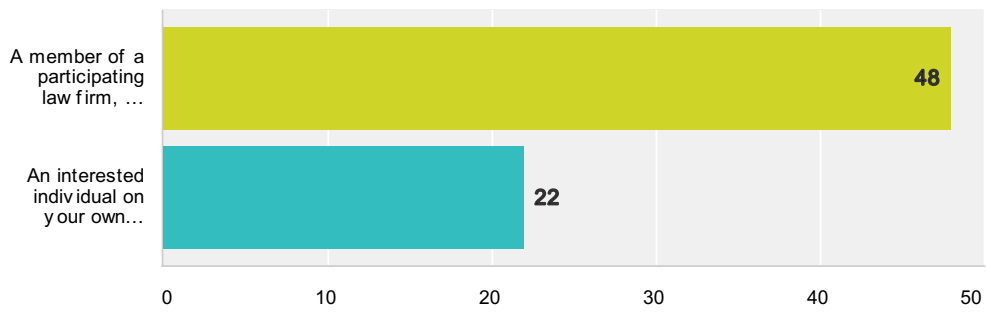


Q1 Are you doing this survey as (please tick)

Answered: 70 Skipped: 0



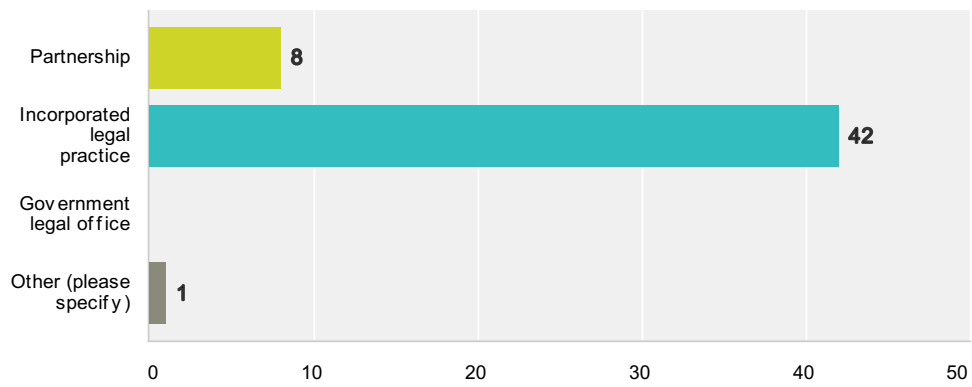
Answer Choices	Responses	
A member of a participating law firm, at your firm's request?	68.57%	48
An interested individual on your own initiative?	31.43%	22
Total		70

**Q2 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**

Answered: 35 Skipped: 35

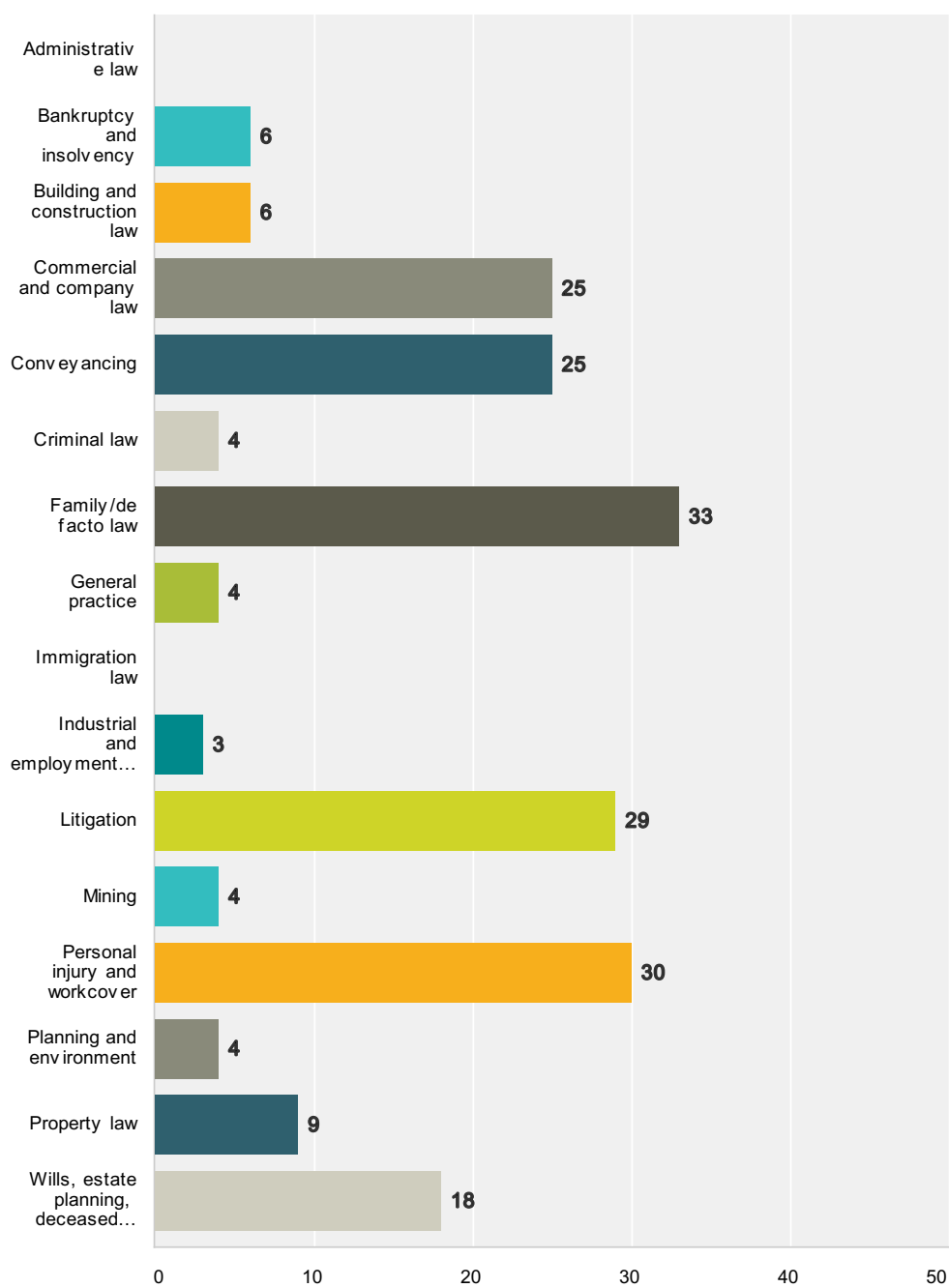
Q3 What best describes the law firm where you work?

Answered: 51 Skipped: 19



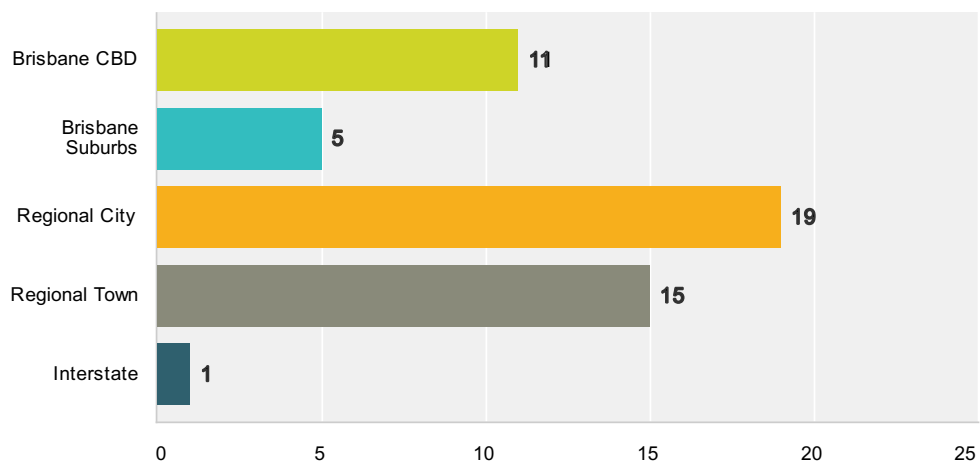
Q4 What are the main areas of practice for your firm? (Select up to 3)

Answered: 51 Skipped: 19



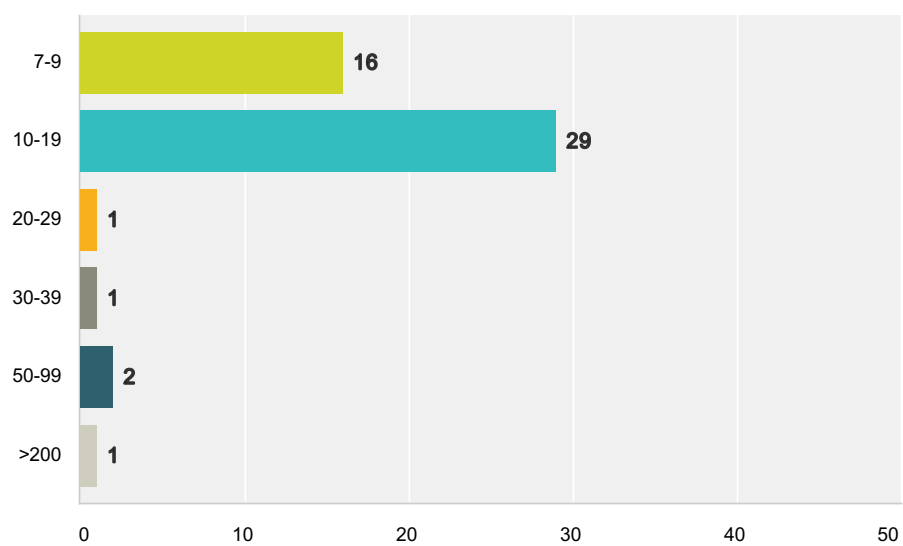
Q5 Where is your office located?

Answered: 51 Skipped: 19



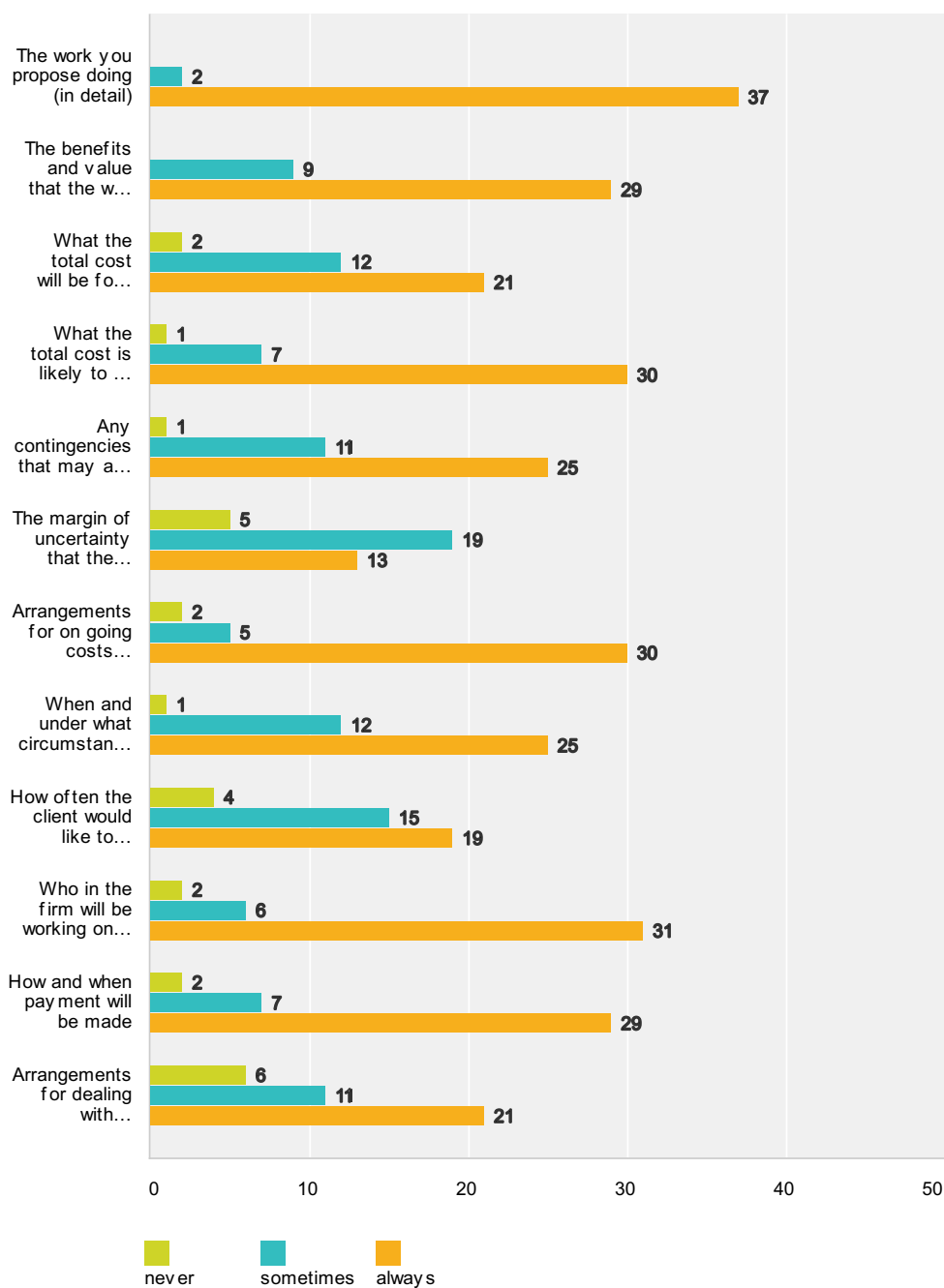
Q6 How many practising certificate holders are there in your firm?

Answered: 50 Skipped: 20



Q7 On a typical matter, at the first interview, do you (or does the lawyer responsible) talk with the client about

Answered: 40 Skipped: 30



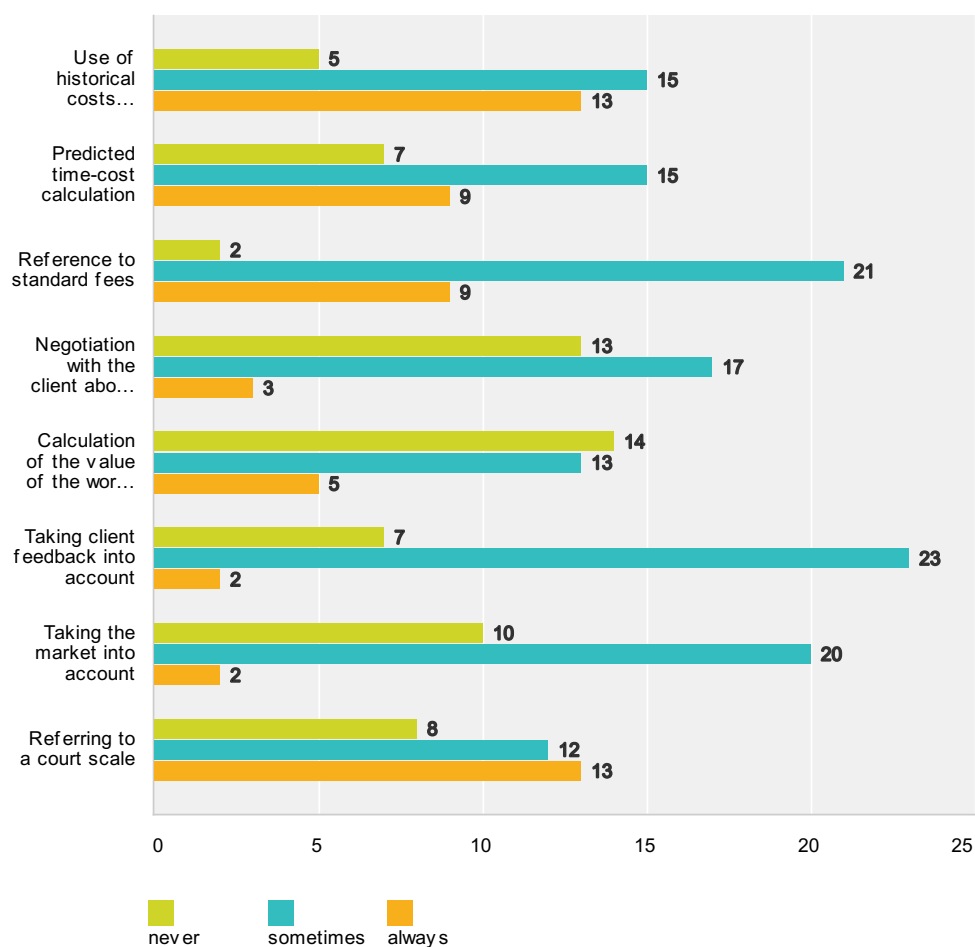
	never	sometimes	always	Total
The work you propose doing (in detail)	0% 0	5.13% 2	94.87% 37	39
The benefits and value that the work you propose doing will deliver to the client	0% 0	23.68% 9	76.32% 29	38
What the total cost will be for the client (if fixed fee)	5.71% 2	34.29% 12	60% 21	35
What the total cost is likely to be for the client (if not fixed fee)	2.63% 1	18.42% 7	78.95% 30	38
Any contingencies that may add to or subtract from the final bill	2.70% 1	29.73% 11	67.57% 25	37
The margin of uncertainty that the client can tolerate with regard to the final bill	13.51% 5	51.35% 19	35.14% 13	37

Billing Practices Check for Medium to Large Law Firms 2013

Arrangements for on going costs disclosure	5.41% 2	13.51% 5	81.08% 30	37
When and under what circumstances you provide costs updates	2.63% 1	31.58% 12	65.79% 25	38
How often the client would like to receive bills	10.53% 4	39.47% 15	50% 19	38
Who in the firm will be working on the matter and their charge out rates if applicable	5.13% 2	15.38% 6	79.49% 31	39
How and when payment will be made	5.26% 2	18.42% 7	76.32% 29	38
Arrangements for dealing with complaints	15.79% 6	28.95% 11	55.26% 21	38

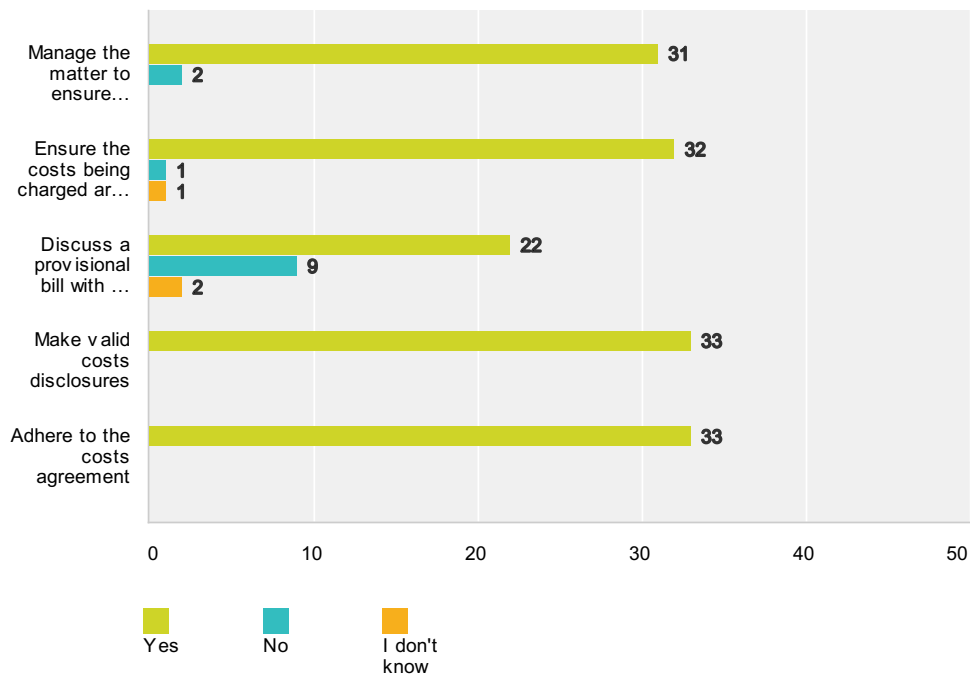
Q8 How does your firm estimate what the costs will be for a client?

Answered: 35 Skipped: 35



Q9 Does your firm have a policy or procedures in place to

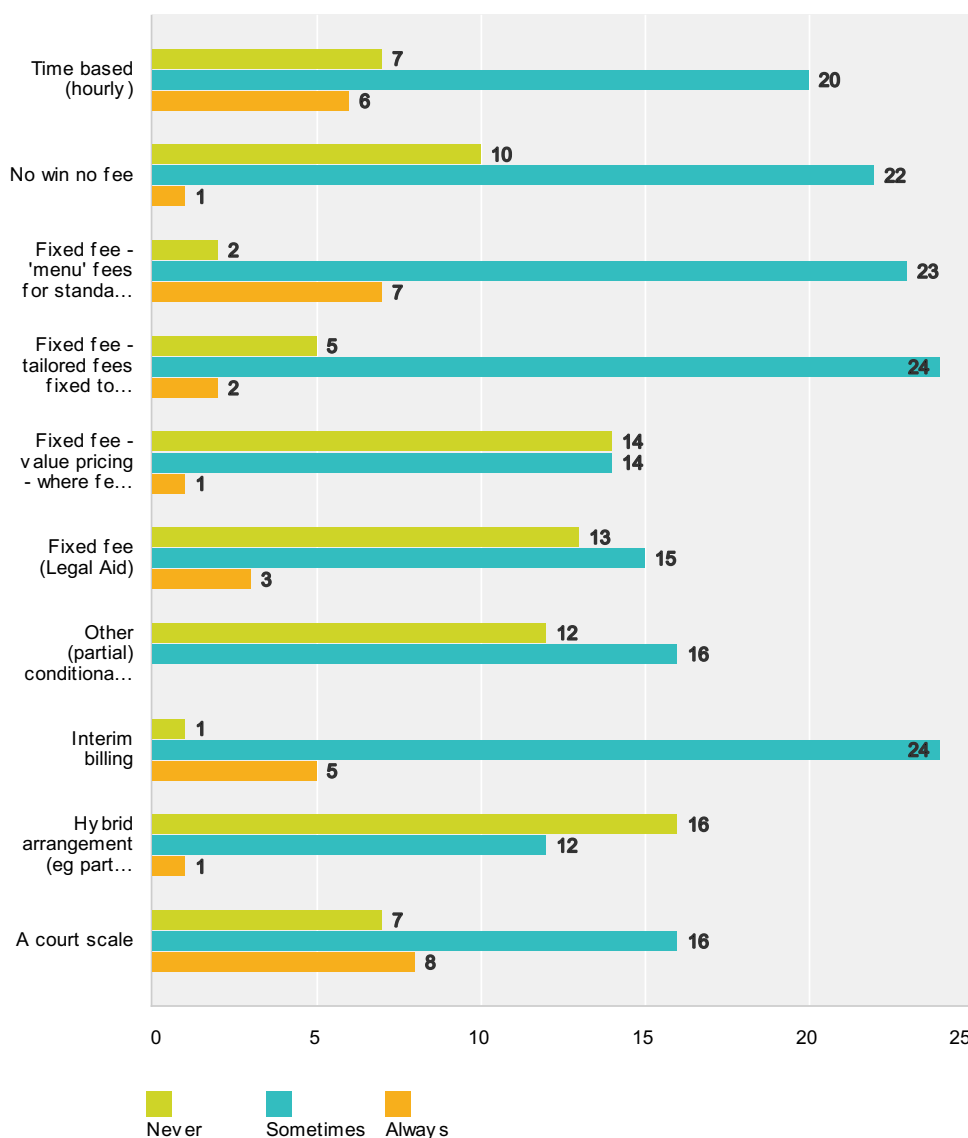
Answered: 34 Skipped: 36



	Yes	No	I don't know	Total
Manage the matter to ensure consistency with the original estimate(s)	93.94% 31	6.06% 2	0% 0	33
Ensure the costs being charged are consistent with the practice's own internal costs/billing policies	94.12% 32	2.94% 1	2.94% 1	34
Discuss a provisional bill with the client	66.67% 22	27.27% 9	6.06% 2	33
Make valid costs disclosures	100% 33	0% 0	0% 0	33
Adhere to the costs agreement	100% 33	0% 0	0% 0	33

Q10 Does your firm use any of the following billing methods?

Answered: 33 Skipped: 37



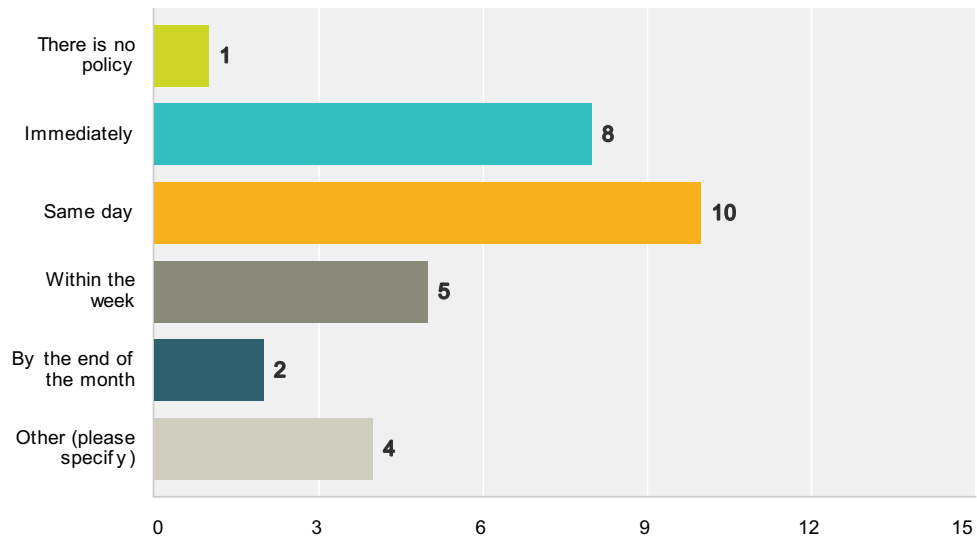
	Never	Sometimes	Always	Total
Time based (hourly)	21.21% 7	60.61% 20	18.18% 6	33
No win no fee	30.30% 10	66.67% 22	3.03% 1	33
Fixed fee - 'menu' fees for standard tasks and instructions (conveyance, wills, EPAs)	6.25% 2	71.88% 23	21.88% 7	32
Fixed fee - tailored fees fixed to specific client needs, following client interview, with reference to internal costs	16.13% 5	77.42% 24	6.45% 2	31
Fixed fee - value pricing - where fees are fixed with greater reference to agreed client value than to internal costs	48.28% 14	48.28% 14	3.45% 1	29
Fixed fee (Legal Aid)	41.94% 13	48.39% 15	9.68% 3	31
Other (partial) conditional fee arrangements	42.86% 12	57.14% 16	0% 0	28
Interim billing	3.33% 1	80% 24	16.67% 5	30
Hybrid arrangement (eg part fixed/part time-costing)	55.17% 16	41.38% 12	3.45% 1	29

Billing Practices Check for Medium to Large Law Firms 2013

A court scale	22.58% 7	51.61% 16	25.81% 8	31
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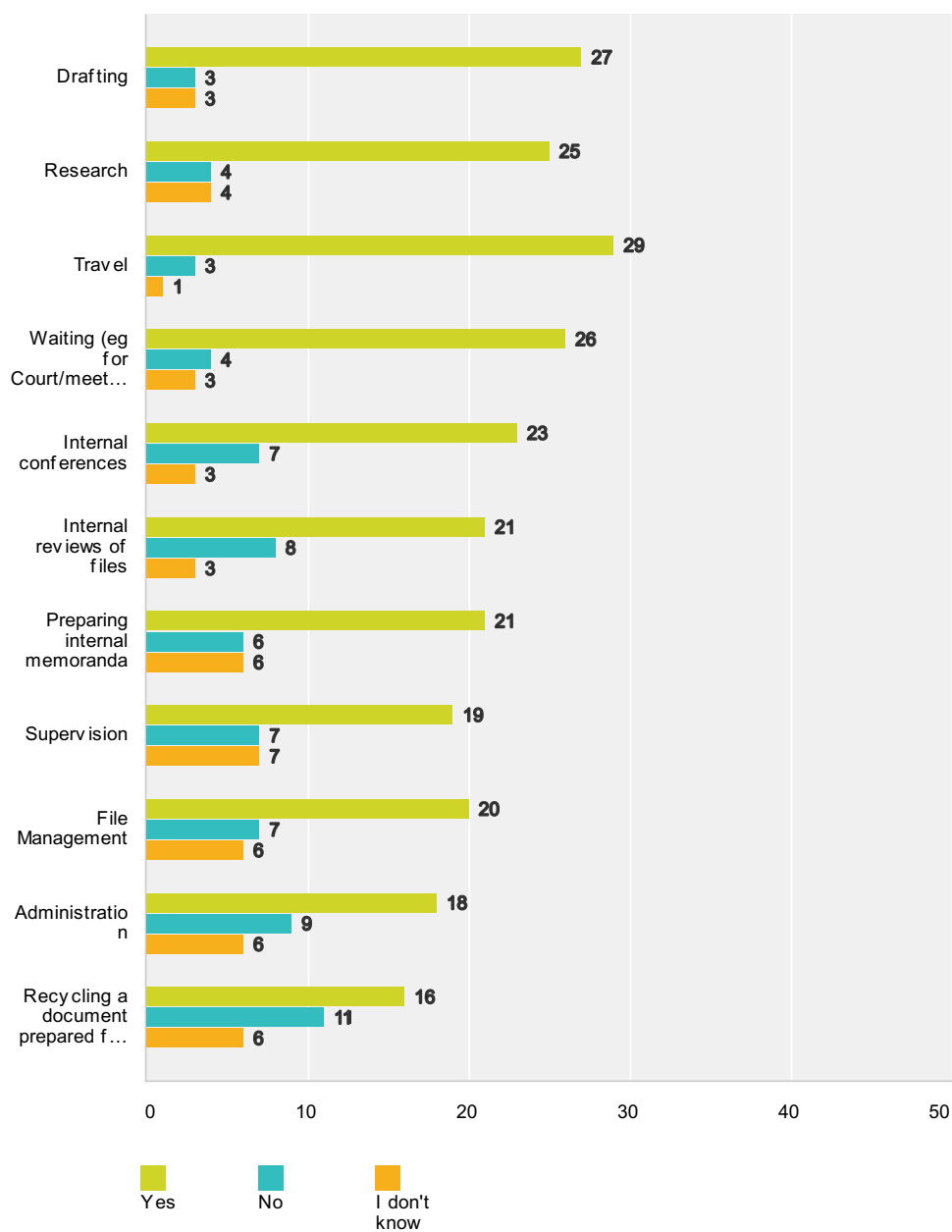
Q11 Where time billing is utilised in relation to hours worked, what is your firm's policy/guideline as to when times should be entered onto a timesheet? (pick one only)

Answered: 30 Skipped: 40



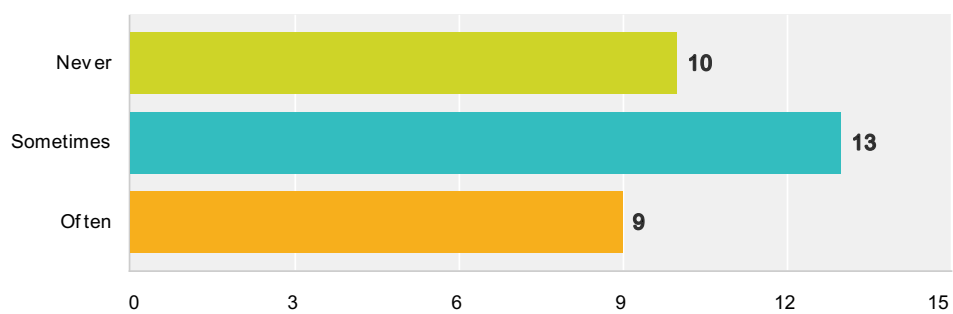
Q12 Does your firm have billing policies and/or procedures in respect of when it is appropriate to bill for any of the following:

Answered: 34 Skipped: 36



Q13 Does your firm bill for care and consideration?

Answered: 32 Skipped: 38

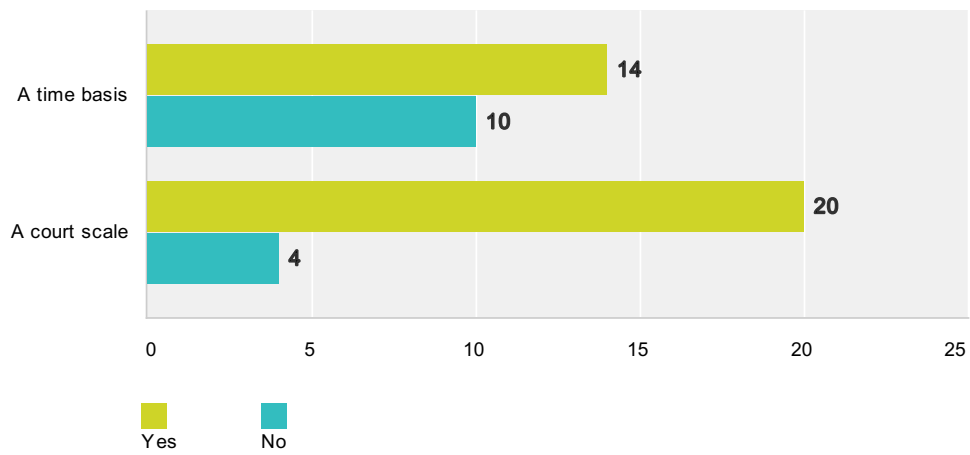


Q14 Under what circumstances do you believe you are entitled to claim care and consideration?

Answered: 21 Skipped: 49

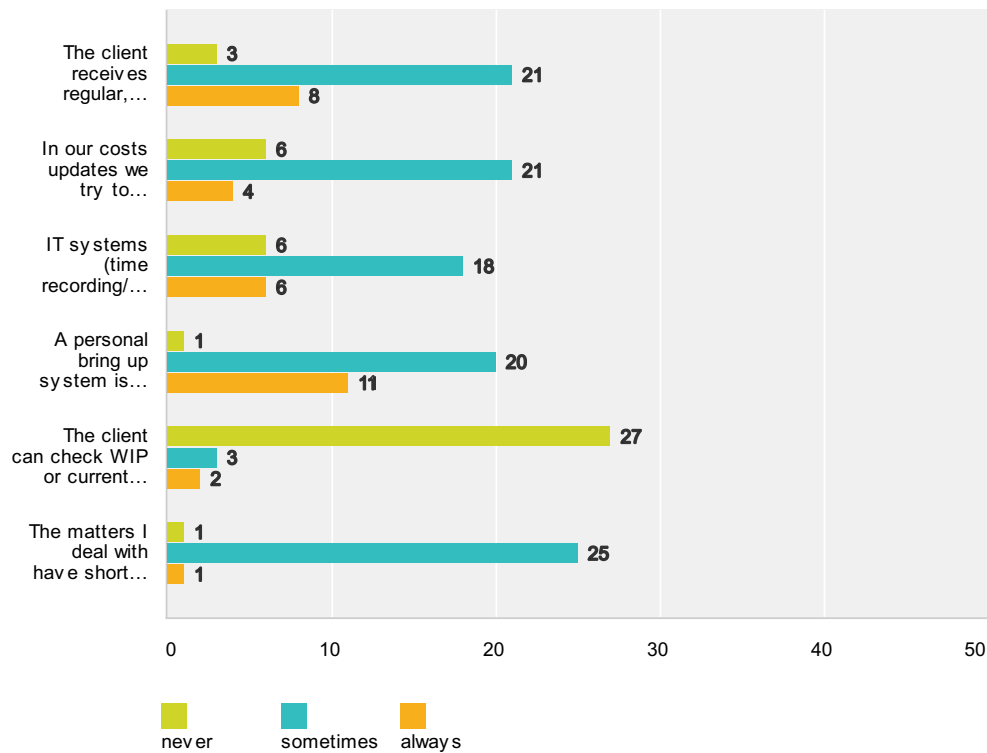
Q15 If you do bill for care and consideration, is it appropriate to charge care and consideration when the bill is drawn up on

Answered: 25 Skipped: 45



Q16 What is typically done in your firm regarding costs updates?

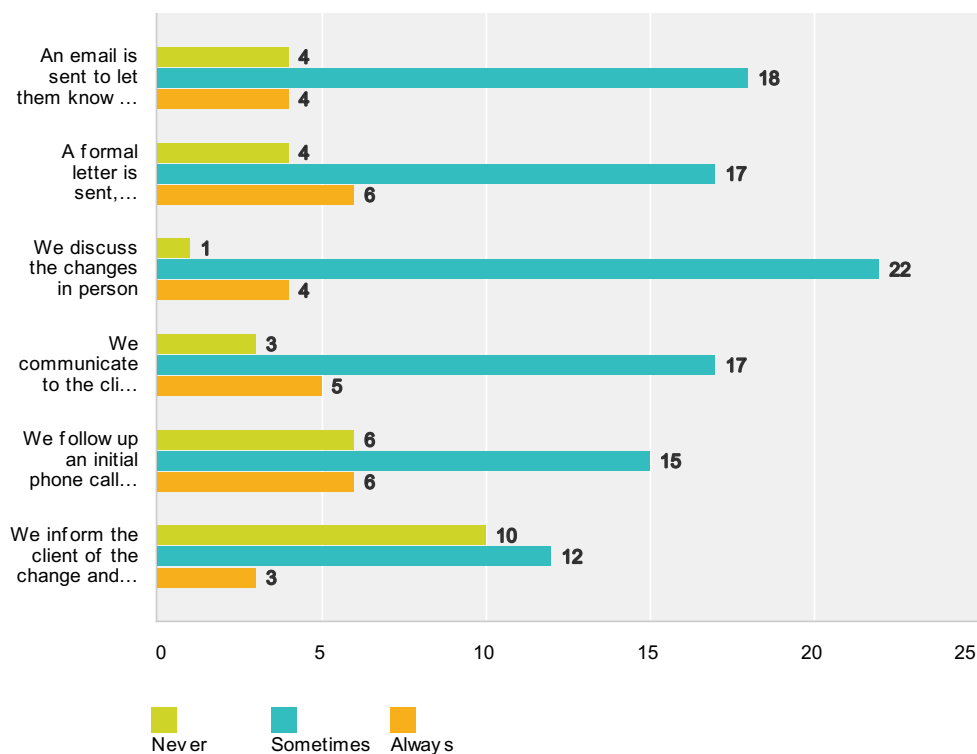
Answered: 32 Skipped: 38



	never	sometimes	always	Total
The client receives regular, scheduled bills that include the charges to date, and estimated charges remaining	9.38% 3	65.63% 21	25% 8	32
In our costs updates we try to communicate the benefit of the work to the client, and value for money	19.35% 6	67.74% 21	12.90% 4	31
IT systems (time recording/accounts) to prompt when milestones are met in terms of accrued WIP	20% 6	60% 18	20% 6	30
A personal bring up system is used	3.13% 1	62.50% 20	34.38% 11	32
The client can check WIP or current costs on-line	84.38% 27	9.38% 3	6.25% 2	32
The matters I deal with have short time frames only	3.70% 1	92.59% 25	3.70% 1	27

Q17 What is typically done in your firm if it seems a client's total bill will be different to the original estimate for dealing with their matter? (please tick all that apply)

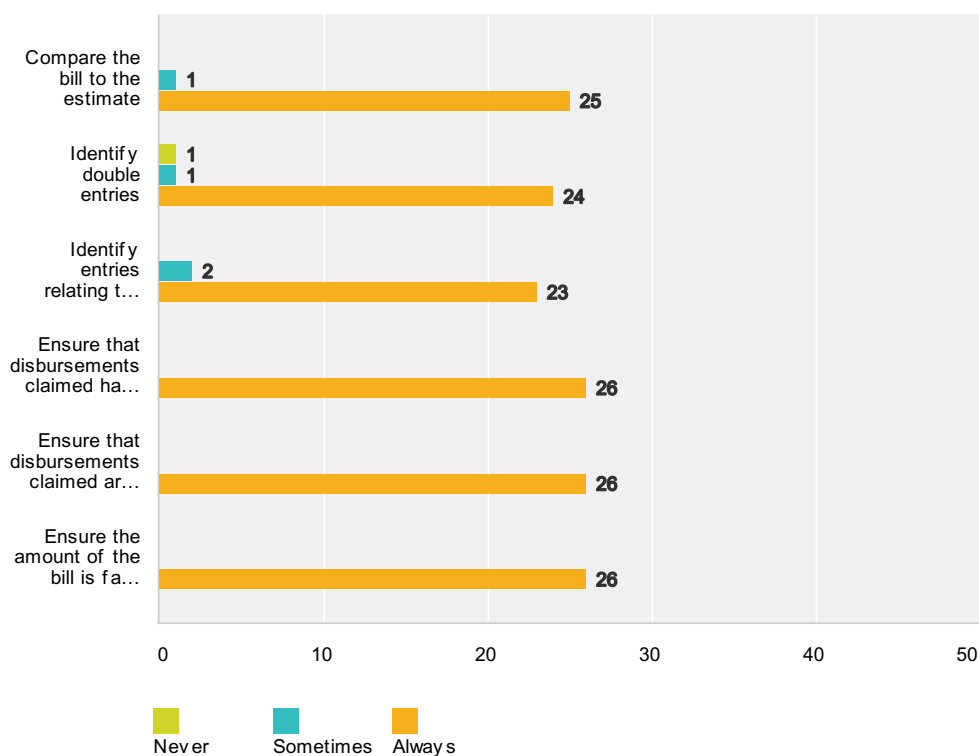
Answered: 27 Skipped: 43



	Never	Sometimes	Always	Total
An email is sent to let them know of the changes, seeking their consent by reply email	15.38% 4	69.23% 18	15.38% 4	26
A formal letter is sent, requesting a response	14.81% 4	62.96% 17	22.22% 6	27
We discuss the changes in person	3.70% 1	81.48% 22	14.81% 4	27
We communicate to the client how the work benefits them, and the value for money that they receive	12% 3	68% 17	20% 5	25
We follow up an initial phone call with a letter that requires a response	22.22% 6	55.56% 15	22.22% 6	27
We inform the client of the change and assume they consent if they do not respond	40% 10	48% 12	12% 3	25

Q18 Does your firm review a client's bill before sending it to

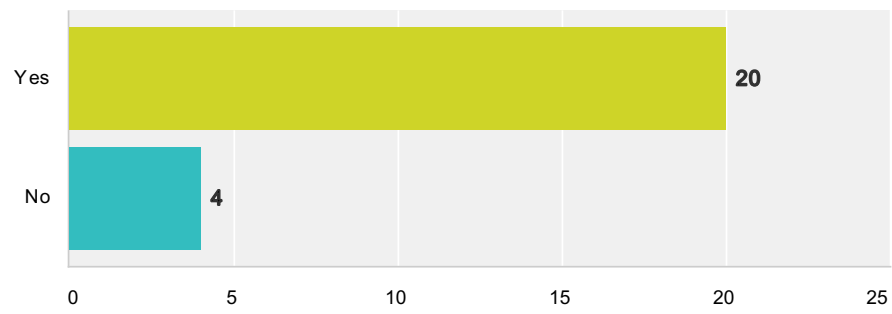
Answered: 26 Skipped: 44



	Never	Sometimes	Always	Total
Compare the bill to the estimate	0% 0	3.85% 1	96.15% 25	26
Identify double entries	3.85% 1	3.85% 1	92.31% 24	26
Identify entries relating to other matters (eg time misallocated to the wrong matter)	0% 0	8% 2	92% 23	25
Ensure that disbursements claimed have been reasonably incurred	0% 0	0% 0	100% 26	26
Ensure that disbursements claimed are reasonable in amount	0% 0	0% 0	100% 26	26
Ensure the amount of the bill is fair and reasonable and not excessive	0% 0	0% 0	100% 26	26

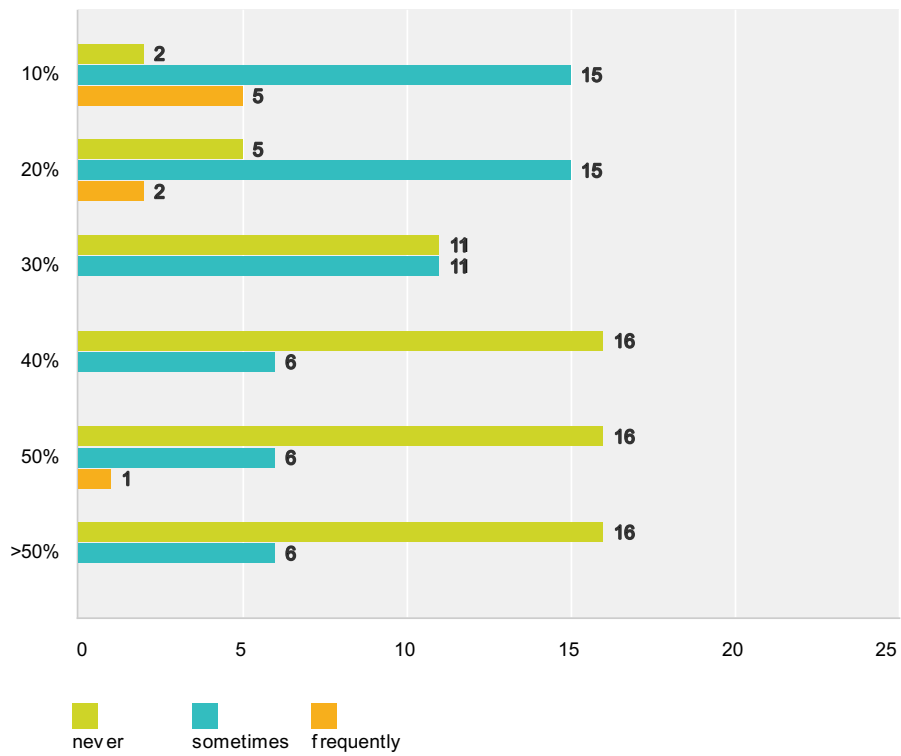
Q19 Does your firm measure estimate accuracy? (eg by comparing initial estimates to the actual bill)

Answered: 24 Skipped: 46



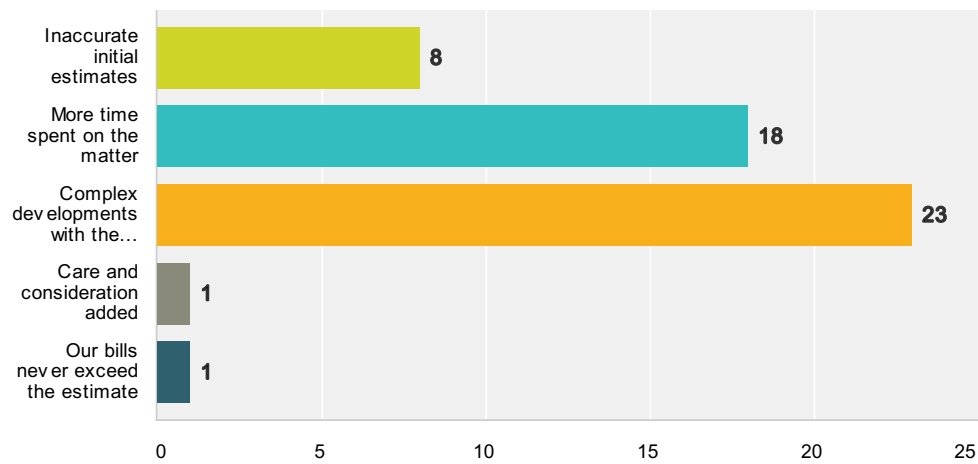
Q20 How often does the final bill to the client exceed the estimate by

Answered: 23 Skipped: 47



Q21 What is the most common reason for the bill to exceed the estimate? (Tick all that apply and/or add any other reasons in the comment box)

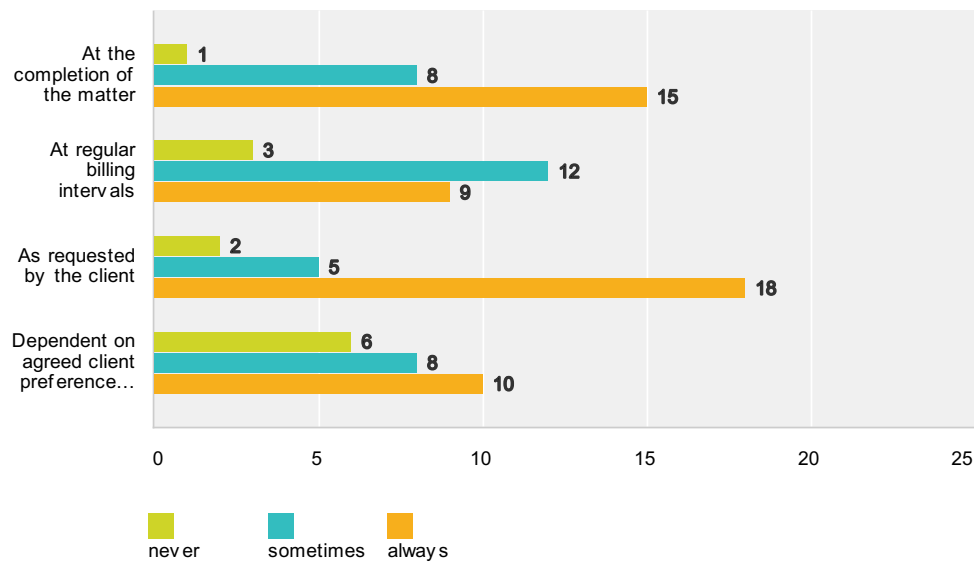
Answered: 25 Skipped: 45



Answer Choices	Responses	
Inaccurate initial estimates	32%	8
More time spent on the matter	72%	18
Complex developments with the matter	92%	23
Care and consideration added	4%	1
Our bills never exceed the estimate	4%	1
Total Respondents: 25		

Q22 Does your firm provide clients with an itemised bill? ("itemised" in this question broadly means that the bill allows the client to readily see what services are being charged at what fees)

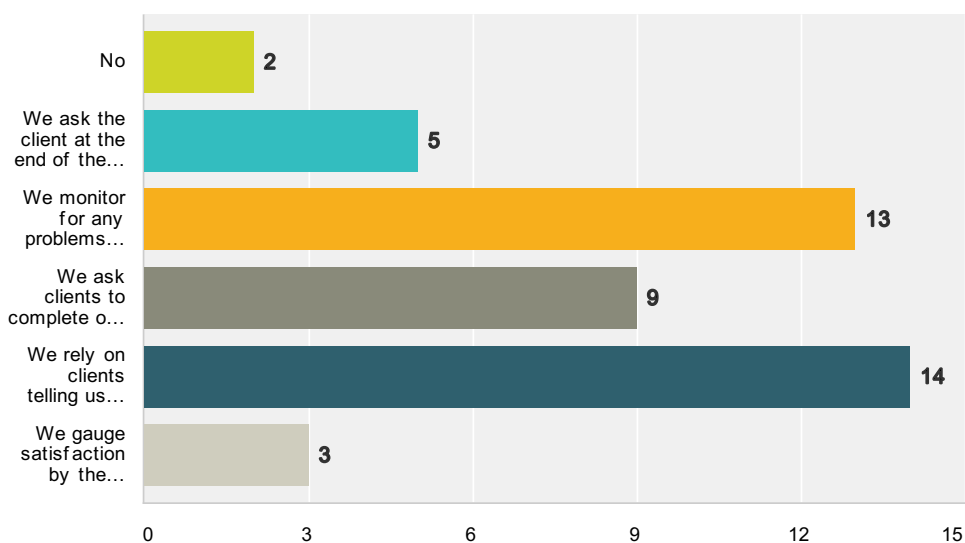
Answered: 26 Skipped: 44



	never	sometimes	always	Total
At the completion of the matter	4.17% 1	33.33% 8	62.50% 15	24
At regular billing intervals	12.50% 3	50% 12	37.50% 9	24
As requested by the client	8% 2	20% 5	72% 18	25
Dependent on agreed client preference at the start of the matter	25% 6	33.33% 8	41.67% 10	24

Q23 Does your firm gauge client satisfaction with costs disclosure and/or billing? (Tick all that apply)

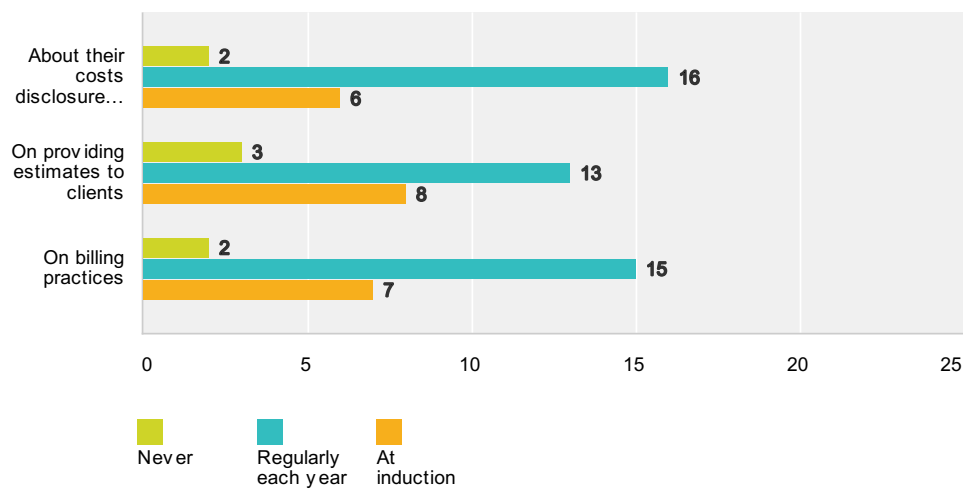
Answered: 26 Skipped: 44



Answer Choices	Responses	
No	7.69%	2
We ask the client at the end of the matter through a meeting or phone call	19.23%	5
We monitor for any problems arising	50%	13
We ask clients to complete our client satisfaction survey (by post)	34.62%	9
We rely on clients telling us if they are dissatisfied with costs disclosures or billing	53.85%	14
We gauge satisfaction by the recovery percentage or % of bill amounts that are ultimately recovered	11.54%	3
Total Respondents: 26		

Q24 How often does your firm offer training (whether internal or external) to all fee earners

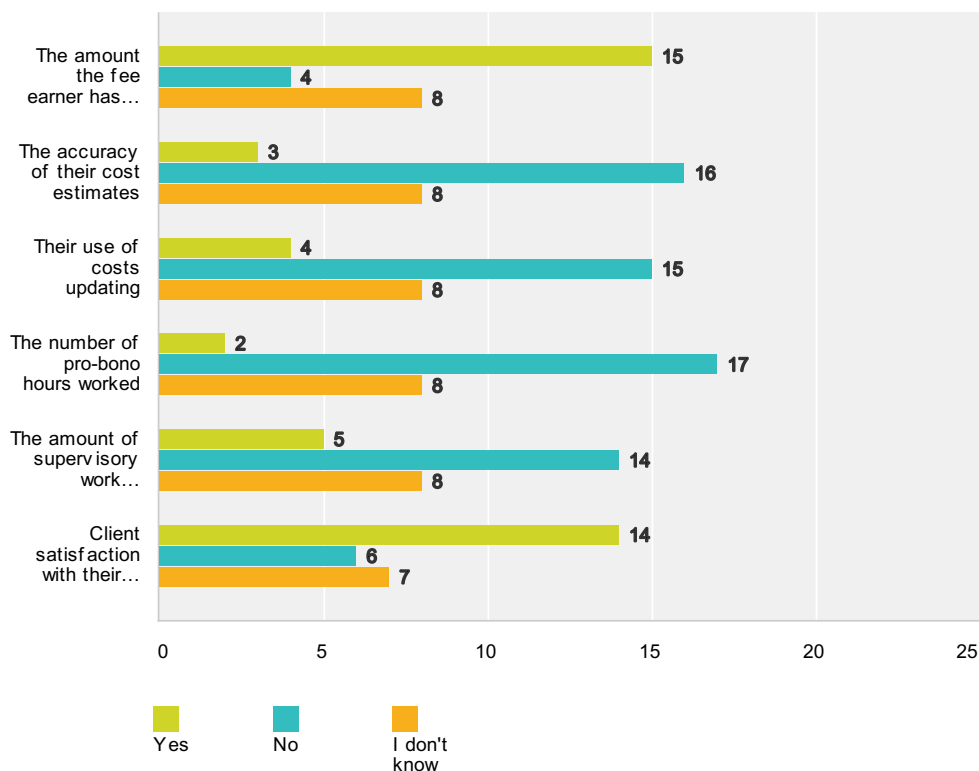
Answered: 24 Skipped: 46



	Never	Regularly each year	At induction	Total
About their costs disclosure obligations	8.33% 2	66.67% 16	25% 6	24
On providing estimates to clients	12.50% 3	54.17% 13	33.33% 8	24
On billing practices	8.33% 2	62.50% 15	29.17% 7	24

Q25 Does your firm measure and manage or reward a fee earner's performance in relation to:

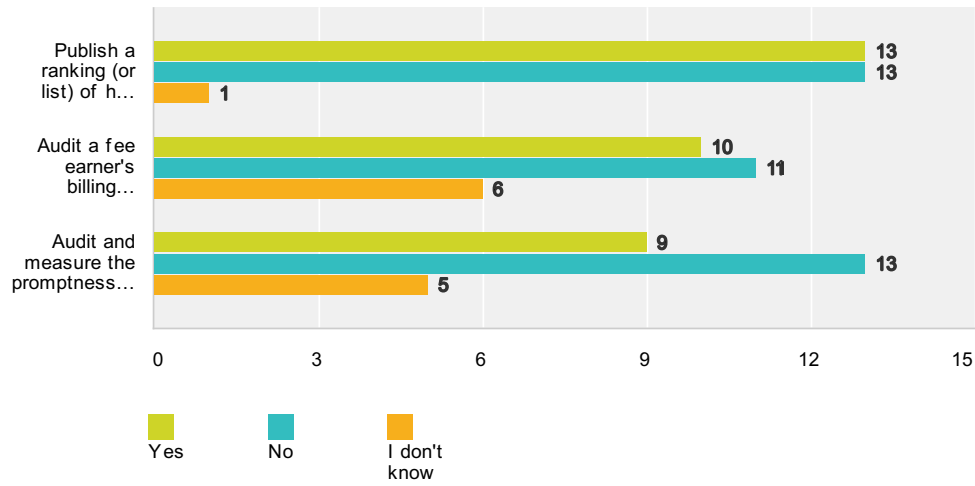
Answered: 28 Skipped: 42



	Yes	No	I don't know	Total
The amount the fee earner has billed	55.56% 15	14.81% 4	29.63% 8	27
The accuracy of their cost estimates	11.11% 3	59.26% 16	29.63% 8	27
Their use of costs updating	14.81% 4	55.56% 15	29.63% 8	27
The number of pro-bono hours worked	7.41% 2	62.96% 17	29.63% 8	27
The amount of supervisory work undertaken	18.52% 5	51.85% 14	29.63% 8	27
Client satisfaction with their work	51.85% 14	22.22% 6	25.93% 7	27

Q26 Does your firm

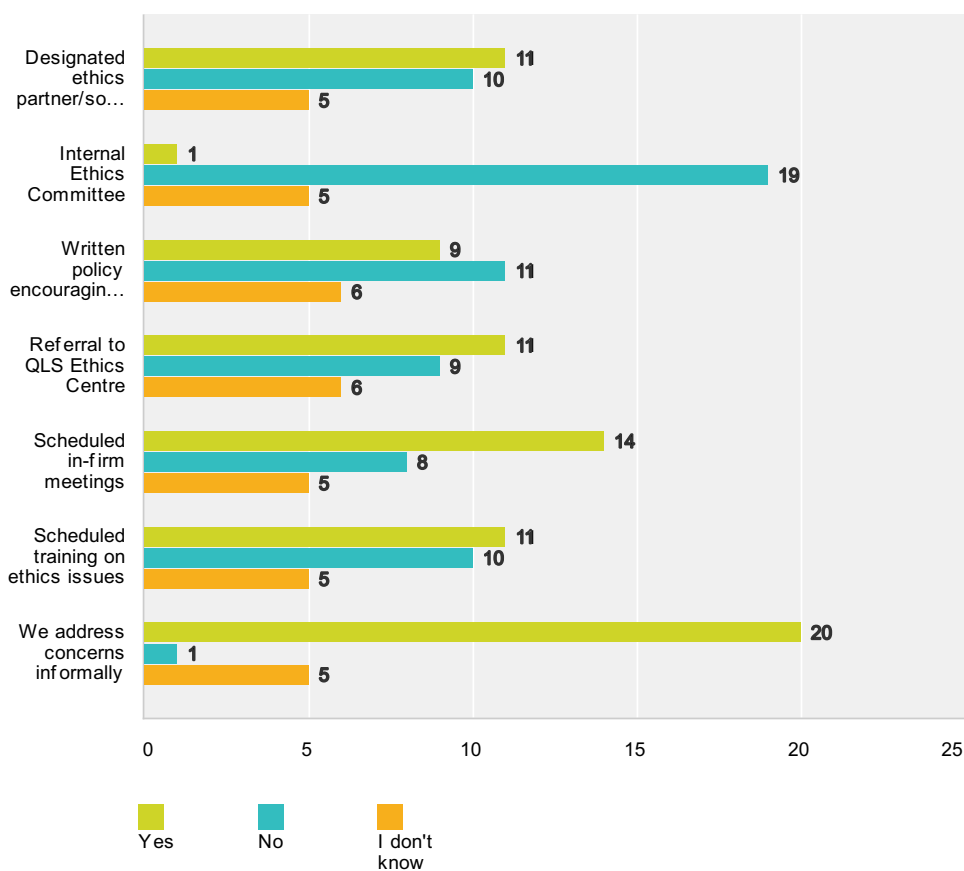
Answered: 27 Skipped: 43



	Yes	No	I don't know	Total
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	48.15% 13	48.15% 13	3.70% 1	27
Audit a fee earner's billing practices to ensure that they have complied with their professional obligations before paying bonuses or approving promotion	37.04% 10	40.74% 11	22.22% 6	27
Audit and measure the promptness of costs updates to clients	33.33% 9	48.15% 13	18.52% 5	27

Q27 Does your firm use any of the following to address ethical concerns or queries of employees?(check all that apply)

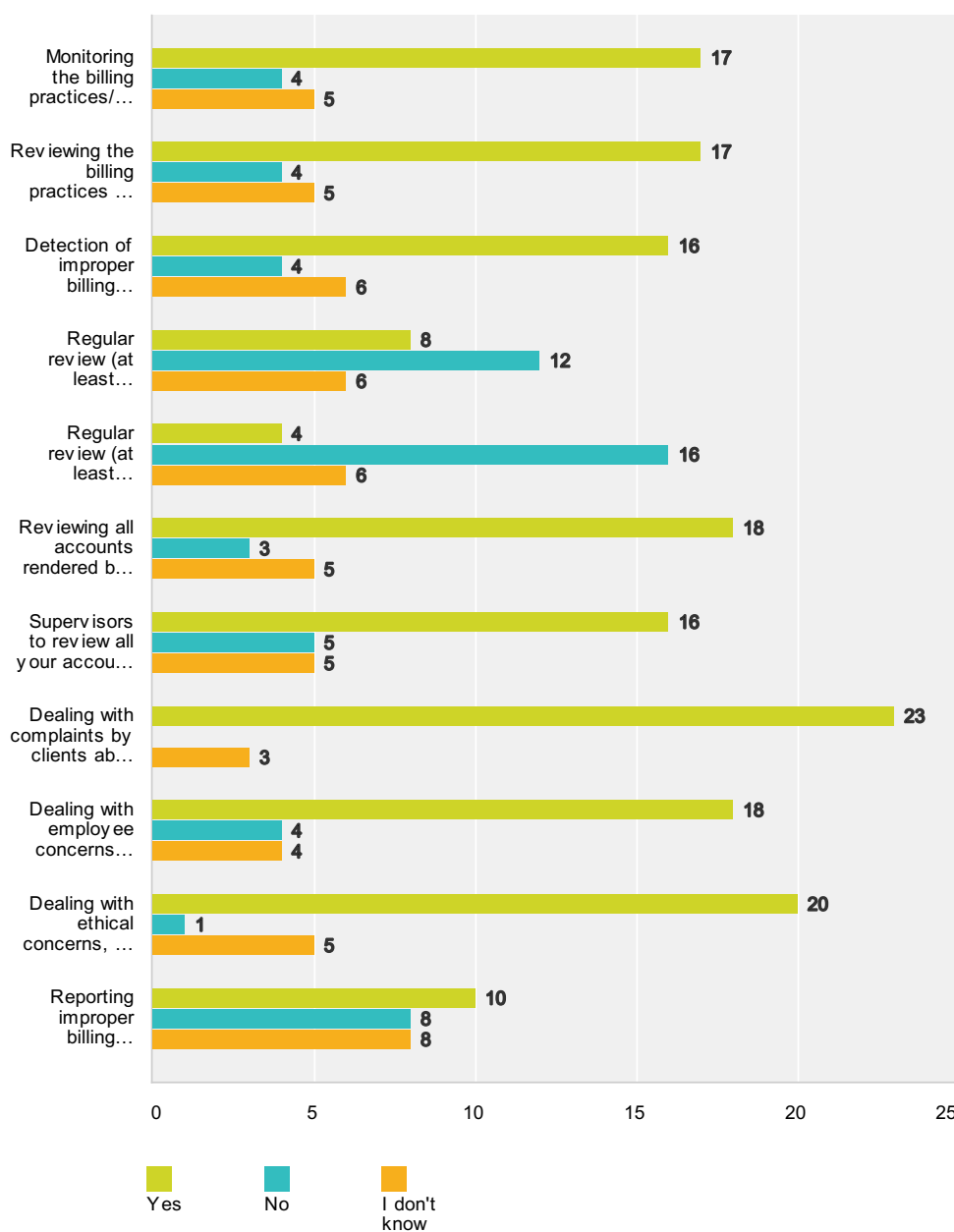
Answered: 27 Skipped: 43



	Yes	No	I don't know	Total
Designated ethics partner/solicitor	42.31% 11	38.46% 10	19.23% 5	26
Internal Ethics Committee	4% 1	76% 19	20% 5	25
Written policy encouraging reporting of misconduct	34.62% 9	42.31% 11	23.08% 6	26
Referral to QLS Ethics Centre	42.31% 11	34.62% 9	23.08% 6	26
Scheduled in-firm meetings	51.85% 14	29.63% 8	18.52% 5	27
Scheduled training on ethics issues	42.31% 11	38.46% 10	19.23% 5	26
We address concerns informally	76.92% 20	3.85% 1	19.23% 5	26

Q28 Does your firm have a policy and/or procedure in place for:

Answered: 26 Skipped: 44



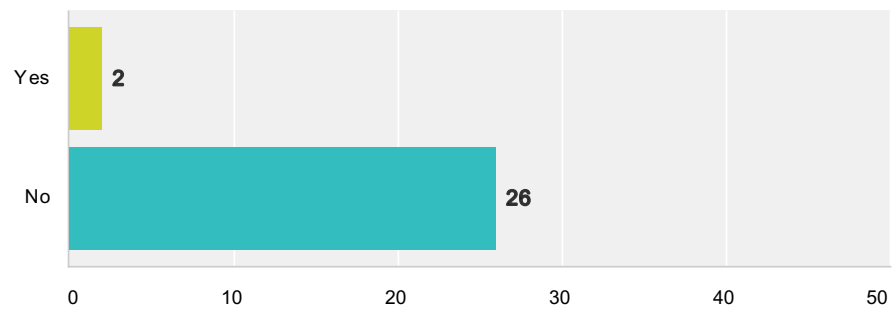
	Yes	No	I don't know	Total
Monitoring the billing practices/ activities of the legal practitioner directors/partners?	65.38% 17	15.38% 4	19.23% 5	26
Reviewing the billing practices of individual partners or legal practitioner directors?	65.38% 17	15.38% 4	19.23% 5	26
Detection of improper billing practices?	61.54% 16	15.38% 4	23.08% 6	26
Regular review (at least monthly) of all solicitors timesheets	30.77% 8	46.15% 12	23.08% 6	26
Regular review (at least monthly) of all non-legal staff timesheets	15.38% 4	61.54% 16	23.08% 6	26
Reviewing all accounts rendered by the practice?	69.23% 18	11.54% 3	19.23% 5	26
Supervisors to review all your accounts each month?	61.54% 16	19.23% 5	19.23% 5	26

Billing Practices Check for Medium to Large Law Firms 2013

Dealing with complaints by clients about an account?	88.46% 23	0% 0	11.54% 3	26
Dealing with employee concerns about an account?	69.23% 18	15.38% 4	15.38% 4	26
Dealing with ethical concerns, or queries about billing practices by solicitors, other staff or partners?	76.92% 20	3.85% 1	19.23% 5	26
Reporting improper billing practices to the Legal Services Commissioner?	38.46% 10	30.77% 8	30.77% 8	26

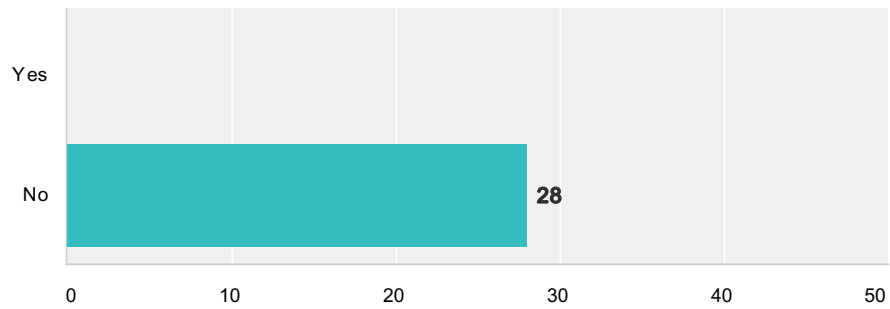
**Q29 Have you ever had concerns about the
billing practices of other legal
practitioners/staff in your firm?**

Answered: 28 Skipped: 42



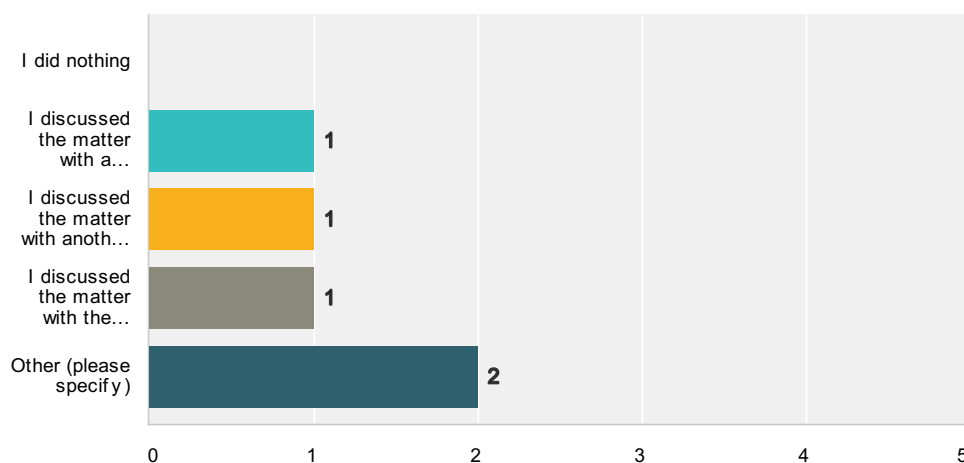
**Q30 During your employment with the firm,
have you observed any instances of
“padding” bills for work not actually
performed?**

Answered: 28 Skipped: 42



Q31 If you answered yes to either or both of the previous questions, how did you handle those concerns? (Check all that apply).

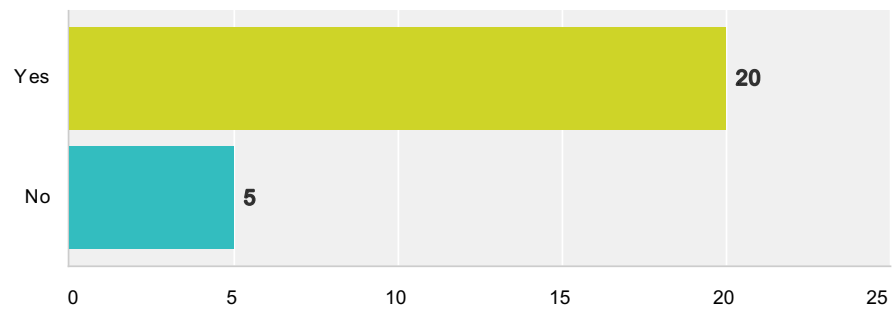
Answered: 4 Skipped: 66



Answer Choices	Responses	
I did nothing	0%	0
I discussed the matter with a supervisor or managing partner/legal practitioner director	25%	1
I discussed the matter with another legal practitioner	25%	1
I discussed the matter with the legal practitioner whose practices I questioned	25%	1
Other (please specify)	50%	2
Total Respondents: 4		

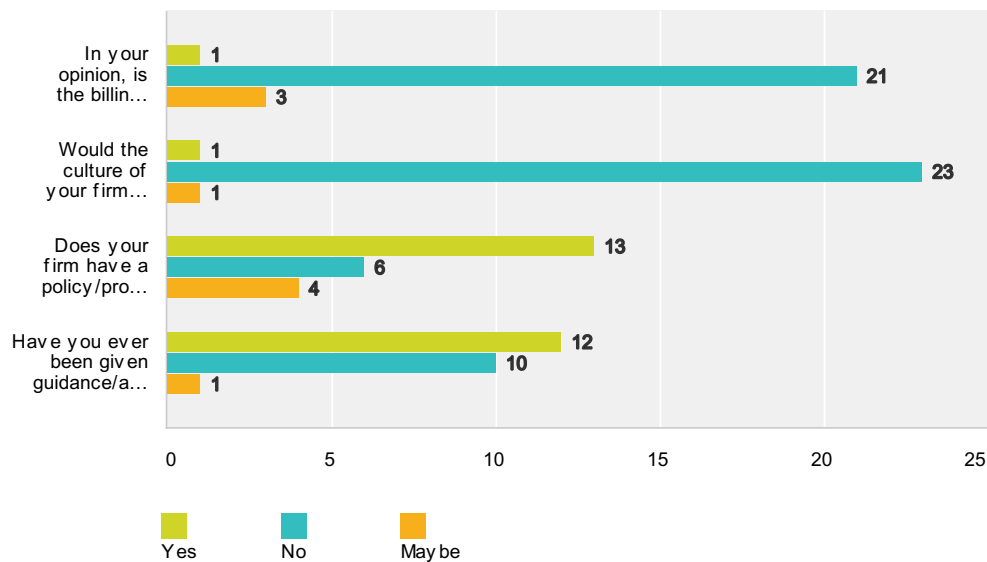
Q32 Do you think sanctions should apply to fee earners who "pad" bills even if the client subsequently agrees to the bill or there is no economic harm to the client?

Answered: 25 Skipped: 45



Q33 A client retains a firm on the basis that they will be charged on an hourly rate. The client is given 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. The firm charges the client \$9,000.00 as the work performed by the firm was of a high quality and the outcome exceptional.

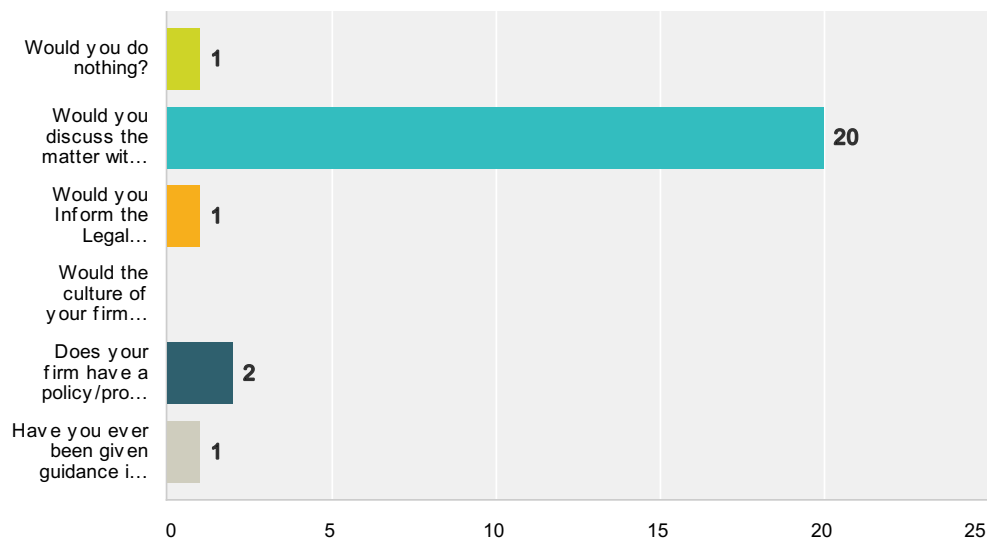
Answered: 25 Skipped: 45



	Yes	No	Maybe	Total
In your opinion, is the billing practice ethically appropriate?	4% 1	84% 21	12% 3	25
Would the culture of your firm encourage this practice?	4% 1	92% 23	4% 1	25
Does your firm have a policy/procedure in relation to this issue?	56.52% 13	26.09% 6	17.39% 4	23
Have you ever been given guidance/advice in relation to the practices described above?	52.17% 12	43.48% 10	4.35% 1	23

Q34 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). You think the client should be charged the property search fee without a surcharge.

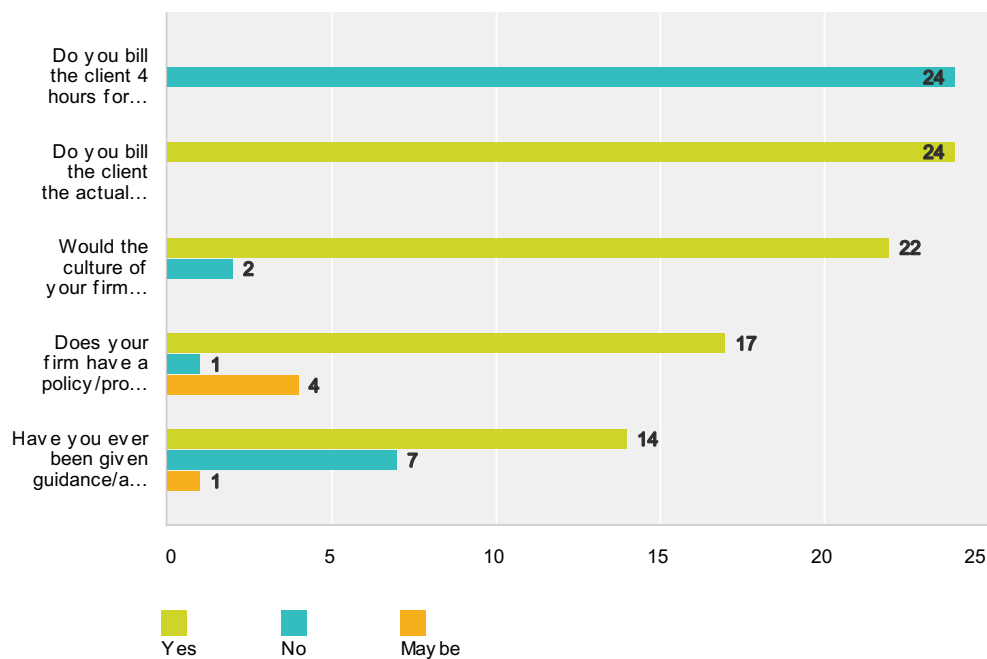
Answered: 25 Skipped: 45



Answer Choices	Responses	
Would you do nothing?	4%	1
Would you discuss the matter with a supervisor or managing partner/legal practitioner director?	80%	20
Would you Inform the Legal Services Commission after speaking to management?	4%	1
Would the culture of your firm encourage your course of action?	0%	0
Does your firm have a policy/procedure in relation to this issue?	8%	2
Have you ever been given guidance in relation to the practices above?	4%	1
Total	25	

Q35 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).

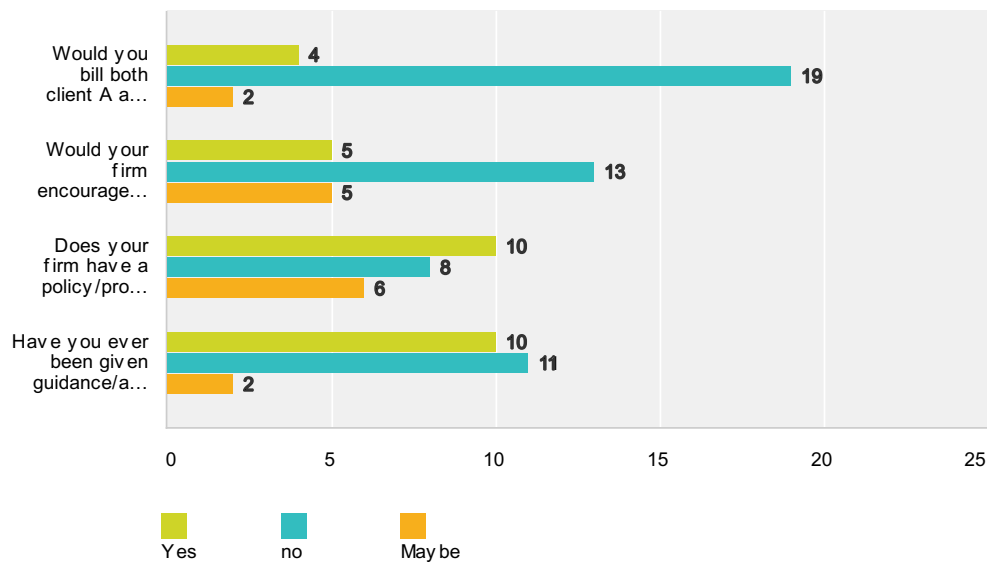
Answered: 24 Skipped: 46



	Yes	No	Maybe	Total
Do you bill the client 4 hours for each matter?	0% 0	100% 24	0% 0	24
Do you bill the client the actual time spent on each matter?	100% 24	0% 0	0% 0	24
Would the culture of your firm encourage the action you decide to take?	91.67% 22	8.33% 2	0% 0	24
Does your firm have a policy/procedure in relation to this issue?	77.27% 17	4.55% 1	18.18% 4	22
Have you ever been given guidance/advice in relation to the practices described above?	63.64% 14	31.82% 7	4.55% 1	22

Q36 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.

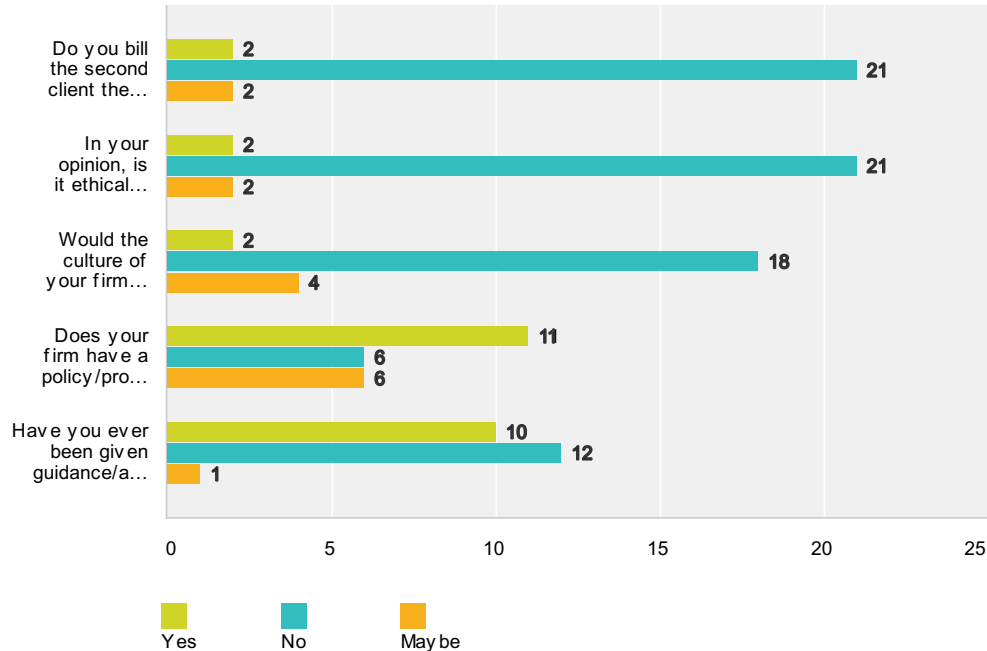
Answered: 25 Skipped: 45



	Yes	no	Maybe	Total
Would you bill both client A and B two hours each?	16% 4	76% 19	8% 2	25
Would your firm encourage this practice?	21.74% 5	56.52% 13	21.74% 5	23
Does your firm have a policy/procedure in relation to this issue?	41.67% 10	33.33% 8	25% 6	24
Have you ever been given guidance/advice in relation to the practices described above?	43.48% 10	47.83% 11	8.70% 2	23

Q37 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.

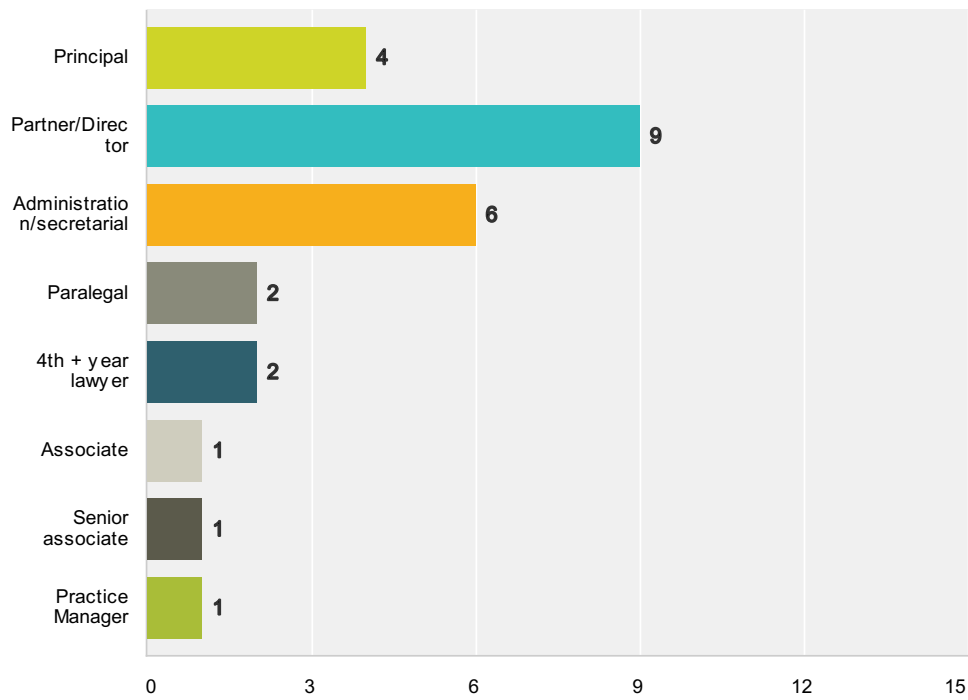
Answered: 25 Skipped: 45



	Yes	No	Maybe	Total
Do you bill the second client the same as you did for the first client?	8% 2	84% 21	8% 2	25
In your opinion, is it ethical to use re-cycled work product which leads a practitioner to billing more than the number of hours actually worked?	8% 2	84% 21	8% 2	25
Would the culture of your firm encourage this practice?	8.33% 2	75% 18	16.67% 4	24
Does your firm have a policy/procedure in relation to this issue?	47.83% 11	26.09% 6	26.09% 6	23
Have you ever been given guidance/advice in relation to the practices described above?	43.48% 10	52.17% 12	4.35% 1	23

Q38 Please tick the box below that describes your role in the firm

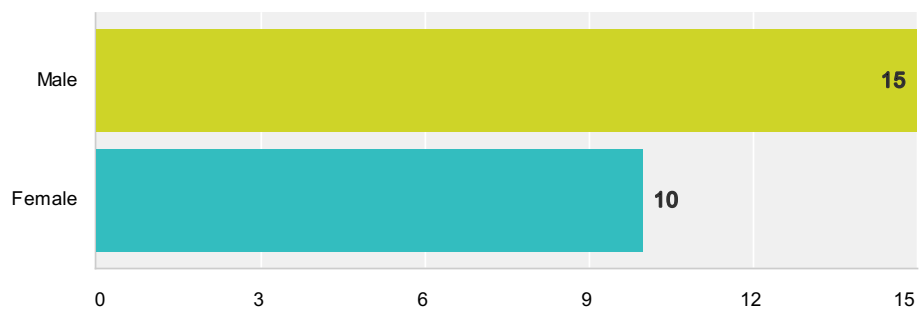
Answered: 26 Skipped: 44



Answer Choices	Responses	
Principal	15.38%	4
Partner/Director	34.62%	9
Administration/secretarial	23.08%	6
Paralegal	7.69%	2
4th + year lawyer	7.69%	2
Associate	3.85%	1
Senior associate	3.85%	1
Practice Manager	3.85%	1
Total		26

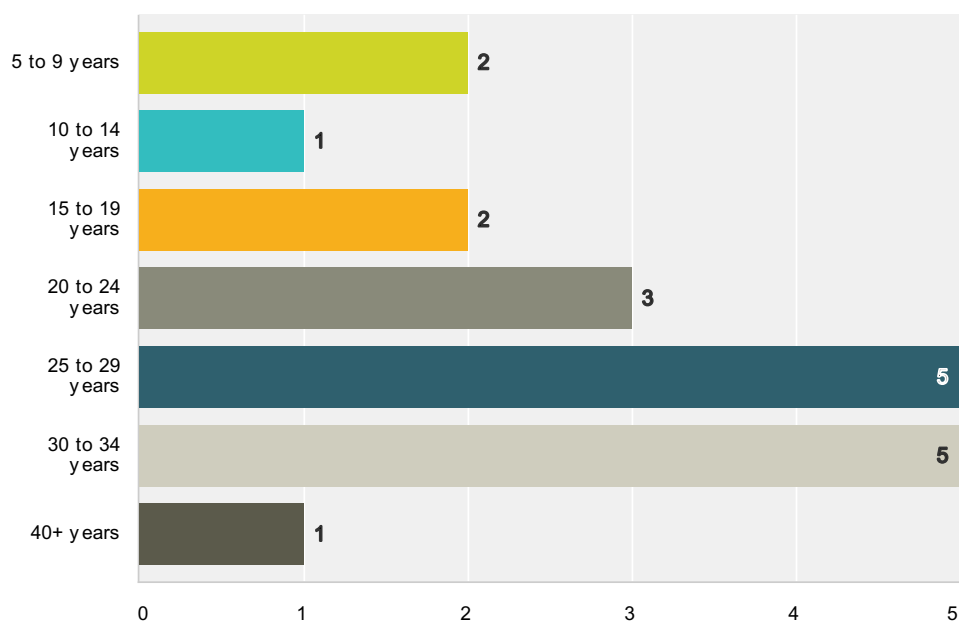
Q39 What is your gender?

Answered: 25 Skipped: 45



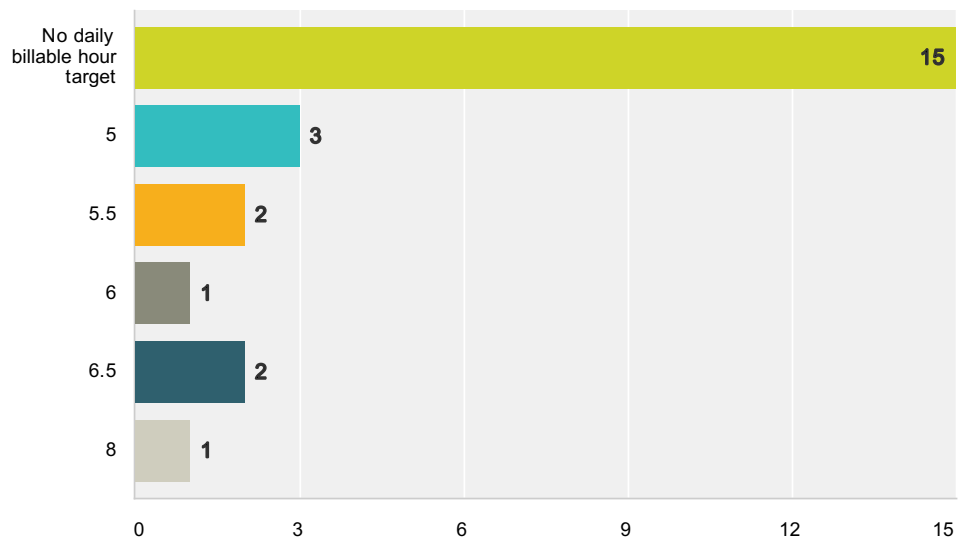
Q40 If you hold a current practising certificate, for how long have you held it?

Answered: 19 Skipped: 51



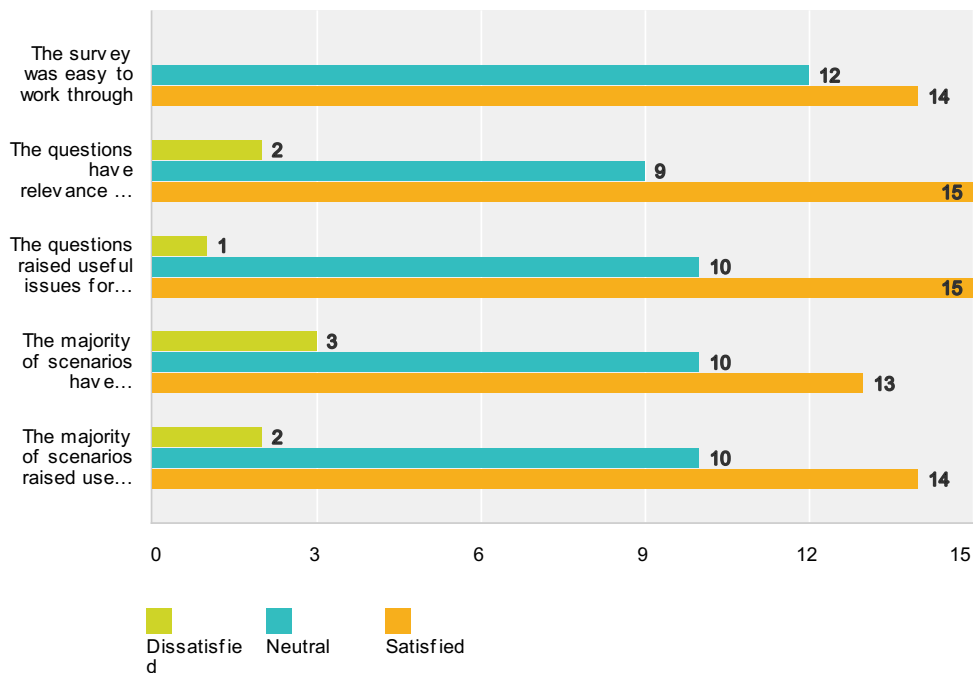
Q41 Do you have a daily billable hour target or expectation, and if so, what is it?

Answered: 24 Skipped: 46



Q42 Please give us some feedback on this survey. In your experience of participating in the survey, how satisfied are you that

Answered: 26 Skipped: 44



	Dissatisfied	Neutral	Satisfied	Total
The survey was easy to work through	0% 0	46.15% 12	53.85% 14	26
The questions have relevance for you and/or your law firm	7.69% 2	34.62% 9	57.69% 15	26
The questions raised useful issues for you and/or your law firm	3.85% 1	38.46% 10	57.69% 15	26
The majority of scenarios have relevance for you and/or your law firm	11.54% 3	38.46% 10	50% 13	26
The majority of scenarios raised useful issues for you and/or your law firm	7.69% 2	38.46% 10	53.85% 14	26

**Q43 THANK YOU FOR TAKING THE TIME
TO COMPLETE THIS SURVEY. IF YOU
WANT TO CHECK OR CHANGE ANY OF
YOUR ANSWERS BEFORE SUBMITTING
THE COMPLETED SURVEY, SIMPLY CLICK
THE <**

Answered: 4 Skipped: 66