

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	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.	100.0% (55)	100.0% (148)	97.6% (81)	97.7% (213)	100.0% (27)	98.7% (524)
An interested individual on your own initiative? If you answer this question, go straight to question 3	0.0% (0)	0.0% (0)	2.4% (2)	2.3% (5)	0.0% (0)	1.3% (7)
answered question	55	148	83	218	27	531
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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Count
	55 replies	148 replies	81 replies	213 replies	27 replies	524
answered question	55	148	81	213	27	524
skipped question						7

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Sole practitioner	1.8% (1)	2.0% (3)	1.2% (1)	1.8% (4)	3.7% (1)	1.9% (10)
Partnership	9.1% (5)	6.8% (10)	13.3% (11)	2.3% (5)	3.7% (1)	6.0% (32)
Incorporated Legal practice	89.1% (49)	90.5% (134)	85.5% (71)	95.4% (208)	92.6% (25)	91.7% (487)
Government legal Office	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Community Legal Centre	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Other (please specify)	0 replies (0.0%)	1 reply (0.7%)	0 replies (0.0%)	1 reply (0.5%)	0 replies (0.0%)	0.4% (2)
answered question	55	148	83	218	27	531
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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
<5	27.3% (15)	22.3% (33)	25.3% (21)	39.9% (87)	33.3% (9)	31.1% (165)
5-9	32.7% (18)	31.1% (46)	9.6% (8)	25.7% (56)	22.2% (6)	25.2% (134)
10-19	21.8% (12)	33.1% (49)	30.1% (25)	23.9% (52)	22.2% (6)	27.1% (144)
20-49	12.7% (7)	9.5% (14)	19.3% (16)	5.0% (11)	14.8% (4)	9.8% (52)
>50	5.5% (3)	4.1% (6)	15.7% (13)	5.5% (12)	7.4% (2)	6.8% (36)
answered question	55	148	83	218	27	531
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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Brisbane CBD	41.8% (23)	47.3% (70)	52.4% (43)	37.3% (81)	48.1% (13)	43.5% (230)
Brisbane Suburbs	10.9% (6)	12.2% (18)	6.1% (5)	14.3% (31)	29.6% (8)	12.9% (68)
Regional City	30.9% (17)	34.5% (51)	31.7% (26)	37.3% (81)	22.2% (6)	34.2% (181)
Regional Town	16.4% (9)	5.4% (8)	9.8% (8)	10.6% (23)	0.0% (0)	9.1% (48)
Interstate	0.0% (0)	0.7% (1)	0.0% (0)	0.5% (1)	0.0% (0)	0.4% (2)
answered question	55	148	82	217	27	529
skipped question						2

6. What best describes your occupation within your firm?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Paralegal	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Graduate/trainee lawyer	100.0% (55)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	10.4% (55)
1st to 3rd year lawyer	0.0% (0)	100.0% (148)	0.0% (0)	0.0% (0)	0.0% (0)	27.9% (148)
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)	100.0% (83)	0.0% (0)	0.0% (0)	15.6% (83)
Partner/Director	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (218)	0.0% (0)	41.1% (218)
Consultant/In House Counsel/Special Counsel	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (27)	5.1% (27)
Non-Legal Staff (Administration/ Secretarial/ Receptionist)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Non-Legal Staff (Management (eg Practice Manager)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Non Legal Staff (Other (eg HR/ IT/ Accounts)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	55	148	83	218	27	531
skipped question						0

7. How long have you held a practising certificate?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Not applicable (eg Non-legal staff; articulated clerks)	81.8% (45)	0.7% (1)	0.0% (0)	0.5% (1)	14.8% (4)	9.6% (51)
<5 years	18.2% (10)	99.3% (147)	15.7% (13)	6.9% (15)	7.4% (2)	35.2% (187)
5 to 9 years	0.0% (0)	0.0% (0)	37.3% (31)	21.6% (47)	14.8% (4)	15.4% (82)
10 to 19 years	0.0% (0)	0.0% (0)	37.3% (31)	40.4% (88)	22.2% (6)	23.5% (125)
20 to 29 years	0.0% (0)	0.0% (0)	7.2% (6)	20.6% (45)	3.7% (1)	9.8% (52)
30+ years	0.0% (0)	0.0% (0)	0.0% (0)	1.8% (4)	0.0% (0)	0.8% (4)
30 to 34 years	0.0% (0)	0.0% (0)	1.2% (1)	4.6% (10)	11.1% (3)	2.6% (14)
35 to 39 years	0.0% (0)	0.0% (0)	1.2% (1)	3.2% (7)	18.5% (5)	2.4% (13)
40+ years	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	7.4% (2)	0.6% (3)
answered question	55	148	83	218	27	531
skipped question						0

8. What is your gender?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Male	43.6% (24)	39.9% (59)	48.1% (39)	81.4% (175)	70.4% (19)	60.1% (316)
Female	56.4% (31)	60.1% (89)	51.9% (42)	18.6% (40)	29.6% (8)	39.9% (210)
answered question	55	148	81	215	27	526
skipped question						5

9. What is your own primary area of practice?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Not Applicable	25.5% (14)	2.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3.2% (17)
Administrative law	0.0% (0)	1.4% (2)	0.0% (0)	0.9% (2)	0.0% (0)	0.8% (4)
Bankruptcy and insolvency	0.0% (0)	2.0% (3)	2.4% (2)	1.4% (3)	0.0% (0)	1.5% (8)
Building and construction law	0.0% (0)	1.4% (2)	0.0% (0)	2.3% (5)	0.0% (0)	1.3% (7)
Commercial and company law	12.7% (7)	12.8% (19)	8.5% (7)	18.3% (40)	22.2% (6)	14.9% (79)
Conveyancing	7.3% (4)	6.1% (9)	2.4% (2)	5.5% (12)	0.0% (0)	5.1% (27)
Criminal law	9.1% (5)	8.8% (13)	6.1% (5)	3.2% (7)	0.0% (0)	5.7% (30)
Deceased estates and trusts	1.8% (1)	1.4% (2)	1.2% (1)	0.5% (1)	7.4% (2)	1.3% (7)
Family/de facto law	10.9% (6)	14.2% (21)	13.4% (11)	11.5% (25)	7.4% (2)	12.3% (65)
Immigration law	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	0.0% (0)	0.2% (1)
Industrial and employment law	0.0% (0)	1.4% (2)	3.7% (3)	1.8% (4)	0.0% (0)	1.7% (9)
Litigation	10.9% (6)	18.2% (27)	14.6% (12)	17.0% (37)	7.4% (2)	15.8% (84)
Personal injury and workcover	7.3% (4)	9.5% (14)	28.0% (23)	17.0% (37)	22.2% (6)	15.8% (84)
Property law	5.5% (3)	12.2% (18)	13.4% (11)	11.5% (25)	11.1% (3)	11.3% (60)
Wills and estate	1.8%	4.7%	2.4%	2.8%	3.7%	3.2%

planning	(1)	(7)	(2)	(6)	(1)	(17)
Other (please specify)	4 replies (7.3%)	6 replies (4.1%)	3 replies (3.7%)	13 replies (6.0%)	5 replies (18.5%)	5.8% (31)
answered question	55	148	82	218	27	530
skipped question						1

10. Does your firm have a complaint management policy?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	80.0% (44)	80.1% (117)	88.6% (70)	96.7% (207)	96.2% (25)	89.0% (463)
No	5.5% (3)	2.7% (4)	3.8% (3)	2.3% (5)	3.8% (1)	3.1% (16)
I don't know	14.5% (8)	17.1% (25)	7.6% (6)	0.9% (2)	0.0% (0)	7.9% (41)
answered question	55	146	79	214	26	520
skipped question						11

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	75.9% (41)	66.0% (95)	67.5% (52)	75.6% (161)	84.6% (22)	72.2% (371)
No	3.7% (2)	9.0% (13)	22.1% (17)	22.1% (47)	11.5% (3)	16.0% (82)
I don't know	20.4% (11)	25.0% (36)	10.4% (8)	2.3% (5)	3.8% (1)	11.9% (61)
answered question	54	144	77	213	26	514
skipped question						17

12. Does your firm actively encourage:

		What best describes your occupation within your firm?					
		Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Staff to notify their supervisor of a client complaint.	Yes	90.9% (50)	95.2% (138)	100.0% (79)	99.5% (212)	96.2% (25)	
	No	0.0% (0)	2.8% (4)	0.0% (0)	0.5% (1)	3.8% (1)	
	I don't know	9.1% (5)	2.1% (3)	0.0% (0)	0.0% (0)	0.0% (0)	
		55	145	79	213	26	518
Clients to raise any complaints with the firm.	Yes	76.9% (40)	90.6% (125)	91.8% (67)	94.5% (188)	87.0% (20)	
	No	5.8% (3)	2.9% (4)	2.7% (2)	3.5% (7)	8.7% (2)	
	I don't know	17.3% (9)	6.5% (9)	5.5% (4)	2.0% (4)	4.3% (1)	
		52	138	73	199	23	485
answered question		55	145	79	214	26	519
skipped question							12

**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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
A letter expressing dissatisfaction with your firm and its services generally	96.4% (53)	96.6% (141)	98.7% (78)	96.7% (205)	96.2% (25)	96.9% (502)
A letter expressing dissatisfaction with the amount billed	90.9% (50)	92.5% (135)	97.5% (77)	95.3% (202)	80.8% (21)	93.6% (485)
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call	18.2% (10)	21.9% (32)	26.6% (21)	35.4% (75)	46.2% (12)	29.0% (150)
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week	83.6% (46)	87.7% (128)	94.9% (75)	94.3% (200)	80.8% (21)	90.7% (470)
A client querying items on a bill that you knew had been agreed to in their client agreement	29.1% (16)	38.4% (56)	49.4% (39)	54.2% (115)	38.5% (10)	45.6% (236)
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner	85.5% (47)	95.9% (140)	97.5% (77)	94.8% (201)	92.3% (24)	94.4% (489)
A client ringing on a weekly basis to ask	3.6%	7.5%	6.3%	13.2%	11.5%	9.5%

about the progress of their matter	(2)	(11)	(5)	(28)	(3)	(49)
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days	78.2% (43)	70.5% (103)	82.3% (65)	87.3% (185)	65.4% (17)	79.7% (413)
answered question	55	146	79	212	26	518
skipped question						13

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	80.0% (44)	87.7% (128)	88.6% (70)	97.2% (207)	92.3% (24)	91.1% (473)
No	7.3% (4)	4.8% (7)	8.9% (7)	1.4% (3)	3.8% (1)	4.2% (22)
I do not know	12.7% (7)	7.5% (11)	2.5% (2)	1.4% (3)	3.8% (1)	4.6% (24)
answered question	55	146	79	213	26	519
skipped question						12

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?					
		Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
A clear policy statement of the firm's commitment to responding to complaints effectively and efficiently?	Yes	72.7% (40)	65.1% (95)	77.2% (61)	82.5% (175)	88.5% (23)	
	No	5.5% (3)	6.8% (10)	10.1% (8)	15.6% (33)	3.8% (1)	
	I don't know	21.8% (12)	28.1% (41)	12.7% (10)	1.9% (4)	7.7% (2)	
		55	146	79	212	26	518
An agreed definition of what is a "complaint"?	Yes	43.6% (24)	36.3% (53)	38.0% (30)	45.2% (95)	56.0% (14)	
	No	20.0% (11)	24.7% (36)	39.2% (31)	48.6% (102)	24.0% (6)	
	I don't know	36.4% (20)	39.0% (57)	22.8% (18)	6.2% (13)	20.0% (5)	
		55	146	79	210	25	515
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	Yes	76.4% (42)	75.2% (109)	81.0% (64)	90.5% (191)	84.6% (22)	
	No	7.3% (4)	11.0% (16)	10.1% (8)	8.1% (17)	3.8% (1)	
	I don't know	16.4% (9)	13.8% (20)	8.9% (7)	1.4% (3)	11.5% (3)	
		55	145	79	211	26	516
Clear instructions about when a complaint is to be handled by	Yes	78.2% (43)	76.7% (112)	78.5% (62)	91.5% (193)	76.9% (20)	
	No	7.3% (4)	10.3% (15)	12.7% (10)	7.1% (15)	11.5% (3)	

the relevant partner or supervisor?							
	I don't know	14.5% (8)	13.0% (19)	8.9% (7)	1.4% (3)	11.5% (3)	
		55	146	79	211	26	517
Clear instructions about providing feedback to clients after the outcome is determined?	Yes	63.0% (34)	63.7% (93)	67.1% (53)	77.0% (161)	76.9% (20)	
	No	9.3% (5)	9.6% (14)	17.7% (14)	21.1% (44)	15.4% (4)	
	I don't know	27.8% (15)	26.7% (39)	15.2% (12)	1.9% (4)	7.7% (2)	
		54	146	79	209	26	514
Clear instructions about the time frame in which a complaint should be reviewed and determined?	Yes	52.7% (29)	50.7% (74)	62.0% (49)	64.3% (135)	69.2% (18)	
	No	10.9% (6)	15.8% (23)	24.1% (19)	31.0% (65)	15.4% (4)	
	I don't know	36.4% (20)	33.6% (49)	13.9% (11)	4.8% (10)	15.4% (4)	
		55	146	79	210	26	516
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	Yes	49.1% (27)	52.1% (76)	58.2% (46)	60.0% (126)	73.1% (19)	
	No	10.9% (6)	15.8% (23)	26.6% (21)	34.8% (73)	11.5% (3)	
	I don't know	40.0% (22)	32.2% (47)	15.2% (12)	5.2% (11)	15.4% (4)	
		55	146	79	210	26	516
Clear instructions about what should be done when anyone in the practice receives a complaint?	Yes	72.7% (40)	74.0% (108)	84.8% (67)	90.5% (191)	84.6% (22)	
	No	9.1% (5)	12.3% (18)	8.9% (7)	8.1% (17)	11.5% (3)	
	I don't know	18.2% (10)	13.7% (20)	6.3% (5)	1.4% (3)	3.8% (1)	

		55	146	79	211	26	517
Clear instructions about how complaints should be recorded?	Yes	70.9% (39)	61.0% (89)	58.2% (46)	76.6% (160)	80.8% (21)	
	No	9.1% (5)	16.4% (24)	25.3% (20)	21.1% (44)	11.5% (3)	
	I don't know	20.0% (11)	22.6% (33)	16.5% (13)	2.4% (5)	7.7% (2)	
		55	146	79	209	26	515
Clear instructions about how complaints should be processed and determined?	Yes	61.8% (34)	60.7% (88)	72.2% (57)	84.8% (178)	92.3% (24)	
	No	12.7% (7)	15.9% (23)	16.5% (13)	12.9% (27)	3.8% (1)	
	I don't know	25.5% (14)	23.4% (34)	11.4% (9)	2.4% (5)	3.8% (1)	
		55	145	79	210	26	515
Clear instructions about providing feedback to clients on complaints?	Yes	55.6% (30)	60.7% (88)	63.3% (50)	74.6% (156)	76.9% (20)	
	No	13.0% (7)	14.5% (21)	19.0% (15)	22.0% (46)	15.4% (4)	
	I don't know	31.5% (17)	24.8% (36)	17.7% (14)	3.3% (7)	7.7% (2)	
		54	145	79	209	26	513
Clear instructions on when to report a complaint to a supervisor?	Yes	78.2% (43)	76.7% (112)	83.5% (66)	88.6% (187)	80.8% (21)	
	No	5.5% (3)	10.3% (15)	8.9% (7)	9.5% (20)	11.5% (3)	
	I don't know	16.4% (9)	13.0% (19)	7.6% (6)	1.9% (4)	7.7% (2)	
		55	146	79	211	26	517
Clear instructions on which	Yes	45.5% (25)	52.7% (77)	54.4% (43)	76.8% (162)	64.0% (16)	

complaints need to be reported to the professional indemnity insurer, and who will report them?	No	14.5% (8)	16.4% (24)	22.8% (18)	20.9% (44)	12.0% (3)	
	I don't know	40.0% (22)	30.8% (45)	22.8% (18)	2.4% (5)	24.0% (6)	
		55	146	79	211	25	516
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	Yes	49.1% (27)	42.5% (62)	44.3% (35)	63.0% (133)	68.0% (17)	
	No	18.2% (10)	19.2% (28)	27.8% (22)	33.6% (71)	16.0% (4)	
	I don't know	32.7% (18)	38.4% (56)	27.8% (22)	3.3% (7)	16.0% (4)	
		55	146	79	211	25	516
answered question		55	146	79	212	26	518
skipped question							13

**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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
There is no information provided as to how to make a complaint	5.5% (3)	3.4% (5)	4.1% (3)	1.9% (4)	4.0% (1)	3.1% (16)
Webpage	7.3% (4)	3.4% (5)	16.2% (12)	5.7% (12)	8.0% (2)	6.9% (35)
Costs disclosure statement	70.9% (39)	80.0% (116)	85.1% (63)	82.8% (173)	68.0% (17)	80.3% (408)
Standard letter sent to new clients	54.5% (30)	33.8% (49)	40.5% (30)	36.8% (77)	32.0% (8)	38.2% (194)
Standard statement sent with each account	34.5% (19)	31.0% (45)	33.8% (25)	28.7% (60)	28.0% (7)	30.7% (156)
Written client agreement	52.7% (29)	70.3% (102)	75.7% (56)	63.6% (133)	80.0% (20)	66.9% (340)
Orally at first interview	12.7% (7)	13.1% (19)	18.9% (14)	19.1% (40)	12.0% (3)	16.3% (83)
The firm's client service charter	5.5% (3)	6.9% (10)	10.8% (8)	2.9% (6)	8.0% (2)	5.7% (29)
The QLS client service charter	0.0% (0)	0.7% (1)	4.1% (3)	1.9% (4)	0.0% (0)	1.6% (8)
Other (please specify)	1 reply	4 replies	2 replies	12 replies	2 replies	21
answered question	55	145	74	209	25	508
skipped question						23

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Always	85.5% (47)	80.0% (116)	79.7% (59)	78.8% (164)	80.0% (20)	80.1% (406)
Sometimes	5.5% (3)	15.2% (22)	16.2% (12)	17.3% (36)	16.0% (4)	15.2% (77)
Never	9.1% (5)	4.8% (7)	4.1% (3)	3.8% (8)	4.0% (1)	4.7% (24)
answered question	55	145	74	208	25	507
skipped question						24

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	20.4% (11)	9.0% (13)	25.0% (18)	9.2% (19)	32.0% (8)	13.7% (69)
No	72.2% (39)	86.8% (125)	70.8% (51)	83.6% (173)	60.0% (15)	80.3% (403)
Not applicable as the practice does not have a website.	7.4% (4)	4.2% (6)	4.2% (3)	7.2% (15)	8.0% (2)	6.0% (30)
answered question	54	144	72	207	25	502
skipped question						29

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Never	1.8% (1)	9.0% (13)	6.8% (5)	19.3% (40)	20.8% (5)	12.7% (64)
Sometimes	10.9% (6)	5.5% (8)	5.4% (4)	15.9% (33)	0.0% (0)	10.1% (51)
Always	23.6% (13)	21.4% (31)	25.7% (19)	36.7% (76)	33.3% (8)	29.1% (147)
I don't know.	63.6% (35)	64.1% (93)	62.2% (46)	28.0% (58)	45.8% (11)	48.1% (243)
answered question	55	145	74	207	24	505
skipped question						26

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?					
		Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Resp Tot
An apology	Never	0.0% (0)	0.7% (1)	0.0% (0)	1.5% (3)	0.0% (0)	
	Sometimes	17.0% (9)	16.5% (23)	23.6% (17)	24.3% (49)	21.7% (5)	
	Often	5.7% (3)	14.4% (20)	16.7% (12)	18.8% (38)	0.0% (0)	
	Always	37.7% (20)	37.4% (52)	40.3% (29)	52.5% (106)	56.5% (13)	
	I don't know	39.6% (21)	30.9% (43)	19.4% (14)	3.0% (6)	21.7% (5)	
		53	139	72	202	23	
Waiver or reduction of legal fees	Never	0.0% (0)	0.0% (0)	0.0% (0)	1.0% (2)	0.0% (0)	
	Sometimes	29.6% (16)	43.9% (61)	44.4% (32)	53.7% (108)	60.9% (14)	
	Often	20.4% (11)	26.6% (37)	29.2% (21)	32.8% (66)	4.3% (1)	
	Always	11.1% (6)	5.0% (7)	8.3% (6)	10.0% (20)	17.4% (4)	
	I don't know	38.9% (21)	24.5% (34)	18.1% (13)	2.5% (5)	17.4% (4)	
		54	139	72	201	23	
Repayment of legal fees	Never	3.8% (2)	9.5% (13)	6.9% (5)	13.8% (27)	9.1% (2)	
	Sometimes	21.2% (11)	20.4% (28)	36.1% (26)	63.1% (123)	36.4% (8)	
	Often	0.0% (0)	5.1% (7)	5.6% (4)	10.8% (21)	0.0% (0)	

	Always	1.9% (1)	1.5% (2)	4.2% (3)	5.1% (10)	9.1% (2)	
	I don't know	73.1% (38)	63.5% (87)	47.2% (34)	7.2% (14)	45.5% (10)	
		52	137	72	195	22	
Carry out legal work without fee or for a stated fee	Never	5.7% (3)	6.5% (9)	1.4% (1)	7.4% (15)	4.5% (1)	
	Sometimes	26.4% (14)	37.7% (52)	49.3% (35)	63.4% (128)	45.5% (10)	
	Often	7.5% (4)	10.9% (15)	15.5% (11)	19.3% (39)	4.5% (1)	
	Always	3.8% (2)	2.2% (3)	2.8% (2)	4.5% (9)	4.5% (1)	
	I don't know	56.6% (30)	42.8% (59)	31.0% (22)	5.4% (11)	40.9% (9)	
		53	138	71	202	22	
Other form of compensation	Never	9.6% (5)	13.3% (18)	7.0% (5)	44.3% (86)	22.7% (5)	
	Sometimes	7.7% (4)	17.0% (23)	21.1% (15)	33.5% (65)	18.2% (4)	
	Often	0.0% (0)	1.5% (2)	1.4% (1)	3.6% (7)	0.0% (0)	
	Always	5.8% (3)	0.0% (0)	0.0% (0)	1.5% (3)	0.0% (0)	
	I don't know	76.9% (40)	68.1% (92)	70.4% (50)	17.0% (33)	59.1% (13)	
		52	135	71	194	22	
No redress	Never	36.5% (19)	48.9% (67)	56.3% (40)	72.8% (139)	54.5% (12)	
	Sometimes	5.8% (3)	9.5% (13)	15.5% (11)	17.8% (34)	13.6% (3)	
	Often	0.0% (0)	0.7% (1)	1.4% (1)	0.5% (1)	0.0% (0)	
		0.0%	0.0%	0.0%	1.6%	0.0%	

	Always	(0)	(0)	(0)	(3)	(0)	
	I don't know	57.7% (30)	40.9% (56)	26.8% (19)	7.3% (14)	31.8% (7)	
		52	137	71	191	22	
Internal discipline of staff member within firm	Never	3.8% (2)	3.6% (5)	1.4% (1)	6.1% (12)	4.5% (1)	
	Sometimes	30.2% (16)	31.2% (43)	30.6% (22)	61.1% (121)	22.7% (5)	
	Often	9.4% (5)	6.5% (9)	11.1% (8)	8.1% (16)	9.1% (2)	
	Always	13.2% (7)	9.4% (13)	8.3% (6)	19.2% (38)	18.2% (4)	
	I don't know	43.4% (23)	49.3% (68)	48.6% (35)	5.6% (11)	45.5% (10)	
		53	138	72	198	22	
Issue raised at staff member's performance review	Never	1.9% (1)	2.2% (3)	1.4% (1)	5.6% (11)	4.5% (1)	
	Sometimes	13.2% (7)	26.3% (36)	16.7% (12)	43.1% (85)	22.7% (5)	
	Often	7.5% (4)	13.9% (19)	20.8% (15)	19.8% (39)	0.0% (0)	
	Always	22.6% (12)	17.5% (24)	20.8% (15)	26.9% (53)	31.8% (7)	
	I don't know	54.7% (29)	40.1% (55)	40.3% (29)	4.6% (9)	40.9% (9)	
		53	137	72	197	22	
Internal seminar if issue is of wider relevance to the firm	Never	0.0% (0)	5.8% (8)	2.8% (2)	9.2% (18)	9.5% (2)	
	Sometimes	21.8% (12)	28.3% (39)	37.5% (27)	39.5% (77)	4.8% (1)	
	Often	12.7% (7)	16.7% (23)	22.2% (16)	17.9% (35)	9.5% (2)	
	Always	16.4% (9)	12.3% (17)	13.9% (10)	27.2% (53)	23.8% (5)	

	I don't know	49.1% (27)	37.0% (51)	23.6% (17)	6.2% (12)	52.4% (11)	
		55	138	72	195	21	
	Other (please specify)	3 replies	8 replies	6 replies	23 replies	5 replies	
	answered question	55	140	72	202	23	
skipped question							

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	0.0% (0)	0.0% (0)	0.0% (0)	0.9% (2)	0.0% (0)	0.4% (2)
No	43.6% (24)	50.0% (73)	58.1% (43)	91.5% (193)	70.8% (17)	68.6% (350)
I don't know.	56.4% (31)	50.0% (73)	41.9% (31)	7.6% (16)	29.2% (7)	31.0% (158)
answered question	55	146	74	211	24	510
skipped question						21

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Sometimes	5.6% (1)	0.0% (0)	0.0% (0)	14.3% (2)	0.0% (0)	2.8% (3)
Always	0.0% (0)	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)	0.9% (1)
I don't know.	94.4% (17)	100.0% (53)	100.0% (20)	78.6% (11)	100.0% (1)	96.2% (102)
answered question	18	53	20	14	1	106
skipped question						425

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
All staff	35.2% (19)	23.4% (33)	22.9% (16)	32.5% (62)	33.3% (8)	28.8% (138)
Most staff	13.0% (7)	14.9% (21)	21.4% (15)	15.2% (29)	16.7% (4)	15.8% (76)
Only key staff (eg receptionist, personal assistants, professional staff)	18.5% (10)	19.1% (27)	24.3% (17)	47.6% (91)	25.0% (6)	31.5% (151)
I don't know	33.3% (18)	42.6% (60)	31.4% (22)	4.7% (9)	25.0% (6)	24.0% (115)
Other (please specify)	1 reply	7 replies	5 replies	24 replies	1 reply	38
answered question	54	141	70	191	24	480
skipped question						51

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	47.3% (26)	32.2% (47)	35.1% (26)	18.8% (39)	30.4% (7)	28.7% (145)
No	40.0% (22)	58.2% (85)	52.7% (39)	19.2% (40)	39.1% (9)	38.5% (195)
Not applicable	12.7% (7)	9.6% (14)	12.2% (9)	62.0% (129)	30.4% (7)	32.8% (166)
answered question	55	146	74	208	23	506
skipped question						25

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	55.6% (30)	47.3% (69)	47.3% (35)	38.9% (81)	58.3% (14)	45.3% (229)
No	20.4% (11)	43.2% (63)	45.9% (34)	20.7% (43)	25.0% (6)	31.0% (157)
Not applicable	24.1% (13)	9.6% (14)	6.8% (5)	40.4% (84)	16.7% (4)	23.7% (120)
answered question	54	146	74	208	24	506
skipped question						25

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Never	19.5% (8)	42.0% (50)	32.2% (19)	20.8% (32)	15.8% (3)	28.6% (112)
Only at induction	12.2% (5)	13.4% (16)	15.3% (9)	25.3% (39)	15.8% (3)	18.4% (72)
At least quarterly	19.5% (8)	10.9% (13)	8.5% (5)	8.4% (13)	0.0% (0)	9.9% (39)
At least half yearly	14.6% (6)	5.9% (7)	11.9% (7)	12.3% (19)	0.0% (0)	9.9% (39)
At least annually	34.1% (14)	27.7% (33)	32.2% (19)	33.1% (51)	68.4% (13)	33.2% (130)
Other (please specify)	14 replies	24 replies	19 replies	61 replies	7 replies	125
answered question	41	119	59	154	19	392
skipped question						139

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	58.2% (32)	46.6% (68)	44.6% (33)	64.4% (134)	47.8% (11)	54.9% (278)
No	12.7% (7)	32.2% (47)	29.7% (22)	29.3% (61)	26.1% (6)	28.3% (143)
I don't know	29.1% (16)	21.2% (31)	25.7% (19)	6.3% (13)	26.1% (6)	16.8% (85)
answered question	55	146	74	208	23	506
skipped question						25

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Always	21.8% (12)	19.2% (28)	21.6% (16)	24.2% (50)	39.1% (9)	22.8% (115)
Sometimes	10.9% (6)	13.0% (19)	18.9% (14)	30.4% (63)	8.7% (2)	20.6% (104)
Never	7.3% (4)	13.7% (20)	5.4% (4)	30.0% (62)	8.7% (2)	18.2% (92)
I don't know	60.0% (33)	54.1% (79)	54.1% (40)	15.5% (32)	43.5% (10)	38.4% (194)
answered question	55	146	74	207	23	505
skipped question						26

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
At the end of each matter	3.6% (2)	8.3% (12)	14.9% (11)	10.6% (22)	8.3% (2)	9.7% (49)
Annually	1.8% (1)	0.7% (1)	4.1% (3)	1.0% (2)	0.0% (0)	1.4% (7)
From time to time	16.4% (9)	13.8% (20)	20.3% (15)	26.0% (54)	0.0% (0)	19.4% (98)
Never	16.4% (9)	31.0% (45)	23.0% (17)	58.7% (122)	37.5% (9)	39.9% (202)
I don't know	61.8% (34)	46.2% (67)	37.8% (28)	3.8% (8)	54.2% (13)	29.6% (150)
answered question	55	145	74	208	24	506
skipped question						25

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	25.5% (14)	28.8% (42)	33.8% (25)	44.2% (92)	37.5% (9)	35.9% (182)
No	16.4% (9)	11.0% (16)	8.1% (6)	46.2% (96)	16.7% (4)	25.8% (131)
I don't know.	58.2% (32)	60.3% (88)	58.1% (43)	9.6% (20)	45.8% (11)	38.3% (194)
answered question	55	146	74	208	24	507
skipped question						24

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Dedicated complaints management software	7.7% (1)	2.9% (1)	35.3% (6)	6.3% (5)	0.0% (0)	8.6% (13)
Spreadsheets	30.8% (4)	28.6% (10)	47.1% (8)	21.3% (17)	28.6% (2)	27.0% (41)
Word document	46.2% (6)	54.3% (19)	29.4% (5)	47.5% (38)	57.1% (4)	47.4% (72)
Loose paper	30.8% (4)	25.7% (9)	5.9% (1)	38.8% (31)	14.3% (1)	30.3% (46)
Other (please specify)	5 replies	13 replies	13 replies	20 replies	3 replies	54
answered question	13	35	17	80	7	152
skipped question						379

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
I don't know	74.5% (41)	76.4% (110)	75.3% (55)	12.2% (22)	42.9% (9)	50.0% (237)
Never	3.6% (2)	3.5% (5)	4.1% (3)	28.2% (51)	9.5% (2)	13.3% (63)
From time to time	12.7% (7)	13.9% (20)	6.8% (5)	40.9% (74)	38.1% (8)	24.1% (114)
At least monthly	1.8% (1)	1.4% (2)	11.0% (8)	5.5% (10)	4.8% (1)	4.6% (22)
At least quarterly	5.5% (3)	2.8% (4)	2.7% (2)	6.1% (11)	0.0% (0)	4.2% (20)
At least half yearly	1.8% (1)	0.7% (1)	0.0% (0)	1.7% (3)	0.0% (0)	1.1% (5)
At least annually	0.0% (0)	1.4% (2)	0.0% (0)	5.5% (10)	4.8% (1)	2.7% (13)
Other (please specify)	1 reply	2 replies	5 replies	35 replies	4 replies	47
answered question	55	144	73	181	21	474
skipped question						57

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes - At least once	33.3% (18)	23.2% (33)	26.0% (19)	46.9% (91)	21.7% (5)	34.2% (166)
Yes - Regularly	7.4% (4)	10.6% (15)	21.9% (16)	26.8% (52)	13.0% (3)	18.5% (90)
No - Never	7.4% (4)	4.9% (7)	1.4% (1)	17.0% (33)	26.1% (6)	10.5% (51)
I don't know.	51.9% (28)	61.3% (87)	50.7% (37)	9.3% (18)	39.1% (9)	36.8% (179)
Other (please specify)	3 replies	2 replies	1 reply	15 replies	3 replies	24
answered question	54	142	73	194	23	486
skipped question						45

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

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
I don't know	54.5% (30)	61.6% (90)	64.9% (48)	7.7% (16)	39.1% (9)	38.2% (193)
Never.	3.6% (2)	2.7% (4)	1.4% (1)	14.0% (29)	13.0% (3)	7.7% (39)
Once	0.0% (0)	0.7% (1)	0.0% (0)	1.0% (2)	0.0% (0)	0.6% (3)
Annually	5.5% (3)	7.5% (11)	8.1% (6)	9.7% (20)	8.7% (2)	8.3% (42)
From time to time	36.4% (20)	27.4% (40)	25.7% (19)	67.6% (140)	39.1% (9)	45.1% (228)
answered question	55	146	74	207	23	505
skipped question						26

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?					
		Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Res To
In my firm we encourage feedback from clients;	Strongly Agree	43.6% (24)	46.9% (68)	50.0% (37)	52.6% (110)	41.7% (10)	
	Agree	49.1% (27)	38.6% (56)	37.8% (28)	37.3% (78)	54.2% (13)	
	Neither agree or disagree	5.5% (3)	12.4% (18)	9.5% (7)	9.6% (20)	0.0% (0)	
	Disagree	0.0% (0)	2.1% (3)	2.7% (2)	0.5% (1)	0.0% (0)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.2% (1)	
		55	145	74	209	24	
I feel confident that I know how to deal with a client complaint;	Strongly Agree	34.5% (19)	36.8% (53)	48.6% (36)	64.1% (134)	50.0% (12)	
	Agree	36.4% (20)	49.3% (71)	40.5% (30)	32.5% (68)	50.0% (12)	
	Neither agree or disagree	18.2% (10)	9.7% (14)	5.4% (4)	3.3% (7)	0.0% (0)	
	Disagree	9.1% (5)	4.2% (6)	5.4% (4)	0.0% (0)	0.0% (0)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		55	144	74	209	24	
I feel confident that my colleagues would understand why I need to pass on a complaint	Strongly Agree	32.7% (18)	31.0% (45)	39.2% (29)	54.1% (112)	37.5% (9)	
	Agree	47.3% (26)	51.7% (75)	48.6% (36)	37.7% (78)	50.0% (12)	

about their work	Neither agree or disagree	10.9% (6)	15.9% (23)	8.1% (6)	7.7% (16)	12.5% (3)	
	Disagree	3.6% (2)	1.4% (2)	2.7% (2)	0.5% (1)	0.0% (0)	
	Strongly Disagree	5.5% (3)	0.0% (0)	1.4% (1)	0.0% (0)	0.0% (0)	
		55	145	74	207	24	
I hope my colleagues would tell me if they received a complaint about my work	Strongly Agree	52.7% (29)	64.8% (94)	64.9% (48)	73.2% (153)	66.7% (16)	
	Agree	45.5% (25)	33.1% (48)	35.1% (26)	24.4% (51)	33.3% (8)	
	Neither agree or disagree	0.0% (0)	2.1% (3)	0.0% (0)	2.4% (5)	0.0% (0)	
	Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		55	145	74	209	24	
I feel confident that my firm will provide effective redress/feedback to any client that complains;	Strongly Agree	52.7% (29)	55.2% (80)	52.7% (39)	68.9% (144)	50.0% (12)	
	Agree	41.8% (23)	39.3% (57)	40.5% (30)	29.2% (61)	41.7% (10)	
	Neither agree or disagree	1.8% (1)	4.8% (7)	5.4% (4)	1.9% (4)	4.2% (1)	
	Disagree	1.8% (1)	0.7% (1)	1.4% (1)	0.0% (0)	0.0% (0)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.2% (1)	
		55	145	74	209	24	
I know when to trigger the complaints process;	Strongly Agree	30.9% (17)	40.0% (58)	52.7% (39)	66.5% (139)	45.8% (11)	
	Agree	43.6% (24)	42.8% (62)	37.8% (28)	31.6% (66)	45.8% (11)	

	Neither agree or disagree	10.9% (6)	13.8% (20)	5.4% (4)	1.4% (3)	4.2% (1)	
	Disagree	10.9% (6)	3.4% (5)	4.1% (3)	0.5% (1)	0.0% (0)	
	Strongly Disagree	3.6% (2)	0.0% (0)	0.0% (0)	0.0% (0)	4.2% (1)	
		55	145	74	209	24	
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	Strongly Agree	38.2% (21)	37.2% (54)	44.6% (33)	37.0% (77)	34.8% (8)	
	Agree	49.1% (27)	44.8% (65)	33.8% (25)	41.8% (87)	43.5% (10)	
	Neither agree or disagree	10.9% (6)	17.9% (26)	16.2% (12)	18.3% (38)	21.7% (5)	
	Disagree	0.0% (0)	0.0% (0)	5.4% (4)	2.4% (5)	0.0% (0)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	0.5% (1)	0.0% (0)	
		55	145	74	208	23	
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	Strongly Agree	23.6% (13)	20.7% (30)	31.1% (23)	20.9% (43)	16.7% (4)	
	Agree	43.6% (24)	41.4% (60)	45.9% (34)	34.0% (70)	45.8% (11)	
	Neither agree or disagree	30.9% (17)	32.4% (47)	21.6% (16)	31.1% (64)	25.0% (6)	
	Disagree	0.0% (0)	5.5% (8)	1.4% (1)	8.7% (18)	12.5% (3)	
	Strongly Disagree	1.8% (1)	0.0% (0)	0.0% (0)	5.3% (11)	0.0% (0)	
		55	145	74	206	24	
We can learn a lot from analyzing even frivolous complaints	Strongly Agree	32.7% (18)	25.5% (37)	27.0% (20)	21.6% (45)	16.7% (4)	
	Agree	38.2% (21)	44.1% (64)	40.5% (30)	46.2% (96)	54.2% (13)	

	Neither agree or disagree	23.6% (13)	22.8% (33)	21.6% (16)	22.1% (46)	8.3% (2)	
	Disagree	3.6% (2)	5.5% (8)	9.5% (7)	8.2% (17)	16.7% (4)	
	Strongly Disagree	1.8% (1)	2.1% (3)	1.4% (1)	1.9% (4)	4.2% (1)	
		55	145	74	208	24	
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	Strongly Agree	10.9% (6)	15.9% (23)	16.2% (12)	17.7% (37)	25.0% (6)	
	Agree	38.2% (21)	38.6% (56)	35.1% (26)	26.3% (55)	37.5% (9)	
	Neither agree or disagree	40.0% (22)	30.3% (44)	33.8% (25)	32.1% (67)	25.0% (6)	
	Disagree	7.3% (4)	12.4% (18)	13.5% (10)	21.5% (45)	8.3% (2)	
	Strongly Disagree	3.6% (2)	2.8% (4)	1.4% (1)	2.4% (5)	4.2% (1)	
		55	145	74	209	24	
I can usually pick which clients will complain when I first meet them	Strongly Agree	9.1% (5)	13.1% (19)	9.5% (7)	9.6% (20)	16.7% (4)	
	Agree	10.9% (6)	32.4% (47)	45.9% (34)	36.1% (75)	33.3% (8)	
	Neither agree or disagree	52.7% (29)	38.6% (56)	29.7% (22)	38.5% (80)	37.5% (9)	
	Disagree	23.6% (13)	13.8% (20)	12.2% (9)	14.4% (30)	12.5% (3)	
	Strongly Disagree	3.6% (2)	2.1% (3)	2.7% (2)	1.4% (3)	0.0% (0)	
		55	145	74	208	24	
Complaints can't be ignored because of the damage they can do to your reputation	Strongly Agree	43.6% (24)	54.2% (77)	64.9% (48)	58.7% (122)	70.8% (17)	
	Agree	50.9% (28)	38.0% (54)	31.1% (23)	34.6% (72)	25.0% (6)	

	Neither agree or disagree	1.8% (1)	4.9% (7)	0.0% (0)	5.3% (11)	0.0% (0)	
	Disagree	0.0% (0)	2.8% (4)	0.0% (0)	0.0% (0)	4.2% (1)	
	Strongly Disagree	3.6% (2)	0.0% (0)	4.1% (3)	1.4% (3)	0.0% (0)	
		55	142	74	208	24	
When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	Strongly Agree	12.7% (7)	11.0% (16)	20.3% (15)	18.4% (38)	20.8% (5)	
	Agree	32.7% (18)	29.0% (42)	31.1% (23)	32.9% (68)	41.7% (10)	
	Neither agree or disagree	38.2% (21)	41.4% (60)	31.1% (23)	25.1% (52)	25.0% (6)	
	Disagree	10.9% (6)	13.8% (20)	13.5% (10)	20.8% (43)	4.2% (1)	
	Strongly Disagree	5.5% (3)	4.8% (7)	4.1% (3)	2.9% (6)	8.3% (2)	
		55	145	74	207	24	
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	7.3% (4)	3.4% (5)	8.1% (6)	4.8% (10)	4.2% (1)	
	Agree	21.8% (12)	17.2% (25)	18.9% (14)	25.5% (53)	20.8% (5)	
	Neither agree or disagree	30.9% (17)	39.3% (57)	33.8% (25)	29.8% (62)	33.3% (8)	
	Disagree	32.7% (18)	33.1% (48)	31.1% (23)	28.8% (60)	25.0% (6)	
	Strongly Disagree	7.3% (4)	6.9% (10)	8.1% (6)	11.1% (23)	16.7% (4)	
		55	145	74	208	24	
When a large client complains, we have no choice but to accede to their demands, even	Strongly Agree	5.5% (3)	0.7% (1)	0.0% (0)	1.9% (4)	0.0% (0)	
	Agree	7.3% (4)	6.2% (9)	6.8% (5)	9.6% (20)	8.3% (2)	

if they're unreasonable	Neither agree or disagree	34.5% (19)	33.8% (49)	32.4% (24)	27.9% (58)	20.8% (5)	
	Disagree	40.0% (22)	47.6% (69)	50.0% (37)	41.3% (86)	54.2% (13)	
	Strongly Disagree	12.7% (7)	11.7% (17)	10.8% (8)	19.2% (40)	16.7% (4)	
		55	145	74	208	24	
answered question		55	145	74	209	24	
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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Yes	100.0% (55)	99.3% (144)	100.0% (74)	96.1% (199)	95.8% (23)	98.0% (495)
No	0.0% (0)	0.7% (1)	0.0% (0)	3.9% (8)	4.2% (1)	2.0% (10)
answered question	55	145	74	207	24	505
skipped question						26

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Totals
Very helpful	5.5% (3)	12.4% (18)	14.9% (11)	20.3% (42)	8.3% (2)	15.0% (76)
Helpful	72.7% (40)	59.3% (86)	66.2% (49)	48.3% (100)	50.0% (12)	56.8% (287)
Neither helpful nor unhelpful	16.4% (9)	24.1% (35)	16.2% (12)	25.6% (53)	37.5% (9)	23.4% (118)
Unhelpful	5.5% (3)	3.4% (5)	2.7% (2)	4.8% (10)	4.2% (1)	4.2% (21)
Very unhelpful	0.0% (0)	0.7% (1)	0.0% (0)	1.0% (2)	0.0% (0)	0.6% (3)
Can you think of any ways in which the survey might be improved? We appreciate all feedback.	5 replies	8 replies	4 replies	21 replies	3 replies	41
answered question	55	145	74	207	24	505
skipped question						26

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	Senior associate	Partner/Director	Consultant/In House Counsel/Special Counsel	Response Count
	6 replies	6 replies	5 replies	23 replies	4 replies	44
answered question	6	6	5	23	4	44
skipped question						487