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customer satisfaction with the services  
provided by LawAccess NSW (January 2004)



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Providing research insight to  
**Business & Government**

LawAccess NSW

**CUSTOMER SURVEY**

Monitoring Satisfaction

Final Report

Prepared by  
IRIS Research Ltd.

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**IRIS Research** ABN 16 002 278 793

Porter Street Annex, The University of Wollongong, 22 Porter Street, Nth Wollongong

Postal address: Northfields Ave, Wollongong. NSW 2522 Telephone: (02) 4229 4777 Fax: (02)4227 2987

Net: <http://www.iris.org.au> Email: [research@iris.org.au](mailto:research@iris.org.au)



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## **EXECUTIVE SUMMARY**

In January 2004, IRIS Research was commissioned by LawAccess NSW to conduct a telephone survey amongst customers. LawAccess NSW provides free legal information, assistance and advice via its centralised telephone contact centre at Parramatta and via the Internet. Customers can contact LawAccess NSW on its 1300 number between 9am and 5pm, Monday to Friday.

The customer satisfaction survey was conducted during the busiest time of the year for LawAccess NSW when call volume peaks between December and February. All LawAccess NSW frontline staff were involved in the survey, including an additional ten staff who are employed each year as part of a summer clerkship program.

In general customers were surveyed within 48 hours of the initial enquiry to LawAccess NSW. Survey fieldwork was carried out on the IRIS Computer Aided Telephone Interviewing (CATI) system during the period 29<sup>th</sup> January to 10<sup>th</sup> February. A total of 544 completed interviews were conducted, with 96 individuals speaking to both a customer service officer and lawyer.

The broad aim of the survey was to evaluate the satisfaction levels and needs of users with respect to key components of the service's delivery. The key results from the survey are summarised below under the heading of each section in this report:

### Customer Profile

- 63% of customers surveyed were female, with females aged 25-39 years (25%) being the largest group seeking assistance.
- 20% of customers surveyed indicated they were born overseas. The survey covered 46 nationalities, with United Kingdom (5%) and New Zealand (3%) accounting for the largest overseas groups.
- 14% of respondents indicated they spoke a language other than English at home. Arabic (including Lebanese), Italian and Spanish were the main languages nominated. 95% of these individuals indicated they prefer to speak in English when they contact LawAccess NSW.



- 53% of customers surveyed indicated they received a pension or other form of government benefit. The sole parent pension for females was the dominant benefit received, with 1 in 5 customers in receipt of this benefit.
- 47% of customers surveyed stated they were living in rental accommodation.
- The average weekly take home pay for customers interviewed was \$418. Individuals in receipt of a government benefit reported a significantly lower average weekly take home pay of \$308.
- 45% of customers surveyed lived outside metropolitan Sydney. Based on population densities, the service is being utilised well by metropolitan, regional and country NSW.
- The Telstra white pages and Legal Aid were nominated as the two main sources of how individuals found out about LawAccess NSW.

### Important Components of Customer Service

- To understand what customers perceived to be important in the delivery of this type of service, customers were asked to rate the importance (out of 5) of service attributes when contacting any large customer service organisation. Mean importance scores ranged from 4.26 (high) to 4.79 (very high) out of 5.
- The following table ranks the mean importance scores into three groups, depending on their relationship to the overall mean for all components.



IMPORTANCE RATINGS FOR SERVICE DELIVERY (N=544)

Attribute	Mean Score/ Ranking (out of 5)	
Understanding of what to do next	4.79 (1)	<b>Above Average Importance</b>
Knowledge and competence of the operator	4.72 (1)	
The operator understands the problem and the information I am looking for	4.67 (1)	
The information provided by the operator is easy to understand	4.66 (1)	
Helpfulness of the operator	4.64 (1)	
Friendliness and courteous nature of staff	4.53 (2)	<b>Average Importance</b>
Respect and sensitivity given to you by the operator	4.53 (2)	
The amount of time given to your enquiry	4.36 (3)	<b>Below Average Importance</b>
The efficiency or speed in dealing with the enquiry	4.33 (3)	
The waiting time to reach an operator	4.26 (3)	

## Satisfaction Ratings For Customer Service Officers

- Customers were asked to think about their most recent enquiry to LawAccess NSW and to rate their satisfaction with the service components again on a scale of 1 to 5. Mean satisfaction scores were in the high (4.2) to very high (4.85) range (out of 5).
- The following table ranks the mean satisfaction scores into three groups depending on their relationship to the overall mean satisfaction score for all components.

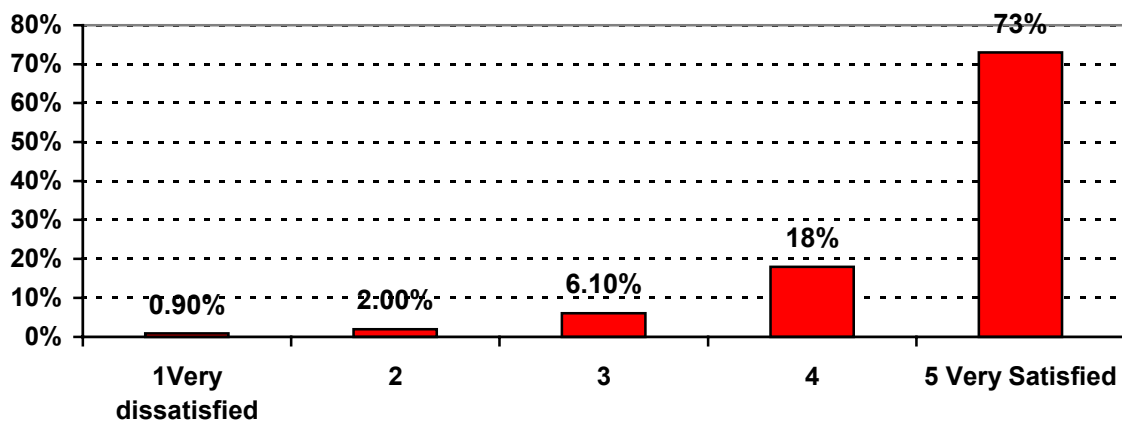


SATISFACTION RATINGS – CUSTOMER SERVICE OFFICER (N=544)

Attribute	Mean Score/ Ranking (out of 5)	
Friendliness and courteous nature of staff	4.85 (1)	<b>Above Average Performance</b>
Respect and sensitivity given to you by the operator	4.74 (1)	
Helpfulness of the operator	4.73 (1)	
The amount of time given to your enquiry	4.63 (1)	
The information provided by the operator is easy to understand	4.56 (2)	<b>Average Performance</b>
The efficiency or speed in dealing with the enquiry	4.54 (2)	
Understanding of what to do next	4.47 (3)	<b>Below Average Performance</b>
Knowledge and competence of the operator	4.46 (3)	
The operator understands the problem and the information I am looking for	4.46 (3)	
The waiting time to reach an operator	4.20 (3)	

- Ninety one percent of customers interviewed provided a high satisfaction rating (4 or 5 out of 5) for the overall service delivered by LawAccess NSW customer service officers.

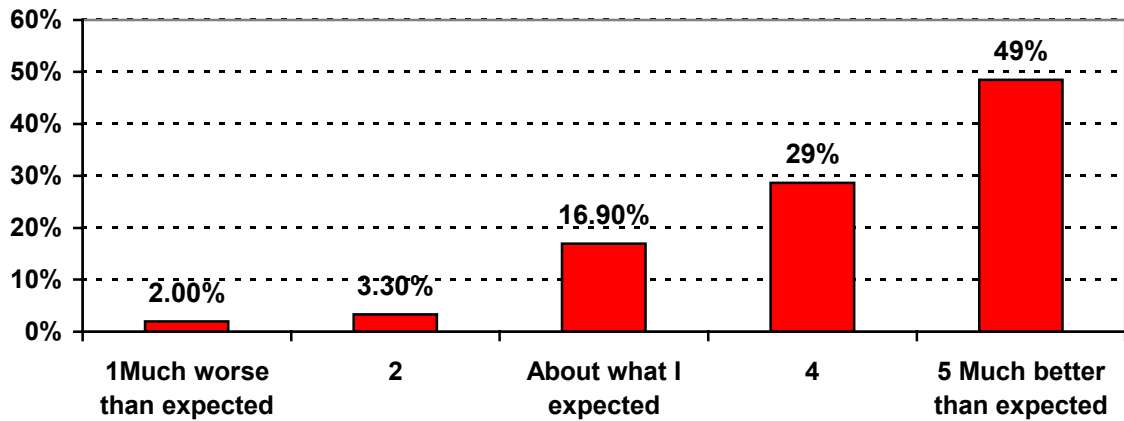
OVERALL SATISFACTION WITH CUSTOMER SERVICE OFFICER (N=544)





- 78% of customers interviewed stated that the service they received from LawAccess NSW customer service officers exceeded their expectations.

MEETING CUSTOMER EXPECTATIONS- CUSTOMER SERVICE OFFICER (N=544)



### Satisfaction Ratings For Lawyers

- Customers who had spoken to a LawAccess NSW lawyer were asked to rate their satisfaction with the same service components. Satisfaction scores for lawyers were in the very high range (4.39 to 4.92).
- The following table ranks the mean satisfaction scores into three groups depending on their relationship to the overall mean satisfaction score for all components.

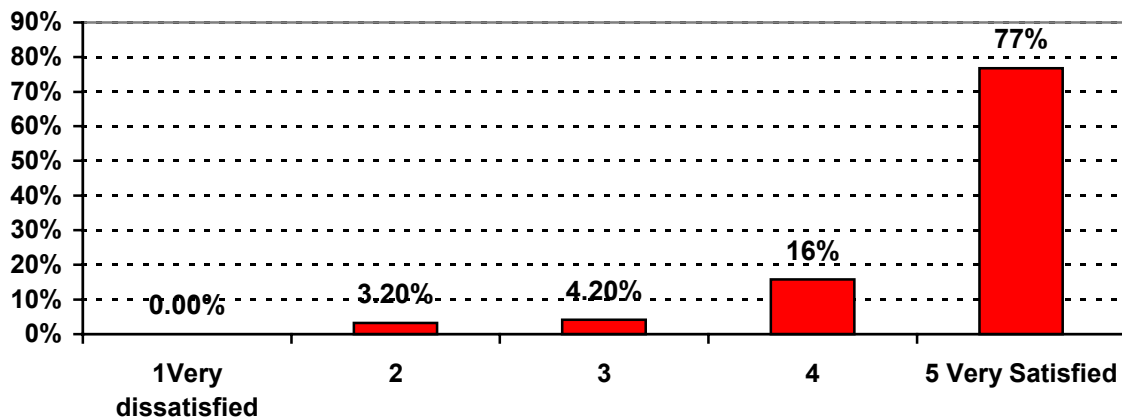


SATISFACTION RATINGS – LAWYERS (N=96)

Attribute	Mean Score/ Ranking (out of 5)	
Friendliness and Courteous nature of the Lawyer	4.92 (1)	<b>Above Average Performance</b>
Respect and sensitivity given to you by the Lawyer	4.85 (1)	
The amount of time given to your enquiry by the Lawyer	4.74 (2)	<b>Average Performance</b>
Helpfulness of the Lawyer	4.72 (2)	
Knowledge and competence of the Lawyer	4.68 (2)	
The ease of understanding of the information provided	4.68 (2)	
Understanding of what to do next	4.60 (2)	
Lawyers understanding of the problem and the information I was looking for	4.55 (2)	<b>Below Average Performance</b>
The efficiency and speed in dealing with the enquiry	4.39 (3)	

- Ninety three percent of customers who spoke to a lawyer provided a high satisfaction rating (4 or 5 out of 5) for the overall service delivered.

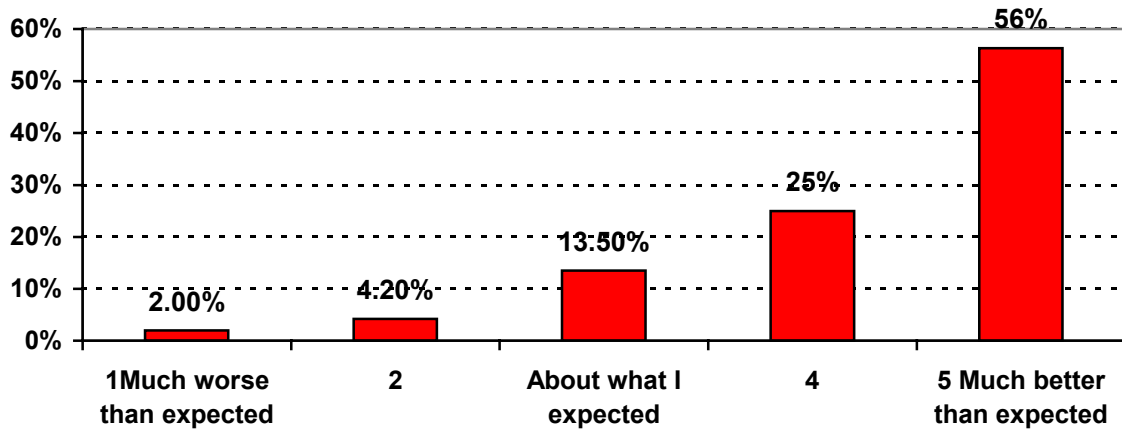
OVERALL SATISFACTION WITH LAWYER (N=96)





- 81% of customers interviewed stated that the service they received from LawAccess NSW lawyer exceeded their expectations

MEETING CUSTOMER EXPECTATIONS- LAWYERS (N=96)



### Prioritising Service Components for Improvement

- Both importance and satisfaction ratings were combined to develop a compositional model to determine those service components which require most improvement from the point of customer satisfaction (refer to page 21 for explanation of the methodology).
- The satisfaction ratings demonstrate that a high level of satisfaction was found with the services delivered by both customer service officers and lawyers. Personal communication skills were found to be of an extremely high standard. However the analysis shows marginal improvement in overall satisfaction can be obtained if greater attention was given to the following components.



CUSTOMER SERVICE OFFICERS	LAWYERS
Improving Call Waiting times	Efficiency and Speed in dealing with the enquiry
Improving Operator's knowledge and competence	Improving lawyers understanding of the problem and information the customer is seeking
Improving CSO understanding of the problem and information the customer is seeking	Ensuring the customer understands what to do next
Ensuring the customer understands what to do next	

## Service Recommendation

- 96% of customers interviewed indicated they would recommend the LawAccess NSW service to another person.

## LawAccess Online

- 9% of customers surveyed indicated they had accessed the web site in the last 12 months.
- Customers who had visited the site LawAccess Online were most satisfied with the speed (75%) and ease of use of the site (70%). Satisfaction was lower amongst users on the attractiveness of the site (54%), and usefulness (60%) and accuracy of the information (60%).



# **1 INTRODUCTION**

## **1.1 BACKGROUND**

This survey was commissioned by LawAccess NSW to provide the foundations of an on-going customer assessment of performance in the delivery of services. LawAccess NSW provides free legal information, assistance and advice via its centralised telephone contact centre at Parramatta and via the Internet. Customers can contact LawAccess NSW on its 1300 number between 9am and 5pm, Monday to Friday.

The customer satisfaction survey was conducted during the busiest time of the year for LawAccess NSW when call volume peaks between December and February. All LawAccess NSW frontline staff were involved in the survey, including an additional ten staff who are employed each year as part of a summer clerkship program.

During the survey period LawAccess NSW assisted 3516 customers. The average time customers spent speaking with a customer service officer was 6 minutes 21 seconds. The average time customers waited to speak with a customer service officer was 44 seconds. The percentage of customers who hung up was just over 1 percent.. These results meet the performance standards that LawAccess NSW aims to achieve.

Overall the survey aimed to provide LawAccess NSW with an understanding of the satisfaction levels and needs of users with respect to key components of the services' delivery.

## **1.2 STUDY OBJECTIVES**

The broad objectives for the survey were to:

- Provide a demographic and socio-economic profile of customers
- Understand how customers are made aware of the service;
- Measure the importance of and satisfaction with key components of customer service for both the delivery of services by customer service operators and lawyers;
- Establish benchmark levels of satisfaction for the LawAccess NSW service;
- To identify areas for improving customer satisfaction;



- Measuring the usage level amongst customers and satisfaction with LawAccess Online.

## 1.3 DATA COLLECTION

The sample for the survey was collected using the following steps.

- On completion of the enquiry the LawAccess NSW customer service officer or lawyer asked the customer whether they would like to participate in the survey.
- On agreement the operator logged the customers contact details, which were forwarded in real time to IRIS secure Internet site. These details were automatically transferred to an IRIS interviewer.
- The customer was then called by an experienced IRIS interviewer and asked whether it was convenient to conduct the short survey. If the customer was not in a position to conduct the interview a more convenient time was arranged for the interview.
- In general customers were interviewed within 48 hours of the initial enquiry.
- The survey was implemented under Interviewing Quality Control Australia (IQCA) guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

A total of 544 completed interviews by telephone were collected from a sample of LawAccess NSW customers from the period 29<sup>th</sup> January to 10<sup>th</sup> February. Within this sample 96 customers had spoken to both a customer service officer and a lawyer.

## 1.4 SURVEY ACCURACY

The results of the survey are based on a sample of customers within the 9-day period of operation. A sample of over 500 was chosen to provide accurate survey results that can be applied to the broader customer population. However as with all sample surveys, the results will be subject to some amount of sampling variability. When analysing results for the entire sample (544 responses), the maximum error rate will be about + or - 4.5% at the 95% confidence level, if a proportional response of 50% was achieved for any of the survey's questions. That is, we can be confident that if the survey were to be repeated there are approximately 95 chances in 100 that the new results would be within + or - 4.5% of the result achieved in this survey.



However, various breakdowns of the survey results by age, and gender and circumstance have also been provided. As these groups are based on smaller samples, a general rule of 10 percentage points or more should be employed before assuming differences across groups are significant at the 95% confidence level. Anova, Chi-square and t tests have been applied and only variations where a statistical significant difference was identified have been highlighted in the report.

It should be noted on IRIS reaching the potential participant, an extremely high 92% agreed to continue with the survey.



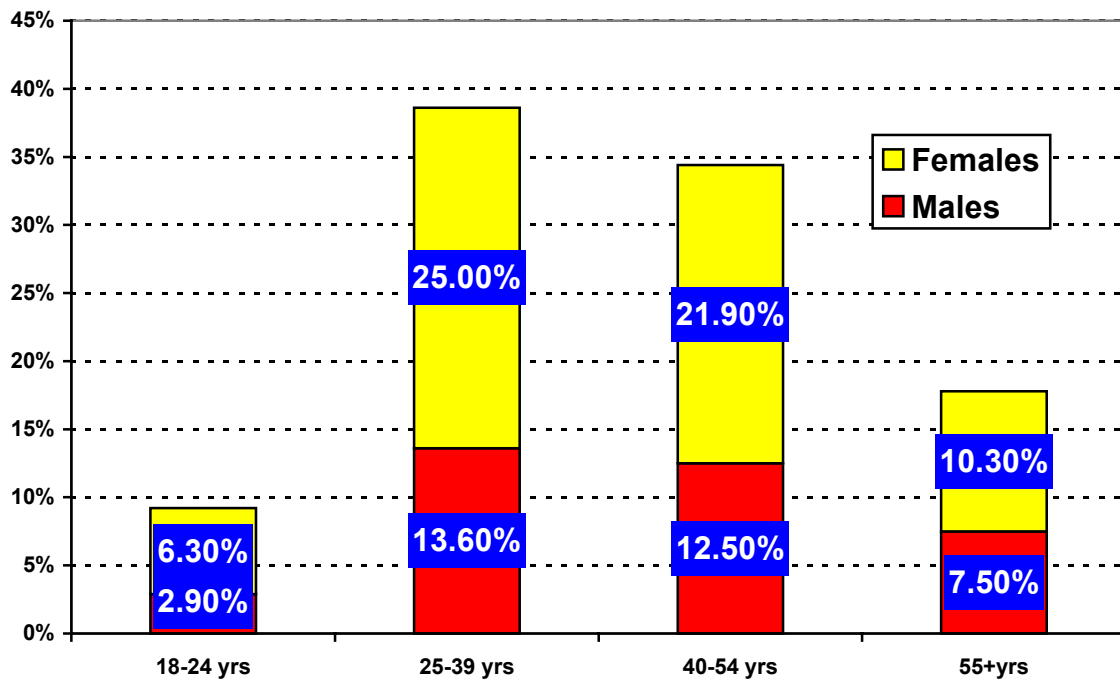
# **SURVEY RESULTS**

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## 2 CUSTOMER PROFILE

### 2.1 AGE & GENDER

FIGURE 2.1 AGE AND GENDER OF CUSTOMERS (PERCENT OF TOTAL SURVEYED N=544)

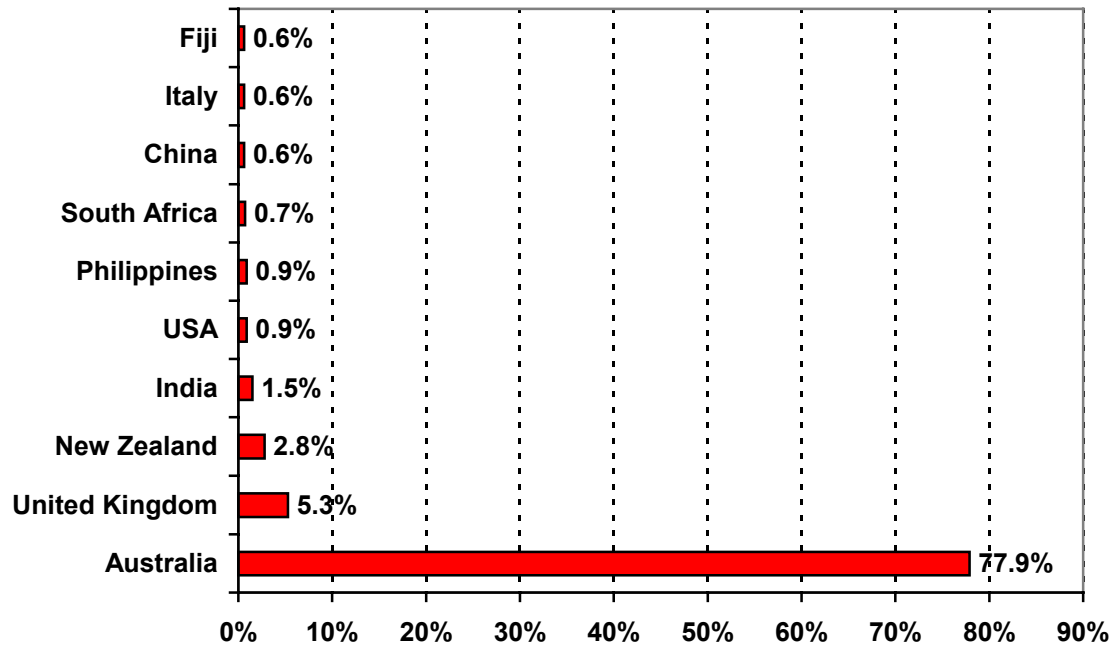


#### Key results:

- Sixty three percent of LawAccess NSW customers surveyed were females, while overall 39% were aged 25-39 years.
- The largest group seeking assistance were females aged 25-39 years (25%).

## 2.2 NATIONALITIES

FIGURE 2.2 BIRTH PLACE OF CUSTOMERS (PERCENT OF TOTALED SURVEYED N=544)

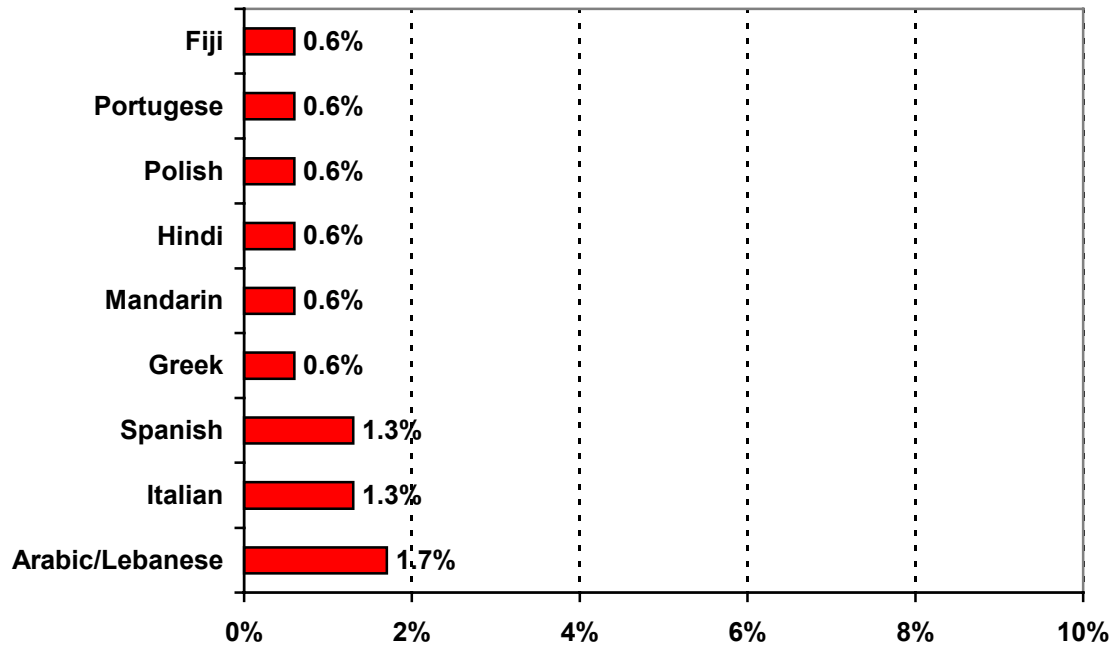


### Key results:

- Twenty percent of LawAccess NSW customers interviewed stated they were born overseas.
- Overall the survey covered individuals representing 46 different nationalities.
- Of the overseas born, 23% had arrived in Australia prior to 1970; 28% between 1970-1979; 23% between 1980-1989; 20% between 1990-99 and ; 5% since 2000.
- 5% of customers surveyed indicated they were of Aboriginal or Torres Strait Island origin.

## 2.3 LANGUAGES SPOKEN

FIGURE 2.3 OTHER LANGUAGES SPOKEN AT HOME (PERCENT OF TOTALED SURVEYED N=544)

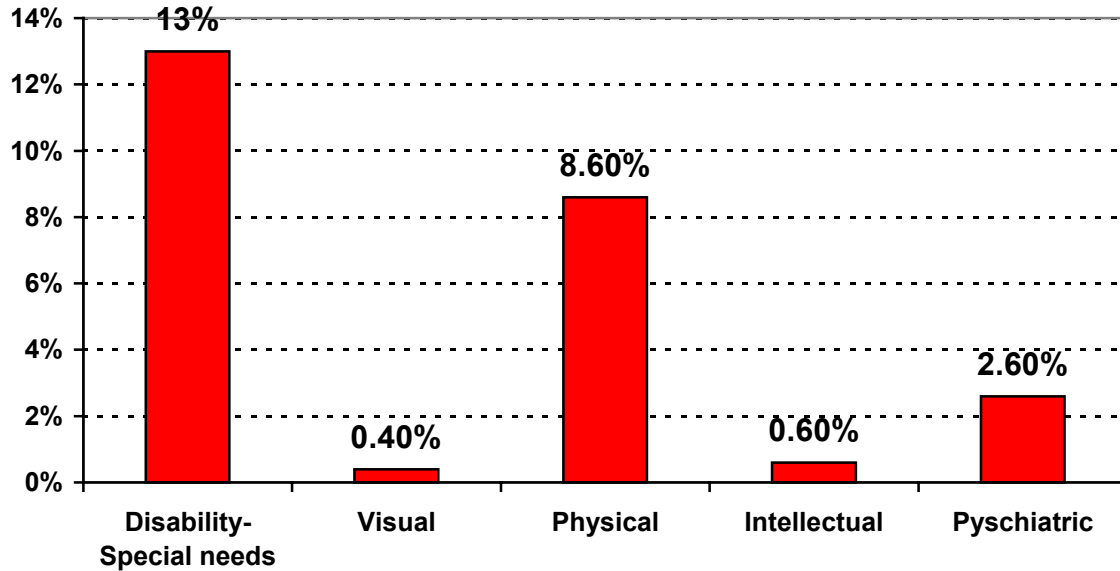


### Key results:

- 14% of the customers interviewed stated they spoke a language other than English at home. Arabic (including Lebanese), Italian and Spanish were the main languages nominated by respondents.
- Of those respondents who spoke a language other than English at home, 95% indicated they prefer to speak in English when they contact LawAccess NSW. A small 1% suggested they would like to communicate in their own language through an interpreter, while 4% preferred the use of a bi-lingual customer service operator.
- Of those respondents who spoke a language other than English at home, only 4% had used the telephone interpreter service. Of those individuals who hadn't used the service, 96% felt confident in using English when communicating with LawAccess NSW. The remainder indicated they didn't know it was available.

## 2.4 SPECIAL NEEDS AND CARERS

FIGURE 2.4 FORM OF DISABILITY (PERCENT OF TOTALED SURVEYED N=544)

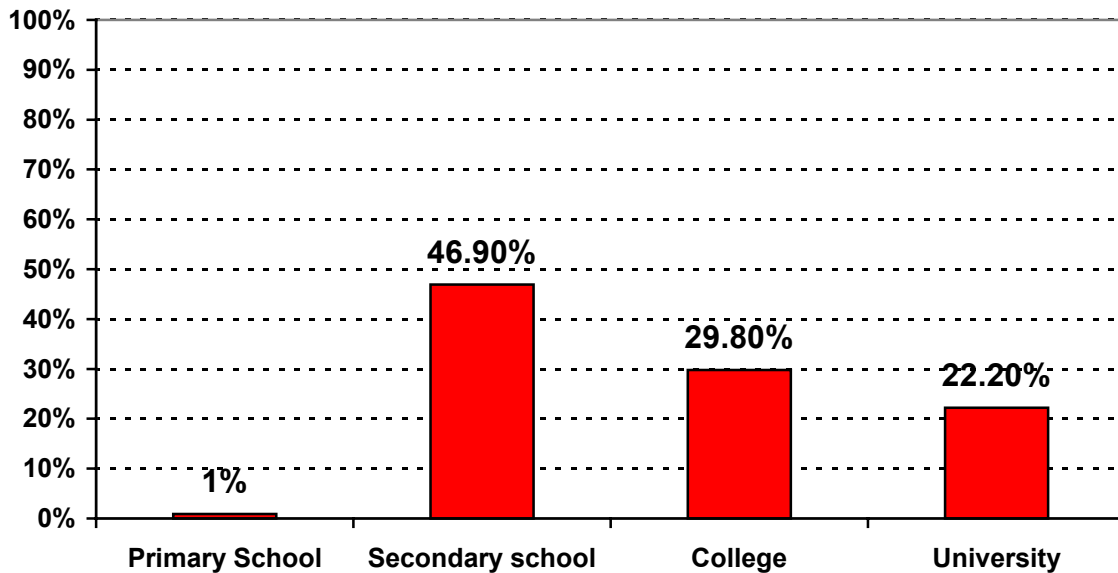


### Key results:

- Thirteen percent of customers interviewed stated they considered themselves to be a person with special needs due to a disability.
- The majority of customers with special needs indicated they had a physical disability.
- One in five (21%) customers interviewed indicated they were a prime carer or had carer responsibilities. This proportion was found to be 16% for male respondents and 23% for females.

## 2.5 LEVEL OF EDUCATION

FIGURE 2.5 HIGHEST LEVEL OF EDUCATION COMPLETED (N=544)



### Key results:

- Forty seven percent of customers surveyed indicated their highest level of education was secondary school. This proportion increased to 62% for customers aged 18-24 years.
- Similar education profiles were found for male and female respondents.



## 2.6 GOVERNMENT BENEFITS

TABLE 2.6 TYPE OF GOVERNMENT BENEFIT BY GENDER (% OF GROUP SHOWN)

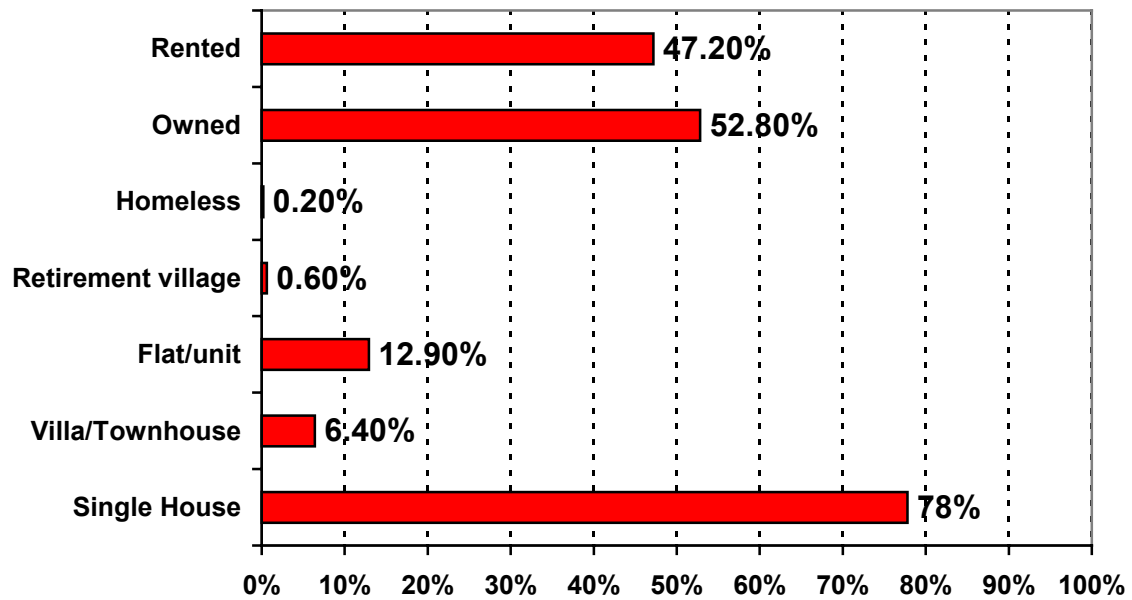
	MALE	FEMALE	TOTAL
Overall (n=544)	43.2	58.8	53.1
<b>Type (% of total in Receipt) (n=289)</b>			
Aged	16.3	8.4	10.7
Sole Parent	14.0	51.7	40.5
Disability	20.9	11.3	14.2
Unemployment	30.2	6.9	13.8
Widow	0.0	2.0	1.4
Veterans	3.5	1.5	2.1
Sickness	3.5	1.0	1.7
Special	1.2	0.0	0.3
Family Allowance	2.3	8.4	6.6
Carers	1.2	4.9	3.8
Austudy	2.3	1.0	1.4
Other	4.7	3.0	3.5

### **Key results:**

- Around half of the customers surveyed indicated they received a pension or other form of government benefit.
- Female customers were more likely to receive a government benefit, with the sole parent pension being the dominant benefit received (52%). This suggests around 1 in 5 (19.3%) of LawAccess NSW customers are female sole parents.
- Male customers in receipt of a government benefit were more likely to be in receipt of unemployment benefits.

## 2.7 TYPE OF ACCOMMODATION

FIGURE 2.7 HOUSING STATUS (N=544)

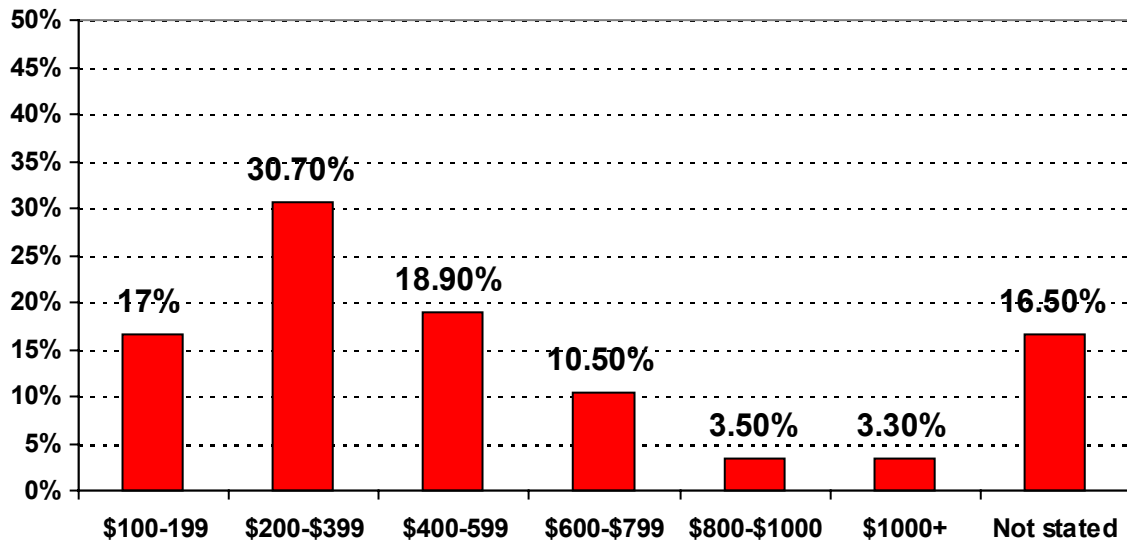


### Key results:

- Overall the housing situation for customers was relatively evenly split between rental accommodation and owning or purchasing. Customers aged below 40 years and those individuals in receipt of a government benefit were more likely to be living in rental accommodation.
- Over three quarters of respondents stated they lived in a single house.

## 2.8 INCOME

FIGURE 2.8 TAKE HOME PAY EACH WEEK (N=544)

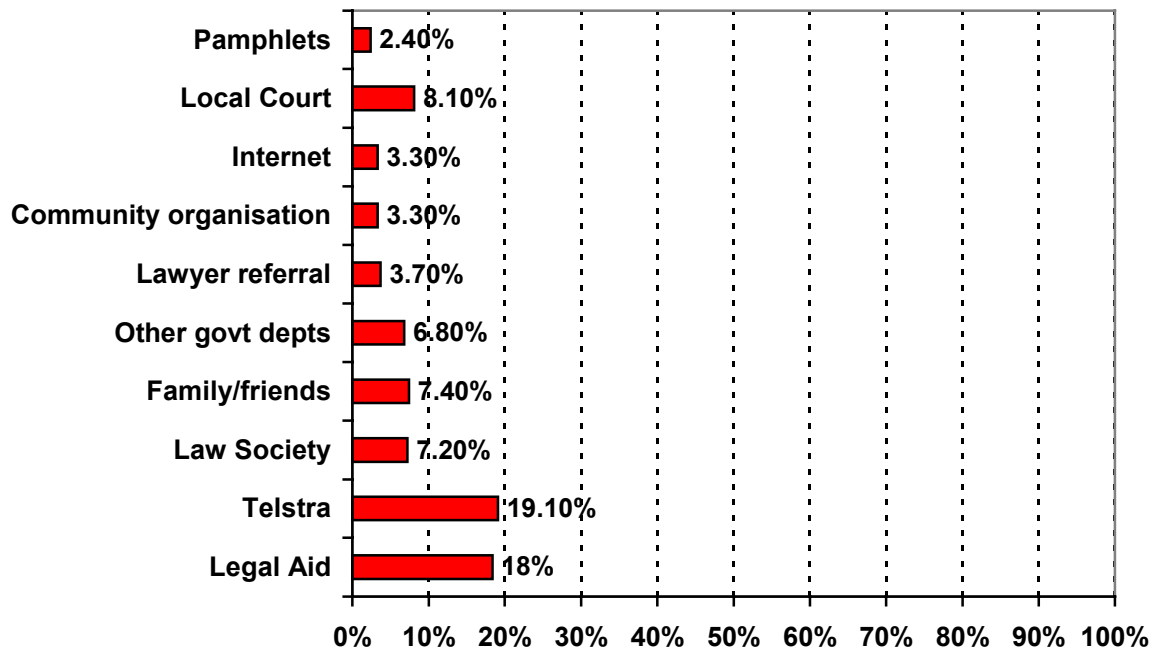


### Key results:

- Forty-eight percent of the customers interviewed indicated their take home pay per week was less than \$400. The average weekly take home pay for all customers surveyed was \$418. Using Australian Bureau of Statistics figures this level of weekly earnings is approximately 77% of ordinary time earnings (after tax) for all individuals in either part-time or full-time employment.
- A number of significant differences were identified in take home pay amongst key customer groups.
  - On average females who had a direct income took home \$399 per week, compared to males with \$452. Also individuals aged 18-24 years and 55 years and above reported average take home weekly pays of \$325 and \$305 respectively, both significantly below the overall average.
  - Individuals born overseas reported an average weekly pay of \$500, well above the \$398 stated by those who were Australian born.
  - Individuals in receipt of a government benefit reported a significantly lower average weekly take home pay of \$308.

## 2.9 AWARE OF SERVICE

FIGURE 2.9 FIND OUT ABOUT LAWACCESS NSW (N=544)

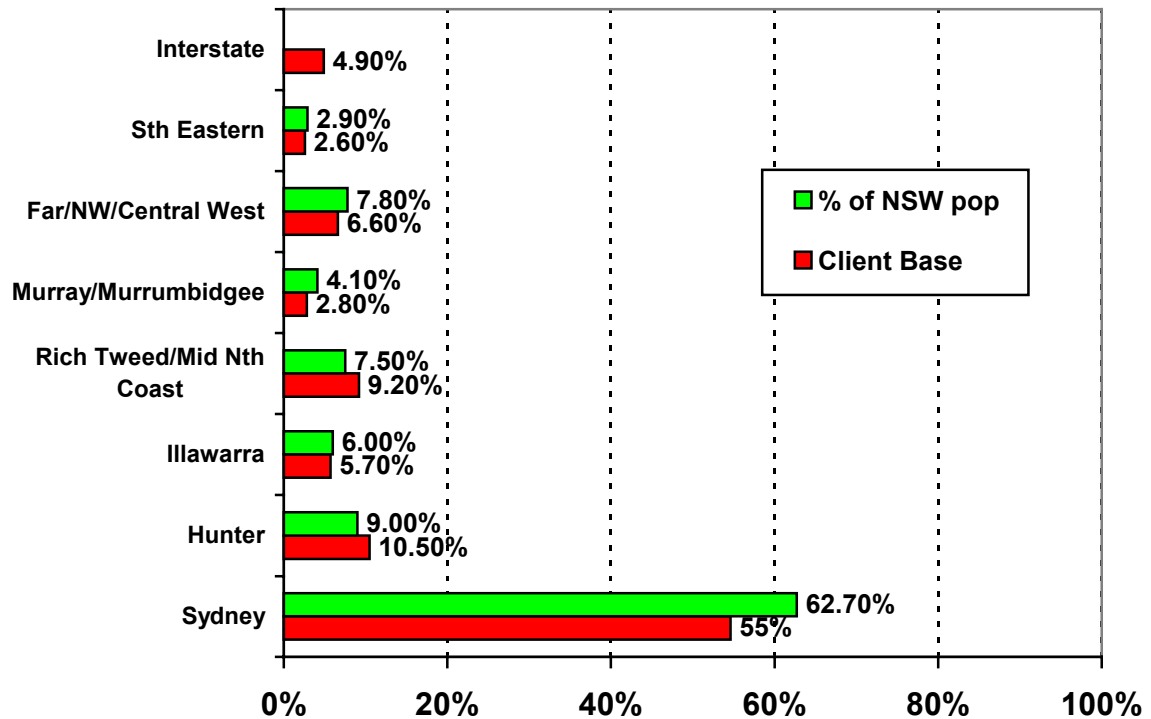


### Key results:

- The Telstra white or yellow pages and Legal Aid were nominated as the two main sources of how individuals found out about LawAccess NSW. The Law Society and family or friends were also important sources of information on the service.
- Female customers were more likely to indicate they found out about the service via Legal Aid or Telstra’s white or yellow pages. Male customers tended to offer a broader range of sources. However Legal Aid and Telstra still remained the most important sources for male respondents.

## 2.10 LOCATION

FIGURE 2.10 LOCATION OF CUSTOMERS (N=544)

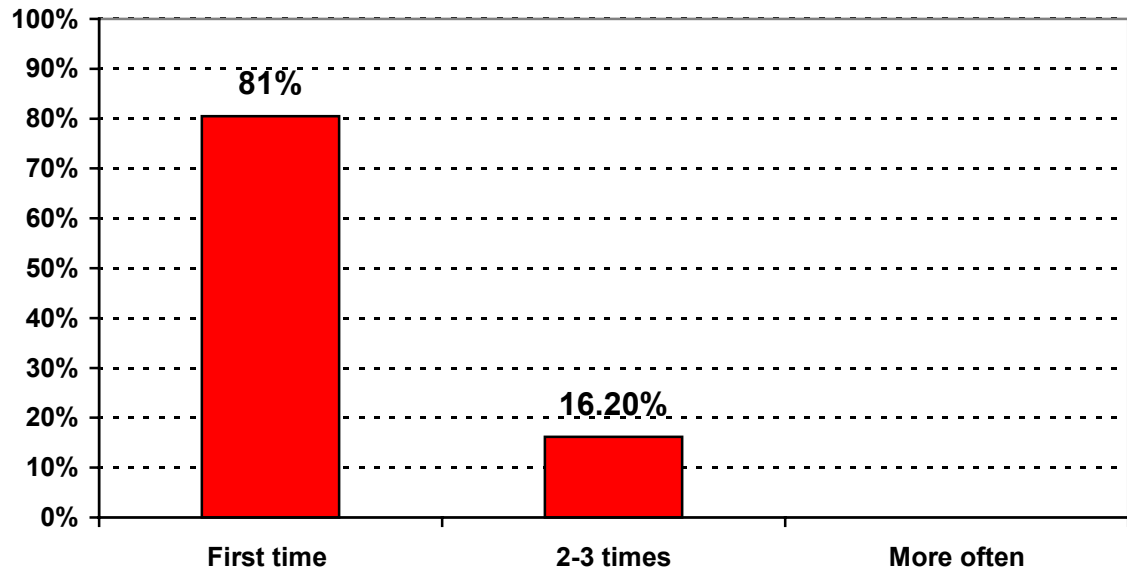


### Key results:

- Fifty-five percent of customers surveyed were living in the Sydney Statistical Division, with a further 10.5% located in the Hunter region and 5.7% residing in the Illawarra.
- The above chart also demonstrates the proportion of persons located in each of the major regions of NSW. The chart suggests that based on population densities, the service is being utilised well by residents of Sydney and regional or country NSW.

## 2.11 USE OF SERVICE

FIGURE 2.11 FREQUENCY OF CONTACTING LAWACCESS NSW IN LAST 12 MONTHS (N=544)



**Key results:**

- In terms of the last 12 months customers surveyed were dominantly first time users.
- Frequency of using the service in the last 12 months was found to be slightly higher amongst individuals in receipt of a government benefit.



### **3 OPINIONS ON CUSTOMER SERVICE**

This section presents LawAccess NSW customers' attitudes and opinions of the services delivered by customer service operators and lawyers

To understand what customers perceived to be important in the delivery of this type of service, customers were first asked to rate the importance of key service attributes. To provide these ratings customers were asked to think about inquiries they had made to large customer service organisations such as banks and government departments and then to rate the perceived importance of the components. Using the same attributes customers were then asked to rate their satisfaction with the most recent enquiry they had made to LawAccess NSW.

In sections 3.2.2 and 3.3.2 of this report both importance and satisfaction ratings are combined to develop a compositional model to determine those components which require most improvement from the point of improving customer satisfaction with the services delivered by customer service officers and lawyers.



### 3.1 IMPORTANCE RATINGS

Respondents were asked to rate the importance of a range of aspects concerning enquiries they have made to a service based organisation on a scale of 1 to 5, where 1 = 'not important' and 5 = 'very important'.

TABLE 3.1.1 IMPORTANCE RATINGS FOR SERVICE DELIVERY (N=544)

Attribute	Importance rating (%)				Mean Score/ Ranking (out of 5)
	N/R	Low (1-2)	Medium (3)	High (4-5)	
Understanding of what to do next	0.0	0.4	1.5	98.2	4.79 (1)
Knowledge and competence of the operator	0.0	1.4	6.3	92.3	4.72 (1)
The operator understands the problem and the information I am looking for	0.0	1.6	5.7	92.6	4.67 (1)
The information provided by the operator is easy to understand	0.0	0.6	7.0	92.5	4.66 (1)
Helpfulness of the operator	0.0	1.5	5.1	93.4	4.64 (1)
Friendliness and courteous nature of staff	0.0	1.9	8.1	90.1	4.53 (2)
Respect and sensitivity given to you by the operator	0.0	1.6	10.1	88.3	4.53 (2)
The amount of time given to your enquiry	0.6	3.2	12.5	83.8	4.36 (3)
The efficiency or speed in dealing with the enquiry	0.0	2.6	13.8	83.6	4.33 (3)
The waiting time to reach an operator	0.2	3.1	16.9	79.7	4.26 (3)

**Key results:**

- Mean importance scores ranged from 4.26 (high) to 4.79 (very high) out of 5. The overall mean importance score for the range of attributes measured was 4.55.
- A t test analysis using a confidence interval of 95% has been conducted to provide a ranking of the attributes into three groups. Attributes given a priority importance rating of 1 (significantly above the overall average) were 'understanding what to do next', 'knowledge and competence of the operator', 'operator understands the problem and information I am looking for', 'the information



provided by the operator is easy to understand', and 'helpfulness of the operator". Amongst LawAccess NSW customers, these attributes were found to be the most important aspects of the delivery of a service by a large customer service organisation.

- Those attributes which were found to be below average in overall importance (priority 3) were 'waiting time to reach an operator', 'amount of time given to an enquiry', and 'efficiency and speed in dealing with an enquiry'.
- 'Friendliness and courteous nature of the staff' and the 'sensitivity given to you by the operator' were identified by customers to be 'average' (priority 2) in importance.
- Significant differences in importance ratings were identified for the following groups;
  - Female customers in general tended to rate the importance of the range of service components significantly higher than males. The exceptions were 'the efficiency or speed in dealing with the enquiry' and the 'waiting time to reach an operator', where both male and female customers provided similar ratings.
  - Individuals aged 40 years and above were more likely to provide higher importance ratings than other groups for 'the efficiency or speed in dealing with the enquiry', while customers aged 55 years and above rated higher the importance of 'respect and sensitivity given to you by the operator' and 'the amount of time given to your enquiry'.
  - Interestingly individuals who indicated they were born overseas rated higher the importance of 'waiting time to reach an operator' than Australian born customers.



## 3.2 SATISFACTION RATINGS FOR CUSTOMER SERVICE OFFICERS

Customers were asked to think about their most recent enquiry to LawAccess NSW and to rate their satisfaction with the previously listed features on a scale of 1 to 5, where 1 = 'very dissatisfied' and 5 = 'very satisfied'. This process was conducted for both LawAccess NSW customer service operators and lawyers.

TABLE 3.2.1 SATISFACTION RATINGS – CUSTOMER SERVICE OFFICER (N=544)

Attribute	Satisfaction rating (%)				Mean Score/ Ranking (out of 5)
	N/R	Low (1-2)	Medium (3)	High (4-5)	
Friendliness and courteous nature of staff	0.0	0.4	2.0	97.6	4.85 (1)
Respect and sensitivity given to you by the operator	0.2	0.9	4.6	94.3	4.74 (1)
Helpfulness of the operator	0.0	1.5	3.7	94.9	4.73 (1)
The amount of time given to your enquiry	0.0	1.5	5.0	93.5	4.63 (1)
The information provided by the operator is easy to understand	0.4	2.3	5.3	92.1	4.56 (2)
The efficiency or speed in dealing with the enquiry	0.0	3.1	5.9	91.0	4.54 (2)
Understanding of what to do next	0.0	4.2	9.0	86.7	4.47 (3)
Knowledge and competence of the operator	0.4	3.2	9.7	86.8	4.46 (3)
The operator understands the problem and the information I am looking for	0.4	3.1	8.8	87.7	4.46 (3)
The waiting time to reach an operator	0.9	5.7	14.3	79.0	4.20 (3)

### **Key results:**

- Satisfaction scores for Customer Service Officers were in the high (4.2) to very high (4.85) range.
- The overall means satisfaction score for the range of attributes measured was a high 4.56. Again a t test analysis using a confidence interval of 95% ranks the attributes into three separate groups. Attributes given a satisfaction rating of 1 (significantly above the overall average) were 'friendliness and courteous nature of the operator', 'respect and sensitivity given to you by the operator',



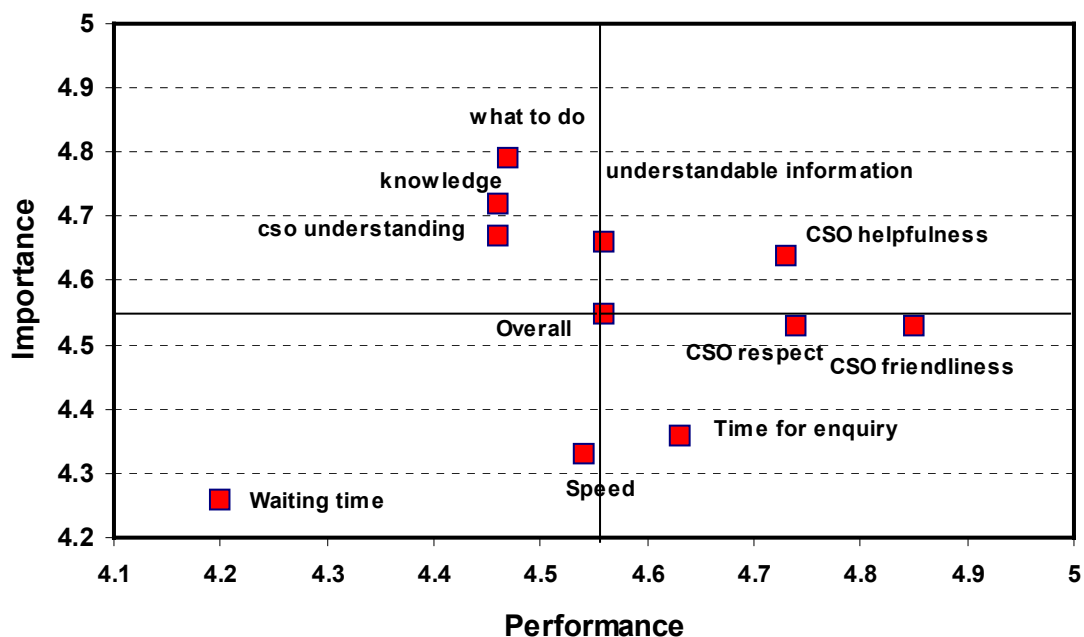
'helpfulness of the operator', and 'amount of time given to your enquiry'. Customers were found to be most satisfied with these aspects of the service's delivery.

- Those attributes recording a average satisfaction level below the overall average (ranking of 3) were 'understanding what to do next', knowledge and competence of the operator', ' the operator's understanding of the problem and the information I was looking for' and 'waiting time to reach an operator'.
- The 'ease of understanding of the information provided by the operator' and 'the efficiency or speed in dealing with an in enquiry' were identified to be 'average' (ranking 2) in satisfaction.
- Female customers were found to be significantly more satisfied than males with the 'waiting time to reach an operator'.
- Satisfaction levels with LawAccess NSW customer service officers were found to be similar amongst customers located in metropolitan Sydney and regional NSW.
- The type of enquiry (civil, criminal, or family) had no significant impact on satisfaction levels with LawAccess NSW customer service officers.

### 3.2.1 Relationship Between Performance and Importance-CSO

The figure below maps the relationship between the mean scores of importance and satisfaction for customer service operators as rated by LawAccess NSW customers.

FIGURE 3.1 LAWACCESS NSW CUSTOMER SERVICE OFFICER PERFORMANCE IN RELATION TO THE MOST IMPORTANT SERVICE COMPONENTS FOR CUSTOMERS (N=544)



Dividing the figure above into quadrants based on the overall mean scores for importance and performance allows a specific interpretation:

- 1) Upper right quadrant (high importance and high satisfaction) represents LawAccess NSW current service component major strengths. These components are 'helpfulness of customer service operators'; and 'understanding of the information provided by the operator'.
- 2) The upper left-hand quadrant (high importance but relatively lower satisfaction) denotes service components where satisfaction should be improved. These components are 'knowing what to do next'; 'knowledge and competence of the operator'; and 'operators understanding of the problem and the information I was looking for'.



- 3) The lower left quadrant (relatively lower importance but relatively lower satisfaction) represents lower priority areas. These service components relate both to time, such as waiting time to reach an operator' and efficiency and speed in dealing with the enquiry'.
- 4) The lower right quadrant (relatively lower importance and high satisfaction) is often interpreted as service components where delivery is exceeding expectations. For LawAccess NSW these service components are 'respect and sensitivity provided by customer service operator'; 'friendliness of the operator', and 'the amount of time given to the enquiry'.



### 3.2.2 Prioritising Service Components

A form of compositional modeling was used to develop 'satisfaction gap' measures for each service attribute. The 'satisfaction gap' represented the weighted relative need for improvement for each service component. It was arrived at by subtracting the average score given for performance level (satisfaction) on the service component from the maximum possible score for that service component (5) to arrive at the 'average gap'. Hence, an average gap of zero would indicate a perfect score, whilst an average gap of 4, (i.e. lowest average possible on 1 to 5 scale is 1) would represent the worst possible score.

The 'average gap' was then multiplied by the mean importance score for each service component to weight the 'average gap' scores according to importance as perceived by the customer. Hence, the higher importance the heavier the weight given to under performance in a given service component and therefore the higher would be the resulting 'satisfaction gap' score. This method therefore took into account both perceived performance and perceived importance from the customer's point of view for each service component.

The resulting 'weighted satisfaction gap' measure was a number expressed between 1 and 20 with higher scores attributed to those service components which require most improvement from the point of view of improving customer satisfaction.

Table 3.2.2 displays the weighted satisfaction gaps for customers. Figure 3.2 indicates where improvements in individual satisfaction components would yield the greatest gains in customer satisfaction.

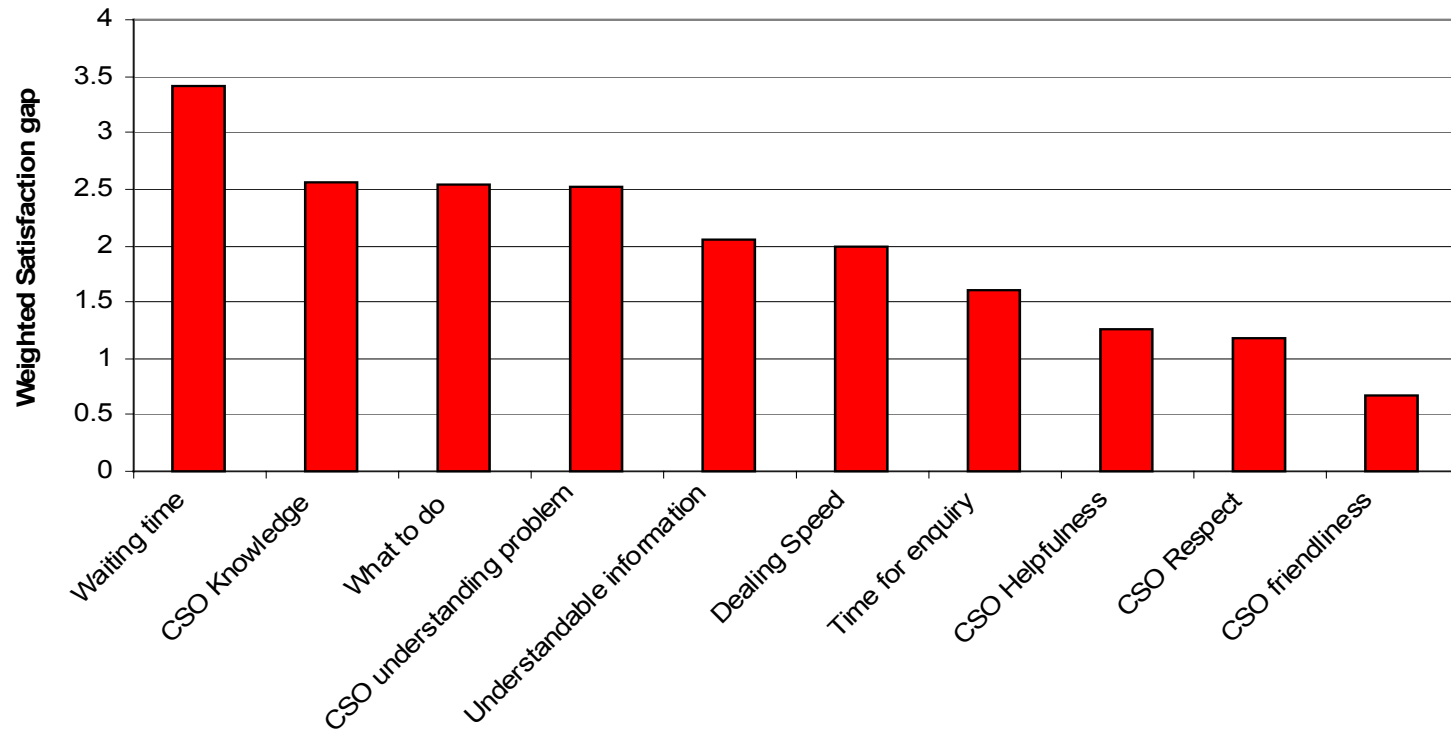
Both figures illustrate the high level of customer satisfaction with each of the individual service components. However marginal improvements in overall customer satisfaction would be gained if greater attention was given to call waiting times, improving operator knowledge and interpretation of the customers problem, and ensuring the customer is clear on what to do next. The analysis shows that operators have currently a high level of personal and communication skills. This suggests that LawAccess NSW recruitment procedures and personal communication training methods are delivering excellent results.



TABLE 3.2.2 WEIGHTED SATISFACTION GAPS FOR CUSTOMERS

Attributes	Mean Score of Importance	Level of satisfaction	Average Gap	Satisfaction Gap
Friendliness and courteous nature of staff	4.53	4.85	0.15	0.68
Respect and sensitivity given to you by the operator	4.53	4.74	0.26	1.18
Helpfulness of the operator	4.64	4.73	0.27	1.25
The amount of time given to your enquiry	4.36	4.63	0.37	1.61
The information provided by the operator is easy to understand	4.66	4.56	0.44	2.05
The efficiency or speed in dealing with the enquiry	4.33	4.54	0.46	1.99
Understanding of what to do next	4.79	4.47	0.53	2.54
Knowledge and competence of the operator	4.72	4.46	0.54	2.55
The operator understands the problem and the information I am looking for	4.67	4.46	0.54	2.52
The waiting time to reach an operator	4.26	4.2	0.8	3.41

FIGURE 3.2: CUSTOMER SERVICE OPERATORS-PRIORITISING SERVICE COMPONENTS TO BE IMPROVED ACCORDING TO CUSTOMER NEEDS

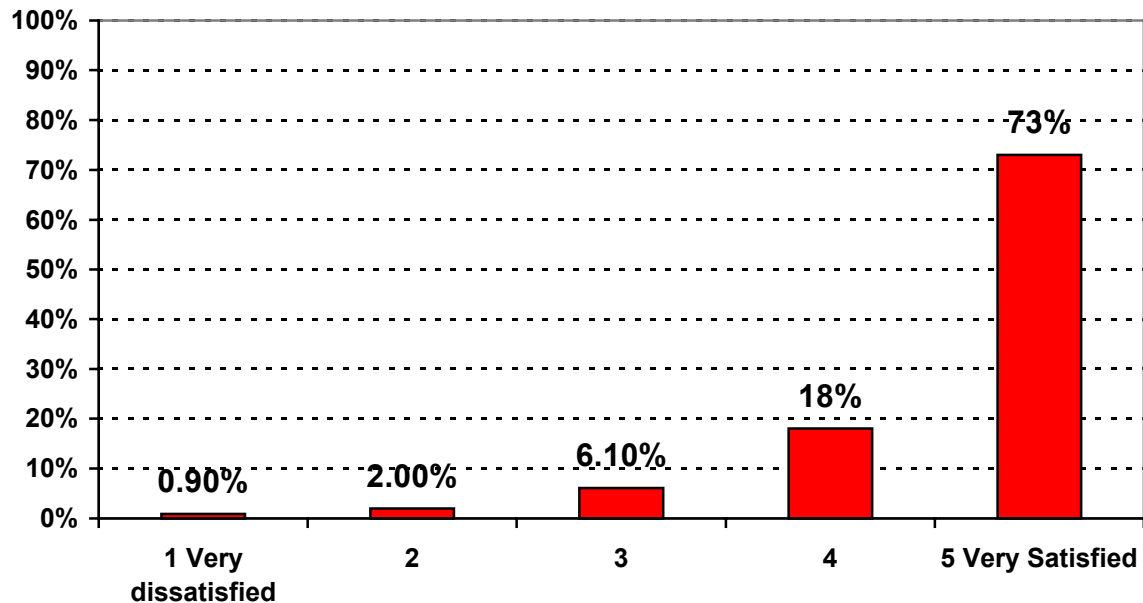


### 3.2.3 Overall Satisfaction

*"How would you describe your level of satisfaction with the overall service that you received from the customer service operator? Please rate on a scale of 1 to 5, where 1 is very dissatisfied and 5 means very satisfied."*

- Ninety one percent of customers interviewed provided a high satisfaction rating (4 or 5 out of 5) for the service delivered by LawAccess NSW customer service operators. In fact 3 out of every 4 callers provided a satisfaction rating of 5 out of 5 for the service they received.
- The overall mean satisfaction score was a very high 4.6. No significant differences were identified with overall satisfaction scores amongst gender, age or birthplace (Australian compared to overseas born).

FIGURE 3.2.3: OVERALL SATISFACTION WITH CUSTOMER SERVICE OFFICER (N=544)





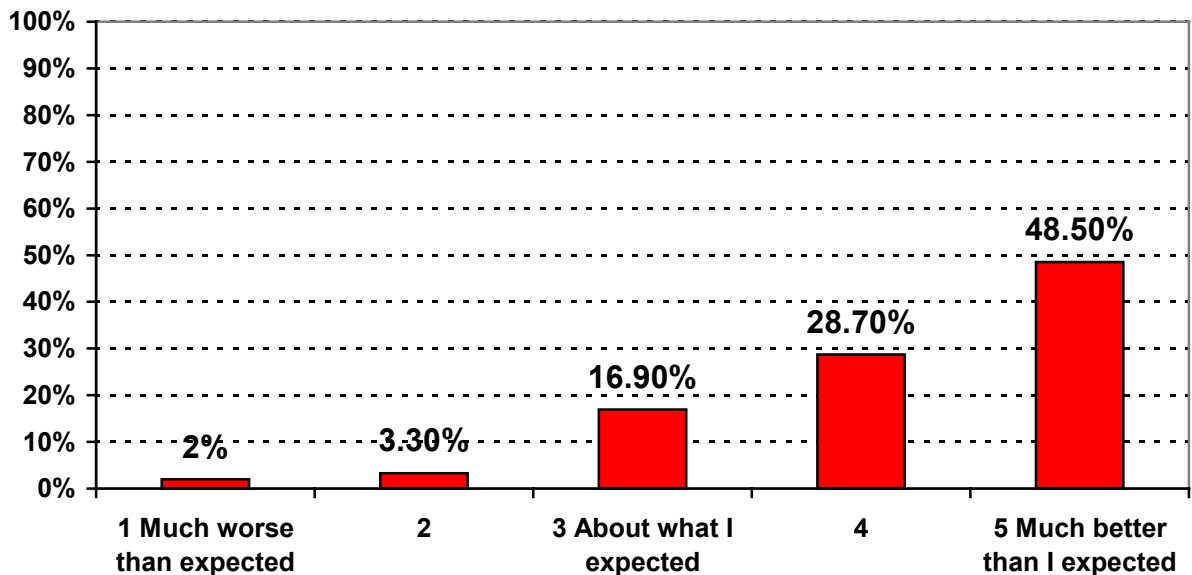
- Respondents who indicated they were dissatisfied with the overall service provide by LawAccess NSW customer service officers were asked to indicate why they were dissatisfied. A list of their comments are provided below;
  - *'Was unable to provide any useful information. Operator had no knowledge'*
  - *'Was on hold to be transferred and was cut off'*
  - *'Unable to provide me with help'*
  - *'Too much mucking around, time wasting'*
  - *'The person wasn't qualified and I was given the wrong information'*
  - *'Staff expected me to understand law'*
  - *'Operator could not help - didn't have correct information'*
  - *'Only basic information given - not enough information provided'*
  - *'Narrow focused did not take a broader view'*
  - *'Lack of understanding of what I wanted'*
  - *'Information received didn't solve the problem'*
  - *'I had to wait too long for call back'*
  - *'I had to be referred onward as she did not have the knowledge to help'*
  - *'Given wrong answers to the questions I asked'*
  - *'They didn't want to talk to me. I was not getting right person'*
  - *'I did not get the service I rang for'*
  - *'Was on hold to be transferred and was cut off'*
  - *'Unable to provide me with help'*
  - *'Too much mucking around, time wasting'*
  - *'The person wasn't qualified and I was given the wrong information'*
  - *'Staff expected me to understand law'*
  - *'Operator could not help - didn't have correct information'*
  - *'Only basic information given - not enough information provided'*
  - *'Narrow focused did not take a broader view'*
  - *'Lack of understanding of what I wanted'*
  - *'Information received didn't solve the problem'*
  - *'I had to be referred onward as she did not have the knowledge to help'*
  - *'Given wrong answers to the questions I asked'*
  - *'They didn't want to talk to me. I was not getting right person'*
  - *'I did not get the service I rang for'*

### 3.2.4 Customer Expectations

*"To what extent did the overall service that you received from the customer service operator meet your expectations? I would like you to use a scale of 1 to 5, where 1 is much worse than expected and 5 is much better than expected."*

- Seventy seven percent of customers interviewed suggested that the service they received from LawAccess NSW customer service officer exceeded their expectations.
- The overall mean expectation score was a high 4.2. Again no significant differences were identified with overall expectation scores amongst gender, age, birthplace (Australian compared to overseas born) or place of residence (Sydney compared to Regional NSW).

FIGURE 3.3: MEETING CUSTOMER EXPECTATIONS - CUSTOMER SERVICE OPERATORS (N=544)





- Respondents who indicated the service delivered by LawAccess NSW customer service officers was below their expectations, were asked to indicate why. A list of their comments are provided below;

- *'I wanted more advice'*
- *'They did nothing'*
- *'Should listen better'*
- *'Referred to solicitor'*
- *'Phone line not clear'*
- *'Not helpful'*
- *'No relevant information'*
- *'Not proper legal advice'*
- *'No follow up'*
- *'Legal qualifications'*
- *'Lack of knowledge'*
- *'Issue not answered'*
- *'Info was unhelpful'*
- *'I was expecting more'*
- *'I got cut off'*
- *'Gave me the wrong telephone number'*
- *'Didn't provide new information'*
- *'Didn't get enough information'*
- *'Did not get legal guidance'*
- *'Couldn't really help'*
- *'Could not help'*
- *'Because of outcome'*

### 3.3 SATISFACTION RATINGS FOR LAWYERS

Customers who had also spoken with a LawAccess NSW lawyer were asked to rate their satisfaction with service components on a scale of 1 to 5, where 1 = 'very dissatisfied and 5 = 'very satisfied'.

TABLE 3.3.1 SATISFACTION RATINGS – LAWYERS (N=96)

Attribute	Satisfaction rating (%)				Mean Score/ Ranking (out of 5)
	N/R	Low (1-2)	Medium (3)	High (4-5)	
Friendliness and Courteous nature of the Lawyer	0.0	0.0	0.0	100.0	4.92 (1)
Respect and sensitivity given to you by the Lawyer	0.0	0.0	1.0	99.0	4.85 (1)
The amount of time given to your enquiry by the Lawyer	0.0	2.0	4.2	93.7	4.74 (2)
Helpfulness of the Lawyer	0.0	3.1	2.1	94.8	4.72 (2)
Knowledge and competence of the Lawyer	0.0	1.0	5.2	93.7	4.68 (2)
The ease of understanding of the information provided	0.0	1.0	3.1	95.8	4.68 (2)
Understanding of what to do next	0.0	2.1	7.4	90.5	4.60 (2)
Lawyers understanding of the problem and the information I was looking for	0.0	3.1	2.1	94.8	4.55 (2)
The efficiency and speed in dealing with the enquiry	0.0	7.3	11.5	81.3	4.39 (3)

#### **Key results:**

- Satisfaction scores for Lawyers were in the very high range (4.39 to 4.92).
- The overall means satisfaction score for the range of attributes measured was a very high 4.68. Using a t test analysis with a confidence interval of 95% a ranking of service components can be implemented. Service components given a satisfaction ranking of 1 (significantly above the overall average) were 'friendliness and courteous nature of the lawyer', and 'respect and sensitivity given to you by the lawyer'. Customers were found to be most satisfied with these aspects of the lawyer's service delivery.

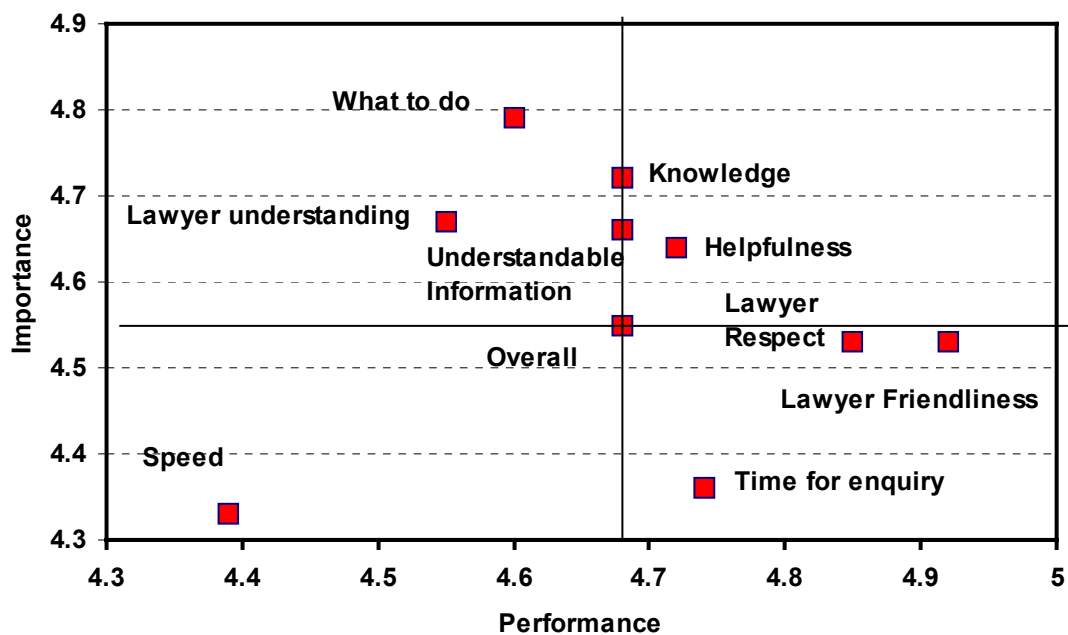


- The only service component to record an average satisfaction level below the overall average (ranking of 3) were 'the efficiency or speed in dealing with an enquiry. This demonstrates the relatively high performance shown by Lawyers on all measured components of the service delivery
- The remaining six service components were reported to be in line with the overall 'average' (ranking 2) level of satisfaction.
- Female customers were found to be significantly more satisfied than males with the 'friendliness and courteous nature of the lawyer' and 'respect and sensitivity given to them by the lawyer'.
- While the results are limited by the size of their individual samples, individuals above 40 years in age and individuals born overseas were less satisfied with the service component of 'knowing what to do next'.
- Customers from Regional NSW were found to have a higher satisfaction level with the service components of 'respect and sensitivity given to them by the lawyer', and 'understanding of what to do next'.
- Individuals who called LawAccess NSW about a criminal matter were found to have a slightly higher satisfaction with the lawyer's service component of 'knowing what do next'.

### 3.3.1 Relationship Between Performance and Importance

The figure below maps the relationship between the mean scores of importance and satisfaction for Lawyers as rated by LawAccess NSW customers.

FIGURE 3.4 LAWACCESS NSW LAWYER PERFORMANCE IN RELATION TO THE MOST IMPORTANT SERVICE COMPONENTS FOR CUSTOMERS (N=96)



Dividing the figure above into quadrants based on the overall mean scores for importance and performance again allows a specific interpretation:

- 1) Upper right quadrant (high importance and high satisfaction) represents the lawyer's current service strengths. These components are 'helpfulness'; 'the ease of understanding of the information provided by the lawyer' and 'knowledge and competence shown by the lawyer'
- 2) The upper left-hand quadrant (high importance but relatively lower satisfaction) denotes service components where satisfaction should be improved. These components are 'knowing what to do next'; and 'lawyers understanding of the problem and the information I was looking for'.



- 3) The lower left quadrant (relatively lower importance but relatively lower satisfaction) represents lower priority areas. This service component related to the efficiency and speed in which the lawyer dealt with the enquiry' and is likely to be associated with the amount of time lapsed between the initial enquiry and when the lawyer called back.
  
- 4) The lower right quadrant (relatively lower importance and high satisfaction) is often interpreted as service components where delivery is exceeding expectations. For LawAccess NSW lawyers these service components were, 'respect and sensitivity', 'friendliness' and 'the amount of time given to the enquiry'.

### 3.3.2 Prioritising Service Components

Again a form of compositional modeling was used to develop ‘satisfaction gap’ measures for each service attribute for lawyers. The ‘satisfaction gap’ represents the weighted relative need for improvement for each service component.

TABLE 3.3.2 WEIGHTED SATISFACTION GAPS FOR CUSTOMERS-LAWYERS

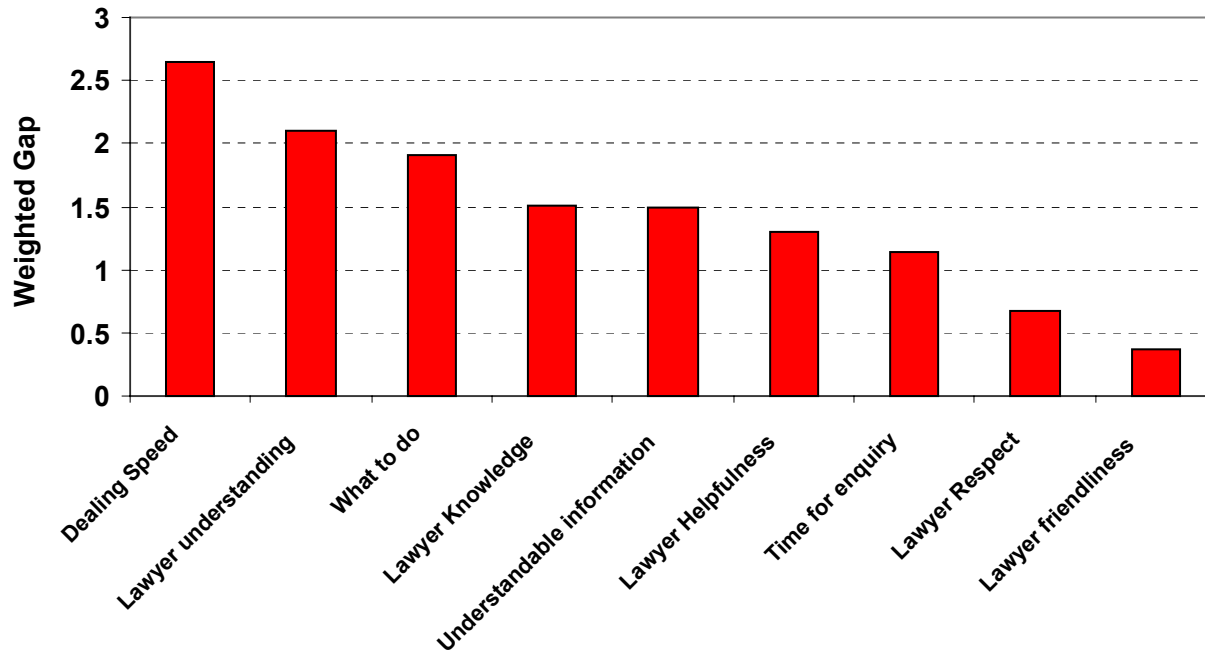
Attributes	Mean Score of Importance	Level of satisfaction	Average Gap	Satisfaction Gap
Friendliness and courteous nature of Lawyer	4.53	4.92	0.08	0.36
Respect and sensitivity given to you by the Lawyer	4.53	4.85	0.15	0.68
Helpfulness of the Lawyer	4.64	4.72	0.28	1.30
The amount of time given to your enquiry	4.36	4.74	0.26	1.13
The information provided by the Lawyer is easy to understand	4.66	4.68	0.32	1.49
The efficiency or speed in dealing with the enquiry	4.33	4.39	0.61	2.64
Understanding of what to do next	4.79	4.6	0.4	1.92
Knowledge and competence of the Lawyer	4.72	4.68	0.32	1.51
The Lawyer understands the problem and the information I am looking for	4.67	4.55	0.45	2.10

**Key results:**

- A marginal improvement in overall satisfaction with the service as delivered by lawyers may be gained if greater attention is given to ‘speed in dealing with the enquiry’, ‘understanding the problem and information the person is looking for, and making sure the person ‘knows what to do next’.



FIGURE 3.5 LAWYERS-PRIORITISING SERVICE COMPONENTS TO BE IMPROVED ACCORDING TO CUSTOMERS NEEDS (N=96)



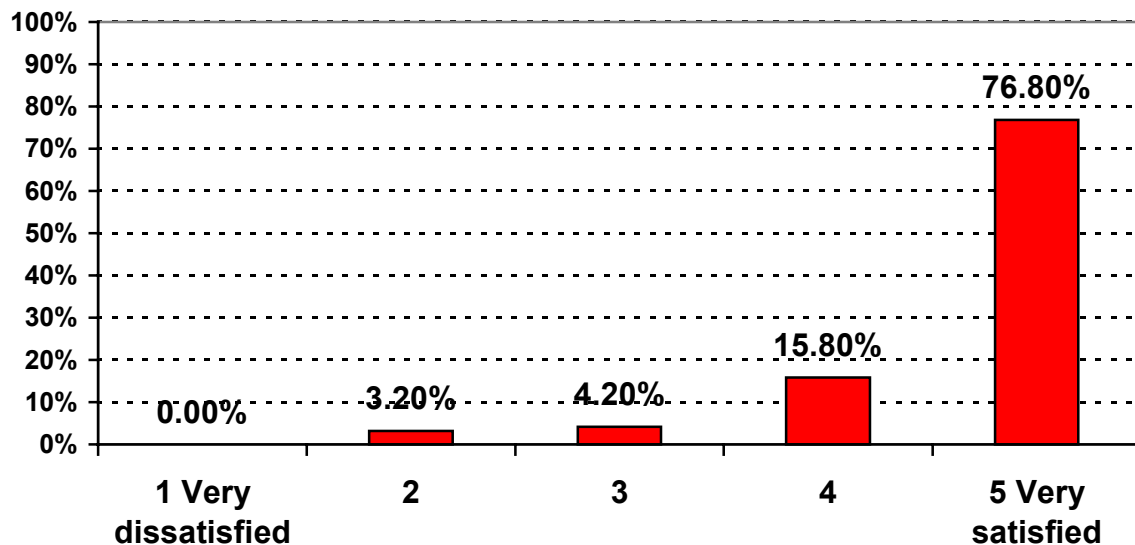


### 3.3.3 Overall Satisfaction

*"How would you describe your level of satisfaction with the overall service that you received from the LawAccess NSW Lawyer? Please rate on a scale of 1 to 5, where 1 is very dissatisfied and 5 means very satisfied.*

- Ninety three percent of customers who spoke to a lawyer provided a high satisfaction rating (4 or 5 out of 5) with the service delivered. Similar to the findings for Customer service Operators 3 out of every 4 callers provided a satisfaction rating of 5 out of 5 for the service they received from the LawAccess NSW lawyer.
- The overall mean satisfaction score was a very high 4.66.

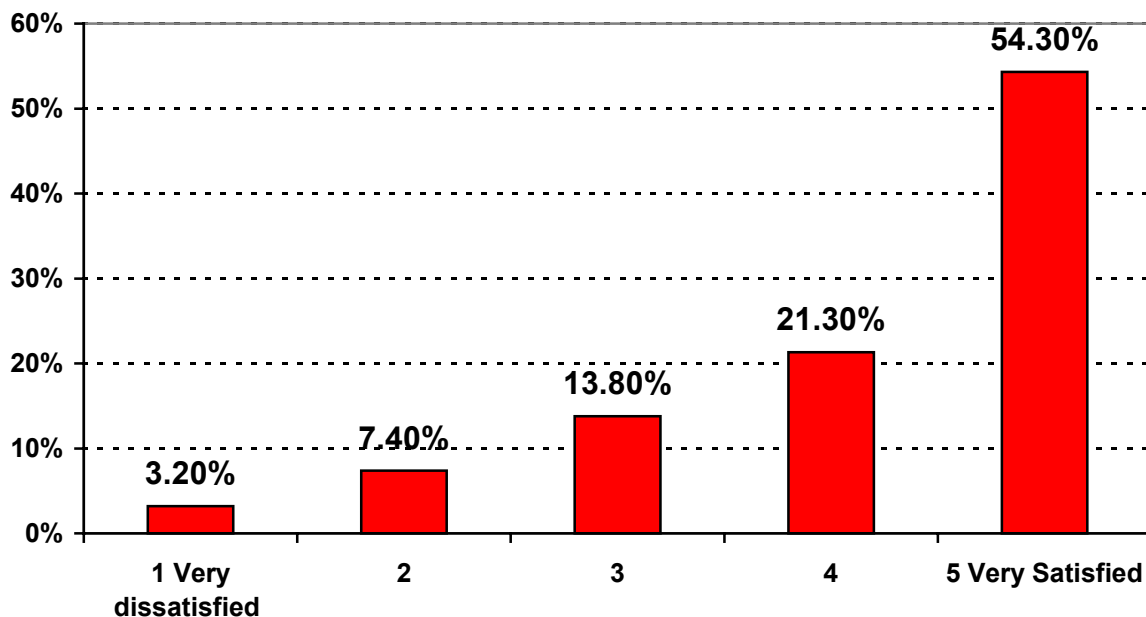
FIGURE 3.6: OVERALL SATISFACTION WITH LAWYER (N=96)



- Respondents who indicated they were dissatisfied with the overall service provide by LawAccess NSW lawyers were asked to indicate why they were dissatisfied. Only three responses were obtained and are provided below;
  - 'They took too long to contact me. The information given to me was "don't know"'
  - 'They should have helped me more'
  - 'They didn't do anything for me, my case was too hard'

*"Overall how satisfied were you with the amount of time between your initial contact with LawAccess NSW and when the lawyer called you back? Please rate on a scale of 1 to 5, where 1 is very dissatisfied and 5 means very satisfied."*

FIGURE 3.7: OVERALL SATISFACTION WITH AMOUNT OF TIME BETWEEN INITIAL CONTACT WITH LAWACCESS NSW AND WHEN LAWYER CALLED YOU BACK (N=96)



**Key results:**

- Three quarters of LawAccess NSW customers who spoke to a lawyer indicated they were satisfied (rating of 4 or 5) with the amount of time between their initial contact with LawAccess NSW and when the lawyer called them back.

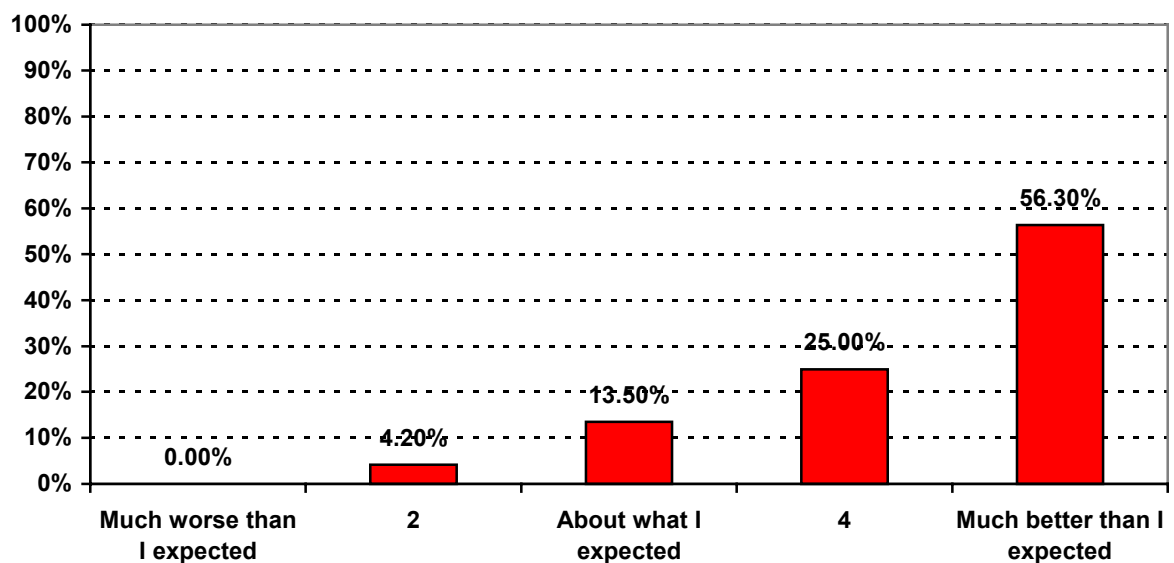


- Overall half of the lawyer's customers indicated they were highly satisfied (rating of 5 out of 5) with this aspect of the service delivered.
  
- Respondents who indicated they were dissatisfied with the amount of time between their initial contact and when a lawyer called back were asked to indicate why they were dissatisfied. A list of their comments are provided below;
  - *'They took too long in getting back to me'*
  - *'Took 2 weeks'*
  - *'Too long before she rang back'*
  - *'They took too long'*
  - *'I had to wait a few days'*
  - *'I had to wait 3 days'*
  - *'Took 2 days to call back'*

### 3.3.4 Customer Expectations

*"To what extent did the overall service that you received from the LawAccess NSW Lawyer meet your expectations? I would like you to use a scale of 1 to 5, where 1 is much worse than expected and 5 is much better than expected."*

FIGURE 3.8: MEETING CUSTOMER EXPECTATIONS - LAWYERS (N=96)



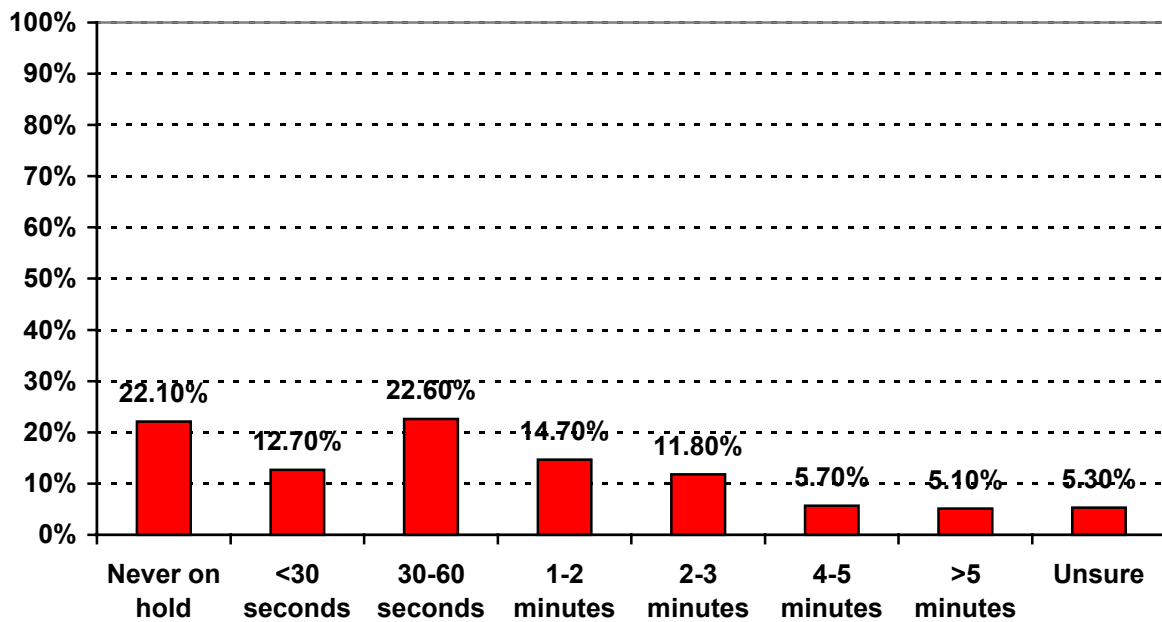
#### **Key results:**

- Eighty-one percent of LawAccess NSW customers that spoke to a lawyer suggested that the service they received from the lawyer exceeded their expectations. The overall mean expectation score was a high 4.36 (out of 5). Customers located in regional NSW reported a significantly higher mean expectation score (4.5), than customers located in the Sydney metropolitan area (4.1).
- Respondents who indicated the service delivered by LawAccess NSW lawyers was below their expectations, were asked to indicate why. Four customers provided a response and are provided below;
  - *'The lawyers are just there for the money'*
  - *'I didn't get the right answer the first call'*
  - *'I didn't get concrete information'*
  - *'I didn't get the information I was looking for'*

### 3.4 CUSTOMER PERCEPTIONS OF WAITING TIME

*"Approximately how long were you on hold for before you reached a customer service operator?"*

FIGURE 3.9: CUSTOMER PERCEPTIONS OF WAITING TIME (N=544)



**Key results:**

- Fifty-seven percent of customers suggested they were on hold for less than 30 seconds before they reached a customer service operator. One in 5 customers indicated their call was answered immediately by a customer service operator.

## 3.5 REFERRALS

- Sixty four percent of the customers surveyed stated they were referred by LawAccess NSW to another organisation for further information and assistance.
- Of these customers 61% indicated they had contacted the organisation they were referred to. It should be noted that survey interviews with customers were generally conducted within 48 hours of the initial enquiry. This suggests that the referral contact rate is likely to be slightly higher than shown here, as a number of customers may have been given insufficient time to make contact with the organisation.
- Of customers who had contacted an organisation referred to by LawAccess NSW, 72% stated the organisation was able to assist them.

## 3.6 RECOMMENDATION

- An overwhelming 96% of customers interviewed indicated they would recommend the LawAccess NSW service to another person.
- Individuals who indicated they would not recommend LawAccess NSW were asked to provide a reason for their stance. The following lists the comments provided.
  - *'Wrong information provided'*
  - *'Were not helpful'*
  - *'Were not useful'*
  - *'Unhelpful'*
  - *'They were rude'*
  - *'They could not help'*
  - *'Operator was a bit abrupt'*
  - *'Not competent'*
  - *'Not a helpful service'*
  - *'No one competent enough'*
  - *'No correct information'*
  - *'No contact'*
  - *'No answers'*
  - *'No adequate information'*
  - *'They seemed to be in it for the money'*
  - *'I got no satisfaction'*



## 4 LAWACCESS ONLINE

### 4.1 INTERNET ACCESS

TABLE 4.1.1 INTERNET ACCESS BY CUSTOMER GROUPS

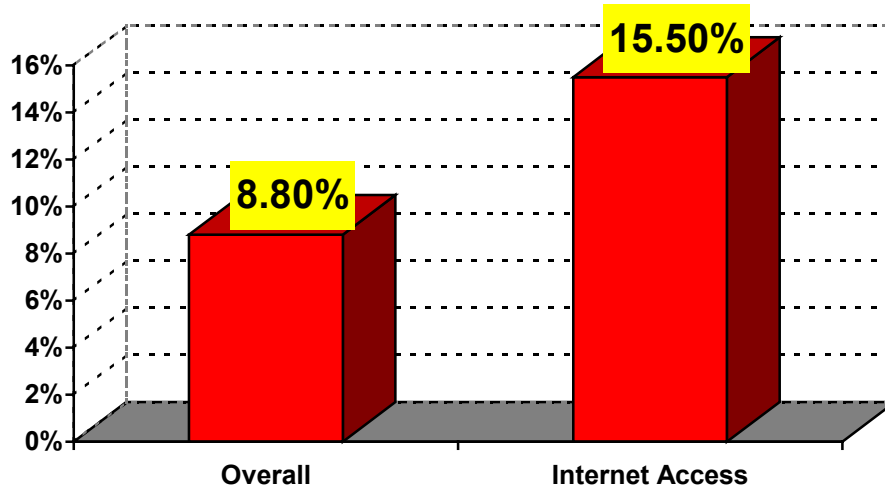
CUSTOMER GROUP	%	CUSTOMER GROUP	%
Overall	54.4	Receive Govt. benefit/Pension	41.9
Male	52.8	Own House	58.0
Female	55.4	Rent	51.8
18-24 yrs	68.0	Income (per week)	
25-39 yrs	55.2	\$100-199	35.6
40-54 yrs	59.4	\$200-399	46.7
55+ yrs	36.1	\$400-\$599	60.2
Australian Born	51.2	\$600-799	68.4
Overseas Born	65.8	\$800-\$1000	89.5
Aboriginal/Torres Strait Islander	20.0	\$1000+	88.9

#### **Key results:**

- Table 4.1.1 demonstrates that 54% of the customers interviewed indicated they had access to the internet.
- When the results are broken down into key groups some interesting differences were found. In general access to the internet was significantly lower for
  - Individuals aged 55 years and above
  - Australian born customers compared to those born overseas.
  - Aboriginal and Torres Strait Islander customers
  - Customers who receive a pension or government benefit and
  - Customers on low incomes.

## 4.2 VIEWED LAWACCESS ONLINE

FIGURE 4.2: VIEWED LAWACCESS ONLINE (N=544)

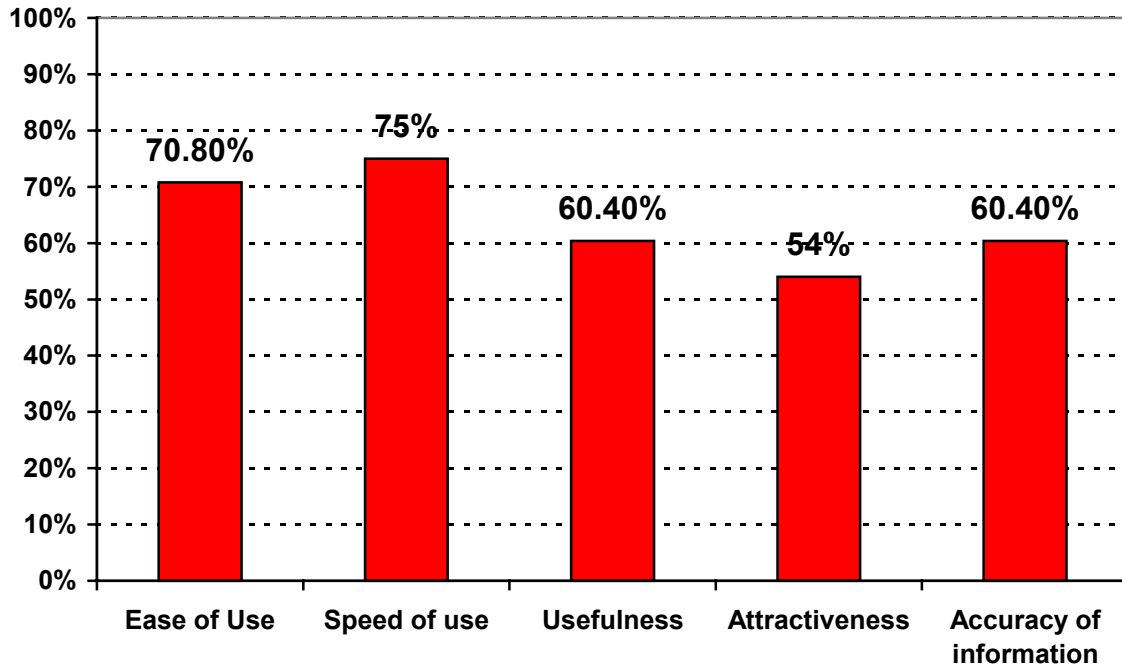


### Key results:

- Nine percent of customers surveyed indicated they had accessed the LawAccess Online website in the last 12 months. This proportion increased to 15.5% for individuals who stated they had regular access to the Internet.

## 4.3 SATISFACTION WITH WEBSITE

FIGURE 4.3: PERCENT SATISFIED WITH FEATURES OF LAWACCESS ONLINE (N=48)



### **Key results:**

- Customers who had visited LawAccess Online were most satisfied with the speed and ease of use of the site.
- Satisfaction was found to be much lower amongst users on the attractiveness of the site
- A review of the information presented on the site also appears to be required, given as much as 40% of customers contacting LawAccess NSW questioned the usefulness and accuracy.



## **APPENDIX 1: SATISFACTION MEAN SCORES**



SATISFACTION RATINGS-LOCATION (OUT OF 5) – CUSTOMER SERVICE OFFICER (N=544)

Attribute	Regional NSW Customers	Sydney Customers	Total
Friendliness and courteous nature of staff	4.79	4.87	4.85
Respect and sensitivity given to you by the operator	4.72	4.75	4.74
Helpfulness of the operator	4.73	4.71	4.73
The amount of time given to your enquiry	4.66	4.60	4.63
The information provided by the operator is easy to understand	4.54	4.55	4.56
The efficiency or speed in dealing with the enquiry	4.54	4.52	4.54
Understanding of what to do next	4.50	4.45	4.47
Knowledge and competence of the operator	4.49	4.44	4.46
The operator understands the problem and the information I am looking for	4.46	4.44	4.46
The waiting time to reach an operator	4.11	4.24	4.20
Overall Satisfaction	4.63	4.57	4.6

\*No significant differences identified.



SATISFACTION RATINGS LOCATION (OUT OF 5) – LAWYERS (N=96)

Attribute	Regional NSW Customers	Sydney Customers	Total
Friendliness and Courteous nature of the Lawyer	4.95	4.85	4.92
Respect and sensitivity given to you by the Lawyer	4.93*	4.76*	4.85
The amount of time given to your enquiry by the Lawyer	4.79	4.61	4.74
Helpfulness of the Lawyer	4.74	4.61	4.72
Knowledge and competence of the Lawyer	4.77	4.59	4.68
The ease of understanding of the information provided	4.70	4.61	4.68
Understanding of what to do next	4.72*	4.4*	4.60
Lawyers understanding of the problem and the information I was looking for	4.58	4.41	4.55
The efficiency and speed in dealing with the enquiry	4.44	4.27	4.39
Overall Satisfaction	4.69	4.59	4.66

\* Significant difference between mean scores at the 95% confidence level.



SATISFACTION RATINGS –TYPE OF ENQUIRY (OUT OF 5) – CUSTOMER SERVICE OFFICER (N=544)

Attribute	Civil (n=287)	Criminal (n=66)	Family (n=165)	Total
Friendliness and courteous nature of staff	4.85	4.86	4.74	4.85
Respect and sensitivity given to you by the operator	4.74	4.71	4.76	4.74
Helpfulness of the operator	4.71	4.77	4.77	4.73
The amount of time given to your enquiry	4.61	4.64	4.67	4.63
The information provided by the operator is easy to understand	4.57	4.55	4.54	4.56
The efficiency or speed in dealing with the enquiry	4.57	4.52	4.50	4.54
Understanding of what to do next	4.48	4.55	4.46	4.47
Knowledge and competence of the operator	4.50	4.36	4.42	4.46
The operator understands the problem and the information I am looking for	4.49	4.38	4.45	4.46
The waiting time to reach an operator	4.17	4.08	4.28	4.20
Overall Satisfaction	4.58	4.65	4.62	4.6

\*No significant differences identified.



SATISFACTION RATINGS TYPE OF ENQUIRY (OUT OF 5) – LAWYERS (N=96)

Attribute	Civil (n=45)	Criminal (n=17)	Family (n=32)	Total
Friendliness and Courteous nature of the Lawyer	4.87	5.00	4.94	4.92
Respect and sensitivity given to you by the Lawyer	4.84	4.94	4.81	4.85
The amount of time given to your enquiry by the Lawyer	4.62	4.88	4.84	4.74
Helpfulness of the Lawyer	4.62	4.88	4.75	4.72
Knowledge and competence of the Lawyer	4.58	4.82	4.78	4.68
The ease of understanding of the information provided	4.62	4.88	4.66	4.68
Understanding of what to do next	4.48	4.94*	4.59	4.60
Lawyers understanding of the problem and the information I was looking for	4.44	4.71	4.59	4.55
The efficiency and speed in dealing with the enquiry	4.29	4.65	4.41	4.39
Overall Satisfaction	4.50	4.76	4.81	4.66

\* Significant difference between mean scores at the 95% confidence level.