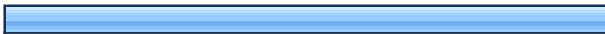








## 1. Are you doing this survey as (please tick)

		Response Percent	Response Count
A member of a participating law firm, at your firm's request? A participating firm is a firm that has decided to undertake the survey of 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.		97.6%	1,387
An interested individual on your own initiative? If you answer this question, go straight to question 3		2.4%	34
answered question			1,421
skipped question			0






## 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

	Response Count
	1,308
answered question	1,308
skipped question	113






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

		Response Percent	Response Count
Sole practitioner		3.7%	48
Partnership		7.6%	99
<b>Incorporated Legal practice</b>		<b>88.2%</b>	<b>1,151</b>
Government legal Office		0.0%	0
Community Legal Centre		0.2%	2
Other (please specify)		0.4%	5
answered question			<b>1,305</b>
skipped question			<b>116</b>






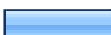




### 4. How many practising certificate holders are there in your law firm as a whole?

		Response Percent	Response Count
<5		28.7%	374
5-9		27.1%	354
<b>10-19</b>		<b>28.9%</b>	<b>377</b>
20-49		9.7%	126
>50		5.7%	74
answered question			<b>1,305</b>
skipped question			<b>116</b>










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

		Response Percent	Response Count
Brisbane CBD		39.0%	505
Brisbane Suburbs		11.7%	151
Regional City		33.5%	434
Regional Town		14.6%	189
Interstate		1.2%	15
		<b>answered question</b>	<b>1,294</b>
		<b>skipped question</b>	<b>127</b>

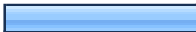

## 6. What best describes your occupation within your firm?

		Response Percent	Response Count
Paralegal		16.3%	210
Graduate/trainee lawyer		4.3%	55
1st to 3rd year lawyer		11.5%	148
4th + year lawyer		6.8%	88
Senior associate		6.4%	83
Partner/Director		16.9%	218
Consultant/In House Counsel/Special Counsel		2.1%	27
<b>Non-Legal Staff (Administration/ Secretarial/ Receptionist)</b>		<b>27.8%</b>	<b>358</b>
Non-Legal Staff (Management (eg Practice Manager)		3.1%	40
Non Legal Staff (Other (eg HR/ IT/ Accounts)		4.9%	63
		<b>answered question</b>	<b>1,290</b>
		<b>skipped question</b>	<b>131</b>

















## 7. How long have you held a practising certificate?

		Response Percent	Response Count
Not applicable (eg Non-legal staff; articled clerks)		55.2%	708
<5 years		17.0%	218
5 to 9 years		9.5%	122
10 to 19 years		10.8%	139
20 to 29 years		4.4%	57
30+ years		0.5%	6
30 to 34 years		1.1%	14
35 to 39 years		1.0%	13
40+ years		0.5%	6
answered question			1,283
skipped question			138




## 8. What is your gender?

		Response Percent	Response Count
Male		31.0%	399
Female		69.0%	890
answered question			1,289
skipped question			132



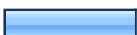
## 9. What is your own primary area of practice?

		Response Percent	Response Count
Not Applicable		31.4%	405
Administrative law		0.8%	10
Bankruptcy and insolvency		1.2%	16
Building and construction law		0.5%	7
Commercial and company law		8.0%	103
Conveyancing		8.8%	114
Criminal law		2.9%	38
Deceased estates and trusts		1.3%	17
Family/de facto law		9.5%	123
Immigration law		0.1%	1
Industrial and employment law		0.9%	11
Litigation		10.4%	134
Personal injury and workcover		11.6%	149
Property law		6.0%	78
Wills and estate planning		2.1%	27
Other (please specify)		4.4%	57
answered question			1,290
skipped question			131

### 10. Does your firm have a complaint management policy?

		Response Percent	Response Count
Yes		82.2%	1,029
No		3.6%	45
I don't know		14.2%	178
answered question			1,252
skipped question			169

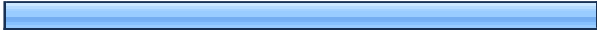




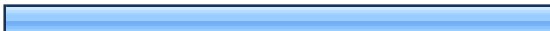


### 11. If your firm has a complaint management policy, is it in writing?

		Response Percent	Response Count
Yes		66.3%	819
No		13.0%	161
I don't know		20.7%	256
answered question			1,236
skipped question			185




### 12. Does your firm actively encourage:

	Yes	No	I don't know	Response Count
Staff to notify their supervisor of a client complaint.	95.4% (1,192)	1.5% (19)	3.0% (38)	1,249
Clients to raise any complaints with the firm.	87.4% (1,023)	3.2% (37)	9.4% (110)	1,170
answered question				1,252
skipped question				169

**13. Which of the following examples are likely to be treated as complaints in the firm?  
(Tick as many as apply)**

		Response Percent	Response Count
A letter expressing dissatisfaction with your firm and its services generally		95.6%	1,187
A letter expressing dissatisfaction with the amount billed		89.7%	1,114
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call		30.0%	372
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week		87.2%	1,083
A client querying items on a bill that you knew had been agreed to in their client agreement		41.5%	515
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner		88.2%	1,096
A client ringing on a weekly basis to ask about the progress of their matter		9.8%	122
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days		76.1%	945
answered question			1,242
skipped question			179

**14. Is it clear whose job it is in your firm to make sure complaints are appropriately managed?**

		Response Percent	Response Count
Yes		89.2%	1,114
No		4.6%	58
I do not know		6.2%	77
		<b>answered question</b>	<b>1,249</b>
		<b>skipped question</b>	<b>172</b>

**15. Now we want to ask you some more specific questions about any complaints management policies and procedures in your firm. Please answer the following questions. Does your firm have:**




	Yes	No	I don't know	Response Count
A clear policy statement of the firm's commitment to responding to complaints effectively and efficiently?	<b>69.4% (866)</b>	9.5% (119)	21.0% (262)	1,247
An agreed definition of what is a "complaint"?	<b>43.6% (542)</b>	26.7% (332)	29.6% (368)	1,242
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	<b>77.0% (957)</b>	8.8% (109)	14.2% (177)	1,243
Clear instructions about when a complaint is to be handled by the relevant partner or supervisor?	<b>76.9% (956)</b>	8.5% (106)	14.6% (181)	1,243
Clear instructions about providing feedback to clients after the outcome is determined?	<b>63.7% (788)</b>	12.4% (154)	23.9% (296)	1,238
Clear instructions about the time frame in which a complaint should be reviewed and determined?	<b>53.3% (661)</b>	18.4% (228)	28.3% (351)	1,240
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	<b>50.3% (623)</b>	19.0% (236)	30.7% (380)	1,239
Clear instructions about what should be done when anyone in the practice receives a complaint?	<b>77.6% (965)</b>	8.4% (104)	14.1% (175)	1,244
Clear instructions about how complaints should be recorded?	<b>61.5% (762)</b>	15.7% (195)	22.8% (282)	1,239
Clear instructions about how complaints should be processed and determined?	<b>65.0% (805)</b>	12.0% (148)	23.0% (285)	1,238
Clear instructions about providing feedback to clients on complaints?	<b>58.8% (727)</b>	14.9% (184)	26.3% (325)	1,236
Clear instructions on when to report a complaint to a supervisor?	<b>76.8% (954)</b>	9.0% (112)	14.2% (176)	1,242

Clear instructions on which complaints need to be reported to the professional indemnity insurer, and who will report them?	<b>52.7% (654)</b>	16.4% (203)	30.9% (384)	1,241
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	<b>46.5% (577)</b>	20.2% (251)	33.3% (413)	1,241
<b>answered question</b>				<b>1,247</b>
<b>skipped question</b>				<b>174</b>

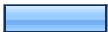


### 16. How does your firm provide information to clients about how to make a complaint? (Tick all that apply.)

		Response Percent	Response Count
There is no information provided as to how to make a complaint	<input type="checkbox"/>	5.0%	58
Webpage	<input type="checkbox"/>	6.4%	75
<b>Costs disclosure statement</b>	<input checked="" type="checkbox"/>	<b>71.0%</b>	<b>831</b>
Standard letter sent to new clients	<input type="checkbox"/>	37.4%	438
Standard statement sent with each account	<input type="checkbox"/>	28.7%	336
Written client agreement	<input type="checkbox"/>	62.5%	732
Orally at first interview	<input type="checkbox"/>	13.8%	162
The firm's client service charter	<input type="checkbox"/>	4.5%	53
The QLS client service charter	<input type="checkbox"/>	1.0%	12
Other (please specify)			76
<b>answered question</b>			<b>1,171</b>
<b>skipped question</b>			<b>250</b>





**17. Does your firm's initial engagement letter to clients clearly specify who they should contact if they have any concerns about the way their matter is handled?**

		Response Percent	Response Count
Always		80.3%	965
Sometimes		15.5%	186
Never		4.2%	51
answered question			1,202
skipped question			219

**18. Can your complaint management policy/procedures be accessed on the firm's website?**

		Response Percent	Response Count
Yes		16.0%	190
No		77.4%	916
Not applicable as the practice does not have a website.		6.6%	78
answered question			1,184
skipped question			237




**19. Does your firm ensure that assistance is available to clients wishing to complain who are in any way disadvantaged by impairment (eg intellectual/physical difficulties) or by cultural issues (eg language)?**

		Response Percent	Response Count
Never		7.6%	92
Sometimes		7.8%	94
Always		27.5%	333
I don't know.		57.1%	692
		<b>answered question</b>	<b>1,211</b>
		<b>skipped question</b>	<b>210</b>




**20. How does your firm respond when it finds that a complaint is justified? (Rate each of the following)**

	Never	Sometimes	Often	Always	I don't know	Response Count
An apology	0.6% (7)	18.3% (216)	11.4% (135)	<b>44.5% (526)</b>	25.1% (297)	1,181
Waiver or reduction of legal fees	0.3% (3)	<b>46.3% (545)</b>	21.2% (250)	8.2% (97)	24.0% (283)	1,178
Repayment of legal fees	7.7% (89)	34.0% (392)	4.0% (46)	3.3% (38)	<b>51.0% (588)</b>	1,153
Carry out legal work without fee or for a stated fee	4.5% (52)	<b>41.7% (486)</b>	10.3% (120)	3.2% (37)	40.4% (471)	1,166
Other form of compensation	15.9% (183)	18.3% (210)	1.8% (21)	1.3% (15)	<b>62.7% (721)</b>	1,150
No redress	43.2% (495)	8.7% (100)	0.4% (5)	0.6% (7)	<b>47.0% (539)</b>	1,146
Internal discipline of staff member within firm	3.9% (45)	36.2% (422)	6.1% (71)	13.5% (157)	<b>40.3% (470)</b>	1,165
Issue raised at staff member's performance review	3.2% (37)	24.8% (289)	10.8% (126)	20.6% (240)	<b>40.5% (471)</b>	1,163
Internal seminar if issue is of wider relevance to the firm	5.9% (69)	28.2% (327)	12.1% (140)	18.2% (211)	<b>35.7% (414)</b>	1,161
Other (please specify)						80
answered question						1,186
skipped question						235

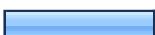

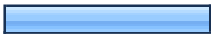
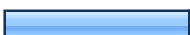
## 21. Has your firm ever charged a client for dealing with a complaint?

		Response Percent	Response Count
Yes		0.4%	5
No		57.9%	707
I don't know.		41.7%	509
answered question			1,221
skipped question			200

## 22. If yes to question 21, how often does your firm charge clients for dealing with a complaint?

		Response Percent	Response Count
Sometimes		1.7%	6
Always		0.3%	1
I don't know.		98.0%	344
answered question			351
skipped question			1,070



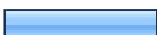
**23. In your firm which staff are trained in complaints handling responsibilities? (Tick whichever applies)**

		Response Percent	Response Count
All staff		23.9%	279
Most staff		13.8%	161
Only key staff (eg receptionist, personal assistants, professional staff)		33.0%	385
I don't know		29.3%	342

Other (please specify) 78


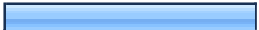

answered question	1,167
skipped question	254

**24. I received training on the firm's complaints management procedures at my induction into the practice.**






		Response Percent	Response Count
Yes		28.5%	345
No		47.3%	572
Not applicable		24.2%	293

answered question	1,210
skipped question	211


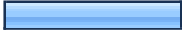
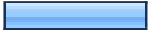
**25. I have received training on the firm's complaints management procedures in the last 12 months.**

		Response Percent	Response Count
Yes		40.5%	492
No		40.3%	490
Not applicable		19.2%	233
answered question			1,215
skipped question			206





**26. How often does your firm offer training (whether internal or external) to all staff about complaints management?**

		Response Percent	Response Count
Never		35.8%	344
Only at induction		19.2%	184
At least quarterly		7.8%	75
At least half yearly		8.8%	84
At least annually		28.4%	273
Other (please specify)			267
answered question			960
skipped question			461






### 27. In your firm are staff trained in respect of dealing with difficult clients?

		Response Percent	Response Count
Yes		49.3%	599
No		28.2%	342
I don't know		22.5%	273
answered question			1,214
skipped question			207



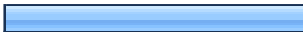
### 28. In your firm is adherence to timelines for managing complaints a basis for the performance review of any staff handling complaints?

		Response Percent	Response Count
Always		18.5%	224
Sometimes		14.0%	169
Never		14.3%	173
I don't know		53.3%	645
answered question			1,211
skipped question			210


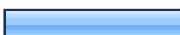
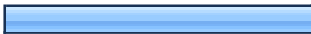
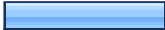
### 29. How often does your firm send each client a client satisfaction survey to identify potential areas of improvement ?

		Response Percent	Response Count
At the end of each matter		12.5%	152
Annually		1.2%	15
From time to time		17.9%	217
Never		33.0%	400
I don't know		35.3%	428
answered question			1,212
skipped question			209








### 30. Does your firm keep a permanent register of complaints?

		Response Percent	Response Count
Yes		31.1%	377
No		20.7%	251
I don't know.		48.2%	584
answered question			1,212
skipped question			209

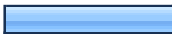



### 31. If yes to question 30, how does your firm record information about complaints in the register?

		Response Percent	Response Count
Dedicated complaints management software		8.4%	26
Spreadsheets		28.3%	88
<b>Word document</b>		<b>49.2%</b>	<b>153</b>
Loose paper		25.4%	79
Other (please specify)			156
<b>answered question</b>			<b>311</b>
<b>skipped question</b>			<b>1,110</b>

### 32. How often does your firm analyse complaint data to identify any systemic or recurrent issues?

		Response Percent	Response Count
<b>I don't know</b>		<b>63.1%</b>	<b>726</b>
Never		10.3%	118
From time to time		17.0%	196
At least monthly		3.9%	45
At least quarterly		3.0%	35
At least half yearly		1.0%	11
At least annually		1.7%	19
Other (please specify)			84
<b>answered question</b>			<b>1,150</b>
<b>skipped question</b>			<b>271</b>






**33. Has your firm ever discovered or fixed a problem in its policy/procedures as a result of a client complaint? (eg changed the written client agreement, reduced an employee's workload)**

		Response Percent	Response Count
Yes - At least once		26.9%	318
Yes - Regularly		12.6%	149
No - Never		6.5%	77
I don't know.		54.0%	638
Other (please specify)			32

answered question 1,182

skipped question 239

**34. Does your firm regularly review the effectiveness of the complaints management procedures?**



		Response Percent	Response Count
I don't know		54.3%	657
Never.		5.1%	62
Once		0.2%	3
Annually		5.5%	66
From time to time		34.9%	422
answered question			1,210
skipped question			211

**35. Please comment on whether you strongly agree, disagree, neither agree nor disagree, disagree, strongly disagree for each of the following comments.**






	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree	Response Count
In my firm we encourage feedback from clients;	<b>43.3%</b> <b>(521)</b>	39.2% (472)	16.0% (193)	1.3% (16)	0.2% (2)	1,204
I feel confident that I know how to deal with a client complaint;	37.7% (453)	<b>45.8%</b> <b>(551)</b>	11.3% (136)	4.7% (57)	0.5% (6)	1,203
I feel confident that my colleagues would understand why I need to pass on a complaint about their work	33.2% (399)	<b>46.3%</b> <b>(556)</b>	15.9% (191)	3.5% (42)	1.2% (14)	1,202
I hope my colleagues would tell me if they received a complaint about my work	<b>56.6%</b> <b>(680)</b>	40.3% (484)	2.7% (33)	0.2% (3)	0.2% (2)	1,202
I feel confident that my firm will provide effective redress/feedback to any client that complains;	<b>47.8%</b> <b>(576)</b>	43.5% (524)	8.1% (97)	0.4% (5)	0.2% (2)	1,204
I know when to trigger the complaints process;	39.8% (478)	<b>41.8%</b> <b>(502)</b>	12.9% (155)	4.5% (54)	1.0% (12)	1,201
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	34.0% (408)	<b>45.2%</b> <b>(543)</b>	18.6% (223)	2.1% (25)	0.2% (2)	1,201
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	18.2% (218)	<b>42.3%</b> <b>(508)</b>	32.2% (387)	5.9% (71)	1.4% (17)	1,201
We can learn a lot from analyzing even frivolous complaints	22.3% (268)	<b>46.3%</b> <b>(555)</b>	22.2% (266)	7.9% (95)	1.3% (16)	1,200
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	14.0% (169)	32.6% (392)	<b>37.1%</b> <b>(447)</b>	13.9% (167)	2.4% (29)	1,204
I can usually pick which clients will complain when I first meet them	8.5% (102)	28.1% (338)	<b>43.5%</b> <b>(523)</b>	16.8% (202)	3.0% (36)	1,201
Complaints can't be ignored because of the damage they can do to your reputation	<b>50.6%</b> <b>(607)</b>	40.3% (484)	4.7% (56)	1.8% (21)	2.7% (32)	1,200

When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	12.8% (153)	28.8% (345)	<b>37.9%</b> <b>(454)</b>	16.4% (196)	4.2% (50)	1,198
The practice must sometimes cave into unreasonable complaints about me to avoid losing the client or for the sake of the practice's reputation	4.4% (53)	19.2% (230)	<b>39.9%</b> <b>(478)</b>	28.1% (337)	8.3% (100)	1,198
When a large client complains, we have no choice but to accede to their demands, even if they're unreasonable	2.3% (28)	9.8% (117)	35.5% (425)	<b>40.7%</b> <b>(487)</b>	11.8% (141)	1,198
answered question						1,205
skipped question						216

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

		Response Percent	Response Count
Yes		97.8%	1,182
No		2.2%	27
answered question			1,209
skipped question			212

**37. Do you think the questions making up this survey were at all useful and helpful in assessing and identifying improvements in the firm's complaint management system?**

		Response Percent	Response Count
Very helpful		13.5%	161
<b>Helpful</b>		<b>55.3%</b>	<b>660</b>
Neither helpful nor unhelpful		27.9%	333
Unhelpful		2.8%	33
Very unhelpful		0.6%	7

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

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<b>answered question</b>	<b>1,194</b>
<b>skipped question</b>	<b>227</b>

**38. 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 <**

	Response Count
	78
<b>answered question</b>	<b>78</b>
<b>skipped question</b>	<b>1,343</b>