FOR LAW FIRMS

What to put in writing for each fee earner and assistant

From our article: **How to keep conveyancers from leaving: causes, costs and fixes**
Read it in full, with the sources for every figure: https://www.wilsonmannion.co.uk/insights/how-to-keep-conveyancers-from-leaving
Checked 22 October 2026. General information, not legal advice.

IN SHORT

Conveyancers usually leave over caseload, thin supervision, pay that has drifted, a progression route nobody wrote down, weak systems or how the firm treats people. Most of these show months before a resignation if you count files, hours and stalled matters and ask people what would make them go. The only legal-sector replacement cost we found dates from 2014, so work out your own with the bad hire calculator.

Key takeaways

- Conveyancers leave for a handful of reasons, and a firm controls most of them.
- We found no published turnover rate for conveyancers. Count your own: files per person, stalled files and hours worked.
- LawCare's 2025 survey found 56.2% of respondents across the legal sector could see themselves leaving their workplace within five years.
- The only legal-sector replacement cost we found dates from 2014. Use the bad hire calculator with your own numbers.
- Ask people what would make them leave while there is time to act. Write down what you will do.

What to put in writing for each fee earner and assistant

- [ ] The title of the next role, in one line.
- [ ] The things the person must show to reach it, in plain words.
- [ ] Whether the role exists today, or would be created, and who decides.
- [ ] A review date, not "in due course".
- [ ] The pay range for the next role, if you can share it.
- [ ] The supervision or training needed first, and who gives it.
- [ ] Who the person talks to if the date slips.
- [ ] A short note of the conversation, shared with the person.

How to run a stay interview

1. **Choose the time**
   A planned one-to-one, away from a completion day. It is not a performance review.
2. **Ask open questions**
   What do you look forward to? What would make you leave? What would you change about your files? What do you need from your supervisor? Where do you want to be in two years?

3. **Name one action**
   Before the meeting ends, say what you will do and by when.
4. **Write it down**
   Send a short note afterwards so the person can see it was heard.
5. **Do it, then report back**
   Check at the date you gave, and tell them what happened.

Six steps for this month

1. **Count caseloads by person**
   Put each fee earner's live files, by type, next to the number they were hired for.
2. **Name every supervisor**
   Give each junior a named supervisor, fixed review dates and a supervisor whose targets allow the time.
3. **Check pay against live adverts**
   Use the jobs page and the salary guide. Note the date of each person's last review.
4. **Write the route up**
   For every fee earner and assistant, put the next role, criteria and a review date in writing.
5. **Hold stay interviews**
   Ask each person what would make them leave. Say what you will do, and do it.
6. **Fill the role or say why not**
   Tell the team when a vacancy will be filled, or what you will do until it is.