

Billing Practices Check for medium to large law firms 2012 SurveyMonkey

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
A member of a participating law firm, at your firm's request?	26.7% (4)	55.6% (5)	22.2% (2)	81.8% (9)	45.5% (20)
An interested individual on your own initiative?	73.3% (11)	44.4% (4)	77.8% (7)	18.2% (2)	54.5% (24)
answered question	15	9	9	11	44
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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Count
	4 replies	5 replies	2 replies	9 replies	20
answered question	4	5	2	9	20
skipped question					24

3. What best describes the legal practice where you work?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Partnership	66.7% (10)	44.4% (4)	66.7% (6)	54.5% (6)	59.1% (26)
Incorporated legal practice	26.7% (4)	55.6% (5)	33.3% (3)	45.5% (5)	38.6% (17)
Government legal office	6.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0.0% (0)
answered question	15	9	9	11	44
skipped question					0

4. How many practising certificate holders are there in your law firm as a whole? Please tick the relevant box.

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
<5	6.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
5-9	20.0% (3)	22.2% (2)	22.2% (2)	36.4% (4)	25.0% (11)
10-19	26.7% (4)	44.4% (4)	22.2% (2)	45.5% (5)	34.1% (15)
20-49	6.7% (1)	22.2% (2)	11.1% (1)	9.1% (1)	11.4% (5)
>50	40.0% (6)	11.1% (1)	44.4% (4)	9.1% (1)	27.3% (12)
answered question	15	9	9	11	44
skipped question					0

5. Where is your law firm located?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Brisbane CBD	73.3% (11)	77.8% (7)	77.8% (7)	63.6% (7)	72.7% (32)
Brisbane Suburbs	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Regional City	13.3% (2)	22.2% (2)	22.2% (2)	36.4% (4)	22.7% (10)
Regional Town	6.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
Interstate	6.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
answered question	15	9	9	11	44
skipped question					0

6. Does your legal practice operate with multiple offices, or branches?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	53.3% (8)	44.4% (4)	55.6% (5)	20.0% (2)	44.2% (19)
No	46.7% (7)	55.6% (5)	44.4% (4)	80.0% (8)	55.8% (24)
If "yes", where is your state head office located?	7 replies	2 replies	2 replies	2 replies	13
answered question	15	9	9	10	43
skipped question					1

7. What is your gender?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Male	46.7% (7)	33.3% (3)	44.4% (4)	72.7% (8)	50.0% (22)
Female	53.3% (8)	66.7% (6)	55.6% (5)	27.3% (3)	50.0% (22)
answered question	15	9	9	11	44
skipped question					0

8. What best describes your role as a fee earner in your firm?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Graduate/trainee lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
1st to 3rd year lawyer	100.0% (15)	0.0% (0)	0.0% (0)	0.0% (0)	34.1% (15)
4th + year lawyer	0.0% (0)	100.0% (9)	0.0% (0)	0.0% (0)	20.5% (9)
Senior associate	0.0% (0)	0.0% (0)	100.0% (9)	0.0% (0)	20.5% (9)
Partner/Director	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (11)	25.0% (11)
Consultant/In-House Counsel/Special Counsel	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0.0% (0)
answered question	15	9	9	11	44
skipped question					0

9. Do you hold a current practising certificate and if so, for how long have you held it?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
I do not hold a current practising certificate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
<5 years	100.0% (15)	44.4% (4)	22.2% (2)	0.0% (0)	47.7% (21)
5 to 9 years	0.0% (0)	44.4% (4)	22.2% (2)	0.0% (0)	13.6% (6)
10 to 14 years	0.0% (0)	0.0% (0)	44.4% (4)	18.2% (2)	13.6% (6)
15 to 19 years	0.0% (0)	0.0% (0)	11.1% (1)	18.2% (2)	6.8% (3)
20 to 24 years	0.0% (0)	0.0% (0)	0.0% (0)	27.3% (3)	6.8% (3)
25 to 29 years	0.0% (0)	0.0% (0)	0.0% (0)	36.4% (4)	9.1% (4)
30 to 34 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
35 to 39 years	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	2.3% (1)
40+ years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	15	9	9	11	44
skipped question					0

10. What is your own primary area of legal practice?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Not applicable	0.0% (0)	0.0% (0)	11.1% (1)	0.0% (0)	2.3% (1)
Administrative law	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	2.3% (1)
Bankruptcy and insolvency	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	2.3% (1)
Building and construction law	6.7% (1)	0.0% (0)	11.1% (1)	0.0% (0)	4.5% (2)
Commercial and company law	13.3% (2)	11.1% (1)	22.2% (2)	27.3% (3)	18.2% (8)
Conveyancing	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Criminal law	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Deceased estates and trusts	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Family/de facto law	13.3% (2)	22.2% (2)	22.2% (2)	9.1% (1)	15.9% (7)
Immigration law	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Industrial and employment law	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	2.3% (1)
Litigation	13.3% (2)	22.2% (2)	0.0% (0)	9.1% (1)	11.4% (5)
Personal injury and workcover	33.3% (5)	0.0% (0)	11.1% (1)	9.1% (1)	15.9% (7)
Property law	13.3% (2)	33.3% (3)	0.0% (0)	0.0% (0)	11.4% (5)

Wills and estate planning	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	1 reply (6.7%)	1 reply (11.1%)	2 replies (22.2%)	2 replies (18.2%)	13.6% (6)
answered question	15	9	9	11	44
skipped question					0

11. Which of the following billing methods does your firm use?

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Time based (hourly)	Always	57.1% (8)	50.0% (4)	44.4% (4)	0.0% (0)	
	Mostly	35.7% (5)	50.0% (4)	55.6% (5)	72.7% (8)	
	Sometimes	0.0% (0)	0.0% (0)	0.0% (0)	27.3% (3)	
	Never	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		14	8	9	11	42
Time based (No win No Fee)	Always	9.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Mostly	9.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Sometimes	18.2% (2)	50.0% (2)	0.0% (0)	87.5% (7)	
	Never	63.6% (7)	50.0% (2)	100.0% (5)	12.5% (1)	
		11	4	5	8	28
Fixed fee by agreement	Always	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		15.4%	20.0%	0.0%	22.2%	

	Mostly	(2)	(1)	(0)	(2)	
	Sometimes	53.8% (7)	80.0% (4)	83.3% (5)	77.8% (7)	
	Never	23.1% (3)	0.0% (0)	16.7% (1)	0.0% (0)	
		13	5	6	9	33
Other (please specify)		1 reply	1 reply	0 replies	1 reply	3
answered question		15	8	9	11	43
skipped question						1

12. If you have a daily billable hour target or expectation, what is it?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
No daily billable hour target	6.7% (1)	11.1% (1)	11.1% (1)	50.0% (5)	18.6% (8)
5	20.0% (3)	0.0% (0)	11.1% (1)	10.0% (1)	11.6% (5)
5.5	13.3% (2)	33.3% (3)	11.1% (1)	30.0% (3)	20.9% (9)
6	20.0% (3)	33.3% (3)	33.3% (3)	10.0% (1)	23.3% (10)
6.5	20.0% (3)	0.0% (0)	33.3% (3)	0.0% (0)	14.0% (6)
7	6.7% (1)	11.1% (1)	0.0% (0)	0.0% (0)	4.7% (2)
7.5	13.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	4.7% (2)
8	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	2.3% (1)
8.5	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
9	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
9.5	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
10	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	15	9	9	10	43
skipped question					1

13. If you have an annual billable hours target or expectation, what is it?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
No annual billable hour target	42.9% (6)	33.3% (3)	66.7% (6)	63.6% (7)	51.2% (22)
<1000 per year	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
1000-1249	7.1% (1)	11.1% (1)	0.0% (0)	27.3% (3)	11.6% (5)
1250-1499	28.6% (4)	33.3% (3)	33.3% (3)	9.1% (1)	25.6% (11)
1500-1749	7.1% (1)	11.1% (1)	0.0% (0)	0.0% (0)	4.7% (2)
1750-2000	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	2.3% (1)
>2000	7.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.3% (1)
answered question	14	9	9	11	43
skipped question					1

14. At a client's first interview, do you (or does the lawyer responsible) discuss the following with clients?

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Arrangements for on going costs disclosure	Yes	76.9% (10)	87.5% (7)	37.5% (3)	90.9% (10)	
	No	15.4% (2)	12.5% (1)	37.5% (3)	9.1% (1)	
	I don't know	7.7% (1)	0.0% (0)	25.0% (2)	0.0% (0)	
		13	8	8	11	40
Time frames for costs updates	Yes	66.7% (8)	37.5% (3)	25.0% (2)	63.6% (7)	
	No	25.0% (3)	50.0% (4)	50.0% (4)	36.4% (4)	
	I don't know	8.3% (1)	12.5% (1)	25.0% (2)	0.0% (0)	
		12	8	8	11	39
Arrangements for dealing with complaints about billing	Yes	50.0% (6)	25.0% (2)	25.0% (2)	45.5% (5)	
	No	41.7% (5)	75.0% (6)	50.0% (4)	54.5% (6)	
	I don't know	8.3% (1)	0.0% (0)	25.0% (2)	0.0% (0)	
		12	8	8	11	39
How often the client would like to receive accounts	Yes	33.3% (4)	25.0% (2)	62.5% (5)	72.7% (8)	
	No	50.0% (6)	62.5% (5)	25.0% (2)	27.3% (3)	

	I don't know	16.7% (2)	12.5% (1)	12.5% (1)	0.0% (0)	
		12	8	8	11	39
Which lawyers will be working on the matter and their charge out rates	Yes	76.9% (10)	62.5% (5)	75.0% (6)	72.7% (8)	
	No	15.4% (2)	37.5% (3)	12.5% (1)	27.3% (3)	
	I don't know	7.7% (1)	0.0% (0)	12.5% (1)	0.0% (0)	
		13	8	8	11	40
answered question		13	8	8	11	40
skipped question						4

15. Which of the following procedures are used to ensure that clients consent to any changes to the basis on which legal costs will be calculated?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Client sent a letter	92.3% (12)	87.5% (7)	75.0% (6)	81.8% (9)	85.0% (34)
Client consulted orally	30.8% (4)	50.0% (4)	37.5% (3)	27.3% (3)	35.0% (14)
No formal procedure for gaining client consent	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.5% (1)
I do not know	7.7% (1)	0.0% (0)	25.0% (2)	0.0% (0)	7.5% (3)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	1 reply (9.1%)	2.5% (1)
answered question	13	8	8	11	40
skipped question					4

16. Which of the following procedures are used to ensure that clients receive costs updates.

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
There are no procedures	23.1% (3)	12.5% (1)	25.0% (2)	9.1% (1)	17.5% (7)
Firm uses IT systems (time recording/accounts) to prompt you when you meet milestones in terms of accrued WIP	46.2% (6)	50.0% (4)	37.5% (3)	63.6% (7)	50.0% (20)
Personal bring up system	46.2% (6)	50.0% (4)	62.5% (5)	36.4% (4)	47.5% (19)
The client can check WIP or current costs on-line	7.7% (1)	0.0% (0)	12.5% (1)	0.0% (0)	5.0% (2)
Other (please specify)	1 reply (7.7%)	2 replies (25.0%)	0 replies (0.0%)	1 reply (9.1%)	10.0% (4)
answered question	13	8	8	11	40
skipped question					4

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	23.1% (3)	62.5% (5)	37.5% (3)	45.5% (5)	40.0% (16)
No	15.4% (2)	25.0% (2)	37.5% (3)	45.5% (5)	30.0% (12)
I do not know	61.5% (8)	12.5% (1)	25.0% (2)	9.1% (1)	30.0% (12)
answered question	13	8	8	11	40
skipped question					4

18. How often does your firm measure client satisfaction in relation to costs disclosure and billing?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Never	7.7% (1)	0.0% (0)	37.5% (3)	36.4% (4)	20.0% (8)
At the end of a matter	15.4% (2)	0.0% (0)	0.0% (0)	18.2% (2)	10.0% (4)
At least quarterly	0.0% (0)	0.0% (0)	12.5% (1)	0.0% (0)	2.5% (1)
At least half yearly	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
At least annually	7.7% (1)	12.5% (1)	0.0% (0)	9.1% (1)	7.5% (3)
I don't know	61.5% (8)	37.5% (3)	37.5% (3)	9.1% (1)	37.5% (15)
Other (please specify)	1 reply (7.7%)	4 replies (50.0%)	1 reply (12.5%)	3 replies (27.3%)	22.5% (9)
answered question	13	8	8	11	40
skipped question					4

19. What methods are used by your firm to measure client satisfaction in relation to costs disclosure and billing. (Tick all that apply)

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Meeting/Phone call with client relationship partner	33.3% (4)	62.5% (5)	20.0% (1)	60.0% (6)	45.7% (16)
Client satisfaction survey (on line)	8.3% (1)	25.0% (2)	0.0% (0)	10.0% (1)	11.4% (4)
Client satisfaction survey (telephone calls)	25.0% (3)	25.0% (2)	40.0% (2)	30.0% (3)	28.6% (10)
Client satisfaction survey (by post)	33.3% (4)	12.5% (1)	20.0% (1)	10.0% (1)	20.0% (7)
Speed of payment of bill	25.0% (3)	62.5% (5)	40.0% (2)	40.0% (4)	40.0% (14)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	1 reply (10.0%)	2.9% (1)
answered question	12	8	5	10	35
skipped question					9

20. How often does your firm offer training (whether internal or external) to all fee earners about their costs disclosure obligations?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Never	38.5% (5)	12.5% (1)	42.9% (3)	9.1% (1)	25.6% (10)
Only at induction	0.0% (0)	12.5% (1)	28.6% (2)	9.1% (1)	10.3% (4)
At least quarterly	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	2.6% (1)
At least half yearly	15.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	5.1% (2)
At least annually	38.5% (5)	50.0% (4)	14.3% (1)	45.5% (5)	38.5% (15)
Other (please specify)	1 reply (7.7%)	2 replies (25.0%)	1 reply (14.3%)	3 replies (27.3%)	17.9% (7)
answered question	13	8	7	11	39
skipped question					5

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	61.5% (8)	75.0% (6)	50.0% (4)	63.6% (7)	62.5% (25)
No	23.1% (3)	12.5% (1)	12.5% (1)	36.4% (4)	22.5% (9)
I don't know	15.4% (2)	12.5% (1)	37.5% (3)	0.0% (0)	15.0% (6)
answered question	13	8	8	11	40
skipped question					4

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	76.9% (10)	85.7% (6)	75.0% (6)	81.8% (9)	79.5% (31)
No	7.7% (1)	0.0% (0)	0.0% (0)	9.1% (1)	5.1% (2)
I do not know	15.4% (2)	14.3% (1)	25.0% (2)	9.1% (1)	15.4% (6)
answered question	13	7	8	11	39
skipped question					5

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	15.4% (2)	37.5% (3)	25.0% (2)	54.5% (6)	32.5% (13)
No	53.8% (7)	37.5% (3)	62.5% (5)	45.5% (5)	50.0% (20)
I don't know	30.8% (4)	25.0% (2)	12.5% (1)	0.0% (0)	17.5% (7)
answered question	13	8	8	11	40
skipped question					4

24. Do you believe that it is proper disclosure to provide a client with an estimate such as \$1,000.00 - \$200,000.00?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	2.6% (1)
No	100.0% (13)	100.0% (8)	85.7% (6)	90.9% (10)	94.9% (37)
I don't know	0.0% (0)	0.0% (0)	0.0% (0)	9.1% (1)	2.6% (1)
answered question	13	8	7	11	39
skipped question					5

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	61.5% (8)	62.5% (5)	37.5% (3)	36.4% (4)	50.0% (20)
No	15.4% (2)	12.5% (1)	25.0% (2)	27.3% (3)	20.0% (8)
I don't know	23.1% (3)	12.5% (1)	37.5% (3)	9.1% (1)	20.0% (8)
Other (please specify)	0 replies (0.0%)	1 reply (12.5%)	0 replies (0.0%)	3 replies (27.3%)	10.0% (4)
answered question	13	8	8	11	40
skipped question					4

26. Does your firm provide clients with an itemised account:

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
at the completion of the matter?	always	46.2% (6)	28.6% (2)	50.0% (3)	42.9% (3)	
	mostly	30.8% (4)	14.3% (1)	0.0% (0)	14.3% (1)	
	sometimes	15.4% (2)	28.6% (2)	0.0% (0)	42.9% (3)	
	never	7.7% (1)	28.6% (2)	50.0% (3)	0.0% (0)	
		13	7	6	7	33
at regular billing intervals?	always	38.5% (5)	37.5% (3)	75.0% (6)	27.3% (3)	
	mostly	38.5% (5)	12.5% (1)	0.0% (0)	45.5% (5)	
	sometimes	15.4% (2)	37.5% (3)	0.0% (0)	27.3% (3)	
	never	7.7% (1)	12.5% (1)	25.0% (2)	0.0% (0)	
		13	8	8	11	40
as requested by the client?	always	92.3% (12)	100.0% (7)	83.3% (5)	100.0% (9)	
	mostly	7.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	sometimes	0.0% (0)	0.0% (0)	16.7% (1)	0.0% (0)	
	never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		13	7	6	9	35
answered question		13	8	8	11	40

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
monitoring the billing practices/ activities of the legal practitioner directors/partners?	Yes	58.3% (7)	75.0% (6)	28.6% (2)	88.9% (8)	36
	No	0.0% (0)	0.0% (0)	14.3% (1)	11.1% (1)	
	I don't know	41.7% (5)	25.0% (2)	57.1% (4)	0.0% (0)	
		12	8	7	9	36
reviewing the billing practices of individual partners or legal practitioner directors?	Yes	66.7% (8)	75.0% (6)	28.6% (2)	88.9% (8)	36
	No	0.0% (0)	0.0% (0)	14.3% (1)	11.1% (1)	
	I don't know	33.3% (4)	25.0% (2)	57.1% (4)	0.0% (0)	
		12	8	7	9	36
detection of improper billing practices?	Yes	33.3% (4)	62.5% (5)	28.6% (2)	55.6% (5)	36
	No	8.3% (1)	12.5% (1)	14.3% (1)	22.2% (2)	
	I don't know	58.3% (7)	25.0% (2)	57.1% (4)	22.2% (2)	
		12	8	7	9	36
regular review (at least monthly) of all solicitors timesheets	Yes	66.7% (8)	87.5% (7)	42.9% (3)	66.7% (6)	36

	No	8.3% (1)	12.5% (1)	14.3% (1)	33.3% (3)	
	I don't know	25.0% (3)	0.0% (0)	42.9% (3)	0.0% (0)	
		12	8	7	9	36
regular review (at least monthly) of all non-legal staff timesheets	Yes	33.3% (4)	50.0% (4)	28.6% (2)	33.3% (3)	
	No	16.7% (2)	37.5% (3)	14.3% (1)	55.6% (5)	
	I don't know	50.0% (6)	12.5% (1)	57.1% (4)	11.1% (1)	
		12	8	7	9	36
reviewing all accounts rendered by the practice?	Yes	58.3% (7)	75.0% (6)	71.4% (5)	77.8% (7)	
	No	0.0% (0)	0.0% (0)	28.6% (2)	11.1% (1)	
	I don't know	41.7% (5)	25.0% (2)	0.0% (0)	11.1% (1)	
		12	8	7	9	36
supervisors to review all your accounts each month?	Yes	66.7% (8)	62.5% (5)	85.7% (6)	88.9% (8)	
	No	8.3% (1)	12.5% (1)	14.3% (1)	11.1% (1)	
	I don't know	25.0% (3)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	9	36
dealing with complaints by clients about an account?	Yes	75.0% (9)	100.0% (8)	71.4% (5)	77.8% (7)	
	No	0.0% (0)	0.0% (0)	28.6% (2)	22.2% (2)	
	I don't know	25.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	

		12	8	7	9	36
dealing with employee concerns about an account?	Yes	66.7% (8)	75.0% (6)	57.1% (4)	77.8% (7)	
	No	0.0% (0)	0.0% (0)	42.9% (3)	22.2% (2)	
	I don't know	33.3% (4)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	9	36
dealing with ethical concerns, or queries about billing practices by solicitors, other staff or partners?	Yes	58.3% (7)	75.0% (6)	57.1% (4)	66.7% (6)	
	No	0.0% (0)	0.0% (0)	42.9% (3)	22.2% (2)	
	I don't know	41.7% (5)	25.0% (2)	0.0% (0)	11.1% (1)	
		12	8	7	9	36
reporting improper billing practices to the Legal Services Commissioner?	Yes	25.0% (3)	25.0% (2)	28.6% (2)	44.4% (4)	
	No	0.0% (0)	25.0% (2)	42.9% (3)	33.3% (3)	
	I don't know	75.0% (9)	50.0% (4)	28.6% (2)	22.2% (2)	
		12	8	7	9	36
answered question		12	8	7	9	36
skipped question						8

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Designated ethics partner/solicitor	50.0% (5)	50.0% (4)	50.0% (2)	11.1% (1)	38.7% (12)
Ethics committee	30.0% (3)	0.0% (0)	25.0% (1)	11.1% (1)	16.1% (5)
Written policy encouraging reporting of misconduct	30.0% (3)	12.5% (1)	25.0% (1)	22.2% (2)	22.6% (7)
Scheduled in-firm meetings	30.0% (3)	37.5% (3)	50.0% (2)	44.4% (4)	38.7% (12)
Scheduled training on ethics issues	30.0% (3)	50.0% (4)	100.0% (4)	33.3% (3)	45.2% (14)
Other (please specify)	3 replies (30.0%)	1 reply (12.5%)	0 replies (0.0%)	2 replies (22.2%)	19.4% (6)
answered question	10	8	4	9	31
skipped question					13

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
No, we have no internal policy/procedure I am aware of.	58.3% (7)	50.0% (4)	57.1% (4)	44.4% (4)	52.8% (19)
Yes, we have an informal policy.	25.0% (3)	37.5% (3)	14.3% (1)	44.4% (4)	30.6% (11)
Yes, we have a formal written policy.	16.7% (2)	12.5% (1)	28.6% (2)	11.1% (1)	16.7% (6)
answered question	12	8	7	9	36
skipped question					8

30. If yes, is this policy/procedure regularly communicated to all fee-earners?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	11.1% (1)	50.0% (2)	75.0% (3)	75.0% (3)	42.9% (9)
No	88.9% (8)	50.0% (2)	25.0% (1)	25.0% (1)	57.1% (12)
answered question	9	4	4	4	21
skipped question					23

31. Do all partners have access to the billing records of all legal practitioners?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	75.0% (9)	75.0% (6)	71.4% (5)	88.9% (8)	77.8% (28)
No	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	2.8% (1)
I don't know	25.0% (3)	25.0% (2)	28.6% (2)	0.0% (0)	19.4% (7)
answered question	12	8	7	9	36
skipped question					8

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Drafting	Yes	75.0% (9)	62.5% (5)	57.1% (4)	87.5% (7)	
	No	0.0% (0)	12.5% (1)	42.9% (3)	12.5% (1)	
	I don't know	25.0% (3)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Research	Yes	75.0% (9)	62.5% (5)	57.1% (4)	87.5% (7)	
	No	0.0% (0)	12.5% (1)	42.9% (3)	12.5% (1)	
	I don't know	25.0% (3)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Travel	Yes	66.7% (8)	75.0% (6)	71.4% (5)	62.5% (5)	
	No	8.3% (1)	0.0% (0)	28.6% (2)	37.5% (3)	
	I don't know	25.0% (3)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Waiting (eg for Court/meetings)	Yes	41.7% (5)	37.5% (3)	57.1% (4)	62.5% (5)	
	No	16.7% (2)	0.0% (0)	42.9% (3)	37.5% (3)	
	I don't know	41.7% (5)	62.5% (5)	0.0% (0)	0.0% (0)	

		12	8	7	8	35
Internal conferences	Yes	58.3% (7)	62.5% (5)	57.1% (4)	62.5% (5)	
	No	8.3% (1)	12.5% (1)	42.9% (3)	37.5% (3)	
	I don't know	33.3% (4)	25.0% (2)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Internal reviews of files	Yes	66.7% (8)	50.0% (4)	57.1% (4)	62.5% (5)	
	No	0.0% (0)	12.5% (1)	42.9% (3)	37.5% (3)	
	I don't know	33.3% (4)	37.5% (3)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Preparing internal memoranda	Yes	58.3% (7)	50.0% (4)	57.1% (4)	62.5% (5)	
	No	8.3% (1)	12.5% (1)	42.9% (3)	37.5% (3)	
	I don't know	33.3% (4)	37.5% (3)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
Supervision	Yes	66.7% (8)	50.0% (4)	57.1% (4)	75.0% (6)	
	No	8.3% (1)	12.5% (1)	42.9% (3)	25.0% (2)	
	I don't know	25.0% (3)	37.5% (3)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
File Management	Yes	58.3% (7)	62.5% (5)	57.1% (4)	62.5% (5)	
	No	0.0% (0)	0.0% (0)	42.9% (3)	37.5% (3)	
	I don't	41.7%	37.5%	0.0%	0.0%	

	know	(5)	(3)	(0)	(0)	
		12	8	7	8	35
Administration	Yes	58.3% (7)	62.5% (5)	71.4% (5)	50.0% (4)	
	No	0.0% (0)	0.0% (0)	28.6% (2)	50.0% (4)	
	I don't know	41.7% (5)	37.5% (3)	0.0% (0)	0.0% (0)	
		12	8	7	8	35
answered question		12	8	7	8	35
skipped question						9

33. Where time billing is utilised in relation to hours worked, what is your firm's policy/guideline in relation to the timing when staff enter times onto a timesheet? (pick one only)

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
There is no policy	8.3% (1)	0.0% (0)	0.0% (0)	22.2% (2)	8.6% (3)
Immediately	66.7% (8)	57.1% (4)	42.9% (3)	44.4% (4)	54.3% (19)
Same day	8.3% (1)	28.6% (2)	42.9% (3)	11.1% (1)	20.0% (7)
Within the week	8.3% (1)	14.3% (1)	14.3% (1)	11.1% (1)	11.4% (4)
By the end of the month	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	1 reply (11.1%)	2.9% (1)
answered question	12	7	7	9	35
skipped question					9

34. Is this policy/guideline enforced on a regular basis?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	41.7% (5)	71.4% (5)	42.9% (3)	75.0% (6)	55.9% (19)
No	33.3% (4)	0.0% (0)	14.3% (1)	25.0% (2)	20.6% (7)
I don't know	25.0% (3)	28.6% (2)	42.9% (3)	0.0% (0)	23.5% (8)
answered question	12	7	7	8	34
skipped question					10

35. In the last 12 months, approximately how much training or instruction has your firm provided you on billing practices?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
None	8.3% (1)	12.5% (1)	42.9% (3)	22.2% (2)	19.4% (7)
Less than one hour	41.7% (5)	37.5% (3)	0.0% (0)	11.1% (1)	25.0% (9)
One to two hours	41.7% (5)	37.5% (3)	42.9% (3)	44.4% (4)	41.7% (15)
More than two hours	8.3% (1)	12.5% (1)	14.3% (1)	22.2% (2)	13.9% (5)
answered question	12	8	7	9	36
skipped question					8

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Queensland Law Society v Roche (2003) QCA 469	Yes	16.7% (2)	14.3% (1)	0.0% (0)	25.0% (2)	
	No	50.0% (6)	71.4% (5)	71.4% (5)	37.5% (3)	
	I don't know	33.3% (4)	14.3% (1)	28.6% (2)	37.5% (3)	
		12	7	7	8	34
D'Alessandro v Legal Practitioners Complaints Committee (1995) 15 WAR 198	Yes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	No	58.3% (7)	83.3% (5)	71.4% (5)	37.5% (3)	
	I don't know	41.7% (5)	16.7% (1)	28.6% (2)	37.5% (3)	
		12	6	7	8	33
De Pardo v Legal Practitioners Complaints Committee [2000] FCA 335	Yes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	No	58.3% (7)	83.3% (5)	71.4% (5)	37.5% (3)	
	I don't know	41.7% (5)	16.7% (1)	28.6% (2)	37.5% (3)	
		12	6	7	8	33
Re Law Society of the Australian Capital Territory and Roche (2002) 171 FLR 138	Yes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	No	58.3% (7)	83.3% (5)	71.4% (5)	37.5% (3)	

	I don't know	41.7% (5)	16.7% (1)	28.6% (2)	37.5% (3)	
		12	6	7	8	33
Law Society of New South Wales v. Foreman (1994) 34 NSWLR 408	Yes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	No	58.3% (7)	83.3% (5)	71.4% (5)	37.5% (3)	
	I don't know	41.7% (5)	16.7% (1)	28.6% (2)	37.5% (3)	
		12	6	7	8	33
Legal Practitioners Conduct Board v Hannaford (2002) 83 SASR 277	Yes	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	No	58.3% (7)	83.3% (5)	71.4% (5)	37.5% (3)	
	I don't know	41.7% (5)	16.7% (1)	28.6% (2)	37.5% (3)	
		12	6	7	8	33
answered question		12	7	7	8	34
skipped question						10

37. Does your firm measure and manage a fee earner's performance in relation to:

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
the amount you have billed	Always	75.0% (9)	85.7% (6)	71.4% (5)	55.6% (5)	
	Sometimes	16.7% (2)	14.3% (1)	28.6% (2)	22.2% (2)	
	Mostly	8.3% (1)	0.0% (0)	0.0% (0)	22.2% (2)	
	Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	I don't know	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
the accuracy of your cost estimates	Always	16.7% (2)	42.9% (3)	14.3% (1)	33.3% (3)	
	Sometimes	16.7% (2)	14.3% (1)	42.9% (3)	11.1% (1)	
	Mostly	8.3% (1)	0.0% (0)	0.0% (0)	11.1% (1)	
	Never	8.3% (1)	14.3% (1)	42.9% (3)	44.4% (4)	
	I don't know	50.0% (6)	28.6% (2)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
the use of costs updating	Always	8.3% (1)	42.9% (3)	42.9% (3)	22.2% (2)	
	Sometimes	8.3% (1)	14.3% (1)	14.3% (1)	22.2% (2)	
	Mostly	8.3% (1)	0.0% (0)	0.0% (0)	22.2% (2)	

	Never	16.7% (2)	14.3% (1)	28.6% (2)	33.3% (3)	
	I don't know	58.3% (7)	28.6% (2)	14.3% (1)	0.0% (0)	
		12	7	7	9	35
the number of pro-bono hours worked	Always	8.3% (1)	14.3% (1)	14.3% (1)	11.1% (1)	
	Sometimes	8.3% (1)	14.3% (1)	14.3% (1)	55.6% (5)	
	Mostly	8.3% (1)	0.0% (0)	0.0% (0)	11.1% (1)	
	Never	41.7% (5)	42.9% (3)	71.4% (5)	22.2% (2)	
	I don't know	33.3% (4)	28.6% (2)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
the amount of supervisory work undertaken	Always	8.3% (1)	42.9% (3)	14.3% (1)	11.1% (1)	
	Sometimes	25.0% (3)	0.0% (0)	28.6% (2)	66.7% (6)	
	Mostly	0.0% (0)	0.0% (0)	28.6% (2)	11.1% (1)	
	Never	25.0% (3)	14.3% (1)	14.3% (1)	11.1% (1)	
	I don't know	41.7% (5)	42.9% (3)	14.3% (1)	0.0% (0)	
		12	7	7	9	35
the ethical reputation of the fee earner	Always	0.0% (0)	42.9% (3)	28.6% (2)	55.6% (5)	
	Sometimes	8.3% (1)	0.0% (0)	14.3% (1)	0.0% (0)	
	Mostly	8.3% (1)	0.0% (0)	0.0% (0)	22.2% (2)	
	Never	16.7% (2)	14.3% (1)	42.9% (3)	22.2% (2)	

	I don't know	66.7% (8)	42.9% (3)	14.3% (1)	0.0% (0)	
		12	7	7	9	35
the level of the fee earners diligence and competence	Always	58.3% (7)	57.1% (4)	42.9% (3)	66.7% (6)	
	Sometimes	25.0% (3)	14.3% (1)	28.6% (2)	22.2% (2)	
	Mostly	16.7% (2)	0.0% (0)	0.0% (0)	11.1% (1)	
	Never	0.0% (0)	0.0% (0)	28.6% (2)	0.0% (0)	
	I don't know	0.0% (0)	28.6% (2)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
the efficiency of work performed	Always	66.7% (8)	71.4% (5)	42.9% (3)	55.6% (5)	
	Sometimes	16.7% (2)	14.3% (1)	14.3% (1)	22.2% (2)	
	Mostly	16.7% (2)	0.0% (0)	14.3% (1)	22.2% (2)	
	Never	0.0% (0)	0.0% (0)	28.6% (2)	0.0% (0)	
	I don't know	0.0% (0)	14.3% (1)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
Client satisfaction	Always	66.7% (8)	57.1% (4)	28.6% (2)	44.4% (4)	
	Sometimes	16.7% (2)	14.3% (1)	42.9% (3)	22.2% (2)	
	Mostly	16.7% (2)	0.0% (0)	0.0% (0)	33.3% (3)	
	Never	0.0% (0)	0.0% (0)	28.6% (2)	0.0% (0)	
	I don't know	0.0% (0)	28.6% (2)	0.0% (0)	0.0% (0)	

	12	7	7	9	35
Other (please specify)	0 replies	0 replies	0 replies	0 replies	0
answered question	12	7	7	9	35
skipped question					9

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	33.3% (4)	71.4% (5)	57.1% (4)	33.3% (3)	45.7% (16)
No	25.0% (3)	14.3% (1)	28.6% (2)	66.7% (6)	34.3% (12)
I do not know	41.7% (5)	14.3% (1)	14.3% (1)	0.0% (0)	20.0% (7)
answered question	12	7	7	9	35
skipped question					9

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes, a list ranking performance by name	33.3% (4)	28.6% (2)	42.9% (3)	25.0% (2)	32.4% (11)
Yes, an anonymous list ranking performance only	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.9% (1)
No list is published	58.3% (7)	71.4% (5)	57.1% (4)	75.0% (6)	64.7% (22)
answered question	12	7	7	8	34
skipped question					10

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (4)	12.1% (4)
No	8.3% (1)	0.0% (0)	42.9% (3)	12.5% (1)	15.2% (5)
I do not know	91.7% (11)	100.0% (6)	57.1% (4)	37.5% (3)	72.7% (24)
answered question	12	6	7	8	33
skipped question					11

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	41.7% (5)	28.6% (2)	50.0% (3)	22.2% (2)	35.3% (12)
No	58.3% (7)	71.4% (5)	50.0% (3)	77.8% (7)	64.7% (22)
answered question	12	7	6	9	34
skipped question					10

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Regularly	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Occasionally	25.0% (3)	0.0% (0)	14.3% (1)	22.2% (2)	17.1% (6)
Once	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	2.9% (1)
Never	75.0% (9)	100.0% (7)	71.4% (5)	77.8% (7)	80.0% (28)
answered question	12	7	7	9	35
skipped question					9

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
I did nothing	42.9% (3)	0.0% (0)	0.0% (0)	0.0% (0)	21.4% (3)
I discussed the matter with a supervisor or managing partner/legal practitioner director	14.3% (1)	0.0% (0)	66.7% (2)	50.0% (1)	28.6% (4)
I discussed the matter with another legal practitioner	28.6% (2)	100.0% (2)	0.0% (0)	50.0% (1)	35.7% (5)
I discussed the matter with the legal practitioner whose practices I questioned	0.0% (0)	0.0% (0)	66.7% (2)	50.0% (1)	21.4% (3)
Other (please specify)	2 replies (28.6%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	14.3% (2)
answered question	7	2	3	2	14
skipped question					30

44. 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?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	83.3% (10)	100.0% (7)	100.0% (7)	88.9% (8)	91.4% (32)
No	16.7% (2)	0.0% (0)	0.0% (0)	11.1% (1)	8.6% (3)
answered question	12	7	7	9	35
skipped question					9

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Clear billing guidelines would help eliminate questionable billing practices.	Strongly disagree	8.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	8.3% (1)	14.3% (1)	28.6% (2)	12.5% (1)	
	Neither agree nor disagree	8.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	
	Somewhat agree	25.0% (3)	14.3% (1)	57.1% (4)	37.5% (3)	
	Strongly agree	50.0% (6)	71.4% (5)	14.3% (1)	25.0% (2)	
		12	7	7	8	34
Every individual fee earner should take responsibility for ensuring their own work is billed appropriately	Strongly disagree	8.3% (1)	0.0% (0)	14.3% (1)	0.0% (0)	
	Disagree	0.0% (0)	0.0% (0)	14.3% (1)	25.0% (2)	
	Neither agree nor disagree	8.3% (1)	0.0% (0)	0.0% (0)	25.0% (2)	
	Somewhat agree	8.3% (1)	14.3% (1)	14.3% (1)	12.5% (1)	
	Strongly agree	75.0% (9)	85.7% (6)	57.1% (4)	37.5% (3)	
		12	7	7	8	34
Clear billing guidelines would help solicitors and non-legal staff to practice ethically.	Strongly disagree	8.3% (1)	0.0% (0)	28.6% (2)	12.5% (1)	
	Disagree	8.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	

	Neither agree nor disagree	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	
	Somewhat agree	33.3% (4)	28.6% (2)	28.6% (2)	25.0% (2)	
	Strongly agree	50.0% (6)	71.4% (5)	42.9% (3)	25.0% (2)	
		12	7	7	8	34
It feels as if there is pressure to bill from the management of the practice	Strongly disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Neither agree nor disagree	8.3% (1)	0.0% (0)	42.9% (3)	50.0% (4)	
	Somewhat agree	50.0% (6)	42.9% (3)	28.6% (2)	37.5% (3)	
	Strongly agree	25.0% (3)	57.1% (4)	28.6% (2)	12.5% (1)	
		12	7	7	8	34
answered question		12	7	7	8	34
skipped question						10

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Time billing adversely effects the quality of mentoring within a law practice	Strongly disagree	25.0% (3)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	25.0% (3)	14.3% (1)	42.9% (3)	25.0% (2)	
	Neither agree nor disagree	8.3% (1)	28.6% (2)	0.0% (0)	37.5% (3)	
	Somewhat agree	33.3% (4)	57.1% (4)	14.3% (1)	25.0% (2)	
	Strongly agree	8.3% (1)	0.0% (0)	42.9% (3)	0.0% (0)	
		12	7	7	8	34
Time billing is the only accurate way to give lawyers fair remuneration for the work they put in	Strongly disagree	16.7% (2)	42.9% (3)	0.0% (0)	12.5% (1)	
	Disagree	8.3% (1)	0.0% (0)	57.1% (4)	37.5% (3)	
	Neither agree nor disagree	33.3% (4)	28.6% (2)	14.3% (1)	37.5% (3)	
	Somewhat agree	41.7% (5)	28.6% (2)	28.6% (2)	12.5% (1)	
	Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	8	34
Time billing results in solicitors competing against each other within the practice	Strongly disagree	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	25.0% (3)	28.6% (2)	14.3% (1)	62.5% (5)	

	Neither agree nor disagree	16.7% (2)	28.6% (2)	28.6% (2)	12.5% (1)	
	Somewhat agree	33.3% (4)	14.3% (1)	42.9% (3)	12.5% (1)	
	Strongly agree	25.0% (3)	28.6% (2)	14.3% (1)	0.0% (0)	
		12	7	7	8	34
Time billing is the only valid way to measure a fee earners performance	Strongly disagree	25.0% (3)	28.6% (2)	28.6% (2)	12.5% (1)	
	Disagree	41.7% (5)	42.9% (3)	57.1% (4)	75.0% (6)	
	Neither agree nor disagree	25.0% (3)	14.3% (1)	0.0% (0)	12.5% (1)	
	Somewhat agree	8.3% (1)	14.3% (1)	14.3% (1)	0.0% (0)	
	Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	8	34
Time billing is the only realistic way to bill for most legal work	Strongly disagree	8.3% (1)	0.0% (0)	14.3% (1)	12.5% (1)	
	Disagree	25.0% (3)	57.1% (4)	28.6% (2)	25.0% (2)	
	Neither agree nor disagree	16.7% (2)	14.3% (1)	28.6% (2)	25.0% (2)	
	Somewhat agree	50.0% (6)	28.6% (2)	28.6% (2)	37.5% (3)	
	Strongly agree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	8	34
Time billing fails to discourage excessive duplication of effort	Strongly disagree	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	16.7% (2)	16.7% (1)	28.6% (2)	37.5% (3)	

	Neither agree nor disagree	33.3% (4)	33.3% (2)	14.3% (1)	12.5% (1)	
	Somewhat agree	41.7% (5)	50.0% (3)	28.6% (2)	37.5% (3)	
	Strongly agree	8.3% (1)	0.0% (0)	28.6% (2)	0.0% (0)	
		12	6	7	8	33
Time billing does not encourage project or case planning	Strongly disagree	8.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	41.7% (5)	14.3% (1)	28.6% (2)	37.5% (3)	
	Neither agree nor disagree	33.3% (4)	57.1% (4)	42.9% (3)	25.0% (2)	
	Somewhat agree	16.7% (2)	28.6% (2)	14.3% (1)	25.0% (2)	
	Strongly agree	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	
		12	7	7	8	34
Time billing encourages cutting corners when there is pressure to meet a client budget	Strongly disagree	8.3% (1)	0.0% (0)	0.0% (0)	12.5% (1)	
	Disagree	41.7% (5)	42.9% (3)	42.9% (3)	50.0% (4)	
	Neither agree nor disagree	8.3% (1)	0.0% (0)	42.9% (3)	12.5% (1)	
	Somewhat agree	25.0% (3)	42.9% (3)	14.3% (1)	25.0% (2)	
	Strongly agree	16.7% (2)	14.3% (1)	0.0% (0)	0.0% (0)	
		12	7	7	8	34
answered question		12	7	7	8	34
skipped question						10

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
in your opinion, is the billing practice ethically appropriate?	Yes	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	No	66.7% (8)	85.7% (6)	100.0% (7)	66.7% (6)	
	Maybe	33.3% (4)	14.3% (1)	0.0% (0)	22.2% (2)	
		12	7	7	9	35
would the culture of your firm encourage this practice?	Yes	8.3% (1)	14.3% (1)	14.3% (1)	0.0% (0)	
	No	75.0% (9)	71.4% (5)	71.4% (5)	77.8% (7)	
	Maybe	16.7% (2)	14.3% (1)	14.3% (1)	22.2% (2)	
		12	7	7	9	35
does your firm have a policy/procedure in relation to this issue?	Yes	9.1% (1)	42.9% (3)	42.9% (3)	66.7% (6)	
	No	54.5% (6)	28.6% (2)	57.1% (4)	22.2% (2)	
	Maybe	36.4% (4)	28.6% (2)	0.0% (0)	11.1% (1)	
		11	7	7	9	34
have you ever been given guidance/advice in relation to the practices descibed above?	Yes	33.3% (4)	42.9% (3)	28.6% (2)	62.5% (5)	

	No	58.3% (7)	42.9% (3)	71.4% (5)	37.5% (3)	
	Maybe	8.3% (1)	14.3% (1)	0.0% (0)	0.0% (0)	
		12	7	7	8	34
If you selected "maybe" please explain why		5 replies	3 replies	1 reply	3 replies	12
answered question		12	7	7	9	35
skipped question						9

48. 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.

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Would you bill both client A and B two hours each?	Yes	8.3% (1)	14.3% (1)	0.0% (0)	0.0% (0)	
	no	66.7% (8)	85.7% (6)	100.0% (7)	100.0% (9)	
	Maybe	25.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
Would the culture of your firm encourage this practice?	Yes	16.7% (2)	14.3% (1)	14.3% (1)	0.0% (0)	
	no	50.0% (6)	85.7% (6)	85.7% (6)	100.0% (9)	
	Maybe	33.3% (4)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
Does your firm have a policy/procedure in relation to this issue?	Yes	25.0% (3)	14.3% (1)	71.4% (5)	55.6% (5)	
	no	33.3% (4)	57.1% (4)	28.6% (2)	44.4% (4)	
	Maybe	41.7% (5)	28.6% (2)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
Have you ever been given guidance/advice in relation to the practices descibed above?	Yes	41.7% (5)	28.6% (2)	42.9% (3)	66.7% (6)	

	no	58.3% (7)	57.1% (4)	57.1% (4)	33.3% (3)	
	Maybe	0.0% (0)	14.3% (1)	0.0% (0)	0.0% (0)	
		12	7	7	9	35
If you selected "maybe" please explain why		4 replies	2 replies	0 replies	0 replies	6
answered question		12	7	7	9	35
skipped question						9

49. 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). What would you do?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Nothing	33.3% (4)	14.3% (1)	14.3% (1)	0.0% (0)	17.6% (6)
Discuss the matter with a supervisor or managing partner/legal practitioner director	66.7% (8)	71.4% (5)	85.7% (6)	62.5% (5)	70.6% (24)
Inform the Legal Services Commission after speaking to management.	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	0 replies (0.0%)	1 reply (14.3%)	0 replies (0.0%)	3 replies (37.5%)	11.8% (4)
answered question	12	7	7	8	34
skipped question					10

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
4 hours for each matter	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
The actual time spent on each matter	100.0% (12)	71.4% (5)	85.7% (6)	100.0% (9)	91.4% (32)
Other (please describe)	0 replies (0.0%)	2 replies (28.6%)	1 reply (14.3%)	0 replies (0.0%)	8.6% (3)
answered question	12	7	7	9	35
skipped question					9

51. 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.

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Do you bill the second client the same as you did for the first client?	Yes	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	
	No	91.7% (11)	71.4% (5)	85.7% (6)	66.7% (6)	
	Maybe	8.3% (1)	28.6% (2)	14.3% (1)	22.2% (2)	
		12	7	7	9	35
In your opinion, is it ethical to use recycled work product which leads a practitioner to billing more than the number of hours actually worked?	Yes	16.7% (2)	14.3% (1)	0.0% (0)	22.2% (2)	
	No	83.3% (10)	71.4% (5)	71.4% (5)	44.4% (4)	
	Maybe	0.0% (0)	14.3% (1)	28.6% (2)	33.3% (3)	
		12	7	7	9	35
Would the culture of your firm encourage this practice?	Yes	33.3% (4)	14.3% (1)	14.3% (1)	11.1% (1)	
	No	66.7% (8)	71.4% (5)	71.4% (5)	77.8% (7)	
	Maybe	0.0% (0)	14.3% (1)	14.3% (1)	11.1% (1)	
		12	7	7	9	35
Does your firm have a policy/procedure in relation to this issue?	Yes	25.0% (3)	42.9% (3)	14.3% (1)	37.5% (3)	
	No	33.3% (4)	28.6% (2)	85.7% (6)	50.0% (4)	

	Maybe	41.7% (5)	28.6% (2)	0.0% (0)	12.5% (1)	
		12	7	7	8	34
Have you ever been given guidance/advice in relation to the practices descibed above?	Yes	25.0% (3)	28.6% (2)	28.6% (2)	25.0% (2)	
	No	75.0% (9)	71.4% (5)	71.4% (5)	62.5% (5)	
	Maybe	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	
		12	7	7	8	34
If you selected "maybe" please explain why		2 replies	3 replies	1 reply	3 replies	9
answered question		12	7	7	9	35
skipped question						9

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	25.0% (3)	14.3% (1)	28.6% (2)	11.1% (1)	20.0% (7)
No	75.0% (9)	85.7% (6)	71.4% (5)	88.9% (8)	80.0% (28)
answered question	12	7	7	9	35
skipped question					9

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

		What best describes your role as a fee earner in your firm?				
		1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
that the survey was easy to work through	satisfied	80.0% (4)	60.0% (3)	50.0% (1)	66.7% (4)	
	neutral	20.0% (1)	40.0% (2)	50.0% (1)	33.3% (2)	
	not satisfied	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		5	5	2	6	18
that the questions have relevance for your law firm	satisfied	40.0% (2)	60.0% (3)	0.0% (0)	50.0% (3)	
	neutral	40.0% (2)	40.0% (2)	100.0% (2)	0.0% (0)	
	not satisfied	20.0% (1)	0.0% (0)	0.0% (0)	50.0% (3)	
		5	5	2	6	18
that the questions raised useful issues for your law firm	satisfied	60.0% (3)	80.0% (4)	0.0% (0)	50.0% (3)	
	neutral	40.0% (2)	20.0% (1)	100.0% (2)	50.0% (3)	
	not satisfied	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		5	5	2	6	18
that the majority of scenarios have relevance for your law firm	satisfied	60.0% (3)	60.0% (3)	0.0% (0)	60.0% (3)	
	neutral	40.0% (2)	40.0% (2)	50.0% (1)	0.0% (0)	
	not satisfied	0.0% (0)	0.0% (0)	50.0% (1)	40.0% (2)	

		5	5	2	5	17
that the majority of scenarios raised useful issues for your law firm	satisfied	80.0% (4)	80.0% (4)	0.0% (0)	50.0% (3)	
	neutral	20.0% (1)	20.0% (1)	50.0% (1)	16.7% (1)	
	not satisfied	0.0% (0)	0.0% (0)	50.0% (1)	33.3% (2)	
		5	5	2	6	18
Please comment further if you wish		0 replies	1 reply	0 replies	1 reply	2
answered question		5	5	2	6	18
skipped question						26

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

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	100.0% (12)	100.0% (7)	100.0% (7)	88.9% (8)	97.1% (34)
No	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (1)	2.9% (1)
answered question	12	7	7	9	35
skipped question					9

55. 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. WOULD YOU LIKE TO MAKE ANY OTHER COMMENTS, SUGGESTIONS OR FEEDBACK?

	What best describes your role as a fee earner in your firm?				
	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Count
	0 replies	1 reply	0 replies	2 replies	3
answered question	0	1	0	2	3
skipped question					41