

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	4th + year lawyer	Senior associate	Partner/Director	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% (12)	100.0% (43)	100.0% (23)	89.5% (17)	96.3% (52)	97.4% (147)
An interested individual on your own initiative? If you answer this question, go straight to question 3	0.0% (0)	0.0% (0)	0.0% (0)	10.5% (2)	3.7% (2)	2.6% (4)
answered question	12	43	23	19	54	151
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	4th + year lawyer	Senior associate	Partner/Director	Response Count
	12 replies	43 replies	23 replies	17 replies	52 replies	147
answered question	12	43	23	17	52	147
skipped question						4

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Sole practitioner	8.3% (1)	2.3% (1)	0.0% (0)	0.0% (0)	3.7% (2)	2.6% (4)
Partnership	8.3% (1)	2.3% (1)	0.0% (0)	10.5% (2)	0.0% (0)	2.6% (4)
Incorporated Legal practice	83.3% (10)	93.0% (40)	100.0% (23)	89.5% (17)	96.3% (52)	94.0% (142)
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 (2.3%)	0 replies (0.0%)	0 replies (0.0%)	0 replies (0.0%)	0.7% (1)
answered question	12	43	23	19	54	151
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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
<5	58.3% (7)	23.3% (10)	8.7% (2)	21.1% (4)	40.7% (22)	29.8% (45)
5-9	33.3% (4)	32.6% (14)	47.8% (11)	10.5% (2)	24.1% (13)	29.1% (44)
10-19	8.3% (1)	44.2% (19)	43.5% (10)	68.4% (13)	35.2% (19)	41.1% (62)
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	12	43	23	19	54	151
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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Brisbane CBD	41.7% (5)	32.6% (14)	39.1% (9)	21.1% (4)	22.2% (12)	29.1% (44)
Brisbane Suburbs	16.7% (2)	20.9% (9)	13.0% (3)	15.8% (3)	20.4% (11)	18.5% (28)
Regional City	25.0% (3)	44.2% (19)	39.1% (9)	47.4% (9)	46.3% (25)	43.0% (65)
Regional Town	16.7% (2)	2.3% (1)	8.7% (2)	15.8% (3)	11.1% (6)	9.3% (14)
Interstate	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	12	43	23	19	54	151
skipped question						0

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	4th + year lawyer	Senior associate	Partner/Director	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% (12)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7.9% (12)
1st to 3rd year lawyer	0.0% (0)	100.0% (43)	0.0% (0)	0.0% (0)	0.0% (0)	28.5% (43)
4th + year lawyer	0.0% (0)	0.0% (0)	100.0% (23)	0.0% (0)	0.0% (0)	15.2% (23)
Senior associate	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (19)	0.0% (0)	12.6% (19)
Partner/Director	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (54)	35.8% (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)	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	12	43	23	19	54	151
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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Not applicable (eg Non-legal staff; articulated clerks)	91.7% (11)	2.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	7.9% (12)
<5 years	8.3% (1)	97.7% (42)	34.8% (8)	5.3% (1)	7.4% (4)	37.1% (56)
5 to 9 years	0.0% (0)	0.0% (0)	47.8% (11)	52.6% (10)	16.7% (9)	19.9% (30)
10 to 19 years	0.0% (0)	0.0% (0)	8.7% (2)	31.6% (6)	38.9% (21)	19.2% (29)
20 to 29 years	0.0% (0)	0.0% (0)	8.7% (2)	10.5% (2)	27.8% (15)	12.6% (19)
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)	0.0% (0)	0.0% (0)	0.0% (0)	1.9% (1)	0.7% (1)
35 to 39 years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7.4% (4)	2.6% (4)
40+ years	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
answered question	12	43	23	19	54	151
skipped question						0

8. What is your gender?

	What best describes your occupation within your firm?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Male	58.3% (7)	48.8% (21)	21.7% (5)	38.9% (7)	85.2% (46)	57.3% (86)
Female	41.7% (5)	51.2% (22)	78.3% (18)	61.1% (11)	14.8% (8)	42.7% (64)
answered question	12	43	23	18	54	150
skipped question						1

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Not Applicable	33.3% (4)	4.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	4.0% (6)
Administrative law	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Bankruptcy and insolvency	0.0% (0)	0.0% (0)	0.0% (0)	5.3% (1)	1.9% (1)	1.3% (2)
Building and construction law	0.0% (0)	2.3% (1)	0.0% (0)	0.0% (0)	3.7% (2)	2.0% (3)
Commercial and company law	33.3% (4)	23.3% (10)	13.0% (3)	21.1% (4)	29.6% (16)	24.5% (37)
Conveyancing	0.0% (0)	4.7% (2)	8.7% (2)	0.0% (0)	3.7% (2)	4.0% (6)
Criminal law	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Deceased estates and trusts	0.0% (0)	2.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.7% (1)
Family/de facto law	8.3% (1)	20.9% (9)	34.8% (8)	26.3% (5)	20.4% (11)	22.5% (34)
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	8.3% (1)	16.3% (7)	17.4% (4)	10.5% (2)	13.0% (7)	13.9% (21)
Personal injury and workcover	0.0% (0)	4.7% (2)	17.4% (4)	0.0% (0)	11.1% (6)	7.9% (12)
Property law	0.0% (0)	7.0% (3)	4.3% (1)	26.3% (5)	9.3% (5)	9.3% (14)

Wills and estate planning	8.3% (1)	9.3% (4)	4.3% (1)	5.3% (1)	3.7% (2)	6.0% (9)
Other (please specify)	1 reply (8.3%)	2 replies (4.7%)	0 replies (0.0%)	1 reply (5.3%)	2 replies (3.7%)	4.0% (6)
answered question	12	43	23	19	54	151
skipped question						0

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	66.7% (8)	90.7% (39)	100.0% (22)	73.7% (14)	100.0% (52)	91.2% (135)
No	8.3% (1)	0.0% (0)	0.0% (0)	15.8% (3)	0.0% (0)	2.7% (4)
I don't know	25.0% (3)	9.3% (4)	0.0% (0)	10.5% (2)	0.0% (0)	6.1% (9)
answered question	12	43	22	19	52	148
skipped question						3

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	72.7% (8)	79.1% (34)	90.9% (20)	55.6% (10)	86.5% (45)	80.1% (117)
No	0.0% (0)	4.7% (2)	9.1% (2)	33.3% (6)	11.5% (6)	11.0% (16)
I don't know	27.3% (3)	16.3% (7)	0.0% (0)	11.1% (2)	1.9% (1)	8.9% (13)
answered question	11	43	22	18	52	146
skipped question						5

12. Does your firm actively encourage:

		What best describes your occupation within your firm?					
		Graduate/trainee lawyer	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Staff to notify their supervisor of a client complaint.	Yes	83.3% (10)	95.3% (41)	100.0% (22)	100.0% (19)	100.0% (52)	
	No	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	I don't know	16.7% (2)	4.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	19	52	148
Clients to raise any complaints with the firm.	Yes	72.7% (8)	92.7% (38)	95.0% (19)	88.2% (15)	94.2% (49)	
	No	0.0% (0)	2.4% (1)	5.0% (1)	5.9% (1)	5.8% (3)	
	I don't know	27.3% (3)	4.9% (2)	0.0% (0)	5.9% (1)	0.0% (0)	
		11	41	20	17	52	141
answered question		12	43	22	19	52	148
skipped question							3

**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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
A letter expressing dissatisfaction with your firm and its services generally	100.0% (12)	97.7% (42)	95.5% (21)	100.0% (19)	94.2% (49)	96.6% (143)
A letter expressing dissatisfaction with the amount billed	83.3% (10)	93.0% (40)	81.8% (18)	94.7% (18)	94.2% (49)	91.2% (135)
Several of the same messages left with the receptionist in a short space of time, asking the client's solicitor to return the call	25.0% (3)	16.3% (7)	45.5% (10)	21.1% (4)	40.4% (21)	30.4% (45)
A client expressing dissatisfaction with their solicitor failing to return several phone calls after messages were left on a daily basis for one week	83.3% (10)	90.7% (39)	90.9% (20)	94.7% (18)	94.2% (49)	91.9% (136)
A client querying items on a bill that you knew had been agreed to in their client agreement	16.7% (2)	27.9% (12)	45.5% (10)	26.3% (5)	65.4% (34)	42.6% (63)
The Legal Services Commissioner requesting an explanation from the firm after a client makes allegations to the Commissioner	91.7% (11)	93.0% (40)	95.5% (21)	94.7% (18)	94.2% (49)	93.9% (139)
A client ringing on a weekly basis to ask about the progress of their matter	0.0% (0)	9.3% (4)	22.7% (5)	10.5% (2)	17.3% (9)	13.5% (20)
A client verbally abusing the firm's receptionist regarding phone calls to their solicitor that were unreturned after 2 days	75.0% (9)	69.8% (30)	81.8% (18)	89.5% (17)	88.5% (46)	81.1% (120)
answered question	12	43	22	19	52	148

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	58.3% (7)	88.4% (38)	95.5% (21)	68.4% (13)	96.2% (50)	87.2% (129)
No	16.7% (2)	2.3% (1)	0.0% (0)	26.3% (5)	1.9% (1)	6.1% (9)
I do not know	25.0% (3)	9.3% (4)	4.5% (1)	5.3% (1)	1.9% (1)	6.8% (10)
answered question	12	43	22	19	52	148
skipped question						3

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
A clear policy statement of the firm's commitment to responding to complaints effectively and efficiently?	Yes	41.7% (5)	83.7% (36)	95.5% (21)	63.2% (12)	90.4% (47)	
	No	16.7% (2)	2.3% (1)	4.5% (1)	31.6% (6)	9.6% (5)	
	I don't know	41.7% (5)	14.0% (6)	0.0% (0)	5.3% (1)	0.0% (0)	
		12	43	22	19	52	148
An agreed definition of what is a "complaint"?	Yes	33.3% (4)	41.9% (18)	40.9% (9)	26.3% (5)	39.2% (20)	
	No	16.7% (2)	25.6% (11)	36.4% (8)	63.2% (12)	54.9% (28)	
	I don't know	50.0% (6)	32.6% (14)	22.7% (5)	10.5% (2)	5.9% (3)	
		12	43	22	19	51	147
Clear instructions about the roles and responsibilities of staff in relation to handling complaints?	Yes	58.3% (7)	76.7% (33)	90.9% (20)	73.7% (14)	94.2% (49)	
	No	16.7% (2)	11.6% (5)	9.1% (2)	21.1% (4)	5.8% (3)	
	I don't know	25.0% (3)	11.6% (5)	0.0% (0)	5.3% (1)	0.0% (0)	
		12	43	22	19	52	148
Clear instructions about when a complaint is to be handled by the relevant partner or	Yes	66.7% (8)	81.4% (35)	95.0% (19)	73.7% (14)	92.3% (48)	
	No	16.7% (2)	7.0% (3)	5.0% (1)	21.1% (4)	7.7% (4)	

supervisor?							
	I don't know	16.7% (2)	11.6% (5)	0.0% (0)	5.3% (1)	0.0% (0)	
		12	43	20	19	52	146
Clear instructions about providing feedback to clients after the outcome is determined?	Yes	50.0% (6)	62.8% (27)	63.6% (14)	63.2% (12)	70.6% (36)	
	No	8.3% (1)	7.0% (3)	18.2% (4)	31.6% (6)	29.4% (15)	
	I don't know	41.7% (5)	30.2% (13)	18.2% (4)	5.3% (1)	0.0% (0)	
		12	43	22	19	51	147
Clear instructions about the time frame in which a complaint should be reviewed and determined?	Yes	41.7% (5)	55.8% (24)	50.0% (11)	47.4% (9)	52.9% (27)	
	No	16.7% (2)	11.6% (5)	22.7% (5)	42.1% (8)	45.1% (23)	
	I don't know	41.7% (5)	32.6% (14)	27.3% (6)	10.5% (2)	2.0% (1)	
		12	43	22	19	51	147
Clear instructions about the time frame in which the determination of a complaint should be provided to the complainant?	Yes	33.3% (4)	55.8% (24)	40.9% (9)	42.1% (8)	43.1% (22)	
	No	16.7% (2)	11.6% (5)	27.3% (6)	47.4% (9)	51.0% (26)	
	I don't know	50.0% (6)	32.6% (14)	31.8% (7)	10.5% (2)	5.9% (3)	
		12	43	22	19	51	147
Clear instructions about what should be done when anyone in the practice receives a complaint?	Yes	58.3% (7)	74.4% (32)	95.5% (21)	73.7% (14)	92.3% (48)	
	No	16.7% (2)	14.0% (6)	0.0% (0)	15.8% (3)	7.7% (4)	
	I don't know	25.0% (3)	11.6% (5)	4.5% (1)	10.5% (2)	0.0% (0)	
		12	43	22	19	52	148

Clear instructions about how complaints should be recorded?	Yes	58.3% (7)	65.1% (28)	68.2% (15)	36.8% (7)	76.0% (38)	
	No	8.3% (1)	18.6% (8)	18.2% (4)	52.6% (10)	24.0% (12)	
	I don't know	33.3% (4)	16.3% (7)	13.6% (3)	10.5% (2)	0.0% (0)	
		12	43	22	19	50	146
Clear instructions about how complaints should be processed and determined?	Yes	41.7% (5)	67.4% (29)	81.8% (18)	52.6% (10)	82.4% (42)	
	No	16.7% (2)	14.0% (6)	4.5% (1)	36.8% (7)	15.7% (8)	
	I don't know	41.7% (5)	18.6% (8)	13.6% (3)	10.5% (2)	2.0% (1)	
		12	43	22	19	51	147
Clear instructions about providing feedback to clients on complaints?	Yes	33.3% (4)	65.1% (28)	59.1% (13)	57.9% (11)	72.5% (37)	
	No	16.7% (2)	11.6% (5)	13.6% (3)	31.6% (6)	25.5% (13)	
	I don't know	50.0% (6)	23.3% (10)	27.3% (6)	10.5% (2)	2.0% (1)	
		12	43	22	19	51	147
Clear instructions on when to report a complaint to a supervisor?	Yes	58.3% (7)	83.7% (36)	86.4% (19)	78.9% (15)	90.4% (47)	
	No	16.7% (2)	7.0% (3)	13.6% (3)	15.8% (3)	9.6% (5)	
	I don't know	25.0% (3)	9.3% (4)	0.0% (0)	5.3% (1)	0.0% (0)	
		12	43	22	19	52	148
Clear instructions on which complaints need to be reported to the professional indemnity insurer, and who will	Yes	33.3% (4)	48.8% (21)	63.6% (14)	36.8% (7)	61.5% (32)	
	No	25.0% (3)	20.9% (9)	18.2% (4)	42.1% (8)	36.5% (19)	

report them?							
	I don't know	41.7% (5)	30.2% (13)	18.2% (4)	21.1% (4)	1.9% (1)	
		12	43	22	19	52	148
A clear statement of the procedure to be followed in the event of a complaint to the Legal Services Commission?	Yes	41.7% (5)	41.9% (18)	50.0% (11)	31.6% (6)	57.7% (30)	
	No	25.0% (3)	23.3% (10)	18.2% (4)	42.1% (8)	40.4% (21)	
	I don't know	33.3% (4)	34.9% (15)	31.8% (7)	26.3% (5)	1.9% (1)	
		12	43	22	19	52	148
answered question		12	43	22	19	52	148
skipped question							3

**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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
There is no information provided as to how to make a complaint	16.7% (2)	2.4% (1)	0.0% (0)	11.8% (2)	2.0% (1)	4.2% (6)
Webpage	8.3% (1)	2.4% (1)	0.0% (0)	11.8% (2)	5.9% (3)	4.9% (7)
Costs disclosure statement	75.0% (9)	88.1% (37)	77.3% (17)	82.4% (14)	88.2% (45)	84.7% (122)
Standard letter sent to new clients	33.3% (4)	26.2% (11)	31.8% (7)	41.2% (7)	27.5% (14)	29.9% (43)
Standard statement sent with each account	16.7% (2)	33.3% (14)	22.7% (5)	35.3% (6)	37.3% (19)	31.9% (46)
Written client agreement	41.7% (5)	76.2% (32)	68.2% (15)	82.4% (14)	62.7% (32)	68.1% (98)
Orally at first interview	8.3% (1)	11.9% (5)	4.5% (1)	17.6% (3)	23.5% (12)	15.3% (22)
The firm's client service charter	0.0% (0)	7.1% (3)	0.0% (0)	5.9% (1)	2.0% (1)	3.5% (5)
Other (please specify)	0 replies	3 replies	1 reply	1 reply	1 reply	6
answered question	12	42	22	17	51	144
skipped question						7

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Always	75.0% (9)	86.0% (37)	90.9% (20)	82.4% (14)	92.2% (47)	87.6% (127)
Sometimes	8.3% (1)	4.7% (2)	0.0% (0)	17.6% (3)	5.9% (3)	6.2% (9)
Never	16.7% (2)	9.3% (4)	9.1% (2)	0.0% (0)	2.0% (1)	6.2% (9)
answered question	12	43	22	17	51	145
skipped question						6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	0.0% (0)	4.7% (2)	0.0% (0)	17.6% (3)	4.1% (2)	4.9% (7)
No	75.0% (9)	88.4% (38)	100.0% (22)	82.4% (14)	87.8% (43)	88.1% (126)
Not applicable as the practice does not have a website.	25.0% (3)	7.0% (3)	0.0% (0)	0.0% (0)	8.2% (4)	7.0% (10)
answered question	12	43	22	17	49	143
skipped question						8

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Never	0.0% (0)	7.1% (3)	9.1% (2)	11.8% (2)	22.0% (11)	12.6% (18)
Sometimes	8.3% (1)	2.4% (1)	9.1% (2)	11.8% (2)	16.0% (8)	9.8% (14)
Always	8.3% (1)	19.0% (8)	13.6% (3)	5.9% (1)	46.0% (23)	25.2% (36)
I don't know.	83.3% (10)	71.4% (30)	68.2% (15)	70.6% (12)	16.0% (8)	52.4% (75)
answered question	12	42	22	17	50	143
skipped question						8

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
An apology	Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Sometimes	25.0% (3)	7.0% (3)	38.1% (8)	23.5% (4)	21.6% (11)	
	Often	8.3% (1)	18.6% (8)	14.3% (3)	11.8% (2)	21.6% (11)	
	Always	33.3% (4)	41.9% (18)	38.1% (8)	29.4% (5)	54.9% (28)	
	I don't know	33.3% (4)	32.6% (14)	9.5% (2)	35.3% (6)	2.0% (1)	
		12	43	21	17	51	144
Waiver or reduction of legal fees	Never	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Sometimes	41.7% (5)	37.2% (16)	57.1% (12)	47.1% (8)	29.4% (15)	
	Often	8.3% (1)	34.9% (15)	38.1% (8)	35.3% (6)	49.0% (25)	
	Always	8.3% (1)	4.7% (2)	0.0% (0)	11.8% (2)	17.6% (9)	
	I don't know	41.7% (5)	23.3% (10)	4.8% (1)	5.9% (1)	3.9% (2)	
		12	43	21	17	51	144
Repayment of legal fees	Never	8.3% (1)	7.3% (3)	5.0% (1)	17.6% (3)	10.4% (5)	
	Sometimes	16.7% (2)	12.2% (5)	55.0% (11)	47.1% (8)	60.4% (29)	
	Often	0.0% (0)	7.3% (3)	0.0% (0)	0.0% (0)	12.5% (6)	

	Always	0.0% (0)	2.4% (1)	0.0% (0)	5.9% (1)	10.4% (5)	
	I don't know	75.0% (9)	70.7% (29)	40.0% (8)	29.4% (5)	6.3% (3)	
		12	41	20	17	48	138
Carry out legal work without fee or for a stated fee	Never	8.3% (1)	2.4% (1)	0.0% (0)	5.9% (1)	7.8% (4)	
	Sometimes	33.3% (4)	33.3% (14)	71.4% (15)	58.8% (10)	52.9% (27)	
	Often	8.3% (1)	19.0% (8)	9.5% (2)	17.6% (3)	27.5% (14)	
	Always	0.0% (0)	0.0% (0)	0.0% (0)	5.9% (1)	7.8% (4)	
	I don't know	50.0% (6)	45.2% (19)	19.0% (4)	11.8% (2)	3.9% (2)	
		12	42	21	17	51	143
Other form of compensation	Never	8.3% (1)	4.9% (2)	15.0% (3)	11.8% (2)	44.4% (20)	
	Sometimes	0.0% (0)	24.4% (10)	20.0% (4)	29.4% (5)	28.9% (13)	
	Often	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.2% (1)	
	Always	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.4% (2)	
	I don't know	91.7% (11)	70.7% (29)	65.0% (13)	58.8% (10)	20.0% (9)	
		12	41	20	17	45	135
No redress	Never	41.7% (5)	58.5% (24)	60.0% (12)	50.0% (8)	70.8% (34)	
	Sometimes	0.0% (0)	4.9% (2)	10.0% (2)	18.8% (3)	16.7% (8)	
	Often	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	
		0.0%	0.0%	0.0%	0.0%	0.0%	

	Always	(0)	(0)	(0)	(0)	(0)	
	I don't know	58.3% (7)	36.6% (15)	30.0% (6)	25.0% (4)	12.5% (6)	
		12	41	20	16	48	137
Internal discipline of staff member within firm	Never	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	4.1% (2)	
	Sometimes	50.0% (6)	26.8% (11)	52.4% (11)	47.1% (8)	73.5% (36)	
	Often	8.3% (1)	12.2% (5)	4.8% (1)	5.9% (1)	8.2% (4)	
	Always	8.3% (1)	12.2% (5)	9.5% (2)	5.9% (1)	12.2% (6)	
	I don't know	33.3% (4)	46.3% (19)	33.3% (7)	41.2% (7)	2.0% (1)	
		12	41	21	17	49	140
Issue raised at staff member's performance review	Never	0.0% (0)	2.4% (1)	0.0% (0)	5.9% (1)	6.3% (3)	
	Sometimes	8.3% (1)	16.7% (7)	42.1% (8)	17.6% (3)	43.8% (21)	
	Often	8.3% (1)	14.3% (6)	10.5% (2)	23.5% (4)	20.8% (10)	
	Always	16.7% (2)	23.8% (10)	10.5% (2)	11.8% (2)	27.1% (13)	
	I don't know	66.7% (8)	42.9% (18)	36.8% (7)	41.2% (7)	2.1% (1)	
		12	42	19	17	48	138
Internal seminar if issue is of wider relevance to the firm	Never	0.0% (0)	7.1% (3)	0.0% (0)	0.0% (0)	4.2% (2)	
	Sometimes	16.7% (2)	26.2% (11)	50.0% (10)	35.3% (6)	41.7% (20)	
	Often	8.3% (1)	14.3% (6)	20.0% (4)	17.6% (3)	14.6% (7)	
	Always	33.3% (4)	14.3% (6)	15.0% (3)	11.8% (2)	33.3% (16)	

	I don't know	41.7% (5)	38.1% (16)	15.0% (3)	35.3% (6)	6.3% (3)	
		12	42	20	17	48	139
	Other (please specify)	1 reply	0 replies	3 replies	0 replies	6 replies	10
	answered question	12	43	21	17	51	144
	skipped question						7

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	0.0% (0)	0.0% (0)	4.5% (1)	0.0% (0)	2.0% (1)	1.4% (2)
No	66.7% (8)	44.2% (19)	54.5% (12)	64.7% (11)	92.2% (47)	66.9% (97)
I don't know.	33.3% (4)	55.8% (24)	40.9% (9)	35.3% (6)	5.9% (3)	31.7% (46)
answered question	12	43	22	17	51	145
skipped question						6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Sometimes	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (1)	3.1% (1)
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% (3)	100.0% (14)	100.0% (7)	100.0% (4)	75.0% (3)	96.9% (31)
answered question	3	14	7	4	4	32
skipped question						119

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
All staff	33.3% (4)	29.3% (12)	38.1% (8)	23.5% (4)	42.0% (21)	34.8% (49)
Most staff	16.7% (2)	14.6% (6)	14.3% (3)	23.5% (4)	16.0% (8)	16.3% (23)
Only key staff (eg receptionist, personal assistants, professional staff)	8.3% (1)	17.1% (7)	23.8% (5)	23.5% (4)	36.0% (18)	24.8% (35)
I don't know	41.7% (5)	39.0% (16)	23.8% (5)	29.4% (5)	6.0% (3)	24.1% (34)
Other (please specify)	0 replies	3 replies	1 reply	0 replies	1 reply	5
answered question	12	41	21	17	50	141
skipped question						10

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	41.7% (5)	53.5% (23)	31.8% (7)	29.4% (5)	18.0% (9)	34.0% (49)
No	50.0% (6)	41.9% (18)	68.2% (15)	64.7% (11)	8.0% (4)	37.5% (54)
Not applicable	8.3% (1)	4.7% (2)	0.0% (0)	5.9% (1)	74.0% (37)	28.5% (41)
answered question	12	43	22	17	50	144
skipped question						7

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	41.7% (5)	44.2% (19)	54.5% (12)	29.4% (5)	41.2% (21)	42.8% (62)
No	16.7% (2)	39.5% (17)	36.4% (8)	64.7% (11)	15.7% (8)	31.7% (46)
Not applicable	41.7% (5)	16.3% (7)	9.1% (2)	5.9% (1)	43.1% (22)	25.5% (37)
answered question	12	43	22	17	51	145
skipped question						6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Never	33.3% (3)	32.4% (12)	9.1% (1)	50.0% (7)	11.9% (5)	24.8% (28)
Only at induction	11.1% (1)	24.3% (9)	18.2% (2)	21.4% (3)	21.4% (9)	21.2% (24)
At least quarterly	22.2% (2)	10.8% (4)	18.2% (2)	14.3% (2)	7.1% (3)	11.5% (13)
At least half yearly	11.1% (1)	10.8% (4)	0.0% (0)	7.1% (1)	23.8% (10)	14.2% (16)
At least annually	22.2% (2)	21.6% (8)	54.5% (6)	7.1% (1)	35.7% (15)	28.3% (32)
Other (please specify)	3 replies	7 replies	11 replies	4 replies	11 replies	36
answered question	9	37	11	14	42	113
skipped question						38

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	50.0% (6)	46.5% (20)	45.5% (10)	52.9% (9)	64.7% (33)	53.8% (78)
No	16.7% (2)	23.3% (10)	31.8% (7)	29.4% (5)	29.4% (15)	26.9% (39)
I don't know	33.3% (4)	30.2% (13)	22.7% (5)	17.6% (3)	5.9% (3)	19.3% (28)
answered question	12	43	22	17	51	145
skipped question						6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Always	8.3% (1)	18.6% (8)	13.6% (3)	11.8% (2)	24.5% (12)	18.2% (26)
Sometimes	16.7% (2)	14.0% (6)	22.7% (5)	23.5% (4)	28.6% (14)	21.7% (31)
Never	0.0% (0)	7.0% (3)	0.0% (0)	5.9% (1)	30.6% (15)	13.3% (19)
I don't know	75.0% (9)	60.5% (26)	63.6% (14)	58.8% (10)	16.3% (8)	46.9% (67)
answered question	12	43	22	17	49	143
skipped question						8

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
At the end of each matter	8.3% (1)	7.1% (3)	9.1% (2)	17.6% (3)	16.0% (8)	11.9% (17)
Annually	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.7% (1)
From time to time	25.0% (3)	9.5% (4)	0.0% (0)	23.5% (4)	26.0% (13)	16.8% (24)
Never	16.7% (2)	23.8% (10)	31.8% (7)	35.3% (6)	54.0% (27)	36.4% (52)
I don't know	50.0% (6)	57.1% (24)	59.1% (13)	23.5% (4)	4.0% (2)	34.3% (49)
answered question	12	42	22	17	50	143
skipped question						8

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	16.7% (2)	25.6% (11)	13.6% (3)	17.6% (3)	40.0% (20)	27.1% (39)
No	41.7% (5)	4.7% (2)	22.7% (5)	17.6% (3)	58.0% (29)	30.6% (44)
I don't know.	41.7% (5)	69.8% (30)	63.6% (14)	64.7% (11)	2.0% (1)	42.4% (61)
answered question	12	43	22	17	50	144
skipped question						7

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Dedicated complaints management software	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Spreadsheets	50.0% (1)	50.0% (5)	0.0% (0)	100.0% (1)	19.0% (4)	30.6% (11)
Word document	0.0% (0)	50.0% (5)	100.0% (2)	0.0% (0)	47.6% (10)	47.2% (17)
Loose paper	50.0% (1)	10.0% (1)	0.0% (0)	0.0% (0)	47.6% (10)	33.3% (12)
Other (please specify)	1 reply	2 replies	3 replies	2 replies	4 replies	12
answered question	2	10	2	1	21	36
skipped question						115

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
I don't know	66.7% (8)	83.7% (36)	86.4% (19)	88.2% (15)	2.2% (1)	56.8% (79)
Never	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	31.1% (14)	10.8% (15)
From time to time	16.7% (2)	11.6% (5)	13.6% (3)	5.9% (1)	48.9% (22)	23.7% (33)
At least monthly	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.2% (1)	1.4% (2)
At least quarterly	0.0% (0)	2.3% (1)	0.0% (0)	5.9% (1)	8.9% (4)	4.3% (6)
At least half yearly	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.2% (1)	0.7% (1)
At least annually	0.0% (0)	2.3% (1)	0.0% (0)	0.0% (0)	4.4% (2)	2.2% (3)
Other (please specify)	1 reply	0 replies	2 replies	1 reply	7 replies	11
answered question	12	43	22	17	45	139
skipped question						12

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes - At least once	27.3% (3)	18.6% (8)	13.6% (3)	17.6% (3)	43.2% (19)	26.3% (36)
Yes - Regularly	18.2% (2)	14.0% (6)	22.7% (5)	29.4% (5)	29.5% (13)	22.6% (31)
No - Never	18.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	13.6% (6)	5.8% (8)
I don't know.	36.4% (4)	67.4% (29)	63.6% (14)	52.9% (9)	13.6% (6)	45.3% (62)
Other (please specify)	1 reply	0 replies	0 replies	1 reply	7 replies	9
answered question	11	43	22	17	44	137
skipped question						14

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
I don't know	41.7% (5)	55.8% (24)	68.2% (15)	58.8% (10)	4.0% (2)	38.9% (56)
Never.	16.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (10)	8.3% (12)
Once	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.0% (1)	0.7% (1)
Annually	0.0% (0)	16.3% (7)	0.0% (0)	11.8% (2)	4.0% (2)	7.6% (11)
From time to time	41.7% (5)	27.9% (12)	31.8% (7)	29.4% (5)	70.0% (35)	44.4% (64)
answered question	12	43	22	17	50	144
skipped question						7

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
In my firm we encourage feedback from clients;	Strongly Agree	50.0% (6)	44.2% (19)	36.4% (8)	41.2% (7)	52.9% (27)	
	Agree	33.3% (4)	41.9% (18)	40.9% (9)	41.2% (7)	37.3% (19)	
	Neither agree or disagree	8.3% (1)	14.0% (6)	22.7% (5)	5.9% (1)	7.8% (4)	
	Disagree	0.0% (0)	0.0% (0)	0.0% (0)	11.8% (2)	2.0% (1)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	51	145
I feel confident that I know how to deal with a client complaint;	Strongly Agree	58.3% (7)	41.9% (18)	45.5% (10)	35.3% (6)	62.7% (32)	
	Agree	25.0% (3)	41.9% (18)	45.5% (10)	52.9% (9)	35.3% (18)	
	Neither agree or disagree	8.3% (1)	11.6% (5)	9.1% (2)	0.0% (0)	2.0% (1)	
	Disagree	0.0% (0)	4.7% (2)	0.0% (0)	11.8% (2)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	51	145
I feel confident that my colleagues would understand why I need to pass on a complaint about their work	Strongly Agree	41.7% (5)	39.5% (17)	54.5% (12)	23.5% (4)	58.0% (29)	
	Agree	41.7% (5)	51.2% (22)	27.3% (6)	52.9% (9)	40.0% (20)	

	Neither agree or disagree	8.3% (1)	9.3% (4)	13.6% (3)	17.6% (3)	2.0% (1)	
	Disagree	0.0% (0)	0.0% (0)	4.5% (1)	0.0% (0)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	
		12	43	22	17	50	144
I hope my colleagues would tell me if they received a complaint about my work	Strongly Agree	58.3% (7)	62.8% (27)	72.7% (16)	58.8% (10)	82.4% (42)	
	Agree	33.3% (4)	34.9% (15)	22.7% (5)	41.2% (7)	17.6% (9)	
	Neither agree or disagree	0.0% (0)	2.3% (1)	4.5% (1)	0.0% (0)	0.0% (0)	
	Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	51	145
I feel confident that my firm will provide effective redress/feedback to any client that complains;	Strongly Agree	58.3% (7)	62.8% (27)	59.1% (13)	52.9% (9)	76.5% (39)	
	Agree	33.3% (4)	34.9% (15)	36.4% (8)	41.2% (7)	23.5% (12)	
	Neither agree or disagree	0.0% (0)	2.3% (1)	4.5% (1)	0.0% (0)	0.0% (0)	
	Disagree	0.0% (0)	0.0% (0)	0.0% (0)	5.9% (1)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	51	145
I know when to trigger the complaints process;	Strongly Agree	33.3% (4)	41.9% (18)	50.0% (11)	47.1% (8)	72.5% (37)	
	Agree	50.0% (6)	41.9% (18)	50.0% (11)	35.3% (6)	25.5% (13)	

	Neither agree or disagree	0.0% (0)	14.0% (6)	0.0% (0)	11.8% (2)	2.0% (1)	
	Disagree	8.3% (1)	2.3% (1)	0.0% (0)	5.9% (1)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	51	145
A firm needs to record and analyse even unsubstantiated complaints internally if it is to improve client relationships	Strongly Agree	41.7% (5)	32.6% (14)	27.3% (6)	52.9% (9)	40.0% (20)	
	Agree	41.7% (5)	44.2% (19)	40.9% (9)	47.1% (8)	48.0% (24)	
	Neither agree or disagree	8.3% (1)	23.3% (10)	31.8% (7)	0.0% (0)	8.0% (4)	
	Disagree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.0% (2)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	
		12	43	22	17	50	144
I'd like to know more about the sort of complaints that my firm receives, and what eventually happens to them	Strongly Agree	16.7% (2)	20.9% (9)	22.7% (5)	17.6% (3)	20.4% (10)	
	Agree	25.0% (3)	30.2% (13)	54.5% (12)	70.6% (12)	36.7% (18)	
	Neither agree or disagree	50.0% (6)	41.9% (18)	22.7% (5)	11.8% (2)	28.6% (14)	
	Disagree	0.0% (0)	7.0% (3)	0.0% (0)	0.0% (0)	12.2% (6)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.0% (1)	
		12	43	22	17	49	143
We can learn a lot from analyzing even frivolous complaints	Strongly Agree	25.0% (3)	27.9% (12)	27.3% (6)	23.5% (4)	24.0% (12)	
	Agree	33.3% (4)	34.9% (15)	40.9% (9)	52.9% (9)	48.0% (24)	

	Neither agree or disagree	33.3% (4)	32.6% (14)	18.2% (4)	11.8% (2)	22.0% (11)	
	Disagree	0.0% (0)	2.3% (1)	13.6% (3)	11.8% (2)	4.0% (2)	
	Strongly Disagree	8.3% (1)	2.3% (1)	0.0% (0)	0.0% (0)	2.0% (1)	
		12	43	22	17	50	144
Lawyers can expect more complaints than most other service providers –it's the nature of the beast	Strongly Agree	0.0% (0)	16.3% (7)	4.5% (1)	5.9% (1)	23.5% (12)	
	Agree	25.0% (3)	32.6% (14)	50.0% (11)	41.2% (7)	27.5% (14)	
	Neither agree or disagree	50.0% (6)	32.6% (14)	31.8% (7)	41.2% (7)	23.5% (12)	
	Disagree	16.7% (2)	16.3% (7)	13.6% (3)	11.8% (2)	21.6% (11)	
	Strongly Disagree	8.3% (1)	2.3% (1)	0.0% (0)	0.0% (0)	3.9% (2)	
		12	43	22	17	51	145
I can usually pick which clients will complain when I first meet them	Strongly Agree	8.3% (1)	11.6% (5)	4.5% (1)	5.9% (1)	17.6% (9)	
	Agree	16.7% (2)	34.9% (15)	45.5% (10)	64.7% (11)	31.4% (16)	
	Neither agree or disagree	50.0% (6)	37.2% (16)	45.5% (10)	17.6% (3)	31.4% (16)	
	Disagree	16.7% (2)	14.0% (6)	4.5% (1)	11.8% (2)	15.7% (8)	
	Strongly Disagree	8.3% (1)	2.3% (1)	0.0% (0)	0.0% (0)	3.9% (2)	
		12	43	22	17	51	145
Complaints can't be ignored because of the damage they can do to your reputation	Strongly Agree	41.7% (5)	48.8% (20)	54.5% (12)	58.8% (10)	60.0% (30)	
	Agree	50.0% (6)	46.3% (19)	45.5% (10)	41.2% (7)	30.0% (15)	

	Neither agree or disagree	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	6.0% (3)	
	Disagree	0.0% (0)	2.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	
	Strongly Disagree	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	4.0% (2)	
		12	41	22	17	50	142
When it comes to handling complaints, protecting the practice's reputation is more important than the sensibilities of individual staff	Strongly Agree	0.0% (0)	16.3% (7)	13.6% (3)	35.3% (6)	26.0% (13)	
	Agree	41.7% (5)	23.3% (10)	27.3% (6)	11.8% (2)	28.0% (14)	
	Neither agree or disagree	16.7% (2)	39.5% (17)	36.4% (8)	29.4% (5)	20.0% (10)	
	Disagree	25.0% (3)	16.3% (7)	22.7% (5)	23.5% (4)	20.0% (10)	
	Strongly Disagree	16.7% (2)	4.7% (2)	0.0% (0)	0.0% (0)	6.0% (3)	
		12	43	22	17	50	144
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)	0.0% (0)	4.5% (1)	11.8% (2)	5.9% (3)	
	Agree	8.3% (1)	14.0% (6)	31.8% (7)	17.6% (3)	27.5% (14)	
	Neither agree or disagree	41.7% (5)	37.2% (16)	45.5% (10)	29.4% (5)	33.3% (17)	
	Disagree	33.3% (4)	41.9% (18)	18.2% (4)	41.2% (7)	15.7% (8)	
	Strongly Disagree	16.7% (2)	7.0% (3)	0.0% (0)	0.0% (0)	17.6% (9)	
		12	43	22	17	51	145
When a large client complains, we have no choice but to accede to their demands, even if they're	Strongly Agree	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.0% (1)	
	Agree	8.3% (1)	4.7% (2)	0.0% (0)	5.9% (1)	5.9% (3)	

unreasonable	Neither agree or disagree	41.7% (5)	32.6% (14)	45.5% (10)	29.4% (5)	29.4% (15)	
	Disagree	25.0% (3)	51.2% (22)	50.0% (11)	58.8% (10)	35.3% (18)	
	Strongly Disagree	25.0% (3)	11.6% (5)	4.5% (1)	5.9% (1)	27.5% (14)	
		12	43	22	17	51	145
answered question		12	43	22	17	51	145
skipped question							6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Yes	100.0% (12)	97.7% (42)	100.0% (22)	100.0% (17)	94.1% (48)	97.2% (141)
No	0.0% (0)	2.3% (1)	0.0% (0)	0.0% (0)	5.9% (3)	2.8% (4)
answered question	12	43	22	17	51	145
skipped question						6

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	4th + year lawyer	Senior associate	Partner/Director	Response Totals
Very helpful	0.0% (0)	14.0% (6)	18.2% (4)	11.8% (2)	21.6% (11)	15.9% (23)
Helpful	75.0% (9)	48.8% (21)	45.5% (10)	76.5% (13)	47.1% (24)	53.1% (77)
Neither helpful nor unhelpful	16.7% (2)	27.9% (12)	36.4% (8)	11.8% (2)	23.5% (12)	24.8% (36)
Unhelpful	8.3% (1)	9.3% (4)	0.0% (0)	0.0% (0)	3.9% (2)	4.8% (7)
Very unhelpful	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	3.9% (2)	1.4% (2)
Can you think of any ways in which the survey might be improved? We appreciate all feedback.	2 replies	3 replies	3 replies	1 reply	4 replies	13
answered question	12	43	22	17	51	145
skipped question						6

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?					
	Graduate/trainee lawyer	1st to 3rd year lawyer	4th + year lawyer	Senior associate	Partner/Director	Response Count
	1 reply	3 replies	1 reply	0 replies	8 replies	13
answered question	1	3	1	0	8	13
skipped question						138