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# LSS Client Services Survey

Prepared for      Legal Services Society

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Research reinvented

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# BACKGROUND & OBJECTIVES

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- Legal Services Society (LSS) is a non-profit organization that provides legal aid services in BC. While independent of government, the organization relies primarily on the provincial government for its funding, along with the federal government, the Law Foundation and the Notary Foundation, and reports its activities to the provincial government.
- Given its reliance on government and other organizations for funding, four years ago, LSS determined the need to expand its performance measurement program to include a formal client satisfaction survey. The results from the survey will form baseline measures by which LSS can track its performance, to aid in strategic planning and to plan for service improvements.
- The specific objective of the survey was to provide data for performance measures to assess the Society's progress on achieving two of the goals set out in its 2006/2007-2008/2009 service plan, namely *people with low incomes can access appropriate and effective legal information and application services*, and, *low income clients receive quality legal advice and representation services that are proportionate to their needs*.
- LSS commissioned Synovate, a professional market research firm, to design and conduct the 2007 Client Satisfaction Survey, with this initial study forming the baseline for future performance measurement surveys. This report contains the detailed findings from the study.
- LSS also partnered with the Institute for Citizen Centred Service (ICCS) to be able to benchmark their performance against other "like" organizations. The ICCS is an independent non-profit agency committed to the measurement of citizen satisfaction with publicly funded programs. The ICCS stores baseline data from Common Measurement Tool (CMT) surveys (based on a standard set of questions) in a national data bank and benchmarks results for participating organizations. Throughout this report, on applicable questions, the CMT results from Group 2 (i.e. public sector organizations at the provincial, territorial or state level across all industries including other legal aid organizations) are shown for comparison purposes.
- Lastly, it should be noted that while this study set out to collect the attitudes and opinions of all LSS clients, due to unavoidable limitations, the following client groups were not included: Criminal Representation and Duty Counsel clients who were in custody at the time of surveying and website clients (those whose only contact with LSS was via the LSS website, family law website or LawLINK). As well, there was only limited participation in the study by Criminal Duty Counsel clients.

# METHODOLOGY

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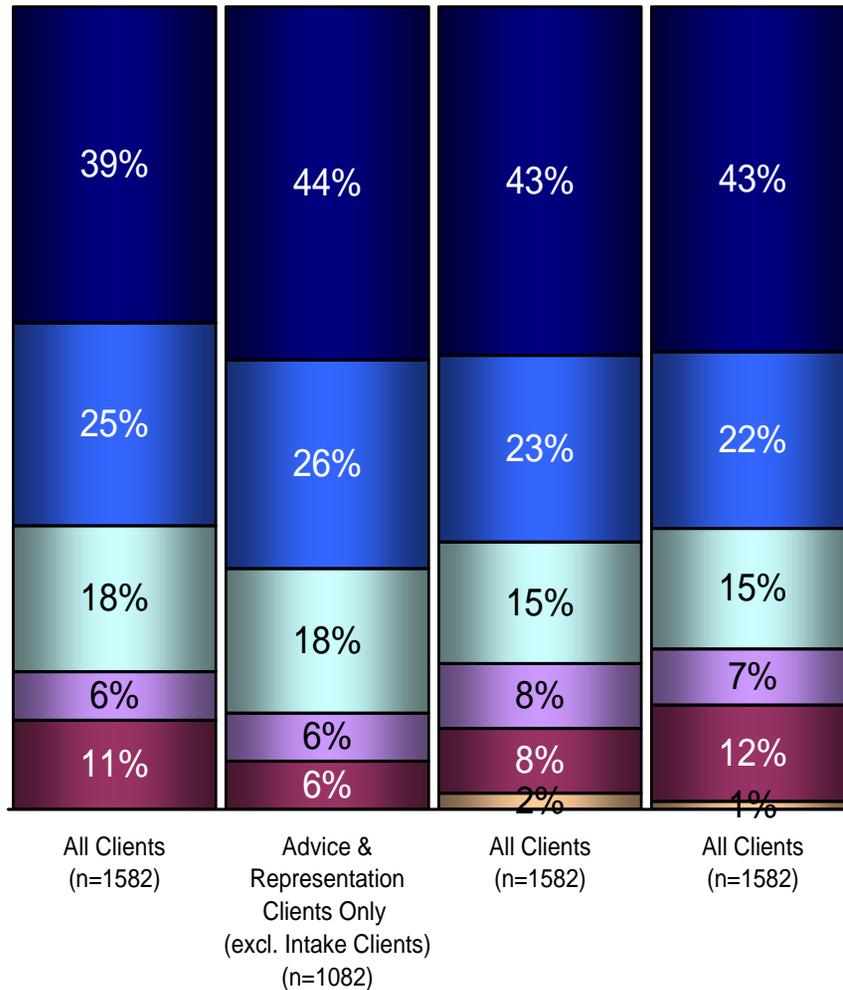
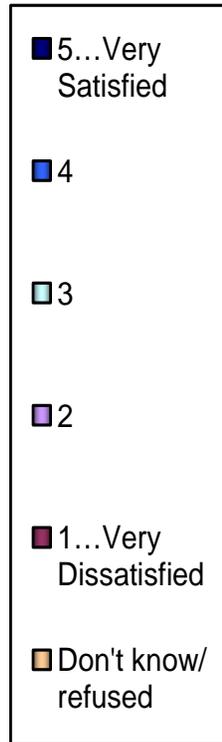
- For this study a total of 1,582 telephone interviews were conducted with four LSS client groups – Representation clients, Intake clients, Duty Counsel clients and LawLINE clients. Using lists supplied by LSS, a random selection method was employed to select clients for interview.
- Additionally, quotas were set for Representation clients by type of law (criminal, family, CFCSA and immigration) and for Intake clients by point of contact (regional centre, local agent or call centre) to ensure adequate sample sizes for analysis.
- To further ensure the final sample was representative, up to six calls were made to each unanswered telephone number before retiring it from the sampling frame.
- Representation clients interviewed for this study were those who received a referral, were relatively near the end of their cases, and were selected from CMS lists. Intake clients interviewed for this study were those who had applied between February and April 2007 (whether or not they received a referral) and agreed to participate. Duty Counsel clients interviewed for this study were recruited at various courthouse locations between February and April 2007 and agreed to participate. LawLINE clients interviewed for this study received services between February and April 2007 and agreed to participate.
- During the survey, Intake, Duty Counsel and LawLINE clients were asked if they applied for a legal aid lawyer (QB1), and if they did, if they were provided with one (QC1). Responses to these two questions, questions regarding the application process and the performance of the legal aid lawyer are presented by these three clients groups (Intake, Duty Counsel and LawLINE). They are not rolled up with Representation and Intake client group responses.
- Interviewing for this study was conducted between April 12 to May 11, 2007 from Synovate's Central Telephone Facility in Vancouver, using Computer Assisted Telephone Interviewing (CATI). A minimum of 10% of all interviews were monitored by Synovate's supervisors.
- During data analysis, the data set was adjusted to reflect the target population composition by mathematically weighting each client group by type of law/case, city of residence and whether or not a legal aid lawyer was provided (Representation and Intake clients only [QC1]).
- The exhibits in this report show results by each of the four client groups. However, for Duty Counsel, results are shown only for family law cases, as there is not adequate sample size to provide reliable analysis for Duty Counsel criminal cases (n=15) or other types of Duty Counsel cases (n=6).



# HIGHLIGHTS

## Overall Satisfaction    Accessibility    Helpfulness

<i>CMT Average Rating</i>	4.0	4.0	4.1	n/a
<i>Average Rating</i>	3.8	4.0	3.9	3.8
<i>Ratings of 4 &amp; 5</i>	64%	70%	66%	65%



### Overall Performance Measures

- **Satisfaction among all LSS clients stands at 64%.** Among Advice and Representation clients, overall satisfaction increases to 70%.
- The higher level variables of accessibility and helpfulness each earn high satisfaction ratings from two-thirds of all LSS clients.
- **Overall LSS ratings are in line with CMT benchmark scores.**
- (Please note that all results, from this point onward, are presented by the four key client groups, not in total.)

# HIGHLIGHTS

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## Overall Satisfaction, Accessibility & Helpfulness

- **Legal Services Society clients are generally satisfied with the services they receive from the organization.** However, satisfaction levels differ significantly across the various client groups. **The most highly satisfied are Representation clients.** This group gives high marks (i.e. ratings of 4 or 5 out of 5) overall (73%), to LSS's accessibility (80%) and to the helpfulness of LSS services (77%).
- **Duty Counsel clients (family law clients only) express moderate satisfaction with these same areas** with six in ten giving top marks to LSS overall, for accessibility and for helpfulness of services. Suggestions for improvement made by these clients include having more lawyers available in order to shorten the wait time and providing more information.
- **LawLINE clients are just as satisfied, overall, as Representation clients** (i.e. 73% give ratings of 4 or 5) and also tend to be moderately satisfied with the helpfulness of legal aid (67% rating 4 or 5). **LawLINE clients, however, are less satisfied with the ease of reaching legal aid (i.e. accessibility).** Only 51% give top marks to this service aspect. Further, when specifically asked what LSS could do to improve their service, the number one suggestion by this client group is to shorten the wait time on the phone by having more operators or more lines.
- **Intake clients tend to be the least satisfied with LSS.** Overall, 54% give the organization top marks and 55% do the same for the helpfulness of services. Intake clients are relatively more satisfied with the accessibility of legal aid services (66%).

- **Intake client satisfaction is, to a great extent, driven by whether or not the individual qualified for a legal aid lawyer.** Those who were provided with a lawyer are significantly more satisfied than those who were not. The primary suggestions made by Intake clients to improve LSS service are to be more flexible with the annual income eligibility level for legal aid and to broaden the types of services offered.

## Legal Aid Lawyer Application Process

- **One-quarter of Duty Counsel (family law clients only) and 12% of LawLINE clients report applying for a legal aid lawyer.** (By definition, all Representation and Intake clients applied for a lawyer.)
- While Representation clients are divided in their preferences between applying for a legal aid lawyer by phone (41%) and at an LSS office (36%), Intake clients tend to prefer going to an office (48%) over applying over the phone (33%). Duty Counsel clients also tend to prefer going to an office, while LawLINE clients prefer the phone.
- Satisfaction with the application process to obtain a legal aid lawyer is generally positive. **Representation clients and Intake clients who qualified for a lawyer, followed by Duty Counsel clients who applied for a lawyer tend to be the most satisfied.**
- LawLINE clients who applied for a lawyer express moderate satisfaction with most aspects of the application process, except they are less satisfied with the reasonableness of the requirements to get a legal aid lawyer.

# HIGHLIGHTS

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## Legal Aid Lawyer Application Process (continued)

- **LSS clients who applied for a legal aid lawyer generally tend to be positive about the treatment they received, the information they were provided with and with the knowledge and competency of the staff.** Again, Representation clients express the greatest satisfaction with these service aspects.
- When it comes to going the extra mile, 72% of Representation clients give high ratings compared with about 60% or fewer Intake, Duty Counsel and LawLINE clients who applied for a lawyer.
- Representation, Intake and Duty Counsel clients who applied for a lawyer are moderately satisfied with wait times (either on the phone or at LSS offices). **However, LawLINE clients are critical of wait times, with only 38% giving top marks to this service aspect and 25% giving a rating of 1 out of 5.**

## Legal Aid Lawyer Representation

- **One-half of Intake clients, 14% of Duty Counsel (family law only) clients and 6% of LawLINE clients report that they were provided with a legal aid lawyer.** The majority of these clients feel they were well represented by their lawyer and say they were satisfied with the outcome and/or found their lawyer to be knowledgeable and experienced.
- **Representation, Intake and Duty Counsel clients who were provided with a lawyer generally rate their lawyer's performance positively.**

- Relative to the ratings among the other client groups, Duty Counsel clients who were provided with a lawyer tend to be slightly less positive about the ease of getting hold of their lawyer. However, 60% still award top marks to their lawyer on this service aspect.
- **The small group of LawLINE clients who were provided with a lawyer are relatively less satisfied with their legal aid lawyer's performance.** Specifically, about one-half of these clients give top marks to their lawyer for fair treatment, being informed of all that needed to be done to win the case and going the extra mile. Conversely, LawLINE clients express the highest level of satisfaction when it comes to the ease of getting hold of their lawyer (77% are gave top marks).

## Duty Counsel/LawLINE Experience

- **Duty Counsel clients (family law only) generally had a positive experience with legal aid.** Being treated fairly and Duty Counsel being knowledgeable and competent are the two service areas that clients acknowledge as being handled particularly well.
- **LawLINE clients also rate this service positively, with the exception of the wait time on the telephone.** Just 46% give the wait time top marks while 23% actually give a 1 out of 5 rating.

# HIGHLIGHTS

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## Legal Aid Lawyer Non-Qualification

- **At least half of LSS clients who did not qualify for legal aid representation report that staff did not clearly explain to them why they did not qualify.** Specifically, 49% of Intake clients, 64% of Duty Counsel and 56% of LawLINE clients who did not qualify report that they did not receive a clear explanation.
- While Intake clients who did not qualify for legal aid representation are equally divided in saying legal staff did or did not suggest other services or agencies that could help them (45% saying each), the majority of Duty Counsel (58%) and LawLINE clients (71%) who did not qualify say they did not receive such suggestions.
- **Clients who did not qualify for legal aid representation say they will take (or have taken) a variety of actions to deal with their legal issue.** Aside from hiring their own lawyer, which very few of these clients say they will do or have done, a notable proportion claim they will or have gone to court on their own (this especially being the case among these Duty Counsel clients), sought help from a government or community agency or another legal aid service, asked a friend for help or dealt with the matter outside the court system.

## Awareness & Usage of LSS Services

- **Courthouse staff and friends/word-of-mouth tend to be the main sources of legal aid awareness.** While courthouse staff are the dominant source for Duty Counsel and Representation clients, Intake clients are equally likely to have found out about legal aid through either of these sources.

- **LawLINE clients list friends/word-of-mouth, the phone book and the Internet as their main sources of legal aid awareness.**
- **In terms of using other legal aid services, there is a moderate amount of cross-over usage.** Representation and Intake clients are most apt to have also used Duty Counsel services (40% and 44%, respectively), while Duty Counsel and LawLINE clients report also using legal aid websites (26% and 24%, respectively) and LSS brochures/booklets (23% and 20%, respectively).

## Case Outcome & Status

- **The majority of LSS clients who qualified for legal aid generally feel ok to very positive about the outcome of their case.** Representation and Intake clients are the most positive about their case outcome.
- About six in ten Intake, Duty Counsel and LawLINE clients report that their case is pending. Among Representation clients, 56% report their case is completed and 44% say it is pending.
- **Actual or expected case outcome differs by client group and by type of law.** Having or expecting a fully resolved case is the most common expected or actual outcome among Intake clients (42% expect or have a fully resolved case), Duty Counsel clients (58%) and LawLINE clients (49%). Among Representation clients, 44% of Criminal clients expect to be or were found guilty, while 48% of Family clients say they expect or have partial resolution. The large majority of CFCSA and Immigration Representation clients expect or have full resolution.

# HIGHLIGHTS

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## Key Driver Analysis

- An Attributable Effects (AE) analysis was run to quantify the downside risk of poor performance and the upside potential of improved performance in terms of the impact on clients' overall satisfaction with service delivery.
- **Representation Clients**
  - Focus more on helpfulness than accessibility.
  - Opportunities to increase overall satisfaction include staff and lawyers going the extra mile.
  - Perceptions of fair treatment, going the extra mile and staff being knowledgeable and competent must be maintained as reductions in these areas pose the greatest downside impact on overall satisfaction.
- **Intake Clients**
  - Prioritize improvements to service helpfulness over accessibility. However, ensure that current helpfulness and accessibility levels are at least maintained.
  - The greatest potential for increasing overall satisfaction comes from staff going the extra mile and ensuring the requirements to qualify for legal aid are reasonable.
  - Significant areas of risk (i.e. highest loss in satisfaction if performance declines) are being treated fairly, knowledgeable and competent staff, being informed of all that is required to apply for a lawyer, and a straightforward application process.
- **Duty Counsel (family law only) Clients**
  - Prioritize maintaining and improving the helpfulness of LSS services over accessibility.
  - Duty Counsel going the extra mile and informing clients of everything they need to do to work with Duty Counsel offer the greatest potential to increase overall satisfaction.
  - Fair treatment and knowledgeable and competent staff perceptions are the greatest areas of risk.
- **LawLINE Clients**
  - Helpfulness of services and accessibility offer equal levels of opportunity to improve overall satisfaction.
  - However, there is a greater penalty associated with helpfulness of LSS services than with accessibility.
  - In terms of performance variables, improved overall satisfaction will come mainly from staff going the extra mile.
  - The greatest downside risk comes from poor performance on fair treatment and staff not being knowledgeable or competent.

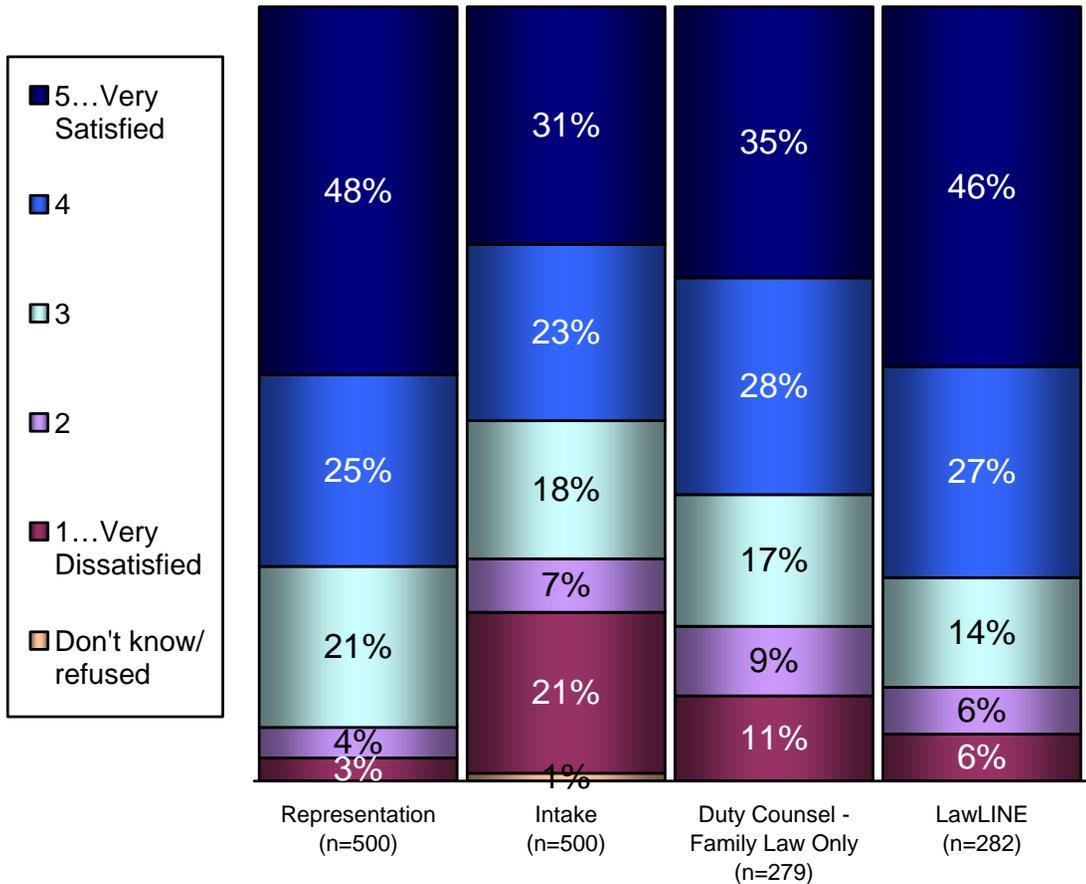
# DETAILED FINDINGS

## Overall Satisfaction With LSS

**A1. I'd like you to think of your experience with legal aid over the past year. On a scale from 1 to 5, where 1 means very dissatisfied and 5 means very satisfied, how would you rate your overall satisfaction with the services you received?**

Average Rating	4.1	3.4	3.7	4.0
Ratings of 4 & 5	73%	54%	63%	73%

CMT  
Average  
Rating  
4.0



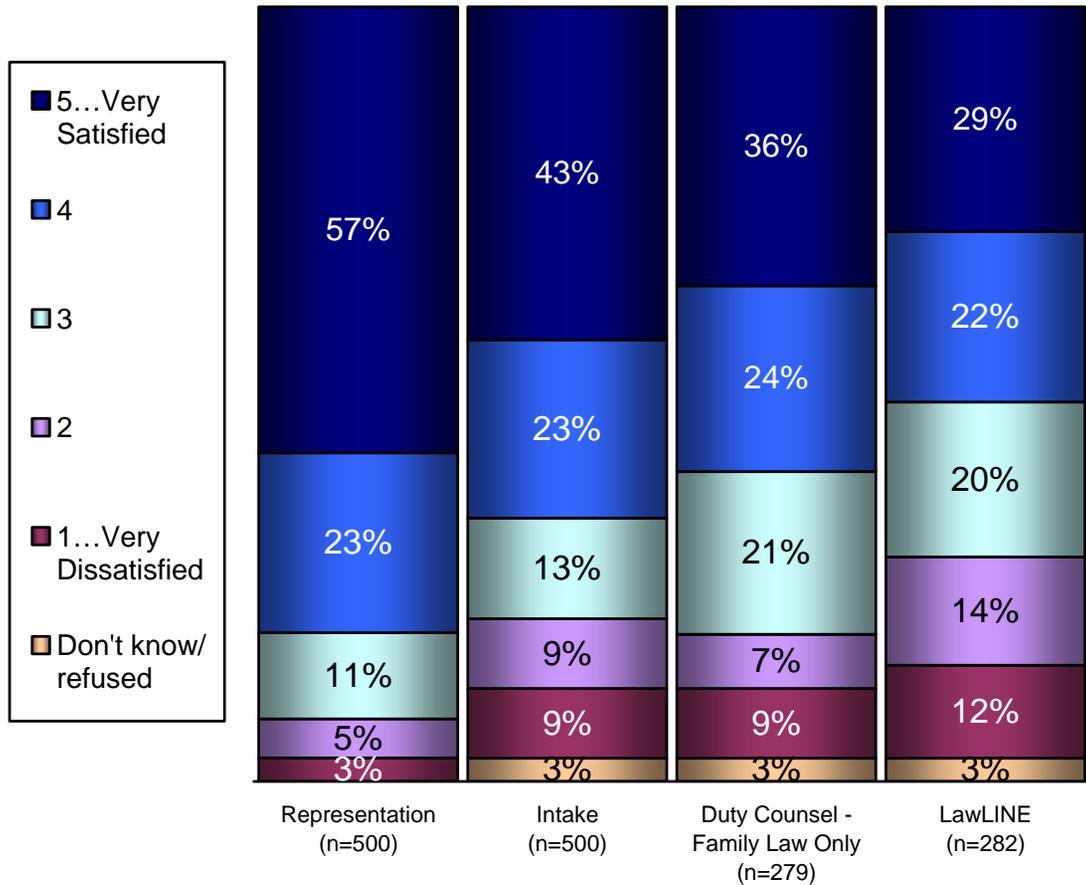
- The majority of LSS clients are at least moderately satisfied with the services they received. Two of the most highly satisfied clients groups are Representation and LawLINE clients, with 73% of both groups rating their satisfaction highly (4 or 5 out of 5).
- Immigration and Criminal Representation clients (86% and 76%, respectively are highly satisfied) are significantly more satisfied with legal aid services than Family and CFCSA Representation clients (52% and 51%, respectively, are highly satisfied).
- Intake clients are the least satisfied of all client groups, with only 54% rating their overall satisfaction as a 4 or 5 out of 5. Intake client satisfaction appears to be a function of whether they were provided with a lawyer (76% of these Intake clients are highly satisfied) or not (only 32% of these clients are highly satisfied). While Intake clients of Aboriginal origins are more satisfied than Intake clients of other backgrounds (62% versus 51% rating 4 or 5, respectively), this is likely related to the fact that Intake clients of Aboriginal origins are more apt to have qualified for a legal aid lawyer.
- 63% of Duty Counsel clients report being highly satisfied with legal aid services.
- Overall satisfaction levels among clients are generally in line with the CMT benchmark of 4.0, with only Intake client scores being marginally lower.

# Satisfaction With LSS Accessibility

**A2. And, on the same scale from 1 to 5 where 1 means very dissatisfied and 5 means very satisfied, please rate your satisfaction with how easy it was to reach someone at legal aid, to fill out the forms and to get the legal aid services you needed?**

Average Rating	4.3	3.8	3.7	3.4
Ratings of 4 & 5	80%	66%	60%	51%

CMT  
Average  
Rating  
4.1

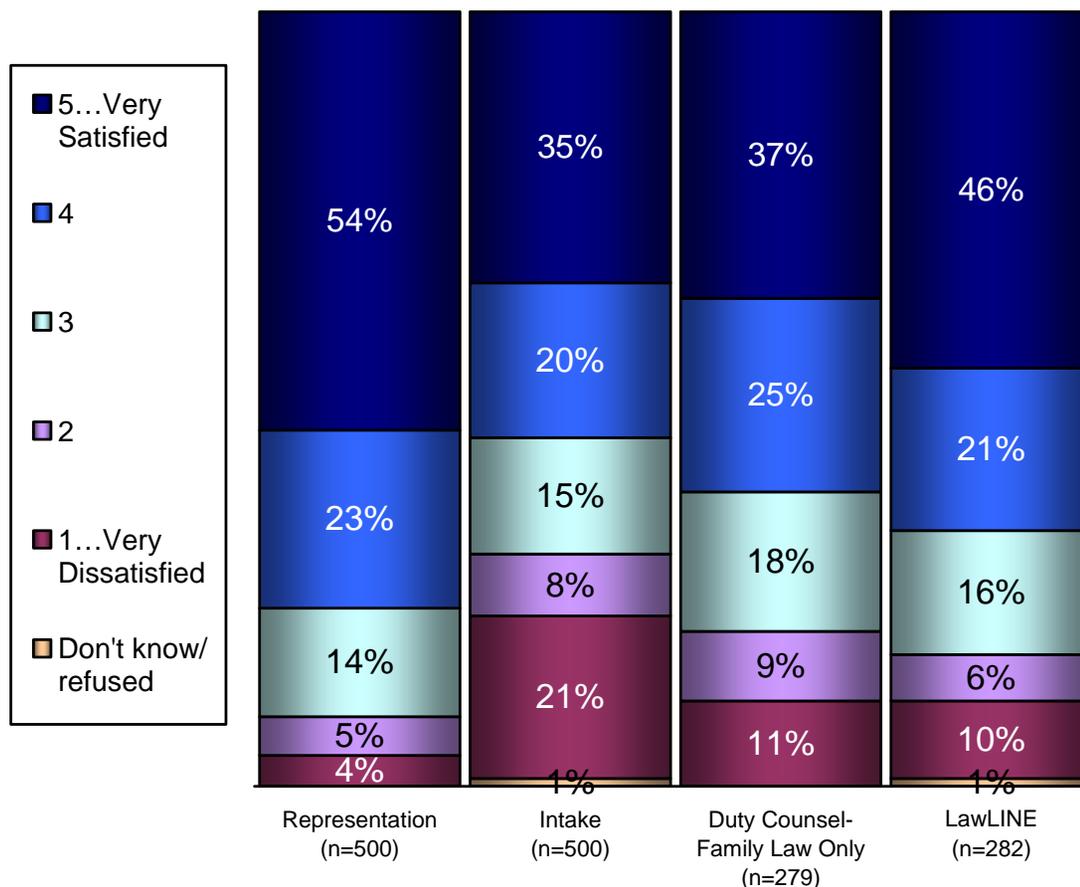


- When it comes to the ease of accessing LSS services, client satisfaction ranges from high (80% of Representation clients are highly satisfied), to moderate (66% of Intake clients and 60% of Duty Counsel-Family Law only clients are highly satisfied) to somewhat lower (51% of LawLINE clients are highly satisfied).
- Accessibility satisfaction among Intake clients is correlated with whether or not their contact was in person (68% rating 4 or 5) or via the call centre (47%) and with whether they received a legal aid lawyer (78% rating 4 or 5) or did not (54% rating 4 or 5).
- With the exception of LawLINE clients, all other LSS client groups post average ratings that are in line with the CMT benchmark of 4.1.

# Satisfaction With Helpfulness Of LSS Services

**A3. And again on the same 1 to 5 scale, please rate your satisfaction with how helpful the legal aid services were in dealing with your legal problem.**

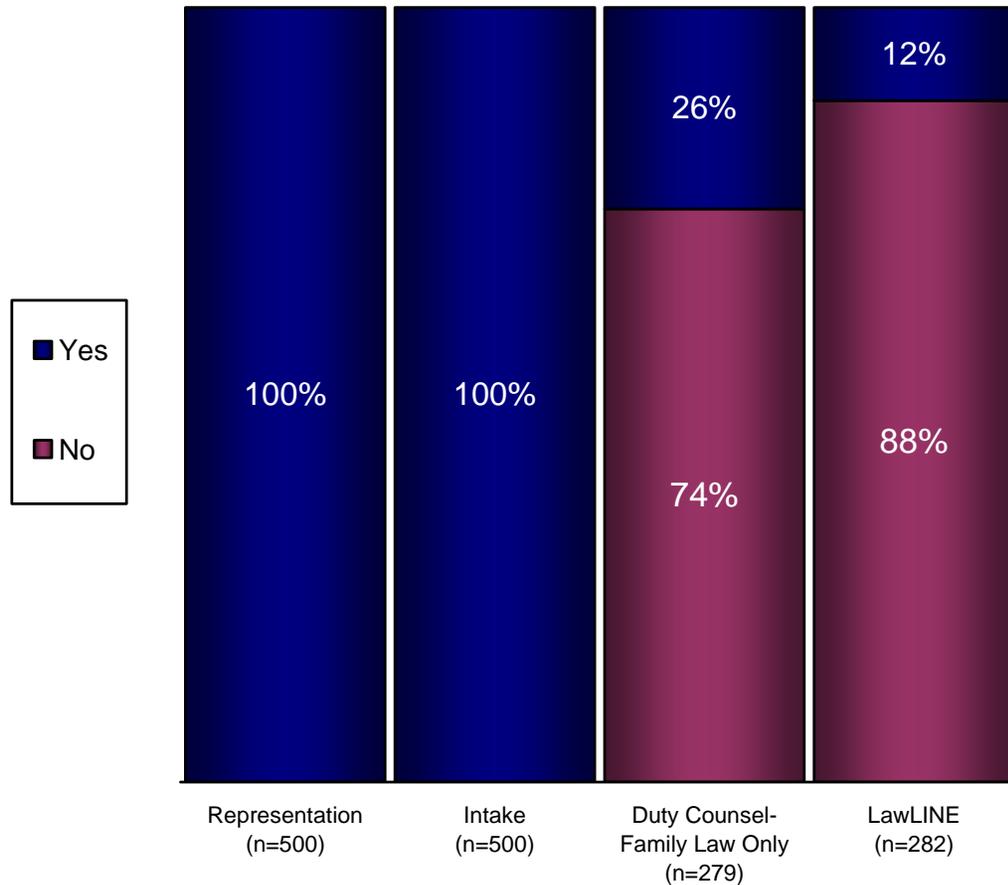
Average Rating	4.2	3.4	3.7	3.9
Ratings of 4 & 5	77%	55%	62%	67%



- The majority of LSS clients report being highly satisfied with the helpfulness of legal aid services in dealing with their legal problem. Representation clients express the greatest satisfaction (77% giving high ratings) of all client groups, with Immigration Representation clients (87%) and Representation clients who dealt with the call centre being particularly positive (84%).
- Intake clients express the lowest satisfaction of all client groups when it comes to the helpfulness of LSS services. Overall, 55% of these clients give high ratings, with clients who were provided with a legal aid lawyer being significantly more satisfied than those who did not qualify for a lawyer (76% versus 35%, respectively, giving high ratings).
- Just over 60% of Duty Counsel clients are highly satisfied with the helpfulness of legal aid services, as are 67% of LawLINE clients.

# Legal Aid Lawyer Application Process

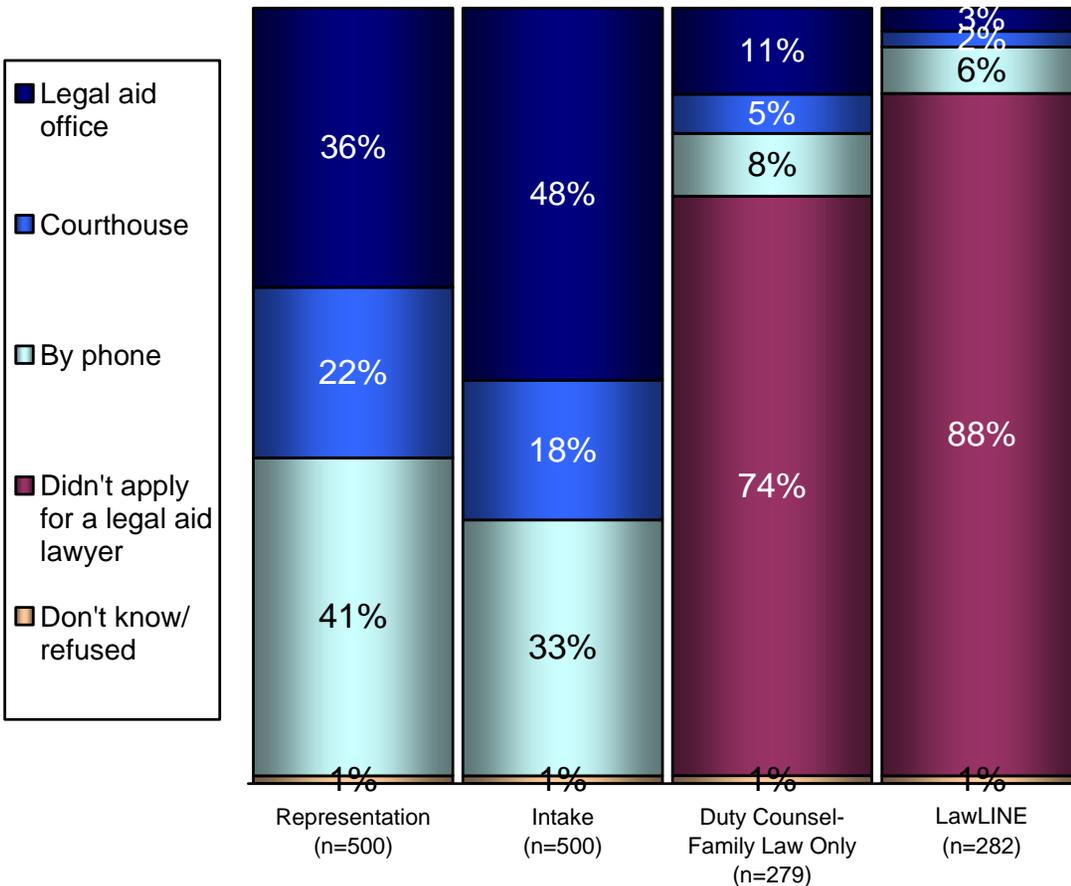
## B1. Have you applied for a legal aid lawyer?



- By definition, all Representation and Intake clients have applied for a legal aid lawyer. However, only 26% of Duty Counsel clients report that they applied for a lawyer and even less, 12%, of LawLINE clients report doing so.
- LawLINE clients living in the Interior, North and on Vancouver Island are more apt than their counterparts to have applied for a legal aid lawyer. Specifically, 19% of LawLINE clients residing in the Interior, North and on the Island say they applied for a lawyer versus 10% of LawLINE clients from the GVRD/Sunshine Coast and 3% of LawLINE clients from Surrey/Fraser Valley.
- Among the small group of Duty Counsel criminal clients, 54% report having applied for a legal aid lawyer.

# Legal Aid Lawyer Application Process

**B2. People can apply for legal aid in legal aid offices, some courthouses, and over the phone. Which way would you have preferred to apply?**



- Representation clients report preferring to apply for legal aid either over the phone (41%) or at a legal aid office (36%). Applying at a courthouse is only preferred by 22% of Representation clients. Family and Immigration Representation clients express a majority preference for applying at a legal aid office (67% and 72%, respectively), while CFCSA Representation clients are more apt to want to apply over the phone (56%).
- Representation clients who originally contacted LSS via the call centre and those who contacted LSS through a northern regional centre or local agent also tend to prefer applying for legal aid via telephone (56% of call centre representation clients and 62% of northern regional centre/local agent representation clients prefer applying over the phone).

Continued...

# Legal Aid Lawyer Application Process

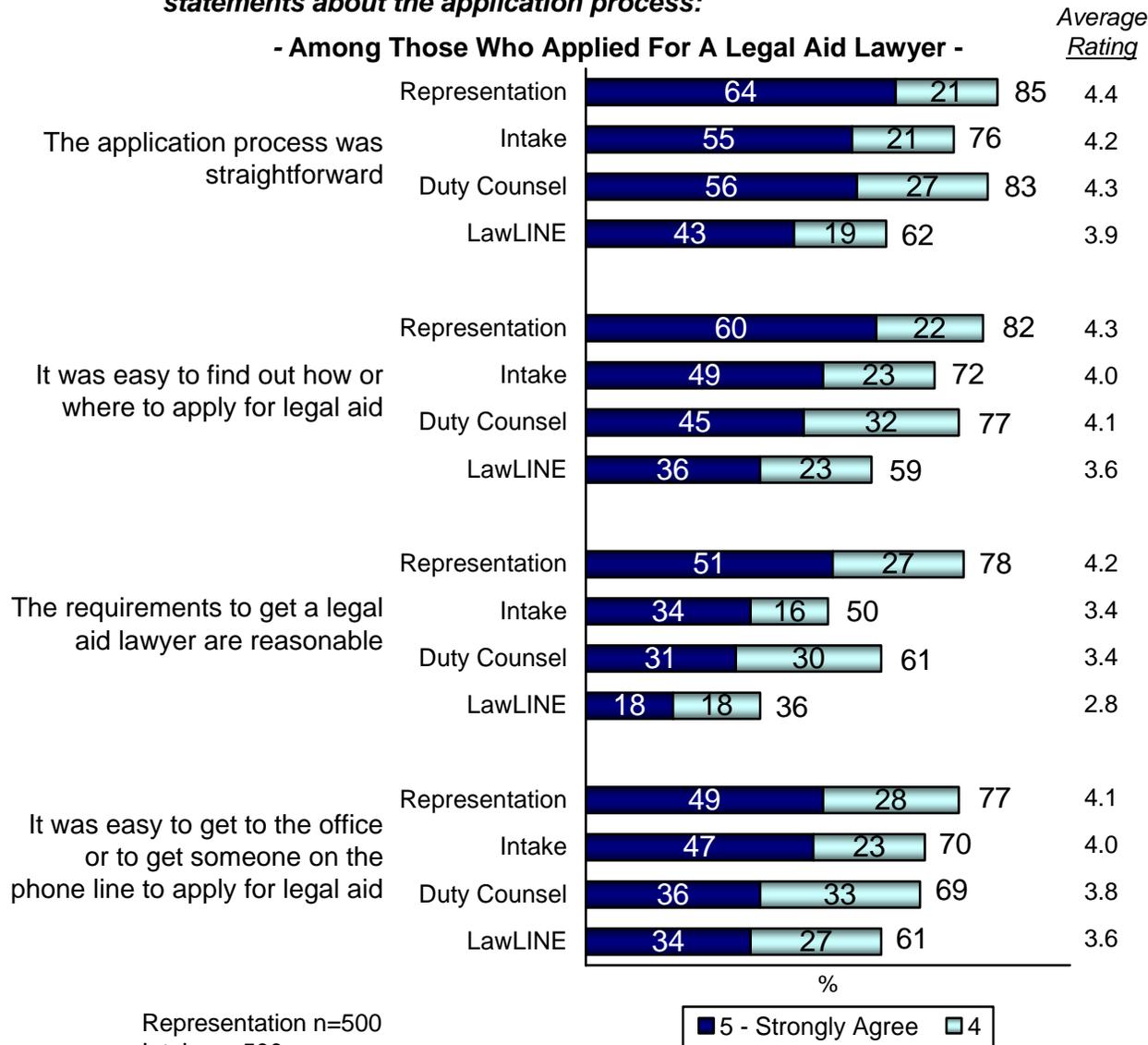
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- In general, Intake clients prefer to apply for legal aid at a legal aid office (48%) rather than over the phone (33%) or at a courthouse (18%). However, preferences tend to be correlated to their actual method of contact. For example, 64% of Intake clients who applied via the call centre say that is their preferred method of contact. Among those who applied in person (either at a regional centre or local agent), half say they prefer going to a legal aid office, while 30% of these Intake clients say they would have rather applied over the phone and about 15% to 20% say they would have preferred going to a courthouse to apply.
- Of the 24% of Duty Counsel clients who applied for aid, preferences are mixed: 11% prefer going to the LA office, 8% prefer applying by phone and 5% prefer going to a courthouse.
- Among the 11% of LawLINE clients who applied for legal aid, the preference is to apply over the phone (6%) rather than go to a legal aid office (3%) or to a courthouse (2%).

# Legal Aid Lawyer Application Process

**B3. Again, using a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, how much do you agree with these statements about the application process:**

**- Among Those Who Applied For A Legal Aid Lawyer -**



- Representation clients are generally satisfied with the application process and express the greatest satisfaction of all the client groups. They are most positive about the process being straightforward (85% giving high ratings of 4 or 5) and it being easy to find out how or where to apply for legal aid (82%). The requirements to get a lawyer being reasonable and it being easy to get to the office or get someone on the phone line to apply each also earn high satisfaction ratings from just over three-quarters of these clients.
- CFCSA Representation clients are particularly satisfied with the ease of contacting or reaching someone to apply for legal aid, the application process being straightforward and the requirements to get a lawyer being reasonable.
- When it comes to how easy it is to find out where to apply for legal aid and how easy it is to get to the office or get someone on the phone to apply for legal aid, Representation clients who contacted LSS in person are significantly more positive than those whose contact was via the call centre.

Continued...

Representation n=500  
 Intake n=500  
 Duty Counsel – Family Law Only n=72  
 LawLINE n=41 (caution: small base size)

■ 5 - Strongly Agree □ 4

# Legal Aid Lawyer Application Process

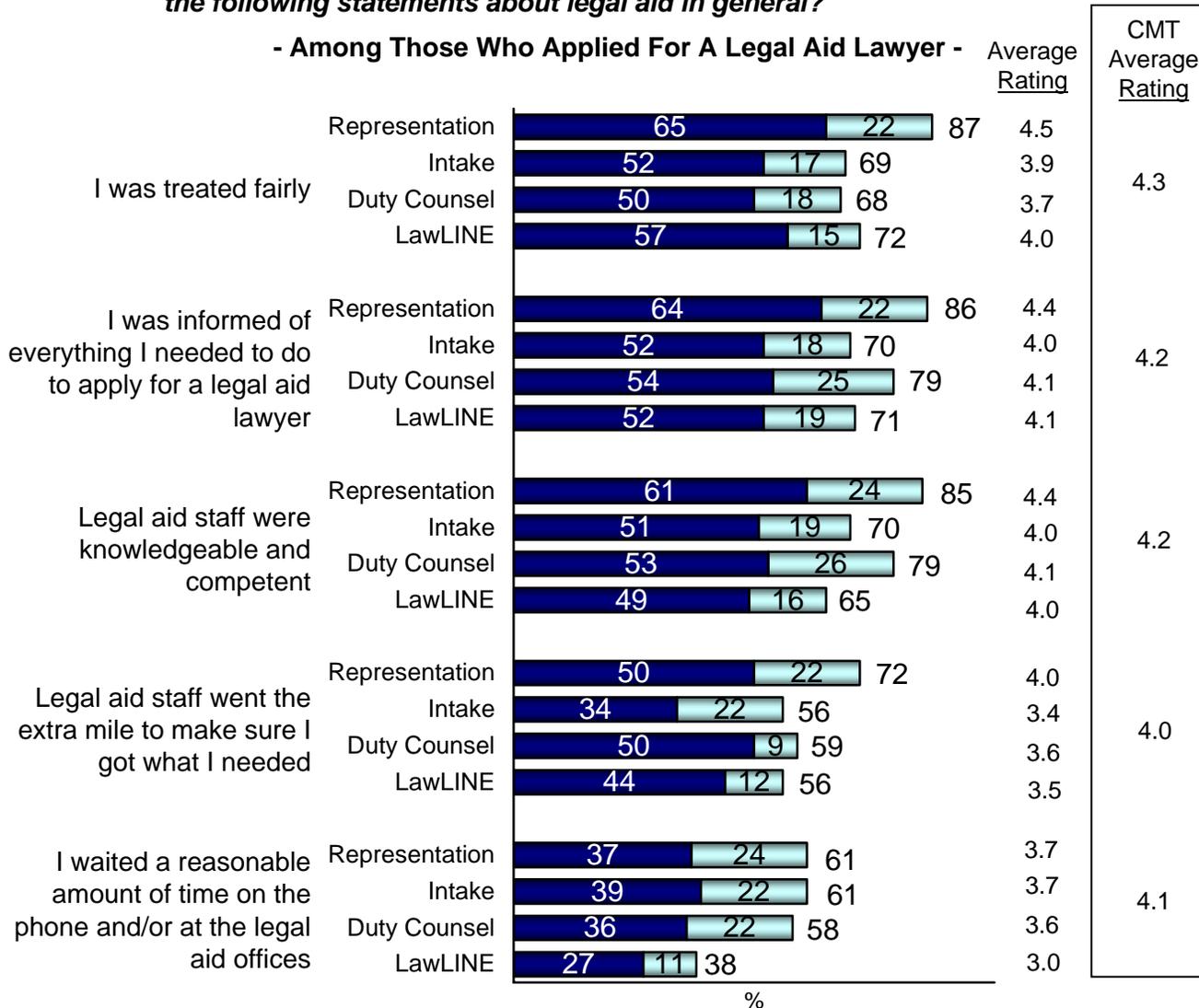
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- While Intake clients are also generally satisfied with most aspects of the application process (70% to 76% of these clients give high ratings to most aspects of the process), they are divided in their opinions regarding the reasonableness of the requirements to get a lawyer. Satisfaction with this particular aspect is predictably correlated with whether or not they qualified for a lawyer. Those that did qualify tend to find the requirements reasonable (73% rating 4 or 5), while those who did not qualify for a lawyer are significantly more critical (28% rating 4 or 5).
- Intake clients who did not qualify for a lawyer are generally more critical of all aspects of the application process.
- Additionally, Intake clients who contacted LSS via the call centre, rather than in person, also tend to be less positive about all aspects of the application process.
- Duty Counsel clients express high satisfaction when it comes to the application process being straightforward (83% rating 4 or 5), and it being easy to find out how or where to apply for legal aid (77%). 69% of these clients give top marks to LSS for it being easy to get to the office or get someone of the phone line to apply. However, slightly fewer (61%) are satisfied with the requirements to get a legal aid lawyer.
- Of all four client groups, LawLINE clients are the least satisfied with the application process. Broadly six in ten of these clients who applied for a lawyer give ratings of 4 or 5 to the application process being straightforward, easy to get to an office or get someone on the phone to apply and being easy to find out how or where to apply for legal aid. Only 36% of LawLINE clients are satisfied with the requirements for getting a legal aid lawyer.

# Legal Aid Lawyer Application Process

**B4. And using the same scale, where one means you strongly disagree and five means you strongly agree, how would you rate your agreement with the following statements about legal aid in general?**

**- Among Those Who Applied For A Legal Aid Lawyer -**



- Representation clients are also highly satisfied and tend to be more satisfied than other client groups when it comes to being treated fairly by legal aid (87% satisfied), being informed of all they had to do to apply (86%), for the staff being knowledgeable and competent (85%) and the staff going the extra mile (72%). These clients are just as satisfied as other client groups when it comes to the wait times on the phone or at the offices (61% giving a 4 or 5 rating).
- Representation clients who contacted LSS through the call centre are the most critical of the wait time (49% rating 4 or 5 versus 63% of those who had in person contact), but feel more strongly than their counterparts that they were fairly treated and informed of everything they needed to do to apply for a lawyer.
- Interestingly, Criminal Representation clients feel most strongly that they were treated fairly (69% strongly agreeing versus 57% or less among the other Representation clients).

Continued...

Representation n=500  
 Intake n=500  
 Duty Counsel – Family Law Only n=72  
 LawLINE n=41 (caution: small base size)

■ 5 - Strongly Agree ■ 4

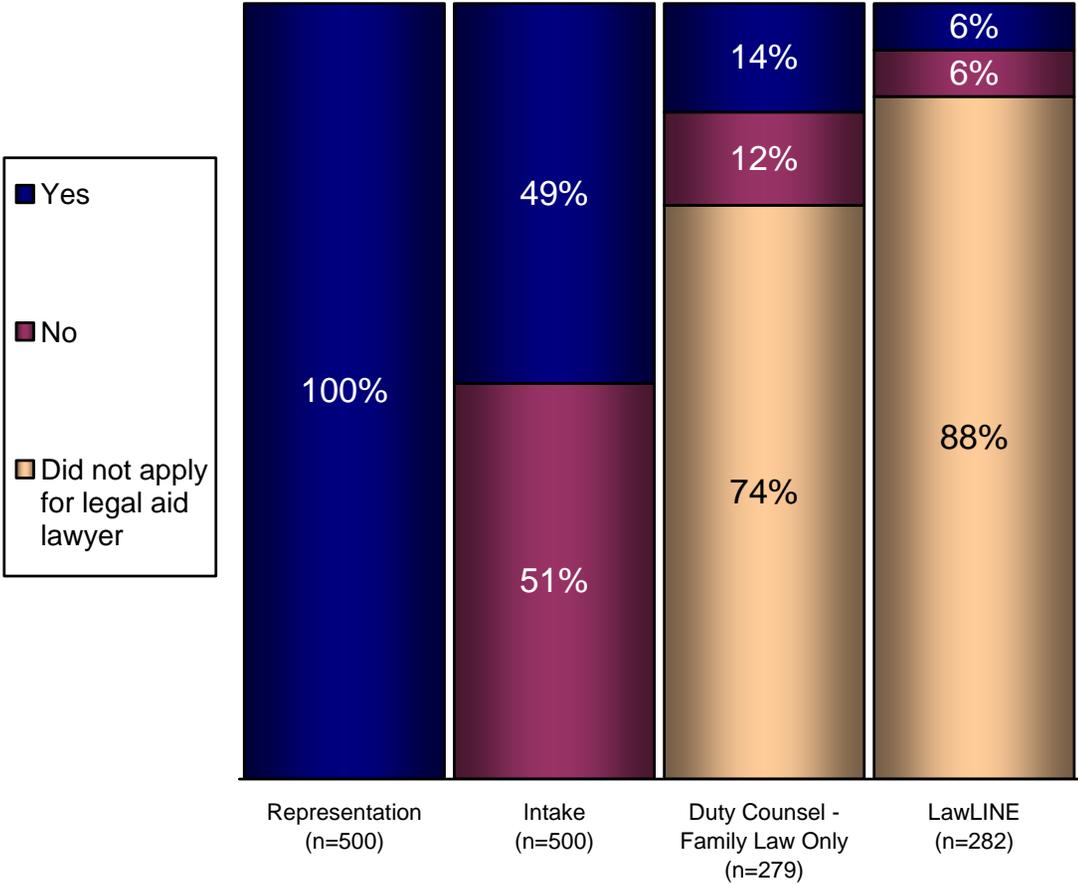
# Legal Aid Lawyer Application Process

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- Intake clients give LSS moderately positive ratings for being treated fairly, being informed of everything required to apply for a lawyer and staff being knowledgeable (about 70% giving ratings of 4 or 5 to these three performance aspects). Six in ten Intake clients are satisfied with the wait time and 56% feel satisfied that LSS staff went the extra mile to ensure they got what they needed.
- Intake clients who qualified for a lawyer are significantly more satisfied with how they were treated during the application process and the performance of staff than their counterparts who did not qualify.
- Intake clients whose contact was through a call centre rather than in person are significantly more critical of receiving fair treatment, the staff's performance and of the wait time. Intake clients who personally went to a regional centre or local agent in the Okanagan/West Kootenays or in Surrey/Fraser Valley give particularly high ratings to how they were treated and the performance of staff during the application process.
- Intake clients of Aboriginal origins are slightly more apt than other Intake clients to feel staff went the extra mile to make sure they got what they needed, but slightly less apt to be satisfied with the wait time.
- Eight in ten Duty Counsel clients give LSS high satisfaction ratings for being informed about everything they had to do to apply for a lawyer and the staff being knowledgeable and competent. Another seven in ten Duty Counsel clients felt they were treated fairly, while six in ten felt the staff went the extra mile and were satisfied with the wait time.
- The small group of LawLINE clients who applied for a lawyer express satisfaction with the treatment being fair (72% rating 4 or 5), being informed about everything required to do to apply for a lawyer (71%) and staff being knowledgeable and competent (65%). However, only 56% of these clients feel staff went the extra mile and even less, 38%, are satisfied with the wait time on the phone.
- LSS clients generally post average ratings that are in line with the CMT benchmark results. The exceptions to this are Duty Counsel clients' slightly below average rating for being treated fairly, Intake clients' slightly below average rating on staff going the extra mile and LawLINE clients' below average rating on having a reasonable wait time.

# Legal Aid Lawyer Representation

**C1. Have you been provided with a legal aid lawyer to represent you?**

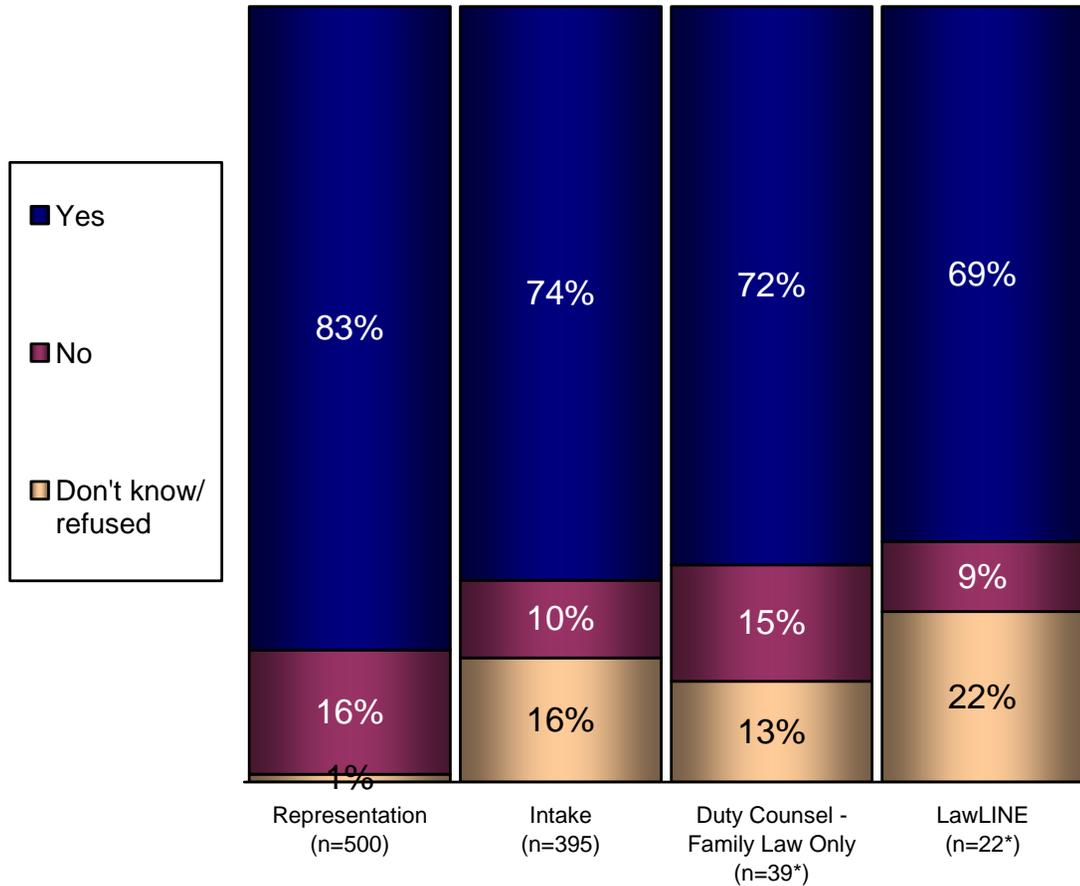


- Again, while all Representation clients by definition have a legal aid lawyer, about one-half of Intake clients report being provided with a legal aid lawyer. Only 14% of Duty Counsel clients report having a lawyer provided to them, while among LawLINE clients this proportion stands at only 6%.
- Method of contacting LSS does not appear to have any correlation to whether or not an Intake client qualifies for a lawyer.
- Intake clients of Aboriginal origins have a slightly higher incidence of being provided with a lawyer (58%) than those clients of other backgrounds (47%).

# Legal Aid Lawyer Representation

**C2. Overall, do you feel you were well represented by your legal aid lawyer?**

**- Among Those Provided With A Legal Aid Lawyer -**



- LSS clients who qualified for a legal aid lawyer generally feel they were well represented by this individual. Specifically, 83% of all Representation clients, 74% of Intake clients, 72% of Duty Counsel clients and 69% of LawLINE clients who were provided with a lawyer report being well represented.

\*Caution: small base size.

# Legal Aid Lawyer Representation

## C3. Why do you say that?

### Those Who Feel They Were Well Represented

	Repre- sentation n = 406 %	Intake n = 287 %	Duty Counsel - Family Law Only n = 28* %	LawLINE n = 16* %
My case was well represented/worked on my behalf/was there for me	21	27	22	6
I won/satisfied with the result	25	12	17	12
Good explanation/informative/straightforward	18	20	32	35
They are helpful	18	13	17	-
Knowledgeable/experienced	12	15	11	39
Good communication/easy to reach/kept me up-to-date	14	12	7	-
Diligent/thorough/spent time with me/went out of their way	13	11	8	6
Friendly/polite/easy to work with	9	15	10	14
Good lawyer/good job (unspecified)	5	6	7	13
Understanding/compassionate	4	8	8	14
Fast/efficient/organized	3	7	11	-
I know them/represented me before	6	4	-	-
Professional	1	2	-	6
They were fair/unbiased	1	4	-	-
They are confident	1	2	-	-
Other	4	5	8	13
No reason in particular	5	6	-	-
Don't know/case is still pending/refused	-	4	11	7

# Legal Aid Lawyer Representation

## C3. Why do you say that?

### Those Who Feel They Were Not Well Represented

	<u>Repre- sentation</u>	<u>Intake</u>	<u>Duty Counsel - Family Law Only</u>	<u>LawLINE</u>
	n = 89 %	n = 50* %	** %	** %
Lack of communication/did not return calls	39	32	-	-
They didn't do enough/were not interested in my case	41	32	-	-
They were busy/didn't spend enough time with me/my case/not given enough hours	26	13	-	-
I lost/dissatisfied with the result	13	-	-	-
They are not knowledgeable/inexperienced	9	11	-	-
They didn't answer my questions/were not informative	6	10	-	-
They did not listen/did not do what I wanted	5	12	-	-
Slow process	2	5	-	-
They sided with my opponent/the crown	3	4	-	-
They are rude/unfriendly	2	10	-	-
They did not show up in court	2	6	-	-
Other	5	6	-	-
Don't Know/case is still pending/refused	5	7	-	-

\*Caution: small base size.

\*\*Base size too small to show reliable results.

# Legal Aid Lawyer Representation

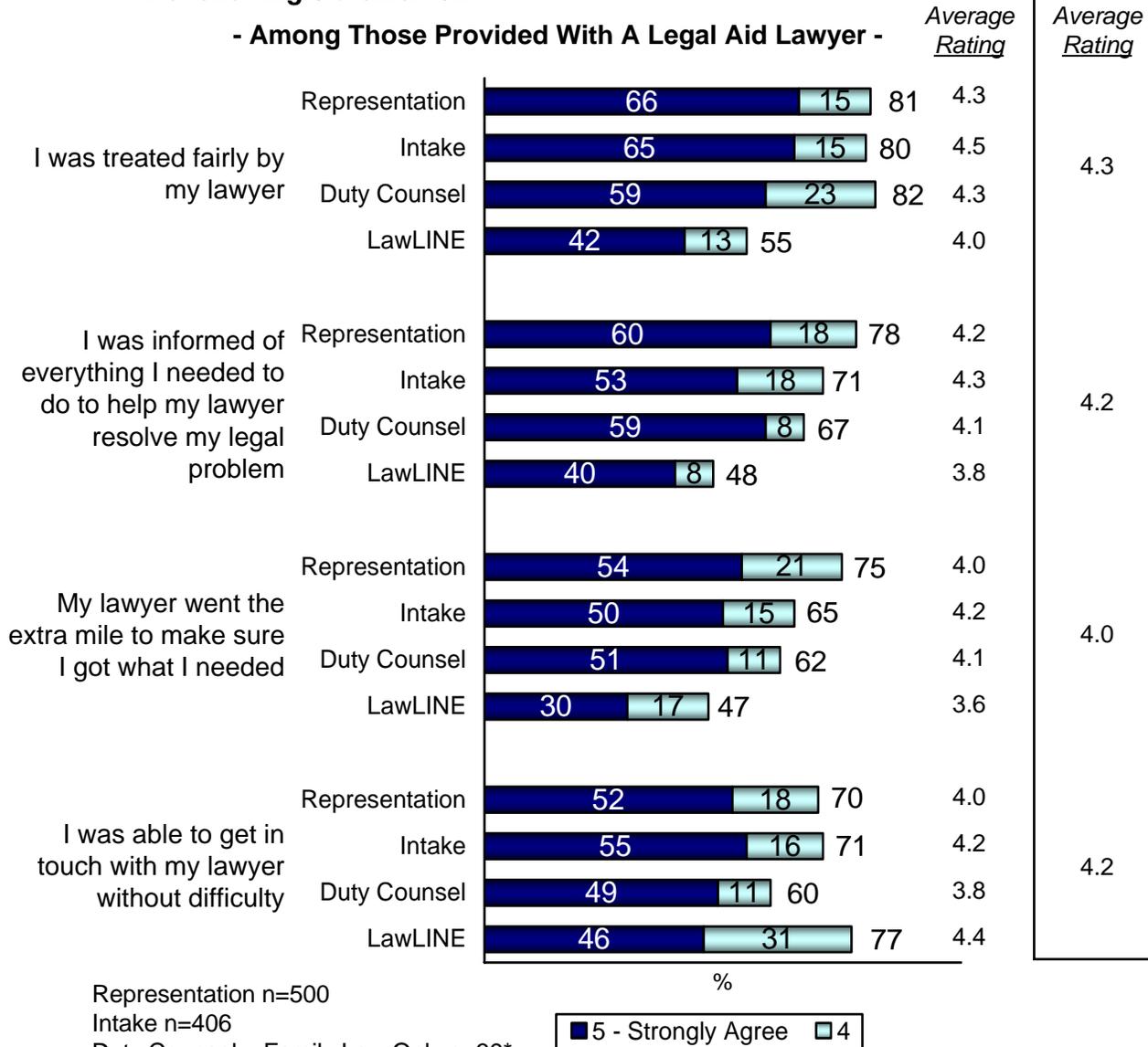
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- Representation clients who feel they were well represented by their legal aid lawyer hold this point-of-view mainly because they won their case or were satisfied with the results (25% mentioning) or because they felt their lawyer worked on their behalf (21%).
- Other qualities mentioned by Representation clients who feel they were well represented include that their lawyer was straightforward and provided good explanations (18%), was helpful (18%), provided good communication (14%), was diligent (13%) and knowledgeable (12%).
- Intake clients who feel they were well represented also mention the same qualities as Representation clients, with working on my behalf (27%), straightforward and providing good explanations (20%) topping the list.
- Duty Counsel clients who feel they were well represented tend to mention their lawyer's straightforwardness and good explanations (32% mentioning) and the fact that he/she worked on their behalf (22%).
- LawLINE clients who feel they were well represented by their legal aid lawyer tend to praise them for being knowledgeable and experienced (39% mentioning) and for being straightforward and providing good explanations (35%).
- The main reasons LSS clients tend to feel they were poorly represented by their legal aid lawyers include that they did not do enough or have enough interest in the case, that there was a lack of communication and that they were busy and did not give the case enough hours.

# Legal Aid Lawyer Representation

**C4. Next, on a five-point scale, where one means strongly disagree and five means strongly agree, how would you rate your agreement with the following statements...**

**- Among Those Provided With A Legal Aid Lawyer -**



CMT Average Rating
4.3
4.2
4.0
4.2

- Representation clients are generally satisfied with their legal aid lawyer and express the strongest satisfaction of all LSS client groups. Between 70% and 80% of Representation clients give high positive ratings (4 or 5 out of 5) to being treated fairly by their lawyer, being informed of everything they needed to do to help their lawyer resolve their legal problem, having their lawyer go the extra mile to make sure they got what they needed and being able to get in touch with their lawyer without difficulty.
- Immigration Representation clients give the most positive assessments of their lawyer, however Criminal Representation clients are also very positive when it comes to being treated fairly by their lawyer.
- When it comes to getting in touch with their lawyer without difficulty, Representation clients who reached LSS via the call centre express more strongly positive views than their counterparts (72% rating 5-strongly agree versus 49%, respectively).
- Intake clients express almost equally positive views about their legal aid lawyer, with the only exception being that they are slightly less enthusiastic in their assessment of their lawyer “going the extra mile” (65% rating 4 or 5 out of 5).

Representation n=500  
 Intake n=406  
 Duty Counsel – Family Law Only n=39\*  
 25 LawLINE n=22\*  
 \*Caution: small base size.

■ 5 - Strongly Agree □ 4

# Legal Aid Lawyer Representation

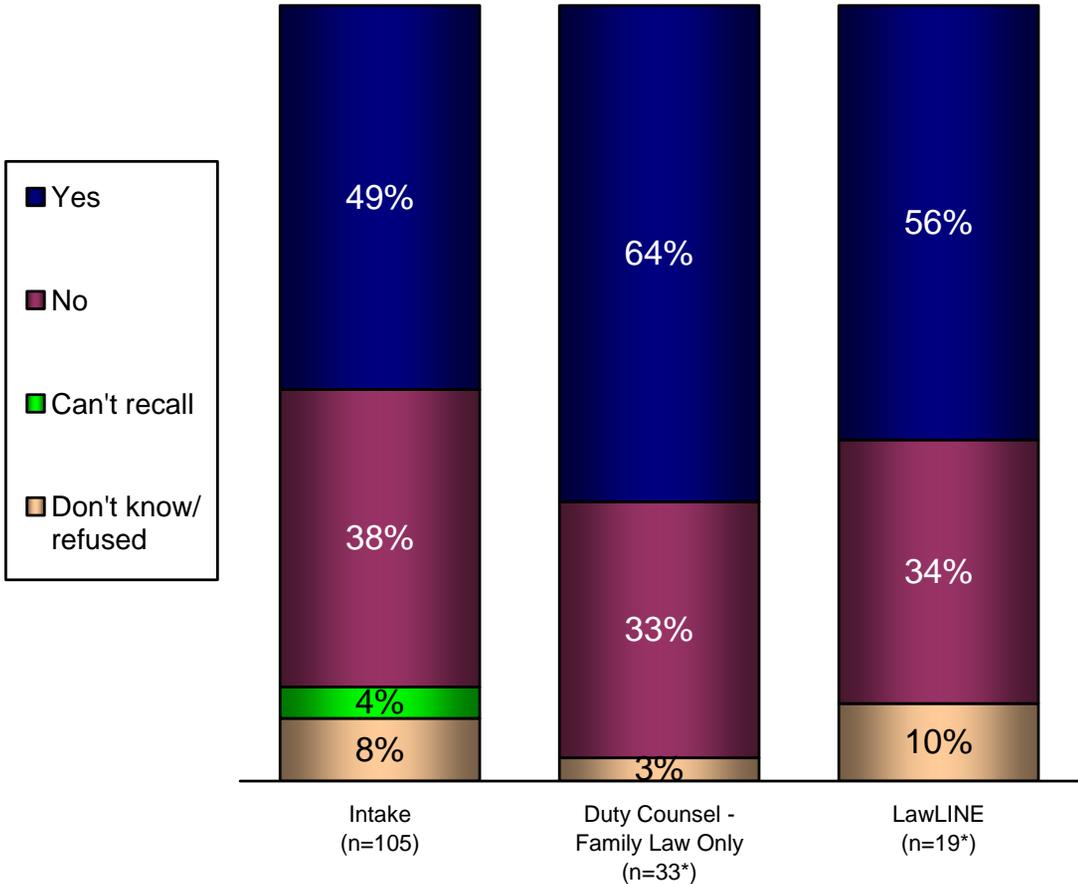
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- Unlike Representation clients, Intake clients who reached LSS via the call centre are less apt than their counterparts to feel they were able to get in touch with their lawyer without difficulty.
- Intake clients of Aboriginal origins are particularly positive about their lawyer's fair treatment and willingness to go the extra mile.
- Duty Counsel clients also give positive feedback about their legal aid lawyer especially when it comes to being treated fairly (82% giving high ratings) and being informed of everything they needed to do to help their lawyer resolve their legal problem (67%). Going the extra mile (62% giving high ratings) and being able to get in touch with their lawyer without difficulty (60%) earn marginally lower ratings from Duty Counsel clients.
- LawLINE clients tend to be the most critical of their legal aid lawyer, with the exception that 77% say it was easy to get hold of them without difficulty. On the remaining three metrics (being treated fairly, being informed and going the extra mile) roughly one-half of LawLINE clients give their legal aid lawyer top marks.
- Results for all LSS client groups are in line with CMT benchmark ratings.

# Legal Aid Lawyer Non-Qualification

## D1. Did legal aid staff clearly explain why you did not qualify for legal aid?

- Among Those Who Did Not Qualify For A Legal Aid Lawyer -



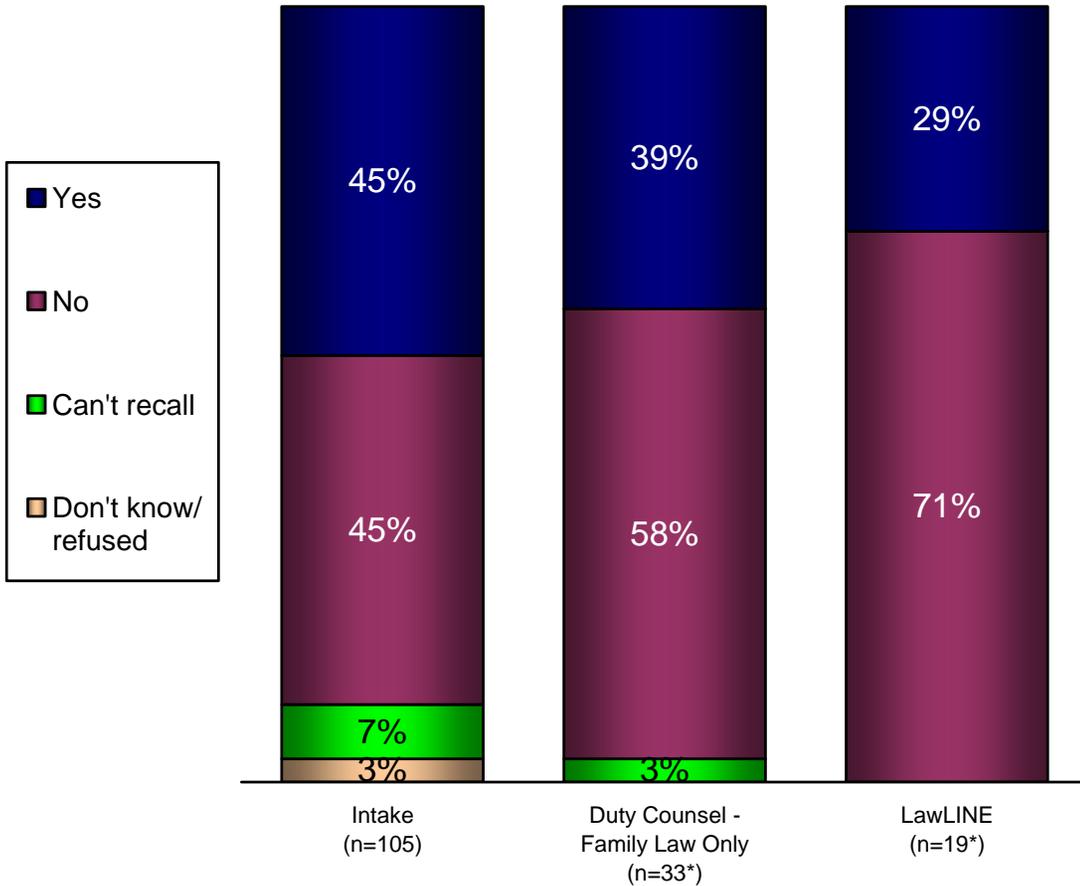
- One-half of Intake clients, 64% of Duty Counsel clients and 56% of LawLINE clients who did not qualify for legal aid representation say LSS staff clearly explained why they did not.

\*Caution: small base size.

# Legal Aid Lawyer Non-Qualification

**D2. Did legal aid staff suggest other services or agencies that might be able to help you?**

**- Among Those Who Did Not Qualify For A Legal Aid Lawyer -**



- An equal number of Intake clients who did not qualify for legal aid representation say they were given (45%) or not given (45%) suggestions of other services or agencies that might be able to help. Among Duty Counsel clients only 39% of those who did not qualify for a lawyer were given such suggestions and among LawLINE clients who did not qualify for a legal aid lawyer, even less, 29%, say they were told of other services or agencies that might be able to help them.

\*Caution: small base size.

# Legal Aid Lawyer Non-Qualification

## D3. If you are or were not eligible for a legal aid lawyer, will you or did you:

### - Among Those Who Did Not Qualify For A Legal Aid Lawyer -

	<u>Intake</u> n = 105 %	Duty Counsel – Family Law <u>Only</u> n = 33* %	<u>LawLINE</u> n = 19* %
Go to court on your own	44	91	42
Seek help from a government service or community agency	44	34	19
Ask a friend to help you	42	31	19
Seek help from another legal aid service	38	43	39
Try to deal with the matter without using the court system	35	42	34
Hire/hired my own lawyer	6	-	8
Not do anything - abandon the matter	8	-	4
Other	-	6	6
Don't Know/refused	4	-	-

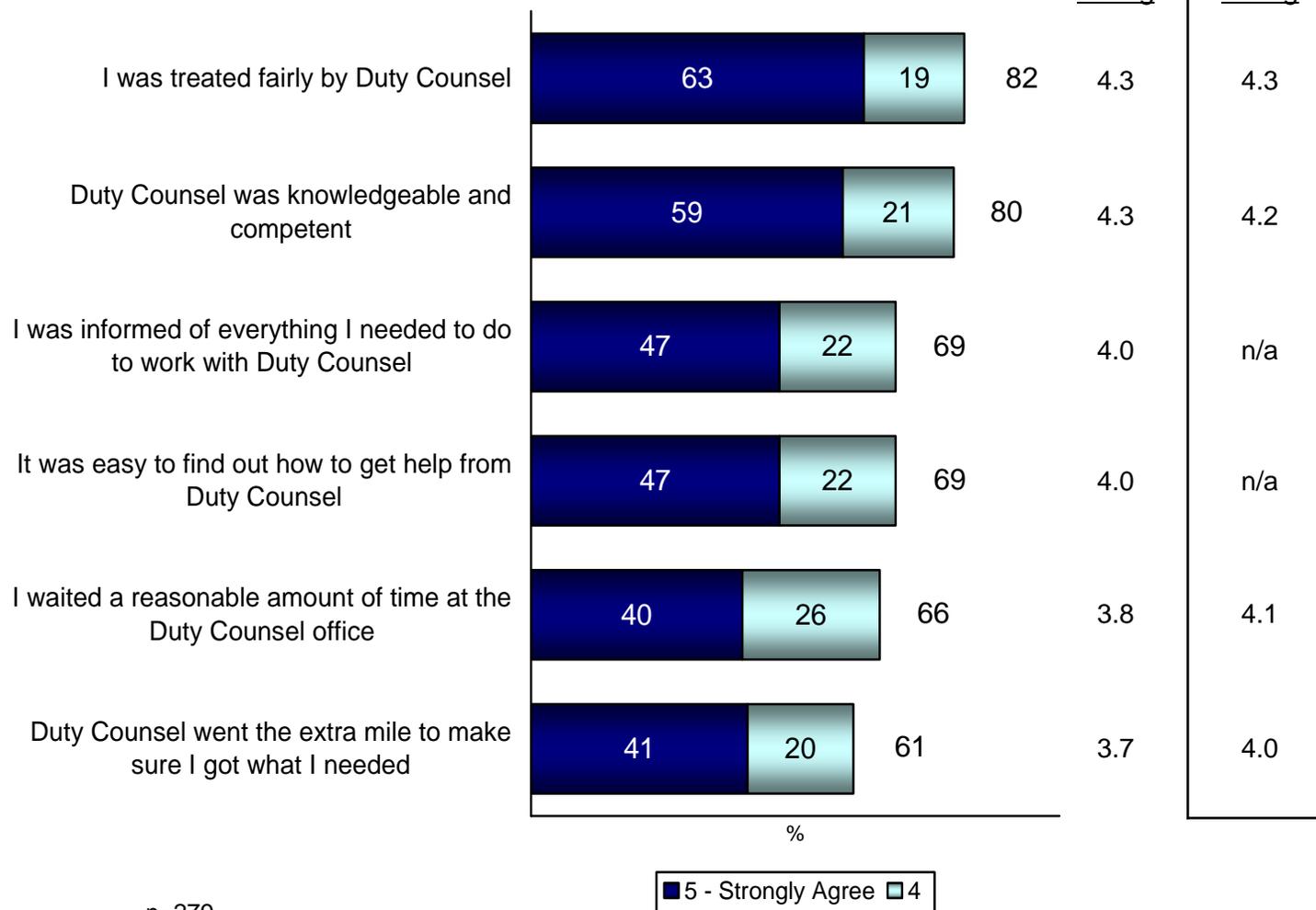
- Intake clients who did not qualify for legal aid representation are/were equally likely to go to court on their own (44%), seek help from another government agency (44%), ask a friend for help (42%), seek help from another legal aid service (38%) or try to deal with the matter without using the court system (35%). Very few will or have hired their own lawyer (6%) or will do nothing and abandon the matter (8%).
- Among Duty Counsel clients who did not qualify for legal aid representation, almost all (91%) say they will go or went to court on their own. This group of clients also will seek/sought help from another legal aid service (43%), try to deal with the matter outside the court system (42%), seek help from a government service or community agency (34%) or ask for help from a friend (31%).
- Those LawLINE clients who did not qualify for legal aid representation will or have gone to court on their own (42%), sought help from another legal aid service (39%) or will try or tried to deal with the matter without using the court system (34%).

\*Caution: small base size.

# Satisfaction With Duty Counsel Experience

**E1. Using a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, how much do you agree with these statements about your experience with using the duty counsel service?**

## - Duty Counsel – Family Law Only -

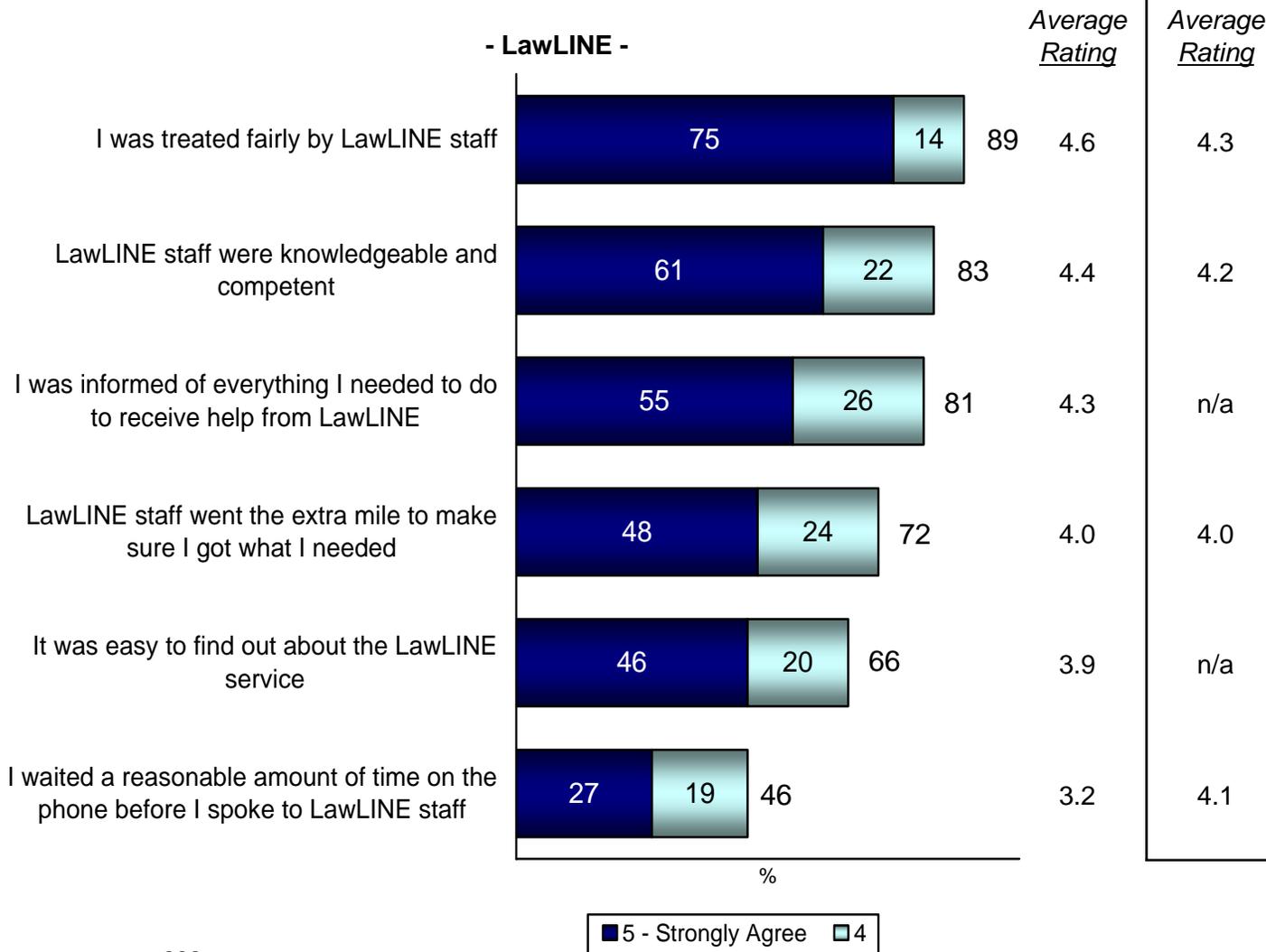


n=279

- Duty Counsel (family law only) clients generally had a positive experience using this legal aid service. Most (82%) say they were treated fairly and that Duty Counsel was knowledgeable and competent (80%).
- Seven in ten Duty Counsel clients give top marks to this service for informing them of everything they needed to do to work with Duty Counsel and to the ease of finding out how to get help from Duty Counsel.
- The wait time at the Duty Counsel office was assessed positively (4 or 5 out of 5 ratings) by 66%, while Duty Counsel going the extra mile was rated positively by 61%.
- Duty Counsel average ratings are in line with the CMT benchmark scores.

# Satisfaction With LawLINE Experience

**E1. Using a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, how much do you agree with these statements about your experience with LawLINE?**



n=282

- LawLINE clients are particularly positive about being treated fairly by LawLINE staff (89% giving ratings of 4 or 5 out of 5), about the staff being knowledgeable and competent (83%) and about being informed of everything they needed to do to receive help from LawLINE (81%).
- These clients express moderately positive views about the staff going the extra mile (72% giving high ratings) and about the ease of finding out about the LawLINE services (66%).
- LawLINE clients, however, give relatively less enthusiastic feedback regarding the reasonableness of wait time on the phone before speaking with LawLINE staff. Only 46% give high ratings to this service attribute, with 23% specifically rating it as a 1 out of 5 (strongly disagree).
- With the exception of the somewhat lower than average wait time rating, LawLINE average ratings are consistent with CMT benchmark scores.

# Sources Of Legal Aid Services Awareness

## E2. How did you find out about legal aid services?

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel- Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
Courthouse staff	36	26	46	6
Friend/word-of-mouth	22	27	24	25
RCMP/police	12	8	-	1
Gov't agency (e.g. welfare office, family justice centre, health services)	7	8	15	12
Lawyer	6	13	4	3
<u>Community Service Agency:</u>	5	5	3	6
Community centre	2	1	1	3
Community support/advocacy group	1	1	1	1
Women's centre	1	1	1	1
Multicultural & immigrant assn	1	-	-	-
Native Courtworker offices, Native Friendship Centre	1	1	-	1
John Howard & Elizabeth Fry Society	-	1	-	-
Transition house	-	-	-	1
Phone book/Yellow Pages	5	7	5	27
Jail/detention centre	4	4	-	-
Internet	4	5	6	22
Advertisement	3	5	3	5
Probation officer	2	-	-	-
Brochure	1	3	2	4
Have used them in the past	1	4	1	2
Newspaper article	1	-	-	-
TV	1	-	-	-
Referral service (Lawyer referral service, Enquiry BC, etc)	-	1	3	1
From school/a course	-	-	-	1
From the library	-	-	-	1
Other legal aid service	1	1	1	3
Don't remember/have known about them for a long time	5	13	3	2
Other	-	1	-	1
Don't know/refused	3	3	3	5

# Sources Of Legal Aid Services Awareness

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- Courthouse staff and friends/word-of-mouth tend to be the main sources of legal aid awareness. While courthouse staff are predictably a more dominant source among Duty Counsel clients (46% of these clients say they found out about legal aid via the staff at the courthouse) and among Representation clients (36% in total and reaching 50% among Family Representation clients), friends/word-of-mouth are a source of awareness for about one-quarter of all LSS clients.
- The RCMP/police are how 12% of Representation clients (these mainly being Criminal Representation clients) and 8% of Intake clients found out about legal aid services, while a government agency such as the welfare office was the source of awareness for 7% of Representation clients, 8% of Intake clients, 15% of Duty Counsel clients and 12% of LawLINE clients.
- 13% of Intake clients say a lawyer told them about legal aid services versus 6% or less among the other client groups.
- The phone book or Yellow Pages (27%) and the Internet (22%) are also predominant awareness sources among LawLINE callers.
- Immigration Representation clients list community service agencies (34%), government agencies (28%), lawyers (19%) and advertisements (11%) as their main sources of legal aid services awareness.

# Usage Of Legal Aid Services

**E3. Besides applying for legal aid/working with your legal aid lawyer/duty counsel/LawLINE, which of the following other legal aid services have you used in the past year?**

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel - Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
Help from legal aid lawyer working at the courthouse (Duty Counsel)	40	44	(100)	9
Legal information from an outreach worker (legal aid staff person who is not a lawyer/Legal information outreach worker -LIOW)	17	17	10	11
Legal Services Society brochures or booklets about legal aid or about your legal problem	16	24	23	20
Legal information and advice phone line (LawLINE)	14	25	18	(100)
Legal aid websites	7	14	26	24
Legal students	-	1	-	-
Family Justice Center	-	1	-	-
Mediation	-	-	-	1
No others	39	34	-	-
Don't know/refused	3	-	-	-

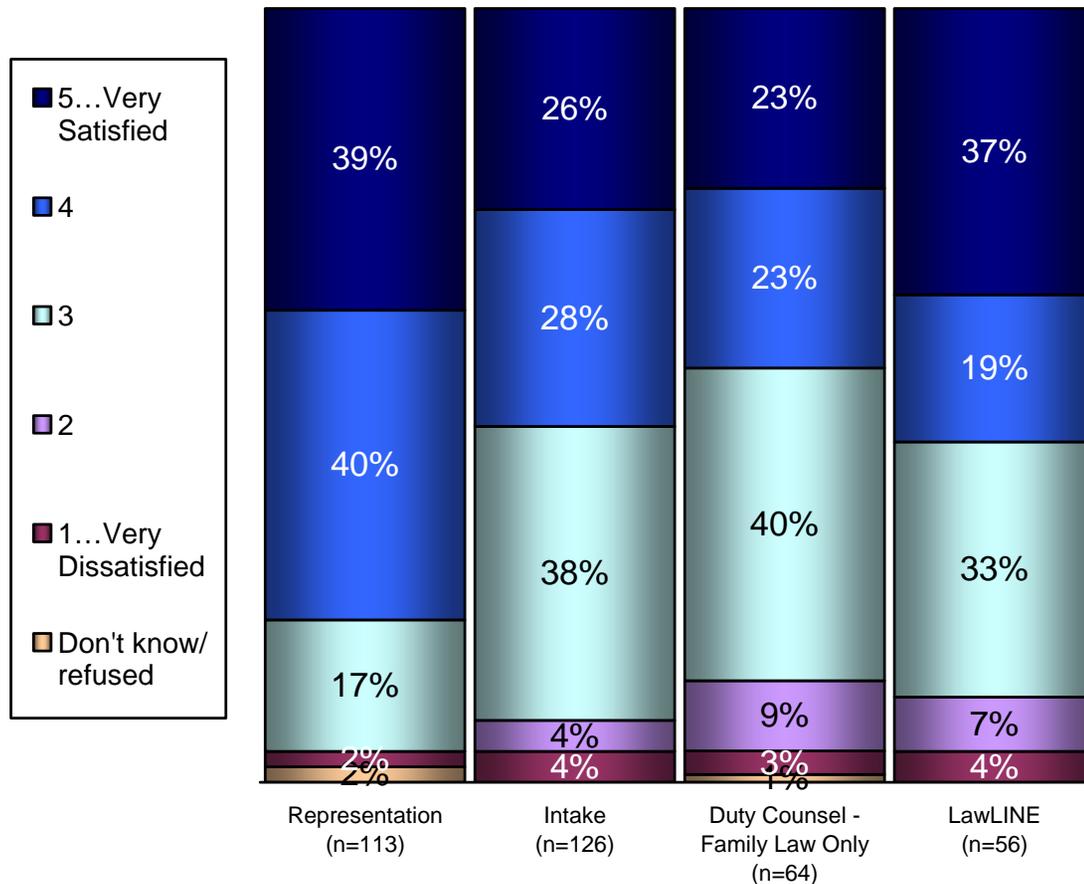
- In the past year, Representation clients report using Duty Counsel services (40%), legal information from an LIOW (17%), LSS brochures and booklets (16%), LawLINE (14%) and legal aid websites (7%), leaving two in five of these clients who say they have not used any other legal aid services this year.
- Criminal Representation clients are the most apt to have used Duty Counsel services (43% versus 27% among all other Representation clients), while Family Representation clients are most apt to have used LawLINE (26%) and/or spoken with a LIOW (46%).
- Intake clients also report using Duty Counsel services in the past year (44%), LawLINE (25%), LSS brochures/booklets (24%), as well as a LIOW (17%) and legal aid websites (14%). One-third report using no other services other than applying for legal aid.
- Duty Counsel clients list legal aid websites (26%), LSS brochures/booklets (23%), LawLINE (18%), and a LIOW (10%) as other services they have used in the past year.
- Similarly, legal aid websites (24%), brochures/booklets (20%), LIOWs (11%) and Duty Counsel (9%) have also been used by LawLINE clients in the past year.

# Satisfaction With Helpfulness Of LSS Brochures/Booklets

## E4. How satisfied were you with the helpfulness of the Legal Services Society brochures and/or booklets in dealing with your legal problem?

- Among Those Who Used LSS Brochures/Booklets -

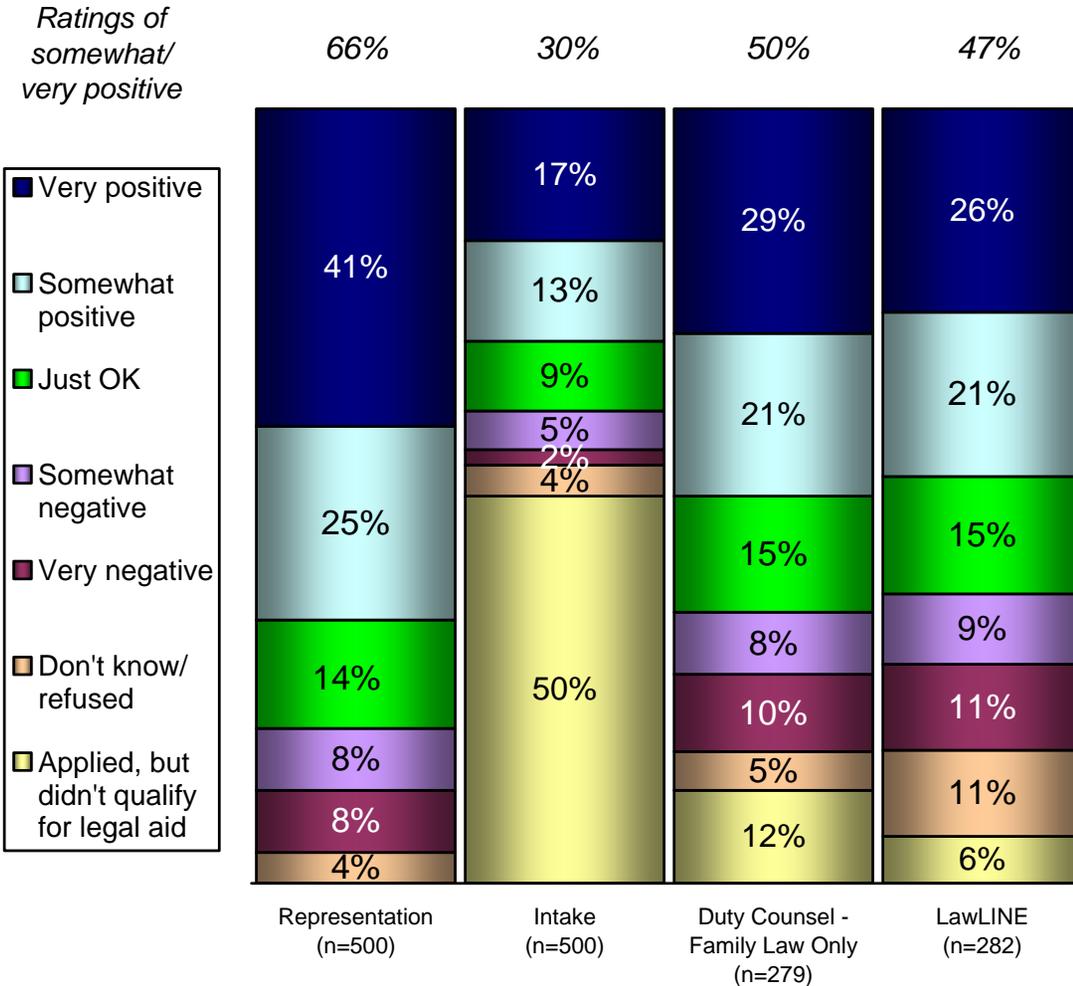
Average Rating	4.2	3.7	3.6	3.8
Ratings of 4 & 5	79%	54%	46%	56%



- Among those clients who used LSS brochures or booklets in the past year for their legal problem, most are at least moderately satisfied with them.
- Representation clients who used brochures and booklets were particularly satisfied with them – 79% giving ratings of 4 or 5 out of 5.
- Intake clients (54% rating 4 or 5), Duty Counsel clients (46%) and LawLINE clients (56%) who used LSS brochures/booklets in the past year were relatively less satisfied with them. However, just as many LawLINE users as Representation users rated the printed material as a 5 out 5 (37% and 39%, respectively).

# Perceptions Of Case Outcome

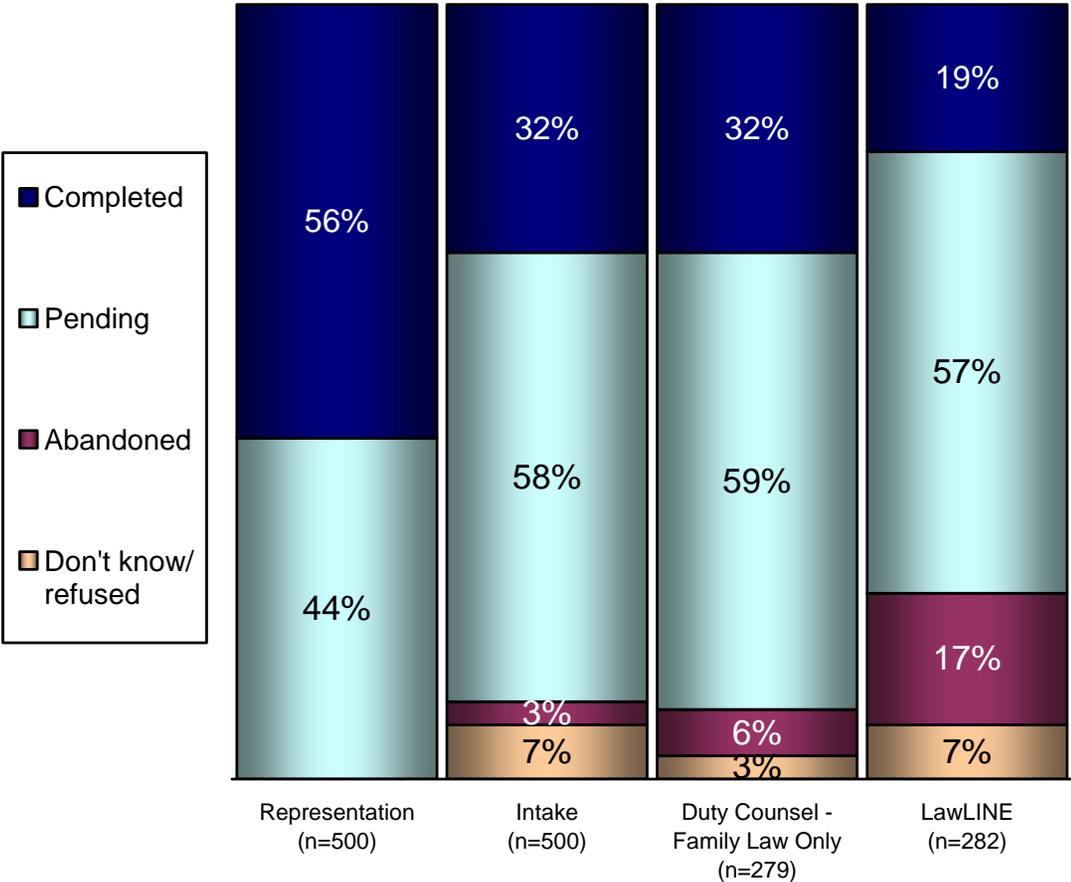
**F2. Thinking about your own case, do you feel very positive, somewhat positive, just ok, somewhat negative or very negative about the (likely/actual) results of your case?**



- The majority of Representation clients (66%) say they feel very to somewhat positive about the likely or actual results of their case. In particular, 41% feel very positive. Immigration, followed by Criminal Representation clients tend to be the most strongly positive (61% and 42%, respectively, feeling very positive).
- Three in ten Intake clients feel positive about their case outcome (however, among Intake clients who qualified for legal aid, positive ratings stand at 60%).
- Among Duty Counsel clients, 50% rate their case outcome positively (and this figure increases to 57% among those who qualified for legal aid) and among LawLINE clients 47% feel the outcome was positive (with this figure increasing to 51% among those who qualified for legal aid).

# Actual Case Status

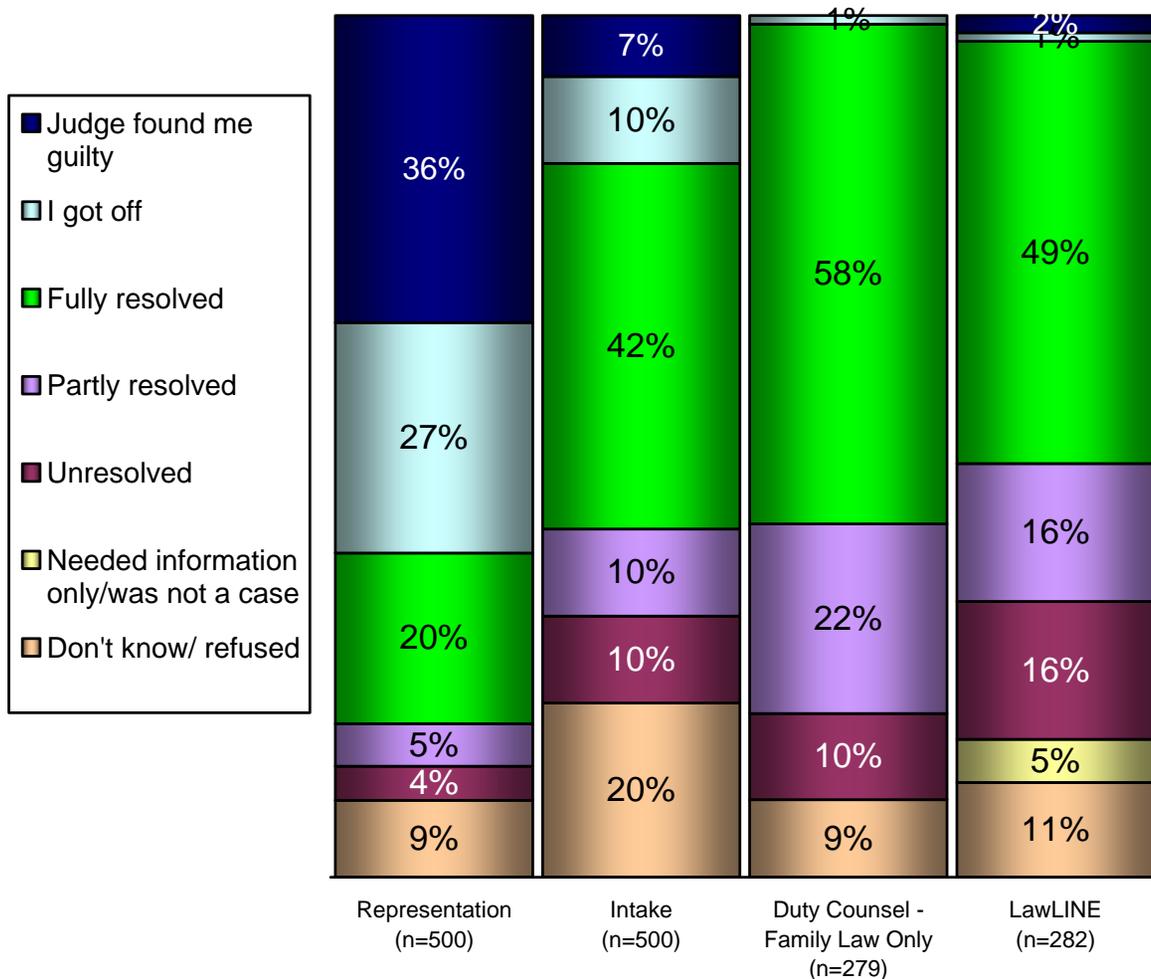
F3. Is your case completed, is it still pending or did you abandon it?



- Among Representation clients, 56% report that their case is completed, while 44% say it is still pending. However, among Criminal Representation clients 65% report that their case is completed, while among Family, CFCSA and Immigration Representation clients most (88%, 76% and 69%, respectively) say their case is pending.
- One-third of Intake and Duty Counsel clients report that their case is completed while almost six in ten report that it is pending.
- Among LawLINE clients, the most common case status is pending (57%), followed by completed (19%) and abandoned (17%).

# Actual/Expected Case Outcome

**F4. What was the result of your case?  
What do you expect the result to be?  
What did you expect the result to be when you dropped the case?**



- Among Representation clients, actual/expected case outcomes differ greatly by type of law. Among Criminal Representation clients, 44% were found (or expect to be found) guilty and 34% got off (or expect to get off) on the charges. Among Family Representation clients, 48% say their case is/expected to be partly resolved, while 41% say their case was/will be fully resolved. Eight in ten CFCSA and Immigration Representation clients say their case was or will be fully resolved.
- Intake clients tend to either report a/an expected fully resolved case (42%) or say that they just don't know (20%). Another one in ten say one of "I got/ will get off", the case is/will be partly resolved or it is/will be unresolved.
- Among Duty Counsel clients the most common actual/expected case outcome is that it is/will be fully resolved (58%). Another 22% say it is/will be partly resolved, while 10% report it being/will be unresolved.
- LawLINE client cases are/will be either fully resolved (49%) partly resolved (16%) or unresolved (16%).

# Perceptions Of Case Outcome By Actual/Expected Case Outcome

## F2. Thinking about your own case, do you feel very positive, somewhat positive, just ok, somewhat negative or very negative about the (likely/actual) results of your case?

	Actual/Expected Case Outcome				
	I Got Off	Judge Found Me Guilty	Fully Resolved	Partly Resolved	Unresolved
	n = 95	n = 131	n = 181	n = 34*	n = 25*
<u>Representation</u>	%	%	%	%	%
Very positive	49	38	44	25	25
Somewhat positive	25	26	21	59	22
Just OK	11	19	9	4	18
Somewhat negative	9	6	8	2	23
Very negative	4	11	5	10	11
Don't know/refused	1	-	13	-	-
	n = 33*	n=26*	n = 263	n = 68	n = 36*
<u>Intake</u>	%	%	%	%	%
Very positive	24	5	31	8	-
Somewhat positive	19	22	12	10	3
Just OK	7	11	8	10	10
Somewhat negative	3	12	4	6	-
Very negative	4	10	1	-	4
Don't know/refused	5	2	2	3	4
Did not qualify for legal aid	38	37	41	62	80
	**	**	n = 173	n = 62	n = 29*
<u>Duty Counsel (Family Law Only)</u>			%	%	%
Very positive	-	-	42	18	7
Somewhat positive	-	-	17	30	17
Just OK	-	-	14	19	6
Somewhat negative	-	-	6	9	13
Very negative	-	-	5	13	40
Don't know/refused	-	-	5	3	-
Did not qualify for legal aid	-	-	10	8	17
	**	**	n = 140	n = 42*	n = 46*
<u>LawLINE</u>			%	%	%
Very positive	-	-	40	18	10
Somewhat positive	-	-	24	29	9
Just OK	-	-	12	27	17
Somewhat negative	-	-	4	16	17
Very negative	-	-	11	8	20
Don't know/refused	-	-	6	2	13
Did not qualify for legal aid	-	-	3	-	14

- Among Representation clients, satisfaction with case outcome is equally positive among those who got off (74%) and among those who were found guilty (64%). Representation clients who say their case is fully resolved are more apt to feel very positive (44%) about their case than those whose case is partly resolved (25%) or unresolved (25%).
- Intake clients who expect to get off or have got off (43% are positive about the results of their case) or expect to have or do have a fully resolved case (43%) are more positive about their case outcome than those who were or expect to be found guilty (27%) or whose case is partly resolved (18%).
- Positive attitudes about case outcome among Duty Counsel (family law only) clients and LawLINE clients are highly correlated to expected/actual case outcome. Those whose case is or will be fully resolved tend to be the most positive.

# Suggestions For LSS Service Improvements

**F5. Lastly, what suggestions or changes do you have for the Legal Services Society, if any, that you feel would improve their service?**

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel- Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
More flexibility concerning annual income eligible for legal aid	3	14	7	6
Better availability of lawyers/shorter waiting time/hire more legal staff to speed the process	3	4	9	6
Shorten wait time on phone/have more operators/lines available	1	2	1	21
Better access to more/detailed information/explanations	2	5	8	4
Broaden the type of services offered/everyone should have access to legal aid	1	8	3	4
Be more compassionate/respectful/easier to deal with/helpful	4	4	3	2
Availability of professional/knowledgeable staff/provide training to new staff	4	3	2	2
Provide better communication/follow-up with clients	2	4	2	3
Advertise/increase awareness about the service	2	1	4	5
Lawyers should be more diligent/committed/provide better service to their clients	3	2	3	1
Open more days/longer hours per day	2	2	4	1
Include all family situations equally (divorce/single parents/child support)	-	4	3	1
Increase lawyers' payment/more funding	2	1	3	2
Have a local office/representative	2	1	1	3
Less forms/paperwork/simplify the application process/provide (on-line/through phone) application	2	2	1	1
Provide quality/background check on lawyers	3	1	1	1
More presence at the courthouse/better signs/forms	1	1	2	-
Allow more time for the case/follow the case to the end	1	1	2	-
Immediate access to the right person instead of redirecting people over the phone	-	-	1	3
Return calls sooner	1	1	-	1
Provide an automated system for call back/providing basic information instead of waiting on hold	-	-	-	4
Make it easier to choose/change the lawyer	1	1	-	-
Do not discriminate/be unbiased/fair	-	1	1	1
Have a real person to answer calls instead of automated phone system	-	1	-	-
Provide service indifferent languages	1	1	-	-
Improve/have more information available on the website	-	-	1	1
Assign one lawyer to the case/do not change lawyers	-	-	1	-
Provide mediation/offer settlements/try to avoid trial	-	-	-	1
Other	2	5	5	2
None/no suggestions or changes/nothing they are good	60	45	47	38

# Suggestions For LSS Service Improvements

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- Overall four in ten Representation clients had suggestions or changes for LSS. However, no one suggestion or comment was made by more than 4% of clients. The top two suggestions, each made by 4% of Representation clients, overall, are to have staff be more compassionate and respectful and to have more availability of professional, knowledgeable, trained staff.
- While suggestions from Criminal Representation clients essentially mirror those of all Representation clients, Family, CFCSA and Immigration Representation clients each have their own unique priorities.
- Among CFCSA Representation clients, their number one suggestion is to have more compassionate staff (among these clients, 29% made this suggestion). Among Family Representation clients, the top suggestion is to provide quality or background checks on lawyers (mentioned by 39% of these clients). Finally, Immigration Representation clients ask for better availability of lawyers (10%) and better access to more information (8%).
- Just over half of all Intake clients (55%) had a suggestion to improve LSS service. Topping the list among these clients is more flexibility in the annual income level needed to be eligible for legal aid (mentioned by 14%). Secondary suggestions also include to broaden the type of services offered by LSS (8%) and to provide better access to more information (5%).
- Intake clients who contacted LSS via the call centre are significantly more likely than those who made in-person contact to suggest shorter wait times on the phone by having more operators or phone lines (mentioned by 11% versus 1% of those who made in-person contact).
- 53% of Duty Counsel clients had a suggestion for LSS to improve service, the most common being better availability of lawyers (9% mentioning), better access to more information (8%) and more flexibility concerning the annual income eligibility for legal aid (7%).
- Just over six in ten LawLINE clients made a suggestion to improve LSS service, however, one comment clearly stands out above all others – shorten the wait time on the phone by having more operators or lines (mentioned by 21% of these clients). The next most common suggestions, to be more flexible regarding the annual income eligibility for legal aid and having better availability of lawyers, are each only mentioned by 6% of LawLINE clients.

# Key Driver Analysis: Attributable Effects

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- Attributable Effects (AE) Analysis identifies attributes which most influence perceptions of the service received from the Legal Services Society (LSS). The analysis quantifies both the downside risk of poor performance on an attribute and the upside potential of improved performance in terms of the impact on clients' overall satisfaction with service delivery.
- The Potential Loss is the percentage by which the base of highly satisfied clients (ratings of 4 or 5 out of 5) would be reduced if clients were not highly satisfied with the performance of a particular attribute. The attributes with the greatest risk or penalty are those with the highest percentages on the left-hand side of the chart. In essence, this is the decline in potential highly satisfied clients due to low satisfaction on these particular attributes.
- The Potential Reward is the percentage of clients who are not currently, but would become highly satisfied if LSS did deliver on a particular attribute. The attributes that indicate the greatest potential are those with the highest percentages on the right-hand side of the chart. Special attention should be paid to attributes with high potential scores, as they represent areas where improved performance would pay off the most.

## Helpfulness & Accessibility

- When analyzing the influence of the two higher order variables, helpfulness and the accessibility of legal aid services, on overall satisfaction with LSS, among all client groups, the AE analysis identifies that helpfulness has greater potential than accessibility to increase overall satisfaction and has a larger risk of decreasing the base of satisfied clients if current performance is not at least maintained. This is particularly the case among Representation and Duty Counsel clients. It should be noted that accessibility, for the purposes of this survey, was defined as “how easy it was to reach someone at legal aid, to fill out forms and to get the legal aid services you needed”. Helpfulness was defined as “how helpful the legal aid services were in dealing with your problem”. It should be noted that helpfulness is the broader variable, as it likely includes accessibility as part of its inherent definition.
- Among Intake clients, LSS staff must be focused on maintaining current levels of both helpfulness and accessibility, as both of these attributes have large penalties attached to them. Potentially, between 57% and 72% of these clients, who are currently very satisfied (rate their overall satisfaction as a 4 or 5 out of 5) could be become less than highly satisfied if service levels in these areas fall.
- Among LawLINE clients, helpfulness and accessibility have almost equal potential to improve overall satisfaction. Between 61% and 66% of LSS clients who are not currently highly satisfied overall with LSS, could be, if LSS successfully delivers on these attributes.

Continued...

# Key Driver Analysis: Attributable Effects

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## **Application Process, Legal Aid In General & Legal Aid Lawyer (Representation Clients)**

- When examining the influence of the application process, general legal aid service and legal aid lawyer service on overall satisfaction with LSS among Representation clients, the greatest potential to improve overall satisfaction comes from legal aid lawyers and especially legal aid staff going the extra mile to make sure these clients get what they need. Secondary improvement opportunities include being able to get in touch with their lawyer without difficulty, having a reasonable wait time on the phone or in-person and being treated fairly by their lawyer.
- For Representation clients, the AE analysis identifies five service attributes where LSS must ensure continued performance because failing to do so will result in a significant negative impact on overall satisfaction. Above all, these clients must feel they are being treated fairly (in general). Having staff and lawyers perceived as going the extra mile, having their lawyer treat them fairly and feeling LSS staff is knowledgeable and competent all must be exhibited to Representation clients, otherwise, potentially 47% to 64% of these clients who are highly satisfied now, could become less so in the future.

## **Application Process & Legal Aid In General (Intake Clients)**

- Among Intake clients, improvement opportunities for increasing overall LSS satisfaction is greatest if staff goes the extra mile to make sure these clients get what they need and if LSS ensures that the requirements to get a legal aid lawyer are perceived as being reasonable. There is the potential of between 52% and 57% of Intake clients who are not currently highly satisfied becoming very satisfied (4 or 5 out of 5) clients if they perceive LSS is delivering on these attributes. The perception of being treated fairly is a secondary improvement opportunity among Intake clients.
- Among Intake clients, one attribute in particular has a high potential for penalty if performance drops. The perception of being treated fairly has the risk of having 93% of currently very satisfied Intake clients becoming less satisfied in this regard. Three other attributes that have high penalties include: staff being knowledgeable and competent, staff informing clients of everything they need to do to apply for a legal aid lawyer and the application process being straightforward.

Continued...

# Key Driver Analysis: Attributable Effects

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## Duty Counsel Clients-Family Law Only

- The greatest potential to influence overall LSS satisfaction among Duty Counsel clients comes from Duty Counsel personnel going the extra mile and informing clients of everything they need to do to work with Duty Counsel. Potentially, 42% to 47% of those clients who are not highly satisfied, could be, if they felt LSS was fully delivering in these two areas.
- In terms of risk, the greatest are those associated with declines on Duty Counsel being knowledgeable and competent and informing them of everything they need to do to work with Duty Counsel. Declines on these attributes could result in 59% to 66% of currently very satisfied Duty Counsel clients becoming less satisfied.

## LawLINE Clients

- Among LawLINE clients, the greatest potential to improve overall LSS satisfaction is by staff going the extra mile to make sure they are getting what they need. Delivering on this service attribute has the potential of turning 54% of clients who are currently not highly satisfied into very satisfied (4 or 5 out 5 rating) clients. Ensuring LawLINE staff are knowledgeable and competent is a secondary opportunity to improve overall LSS satisfaction among LawLINE clients.
- Above all else, LawLINE staff need to maintain levels on treating clients fairly. Failure to deliver on this attribute has the potential to decrease the base of currently highly satisfied clients by 81%. Other attributes with high risks include: LawLINE staff being knowledgeable and competent, followed by staff informing clients of everything they need to do to receive help from LawLINE, and staff going the extra mile.

# Key Driver Analysis: Helpfulness & Accessibility

The Attributable Effects analysis shows the influence of helpfulness and accessibility on the Overall Satisfaction with LSS in terms of:

- The potential opportunity or reward for improving an attribute
- The potential loss or penalty for not performing an attribute at a satisfactory level

**AT LEAST MAINTAIN CURRENT PERFORMANCE**  
The larger number the greater the penalty\*

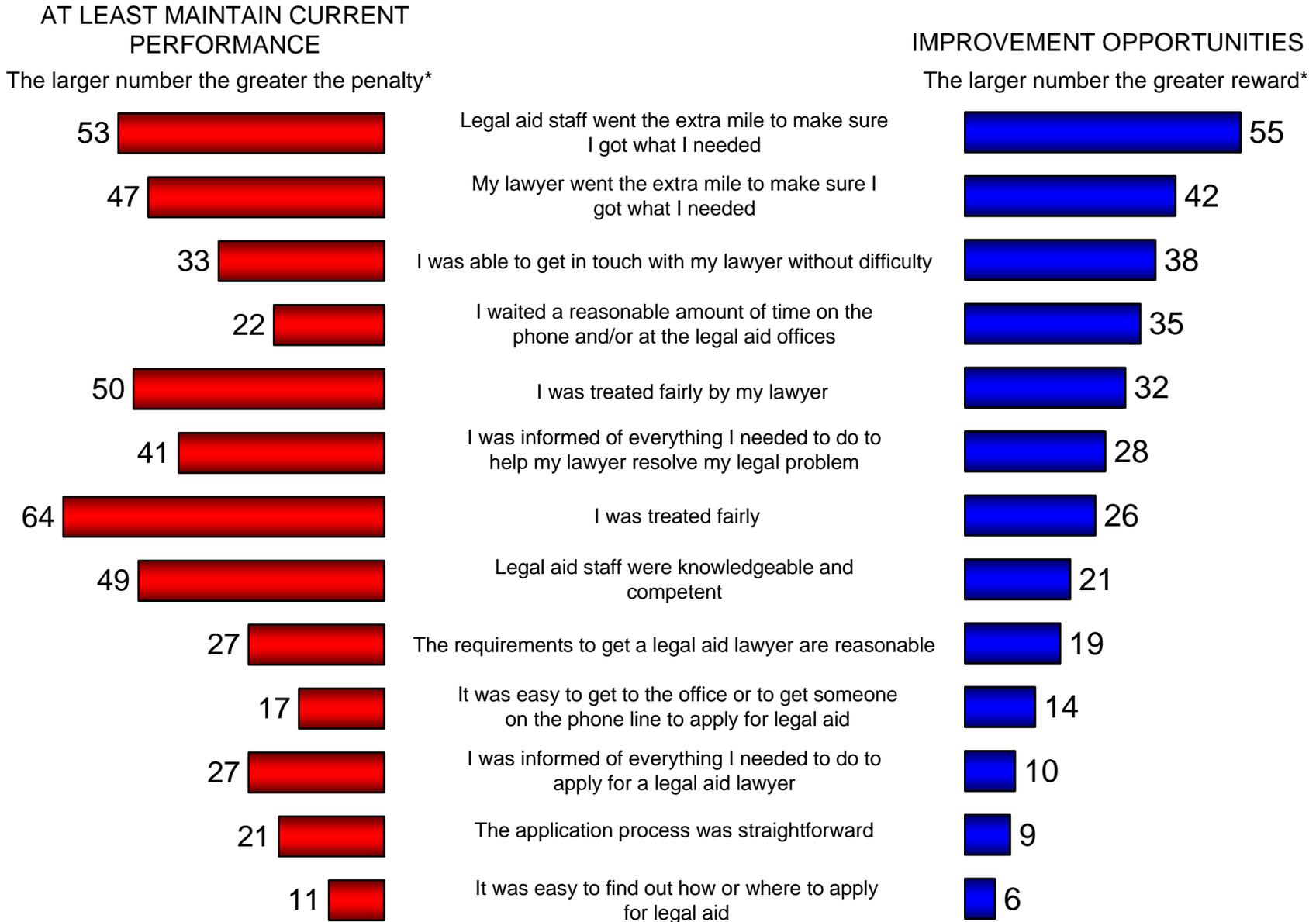
**IMPROVEMENT OPPORTUNITIES**  
The larger number the greater reward\*



\* Refers to the potential loss or improvement to ratings on Question A1 (Overall Satisfaction With LSS).

The “potential loss/penalty is the percent decline in those “satisfied” (ratings of 4 or 5 out of 5) if everyone rated this attribute poorly; The “potential opportunity” is the percent decline in those not “satisfied” if everyone rated this attribute highly.

# Key Driver Analysis: Application Process, Legal Aid In General, Legal Aid Lawyer (Representation Clients)

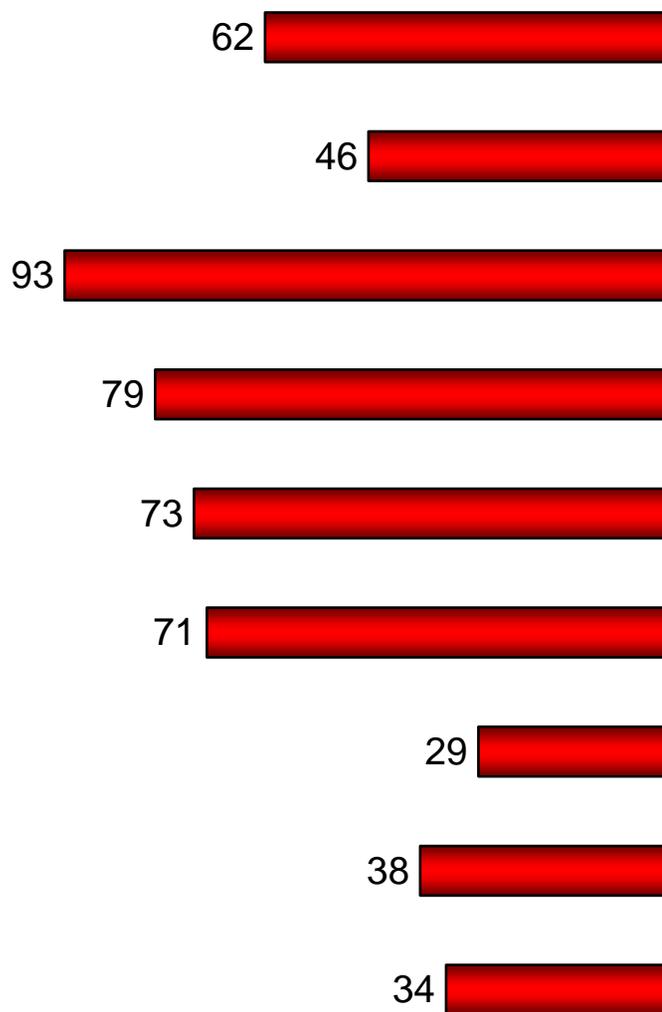


\* Refers to the potential loss or improvement to ratings on Question A1 (Overall Satisfaction With LSS).

# Key Driver Analysis: Application Process, Legal Aid In General (Intake Clients)

## AT LEAST MAINTAIN CURRENT PERFORMANCE

The larger number the greater the penalty\*



## IMPROVEMENT OPPORTUNITIES

The larger number the greater reward\*

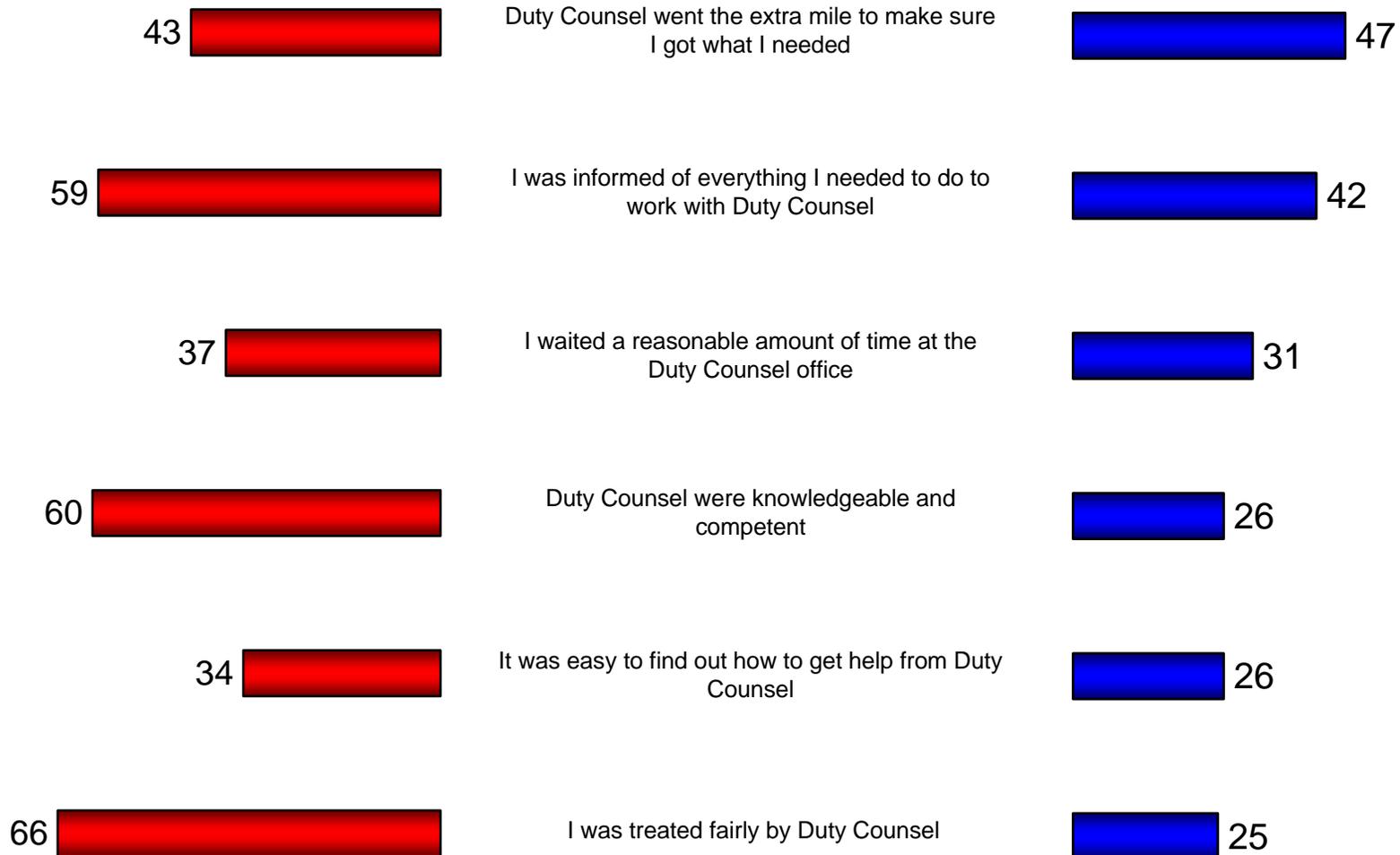


\* Refers to the potential loss or improvement to ratings on Question A1 (Overall Satisfaction With LSS).

# Key Driver Analysis: (Duty Counsel – Family Law Only)

**AT LEAST MAINTAIN CURRENT PERFORMANCE**  
The larger number the greater the penalty\*

**IMPROVEMENT OPPORTUNITIES**  
The larger number the greater reward\*



\* Refers to the potential loss or improvement to ratings on Question A1 (Overall Satisfaction With LSS).

# Key Driver Analysis: (LawLINE)

## AT LEAST MAINTAIN CURRENT PERFORMANCE

The larger number the greater the penalty\*

## IMPROVEMENT OPPORTUNITIES

The larger number the greater reward\*



\* Refers to the potential loss or improvement to ratings on Question A1 (Overall Satisfaction With LSS).

## Profile Of LSS Experience

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel – Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
<u>Number Of Times Used LSS:</u>				
0	-	-	2	-
1	32	44	48	80
2	16	20	30	13
3 – 5	28	23	15	6
6 – 10	19	8	4	-
11+	6	6	1	-
<i>Average # of times</i>	3.9	3.2	2.1	1.3
<u>Type Of Law (most recent case):</u>				
Criminal case	80	59	-	12
Family law case	6	33	90	36
Child protection case	8	6	8	1
Immigration case	5	1	-	2
Civil case	-	-	2	8
Consumer rights case	-	-	-	9
Debt	-	-	-	8
Housing	-	-	-	7
Employment	-	-	-	5
Probating a will	-	-	-	4
Welfare	-	-	-	4
Health (or other government service)	-	-	-	3
Other	-	-	-	1
Don't know/refused	-	1	-	1

Continued...

## Profile Of LSS Experience (continued)

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel – Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
<u>Courthouse Location (Duty Counsel):</u>				
Vancouver/Sunshine Coast	-	-	37	-
Okanagan/West Kootenays	-	-	20	-
Surrey/Fraser Valley	-	-	18	-
Vancouver Island	-	-	13	-
Interior/East Kootenays	-	-	9	-
North	-	-	2	-
Don't know/refused	-	-	2	-
<u>Regional Centres/Local Agents (Representation &amp; Intake):</u>				
Surrey/Fraser Valley	26	30	-	-
Vancouver/Sunshine Coast	18	18	-	-
Vancouver Island	13	20	-	-
North	9	10	-	-
Interior/East Kootenays	7	4	-	-
Northwest	7	4	-	-
Okanagan/West Kootenays	6	3	-	-
Appeals (RC)	1	-	-	-
Call Centre (RC)	12	10	-	-
Not stated	-	2	-	-
<u>Service Type (LawLINE):</u>				
Info/Referral	-	-	-	6
Advice 1	-	-	-	77
Advice 2	-	-	-	1
Legal Info	-	-	-	25

## Client Profile

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel – Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
<u>Age:</u>				
15 – 17	5	2	-	-
18 – 24	38	23	5	5
25 – 34	23	29	23	18
35 – 44	18	29	31	25
45 – 54	12	11	23	27
55 – 64	3	4	6	15
65+	1	2	1	8
Refused	-	-	11	1
<u>Education:</u>				
Less than grade 8	5	3	-	2
High school or some high school	72	78	40	37
Vocational/technical schooling/college	14	11	35	32
Some university	6	4	9	15
Graduated university	3	5	14	13
Refused	1	-	1	1
<u>Gender:</u>				
Male	71	61	40	34
Female	29	39	60	66

Continued...

## Client Profile (continued)

	<u>Representation</u> n = 500 %	<u>Intake</u> n = 500 %	<u>Duty Counsel – Family Law Only</u> n = 279 %	<u>LawLINE</u> n = 282 %
<u>City/Town Of Residence:</u>				
Vancouver/Sunshine Coast	18	25	39	39
Surrey/Fraser Valley	27	26	18	19
Rest of BC	45	48	44	40
Out of BC	10	-	-	2
<u>Aboriginal Background:</u>				
Yes	24	15	8	4
No	74	83	89	94
Refused	3	2	3	2
<u>Home Computer/Internet Access:</u>				
Have home computer	63	70	81	77
- with internet access	52	60	77	69
- without internet access	10	10	4	8
- refused	1	-	-	-
Do not have home computer	37	30	19	23
Refused	1	-	-	-

# Questionnaire

	<b>Quota (Client) Group</b>	<b>Quotas</b>
1	Representation-Criminal	275
2	Representation-Family	100
3	Representation-CFCSA	75
4	Representation-Immigration	50
5	Duty Counsel	300
6	LawLINE	300
7	Intake Clients-Regional Centres	285*
8	Intake Clients-Local Agents	135*
9	Intake Clients-Call Centre	80

\*See "Intake city quotas" as well.

### **LSS Client Services Survey – FINAL**

Hello, may I please speak with [NAME ON LIST]?

IF NOT AVAILABLE, ARRANGE CALLBACK: This is \_\_\_\_\_ calling from Synovate. Is there a better time or another phone number when we could reach him/her?

IF ASKS FOR DETAILS, DECLINE: I'm sorry I don't have those details. We are calling about a survey.

ONCE SPEAKING TO CORRECT PERSON. This is \_\_\_\_\_ calling from Synovate on behalf of the Legal Services Society, the organization that provides legal aid. I would like to ask you about the help you got from legal aid. The questions will not take long and your answers are voluntary and confidential. Will you do the survey?

A1. I'd like you to think of your experience with legal aid over the past year. On a scale from 1 to 5, where 1 means very dissatisfied and 5 means very satisfied, how would you rate your overall satisfaction with the services you received?

- 1... Very dissatisfied
- 2
- 3
- 4
- 5... Very satisfied

A2. And, on the same scale from 1 to 5 where 1 means very dissatisfied and 5 means very satisfied, please rate your satisfaction with how easy it was to reach someone at legal aid, to fill out the forms and to get the legal aid services you needed?

A3. And again on the same 1 to 5 scale, please rate your satisfaction with how helpful the legal aid services were in dealing with your legal problem.

**DO NOT ASK Q.B1 FOR REPRESENTATION & INTAKE CLIENTS (QUOTA GROUPS 1-4 & 7-9), RECORD AS AN AUTOMATIC "YES", ALL OTHERS ASK:**

B1. Have you applied for a legal aid lawyer?

- 1. Yes
- 2. No                    **GO TO SECTION E**

B2. People can apply for legal aid in legal aid offices, some courthouses, and over the phone. Which way would you have preferred to apply?

1. Legal aid office
2. Courthouse
3. By phone

B3. Again, using a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, how much do you agree with these statements about the application process: READ, ROTATE

- a. It was easy to find out how or where to apply for legal aid
- b. It was easy to get to the office or to get someone on the phone line to apply for legal aid
- c. The application process was straightforward
- d. The requirements to get a legal aid lawyer are reasonable

**B4.** And using the same scale, where one means you strongly disagree and five means you strongly agree, how would you rate your agreement with the following statements about legal aid in general? READ, ROTATE

- a. I was treated fairly.
  - b. I was informed of everything I needed to do to apply for a legal aid lawyer.
  - c. Legal aid staff were knowledgeable and competent.
  - d. Legal aid staff went the extra mile to make sure I got what I needed
  - e. I waited a reasonable amount of time on the phone and/or at the legal aid offices.
- 

**DO NOT ASK Q.C1 FOR REPRESENTATION CLIENTS (QUOTA GROUPS 1-4),  
RECORD AS AN AUTOMATIC "YES", ALL OTHERS ASK:**

C1. Have you been provided with a legal aid lawyer to represent you?

1. Yes
2. No                   **GO TO SECTION D**

C2. Overall, do you feel you were well represented by your legal aid lawyer?

1. Yes
2. No

C3. Why do you say that? PROBE

**C4.** Next, on a five-point scale, where one means strongly disagree and five means strongly agree, how would you rate your agreement with the following statements  
READ, ROTATE

- a. I was treated fairly by my lawyer.
- b. I was informed of everything I needed to do to help my lawyer resolve my legal problem
- c. My lawyer went the extra mile to make sure I got what I needed
- d. I was able to get in touch with my lawyer without difficulty

**- GO TO SECTION E -**

- 
- D1. Did legal aid staff clearly explain why you did not qualify for legal aid?
1. Yes
  2. No
  3. Can't Recall
- D2. Did legal aid staff suggest other services or agencies that might be able to help you?
1. Yes
  2. No
  3. Can't Recall
- D3. If you are or were not eligible for a legal aid lawyer, will or did you: READ, MULTIPLE RESPONSE
1. Try to deal with the matter without using the court system
  2. Go to court on your own
  3. Ask a friend to help you
  4. Seek help from another legal aid service
  5. Seek help from a government service or community agency
  6. Not do anything – abandon the matter
- DO NOT READ:
7. Other (specify)
- 

**ASK E1 OF DUTY COUNSEL (QUOTA GROUP 5) AND LAWLINE (QUOTA GROUP 6) CLIENTS ONLY. ALL OTHERS GO TO E2:**

- E1. Using a scale from 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree, how much do you agree with these statements about your experience with (using the duty counsel service/with LawLINE): READ, ROTATE
- a. It was easy to find out (how to get help from duty counsel/about the LawLINE service)
  - b. I was treated fairly by (duty counsel/LawLINE staff)
  - c. I was informed of everything I needed to do to (work with duty counsel/receive help from LawLine)
  - d. (Duty counsel/LawLINE staff) were knowledgeable and competent.
  - e. (Duty counsel/LawLINE staff) went the extra mile to make sure I got what I needed
  - f. I waited a reasonable amount of time (at the duty counsel office/ on the phone before I spoke to LawLINE staff)

E2. How did you find out about legal aid services? READ ONLY AS NECESSARY TO CLARIFY. MULTIPLE RESPONSE

1. Friend/word of mouth
2. Other legal aid service
- Community service agency:
3. Women's centre
4. Transition house
5. John Howard and Elizabeth Fry Society,
6. Native Courtworker offices, Native Friendship Centre
7. Community centre
8. Multicultural and immigrant association
9. Seniors centre
- 10 Youth clinic
11. Government agency (eg. welfare office, family justice centre, health services)
12. Courthouse staff
13. Referral service (Lawyer referral service, Enquiry BC, etc.)
14. Lawyer
15. Internet
16. Phone book/Yellow Pages
17. Brochure
18. Advertisement
19. Other (specify)

E3. **IF REPRESENTATION & INTAKE CLIENTS:** Besides applying for legal aid/working with your legal aid lawyer, which of the following other legal aid services have you used in the past year?

**IF DUTY COUNSEL CLIENTS:** Besides duty counsel, which of the following other legal aid services have you used in the past year?

**IF LAWLINE CLIENTS:** Besides LawLINE which of the following other legal aid services have you used in the past year?

1. Legal aid websites
2. Legal Services Society brochures or booklets about legal aid or about your legal problem
3. **DNR FOR LAWLINE, JUST INDICATE "YES":**Legal information and advice phone line (LawLINE)
4. **DNR FOR DUTY COUNSEL, JUST INDICATE "YES":** Help from legal aid lawyer working at the courthouse (duty counsel)
5. Legal information from an outreach worker ( legal aid staff person who is not a lawyer/Legal information outreach worker –LLOW)

**DO NOT READ:**

6. Other/Not sure if this is a 'legal aid service (specify)
7. None

**IF E3 = 2 (USED BROCHURES OR BOOKLETS) ASK Q.E4:**

E4. How satisfied were you with the helpfulness of the Legal Services Society brochures and/or booklets in dealing with your legal problem? Use a 1 to 5 scale where 1 means very dissatisfied and 5 means very satisfied.

---

**- IF Q.C1 = CODE 2 (NO) THEN GO TO Q.F3 -**

F2. Thinking about your own case, do you feel very positive, somewhat positive, just ok, somewhat negative or very negative about the (INSERT likely/actual) results of your case?

5. Very positive
4. Somewhat positive
3. Just ok
2. Somewhat negative
1. Very negative

F3. Is your case completed, is it still pending or did you abandon it?

1. Completed
2. Pending
3. Abandoned

F4. **IF CASE COMPLETED READ:** what was the result of your case  
**IF PENDING READ:** what do you expect the result to be  
**IF ABANDONED READ:** what did you expect the result to be when you dropped the case)?

**FOR CRIMINAL REPRESENTATION. READ IF NECESSARY:** For example, did the judge find you guilty, "did you get off?"

**FOR OTHER TYPES, READ IF NECESSARY:** For example, was your case resolved fully, resolved partly or unresolved?

For example, do you expect your case to be resolved fully, resolved partly or unresolved?

For example, do you expect your case would have been resolved fully, resolved partly or unresolved?

1. I got off
2. Judge found me guilty
3. Fully resolved
4. Partly resolved
5. Unresolved
6. Other (specify)
7. Don't know

F5. Lastly, what suggestions or changes do you have for the Legal Services Society, if any, that you feel would improve their service? **PROBE**

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G. DEMOGRAPHICS/CLASSIFICATION INFO

G1. **ONLY ASK IF NOT IN FROM DATABASE:** How many times have you ever used any legal aid services?

\_\_\_\_\_ times

G2. **ONLY ASK IF NOT IN DATABASE:** Could you please provide me with your date of birth? (RECORD IN SAME FORMAT AS DATABASE)

G3. **ONLY ASK FOR DUTY COUNSEL, LAWLINE AND INTAKE CLIENTS:** Thinking about the most recent time you dealt with legal aid, what kind of case was it for? READ LIST AS NECESSARY

1. Criminal case
2. Family law case
3. Child Protection case
4. Immigration case
5. Consumer rights case
6. Debt
7. Employment
8. Housing
9. Welfare
10. Health (or other government service)
11. Or for some other reason (specify)

**(DP - FOR REPRESENTATION CLIENTS INSERT FROM DATABASE BASED ON TYPE. CFCSA=CODE 3 CHILD PROTECTION)**

G4. Gender: RECORD

1. Male
2. Female

G5. **ONLY ASK IF NOT IN DATABASE:** In what city or town do you currently live?

G6. **ONLY ASK IF NOT IN DATABASE:** What is the highest level of education you have completed? READ

1. Less than grade 8
2. High school or some high school
2. Vocational/Technical schooling/college
3. Some university
4. Graduated university

**(DP – IF DATABASE SAYS “EDUCATION” OR “POST SECONDARY SCHOOLING” OR SIMPLY DOESN’T MATCH OUR CATEGORIES, G6 MUST BE ASKED)**

G7. To what ethnic or cultural group do you belong? DO NOT READ

1. Native/First Nations/Aboriginal/Native Indian
2. All others

G8 Do you have a computer at home?

1. Yes
2. No

G9. IF YES ASK: And do you have internet access?

1. Yes
2. No

**ONLY ASK OF DUTY COUNSEL CLIENTS (QUOTA GROUP=5):**

G10. At what courthouse location (city) did you see the duty counsel?

- |                    |                     |                   |
|--------------------|---------------------|-------------------|
| 1. Abbotsford      | 18. Kamloops        | 35. Quesnel       |
| 2. Burns Lake      | 19. Kelowna         | 36. Revelstoke    |
| 3. Campbell River  | 20. Kitimat         | 37. Richmond      |
| 4. Castlegar       | 21. Lillooet        | 38. Rossland      |
| 5. Chilliwack      | 22. Nanaimo         | 39. Salmon Arm    |
| 6. Colwood         | 23. Merritt         | 40. Sechelt       |
| 7. Courtenay       | 24. Nelson          | 41. Smithers      |
| 8. Cranbrook       | 25. New Hazelton    | 42. Surrey        |
| 9. Creston         | 26. New Westminster | 43. Terrace       |
| 10. Dawson Creek   | 27. North Vancouver | 44. Vancouver     |
| 11. Duncan         | 28. Penticton       | 45. Vernon        |
| 12. Fernie         | 29. Port Alberni    | 46. Victoria      |
| 13. Fort Nelson    | 30. Port Coquitlam  | 47. Williams Lake |
| 14. Fort St. James | 31. Port Hardy      | 98. Don't         |
| 15. Fort St. John  | 32. Powell River    | know/remember     |
| 16. Golden         | 33. Prince George   |                   |
| 17. Grand Forks    | 34. Prince Rupert   |                   |

**FOR INTAKE CLIENTS ONLY (QUOTA GROUPS=7, 8, 9):**

G11. RECORD FROM DATA FILE (APPLIED MOST RECENTLY AT):

DP KEEP QUOTA COUNTS BY REGIONAL CENTRES (RC) AND LOCAL AGENTS (LA).



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Research reinvented