



ILTA's 2015

IT STAFFING SURVEY

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WE'RE BACK!

It's been two years since we've undertaken this survey, and we're hopeful our recent efforts to inform your staffing models are successful. In addition to our data collection and analysis, we're providing case studies from firms of different sizes and practice profiles. Your peers' stories will likely provide the greatest value in this publication.

Surveys of this scope and complexity can be informative. However, they are challenging, and it truly "takes a village" to work through the many details — from ideation of concepts to final publication. I admire the people who bring ILTA's surveys to fruition. Please join me in applauding their efforts on this year's IT Staffing Survey.

Team lead, **Shirley Crow**, Chief Information Officer at Farella Braun + Martel LLP, continues to provide invaluable guidance and tactical support. She brings an eye for detail and determination to achieve our mission and vision — to deliver data analysis to support IT staffing decisions. She provides the narrative intro to the report. **Tim Golden**, Manager of Enterprise Architecture and Information Governance at McGuireWoods LLP, lent his fresh eye and keen perspective to a review of the questionnaire. We retired some outdated questions, brought in some

new ideas and refreshed the approach overall. Our data analyst, **June Ragone** of The Bench Survey Group, puts the "pro" in "proficient probing," as she deftly filters the outliers and applies the proper tools to deliver our statistics.

Our internal graphics team does an outstanding job of making the report practical and attractive. In viewing the aggregate data and charts by firm size, you're sure to make a connection with the data most relevant to your demographic profile.

Finally, I send my heartfelt thanks to all those who responded. Only through your participation can we deliver deep value in providing any survey, and it was my pleasure to assist this amazing team in providing information we hope informs and supports your staffing models.



Randi Mayes
Executive Director

ABOUT ILTA

Providing technology solutions to law firms and legal departments gets more complex every day. Connecting with your peers to exchange ideas with those who have "been there done that" has never been more valuable. For over three decades, the International Legal Technology Association has led the way in sharing knowledge and experience for those faced with challenges in their firms and legal departments. ILTA members include firms of all sizes and all areas of practice, all sharing a common need to have access to the latest information about products and support services that impact the legal profession.

STATEMENT OF PURPOSE

ILTA provides the premier environment for peer connections, education and collective intelligence to leverage the strategic advantages of technology in the legal profession.

DISCLAIMER

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International
Legal Technology
Association

FROM THE TEAM LEAD

by Shirley Crow, Chief Information Officer at Farella Braun + Martel LLP

The responses to this IT Staffing Survey were gathered in late 2015. We are grateful to our respondents! We received responses from 351 law firms this year, an outstanding number of generous ILTAns who took their valuable time to contribute to our report and help their peers understand legal IT staffing trends. Thank you!

About the Author

Shirley Crow leads her firm's technology and information resources departments. She takes a pragmatic approach to law firm technology, ensuring the lawyers and staff at the firm have the resources required to exceed client expectations without rushing to the latest widget, tool or app. Shirley is a current ILTA Board member and has been an officer at both the regional and national levels. Contact her at scrow@fbm.com.



CAN WE TALK?

I share below some of my observations about highlights of this year's ILTA staffing survey. I'd be delighted to know your reactions and observations! I encourage discussion, and suggest the ILTA Executive e-group as a good forum. I'll be watching for your posts.

OUR LOVE/HATE RELATIONSHIP WITH RATIOS

We know you're wondering. We've seen the e-groups. We know some of you have been asking around. I hold the opinion, and it is only my opinion, that ratios may not carry the weight some of us might hope. As I responded to a recent e-group post asking the ratio question:

We have 257 total people. We have seven FTEs in IT, if you don't count me. And I might count a little, but I've got five departments to oversee and no admin support, so I probably don't support many hands-on IT duties. Some of the total people mentioned are part-time, but I don't know that that necessarily reduces the amount of service IT needs to provide them, except perhaps Help Desk. But Help Desk service needs tend to depend on how needy the person is rather than how much s/he works. Then we have six in Practice Support, which of course handles a lot of technical stuff that might otherwise be handled

in IT. We have 40 secretaries for 134 attorneys, which means secretaries are working for quite a few attorneys, and probably don't have bandwidth to help attorneys with technical issues as is typical. But then we have a crackerjack Word Processing team (five plus one part-time temp), many of whom can be counted upon to handle document issues and some technical assistance with same.

Use that information as you will — as you can tell, I'm not sure ratios are necessarily meaningful, though they are a common, popular benchmark. Having worked on the ILTA Staffing Survey for the past several years (past reports available on ILTA's website), I can tell you that ratios haven't varied a lot over the years nor do they vary a lot by firm size.

In the last survey we published, we attempted to correlate ratios with complexity factors, such as multiple offices, international offices, location of data center, support for home PCs, support for consumer technologies, etc. High complexity scores did not show a correlation to IT staff ratios. (If you are interested, look in the archives of this e-group for a discussion I started in February of 2013, subject "IT Staffing Ratios — Let's stir things up!")

As your opinions can vary, we — ta da! — present the ratio data right here:

RATIOS

| | 2010 | 2011 | 2012 | 2013 | 2015 |
|--|--------|--------|--------|--------|--------|
| Average Ratio Users to IT Staff (overall) | 35.1 | 36.4 | 35.3 | 35.8 | 35.0 |
| Average IT Staff (overall) | 10.6 | 15.0 | 16.0 | 15.3 | 15.0 |
| Average Total Users (overall) | 289.7 | 360.5 | 425.5 | 379.3 | 363.7 |
| | | | | | |
| Average Ratio Users to IT Staff (small firms) | 37.2 | 37.5 | 36.6 | 39.5 | 38.2 |
| Average IT Staff (small firms) | 2.5 | 2.5 | 2.5 | 2.2 | 2.5 |
| Average Total Users (small firms) | 75.5 | 77.4 | 73.1 | 75.9 | 81.1 |
| | | | | | |
| Average Ratio Users to IT Staff (medium firms) | 39.0 | 38.0 | 38.6 | 39.4 | 40.8 |
| Average IT Staff (medium firms) | 6.2 | 6.1 | 6.0 | 5.7 | 5.5 |
| Average Total Users (medium firms) | 209.6 | 201.8 | 198.3 | 197.4 | 193.4 |
| | | | | | |
| Average Ratio Users to IT Staff (large firms) | 33.2 | 37.2 | 33.0 | 31.5 | 32.1 |
| Average IT Staff (large firms) | 11.0 | 13.3 | 11.0 | 12.3 | 13.5 |
| Average Total Users (large firms) | 331.9 | 344.1 | 330.0 | 342.3 | 353.2 |
| | | | | | |
| Average Ratio Users to IT Staff (very large firms) | 26.1 | 30.4 | 31.6 | 27.3 | 23.0 |
| Average IT Staff (very large firms) | 43.0 | 64.6 | 52.0 | 58.9 | 75.3 |
| Average Total Users (very large firms) | 1044.0 | 1408.9 | 1330.0 | 1340.2 | 1463.3 |

RANDOM HIGHLIGHTS

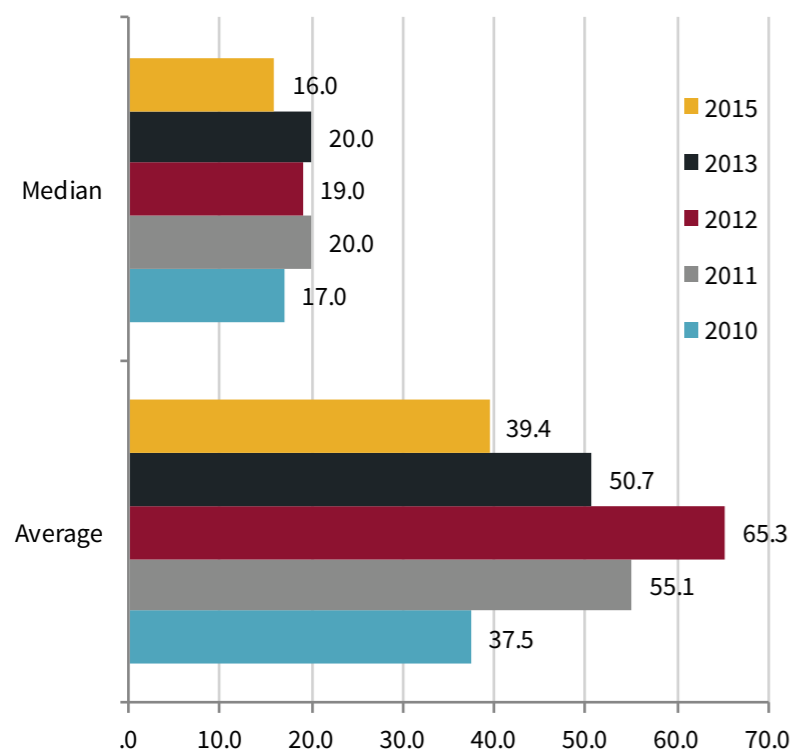
As we reviewed the results of the survey, some items caught our eye, and we highlight them here.

TIMEKEEPER COUNTS

We have asked for several years “How many other timekeepers (FTEs) are there in your law firm? (Exclude attorneys counted above and exclude contract attorneys.)”

The trend over the past several years is interesting. Looking at the averages, it appears there were significant increases between 2011 and 2013. This year's numbers have dropped back to 2010 levels. Did the pressures on the legal marketplace with which we are all familiar lead to a decrease in use of paralegals, with attorneys taking on as much billable work as possible? Are we no longer able to bill for research personnel? Is Practice Support being outsourced more frequently, or has improved automation replaced Practice Support headcounts? We can only speculate, but the trend is sufficiently noteworthy to spark curiosity.

HOW MANY OTHER TIMEKEEPERS (FTES) ARE THERE IN YOUR LAW FIRM?



THOSE "OTHER" RESPONSES

For several questions, we offered a checklist along with an option for "Other, please describe." We included the charts with the checklist responses. We think you might enjoy reading the responses in the "Other" category for many of these questions. Some of the responses were intriguing, some were amusing, some mysterious.

We asked "In addition to the traditional functions associated with an IT Department, please identify any additional functions for which the top ranking IT executive (CIO/CTO/Director) assumes responsibility in your organization. (Choose all that apply.)" We included a field for "Other" with a request to describe.

- Telecommunications
- Technology Training
- Security
- Limited HR
- Legal Administrator
- IT involved only tangentially in some of the above - e.g. Facilities, Marketing
- Information security/Information governance
- HR, Accounting
- Hospitality
- Desktop support, postage equipment
- Conference Center
- Building Lease Agreements and Build-outs
- Billing, Accounts Receivable, General Ledger, Back up to Firm Administrator
- Aderant Expert System Administrator

Another question for which we included an "Other, please describe" option was "In your opinion, which are the most important factors in deciding to place IT professionals in branch offices?"

- This is a combination between number of uses and data center in the office
- Talent availability and/or retention
- Pre-existence of IT position in smaller firm that joined the main firm
- IT professional preference
- We wanted to make sure we retained an exceptional person even if not in the home office
- Excellent customer service

Comments offered in response to the question "What are your options for managing staff workload? (Choose all that apply)" included these:

- Workload is always under control
- Work overtime
- We do a lot with a little
- I am to be on call at all times. Period.
- Require exempt (non-overtime) personnel to work more hours
- Part-time help if needed

We also included an "Other, please describe" option in responding to the question about the most important criteria for hiring new IT personnel. Here are some of those

responses — it appears that **teamwork and customer service are highly valued:**


- Team / interpersonal skills
- Strong interpersonal skills
- Strong customer service skills
- Service mindset
- Sense of humor
- Self-motivation
- Personality
- Patience
- Capacity for lifelong learning and a “can do” attitude
- Intellectual curiosity and creativity
- Friendliness — the ability to put on "happy face"
- Energy, desire
- Dependability
- Demonstrated ability to take initiative and lead projects. Passion for getting things done!
- Customer service skills
- Customer service orientation
- Excellent bedside manner
- Attitude/compatibility with IT Team
- Attention to detail
- Amiable personality to get along with attorneys
- Ability to serve as "change agents"
- Personality/fit with the team
- Demeanor
- Customer service skills
- Cultural fit, can-do attitude
- Compatibility with team
- Ability to work as a team
- People skills

One more set of "Other, please describe" responses were provided in response to the question *"In which IT-related departments do you outsource functions? (Choose all that apply.)"*

- Records
- Printer support
- Printer maintenance/servicing
- Print Management
- Printer and copier maintenance
- After-hours help desk support
- Overflow help desk
- Overflow and after-hours for help desk support
- Extranets
- PBX Support is Outsourced - AV support is in-house
- Home support
- Tier 2 Support of virtual environment
- Occasional outsourcing for select systems implementation
- All servers except the accounting server are hosted off site
- New server consultant
- Backup equipment and services
- Occasionally need tech assistance for upgrades
- Some litigation support (building cases)

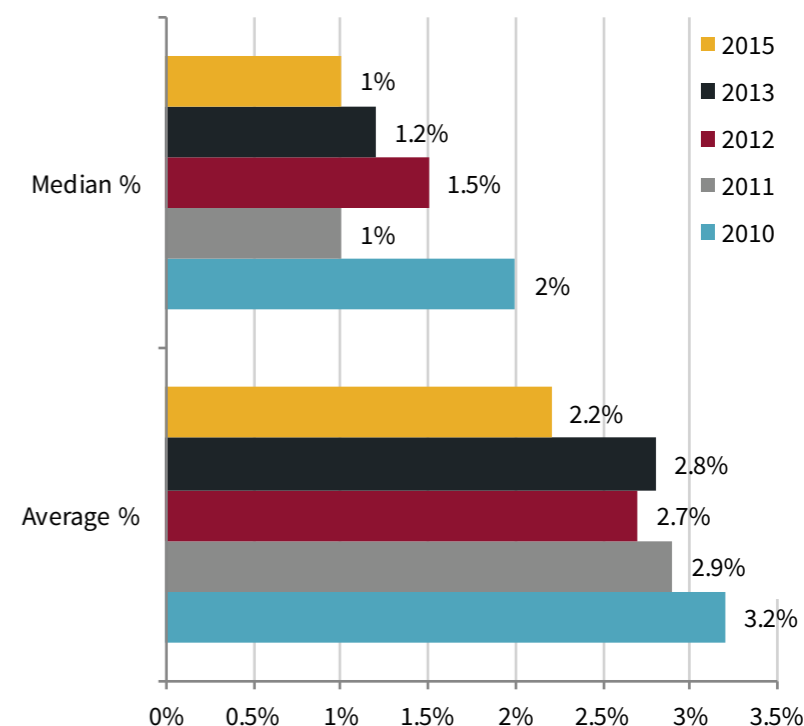
EDUCATION — THANK GOODNESS FOR ILTA!

We asked *"Please indicate what percent of the IT budget was allocated for training and technical development of IT staff."* It would appear that budgets for IT professionals' education are diminishing. Fortunately, we have ILTA, providing us with a rich resource for ongoing education

and peer knowledge-sharing. And though it isn't a statistic reported by our staffing survey, we note that the 2015 ILTA conference had record high attendance, suggesting our firms recognize the extraordinary value ILTA continues to deliver to help our members thrive in the “new normal” of the law firm environment. And we are firmly committed not only to continuing that tradition but also to ongoing improvement. 

PLEASE INDICATE WHAT PERCENT OF THE IT BUDGET WAS ALLOCATED FOR TRAINING AND TECHNICAL DEVELOPMENT OF IT STAFF.

(If the budget for this expense is the responsibility of another department, still indicate the amount's relationship to the overall IT budget.)



THE GREAT ONBOARDING ADVENTURE

by Bradelynn Boyce-Dendy, Learning & Development Department Manager at Nelson Mullins Riley & Scarborough LLP

While the onboarding process might not initially seem urgent or especially relevant to IT staff, remember how much of the process relies on the technology, systems and software the IT staff manages and operates. When onboarding is smooth and well-run for each new employee, there is less confusion and chaos that ripples out and eventually touches the IT staff, whether it's as simple as lost passwords or as serious as an unintentional breach in security due to poor training or communication.

Creating a successful new hire onboarding program is a great adventure with many twists and turns, and it is an adventure that is very rewarding. Three years ago, I started out on this exciting trip, and it takes a lot of research and work.

THE RIGHT MIX

The first thing to realize is you should not throw the baby out with the bathwater. After spending many years in IT learning and development, I know certain essentials our new employees need to know when they're brought on board. For example, they need to know how to properly get their documents into our document management system and then how to find them in the system. They also need to know how to use our customized firm ribbon in Word, how to enter their time into our timekeeping software, etc.

Over the years, I've found that our onboarding process has needed tweaks, since some employees needed more help and others needed less. My goal was to get this mix right.

DETERMINE NEEDS

Start by finding out what everyone needs when they initially get to their desk. Accomplish this by having meetings with the CIO, CAO, managing partner, directors, administrative managers and human resources. This will take several months, but it will provide a clear understanding of what employees need as new hires and get you the buy-in of your firm's management. This is due to the interest you show in meeting the needs of the firm's new employees. Plan follow-up meetings at the six-month and one-year marks once the new program is in place to make sure all groups are pleased with the new program.

Another important part of determining needs is identifying similar job areas:

- Lateral attorneys (partners, of counsel)
- Timekeepers (associates, paralegals, practice assistants)
- Staff (administrative assistants, records, library, document services, etc.)

How do you meet these various needs in a concise and varied manner? Include what has worked in the past with what is new and upcoming. Combine classroom learning with coaching, videos and e-learning, and include multiple sessions, follow-up sessions and a bonus session offered later, if necessary, for particular practice areas or positions.

PUT A PLAN TOGETHER

Set reasonable start dates for new hires (e.g., Mondays and Wednesdays for timekeepers; Mondays for administrative assistants). Will you have to make exceptions? Absolutely. But, once you establish a routine and a rapport with the hiring staff, you will be able to better stick with your plan.

Set expectations with management of what will be covered with various types of new hires and how long it will take per session.

Example: What do lateral attorneys absolutely have to know to initially work at our firm?

- How to log in to the firm's system (user ID and password requirements) and access the firm's intranet (HR page/attorney page). This would also include any first-day questions from the new attorney or help with computer setup, etc.

- How to find their documents that were put into the firm's document management system (DMS) from their previous firm and how to get new documents into the DMS.
- Whether there is a firm signature block for email and how to set it for all messages; how to put client-related email messages into the firm's DMS.
- Whether there is letterhead or other firm customizations to know about.
- How to enter time into the firm's billing system.
- Mandatory videos on conduct in the workplace and firm security.

PUT THE PLAN INTO ACTION

Depending on our new hire's job description, most of our new hire onboarding sessions are split up among time with a coach, video and e-learning. Using our firm's systems usually requires sessions done by a coach so the new hire can ask questions. Firm security and conduct in the workplace (standard policies) are typically done by interactive video.

New attorneys are trained remotely at their desks by a coach for some of their sessions and complete videos and e-learning from there as well. Depending on whether the attorney is new or a lateral partner or of counsel dictates what kinds of sessions they get from the coach. We also do follow-up sessions with them several weeks later to see what they remember, or if they are having any issues or need anything else.

We have the administrative assistants come to the home office for several days so their focus can be on the training instead of being pulled away or distracted. This is important because their jobs require complicated step-by-step processes.

Other new hire onboarding is segmented into hour to hour-and-a-half sessions and can take one or more sessions spread out over a day or day-and-a-half, which can also include time with a coach and/or videos.

Mentoring and being available to new employees is also an important part of making sure they retain their new hire training. Our new staff employees have office managers and administrative coordinators in their offices and on their teams who cover office and team/practice area items when they finish with the technology coaches and start at their desks.

As far as being available to our new hires, there is also an email group that includes the technology coaches and me. We encourage new hires to make use of this email group when they need support, such as questions regarding software, firm procedures, "where do I call if I need this or that," etc. Yes, we have a 24/7 helpdesk they can call, but we are happy to give them the concierge service they need and our firm wants them to have.

TRACK YOUR SUCCESS

We use several different methods to track our success.


We use polls:

- Some written and given out at the end of sessions, whether they are held in a classroom or lab, as a one-on-one, a team solutions session or an IT Faire event.
- A few questions sent by email to targeted new hire audiences.
- Some done verbally by the coaches during their follow-up sessions with new hires.
- I also do interviews with team leaders and supervisors for their feedback on the new hires' success.

All of these polls track successes and give you the necessary information to keep your new hire program fresh and up to date and keep you on target with the jobs your new hires are doing. What do they like about the program? What don't they like? What did they need more or less of to do their jobs when they got on their computers? Memorialize this information for when you meet annually with the partners, chief officers, human resources, directors and managers. You must involve them regularly to make sure all the firm's needs are being met.

We also have a very efficient learning management system that allows us to schedule, maintain, advertise and report on all of our learning opportunities, whether new hire or otherwise.

A WONDERFUL TRIP

Setting up a new hire learning program is a great adventure, but I can tell you it is well worth all of the work you will put into it. It saves your firm and its clients' time and money and makes your new employees more efficient. It is a win-win for everyone involved. 

NAVIGATION TIPS

We're pleased to present this year's Staffing Survey in a format that is optimized for digital use.

Use the Acrobat tools to search for keywords and print specific pages. We've included icons in the footer to quickly navigate to the different sections.



DEMOGRAPHICS



CASE STUDIES



SURVEY RESULTS



RESPONSES BY FIRM SIZE

DEMOGRAPHICS

We know surveys take valuable time. We are grateful for our respondents' generosity in providing information to help their peers. Thank you!

| FIRM SIZE | NUMBER OF USERS | 2015 RATE OF RESPONSES | 2013 RATE OF RESPONSES | 2012 RATE OF RESPONSES | 2011 RATE OF RESPONSE |
|------------|-----------------|------------------------|------------------------|------------------------|-----------------------|
| Small | 150 or Fewer | 48.5% | 46.4% | 45.1% | 46.1% |
| Medium | 151-250 | 16.3% | 18.2% | 18.1% | 17.1% |
| Large | 251-500 | 20% | 16.7% | 13.2% | 21.5% |
| Very Large | 501 or More | 15.2% | 18.7% | 23.6% | 15.4% |

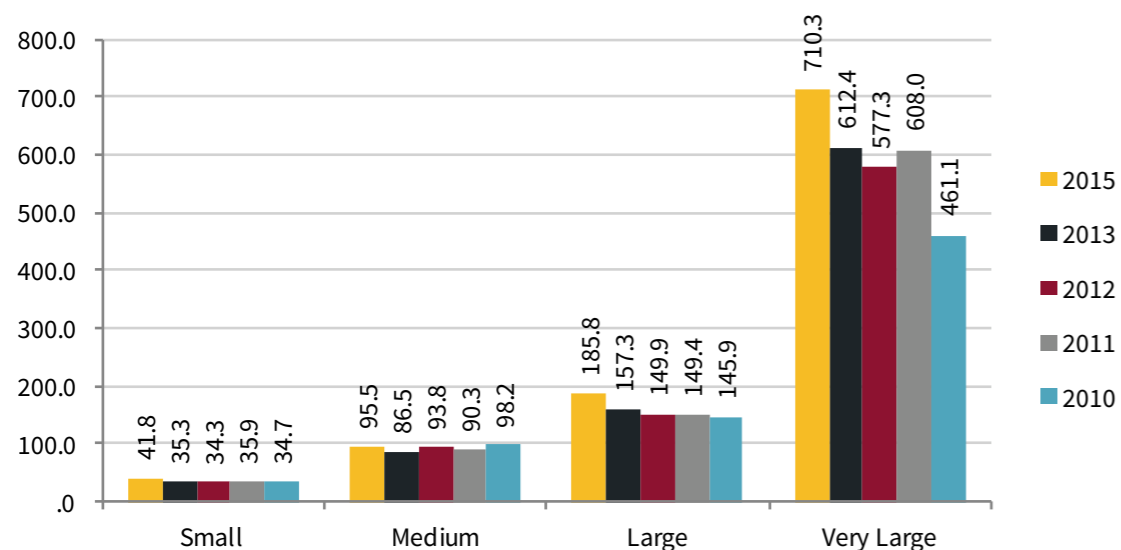
| | TOTAL OFFICES | # OF OFFICES- U.S. | # OF OFFICES- CANADA | # OF OFFICES- CENTRAL/ SOUTH AMERICA | # OF OFFICES- EUROPE, MIDDLE EAST, AFRICA | # OF OFFICES- ASIA PACIFIC AND JAPAN |
|---------|---------------|--------------------|----------------------|--------------------------------------|---|--------------------------------------|
| Average | 5.21 | 4.48 | 0.03 | 0.04 | 0.41 | 0.25 |
| Median | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 |



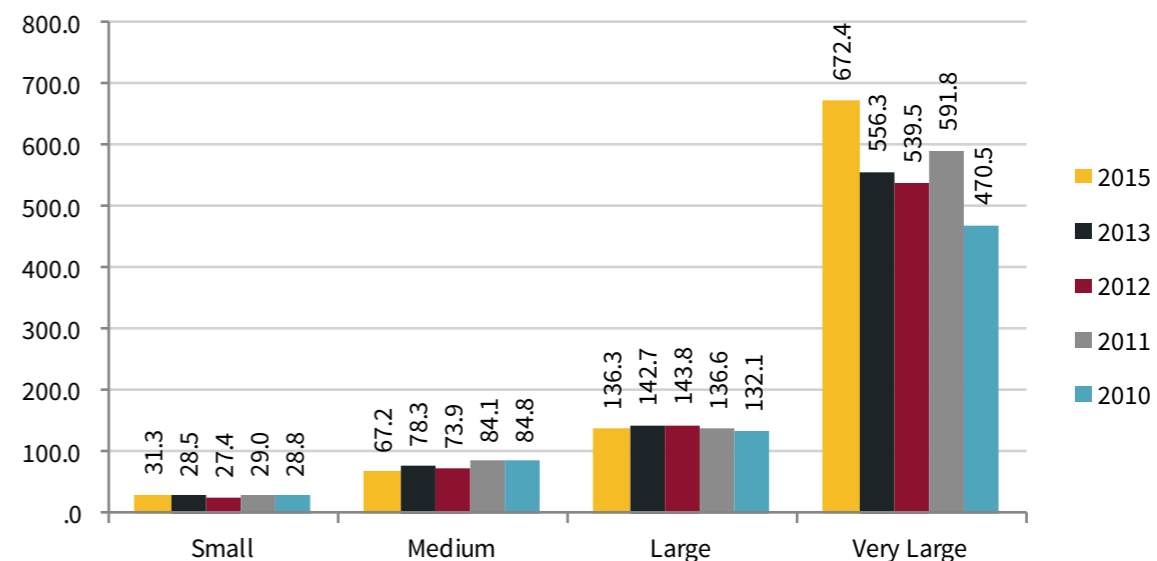
WHAT IS THE TOTAL FULL-TIME EQUIVALENT (FTE) STAFFING NUMBER FOR YOUR IT DEPARTMENT? (Includes all offices and all functions providing technology services and considered part of or aligned with IT.)



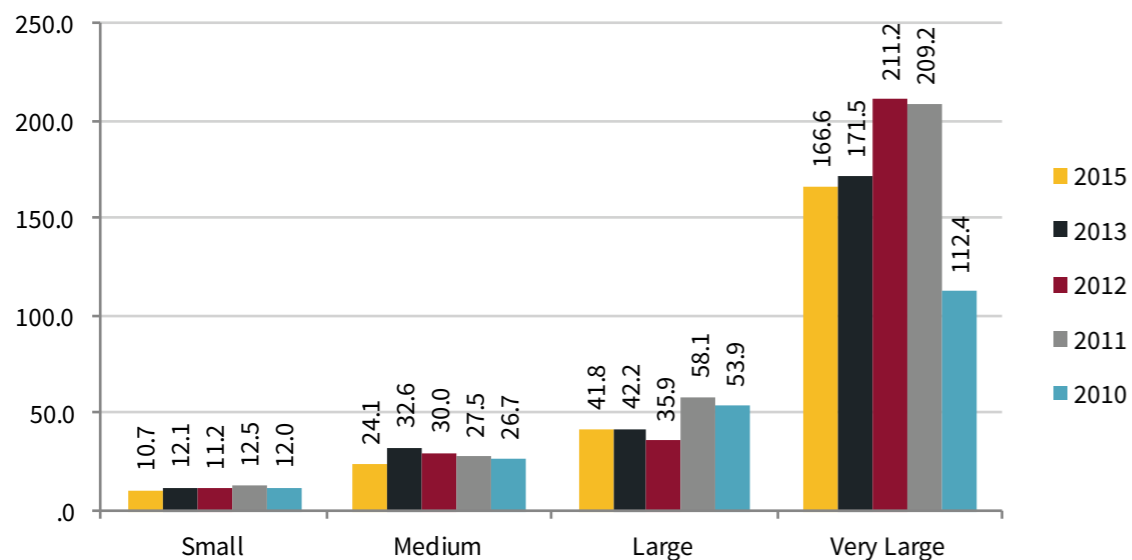
AVERAGE FTE ATTORNEYS



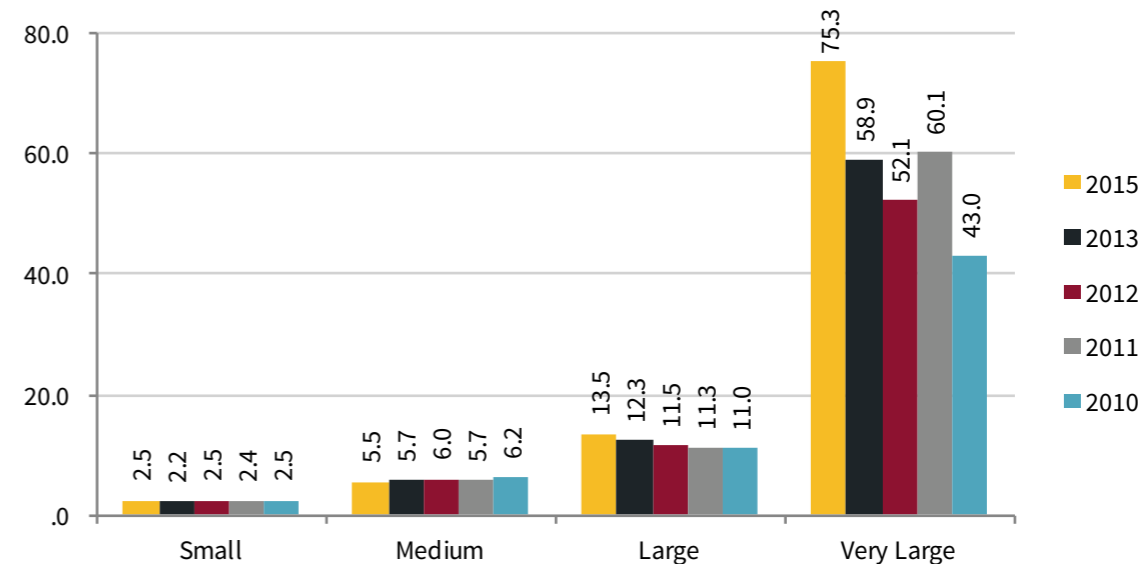
AVERAGE NON-BILLABLE FTE EMPLOYEES



AVERAGE OTHER FTE TIMEKEEPERS



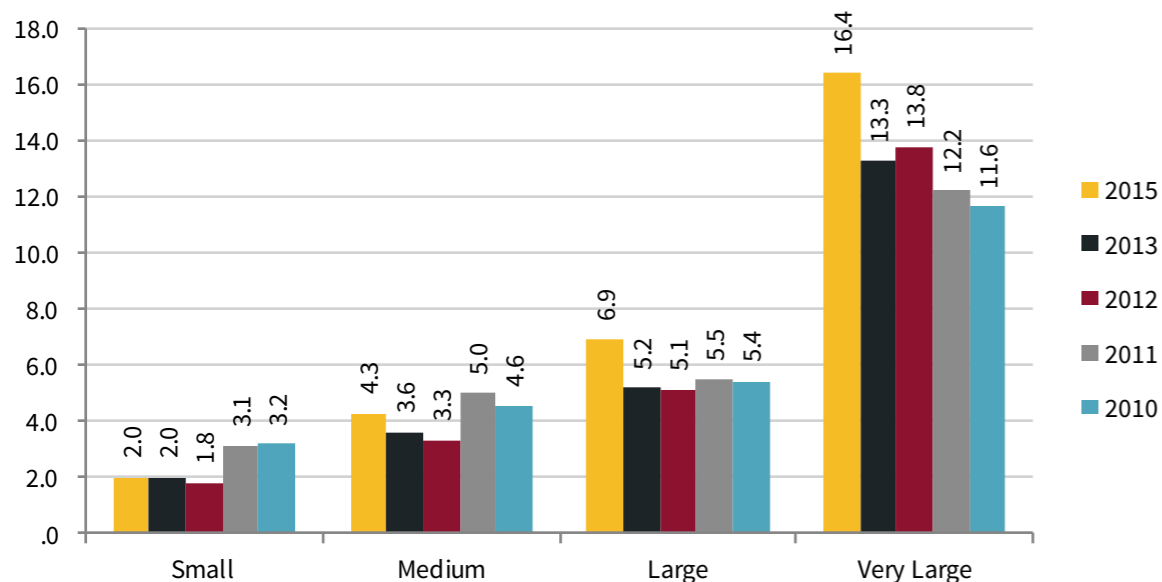
AVERAGE FTE IT STAFFING FOR IT DEPT



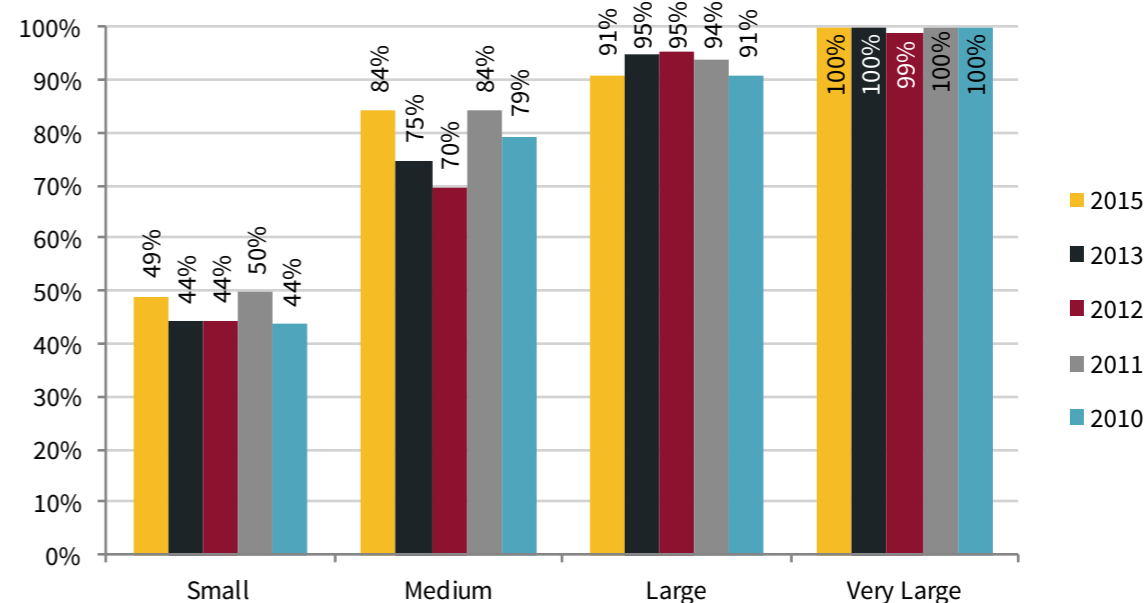
PLEASE PROVIDE THE NUMBER OF OFFICES AND TOTAL FTES BY GEOGRAPHIC LOCATION FOR YOUR FIRM.



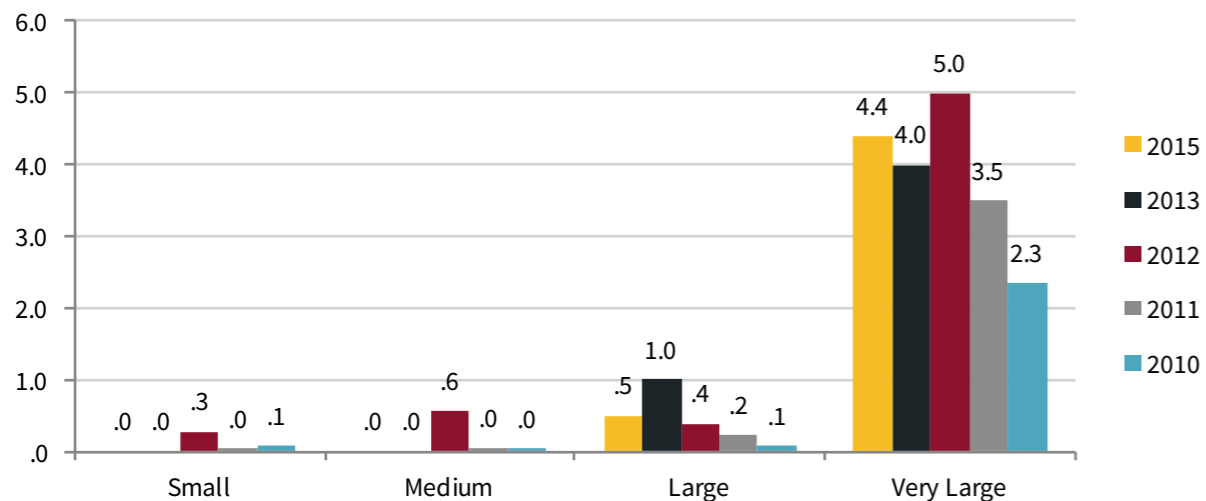
AVERAGE TOTAL NUMBER OF OFFICES



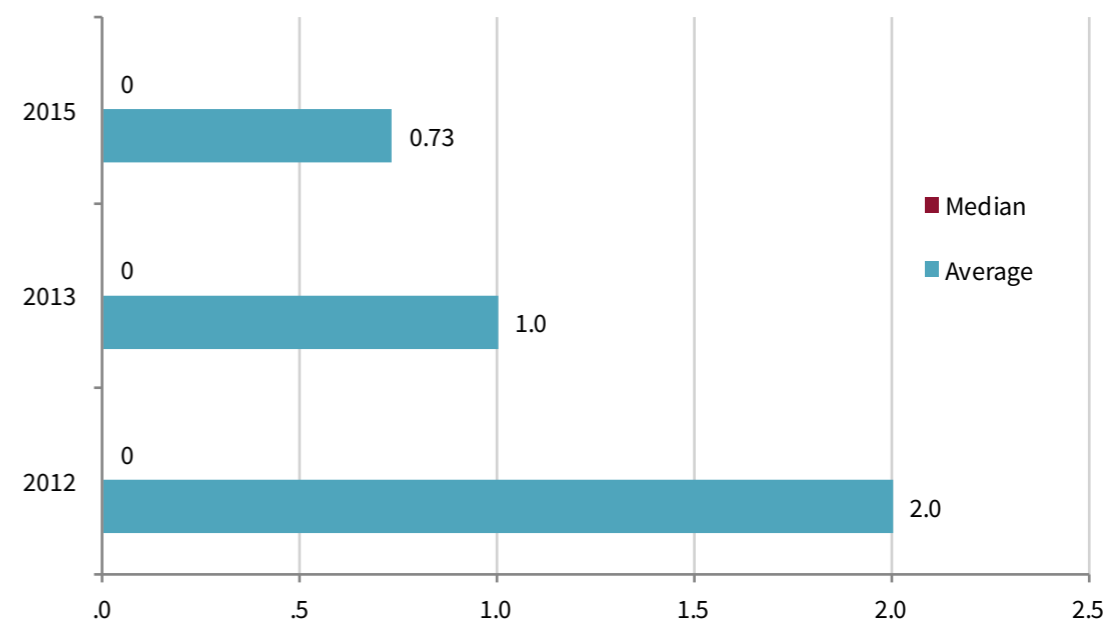
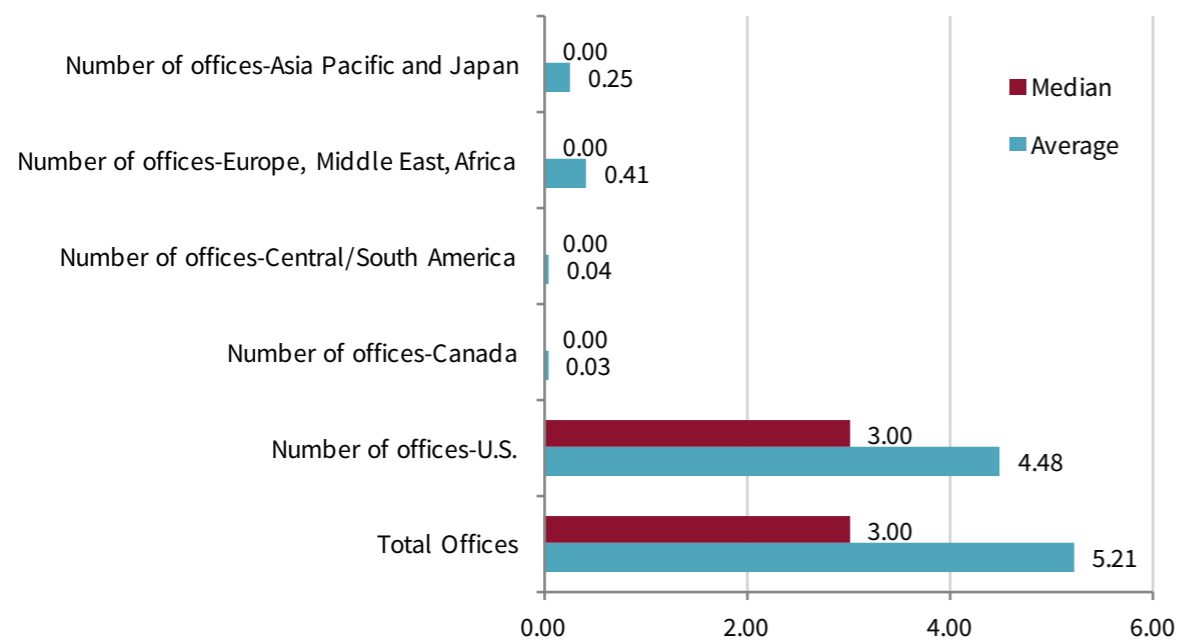
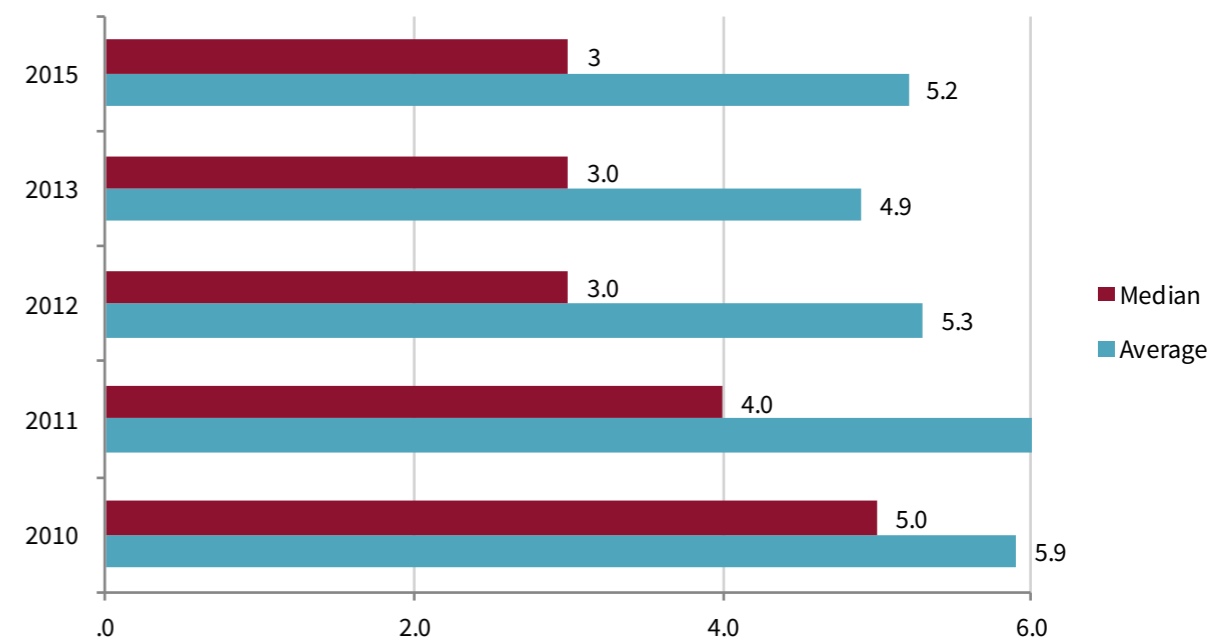
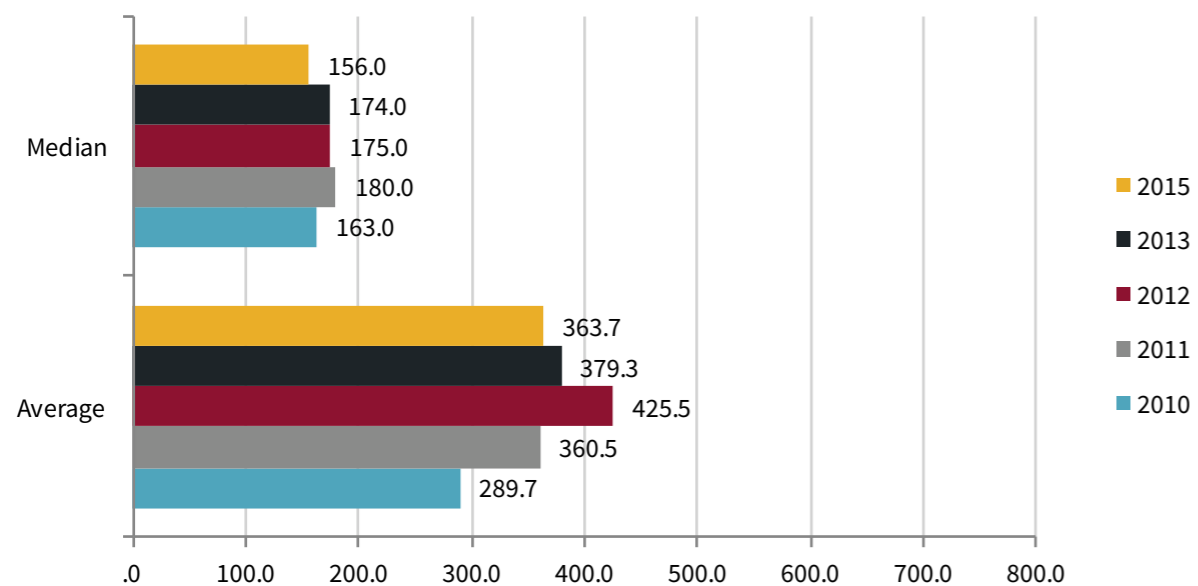
HAVE MULTIPLE OFFICE LOCATIONS



AVERAGE NUMBER OF OFFICES OUTSIDE US



PLEASE PROVIDE THE NUMBER OF OFFICES AND TOTAL FTES BY GEOGRAPHIC LOCATION FOR YOUR FIRM.



AN INTERVIEW WITH TODD CORHAM

Chief Information Officer at Sedgwick LLP

FIRM DEMOGRAPHICS

| | |
|---------------------------------|--------------------|
| Number of Attorneys: | 310 |
| Number of total users: | 600 |
| Number of IT staff: | 31 |
| Number of offices: | 16 |
| Location of headquarters: | Kansas City |

Sedgwick adopted an offsite model, the Shared Services Center, in the summer of 2014. Can you discuss the drivers of the decision to centralize IT services offsite?

While the firm's decision to build a Shared Services Center in Kansas City had an obvious effect on our IT department, almost all of the firm's administrative departments were affected, including marketing, finance, human resources and our new business operations.

Prior to the move to Kansas City, many of our "firmwide" services were centrally located in a standalone operations center in San Francisco. While cost was a significant factor in the firm's decision, it was not the only factor. The firm has an international footprint that spans

from London to the West Coast. By relocating to the Central time zone, our administrative support team, including IT, is undoubtedly better positioned to more effectively and efficiently serve all of the firm's offices in a more timely manner. I will add, however, that we continue to have IT staff located outside of Kansas City.

What efficiencies have you gained with the Shared Services Center model?

A key aspect of this transition for IT is a shift to managed services in two key areas: We outsourced part of our engineering function and insourced our e-discovery and litigation support.

On the engineering side, we worked hard for several years leading up to the move to standardize our systems, putting us in the wheelhouse of managed services vendors. By sending key aspects of engineering to an organization that specializes in this area, we gained efficiency, lowered costs and added capabilities we didn't have previously.

We also partnered with UnitedLex to insource our e-discovery and trial support, known as the Sedgwick eDiscovery Solutions Group (SEDG.) This has been a huge benefit to the practice by adding much-needed processes, a wide array of services (forensic collection, testimony elevated e-discovery consulting, etc.) and a state-of-the-art hosted Relativity platform. SEDG has been well-received and, although it's still relatively new, many clients have seen the value and embraced these new offerings.



Do you see more interdepartmental collaboration, both across IT functions and the broader firm functions?

The firm created a very open environment in Kansas City, right down to the design of an open floor plan. We have found this fosters collaboration across the board. The firm has also been committed to improving the space as we've grown into it. We just finished a project that expanded and enhanced our break room area and added additional conference room space.

The Kansas City office has a positive vibe, and it has proven to be an enjoyable environment without sacrificing professionalism.

Although the vast majority of professionals in Kansas City came in new to the firm, we have a fantastic team of experienced and highly accomplished people, many of whom had years of law firm experience. The firm has definitely benefited from that influx of diverse experiences and fresh ideas.

Are there any serendipitous outcomes from the Shared Services Center?

The recent success of the Royals has been serendipitous! We have done several fun things in the office around the Royals that helped build camaraderie in Kansas City and also helped us connect with other offices. Our first year, they played the Giants in the World Series; and this past year, they played the Mets. That gave us the chance to do

fun things with San Francisco and New York, in addition to our own fun in Kansas City.

Seriously, though, I could point to plenty of examples where we have been able to identify an issue or a service-improvement opportunity because folks talked about it in the elevator or over lunch. While it is important for us to maintain a structured approach to support and a strategic view of service implementations, I don't think there is any question we benefit from working closely with our colleagues. We all work toward the common goal of improving service to our clients.


Describe your overall IT staffing structure. Do you consider it "traditional" with reporting lines typical for your size of firm?

The organizational chart probably looks very similar to other firms of our size, with vertical legs for operations, applications and support/training. One thing we've worked hard to accomplish is the implementation of project teams created horizontally across those legs. This is more about operational choices than structure, but it works to minimize the silos, maximize communication and build team fabric. By including the embedded UnitedLex team members in some of those projects, it also helps close the seams between the organizations and raises awareness of departmental capabilities and client service opportunities.

What staffing changes do you anticipate in the next two to three years?

Reflecting the legal profession, I believe we'll see greater consolidation of security responsibilities formerly distributed across roles. This won't diminish the information security requirements of any IT position, it will provide greater governance capacity and centralized accountability across all aspects of technology, including process and employee socialization.

How has the role of the CIO changed in your firm in the last two years? Do you see it changing more in the next two years?

With the move to the Shared Services Center, I have renewed my focus on team-building. The Shared Services Center has been a successful and rewarding experience for me personally, and the new team members have jelled nicely with the existing staff in practice offices. The firm has achieved key benefits targeted by this move, and those benefits are paying dividends to our practice and our clients. 



AN INTERVIEW WITH LARRY LISS

Chief Technology Officer at Blank Rome LLP

FIRM DEMOGRAPHICS

| | |
|---------------------------------|-------------------------|
| Number of Attorneys: | 620+ attorneys |
| Number of total users: | 1250+ |
| Number of IT staff: | 55 |
| Number of offices: | 15 |
| Location of headquarters: | Philadelphia, PA |

In February 2016, Blank welcomed more than 100 attorneys and additional staff from Dickstein Shapiro.

Describe your overall IT staffing structure. What are some exciting staffing additions that you've made or anticipate making?

Our IT staffing structure is traditional. Blank Rome recently jumped in size when we added the Dickstein Shapiro attorneys. We have been frugal with staffing up to this point and now have more flexibility to judiciously add positions. Additional engineering and programming talent are welcome and much needed.

In the recent past, we added positions in security to respond to the increasing security demands from clients and the attorneys. Two years ago, we added a director of security and last year we added a security analyst.

Do other departments/functions fall under the IT umbrella or share the umbrella with IT?

No other departments fall directly under the IT umbrella. We do, however, have a structure I call "dotted line reporting." Human resources, finance and marketing each has a director or manager of systems for their respective areas. My IT team works closely with these directors and managers of systems for each department. IT implements the systems used by marketing, finance and human resources, and the systems managers/directors manage the systems after implementation. Much of my budget relates to these departments and their systems. I have used this

structure a few times in my career. This collaboration allows for subject experts with an ability to understand the needs from an IT perspective.

What staffing changes do you anticipate in the next two to three years?

I would anticipate staffing changes would reflect the needs of the firm based on its growth. Blank Rome has grown significantly in my tenure, and I expect to see it continue to grow. The addition of Dickstein Shapiro attorneys is exciting, and I hope Blank Rome has more large additions like this in the future.



Do you see more non-attorney roles at your firm work directly with clients?

Yes, to some extent more non-attorneys work directly with clients now. Within the IT department, some people work directly with clients. I am asked to speak with our clients occasionally on many topics. My director of applications systems works with clients to discuss requirements for their extranets. My director of security is often asked to discuss audits, RFPs and other security-related issues. Outside of IT, the marketing team interacts with clients regularly for proposal purposes, and finance obviously interacts with the clients for billing purposes.

We also have a department called Practice Management. Our firm has department heads in litigation and in business. The Practice Management team works as liaison between the department heads of litigation and business and the practice group leaders. Practice Management often works with clients to better meet their needs across several practice groups.


Many organizations are encouraging or permitting telecommuting. Do any members of your IT Department telecommute?

Yes, we permit occasional telecommuting. We ask people to be conscientious, work hard and ask permission before working from home for a day. Some people ask to work from home due to child care issues or other life issues. As a

leader, I believe I need to be flexible and allow for quality of life considerations these days. I believe strongly that having a flexible work environment helps Blank Rome retain a talented IT team.

How has the role of the CIO changed in your firm in the last two years? Do you see it changing more in the next two years? If so, how?

I have been at Blank Rome 18 years and in the technology industry for over 50 years. Though the technology continually changes and I have to keep up with it, the management role has stayed the same. In the past, I have had other functions, like the library and litigation support, report to me. However, I believe it really makes more sense for them to report into other areas.

While I don't see the role changing in the future, there is plenty to keep me busy in dealing with the changes in technology. 



AN INTERVIEW WITH DEAN LEUNG

Chief Information Officer at Holland & Knight LLP

FIRM DEMOGRAPHICS

| | |
|---------------------------------|--------------------------------------|
| Number of Attorneys: | 1,200 |
| Number of total users: | 2,300 |
| Number of IT staff: | 99 |
| Number of offices: | 26 plus the Operations Center |
| Location of headquarters: | N/A |

Describe your overall IT staffing structure.

The structure of the IT team at Holland & Knight is currently evolving. We stepped back a year ago to review the structure holistically and looked outside of the legal industry for a widely accepted IT model. While we interact with our internal clients, attorneys and secretaries, with concierge-level service that is exception-driven, our IT operations are similar to many other non-legal organizations. This allows us to follow a more process-driven workflow.

We now use ITIL as the standard framework for IT Service Management (ITSM) to better align IT services

with the business needs of the firm. This framework was implemented because we wanted to follow a proven model rather than reinvent the wheel for core services. This helped us implement the changes faster and allowed us to hire people that could hit the ground running if they were familiar with, and preferably certified in, the ITIL framework.

Also, we are embedding project managers and business analysts in each of the IT units for better understanding and better collaboration on projects and initiatives. This helps break down the natural silos created with each distinct IT function within the department.

When did Holland & Knight begin using an Operations Center?

The administration of Holland & Knight has always been in the Tampa area because the firm originated in central Florida. We lucked out. When other firms were looking for low-cost centers, we were already in one. As the firm expanded — mostly through mergers — we left field operations in place; however, as positions were vacated, we centralized them in the Operations Center. Though separate administrative service centers have become a recent trend with law firms, the Holland & Knight Operations Center has always been a part of our firm's model.



People often ask me for Holland & Knight's IT staffing ratio. A ratio is not informational without knowing how a firm utilizes its staff. The services a firm provides dictate the needed number of IT staff for the firm.

I'm excited because we just completed building a new physical Operations Center. Previously, we were in office space in downtown Tampa spread across several floors. Now, we have our own single-story campus. We gutted it and rebuilt it as an open-concept, custom-designed collaborative space for the administrative functions of Holland & Knight. Offices are in the core of the building. We designed work stations based on the different functions. For instance, the helpdesk retained a conventional style with stations close together, which facilitates asking a co-worker a question. We have tables in open and enclosed areas, so people can have ad hoc meetings to spur collaboration and innovation.

What are some exciting staffing additions that you've made or anticipate making and why?

Last year we moved the project management portfolio from strictly an IT function to one that is enterprise-wide because project management is more than getting IT initiatives deployed on time. This new approach is still evolving, and it is helping us better support all aspects of the business of law. We moved toward this model after observing what and how requests came from attorneys. Attorneys are trained to find solutions, and they would often ask for a specific product. This would provide a solution to a problem, but not the best one. We now have business analysts work with attorneys to identify problem statements. In doing this, we have found commonalities in the needs of attorneys in

many practices. We can now develop a platform or service with utility for many practices, rather than one product for one attorney or practice.

This year we are mapping out our internal IT operations to align with the ITIL model. We developed a quality assurance/quality control (QA/QC) portfolio and a release management portfolio. Release management traditionally has been associated with developing software and maintaining software code. We don't do that; we are application integrators. We ensure applications work well together so data can flow from one system to another. However, the concept of release management can apply to what we deploy, even off-the-shelf products. We use release management to perform the planning, scheduling and deployment of applications and services. By developing a dedicated QA/QC portfolio, it allows us to view the systems and processes as a whole. This encourages each IT function to ensure interoperability, compatibility and functionality across all the areas because all developments still end up on one desktop.

The net result of both is the hiring of additional project managers and business analysts as well as new positions with people who have strong QA/QC and release management skill sets.

What other departments/functions fall under the IT umbrella or share the umbrella with IT?

Litigation and eDiscovery Services.



Do you see more interdepartmental collaboration, both across IT functions and the broader firm functions?

The firm facilitates and encourages a high level of collaboration. This is one reason why we built our new Operations Center. With projects and initiatives for non-IT functions, we want to make sure IT plays a supporting role in selecting and designing technology platforms and does not play an ownership role in the initiatives. Ownership needs to belong to the requesting department, practice area or section. They can better understand what their workflows and needs are, which translates into a greater chance of success. It is IT's responsibility to understand the requested requirements and translate those into the proper solution.

What staffing changes do you anticipate in the next two to three years?


As we utilize technologies such as cloud-based services, there is less need for commodity roles that can be more cost-effective being handled by cloud providers. We want to focus on the value-add potential from our people who understand the intricacies of the legal landscape. This allows us to innovate with more resources to generate greater value in client relationships. For instance, Microsoft should be able to run Exchange better than anyone else. Why should we try to do that? At Holland & Knight, we are evolving our infrastructure to a utility model as clients sign

off on security, regulatory and compliance requirements. We consume what we need and pay for what we use.

Many organizations are encouraging or permitting telecommuting. Do any members of your IT department telecommute?

We do not offer telecommuting in our environment. While we do have the tools and technology that allow our attorneys to work outside the office, we utilize our Operations Center to facilitate greater face-to-face collaboration among people in IT and across all the administrative areas.

How has the role of the CIO changed in your firm in the last two years? Do you see it changing more in the next two years?

The role of the CIO continues to evolve as the austerity necessary during the Great Recession is no longer required. While the focus in the past has been on optimizing the bottom line (profits), now more focus is on how IT can help grow the top line (revenues). Top technologists in law firms should facilitate the implementation of tools necessary to meet client demands and create greater client loyalty to the firm instead of an individual. With several technology startups focused on disrupting the legal profession, we technologists must leverage our deep understanding of the industry to stay ahead of them and the competition. 



AN INTERVIEW WITH JIM MCCUE

Director of Information Systems at Rodey, Dickason, Sloan, Akin & Robb, P.A.

FIRM DEMOGRAPHICS

| | |
|---------------------------------|-----------------------------|
| Number of Attorneys: | 65 |
| Number of total users: | 155 |
| Number of IT staff: | 3 |
| Number of offices: | 2- Albuquerque and Santa Fe |
| Location of headquarters: | Albuquerque |

Describe your overall IT staffing structure.

Rodey has a team of three IT staff. In my experience, many 60-70-attorney firms have four people on the IT staff, but we've always had a team of three. As the Director of Information Systems, I handle the management, purchasing and infrastructure work, including servers, networking, virtualization, storage and voice systems. I also oversee litigation support and practice support for the firm. One of my staff members runs the helpdesk and provides hardware support. The other staff member is a trainer and an expert in applications and the document management system. The helpdesk support team member and the

trainer share many skills for better coverage when needed. Collaboration occurs across the entire administrative staff. Because of our size, we talk to each other more. We cross-train job duties and provide coverage for each other.

What are some exciting staffing additions that you've made or anticipate making?

Rodey has maintained the same number of IT staff for about 10 years. About one year ago, I lost both of my employees. But I got lucky, as the new IT staff have added great value. They both came to Rodey with extensive law firm experience and do great work.

What other functions fall under the IT umbrella?

Though we have no official department, litigation support and practice support duties fall under the IT umbrella. I do most of this work. This might be an area to eventually add staff, as litigation support work is billable. There are departments that just don't exist in a firm our size, so IT often manages a broader scope of issues. For instance, any piece of equipment is seen as something managed by IT. I believe this also happens in many law firms of any size.



What advantages and disadvantages do you see for IT in a small- to medium-size firm?

Big advantages are that everyone knows everyone, and we work together often. With a less siloed environment and strong communication, we can find good solutions quickly.

One of the disadvantages is not having people specialized enough to handle unique issues. The biggest disadvantage is covering 24/7 helpdesk support. Many firms use a third party for full coverage. We usually get brought back in for the issue because we know our particular environment so well.


Many organizations are encouraging or permitting telecommuting. Do any members of your IT department telecommute?

We do not encourage telecommuting, but we provide tools and access for after-hours work. We have some who telecommute occasionally, but Rodey does not have a culture of telecommuting. With a small IT staff we require physical presence during the work week.

How has your role of Director of Information Systems changed in your firm in the last two years? Do you see it changing more in the next two years? If so, how?

My involvement in security has increased significantly in

the last two years due to the changes in security regulations and rapidly changing client requirements.

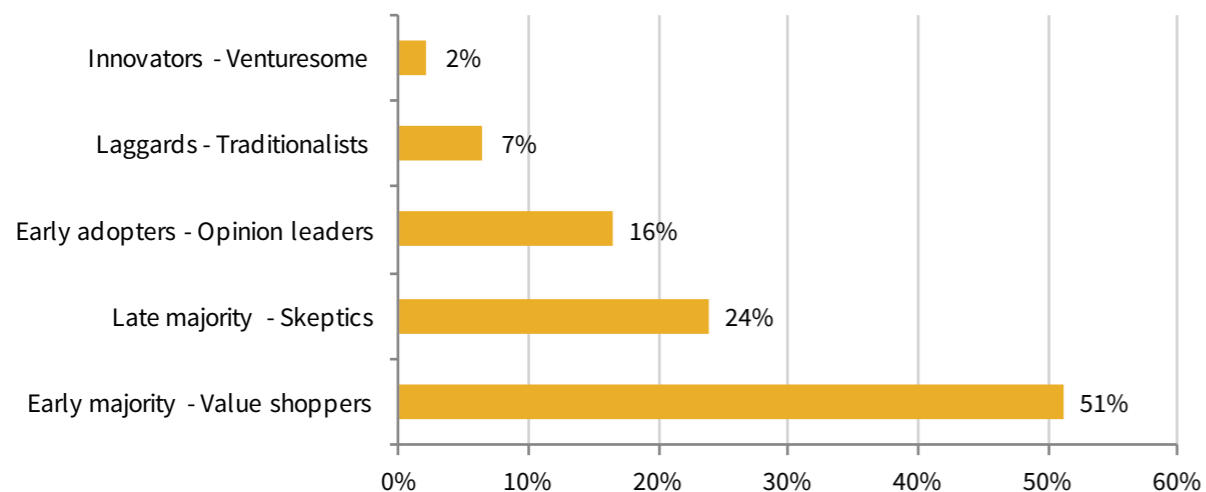
In the next two years, I could see adding a position in litigation support. Two-thirds of Rodey's practice is litigation. With the increasing demand for litigation support and the unpredictability of support needs, it presents challenges when also addressing regular work requirements. Offloading the day-to-day work to some of the IT employees or new employees could allow me to dedicate time to planning and project management. I feel this is important but often gets set aside to solve immediate problems. 



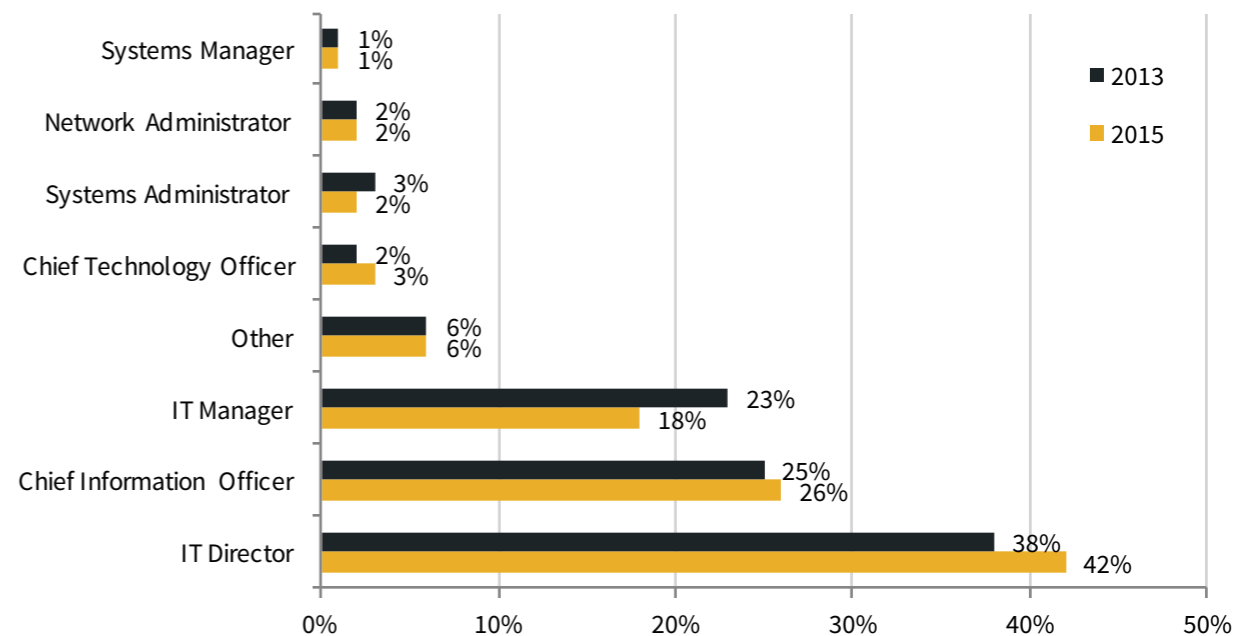
HOW WOULD YOU CHARACTERIZE THE IT ADOPTION PROFILE OF YOUR FIRM ?
(How quickly does your firm adopt new technology?)



2015



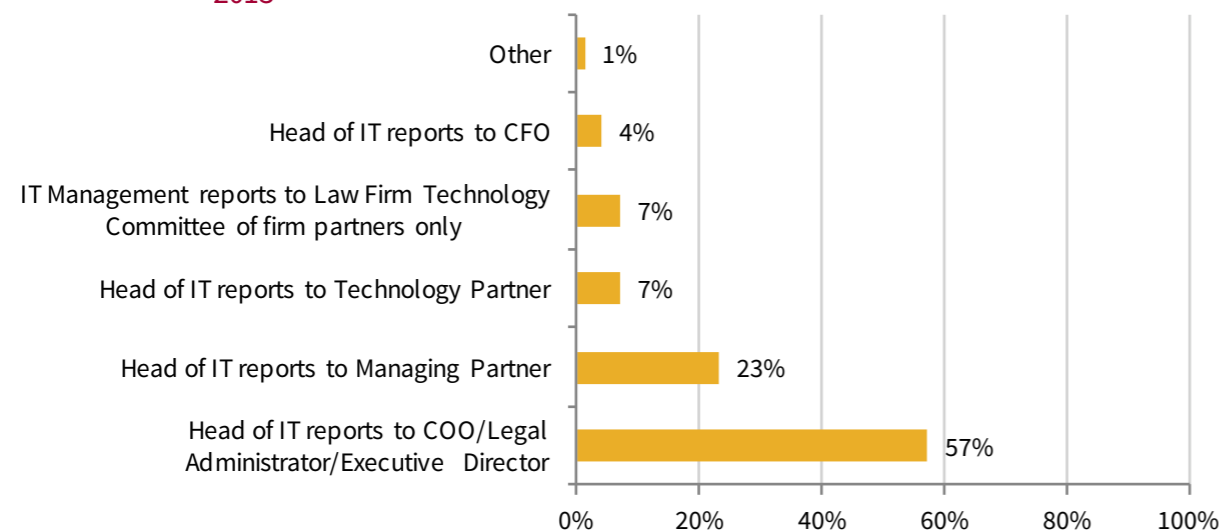
WHAT IS THE TITLE OF THE HEAD OF IT/TECHNOLOGY SERVICES?



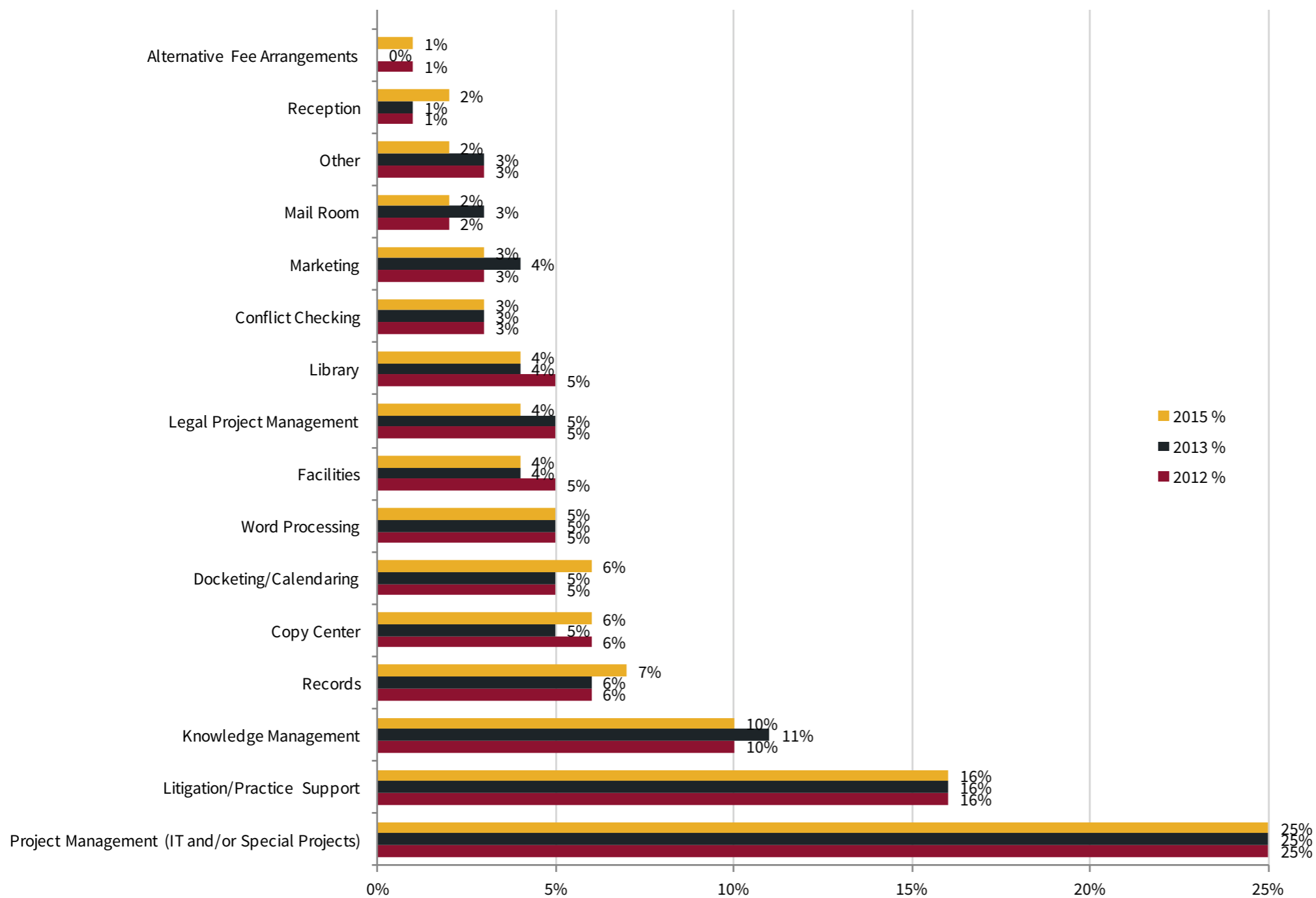
PLEASE INDICATE THE DIRECT REPORTING RELATIONSHIP OF IT WITHIN YOUR LAW FIRM. (Choose all that apply)



2015



IN ADDITION TO THE TRADITIONAL FUNCTIONS ASSOCIATED WITH AN IT DEPARTMENT, PLEASE IDENTIFY ANY ADDITIONAL FUNCTIONS FOR WHICH THE TOP RANKING IT EXECUTIVE (CIO/CTO/DIRECTOR) ASSUMES RESPONSIBILITY IN YOUR ORGANIZATION.



FOR THE FOLLOWING, PLEASE ENTER THE NUMBER OF IT DEPARTMENT FTES SUPPORTING EACH FUNCTIONAL/STAFFING AREA.
If an individual supports multiple areas, allocate FTE appropriately.



2015

| | Responses | INTERNAL FTES | | OUTSOUCED/ CONTRACT FTES | |
|---|-----------|---------------|--------|-----------------------------|--------|
| | | Mean | Median | Mean | Median |
| End-user computing/ Hardware support | 294 | 3.509 | 1.000 | 0.161 | 0.000 |
| IT service desk/Desk-side support | 294 | 3.265 | 2.000 | 0.517 | 0.000 |
| Data center and server operations | 294 | 1.668 | 1.000 | 0.158 | 0.000 |
| Database administration | 294 | 1.014 | 1.000 | 0.073 | 0.000 |
| Data networking and network operations | 294 | 1.427 | 1.000 | 0.161 | 0.000 |
| Voice networking, telecommunications and A/V | 294 | 1.319 | 1.000 | 0.103 | 0.000 |
| Application development and delivery | 294 | 1.245 | 0.250 | 0.064 | 0.000 |
| Application support and administration | 294 | 2.009 | 1.000 | 0.094 | 0.000 |
| IT management | 294 | 1.822 | 1.000 | 0.027 | 0.000 |
| IT finance and administration (including procurement) | 294 | 0.746 | 1.000 | 0.014 | 0.000 |
| Information security operations | 294 | 0.830 | 0.875 | 0.070 | 0.000 |
| IT audit | 294 | 0.454 | 0.000 | 0.064 | 0.000 |

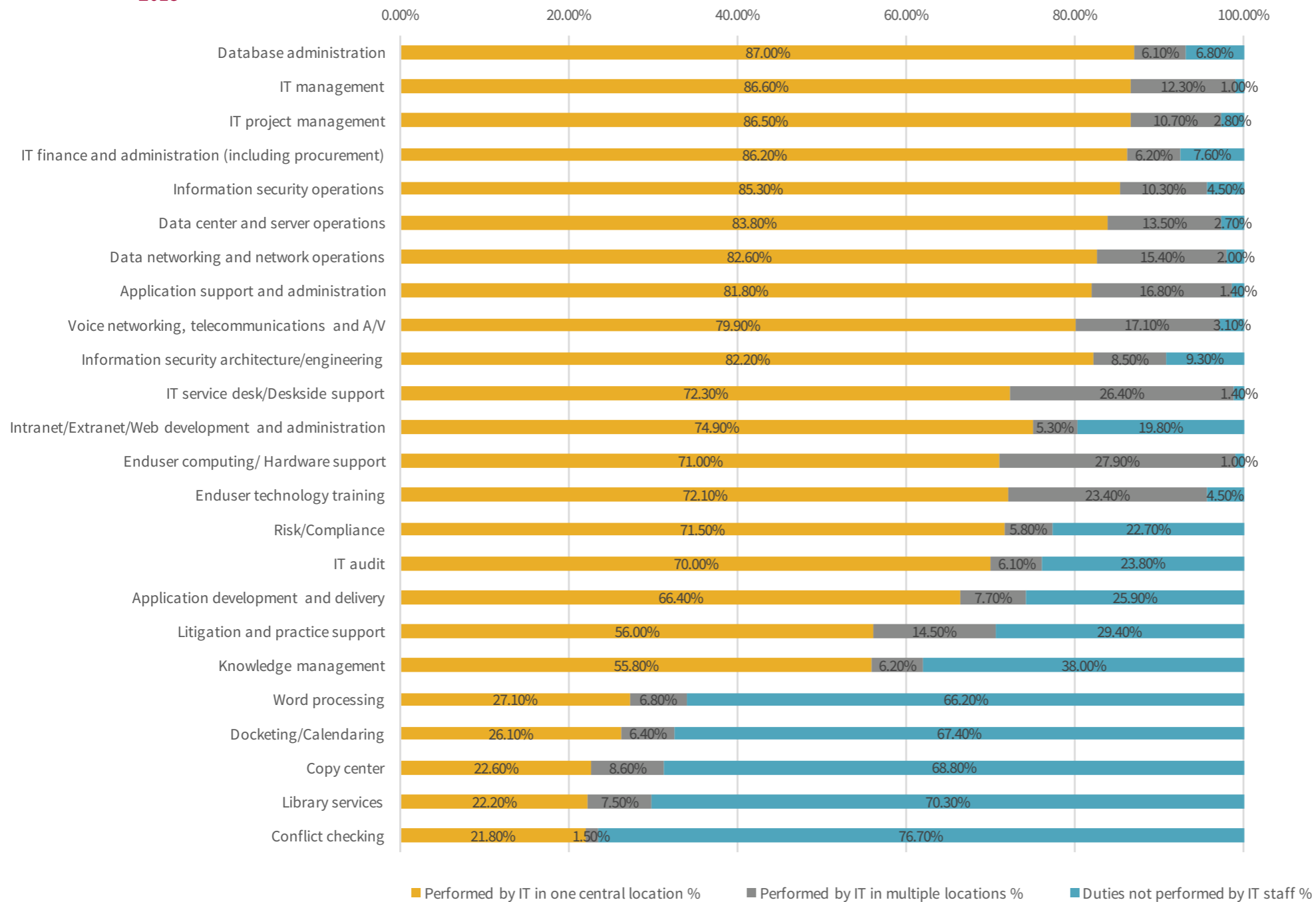
| | Responses | INTERNAL FTES | | OUTSOUCED/ CONTRACT FTES | |
|---|-----------|---------------|--------|-----------------------------|--------|
| | | Mean | Median | Mean | Median |
| Risk/Compliance | 294 | 0.495 | 0.000 | 0.045 | 0.000 |
| Information security architecture/engineering | 294 | 0.738 | 0.250 | 0.070 | 0.000 |
| End-user technology training | 294 | 1.384 | 1.000 | 0.058 | 0.000 |
| Intranet/Extranet/ Web development and administration | 294 | 0.745 | 0.250 | 0.080 | 0.000 |
| IT project management | 294 | 0.928 | 1.000 | 0.092 | 0.000 |
| Knowledge management | 294 | 0.504 | 0.000 | 0.022 | 0.000 |
| Litigation and practice support | 294 | 1.780 | 1.000 | 0.032 | 0.000 |
| Library services | 294 | 0.739 | 0.000 | 0.068 | 0.000 |
| Alternative fee arrangements | 294 | 0.092 | 0.000 | 0.000 | 0.000 |
| Conflict checking | 294 | 0.266 | 0.000 | 0.003 | 0.000 |
| Copy center | 294 | 0.484 | 0.000 | 0.536 | 0.000 |
| Docketing/Calendaring | 294 | 0.361 | 0.000 | 0.003 | 0.000 |
| Word processing | 294 | 0.636 | 0.000 | 0.373 | 0.000 |



FOR THE FOLLOWING, IDENTIFY THE LOCATION OF THE IT STAFF SUPPORTING EACH FUNCTIONAL/STAFFING AREA.



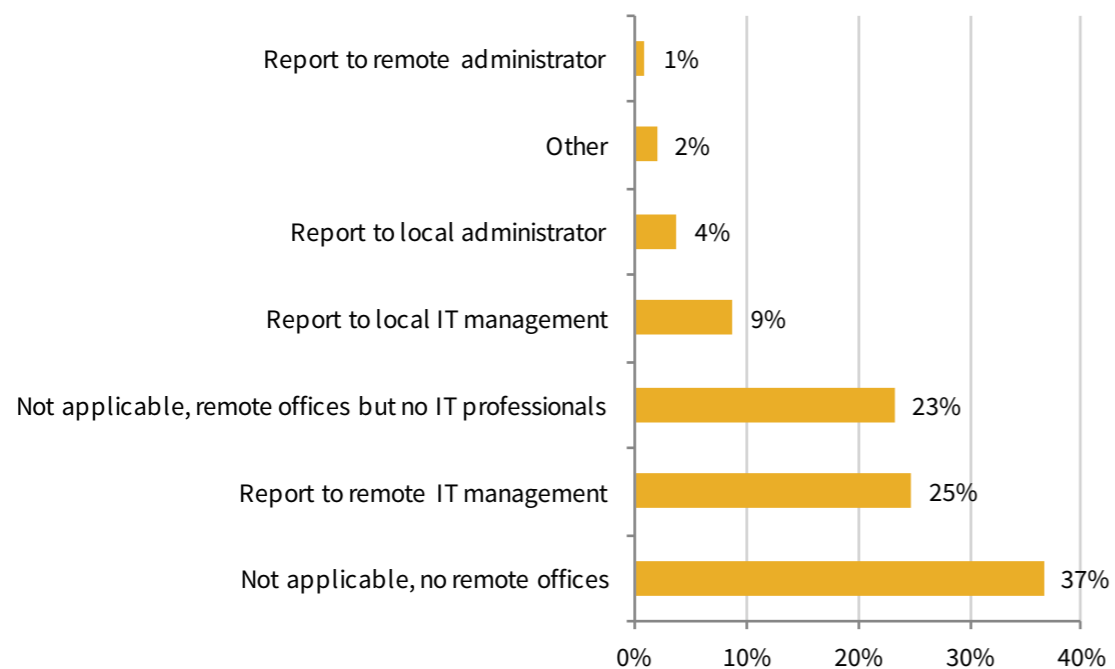
2015



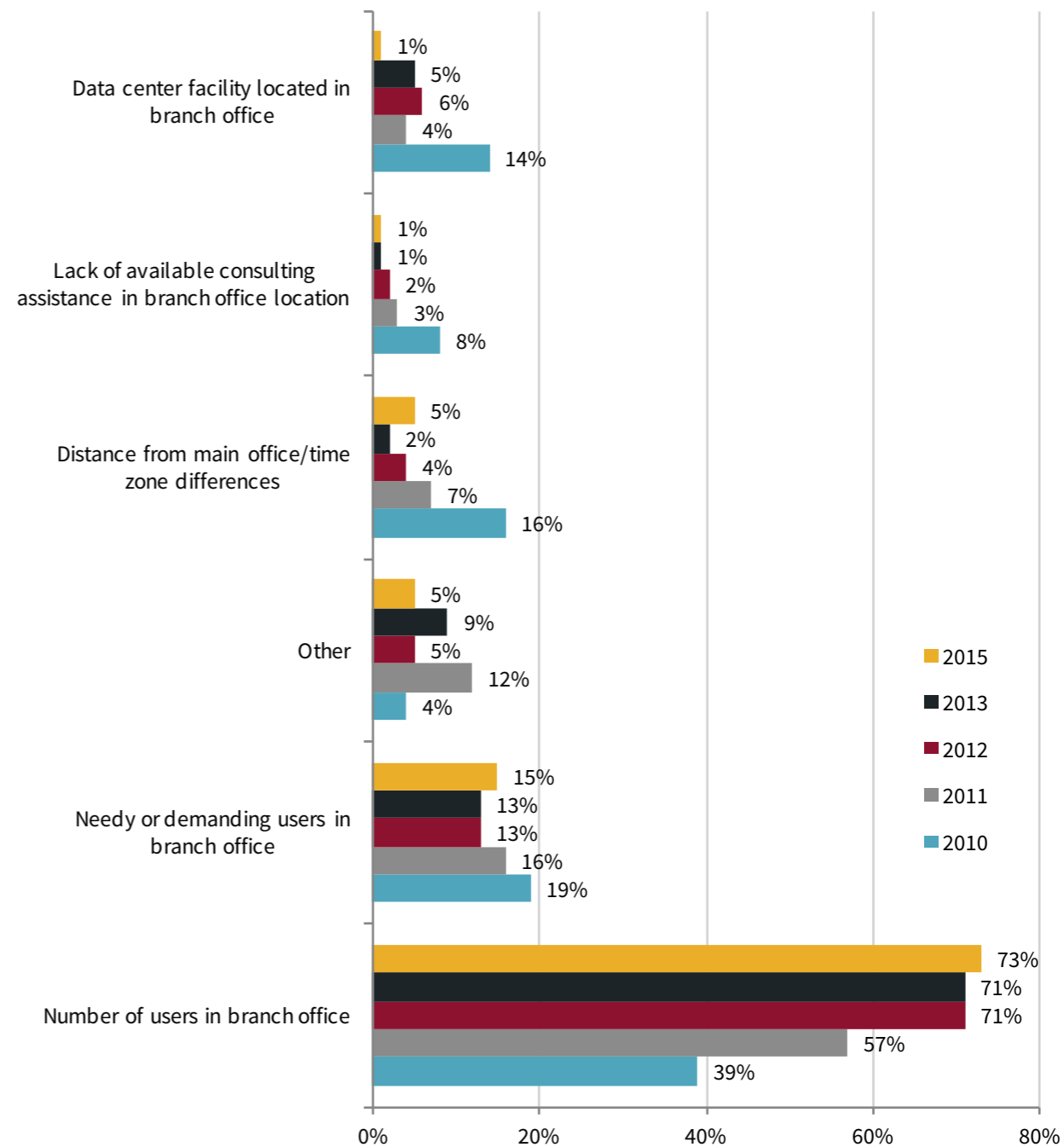
DESCRIBE THE REPORTING RELATIONSHIP FOR IT PROFESSIONALS WORKING IN THE BRANCH OFFICES:



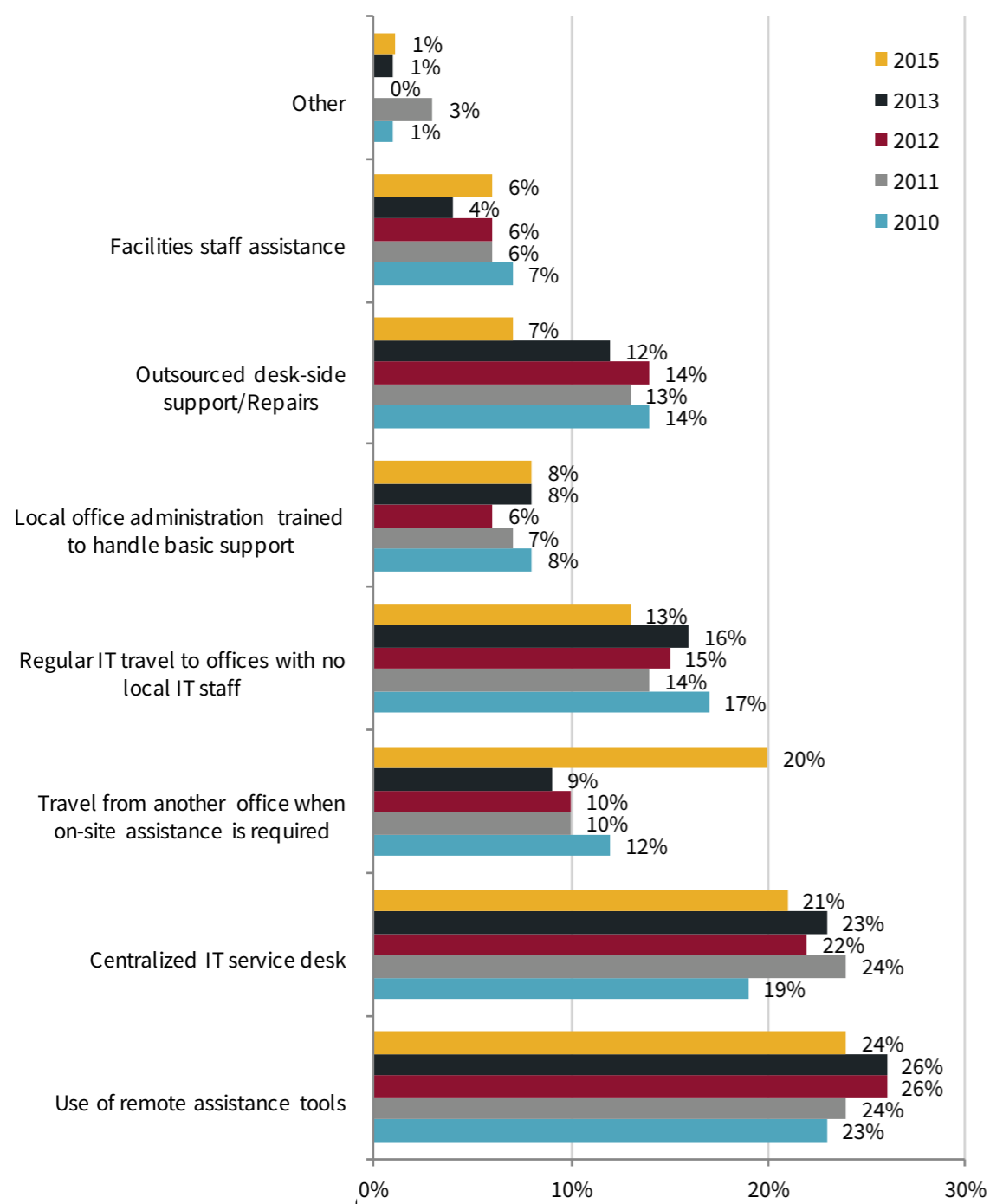
2015



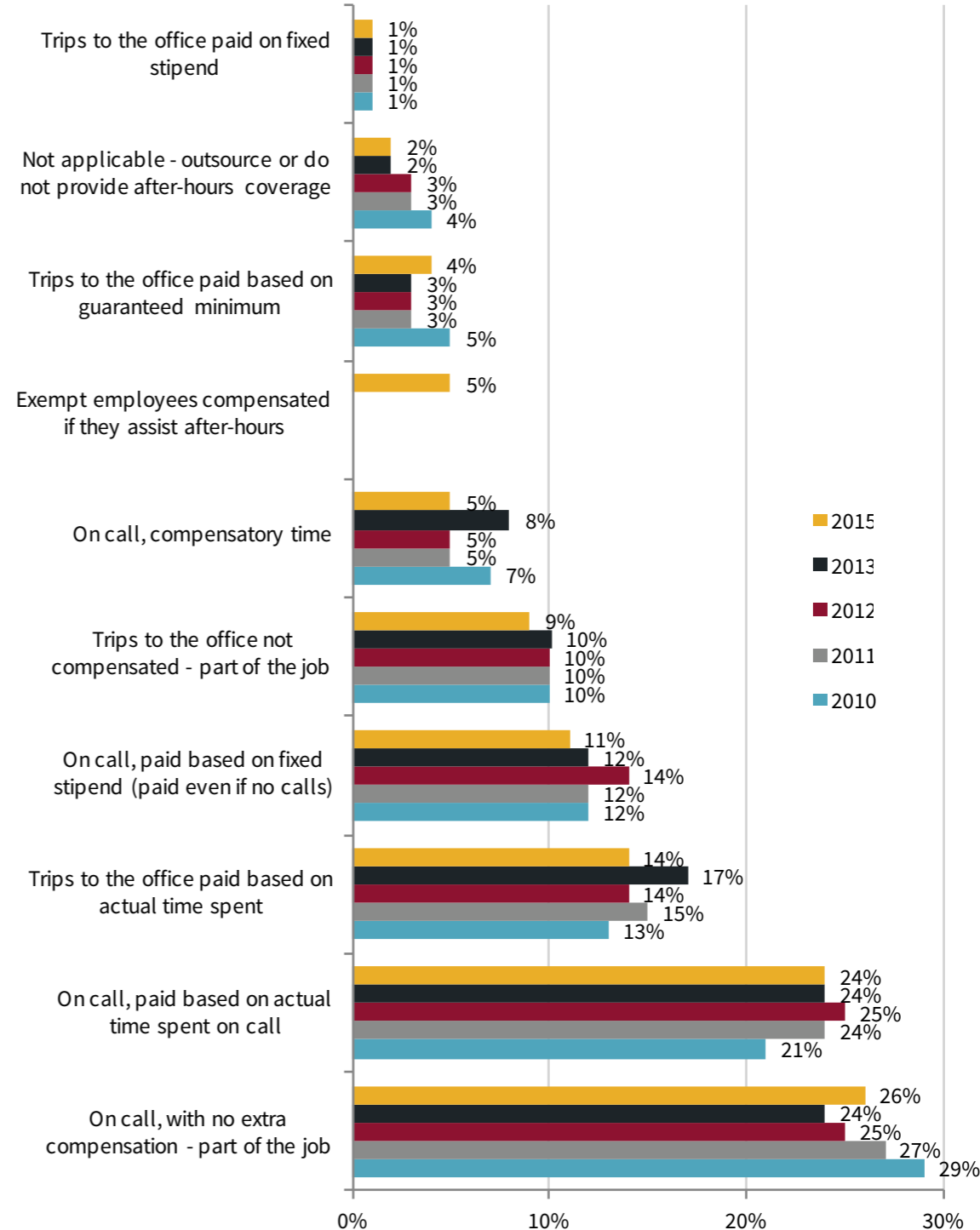
IN YOUR OPINION, WHICH ARE THE MOST IMPORTANT FACTORS IN DECIDING TO PLACE IT PROFESSIONALS IN REMOTE OFFICES?



HOW DO YOU PROVIDE SUPPORT TO USERS IN OFFICES WITH NO IT STAFF?



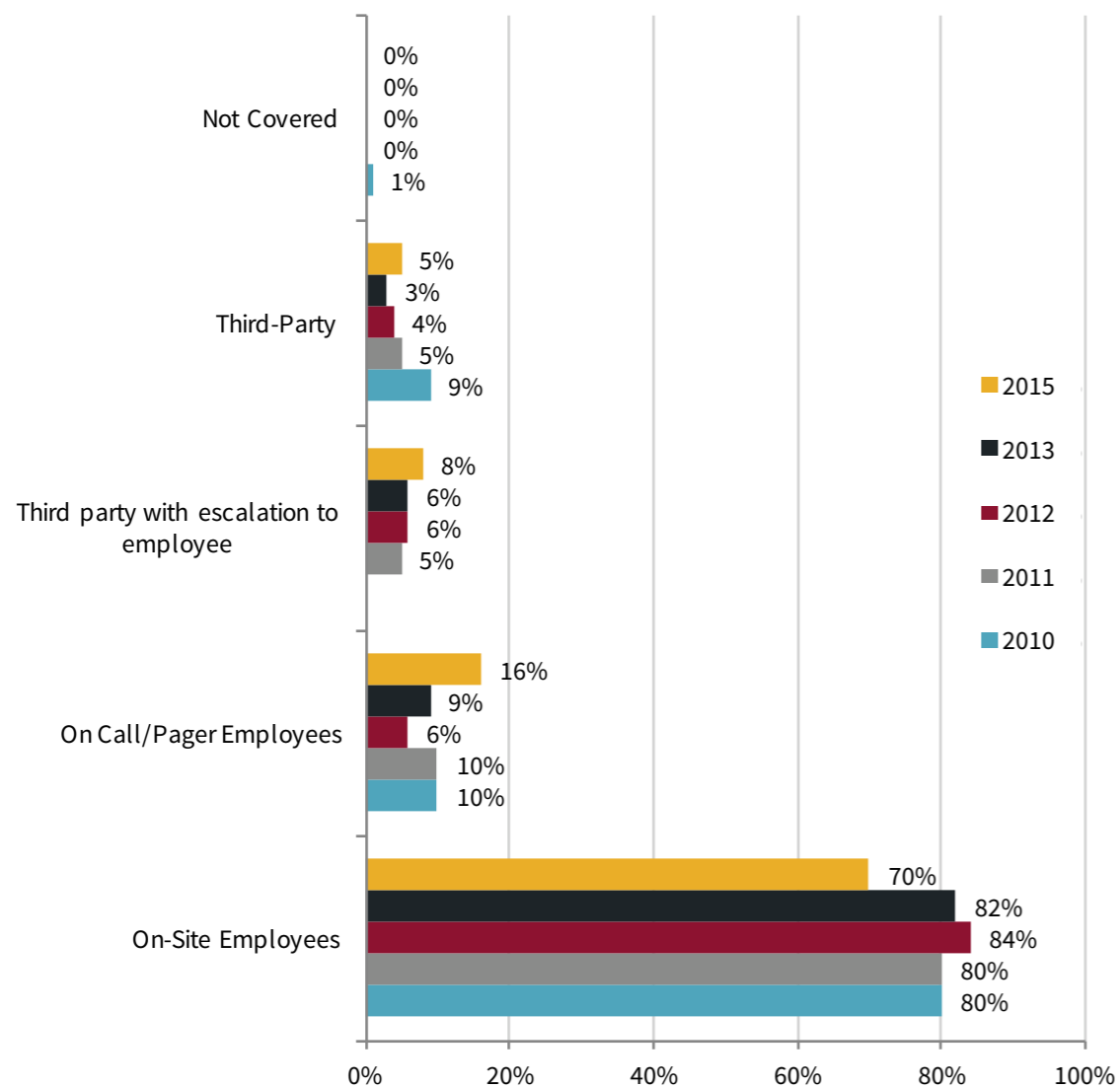
HOW DOES YOUR FIRM COMPENSATE IT EMPLOYEES FOR AFTER-HOURS COVERAGE?



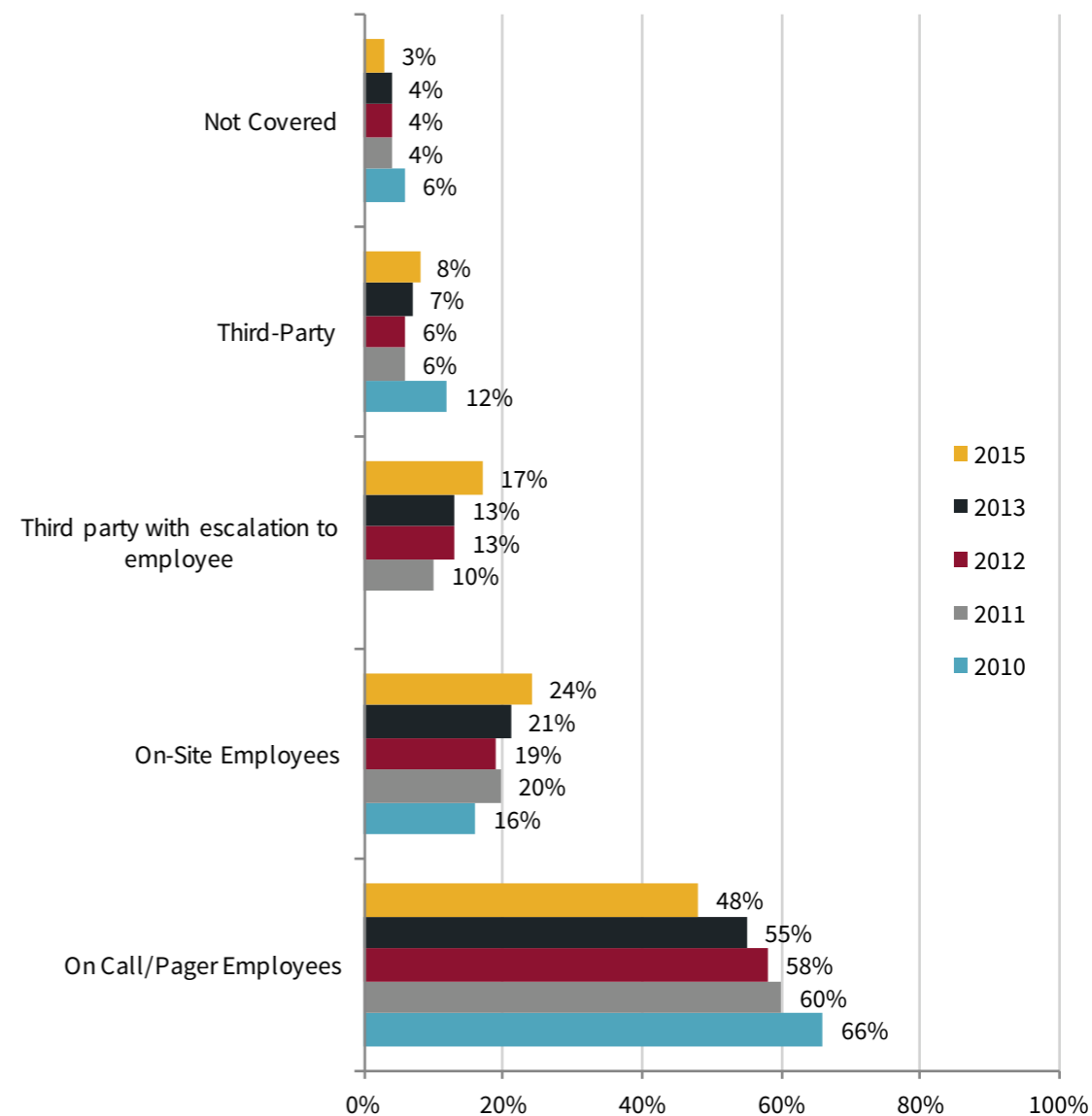
INDICATE WHO PROVIDES HELPDESK SUPPORT DURING WEEK DAYS, WEEK NIGHTS, WEEKENDS AND HOLIDAYS.



WEEK DAYS



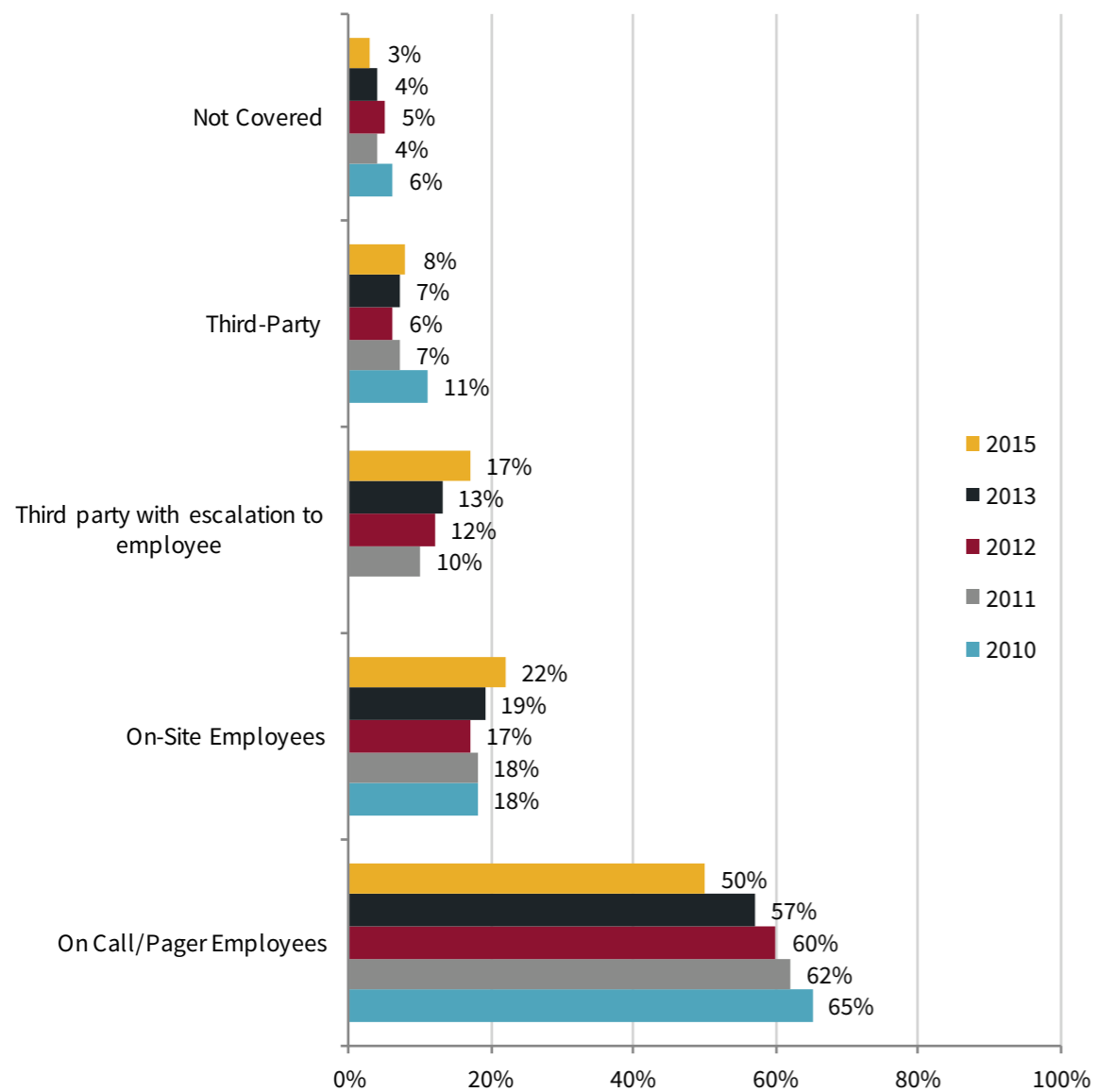
WEEK NIGHTS



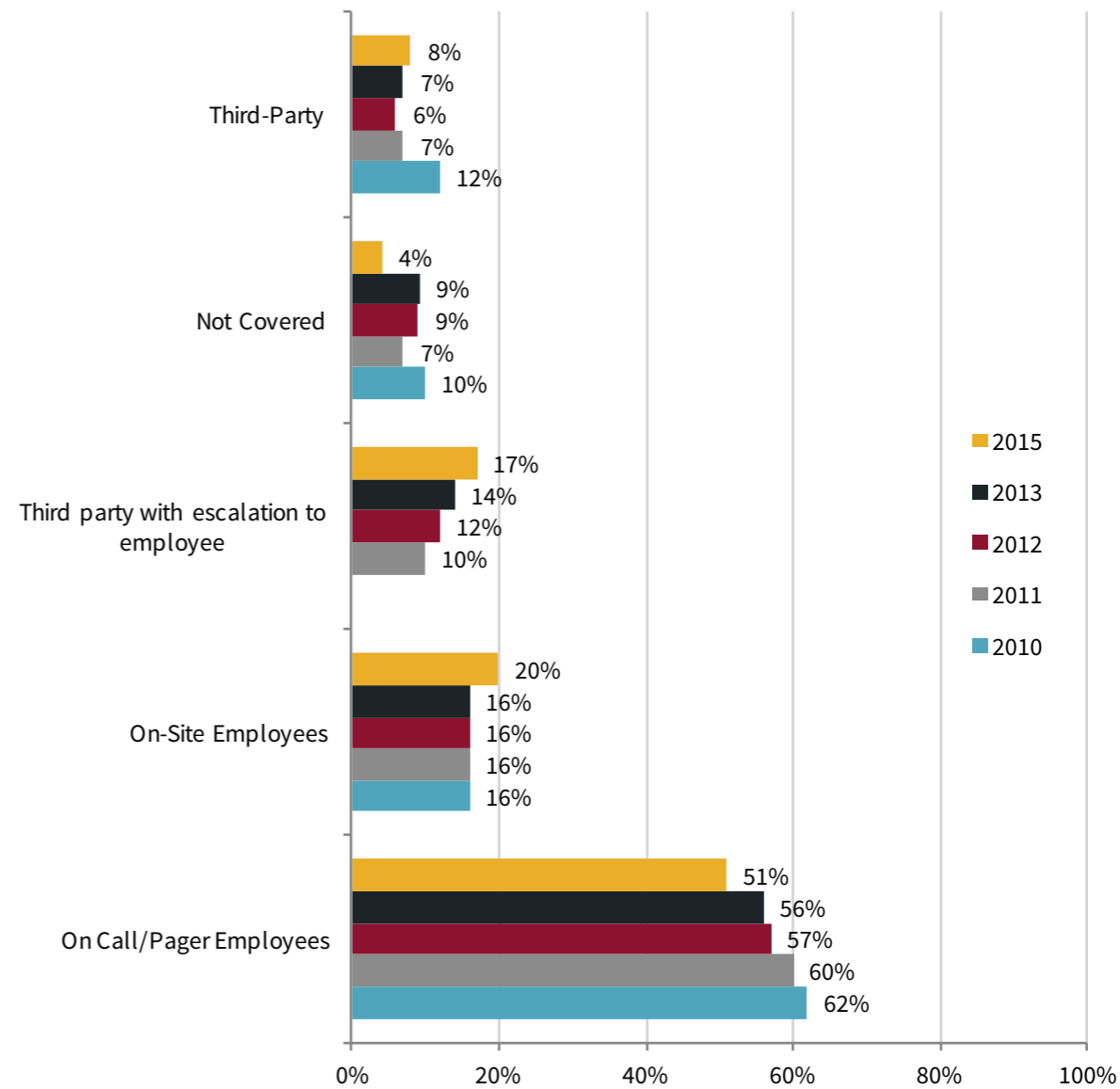
INDICATE WHO PROVIDES HELPDESK SUPPORT DURING WEEK DAYS, WEEK NIGHTS, WEEKENDS AND HOLIDAYS. (cont'd)



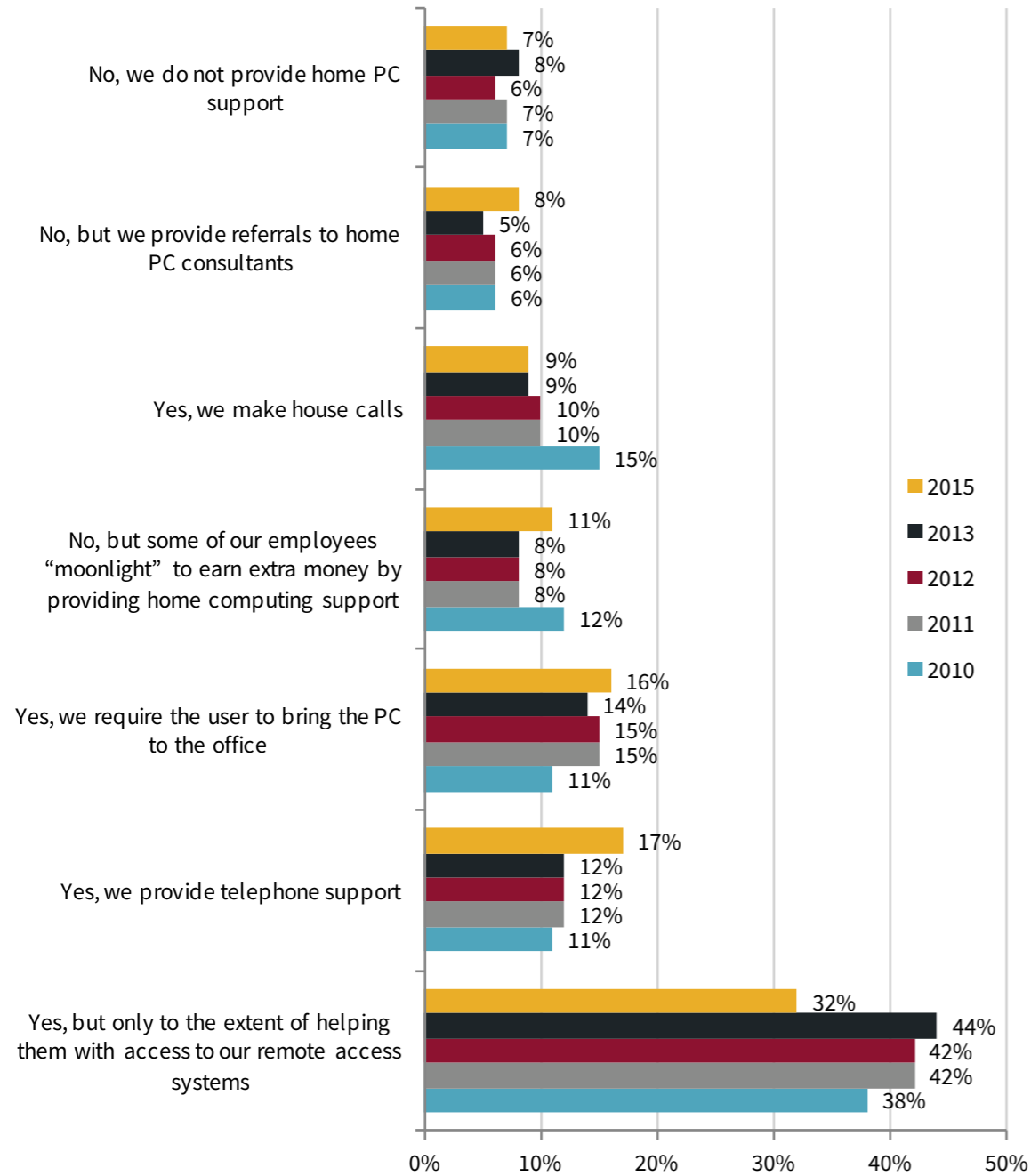
WEEKENDS



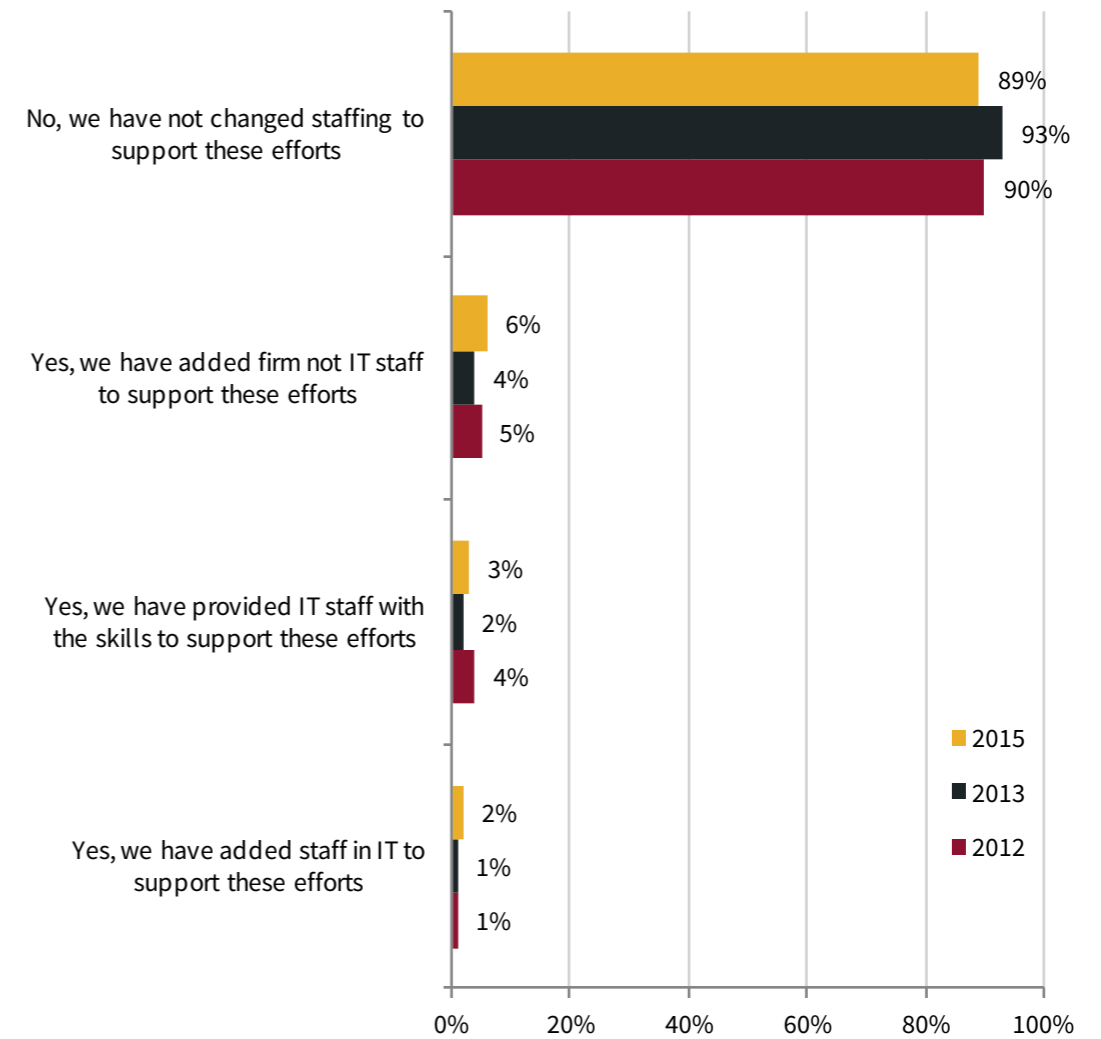
HOLIDAYS



DOES YOUR IT DEPARTMENT PROVIDE SUPPORT FOR END USERS' HOME COMPUTING NEEDS?



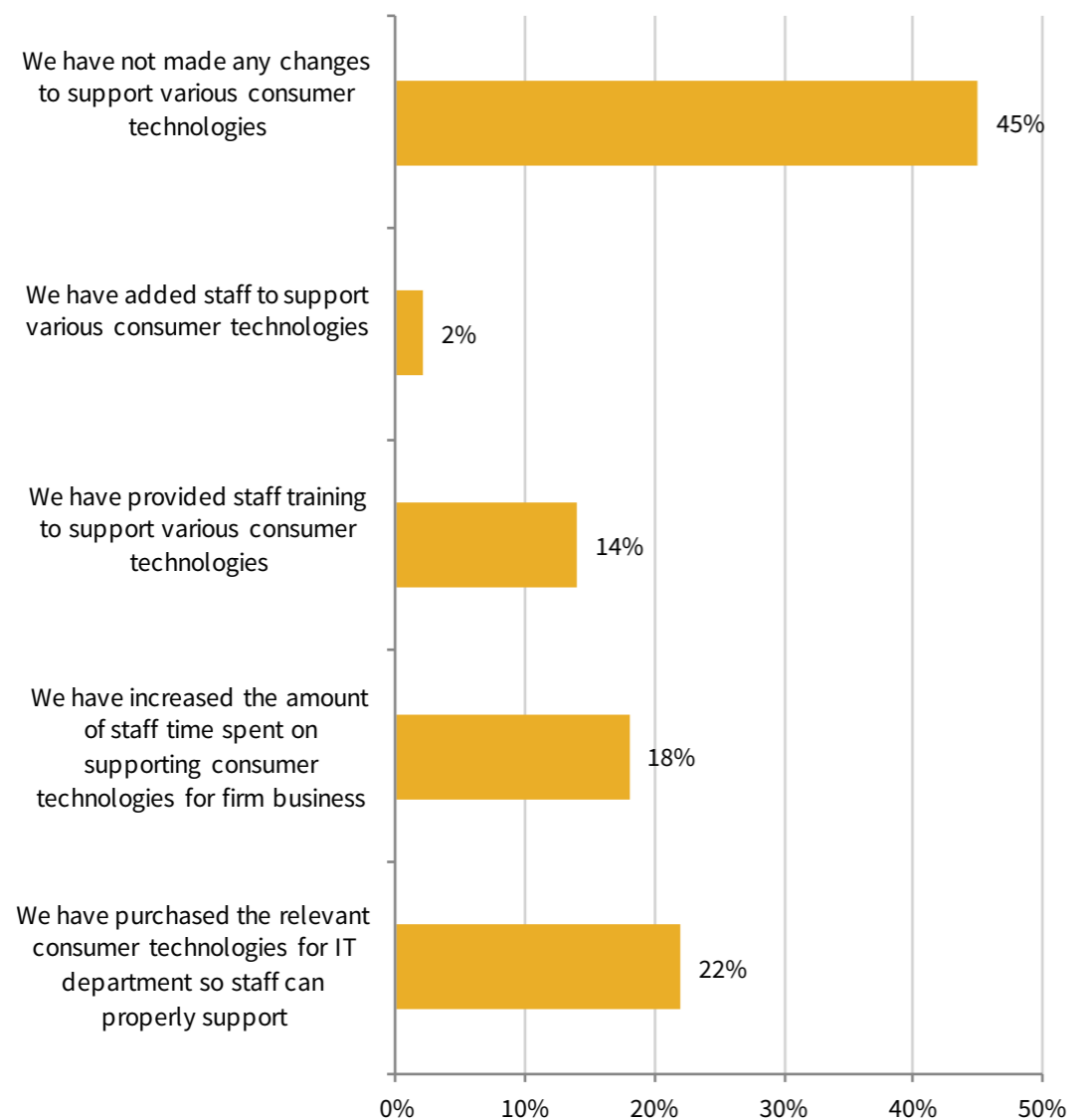
HAVE YOU CHANGED YOUR FIRM'S OR YOUR IT DEPARTMENT'S STAFFING STRUCTURE OR SKILL SET AS A RESULT OF CLIENT DEMAND FOR ALTERNATIVE FEE ARRANGEMENTS?



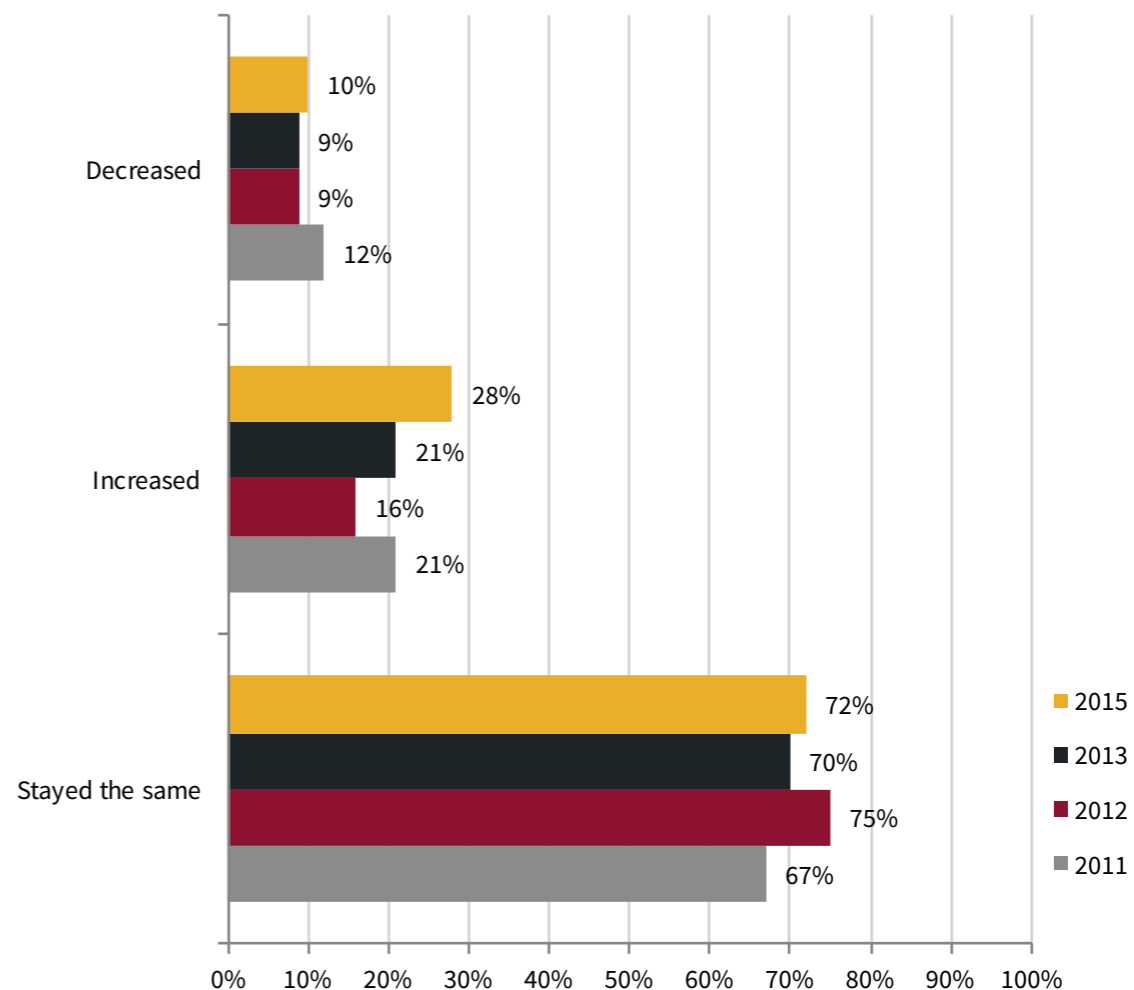
TO WHAT EXTENT HAVE YOU MADE STAFFING CHANGES AS A RESULT OF END-USER DEMAND TO USE CONSUMER TECHNOLOGIES FOR FIRM BUSINESS?



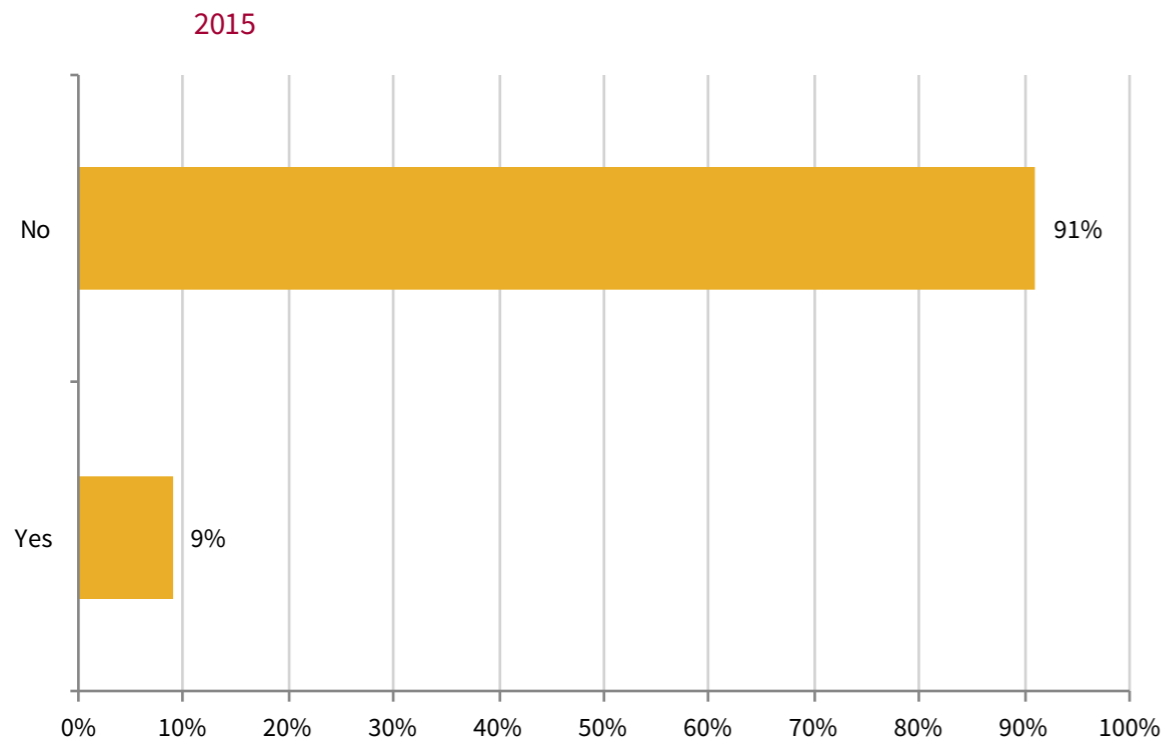
2015



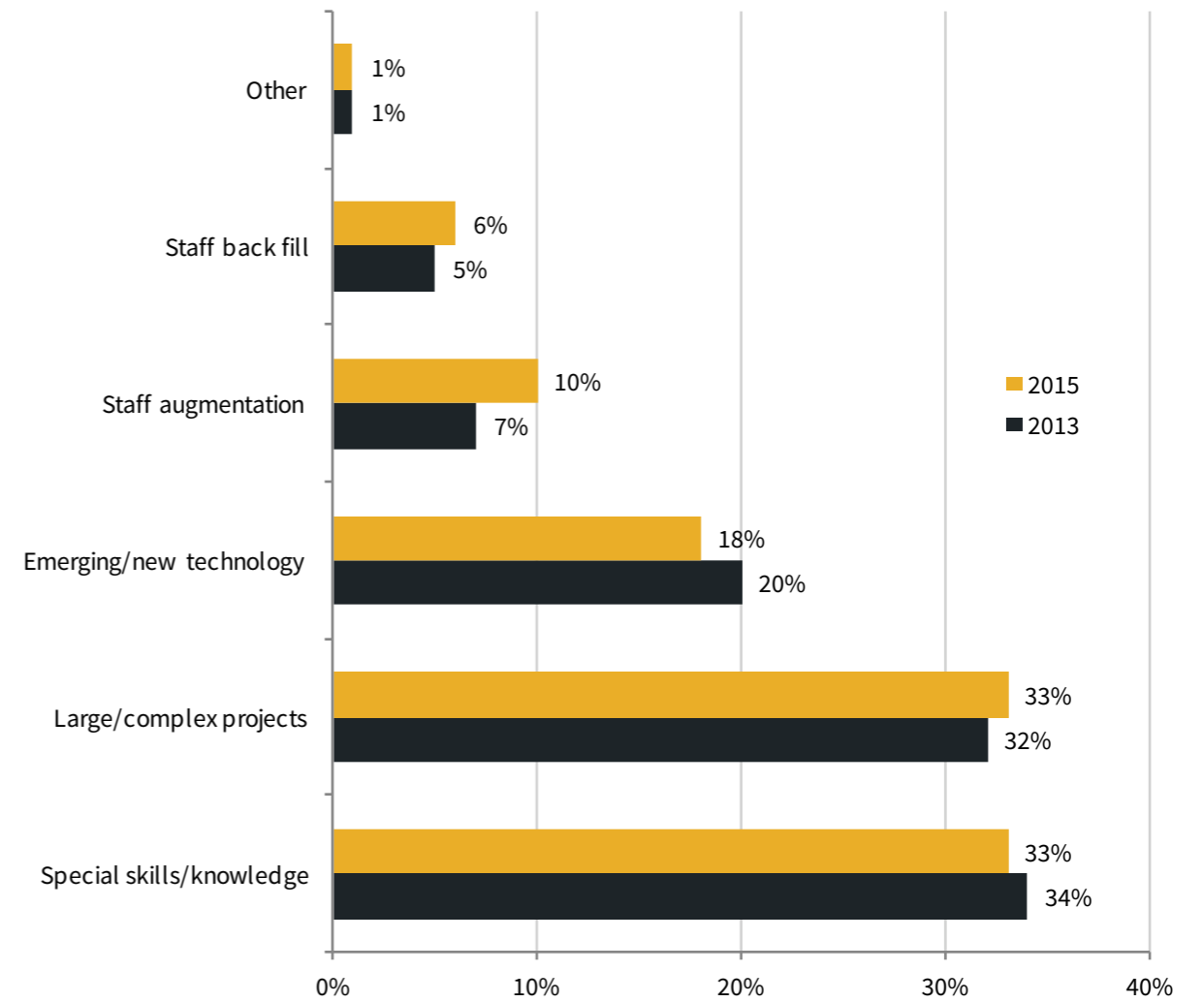
COMPARING THIS YEAR TO LAST YEAR, HAS THE NUMBER OF IT PERSONNEL AT YOUR FIRM INCREASED, DECREASED OR STAYED THE SAME?



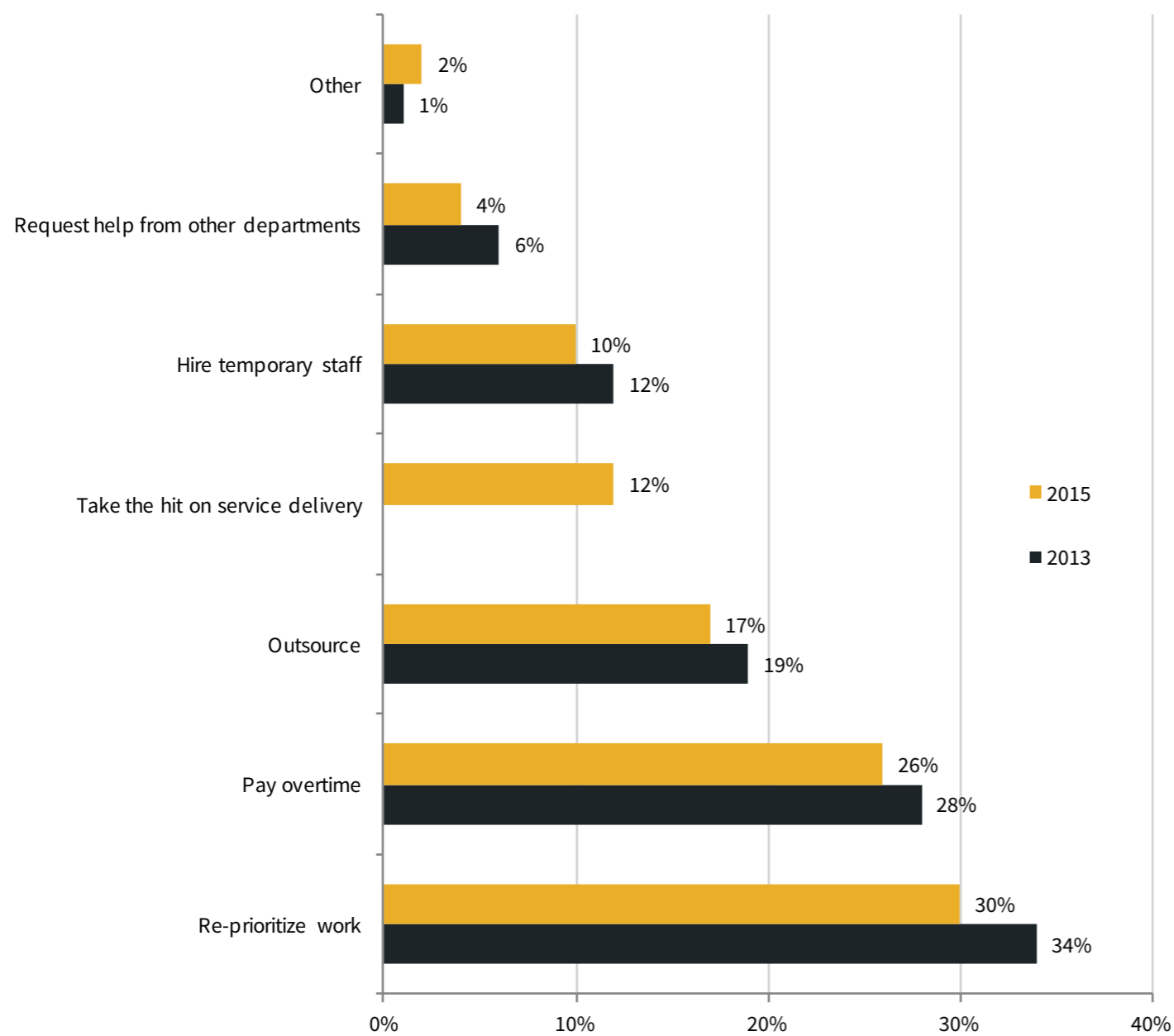
ARE YOU REDUCING STAFF THROUGH ATTRITION?



UNDER WHAT CIRCUMSTANCES DO YOU ENGAGE CONSULTANTS?



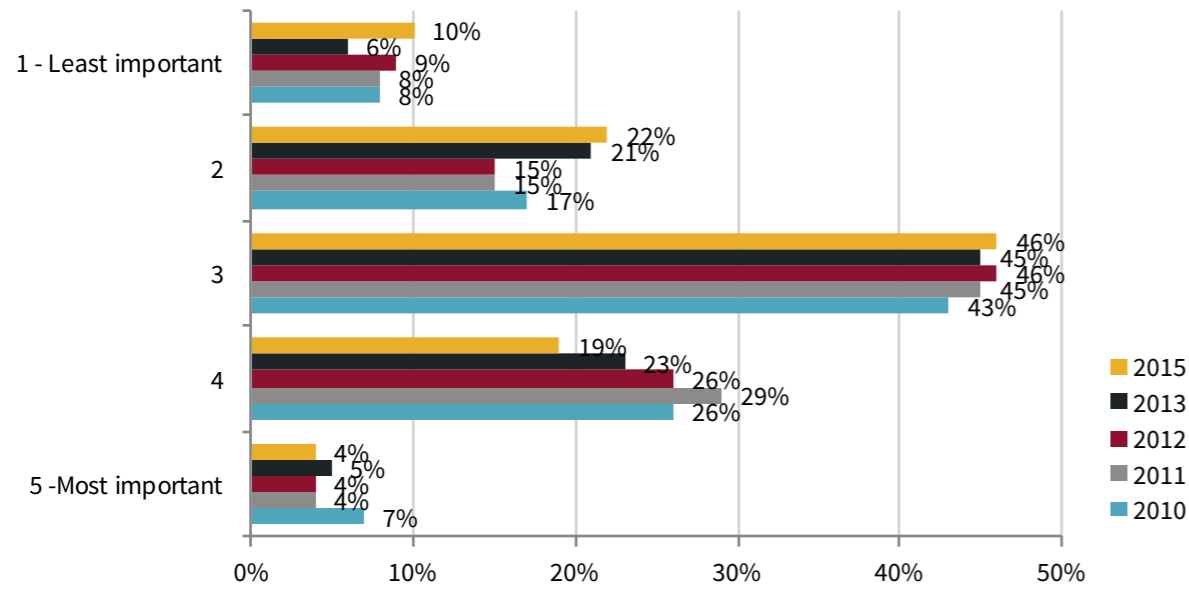
WHAT ARE YOUR OPTIONS FOR MANAGING STAFF WORKLOADS?



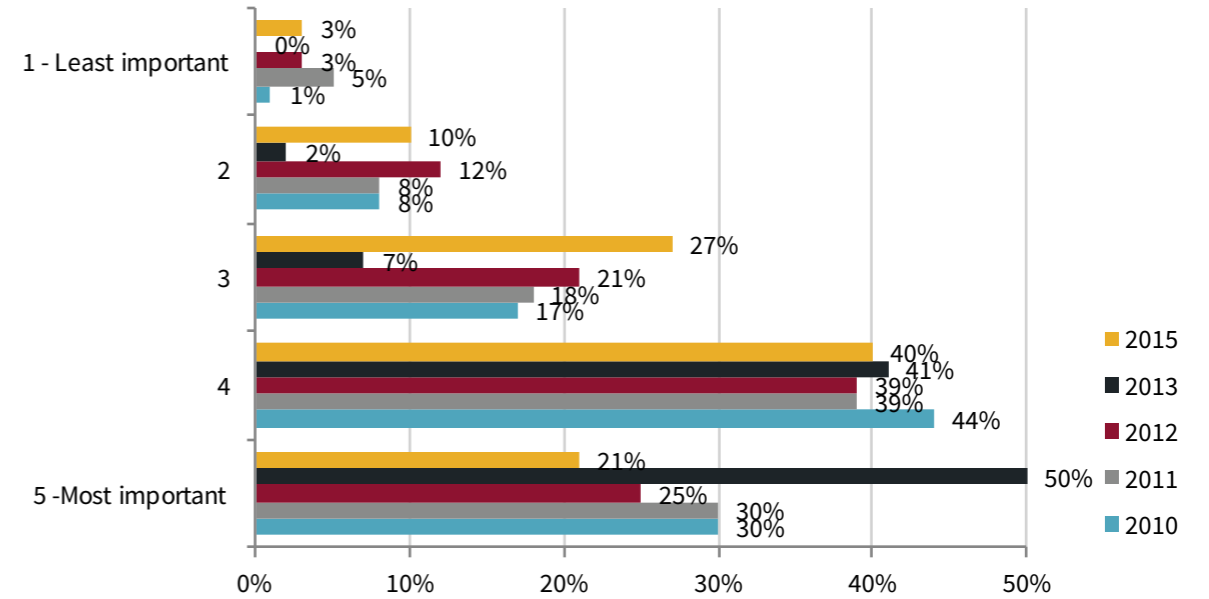
ON A SCALE OF 1 TO 5, RATE THE FOLLOWING CONSIDERATIONS WHEN HIRING A NEW IT STAFF PERSON.



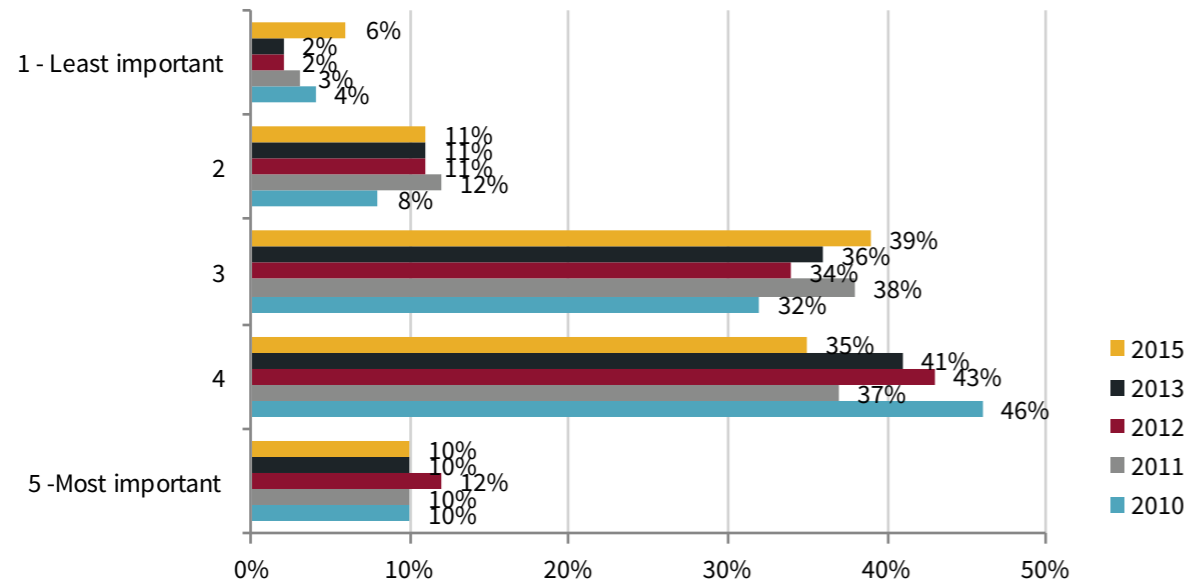
FORMAL EDUCATION (DEGREE)



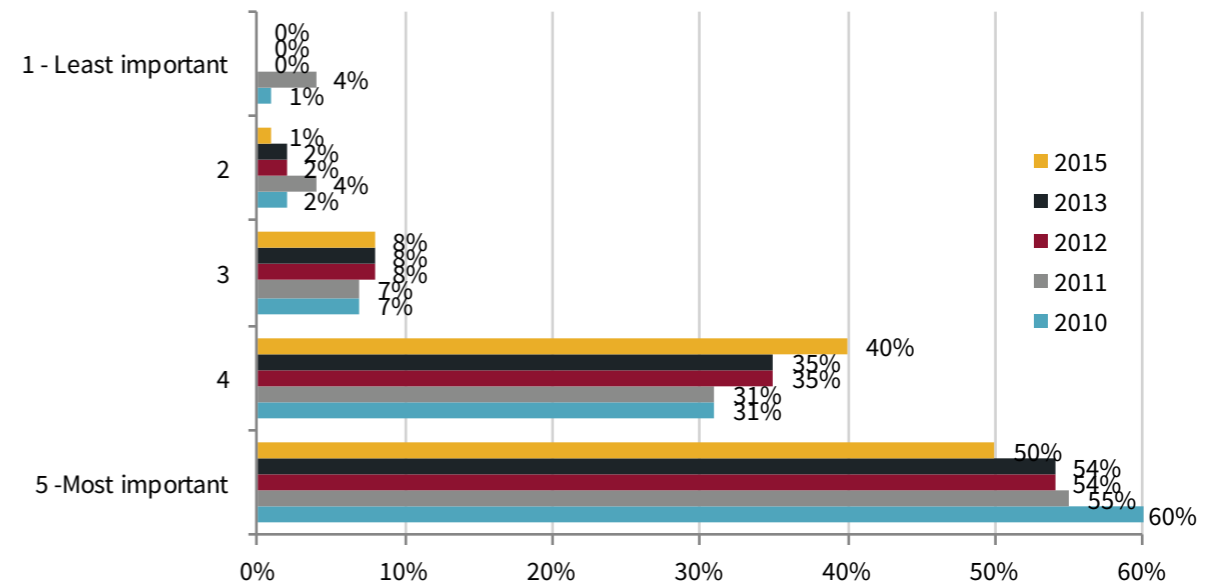
PRIOR EXPERIENCE IN LEGAL PROFESSION



TRAINING OR CERTIFICATION IN SPECIFIC TECHNOLOGY



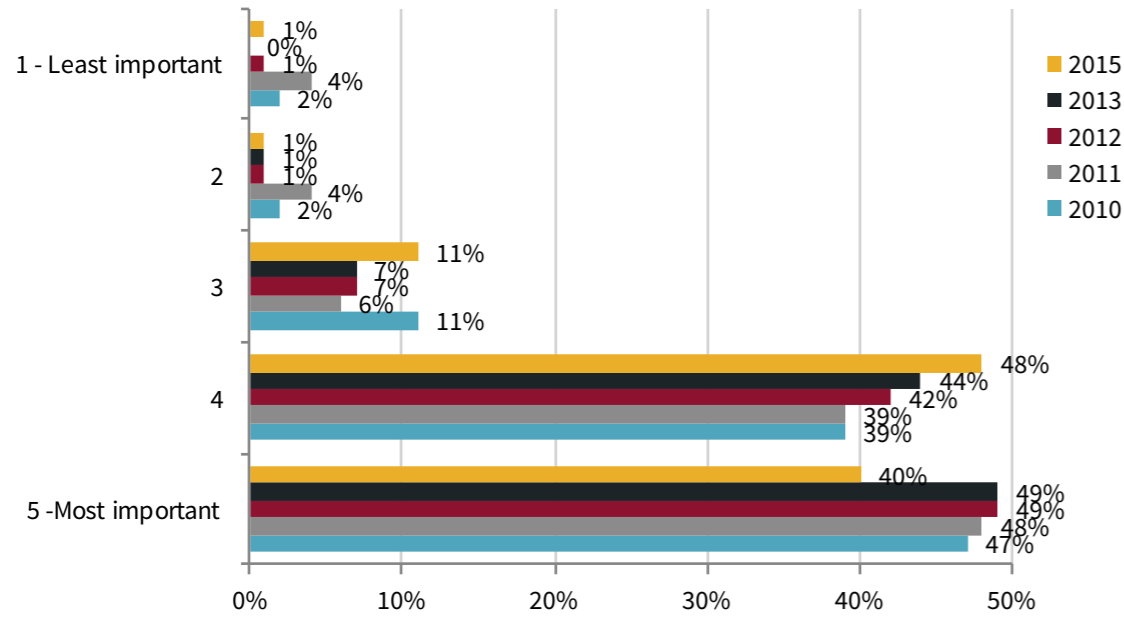
PRIOR EXPERIENCE IN TECHNOLOGY DISCIPLINE



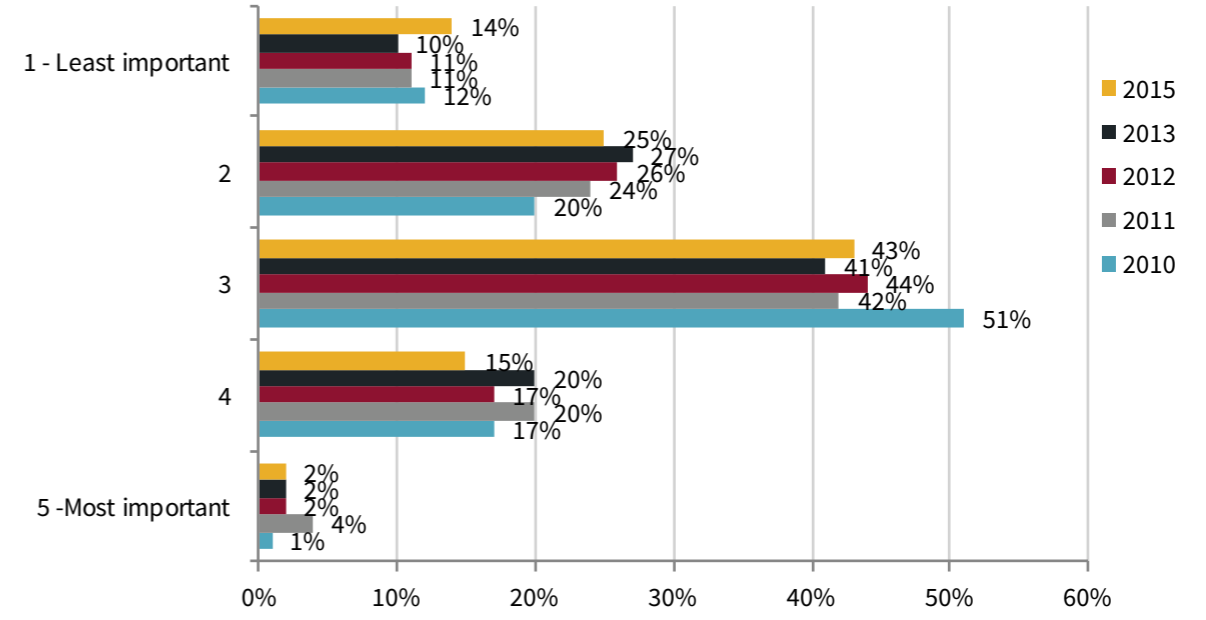
ON A SCALE OF 1 TO 5, RATE THE FOLLOWING CONSIDERATIONS WHEN HIRING A NEW IT STAFF PERSON. (cont'd)



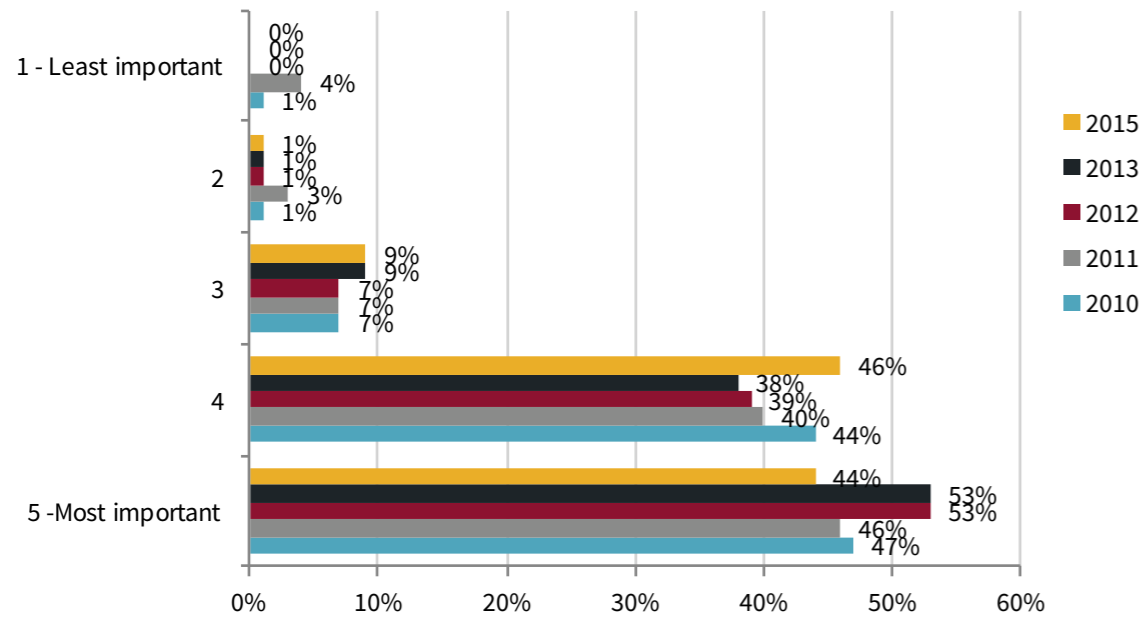
LOGICAL/ANALYTICAL SKILLS



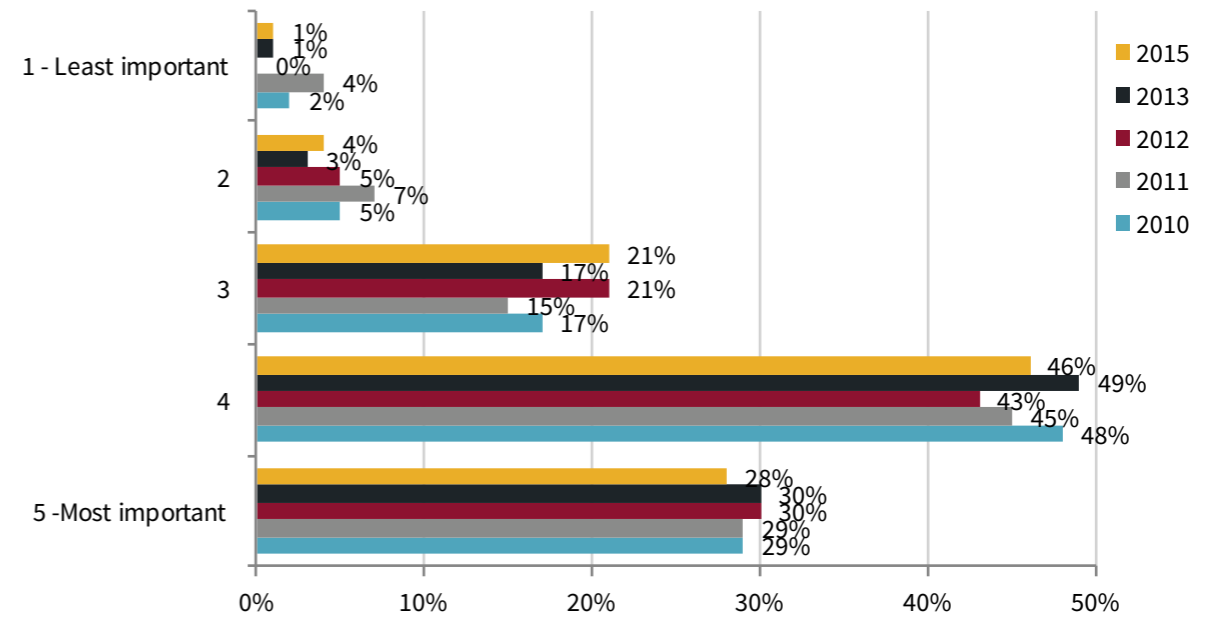
BUSINESS-RELATED BACKGROUND, DEGREE OR TRAINING



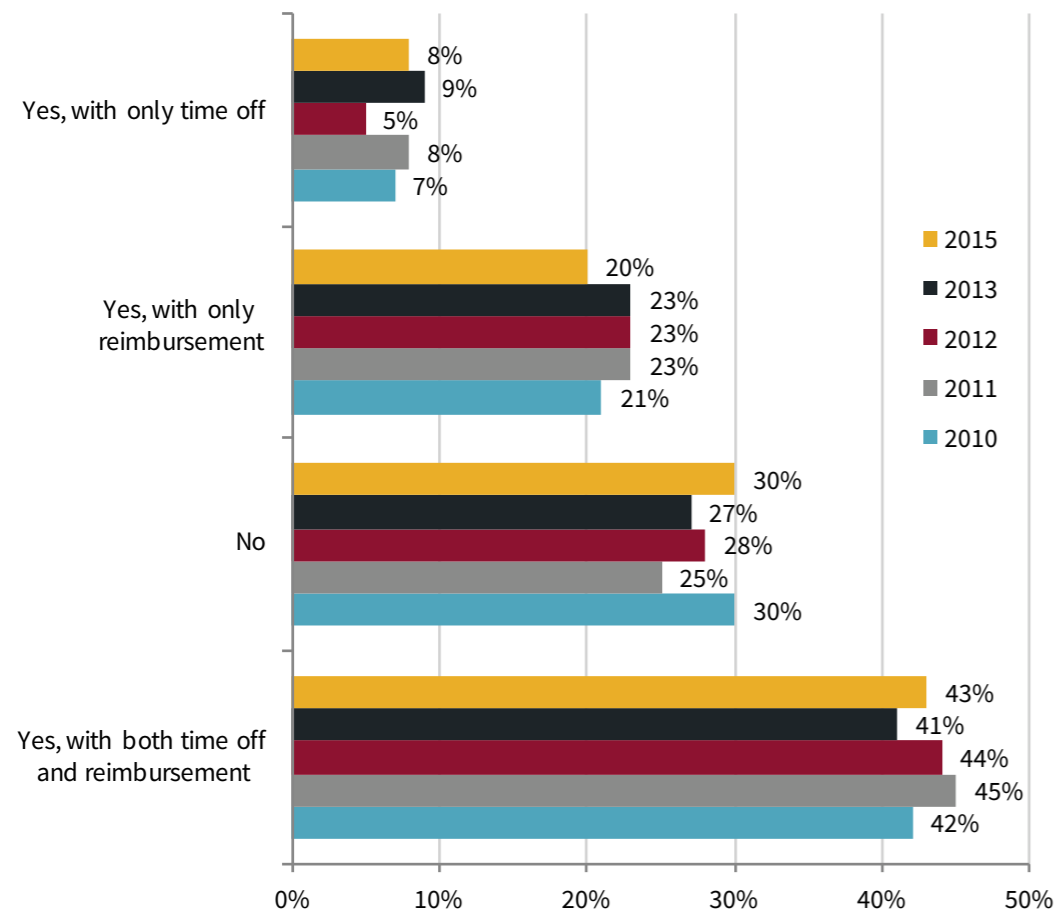
STRONG COMMUNICATION SKILLS



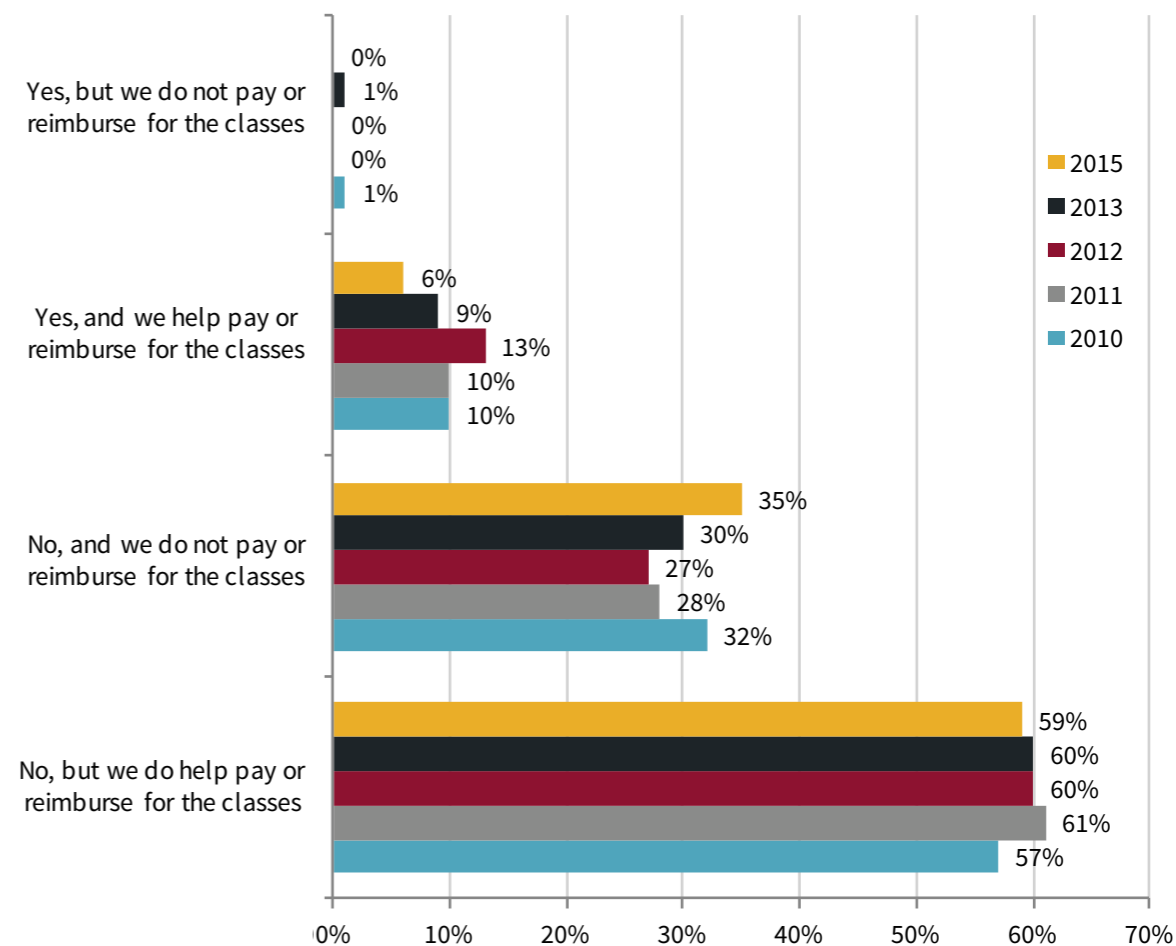
WELL-ROUNDED SKILLSET, CAN PICK UP OTHER DUTIES



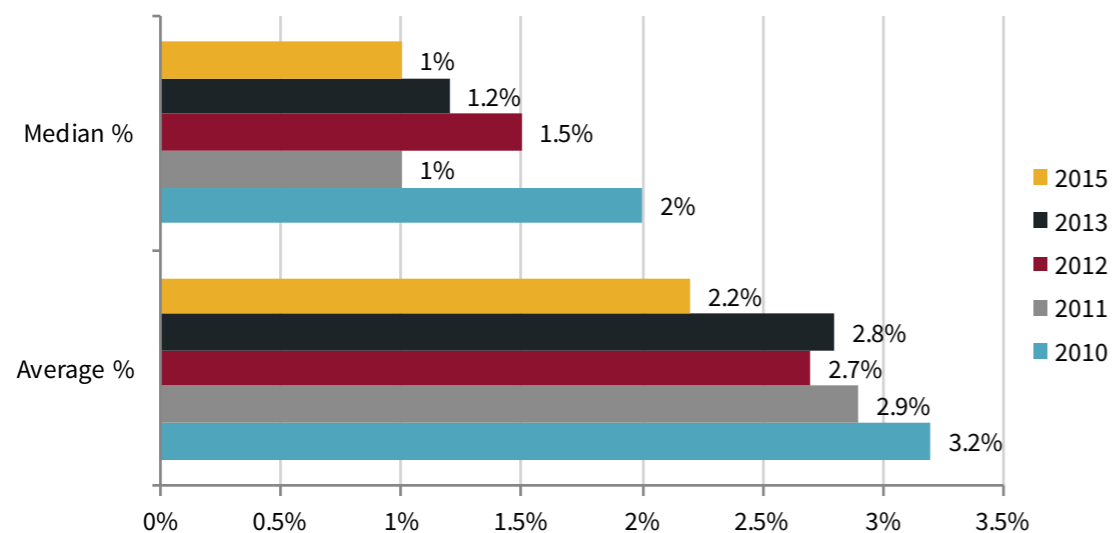
DOES YOUR FIRM SUPPORT CONTINUING EDUCATION?



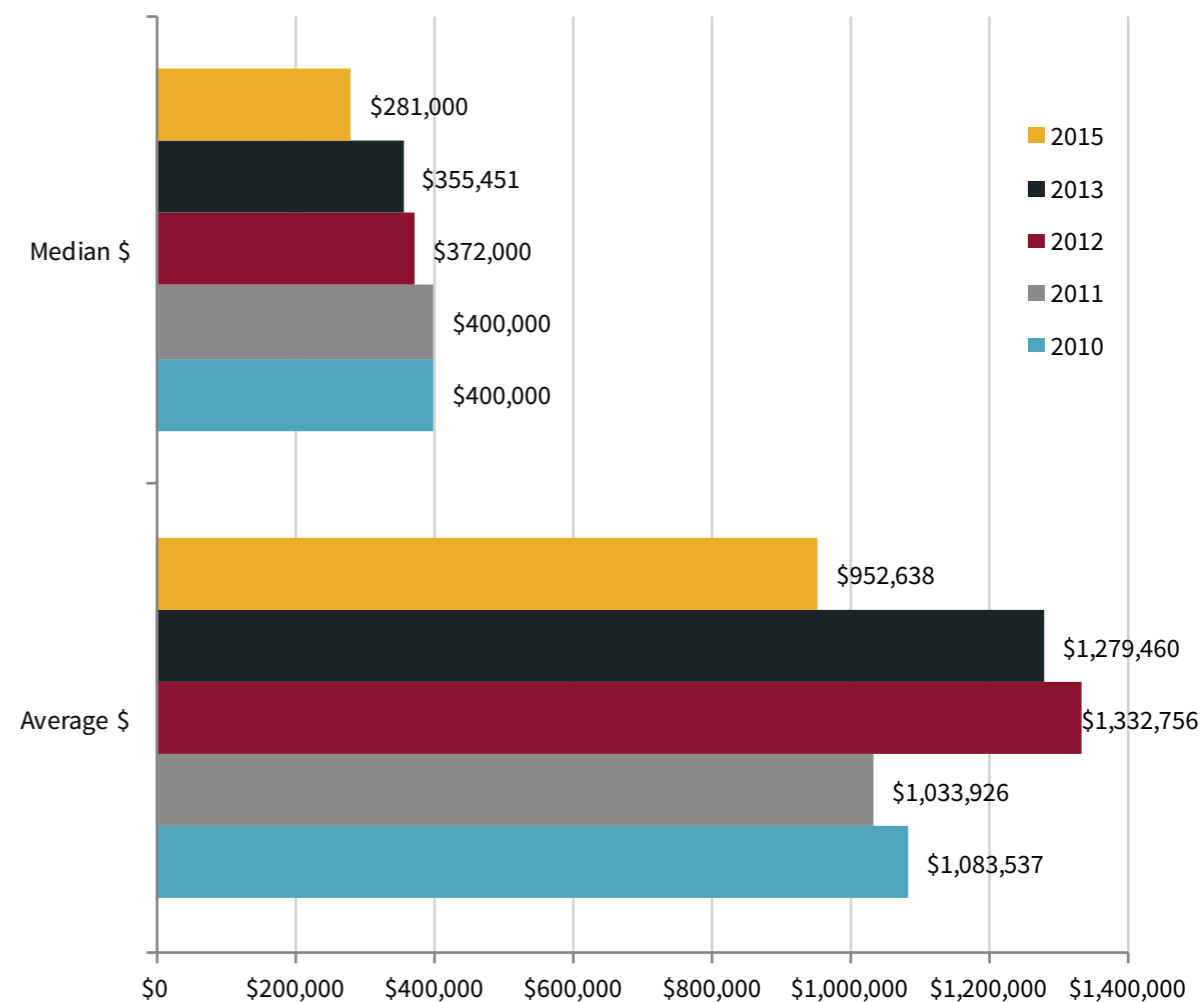
DO YOU REQUIRE YOUR STAFF TO OBTAIN/MAINTAIN CERTIFICATIONS?



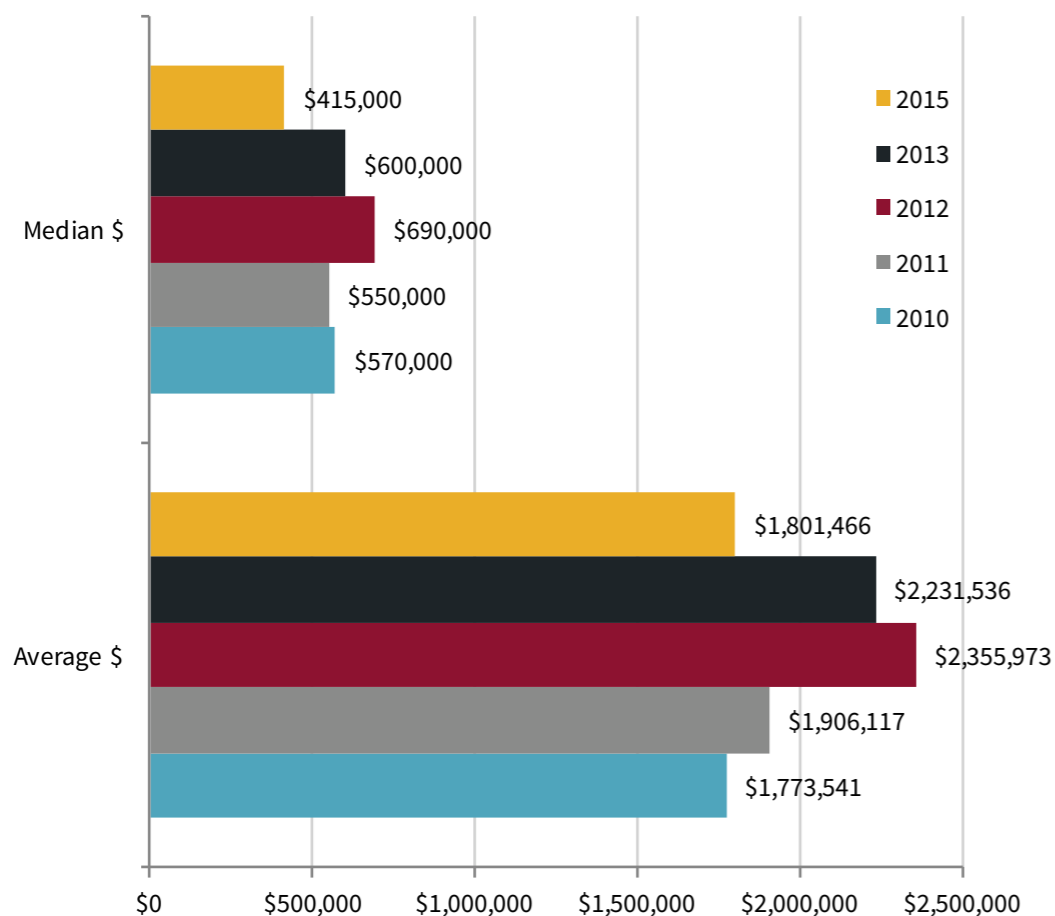
PLEASE INDICATE WHAT PERCENT OF THE IT BUDGET WAS ALLOCATED FOR TRAINING AND TECHNICAL DEVELOPMENT OF IT STAFF. (If the budget for this expense is the responsibility of another department, still indicate the amount's relationship to the overall IT budget.)



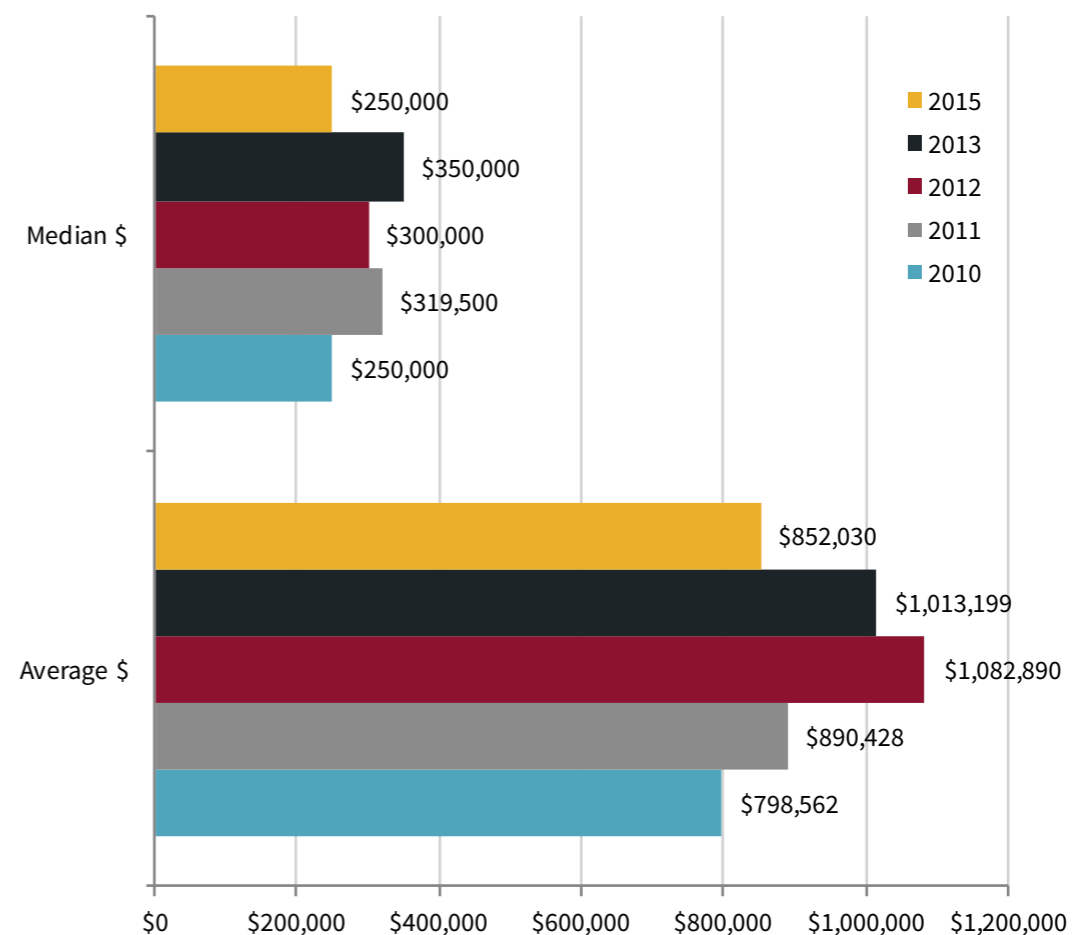
WHAT WAS YOUR IT DEPARTMENT'S STAFF SALARY AND OVERTIME BUDGET?



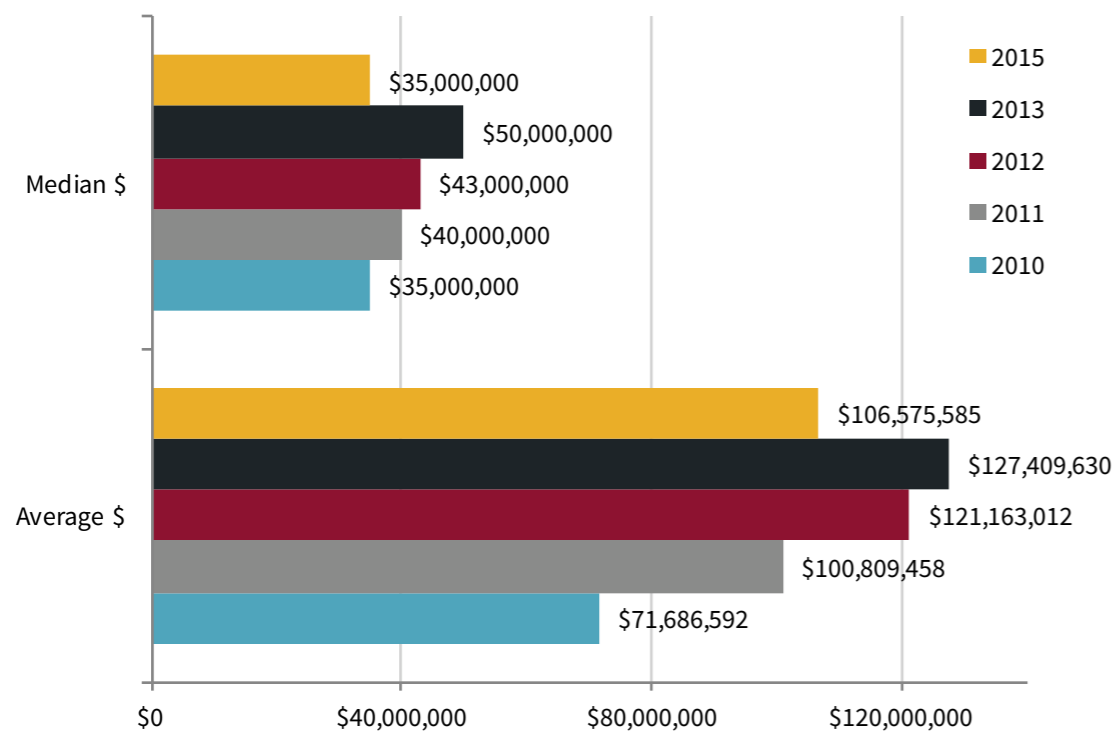
WHAT WAS YOUR IT DEPARTMENT'S EXPENSE BUDGET FOR 2015?



WHAT WAS YOUR IT DEPARTMENT'S CAPITAL BUDGET FOR 2015?



WHAT WAS YOUR FIRM'S BUDGETED GROSS REVENUE FOR 2015?



| NUMBER OF FTE ATTORNEYS | SMALL | MEDIUM | LARGE | VERY LARGE |
|-------------------------|-------|--------|-------|------------|
| Average | 41.8 | 95.5 | 185.8 | 710.3 |
| Median | 38.0 | 87.0 | 162.0 | 516.0 |

| TOTAL NUMBER OF OFFICES | SMALL | MEDIUM | LARGE | VERY LARGE |
|-------------------------|-------|--------|-------|------------|
| Average | 2.0 | 4.3 | 6.9 | 16.4 |
| Median | 1.0 | 4.0 | 6.0 | 14.0 |

| NUMBER OF OTHER FTE TIMEKEEPERS | SMALL | MEDIUM | LARGE | VERY LARGE |
|---------------------------------|-------|--------|-------|------------|
| Average | 10.7 | 24.1 | 41.8 | 166.6 |
| Median | 9.0 | 20.0 | 38.0 | 116.0 |

| NUMBER OF OFFICES OUTSIDE U.S. | SMALL | MEDIUM | LARGE | VERY LARGE |
|--------------------------------|-------|--------|-------|------------|
| Average | .0 | .0 | .5 | 4.4 |
| Median | .0 | .0 | .0 | 1.0 |

| NUMBER OF NON-BILLABLE FTE EMPLOYEES | SMALL | MEDIUM | LARGE | VERY LARGE |
|--------------------------------------|-------|--------|-------|------------|
| Average | 31.3 | 67.2 | 136.3 | 672.4 |
| Median | 25.7 | 73.0 | 139.0 | 499.0 |

| IT ADOPTION PROFILE | SMALL | MEDIUM | LARGE | VERY LARGE |
|----------------------------------|-------|--------|-------|------------|
| Innovators - Venturesome | 1% | 2% | 6% | 2% |
| Early adopters - Opinion leaders | 13% | 18% | 17% | 27% |
| Early majority - Value shoppers | 53% | 46% | 52% | 56% |
| Late majority - Skeptics | 24% | 30% | 22% | 12% |
| Laggards - Traditionalists | 9% | 5% | 4% | 2% |

| TOTAL FTE USERS IN LAW FIRM | SMALL | MEDIUM | LARGE | VERY LARGE |
|-----------------------------|-------|--------|-------|------------|
| Average | 81.1 | 193.4 | 353.2 | 1463.3 |
| Median | 75.0 | 187.0 | 342.1 | 1059.0 |

| FTE IT STAFFING FOR IT DEPT | SMALL | MEDIUM | LARGE | VERY LARGE |
|-----------------------------|-------|--------|-------|------------|
| Average | 2.5 | 5.5 | 13.5 | 75.3 |
| Median | 2.0 | 5.0 | 11.0 | 47.5 |

| MULTIPLE OFFICE LOCATIONS? | SMALL | MEDIUM | LARGE | VERY LARGE |
|----------------------------|-------|--------|-------|------------|
| Yes | 49% | 84% | 91% | 100% |
| Median | 51% | 16% | 9% | |



| HOW DOES IT REPORT TO LARGER ORGANIZATION? | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Head of IT reports to Managing Partner | 26.0% | 27.3% | 29.6% | 22.0% |
| Head of IT reports to COO/Legal Administrator/Executive Director | 67.9% | 75.0% | 70.4% | 75.6% |
| Head of IT reports to CFO | 4.6% | 2.3% | 5.6% | 2.4% |
| Head of IT reports to Technology Partner | 10.7% | 6.8% | 9.3% | 4.9% |
| IT Management reports to Law Firm Technology Committee of firm partners only | 8.4% | 4.5% | 9.3% | 2.4% |
| Other | 1.5% | 0.0% | 0.0% | 2.4% |

| IT EXECUTIVE RESPONSIBILITIES | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| Alternative Fee Arrangements | 0.9% | 2.4% | 2.0% | 2.8% |
| Conflict Checking | 9.4% | 11.9% | 14.0% | 11.1% |
| Copy Center | 23.9% | 14.3% | 14.0% | 8.3% |
| Docketing/Calendar | 21.4% | 14.3% | 22.0% | 25.0% |
| Facilities | 17.9% | 16.7% | 6.0% | 5.6% |
| Knowledge Management | 32.5% | 21.4% | 32.0% | 52.8% |
| Legal Project Management | 14.5% | 9.5% | 10.0% | 11.1% |
| Library | 5.1% | 11.9% | 18.0% | 33.3% |
| Litigation/Practice Support | 51.3% | 50.0% | 52.0% | 66.7% |
| Mail Room | 7.7% | 2.4% | 10.0% | 5.6% |
| Marketing | 12.8% | 4.8% | 2.0% | 2.8% |
| Project Management (IT and/or "Special Projects") | 90.6% | 78.6% | 84.0% | 75.0% |
| Reception | 7.7% | 4.8% | 4.0% | 2.8% |
| Records | 15.4% | 31.0% | 26.0% | 33.3% |
| Word Processing | 15.4% | 21.4% | 4.0% | 16.7% |
| Other | 10.3% | 0.0% | 6.0% | 8.3% |



| REPORTING RELATIONSHIP FOR IT PROFESSIONALS WORKING IN REMOTE OFFICES | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| Not applicable, no remote offices | 63.9% | 19.5% | 17.6% | 2.6% |
| Remote offices but not staffed with IT professionals | 24.6% | 43.9% | 29.4% | 0.0% |
| Report to local IT management | 2.5% | 4.9% | 11.8% | 38.5% |
| Report to local administrator | 0.0% | 0.0% | 7.8% | 20.5% |
| Report to remote IT management | 8.2% | 31.7% | 43.1% | 79.5% |
| Report to remote administrator | 0.0% | 0.0% | 2.0% | 5.1% |
| Other | 0.8% | 0.0% | 0.0% | 5.1% |

| IMPORTANT FACTORS TO PLACE IT PROFESSIONALS IN REMOTE OFFICES | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Not applicable, no remote offices | 62.8% | 17.9% | 13.5% | 2.6% |
| Not applicable, remote offices but no IT professionals | 14.0% | 30.8% | 17.3% | 0.0% |
| Number of users in the remote office | 14.9% | 41.0% | 50.0% | 69.2% |
| Data center facility located in remote office | 0.0% | 2.6% | 0.0% | 0.0% |
| Distance from other offices/ time zone differences | 1.7% | 5.1% | 1.9% | 5.1% |
| Needy or demanding users in remote office | 3.3% | 0.0% | 11.5% | 23.1% |
| Lack of viable outsourced assistance in remote office location | 1.7% | 0.0% | 0.0% | 0.0% |
| Other | 1.7% | 2.6% | 5.8% | 0.0% |





| HOW SUPPORT IS PROVIDED TO USERS IN OFFICES WITH NO IT STAFF | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Not applicable, no remote offices | 52.1% | 17.1% | 11.3% | 0.0% |
| Centralized IT service desk | 29.8% | 70.7% | 75.5% | 87.2% |
| Use of remote assistance tools | 40.5% | 78.0% | 77.4% | 84.6% |
| Outsourced desk-side support/Repairs | 8.3% | 17.1% | 20.8% | 43.6% |
| Facilities staff assistance | 5.8% | 17.1% | 30.2% | 30.8% |
| Local office administration trained to handle basic support | 9.9% | 31.7% | 41.5% | 23.1% |
| Travel from another office when on-site assistance is required | 38.0% | 68.3% | 62.3% | 61.5% |
| Regular IT travel to offices with no local IT staff | 19.0% | 46.3% | 41.5% | 35.9% |
| Other | 1.7% | 2.4% | 1.9% | 5.1% |


| IT DEPARTMENT PROVIDE SUPPORT FOR END USERS' HOME COMPUTING NEEDS | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| Yes, we make house calls | 18.0% | 7.3% | 18.9% | 15.4% |
| Yes, we provide telephone support | 24.6% | 22.0% | 37.7% | 33.3% |
| Yes, we require the user to bring the PC to the office | 24.6% | 24.4% | 32.1% | 23.1% |
| Yes, but only to the extent of helping them with access to our remote access systems | 46.7% | 61.0% | 54.7% | 59.0% |
| No, but some of our employees "moonlight" to earn extra money by providing home computing support | 18.0% | 24.4% | 22.6% | 15.4% |
| No, but we provide referrals to home PC consultants | 14.8% | 17.1% | 11.3% | 12.8% |
| No, we do not provide home PC support | 13.1% | 7.3% | 13.2% | 7.7% |


| WEEK DAY SUPPORT | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| On-Site Employees | 82.8% | 90.0% | 75.5% | 87.2% |
| On Call/Pager Employees | 24.6% | 7.5% | 18.9% | 15.4% |
| Third-Party | 5.7% | 0.0% | 7.5% | 12.8% |
| Third-Party with escalation to employees | 4.1% | 2.5% | 13.2% | 28.2% |
| Not Covered | 0.0% | 0.0% | 0.0% | 0.0% |




|  WEEK NIGHT SUPPORT | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| On-Site Employees | 30.8% | 24.4% | 7.7% | 46.2% |
| On Call/Pager Employees | 64.1% | 68.3% | 57.7% | 41.0% |
| Third-Party | 7.7% | 2.4% | 11.5% | 23.1% |
| Third-Party with escalation to employees | 10.3% | 7.3% | 32.7% | 56.4% |
| Not Covered | 4.3% | 2.4% | 3.8% | 0.0% |


|  WEEKEND SUPPORT | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| On-Site Employees | 30.5% | 17.1% | 5.8% | 35.9% |
| On Call/Pager Employees | 64.4% | 75.6% | 55.8% | 46.2% |
| Third-Party | 8.5% | 2.4% | 11.5% | 23.1% |
| Third-Party with escalation to employees | 10.2% | 7.3% | 32.7% | 53.8% |
| Not Covered | 4.2% | 4.9% | 5.8% | 0.0% |


|  HOLIDAY SUPPORT | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| On-Site Employees | 29.9% | 17.1% | 5.8% | 28.9% |
| On Call/Pager Employees | 64.1% | 73.2% | 55.8% | 52.6% |
| Third-Party | 7.7% | 2.4% | 11.5% | 21.1% |
| Third-Party with escalation to employees | 9.4% | 7.3% | 32.7% | 55.3% |
| Not Covered | 5.1% | 4.9% | 5.8% | 0.0% |


|  AFTER-HOURS COVERAGE COMPENSATION | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| On call, with no extra compensation - part of the job | 58.2% | 29.3% | 24.5% | 35.9% |
| On call, paid based on actual time spent on call | 29.5% | 58.5% | 50.9% | 61.5% |
| On call, paid based on fixed stipend (paid even if no calls) | 3.3% | 24.4% | 35.8% | 46.2% |
| On call, compensatory time | 5.7% | 12.2% | 7.5% | 23.1% |
| Trips to the office not compensated - part of the job | 19.7% | 9.8% | 13.2% | 7.7% |
| Trips to the office paid based on actual time spent | 15.6% | 31.7% | 30.2% | 38.5% |
| Trips to the office paid based on guaranteed minimum | 4.1% | 7.3% | 9.4% | 10.3% |
| Trips to the office paid on fixed stipend | 0.8% | 0.0% | 0.0% | 2.6% |
| Exempt employees compensated if they assist after-hours | 8.2% | 9.8% | 7.5% | 5.1% |
| Not applicable - do not provide after-hours coverage | 4.9% | 2.4% | 7.5% | 0.0% |




|  CHANGED STAFFING STRUCTURE AS A RESULT OF CLIENT DEMAND FOR ALTERNATIVE FEE ARRANGEMNTS | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Yes, we have added staff in IT to support these efforts | 0.8% | 0.0% | 3.8% | 2.6% |
| Yes, we have provided IT staff with the skills to support these efforts | 4.1% | 2.4% | 3.8% | 2.6% |
| Yes, we have added firm (but not IT) staff to support these efforts | 1.7% | 0.0% | 13.2% | 20.5% |
| No, we have not changed staffing to support these efforts | 95.0% | 97.6% | 83.0% | 76.9% |


|  STAFF CHANGES AS A RESULT OF END USER DEMAND TO USE CONSUMER TECHNOLOGY | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| We have added staff to support various consumer technologies | 0.0% | 0.0% | 7.5% | 7.7% |
| We have provided staff training to support various consumer technologies | 9.9% | 29.3% | 18.9% | 38.5% |
| We have purchased relevant consumer technologies for IT department so can staff can properly support | 19.8% | 53.7% | 35.8% | 43.6% |
| We have Increased amount of staff time spent on supporting consumer technologies for firm business | 16.5% | 41.5% | 30.2% | 33.3% |
| We have not made any changes to support various consumer technologies | 68.6% | 36.6% | 52.8% | 35.9% |


|  CHANGE IN IT PERSONNEL, COMPARING THIS YEAR TO LAST YEAR | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Increased | 11.5% | 14.6% | 28.3% | 35.9% |
| Decreased | 7.4% | 12.2% | 13.2% | 15.4% |
| Stayed the same | 81.1% | 73.2% | 58.5% | 48.7% |


|  CIRCUMSTANCES - ENGAGE CONSULTANTS | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Staff backfill | 12.3% | 7.3% | 17.0% | 38.5% |
| Staff augmentation | 18.0% | 29.3% | 34.0% | 48.7% |
| Special skills/knowledge | 81.1% | 90.2% | 92.5% | 89.7% |
| Emerging/new technology | 40.2% | 43.9% | 54.7% | 61.5% |
| Large/complex projects | 82.0% | 95.1% | 88.7% | 82.1% |
| Other | 3.3% | 2.4% | 3.8% | 0.0% |


|  OPTIONS FOR MANAGING STAFF WORKLOADS | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Hire temporary staff | 12.3% | 19.5% | 32.1% | 61.5% |
| Outsource | 39.3% | 46.3% | 41.5% | 43.6% |
| Pay overtime | 48.4% | 82.9% | 71.7% | 76.9% |
| Request help from other departments | 8.2% | 12.2% | 9.4% | 2.6% |
| Re-prioritize work | 63.9% | 82.9% | 90.6% | 92.3% |
| Take the hit on service delivery | 29.5% | 29.3% | 43.4% | 20.5% |
| Other | 4.9% | 2.4% | 3.8% | 0.0% |





|  REDUCING STAFF THROUGH ATTRITION | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| Yes | 77.8% | 40.0% | 57.1% | 66.7% |
| No | 22.2% | 60.0% | 42.9% | 33.3% |


|  FORMAL EDUCATION (DEGREE) | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| 5 - Most Important | 5.0% | 2.6% | 3.8% | 2.6% |
| 4 | 18.5% | 12.8% | 17.3% | 15.4% |
| 3 | 41.2% | 43.6% | 48.1% | 61.5% |
| 2 | 24.4% | 28.2% | 23.1% | 17.9% |
| 1 - Least Important | 10.9% | 12.8% | 7.7% | 2.6% |

|  TRAINING OR CERTIFICATION IN SPECIFIC TECHNOLOGY | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| 5 - Most Important | 7.6% | 7.7% | 5.7% | 23.1% |
| 4 | 34.5% | 30.8% | 35.8% | 43.6% |
| 3 | 45.4% | 33.3% | 30.2% | 28.2% |
| 2 | 6.7% | 17.9% | 20.8% | 5.1% |
| 1 - Least Important | 5.9% | 10.3% | 7.5% | 0.0% |


|  PRIOR EXPERIENCE IN THE LEGAL PROFESSION | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| 5 - Most Important | 24.4% | 17.5% | 15.1% | 5.1% |
| 4 | 38.7% | 47.5% | 41.5% | 41.0% |
| 3 | 26.9% | 20.0% | 26.4% | 28.2% |
| 2 | 7.6% | 12.5% | 11.3% | 20.5% |
| 1 - Least Important | 2.5% | 2.5% | 5.7% | 5.1% |


|  PRIOR EXPERIENCE IN THE TECHNOLOGY DISCIPLINE | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| 5 - Most Important | 49.6% | 52.5% | 50.0% | 48.7% |
| 4 | 41.2% | 40.0% | 42.3% | 35.9% |
| 3 | 8.4% | 5.0% | 5.8% | 10.3% |
| 2 | 0.8% | 2.5% | 1.9% | 2.6% |
| 1 - Least Important | 0.0% | 0.0% | 0.0% | 2.6% |


|  LOGICAL/ANALYTICAL SKILLS | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| 5 - Most Important | 45.4% | 25.6% | 42.3% | 33.3% |
| 4 | 44.5% | 51.3% | 50.0% | 53.8% |
| 3 | 9.2% | 20.5% | 7.7% | 7.7% |
| 2 | 0.0% | 2.6% | 0.0% | 2.6% |
| 1 - Least Important | 0.8% | 0.0% | 0.0% | 2.6% |


|  STRONG COMMUNICATION SKILLS | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-------|--------|-------|------------|
| 5 - Most Important | 44.5% | 45.0% | 41.5% | 30.8% |
| 4 | 45.4% | 42.5% | 49.1% | 59.0% |
| 3 | 10.1% | 10.0% | 5.7% | 7.7% |
| 2 | 0.0% | 2.5% | 3.8% | 2.6% |
| 1 - Least Important | 0.0% | 0.0% | 0.0% | 0.0% |





|  BUSINESS-RELATED BACKGROUND, DEGREE OR TRAINING | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| 5 - Most Important | 1.7% | 2.5% | 3.8% | 0.0% |
| 4 | 16.9% | 12.5% | 13.5% | 12.8% |
| 3 | 42.4% | 22.5% | 46.2% | 56.4% |
| 2 | 24.6% | 40.0% | 23.1% | 17.9% |
| 1 - Least Important | 14.4% | 22.5% | 13.5% | 12.8% |


|  WELL-ROUNDED SKILLSET, CAN PICK UP OTHER DUTIES | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| 5 - Most Important | 29.4% | 20.0% | 30.2% | 25.6% |
| 4 | 48.7% | 57.5% | 43.4% | 35.9% |
| 3 | 16.8% | 22.5% | 22.6% | 25.6% |
| 2 | 3.4% | 0.0% | 1.9% | 12.8% |
| 1 - Least Important | 1.7% | 0.0% | 1.9% | 0.0% |

|  OTHER | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| 5 - Most Important | 66.7% | 66.7% | 60.0% | 100.0% |
| 4 | 16.7% | 16.7% | 40.0% | 0.0% |
| 3 | 16.7% | 0.0% | 0.0% | 0.0% |
| 2 | 0.0% | 0.0% | 0.0% | 0.0% |
| 1 - Least Important | 0.0% | 16.7% | 0.0% | 0.0% |

|  FIRM SUPPORTS CONTINUING EDUCATION | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Yes, with both time off and reimbursement | 38.5% | 43.9% | 39.6% | 51.3% |
| Yes, with only time off | 9.0% | 4.9% | 9.4% | 7.7% |
| Yes, with only reimbursement | 18.0% | 22.0% | 18.9% | 23.1% |
| No | 34.4% | 29.3% | 32.1% | 17.9% |

|  REQUIRE STAFF TO GET/ MAINTAIN CERTIFICATIONS? | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|-------|--------|-------|------------|
| Yes, and we help pay or reimburse for the classes | 2.5% | 2.4% | 13.2% | 12.8% |
| Yes, but we do not pay or reimburse for the classes | 0.0% | 0.0% | 0.0% | 0.0% |
| No, but we do help pay or reimburse for the classes | 52.5% | 75.6% | 54.7% | 71.8% |
| No, and we do not pay or reimburse for the classes | 45.1% | 22.0% | 32.1% | 15.4% |

|  % OF IT EXPENSE BUDGET ALLOCATED FOR TRAINING & TECH DEV OF IT STAFF | SMALL | MEDIUM | LARGE | VERY LARGE |
|--|--------|--------|--------|------------|
| Mean % | 2.392% | 1.918% | 2.223% | 1.661% |
| Median % | 1.6% | 1.485% | 1% | 1% |

|  IT DEPT STAFF SALARY AND OT BUDGET FOR 2015 | SMALL | MEDIUM | LARGE | VERY LARGE |
|---|-----------|-----------|-------------|-------------|
| Average \$ | \$205,107 | \$503,507 | \$1,137,617 | \$6,310,000 |
| Median \$ | \$180,000 | \$475,000 | \$875,000 | \$3,715,000 |



| IT DEPT EXPENSE BUDGET FOR 2015 | SMALL | MEDIUM | LARGE | VERY LARGE |
|---------------------------------|-----------|-----------|-------------|--------------|
| Average \$ | \$313,377 | \$944,199 | \$1,816,416 | \$11,078,890 |
| Median \$ | \$250,000 | \$745,000 | \$1,548,928 | \$7,000,000 |

IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 SMALL FIRM

| | MEAN | MEDIAN |
|--|------|--------|
| End-user computing/ Hardware support-Internal FTEs | 2.33 | 1.00 |
| End-user computing/ Hardware support-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| IT service desk/Desk-side support-Internal FTEs | 1.42 | 1.00 |
| IT service desk/Desk-side support-Outsourced/ Contract FTEs | 0.10 | 0.00 |
| Data center and server operations-Internal FTEs | 0.96 | 1.00 |
| Data center and server operations-Outsourced/ Contract FTEs | 0.11 | 0.00 |
| Database administration-Internal FTEs | 0.81 | 1.00 |
| Database administration-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Data networking and network operations-Internal FTEs | 0.88 | 1.00 |
| Data networking and network operations-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Voice networking, telecommunications and A/V-Internal FTEs | 0.98 | 1.00 |
| Voice networking, telecommunications and A/V-Outsourced/ Contract FTEs | 0.09 | 0.00 |
| Application development and delivery-Internal FTEs | 0.58 | 0.00 |

| | | |
|---|------|------|
| Application development and delivery-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Application support and administration-Internal FTEs | 1.11 | 1.00 |
| Application support and administration-Outsourced/ Contract FTEs | 0.04 | 0.00 |
| IT management-Internal FTEs | 0.75 | 1.00 |
| IT management-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| IT finance and administration (including procurement)-Internal FTEs | 0.60 | 1.00 |
| IT finance and administration (including procurement)-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| Information security operations-Internal FTEs | 0.77 | 1.00 |
| Information security operations-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| IT audit-Internal FTEs | 0.52 | 0.05 |
| IT audit-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Risk/Compliance-Internal FTEs | 0.54 | 0.05 |
| Risk/Compliance-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| Information security architecture/engineering-Internal FTEs | 0.67 | 0.25 |
| Information security architecture/engineering-Outsourced/ Contract FTEs | 0.07 | 0.00 |
| End-user technology training-Internal FTEs | 0.82 | 1.00 |
| End-user technology training-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| Intranet/Extranet/Web development and administration-Internal FTEs | 0.57 | 0.10 |
| Intranet/Extranet/Web development and administration-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| IT project management-Internal FTEs | 0.72 | 1.00 |
| IT project management-Outsourced/ Contract FTEs | 0.03 | 0.00 |



| | | |
|---|------|------|
| Knowledge management-Internal FTEs | 0.49 | 0.00 |
| Knowledge management-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Litigation and practice support-Internal FTEs | 0.72 | 0.25 |
| Litigation and practice support-Outsourced/ Contract FTEs | 0.04 | 0.00 |
| Library services-Internal FTEs | 0.16 | 0.00 |
| Library services-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Alternative fee arrangements-Internal FTEs | 0.09 | 0.00 |
| Alternative fee arrangements-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Conflict checking-Internal FTEs | 0.19 | 0.00 |
| Conflict checking-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Copy center-Internal FTEs | 0.40 | 0.00 |
| Copy center-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| Docketing/Calendar-Internal FTEs | 0.33 | 0.00 |
| Docketing/Calendar-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| Word processing-Internal FTEs | 0.58 | 0.00 |
| Word processing-Outsourced/ Contract FTEs | 0.02 | 0.00 |

| | | |
|---|------|------|
| IT service desk/Desk-side support-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| Data center and server operations-Internal FTEs | 1.10 | 1.00 |
| Data center and server operations-Outsourced/ Contract FTEs | 0.07 | 0.00 |
| Database administration-Internal FTEs | 0.55 | 0.25 |
| Database administration-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| Data networking and network operations-Internal FTEs | 0.90 | 1.00 |
| Data networking and network operations-Outsourced/ Contract FTEs | 0.14 | 0.00 |
| Voice networking, telecommunications and A/V-Internal FTEs | 0.82 | 0.30 |
| Voice networking, telecommunications and A/V-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Application development and delivery-Internal FTEs | 0.47 | 0.00 |
| Application development and delivery-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Application support and administration-Internal FTEs | 1.26 | 1.00 |
| Application support and administration-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| IT management-Internal FTEs | 0.95 | 1.00 |
| IT management-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| IT finance and administration (including procurement)-Internal FTEs | 0.42 | 0.25 |
| IT finance and administration (including procurement)-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Information security operations-Internal FTEs | 0.58 | 0.20 |
| Information security operations-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| IT audit-Internal FTEs | 0.36 | 0.00 |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 MEDIUM FIRM

| | MEAN | MEDIAN |
|--|------|--------|
| End-user computing/ Hardware support-Internal FTEs | 1.57 | 1.00 |
| End-user computing/ Hardware support-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| IT service desk/Desk-side support-Internal FTEs | 1.90 | 2.00 |



| | | |
|--|------|------|
| IT audit-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Risk/Compliance-Internal FTEs | 0.37 | 0.05 |
| Risk/Compliance-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Information security architecture/engineering-Internal FTEs | 0.47 | 0.05 |
| Information security architecture/engineering-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| End-user technology training-Internal FTEs | 0.62 | 0.50 |
| End-user technology training-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Intranet/Extranet/Web development and administration-Internal FTEs | 0.34 | 0.00 |
| Intranet/Extranet/Web development and administration-Outsourced/ Contract FTEs | 0.07 | 0.00 |
| IT project management-Internal FTEs | 0.61 | 0.15 |
| IT project management-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Knowledge management-Internal FTEs | 0.26 | 0.00 |
| Knowledge management-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Litigation and practice support-Internal FTEs | 0.88 | 0.20 |
| Litigation and practice support-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| Library services-Internal FTEs | 0.16 | 0.00 |
| Library services-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Alternative fee arrangements-Internal FTEs | 0.05 | 0.00 |
| Alternative fee arrangements-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Conflict checking-Internal FTEs | 0.26 | 0.00 |
| Conflict checking-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Copy center-Internal FTEs | 0.14 | 0.00 |
| Copy center-Outsourced/ Contract FTEs | 0.06 | 0.00 |

| | | |
|--|------|------|
| Docketing/Calendar-Internal FTEs | 0.05 | 0.00 |
| Docketing/Calendar-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Word processing-Internal FTEs | 0.28 | 0.00 |
| Word processing-Outsourced/ Contract FTEs | 0.03 | 0.00 |



IT DEPARTMENT FTEs SUPPORTING FUNCTIONAL/STAFFING AREA

2015 LARGE FIRM

| | MEAN | MEDIAN |
|--|------|--------|
| End-user computing/ Hardware support-Internal FTEs | 1.98 | 1.00 |
| End-user computing/ Hardware support-Outsourced / Contract FTEs | 0.23 | 0.00 |
| IT service desk/Desk-side support-Internal FTEs | 2.83 | 2.75 |
| IT service desk/Desk-side support-Outsourced/ Contract FTEs | 0.47 | 0.00 |
| Data center and server operations-Internal FTEs | 1.52 | 1.00 |
| Data center and server operations-Outsourced/ Contract FTEs | 0.32 | 0.00 |
| Database administration-Internal FTEs | 0.74 | 0.50 |
| Database administration-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| Data networking and network operations-Internal FTEs | 1.11 | 1.00 |
| Data networking and network operations-Outsourced/ Contract FTEs | 0.21 | 0.00 |
| Voice networking, telecommunications and A/V-Internal FTEs | 0.89 | 0.50 |
| Voice networking, telecommunications and A/V-Outsourced/ Contract FTEs | 0.04 | 0.00 |
| Application development and delivery-Internal FTEs | 1.11 | 0.50 |



| | | |
|---|------|------|
| Application development and delivery-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Application support and administration-Internal FTEs | 1.87 | 1.25 |
| Application support and administration-Outsourced/ Contract FTEs | 0.06 | 0.00 |
| IT management-Internal FTEs | 1.58 | 1.00 |
| IT management-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| IT finance and administration (including procurement)- Internal FTEs | 0.52 | 0.30 |
| IT finance and administration (including procurement)- Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Information security operations-Internal FTEs | 0.62 | 0.50 |
| Information security operations-Outsourced/ Contract FTEs | 0.11 | 0.00 |
| IT audit-Internal FTEs | 0.30 | 0.00 |
| IT audit-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Risk/Compliance-Internal FTEs | 0.36 | 0.00 |
| Risk/Compliance-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Information security architecture/engineering-Internal FTEs | 0.59 | 0.25 |
| Information security architecture/engineering- Outsourced/ Contract FTEs | 0.03 | 0.00 |
| End-user technology training-Internal FTEs | 1.06 | 1.00 |
| End-user technology training-Outsourced/ Contract FTEs | 0.01 | 0.00 |
| Intranet/Extranet/Web development and administration- Internal FTEs | 0.64 | 0.25 |
| Intranet/Extranet/Web development and administration- Outsourced/ Contract FTEs | 0.06 | 0.00 |
| IT project management-Internal FTEs | 0.68 | 0.25 |
| IT project management-Outsourced/ Contract FTEs | 0.02 | 0.00 |

| | | |
|--|------|------|
| Knowledge management-Internal FTEs | 0.31 | 0.00 |
| Knowledge management-Outsourced/ Contract FTEs | 0.04 | 0.00 |
| Litigation and practice support-Internal FTEs | 1.55 | 0.50 |
| Litigation and practice support-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Library services-Internal FTEs | 0.37 | 0.00 |
| Library services-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Alternative fee arrangements-Internal FTEs | 0.04 | 0.00 |
| Alternative fee arrangements-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Conflict checking-Internal FTEs | 0.16 | 0.00 |
| Conflict checking-Outsourced/ Contract FTEs | 0.02 | 0.00 |
| Copy center-Internal FTEs | 0.31 | 0.00 |
| Copy center-Outsourced/ Contract FTEs | 0.28 | 0.00 |
| Docketing/Calendar-Internal FTEs | 0.17 | 0.00 |
| Docketing/Calendar-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Word processing-Internal FTEs | 0.16 | 0.00 |
| Word processing-Outsourced/ Contract FTEs | 0.00 | 0.00 |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 VERY LARGE FIRM

| | MEAN | MEDIAN |
|--|-------|--------|
| End-user computing/ Hardware support-Internal FTEs | 12.04 | 6.75 |
| End-user computing/ Hardware support-Outsourced / Contract FTES | 0.71 | 0.00 |
| IT service desk/Desk-side support-Internal FTEs | 11.73 | 8.75 |



| | | |
|---|------|------|
| IT service desk/Desk-side support-Outsourced/ Contract FTEs | 2.53 | 0.00 |
| Data center and server operations-Internal FTEs | 4.79 | 3.00 |
| Data center and server operations-Outsourced/ Contract FTEs | 0.13 | 0.00 |
| Database administration-Internal FTEs | 2.14 | 1.00 |
| Database administration-Outsourced/ Contract FTEs | 0.09 | 0.00 |
| Data networking and network operations-Internal FTEs | 3.86 | 3.00 |
| Data networking and network operations-Outsourced/ Contract FTEs | 0.34 | 0.00 |
| Voice networking, telecommunications and A/V-Internal FTEs | 3.39 | 2.50 |
| Voice networking, telecommunications and A/V-Outsourced/ Contract FTEs | 0.29 | 0.00 |
| Application development and delivery-Internal FTEs | 4.28 | 2.75 |
| Application development and delivery-Outsourced/ Contract FTEs | 0.25 | 0.00 |
| Application support and administration-Internal FTEs | 6.19 | 2.88 |
| Application support and administration-Outsourced/ Contract FTEs | 0.32 | 0.00 |
| IT management-Internal FTEs | 7.09 | 5.00 |
| IT management-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| IT finance and administration (including procurement)-Internal FTEs | 1.69 | 1.00 |
| IT finance and administration (including procurement)-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| Information security operations-Internal FTEs | 1.32 | 1.00 |
| Information security operations-Outsourced/ Contract FTEs | 0.09 | 0.00 |
| IT audit-Internal FTEs | 0.22 | 0.00 |

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|--|------|------|
| IT audit-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| Risk/Compliance-Internal FTEs | 0.39 | 0.00 |
| Risk/Compliance-Outsourced/ Contract FTEs | 0.08 | 0.00 |
| Information security architecture/engineering-Internal FTEs | 1.06 | 0.25 |
| Information security architecture/engineering-Outsourced/ Contract FTEs | 0.05 | 0.00 |
| End-user technology training-Internal FTEs | 4.03 | 3.25 |
| End-user technology training-Outsourced/ Contract FTEs | 0.11 | 0.00 |
| Intranet/Extranet/Web development and administration-Internal FTEs | 1.91 | 1.00 |
| Intranet/Extranet/Web development and administration-Outsourced/ Contract FTEs | 0.18 | 0.00 |
| IT project management-Internal FTEs | 2.15 | 1.00 |
| IT project management-Outsourced/ Contract FTEs | 0.55 | 0.00 |
| Knowledge management-Internal FTEs | 0.63 | 0.00 |
| Knowledge management-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Litigation and practice support-Internal FTEs | 6.86 | 5.00 |
| Litigation and practice support-Outsourced/ Contract FTEs | 0.03 | 0.00 |
| Library services-Internal FTEs | 4.08 | 0.00 |
| Library services-Outsourced/ Contract FTEs | 0.42 | 0.00 |
| Alternative fee arrangements-Internal FTEs | 0.05 | 0.00 |
| Alternative fee arrangements-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Conflict checking-Internal FTEs | 0.68 | 0.00 |
| Conflict checking-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Copy center-Internal FTEs | 1.18 | 0.00 |
| Copy center-Outsourced/ Contract FTEs | 3.18 | 0.00 |



| | | |
|--|------|------|
| Docketing/Calendar-Internal FTEs | 1.04 | 0.00 |
| Docketing/Calendar-Outsourced/ Contract FTEs | 0.00 | 0.00 |
| Word processing-Internal FTEs | 1.50 | 0.00 |
| Word processing-Outsourced/ Contract FTEs | 2.79 | 0.00 |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 SMALL FIRM

| | PERFORMED BY IT IN ONE CENTRAL LOCATION | PERFORMED BY IT IN MULTIPLE LOCATIONS | DUTIES NOT PERFORMED BY IT STAFF |
|---|---|---------------------------------------|----------------------------------|
| End-user computing/ Hardware support | 89.3% | 10.7% | 0.0% |
| IT service desk/Desk-side support | 87.5% | 12.5% | 0.0% |
| Data center and server operations | 90.8% | 5.8% | 3.3% |
| Database administration | 86.6% | 3.4% | 10.1% |
| Data networking and network operations | 89.8% | 8.5% | 1.7% |
| Voice networking, telecommunications and A/V | 88.2% | 7.6% | 4.2% |
| Application development and delivery | 62.2% | 4.2% | 33.6% |
| Application support and administration | 89.1% | 9.2% | 1.7% |
| IT management | 94.1% | 5.1% | 0.8% |
| IT finance and administration (including procurement) | 89.7% | 2.6% | 7.8% |
| Information security operations | 91.5% | 2.5% | 5.9% |
| IT audit | 70.8% | 2.7% | 26.5% |
| Risk/Compliance | 73.5% | 3.5% | 23.0% |

| | | | |
|--|-------|-------|-------|
| End-user technology training | 84.5% | 11.2% | 4.3% |
| Intranet/Extranet/Web development and administration | 71.3% | 4.3% | 24.3% |
| IT project management | 92.4% | 4.2% | 3.4% |
| Knowledge management | 61.7% | 2.6% | 35.7% |
| Litigation and practice support | 65.2% | 7.0% | 27.8% |
| Library services | 20.6% | 3.7% | 75.7% |
| Alternative fee arrangements | 12.4% | 1.9% | 85.7% |
| Conflict checking | 17.8% | 1.9% | 80.4% |
| Copy center | 24.8% | 5.5% | 69.7% |
| Docketing/Calendar-Internal FTEs | 25.0% | 5.6% | 69.4% |
| Word processing | 26.9% | 4.6% | 68.5% |
| Information security architecture/engineering | 86.0% | 4.4% | 9.6% |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 MEDIUM FIRM

| | PERFORMED BY IT IN ONE CENTRAL LOCATION | PERFORMED BY IT IN MULTIPLE LOCATIONS | DUTIES NOT PERFORMED BY IT STAFF |
|--|---|---------------------------------------|----------------------------------|
| End-user computing/ Hardware support | 78.6% | 19.0% | 2.4% |
| IT service desk/Desk-side support | 81.0% | 19.0% | 0.0% |
| Data center and server operations | 85.7% | 11.9% | 2.4% |
| Database administration | 92.7% | 2.4% | 4.9% |
| Data networking and network operations | 85.4% | 12.2% | 2.4% |



| | | | |
|---|-------|-------|-------|
| Voice networking, telecommunications and A/V | 81.0% | 14.3% | 4.8% |
| Application development and delivery | 71.1% | 5.3% | 23.7% |
| Application support and administration | 85.4% | 14.6% | 0.0% |
| IT management | 95.2% | 4.8% | 0.0% |
| IT finance and administration (including procurement) | 90.5% | 2.4% | 7.1% |
| Information security operations | 92.9% | 4.8% | 2.4% |
| IT audit | 74.4% | 7.7% | 17.9% |
| Risk/Compliance | 80.0% | 5.0% | 15.0% |
| Information security architecture/engineering | 87.5% | 5.0% | 7.5% |
| End-user technology training | 81.0% | 19.0% | 0.0% |
| Intranet/Extranet/Web development and administration | 71.4% | 4.8% | 23.8% |
| IT project management | 92.7% | 4.9% | 2.4% |
| Knowledge management | 52.6% | 5.3% | 42.1% |
| Litigation and practice support | 58.5% | 12.2% | 29.3% |
| Library services | 23.7% | 5.3% | 71.1% |
| Alternative fee arrangements | 28.9% | 0.0% | 71.1% |
| Conflict checking | 31.6% | 0.0% | 68.4% |
| Copy center | 21.6% | 13.5% | 64.9% |
| Docketing/Calendar | 27.0% | 5.4% | 67.6% |
| Word processing | 33.3% | 10.3% | 56.4% |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 LARGE FIRM

| | PERFORMED BY IT IN ONE CENTRAL LOCATION | PERFORMED BY IT IN MULTIPLE LOCATIONS | DUTIES NOT PERFORMED BY IT STAFF |
|---|---|---------------------------------------|----------------------------------|
| End-user computing/ Hardware support | 56.6% | 43.4% | 0.0% |
| IT service desk/Desk-side support | 50.9% | 45.3% | 3.8% |
| Data center and server operations | 75.5% | 22.6% | 1.9% |
| Database administration | 84.9% | 7.5% | 7.5% |
| Data networking and network operations | 71.7% | 26.4% | 1.9% |
| Voice networking, telecommunications and A/V | 67.3% | 30.8% | 1.9% |
| Application development and delivery | 59.6% | 13.5% | 26.9% |
| Application support and administration | 73.6% | 26.4% | 0.0% |
| IT management | 88.5% | 11.5% | 0.0% |
| IT finance and administration (including procurement) | 84.9% | 5.7% | 9.4% |
| Information security operations | 79.2% | 20.8% | 0.0% |
| IT audit | 69.8% | 7.5% | 22.6% |
| Risk/Compliance | 64.2% | 9.4% | 26.4% |
| Information security architecture/engineering | 82.7% | 15.4% | 1.9% |
| End-user technology training | 67.9% | 30.2% | 1.9% |
| Intranet/Extranet/Web development and administration | 82.7% | 5.8% | 11.5% |
| IT project management | 86.3% | 11.8% | 2.0% |



| | | | |
|---------------------------------|-------|-------|-------|
| Knowledge management | 47.1% | 5.9% | 47.1% |
| Litigation and practice support | 41.2% | 17.6% | 41.2% |
| Library services | 14.3% | 8.2% | 77.6% |
| Alternative fee arrangements | 16.3% | 0.0% | 83.7% |
| Conflict checking | 18.4% | 0.0% | 81.6% |
| Copy center | 12.2% | 8.2% | 79.6% |
| Docketing/Calendaring | 26.5% | 2.0% | 71.4% |
| Word processing | 14.3% | 6.1% | 79.6% |

| | | | |
|---|-------|-------|-------|
| IT finance and administration (including procurement) | 78.4% | 16.2% | 5.4% |
| Information security operations | 75.7% | 21.6% | 2.7% |
| IT audit | 57.6% | 9.1% | 33.3% |
| Risk/Compliance | 56.3% | 9.4% | 34.4% |
| Information security architecture/engineering | 65.7% | 17.1% | 17.1% |
| End-user technology training | 27.0% | 62.2% | 10.8% |
| Intranet/Extranet/Web development and administration | 80.0% | 8.6% | 11.4% |
| IT project management | 63.2% | 34.2% | 2.6% |
| Knowledge management | 41.2% | 17.6% | 41.2% |
| Litigation and practice support | 33.3% | 41.7% | 25.0% |
| Library services | 19.4% | 27.8% | 52.8% |
| Alternative fee arrangements | 15.6% | 3.1% | 81.3% |
| Conflict checking | 23.5% | 2.9% | 73.5% |
| Copy center | 11.4% | 20.0% | 68.6% |
| Docketing/Calendaring | 14.3% | 22.9% | 62.9% |
| Word processing | 14.3% | 14.3% | 71.4% |



IT DEPARTMENT FTES SUPPORTING FUNCTIONAL/STAFFING AREA

2015 VERY LARGE FIRM

| | PERFORMED BY IT IN ONE CENTRAL LOCATION | PERFORMED BY IT IN MULTIPLE LOCATIONS | DUTIES NOT PERFORMED BY IT STAFF |
|--|---|---------------------------------------|----------------------------------|
| End-user computing/ Hardware support | 13.5% | 83.8% | 2.7% |
| IT service desk/Desk-side support | 31.6% | 65.8% | 2.6% |
| Data center and server operations | 76.3% | 23.7% | 0.0% |
| Database administration | 86.8% | 13.2% | 0.0% |
| Data networking and network operations | 76.3% | 23.7% | 0.0% |
| Voice networking, telecommunications and A/V | 71.1% | 28.9% | 0.0% |
| Application development and delivery | 78.9% | 13.2% | 7.9% |
| Application support and administration | 68.4% | 31.6% | 0.0% |
| IT management | 50.0% | 50.0% | 0.0% |

