

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
A member of a participating law firm, at your firm's request? A participating firm is a firm that has decided to undertake the survey of its own volition, or that is undertaking the survey at the request of the Legal Services Commission as a form of compliance audit pursuant to section 130 of the Legal Profession Act 2007. If you click this answer, go to question 2.	97.8% (44)	96.3% (52)	98.6% (69)	100.0% (12)	100.0% (11)	97.9% (188)
An interested individual on your own initiative? If you answer this question, go straight to question 3	2.2% (1)	3.7% (2)	1.4% (1)	0.0% (0)	0.0% (0)	2.1% (4)
answered question	45	54	70	12	11	192
skipped question						0

2. Please enter the code for your firm. IMPORTANT: PLEASE ENSURE YOU ENTER THE CODE EXACTLY AS GIVEN TO YOU BY YOUR FIRM'S SURVEY MANAGER. ENTER CODE HERE

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Count
	44 replies	52 replies	69 replies	12 replies	11 replies	188
answered question	44	52	69	12	11	188
skipped question						4

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Sole practitioner	4.4% (2)	3.7% (2)	7.1% (5)	0.0% (0)	0.0% (0)	4.7% (9)
Partnership	6.7% (3)	0.0% (0)	7.1% (5)	8.3% (1)	0.0% (0)	4.7% (9)
Incorporated Legal practice	86.7% (39)	96.3% (52)	84.3% (59)	91.7% (11)	100.0% (11)	89.6% (172)
Government legal Office	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Community Legal Centre	2.2% (1)	0.0% (0)	1.4% (1)	0.0% (0)	0.0% (0)	1.0% (2)
Other (please specify)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0.0% (0)
answered question	45	54	70	12	11	192
skipped question						0

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
<5	24.4% (11)	40.7% (22)	28.6% (20)	16.7% (2)	18.2% (2)	29.7% (57)
5-9	26.7% (12)	24.1% (13)	27.1% (19)	41.7% (5)	27.3% (3)	27.1% (52)
10-19	48.9% (22)	35.2% (19)	44.3% (31)	41.7% (5)	54.5% (6)	43.2% (83)
20-49	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
>50	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	45	54	70	12	11	192
skipped question						0

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Brisbane CBD	31.1% (14)	22.2% (12)	34.3% (24)	33.3% (4)	18.2% (2)	29.2% (56)
Brisbane Suburbs	2.2% (1)	20.4% (11)	14.3% (10)	16.7% (2)	36.4% (4)	14.6% (28)
Regional City	48.9% (22)	46.3% (25)	42.9% (30)	50.0% (6)	45.5% (5)	45.8% (88)
Regional Town	17.8% (8)	11.1% (6)	8.6% (6)	0.0% (0)	0.0% (0)	10.4% (20)
Interstate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	45	54	70	12	11	192
skipped question						0

6. What best describes your occupation within your firm?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Paralegal	100.0% (45)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	23.4% (45)
Graduate/trainee lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
1st to 3rd year lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
4th + year lawyer	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Senior associate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Partner/Director	0.0% (0)	100.0% (54)	0.0% (0)	0.0% (0)	0.0% (0)	28.1% (54)
Consultant/In House Counsel/Special Counsel	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Non-Legal Staff (Administration/ Secretarial/ Receptionist)	0.0% (0)	0.0% (0)	100.0% (70)	0.0% (0)	0.0% (0)	36.5% (70)
Non-Legal Staff (Management (eg Practice Manager)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (12)	0.0% (0)	6.3% (12)
Non Legal Staff (Other (eg HR/ IT/ Accounts)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (11)	5.7% (11)
answered question	45	54	70	12	11	192
skipped question						0

7. How long have you held a practising certificate?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Not applicable (eg Non-legal staff; articled clerks)	97.7% (43)	0.0% (0)	100.0% (69)	100.0% (12)	100.0% (10)	70.9% (134)
<5 years	2.3% (1)	7.4% (4)	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (5)
5 to 9 years	0.0% (0)	16.7% (9)	0.0% (0)	0.0% (0)	0.0% (0)	4.8% (9)
10 to 19 years	0.0% (0)	38.9% (21)	0.0% (0)	0.0% (0)	0.0% (0)	11.1% (21)
20 to 29 years	0.0% (0)	27.8% (15)	0.0% (0)	0.0% (0)	0.0% (0)	7.9% (15)
30+ years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
30 to 34 years	0.0% (0)	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)
35 to 39 years	0.0% (0)	7.4% (4)	0.0% (0)	0.0% (0)	0.0% (0)	2.1% (4)
40+ years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	44	54	69	12	10	189
skipped question						3

8. What is your gender?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Male	6.8% (3)	85.2% (46)	2.9% (2)	41.7% (5)	9.1% (1)	29.8% (57)
Female	93.2% (41)	14.8% (8)	97.1% (68)	58.3% (7)	90.9% (10)	70.2% (134)
answered question	44	54	70	12	11	191
skipped question						1

9. What is your own primary area of practice?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Not Applicable	24.4% (11)	0.0% (0)	74.3% (52)	91.7% (11)	100.0% (10)	44.0% (84)
Administrative law	0.0% (0)	0.0% (0)	1.4% (1)	0.0% (0)	0.0% (0)	0.5% (1)
Bankruptcy and insolvency	2.2% (1)	1.9% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.0% (2)
Building and construction law	0.0% (0)	3.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.0% (2)
Commercial and company law	0.0% (0)	29.6% (16)	1.4% (1)	0.0% (0)	0.0% (0)	8.9% (17)
Conveyancing	37.8% (17)	3.7% (2)	5.7% (4)	0.0% (0)	0.0% (0)	12.0% (23)
Criminal law	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Deceased estates and trusts	2.2% (1)	0.0% (0)	1.4% (1)	0.0% (0)	0.0% (0)	1.0% (2)
Family/de facto law	24.4% (11)	20.4% (11)	7.1% (5)	8.3% (1)	0.0% (0)	14.7% (28)
Immigration law	0.0% (0)	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)	0.0% (0)	0.0% (0)	0.0% (0)
Litigation	0.0% (0)	13.0% (7)	2.9% (2)	0.0% (0)	0.0% (0)	4.7% (9)
Personal injury and workcover	6.7% (3)	11.1% (6)	1.4% (1)	0.0% (0)	0.0% (0)	5.2% (10)

Property law	2.2% (1)	9.3% (5)	2.9% (2)	0.0% (0)	0.0% (0)	4.2% (8)
Wills and estate planning	0.0% (0)	3.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.0% (2)
Other (please specify)	0 replies (0.0%)	2 replies (3.7%)	1 reply (1.4%)	0 replies (0.0%)	0 replies (0.0%)	1.6% (3)
answered question	45	54	70	12	10	191
skipped question						1

10. Does your firm have a complaint management policy?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	83.7% (36)	100.0% (52)	97.0% (64)	100.0% (12)	90.9% (10)	94.6% (174)
No	4.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.1% (2)
I don't know	11.6% (5)	0.0% (0)	3.0% (2)	0.0% (0)	9.1% (1)	4.3% (8)
answered question	43	52	66	12	11	184
skipped question						8

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	70.7% (29)	86.5% (45)	92.3% (60)	91.7% (11)	90.9% (10)	85.6% (155)
No	12.2% (5)	11.5% (6)	1.5% (1)	8.3% (1)	0.0% (0)	7.2% (13)
I don't know	17.1% (7)	1.9% (1)	6.2% (4)	0.0% (0)	9.1% (1)	7.2% (13)
answered question	41	52	65	12	11	181
skipped question						11

12. Does your firm actively encourage:

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Staff to notify their supervisor of a client complaint.	Yes	97.7% (43)	100.0% (52)	97.0% (64)	100.0% (12)	100.0% (11)	
	No	0.0% (0)	0.0% (0)	3.0% (2)	0.0% (0)	0.0% (0)	
	I don't know	2.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		44	52	66	12	11	185
Clients to raise any complaints with the firm.	Yes	93.0% (40)	94.2% (49)	86.9% (53)	91.7% (11)	66.7% (6)	
	No	0.0% (0)	5.8% (3)	0.0% (0)	8.3% (1)	0.0% (0)	
	I don't know	7.0% (3)	0.0% (0)	13.1% (8)	0.0% (0)	33.3% (3)	
		43	52	61	12	9	177
answered question		44	52	66	12	11	185
skipped question							7

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
A letter expressing dissatisfaction with your firm and its services generally	95.5% (42)	94.2% (49)	95.2% (60)	100.0% (12)	100.0% (11)	95.6% (174)
A letter expressing dissatisfaction with the amount billed	75.0% (33)	94.2% (49)	90.5% (57)	100.0% (12)	90.9% (10)	88.5% (161)
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call	31.8% (14)	40.4% (21)	28.6% (18)	33.3% (4)	36.4% (4)	33.5% (61)
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week	86.4% (38)	94.2% (49)	84.1% (53)	91.7% (11)	100.0% (11)	89.0% (162)
A client querying items on a bill that you knew had been agreed to in their client agreement	34.1% (15)	65.4% (34)	41.3% (26)	33.3% (4)	36.4% (4)	45.6% (83)
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner	77.3% (34)	94.2% (49)	85.7% (54)	100.0% (12)	90.9% (10)	87.4% (159)

A client ringing on a weekly basis to ask about the progress of their matter	15.9% (7)	17.3% (9)	11.1% (7)	8.3% (1)	0.0% (0)	13.2% (24)
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days	65.9% (29)	88.5% (46)	71.4% (45)	91.7% (11)	81.8% (9)	76.9% (140)
answered question	44	52	63	12	11	182
skipped question						10

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	86.4% (38)	96.2% (50)	89.4% (59)	91.7% (11)	80.0% (8)	90.2% (166)
No	6.8% (3)	1.9% (1)	7.6% (5)	8.3% (1)	0.0% (0)	5.4% (10)
I do not know	6.8% (3)	1.9% (1)	3.0% (2)	0.0% (0)	20.0% (2)	4.3% (8)
answered question	44	52	66	12	10	184
skipped question						8

15. Now we want to ask you some more specific questions about any complaints management policies and procedures in your firm. Please answer the following questions. Does your firm have:

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
A clear policy statement of the firm's commitment to responding to complaints effectively and efficiently?	Yes	77.3% (34)	90.4% (47)	87.9% (58)	91.7% (11)	80.0% (8)	
	No	9.1% (4)	9.6% (5)	1.5% (1)	8.3% (1)	0.0% (0)	
	I don't know	13.6% (6)	0.0% (0)	10.6% (7)	0.0% (0)	20.0% (2)	
		44	52	66	12	10	184
An agreed definition of what is a "complaint"?	Yes	47.7% (21)	39.2% (20)	53.0% (35)	33.3% (4)	50.0% (5)	
	No	22.7% (10)	54.9% (28)	10.6% (7)	66.7% (8)	30.0% (3)	
	I don't know	29.5% (13)	5.9% (3)	36.4% (24)	0.0% (0)	20.0% (2)	
		44	51	66	12	10	183
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	Yes	86.4% (38)	94.2% (49)	81.8% (54)	100.0% (12)	80.0% (8)	
	No	4.5% (2)	5.8% (3)	3.0% (2)	0.0% (0)	0.0% (0)	
	I don't know	9.1% (4)	0.0% (0)	15.2% (10)	0.0% (0)	20.0% (2)	
		44	52	66	12	10	184
Clear instructions	Yes	81.8% (36)	92.3% (48)	81.8% (54)	91.7% (11)	80.0% (8)	

about when a complaint is to be handled by the relevant partner or supervisor?							
	No	6.8% (3)	7.7% (4)	1.5% (1)	8.3% (1)	0.0% (0)	
	I don't know	11.4% (5)	0.0% (0)	16.7% (11)	0.0% (0)	20.0% (2)	
		44	52	66	12	10	184
Clear instructions about providing feedback to clients after the outcome is determined?	Yes	72.1% (31)	70.6% (36)	66.7% (44)	75.0% (9)	50.0% (5)	
	No	9.3% (4)	29.4% (15)	4.5% (3)	16.7% (2)	10.0% (1)	
	I don't know	18.6% (8)	0.0% (0)	28.8% (19)	8.3% (1)	40.0% (4)	
		43	51	66	12	10	182
Clear instructions about the time frame in which a complaint should be reviewed and determined?	Yes	46.5% (20)	52.9% (27)	53.8% (35)	58.3% (7)	50.0% (5)	
	No	20.9% (9)	45.1% (23)	9.2% (6)	41.7% (5)	20.0% (2)	
	I don't know	32.6% (14)	2.0% (1)	36.9% (24)	0.0% (0)	30.0% (3)	
		43	51	65	12	10	181
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	Yes	42.9% (18)	43.1% (22)	42.4% (28)	50.0% (6)	50.0% (5)	
	No	21.4% (9)	51.0% (26)	12.1% (8)	33.3% (4)	20.0% (2)	
	I don't know	35.7% (15)	5.9% (3)	45.5% (30)	16.7% (2)	30.0% (3)	
		42	51	66	12	10	181
Clear instructions about what should be done when anyone in the	Yes	88.4% (38)	92.3% (48)	83.3% (55)	100.0% (12)	80.0% (8)	
	No	7.0% (3)	7.7% (4)	1.5% (1)	0.0% (0)	0.0% (0)	

practice receives a complaint?	I don't know	4.7% (2)	0.0% (0)	15.2% (10)	0.0% (0)	20.0% (2)	
		43	52	66	12	10	183
Clear instructions about how complaints should be recorded?	Yes	67.4% (29)	76.0% (38)	62.1% (41)	83.3% (10)	55.6% (5)	
	No	11.6% (5)	24.0% (12)	9.1% (6)	16.7% (2)	22.2% (2)	
	I don't know	20.9% (9)	0.0% (0)	28.8% (19)	0.0% (0)	22.2% (2)	
		43	50	66	12	9	180
Clear instructions about how complaints should be processed and determined?	Yes	66.7% (28)	82.4% (42)	73.8% (48)	66.7% (8)	60.0% (6)	
	No	7.1% (3)	15.7% (8)	1.5% (1)	25.0% (3)	20.0% (2)	
	I don't know	26.2% (11)	2.0% (1)	24.6% (16)	8.3% (1)	20.0% (2)	
		42	51	65	12	10	180
Clear instructions about providing feedback to clients on complaints?	Yes	55.8% (24)	72.5% (37)	54.5% (36)	66.7% (8)	66.7% (6)	
	No	11.6% (5)	25.5% (13)	9.1% (6)	25.0% (3)	0.0% (0)	
	I don't know	32.6% (14)	2.0% (1)	36.4% (24)	8.3% (1)	33.3% (3)	
		43	51	66	12	9	181
Clear instructions on when to report a complaint to a supervisor?	Yes	83.3% (35)	90.4% (47)	86.4% (57)	100.0% (12)	80.0% (8)	
	No	9.5% (4)	9.6% (5)	3.0% (2)	0.0% (0)	0.0% (0)	
	I don't know	7.1% (3)	0.0% (0)	10.6% (7)	0.0% (0)	20.0% (2)	
		42	52	66	12	10	182

Clear instructions on which complaints need to be reported to the professional indemnity insurer, and who will report them?	Yes	41.9% (18)	61.5% (32)	36.4% (24)	50.0% (6)	40.0% (4)	
	No	16.3% (7)	36.5% (19)	16.7% (11)	50.0% (6)	30.0% (3)	
	I don't know	41.9% (18)	1.9% (1)	47.0% (31)	0.0% (0)	30.0% (3)	
		43	52	66	12	10	183
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	Yes	46.5% (20)	57.7% (30)	39.4% (26)	58.3% (7)	40.0% (4)	
	No	18.6% (8)	40.4% (21)	13.6% (9)	33.3% (4)	20.0% (2)	
	I don't know	34.9% (15)	1.9% (1)	47.0% (31)	8.3% (1)	40.0% (4)	
		43	52	66	12	10	183
answered question		44	52	66	12	10	184
skipped question							8

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
There is no information provided as to how to make a complaint	7.1% (3)	2.0% (1)	3.6% (2)	0.0% (0)	0.0% (0)	3.6% (6)
Webpage	4.8% (2)	5.9% (3)	7.3% (4)	0.0% (0)	0.0% (0)	5.4% (9)
Costs disclosure statement	66.7% (28)	88.2% (45)	63.6% (35)	91.7% (11)	62.5% (5)	73.8% (124)
Standard letter sent to new clients	47.6% (20)	27.5% (14)	29.1% (16)	25.0% (3)	25.0% (2)	32.7% (55)
Standard statement sent with each account	38.1% (16)	37.3% (19)	20.0% (11)	50.0% (6)	25.0% (2)	32.1% (54)
Written client agreement	52.4% (22)	62.7% (32)	61.8% (34)	66.7% (8)	75.0% (6)	60.7% (102)
Orally at first interview	9.5% (4)	23.5% (12)	10.9% (6)	16.7% (2)	12.5% (1)	14.9% (25)
The firm's client service charter	2.4% (1)	2.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.2% (2)
Other (please specify)	1 reply	1 reply	8 replies	1 reply	2 replies	13
answered question	42	51	55	12	8	168
skipped question						24

17. Does your firm's initial engagement letter to clients clearly specify who they should contact if they have any concerns about the way their matter is handled?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Always	87.8% (36)	92.2% (47)	83.3% (50)	91.7% (11)	80.0% (8)	87.4% (152)
Sometimes	9.8% (4)	5.9% (3)	10.0% (6)	8.3% (1)	20.0% (2)	9.2% (16)
Never	2.4% (1)	2.0% (1)	6.7% (4)	0.0% (0)	0.0% (0)	3.4% (6)
answered question	41	51	60	12	10	174
skipped question						18

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	10.0% (4)	4.1% (2)	27.6% (16)	0.0% (0)	10.0% (1)	13.6% (23)
No	80.0% (32)	87.8% (43)	63.8% (37)	91.7% (11)	80.0% (8)	77.5% (131)
Not applicable as the practice does not have a website.	10.0% (4)	8.2% (4)	8.6% (5)	8.3% (1)	10.0% (1)	8.9% (15)
answered question	40	49	58	12	10	169
skipped question						23

19. Does your firm ensure that assistance is available to clients wishing to complain who are in any way disadvantaged by impairment (eg intellectual/physical difficulties) or by cultural issues (eg language)?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Never	0.0% (0)	22.0% (11)	5.0% (3)	8.3% (1)	0.0% (0)	8.6% (15)
Sometimes	11.9% (5)	16.0% (8)	5.0% (3)	16.7% (2)	0.0% (0)	10.3% (18)
Always	21.4% (9)	46.0% (23)	20.0% (12)	33.3% (4)	10.0% (1)	28.2% (49)
I don't know.	66.7% (28)	16.0% (8)	70.0% (42)	41.7% (5)	90.0% (9)	52.9% (92)
answered question	42	50	60	12	10	174
skipped question						18

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

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Total
An apology	Never	2.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Sometimes	19.0% (8)	21.6% (11)	14.8% (9)	0.0% (0)	10.0% (1)	
	Often	19.0% (8)	21.6% (11)	6.6% (4)	25.0% (3)	0.0% (0)	
	Always	28.6% (12)	54.9% (28)	49.2% (30)	58.3% (7)	40.0% (4)	
	I don't know	31.0% (13)	2.0% (1)	29.5% (18)	16.7% (2)	50.0% (5)	
		42	51	61	12	10	
Waiver or reduction of legal fees	Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Sometimes	54.8% (23)	29.4% (15)	36.7% (22)	50.0% (6)	60.0% (6)	
	Often	11.9% (5)	49.0% (25)	18.3% (11)	33.3% (4)	10.0% (1)	
	Always	7.1% (3)	17.6% (9)	5.0% (3)	16.7% (2)	10.0% (1)	
	I don't know	26.2% (11)	3.9% (2)	40.0% (24)	0.0% (0)	20.0% (2)	
		42	51	60	12	10	
Repayment of legal fees	Never	4.9% (2)	10.4% (5)	10.0% (6)	8.3% (1)	0.0% (0)	
	Sometimes	29.3% (12)	60.4% (29)	20.0% (12)	58.3% (7)	50.0% (5)	

	Often	2.4% (1)	12.5% (6)	0.0% (0)	0.0% (0)	0.0% (0)	
	Always	2.4% (1)	10.4% (5)	5.0% (3)	0.0% (0)	10.0% (1)	
	I don't know	61.0% (25)	6.3% (3)	65.0% (39)	33.3% (4)	40.0% (4)	
		41	48	60	12	10	
Carry out legal work without fee or for a stated fee	Never	2.4% (1)	7.8% (4)	3.3% (2)	8.3% (1)	0.0% (0)	
	Sometimes	38.1% (16)	52.9% (27)	30.0% (18)	75.0% (9)	30.0% (3)	
	Often	7.1% (3)	27.5% (14)	8.3% (5)	0.0% (0)	0.0% (0)	
	Always	4.8% (2)	7.8% (4)	0.0% (0)	0.0% (0)	10.0% (1)	
	I don't know	47.6% (20)	3.9% (2)	58.3% (35)	16.7% (2)	60.0% (6)	
		42	51	60	12	10	
Other form of compensation	Never	7.3% (3)	44.4% (20)	3.3% (2)	8.3% (1)	0.0% (0)	
	Sometimes	7.3% (3)	28.9% (13)	8.3% (5)	41.7% (5)	20.0% (2)	
	Often	0.0% (0)	2.2% (1)	1.7% (1)	0.0% (0)	0.0% (0)	
	Always	7.3% (3)	4.4% (2)	1.7% (1)	0.0% (0)	10.0% (1)	
	I don't know	78.0% (32)	20.0% (9)	85.0% (51)	50.0% (6)	70.0% (7)	
		41	45	60	12	10	
No redress	Never	26.8% (11)	70.8% (34)	23.3% (14)	54.5% (6)	10.0% (1)	
	Sometimes	4.9% (2)	16.7% (8)	1.7% (1)	0.0% (0)	20.0% (2)	

	Often	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Always	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	I don't know	68.3% (28)	12.5% (6)	75.0% (45)	45.5% (5)	70.0% (7)	
		41	48	60	11	10	
Internal discipline of staff member within firm	Never	2.4% (1)	4.1% (2)	10.0% (6)	0.0% (0)	0.0% (0)	
	Sometimes	29.3% (12)	73.5% (36)	18.3% (11)	50.0% (6)	20.0% (2)	
	Often	9.8% (4)	8.2% (4)	3.3% (2)	0.0% (0)	0.0% (0)	
	Always	9.8% (4)	12.2% (6)	13.3% (8)	33.3% (4)	20.0% (2)	
	I don't know	48.8% (20)	2.0% (1)	55.0% (33)	16.7% (2)	60.0% (6)	
		41	49	60	12	10	
Issue raised at staff member's performance review	Never	0.0% (0)	6.3% (3)	5.0% (3)	0.0% (0)	0.0% (0)	
	Sometimes	19.0% (8)	43.8% (21)	11.7% (7)	33.3% (4)	0.0% (0)	
	Often	7.1% (3)	20.8% (10)	6.7% (4)	16.7% (2)	0.0% (0)	
	Always	31.0% (13)	27.1% (13)	20.0% (12)	25.0% (3)	20.0% (2)	
	I don't know	42.9% (18)	2.1% (1)	56.7% (34)	25.0% (3)	80.0% (8)	
		42	48	60	12	10	
Internal seminar if issue is of wider relevance to the firm	Never	0.0% (0)	4.2% (2)	5.0% (3)	0.0% (0)	0.0% (0)	
	Sometimes	32.5% (13)	41.7% (20)	18.3% (11)	66.7% (8)	20.0% (2)	
	Often	15.0% (6)	14.6% (7)	8.3% (5)	0.0% (0)	10.0% (1)	

	Always	17.5% (7)	33.3% (16)	13.3% (8)	25.0% (3)	10.0% (1)	
	I don't know	35.0% (14)	6.3% (3)	55.0% (33)	8.3% (1)	60.0% (6)	
		40	48	60	12	10	
Other (please specify)		1 reply	6 replies	1 reply	1 reply	2 replies	
answered question		42	51	61	12	10	
skipped question							

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	0.0% (0)	2.0% (1)	0.0% (0)	8.3% (1)	0.0% (0)	1.1% (2)
No	69.0% (29)	92.2% (47)	41.0% (25)	91.7% (11)	50.0% (5)	66.5% (117)
I don't know.	31.0% (13)	5.9% (3)	59.0% (36)	0.0% (0)	50.0% (5)	32.4% (57)
answered question	42	51	61	12	10	176
skipped question						16

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Sometimes	0.0% (0)	25.0% (1)	0.0% (0)	50.0% (1)	0.0% (0)	4.3% (2)
Always	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
I don't know.	100.0% (10)	75.0% (3)	100.0% (26)	50.0% (1)	100.0% (4)	95.7% (44)
answered question	10	4	26	2	4	46
skipped question						146

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
All staff	28.6% (12)	42.0% (21)	25.4% (15)	45.5% (5)	30.0% (3)	32.6% (56)
Most staff	14.3% (6)	16.0% (8)	10.2% (6)	18.2% (2)	30.0% (3)	14.5% (25)
Only key staff (eg receptionist, personal assistants, professional staff)	23.8% (10)	36.0% (18)	30.5% (18)	27.3% (3)	20.0% (2)	29.7% (51)
I don't know	33.3% (14)	6.0% (3)	33.9% (20)	9.1% (1)	20.0% (2)	23.3% (40)
Other (please specify)	0 replies	1 reply	3 replies	2 replies	0 replies	6
answered question	42	50	59	11	10	172
skipped question						20

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	47.6% (20)	18.0% (9)	33.3% (20)	33.3% (4)	40.0% (4)	32.8% (57)
No	33.3% (14)	8.0% (4)	51.7% (31)	25.0% (3)	50.0% (5)	32.8% (57)
Not applicable	19.0% (8)	74.0% (37)	15.0% (9)	41.7% (5)	10.0% (1)	34.5% (60)
answered question	42	50	60	12	10	174
skipped question						18

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	40.5% (17)	41.2% (21)	42.6% (26)	83.3% (10)	40.0% (4)	44.3% (78)
No	40.5% (17)	15.7% (8)	37.7% (23)	0.0% (0)	60.0% (6)	30.7% (54)
Not applicable	19.0% (8)	43.1% (22)	19.7% (12)	16.7% (2)	0.0% (0)	25.0% (44)
answered question	42	51	61	12	10	176
skipped question						16

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Never	38.2% (13)	11.9% (5)	34.0% (17)	10.0% (1)	22.2% (2)	26.2% (38)
Only at induction	23.5% (8)	21.4% (9)	20.0% (10)	30.0% (3)	22.2% (2)	22.1% (32)
At least quarterly	8.8% (3)	7.1% (3)	10.0% (5)	10.0% (1)	0.0% (0)	8.3% (12)
At least half yearly	11.8% (4)	23.8% (10)	10.0% (5)	0.0% (0)	22.2% (2)	14.5% (21)
At least annually	17.6% (6)	35.7% (15)	26.0% (13)	50.0% (5)	33.3% (3)	29.0% (42)
Other (please specify)	8 replies	11 replies	14 replies	4 replies	1 reply	38
answered question	34	42	50	10	9	145
skipped question						47

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	61.0% (25)	64.7% (33)	41.0% (25)	66.7% (8)	50.0% (5)	54.9% (96)
No	24.4% (10)	29.4% (15)	24.6% (15)	25.0% (3)	0.0% (0)	24.6% (43)
I don't know	14.6% (6)	5.9% (3)	34.4% (21)	8.3% (1)	50.0% (5)	20.6% (36)
answered question	41	51	61	12	10	175
skipped question						17

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Always	14.3% (6)	24.5% (12)	16.4% (10)	16.7% (2)	10.0% (1)	17.8% (31)
Sometimes	14.3% (6)	28.6% (14)	9.8% (6)	25.0% (3)	10.0% (1)	17.2% (30)
Never	2.4% (1)	30.6% (15)	4.9% (3)	33.3% (4)	10.0% (1)	13.8% (24)
I don't know	69.0% (29)	16.3% (8)	68.9% (42)	25.0% (3)	70.0% (7)	51.1% (89)
answered question	42	49	61	12	10	174
skipped question						18

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
At the end of each matter	19.5% (8)	16.0% (8)	23.3% (14)	25.0% (3)	10.0% (1)	19.7% (34)
Annually	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
From time to time	17.1% (7)	26.0% (13)	6.7% (4)	25.0% (3)	40.0% (4)	17.9% (31)
Never	36.6% (15)	54.0% (27)	30.0% (18)	41.7% (5)	0.0% (0)	37.6% (65)
I don't know	26.8% (11)	4.0% (2)	40.0% (24)	8.3% (1)	50.0% (5)	24.9% (43)
answered question	41	50	60	12	10	173
skipped question						19

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	22.0% (9)	40.0% (20)	28.3% (17)	50.0% (6)	30.0% (3)	31.8% (55)
No	14.6% (6)	58.0% (29)	16.7% (10)	41.7% (5)	10.0% (1)	29.5% (51)
I don't know.	63.4% (26)	2.0% (1)	55.0% (33)	8.3% (1)	60.0% (6)	38.7% (67)
answered question	41	50	60	12	10	173
skipped question						19

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Dedicated complaints management software	14.3% (1)	0.0% (0)	0.0% (0)	16.7% (1)	33.3% (1)	5.7% (3)
Spreadsheets	28.6% (2)	19.0% (4)	25.0% (4)	50.0% (3)	33.3% (1)	26.4% (14)
Word document	42.9% (3)	47.6% (10)	56.3% (9)	33.3% (2)	66.7% (2)	49.1% (26)
Loose paper	42.9% (3)	47.6% (10)	37.5% (6)	0.0% (0)	0.0% (0)	35.8% (19)
Other (please specify)	8 replies	4 replies	8 replies	1 reply	2 replies	23
answered question	7	21	16	6	3	53
skipped question						139

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
I don't know	80.0% (32)	2.2% (1)	67.8% (40)	0.0% (0)	80.0% (8)	48.8% (81)
Never	2.5% (1)	31.1% (14)	10.2% (6)	25.0% (3)	0.0% (0)	14.5% (24)
From time to time	12.5% (5)	48.9% (22)	11.9% (7)	33.3% (4)	20.0% (2)	24.1% (40)
At least monthly	5.0% (2)	2.2% (1)	5.1% (3)	8.3% (1)	0.0% (0)	4.2% (7)
At least quarterly	0.0% (0)	8.9% (4)	1.7% (1)	33.3% (4)	0.0% (0)	5.4% (9)
At least half yearly	0.0% (0)	2.2% (1)	3.4% (2)	0.0% (0)	0.0% (0)	1.8% (3)
At least annually	0.0% (0)	4.4% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.2% (2)
Other (please specify)	2 replies	7 replies	1 reply	1 reply	0 replies	11
answered question	40	45	59	12	10	166
skipped question						26

33. Has your firm ever discovered or fixed a problem in its policy/procedures as a result of a client complaint? (eg changed the written client agreement, reduced an employee's workload)

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes - At least once	32.5% (13)	43.2% (19)	16.9% (10)	58.3% (7)	20.0% (2)	30.9% (51)
Yes - Regularly	7.5% (3)	29.5% (13)	6.8% (4)	8.3% (1)	0.0% (0)	12.7% (21)
No - Never	7.5% (3)	13.6% (6)	3.4% (2)	16.7% (2)	0.0% (0)	7.9% (13)
I don't know.	52.5% (21)	13.6% (6)	72.9% (43)	16.7% (2)	80.0% (8)	48.5% (80)
Other (please specify)	0 replies	7 replies	2 replies	1 reply	0 replies	10
answered question	40	44	59	12	10	165
skipped question						27

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
I don't know	61.0% (25)	4.0% (2)	68.3% (41)	0.0% (0)	60.0% (6)	42.8% (74)
Never.	0.0% (0)	20.0% (10)	0.0% (0)	0.0% (0)	0.0% (0)	5.8% (10)
Once	0.0% (0)	2.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.6% (1)
Annually	0.0% (0)	4.0% (2)	3.3% (2)	8.3% (1)	0.0% (0)	2.9% (5)
From time to time	39.0% (16)	70.0% (35)	28.3% (17)	91.7% (11)	40.0% (4)	48.0% (83)
answered question	41	50	60	12	10	173
skipped question						19

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

		What best describes your occupation within your firm?					
		Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Resp To
In my firm we encourage feedback from clients;	Strongly Agree	46.3% (19)	52.9% (27)	40.0% (24)	41.7% (5)	30.0% (3)	
	Agree	48.8% (20)	37.3% (19)	30.0% (18)	33.3% (4)	50.0% (5)	
	Neither agree or disagree	4.9% (2)	7.8% (4)	30.0% (18)	25.0% (3)	20.0% (2)	
	Disagree	0.0% (0)	2.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
I feel confident that I know how to deal with a client complaint;	Strongly Agree	24.4% (10)	62.7% (32)	25.0% (15)	66.7% (8)	0.0% (0)	
	Agree	56.1% (23)	35.3% (18)	53.3% (32)	33.3% (4)	70.0% (7)	
	Neither agree or disagree	14.6% (6)	2.0% (1)	6.7% (4)	0.0% (0)	30.0% (3)	
	Disagree	4.9% (2)	0.0% (0)	13.3% (8)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	1.7% (1)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
I feel confident that my colleagues would	Strongly Agree	29.3% (12)	58.0% (29)	31.7% (19)	33.3% (4)	0.0% (0)	

understand why I need to pass on a complaint about their work	Agree	53.7% (22)	40.0% (20)	46.7% (28)	66.7% (8)	80.0% (8)	
	Neither agree or disagree	17.1% (7)	2.0% (1)	11.7% (7)	0.0% (0)	20.0% (2)	
	Disagree	0.0% (0)	0.0% (0)	6.7% (4)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	3.3% (2)	0.0% (0)	0.0% (0)	
		41	50	60	12	10	
I hope my colleagues would tell me if they received a complaint about my work	Strongly Agree	53.7% (22)	82.4% (42)	50.8% (30)	83.3% (10)	30.0% (3)	
	Agree	43.9% (18)	17.6% (9)	45.8% (27)	16.7% (2)	70.0% (7)	
	Neither agree or disagree	0.0% (0)	0.0% (0)	3.4% (2)	0.0% (0)	0.0% (0)	
	Disagree	2.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		41	51	59	12	10	
I feel confident that my firm will provide effective redress/feedback to any client that complains;	Strongly Agree	43.9% (18)	76.5% (39)	36.7% (22)	58.3% (7)	10.0% (1)	
	Agree	48.8% (20)	23.5% (12)	48.3% (29)	41.7% (5)	70.0% (7)	
	Neither agree or disagree	7.3% (3)	0.0% (0)	13.3% (8)	0.0% (0)	20.0% (2)	
	Disagree	0.0% (0)	0.0% (0)	1.7% (1)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
I know when to trigger the complaints	Strongly Agree	34.1% (14)	72.5% (37)	31.7% (19)	75.0% (9)	20.0% (2)	

process;	Agree	43.9% (18)	25.5% (13)	51.7% (31)	16.7% (2)	70.0% (7)	
	Neither agree or disagree	17.1% (7)	2.0% (1)	10.0% (6)	8.3% (1)	10.0% (1)	
	Disagree	4.9% (2)	0.0% (0)	5.0% (3)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	1.7% (1)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	Strongly Agree	29.3% (12)	40.0% (20)	43.3% (26)	50.0% (6)	20.0% (2)	
	Agree	41.5% (17)	48.0% (24)	40.0% (24)	41.7% (5)	50.0% (5)	
	Neither agree or disagree	29.3% (12)	8.0% (4)	16.7% (10)	8.3% (1)	30.0% (3)	
	Disagree	0.0% (0)	4.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		41	50	60	12	10	
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	Strongly Agree	4.9% (2)	20.4% (10)	16.7% (10)	25.0% (3)	10.0% (1)	
	Agree	46.3% (19)	36.7% (18)	50.0% (30)	33.3% (4)	50.0% (5)	
	Neither agree or disagree	43.9% (18)	28.6% (14)	28.3% (17)	25.0% (3)	40.0% (4)	
	Disagree	4.9% (2)	12.2% (6)	5.0% (3)	8.3% (1)	0.0% (0)	
	Strongly Disagree	0.0% (0)	2.0% (1)	0.0% (0)	8.3% (1)	0.0% (0)	
		41	49	60	12	10	
We can learn a lot from analyzing even	Strongly Agree	12.2% (5)	24.0% (12)	20.0% (12)	50.0% (6)	0.0% (0)	

frivolous complaints	Agree	46.3% (19)	48.0% (24)	58.3% (35)	25.0% (3)	50.0% (5)	
	Neither agree or disagree	34.1% (14)	22.0% (11)	18.3% (11)	16.7% (2)	40.0% (4)	
	Disagree	7.3% (3)	4.0% (2)	3.3% (2)	8.3% (1)	10.0% (1)	
	Strongly Disagree	0.0% (0)	2.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
		41	50	60	12	10	
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	Strongly Agree	4.9% (2)	23.5% (12)	13.3% (8)	8.3% (1)	0.0% (0)	
	Agree	34.1% (14)	27.5% (14)	35.0% (21)	58.3% (7)	10.0% (1)	
	Neither agree or disagree	31.7% (13)	23.5% (12)	41.7% (25)	33.3% (4)	80.0% (8)	
	Disagree	26.8% (11)	21.6% (11)	6.7% (4)	0.0% (0)	10.0% (1)	
	Strongly Disagree	2.4% (1)	3.9% (2)	3.3% (2)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
I can usually pick which clients will complain when I first meet them	Strongly Agree	2.4% (1)	17.6% (9)	10.0% (6)	0.0% (0)	0.0% (0)	
	Agree	29.3% (12)	31.4% (16)	11.7% (7)	50.0% (6)	0.0% (0)	
	Neither agree or disagree	43.9% (18)	31.4% (16)	60.0% (36)	41.7% (5)	80.0% (8)	
	Disagree	22.0% (9)	15.7% (8)	10.0% (6)	8.3% (1)	20.0% (2)	
	Strongly Disagree	2.4% (1)	3.9% (2)	8.3% (5)	0.0% (0)	0.0% (0)	
		41	51	60	12	10	
Complaints can't be ignored because of the	Strongly Agree	58.5% (24)	60.0% (30)	51.7% (31)	50.0% (6)	10.0% (1)	

damage they can do to your reputation	Agree	36.6% (15)	30.0% (15)	38.3% (23)	25.0% (3)	80.0% (8)	
	Neither agree or disagree	0.0% (0)	6.0% (3)	5.0% (3)	8.3% (1)	10.0% (1)	
	Disagree	0.0% (0)	0.0% (0)	1.7% (1)	0.0% (0)	0.0% (0)	
	Strongly Disagree	4.9% (2)	4.0% (2)	3.3% (2)	16.7% (2)	0.0% (0)	
		41	50	60	12	10	
When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	Strongly Agree	17.1% (7)	26.0% (13)	5.0% (3)	16.7% (2)	0.0% (0)	
	Agree	26.8% (11)	28.0% (14)	18.3% (11)	33.3% (4)	20.0% (2)	
	Neither agree or disagree	26.8% (11)	20.0% (10)	53.3% (32)	25.0% (3)	60.0% (6)	
	Disagree	17.1% (7)	20.0% (10)	16.7% (10)	8.3% (1)	20.0% (2)	
	Strongly Disagree	12.2% (5)	6.0% (3)	6.7% (4)	16.7% (2)	0.0% (0)	
		41	50	60	12	10	
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	0.0% (0)	5.9% (3)	0.0% (0)	0.0% (0)	0.0% (0)	
	Agree	19.5% (8)	27.5% (14)	18.3% (11)	41.7% (5)	10.0% (1)	
	Neither agree or disagree	48.8% (20)	33.3% (17)	48.3% (29)	33.3% (4)	70.0% (7)	
	Disagree	26.8% (11)	15.7% (8)	23.3% (14)	0.0% (0)	20.0% (2)	
	Strongly Disagree	4.9% (2)	17.6% (9)	10.0% (6)	25.0% (3)	0.0% (0)	
		41	51	60	12	10	
When a large client complains, we have no	Strongly Agree	0.0% (0)	2.0% (1)	1.7% (1)	0.0% (0)	0.0% (0)	

choice but to accede to their demands, even if they're unreasonable	Agree	19.5% (8)	5.9% (3)	6.7% (4)	16.7% (2)	0.0% (0)
	Neither agree or disagree	31.7% (13)	29.4% (15)	46.7% (28)	33.3% (4)	10.0% (1)
	Disagree	36.6% (15)	35.3% (18)	35.0% (21)	25.0% (3)	90.0% (9)
	Strongly Disagree	12.2% (5)	27.5% (14)	10.0% (6)	25.0% (3)	0.0% (0)
		41	51	60	12	10
answered question		41	51	60	12	10
skipped question						

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

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Yes	100.0% (41)	94.1% (48)	98.3% (59)	100.0% (12)	100.0% (10)	97.7% (170)
No	0.0% (0)	5.9% (3)	1.7% (1)	0.0% (0)	0.0% (0)	2.3% (4)
answered question	41	51	60	12	10	174
skipped question						18

37. Do you think the questions making up this survey were at all useful and helpful in assessing and identifying improvements in the firm's complaint management system?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Totals
Very helpful	12.2% (5)	21.6% (11)	11.7% (7)	41.7% (5)	10.0% (1)	16.7% (29)
Helpful	46.3% (19)	47.1% (24)	55.0% (33)	58.3% (7)	60.0% (6)	51.1% (89)
Neither helpful nor unhelpful	41.5% (17)	23.5% (12)	30.0% (18)	0.0% (0)	30.0% (3)	28.7% (50)
Unhelpful	0.0% (0)	3.9% (2)	1.7% (1)	0.0% (0)	0.0% (0)	1.7% (3)
Very unhelpful	0.0% (0)	3.9% (2)	1.7% (1)	0.0% (0)	0.0% (0)	1.7% (3)
Can you think of any ways in which the survey might be improved? We appreciate all feedback.	2 replies	4 replies	4 replies	1 reply	1 reply	12
answered question	41	51	60	12	10	174
skipped question						18

38. YOU HAVE NOW COMPLETED THE SURVEY. IF YOU WANT TO CHECK OR CHANGE ANY OF YOUR ANSWERS BEFORE SUBMITTING THE COMPLETED SURVEY, SIMPLY CLICK THE <<PREV BUTTON AT THE FOOT OF EACH PAGE AND BROWSE THROUGH YOUR RESPONSES. ONCE YOU ARE SATISFIED, CLICK ON "DONE" TO SAVE YOUR ANSWERS AND SUBMIT THE SURVEY. THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY. IS THERE ANYTHING ELSE YOU WOULD LIKE TO SAY?

	What best describes your occupation within your firm?					
	Paralegal	Partner/Director	Non-Legal Staff (Administration/ Secretarial/ Receptionist)	Non-Legal Staff (Management (eg Practice Manager)	Non Legal Staff (Other (eg HR/ IT/ Accounts)	Response Count
	2 replies	8 replies	2 replies	3 replies	1 reply	16
answered question	2	8	2	3	1	16
skipped question						176