








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.		97.1%	985
An interested individual on your own initiative? If you answer this question, go straight to question 3		2.9%	29
answered question			1,014
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
	922
answered question	922
skipped question	92




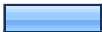

3. What best describes the business structure of your law firm?

		Response Percent	Response Count
Sole practitioner		4.4%	41
Partnership		7.6%	70
Incorporated Legal practice		87.5%	810
Government legal Office		0.0%	0
Community Legal Centre		0.2%	2
Other (please specify)		0.3%	3
answered question			926
skipped question			88






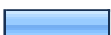




4. How many practising certificate holders are there in your law firm as a whole?

		Response Percent	Response Count
<5		30.7%	284
5-9		26.7%	247
10-19		32.0%	296
20-49		10.7%	99
>50		0.0%	0
answered question			926
skipped question			88










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		40.2%	369
Brisbane Suburbs		12.8%	118
Regional City		31.0%	285
Regional Town		15.2%	140
Interstate		0.8%	7
		answered question	919
		skipped question	95



6. What best describes your occupation within your firm?

		Response Percent	Response Count
Paralegal		14.6%	134
Graduate/trainee lawyer		4.7%	43
1st to 3rd year lawyer		12.5%	115
4th + year lawyer		5.8%	53
Senior associate		5.0%	46
Partner/Director		16.7%	153
Consultant/In House Counsel/Special Counsel		2.2%	20
Non-Legal Staff (Administration/ Secretarial/ Receptionist)		29.8%	274
Non-Legal Staff (Management (eg Practice Manager)		3.2%	29
Non Legal Staff (Other (eg HR/ IT/ Accounts)		5.6%	51
answered question			918
skipped question			96

















7. How long have you held a practising certificate?

		Response Percent	Response Count
Not applicable (eg Non-legal staff; articled clerks)		56.8%	515
<5 years		17.8%	161
5 to 9 years		8.3%	75
10 to 19 years		9.5%	86
20 to 29 years		4.6%	42
30+ years		0.7%	6
30 to 34 years		1.1%	10
35 to 39 years		0.8%	7
40+ years		0.4%	4
answered question			906
skipped question			108




8. What is your gender?

		Response Percent	Response Count
Male		32.7%	298
Female		67.3%	614
answered question			912
skipped question			102



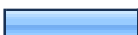
9. What is your own primary area of practice?

		Response Percent	Response Count
Not Applicable		34.5%	315
Administrative law		1.0%	9
Bankruptcy and insolvency		1.4%	13
Building and construction law		0.8%	7
Commercial and company law		9.1%	83
Conveyancing		8.9%	81
Criminal law		2.5%	23
Deceased estates and trusts		1.5%	14
Family/de facto law		9.4%	86
Immigration law		0.1%	1
Industrial and employment law		0.3%	3
Litigation		11.3%	103
Personal injury and workcover		6.3%	58
Property law		6.2%	57
Wills and estate planning		1.6%	15
Other (please specify)		5.0%	46
answered question			914
skipped question			100

10. Does your firm have a complaint management policy?

		Response Percent	Response Count
Yes		80.2%	711
No		4.1%	36
I don't know		15.7%	139
answered question			886
skipped question			128

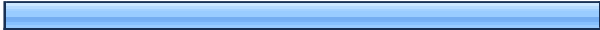




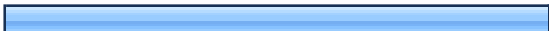


11. If your firm has a complaint management policy, is it in writing?

		Response Percent	Response Count
Yes		64.9%	566
No		13.8%	120
I don't know		21.3%	186
answered question			872
skipped question			142




12. Does your firm actively encourage:

	Yes	No	I don't know	Response Count
Staff to notify their supervisor of a client complaint.	94.5% (835)	1.8% (16)	3.7% (33)	884
Clients to raise any complaints with the firm.	87.5% (715)	3.1% (25)	9.4% (77)	817
answered question				886
skipped question				128

**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		96.0%	842
A letter expressing dissatisfaction with the amount billed		89.6%	786
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call		28.8%	253
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week		87.8%	770
A client querying items on a bill that you knew had been agreed to in their client agreement		40.1%	352
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner		87.7%	769
A client ringing on a weekly basis to ask about the progress of their matter		10.7%	94
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days		76.5%	671
answered question			877
skipped question			137

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

		Response Percent	Response Count
Yes		88.0%	778
No		5.1%	45
I do not know		6.9%	61
		answered question	884
		skipped question	130

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?	68.3% (602)	10.5% (93)	21.2% (187)	882
An agreed definition of what is a "complaint"?	40.7% (357)	28.8% (253)	30.5% (268)	878
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	76.6% (673)	9.6% (84)	13.9% (122)	879
Clear instructions about when a complaint is to be handled by the relevant partner or supervisor?	76.2% (670)	9.3% (82)	14.4% (127)	879
Clear instructions about providing feedback to clients after the outcome is determined?	62.0% (542)	13.6% (119)	24.4% (213)	874
Clear instructions about the time frame in which a complaint should be reviewed and determined?	48.3% (424)	21.2% (186)	30.4% (267)	877
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	45.5% (398)	21.7% (190)	32.8% (287)	875
Clear instructions about what should be done when anyone in the practice receives a complaint?	77.2% (679)	8.8% (77)	14.1% (124)	880
Clear instructions about how complaints should be recorded?	60.1% (526)	17.4% (152)	22.5% (197)	875
Clear instructions about how complaints should be processed and determined?	63.3% (553)	13.5% (118)	23.2% (203)	874
Clear instructions about providing feedback to clients on complaints?	56.9% (496)	16.1% (140)	27.1% (236)	872
Clear instructions on when to report a complaint to a supervisor?	76.7% (673)	9.8% (86)	13.6% (119)	878

Clear instructions on which complaints need to be reported to the professional indemnity insurer, and who will report them?	51.2% (449)	18.0% (158)	30.8% (270)	877
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	44.7% (392)	21.8% (191)	33.5% (294)	877
answered question				882
skipped question				132




**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	<div><div></div></div>	4.7%	39
Webpage	<div><div></div></div>	5.4%	45
Costs disclosure statement	<div><div></div></div>	71.5%	594
Standard letter sent to new clients	<div><div></div></div>	38.0%	316
Standard statement sent with each account	<div><div></div></div>	30.3%	252
Written client agreement	<div><div></div></div>	61.6%	512
Orally at first interview	<div><div></div></div>	11.9%	99
The firm's client service charter	<div><div></div></div>	3.5%	29
Other (please specify)			53
answered question			831
skipped question			183





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		78.9%	671
Sometimes		16.9%	144
Never		4.1%	35
answered question			850
skipped question			164

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

		Response Percent	Response Count
Yes		12.6%	106
No		79.6%	670
Not applicable as the practice does not have a website.		7.8%	66
answered question			842
skipped question			172




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		8.8%	75
Sometimes		7.4%	63
Always		26.0%	223
I don't know.		57.9%	496
		answered question	857
		skipped question	157




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% (5)	19.4% (161)	11.4% (95)	43.2% (359)	25.4% (211)	831
Waiver or reduction of legal fees	0.4% (3)	46.7% (387)	20.9% (173)	8.4% (70)	23.6% (196)	829
Repayment of legal fees	8.9% (72)	35.6% (288)	3.5% (28)	3.5% (28)	48.6% (394)	810
Carry out legal work without fee or for a stated fee	4.4% (36)	43.0% (353)	10.4% (85)	2.8% (23)	39.4% (323)	820
Other form of compensation	16.4% (132)	19.8% (159)	1.2% (10)	1.4% (11)	61.1% (491)	803
No redress	41.6% (334)	9.4% (75)	0.4% (3)	0.6% (5)	48.0% (385)	802
Internal discipline of staff member within firm	4.4% (36)	37.4% (306)	6.5% (53)	14.7% (120)	37.1% (304)	819
Issue raised at staff member's performance review	3.3% (27)	25.9% (211)	10.1% (82)	21.2% (173)	39.5% (322)	815
Internal seminar if issue is of wider relevance to the firm	5.6% (46)	29.1% (237)	10.6% (86)	19.4% (158)	35.3% (288)	815
Other (please specify)						69
answered question						834
skipped question						180





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

		Response Percent	Response Count
Yes		0.6%	5
No		59.7%	515
I don't know.		39.7%	343
answered question			863
skipped question			151

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

		Response Percent	Response Count
Sometimes		2.0%	5
Always		0.4%	1
I don't know.		97.6%	246
answered question			252
skipped question			762

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




		Response Percent	Response Count
All staff		24.9%	204
Most staff		12.3%	101
Only key staff (eg receptionist, personal assistants, professional staff)		32.7%	268
I don't know		30.0%	246

Other (please specify) 62

answered question 819

skipped question 195


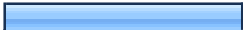

24. I received training on the firm's complaints management procedures at my induction into the practice.

		Response Percent	Response Count
Yes		28.3%	243
No		45.9%	394
Not applicable		25.8%	221






answered question 858

skipped question 156




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

		Response Percent	Response Count
Yes		41.2%	354
No		38.0%	326
Not applicable		20.8%	179
answered question			859
skipped question			155





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

		Response Percent	Response Count
Never		37.6%	259
Only at induction		17.3%	119
At least quarterly		8.9%	61
At least half yearly		9.3%	64
At least annually		27.0%	186
Other (please specify)			180
answered question			689
skipped question			325






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

		Response Percent	Response Count
Yes		50.1%	430
No		28.0%	240
I don't know		21.9%	188
answered question			858
skipped question			156



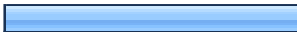
28. In your firm is adherence to timelines for managing complaints a basis for the performance review of any staff handling complaints?

		Response Percent	Response Count
Always		18.1%	155
Sometimes		13.3%	114
Never		16.7%	143
I don't know		51.8%	442
answered question			854
skipped question			160


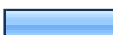
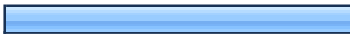

29. How often does your firm send each client a client satisfaction survey to identify potential areas of improvement ?

		Response Percent	Response Count
At the end of each matter		6.1%	52
Annually		0.5%	4
From time to time		17.7%	152
Never		36.6%	314
I don't know		39.1%	335
answered question			857
skipped question			157








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

		Response Percent	Response Count
Yes		29.4%	252
No		23.3%	200
I don't know.		47.3%	405
answered question			857
skipped question			157





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		4.5%	9
Spreadsheets		17.3%	35
Word document		55.9%	113
Loose paper		33.2%	67
Other (please specify)			121
answered question			202
skipped question			812






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

		Response Percent	Response Count
I don't know		61.0%	491
Never		11.3%	91
From time to time		19.3%	155
At least monthly		3.2%	26
At least quarterly		2.4%	19
At least half yearly		1.0%	8
At least annually		1.9%	15
Other (please specify)			71
answered question			805
skipped question			209

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		27.2%	226
Yes - Regularly		12.6%	105
No - Never		7.9%	66
I don't know.		52.3%	435
Other (please specify)			27
answered question			832
skipped question			182

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



		Response Percent	Response Count
I don't know		51.6%	441
Never.		5.6%	48
Once		0.4%	3
Annually		5.4%	46
From time to time		37.1%	317
answered question			855
skipped question			159

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



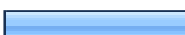


	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree	Response Count
In my firm we encourage feedback from clients;	38.5% (329)	40.7% (348)	19.1% (163)	1.4% (12)	0.2% (2)	854
I feel confident that I know how to deal with a client complaint;	37.1% (317)	45.6% (389)	11.9% (102)	4.9% (42)	0.5% (4)	854
I feel confident that my colleagues would understand why I need to pass on a complaint about their work	33.1% (282)	46.9% (399)	16.0% (136)	2.8% (24)	1.2% (10)	851
I hope my colleagues would tell me if they received a complaint about my work	58.0% (494)	39.0% (332)	2.6% (22)	0.2% (2)	0.1% (1)	851
I feel confident that my firm will provide effective redress/feedback to any client that complains;	47.7% (407)	43.3% (369)	8.3% (71)	0.5% (4)	0.2% (2)	853
I know when to trigger the complaints process;	38.6% (329)	41.2% (351)	14.7% (125)	4.2% (36)	1.3% (11)	852
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	32.7% (278)	44.8% (381)	19.9% (169)	2.4% (20)	0.2% (2)	850
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	17.3% (147)	41.4% (352)	32.8% (279)	7.3% (62)	1.3% (11)	851
We can learn a lot from analyzing even frivolous complaints	21.6% (184)	45.5% (387)	22.5% (191)	8.7% (74)	1.6% (14)	850
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	14.0% (119)	32.1% (274)	36.6% (312)	14.9% (127)	2.5% (21)	853
I can usually pick which clients will complain when I first meet them	8.7% (74)	28.2% (240)	44.1% (376)	16.0% (136)	3.1% (26)	852
Complaints can't be ignored because of the damage they can do to your reputation	49.3% (419)	41.3% (351)	4.7% (40)	1.9% (16)	2.8% (24)	850

When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	12.0% (102)	30.4% (258)	37.3% (317)	15.6% (133)	4.7% (40)	850
The practice must sometimes cave into unreasonable complaints about me to avoid losing the client or for the sake of the practice's reputation	3.8% (32)	18.9% (161)	41.0% (349)	27.4% (233)	8.9% (76)	851
When a large client complains, we have no choice but to accede to their demands, even if they're unreasonable	2.5% (21)	10.0% (85)	34.7% (295)	39.8% (339)	13.0% (111)	851
answered question						854
skipped question						160

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		98.2%	842
No		1.8%	15
answered question			857
skipped question			157

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		12.9%	109
Helpful		53.9%	456
Neither helpful nor unhelpful		29.1%	246
Unhelpful		3.3%	28
Very unhelpful		0.8%	7

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

73

answered question	846
skipped question	168

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 <<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?

	Response Count
	57
answered question	57
skipped question	957