

PME Inc.

Prospect Management



Legal Services Society

Tariff Lawyer Satisfaction Survey

Final Report

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I. EXECUTIVE SUMMARY

The Legal Services Society tariff lawyer satisfaction survey was conducted between January 28 and March 3 of 2004. The on-line survey was sent to all tariff lawyers who had done LSS work in the past year and for whom LSS could supply an e-mail address. Responses were received from 404 lawyers or 39% of all survey recipients. Follow-up work with non-respondents indicated that the 404 responses could represent over 50% of active LSS tariff lawyers. It also supported the conclusion that the respondent group was representative of all LSS tariff lawyers.

The survey contained 60 questions designed to help LSS assess both its strategic and its operational performance. 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
- Overall LSS Support for Tariff Lawyers
- LSS Priorities
- Demographic Information

Overall, tariff lawyers were satisfied with the support received from LSS and interested in innovations to further streamline their administrative work (e.g.; e-business tools). At the same time, tariff lawyers did not feel valued by the Society. Improvements in tariff rates, customer service, decision-making transparency, and priority-setting could help to address this and contribute to LSS’ ability to maintain an adequate pool of tariff lawyers. The survey data provides a solid base for establishing several performance measures for both strategic and operational performance at LSS.

Key Findings

Tariff Lawyers Are Satisfied Overall. Approximately two-thirds (68%) of respondents were satisfied with the overall support and services they receive from LSS; 8% were dissatisfied and the remainder were partly satisfied. Respondents were also generally satisfied with individual services. In every case, where respondents were asked for the primary change that LSS could make to improve specific services, one of the most frequent response themes was that they were happy with the current system and no changes were required. Female lawyers appeared to have higher expectations of LSS in several areas.

Resources Could Be Better Allocated. Tariff lawyers were less satisfied with respect to the overall priorities of LSS. Of those who responded on this question, 42% agreed that LSS does a good job of allocating limited resources to meet legal needs of low income people. The most frequent suggestion for improving the availability of services to meet the legal needs of low income people in BC was to ‘increase accessibility to legal aid by relaxing eligibility requirements and simplifying the application process’. Other common suggestions were to seek improved funding to increase family law services and coverage, and to increase poverty law coverage. Increasing tariff rates was the overall first choice for applying an increase in LSS funding (should it happen); second and third overall choices were to increase family coverage and to raise financial eligibility cut-offs.

Tariff Rates and Coverage Are Inadequate. A significant issue revealed by the survey results is a general dissatisfaction with the current level and structure of the tariff rates. When asked for the primary change that LSS could make to improve its overall support for tariff lawyers, the most common response theme by far (44% of respondents) was a tariff structure that values work done and encourages early (pre-trial) resolution.

Tariff Lawyers Feel Undervalued. A second significant and closely-linked issue is that tariff lawyers do not feel valued by LSS. Less than half of the respondents agreed that LSS valued their service. The need for LSS to treat tariff lawyers with more respect was often given as the primary change that LSS could make to improve both its overall support for lawyers, and individual services like written communications and authorizations. Most often, this feeling that LSS does not value lawyers’ services was attributed to the tariff system — tariff fees too low, number of hours and range of services covered by tariff inadequate, lack of recognition of sacrifices made by tariff lawyers when considering extra fees — and on perceptions of an inwardly-focused bureaucratic attitude at LSS.

This finding highlights a critical capacity issue — the increasing difficulty of finding private bar lawyers to do LSS work. Feeling undervalued by LSS is likely to discourage tariff lawyers further and makes this issue a high priority for the Society. The intensity of tariff lawyers’ sentiments regarding legal aid and their working relationship with LSS is evidenced by the volume and the tone of the written comments they provided.

Customer Service Improvements Needed. Although lawyers were generally satisfied with LSS support, there is room for improvement in customer service. Respondents frequently referred to red tape, bureaucracy and pettiness at LSS. They also frequently cited a need for more staff, more accessible staff and more helpful staff to improve both overall LSS support and individual services.

Increased Transparency Requested. Tariff lawyers want LSS to explain its decisions more openly and clearly as a means of improving individual services.

Only half of the respondents agreed that LSS explains its authorization decisions clearly. As well, only half of the respondents agreed that referrals are distributed fairly and many respondents requested a more transparent process for referrals.

E-Business Welcomed. Looking to the future, there is clearly strong support among tariff lawyers for the use of e-business tools. Almost all respondents chose e-mail as one of their two top choices for communications from LSS (the other was fax); shorter response times and increased accessibility to systems on-line were common requests to improve overall support. Good usage and satisfaction levels were indicated for e-billing and the LSS website, and the majority of respondents indicated they would use EFT and e-authorization.

The report contains seventeen specific recommendations for actions to address issues identified by the survey results.

II. BACKGROUND AND OBJECTIVES

In 2002, the Legal Services Society (LSS) embarked on a new planning and performance measurement initiative. This came about partly in response to the *Budget Transparency and Accountability Act* and the requirement for all Crown agencies to produce annual service plans and service reports; but also as a result of major revisions to the mandate of LSS following a 38% budget reduction¹. A strategic plan was released in the fall of 2002, followed by the Society's first service plan in early 2003 and a draft set of performance measures in May, 2003. Further revisions occurred during the development of the 2004-2007 Service Plan.

As part of the process of monitoring its performance, a decision was made by LSS to implement regular satisfaction surveys with four stakeholder groups; tariff lawyers², employees, intermediaries and clients. The first of these surveys to be undertaken was the Tariff Lawyer Satisfaction Survey. The survey was designed to provide baseline data for use by the LSS Board and senior management in assessing the Society's strategic performance, and by the Society's senior and operational management teams to assess operational performance. Key research questions to be answered by the survey included 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?

¹ *Legal Services Society Service Plan 2003/2004 – 2005/2006*, January 2003

² Tariff Lawyers are private lawyers contracted by LSS to provide legal representation and/or advice for financially eligible people.

III. METHODOLOGY

Design and Administration

The survey was conducted on-line via the Web between January 28, 2004 and March 3, 2004.

Tariff lawyers were informed of the survey purpose and planned distribution date by fax in early January and again, by e-mail, a few days prior to the survey distribution.

Two separate versions of the web survey were created – one for respondents who shared an e-mail address and one for respondents with unique e-mail addresses. Those with unique e-mail addresses were able to complete their form in more than one session; those who shared an e-mail address could not do this and were given an option to do the survey later if they did not have at least 20 minutes available immediately.

The survey was pre-tested with 9 lawyers selected by LSS to capture a range of demographic characteristics such as technical ability, geographic location, length of service with LSS, and gender. Two questions were removed in response to their feedback.

The final survey contained 60 questions designed to help LSS assess both its strategic and its operational performance. (See Appendix II 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
- 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 2003, main type of LSS case in 2003, gender, total years representing LSS clients, and nearest LSS regional centre.

The survey was sent to all tariff lawyers who had done LSS work in the past year and for whom LSS could provide an e-mail address. A number of addresses

proved invalid³ and were subsequently removed leaving a net sampling frame of 1,026 e-mail addresses. 404 completed responses were obtained for a net response rate of 39%.

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 39% of the email addresses contacted were invalid⁴. Extrapolating this finding to all non-respondents means that the true response rate for the survey could be as high as 52%. One third 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 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.

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 Records were considered invalid and removed from the sampling frame for one of the following reasons:

1. intended recipient was no longer doing LSS work;
2. e-mail message “bounced”; or
3. intended recipient had retired, left firm, or moved out of province.

⁴ See footnote above

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

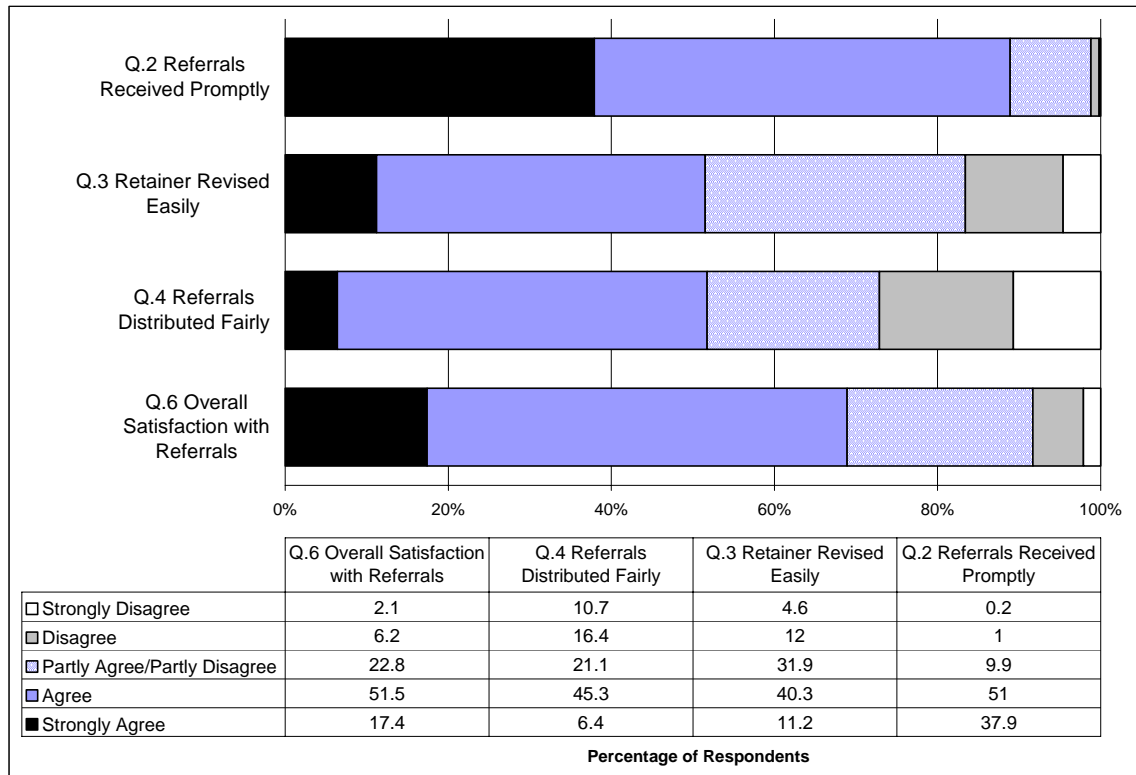
IV. DETAILED FINDINGS

IV.I Referrals

Receipt of Referral Document in an Acceptable Length of Time (Q2)

- Almost 90% agreed that referral documents were received in an acceptable length of time; less than 2% disagreed (see Figure 1).

Figure 1: Referrals - Satisfaction with Aspects of the Process



Ease of Getting Retainer Revised (Q3)

- 52% agreed that it was easy to get the retainer revised; 17% disagreed (see Figure 1).
- 9% of all survey respondents said they did not enough experience to answer.
- Criminal lawyers were more likely to agree; family lawyers were more likely to disagree; female lawyers were more likely to disagree.
- Agreement was not related to volume of respondents' LSS clients in 2003 or percent of professional income from LSS work.

Fair Distribution of Referrals (Q4-5)

- Just over 25% of all survey respondents couldn't answer (didn't know).
- Of those who answered, 52% agreed that referrals were distributed fairly; 27% disagreed (see Figure 1).
- Written comments confirmed that perceived lack of fairness was an issue for many lawyers (see Table 1).
- Lawyers who earned less than 25 percent of their total professional income from LSS in 2003 were significantly more dissatisfied with the fairness of referral distribution.

Respondents who did not agree that referrals were distributed fairly were asked to indicate which locations were not distributing fairly. Answers were provided by 141 lawyers.

- Thirteen locations had a higher incidence of being named for unfair distribution of referrals than would be expected, given the number of referrals handled.⁵

Overall Satisfaction With LSS Support For Referral Process And Suggestions For Primary Improvements (Q 6-7)

- 69% of tariff lawyers agreed that they were satisfied with the support received; 8% disagreed (see Figure 1).
- 55% of respondents suggested improvements for the referral process. The most common of these dealt with what is seen as inequitable distribution of referrals (see Table 1). This is consistent with the results of Q4. The second most common response was that no changes are required. This is consistent with the results for overall satisfaction with referrals (Q6).

Table 1
Primary Change LSS Could Make to Improve Referral Process (Q7)
- Major Themes Expressed

Major Themes	Percent of All Comments (n = 273)	Number of Respondents* (n = 224)
Equity in distribution of referrals / favouritism / quota system needed / use the list of lawyers accepting referrals	19%	53
No complaints or suggested changes / happy with current system	11%	29

⁵ Based on data from LSS on the number of referrals made for clients interviewed in 2003.

Major Themes	Percent of All Comments (n = 273)	Number of Respondents* (n = 224)
Improve accessibility of LSS staff / more direct access to staff / provide contact #s and e-mails / longer hours	10%	28
Reduce response time / acknowledge request quickly/ fax acknowledgement of approval immediately	10%	26
Improve fees and reimbursements to ensure sufficient funding to resolve clients' needs - e.g, prep time	6%	16
Inconsistent practices across local offices / some working well/ others not / specific references to offices not working well	5%	13
More recognition of clients' distinct needs	4%	12
Extend the period of legal aid coverage - for example - to 6 months or 1 year	4%	11
Increase transparency of decision-making / report number of referrals by lawyer / explain referral distribution method	4%	11
More information is needed on the referral form - more case background and originating information	4%	10

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

IV.II Authorizations

Experience With The Authorization Process (Q8)

- 71% indicated they had previously submitted a request for authorization or for extra/collapse fees.
- Experience with the authorization was most likely among lawyers with more LSS clients in 2003, and least likely among lawyers who relied on LSS for less than 25% of their 2003 professional income, who were under 30 years of age, or who had lawyers with less than 3 years of experience with LSS work.

The remaining findings relating to authorizations (Q9 to 17) are based on the responses of only those lawyers experienced with the process (281 lawyers).

Timeliness of Authorization Decisions (Q9-11)

Urgent authorization decisions

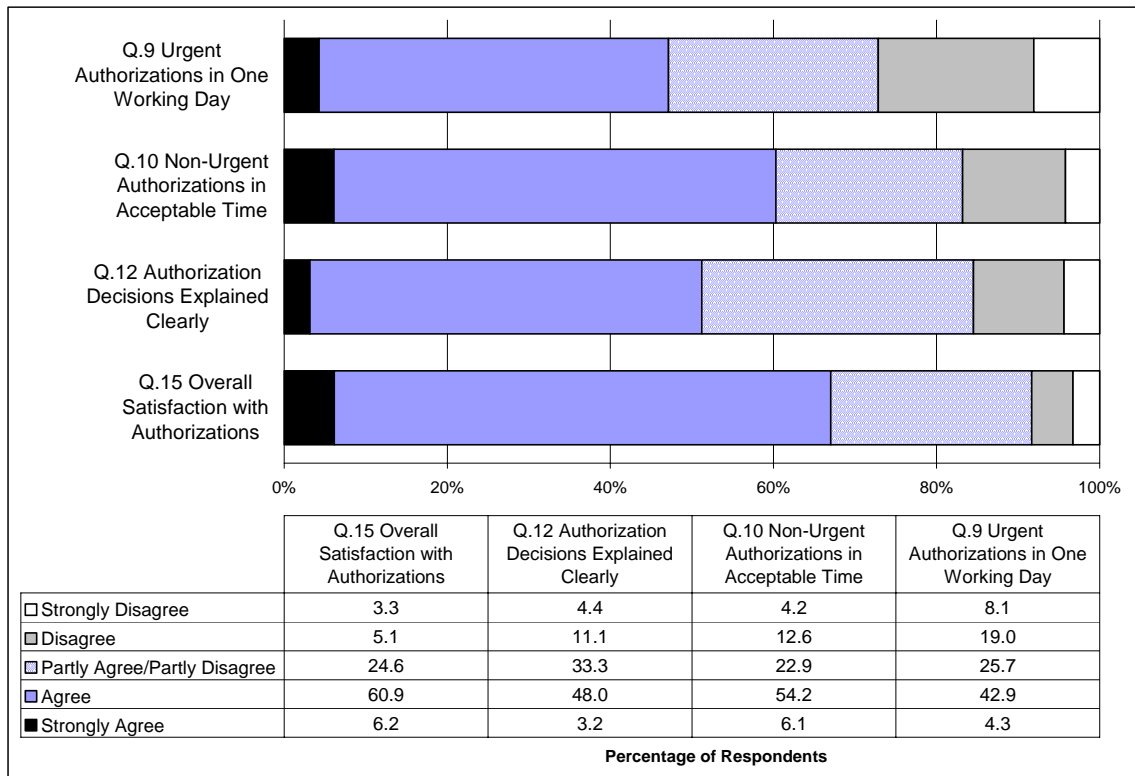
- 47% agreed they are provided within LSS' guideline of one working day (see Figure 2). This pattern of agreement was consistent across all demographic groupings tested.
- 25% felt their experience with the authorization process was not sufficient enough to allow them to answer. This may relate to the fact that half the survey population dealt with mainly criminal cases where authorizations are required less frequently⁶.

Non-urgent authorization decisions

- 60% agreed these were provided within an acceptable length of time (see Figure 2).
- Female lawyers indicated significantly less agreement.
- 83% said 2 - 5 business days was an acceptable length of time to wait; 7% said less than 2 business days; 10% said more than 5 business days. Choice of acceptable wait time was not related to whether or not the respondent felt response times were acceptable.

⁶ Based on discussions with Janice Staryk, Manager, LSS Tariff Operations

Figure 2: Authorizations – Satisfaction with Aspects of the Process



Clarity of Authorization Decisions (Q12)

- 51% agreed that authorization decisions are explained clearly (see Figure 2); 33% partly agreed.
- This is consistent with Q16, where a key improvement identified for authorizations was the need for more clarity around decisions (see Table 3).
- Lawyers with less than 3 years of LSS work were more likely to disagree that decisions were clear; those with more than 20 years were more likely to agree. Lawyers with less than 5 years in the bar were more likely to disagree; those with 16 or more years were more likely to agree.

Use of E-Authorization (Q13-14)

Would you use it if available?

- 92% of those who answered (255 lawyers) said yes.
- Criminal lawyers showed most interest in using it; CFCSA lawyers showed least interest. Those sharing office space with other lawyers indicated high interest in using it.
- Interest in e-authorization was not related to volume of LSS cases.

Interest in using e-authorization related to use of other types of e-services:

- Strongly related to current use of e-billing.
- Also positively related to interest in using EFT and preference for communication with LSS by e-mail.
- Not related to current use of the on-line guide.

Sixteen people gave reasons for not wanting e-authorization (see Table 2).

Table 2
Reasons for Not Using E-Authorization (Q14) - Major Themes Expressed

Major Themes	Percent of All Comments (n = 16)
Not sufficiently computer literate / prefer paper forms	50%
Not enough LSS work to justify the time / Too busy	25%
Still uncertain / May change mind / Did not know about it	13%

Note: No respondents provided more than one reason for not using e-authorization.

Overall Satisfaction with LSS Support for Authorization Process and Suggestions for Primary Improvements (Q 15-16)

- 67% agreed that they were satisfied with LSS support; 8% disagreed (see Figure 2). These patterns of agreement were consistent across all demographic groupings tested.

Suggestions for improvements showed that the reasons for satisfaction or dissatisfaction varied.

- 32% gave suggestions.
- The most common improvement theme was that response time should be reduced (see Table 3).
- The second major theme was that no changes are required. This is consistent with the overall satisfaction level indicated in Q15.
- The need for increased sensitivity and respect towards lawyers, and for more open and consistent authorization decisions, were frequently mentioned.

Table 3
Primary Change LSS Could Make to Improve Authorization Process (Q16)
- Major Themes Expressed

Major Themes	Percent of All Comments (n = 164)	Number of Respondents* (n = 128)
Reduce response time / acknowledge request quickly	18%	30
No complaints or suggested changes / happy with current system	12%	20
Treat lawyers with respect / give more consideration to requests / lawyers are not trying to abuse system/read request thoroughly	12%	19
Improve transparency of decision-making / provide clear guidelines and explanations / standardize authorization form	12%	19
Improve accessibility of LSS staff / more direct access to staff / provide contact #s and e-mails	9%	15
More support is needed for extra fees - experts, prep time, mediation, travel, extra time	8%	13
Ensure LSS contact has decision-making authority, is accountable, and is a direct contact	7%	12
Provide an on-line authorization system / provide an on-line facility to check status of request	5%	8

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

Most respondents who indicated they were satisfied with LSS support for the authorization process (Q15), gave no improvement suggestions.

Three times as many suggestions originated from respondents who indicated strong dissatisfaction with LSS support for authorizations. Their suggestions showed three main themes:

1. Treat lawyers with respect / give more consideration to lawyers' requests and read them thoroughly / don't assume lawyers are trying to abuse the system;
2. Improve the transparency of decision-making / provide clear guidelines and explanations / standardize the authorization form; and
3. Reduce response time to requests / acknowledge requests quickly.

The first of these themes was also frequently suggested by those who only partly agreed that they were satisfied with the authorization process.

IV.III Accounts

Timeliness of Account Payment (Q17)

- 81% agreed that LSS paid their accounts within an acceptable length of time; 6% did not agree (see Figure 3).
- Those with more clients in 2003 and those with more reliance on LSS for their 2003 professional income were more likely to agree (see Figure 4).

Figure 3: Accounts – Satisfaction with Aspects of the Process

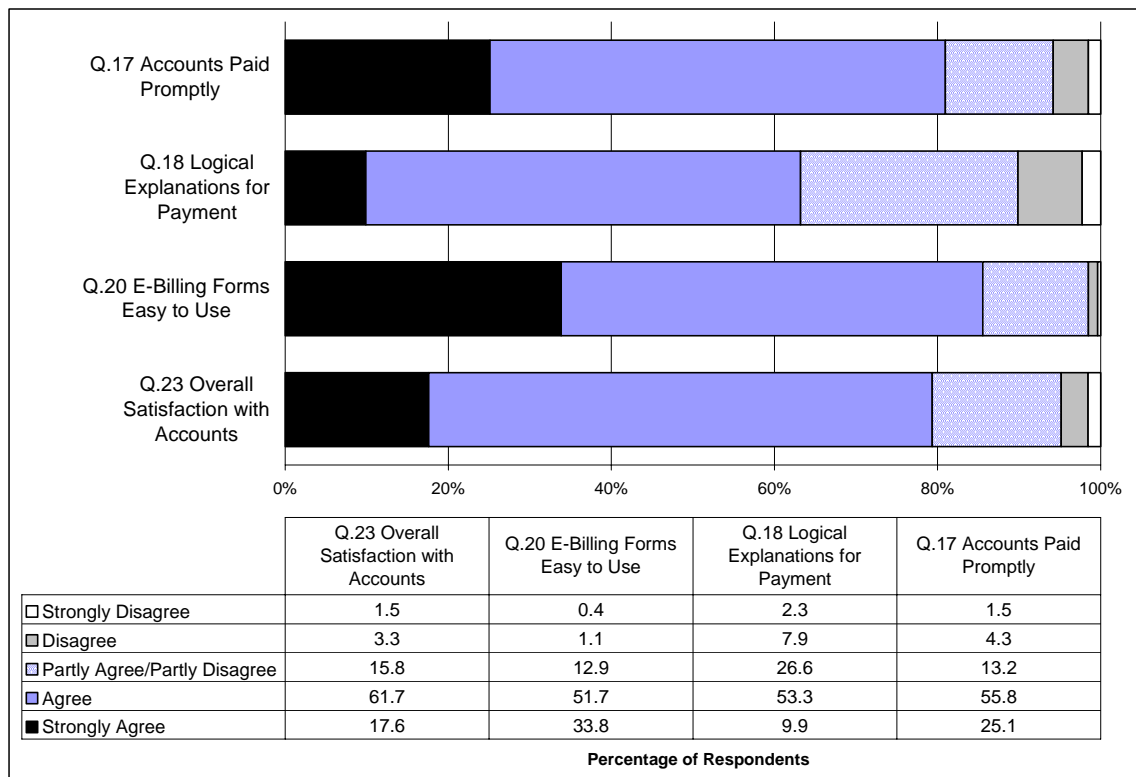
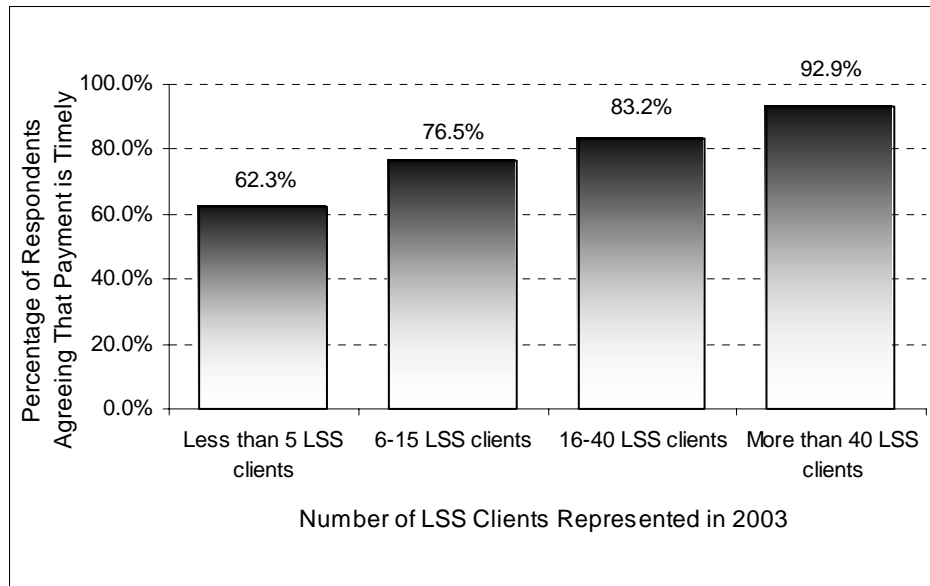


Figure 4: Satisfaction with Timeliness of Account Payment (Q17) Compared to Number of LSS Clients in 2003 (Q52)



Explanation of Payment Decisions (Q18)

- 63% agreed that LSS provides logical explanations for its payment decisions; 10% disagreed (see Figure 3). These findings were consistent across all demographic groupings tested.

Use of E-Billing (Q19-21)

- Of those who used e-billing, 86% agreed the forms were easy to use; 2% disagreed (see Figure 3).
- E-billing users who shared office space with other lawyers were particularly satisfied.

However, 33% of all respondents reported that they don't use e-billing. High users were more likely to be:

- those with more LSS clients in 2003 (see Figure 5)
- those who relied on LSS for a higher proportion of their professional income (see Figure 6).

This corresponds with the reasons given for not using e-billing:

- over 40% of those who don't use e-billing said it was because they did not do enough LSS work to justify the time needed to get set up and learn the system (see Table 4).

Level of computer knowledge and capacity for e-business appeared to be important factors in the use of e-billing. A positive relationship existed between current use of e-billing and interest in e-authorization. In addition;

- 18% of respondents who did not use e-billing said they were not sufficiently computer literate and/or they preferred paper forms (see Table 4).
- 21% said they were still uncertain about using e-billing and might change their minds later.

Figure 5: Use of E-Billing (Q19) Compared to Volume of LSS Clients in 2003 (Q52)

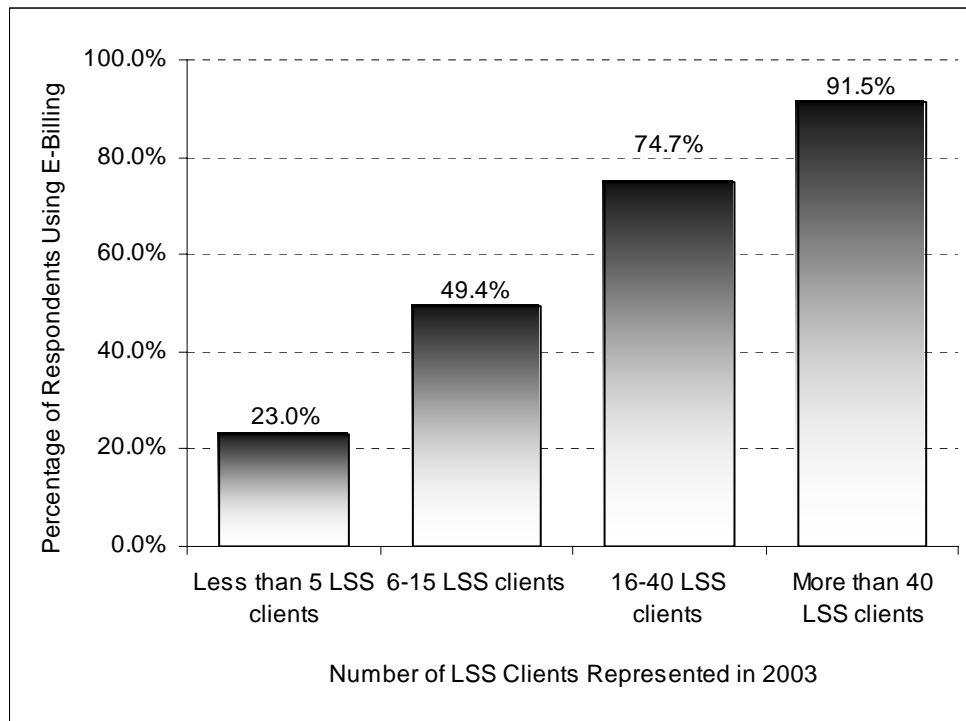


Figure 6: Use of E-Billing (Q19) Compared to Percent of 2003 Income Obtained From LSS Work (Q54)

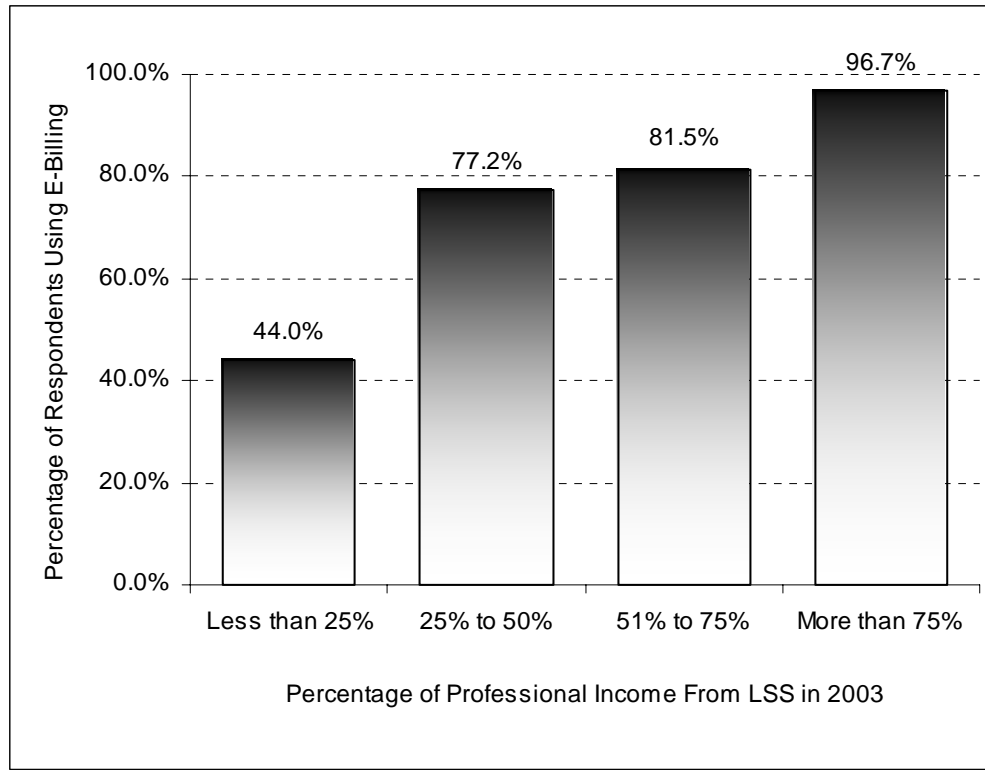


Table 4

Reasons for Not Using E-Billing (Q21) - Major Themes Expressed

Main Themes	Percent of All Comments (n = 116)	Number of Respondents* (n = 106)
Not enough LSS work to justify the time / Too busy	38%	44
Still uncertain / May change mind	19%	22
Not sufficiently computer literate / prefer paper forms	16%	19
Do not have the computer hardware to support E-billing / use MACs	6%	7
System is cumbersome and problematic	6%	7

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

Use of Electronic Funds Transfer (EFT) (Q22)

- 66% said they would use EFT if it were available.
- Similar percentages said they used e-billing and said they would use e-authorization. Those interested in using EFT were not necessarily current e-billers but they were very likely to be interested in using e-authorization.
- Interest in using EFT was also positively related to volume of LSS clients in 2003.

Overall Satisfaction with LSS Support for Accounts Process and Suggestions for Primary Improvements Q23-24)

- 79% agreed that they were satisfied with the support received from LSS; less than 5% disagreed (see Figure 3).
- The most common improvement suggestion for accounts was that no change is required (see Table 5).
- Those who agreed they were satisfied generally had high volumes of LSS clients in 2003 and had obtained a high percent of their 2003 income from LSS work. This may be because those who do more work with LSS are more familiar with the system for account payment.
- Male lawyers indicated higher satisfaction than females.

Just under 40% of all respondents gave improvement suggestions for accounts. Common requests were faster response times, increased tariff rates and coverage, and clearer communication by LSS on payment issues (see Table 5).

Table 5
Primary Change that LSS Could Make to Improve Account Payment Process (Q24) - Major Themes Expressed

Major Themes	Percent of All Comments (n = 198)	Number of Respondents* (n = 155)
No changes - happy with the current process	19%	37
Faster response time	13%	26
Increase the tariff rates and items eligible for billing	9%	18
Clear communications about issues with billing, status of billing, and deductions	9%	18
Electronic commerce (billing, payments and deposits) and e-billing for duty council	8%	15
Simplify billing forms - paper and electronic	8%	15

Major Themes	Percent of All Comments (n = 198)	Number of Respondents* (n = 155)
More trust and respect - do not reduce payments for reasons that do not reflect effort	8%	15
Help desk support, accessible through a phone number answered by a person - not a fax	5%	9
Remove the 10% holdback	4%	8
Do not spend time on disputes over small monetary sums / more flexibility in dealing with errors or omissions in forms	4%	7

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

IV.IV Guide to Legal Aid Tariffs

Ease of Use of On-Line Guide (Q25-26)

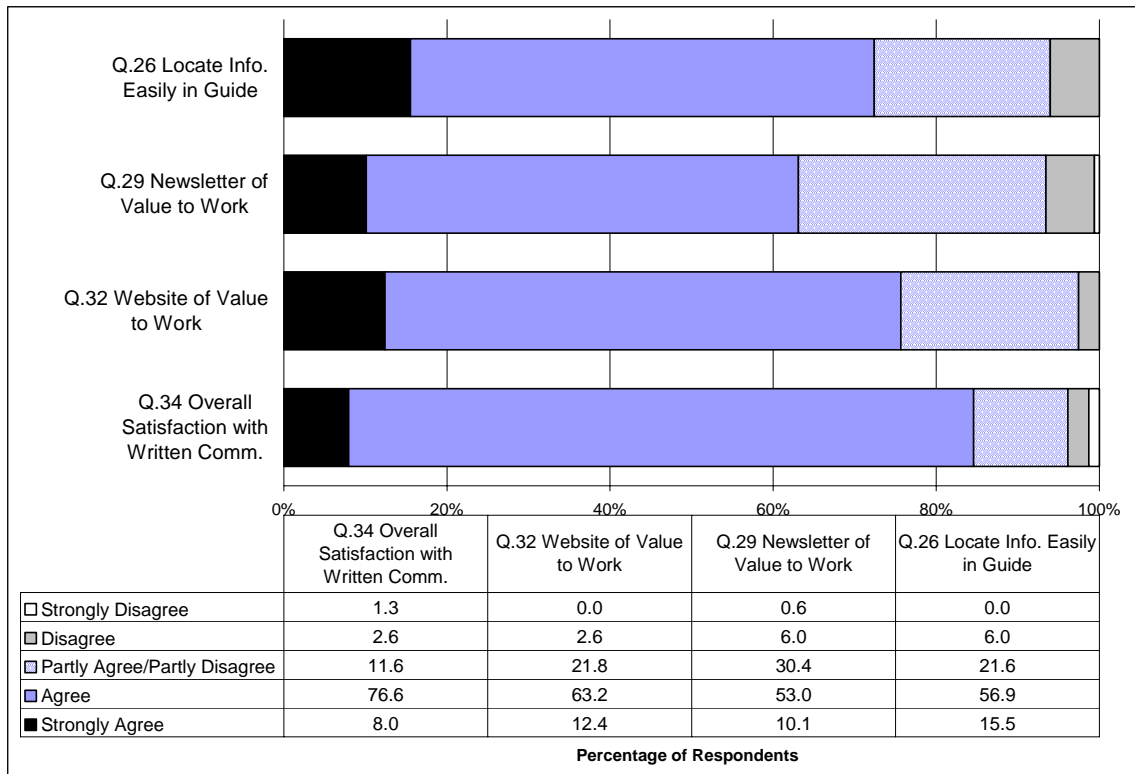
- 72% of on-line guide users agreed that they could locate information easily; 6% disagreed (see Figure 7). This pattern was consistent across the population of on-line guide users.

Less than 30% of survey respondents, however, had used the on-line guide. Frequent users were most likely to be:

- lawyers with higher reliance on LSS work for their professional income
- lawyers with fewer years of experience with LSS
- lawyers with less than 5 years in the bar
- e-billers

There was no relationship between use of the on-line guide and interest in either of the proposed new on-line services; e-authorization and EFT.

Figure 7: Satisfaction with LSS Written Communications and On-Line Tariff Guide



IV.V Written Communications

Legal Aid Fax (Q27-29)

- 91% received the LSS Legal Aid Fax every month; 88% read it.
- Those who received less than 25% of their income from LSS work were less likely to read the newsletter.
- 94% of those who received the newsletter agreed or partly agreed that it was of value in their work (see Figure 7); 7 % disagreed.
- Those with more LSS clients found the newsletter of more value. Those who relied least on LSS work for their professional income rated the newsletter's value lowest.

LSS Website (Q30-32)

- 248 lawyers (63% of those who responded) indicated they used the LSS website.
- Those with more LSS clients were more likely to use it. Those with low reliance on LSS work for their professional income were least likely to use it. More use occurred among the least experienced lawyers (less than 5 years in the bar) and less use among the most experienced (26 years or more in the bar).

The website section used most often was *'Billing and Other Information for Legal Aid Lawyers'* (selected by 89% of respondents). The section used least was *'Information About LSS and Its Resources'* (see Table 6).

- Over 97% of those who used the website agreed or partly agreed that it was of value in their work; none of the respondents strongly disagreed (see Figure 7).
- Those who had worked longer for LSS rated the value of the website in their work significantly higher.

Table 6
Usage of Different Sections of the LSS Website (Q31)

Website Sections	Percent of All Selections (n = 557)	Number of Respondents* (n = 246)
<i>Billing and Other Information For Legal Aid Lawyers</i>	39%	89%
<i>Legal Information, Including LSS Publications, and Lawlink</i>	19%	43%
<i>Links To Other Sites About The Law In BC</i>	17%	38%
<i>Information About Legal Aid In BC</i>	15%	33%
<i>Information About LSS and Its Resources</i>	11%	24%

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

Method of Written Communication By LSS (Q33)

Fax and E-mail:

- 392 lawyers responded
- 50% of these chose Fax as their first choice for written communications from LSS, and an almost equal percentage chose E-mail (see Table 7).
- 44% chose Fax as their second choice and 35%% chose E-mail as their second choice.
- Those who did not select these as their top two choices tended to be male and tended not to be sharing office space with other lawyers.

Fax was most likely to be first choice for:

- those with more clients
- those not interested in using e-authorization

E-mail was most likely to be first choice for:

- those with fewer clients.
- those interested in using e-authorization
- those interested in using EFT.

LSS website or postal service:

- Very few chose either as their first choice
- Postal service was the preferred second choice for 19%.

- Postal service was least likely to be first or second choice for lawyers who had indicated interest in using either e-authorization or EFT.

Table 7

First and Second Preferences for Written Communications From LSS (Q33)

Method	Percent of Respondents Selecting Method As:		
	1st Choice	2nd Choice	1 st or 2nd Choice
Fax	50%	44%	94%
E-mail	46%	35%	81%
Postal Service	4%	19%	23%
LSS website	1%	2%	3%

Overall Satisfaction with Written Communications from LSS and Suggestions for Primary Improvements (Q34-35)

- 85% agreed that they were satisfied with the written communications from LSS; less than 4% disagreed (see Figure 7). These patterns of agreement were consistent across all demographic groups tested.
- 26% gave improvement suggestions, however the most common response was that no changes are required (see Table 8).
- Other common improvement suggestions were to discontinue the use of fax in favour of e-mail, to be clearer and more concise, and to be more respectful of tariff lawyers in communications.

Table 8

Primary Change LSS Could Make to Improve Written Communications (Q35) – Major Themes Expressed

Major Themes	Percent of All Comments (n = 114)	Number of Respondents* (n = 107)
No changes - happy with written communications	32%	37
Use e-mail instead of fax, including. newsletter / stop faxing	18%	20
Be more clear and concise - especially with respect	13%	15

Major Themes	Percent of All Comments (n = 114)	Number of Respondents* (n = 107)
to billing matters - e.g., deductions		
More respectful communications - especially re: billing / more transparency and big picture communications	9%	10
Target communications by type of law practiced / communicate less	7%	8
Improve timeliness of responses	4%	5

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

IV.VI Overall LSS Support for Tariff Lawyers

Response to Non-Urgent Telephone Inquiries (Q36-38)

- 64% agreed that non-urgent phone inquiries to LSS were answered within an acceptable length of time (see Figure 8). This pattern was consistent across all the demographic groupings tested.
- 35% did not agree or only partly agreed that they were satisfied. On average, each of these respondents cited 1.5 areas where response times were unacceptable.
- Authorizations was the area cited most often and by the most respondents (see Table 9). Those who cited authorizations for having unacceptable wait times for non-urgent phone inquiries were likely to be those who also indicated they were less than satisfied with the wait time for non-urgent authorization decisions (Q10). Both groups were more likely to be female than male.
- Referrals was cited the fewest times as an area where non-urgent phone inquiries were not answered in an acceptable length of time (see Table 9).

Figure 8: Satisfaction with Aspects of Overall LSS Support

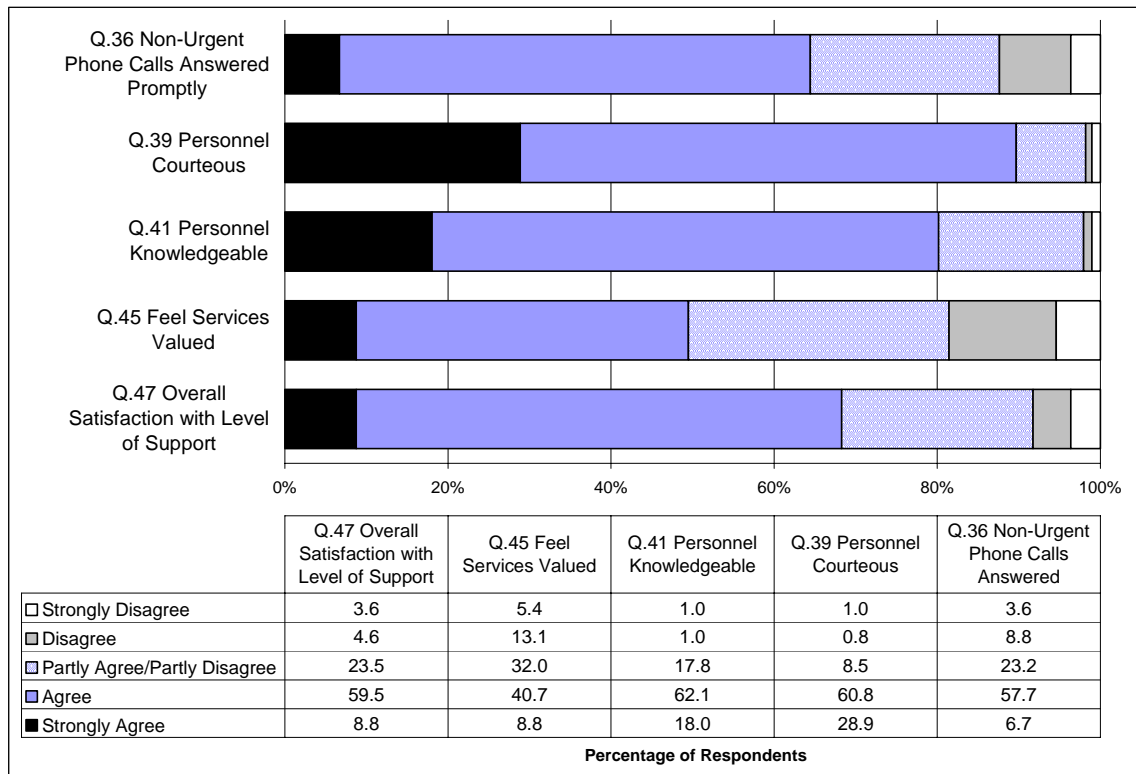


Table 9
Areas of LSS with Unacceptable Wait Times for Non-Urgent Phone Inquiries (Q37)

Area	Number of Respondents (n = 139)	Percent of All Negative Citations (n = 206)
Referrals	54	26%
Authorizations	90	44%
Accounts	62	30%

- 80% indicated that 1-2 days would be an acceptable time to wait for an answer to a non-urgent telephone inquiry; 12% said less than 1 day; 8% said more than 2 days.
- For those who indicated wait times were unacceptable in specific areas (Q37), expectations appeared highest for referrals: the percent of respondents expecting responses in less than one day was greatest for referrals and less for authorizations or accounts (see Table 10).

Table 10
Acceptable Non-Urgent Phone Inquiry Wait Times (Q38) for Respondents Who Were Less Than Satisfied with Wait Time for Non-Urgent Phone Inquiries in Each Area (Q37)

Acceptable Wait Time	Percent of Respondents Saying Wait Unacceptable in:		
	Referrals	Authorizations	Accounts
< 1 day	20%	13%	13%
1-2 days	72%	79%	76%
> 2 days	7%	9%	11%

Courteousness of LSS Personnel (Q39-40)

- 90% agreed that LSS personnel are courteous when contacted; less than 2% disagreed (see Figure 8).
- The level of agreement was significantly higher among male lawyers and significantly lower among lawyers earning less than 25% of their professional income from LSS.

40 respondents indicated that personnel in specific areas of LSS were not courteous when contacted.

- Accounts was cited most often for not having courteous personnel (see Table 11). Those who cited accounts were most likely to be sharing office space with other lawyers or to have offices closest to the Terrace regional office.
- Referrals was cited least often. It was most likely to be cited by immigration and CFCSA lawyers. It was never cited by lawyers with offices in regions other than Vancouver and Terrace.
- Authorizations was more likely to be cited for discourteous personnel by female lawyers than male lawyers.

Table 11
Areas of LSS Where Personnel Are Not Courteous (Q40)

Area	Number of Respondents (n = 40)	Percent of All Negative Citations (n = 62)
Referrals	14	14%
Authorizations	22	22%
Accounts	26	26%

Knowledge of LSS Personnel (Q41-42)

- 80% agreed that LSS staff were knowledgeable when contacted; 2% disagreed (see Figure 8).
- Authorizations was named most often for not having knowledgeable personnel (see Table 12). Those who named authorizations were more likely to be male or to not share office space with other lawyers.
- Referrals was cited least often for not having knowledgeable personnel.

Table 12
Areas of LSS Where Personnel Are Not Knowledgeable (Q42)

Area	Number of Respondents (n = 76)	Percent of All Negative Citations (n = 118)
Referrals	31	26%
Authorizations	48	41%
Accounts	39	33%

Use of LSS Services for Non-LSS Clients (Q43-44)

- 62% said they had directed non-LSS clients to other LSS services.
- Those most likely to have done this were: lawyers with higher volumes of LSS clients, lawyers who did mainly CFCSA cases, and lawyers based in the Vancouver region.
- Those least likely to have done this were: lawyers who did mainly immigration cases, and lawyers based in the Kelowna region.
- On average, those who had directed non-LSS clients to other LSS services had referred them to at least 2 other services. Family Law duty counsel and Criminal duty counsel were referred most; Brydges Line was referred least (see Table 13).

Table 13
Referral of Non-LSS Clients to Other LSS Services (Q44)

Service	Number of Respondents Referring (n = 242)	Percent of All Referrals (n = 561)
Family Law duty counsel	181	32%
Criminal duty counsel	171	31%
Law Line	70	13%
Family law website	60	11%
LSS publications	50	9%
Brydges Line	29	5%

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 14).

Table 14
Features of Lawyers Referring LSS Services to Non-LSS Clients

Service	Demographics of Lawyers More Likely to Refer Non-LSS Clients to Service
Family Law duty counsel	<ul style="list-style-type: none"> • Higher volumes of LSS clients in 2003 • 2003 LSS casework was mainly family or CFCSA • Work mainly in offices nearest LSS regional offices other than Vancouver
Criminal duty counsel	<ul style="list-style-type: none"> • Higher volumes of LSS clients in 2003 • 2003 LSS casework was mainly criminal • Male • Work mainly in offices nearest the LSS regional offices of Kelowna, Prince George and Terrace
Law Line	<ul style="list-style-type: none"> • Fewer than five years in the bar • Done LSS work for less than three years
Family law website	<ul style="list-style-type: none"> • 2003 LSS casework was mainly family or CFCSA • Fewer years in the bar
LSS publications	<ul style="list-style-type: none"> • Not sharing office space with other lawyers
Brydges Line	<ul style="list-style-type: none"> • Higher volumes of LSS clients in 2003 • Higher reliance on LSS work for 2003 professional income • Not sharing office space with other lawyers

Value Shown by LSS for Tariff Lawyers (Q45-46)

- Less than 50% of respondents agreed with the statement that LSS valued their services; 19% disagreed (see Figure 8).

Responses to this question were linked to the major type of LSS case represented in 2003:

- those doing criminal and family cases were least likely to agree, and
- those doing immigration cases were the most likely to agree.

There was no significant relationship with any of the other demographic variables tested.

Most of the 196 respondents who disagreed provided explanations (see Table 15). The most frequent reasons given were:

- low tariff rates
- inadequate tariff coverage
- poor recognition and respect by LSS for the sacrifices of legal aid lawyers
- excess bureaucracy and paperwork at LSS; too little focus on clients.

Table 15

Reasons Why Tariff Lawyers Feel Services Are Not Valued by LSS (Q46)

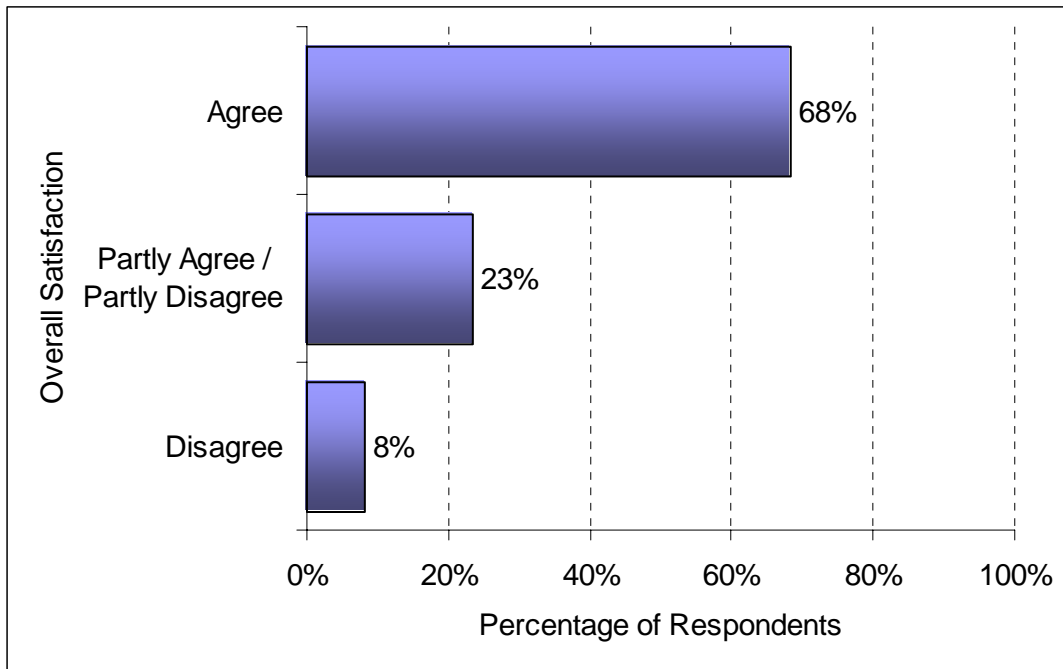
Major Reasons	Percent of All Comments (n = 268)	Number of Respondents* (n = 156)
The Tariff fee is too low	31%	82
The number of hours and range of services covered by the Tariff does not reflect the time required to deliver quality service	29%	77
LSS does not recognize sacrifices Tariff lawyers make / LSS thinks doing lawyers a favour e.g, authorizing extra time	15%	39
LSS is a bureaucracy / too much paperwork / focused inward and not on clients	11%	29
Tariff structure rewards litigation	3%	7
Abuse of system by lawyers/clients/government through deep funding cuts	3%	7

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

Overall Satisfaction with Support Received from LSS and Suggestions for Primary Improvements (Q47-48)

- 68% of respondents agreed that they were satisfied with the overall support provided by LSS to tariff lawyers; 24% partly agreed (see Figure 9).
- Female lawyers were significantly less likely to agree than male lawyers.
- The level of agreement was consistent across all other demographic variables tested.

Figure 9: Overall Satisfaction with Support Received from LSS (Q47)



38% of all respondents provided improvement suggestions for LSS' overall support for tariff lawyers (see Table 16).

- One third of all suggestions cited the need for a tariff structure that values lawyers' work and encourages early resolution of legal matters.
- Also frequently mentioned were: the need for improved LSS customer service to tariff lawyers, and that no changes were required.

Table 16

Primary Change That LSS Could Make to Improve Overall Support for Tariff Lawyers (Q48) - Major Themes Expressed

Major Themes	Percent of All Comments (n = 188)	Number of Respondents* (n = 156)
A Tariff structure that values the work performed and that encourages early resolution of matters (pre-trial)	36%	68
Improved customer service / more staff / more accessible / more helpful	11%	21
No changes - happy with overall support	10%	19

Major Themes	Percent of All Comments (n = 188)	Number of Respondents* (n = 156)
Do not feel supported or respected by LSS	9%	16
A fair referral process and allocation of duty council work / more referrals	7%	14
Timely processing of authorizations and disbursements and clear explanations	7%	13
More funding is needed for legal aid / LSS should do more lobbying	5%	9

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

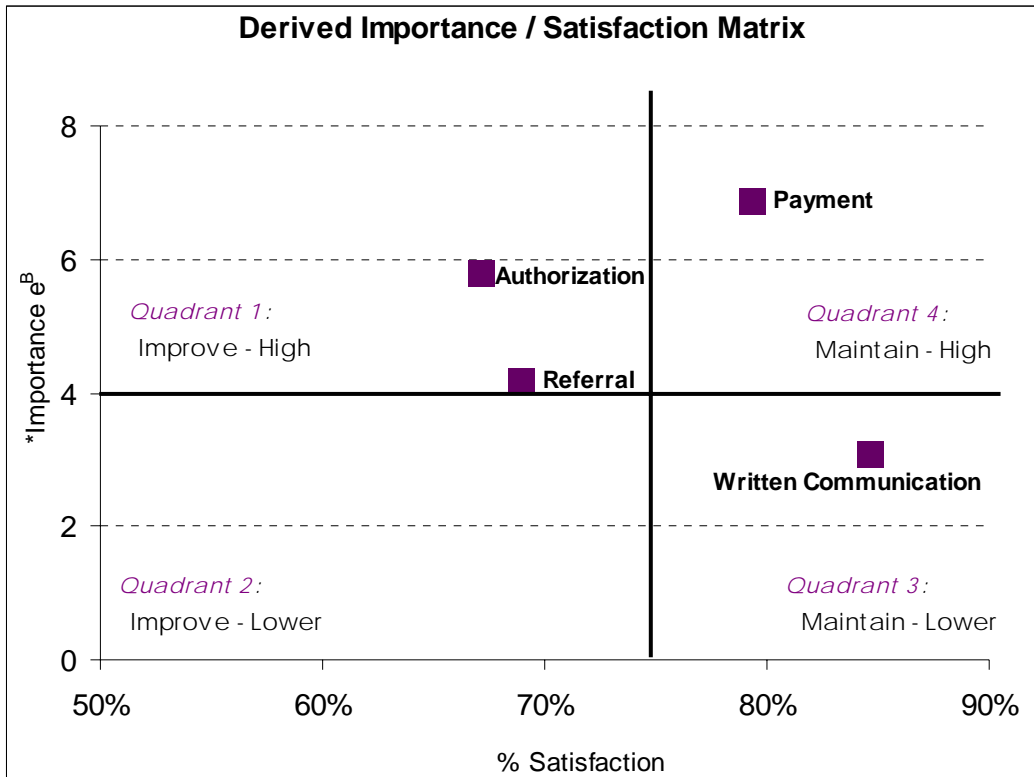
Analysis was done to derive the importance of each service area by examining its impact on the probability of respondents being satisfied with overall LSS support⁷. This showed that the order of impact on overall satisfaction, from greatest to least, is:

1. Payment (Accounts)
2. Authorization
3. Referral
4. Written Communications.

A Service Improvement Matrix (see Figure 10) produced from the scores for derived importance and satisfaction was used to identify the areas with the greatest need for service improvements.

⁷ Logistic regression was used to determine the impact of being satisfied with payment, referral, authorization and written communications on the probability of being satisfied overall (Agreed or Strongly Agreed that they were satisfied in Q47). Analysis of the beta (B) coefficients for each of the explanatory variables (payment, referral, authorization and written communications) provides an indication of the relative impact that each variable has on the probability of a respondent indicating overall satisfaction.

Figure 10: Service Improvement Matrix – Derived Importance Vs. Satisfaction for Components of LSS Support for Lawyers*



The four quadrants of the matrix, and the position of each service area relative to these quadrants, suggest different priorities for action (see Table 17).

**Table 17
Priorities for Service Improvement and Maintenance**

Quadrant	Scores	Priority Indicated	Area of Service
1	high importance/ low satisfaction	Highest priority for improvement	Authorization Referral
2	low importance/ low satisfaction	Lower priority for improvement	-----
3	low importance/ high satisfaction	Lower priority to maintain performance	Written Communications
4	high importance/ high satisfaction	High priority to maintain performance	Payment (Accounts)

* See explanation of Derived Importance in preceding footnote.

IV.VII LSS Priorities

Application of Available LSS Funding (Q49-50)

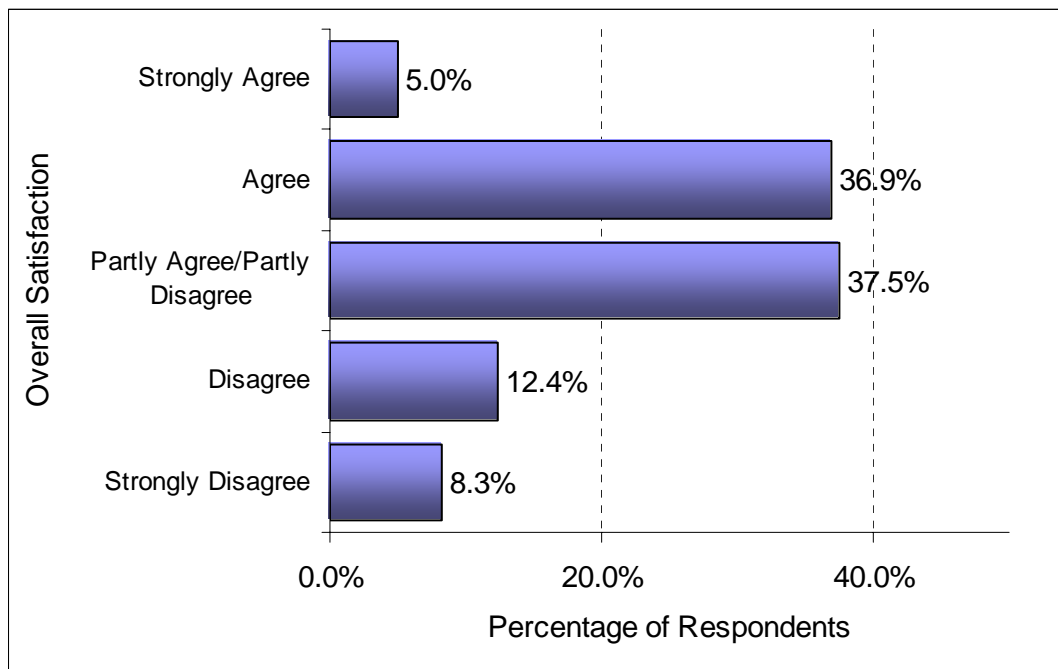
When asked to assess whether or not LSS does a good job overall of allocating limited resources to meet the legal needs of low income people:

- 10% of all respondents did not answer
- 6% of these said that they did not have enough experience to answer.

Of those who answered (363 lawyers):

- 42% agreed that LSS did a good job allocating limited resources; 38% partly agreed; 21% disagreed (see Figure 11).
- Female lawyers were less likely to agree. Analysis confirmed that this was not a result of differences in other variables such as main type of case, volume of clients or years of experience with LSS.
- Those who shared space with another lawyer were more likely to think LSS does a good job.

Figure 11: Satisfaction with Allocation of Resources by LSS (Q49)



When asked to choose how LSS should use an increase in funding should one occur, the overall first choice was increased tariff rates, followed by increased family coverage. The results for all five choices are presented in Table 18.

Table 18
Best Use for Hypothetical Increase in LSS Funding (Q50)

Option	Percent Selecting as 1st Choice	Percent Selecting as 2nd Choice	Percent Selecting as 1 st or 2 nd Choice
Increased Tariff Rates	53%	19%	72%
Increased Family Coverage	25%	20%	44%
Higher Financial Eligibility Cut-Offs	9%	32%	41%
Increased Poverty Coverage	7%	12%	18%
Increased Immigration Coverage	5%	5%	9%
More LSS Offices	3%	5%	8%

When compared against the main type of LSS case taken in 2003:

- Those who did primarily criminal cases were much more likely to choose increasing the tariff and raising the financial eligibility cut-off level as top choices; they were less likely to choose increasing family coverage.
- Those who did primarily family cases for LSS in 2003 were more likely to choose increasing the family law coverage as a top choice and less likely to choose increasing the tariff rate or raising the financial eligibility cut-off level.
- Those who did primarily immigration cases were more likely to choose increasing the immigration coverage as a top choice and less likely to choose raising the financial eligibility cut-off level.
- No consistent patterns of response were discernible for CFCSA lawyers due to the small number of CFCSA lawyers who responded.

The same relationships held between primary type of LSS case in 2003 and respondents' second choice for using increased LSS funding.

Selection of an increase in the tariff rate as the #1 priority for use of any additional funding for LSS was more likely to be selected as first choice by:

- those who did mainly criminal cases for LSS in 2003,
- those who earned more than 50% of their professional income from LSS in 2003,
- male lawyers,
- those who had the greatest number of years in the bar,
- lawyers who didn't share office space with other lawyers, and
- those who had 11 or more years experience representing LSS clients.

Improving the Availability of Service to Meet Legal Needs of Low Income People in B.C. (Q51)

- 62% offered improvement suggestions (see Table 19).
- The most common suggestions related to increasing accessibility to legal aid by relaxing eligibility requirements and simplifying the application process.
- Other frequent suggestions were to seek improved funding, increase family law services and coverage, and increase coverage in additional areas.

Table 19

Ways for LSS to Improve Availability of Services to Meet Legal Needs of Low Income People in BC (Q51) – Major Themes Expressed

Major Themes	Percent of All Comments (n = 345)	Number of Respondents* (n = 249)
Relax eligibility requirements for legal aid/ simplify application process	20%	68
Seek improved funding / lobby government / apply PST charged on legal services to legal aid	14%	48
Provide more Family law service / relax eligibility and improve coverage of services for Family law	11%	39
Expand coverage in poverty law, welfare, WCB, criminal, immigration and other additional areas	9%	32
Restructure tariff to increase rate of pay and services and hours funded / less money to head office	8%	27
Provide more local offices / local support / more local hours	6%	20
Provide for more legal aid clinics and seminars	6%	19
Address misuse of system by lawyers/clients	4%	15
Expand hours and coverage of duty counsel	4%	13

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

IV.VIII Demographic Information

Number of LSS Clients Represented in 2003 (Q52)

See Figure 12.

- 37% represented more than 40 clients in 2003.
- 16% represented less than 5 clients.

Figure 12: Number of LSS Clients (Q52)

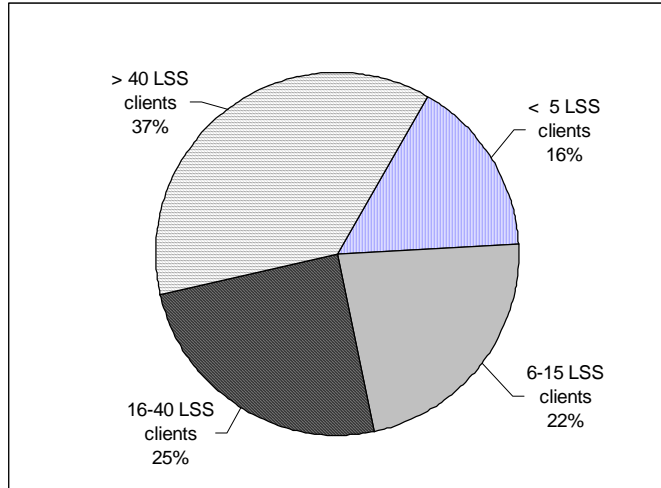
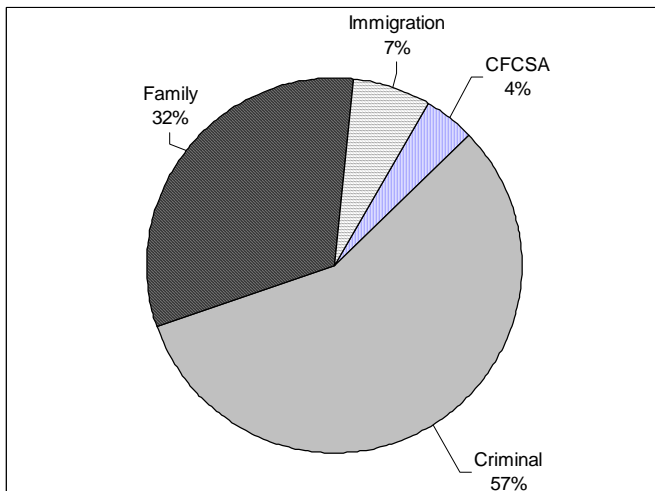


Figure 13: Major Type of LSS Case Taken (Q53)



Type of Case That Formed the Majority of LSS Clients in 2003 (Q53)

See Figure 13.

- Lawyers who represented criminal cases formed 52% of respondents.
- Family lawyers formed 32%.
- Immigration and CFCSA lawyers were the smallest groups.

Percentage of Total Professional Income in 2003 from LSS Work (Q54)

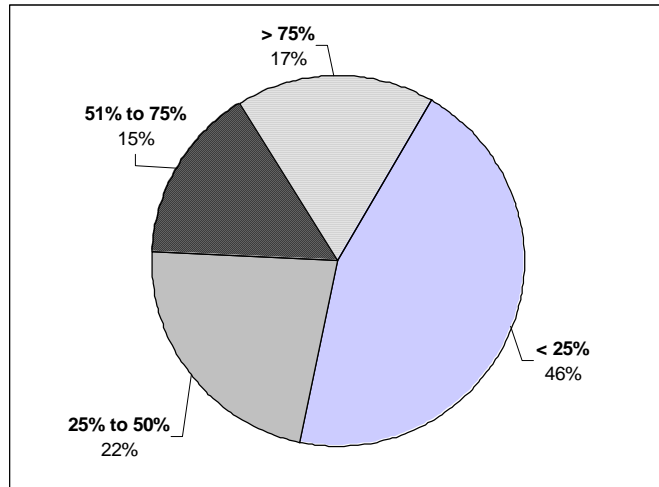
See Figure 14.

13% of the survey respondents did not answer this question.

Of those who responded:

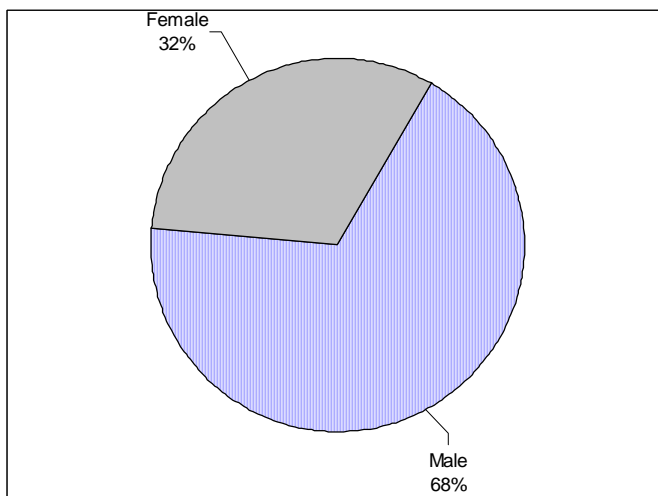
- 45% relied on LSS work for less than one quarter of their professional income.
- 33% relied on LSS work for more than one half of their professional income
- Only 17% relied on LSS work for more than 3/4 of their professional income.

Figure 14: Professional Income From LSS (Q54)



Those who shared office space with another lawyer generally got less of their professional income from LSS. Family lawyers relied on LSS work for much less of their professional income than the other three types (immigration, CFCSA and criminal). And, as expected, those who represented the lowest volumes of LSS clients got the smallest % of their income from LSS work

Figure 15: Gender Distribution (Q55)



Gender (Q55)

See Figure 15.

10% all survey respondents did not answer this question.

Of those who answered:

- 68% were male
- 32% were female

Female lawyers were more likely to be the younger lawyers, those most recently admitted to the bar, and those with the fewest years of experience with LSS. Male lawyers were more likely to be those with the most LSS

clients in 2003.

The highest proportions of female lawyers were found among family law lawyers where respondents were evenly divided between males and females. Lawyers who did mainly immigration LSS cases were slightly less likely to be female and those who did criminal LSS cases are least likely to be female.

Age Range (Q56)

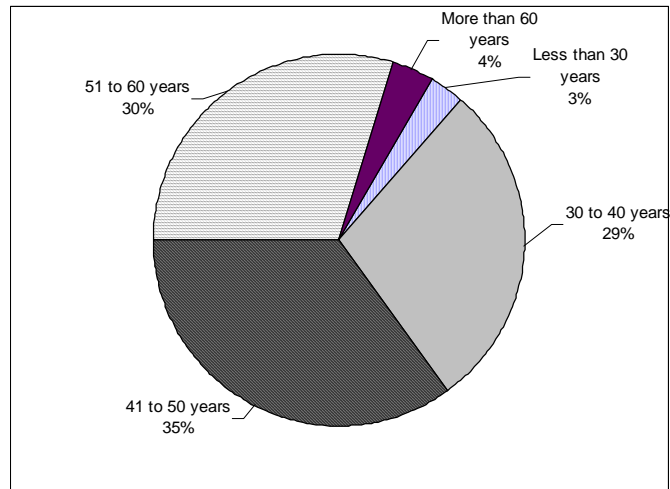
See Figure 16.

10% of all respondents chose not to answer this question.

Of those who responded:

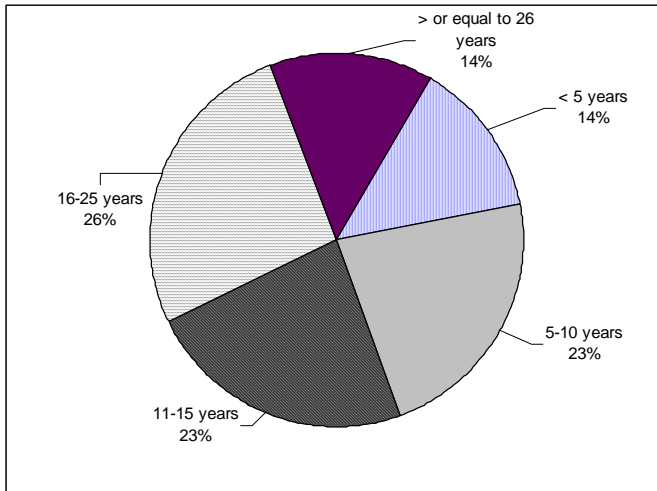
- few were under age 30 (3%) or were over age 60 (4%)
- the largest age group was 41 to 50 years (35%)

Figure 16: Age Distribution (Q56)



As expected, those who had the most years in the bar (26 or more) and had represented LSS clients the longest were most likely to be the oldest lawyers. Those with the fewest years in the bar and with LSS were the youngest lawyers. Older lawyers were less likely to share office space with other lawyers and younger lawyers were more likely to be female. The highest percentage of female lawyers was found in the 30 to 40 year age group which contained 46% of all female respondents who identified their age.

Figure 17: Years in the Bar (Q57) – As of 2004



Number of Years Since Called to the Bar (Q57)

See Figure 17.

- Approximately 25% of respondents were found in each of the groups with 5-10 years, 11-15 years, and 16 – 25 years in the bar.
- 14% were found in each of the groups with less than 5 years and more than 25 years in the bar
- As expected, those with the most years in the bar also tended to be those

with the most years with LSS and the oldest lawyers.

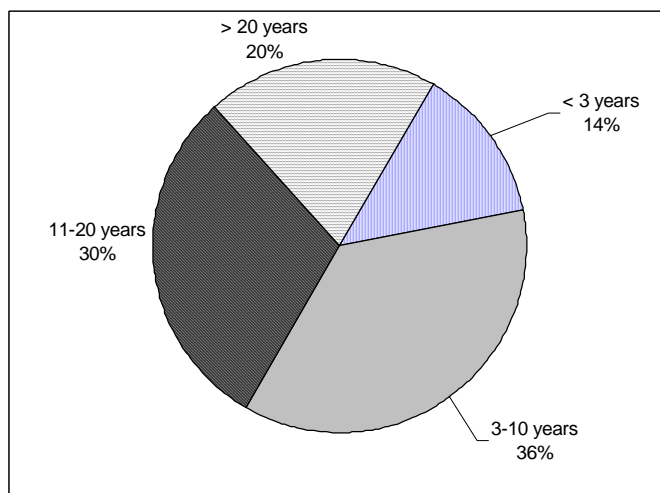
Female tariff lawyers were more likely to have joined the bar more recently. Those who did mainly immigration cases for LSS were most likely to have recently joined the bar; CFCSA lawyers were least likely to have joined the bar recently.

Total Years Representing LSS Clients (Q58)

See Figure 18.

- 36% had 3 to 10 years of experience with LSS clients
- 14% had less than 3 years of experience
- Female lawyers were less likely to have long service with LSS.
- All respondents under the age of 30 years had less than 3 years experience doing LSS work.
- Most respondents with

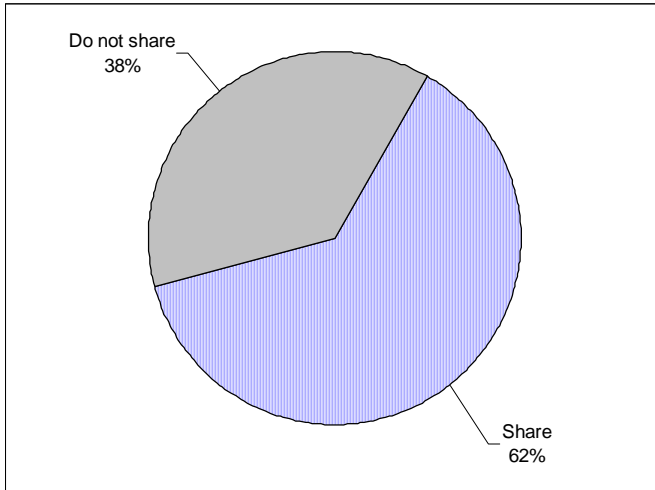
Figure 18: Experience with LSS (Q58) – As of 2004



more than 20 years of LSS experience had been in the bar more than 26 years.

- Criminal lawyers were more likely to have more LSS experience and family lawyers were more likely to have less.

Figure 19: Lawyers Sharing Office Space (Q59)



Sharing Office Space with Other Lawyers (Q59)

See Figure 19.

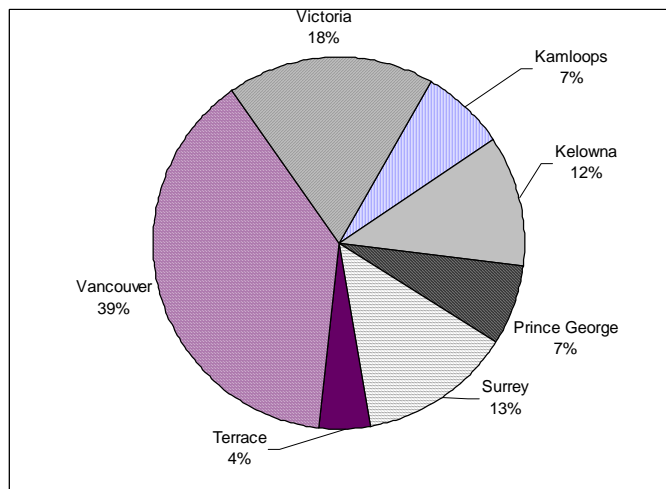
- 62% shared space with other lawyers
- Those who made 75% or more of their professional income from LSS work were least likely to share office space with other lawyers
- Lawyers under age 30 years were most likely to share office space

Nearest LSS Regional Centre (Q60)

See Figure 20.

- 38% were nearest to the Vancouver regional centre.
- 18% were nearest to the Victoria regional centre
- the smallest group were those located closest to the Terrace regional centre (4%)
- The location of tariff lawyers' offices by region was not linked to any of the other demographic variables tested.

Figure 20: Regional Centre Closest to Tariff Lawyer's Primary Office (Q60)



V. CONCLUSIONS AND APPLICATIONS

V.I Referrals

Overall satisfaction with the referral process is good. The current process of providing documents for urgent referrals by fax and for all other referrals by mail appears to meet lawyers' needs. LSS could consider determining the current average time to provide both urgent and non-urgent referral documents and establishing these times as service standards.

There is clearly an issue around the perceived fairness of distribution of referrals and more investigation of the process is needed to determine what actions should be carried out to address this. Although some locations are perceived to distribute referrals less fairly than others, caution is needed in interpreting these results as they reflect the opinions of only those respondents who indicated dissatisfaction with the distribution. Moreover, a fair process for distributing referrals may not always result in an even distribution of referrals due to other factors such as lawyer availability or choices made by individual lawyers to accept or decline cases.

V.II Authorizations

Authorizations appears to be the area where there is the greatest need for improved customer service. This area has a high potential impact on overall satisfaction with LSS support but current satisfaction with this service area is low. Problems identified included personnel who were not knowledgeable, unacceptable response times for non-urgent telephone inquiries, unclear and inconsistent authorization decisions and a perceived lack of respect within this area for tariff lawyers. LSS does not appear to meet its guideline of providing urgent authorization decisions within one working day nor its standard for non-urgent authorization decisions in 5 working days.

Most tariff lawyers appear eager to embrace e-authorization. Reluctance to use it seemed mainly due to lack of sufficient computer literacy and/or a preference for paper forms, or a perception that the time/effort required to get set up is not justified for the amount of LSS work done. Overall, the survey results suggest that comfort and satisfaction with one electronic service option increases willingness to use other electronic service options. Since e-authorization should add efficiencies for both LSS and the tariff lawyers, it is worth investing in steps, such as informational and training materials, to simplify the transition for lawyers and increase its probability of acceptance.

V.III Accounts

Overall, tariff lawyers are quite satisfied with the accounts area and this satisfaction increases the more a lawyer works with LSS. Satisfaction is high with the timeliness of accounts payments indicating that the current standard of payment within 30 days of receipt is an appropriate target for measuring performance in this area.

E-billers are very satisfied with the e-billing system, however, only two-thirds of tariff lawyers use it. As with e-authorization, acceptance appears hampered by a perception that the necessary investment of time in learning and equipment is not justified and seems influenced by a lawyer's general familiarity and capacity for e-business. Given the benefits e-billing offers for LSS efficiency and tariff lawyer satisfaction, increased efforts to help non-users make a smooth transition to the system seem warranted.

In general, tariff lawyers would welcome the introduction of an e-service (EFT) to pay their invoices. Their interest does not appear to be a function of their capacity for e-services and may simply reflect general comfort with EFT as a result of the using it for personal and business banking. In any case, EFT appears to be a service that LSS should consider implementing.

V.IV Guide to Legal Aid Tariffs

Although users of the on-line guide find it easy to use, less than one third of tariff lawyers take advantage of this e-service. The survey results suggest that once familiar with the tariff system, lawyers seldom need to consult the guide. Changes to the guide are infrequent and are communicated directly to lawyers via fax newsletter. E-billers are more likely to have used the on-line guide because its main function is to assist lawyers with billing and because e-billing draws lawyers to the LSS website⁸.

LSS discontinued the paper guide subsequent to the survey and now provides only the on-line guide. The survey suggests the on-line guide could support this decision and that LSS can focus its efforts on training and communication to assist non-users with the transition.

V.V Written Communications

The Legal Aid Fax newsletter is highly used and highly valued by tariff lawyers. The survey administration process, however, revealed considerable error in the

⁸ Based on discussions with Janice Staryk, Manager, LSS Tariff Operations

current LSS listing of tariff lawyers. This needs to be addressed so that the resources expended on the newsletter benefit all active tariff lawyers.

The LSS website is used most for billing assistance, particularly by those with more LSS clients and higher reliance on LSS work for professional income, who are in turn, the biggest users of e-billing. Level of comfort with technology could explain why use is also highest among the least experienced lawyers and lowest among the most experienced. Based on this, the use of the website by tariff lawyers should grow with their reliance on e-business. This and the high perceived value among current users make maintenance of the website a priority to support e-service.

Tariff lawyers do not, however, support the LSS website as LSS' primary method for written communication at this point. Overall, lawyers prefer fax, followed closely by e-mail. LSS should consider moving to e-mail for standard communication with tariff lawyers. The preference for this method is already high and will grow given that it is favoured by those interested in other e-services. The most frequent change requested for communications among all lawyers was to use e-mail. The e-mail contact information compiled for tariff lawyers as a result of this survey should provide a good starting point for further work.

V.VI Overall LSS Support for Tariff Lawyers

Overall

The majority of tariff lawyers appear satisfied with the overall support provided by LSS to tariff lawyers. This seems consistent across the population with the exception of female lawyers where satisfaction is lower.

Tariff lawyer satisfaction with overall support is a key performance measure for LSS because of the critical role tariff lawyers play in the delivery of legal services for low income people. The survey result of 68% satisfied provides the baseline for this measure. Future re-administrations of the survey (currently planned on a four-year cycle) will help LSS evaluate its success in improving support for tariff lawyers.

Non-urgent phone inquiries

Satisfaction with response time to non-urgent phone inquiries was only fair.

This was particularly true for the authorizations area even although lawyers' expectations for response times here were less demanding than for referrals (where satisfaction with response times was highest). Response times to non-urgent authorization decisions, which are dealt with by fax or mail rather than by telephone⁹, tended to be rated unacceptable by the same group of respondents.

⁹ Based on discussions with Janice Staryk, Manager, LSS Tariff Operations

Further research would be required to determine why response times in general in authorizations seem unacceptable for this group.

The LSS standard for answering non-urgent inquiries is 24 hours or less in accounts and authorizations¹⁰. Formalization of non-urgent inquiry response time as a performance measure in each area is recommended, with different targets for each area to reflect the variation in wait times acceptable to lawyers from area to area.

Courteousness of LSS personnel

Satisfaction with the courteousness of LSS personnel appears very high among tariff lawyers. This result should be communicated to LSS staff. The establishment of performance measures and targets for courteousness should also be considered.

Level of knowledge of LSS personnel

Tariff lawyers also seem quite satisfied with the level of knowledge of LSS personnel. The referrals personnel deserve special mention as the area seen to have the fewest incidences of unsatisfactory courteousness and knowledge.

Use of LSS services for non-LSS clients

Tariff lawyers are getting assistance for non-LSS clients by referring them to other LSS services. Although not all services are used to the same degree, different services appear to be serve particular groups of lawyers. Brydges line and LSS publications are the services least often referred to non-LSS clients.

Service improvement priorities

The potential contribution of each service area to overall tariff lawyer satisfaction varies.

- *Payment* (accounts) has the largest potential to impact tariff lawyers' overall satisfaction with LSS support. LSS is doing well in this area and is to be congratulated for its high tariff lawyer satisfaction results. Continued performance here will be key to maintaining overall lawyer satisfaction and retention.
- *Authorization* has a large potential impact on overall satisfaction but tariff lawyers appear less satisfied with it at this time. This should be LSS' highest priority for service improvement effort.
- *Referral* received slightly higher satisfaction ratings but has less potential impact on overall satisfaction. It should be LSS' second highest priority for service improvements.
- *Written communications* currently generates high tariff lawyer satisfaction and because it has the least potential impact on overall satisfaction of all four areas, it should be LSS' lowest priority for service improvement work.

¹⁰ No standard exists in referrals but within 24 hours is considered normal. (Based on discussions with Janice Staryk, Manager, LSS Tariff Operations and David Griffiths, Manager, LSS Field Operations.)

Feeling valued by LSS

Although they are generally satisfied with LSS' overall support, tariff lawyers do not feel valued by LSS. This feeling was generally consistent across all demographic groupings tested and strongest among criminal and family lawyers (who do the bulk of LSS cases).

This is a critical organizational capacity issue for LSS. The current legal aid delivery model relies on private bar lawyers to represent LSS clients and the number of lawyers available to do this work is dropping¹¹. If lawyers are declining to do LSS work because they do not feel their service is valued by LSS, then changing this must be a high priority for the Society.

The survey results show that tariff rates and the extent of coverage of the tariff are major reasons why lawyers do not feel valued by LSS. The Society is already aware of this and has launched a review of the tariff rates as one step towards addressing this issue.

V.VII LSS Priorities

Overall, tariff lawyers do not appear satisfied with how LSS allocates its resources. However, there is little agreement as to what to do with any additional funding. If the option was provided, lawyers generally chose increased coverage in their area of law as their first choice. Increased criminal coverage was not provided as an option and criminal lawyers (who made up the majority of respondents) favoured increasing the tariff rate. In general, most lawyers saw raising financial eligibility cut-offs as a good thing to do. Few supported using additional funds to increase the number of LSS offices.

This section of the survey again highlighted the overall dissatisfaction with the tariff rates. This is particularly an issue for criminal lawyers, lawyers who earned more than 50% of their professional income from LSS in 2003, male lawyers, lawyers with high numbers of years in the bar, lawyers who don't share office space with other lawyers, and lawyers with 11+ years of LSS service. Nevertheless, when asked how LSS could improve the availability of legal aid services for low income people in B.C., the largest percentage of lawyers suggested relaxing the eligibility requirements. Restructuring the tariff rates and coverage was a common, but less prominent, suggestion.

¹¹ LSS 2004-2007 Service Plan; Discussions with Mark Benton, Executive Director, LSS.

V.VIII Demographic Information

Based on LSS data regarding major case type, survey respondents appear to be representative of all tariff lawyers actively working for LSS in 2003¹². No other data on the demographic make-up of the tariff lawyer population was available for comparison.

The younger lawyers, those most recently admitted to the bar, and those who had the fewest years of experience with LSS had higher proportions of female lawyers. If this reflects the trends in distribution of female to male lawyers in BC, it may have significance for LSS since female lawyers indicated less satisfaction with LSS support. LSS will want to track this statistic and consider service improvements in areas of support of particular importance to female tariff lawyers.

More than one third of current tariff lawyers have ten or fewer years of experience with LSS. This is a key variable to track in future repetitions of the survey as an indicator of potential pressure on the Society's organizational capacity. If this percentage grows, LSS may need to spend more effort on training and orientation for tariff lawyers.

V.IX Summary and Overall Themes for Action

The lawyers who responded to the survey seemed to welcome the opportunity to provide their feedback. The unanticipated volume of written comments showed the depth of their passion for their work and their desire to communicate their ideas with LSS. Seeking feedback demonstrates the Society's appreciation of tariff lawyers and its commitment to providing high quality service. It also provided good suggestions for program improvements and could enable the establishment of several performance measures at both strategic and operational levels.

Seven themes emerge from the survey findings as a base for future action by LSS:

1. Tariff Lawyers Are Satisfied Overall
2. LSS Resources Could Be Better Allocated
3. Tariff Rates and Coverage Are Inadequate
4. Tariff Lawyers Feel Under-Valued

¹² The survey respondents contained 57% who stated they did mainly criminal cases for LSS and 32% who did mainly family cases. LSS case data indicates that in 2003, criminal lawyers made up between 49% and 72% of LSS tariff lawyers, and family lawyers constituted 28% to 51%. (The percentages of each can only be given as ranges because 23% of LSS lawyers did both family and criminal work.) Lawyers who represented mainly CFCSA cases formed 4% of respondents and immigration lawyers formed 7%. This is also in line with LSS 2003 case data.

5. Customer Service Improvements Are Needed
6. Referral and Decision-making Processes Should Be More Transparent
7. Good Support Exists for E-Business

The survey results suggest specific actions in each area to enhance LSS' ability to maintain an adequate pool of tariff lawyers. These actions are summarized as recommendations in Appendix 1.

APPENDIX 1: RECOMMENDATIONS FOR ACTION

Specific Recommendations

(Organized by Key Themes from the Survey Results)

Tariff Lawyers Are Satisfied Overall:

1. LSS should report the overall satisfaction rating of 68% in its 2004-2005 Annual Service Plan Report as the baseline for one of its key performance measures.
2. LSS should consider using the results of the survey to establish a tariff lawyer satisfaction baseline and targets for each of the key areas: referrals (69%), authorizations (67%), accounts (79%) and written communications (85%).
3. LSS should monitor the trends in gender makeup of its tariff lawyer population and consider giving higher priority to aspects of its support where female lawyers are less satisfied.

LSS Resources Could Be Better Allocated:

4. Should additional funds become available, LSS should consider raising the financial eligibility cut-offs as a high priority for their use.

Tariff Rates and Coverage Are Inadequate:

5. LSS should apply the findings of this survey in association with the findings of the tariff review to determine and initiate steps to address lawyer dissatisfaction with the tariff as soon as possible.

Tariff Lawyers Feel Under-Valued:

6. LSS should place a high priority on identifying and implementing steps to change the perception among tariff lawyers that they are not valued or respected by the Society.

Customer Service Improvements Are Needed:

7. LSS should consider determining the current average time to provide both urgent and non-urgent referral documents and establishing these times as service standards.

8. LSS should make the authorizations area its top priority for customer service improvements. Specific components to be improved should include: response times for non-urgent telephone inquiries, non-urgent authorization decisions and urgent authorization decisions; knowledge levels of authorization personnel; and respectfulness shown by authorization personnel. The causes of discontent with the transparency of decision-making should be examined further and steps taken to ensure that the authorization process is as consistent as possible across all LSS cases.
9. LSS should establish a performance measure for timeliness of account payment using the current standard of 30 days from receipt to payment as the initial target.
10. LSS should establish performance measures and targets for response times for non-urgent telephone inquiries in referrals, authorizations and accounts.
11. LSS should communicate its congratulations to all personnel for the very high rating given by tariff lawyers for their courteousness. LSS should also consider using these ratings to establish performance measures and targets for courteousness of LSS personnel.

Referral and Decision-Making Processes Should Be More Transparent:

12. LSS should put in place a process to monitor the equity of the distribution of referrals among its locations and to convey the results to all active tariff lawyers.

Good Support Exists for E-Business:

13. LSS should consider implementing e-authorization and EFT services for tariff lawyers.
14. LSS should invest in efforts to smooth the transition to e-authorization and EFT and to the use of e-billing and the on-line guide for those who are not yet using LSS e-services. This could include a communication strategy and/or a training process.
15. LSS should continue maintenance of its website at its current level or better as an information source and as a tool for providing services that respond to the legal needs of low income individuals in B.C.

16. LSS should begin moving to the use of e-mail as a primary method for written communication with tariff lawyers. In preparation for this, LSS will need to fully update its list of tariff lawyers and their e-mail addresses using the work done for this survey as a base.
17. At the same time, if LSS intends to continue its Legal Aid Fax newsletter, it should fully update its fax list of active tariff lawyers so that maximum service to tariff lawyers is obtained from the resources expended on the newsletter.

**APPENDIX 2: QUESTIONNAIRE FOR LSS TARIFF LAWYER
SATISFACTION SURVEY**

I. Introduction

Dear Tariff Lawyer,

As a Tariff Lawyer, you are an integral part of an innovative, collaborative legal aid system that responds to the needs of low income people throughout BC. The Legal Services Society is interested in measuring your satisfaction with its services. By completing this, *LSS Tariff Lawyer Satisfaction Survey*, you will help LSS identify key areas for improvement. LSS' main objective in undertaking this research is to determine how best to support you as you continue to provide your honourable legal aid work.

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 **Thursday February 12, 2004**. 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? 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@ziplip.com or by phone at 250-885-9592.

Want to know more about LSS' rationale for the survey? Contact Janice Staryk LSS at 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
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

3. 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

4. In my opinion, LSS referrals are distributed fairly.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 6
<input type="checkbox"/>	Agree	Skip to Q. 6
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue
<input type="checkbox"/>	Don't know	Skip to Q. 6

5. Please indicate which of the following locations are not distributing referrals fairly?
(Mark all that apply)

- | | |
|--------------------------|-----------------|
| <input type="checkbox"/> | Abbotsford |
| <input type="checkbox"/> | Campbell River |
| <input type="checkbox"/> | Chilliwack |
| <input type="checkbox"/> | Courtenay |
| <input type="checkbox"/> | Cranbrook |
| <input type="checkbox"/> | Dawson Creek |
| <input type="checkbox"/> | Duncan |
| <input type="checkbox"/> | Fort St. James |
| <input type="checkbox"/> | Fort St. John |
| <input type="checkbox"/> | Hazelton |
| <input type="checkbox"/> | Kamloops |
| <input type="checkbox"/> | Kelowna |
| <input type="checkbox"/> | Nanaimo |
| <input type="checkbox"/> | Nelson |
| <input type="checkbox"/> | North Vancouver |
| <input type="checkbox"/> | Penticton |
| <input type="checkbox"/> | Port Alberni |
| <input type="checkbox"/> | Prince George |
| <input type="checkbox"/> | Prince Rupert |
| <input type="checkbox"/> | Quesnel |
| <input type="checkbox"/> | Richmond |
| <input type="checkbox"/> | Salmon Arm |
| <input type="checkbox"/> | Sechelt |
| <input type="checkbox"/> | Surrey |
| <input type="checkbox"/> | Terrace |
| <input type="checkbox"/> | Vancouver |
| <input type="checkbox"/> | Vernon |
| <input type="checkbox"/> | Victoria |
| <input type="checkbox"/> | Williams Lake |

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

6. 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 |

7. What is the primary change that LSS could make to improve the referral process for you?

V. Authorizations

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

8. Have you ever submitted a request for authorization or for extra/collapse fees?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 17

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

9. LSS provides urgent authorization decisions within its guideline of one working 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.

10. LSS provides non-urgent authorization decisions 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
<input type="checkbox"/>	Not enough experience to say

11. In your opinion, an acceptable length of time to wait for a non-urgent authorization decision is:

<input type="checkbox"/>	Less than 2 business days
<input type="checkbox"/>	2-5 business days
<input type="checkbox"/>	More than 5 business days
<input type="checkbox"/>	Not enough experience to say

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

12. 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

LSS is planning to introduce electronic authorizations. This will allow tariff lawyers to use the Internet to submit authorization requests, check the status of requests and receive authorization decisions.

13. If an e-authorization service was available, would you use it?

<input type="checkbox"/>	Yes	Skip to Question 15
<input type="checkbox"/>	No	Continue

14. Please explain why you would not use e-authorizations.

Please indicate your level of agreement with the following statement?

15. 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

16. What is the primary change that LSS could make to improve the authorization process for you?

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?

17. 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

18. 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

19. Apart from Duty Counsel services (where e-billing is not yet available) do you use the E-Billing System to submit your accounts to LSS?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 21

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

20. I find the E-Billing forms easy to use.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 22
<input type="checkbox"/>	Agree	Skip to Q. 22
<input type="checkbox"/>	Partly Agree/Partly Disagree	Skip to Q. 22
<input type="checkbox"/>	Disagree	Skip to Q. 22
<input type="checkbox"/>	Strongly Disagree	Skip to Q. 22

21. Please explain why you do not use the E-Billing System to submit your accounts to LSS.

LSS is planning to introduce electronic funds transfer (EFT). This will allow LSS to pay your invoices by transferring funds directly into your bank account.

22. If electronic funds transfer was available, would you use it?

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

23. 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

24. What is the primary change that LSS could make to improve the account payment process for you?

VII. Guide to Legal Aid Tariffs

Next we ask some questions regarding your satisfaction with the on-line version of the **Guide to Legal Aid Tariffs**.

25. Have you used the on-line version of the *Guide to Legal Aid Tariffs*?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 27

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

26. I can locate information easily in the on-line version of the <I>Guide to Legal Aid Tariffs</I>.

<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

VIII. Written Communications

Now we are going to ask a few questions about written communications with LSS, such as newsletters, web site, letters, e-mails, etc.

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

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

28. Do you read the LSS Legal Aid Fax newsletter?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 30

Please indicate your level of agreement with the following statement.

29. 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

30. Do you use the LSS website?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 33

31. Of the five sections on the LSS website, which do you use?
(Mark all that apply)

- | | |
|--------------------------|--------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | Information about legal aid in BC |
| <input type="checkbox"/> | Information about the Legal Services Society and its resources |
| <input type="checkbox"/> | Legal information, including LSS publications, and LawLink |
| <input type="checkbox"/> | Billing and other information for legal aid lawyers |
| <input type="checkbox"/> | Links to other sites about the law in BC (Family Law Website, Electronic Law Library and PovNet) |

To what extent do you agree with the following statement?

32. The information on the LSS 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 |
| <input type="checkbox"/> | Not enough experience to say |

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

Please indicate your top two preferences by placing a "1" beside the best method and "2" beside the second best method.

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

To what extent do you agree with the following statement?

34. Overall, I am satisfied with the written communications I receive from LSS (letters e-mails website 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 |

35. What is the primary change that LSS could make to improve its written communications with you (letters e-mails website newsletter)?

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.

36. When I make non-urgent phone calls to LSS, I get an answer to my inquiry within an acceptable length of time.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 38
<input type="checkbox"/>	Agree	Skip to Q. 38
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue

37. Please indicate the area(s) of LSS where you have not received an answer to a non-urgent phone inquiry within an acceptable length of time

(Mark all that apply)

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

38. 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?

39. When I contact LSS their personnel are courteous.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 41
<input type="checkbox"/>	Agree	Skip to Q. 41
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue

40. 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?

41. When I contact LSS, their personnel are knowledgeable.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 43
<input type="checkbox"/>	Agree	Skip to Q. 43
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue

42. Please indicate the area(s) of LSS where you found the personnel were <U>not</U> knowledgeable.

(Mark all that apply)

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

43. Have you directed non-LSS clients to the other services that LSS provides (e.g. Brydges Line Criminal duty counsel Family duty counsel Family law website Law Line LSS publications)?

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Skip to Question 45

44. 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"/>	Family law website
<input type="checkbox"/>	Law Line
<input type="checkbox"/>	LSS publications
<input type="checkbox"/>	Other (please specify)

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

45. I feel that LSS values my services.

<input type="checkbox"/>	Strongly Agree	Skip to Q. 47
<input type="checkbox"/>	Agree	Skip to Q. 47
<input type="checkbox"/>	Partly Agree/Partly Disagree	Continue
<input type="checkbox"/>	Disagree	Continue
<input type="checkbox"/>	Strongly Disagree	Continue

46. Please explain why you feel that LSS does <U>not</U> value your services.

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

47. 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 |

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

--

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?

49. 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 |

50. If LSS had an increase in funding in which areas should the extra dollars be used?

Please indicate your top two choices by placing a "1" beside your first choice and a "2" beside your second choice.

- | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | Increased tariff rates – to pay tariff lawyers more for representing LSS clients |
| <input type="checkbox"/> | Increased family coverage – broader services for a wider range of family and clients |
| <input type="checkbox"/> | Increased immigration coverage – broader services for a wider range of immigration clients |
| <input type="checkbox"/> | Increased poverty coverage – broader services for a wider range of poverty law clients |
| <input type="checkbox"/> | Higher financial eligibility cut-offs – to provide legal aid coverage for more people |
| <input type="checkbox"/> | More LSS offices – to reduce the average distance clients must travel to meet with an LSS representative |

51. 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.

52. In 2003, 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 |

53. Which of the following types of cases formed the majority of your 2003 LSS clients?

(Mark one only)

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

54. Approximately what percentage of your total professional income in 2003 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 |

55. Are you male or female?

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

56. 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 |

57. In what year were you called to the bar?

Please enter the four digit year - for example: 1995

Year

58. 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 |

59. Do you share office space with other lawyers?

- | | |
|--------------------------|----------------------------------------------------|
| <input type="checkbox"/> | Yes, I share office space with other lawyers |
| <input type="checkbox"/> | No, I do not share office space with other lawyers |

60. 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*