

**PME Inc.**

*Prospect Management*



**Legal Services Society**

**2007 Tariff Lawyer Satisfaction Survey**

***Final Report***

**October 2007**

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## 1. EXECUTIVE SUMMARY

The Legal Services Society conducted its second tariff lawyer satisfaction survey between January 31 and March 11 of 2007. The online survey was sent to all tariff lawyers who had taken a referral or billed for LSS work in 2006, and for whom LSS could provide a valid e-mail address. Responses were received from 379 lawyers or 39% of all survey recipients. Follow-up work with non-respondents indicated that these responses are likely representative of all LSS tariff lawyers, and the true response rate could be as high as 46%.

Satisfaction ratings rose for most items surveyed and overall satisfaction with LSS support exceeded the Society's target. Lawyers found most LSS staff courteous and knowledgeable, and lawyers remained enthusiastic about most initiatives designed to provide services electronically. Unsatisfactory service given by the authorizations area remains a significant issue for lawyers, as does the continued and consistent perception by lawyers that LSS does not value their services. Tariff rates and coverage are still the top reasons given for this view, and while tariff renewal measures have had a positive impact on some lawyers, LSS will need to continue its efforts in this area if it hopes to attract and retain an adequate lawyer supply.

### Key Findings

**Tariff Lawyers Continue to be Satisfied Overall with LSS Support.** Seventy-five percent of lawyers are satisfied with overall support from LSS. While not a statistically significant increase from 2004 (68%), the result does exceed the Society's 2006-2007 target of 72% for this key performance measure. Contact with LSS personnel was more satisfying for lawyers than in 2004, and overall satisfaction increased for all support areas with the exception of authorizations. Continued good service in written communications and online resources, payments, and referrals will be important if LSS wishes to maintain current overall satisfaction ratings.

Some lawyers continue to feel that LSS does not value their services. This is a critical area to address if LSS wants to increase overall satisfaction. Half of lawyers report that tariff renewal measures have made it more likely they will take legal aid referrals. However, tariff rates and coverage continue to be the top reasons cited for why lawyers do not feel valued and the top suggestions given for improving overall LSS support.

**Reliance on Younger Lawyers Will Increase.** Compared to 2004, the 2007 results show proportionately more tariff lawyers at the upper and lower ends of the spectrum with respect to: numbers of LSS clients, years of age, years in the bar, and years of experience with LSS. A greater portion of the pool of lawyers

appears to consist of both older lawyers with a long history of LSS work, and younger lawyers who are new to LSS work. As the older, more experienced lawyers retire, they are being replaced by younger, less experienced lawyers who are more likely to: be female, do family law, have fewer clients and rely less on LSS for their income.

**Improved Service in Authorizations Is Overdue.** The percentage of lawyers using the authorization process has risen, but overall satisfaction has dropped significantly. Just over half of respondents indicated that authorization services meet the guidelines for timely provision of both urgent and non-urgent decisions. Authorizations was again the area cited most often for not responding promptly to phone inquiries, and less than two-thirds of lawyers feel authorization decisions are clearly explained. Improved service in authorizations was again one of the top suggestions given for improving overall LSS support and emerged as a second critical issue LSS must address if the Society wishes to raise overall satisfaction ratings.

**Service Quality at LSS Is Good, but Can Be Better.** Ninety-five percent of respondents said LSS staff were courteous when contacted and only one percent said LSS personnel were not knowledgeable. Accounts was cited most often for not having courteous or knowledgeable staff; referrals was cited least often. Satisfaction with response times to non-urgent phone inquiries improved, but 30% of respondents still do not agree that inquiries are answered within the LSS target of 2 business days. The third most common suggestion for improving overall LSS support was to have real people with good knowledge answering the phones in place of voicemail. Service quality, particularly staff courtesy and knowledge, was shown to be important in maintaining overall satisfaction with LSS support.

**Tariff Lawyers Continue to Embrace E-Support.** Acceptance of E-services implemented to date appears strong. As in 2004, lawyers showed enthusiasm for receiving more of LSS support services electronically. Eighty-seven percent would use an E-Referral system. Reluctance to use it focused mainly on concerns about the risks of missing the referral document when it arrives and/or privacy concerns, and on lawyers' desire to be able to discuss cases directly with the intake worker.

Use of the online *Guide to Legal Aid Tariffs* has risen significantly from 30% to 70% following discontinuation of the distribution of paper guides. Nevertheless, the percentage of lawyers who find it easy to use has remained constant at 72%. In contrast, while the percentage of lawyers using E-Billing has also risen since 2004, a smaller proportion of lawyers now report that the forms are easy to use. Use of the LSS main website has risen and only 6 lawyers said it was not valuable. The *Family Law in BC* website, however, is used by only 18% of all lawyers and only 40% of family lawyers. As in 2004, no preference was shown for e-mail vs. fax communication with LSS. Readership of the *LSS Legal Aid Fax* newsletter remains high at 88%, and readers say it is of high value to them.

**More Can Be Done to Meet the Legal Needs of Low Income People.** The percent of lawyers who feel LSS does a good job of allocating resources to meet the legal needs of low income people has risen since 2004, but is still only 59%. A further 33% only partly agree that LSS does a good job. Respondents again gave a large number of suggestions for how this could be improved. The most frequent suggestions focused on: relaxing eligibility requirements and simplifying the application process; expanding coverage, services and eligibility in family law; and expanding coverage in other areas, especially poverty law. Increasing tariff rates and coverage was also a common suggestion.

The report contains twenty specific recommendations for actions to address issues identified by the survey results. These may be found in Appendix 2.



## 2. BACKGROUND AND OBJECTIVES

The LSS Tariff<sup>1</sup> Lawyer Satisfaction Survey was initiated in 2003 as part of the Society's performance management program.

The survey is designed to provide data for use by the LSS Board and senior management to assess the Society's strategic performance, and by the Society's senior and operational management teams to assess operational performance. The information collected provides guidance on how to improve LSS support for tariff lawyers and assists the Society in setting strategic direction and improving services.

Key research questions to be answered by the survey include the following:

- How satisfied are tariff lawyers with the support provided by LSS?
- How well has LSS succeeded in minimizing the administrative burden on tariff lawyers who undertake LSS work?
- To what extent do tariff lawyers feel their work is valued by LSS?
- Where should LSS focus its efforts in order to increase the interest of private bar lawyers in legal aid work?

Having a sufficient pool of appropriately qualified and engaged tariff lawyers across the province continues to be a critical factor in LSS' ability to provide effective legal aid services. Accordingly, the Society places high importance on providing quality support to its tariff lawyers, and attaches substantial significance to their satisfaction with this support.

The first administration of this survey took place in early 2004. The survey is intended to be repeated every three years to support triennial reporting on key LSS performance measures. This report summarizes the findings and implications of the 2007 survey conducted between January 31 and March 11, 2007.

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<sup>1</sup> Tariff lawyers are private lawyers contracted by LSS to provide legal representation and/or advice for financially eligible people.

### 3. METHODOLOGY

#### Design and Administration

The survey was conducted via the Web between January 31, 2007 and March 11, 2007.

Tariff lawyers were informed of the survey purpose and planned distribution date via the *LSS Legal Aid Fax* newsletter on October 26, 2006, and again, by direct e-mail, on December 8, 2006. Two days prior to the survey distribution, an invitation to participate was sent to all tariff lawyers from the LSS Executive Director by e-mail. The *LSS Legal Aid Fax* newsletter distributed on January 31, 2007 notified lawyers that the survey link had been distributed by e-mail.

Two separate versions of the web survey were created – one for respondents who shared a computer with one or more other respondents, and one for respondents who did not share a computer. Those who did not share a computer were able to complete their form in more than one session and to pick up where they had left off; those who shared a computer could not do this and were advised to ensure they had at least 20 minutes available to complete the survey before starting.

The survey was pre-tested with ten lawyers selected by LSS to capture a range of demographic characteristics such as technical ability, geographic location, length of service with LSS, and gender. In response to feedback received from the pre-test, an additional response category, “not enough experience to say”, was added to questions 14, 25 and 28.

The final survey contained 51 questions designed to help LSS assess both its strategic and its operational performance. Seven new items were added for the 2007 survey and thirteen items were modified to some degree from the 2004 survey. Sixteen items from the 2004 version were not repeated. (See Appendix 3 for a copy of the full survey.) Questions used a combination of formats — open-ended, rating scales and ‘select the best response(s)’ — grouped into sections on:

- Referrals
- Authorizations
- Accounts
- Guide to Legal Aid Tariffs
- Written Communication and Online Resources
- Overall LSS Support for Tariff Lawyers
- LSS Priorities
- Demographic Information

Demographic questions were asked to determine a number of characteristics of the respondent population, such as: volume of LSS clients in 2006, main type of LSS case in 2006, gender, total years representing LSS clients, and nearest LSS regional centre.

The survey was sent to 1,010 tariff lawyers who had taken a referral or billed for LSS work in the past year, and for whom LSS could provide an e-mail address. A number of addresses proved invalid<sup>2</sup> and were subsequently removed leaving a net sampling frame of 965 e-mail addresses. 379 completed responses were obtained for a net response rate of 39%. In spite of meeting the criteria for inclusion in the survey, a number of respondents felt they had too little experience with LSS files to provide meaningful responses and they declined to participate on those grounds. These non-respondents are included in the net sampling frame of 965.

All lawyers who responded were entered in a draw for a free one-day Continuing Legal Education course of their choice. Five winners were randomly chosen after the survey had closed and the follow-up had been completed.

Follow-up with a random sample of non-respondents revealed that 29% of the e-mail addresses contacted were invalid.<sup>3</sup> Extrapolating this finding to all non-respondents means that the true response rate for the survey could be as high as 46%.

Twenty four of the non-respondents contacted in the follow-up subsequently completed a questionnaire. Their responses gave no indication that the survey results should not be considered representative of all LSS tariff lawyers.

## Analysis and Interpretation

The data was analyzed to determine response frequencies. Cross-tabulations and chi square tests were performed to identify statistically significant relationships (at the 95% confidence level) between all rating scale questions and the demographic variables, and to test hypotheses of interest to LSS. Responses to open-ended questions were coded by common themes and frequencies were compiled for these themes. A service improvement matrix was created using satisfaction results for individual services and importance values derived using logistic regression. Logistic regression was also used to examine

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<sup>2</sup> Records were considered invalid and removed from the sampling frame for one of the following reasons:

1. intended recipient had not billed for LSS work or taken a referral in 2006;
2. attempts to send the survey to the recipient could not be completed because the e-mail address was incorrect; or
3. intended recipient had retired, left firm, or moved out of province.

<sup>3</sup> See footnote above

the impact on overall satisfaction of various aspects of LSS service quality, and of the extent to which lawyers feel valued by LSS.

For simplification of reporting:

1. Respondents who answered “strongly agree” or “agree”, were considered to be in agreement with the statement given; those who answered “strongly disagree” or “disagree” were considered to be in disagreement.
2. Respondents were considered “satisfied” if they answered “agree” or “strongly agree” to “Overall, I am satisfied with the level of support I receive from LSS with.....” (the referral process, the payment process etc.) Respondents were considered “dissatisfied” if they answered “disagree” or “strongly disagree”.
3. Unless otherwise stated, response frequencies are based on the number of lawyers who answered the question and selected a response other than “prefer not to say”, “don’t know”, or “not enough experience to say”.

A copy of the full survey is provided in Appendix 3.

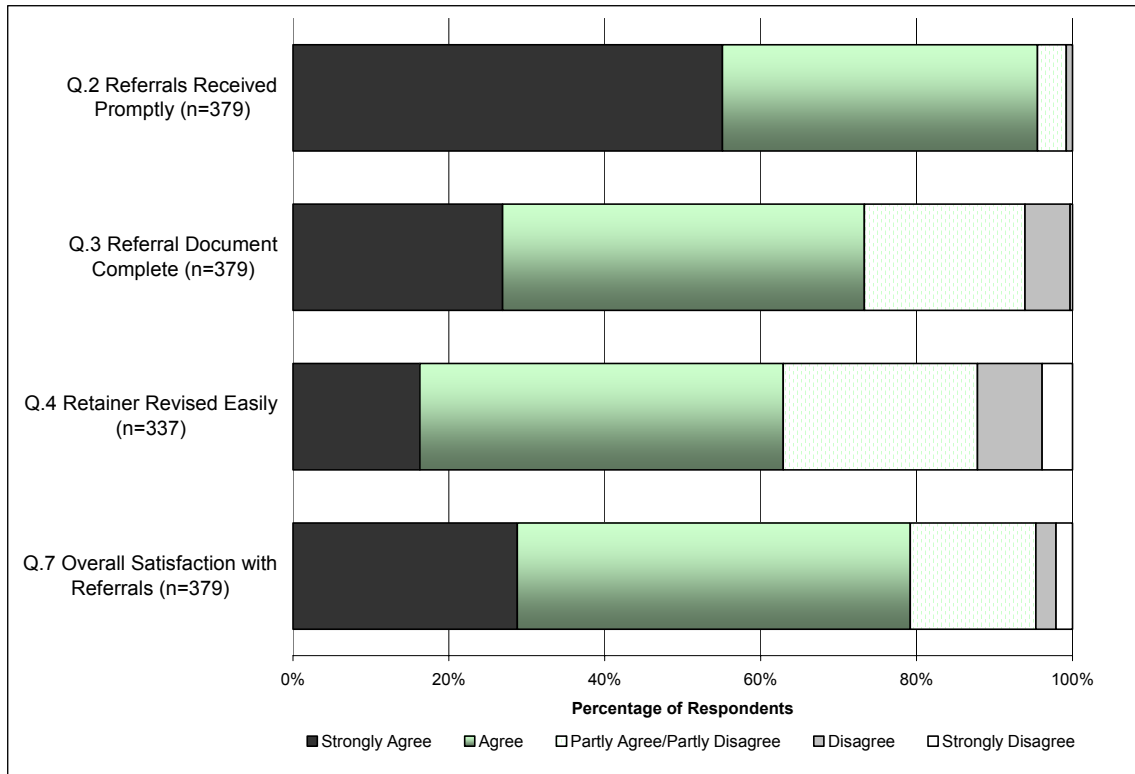
## 4. DETAILED FINDINGS

### *Notes to Readers Regarding the Reporting of Findings:*

1. When responding to the 2007 satisfaction survey, tariff lawyers were instructed to base their responses on their experience with LSS in the previous year (2006). Similarly, where results are given for the 2004 survey for comparison purposes, the 2004 results are based on tariff lawyers' experience with LSS in 2003.
2. For simplification of reporting:
  - Respondents who answered “strongly agree” or “agree” were considered to be in agreement with the statement given; those who answered “strongly disagree” or “disagree” were considered to be in disagreement.
  - Respondents were considered “satisfied” if they answered “agree” or “strongly agree” to “Overall, I am satisfied with the level of support I receive from LSS with...” (the referral process, the payment process, etc.). Respondents were considered “dissatisfied” if they answered “disagree” or “strongly disagree”.
  - Unless otherwise stated, response frequencies are based on the number of lawyers who answered the question and selected a response other than “prefer not to say”, “don’t know”, or “not enough experience to say”.
3. Frequencies for all response categories for both 2007 and 2004 results are graphed in the Findings section of the report. The same results, reported by the derived categories of “satisfied”, “dissatisfied” and “partly satisfied”, are given in Appendix 1.
4. Only those findings which were statistically significant at the 95% confidence level have been noted as “significant”. This means the likelihood that a similar finding would have resulted purely by chance is less than 5% (5 times out of 100).

## 4.1 Referrals

### 4.1.1 Overview of Satisfaction with the Referral Process

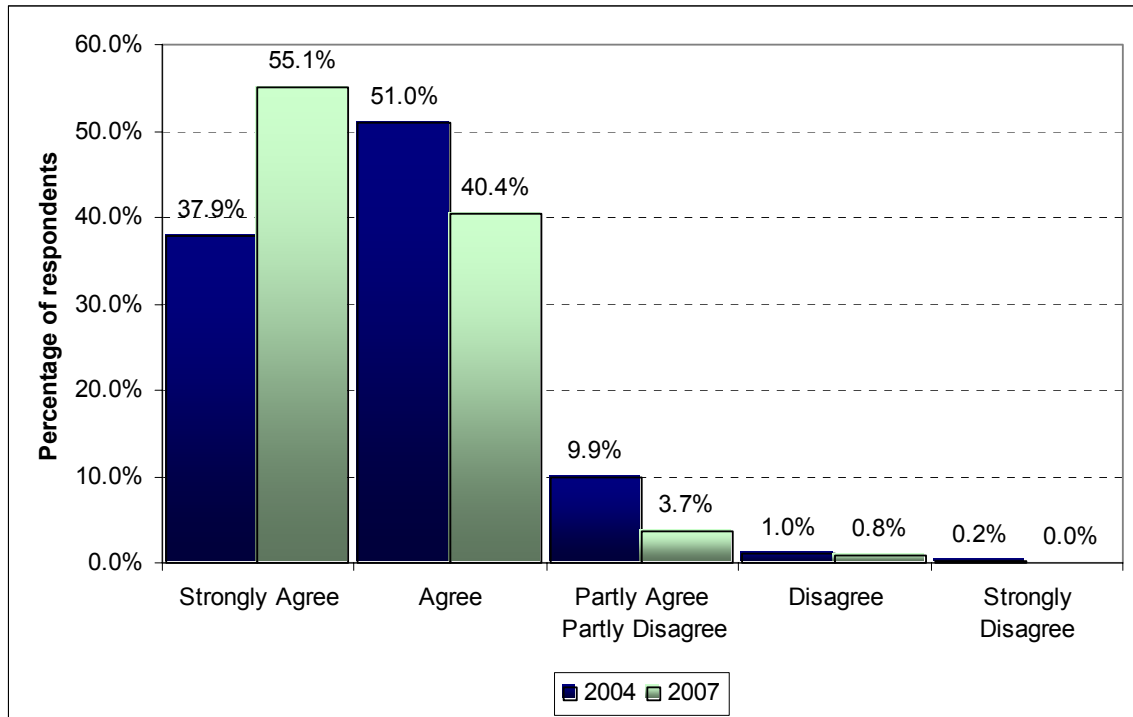


**Figure 1: Overview of 2007 Satisfaction Results - Referrals Process**

Figure 1 shows an overview of satisfaction with the referral process, as revealed by the 2007 survey results.

## 4.1.2 Timeliness of Referral Document

**Q2: Once LSS has approved a client for legal aid, I receive the referral document in an acceptable length of time.**



**Figure 2: Receipt of Referral Document in an Acceptable Length of Time**

- Over 95% of respondents agreed that referral documents were received in an acceptable length of time; less than 1% disagreed (see Figure 2).
- In comparison to 2004, respondents were more likely to agree in the 2007 survey.

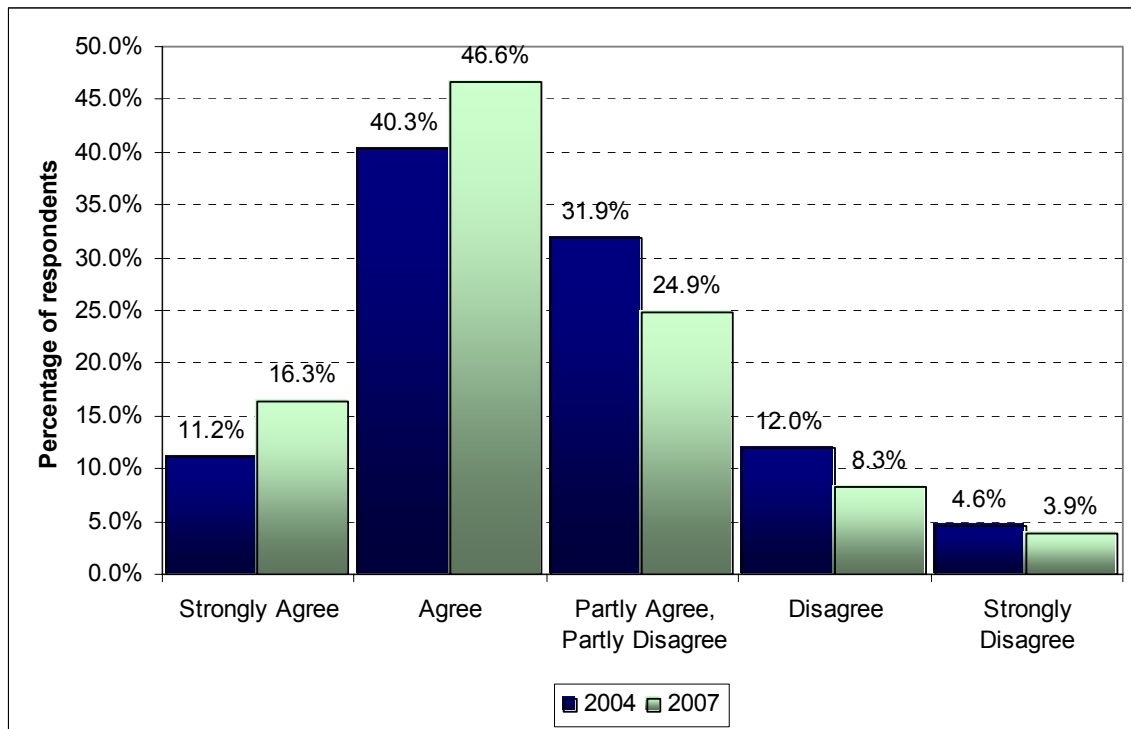
## 4.1.3 Completeness of Referral Document

**Q3: When I receive the referral document it contains all the information I need to proceed. (New Item for 2007)**

- 73% of respondents agreed that the referral document contained all the information they needed to proceed; just over 6% disagreed (see Figure 1).
- These levels of agreement were consistent across all demographic groupings tested.

#### 4.1.4 Ease of Getting Retainer Revised

**Q4: It is easy to get the retainer revised by LSS when changes are required.**



**Figure 3: Ease of Getting Retainer Revised**

- 11% of all respondents felt they did not have enough experience to answer this question.
- Of those who did answer: 63% agreed that it was easy to get the retainer revised by LSS when required; 12% disagreed (see Figure 3).
- In comparison to 2004, respondents were more likely to agree in 2007.

As in 2004, agreement was linked to type of case and gender:

- Criminal lawyers were more likely to agree; family lawyers were more likely to only partly agree.
- Male lawyers were more likely to agree than female lawyers; female lawyers were more likely to partly agree/partly disagree.



## 4.1.5 Anticipated Use of E-Referrals

**Q5: If an E-referral system was available, would you use it? (New Item for 2007)**

- 87% said they would use an E-Referral system if it were available.
- Although the numbers of lawyers with offices closest to the Kamloops and Terrace LSS centres were low, they appeared to be most likely to say they would use an E-Referral system. Lawyers nearest to the Vancouver and Victoria LSS centres were least likely to say this.

**Q6: Please explain why you would not use E-referrals. (New Item for 2007)**

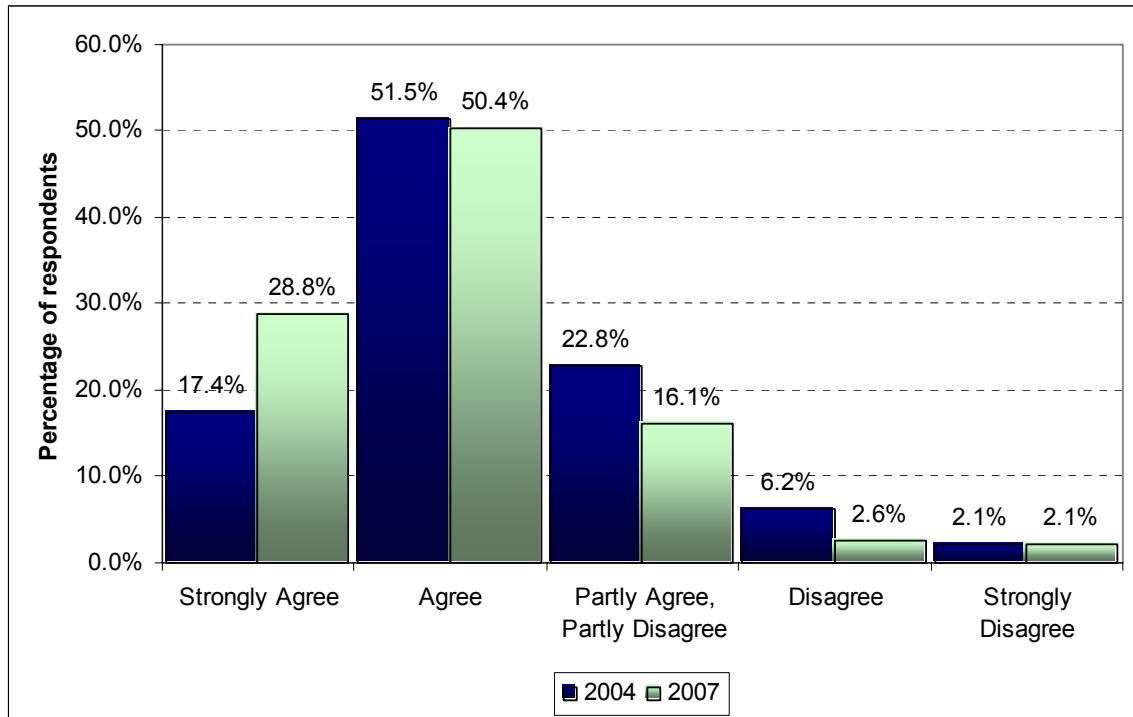
- Reasons were given by 45 lawyers (94% of those who indicated they would not use E-referrals) (see Table 1).
- The most common reason given was that the lawyer is often away from his/her computer and might miss the e-mail, and/or that office staff are present to receive referrals on the fax as they arrive. Respondents also expressed a preference for direct contact with the intake worker to discuss the case, and lack of comfort with computers and potential security issues.

**Table 1: Reasons for Not Using E-Referrals, 2007 (Q6)**

Major Reasons	Percent of All Comments (n = 54)	Number of Respondents (n = 45)
Concerned that email will be missed (often in court or away from computer) / office staff have access to fax	30%	16
Prefer to have direct contact with an intake worker to discuss the case	22%	12
Not comfortable with computers / concerned about security	20%	11
E-Referral would be less efficient than current system	13%	7
Prefer to work with paper / easier for record keeping	9%	5

#### 4.1.6 Overall Satisfaction with LSS Support for Referrals

**Q 7: Overall, I am satisfied with the support I receive from LSS with the referral process.**



**Figure 4: Overall Satisfaction with LSS Support for Referral Process**

- 79% of tariff lawyers agreed that they were satisfied with the support received for the referral process; less than 5% disagreed (see Figure 4).
- This is a significant improvement from the 2004 results where 69% indicated they were satisfied and 8% dissatisfied.
- Satisfaction appeared to be related to percentage of professional income obtained from LSS in 2006: lawyers who earned less than 25% of their income from LSS were most likely to be dissatisfied; those who earned between 51 and 75% were most likely to be satisfied. No such linkages were apparent in the 2004 results.

## 4.2 Authorizations

### 4.2.1 Experience with Authorizations

**Q8: *Have you ever submitted a request for authorization for fees or disbursements? (Minor Wording Change for 2007)***

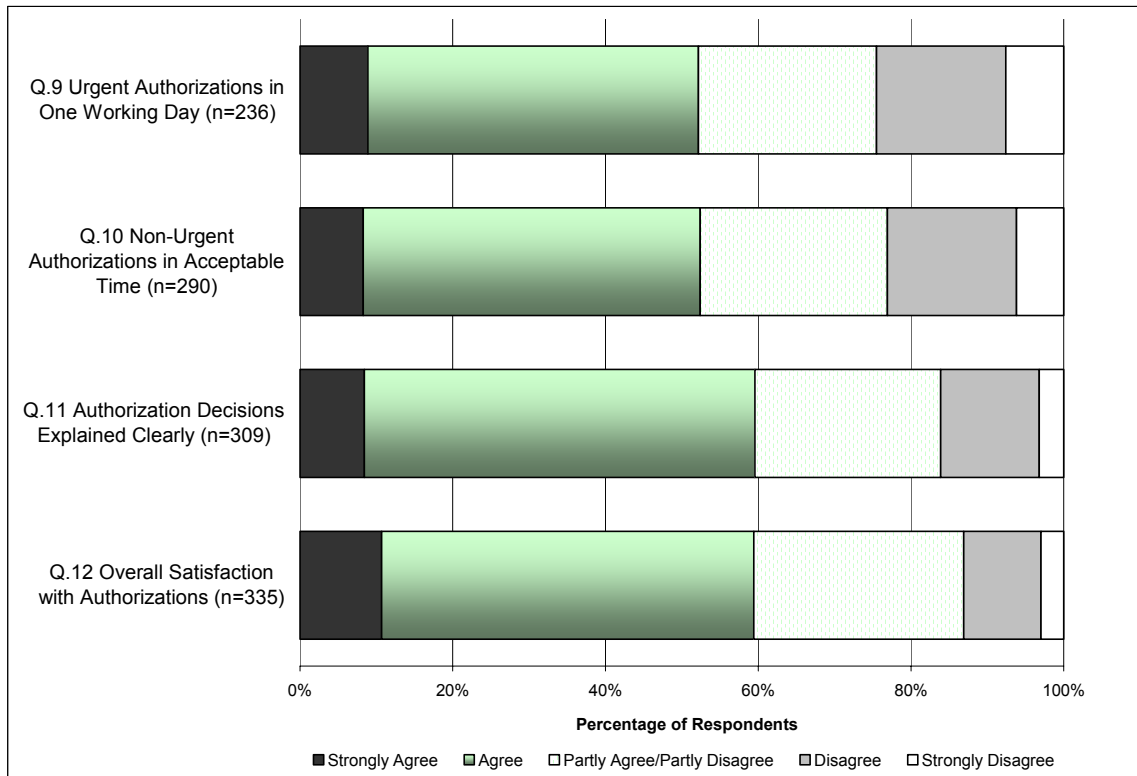
- 88% of all survey respondents reported having previously submitted a request for authorization for fees or disbursements. This was a significantly higher percentage than reported in 2004 (71%), although it should be noted that the question wording was slightly different.<sup>4</sup>
- Experience with the authorization process was related to a number of demographic variables. The lawyers who were least likely to have submitted a request were: those with less than 5 LSS clients in 2006, those with less than 3 years of work with LSS clients, the youngest lawyers (under age 30), and those with less than 5 years in the bar.

The remaining findings relating to authorizations (Q9-12) are based on the responses of only those lawyers who indicated they were experienced with the process (281 lawyers).

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<sup>4</sup> The corresponding question in the 2004 survey was “*Have you ever submitted a request for authorization or for extra/collapse fees?*”

## 4.2.2 Overview of Satisfaction with the Authorization Process

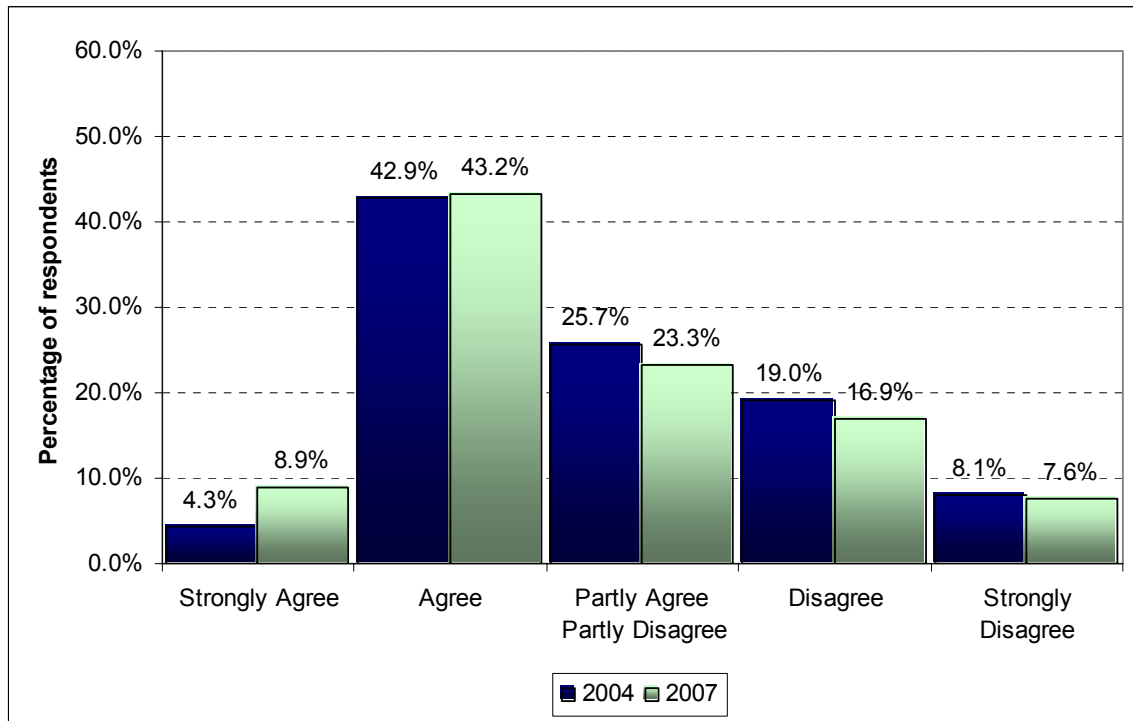


**Figure 5: Overview of 2007 Satisfaction Results - Authorization Process**

Figure 5 shows an overview of satisfaction with the authorization process, as revealed by the 2007 survey results.

### 4.2.3 Timeliness of Authorization Decisions

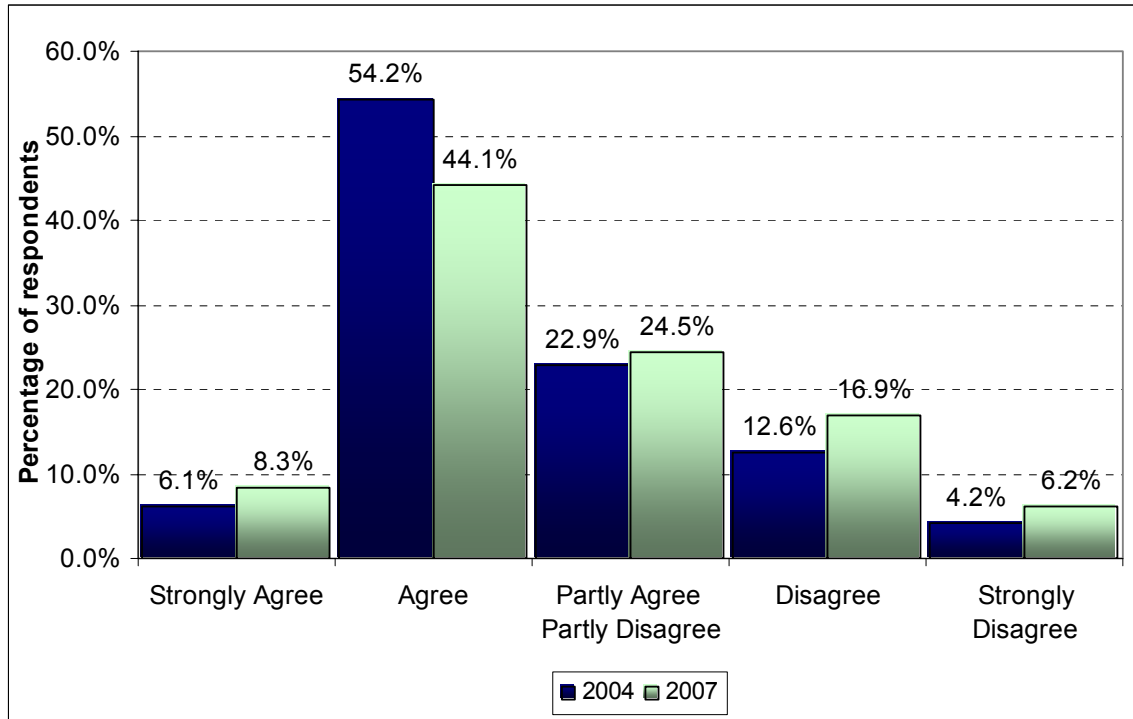
**Q9: LSS provides urgent authorization decisions within its guideline of one business day. (Minor Wording Change for 2007)**



**Figure 6: Urgent Authorization Decisions within One Business Day**

- 26% of those who had experience with the authorization process said they did not have enough experience to answer this question.
- Of those who did respond: 52% agreed that these decisions are provided within LSS' guideline of one business day; 25% disagreed; 23% partly agreed/partly disagreed (see Figure 6).
- This pattern of agreement was consistent across all demographic groupings tested.
- These results were not significantly changed from the 2004 survey.

**Q10: LSS provides non-urgent authorization decisions within its guideline of five business days. (Minor Wording Change for 2007)**



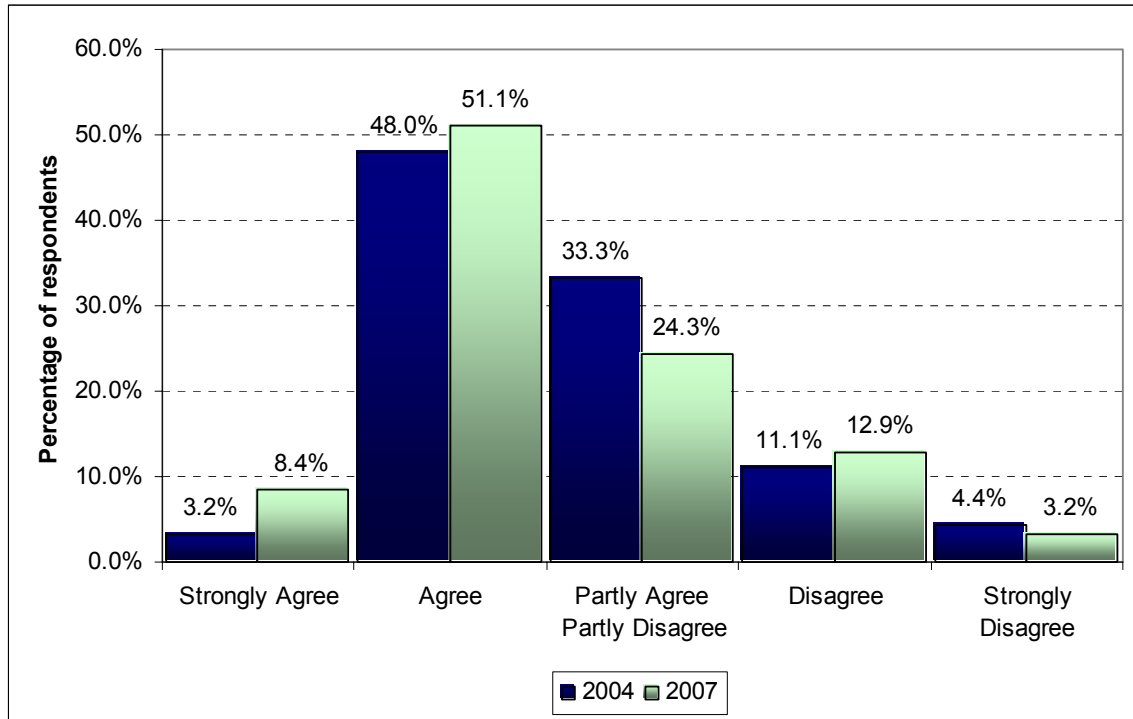
**Figure 7: Non-urgent Authorization Decisions within Five Business Days\***

\*Note change in question wording: 2004 question asked if non-urgent authorization decisions were made in an acceptable length of time.

- 12% of those who had experience with the authorization process said that they did not have enough experience to answer this question.
- Of those who did respond: 52% agreed that non-urgent authorizations were provided within LSS' guideline of five business days; 23% disagreed; 25% partly agreed/partly disagreed (see Figure 7).
- Lawyers who had fewer than 5 LSS clients in 2006 were most likely to agree; those with more than 40 clients were least likely to agree.
- The overall level of agreement is not significantly changed from the 2004 survey. It should be noted, however, that the question was altered in 2007. The 2004 survey asked if non-urgent authorization decisions were made in an acceptable length of time and what was an acceptable length of time. Two to five days was the choice of most (83%) lawyers.

## 4.2.4 Clarity of Authorization Decisions

**Q11: LSS explains its authorization decisions clearly.**

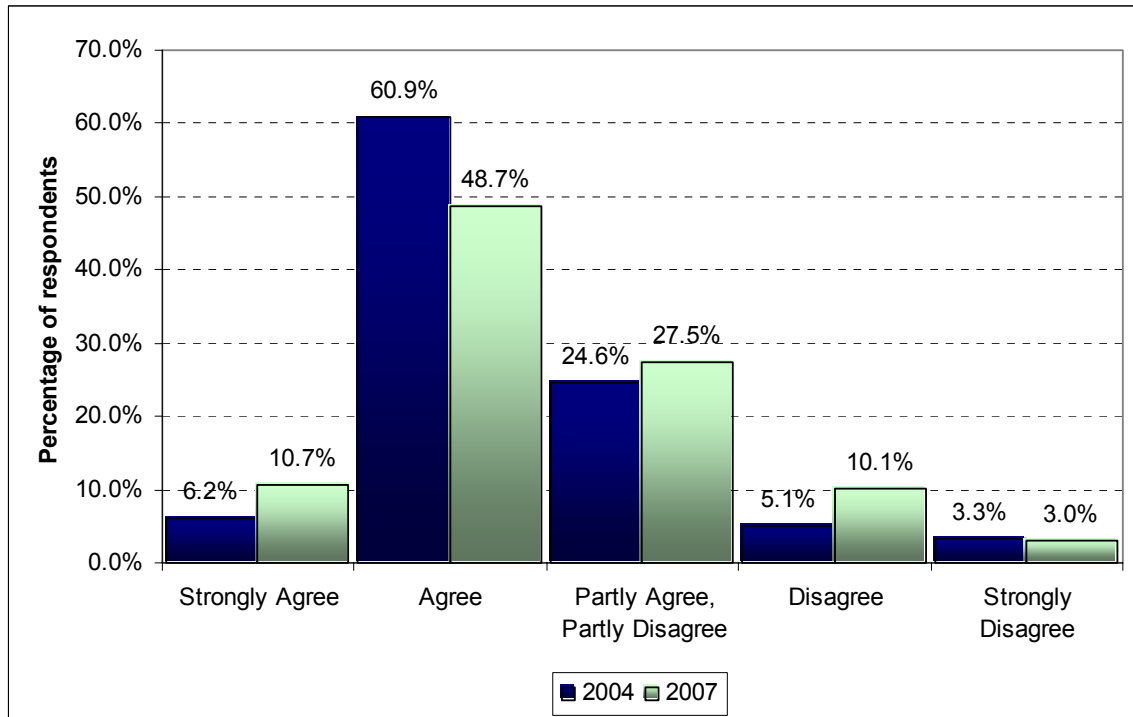


**Figure 8: Clarity of Authorization Decisions**

- 7% of those who had experience with the authorization process indicated they did not have enough experience to answer this question.
- Of those who did answer: nearly 60% of respondents agreed that authorization decisions were explained clearly by LSS; 15% disagreed (see Figure 8).
- This level of agreement was significantly higher than in the 2004 survey.
- Agreement did not appear to be related to any of the demographic variables assessed.

## 4.2.5 Overall Satisfaction with LSS Support for Authorizations

**Q12: Overall, I am satisfied with the support I receive from LSS with the authorization process.**



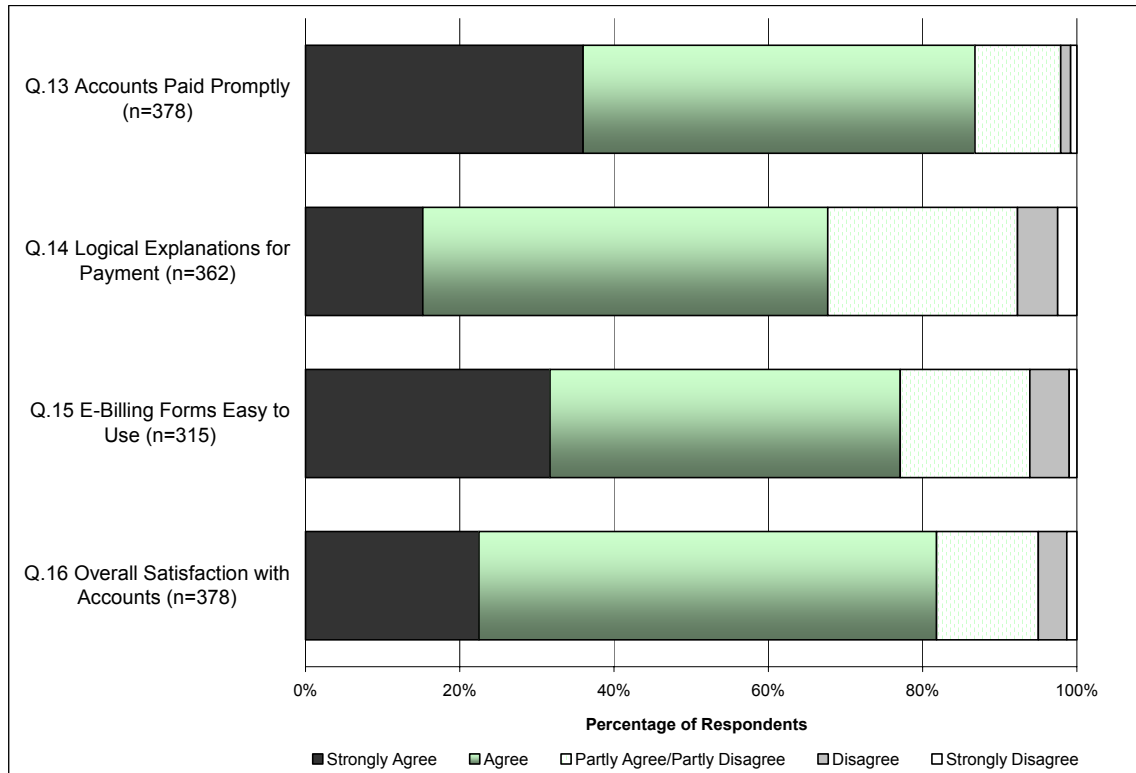
**Figure 9: Overall Satisfaction with LSS Support for Authorization Process**

- 59% of respondents indicated that they were satisfied with LSS support for the authorization process (see Figure 9).
- Although a higher percentage of respondents strongly agreed, overall the satisfaction was significantly lower than for the 2004 survey.
- Criminal and immigration lawyers were most likely to indicate that they were satisfied in 2007.
- No linkages with demographic variables were found in 2004.



## 4.3 Accounts

### 4.3.1 Overview of Satisfaction with the Account Payment Process

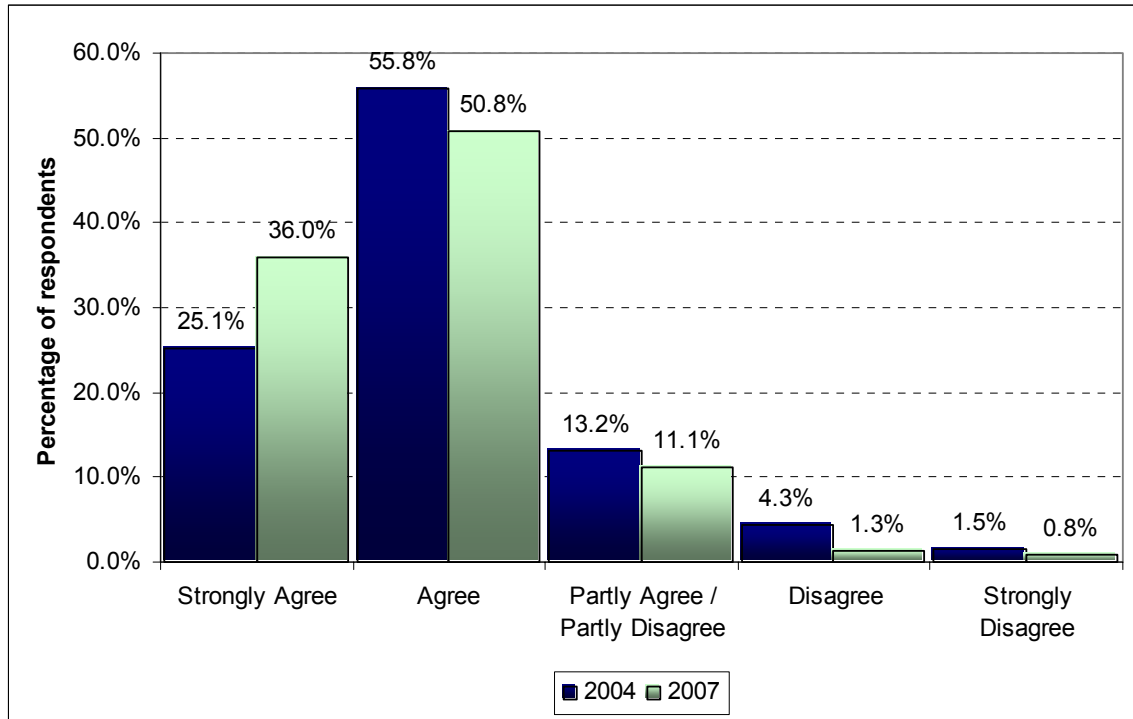


**Figure 10: Overview of 2007 Satisfaction Results - Accounts Process**

Figure 10 shows an overview of satisfaction with the accounts process, as revealed by the 2007 survey results.

## 4.3.2 Timeliness of Account Payment

**Q13: LSS pays my accounts within an acceptable length of time.**



**Figure 11: Timeliness of Account Payment Process**

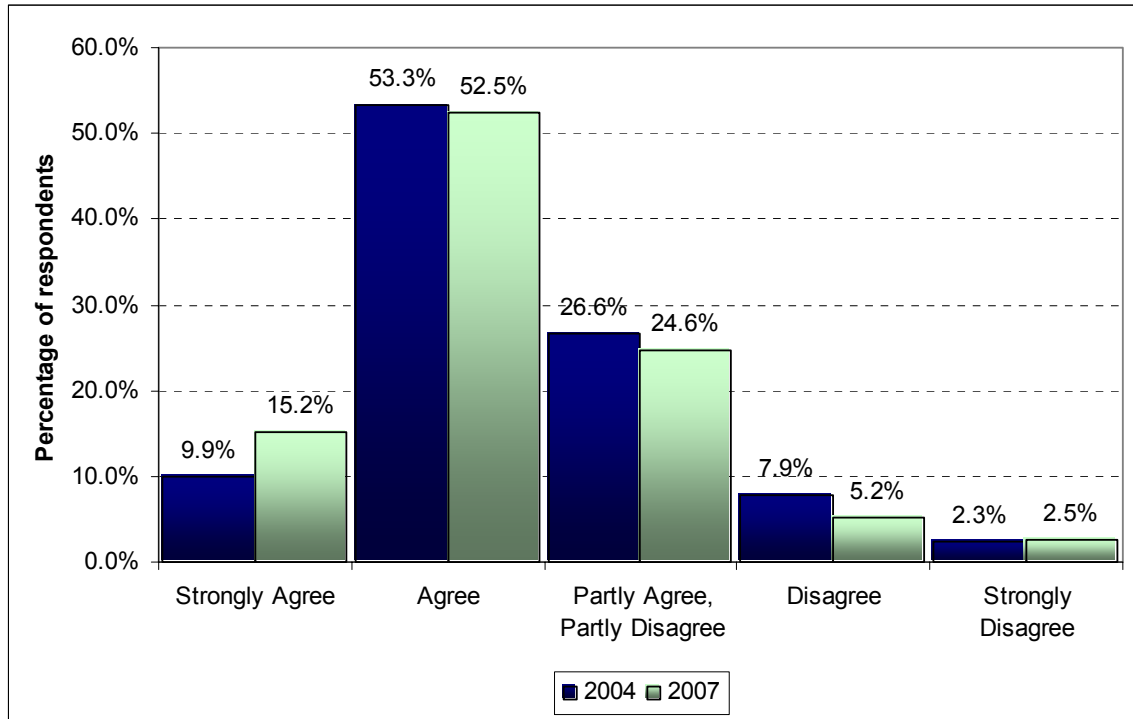
- 87% of respondents agreed that accounts were paid in an acceptable length of time; only 2% disagreed (see Figure 11).
- This was a significantly higher level of agreement than for the 2004 survey.
- In 2007, lawyers with fewer LSS clients were less likely to select 'strongly agree' and more likely to select 'agree'.

Agreement also appeared to be linked to percent of income derived from LSS work, years of experience with LSS, and years in the bar:

- Lawyers obtaining 25 to 50% of their income from LSS work in 2006 were least likely to agree and most likely to disagree.
- Lawyers with less than 3 years experience representing LSS were least likely to agree; those with 11 to 20 years were most likely to agree.
- Lawyers who had been in the bar less than 5 years were much less likely to agree than lawyers with more years in the bar.

### 4.3.3 Explanation of Payment Decisions

**Q14: LSS provides logical explanations for its payment decisions.**



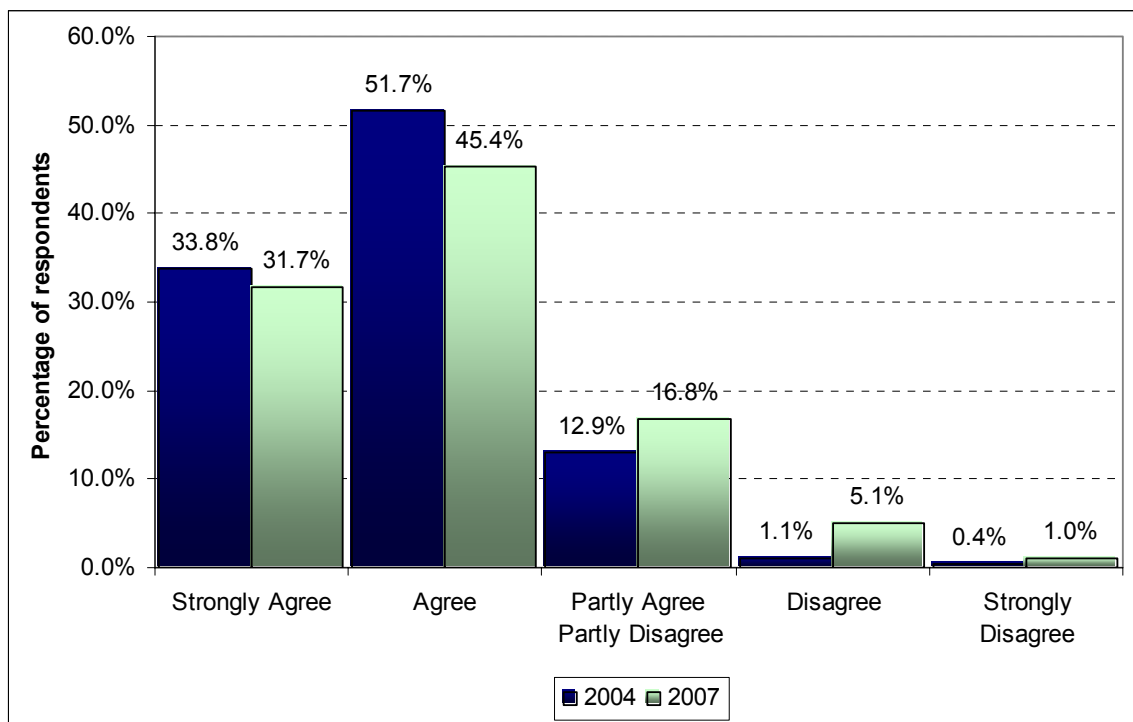
**Figure 12: Explanation of Payment Decisions**

- 4% of respondents said that they did not have enough experience to answer this question.
- Of those who answered: 68% of respondents agreed that LSS provides logical explanations for its payment decisions; 8% disagreed; 25% partly agreed/partly disagreed (see Figure 12). These percentages were not significantly changed from the 2004 survey.
- Agreement was linked to income obtained from LSS work in 2006: lawyers earning more than 75% of their total professional income from LSS were most likely to agree; those earning 51% to 75% were most likely to partly agree/partly disagree. Similar relationships were found in the 2004 survey.

#### 4.3.4 E-Billing

- 17% of respondents said that they do not use E-Billing. This is a significant change from 2004 when 33% of respondents indicated that they did not use E-Billing.
- As in 2004, and as expected, those who used E-Billing were more likely to be: those with more LSS clients in the past year, and those who obtained a higher percentage of their income from LSS work in the past year.

**Q15: I find the E-Billing forms easy to use.**



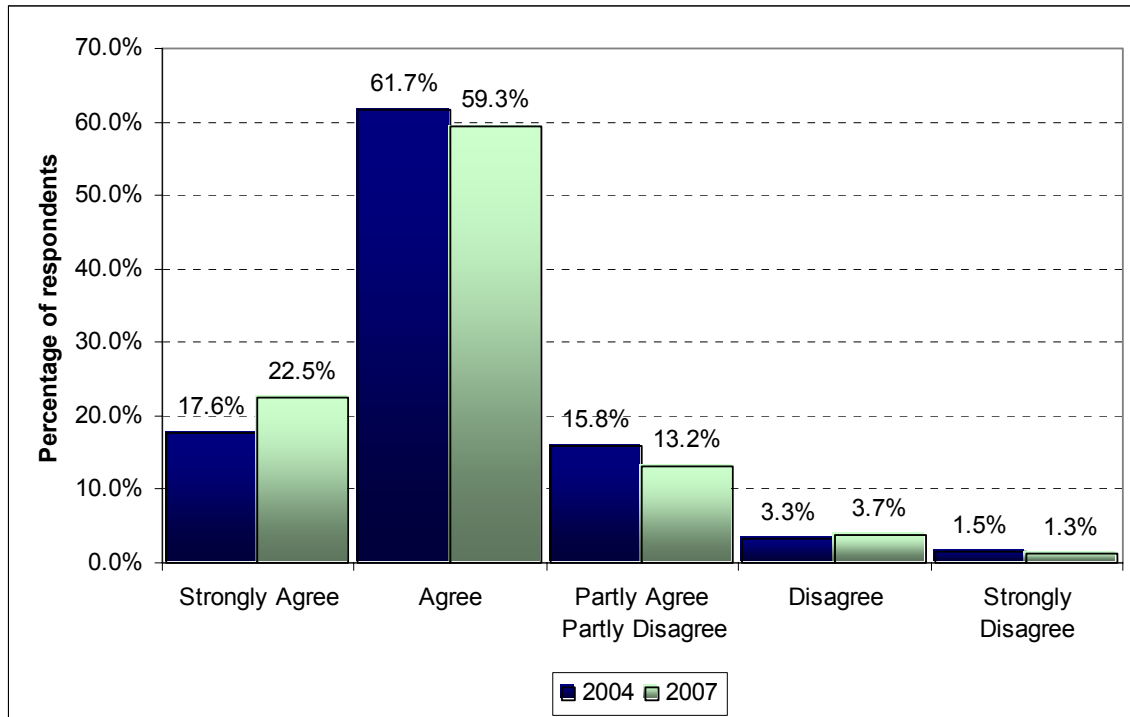
**Figure 13: Ease of Use of E-Billing Forms**

Among those who used E-Billing:

- 77% agreed that E-Billing forms were easy to use and 6% disagreed (see Figure 13).
- Levels of agreement were significantly lower than for the 2004 survey.
- Agreement in 2007 was linked to years in the bar: lawyers with less than 5 years and more than 25 years were least likely to agree that E-Billing forms were easy to use. These linkages were not present in the 2004 data.

### 4.3.5 Overall Satisfaction with LSS Support for Accounts

**Q16: Overall, I am satisfied with the support I receive from LSS with the payment process.**



**Figure 14: Overall Satisfaction with LSS Support for Account Payment Process**

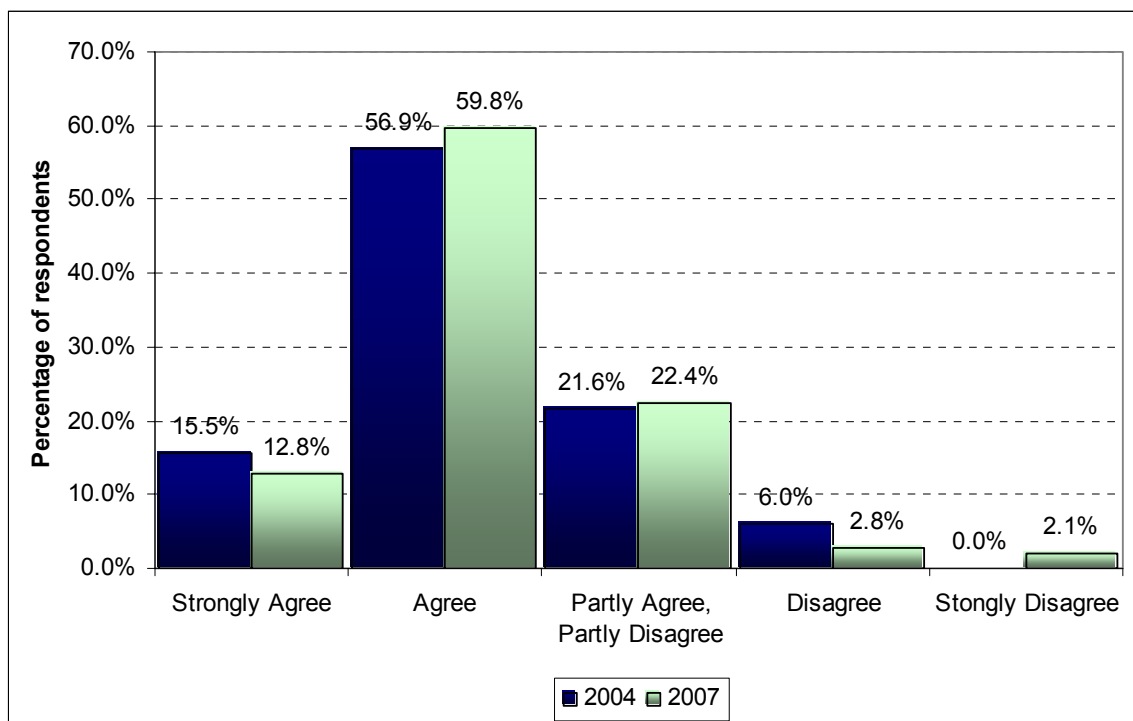
- 82% agreed that they were satisfied with the support received from LSS for the payment process; 5% disagreed (see Figure 14).
- This result is not significantly changed from 2004.
- Satisfaction appeared to be related to gender: male lawyers were more likely to agree that they were satisfied; female lawyers were more likely to only partly agree. This is consistent with 2004 when males indicated higher satisfaction than females.

## 4.4 Guide to Legal Aid Tariffs

### 4.4.1 Use of Online *Guide to Legal Aid Tariffs*

- Almost 75% of respondents indicated that they use the online guide. Ninety-six lawyers (25%) said they do not personally use the online guide.
- This is a significant increase in usage from 2004 when only 30% of respondents reported using the online version.
- In contrast to 2004, use of the online guide was not linked to any of the demographic variables tested. It was, however, strongly linked to use of E-Billing.

**Q17: When I use the online Guide to Legal Aid Tariffs, I can locate information easily. (Minor Wording Change for 2007)**



**Figure 15: Ease of Locating Information in Online Tariff Guide**

- Among those lawyers who use the online guide, 72% agreed that they can locate information easily in the guide.
- This percentage is not significantly changed from 2004 (see Figure 15), although it is based on a much larger number of users in 2007.

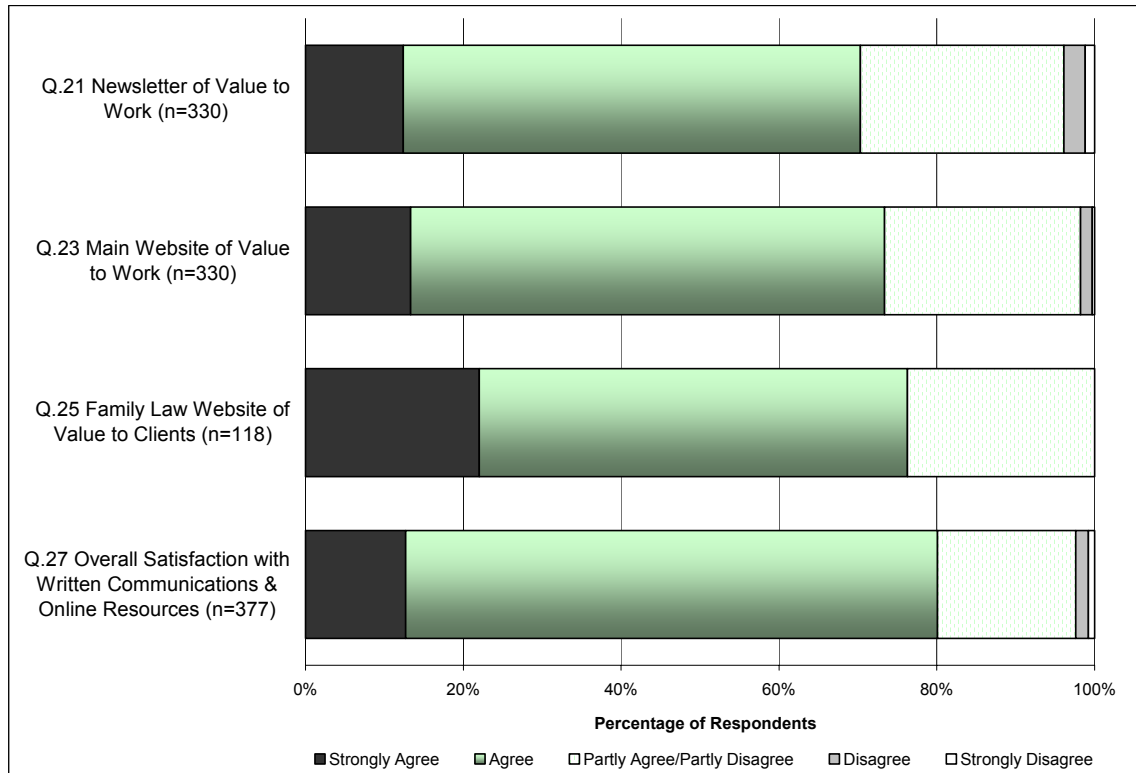
- Agreement appeared linked to percent of income obtained from LSS work: lawyers with less than 25% of their income from LSS were least likely to agree; those with more than 75% were most likely to agree. This linkage did not appear in the 2004 data.
- Those who said they found E-Billing forms easy to use (Q15) were also likely to say they found the online guide easy to use.

**Q18: When I use the online Guide to Legal Aid Tariffs, I typically...*(Print it from the LSS website and refer to it on paper; Refer to it directly online; or Do both of the above)* (New Item for 2007)**

- 40% of online guide users refer to it directly online; 23% print the guide from the website to use it; 37% use it both ways.
- Although the numbers of lawyers in these categories are small, it appears that the oldest lawyers (more than 60 years old) are most likely to print the guide, and the youngest lawyers (less than 30 years of age) are most likely to do both. Lawyers between the ages of 30 and 40 are most likely to refer to the guide online.

## 4.5 Written Communications and Online Resources

### 4.5.1 Overview of Satisfaction with Written Communications and Online Resources



**Figure 16: Overview of 2007 Satisfaction Results - Written Communications and Online Resources**

Figure 16 gives an overview of satisfaction with the written communications and online resources, as revealed by the 2007 survey results.



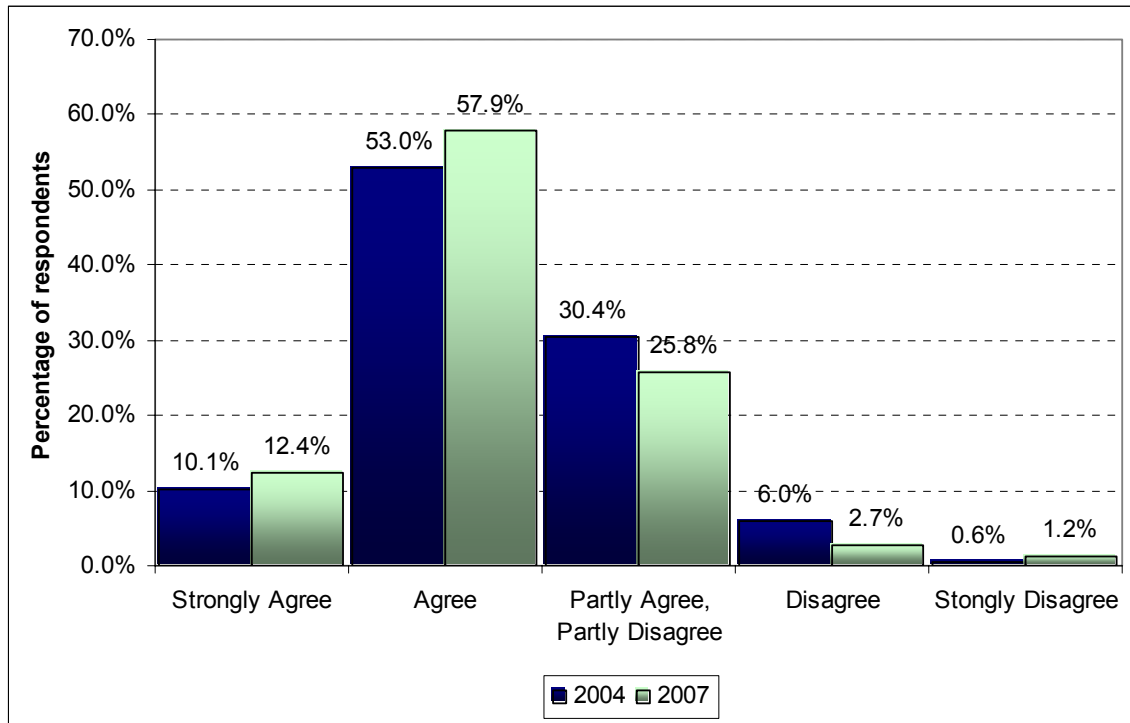
## 4.5.2 Use and Value of the *LSS Legal Aid Fax Newsletter*

**Q19: Do you receive the *LSS Legal Aid Fax newsletter* every month?**

**Q20: Do you read the *LSS Legal Aid Fax newsletter*?**

- 90% of respondents said they received the *LSS Legal Aid Fax* newsletter every month. This result is not significantly changed from the 2004 survey.
- 88% of respondents said they read the newsletter. This also is unchanged from 2004.
- Results were strongly correlated with numbers of LSS clients and percent of income from LSS work: lawyers with more clients and higher percentages of their income from LSS were more likely to say they received and they read the newsletter.
- Lawyers between the ages of 30 and 60 years, and lawyers with 3 to 10 years of experience representing LSS clients were most likely to say they received the newsletter every month. CFCSA and immigration lawyers also appeared most likely to say this, although the numbers of each were small (22 lawyers and 19 lawyers respectively).
- Although only 17 lawyers from Terrace answered this question, it appears that they were most likely to say they read the newsletter. Lawyers from Victoria were least likely to say this.

**Q21: The LSS Legal Aid Fax newsletter is of value in my work.**



**Figure 17: Value of LSS Legal Aid Fax Newsletter in Work**

- Less than 1% of those who read the newsletter said that they did not have enough experience to assess the value of the newsletter in their work.
- Of those who could answer: 70% of respondents agreed that the *LSS Legal Aid Fax* newsletter was of value in their work; 4% disagreed (see Figure 17).
- These results were not significantly changed from 2004.
- Agreement appeared to be linked to numbers of LSS clients in 2006 and percent of professional income from LSS work in 2006. Lawyers with less than 5 clients were least likely to agree that the newsletter was of value in their work and most likely to only partly agree. Lawyers with more than 25% of their income coming from LSS work were most likely to agree that it was valuable; those with less than 5% of their income from LSS were most likely to partly agree.

### 4.5.3 Use and Value of the LSS Main Website

**Q22: On the LSS main website, which of the following online resources for lawyers have you used? (Wording Changes for 2007)**

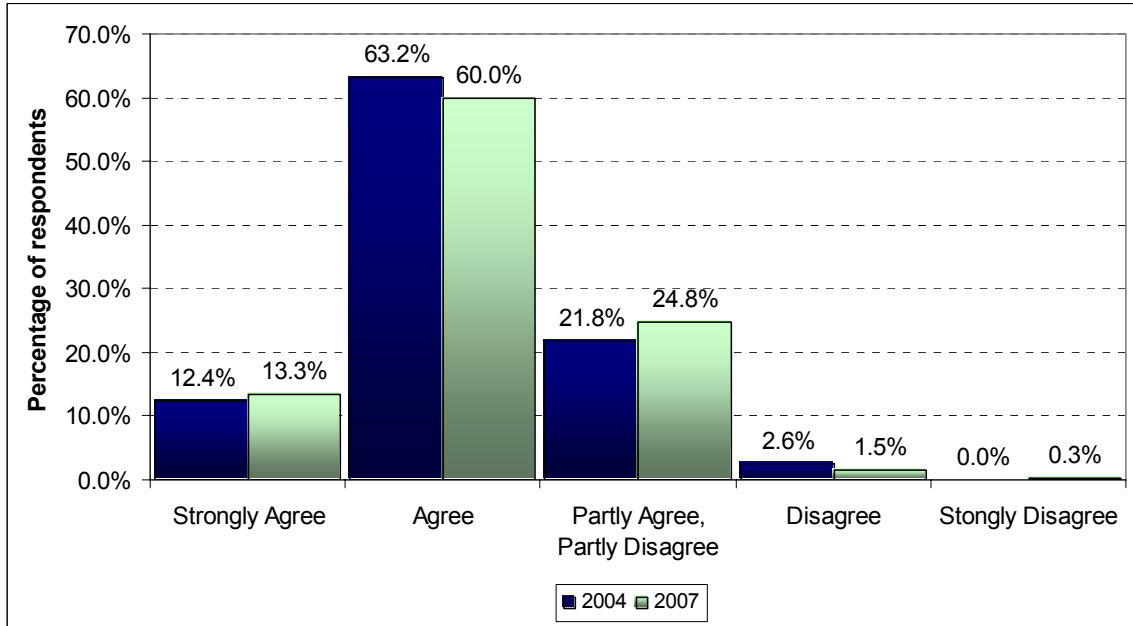
- Only forty-seven lawyers (12% of respondents) said they do not use the main LSS website. This has improved from 2004 when 37% said they did not use it.
- Use of the website was linked to years of LSS work — those with more years of representing LSS clients were less likely to use the website.
- Lawyers doing mainly criminal cases were least likely to use the website and lawyers with less than 5 years in the bar were most likely to use it. Although their numbers are small, it appears that lawyers in offices closest to the Kamloops and Terrace regional centres were also least likely to use the website.
- In contrast to 2004, use of the main LSS website did not appear to be related to reliance on LSS for professional income or to number of LSS clients in the past year.
- The website section used most often was '*Billing and authorization forms*' (selected by 91% of those who used the site). The section used least often was '*Information about quality assurance*' (see Table 2).

**Table 2: Usage of Different Sections of the LSS Main Website, 2007 (Q22)**

<b>Website Sections</b>	<b>Percent of All Selections (n = 748)</b>	<b>Number of Respondents* (n = 331)</b>
<i>Billing and authorization forms</i>	40%	301
<i>Information about LSS programs and policies</i>	22%	167
<i>Practice resources</i>	21%	156
<i>Opinion letter questionnaires</i>	14%	102
<i>Information about quality assurance</i>	3%	22

\*Note: Most respondents indicated that they used more than one of the sections of the LSS main website.

**Q23: The information on the LSS main website is of value in my work.**  
(Minor Wording Change for 2007)



**Figure 18: Value of Information on LSS Main Website**

- 73% of those who use the LSS main website agreed that the information was of value in their work; just under 2% disagreed (see Figure 18).
- This pattern was consistent across all demographic variables tested.
- In contrast, in 2004, those who had worked longer for LSS rated the value of the website higher.

#### 4.5.4 Use and Value of the *Family Law in BC* Website

**Q24: Please indicate the sections of the LSS Family Law in BC website to which you refer your clients on a regular basis. (New Item for 2007)**

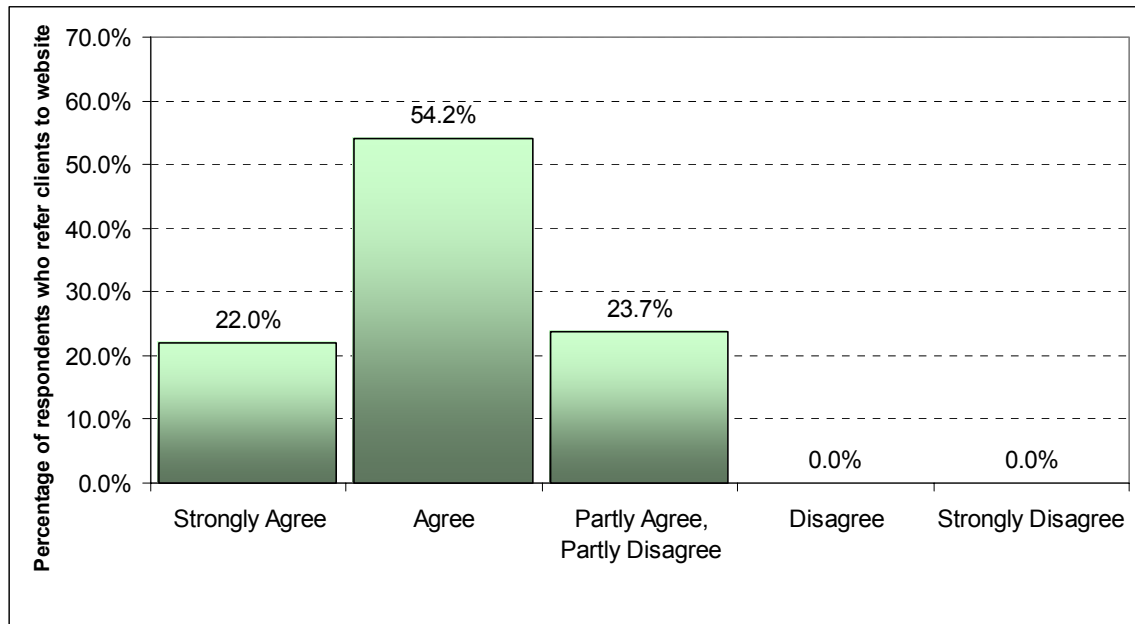
- 82% of respondents said they do not refer clients to the website.
- No lawyers under the age of 30 reported referring clients to the website.
- Use of the website was strongly related to type of LSS case taken in 2006: Family and CFCSA lawyers appeared most likely to refer clients to this website; criminal and immigration lawyers appeared least likely to do this. Forty percent of all family lawyers, and thirty-two percent of all CFCSA lawyers who responded to the survey, reported that they refer clients to the *Family Law in BC* website.
- Among those who do use the website, the sections referred to clients most often were the 'Self-help guide' (68% of users) and the 'Court forms' (62% of users) (see Table 3). The sections referred to clients least were 'Definitions', 'Your community', and 'Videos'.

**Table 3: Sections of *Family Law* Website Referred to Clients Regularly, 2007 (Q24)**

Website Sections	Percent of All Selections (n = 188)	Number of Respondents* (n = 68)
<i>Self-help guide</i>	25%	46
<i>Court forms</i>	22%	42
<i>Your legal issue</i>	11%	20
<i>Homepage</i>	10%	19
<i>Getting help</i>	9%	17
<i>Fact sheets</i>	6%	12
<i>Legislation</i>	6%	11
<i>Publications</i>	5%	10
<i>Definitions</i>	2%	4
<i>Videos</i>	2%	4
<i>Your community</i>	2%	3

\*Note: Most respondents indicated that they used more than one of the sections of the LSS *Family Law in BC* website.

**Q25: The information on the LSS Family Law in BC website is of value to my clients. (New Item for 2007)**



**Figure 19: Value of Information on Family Law Website to Clients**

- Of those who referred clients to the LSS *Family Law in BC* website, less than 2% said they did not have enough experience to assess its value to their clients.
- Of those who did have enough experience, 76% agreed that it was of value to their clients and no one disagreed (see Figure 19).
- Lawyers who had represented LSS clients for between 3 and 20 years were most likely to strongly agree that the website was of value to their clients; those with over 20 years of experience with LSS were most likely to only partly agree.

#### 4.5.5 Written Communication with LSS

**Q26: When LSS communicates to you in writing, which of the following methods would you prefer they use? (Fax; E-mail; Postal Service) (Wording Changed for 2007)**

- 49% of respondents chose fax as their preferred method for communication by LSS; 48% chose e-mail (see Table 4). Only 3% chose the postal service.
- These results are very similar to the 2004 survey where the preference for fax over e-mail was just slightly larger.

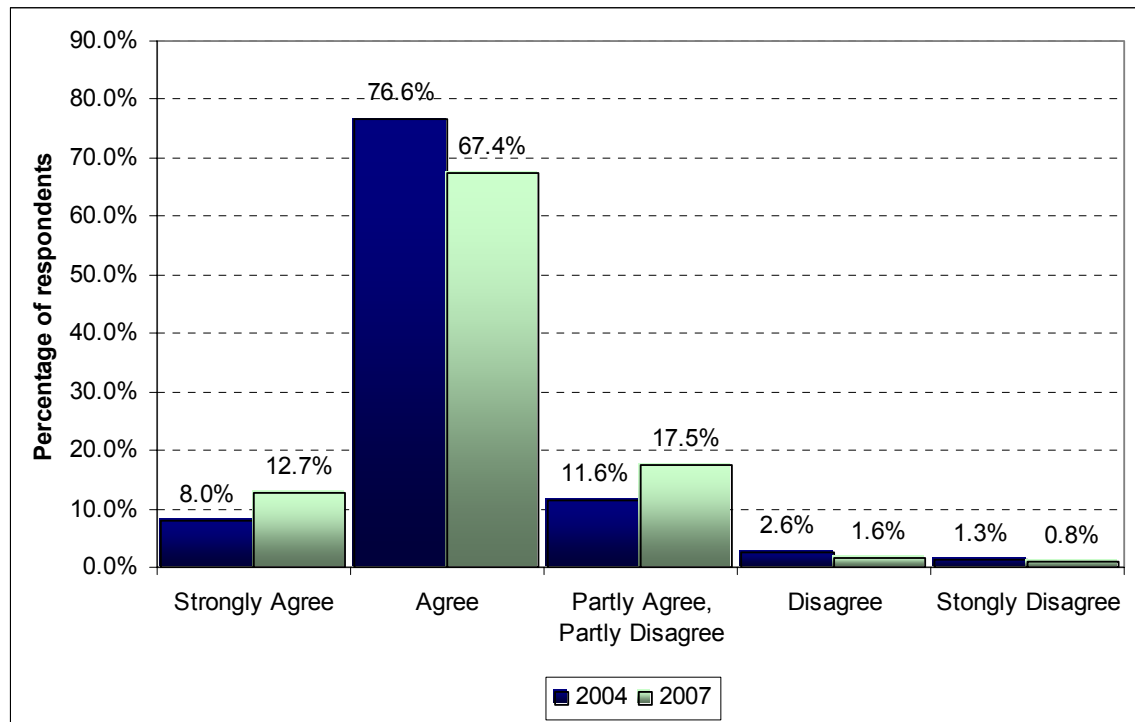
**Table 4: First Preference for Written Communications from LSS (Q26)**

Method	Percent of Respondents Selecting As 1 <sup>st</sup> Choice* in:	
	2007	2004
Fax	49%	50%
E-mail	48%	46%
Postal Service	3%	4%
LSS website	Not Asked	1%

\*Note: In 2004, respondents were asked to rank their top two choices for methods of communicating in writing. In 2007, respondents were asked to select their first choice (only) for methods of communicating in writing. The LSS website was not included as a choice in the 2007 survey.

## 4.5.6 Overall Satisfaction with LSS Written Communication and Online Resources

**Q27: Overall, I am satisfied with the written communications and online resources I receive from LSS (letters, faxes, e-mails, websites, newsletter). (Minor Wording Change for 2007)**



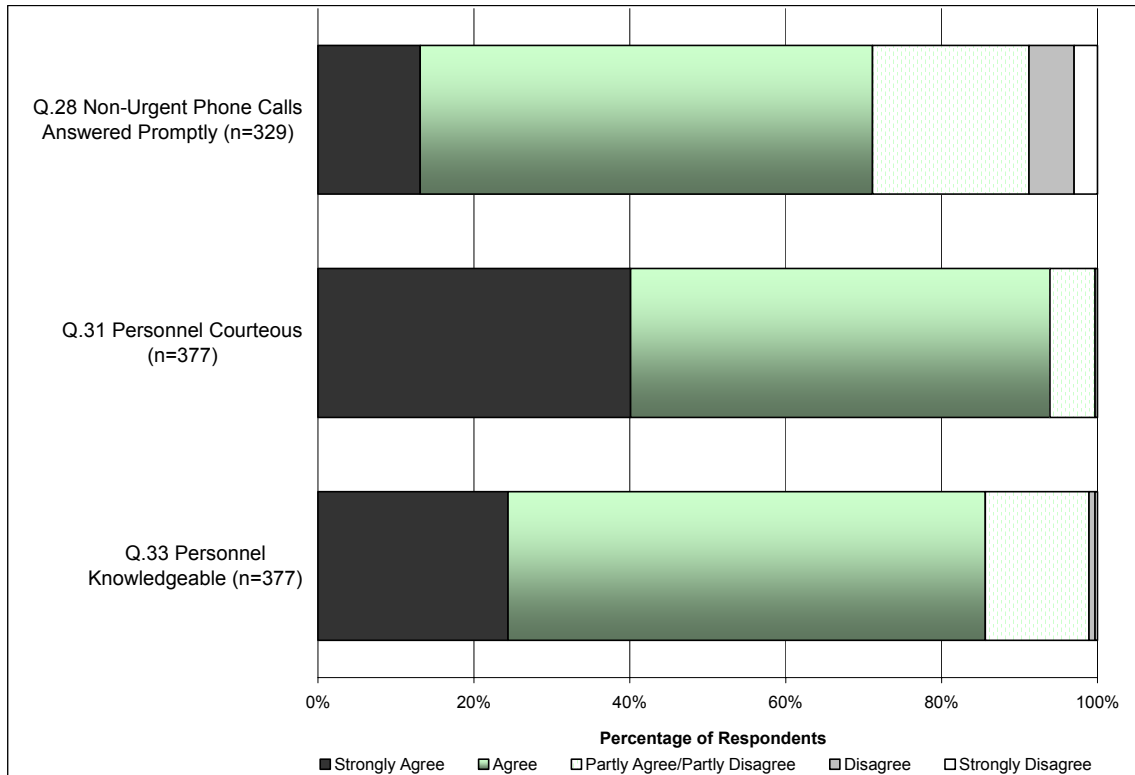
**Figure 20: Overall Satisfaction with Written Communications and Online Resources Received from LSS**

- 80% of respondents agreed that they were satisfied overall with the written communications and online resources from LSS; less than 4% disagreed (see Figure 20).
- Although this result was 85% in 2004, the proportion of respondents who strongly agreed was significantly higher in 2007.



## 4.6 Overall LSS Support for Tariff Lawyers

### 4.6.1 Overview of Satisfaction with Aspects of LSS Service Quality

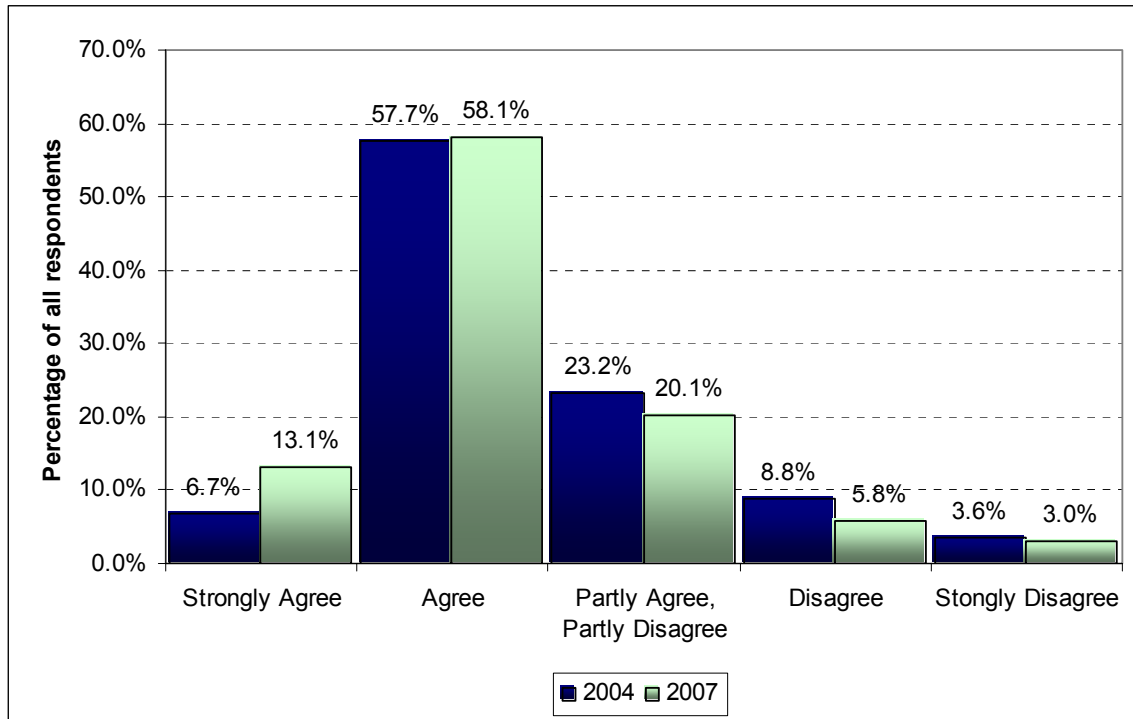


**Figure 21: Overview of 2007 Satisfaction Results - LSS Service Quality**

Figure 21 gives an overview of satisfaction with the service quality at LSS, as revealed by the 2007 survey results.

## 4.6.2 Responsiveness to Telephone Inquiries

**Q28: When I make non-urgent phone calls to LSS, I get an answer to my inquiry within two business days. (Minor Wording Change for 2007)**



**Figure 22: Non-Urgent Phone Inquiries Answered Promptly**

- 13% of respondents did not have enough experience to answer these questions.
- Of those who could answer, 71% of respondents agreed that LSS answered non-urgent phone inquiries within two business days; less than 9% disagreed (see Figure 22).
- A larger percentage of respondents strongly agreed with this statement in 2007 than in 2004.
- As in 2004, the response patterns were consistent across all the demographic groupings tested.

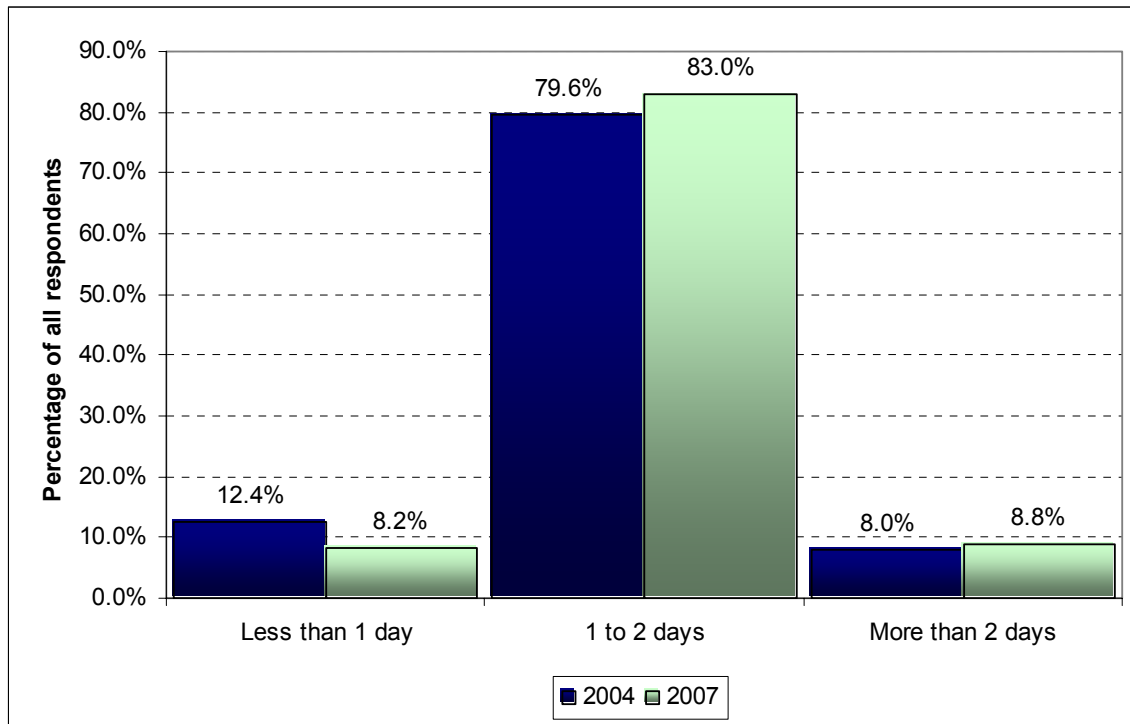
**Q29: Please indicate the area(s) of LSS where you have not received an answer to a non-urgent phone inquiry within two business days (Referral; Authorization; Accounts). (Minor Wording Change for 2007)**

- The 95 lawyers (29% of respondents) who did not agree that non-urgent phone inquiries were answered within two business days made a total of 146 negative citations (see Table 5). These numbers have dropped from 2004 when 139 lawyers made 206 negative citations.
- The percentages of all negative citations that were directed at each of the three areas were not significantly changed from 2004 (see Table 5):
  - As in 2004, authorizations was the area cited most often as not responding within two business days. Those lawyers who cited authorizations for not responding promptly were also those who were most likely to disagree that urgent authorization decisions were received within one day (Q9), to disagree that non-urgent authorization decisions were received with five business days (Q10), and to disagree that they were satisfied overall with the support for authorizations (Q12).
  - As in 2004, referrals was cited the fewest times.
- No connection was found between the likelihood of a lawyer citing an area and any of the demographic variables tested.

**Table 5: Areas of LSS Not Responding to Non-Urgent Phone Inquiries Within Two Business Days (Q29)**

Area	Number of Respondents Citing Area in 2007 (n = 95)	Percent of All Negative Citations in 2007 (n = 146)	Percent of All Negative Citations in 2004 (n = 206)
Referrals	39	27%	26%
Authorizations	63	43%	44%
Accounts	44	30%	30%

**Q30: In your opinion, what is an acceptable length of time to wait for an answer to a non-urgent telephone inquiry?**



**Figure 23: Acceptable Wait Time for Response to Non-Urgent Phone Inquiry**

- 83% of respondents indicated that 1-2 days would be acceptable; 8% chose less than 1 day; 9% chose more than 2 days (see Figure 23).
- These percentages were not significantly changed from the 2004 results.
- In general, female lawyers tended to choose shorter response times than male lawyers.

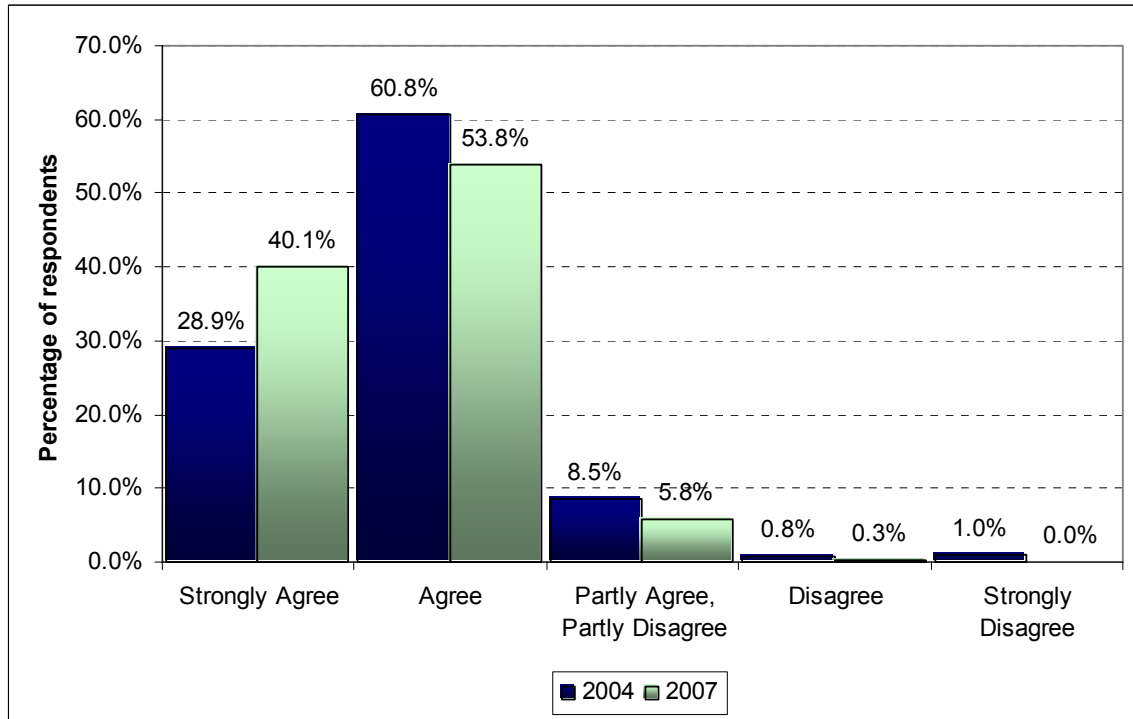
- Overall, for those who indicated wait times were unacceptable in specific areas in 2007 (Q29), expectations appeared slightly lower for authorizations; i.e., the percent of respondents expecting responses in less than one day (Q30) was smallest for authorizations, and the percentage expecting responses in more than 2 days was highest for authorizations (see Table 6).
- In comparison to 2004, the percentages wanting the fastest response time (less than 1 day) increased for accounts and fell for referrals.

**Table 6: Acceptable Wait Times (Q30) for Respondents Who Were Not Satisfied with the Wait Time for Non-Urgent Phone Inquiries in Each Area (Q29)  
2007 Compared to 2004**

Acceptable Wait Time	Percent of Respondents Saying Wait Unacceptable in:					
	Referrals		Authorizations		Accounts	
	2007 (n=93)	2004 (n=54)	2007 (n=63)	2004 (n=90)	2007 (n=44)	2004 (n=62)
< 1 day	16%	20%	13%	13%	18%	13%
1-2 days	77%	72%	75%	79%	75%	76%
> 2 days	6%	7%	13%	9%	7%	11%

### 4.6.3 Courteousness of LSS Personnel

**Q31: When I contact LSS their personnel are courteous.**



**Figure 24: LSS Personnel Courteous When Contacted**

- 94% of respondents indicated that LSS personnel were courteous when contacted; less than 1% indicated they were not courteous (see Figure 24).
- In comparison to 2004, respondents were much more likely to strongly agree with this statement and much less likely to strongly disagree.
- Female lawyers were less likely to strongly agree than male lawyers. This was also the case in 2004. However, in contrast to 2004, levels of agreement showed no relationship to percent of income obtained from LSS work.

**Q32: Please indicate the area(s) of LSS where personnel were not courteous. (Referral; Authorization; Accounts)**

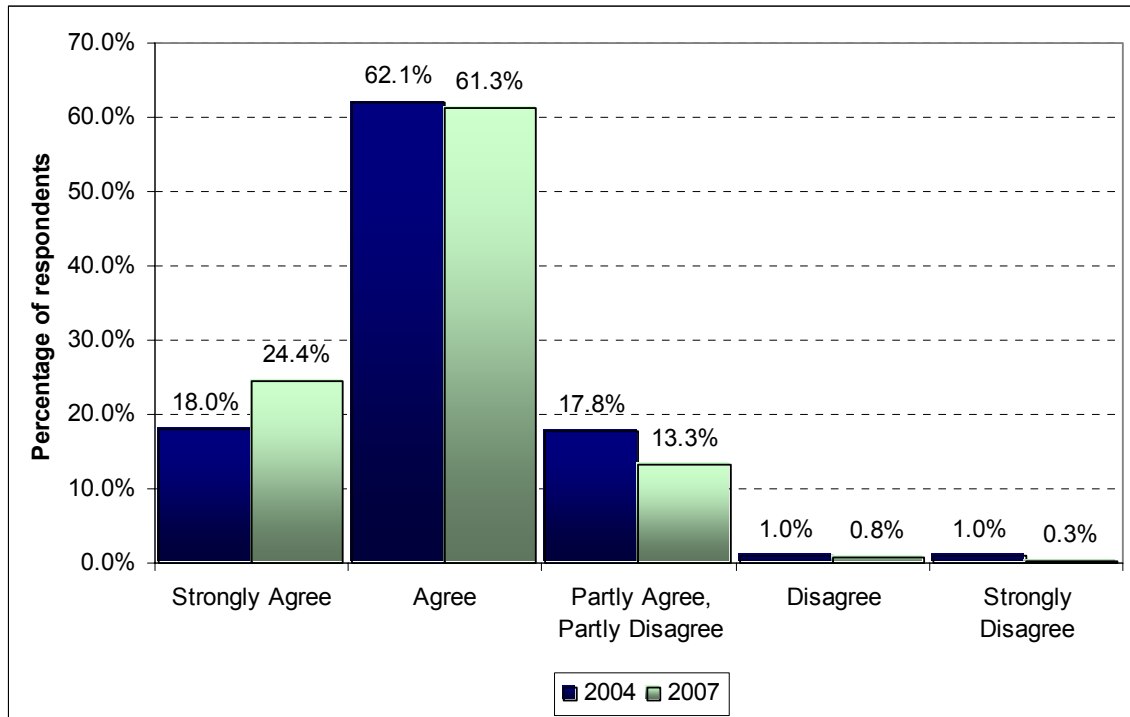
- Twenty-three lawyers indicated that personnel in specific areas of LSS were not courteous when contacted. In total, they made 34 negative citations regarding courteousness. Both of these numbers are lower than for the 2004 survey.
- As in 2004, accounts was the area cited most often for lack of courtesy (see Table 7).
- Referrals was cited least often. This is also unchanged from 2004.
- There were no apparent relationships with the demographic variables tested.

**Table 7: Areas of LSS Where Personnel Were Not Courteous (Q32)**

Area	Number of Respondents Citing Area in 2007 (n = 23)	Percent of All Negative Citations in 2007 (n = 34)	Percent of All Negative Citations in 2004 (n = 62)
Referrals	8	24%	23%
Authorizations	11	32%	35%
Accounts	15	44%	42%

#### 4.6.4 Knowledge of LSS Personnel

**Q33: When I contact LSS, their personnel are knowledgeable.**



**Figure 25: LSS Personnel Knowledgeable When Contacted**

- 86% agreed that LSS personnel were knowledgeable when contacted; only 1% disagreed (see Figure 25).
- These results are more positive than the 2004 percentages although the differences are not statistically significant.

**Q34: Please indicate the area(s) of LSS where you found the personnel were not knowledgeable. (Referral; Authorization; Accounts)**

- Fifty-six lawyers made a total of 78 negative citations for areas not having knowledgeable personnel (see Table 8). Both of these numbers have dropped since 2004.
- Accounts was named most often for having personnel who were not knowledgeable. This represents a change in the relative order of dissatisfaction by area – in 2004, authorizations was the area cited most often for having personnel who were not knowledgeable.



- The lawyers who said accounts did not have knowledgeable staff, were also most likely to disagree that LSS provided logical explanations for its payment decisions, and most likely to indicate that they were not satisfied with overall support for payments.
- Referrals was cited least often for not having knowledgeable staff. This is the same as in 2004.
- In 2007, lawyers who cited referrals for not having knowledgeable staff were most likely to be those who had represented LSS for less than 3 years. No other relationships were found between the demographic variables tested and lawyers who cited specific areas for lack of knowledgeable personnel.

**Table 8: Areas of LSS Where Personnel Were Not Knowledgeable (Q34)**

<b>Area</b>	<b>Number of Respondents Citing Area in 2007 (n = 56)</b>	<b>Percent of All Negative Citations in 2007 (n = 78)</b>	<b>Percent of All Negative Citations in 2004 (n = 118)</b>
Referrals	21	27%	26%
Authorizations	28	36%	41%
Accounts	29	37%	33%

#### 4.6.5 Use of LSS Services for Non-LSS Clients

**Q35: Have you directed non-LSS clients to the other services that LSS provides (e.g., Brydges Line, Criminal duty counsel, Family duty counsel, LSS Call Centre, Family Law in BC website, LawLINE, LSS publications, Legal Information Outreach Workers)?**  
(Minor Wording Change for 2007)

- 58% of respondents reported that they referred non-LSS clients to other services provided by LSS. This is a slight drop but not significantly less than in 2004 (62%).
- As in 2004, lawyers with the most LSS clients were most likely to refer non-LSS clients to other LSS services. Lawyers with less than 3 years of service with LSS were much less likely to do this.

**Q36: To which of the following other LSS services have you directed non-LSS clients? (Brydges Line; Criminal duty counsel; Family duty counsel; LSS Call Centre; Family Law in BC website; LawLINE; LSS publications; Legal Information Outreach Workers; Other)**  
(Minor Wording Change for 2007)

- On average, those who had directed non-LSS clients to other LSS services had referred them to 3 other services. This is an increase over 2004 when the average was 2 services referred per lawyer.
- As in 2004, Family Law duty counsel and Criminal duty counsel were the services referred most (see Table 9). Legal Information Outreach Workers, not included in the 2004 survey, was the service referred least in 2007.
- When the services not included in the 2004 survey are removed from the data, there is no change between years in the percent of all referrals constituted by any one service.

**Table 9: Referral of Non-LSS Clients to Other LSS Services (Q35 & 36)**

<b>Service</b>	<b>Number of Respondents Referring in 2007 (n = 218)</b>	<b>Percent of All Referrals in 2007 (n = 640)</b>	<b>Percent of All Referrals in 2004 (n = 561)</b>
Family Law duty counsel	165	26%	32%
Criminal duty counsel	151	24%	31%
LSS Call Centre	94	15%	Not Asked
Law Line	59	9%	13%
<i>Family Law in BC</i> website	46	7%	11%
LSS publications	45	7%	9%
Brydges Line	34	5%	5%
Legal Information Outreach Workers	30	5%	Not Asked
Other LSS Services*	16	3%	

\*Other LSS Services' identified (each by only one respondent) were: Access Justice, CBA Lawyer Referral, court forms, coverage, Family Justice Centre, Family Justice Counsellor, Head Office for [telephone] numbers, intake at various locations, intake workers, law students, law centre, lawyer referral service and clinics, legal aid office, local legal aid office, LSS computer in local library, and the UBC law students clinic.

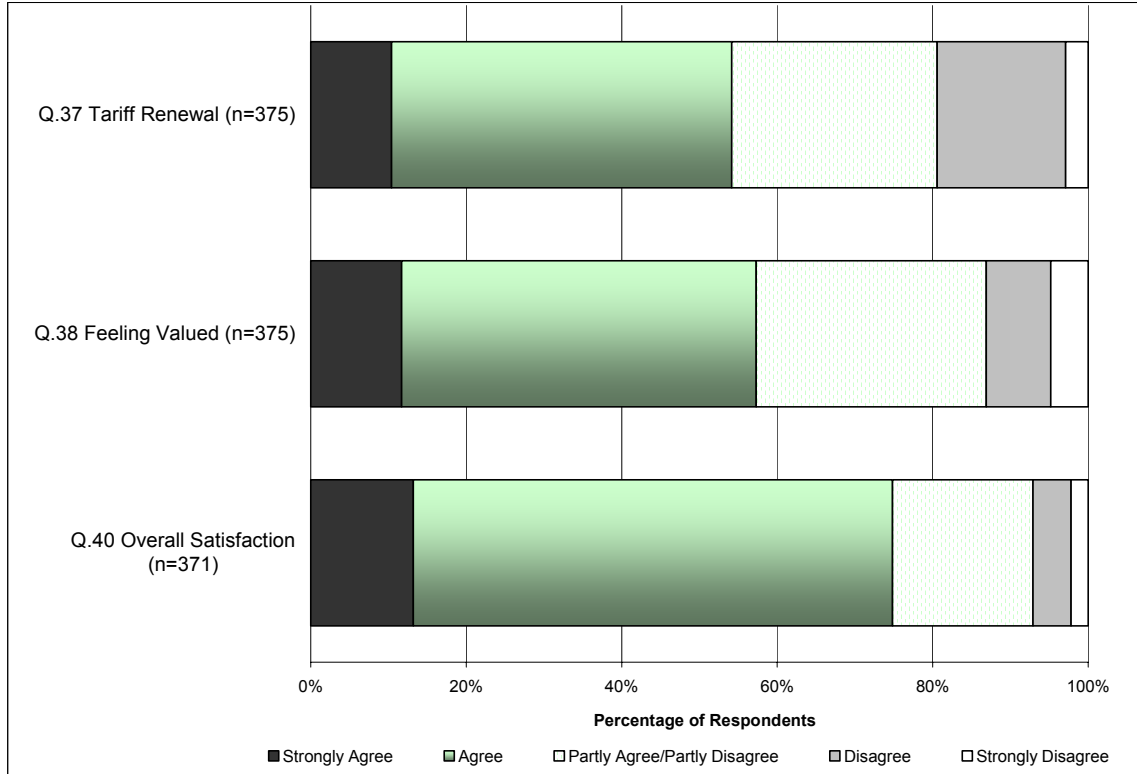
A number of patterns were present in the demographic characteristics of respondents who referred non-LSS clients to each of these LSS services (see Table 10).

**Table 10: Features of Lawyers Referring Non-LSS Clients to LSS Services in 2007 (Q36) and Comparison to 2004 Results**

Service	Demographics of Lawyers More Likely to Refer Non-LSS Clients to Service – 2007 Results	Comparative 2004 Results
Family Law duty counsel	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• 2006 LSS casework was mainly family or CFCSA</li> <li>• Female</li> <li>• Between 3 and 20 years representing LSS clients</li> <li>• Work mainly in offices nearest LSS regional offices other than Vancouver or Victoria</li> <li>• Between 5 and 25 years in the bar</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> <li>• Same</li> <li>• Not found</li> <li>• Not found</li> <li>• Work mainly in offices nearest LSS regional offices other than Vancouver</li> <li>• Not found</li> </ul>
Criminal duty counsel	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• 2006 LSS casework was mainly criminal</li> <li>• Male</li> <li>• 11 – 20 years representing LSS clients</li> <li>• Work mainly in offices nearest the LSS regional offices of Surrey, Kelowna, Terrace</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> <li>• Same</li> <li>• Male</li> <li>• Not found</li> <li>• Work mainly in offices nearest the LSS regional offices of Kelowna, Prince George and Terrace</li> </ul>
LSS Call Centre	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• More than 25% of income from LSS work</li> </ul>	<ul style="list-style-type: none"> <li>• Not asked in 2004</li> </ul>
Law Line	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• 2006 LSS casework was mainly family or CFCSA</li> <li>• Work mainly in offices nearest the LSS regional offices of Kamloops, Prince George, Surrey, Terrace</li> </ul>	<ul style="list-style-type: none"> <li>• Not found</li> <li>• Not found</li> <li>• Not found</li> </ul>
Family law in BC website	<ul style="list-style-type: none"> <li>• 2006 LSS casework was mainly family or CFCSA</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> </ul>

Service	Demographics of Lawyers More Likely to Refer Non-LSS Clients to Service – 2007 Results	Comparative 2004 Results
LSS publications	<ul style="list-style-type: none"> <li>• Female</li> <li>• Between 3 and 20 years representing LSS clients</li> <li>• Work mainly in offices nearest LSS regional offices other than Vancouver or Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Not found</li> <li>• Not found</li> <li>• Not found</li> </ul>
Brydges Line	<ul style="list-style-type: none"> <li>• No apparent linkages</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> </ul>
Legal Information Outreach Workers	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• Criminal and CFCSA lawyers</li> <li>• Male lawyers</li> </ul>	<ul style="list-style-type: none"> <li>• Same</li> <li>• Not found</li> <li>• Not found</li> </ul>
Legal Information Outreach Workers	<ul style="list-style-type: none"> <li>• Higher volumes of LSS clients in 2006</li> <li>• Work mainly in offices nearest LSS regional offices other than Vancouver or Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Not asked in 2004</li> </ul>

#### 4.6.6 Overview of Lawyer Opinions Regarding Tariff Renewal Impacts, Feeling Valued by LSS, and Overall Satisfaction with LSS Support



**Figure 26: Overview of 2007 Responses - Tariff Renewal Impacts, Extent of Feeling Valued by LSS, and Overall Satisfaction with LSS Support**

Figure 26 gives an overview of tariff lawyer satisfaction with overall LSS support, as revealed by the 2007 survey results. It also shows lawyers’ responses regarding two related items: the impact of LSS tariff renewal measures on the likelihood of them taking legal aid referrals, and the extent to which they feel LSS values their services. Detailed findings for these items are presented in the remainder of Section 4.6.

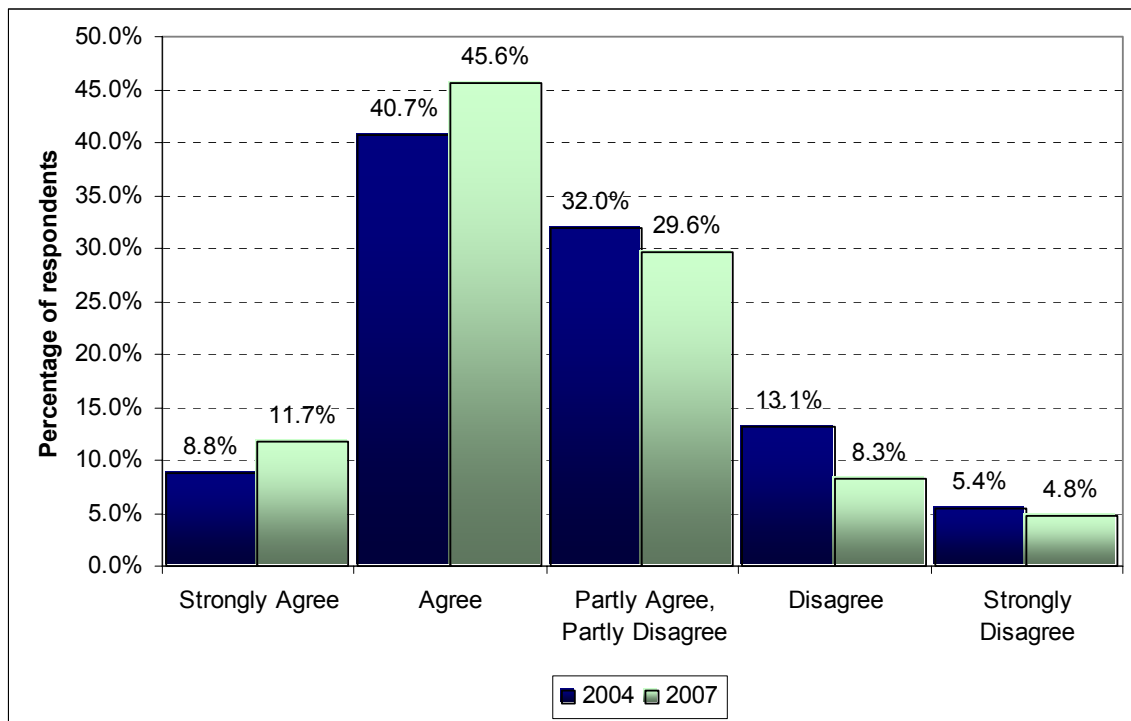
## 4.6.7 Impact of Tariff Renewal Measures

**Q37: The changes LSS has made make it more likely for me to take legal aid referrals. (New Item for 2007)**

- 54% of respondents agreed that the changes LSS had made as part of tariff renewal had made it more likely for them to take legal aid referrals; 19% disagreed; 27% partly agreed/partly disagreed (see Figure 26).
- Lawyers with the most LSS clients (>40) were most likely to agree; those with the fewest LSS clients (<5) were least likely to agree or most likely to partly agree/partly disagree.
- Lawyers with 11 to 15 years in the bar were most likely to agree.

## 4.6.8 Feeling Valued by LSS

**Q38: I feel that LSS values my services.**



**Figure 27: LSS Values My Services**

- 57% of respondents indicated that they felt LSS valued their services; 13% indicated they did not feel this way; 30% did not make a clear choice (see Figure 27).

- Although the percentages that agreed and strongly agreed are higher than in 2004, the differences are not statistically significant.
- Responses to this question did not appear to be linked to any of the demographic variables tested. This is in contrast with 2004 where agreement was least likely among criminal and family lawyers and most likely among immigration lawyers.

Whether or not lawyers indicated they felt valued by LSS showed strong linkages to their responses to a number of other survey questions:

- Referral document received in an acceptable time (Q2)
- Urgent authorizations provided within one business day (Q9)
- Non-urgent authorizations provided within 5 business days (Q10)
- Authorization decisions explained logically (Q11)
- Accounts paid within an acceptable time (Q13)
- Logical explanations provided for payment decisions (Q14)
- Information easy to locate in the online guide (Q17)
- *LSS Legal Aid Fax* newsletter of value in lawyer's work (Q21)
- LSS main website of value in lawyer's work (Q23)
- *Family Law in BC* website of value to lawyer's clients (Q25)

In all cases, those who agreed with the question were also most likely to agree that they felt valued by LSS. Those who disagreed or only partly agreed were most likely to say they did not feel valued or to take a neutral position.

Lawyers who indicated they felt valued by LSS were also much more likely to indicate that:

- They felt tariff renewal changes would increase their likelihood of accepting referrals (Q37),
- They felt LSS does a good job of allocating limited resources to meet legal needs of low income people (Q42), and
- They were satisfied overall with LSS support (Q40).



**Q39: Please explain why you feel that LSS does not value your services.**

Of the 160 lawyers who did not agree that they felt valued by LSS, 132 provided explanations (see Table 11). The most frequent reasons given (each cited by approximately half of all who responded) were:

- low tariff fees
- inadequate tariff coverage
- poor recognition and respect by LSS for the sacrifices of legal aid lawyers

These three were also the most frequent causes of not feeling valued cited in the 2004 survey (see Table 11).

**Table 11: Reasons Why Tariff Lawyers Feel Services Are Not Valued by LSS (Q39)**

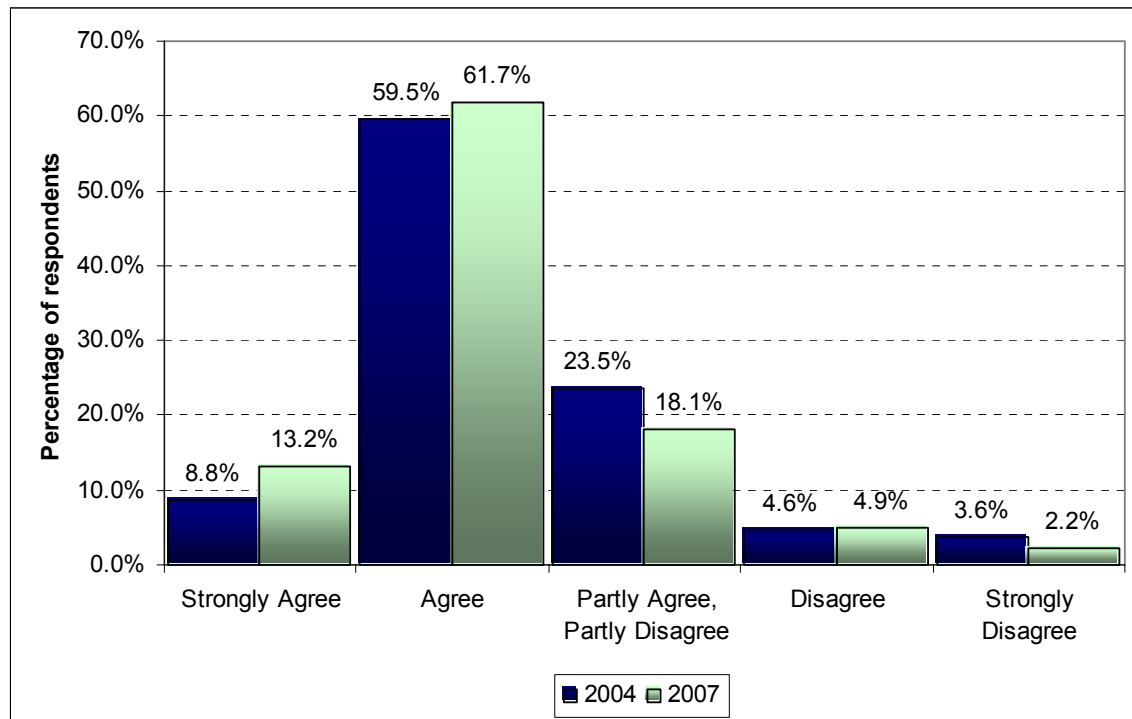
Major Reasons	Percent of All Comments in 2007 (n = 211)	Number of Respondents in 2007* (n = 132)	Number of Respondents in 2004* (n = 156)
The Tariff fee is too low	32%	67	82
The number of hours and range of services covered by the Tariff does not reflect the time required to deliver quality service	28%	60	77
LSS does not recognize sacrifices Tariff lawyers make / LSS thinks doing lawyers a favour e.g, authorizing extra time	28%	60	39
LSS is a bureaucracy / too much paperwork / focused inward and not on clients	3%	6	29
Tariff structure rewards litigation	1%	2	7
Referrals distributed unfairly	3%	7	0 <sup>†</sup>
Abuse of system by lawyers/clients/government through deep funding cuts	0%	0	7

<sup>†</sup> Although unfair distribution of referrals was not cited as a reason why tariff lawyers did not feel valued by LSS in the 2004 survey, it was frequently given as a source of dissatisfaction in response to other 2004 open-ended questions.

\*Note: Respondents' answers to this open-ended question often included more than one comment.

## 4.6.9 Overall Satisfaction with LSS Support

**Q40: Overall, I am satisfied with the level of support I receive from LSS.**  
(Minor Wording Change for 2007)



**Figure 28: Overall Satisfaction with Support Received from LSS**

- 75% of respondents agreed that they were satisfied with the overall level of support they received from LSS; 7% disagreed (see Figure 28).
- The level of agreement has risen from the 2004 results, however, the increase is not statistically significant.
- Lawyers who relied on LSS for between 25% and 75% of their income were most likely to agree with this statement.
- Lawyers doing mainly criminal cases were more likely to agree; lawyers doing other kinds of cases were more likely to disagree or partly agree.

Whether or not lawyers are satisfied overall with LSS support appeared to be strongly linked to a number of aspects of their experience with LSS. Those most likely to be satisfied overall, were also:

- Those who indicated they felt LSS valued their services (Q38).

- Those who indicated they were satisfied overall with the referral process (Q7), the authorization process (Q12), the payment process (Q16), or the written communications and online resources (Q27).
- Those who agreed that LSS personnel were courteous (Q31) or knowledgeable (Q33), or agreed that non-urgent phone inquiries were responded to within 2 business days (Q28).

#### **4.6.10 Lawyers' Suggestions for Improving Overall LSS Support**

***Q41: What is the primary change that LSS could make to improve its overall support for you? (Minor Wording Change for 2007)***

- 73% of all respondents provided suggestions as to how LSS could improve its overall support for lawyers (see Table 12).
- On average, each lawyer who responded gave 1.5 suggestions.
- These numbers are higher than in 2004 when 33% of all respondents provided an average of 1.2 suggestions each. One likely reason for this is the fact that there were fewer opportunities to provide suggestions for improvement in the 2007 survey. The 2004 survey contained 9 open-ended questions; the 2007 had only 4.

The most common themes in the suggestions for improving overall LSS support (see Table 12) were:

- the need for tariff rates that value the work performed and keep pace with inflation
- the need to increase the range of services covered by the tariff

Also frequently mentioned were improvements to increase access to and knowledge levels of LSS staff by phone, and more timely processing of authorizations with clearer explanations.

**Table 12: Primary Change LSS Could Make to Improve Overall Support for Tariff Lawyers (Q41) – Major Themes Expressed in 2007 Survey**

Major Themes	Percent of All Comments (n = 442)	Number of Respondents* (n = 278)
a) Tariff rates that value the work performed and that keep pace with inflation	19%	83
b) Increased range of services covered by tariff (e.g., bail hearings, sentencing, guilty pleas, CFSA mediation)	17%	73
c) More knowledgeable people answering phones, telephone directory for LSS staff, people answering phones instead of voicemail	8%	36
d) Timely processing of authorizations and disbursements and clear explanations	7%	32
e) Greater flexibility in application of the tariff e.g., in authorizing add-ons	5%	24
f) No changes - happy with overall support	5%	21
g) A fair referral process and allocation of duty council work / more referrals	5%	21
h) Need to respect counsel's views regarding what is required for client's defence and how long it takes	5%	20
i) A tariff structure that does not reward litigation	3%	15
j) Reduced bureaucracy	3%	14
k) Simplified client application process and eligibility guidelines - clients cannot self-serve on website	3%	12

\*Note: Respondents' answers to this open-ended question often included more than one comment.

These same themes were also common responses in 2004 (see Table 13). Comments indicating that lawyers were happy with overall support and no changes were required formed a smaller percentage of all comments in 2007.

One theme from 2004 that was not repeated in responses to this particular question was that more funding is needed for legal aid and LSS should do more lobbying.

**Table 13: Suggested Changes to Improve Overall LSS Support for Lawyers (Q41)**  
**Comparison of Major Themes Expressed in 2004 and 2007 Surveys**

Major Themes	Rank*	
	2007 (442 comments)	2004 (188 comments)
a) Tariff rates that value the work performed and that keep pace with inflation	1	1 (included theme 'i' below)
b) Increased range of services covered by tariff (e.g., bail hearings, sentencing, guilty pleas, CFSA mediation)	2	-
c) More knowledgeable people answering phones, telephone directory for LSS staff, people answering phones instead of voicemail	3	2 (more staff, more accessible, more helpful)
d) Timely processing of authorizations and disbursements and clear explanations	4	5
e) Greater flexibility in application of the tariff e.g., in authorizing add-ons	5	-
f) No changes - happy with overall support	6/7	3
g) A fair referral process and allocation of duty council work / more referrals	6/7	4
h) Need to respect counsel's views regarding what is required for client's defence and how long it takes	8	-
i) A tariff structure that does not reward litigation	9	- See theme (a)
j) Reduced bureaucracy	10	-
k) Simplified client application process and eligibility guidelines - clients cannot self-serve on website	11	-

\*Note: Respondents' answers to this open-ended question often included more than one comment.

## 4.6.11 Linkages Between Overall Satisfaction and Specific Aspects of LSS Support

### Impact of Satisfaction with Individual LSS Service Areas

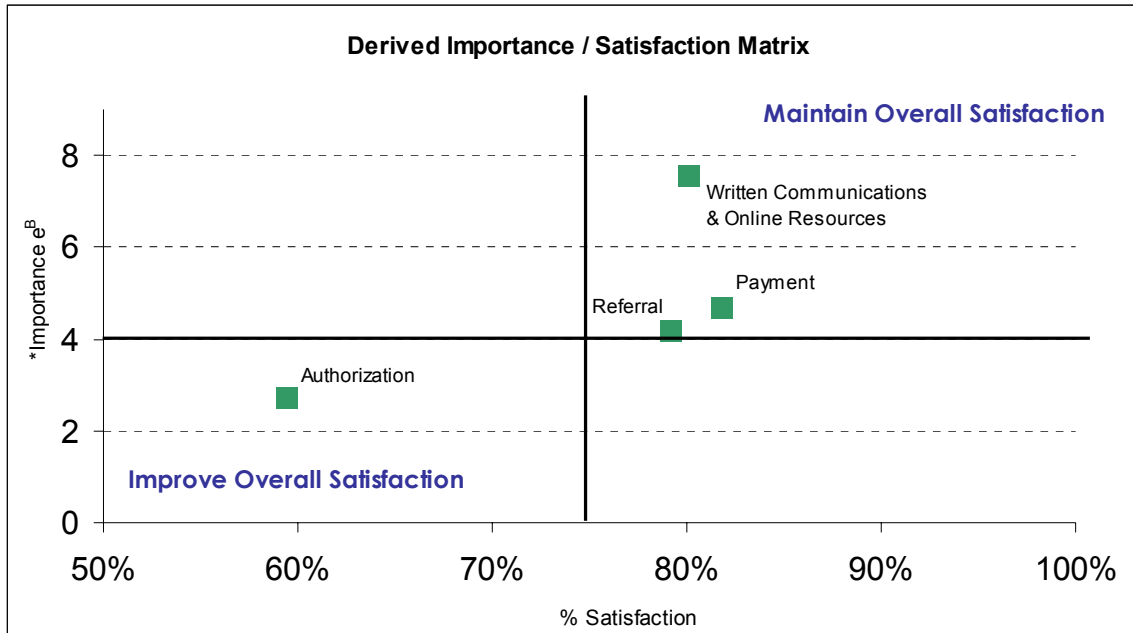
Analysis was done to derive the importance of LSS service areas in determining lawyers' overall satisfaction with LSS support<sup>5</sup>. By examining the impact of satisfaction with each area on the probability of respondents being satisfied overall, it was determined that the order of impact on overall satisfaction, from greatest to least, is:

1. Written Communications and Online Resources
2. Payment
3. Referral
4. Authorization

A Service Improvement Matrix (see Figure 29) produced from the scores for derived importance and satisfaction was used to identify the areas where service improvements have the greatest potential for raising overall satisfaction with LSS support.

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<sup>5</sup> Logistic regression was used to determine the impact of being satisfied with payment, referral, authorization and written communications/online resources on the probability of being satisfied overall (Agreed or Strongly Agreed that they were satisfied in Q40). Analysis of the beta (B) coefficients for each of the explanatory variables (payment, referral, authorization and written communications/online resources) provides an indication of the relative impact that each variable has on the probability of a respondent indicating overall satisfaction.



**Figure 29: Service Improvement Matrix – Derived Importance Vs. Satisfaction for Components of LSS Support for Lawyers<sup>6</sup>**

The four quadrants of the matrix, and the position of each service area relative to these quadrants, suggest different priorities for action:

- Written Communications and Online Resources, Payments, and Referrals are all service areas of high importance and high satisfaction. Continued performance in these three will help maintain current levels of overall satisfaction with LSS support.
- Authorizations is an area of lower importance. However, since satisfaction with authorizations is low, improvements in this area are likely to raise overall satisfaction with LSS support above the current levels.

<sup>6</sup> The values plotted for Importance in the graph are equal to  $e^B$  and can be interpreted as follows:

Payment has a value of 4.7. This means that if a person is satisfied with payment (very satisfied or satisfied), the odds that they will also be satisfied overall (ratio of probability satisfied to probability not satisfied) increase by a factor of 4.7. For each explanatory variable, the value of this indicator is positive, indicating that satisfaction in each one of these areas increases the odds of satisfaction overall. The increase in odds of overall satisfaction is highest when a person is satisfied with written materials (7.6), next for payment (4.7), next referral (4.2) and last authorization (2.7). All of the coefficients are significant at the 95% confidence level.

## **Impact of Service Quality and of Feeling Valued by LSS**

A similar analysis was done to examine the impact on overall satisfaction of: staff courtesy, staff knowledge, staff responsiveness to non-urgent phone inquiries, and the extent to which lawyers feel valued by LSS.

The results of this analysis suggest that:

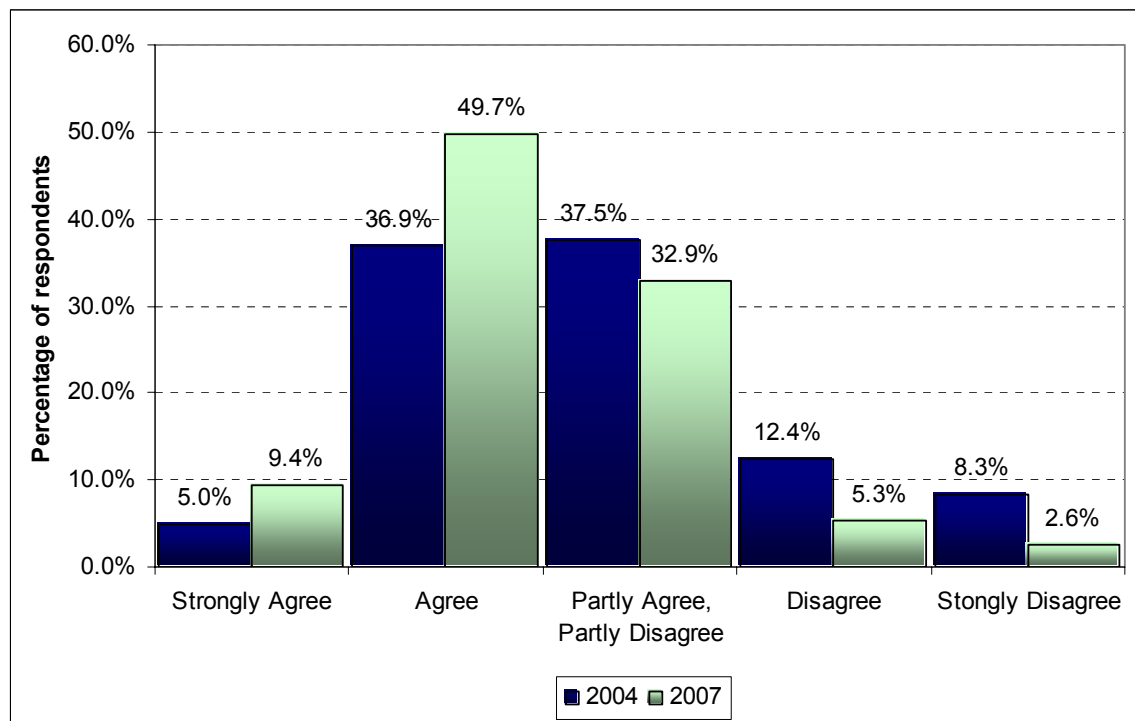
- Feeling valued by LSS is highly important to lawyers. As an area with low indicated satisfaction, this would be a high priority for improvement if LSS wished to increase the overall satisfaction of lawyers with its support.
- Staff courtesy and knowledge are areas of high satisfaction and high importance and therefore would be keys to maintaining overall satisfaction at current levels.
- Improving response times to non-urgent phone inquiries would be a lower priority for improving overall satisfaction with LSS support.



## 4.7 LSS Priorities

### 4.7.1 Allocation of Resources

**Q42: In my opinion, LSS does a good job, overall, of allocating its limited resources to meet the needs of low income people.**



**Figure 30: Satisfaction with Allocation of Resources to Meet Legal Aid Needs**

- 8% of respondents said they did not have enough experience to answer this question.
- Of those who answered: 59% agreed that LSS did a good job of allocating limited resources; 33% partly agreed; 8% disagreed (see Figure 30).
- In comparison with 2004, lawyers were much more likely to agree and much less likely to disagree in 2007.

Responses were linked to percent of income from LSS work, and gender:

- Lawyers making 25% to 50% of their income from LSS work were most likely to agree; those making less than 25% were most likely to disagree; those making 51% to 75% were most likely to partly agree/partly disagree.
- Male lawyers were most likely to agree; female lawyers were most likely to partly agree/partly disagree.

In contrast, in 2004, female lawyers were most likely to disagree, but response patterns were not linked to any of the other demographic variables tested.

## 4.7.2 Improving Availability of Services

***Q43: While this survey focuses primarily on the services provided to tariff lawyers, ultimately, LSS aims to address the legal needs of low income people. In your opinion, how could LSS improve the availability of services to meet the needs of low income people in BC?***

- A total of 248 respondents (65%) offered 308 improvement suggestions (see Table 14).
- In comparison to the 2004 survey, this represented slightly fewer suggestions, but an equal number of respondents.
- The most frequent suggestions related to increasing access to legal aid by relaxing eligibility requirements and simplifying the application process. This was also the most frequent suggestion in 2004.
- Other frequent suggestions were to provide more family law service by relaxing eligibility and improving coverage of services, to expand coverage and services in other areas of law, especially poverty law, and to restructure the tariff to increase rate of pay, and hours and services funded.
- In general, the same themes were repeated from 2004, but with some changes in their relative frequencies.
- A new theme expressed in the 2007 results was that LSS should not restrict funding to cases where the Crown is seeking a jail term.

**Table 14: Ways for LSS to Improve Availability of Services to Meet Legal Needs of Low Income People in BC (Q43) – Major Themes Expressed**

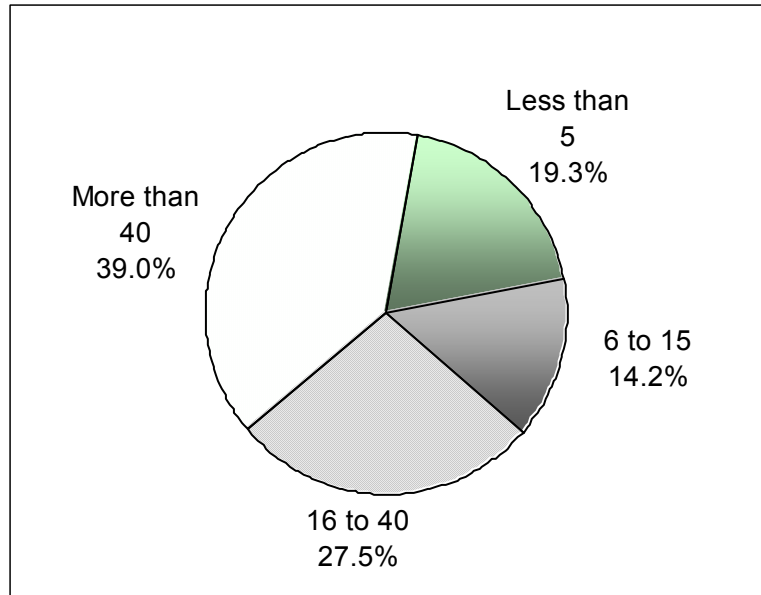
<b>Major Themes</b>	<b>Percent of All Comments in 2007 (n = 308)</b>	<b>Number of Respondents in 2007* (n = 248)</b>	<b>Number of Respondents in 2004* (n = 249)</b>
Relax eligibility requirements for legal aid/ simplify application process/ access for the working poor	19%	57	68
Provide more Family law service / relax eligibility and improve coverage of services for Family law	11%	35	39
Restructure the tariff to increase rate of pay and services and hours funded / less money to head office	9%	27	27
Expand coverage/services in poverty law, welfare, WCB, criminal, immigration and other additional areas	8%	25	32
Do not restrict funding to cases where Crown is seeking jail	8%	25	0
Expand hours and coverage of duty counsel	8%	24	13
Seek improved funding / lobby government / apply PST charged on legal services to legal aid	6%	19	48
Address misuse of system by lawyers/clients / don't keep refunding repeat offenders	6%	19	15
Provide more local offices / local support / more local hours	6%	17	20
Provide more legal aid and poverty law clinics	3%	10	19

\*Note: Respondents' answers to this open-ended question often included more than one comment.

## 4.8 Demographic Information

**Q44: In 2006, approximately how many LSS clients did you represent?**

- 39% represented more than 40 clients in 2006 (see Figure 31).
- 19% represented less than 5 clients.
- The percentage of lawyers with 6 to 15 clients has fallen significantly since 2004; all other percentages have increased (see Table 15).



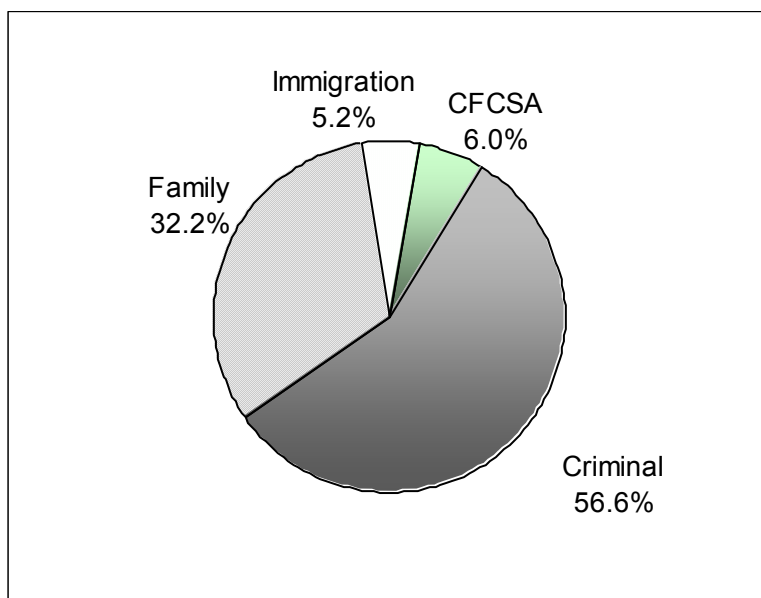
**Figure 31: Number of LSS Clients**

**Table 15: Number of LSS Clients Represented in Past Year**

	<5	6-15	16-40	>40
<b>2007</b>	19%	14%	28%	39%
<b>2004</b>	16%	22%	22%	25%

**Q45: Which of the following types of cases formed the majority of your 2006 LSS clients?**

- Lawyers who represented criminal cases formed 57% of respondents (see Figure 32).
- Family lawyers formed 32%.
- Immigration and CFCSA lawyers were the smallest groups.
- These percentages are almost identical to the 2004 survey (see Table 16).



**Figure 32: Major Type of LSS Case Taken**

**Table 16: Type of Case Forming Majority of LSS Clients in Past Year**

	CFCSA	Criminal	Family	Immigration
<b>2007</b>	6%	57%	32%	5%
<b>2004</b>	4%	57%	32%	7%

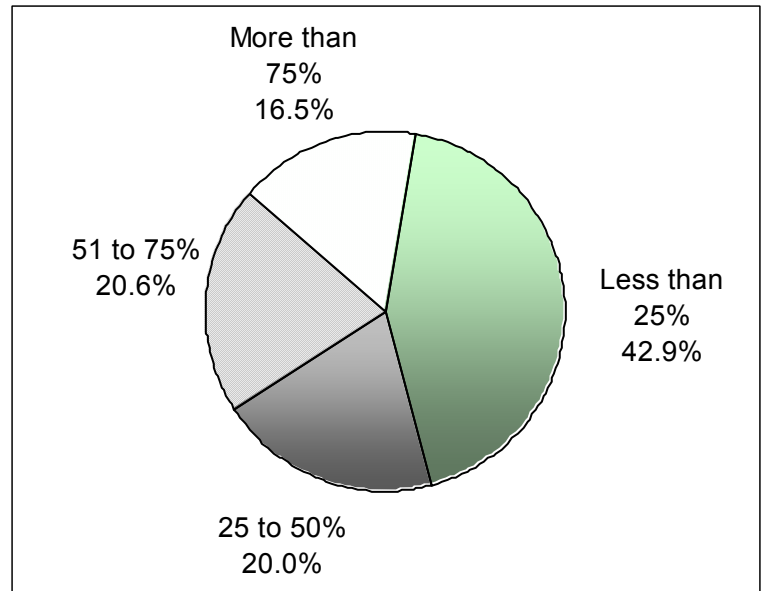
Type of case was linked to number of LSS clients, percentage of income from LSS work, closest regional centre, years in the bar, and gender:

- Criminal lawyers were more likely to have more clients; family lawyers were more likely to have fewer clients. Similarly, although the numbers of lawyers represented were small, CFCSA lawyers tended to have more clients and immigration lawyers tended to have fewer clients.
- Criminal lawyers tended to rely on LSS for a larger percent of their income; family lawyers tended to rely on LSS for a smaller percent of their income. It also appeared that CFCSA lawyers were more likely to rely more on LSS for income and immigration lawyers were less likely to rely on LSS; but again, the numbers were too small to draw conclusions.

- Family lawyers were least likely to be based in Vancouver and most likely to be based in Victoria. Immigration lawyers appeared most likely to be based in Vancouver; criminal lawyers appeared least likely to be based in Victoria.
- Criminal lawyers were most likely to have been in the bar less than 11 years or more than 15 years. Only 15% of criminal lawyers had between 11 and 15 years in the bar. In contrast, family lawyers were most likely to have between 11 and 15 years in the bar, with this group containing 28% of all family lawyers who responded.
- Male lawyers were most likely to have taken criminal cases; female lawyers were most likely to have taken family cases. The ratio of males to females for criminal cases was 159/55 or approximately 3 to 1; for family cases it was 40/61 or approximately .66 to 1.

**Q46: Approximately what percentage of your total professional income in 2006 came from LSS?**

- 7% of survey respondents chose not to answer this question.
- Of those who responded:
  - 43% relied on LSS work for less than one quarter of their professional income (see Figure 33).
  - 37% relied on LSS work for more than half of their professional income.
  - Only 17% relied on LSS for more than three-quarters of their professional income.
- None of the changes in percentages between 2007 and 2004 are statistically significant (see Table 17).



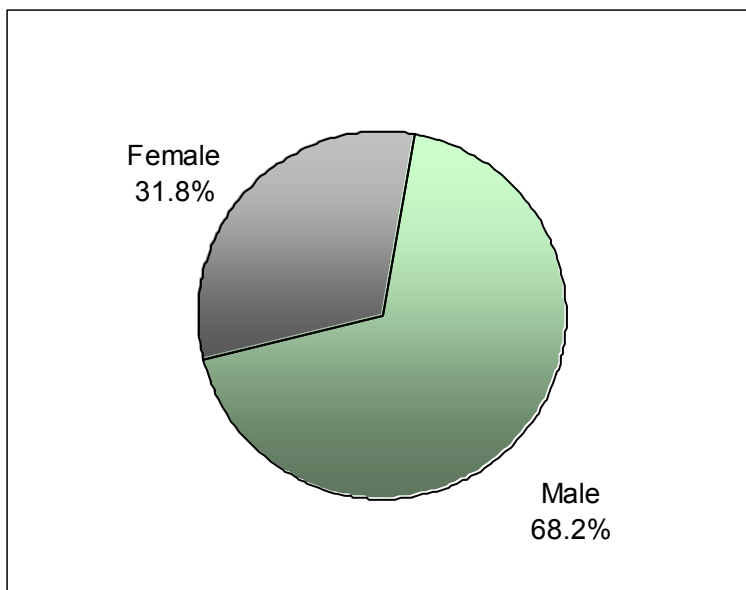
**Figure 33: Professional Income from LSS**

**Table 17: Percentage of Total Professional Income from LSS Work in Past Year**

	<25%	25% - 50%	51% - 75%	>75%
<b>2007</b>	43%	20%	21%	17%
<b>2004</b>	46%	22%	15%	17%

**Q47: Are you male or female?**

- 3% of survey respondents did not answer this question.
- Of those who answered:
  - 68% were male (see Figure 34).
  - 32% were female.
- This is exactly the same distribution as was found in the 2004 survey (see Table 18)



**Figure 34: Gender Distribution**

**Table 18: Gender Distribution**

	Male	Female
<b>2007</b>	68%	32%
<b>2004</b>	68%	32%

As in 2004, gender was linked to type of case taken, years representing LSS clients, years in the bar, and age.

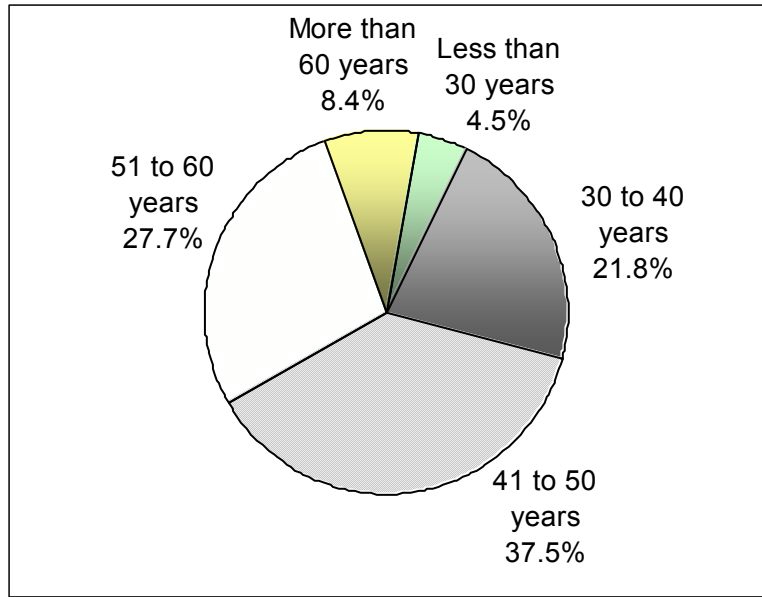
- Female lawyers were more likely to be family lawyers, although 47% of family lawyers were men. Women were least likely to be criminal lawyers.
- Male lawyers were more likely to be criminal, immigration or CFCSA lawyers.
- Female lawyers were most likely to have represented LSS for 3 to 10 years; male lawyers were most likely to have represented LSS for more than 10 years.
- Male lawyers were more likely than female lawyers to have the most years in the bar and women were more likely to have the fewest years. However, the highest number of female lawyers (30% of all female respondents) were found in the group with 16 to 25 years in the bar.



- Age was directly related to gender: the higher the age category, the larger the ratio of male to female lawyers. The largest numbers of male lawyers were in the two age groups of 41 to 50 and 51 to 60; the largest numbers of female lawyers were in the 41 to 50 age group.

**Q48: Which of the following ranges includes your age?**

- 3% of all respondents chose not to answer this question.
- Of those who responded:
  - Only 5% were under age 30 and only 8% were over age 60 (see Figure 35).
  - The largest age group was 41 to 50 years (38%).



**Figure 35: Age Range**

In comparison to 2004:

- The percent of lawyers in the age 30 to 40 group is significantly lower than in 2004, and the percent over age 60 is significantly higher (see Table 19).
- The youngest lawyers (under age 30) also appeared to form a higher percentage in 2007; however, the number of respondents in this category was too small to draw conclusions.

**Table 19: Age Range**

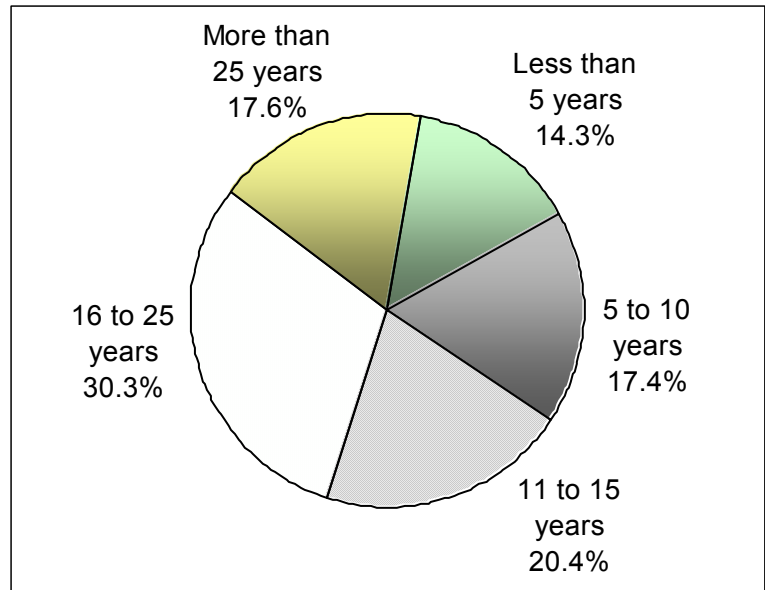
	<30 yrs	30 – 40	41 – 50	51 – 60	>60 yrs
<b>2007</b>	5%	22%	38%	28%	8%
<b>2004</b>	3%	29%	35%	30%	4%

Age was linked to number of LSS clients, gender, years representing LSS clients, and years in the bar:

- The youngest lawyers had the fewest clients; the oldest lawyers had the most clients.
- The younger the lawyers, the more likely they were to be females: 63% of the lawyers under age 30 were female.
- The highest percentage of female lawyers (45%) was found in the 41 to 50 year age group. This has changed from 2004 when the largest percentage of female lawyers were 30 to 40 years of age.
- As expected, older lawyers generally had represented LSS the longest and had the most years in the bar.

**Q49: In what year were you called to the bar?**

- The largest group (30%) were those with 16 to 25 years in the bar (see Figure 36).
- The smallest group (14%) were those with less than 5 years in the bar.
- In comparison to 2004, there is currently a higher percentage of lawyers with over 25 years in the bar and a lower percentage with between 5 and 15 years in the bar (see Table 20).



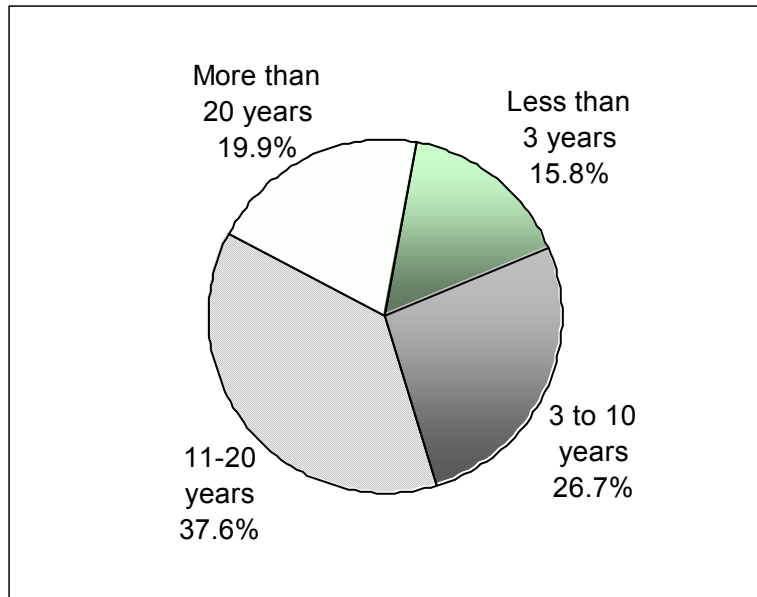
**Figure 36: Years in the Bar as of 2007**

**Table 20: Years Since Called to the Bar**

	< 5 yrs	5 – 10	11 – 15	16 – 25	>25 yrs
<b>2007</b>	14%	17%	20%	30%	18%
<b>2004</b>	14%	23%	23%	26%	14%

**Q50: For how many years in total have you represented LSS clients?**

- The largest group (38%) are those with 11 to 20 years representing LSS clients (see Figure 37).
- The smallest group (16%) are those with less than 3 years.
- In comparison to 2004, the current results show a higher percentage in the 11 to 20 year group, and a lower percentage in the 3 to 10 year group (see Table 21).



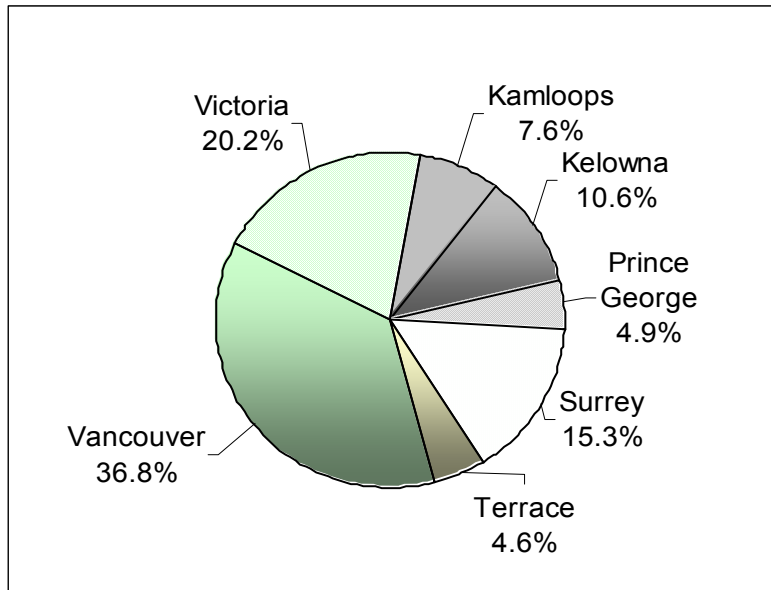
**Figure 37: Years Representing LSS Clients**

**Table 21: Total Years Representing LSS Clients**

	< 3 yrs	3 – 10	11 – 20	>20 yrs
<b>2007</b>	16%	27%	38%	20%
<b>2004</b>	14%	36%	30%	20%

**Q51: Which LSS regional centre is closest to the office where you work most often?**

- 37% were closest to the Vancouver centre (see Figure 38).
- 20% were closest to the Victoria centre.
- The smallest groups were those closest to the Terrace and Prince George centres (5% each).
- The distribution of lawyers by nearest LSS regional centre shows little change since 2004 (see Table 22).



**Figure 38: Nearest LSS Regional Centre**

**Table 22: LSS Regional Centre Closest to Lawyer's Primary Office**

	Kamloops	Kelowna	Prince George	Surrey	Terrace	Vancouver	Victoria
<b>2007</b>	8%	11%	5%	15%	5%	37%	20%
<b>2004</b>	12%	7%	7%	13%	4%	39%	18%

## 5. CONCLUSIONS AND APPLICATIONS

The net response rate for this survey was 39%, exactly the same net response rate obtained for the 2004 survey. This result, combined with the high percentages of respondents who completed the full survey and gave substantial answers to open-ended questions, suggests that tariff lawyers again appreciated the opportunity to provide feedback to LSS.

Follow-up with non-respondents revealed a much-lower percentage of invalid e-mails in 2007 compared with 2004. This suggests that LSS' e-mail distribution list for its tariff lawyers is becoming more reliable. Follow-up also revealed, however, that a good number of the non-respondents considered themselves ineligible to respond because they thought they had not done LSS work in the past year. This factor probably had a negative impact on the response rate and hence, on the quality of information obtainable from the survey results. This will be an important consideration in the design of the next triennial tariff lawyer satisfaction survey.

### 5.1 Referrals

The referrals area is to be commended for its improvement in lawyers' eyes over the past three years – both overall satisfaction and satisfaction with the timeliness of receipt of referral documents have increased. Referrals was again the area least criticized for lack of courtesy and knowledge. The ease of getting retainers revised appears to have increased significantly, possibly because revisions are now sent directly from the intake worker's desktop rather than by fax machine.<sup>7</sup> The issue of fairness of referral distribution was not directly surveyed in 2007 but, based on lawyers' suggestions for improvement, it does not appear to be as large an issue as in 2004.

There appears to be good interest and readiness for using an E-Referral process. This confirms the apparent openness of most tariff lawyers to do business electronically, suggested by the 2004 survey results. Concerns about using E-Referrals relate mainly to the risks of missing the referral document when it arrives and/or privacy concerns. LSS will want to consider these concerns when structuring the E-Referral system; for example, by incorporating measures to: confirm receipt of the referral document, follow up promptly on failed transmissions, and/or encrypt referral documents. The Society may also wish to remind lawyers that the LSS E-services site, where E-Referrals will be located, is secure. Some lawyers are also concerned about no longer being able to discuss a case directly with the intake worker. Undoubtedly, LSS will seek

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<sup>7</sup> As per discussions with Janice Staryk, Manager Operations, Legal Advice and Representation Division, LSS, June 1, 2007. This change, implemented in January, 2006, makes it less likely that the transmission will be delayed or forgotten, and also frees more of the intake worker's time to make revisions.

lawyer input in the design and pilot test of an E-Referral process, and should use this opportunity to investigate why lawyers are concerned about this issue. At least initially, LSS should also consider giving lawyers the option to receive referrals electronically or through the current system.

## 5.2 Authorizations

More tariff lawyers are using the authorization process than in 2004. This may be a consequence of increased use of case management by LSS, (e.g.; in the Criminal Strategic Case Assessment Program (SCAP) and in Family Extended Services), leading to a greater need for lawyers to request authorizations.<sup>8</sup> The youngest lawyers, those newest to LSS work and to the bar, and those with fewest LSS clients, are least likely to have used the process. This is not surprising since they are less likely to have cases that require authorizations; i.e., cases that are complex and/or involve unusual circumstances<sup>9</sup>.

Given this increased use of the authorization process, it is a concern that satisfaction remains low for several aspects of this service area. LSS still does not appear to be meeting its own guidelines for urgent authorization decisions (one business day) and non-urgent authorization decisions (five business days). In both cases, only half of the respondents indicated these targets were met. In 2004, most lawyers gave 2-5 days as the acceptable response time for non-urgent authorization decisions. In 2007, nearly half of the respondents reported that LSS is still not meeting even the outer limit of 5 business days. For the second time, authorizations was the service area cited most often for not responding to non-urgent phone inquiries within two business days. An E-Authorization process, which lawyers supported in the 2004 survey, and which is being developed by LSS for testing and implementation<sup>10</sup>, may help to address these shortcomings.

The clarity of authorization decisions appears to have improved in lawyers' eyes since 2004; however, there is still room for improvement here as well. Only 60% of lawyers feel decisions are explained clearly; correcting this was one of the most common suggestions to improve overall support for lawyers.

In 2004, authorization was identified as the most critical area to focus on to raise overall satisfaction with LSS support. In 2007, it continues to emerge as the service area with highest priority for improvement. Overall, the percentage of lawyers indicating they are satisfied with LSS support for authorizations has

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<sup>8</sup> As per discussions with Janice Staryk, June 1, 2007; and with Rochelle Appleby; Manager of Policy; Strategic Planning, Policy and Human Resources Division; October 30, 2007: SCAP, introduced to manage support for more serious criminal cases, has changed the way cases are managed and as a result, lawyers taking criminal cases need to request authorization more frequently. Similarly, the introduction of Family Extended Services to enable lawyers to provide additional service to clients beyond the initial referral has resulted in family lawyers requesting more authorizations.

<sup>9</sup> As per Janice Staryk, June 1, 2007.

<sup>10</sup> Janice Staryk, presentation notes, presentation to LSS Board of Directors, May 24, 2007.

fallen since 2004. Improving service in the authorization area again constituted one of the most common themes among all suggestions for improving overall LSS support for tariff lawyers. Given this, LSS should give high priority to this, including measures to reduce wait times for authorization decisions, shorten response times for non-urgent phone inquiries, and provide decisions that are more transparent and understandable to lawyers.

### 5.3 Accounts

Overall lawyer satisfaction with the accounts area has been maintained at a good level since 2004 and accounts retained the highest overall satisfaction score among the three service areas of referrals, authorizations and accounts. Satisfaction with the timeliness of account payments has increased, except among those lawyers who are newest to the profession, and newest to LSS work. Possible explanations for this are that these lawyers have not yet established connections at LSS, do not know who to contact to get answers, and/or are not as familiar with the payment process. Regardless of the cause, an initiative to establish their understanding and comfort with the payment process and staff sooner would be well-advised. The Tariff Lawyer Orientation Manual under development by LSS should help in this area<sup>11</sup>. LSS will want to ensure that each lawyer is assigned a primary contact in accounts, and that this person contacts his/her new lawyers to discuss the payment process and introduce the orientation manual as part of the standard practice for engaging new lawyers at LSS.

Despite overall satisfaction with accounts, there is room for improvement. Only 68% agreed that LSS provides logical explanations for its payment decisions. This has not improved significantly since 2004. Accounts was again cited most often for lack of staff courtesy, and this time, it was also cited most often for lacking knowledgeable staff. Accounts has worked on staff service quality since the 2004 survey and to its credit, appears to have reduced the numbers of lawyers who are dissatisfied. Nevertheless, we concur with LSS' own assertion<sup>12</sup> that accounts should continue its efforts to improve service quality.

The percentage of lawyers using E-Billing has increased significantly since 2004 (from 67% to 83%). As expected, the biggest users are the lawyers with the most LSS clients and the lawyers who are the most dependent on LSS for their income. Less easily explained is why the percentage of lawyers finding E-Billing forms easy to use has fallen since 2004, especially since LSS has put effort over the past three years into making the forms more user-friendly<sup>13</sup>. This result may simply reflect the fact that the new additional users of E-Billing are largely

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<sup>11</sup> As per Janice Staryk, June 1, 2007

<sup>12</sup> Ibid

<sup>13</sup> Ibid. New forms have been added, all forms have been made easier to use and quicker to navigate.



lawyers who were initially leery of doing business electronically and are generally less confident using online processes.

## 5.4 Guide to Legal Aid Tariffs

Use of the online guide has risen significantly (from 30% to 75%) since 2004. This is likely because LSS discontinued distribution of paper guides in June, 2004<sup>14</sup>, a conclusion further supported by the fact that use of the online guide is not linked to any demographic variables.

It is notable that the overall percent of lawyers who find it easy to use the online guide has remained constant, despite the fact that lawyers who may have been uncomfortable with the idea have had limited choice in adopting it. Use and satisfaction with the guide were strongly linked to use of E-Billing and satisfaction with E-Billing forms respectively. In addition, those relying on LSS for the highest percentage of their income rated its ease of use the highest. This suggests that over time, repeated use for billing increases familiarity and, in turn, ease of use of the guide. Demographic results suggest a trend towards younger tariff lawyers relying less on LSS work for their income. Given this, to maintain lawyer satisfaction with the guide, LSS should give high priority to the needs of new lawyers and/or less frequent billers in any future guide improvements.

Sixty percent of lawyers are still using a paper version to some extent. It is not surprising that the oldest lawyers are most likely to print the guide for use, but it is interesting to note that the youngest lawyers are most likely to use both a print-out and the online version. One explanation could be that younger lawyers need to refer to the guide more often because they are less familiar with the tariff and because they generally work in smaller offices where they have to do their own billing work. If this is true, use of the paper version may remain high as the large cohort of older lawyers retires and LSS is forced to recruit larger proportions of younger lawyers. The future use of paper vs. online versions is hard to predict at this point.

## 5.5 Written Communications and Online Resources

Overall satisfaction with these services remains at a good level.

Readership of the *LSS Legal Aid Fax* continues to be high (88%). Not surprisingly, those with more LSS business are more likely to read it and to find it valuable. The value of the newsletter to lawyers has also remained high with less than 4% disagreeing that it is of value in their work.

Ten percent of lawyers report that they are not receiving the newsletter monthly. Given its high value to lawyers, LSS should consider reviewing its lawyer contact information for accuracy; particularly among those groups who say they do not

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<sup>14</sup> As per Janice Staryk, May 22, 2007

receive it; e.g. lawyers in Victoria. Currently, lawyers do not appear to have a preference for e-mail over fax communications, but if this changes in the future, LSS will want to consider the benefits of distributing the newsletter by e-mail.

Use of the LSS main website has risen considerably since 2004 and it continues to be of value in lawyers' work (less than 2% disagreed that it was of value). Although the structure of the website (and hence the response categories surveyed) have changed somewhat since 2004, the section which includes billing and authorization forms continues to be the section used the most. This may explain why criminal case lawyers report using the main website least. According to LSS, billings for criminal cases create less need to consult the online guide on the main website<sup>15</sup>. In addition, lawyers doing criminal cases tend to be those who have more LSS clients, obtain more of their income from LSS, and have been in the bar longer. They may, therefore, be more likely to be in larger, more established offices with assistants who do the billing work for them.

The *Family Law in BC* website does not appear to be heavily used by tariff lawyers. Only 18% of all respondents refer clients to it. As might be expected, the website is not heavily used by criminal and immigration lawyers. However, LSS should be concerned that only 40% of family law respondents use it. None of the youngest lawyers (under age 30) use this website. LSS engaged in a significant redesign and restructuring of this website in November, 2006; but at the time of this survey, tariff lawyers were using it less as a resource for non-LSS clients than in 2004. Nevertheless, none of the users of the website reported that it was not valuable to their clients and 76% agreed that it was valuable. Given this, it is recommended that LSS engage in a formal evaluation of the *Family Law in BC* website to determine why some lawyers, particularly family lawyers and young lawyers, are not using the website, and how it might be made more valuable to all tariff lawyers. This exercise should include analysis of the frequency and distribution of users before and after the November, 2006 website changes.

By its own admission, LSS has not promoted the *Family Law in BC* website well. The website was originally designed for clients rather than lawyers and as a result, many lawyers are not aware of its existence or its content. For example, the letter welcoming new lawyers to LSS work does not mention the *Family Law in BC* website<sup>16</sup>. Correcting this and including the website in the proposed Tariff Lawyer Orientation Manual are just two ways that LSS should consider for communicating the value of this website to its tariff lawyers.

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<sup>15</sup> As per Janice Staryk, June 1, 2007: Billings for criminal cases are generally more consistent and involve fewer unusual billing situations than other case types.

<sup>16</sup> Ibid

## 5.6 Overall Support for Tariff Lawyers

LSS is to be commended for the improvement in lawyers' overall satisfaction with its support. Although the increase over 2004 levels is not statistically significant, the 2007 result of 75% exceeds the Society's 2006-2007 target of 72% for this key performance measure.

### Response Times

Satisfaction with response time to non-urgent phone inquiries has improved since 2004, but 30% of respondents still do not agree that inquiries are answered within 2 business days. Since less than 10% of respondents were prepared to accept more than 2 days as an acceptable response time in 2007 or 2004, it is clear that LSS needs to work harder to meet this target. In particular, LSS needs to work on meeting this target in authorizations which emerged again as the area with the poorest performance. The third most common suggestion for improving overall LSS support was to have real, knowledgeable people answering the phones. LSS should ensure, therefore, that any changes to speed phone inquiry response times for lawyers do not diminish the level of human contact.

### Courtesy

The percent of respondents who said LSS staff were courteous was impressive in 2004 and is even higher this time (95%). Fewer lawyers made fewer citations for lack of courtesy among LSS personnel in the 2007 survey. We commend LSS staff for this achievement and strongly recommend that it be recognized internally in a visible way. For the second time, accounts was the area cited most often for having discourteous staff. This may be a function of the frequency of contact and the nature of the contact: since every lawyer submits invoices for payment, more lawyers contact accounts than the other areas, and the reason typically involves uncertainty about the amount of money a lawyer will be paid.<sup>17</sup> Nevertheless, as noted earlier, there is room for improvement in the courtesy shown by accounts staff.

### Knowledge

LSS has improved slightly on what were good results in 2004. Only 1% of respondents disagreed that LSS personnel were knowledgeable when contacted, and fewer lawyers made fewer citations of lack of knowledge than in 2004. The only exception to this positive trend is in accounts where the relative number of citations for lack of staff knowledge increased. As in 2004, referrals deserves recognition as the area seen by lawyers to have the lowest incidence of unacceptable courtesy or knowledge.

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<sup>17</sup> As per discussions with Janice Staryk, June 1, 2007

## Use of LSS Services for Non-LSS Clients

The percent of lawyers referring non-LSS clients to LSS services has not changed since 2004, but their use of these resources has. On average, users are now referring clients to a larger number of services. Family Duty Counsel and Criminal Duty Counsel are still the services referred most often. As expected, Legal Information Outreach Workers (LIOWs) and Brydges Line are the services referred to non-LSS clients least often. LSS has few LIOWs and they have little contact with lawyers<sup>18</sup>. It is quite feasible that most tariff lawyers are not aware of their existence or role. Similarly, Brydges Line is an emergency phone service used by people in custody who need the services of a lawyer. People who are already seeing a lawyer would not use this service and thus, tariff lawyers would not have a reason to recommend this service to non-LSS clients<sup>19</sup>. To determine whether or not these services provide value to their intended users, LSS should look for ways to seek input on this from clients, intermediaries and the public, possibly by enhancing existing tools for obtaining feedback from these three groups.

## Tariff Renewal

The impact of LSS' efforts in this area appear to be modest so far with approximately half of all respondents stating that they have increased their likelihood of taking referrals. We note, however, that just over one quarter were undecided; i.e., partly agreed/partly disagreed, and this supports the possibility that the tariff renewal measures have not been in place long enough for lawyers to assess their impacts. Although the first tariff renewal measures were implemented in early 2005, more significant ones, such as an increase in the base hourly rate across the board and rate increases for some aspects of the criminal tariff, were only introduced in the last four months of 2006<sup>20</sup>. The impact of tariff renewal, then, may ultimately be larger than the results of this survey indicate.

Nevertheless, as in the 2004 survey, 11% of lawyers recommended increasing tariff rates and coverage as the way to increase availability of services to meet legal needs of low income people in BC in both surveys. And the need for appropriate tariff rates and increased tariff coverage were the two most common themes among suggestions for improving overall support for lawyers in both the 2004 and 2007 survey results. In the 2007 results, the lawyers who said tariff renewal had increased their likelihood of taking LSS cases were typically those who already had the highest numbers of LSS clients. But the demographic data suggest that it is the ability to recruit and retain new tariff lawyers that will become most critical to LSS' success in assisting low income people to resolve their legal issues. A formal evaluation of the tariff renewal initiative is planned for January 2008 and LSS should consider making it a priority to assess the

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<sup>18</sup> As per e-mail from LSS staff via Janice Staryk, July 4, 2007

<sup>19</sup> As per Janice Staryk, June 1, 2007

<sup>20</sup> Ibid

initiative's impact both on existing lawyer retention and on LSS' ability to attract new lawyers. It is also recommended that LSS continue its vigilance and efforts to improve lawyer satisfaction with the tariff. It is clear current satisfaction levels are somewhat tentative, and could easily drop if tariff rates and coverage are not kept aligned with case demands and inflation.

### **Feeling Valued by LSS**

Despite tariff renewal efforts and high overall satisfaction with LSS support, lawyers' perceptions of the extent to which LSS values their services have not changed significantly since the 2004 survey. Nearly half of respondents still cannot say that they feel valued by LSS, and this feeling now appears to be consistent across all demographic groups tested. As well, the main reasons stated for this feeling are unchanged: inadequate tariff rates and coverage; lack of recognition and/or respect by LSS for the sacrifices of tariff lawyers.

The survey results suggest strong links between feeling valued and several aspects of LSS service quality. Response times for authorization requests, logical explanations for authorization and payment decisions, prompt account payment, ease of locating information in the tariff guide, the value of the newsletter and website to lawyers' work, and prompt receipt of referral documents are all related to whether or not lawyers feel valued by LSS. Although this survey does not allow us to conclude that these are direct causes of not feeling valued, there seems little doubt that this is a significant issue with critical ramifications for LSS.

Feeling valued was shown to have a large impact on overall satisfaction with LSS support and to be strongly linked to both the perceived impact of tariff renewal, and satisfaction with LSS' allocation of resources. Intuitively, one would expect that whether or not lawyers feel their services will be valued by LSS will have a large influence on their interest in doing LSS work. The efforts of LSS to change this to date have had only modest results. It is recommended, therefore, that LSS establish a specific research initiative to determine the causes of lawyers not feeling valued, and how to address these causes. In particular, LSS will want to explore the causes of lawyers feeling unrecognized or unrespected by LSS as the surveys to date have not provided these explanations and LSS initiatives to date have not explored these in depth.

## **5.7 LSS Priorities**

The percent of lawyers who feel LSS does a good job of allocating limited resources to meet legal needs of low income people has risen since 2004, but is still low. One-third of lawyers only partly agree that LSS does a good job. Based on the number of lawyers who gave suggestions for improving availability of services, lawyers are no less engaged or interested in this issue than in 2004. The focus of their suggestions is still on increasing access through reduced eligibility criteria and a simpler application process; on expanding family law

coverage, services and eligibility; and on expanding coverage for other areas of law especially poverty law. It is recommended, therefore, that LSS explore ways to use its current surplus to relax eligibility criteria, and to expand coverage and services in family law and unfunded areas of poverty law. Understandably, such changes cannot be short term and must be structured so that they can be sustained.

## 5.8 Demographic Information

Although the makeup of the tariff lawyer population appears much the same as it was in 2004, there has been some flattening of the frequency distribution relative to number of LSS clients, age range, years in the bar, and years of experience with LSS. The 2007 respondents contained higher percentages of lawyers in the categories at the two ends of each of these distributions. Overall, this suggests that the LSS pool of tariff lawyers contains a bulge of older, more experienced lawyers who are approaching retirement age, and being replaced by an increasing proportion of younger, less experienced lawyers. In contrast to other age groups, these younger lawyers are more likely to be female, who, the survey results suggest, are more likely to do family law, have fewer LSS clients, and rely less on LSS work for their income than male lawyers. Female lawyers also appeared less satisfied with some aspects of LSS support and were more undecided as to whether or not LSS made good use of its limited resources.

LSS will undoubtedly need to focus more effort on determining what will attract young lawyers to LSS work and on providing the support that will encourage them to stay. However, it may also have to work proportionately harder to recruit criminal case lawyers than in the past, and the total number of tariff lawyers needed overall may increase proportionately as a result of more women lawyers carrying smaller case loads. As previously mentioned, evaluation of the tariff renewal initiative should pay particular attention to its effectiveness in attracting new lawyers to LSS work. In addition, LSS should ensure that any new consultation relating to support for tariff lawyers includes appropriate representation by young lawyers, female lawyers and newly-qualified lawyers.

## 5.9 Overall Satisfaction and General Themes for Action

As previously noted, LSS can be proud of having exceeded its targets for improving tariff lawyer's overall satisfaction with LSS support.

Prior to releasing its next service plan, the Society will need to decide if it wants to invest resources in achieving higher overall satisfaction rates or simply maintain current levels.

If the decision is to maintain current overall satisfaction ratings, LSS will want to ensure it continues to provide good service in written communications and online resources, in payments and in referrals. Aspects of service to focus on will be

the courteousness and knowledge of staff, paying particular attention to improving these skills in accounts staff.

If LSS wishes to raise its overall satisfaction ratings, two priorities are recommended:

- One is to invest resources in exploring and addressing the causes of tariff lawyers' feeling that LSS does not value their services. The results of this survey suggest some potential factors that should be included: tariff rates, tariff coverage, recognition of lawyers' work, respect for lawyers' views, improved access to LSS staff who can answer lawyers' questions, timely authorization decisions, and logical, clear authorization explanations.
- A second priority is the improvement of service in the authorizations area, in particular, response times for urgent and non-urgent decisions, response times for non-urgent phone inquiries, and clarity of decisions. These issues were prominent among the suggestions lawyers gave for improving LSS support. Overall satisfaction with LSS support rose between 2004 and 2007 even although satisfaction with authorizations dropped. Improving the satisfaction with authorizations would seem to offer significant potential to raise the overall satisfaction ratings in the 2010 survey.

Six themes emerge from the survey findings as a basis for future action by LSS:

1. Tariff Lawyers Continue to be Satisfied Overall with LSS Support
2. Reliance on Younger Lawyers Will Increase
3. Improved Service in Authorizations Is Overdue
4. Service Quality at LSS Is Good, but Can Be Better
5. Tariff Lawyers Continue to Embrace E-Support
6. More Can Be Done to Meet the Legal Needs of Low Income People

The survey results suggest specific actions in each area to enhance LSS' performance and maintain an adequate pool of tariff lawyers. These actions are summarized as recommendations in Appendix 2.

# APPENDIX 1: SUMMARY OF 2007 AND 2004 RESULTS

## A: Assessment Questions

Q #	Item	2007 Percentages			2004 Percentages		
		Agree/ Satisfied	Partly Agree/ Satisfied	Disagree/ Dissatisfied	Agree/ Satisfied	Partly Agree/ Satisfied	Disagree/ Dissatisfied

### REFERRALS

<b>2</b>	Document received promptly	96	4	1	89	10	1
<b>3</b>	Referral document complete	73	21	6	Not asked in 2004		
<b>4</b>	Retainer easily revised	63	25	12	52	32	17
<b>7</b>	Overall support this section	79	16	5	69	23	8

### AUTHORIZATIONS

<b>9</b>	Urgent decisions timely	52	23	25	47	26	27
<b>10</b>	Non-urgent decisions timely	52	25	23	60	23	17
<b>11</b>	Decisions clear	60	24	16	51	33	16
<b>12</b>	Overall support this section	59	28	13	67	25	8

### ACCOUNTS

<b>13</b>	Account payment timely	87	11	2	81	13	6
<b>14</b>	Explanations logical	68	25	8	63	27	10
<b>15</b>	E-Billing forms easy to use	77	17	6	86	13	2
<b>16</b>	Overall support this section	82	13	5	79	16	5

### GUIDE TO LEGAL AID TARIFFS

<b>17</b>	Information easy to find	73	22	5	72	22	6
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### WRITTEN COMMUNICATIONS AND ONLINE RESOURCES

<b>21</b>	<i>LSS Legal Aid Fax</i> valuable	70	26	4	63	30	7
<b>23</b>	LSS main website valuable	73	25	2	76	22	3
<b>25</b>	<i>Family Law</i> website valuable	76	24	0	Not asked in 2004		
<b>27</b>	Overall support this section	80	18	2	85	12	4

### OVERALL LSS SUPPORT FOR TARIFF LAWYERS

<b>28</b>	Non-urgent responses timely	71	20	9	64	23	12
<b>31</b>	Personnel courteous	94	6	<1	90	9	2
<b>33</b>	Personnel knowledgeable	86	13	1	80	18	2
<b>37</b>	Changes raised interest in LA	54	26	19	Not asked in 2004		
<b>38</b>	LSS values services	57	30	13	50	32	19
<b>40</b>	Overall support for lawyers	75	18	7	68	24	8

### LSS PRIORITIES

<b>42</b>	Good job on limited resources	59	33	8	42	38	21
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## B. Demographic Questions

**Q 44: In 2006, approximately how many LSS clients did you represent?**

	<5	6-15	16-40	>40
<b>2007</b>	19%	14%	28%	39%
<b>2004</b>	16%	22%	22%	25%

**Q 45: Which type of case formed the majority of your 2006 (2003) LSS clients?**

	CFCSA	Criminal	Family	Immigration
<b>2007</b>	6%	57%	32%	5%
<b>2004</b>	4%	57%	32%	7%

**Q 46: Approximately what percentage of your total professional income in 2006 (2003) came from LSS?**

	<25%	25% - 50%	51% - 75%	>75%
<b>2007</b>	43%	20%	21%	17%
<b>2004</b>	46%	22%	15%	17%

**Q 47: Are you male or female?**

	Male	Female
<b>2007</b>	68%	32%
<b>2004</b>	68%	32%

**Q 48: Which of the following ranges includes your age?**

	<30 yrs	30 – 40	41 – 50	51 – 60	>60 yrs
<b>2007</b>	5%	22%	38%	28%	8%
<b>2004</b>	3%	29%	35%	30%	4%

**Q 49: Years since called to the bar**

	<b>&lt; 5 yrs</b>	<b>5 – 10</b>	<b>11 – 15</b>	<b>16 – 25</b>	<b>&gt;25 yrs</b>
<b>2007</b>	14%	17%	20%	30%	18%
<b>2004</b>	14%	23%	23%	26%	14%

**Q 50: For how many years in total have you represented LSS clients?**

	<b>&lt; 3 yrs</b>	<b>3 – 10</b>	<b>11 – 20</b>	<b>&gt;20 yrs</b>
<b>2007</b>	16%	27%	38%	20%
<b>2004</b>	14%	36%	30%	20%

**Q 51: Which LSS regional centre is closest to the office where you work most often?**

	<b>Kamloops</b>	<b>Kelowna</b>	<b>Prince George</b>	<b>Surrey</b>	<b>Terrace</b>	<b>Vancouver</b>	<b>Victoria</b>
<b>2007</b>	8%	11%	5%	15%	5%	37%	20%
<b>2004</b>	12%	7%	7%	13%	4%	39%	18%

## APPENDIX 2: RECOMMENDATIONS FOR ACTION

### Specific Recommendations

(Organized by Key Themes from the Survey Results)

#### **Tariff Lawyers Continue to be Satisfied Overall with LSS Support**

1. To maintain current overall satisfaction ratings, LSS should ensure that it continues to provide good service in written communications and online resources, in payments and in referrals. Aspects of service to focus on will be the courteousness and knowledge of staff, paying particular attention to improving these skills in accounts staff.
2. To raise overall satisfaction ratings, LSS should focus on addressing the causes of tariff lawyers' feeling that LSS does not value their services, and on improving support for lawyers in the authorizations area.
3. LSS should establish a specific research initiative to determine the causes of lawyers not feeling valued, and how to address these causes. In particular, LSS will want to explore the causes of lawyers feeling unrecognized or unrespected by LSS.
4. LSS should continue its vigilance and efforts to improve lawyer satisfaction with the tariff to ensure tariff rates and coverage are kept aligned with case demands and inflation.
5. LSS should implement measures to speed establishment of tariff lawyers' understanding and comfort with the payment process and accounts staff. For example, LSS will want to ensure that each lawyer is assigned a primary contact in accounts, and this person contacts his/her new lawyers to discuss the payment process and introduce the proposed Tariff Lawyer Orientation Manual as part of the standard practice for engaging new lawyers at LSS.

#### **Reliance on Younger Lawyers Will Increase**

6. LSS should ensure that the formal evaluation of the tariff renewal initiative, planned for January, 2008, includes measures to assess the initiative's impact both on existing lawyer retention and on LSS' ability to attract new lawyers.
7. LSS should ensure that any new consultation relating to support for tariff lawyers includes appropriate representation by young lawyers, female lawyers and newly-qualified lawyers.

### **Improved Service in Authorizations Is Overdue**

8. LSS should give high priority to improving the service provided by the authorizations area, including measures to reduce wait times for authorization decisions, shorten response times for non-urgent phone inquiries, and provide decisions that are more transparent and understandable to lawyers.

### **Service Quality at LSS Is Good, but Can Be Better**

9. LSS should ensure its staff are recognized internally in a visible way for the courtesy they continue to show to all tariff lawyers.
10. LSS should recognize referrals as the area seen by lawyers to have the lowest incidence of unacceptable courtesy or knowledge.
11. LSS should continue the work begun following the 2004 survey to further improve service quality in the accounts area.
12. LSS should ensure that any changes to speed phone inquiry response times for lawyers do not diminish the level of human contact.

### **Tariff Lawyers Continue to Embrace E-Support**

13. LSS should consider lawyers' concerns about the risks of missing the referral document when it arrives, and/or privacy concerns, when it is structuring the E-Referral system; for example, by incorporating measures to: confirm receipt of the referral document, follow up promptly on failed transmissions, and/or encrypt referral documents. The Society may also wish to remind lawyers that the LSS E-services site, where E-Referrals will be located, is secure.
14. LSS should use the design and pilot test for the E-Referral process as opportunities to investigate why some lawyers are concerned E-Referral may remove their ability to discuss a case directly with the intake worker. At least initially, LSS should also consider giving lawyers the option to receive referrals electronically or through the current system.
15. LSS should ensure future improvements to the *Guide to Legal Aid Tariffs* give high priority to the needs of new lawyers and/or less frequent billers.
16. LSS should consider reviewing the accuracy of the lawyer contact information used for newsletter distribution to ensure it is reaching all tariff lawyers' offices. LSS should also consider the benefits of distributing the newsletter by e-mail.
17. LSS should implement measures to communicate the value of the *Family Law in BC* website to its tariff lawyers; for example, by introducing it in the letter welcoming new lawyers to LSS work, and including the website in the proposed Tariff Lawyer Orientation Manual.

18. LSS should engage in a formal evaluation of the *Family Law in BC* website to determine why some lawyers, particularly family lawyers and young lawyers, are not using the website, and how it might be made more valuable to all tariff lawyers. This exercise should include analysis of the frequency and distribution of users before and after the November, 2006 website changes.

**More Can Be Done to Meet the Legal Needs of Low Income People**

19. LSS should explore ways to use its current surplus to relax eligibility criteria, and to expand coverage and services in family law and unfunded areas of poverty law. Such changes must be structured so that they can be sustained.
20. LSS should look for ways to seek input from clients, intermediaries and the public, on the value of LIOWs and Brydges Line, using existing feedback tools where possible.

## **APPENDIX 3: QUESTIONNAIRE FOR 2007 LSS TARIFF LAWYER SATISFACTION SURVEY**

The full text of the questionnaire used in the 2007 survey is provided on the following pages.

The following have been inserted in this version but were not included in the actual online survey seen by respondents:

- Text to indicate where the online survey automatically skipped respondents to another question when they chose particular responses.
- Question numbers - added here for ease in referring to various items.
- Text to indicate survey items that were new in the 2007 survey or where the wording had been altered from the 2004 survey.

## I. Introduction

Dear Tariff Lawyer,

Welcome to the second survey of tariff lawyers. As a lawyer who takes legal aid referrals, you are an integral part of an innovative, collaborative legal aid system that responds to the needs of low income people throughout BC. By completing this 2007 *LSS Tariff Lawyer Satisfaction Survey*, you will help LSS determine how best to support you as you continue to do your legal aid work.

Since the society first asked lawyers about their satisfaction with its services in 2004, it has completed a tariff review and initiated a tariff renewal process. In response to lawyer feedback from the survey and through the review and renewal processes, LSS introduced a range of improvements, including the elimination of holdbacks, new tariff items, increased hours for some services, tiered rates, and higher tier 1 rates. Administrative enhancements include the introduction of direct deposit and the expansion of lawyer e-services. All of these initiatives have been designed to increase the participation of private lawyers in the legal aid system and to help lawyers continue to provide quality services to clients.

Many of the questions in this survey are the same ones asked in 2004. This has been done so that LSS can identify trends in your assessment of its services and evaluate the impact of the changes it has made.

LSS has engaged PME Inc. to conduct the survey on its behalf. All responses will be treated confidentially and information from the survey will be shared with LSS in aggregate form only. Individual respondents will not be identified.

We would appreciate receiving your response by **February 16, 2007**. Thank you in advance for your valuable input.

Sincerely,

Heather Daynard  
President, PME Inc.

*Click "Next" to get started with the survey.*

## II Survey Completion Instructions

**How long will the survey take?** Approximately 20 minutes.

**What time period do the questions refer to?** Please answer based on your dealings with LSS over the past year.

**Unable to complete the survey in one session?** It is important that you have about 20 minutes free to complete the entire questionnaire. If you don't have time now, just click "Exit this survey" in the upper right-hand portion of your screen. When you are ready to complete the survey, open the e-mail note from PME Inc. and click on the URL.

OR, for those who did not share a computer

Click "Exit this survey" in the upper right-hand portion of your screen. When you return, you can resume where you left off by clicking on the URL in your survey notification e-mail note from PME Inc. Note: you must use the same computer you started on when you revisit your form.

**Why do some questions have a “\*”?** The “\*” indicates that a question is mandatory and must be completed in order to progress through the survey. The answers to these questions will be critical to LSS' ability to understand the survey results.

**Need help completing your survey?** Contact Jill Lawrance, PME Inc. at [lss.survey@ageara.com](mailto:lss.survey@ageara.com) or by phone at 250-483-6855.

**Want to know more about LSS' rationale for the survey?** Contact Janice Staryk, LSS at [janice.staryk@lss.bc.ca](mailto:janice.staryk@lss.bc.ca) or by phone at 604-601-6148.

**What topics does the survey cover?** The survey asks about your experiences and views regarding a variety of LSS services. The following topics are covered:

Referrals  
Authorizations  
Accounts  
Guide to Legal Aid Tariffs  
Written Communications and Online Resources  
Overall LSS Support for Tariff Lawyers  
LSS Priorities  
Demographic Information

### III Draw for Complimentary Course

*In recognition of the tariff lawyers' contribution to LSS through this survey, five survey respondents will receive a **free one-day Continuing Legal Education course** of their choice.*

*To ensure you are included in the draw for a complimentary course, we are asking you to enter your LSS vendor number.*

**Please remember your responses are confidential – this number will be seen by PME Inc. only.**

1. Please enter your 6 digit LSS vendor number.

Vendor Number

### IV. Referrals

*First, we'd like to know about your experiences with the LSS **referral process**.*

*Please indicate the extent to which you agree or disagree with the following statements.*

**2. Once LSS has approved a client for legal aid, I receive the referral document in an acceptable length of time.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree



(NEW for 2007)

**3. When I receive the referral document it contains all the information I need to proceed.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |

**4. It is easy to get the retainer revised by LSS when changes are required.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |
| <input type="checkbox"/> | Not enough experience to say  |

*LSS is considering implementing **electronic referrals**. In an electronic or “e-referral” system, you would receive an e-mail inviting you to login to the Lawyer e-services to review a referral LSS would like you to consider taking. The online referral would include the case details. While logged in, you could then accept or reject the referral, as well as review previous referrals.*

(NEW for 2007)

**5. If an e-referral system was available, would you use it?**

- |                          |     |                    |
|--------------------------|-----|--------------------|
| <input type="checkbox"/> | Yes | Skip to Question 7 |
| <input type="checkbox"/> | No  | Continue           |

(NEW for 2007)

**6. Please explain why you would not use e-referrals.**

*To what extent do you agree or disagree with the following statement?*

**7. Overall, I am satisfied with the support I receive from LSS with the referral process.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |
| <input type="checkbox"/> | Not enough experience to say  |

---

## V. Authorizations

Next we have a few questions about your experiences with the LSS **authorization process**.

(SLIGHT WORDING CHANGE from 2004)

**8. Have you ever submitted a request for authorization for fees or disbursements?**

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Q. 13

LSS recognizes that authorization requests must be dealt with in a timely manner. With respect to **urgent** authorization requests, please indicate the extent to which you agree with the following statement.

(SLIGHT WORDING CHANGE from 2004)

**9. LSS provides urgent authorization decisions within its guideline of one business day.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Not enough experience to say

Now with respect to **non-urgent** authorization requests, please indicate the extent to which you agree with the following statement.

(SLIGHT WORDING CHANGE from 2004)

**10. LSS provides non-urgent authorization decisions within its guideline of five business days.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Not enough experience to say

To what extent do you agree or disagree with the following statements?

**11. LSS explains its authorization decisions clearly.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Not enough experience to say

---

**12. Overall, I am satisfied with the support I receive from LSS with the authorization process.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree

**VI. Accounts**

*This section asks questions about your experiences with the **account payment process**.*

*To what extent do you agree or disagree with the following statements?*

**13. LSS pays my accounts within an acceptable length of time.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree

**14. LSS provides logical explanations for its payment decisions.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Not enough experience to say

**15. I find the E-Billing forms easy to use.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree/Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	I do not use E-Billing

**16. Overall, I am satisfied with the support I receive from LSS with the payment process.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree

---

## VII. Guide to Legal Aid Tariffs

Next we ask some questions regarding your satisfaction with the **Guide to Legal Aid Tariffs** on the LSS website.

Please indicate your level of agreement or disagreement with the following statement.

(SLIGHT WORDING CHANGE from 2004)

**17. When I use the online *Guide to Legal Aid Tariffs*, I can locate information easily.**

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Strongly Agree   |
| <input type="checkbox"/> | Agree  |
| <input type="checkbox"/> | Partly Agree, Partly Disagree                            |
| <input type="checkbox"/> | Disagree   |
| <input type="checkbox"/> | Strongly Disagree  |
| <input type="checkbox"/> | I do not personally use the online guide – Skip to Q. 19 |

Please indicate which of the following applies to you:

(NEW for 2007)

**18. When I use the online *Guide to Legal Aid Tariffs*, I typically;**

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Print it from the LSS website and refer to it on paper   |
| <input type="checkbox"/> | Refer to it directly online  |
| <input type="checkbox"/> | Do both of the above (sometimes refer to a paper copy that has been printed from the LSS website; and sometimes refer to it directly online) |

## VIII. Written Communications and Online Resources

Now we are going to ask a few questions about LSS **written communications and online resources**, such as newsletters, website, letters, e-mails, etc.

**19. Do you receive the *LSS Legal Aid Fax* newsletter every month?**

- |                          |     |
|--------------------------|-----|
| <input type="checkbox"/> | Yes |
| <input type="checkbox"/> | No  |

**20. Do you read the *LSS Legal Aid Fax* newsletter?**

- |                          |     |                     |
|--------------------------|-----|---------------------|
| <input type="checkbox"/> | Yes | Continue            |
| <input type="checkbox"/> | No  | Skip to Question 22 |

Please indicate your level of agreement with the following statement.

**21. The *LSS Legal Aid Fax* newsletter is of value in my work.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |

---

<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Not enough experience to say

(MODIFIED from 2004)

**22. On the LSS main website, which of the online resources for lawyers have you used?**

***(Mark all that apply)***

<input type="checkbox"/>	Billing and authorization forms
<input type="checkbox"/>	Opinion letter questionnaires
<input type="checkbox"/>	Information about LSS programs and policies
<input type="checkbox"/>	Information about quality assurance
<input type="checkbox"/>	Practice resources
<input type="checkbox"/>	I do not use the LSS main website – Skip to Q. 24

*To what extent do you agree with the following statement?*

(SLIGHT WORDING CHANGE from 2004 AND REMOVED RESPONSE CATEGORY “NOT ENOUGH EXP. TO SAY”)

**23. The information on the LSS main website is of value in my work.**

<input type="checkbox"/>	Strongly Agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Partly Agree, Partly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Strongly Disagree

*In November, 2006, LSS launched a redesigned Family Law in BC website.*

(NEW for 2007)

**24. Please indicate the sections of the LSS Family Law in BC website to which you refer your clients on a regular basis:**

***(Mark all that apply)***

<input type="checkbox"/>	Your legal issue
<input type="checkbox"/>	Your community
<input type="checkbox"/>	Getting help
<input type="checkbox"/>	Self-help guide
<input type="checkbox"/>	Fact sheets
<input type="checkbox"/>	Publications
<input type="checkbox"/>	Legislation
<input type="checkbox"/>	Court Forms
<input type="checkbox"/>	Definitions
<input type="checkbox"/>	Videos
<input type="checkbox"/>	Home page
<input type="checkbox"/>	I don't refer clients to the LSS Family Law in BC website – Skip to Q. 26

---

To what extent do you agree with the following statement?

(NEW for 2007)

**25. The information on the LSS Family Law in BC website is of value to my clients.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |
| <input type="checkbox"/> | Not enough experience to say  |

(CHANGED from 2004 TO 'FIRST CHOICE' ONLY; LSS website omitted as an option)

**26. When LSS communicates to you in writing, which of the following methods would you prefer they use?**

**(Check your first choice only)**

- |                          |                |
|--------------------------|----------------|
| <input type="checkbox"/> | Fax            |
| <input type="checkbox"/> | E-mail         |
| <input type="checkbox"/> | Postal service |

To what extent do you agree with the following statement?

(SLIGHT WORDING CHANGE from 2004)

**27. Overall, I am satisfied with the written communications and online resources I receive from LSS (letters, faxes, e-mails, websites, newsletter).**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |

## IX. Overall LSS Support for Tariff Lawyers

Now we are interested in your impressions of the **overall support** you receive from LSS.

Please tell us the extent to which you agree or disagree with the following statement.

(SLIGHT WORDING CHANGE from 2004)

**28. When I make non-urgent phone calls to LSS, I get an answer to my inquiry within two business days.**

- |                          |                              |               |
|--------------------------|------------------------------|---------------|
| <input type="checkbox"/> | Strongly Agree               | Skip to Q. 30 |
| <input type="checkbox"/> | Agree                        | Skip to Q. 30 |
| <input type="checkbox"/> | Partly Agree/Partly Disagree | Continue      |
| <input type="checkbox"/> | Disagree                     | Continue      |
| <input type="checkbox"/> | Strongly Disagree            | Continue      |
| <input type="checkbox"/> | Not enough experience to say | Skip to Q. 30 |

---

(SLIGHT WORDING CHANGE from 2004)

**29. Please indicate the area(s) of LSS where you have not received an answer to a non-urgent phone inquiry within two business days.**

***(Mark all that apply)***

- |                          |               |
|--------------------------|---------------|
| <input type="checkbox"/> | Referral      |
| <input type="checkbox"/> | Authorization |
| <input type="checkbox"/> | Accounts      |

**30. In your opinion, what is an acceptable length of time to wait for an answer to a non-urgent telephone inquiry?**

- |                          |                  |
|--------------------------|------------------|
| <input type="checkbox"/> | Less than 1 day  |
| <input type="checkbox"/> | 1-2 days         |
| <input type="checkbox"/> | More than 2 days |

*To what extent do you agree with the following statement?*

**31. When I contact LSS their personnel are courteous.**

- |                          |                              |               |
|--------------------------|------------------------------|---------------|
| <input type="checkbox"/> | Strongly Agree               | Skip to Q. 33 |
| <input type="checkbox"/> | Agree                        | Skip to Q. 33 |
| <input type="checkbox"/> | Partly Agree/Partly Disagree | Continue      |
| <input type="checkbox"/> | Disagree                     | Continue      |
| <input type="checkbox"/> | Strongly Disagree            | Continue      |

**32. Please indicate the area(s) of LSS where personnel were not courteous?**

***(Mark all that apply)***

- |                          |               |
|--------------------------|---------------|
| <input type="checkbox"/> | Referral      |
| <input type="checkbox"/> | Authorization |
| <input type="checkbox"/> | Accounts      |

---

To what extent do you agree with the following statement?

**33. When I contact LSS, their personnel are knowledgeable.**

<input type="checkbox"/>	Strongly Agree	Skip to Q. 35
<input type="checkbox"/>	Agree	Skip to Q. 35
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue

**34. Please indicate the area(s) of LSS where you found the personnel were not knowledgeable.**

**(Mark all that apply)**

<input type="checkbox"/>	Referral
<input type="checkbox"/>	Authorization
<input type="checkbox"/>	Accounts

(SLIGHT WORDING CHANGE from 2004)

**35. Have you directed non-LSS clients to the other services that LSS provides (e.g., Brydges Line, Criminal duty counsel, Family duty counsel, LSS Call Centre, Family Law in BC website, LawLINE, LSS publications, Legal Information Outreach Workers)?**

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 37

(CHANGE IN RESPONSE CATEGORIES from 2004)

**36. To which of the following other LSS services have you directed non-LSS clients?**

**(Mark all that apply)**

<input type="checkbox"/>	Brydges Line
<input type="checkbox"/>	Criminal duty counsel
<input type="checkbox"/>	Family duty counsel
<input type="checkbox"/>	LSS Call Centre
<input type="checkbox"/>	Family Law in BC website
<input type="checkbox"/>	LawLINE
<input type="checkbox"/>	LSS publications
<input type="checkbox"/>	Legal Information Outreach Workers
<input type="checkbox"/>	Other (please specify)

Next we would like your opinion about **tariff renewal**.

Since the 2004 tariff review, LSS has introduced a range of tariff renewal measures intended to increase private bar lawyers' participation in legal aid.

Please indicate the extent to which you agree with the following statement.



---

(NEW for 2007)

**37. The changes LSS has made make it more likely for me to take legal aid referrals.**

- |                          |                              |
|--------------------------|------------------------------|
| <input type="checkbox"/> | Strongly Agree               |
| <input type="checkbox"/> | Agree                        |
| <input type="checkbox"/> | Partly Agree/Partly Disagree |
| <input type="checkbox"/> | Disagree                     |
| <input type="checkbox"/> | Strongly Disagree            |

Please indicate the extent to which you agree with the following statement.

**38. I feel that LSS values my services.**

- |                          |                              |               |
|--------------------------|------------------------------|---------------|
| <input type="checkbox"/> | Strongly Agree               | Skip to Q. 40 |
| <input type="checkbox"/> | Agree                        | Skip to Q. 40 |
| <input type="checkbox"/> | Partly Agree/Partly Disagree | Continue      |
| <input type="checkbox"/> | Disagree                     | Continue      |
| <input type="checkbox"/> | Strongly Disagree            | Continue      |

**39. Please explain why you feel that LSS does not value your services.**

To what extent do you agree or disagree with the following statement?

**40. Overall, I am satisfied with the level of support I receive from LSS.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |

(SLIGHT WORDING CHANGE from 2004)

**41. What is the primary change that LSS could make to improve its overall support for you?**

***(When answering, please indicate whether your answer relates to referrals, authorizations, accounts, written communications, online resources, tariff rates, etc.)***

**X. LSS Priorities**

LSS is seeking your assistance in **setting priorities** within its budget limitations.

To what extent do you agree or disagree with the following statement?

**42. In my opinion, LSS does a good job, overall, of allocating its limited resources to meet the legal needs of low income people.**

- |                          |                               |
|--------------------------|-------------------------------|
| <input type="checkbox"/> | Strongly Agree                |
| <input type="checkbox"/> | Agree                         |
| <input type="checkbox"/> | Partly Agree, Partly Disagree |
| <input type="checkbox"/> | Disagree                      |
| <input type="checkbox"/> | Strongly Disagree             |
| <input type="checkbox"/> | Not enough experience to say  |

**43. While this survey focuses primarily on the services provided to tariff lawyers, ultimately, LSS aims to address the legal needs of low income people. In your opinion, how could LSS improve the availability of services to meet the legal needs of low income people in BC?**

## XI. Demographic Information

*Now we have a few questions about you that will help us understand your responses and assist LSS in tailoring its services to your needs.*

**44. In 2006, approximately how many LSS clients did you represent?**

- |                          |                          |
|--------------------------|--------------------------|
| <input type="checkbox"/> | Less than 5 LSS clients  |
| <input type="checkbox"/> | 6-15 LSS clients         |
| <input type="checkbox"/> | 16-40 LSS clients        |
| <input type="checkbox"/> | More than 40 LSS clients |

**45. Which of the following types of cases formed the majority of your 2006 LSS clients?**

**(Mark one only)**

- |                          |             |
|--------------------------|-------------|
| <input type="checkbox"/> | CFCSA       |
| <input type="checkbox"/> | Criminal    |
| <input type="checkbox"/> | Family      |
| <input type="checkbox"/> | Immigration |

**46. Approximately what percentage of your total professional income in 2006 came from LSS?**

- |                          |                   |
|--------------------------|-------------------|
| <input type="checkbox"/> | Less than 25%     |
| <input type="checkbox"/> | 25% to 50%        |
| <input type="checkbox"/> | 51% to 75%        |
| <input type="checkbox"/> | More than 75%     |
| <input type="checkbox"/> | Prefer not to say |

**47. Are you male or female?**

- |                          |                   |
|--------------------------|-------------------|
| <input type="checkbox"/> | Male              |
| <input type="checkbox"/> | Female            |
| <input type="checkbox"/> | Prefer not to say |

**48. Which of the following ranges includes your age?**

- |                          |                    |
|--------------------------|--------------------|
| <input type="checkbox"/> | Less than 30 years |
| <input type="checkbox"/> | 30 to 40 years     |
| <input type="checkbox"/> | 41 to 50 years     |
| <input type="checkbox"/> | 51 to 60 years     |
| <input type="checkbox"/> | More than 60 years |
| <input type="checkbox"/> | Prefer not to say  |

**49. In what year were you called to the bar?**

*Please enter the four digit year - for example: 1995*

Year

**50. For how many years in total have you represented LSS clients?**

- |                          |                    |
|--------------------------|--------------------|
| <input type="checkbox"/> | Less than 3 years  |
| <input type="checkbox"/> | 3-10 years         |
| <input type="checkbox"/> | 11-20 years        |
| <input type="checkbox"/> | More than 20 years |

**51. Which LSS regional centre is closest to the office where you work most often?**

***(Mark one only)***

- |                          |               |
|--------------------------|---------------|
| <input type="checkbox"/> | Kamloops      |
| <input type="checkbox"/> | Kelowna       |
| <input type="checkbox"/> | Prince George |
| <input type="checkbox"/> | Surrey        |
| <input type="checkbox"/> | Terrace       |
| <input type="checkbox"/> | Vancouver     |
| <input type="checkbox"/> | Victoria      |

*Thank you for taking the time to complete the LSS Tariff Lawyer Satisfaction Survey.*

*Click **"DONE"** to submit your feedback to PME Inc*