

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
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.	99.0% (208)	97.7% (213)	99.2% (355)	100.0% (40)	100.0% (63)	98.9% (879)
An interested individual on your own initiative? If you answer this question, go straight to question 3	1.0% (2)	2.3% (5)	0.8% (3)	0.0% (0)	0.0% (0)	1.1% (10)
answered question	210	218	358	40	63	889
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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Count
	208 replies	213 replies	355 replies	40 replies	63 replies	879
answered question	208	213	355	40	63	879
skipped question						10

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Sole practitioner	6.2% (13)	1.8% (4)	4.7% (17)	2.5% (1)	1.6% (1)	4.0% (36)
Partnership	9.5% (20)	2.3% (5)	8.9% (32)	12.5% (5)	11.1% (7)	7.8% (69)
Incorporated Legal practice	82.9% (174)	95.4% (208)	85.8% (307)	85.0% (34)	87.3% (55)	87.5% (778)
Government legal Office	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Community Legal Centre	0.5% (1)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	0.2% (2)
Other (please specify)	2 replies (1.0%)	1 reply (0.5%)	1 reply (0.3%)	0 replies (0.0%)	0 replies (0.0%)	0.4% (4)
answered question	210	218	358	40	63	889
skipped question						0

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
<5	32.4% (68)	39.9% (87)	26.3% (94)	35.0% (14)	20.6% (13)	31.0% (276)
5-9	29.5% (62)	25.7% (56)	25.7% (92)	30.0% (12)	28.6% (18)	27.0% (240)
10-19	24.8% (52)	23.9% (52)	35.2% (126)	20.0% (8)	36.5% (23)	29.4% (261)
20-49	3.8% (8)	5.0% (11)	12.8% (46)	15.0% (6)	14.3% (9)	9.0% (80)
>50	9.5% (20)	5.5% (12)	0.0% (0)	0.0% (0)	0.0% (0)	3.6% (32)
answered question	210	218	358	40	63	889
skipped question						0

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Brisbane CBD	34.0% (71)	37.3% (81)	33.2% (119)	40.0% (16)	40.3% (25)	35.2% (312)
Brisbane Suburbs	10.5% (22)	14.3% (31)	11.7% (42)	12.5% (5)	9.7% (6)	12.0% (106)
Regional City	37.3% (78)	37.3% (81)	31.3% (112)	32.5% (13)	24.2% (15)	33.7% (299)
Regional Town	15.3% (32)	10.6% (23)	22.6% (81)	15.0% (6)	22.6% (14)	17.6% (156)
Interstate	2.9% (6)	0.5% (1)	1.1% (4)	0.0% (0)	3.2% (2)	1.5% (13)
answered question	209	217	358	40	62	886
skipped question						3

6. What best describes your occupation within your firm?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Paralegal	100.0% (210)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	23.6% (210)
Graduate/trainee lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
1st to 3rd year lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
4th + year lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Senior associate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Partner/Director	0.0% (0)	100.0% (218)	0.0% (0)	0.0% (0)	0.0% (0)	24.5% (218)
Consultant/In House Counsel/Special Counsel	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Non-Legal Staff (Administration/ Secretarial/ Receptionist)	0.0% (0)	0.0% (0)	100.0% (358)	0.0% (0)	0.0% (0)	40.3% (358)
Non-Legal Staff (Management (eg Practice Manager)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (40)	0.0% (0)	4.5% (40)
Non Legal Staff (Other (eg HR/ IT/ Accounts)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (63)	7.1% (63)
answered question	210	218	358	40	63	889
skipped question						0

7. How long have you held a practising certificate?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Not applicable (eg Non-legal staff; articled clerks)	98.6% (204)	0.5% (1)	99.7% (349)	100.0% (39)	98.4% (60)	74.6% (653)
<5 years	0.5% (1)	6.9% (15)	0.0% (0)	0.0% (0)	0.0% (0)	1.8% (16)
5 to 9 years	0.0% (0)	21.6% (47)	0.0% (0)	0.0% (0)	0.0% (0)	5.4% (47)
10 to 19 years	0.5% (1)	40.4% (88)	0.0% (0)	0.0% (0)	0.0% (0)	10.2% (89)
20 to 29 years	0.0% (0)	20.6% (45)	0.0% (0)	0.0% (0)	1.6% (1)	5.3% (46)
30+ years	0.0% (0)	1.8% (4)	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (4)
30 to 34 years	0.0% (0)	4.6% (10)	0.0% (0)	0.0% (0)	0.0% (0)	1.1% (10)
35 to 39 years	0.0% (0)	3.2% (7)	0.0% (0)	0.0% (0)	0.0% (0)	0.8% (7)
40+ years	0.5% (1)	0.5% (1)	0.3% (1)	0.0% (0)	0.0% (0)	0.3% (3)
answered question	207	218	350	39	61	875
skipped question						14

8. What is your gender?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Male	7.2% (15)	81.4% (175)	2.0% (7)	27.5% (11)	20.6% (13)	25.0% (221)
Female	92.8% (193)	18.6% (40)	98.0% (351)	72.5% (29)	79.4% (50)	75.0% (663)
answered question	208	215	358	40	63	884
skipped question						5

9. What is your own primary area of practice?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Not Applicable	24.3% (51)	0.0% (0)	70.0% (247)	87.5% (35)	82.3% (51)	43.5% (384)
Administrative law	0.0% (0)	0.9% (2)	1.4% (5)	0.0% (0)	1.6% (1)	0.9% (8)
Bankruptcy and insolvency	2.9% (6)	1.4% (3)	0.0% (0)	0.0% (0)	3.2% (2)	1.2% (11)
Building and construction law	0.0% (0)	2.3% (5)	0.0% (0)	0.0% (0)	0.0% (0)	0.6% (5)
Commercial and company law	2.9% (6)	18.3% (40)	2.5% (9)	0.0% (0)	0.0% (0)	6.2% (55)
Conveyancing	28.1% (59)	5.5% (12)	6.8% (24)	0.0% (0)	3.2% (2)	11.0% (97)
Criminal law	1.0% (2)	3.2% (7)	0.8% (3)	2.5% (1)	0.0% (0)	1.5% (13)
Deceased estates and trusts	2.4% (5)	0.5% (1)	0.8% (3)	5.0% (2)	0.0% (0)	1.2% (11)
Family/de facto law	8.6% (18)	11.5% (25)	4.5% (16)	5.0% (2)	0.0% (0)	6.9% (61)
Immigration law	0.0% (0)	0.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)
Industrial and employment law	0.5% (1)	1.8% (4)	0.3% (1)	0.0% (0)	0.0% (0)	0.7% (6)
Litigation	5.2% (11)	17.0% (37)	5.7% (20)	0.0% (0)	0.0% (0)	7.7% (68)
Personal injury and workcover	14.8% (31)	17.0% (37)	2.8% (10)	0.0% (0)	0.0% (0)	8.8% (78)

Property law	2.9% (6)	11.5% (25)	2.0% (7)	0.0% (0)	0.0% (0)	4.3% (38)
Wills and estate planning	2.4% (5)	2.8% (6)	0.6% (2)	0.0% (0)	0.0% (0)	1.5% (13)
Other (please specify)	9 replies (4.3%)	13 replies (6.0%)	6 replies (1.7%)	0 replies (0.0%)	6 replies (9.7%)	3.9% (34)
answered question	210	218	353	40	62	883
skipped question						6

10. Does your firm have a complaint management policy?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	79.9% (159)	96.7% (207)	72.1% (246)	92.3% (36)	77.0% (47)	81.4% (695)
No	3.5% (7)	2.3% (5)	5.0% (17)	2.6% (1)	0.0% (0)	3.5% (30)
I don't know	16.6% (33)	0.9% (2)	22.9% (78)	5.1% (2)	23.0% (14)	15.1% (129)
answered question	199	214	341	39	61	854
skipped question						35

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	61.5% (120)	75.6% (161)	60.1% (202)	76.9% (30)	59.0% (36)	65.0% (549)
No	11.3% (22)	22.1% (47)	10.4% (35)	15.4% (6)	4.9% (3)	13.4% (113)
I don't know	27.2% (53)	2.3% (5)	29.5% (99)	7.7% (3)	36.1% (22)	21.6% (182)
answered question	195	213	336	39	61	844
skipped question						45

12. Does your firm actively encourage:

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Staff to notify their supervisor of a client complaint.	Yes	97.0% (195)	99.5% (212)	91.5% (311)	97.4% (38)	93.3% (56)	
	No	0.5% (1)	0.5% (1)	2.6% (9)	2.6% (1)	0.0% (0)	
	I don't know	2.5% (5)	0.0% (0)	5.9% (20)	0.0% (0)	6.7% (4)	
		201	213	340	39	60	853
Clients to raise any complaints with the firm.	Yes	88.4% (167)	94.5% (188)	81.8% (257)	97.4% (37)	80.7% (46)	
	No	2.1% (4)	3.5% (7)	3.2% (10)	2.6% (1)	0.0% (0)	
	I don't know	9.5% (18)	2.0% (4)	15.0% (47)	0.0% (0)	19.3% (11)	
		189	199	314	38	57	797
answered question		201	214	341	39	61	856
skipped question							33

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
A letter expressing dissatisfaction with your firm and its services generally	95.0% (190)	96.7% (205)	92.8% (311)	100.0% (39)	94.9% (56)	94.8% (801)
A letter expressing dissatisfaction with the amount billed	85.5% (171)	95.3% (202)	85.4% (286)	97.4% (38)	88.1% (52)	88.6% (749)
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call	26.5% (53)	35.4% (75)	29.6% (99)	35.9% (14)	37.3% (22)	31.1% (263)
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week	85.5% (171)	94.3% (200)	81.5% (273)	92.3% (36)	86.4% (51)	86.5% (731)
A client querying items on a bill that you knew had been agreed to in their client agreement	38.5% (77)	54.2% (115)	33.4% (112)	43.6% (17)	39.0% (23)	40.7% (344)
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner	82.5% (165)	94.8% (201)	79.7% (267)	100.0% (39)	84.7% (50)	85.4% (722)

A client ringing on a weekly basis to ask about the progress of their matter	8.0% (16)	13.2% (28)	10.4% (35)	12.8% (5)	6.8% (4)	10.4% (88)
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days	72.0% (144)	87.3% (185)	70.1% (235)	89.7% (35)	78.0% (46)	76.3% (645)
answered question	200	212	335	39	59	845
skipped question						44

14. Is it clear whose job it is in your firm to make sure complaints are appropriately managed?						
	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	89.9% (179)	97.2% (207)	85.0% (290)	94.9% (37)	85.0% (51)	89.7% (764)
No	4.5% (9)	1.4% (3)	6.2% (21)	5.1% (2)	1.7% (1)	4.2% (36)
I do not know	5.5% (11)	1.4% (3)	8.8% (30)	0.0% (0)	13.3% (8)	6.1% (52)
answered question	199	213	341	39	60	852
skipped question						37

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:

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
A clear policy statement of the firm's commitment to responding to complaints effectively and efficiently?	Yes	69.5% (139)	82.5% (175)	59.6% (202)	82.1% (32)	60.0% (36)	
	No	8.0% (16)	15.6% (33)	9.4% (32)	10.3% (4)	3.3% (2)	
	I don't know	22.5% (45)	1.9% (4)	31.0% (105)	7.7% (3)	36.7% (22)	
		200	212	339	39	60	850
An agreed definition of what is a "complaint"?	Yes	47.7% (95)	45.2% (95)	40.7% (138)	51.3% (20)	49.2% (29)	
	No	18.6% (37)	48.6% (102)	18.9% (64)	43.6% (17)	13.6% (8)	
	I don't know	33.7% (67)	6.2% (13)	40.4% (137)	5.1% (2)	37.3% (22)	
		199	210	339	39	59	846
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	Yes	75.4% (150)	90.5% (191)	66.9% (226)	94.9% (37)	76.7% (46)	
	No	8.5% (17)	8.1% (17)	9.5% (32)	2.6% (1)	3.3% (2)	
	I don't know	16.1% (32)	1.4% (3)	23.7% (80)	2.6% (1)	20.0% (12)	
		199	211	338	39	60	847
Clear instructions	Yes	73.9% (147)	91.5% (193)	66.7% (226)	89.7% (35)	78.3% (47)	

about when a complaint is to be handled by the relevant partner or supervisor?							
	No	8.0% (16)	7.1% (15)	8.3% (28)	7.7% (3)	3.3% (2)	
	I don't know	18.1% (36)	1.4% (3)	25.1% (85)	2.6% (1)	18.3% (11)	
		199	211	339	39	60	848
Clear instructions about providing feedback to clients after the outcome is determined?	Yes	66.3% (130)	77.0% (161)	51.2% (173)	71.8% (28)	63.3% (38)	
	No	10.2% (20)	21.1% (44)	8.6% (29)	17.9% (7)	5.0% (3)	
	I don't know	23.5% (46)	1.9% (4)	40.2% (136)	10.3% (4)	31.7% (19)	
		196	209	338	39	60	842
Clear instructions about the time frame in which a complaint should be reviewed and determined?	Yes	58.1% (115)	64.3% (135)	40.2% (135)	66.7% (26)	50.0% (30)	
	No	13.1% (26)	31.0% (65)	14.9% (50)	28.2% (11)	10.0% (6)	
	I don't know	28.8% (57)	4.8% (10)	44.9% (151)	5.1% (2)	40.0% (24)	
		198	210	336	39	60	843
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	Yes	52.3% (103)	60.0% (126)	38.4% (129)	61.5% (24)	46.7% (28)	
	No	14.7% (29)	34.8% (73)	14.0% (47)	25.6% (10)	8.3% (5)	
	I don't know	33.0% (65)	5.2% (11)	47.6% (160)	12.8% (5)	45.0% (27)	
		197	210	336	39	60	842
Clear instructions about what should be done when anyone in the	Yes	76.3% (151)	90.5% (191)	68.1% (231)	94.9% (37)	76.7% (46)	
	No	8.6% (17)	8.1% (17)	7.7% (26)	2.6% (1)	1.7% (1)	

practice receives a complaint?	I don't know	15.2% (30)	1.4% (3)	24.2% (82)	2.6% (1)	21.7% (13)	
		198	211	339	39	60	847
Clear instructions about how complaints should be recorded?	Yes	56.1% (111)	76.6% (160)	51.9% (175)	79.5% (31)	62.7% (37)	
	No	14.6% (29)	21.1% (44)	13.1% (44)	15.4% (6)	6.8% (4)	
	I don't know	29.3% (58)	2.4% (5)	35.0% (118)	5.1% (2)	30.5% (18)	
		198	209	337	39	59	842
Clear instructions about how complaints should be processed and determined?	Yes	61.4% (121)	84.8% (178)	53.7% (181)	73.7% (28)	53.3% (32)	
	No	10.7% (21)	12.9% (27)	10.4% (35)	13.2% (5)	8.3% (5)	
	I don't know	27.9% (55)	2.4% (5)	35.9% (121)	13.2% (5)	38.3% (23)	
		197	210	337	38	60	842
Clear instructions about providing feedback to clients on complaints?	Yes	61.7% (121)	74.6% (156)	43.8% (148)	66.7% (26)	57.6% (34)	
	No	10.7% (21)	22.0% (46)	13.0% (44)	17.9% (7)	3.4% (2)	
	I don't know	27.6% (54)	3.3% (7)	43.2% (146)	15.4% (6)	39.0% (23)	
		196	209	338	39	59	841
Clear instructions on when to report a complaint to a supervisor?	Yes	76.5% (150)	88.6% (187)	67.0% (227)	92.3% (36)	73.3% (44)	
	No	7.7% (15)	9.5% (20)	9.1% (31)	5.1% (2)	5.0% (3)	
	I don't know	15.8% (31)	1.9% (4)	23.9% (81)	2.6% (1)	21.7% (13)	
		196	211	339	39	60	845

Clear instructions on which complaints need to be reported to the professional indemnity insurer, and who will report them?	Yes	49.5% (98)	76.8% (162)	36.9% (125)	64.1% (25)	53.3% (32)	
	No	11.6% (23)	20.9% (44)	14.7% (50)	30.8% (12)	8.3% (5)	
	I don't know	38.9% (77)	2.4% (5)	48.4% (164)	5.1% (2)	38.3% (23)	
		198	211	339	39	60	847
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	Yes	49.5% (98)	63.0% (133)	35.4% (120)	56.4% (22)	38.3% (23)	
	No	13.6% (27)	33.6% (71)	15.3% (52)	30.8% (12)	10.0% (6)	
	I don't know	36.9% (73)	3.3% (7)	49.3% (167)	12.8% (5)	51.7% (31)	
		198	211	339	39	60	847
answered question		200	212	339	39	60	850
skipped question							39

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
There is no information provided as to how to make a complaint	5.9% (11)	1.9% (4)	9.0% (27)	0.0% (0)	4.0% (2)	5.6% (44)
Webpage	6.5% (12)	5.7% (12)	6.0% (18)	2.6% (1)	8.0% (4)	6.0% (47)
Costs disclosure statement	65.1% (121)	82.8% (173)	57.8% (174)	81.6% (31)	56.0% (28)	67.2% (527)
Standard letter sent to new clients	40.3% (75)	36.8% (77)	33.6% (101)	34.2% (13)	42.0% (21)	36.6% (287)
Standard statement sent with each account	31.7% (59)	28.7% (60)	24.3% (73)	42.1% (16)	28.0% (14)	28.3% (222)
Written client agreement	55.4% (103)	63.6% (133)	58.5% (176)	50.0% (19)	56.0% (28)	58.5% (459)
Orally at first interview	12.4% (23)	19.1% (40)	10.3% (31)	7.9% (3)	10.0% (5)	13.0% (102)
The firm's client service charter	5.9% (11)	2.9% (6)	3.0% (9)	0.0% (0)	2.0% (1)	3.4% (27)
The QLS client service charter	0.0% (0)	1.9% (4)	1.0% (3)	0.0% (0)	0.0% (0)	0.9% (7)
Other (please specify)	12 replies	12 replies	26 replies	2 replies	10 replies	62
answered question	186	209	301	38	50	784
skipped question						105

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?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Always	82.3% (158)	78.8% (164)	80.7% (260)	78.9% (30)	77.8% (42)	80.3% (654)
Sometimes	13.0% (25)	17.3% (36)	16.1% (52)	15.8% (6)	22.2% (12)	16.1% (131)
Never	4.7% (9)	3.8% (8)	3.1% (10)	5.3% (2)	0.0% (0)	3.6% (29)
answered question	192	208	322	38	54	814
skipped question						75

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	19.0% (36)	9.2% (19)	19.5% (61)	2.6% (1)	23.6% (13)	16.2% (130)
No	72.5% (137)	83.6% (173)	71.9% (225)	94.7% (36)	72.7% (40)	76.2% (611)
Not applicable as the practice does not have a website.	8.5% (16)	7.2% (15)	8.6% (27)	2.6% (1)	3.6% (2)	7.6% (61)
answered question	189	207	313	38	55	802
skipped question						87

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)?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Never	3.1% (6)	19.3% (40)	4.3% (14)	2.6% (1)	1.7% (1)	7.5% (62)
Sometimes	7.1% (14)	15.9% (33)	5.8% (19)	13.2% (5)	0.0% (0)	8.6% (71)
Always	29.6% (58)	36.7% (76)	23.3% (76)	47.4% (18)	27.6% (16)	29.6% (244)
I don't know.	60.2% (118)	28.0% (58)	66.6% (217)	36.8% (14)	70.7% (41)	54.3% (448)
answered question	196	207	326	38	58	825
skipped question						64

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

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Total
An apology	Never	0.5% (1)	1.5% (3)	0.3% (1)	0.0% (0)	1.8% (1)	
	Sometimes	18.2% (35)	24.3% (49)	13.5% (43)	10.3% (4)	19.3% (11)	
	Often	12.0% (23)	18.8% (38)	7.5% (24)	10.3% (4)	1.8% (1)	
	Always	45.3% (87)	52.5% (106)	42.5% (135)	69.2% (27)	33.3% (19)	
	I don't know	24.0% (46)	3.0% (6)	36.2% (115)	10.3% (4)	43.9% (25)	
		192	202	318	39	57	
Waiver or reduction of legal fees	Never	0.0% (0)	1.0% (2)	0.3% (1)	0.0% (0)	0.0% (0)	
	Sometimes	54.7% (104)	53.7% (108)	37.2% (118)	56.4% (22)	50.9% (29)	
	Often	14.7% (28)	32.8% (66)	14.2% (45)	17.9% (7)	10.5% (6)	
	Always	7.9% (15)	10.0% (20)	6.0% (19)	20.5% (8)	10.5% (6)	
	I don't know	22.6% (43)	2.5% (5)	42.3% (134)	5.1% (2)	28.1% (16)	
		190	201	317	39	57	
Repayment of legal fees	Never	6.0% (11)	13.8% (27)	6.6% (21)	10.3% (4)	1.9% (1)	
	Sometimes	30.2% (55)	63.1% (123)	20.3% (64)	56.4% (22)	37.0% (20)	

	Often	2.7% (5)	10.8% (21)	1.3% (4)	5.1% (2)	1.9% (1)	
	Always	3.3% (6)	5.1% (10)	1.9% (6)	2.6% (1)	3.7% (2)	
	I don't know	57.7% (105)	7.2% (14)	69.9% (221)	25.6% (10)	55.6% (30)	
		182	195	316	39	54	
Carry out legal work without fee or for a stated fee	Never	2.7% (5)	7.4% (15)	3.2% (10)	5.1% (2)	5.4% (3)	
	Sometimes	40.3% (75)	63.4% (128)	27.7% (87)	66.7% (26)	33.9% (19)	
	Often	8.6% (16)	19.3% (39)	7.0% (22)	7.7% (3)	1.8% (1)	
	Always	3.8% (7)	4.5% (9)	1.3% (4)	5.1% (2)	3.6% (2)	
	I don't know	44.6% (83)	5.4% (11)	60.8% (191)	15.4% (6)	55.4% (31)	
		186	202	314	39	56	
Other form of compensation	Never	8.6% (16)	44.3% (86)	7.3% (23)	28.2% (11)	3.7% (2)	
	Sometimes	16.2% (30)	33.5% (65)	11.5% (36)	30.8% (12)	18.5% (10)	
	Often	2.2% (4)	3.6% (7)	1.3% (4)	5.1% (2)	1.9% (1)	
	Always	2.2% (4)	1.5% (3)	0.6% (2)	0.0% (0)	3.7% (2)	
	I don't know	70.8% (131)	17.0% (33)	79.3% (249)	35.9% (14)	72.2% (39)	
		185	194	314	39	54	
No redress	Never	36.0% (67)	72.8% (139)	20.5% (64)	64.9% (24)	22.2% (12)	
	Sometimes	5.4% (10)	17.8% (34)	3.8% (12)	5.4% (2)	9.3% (5)	

	Often	0.5% (1)	0.5% (1)	0.3% (1)	0.0% (0)	0.0% (0)	
	Always	1.1% (2)	1.6% (3)	0.6% (2)	0.0% (0)	0.0% (0)	
	I don't know	57.0% (106)	7.3% (14)	74.7% (233)	29.7% (11)	68.5% (37)	
		186	191	312	37	54	
Internal discipline of staff member within firm	Never	3.7% (7)	6.1% (12)	4.8% (15)	0.0% (0)	3.6% (2)	
	Sometimes	34.0% (64)	61.1% (121)	23.2% (73)	61.5% (24)	25.5% (14)	
	Often	4.8% (9)	8.1% (16)	5.1% (16)	5.1% (2)	0.0% (0)	
	Always	12.8% (24)	19.2% (38)	13.0% (41)	25.6% (10)	14.5% (8)	
	I don't know	44.7% (84)	5.6% (11)	54.0% (170)	7.7% (3)	56.4% (31)	
		188	198	315	39	55	
Issue raised at staff member's performance review	Never	3.2% (6)	5.6% (11)	2.5% (8)	5.1% (2)	1.8% (1)	
	Sometimes	25.0% (47)	43.1% (85)	14.9% (47)	33.3% (13)	21.4% (12)	
	Often	6.9% (13)	19.8% (39)	6.3% (20)	12.8% (5)	3.6% (2)	
	Always	20.2% (38)	26.9% (53)	17.7% (56)	35.9% (14)	16.1% (9)	
	I don't know	44.7% (84)	4.6% (9)	58.5% (185)	12.8% (5)	57.1% (32)	
		188	197	316	39	56	
Internal seminar if issue is of wider relevance to the firm	Never	4.3% (8)	9.2% (18)	6.0% (19)	15.4% (6)	1.8% (1)	
	Sometimes	29.2% (54)	39.5% (77)	19.3% (61)	35.9% (14)	18.2% (10)	
	Often	9.2% (17)	17.9% (35)	6.0% (19)	7.7% (3)	3.6% (2)	

	Always	18.4% (34)	27.2% (53)	14.9% (47)	33.3% (13)	23.6% (13)	
	I don't know	38.9% (72)	6.2% (12)	53.8% (170)	7.7% (3)	52.7% (29)	
		185	195	316	39	55	
Other (please specify)		6 replies	23 replies	13 replies	4 replies	5 replies	
answered question		192	202	320	39	57	
skipped question							

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	0.0% (0)	0.9% (2)	0.3% (1)	2.6% (1)	0.0% (0)	0.5% (4)
No	58.5% (114)	91.5% (193)	38.6% (127)	89.7% (35)	50.8% (30)	59.9% (499)
I don't know.	41.5% (81)	7.6% (16)	61.1% (201)	7.7% (3)	49.2% (29)	39.6% (330)
answered question	195	211	329	39	59	833
skipped question						56

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Sometimes	1.8% (1)	14.3% (2)	0.0% (0)	20.0% (1)	4.5% (1)	2.1% (5)
Always	0.0% (0)	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.4% (1)
I don't know.	98.2% (54)	78.6% (11)	100.0% (140)	80.0% (4)	95.5% (21)	97.5% (230)
answered question	55	14	140	5	22	236
skipped question						653

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
All staff	22.1% (42)	32.5% (62)	16.7% (53)	20.0% (7)	27.6% (16)	22.7% (180)
Most staff	14.7% (28)	15.2% (29)	10.4% (33)	25.7% (9)	8.6% (5)	13.1% (104)
Only key staff (eg receptionist, personal assistants, professional staff)	36.3% (69)	47.6% (91)	32.4% (103)	48.6% (17)	34.5% (20)	37.9% (300)
I don't know	26.8% (51)	4.7% (9)	40.6% (129)	5.7% (2)	29.3% (17)	26.3% (208)
Other (please specify)	10 replies	24 replies	14 replies	7 replies	3 replies	58
answered question	190	191	318	35	58	792
skipped question						97

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	33.5% (65)	18.8% (39)	24.0% (78)	23.1% (9)	36.2% (21)	25.7% (212)
No	50.0% (97)	19.2% (40)	56.3% (183)	53.8% (21)	37.9% (22)	44.1% (363)
Not applicable	16.5% (32)	62.0% (129)	19.7% (64)	23.1% (9)	25.9% (15)	30.2% (249)
answered question	194	208	325	39	58	824
skipped question						65

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	37.8% (74)	38.9% (81)	30.3% (99)	71.8% (28)	37.9% (22)	36.7% (304)
No	50.0% (98)	20.7% (43)	49.8% (163)	20.5% (8)	34.5% (20)	40.1% (332)
Not applicable	12.2% (24)	40.4% (84)	19.9% (65)	7.7% (3)	27.6% (16)	23.2% (192)
answered question	196	208	327	39	58	828
skipped question						61

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Never	44.0% (70)	20.8% (32)	43.0% (114)	27.3% (9)	31.8% (14)	36.5% (239)
Only at induction	20.1% (32)	25.3% (39)	18.5% (49)	21.2% (7)	27.3% (12)	21.2% (139)
At least quarterly	7.5% (12)	8.4% (13)	5.3% (14)	9.1% (3)	6.8% (3)	6.9% (45)
At least half yearly	8.8% (14)	12.3% (19)	7.2% (19)	6.1% (2)	11.4% (5)	9.0% (59)
At least annually	19.5% (31)	33.1% (51)	26.0% (69)	36.4% (12)	22.7% (10)	26.4% (173)
Other (please specify)	40 replies	61 replies	59 replies	8 replies	12 replies	180
answered question	159	154	265	33	44	655
skipped question						234

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	52.8% (103)	64.4% (134)	37.6% (123)	66.7% (26)	50.0% (29)	50.2% (415)
No	30.8% (60)	29.3% (61)	29.1% (95)	25.6% (10)	12.1% (7)	28.2% (233)
I don't know	16.4% (32)	6.3% (13)	33.3% (109)	7.7% (3)	37.9% (22)	21.6% (179)
answered question	195	208	327	39	58	827
skipped question						62

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Always	18.9% (37)	24.2% (50)	12.6% (41)	25.6% (10)	10.3% (6)	17.5% (144)
Sometimes	8.2% (16)	30.4% (63)	7.4% (24)	28.2% (11)	6.9% (4)	14.3% (118)
Never	12.8% (25)	30.0% (62)	11.1% (36)	25.6% (10)	8.6% (5)	16.7% (138)
I don't know	60.2% (118)	15.5% (32)	68.9% (224)	20.5% (8)	74.1% (43)	51.5% (425)
answered question	196	207	325	39	58	825
skipped question						64

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
At the end of each matter	15.5% (30)	10.6% (22)	15.3% (50)	17.9% (7)	10.3% (6)	13.9% (115)
Annually	1.5% (3)	1.0% (2)	0.3% (1)	0.0% (0)	0.0% (0)	0.7% (6)
From time to time	23.7% (46)	26.0% (54)	12.3% (40)	20.5% (8)	15.5% (9)	19.0% (157)
Never	22.7% (44)	58.7% (122)	30.7% (100)	56.4% (22)	20.7% (12)	36.4% (300)
I don't know	36.6% (71)	3.8% (8)	41.4% (135)	5.1% (2)	53.4% (31)	29.9% (247)
answered question	194	208	326	39	58	825
skipped question						64

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	27.5% (53)	44.2% (92)	26.4% (86)	56.4% (22)	22.4% (13)	32.3% (266)
No	17.6% (34)	46.2% (96)	16.3% (53)	33.3% (13)	13.8% (8)	24.8% (204)
I don't know.	54.9% (106)	9.6% (20)	57.4% (187)	10.3% (4)	63.8% (37)	43.0% (354)
answered question	193	208	326	39	58	824
skipped question						65

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Dedicated complaints management software	16.3% (7)	6.3% (5)	1.6% (1)	5.0% (1)	16.7% (2)	7.3% (16)
Spreadsheets	32.6% (14)	21.3% (17)	32.8% (21)	35.0% (7)	16.7% (2)	27.9% (61)
Word document	34.9% (15)	47.5% (38)	54.7% (35)	55.0% (11)	58.3% (7)	48.4% (106)
Loose paper	25.6% (11)	38.8% (31)	21.9% (14)	10.0% (2)	25.0% (3)	27.9% (61)
Other (please specify)	32 replies	20 replies	50 replies	8 replies	6 replies	116
answered question	43	80	64	20	12	219
skipped question						670

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
I don't know	69.6% (128)	12.2% (22)	77.4% (243)	14.3% (5)	72.2% (39)	56.9% (437)
Never	9.2% (17)	28.2% (51)	7.6% (24)	22.9% (8)	7.4% (4)	13.5% (104)
From time to time	13.0% (24)	40.9% (74)	8.9% (28)	28.6% (10)	18.5% (10)	19.0% (146)
At least monthly	4.9% (9)	5.5% (10)	2.5% (8)	8.6% (3)	1.9% (1)	4.0% (31)
At least quarterly	2.2% (4)	6.1% (11)	1.6% (5)	17.1% (6)	0.0% (0)	3.4% (26)
At least half yearly	0.5% (1)	1.7% (3)	1.0% (3)	5.7% (2)	0.0% (0)	1.2% (9)
At least annually	0.5% (1)	5.5% (10)	1.0% (3)	2.9% (1)	0.0% (0)	2.0% (15)
Other (please specify)	11 replies	35 replies	15 replies	5 replies	4 replies	70
answered question	184	181	314	35	54	768
skipped question						121

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)

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes - At least once	23.8% (46)	46.9% (91)	19.7% (63)	43.6% (17)	12.1% (7)	27.9% (224)
Yes - Regularly	9.3% (18)	26.8% (52)	5.6% (18)	23.1% (9)	6.9% (4)	12.6% (101)
No - Never	4.1% (8)	17.0% (33)	3.1% (10)	12.8% (5)	3.4% (2)	7.2% (58)
I don't know.	62.7% (121)	9.3% (18)	71.5% (228)	20.5% (8)	77.6% (45)	52.3% (420)
Other (please specify)	2 replies	15 replies	5 replies	1 reply	0 replies	23
answered question	193	194	319	39	58	803
skipped question						86

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
I don't know	66.0% (128)	7.7% (16)	72.1% (235)	17.9% (7)	53.4% (31)	50.6% (417)
Never.	2.6% (5)	14.0% (29)	4.3% (14)	7.7% (3)	0.0% (0)	6.2% (51)
Once	0.0% (0)	1.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (2)
Annually	4.6% (9)	9.7% (20)	3.1% (10)	2.6% (1)	3.4% (2)	5.1% (42)
From time to time	26.8% (52)	67.6% (140)	20.6% (67)	71.8% (28)	43.1% (25)	37.9% (312)
answered question	194	207	326	39	58	824
skipped question						65

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

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Resp To
In my firm we encourage feedback from clients;	Strongly Agree	47.6% (91)	52.6% (110)	32.2% (104)	46.2% (18)	41.8% (23)	
	Agree	40.3% (77)	37.3% (78)	38.7% (125)	35.9% (14)	34.5% (19)	
	Neither agree or disagree	11.5% (22)	9.6% (20)	26.6% (86)	15.4% (6)	23.6% (13)	
	Disagree	0.5% (1)	0.5% (1)	2.5% (8)	2.6% (1)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		191	209	323	39	55	
I feel confident that I know how to deal with a client complaint;	Strongly Agree	28.8% (55)	64.1% (134)	23.5% (76)	61.5% (24)	20.0% (11)	
	Agree	50.3% (96)	32.5% (68)	50.3% (163)	35.9% (14)	52.7% (29)	
	Neither agree or disagree	14.1% (27)	3.3% (7)	16.7% (54)	0.0% (0)	25.5% (14)	
	Disagree	6.8% (13)	0.0% (0)	8.3% (27)	0.0% (0)	1.8% (1)	
	Strongly Disagree	0.0% (0)	0.0% (0)	1.2% (4)	2.6% (1)	0.0% (0)	
		191	209	324	39	55	
I feel confident that my colleagues would	Strongly Agree	25.7% (49)	54.1% (112)	22.9% (74)	46.2% (18)	20.0% (11)	

understand why I need to pass on a complaint about their work	Agree	47.6% (91)	37.7% (78)	47.1% (152)	48.7% (19)	54.5% (30)	
	Neither agree or disagree	21.5% (41)	7.7% (16)	21.7% (70)	5.1% (2)	21.8% (12)	
	Disagree	4.7% (9)	0.5% (1)	6.5% (21)	0.0% (0)	1.8% (1)	
	Strongly Disagree	0.5% (1)	0.0% (0)	1.9% (6)	0.0% (0)	1.8% (1)	
		191	207	323	39	55	
I hope my colleagues would tell me if they received a complaint about my work	Strongly Agree	48.7% (93)	73.2% (153)	42.7% (137)	71.8% (28)	41.8% (23)	
	Agree	48.7% (93)	24.4% (51)	51.7% (166)	28.2% (11)	52.7% (29)	
	Neither agree or disagree	1.6% (3)	2.4% (5)	5.0% (16)	0.0% (0)	5.5% (3)	
	Disagree	1.0% (2)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	
		191	209	321	39	55	
I feel confident that my firm will provide effective redress/feedback to any client that complains;	Strongly Agree	42.4% (81)	68.9% (144)	33.1% (107)	56.4% (22)	34.5% (19)	
	Agree	49.2% (94)	29.2% (61)	50.5% (163)	43.6% (17)	54.5% (30)	
	Neither agree or disagree	8.4% (16)	1.9% (4)	15.8% (51)	0.0% (0)	10.9% (6)	
	Disagree	0.0% (0)	0.0% (0)	0.6% (2)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		191	209	323	39	55	
I know when to trigger the complaints	Strongly Agree	33.9% (64)	66.5% (139)	23.6% (76)	61.5% (24)	21.8% (12)	

process;	Agree	44.4% (84)	31.6% (66)	45.0% (145)	33.3% (13)	54.5% (30)	
	Neither agree or disagree	12.7% (24)	1.4% (3)	23.9% (77)	2.6% (1)	18.2% (10)	
	Disagree	8.5% (16)	0.5% (1)	5.3% (17)	2.6% (1)	5.5% (3)	
	Strongly Disagree	0.5% (1)	0.0% (0)	2.2% (7)	0.0% (0)	0.0% (0)	
		189	209	322	39	55	
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	Strongly Agree	35.3% (67)	37.0% (77)	25.7% (83)	48.7% (19)	29.1% (16)	
	Agree	41.1% (78)	41.8% (87)	53.6% (173)	43.6% (17)	40.0% (22)	
	Neither agree or disagree	20.5% (39)	18.3% (38)	19.8% (64)	7.7% (3)	20.0% (11)	
	Disagree	3.2% (6)	2.4% (5)	0.9% (3)	0.0% (0)	10.9% (6)	
	Strongly Disagree	0.0% (0)	0.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		190	208	323	39	55	
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	Strongly Agree	15.7% (30)	20.9% (43)	12.7% (41)	20.5% (8)	5.5% (3)	
	Agree	39.3% (75)	34.0% (70)	46.1% (149)	38.5% (15)	41.8% (23)	
	Neither agree or disagree	38.2% (73)	31.1% (64)	34.1% (110)	33.3% (13)	43.6% (24)	
	Disagree	5.8% (11)	8.7% (18)	6.8% (22)	5.1% (2)	7.3% (4)	
	Strongly Disagree	1.0% (2)	5.3% (11)	0.3% (1)	2.6% (1)	1.8% (1)	
		191	206	323	39	55	
We can learn a lot from analyzing even	Strongly Agree	22.5% (43)	21.6% (45)	18.1% (58)	41.0% (16)	9.1% (5)	

frivolous complaints	Agree	40.8% (78)	46.2% (96)	51.6% (165)	43.6% (17)	50.9% (28)	
	Neither agree or disagree	26.7% (51)	22.1% (46)	22.2% (71)	7.7% (3)	27.3% (15)	
	Disagree	9.4% (18)	8.2% (17)	7.2% (23)	7.7% (3)	10.9% (6)	
	Strongly Disagree	0.5% (1)	1.9% (4)	0.9% (3)	0.0% (0)	1.8% (1)	
		191	208	320	39	55	
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	Strongly Agree	14.7% (28)	17.7% (37)	9.6% (31)	12.8% (5)	7.3% (4)	
	Agree	29.8% (57)	26.3% (55)	31.0% (100)	35.9% (14)	34.5% (19)	
	Neither agree or disagree	38.2% (73)	32.1% (67)	43.7% (141)	38.5% (15)	50.9% (28)	
	Disagree	14.7% (28)	21.5% (45)	13.3% (43)	12.8% (5)	5.5% (3)	
	Strongly Disagree	2.6% (5)	2.4% (5)	2.5% (8)	0.0% (0)	1.8% (1)	
		191	209	323	39	55	
I can usually pick which clients will complain when I first meet them	Strongly Agree	8.9% (17)	9.6% (20)	5.9% (19)	5.1% (2)	1.8% (1)	
	Agree	26.8% (51)	36.1% (75)	18.9% (61)	28.2% (11)	14.5% (8)	
	Neither agree or disagree	41.1% (78)	38.5% (80)	51.6% (166)	48.7% (19)	60.0% (33)	
	Disagree	20.0% (38)	14.4% (30)	19.6% (63)	10.3% (4)	20.0% (11)	
	Strongly Disagree	3.2% (6)	1.4% (3)	4.0% (13)	7.7% (3)	3.6% (2)	
		190	208	322	39	55	
Complaints can't be ignored because of the	Strongly Agree	51.8% (99)	58.7% (122)	40.6% (131)	53.8% (21)	25.5% (14)	

damage they can do to your reputation	Agree	42.4% (81)	34.6% (72)	44.6% (144)	35.9% (14)	58.2% (32)	
	Neither agree or disagree	1.6% (3)	5.3% (11)	7.4% (24)	2.6% (1)	12.7% (7)	
	Disagree	1.6% (3)	0.0% (0)	4.0% (13)	0.0% (0)	0.0% (0)	
	Strongly Disagree	2.6% (5)	1.4% (3)	3.4% (11)	7.7% (3)	3.6% (2)	
		191	208	323	39	55	
When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	Strongly Agree	13.2% (25)	18.4% (38)	6.9% (22)	12.8% (5)	10.9% (6)	
	Agree	30.5% (58)	32.9% (68)	22.8% (73)	33.3% (13)	29.1% (16)	
	Neither agree or disagree	33.2% (63)	25.1% (52)	49.7% (159)	30.8% (12)	43.6% (24)	
	Disagree	16.3% (31)	20.8% (43)	16.9% (54)	17.9% (7)	12.7% (7)	
	Strongly Disagree	6.8% (13)	2.9% (6)	3.8% (12)	5.1% (2)	3.6% (2)	
		190	207	320	39	55	
The practice must sometimes cave into unreasonable complaints about me to avoid losing the client or for the sake of the practice's reputation	Strongly Agree	4.2% (8)	4.8% (10)	1.9% (6)	5.1% (2)	7.3% (4)	
	Agree	17.3% (33)	25.5% (53)	15.4% (49)	30.8% (12)	9.1% (5)	
	Neither agree or disagree	45.0% (86)	29.8% (62)	47.8% (152)	35.9% (14)	52.7% (29)	
	Disagree	28.3% (54)	28.8% (60)	25.5% (81)	15.4% (6)	23.6% (13)	
	Strongly Disagree	5.2% (10)	11.1% (23)	9.4% (30)	12.8% (5)	7.3% (4)	
		191	208	318	39	55	
When a large client complains, we have no	Strongly Agree	4.2% (8)	1.9% (4)	2.2% (7)	0.0% (0)	0.0% (0)	

choice but to accede to their demands, even if they're unreasonable	Agree	15.2% (29)	9.6% (20)	9.7% (31)	20.5% (8)	5.5% (3)
	Neither agree or disagree	39.8% (76)	27.9% (58)	42.1% (134)	23.1% (9)	41.8% (23)
	Disagree	32.5% (62)	41.3% (86)	35.5% (113)	38.5% (15)	49.1% (27)
	Strongly Disagree	8.4% (16)	19.2% (40)	10.4% (33)	17.9% (7)	3.6% (2)
		191	208	318	39	55
answered question		191	209	324	39	55
skipped question						

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	98.4% (190)	96.1% (199)	97.2% (315)	100.0% (39)	94.6% (53)	97.2% (796)
No	1.6% (3)	3.9% (8)	2.8% (9)	0.0% (0)	5.4% (3)	2.8% (23)
answered question	193	207	324	39	56	819
skipped question						70

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?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Very helpful	12.0% (23)	20.3% (42)	10.4% (33)	25.6% (10)	13.0% (7)	14.2% (115)
Helpful	49.7% (95)	48.3% (100)	56.5% (179)	56.4% (22)	59.3% (32)	53.0% (428)
Neither helpful nor unhelpful	37.2% (71)	25.6% (53)	30.0% (95)	17.9% (7)	25.9% (14)	29.7% (240)
Unhelpful	1.0% (2)	4.8% (10)	2.2% (7)	0.0% (0)	1.9% (1)	2.5% (20)
Very unhelpful	0.0% (0)	1.0% (2)	0.9% (3)	0.0% (0)	0.0% (0)	0.6% (5)
Can you think of any ways in which the survey might be improved? We appreciate all feedback.	13 replies	21 replies	15 replies	5 replies	2 replies	56
answered question	191	207	317	39	54	808
skipped question						81

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 <

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Count
	11 replies	23 replies	11 replies	4 replies	2 replies	51
answered question	11	23	11	4	2	51
skipped question						838