing	0.0%	0
I discussed the matter with a supervisor or managing partner/legal practitioner director	0.0%	0
I discussed the matter with another legal practitioner	0.0%	0
I discussed the matter with the legal practitioner whose practices I questioned	0.0%	0
Other (please specify)	0.0%	0
<b>answered question</b>		<b>0</b>
<b>skipped question</b>		<b>18</b>




**32. 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?**

	Response Percent	Response Count
Yes 	88.9%	8
No 	11.1%	1
<b>answered question</b>		<b>9</b>
<b>skipped question</b>		<b>9</b>

**33. A client retains a firm on the basis that they will be charged on an hourly rate. The client is given 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. The firm charges the client \$9,000.00 as the work performed by the firm was of a high quality and the outcome exceptional.**

	Yes	No	Maybe	Rating Count
In your opinion, is the billing practice ethically appropriate?	10.0% (1)	<b>90.0% (9)</b>	0.0% (0)	10
Would the culture of your firm encourage this practice?	10.0% (1)	<b>90.0% (9)</b>	0.0% (0)	10
Does your firm have a policy/procedure in relation to this issue?	<b>33.3% (3)</b>	<b>33.3% (3)</b>	<b>33.3% (3)</b>	9
Have you ever been given guidance/advice in relation to the practices described above?	22.2% (2)	<b>66.7% (6)</b>	11.1% (1)	9
If you selected "maybe" please explain why				1
answered question				10
skipped question				8

**34. 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. (eg property search actual costs is \$20.00. The bill would show the disbursement as \$30.00). You think the client should be charged the property search fee without a surcharge.**

		Response Percent	Response Count
Would you do nothing?		10.0%	1
<b>Would you discuss the matter with a supervisor or managing partner/legal practitioner director?</b>		80.0%	8
Would you Inform the Legal Services Commission after speaking to management?		10.0%	1
Would the culture of your firm encourage your course of action?		0.0%	0
Does your firm have a policy/procedure in relation to this issue?		0.0%	0
Have you ever been given guidance in relation to the practices above?		0.0%	0
	Other (please specify)		0
<b>answered question</b>			<b>10</b>
<b>skipped question</b>			<b>8</b>

**35. 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).**

	Yes	No	Maybe	Rating Count
Do you bill the client 4 hours for each matter?	0.0% (0)	<b>100.0% (10)</b>	0.0% (0)	10
Do you bill the client the actual time spent on each matter?	<b>100.0% (10)</b>	0.0% (0)	0.0% (0)	10
Would the culture of your firm encourage the action you decide to take?	<b>90.0% (9)</b>	10.0% (1)	0.0% (0)	10
Does your firm have a policy/procedure in relation to this issue?	<b>55.6% (5)</b>	0.0% (0)	44.4% (4)	9
Have you ever been given guidance/advice in relation to the practices described above?	33.3% (3)	<b>55.6% (5)</b>	11.1% (1)	9
			Other (please describe)	0
<b>answered question</b>				<b>10</b>
<b>skipped question</b>				<b>8</b>

**36. 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.**

	Yes	no	Maybe	Rating Count
Would you bill both client A and B two hours each?	30.0% (3)	<b>60.0% (6)</b>	10.0% (1)	10
Would your firm encourage this practice?	22.2% (2)	<b>44.4% (4)</b>	33.3% (3)	9
Does your firm have a policy/procedure in relation to this issue?	20.0% (2)	20.0% (2)	<b>60.0% (6)</b>	10
Have you ever been given guidance/advice in relation to the practices described above?	11.1% (1)	<b>66.7% (6)</b>	22.2% (2)	9
If you selected "maybe" please explain why				2
answered question				10
skipped question				8



**37. 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 and as a result of the previous work product, the time to complete the advice for the second client takes only one hour.**

	Yes	No	Maybe	Rating Count
Do you bill the second client the same as you did for the first client?	0.0% (0)	<b>90.0% (9)</b>	10.0% (1)	10
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?	0.0% (0)	<b>90.0% (9)</b>	10.0% (1)	10
Would the culture of your firm encourage this practice?	0.0% (0)	<b>77.8% (7)</b>	22.2% (2)	9
Does your firm have a policy/procedure in relation to this issue?	33.3% (3)	0.0% (0)	<b>66.7% (6)</b>	9
Have you ever been given guidance/advice in relation to the practices descibed above?	22.2% (2)	<b>66.7% (6)</b>	11.1% (1)	9
If you selected "maybe" please explain why				2
answered question				10
skipped question				8




### 38. Please tick the box below that describes your role in the firm

		Response Percent	Response Count
Principal		0.0%	0
Partner/Director	<input type="checkbox"/>	9.1%	1
<b>Administration/secretarial</b>	<input checked="" type="checkbox"/>	<b>54.5%</b>	<b>6</b>
Paralegal	<input type="checkbox"/>	18.2%	2
Law Clerk		0.0%	0
Conveyancing clerk		0.0%	0
Graduate/trainee lawyer		0.0%	0
1st to 3rd year lawyer		0.0%	0
4th + year lawyer	<input type="checkbox"/>	9.1%	1
Associate		0.0%	0
Senior associate	<input type="checkbox"/>	9.1%	1
Consultant/In-House Counsel/Special Counsel		0.0%	0
Practice Manager		0.0%	0
Office Manager		0.0%	0
Other (please specify)		0.0%	0
<b>answered question</b>			<b>11</b>
<b>skipped question</b>			<b>7</b>

### 39. What is your gender?

		Response Percent	Response Count
Male		20.0%	2
Female		80.0%	8
answered question			10
skipped question			8

### 40. If you hold a current practising certificate, for how long have you held it?

		Response Percent	Response Count
<5 years		0.0%	0
5 to 9 years		0.0%	0
10 to 14 years		0.0%	0
15 to 19 years		0.0%	0
20 to 24 years		25.0%	1
25 to 29 years		50.0%	2
30 to 34 years		0.0%	0
35 to 39 years		0.0%	0
40+ years		25.0%	1
answered question			4
skipped question			14

#### 41. Do you have a daily billable hour target or expectation, and if so, what is it?

		Response Percent	Response Count
No daily billable hour target		66.7%	6
5		0.0%	0
5.5		11.1%	1
6		0.0%	0
6.5		11.1%	1
7		0.0%	0
7.5		0.0%	0
8		11.1%	1
8.5		0.0%	0
9		0.0%	0
9.5		0.0%	0
10		0.0%	0
answered question			9
skipped question			9

**42. Please give us some feedback on this survey. In your experience of participating in the survey, how satisfied are you that**

	Dissatisfied	Neutral	Satisfied	Rating Count
The survey was easy to work through	0.0% (0)	<b>63.6% (7)</b>	36.4% (4)	11
The questions have relevance for you and/or your law firm	9.1% (1)	<b>54.5% (6)</b>	36.4% (4)	11
The questions raised useful issues for you and/or your law firm	0.0% (0)	<b>63.6% (7)</b>	36.4% (4)	11
The majority of scenarios have relevance for you and/or your law firm	18.2% (2)	<b>45.5% (5)</b>	36.4% (4)	11
The majority of scenarios raised useful issues for you and/or your law firm	9.1% (1)	<b>63.6% (7)</b>	27.3% (3)	11

Please comment further if you wish 0

<b>answered question</b>	<b>11</b>
<b>skipped question</b>	<b>7</b>

**43. THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY. IF YOU WANT TO CHECK OR CHANGE ANY OF YOUR ANSWERS BEFORE SUBMITTING THE COMPLETED SURVEY, SIMPLY CLICK THE <**

	Response Count
	2
<b>answered question</b>	<b>2</b>
<b>skipped question</b>	<b>16</b>