



ILTA's 2007 IT Staffing Survey

December 2007



About ILTA

Providing technology solutions to law firms and law 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 come from firms and law departments 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.



ILTA's Statement of Purpose: ILTA is the premier peer networking organization, providing information to members to maximize the value of technology in the support of the legal profession.



**International Legal
Technology Association**

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Standing Ovation

We're pleased to present our annual report on IT staffing based on the data compiled and analyzed from a survey conducted in late 2007. Though we've undertaken this type of survey over several years, we gave the process a bit of a twist this year — we brought in expertise from Altman Weil. Their significant contributions were centered on honing the survey tool and in the final analysis of the data. Standing center stage is **Amy Hauptly** of Altman Weil. With wild applause for her good work and professionalism, we're hopeful that you'll find the data herein valuable in comparing your firm's IT staffing practices to those of your peers.

If you're a frequent reader, you'll notice that we've not included prior years' data in this publication, as our work with Altman Weil allowed us to remove and/or hone questions from past surveys that rendered reporting against prior years difficult at best. With our improved methodologies going forward, and with the more consistent professional assistance from the experts, we'll resume our trending of the data in future reports.

We extend our praise and gratitude to **James McKenna**, Morrison & Foerster LLP's Senior Manager of Practice Technology. Jim spearheaded the production of the survey, as he has over several years, and he's the band leader who provides the forward momentum for this publication. At his firm, Jim is responsible for the coordination and promotion of practice-specific technology, practice support management, client-facing extranets, portal and case management technologies; and evaluation of new technology products, services and vendors. He has been with Morrison & Foerster for 8 years. He was the recipient of *Law Technology News*' Most Innovative Use of Legal Technology award in 2006. He currently serves on ILTA's Board of Directors as Executive Vice President.

Randi Mayes, Executive Director of ILTA, served as the choreographer, ensuring that no toes were mangled in the intricate dance to produce the final product. She is a consummate nagger of non-respondents and the bestower of prizes to a lucky few. She worked with the Altman Weil team to ensure that the final data was publication-worthy, and she wrote the narrative summary for this year's report.

Providing the art direction, **Ken Hansen**, Publications Specialist at ILTA, arranged the charts and graphs, producing a final product that is pleasing to behold.

And last but not least, it is you, the ILTA membership, who provided the data for the survey, and we thank you for contributing to this class act.

by James McKenna of Morrison & Foerster LLP and Randi Mayes of ILTA



ILTA's 2007 IT Staffing Survey

This year's survey drew responses from a total of 234 member law firms. Firm size is overwhelmingly the biggest factor affecting the headcount of IT staff and the type of functions they perform, and we'll present the survey results by firm size. Small firms, those with fewer than 150 users, represent almost 38% of the respondents. Medium firms, those with between 151 and 250 users, made up 20% of the participants. Large firms, with 251 to 500 users, accounted for 22%, while the Very Large firms, with more than 500 users, represented 20% of the respondents.

Staff Ratios

One of the most useful measures of IT staffing is the ratio of total number of users in the firm — attorneys, secretaries, IT, mailroom staff, everyone — to the total number of people performing IT functions. Our process with this survey is focused on getting this number right. We do this in two ways. First, we define a common set of functions that we consider to be "IT". Those ten functions are:

- Network Support
- Help Desk and Desktop Support
- End User Training
- Application Development
- Application Administration
- Telecommunications and Audio/Video
- Practice Support
- IT Management
- Knowledge Management
- Web Development

Second, we count the number of full time equivalent staff performing those functions regardless of where they report in the organization. Oftentimes, departments outside of IT, like finance or marketing, have staff who are performing an "IT" function such as supporting an accounting or CRM system. These staff are counted as part of IT in our survey even though they may not show up in the IT department's headcount at the firm.

When looking at these ratios, note that the lower the ratio, the more IT support is provided in the firm. On average, the larger the firm, the lower the ratio. For example, Very Large firms have an average IT staff ratio of 25.7 users for every 1 IT person. Small firms, in contrast, have an average ratio of 39.2 users for every IT person. As a note of interest, our statistics this year indicate that Medium firms have an average IT staff ratio of 41.9 users for every IT person — a higher ratio than our Small firm respondents.

There are multiple factors that affect the ratios that we've reported, and let's look at some of the findings suggested by our analysis.

Generally speaking, larger firms have support staff dedicated to specific functions that are performed in-house, such as telecommunications and audio-visual technologies. At a Small firm, this function is three times more likely to be outsourced than at a Very Large firm. We see the same thing with application development and end user training: Very Large firms are three times as likely to have internal staff to perform this function as Small firms, while Small firms will either outsource this function or not do it at all.

The management structure varies with firm size, with larger firms being more hierarchical, having proportionately more people involved in management than their smaller counterparts.

The number of offices a firm has may also affect staff ratios. Very Large firms have an average of about 11 offices to support, while Large firms have an average of five. On average, Very Large firms had two offices outside of the U.S. When asked if multiple locations required larger staffs per user, respondents from all firm sizes reported affirmatively.

Outsourcing

There are simply too many IT functions to be performed in today's law firm and too many different skill sets required to go it alone; outsourcing some IT functions, either in whole or in part, is the norm for firms of all sizes. Generally, the smaller the firm, the more functions that are outsourced.

The most commonly outsourced function, regardless of firm size, is Web development. Over half of the Small and Medium firms surveyed outsource the function, while 37% of Large firms and 19% of Very Large firms obtain the services outside of the firm.

Outsourcing the help desk function is more commonly seen at Very Large firms than at their smaller counterparts, not so much for providing the basic services during office hours, but for providing extended coverage after-hours, on weekends and on holidays. More than a quarter of Very Large firms employ third-party help desk providers compared to only 7% of Small firms.

An "Other" function that was noted as being outsourced by several respondents was support for PDAs.

Staff Hiring, Tenure and Turnover

How are people hired for IT positions in law firms? The first statistic of note from our survey is that the larger the firm, the more likely the use of a recruiter or online job posting. "Contacts within the industry" was a hiring methodology rated highly by firms of all sizes, and given the extraordinary networking opportunities with ILTA, we're hopeful it's a methodology that will grow in value over the years.

When asked to rate the importance of a variety of criteria in the hiring decision, the rankings look like this:

1. Prior experience in the technology discipline
2. A conglomerate of personality traits that relate to attitude, communication skills and the ability to work well in a team environment
3. Prior experience in the legal profession (much less important than technical experience)
4. Training and certification, followed well behind by
5. College degree or formal education

Clearly it's not just having technical ability that is the primary determinant in hiring; it's exceedingly important to have a good user interface in an environment where people and communication skills are so highly prized. Being able to excel in a law firm environment is much more highly prized than an formal education or certification.

Once people get legal technology and law firms in their blood, they tend to stick around. The percentage of IT positions that are occupied by the

same person as a year ago is strikingly high: At Very Large firms, 83% of the positions have the same person in the job as a year ago, and that number is the lowest average percentage in the mix. Large firms reported an average of 87%, Medium firms came in at 88%, and Small firms reported 85% retention in the same position since last year.

Hand-in-hand with these high staff retention statistics are the high tenure rates we see with IT staff in law firms. The average firm of any size has had a larger percentage of their IT staff on the job for six or more years. There's loyalty on either side of the size spectrum: Very Large firms have had a remarkable 45% of their IT staffs on board for six or more years, and Small firms have 57% of their staff around for that long.

We don't know all the reasons for this indication of job satisfaction, but we do know that law firms are generally good about providing staff training opportunities to their IT staff, with more than 70% providing time and/or reimbursement for outside training and certification opportunities. We also know that about two-thirds of respondents across firms of all sizes felt like the technology adoption profile of their firm was in the mainstream, if not leading edge. It's no mystery that stability, career development and training, and the opportunity to work with new technology are prime components of any successful IT environment.

What's Next?

IT staffing is not a science, and factors such as firm history and culture, recent dramatic changes in firm size brought on by mergers or acquisitions, or a series of financial setbacks can all create exceptions to the standard set of data, and make it impossible to come up with a precise formula for predicting staffing. The detailed statistical data on the following pages is for your own interpretation and analysis, and we look forward to taking another snapshot of IT staffing in the legal environment next year.

There's More!

Some of the questions in the survey requested respondents to provide descriptions or further explanations. Responses to these can be found at: www.iltanet.org/surveys/2007StaffingSurveyCommentary.pdf.

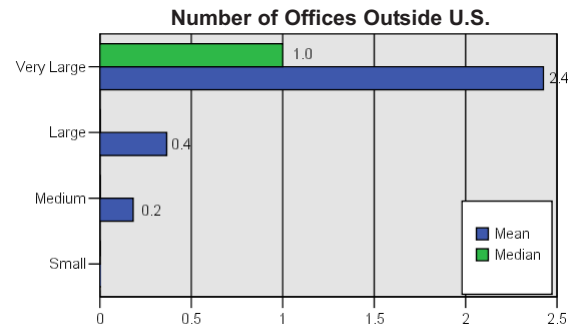
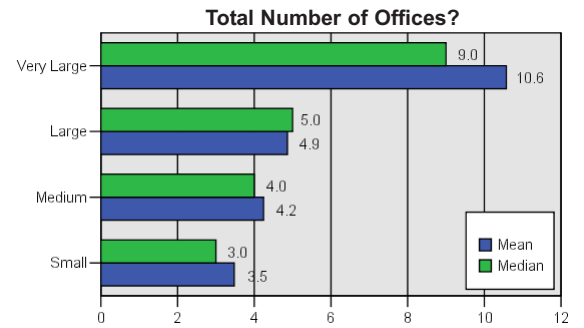
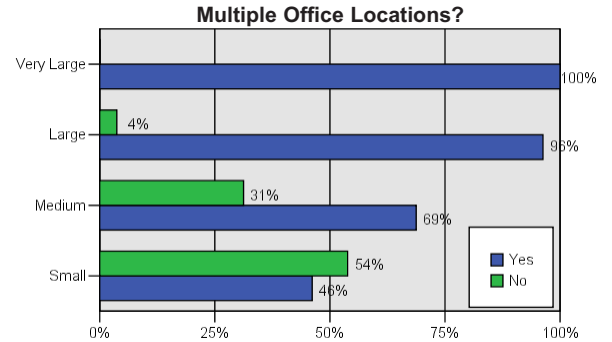
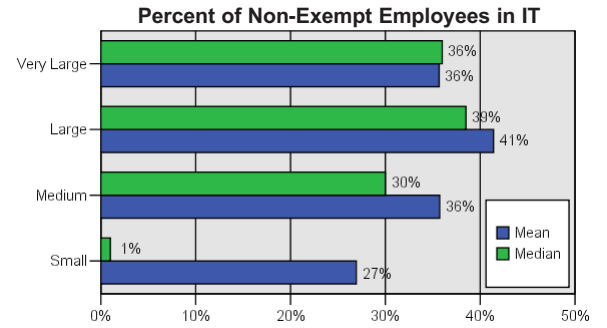
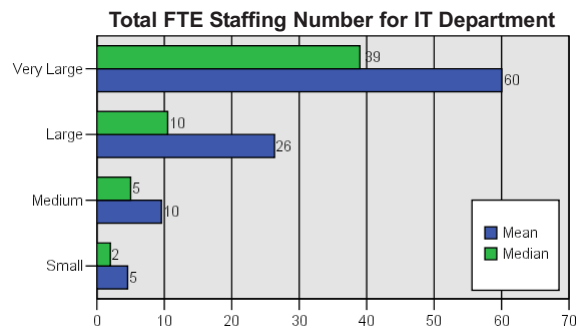
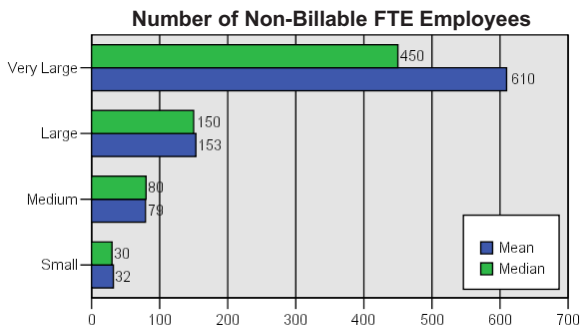
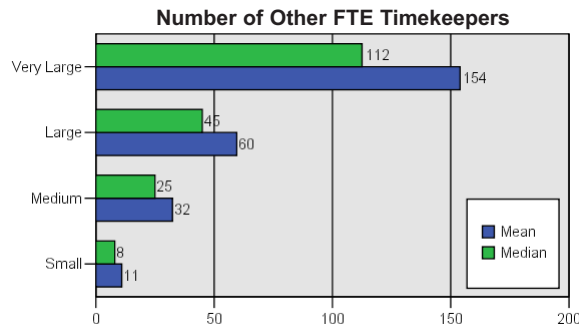
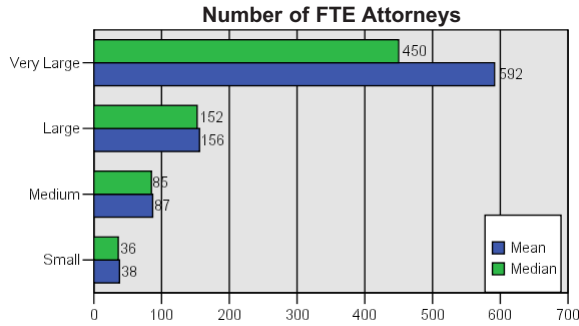


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Demographics

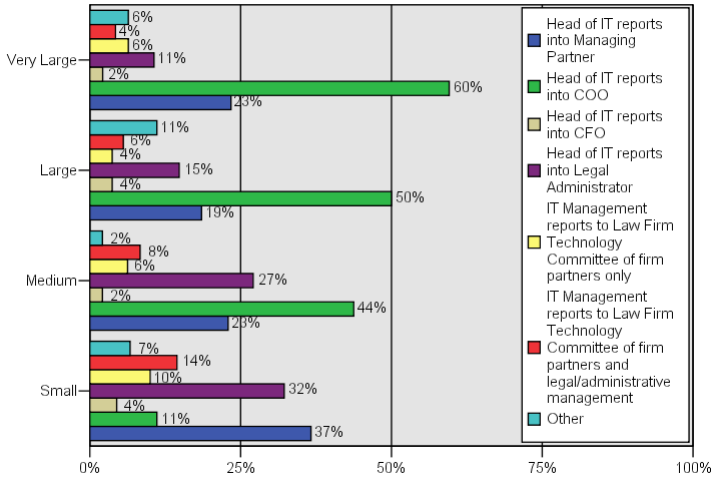
Firm Size	Number of Users	Number of Respondents	Percentage of Respondents
Small	< 151	88	38%
Medium	151 - 250	47	20%
Large	252 - 500	52	22%
Very Large	> 500	47	20%



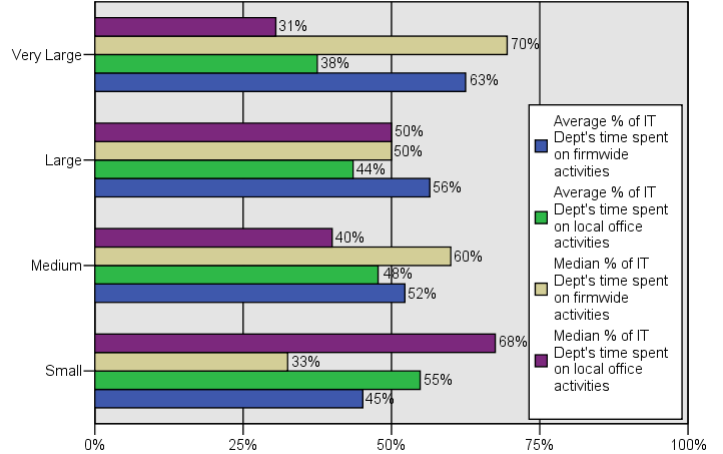
When asked "Do you provide support to branch offices?," 100% of Very Large, Medium and Small firms reported in the affirmative; and 98% of Large firms did so.

Demographics Continued

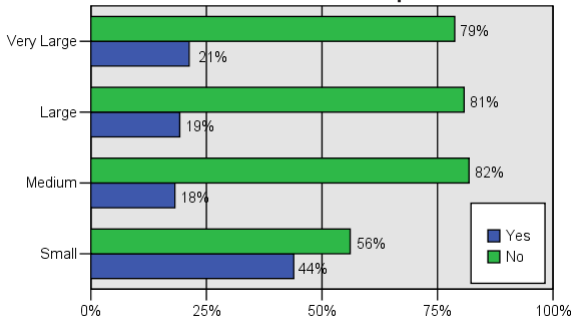
How Does IT Report to Larger Organization?



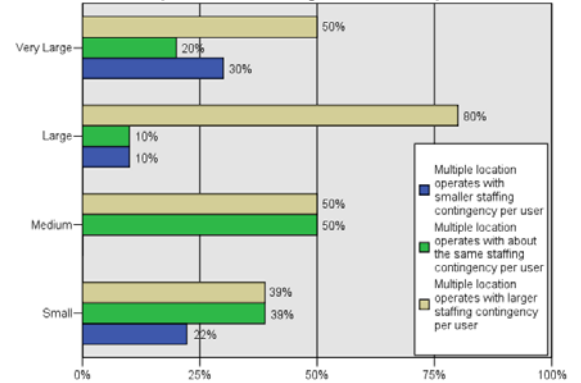
% of Time Spent on Firmwide Activities Versus Local Office



Worked in Firm Without Multiple Locations?

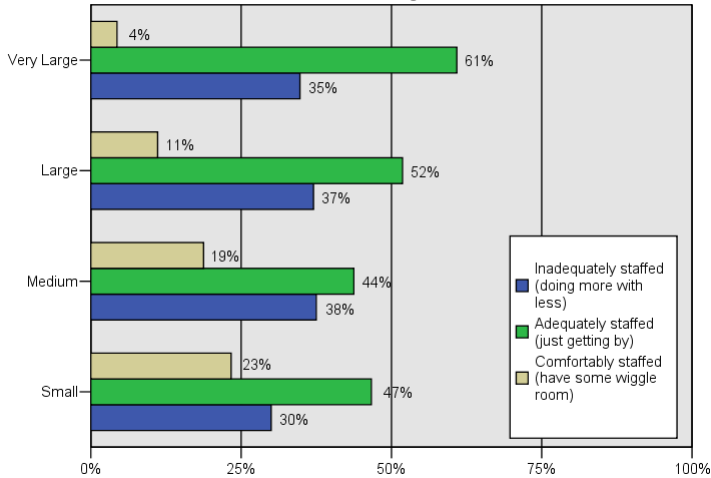


Multiple Versus Single Office Experience

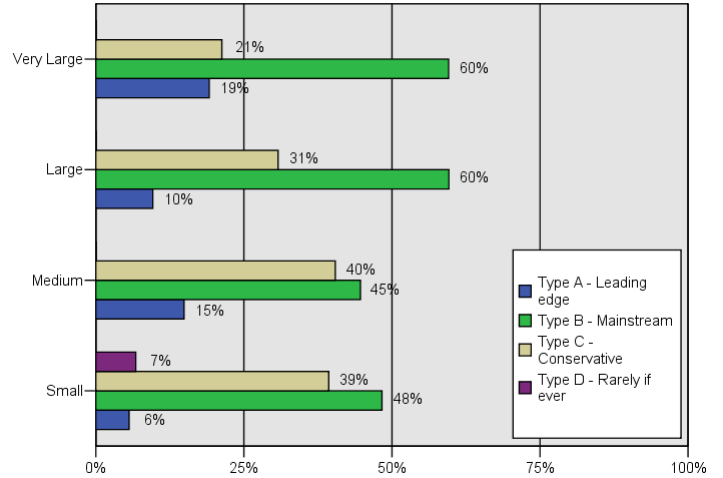


Staffing

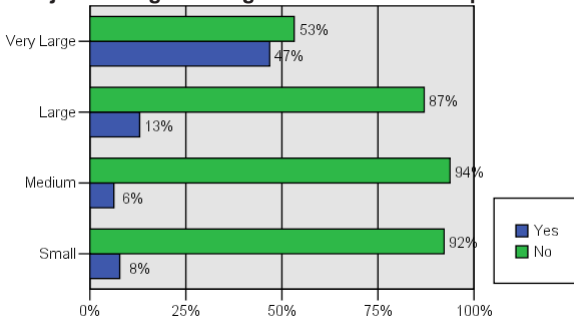
Current Staffing Condition



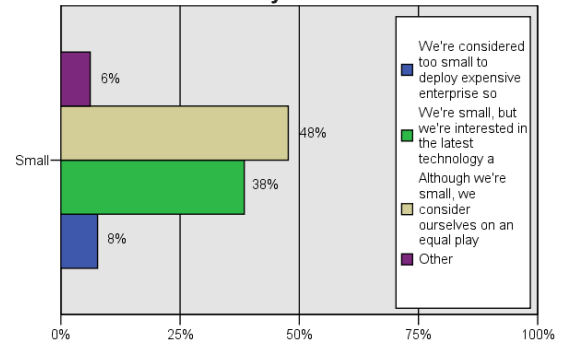
IT Adoption Profile



Project Manager/Management Office in IT Department

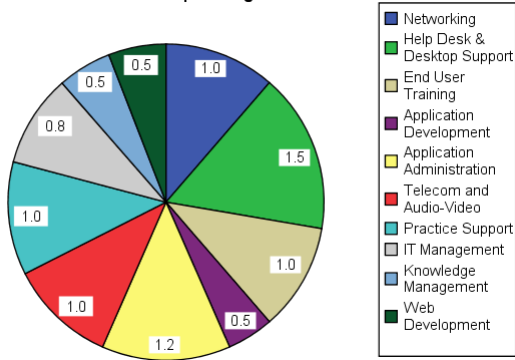


Under 50 Attorneys: IT Investment Ratio

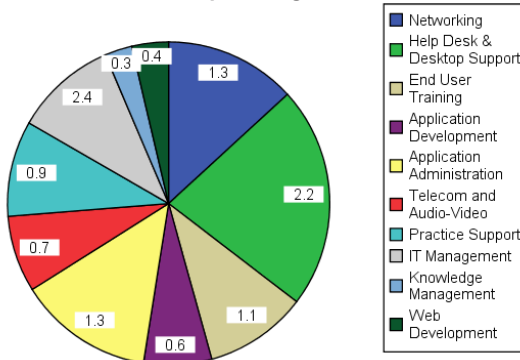


Staffing Continued

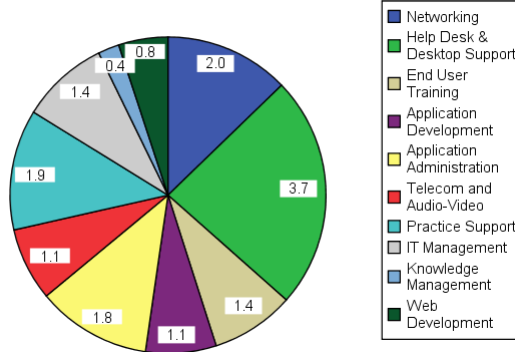
Small Firms: People Assigned to Each Function



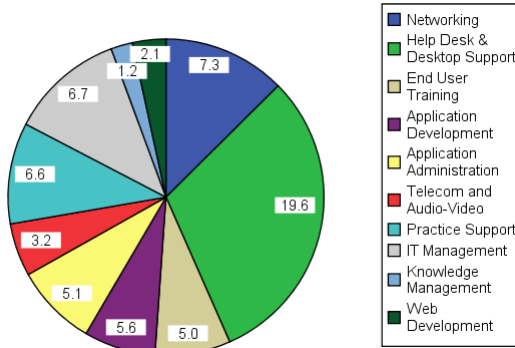
Medium Firms: People Assigned to Each Function



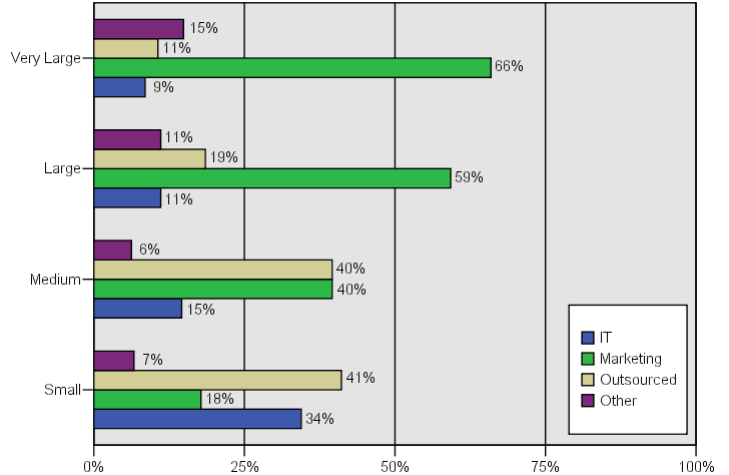
Large Firms: People Assigned to Each Function



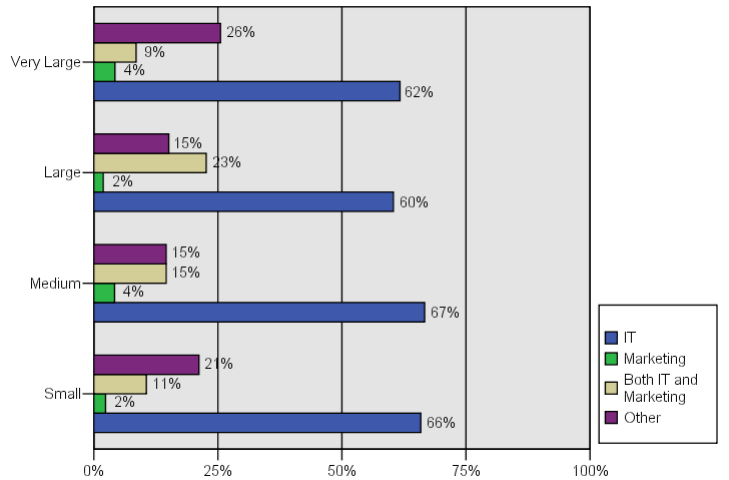
Very Large Firms: People Assigned to Each Function



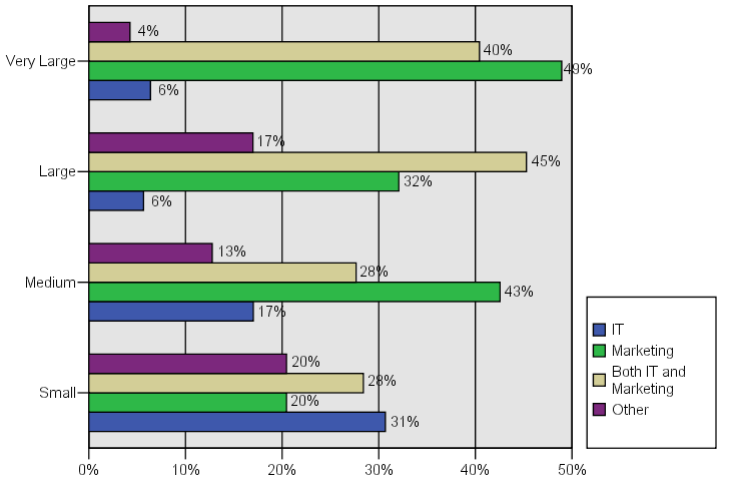
Who Maintains Your Public Website?



Who Maintains Your Intranet?

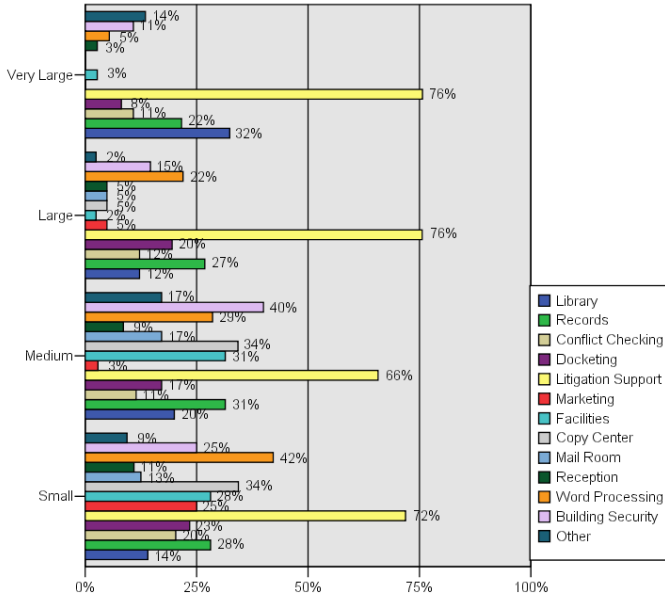


Who Maintains Your CRM Database?

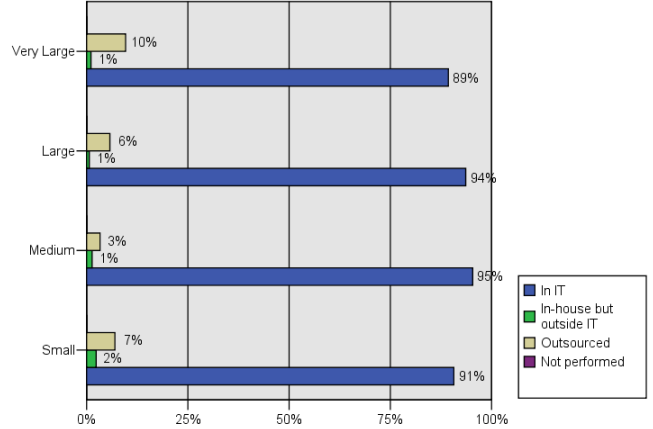


Functions / Coverage

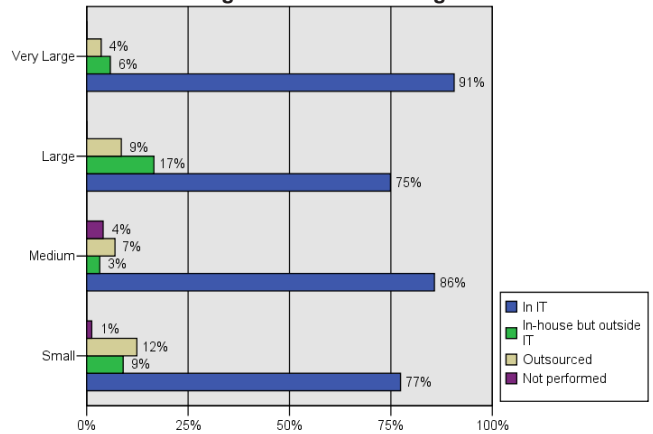
IT Executive Responsibilities



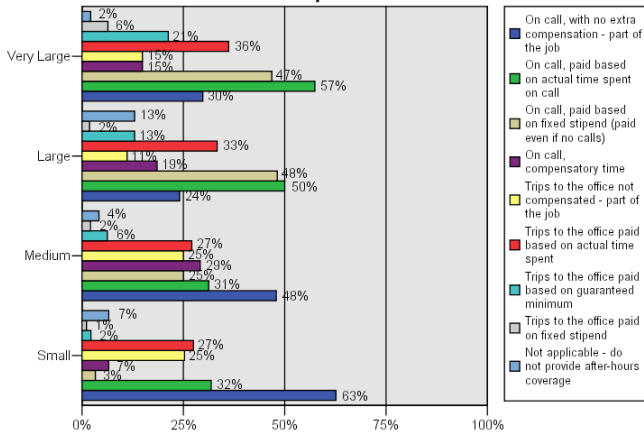
Who Manages Helpdesk/User Support?



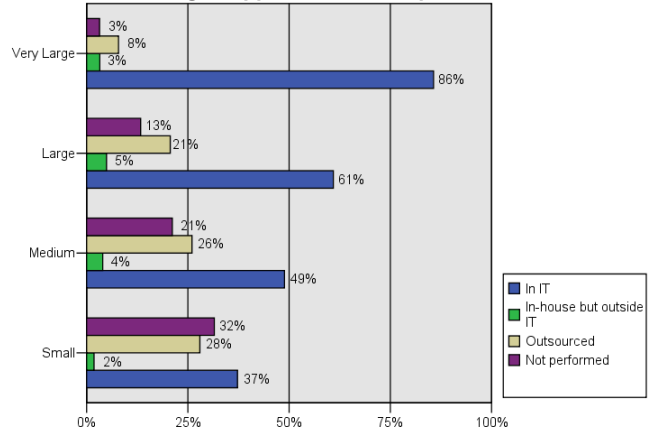
Who Manages End User Training?



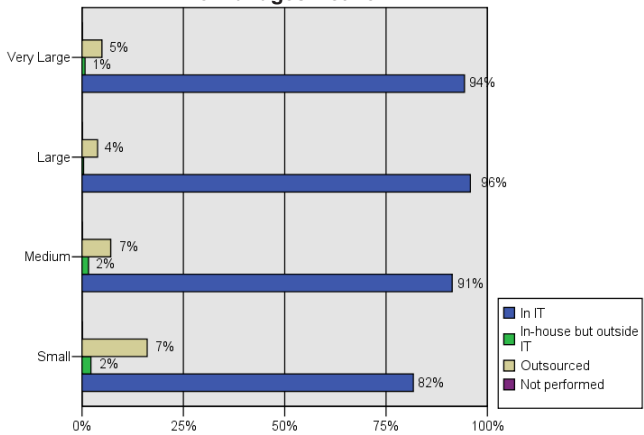
After-Hours Compensation?



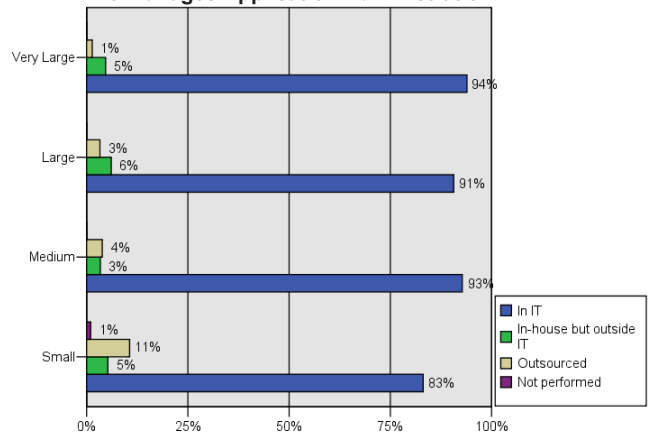
Who Manages Application Development?



Who Manages Network?

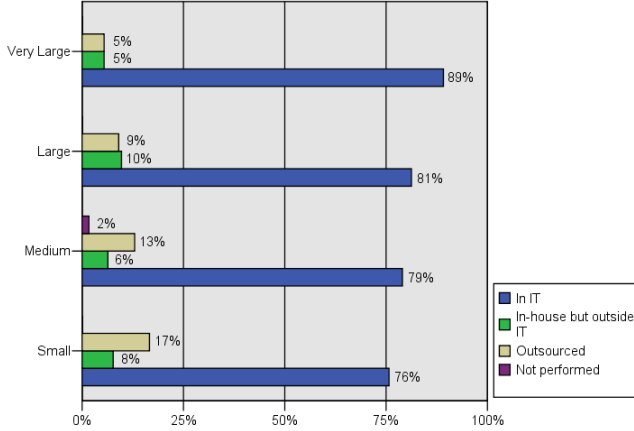


Who Manages Application Administration?

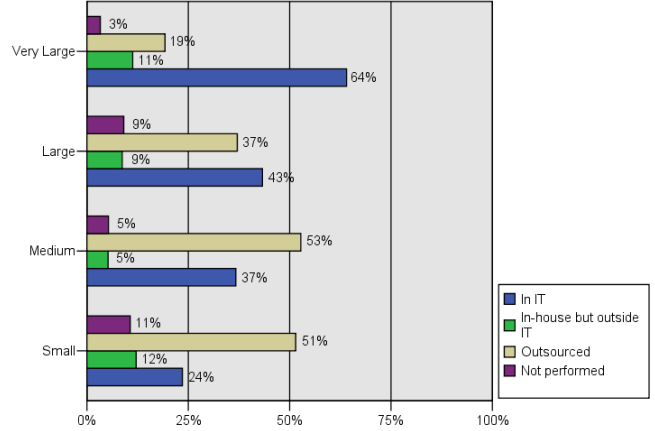


Functions / Coverage Continued

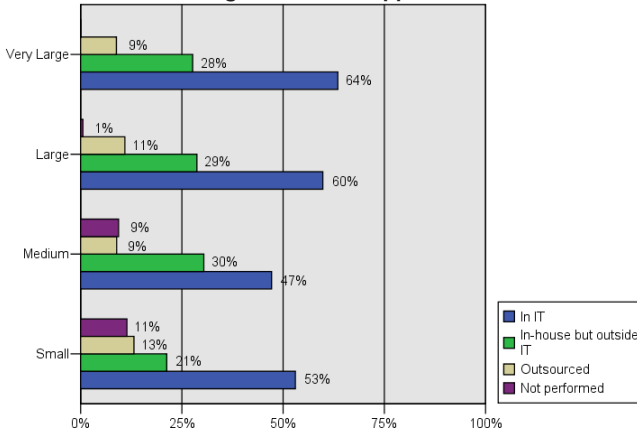
Who Manages Telecom/Audio-Video?



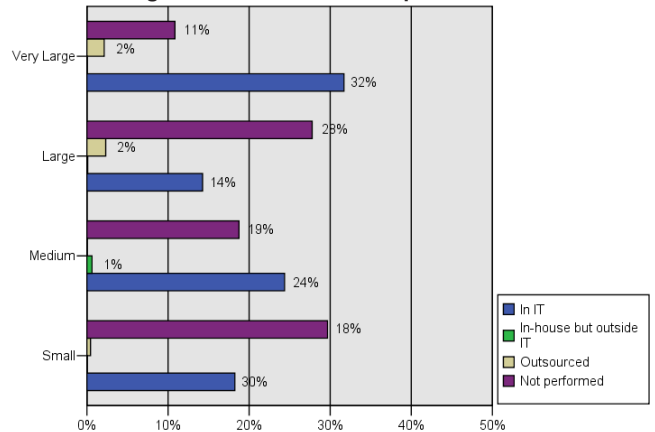
Who Manages Web Development?



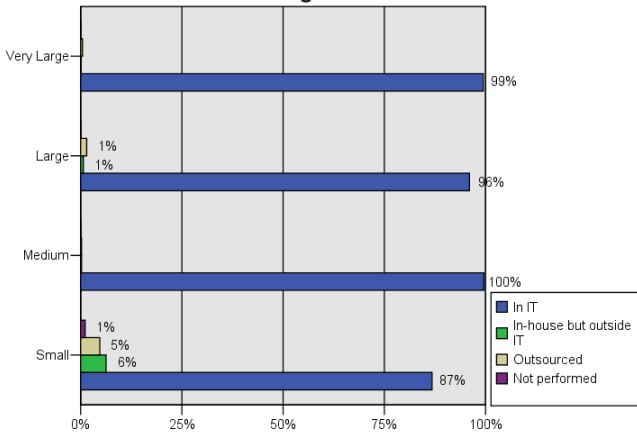
Who Manages Practice Support?



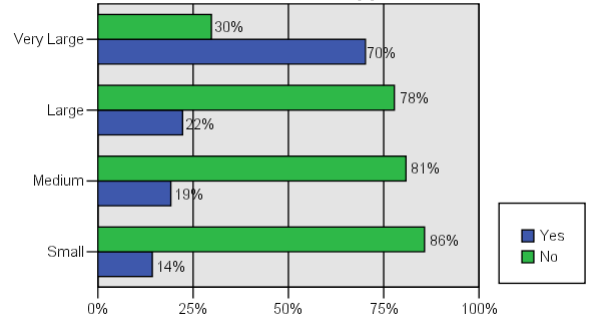
Who Manages Other Functional Responsibilities?



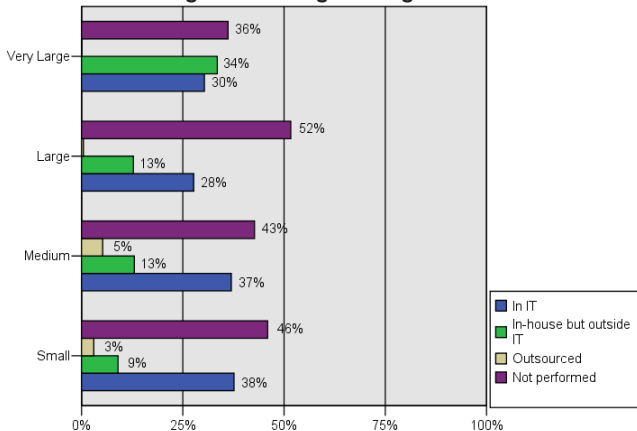
Who Manages IT?



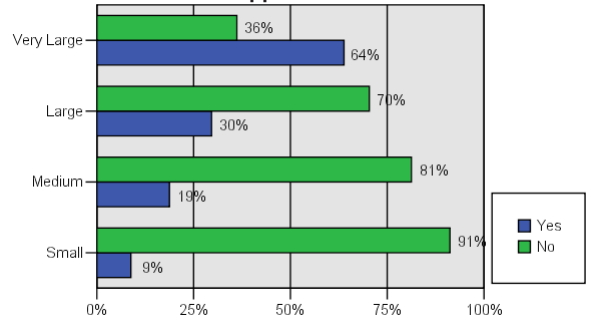
Dedicated Administrative Support within IT?



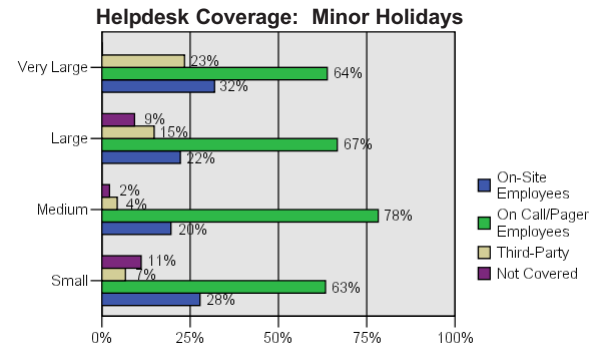
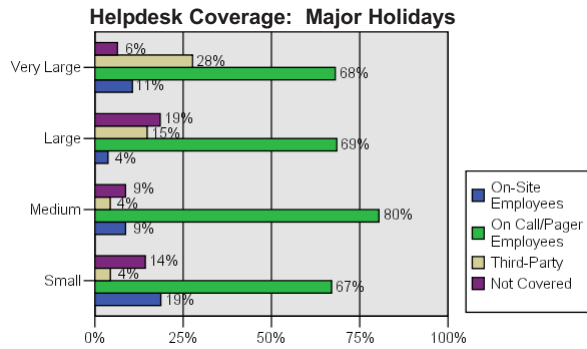
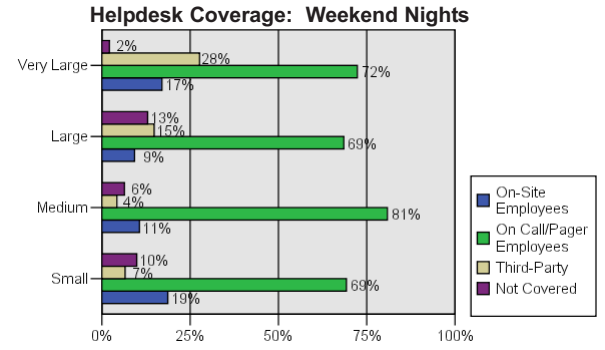
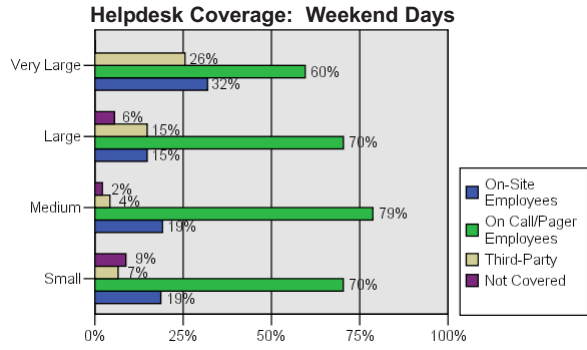
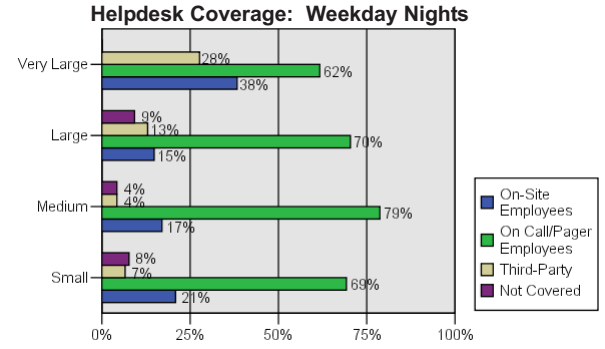
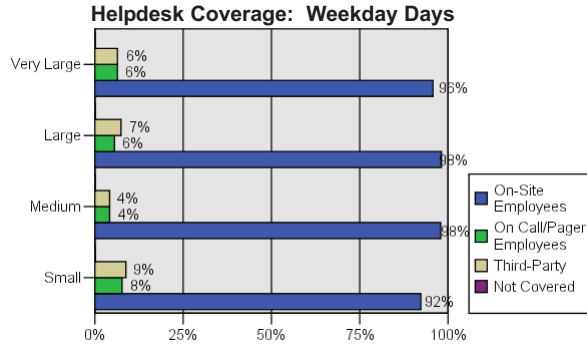
Who Manages Knowledge Management?



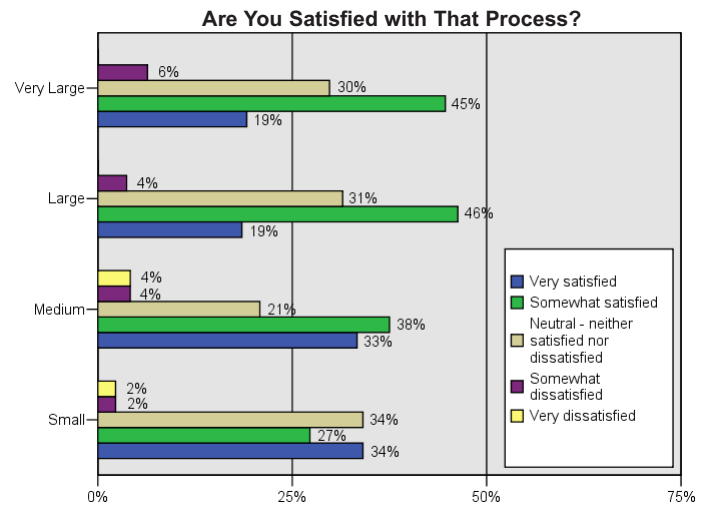
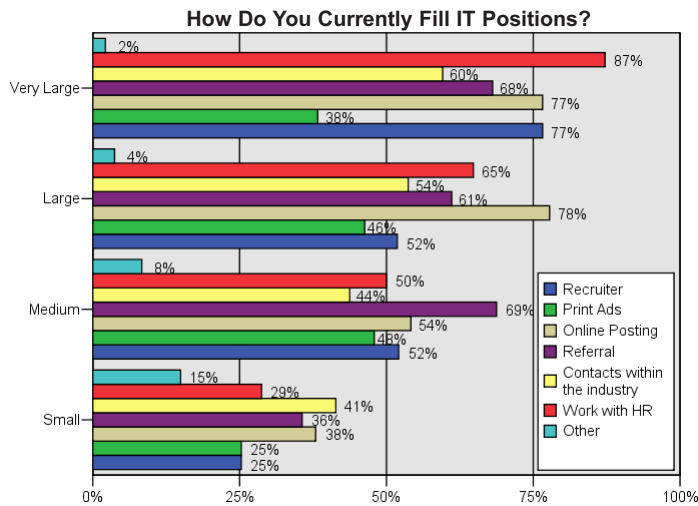
Administrative Support Staff Available to IT?



Functions / Coverage Continued

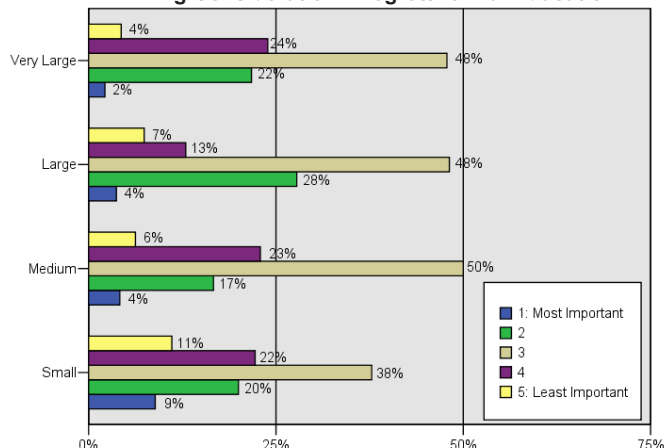


Hiring / Development

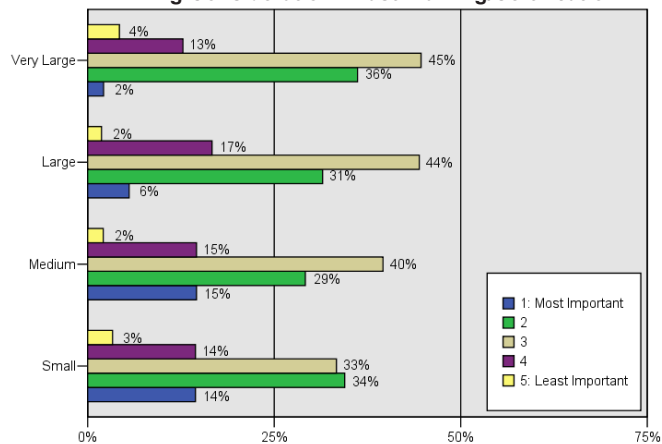


Hiring / Development Continued

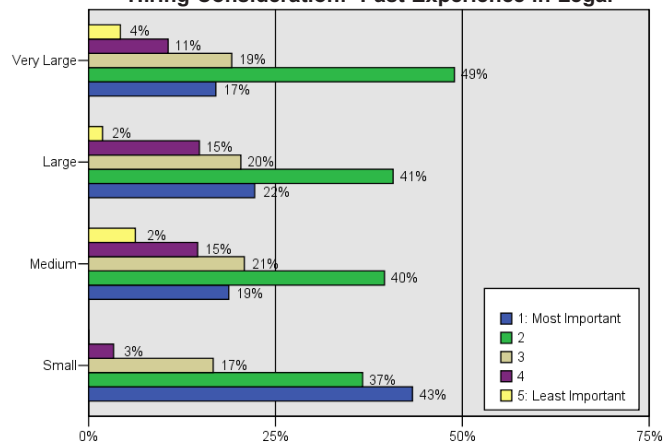
Hiring Consideration: Degree/Formal Education



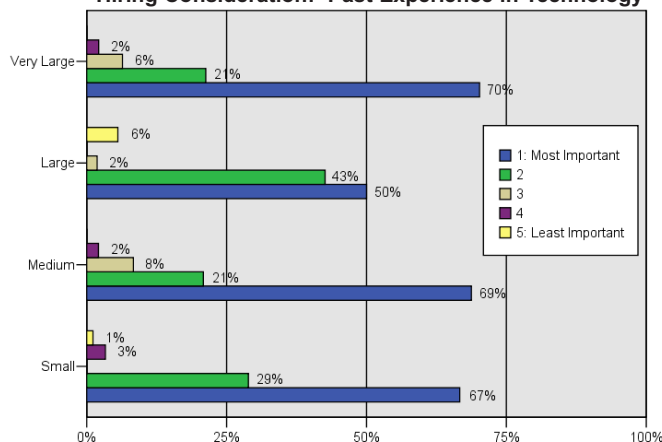
Hiring Consideration: Past Training/Certification



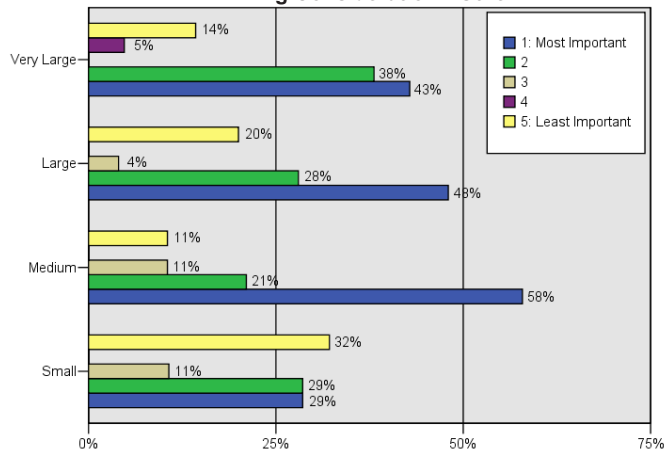
Hiring Consideration: Past Experience in Legal



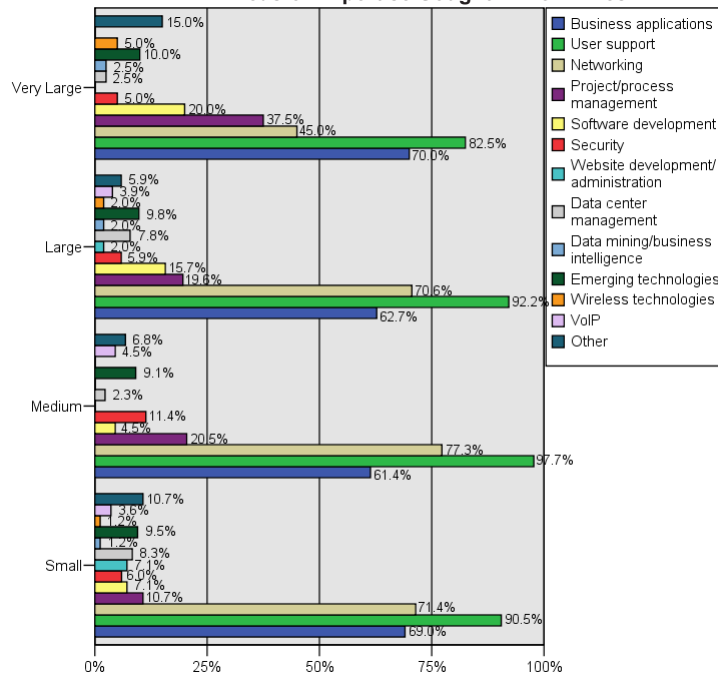
Hiring Consideration: Past Experience in Technology



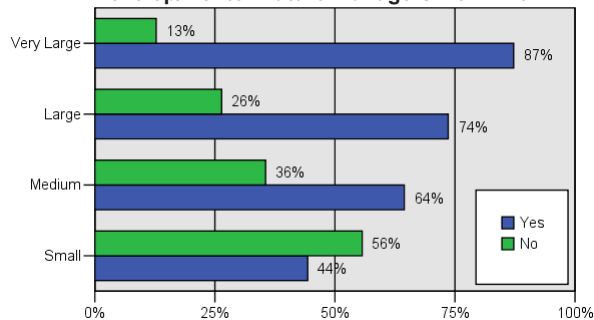
Hiring Consideration: Other



Areas of Expertise Sought in New Hires

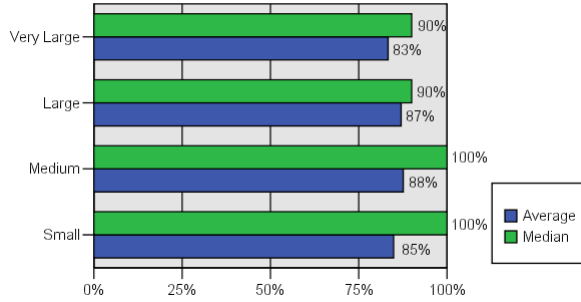


Develop/Mentor Future Managers from Within?

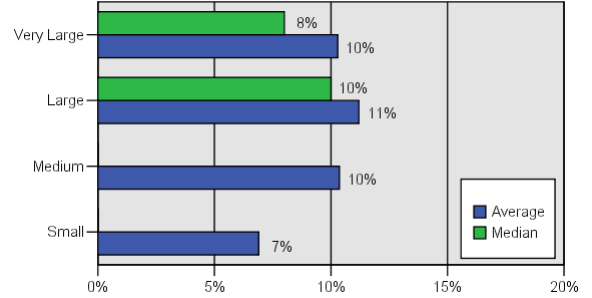


Hiring / Development Continued

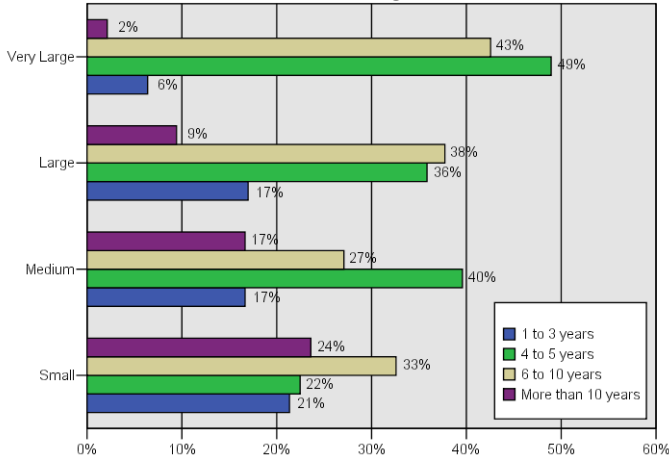
Percent of People in Same Position as Last Year



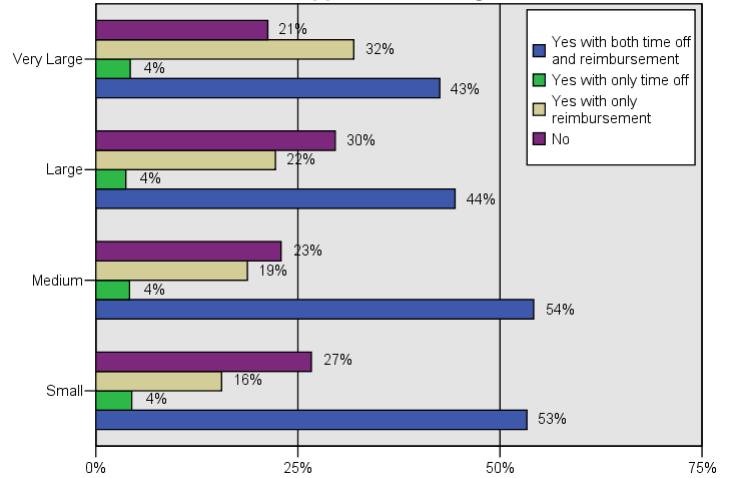
Percent of People Who Left IT Since Last Year



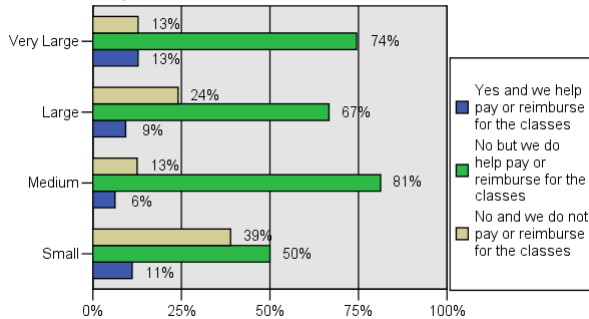
IT Staff Average Tenure



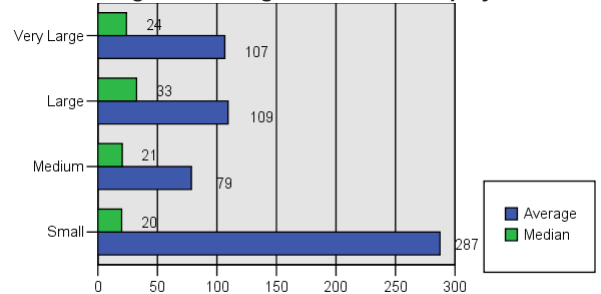
Firm Support Continuing Education?



Require Staff to Get/Maintain Certifications?



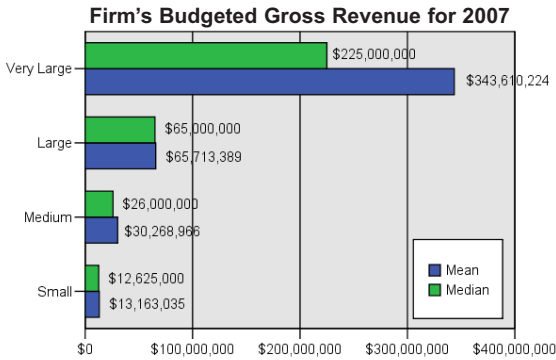
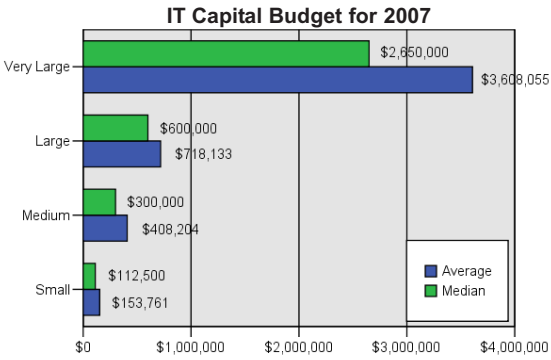
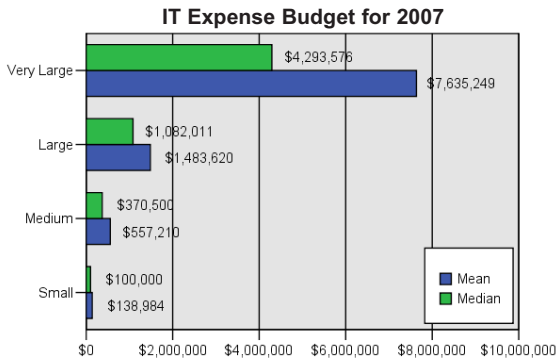
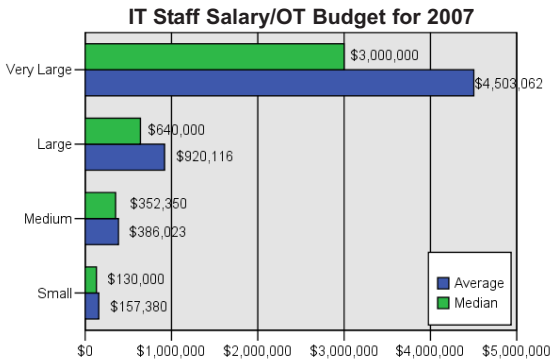
Training Hours Budgeted for Each Employee



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Budget / Revenue



By the Numbers

Differences in staffing often relate to firm size. Below, we're providing some tables so you can see how your firm sizes up. The size categories are based on number users and are grouped like this:

Firm Size	Number of Users
Small	< 151
Medium	151 - 250
Large	251 - 500
Very Large	> 500

Number of FTE Attorneys	SMALL	MEDIUM	LARGE	VERY LRG
Average	37.8	86.8	156.0	591.6
Median	36.0	85.0	152.5	450.0

Number of Other FTE Timekeepers	SMALL	MEDIUM	LARGE	VERY LRG
Average	10.9	32.4	59.6	153.9
Median	8.0	25.0	45.0	112.5

Number of Non-Billable FTE Employees	SMALL	MEDIUM	LARGE	VERY LRG
Average	32.0	79.2	153.2	609.7
Median	30.0	80.0	150.0	450.0

Total FTE Staffing Number for IT	SMALL	MEDIUM	LARGE	VERY LRG
Average	4.6	9.6	26.3	60.0
Median	2.0	5.0	10.5	39.0

Multiple Office Locations?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	46%	69%	96%	100%
No	54%	31%	4%	0%

Total Number of Offices	SMALL	MEDIUM	LARGE	VERY LRG
Average	3.5	4.2	4.9	10.6
Median	3.0	4.0	5.0	9.0

Number of Offices Outside U.S.	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.0	0.2	0.4	2.4
Median	0.0	0.0	0.0	1.0

Provide Support to Branch Offices?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	100%	100%	98%	100%
No	0%	0%	2%	0%

How Does IT Report to Larger Organization?	SMALL	MEDIUM	LARGE	VERY LRG
Head of IT reports to managing partner	37%	23%	19%	23%
Head of IT reports to COO	11%	44%	50%	60%
Head of IT reports to CFO	4%	2%	4%	2%
Head of IT reports to legal administrator	32%	27%	15%	11%
IT management reports to law firm technology committee of firm partners only	10%	6%	4%	6%
IT management reports to law firm technology committee of firm partners and legal/administrative management	14%	8%	6%	4%
Other	7%	2%	11%	6%

% of Time Spent on Firmwide Activities as Compared to Local Office?	SMALL	MEDIUM	LARGE	VERY LRG
Average	45%	52%	56%	63%
Median	33%	60%	50%	70%

% of Time Spent on Local Office Activities	SMALL	MEDIUM	LARGE	VERY LRG
Average	55%	48%	44%	38%
Median	68%	40%	50%	31%

Worked in Firm Without Multiple Locations?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	44%	18%	19%	21%
No	56%	82%	81%	79%

Multiple-Office vs. Single-Office Experience	SMALL	MEDIUM	LARGE	VERY LRG
Smaller staffing contingency per user	22%	0%	10%	30%
About the same staffing contingency per user	39%	50%	10%	20%
Larger staffing contingency per user	39%	50%	80%	50%

Demographics

Staffing

Current Staffing Condition	SMALL	MEDIUM	LARGE	VERY LRG
Inadequately staffed (doing more with less)	30%	38%	37%	35%
Adequately staffed (just getting by)	47%	44%	52%	61%
Comfortably staffed (have some wiggle room)	23%	19%	11%	4%

IT Adoption Profile	SMALL	MEDIUM	LARGE	VERY LRG
Type A - Leading edge	6%	15%	10%	19%
Type B - Mainstream	48%	45%	60%	60%
Type C - Conservative	39%	40%	31%	21%
Type D - Rarely if ever	7%	0%	0%	0%

Under 50 Atty: IT Investment Ratio	SMALL
We're considered too small to deploy expensive enterprise solutions	8%
We're small, but we're interested in the latest technology and occasionally deploy systems seen in larger firms	38%
Although we're small, we consider ourselves on an equal playing field with larger firms and routinely adopt technology found in firms much larger	48%
Other	6%

Who Maintains Your Intranet?	SMALL	MEDIUM	LARGE	VERY LRG
IT	66%	67%	60%	62%
Marketing	2%	4%	2%	4%
Both IT and Marketing	11%	15%	23%	9%
Other	21%	15%	15%	26%

Who Maintains Your Public Website?	SMALL	MEDIUM	LARGE	VERY LRG
IT	34%	15%	11%	9%
Marketing	18%	40%	32%	66%
Outsourced	41%	40%	19%	11%
Other	7%	6%	11%	15%

Who Maintains your CRM Databases?	SMALL	MEDIUM	LARGE	VERY LRG
IT	31%	17%	6%	6%
Marketing	20%	43%	32%	49%
Both IT and Marketing	28%	28%	45%	40%
Other	20%	13%	17%	4%

% of Non-Exempt Employees in IT	SMALL	MEDIUM	LARGE	VERY LRG
Average	27%	36%	41%	36%
Median	1%	30%	39%	36%

Project Manager/Mgmt. Office in IT?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	8%	6%	13%	47%
No	92%	94%	87%	53%

Functions / Coverage

IT Executive Responsibilities	SMALL	MEDIUM	LARGE	VERY LRG
Library	14%	20%	12%	32%
Records	28%	31%	27%	22%
Conflict Checking	20%	11%	12%	11%
Docketing	23%	17%	20%	8%
Litigation Support	72%	66%	76%	76%
Marketing	25%	3%	5%	0%
Facilities	28%	31%	2%	3%
Copy Center	34%	34%	5%	0%
Mail Room	13%	17%	5%	0%
Reception	11%	9%	5%	3%
Word Processing	42%	29%	22%	5%
Building Security	25%	40%	15%	11%
Other	9%	17%	2%	14%

After-Hours Coverage Compensation?	SMALL	MEDIUM	LARGE	VERY LRG
On call, no extra compensation; "part of the job"	63%	48%	24%	30%
On call, paid on actual time spent on call	32%	31%	50%	57%
On call, paid on fixed stipend (even if no calls)	3%	25%	48%	47%
On call, compensatory time	7%	29%	19%	15%
Office trips not compensated; "part of the job"	25%	25%	11%	15%
Office trips paid on actual time spent	27%	27%	33%	36%
Office trips paid on guaranteed minimum	2%	6%	13%	21%
Office trips paid on fixed stipend	1%	2%	2%	6%
Not applicable	7%	4%	13%	2%

Application Administration	SMALL	MEDIUM	LARGE	VERY LRG
In IT	83%	93%	91%	94%
In-house but outside IT	5%	3%	6%	5%
Outsourced	11%	4%	3%	1%
Not performed	1%	0%	0%	0%

Telecom and Audio Video	SMALL	MEDIUM	LARGE	VERY LRG
In IT	76%	79%	81%	89%
In-house but outside IT	8%	6%	10%	5%
Outsourced	17%	13%	9%	5%
Not performed	0%	2%	0%	0%

Practice Support	SMALL	MEDIUM	LARGE	VERY LRG
In IT	53%	47%	60%	64%
In-house but outside IT	21%	30%	29%	28%
Outsourced	13%	9%	11%	9%
Not performed	11%	9%	1%	0%

IT Management	SMALL	MEDIUM	LARGE	VERY LRG
In IT	87%	100%	96%	99%
In-house but outside IT	6%	0%	1%	0%
Outsourced	5%	0%	1%	0%
Not performed	1%	0%	0%	0%

Network Support	SMALL	MEDIUM	LARGE	VERY LRG
In IT	82%	91%	96%	94%
In-house but outside IT	2%	2%	0%	1%
Outsourced	16%	7%	4%	5%
Not performed	0%	0%	0%	0%

Helpdesk and Desktop Support	SMALL	MEDIUM	LARGE	VERY LRG
In IT	91%	95%	94%	89%
In-house but outside IT	2%	1%	1%	1%
Outsourced	7%	3%	6%	10%
Not performed	0%	0%	0%	0%

End User Training	SMALL	MEDIUM	LARGE	VERY LRG
In IT	77%	86%	75%	91%
In-house but outside IT	9%	3%	17%	6%
Outsourced	12%	7%	9%	4%
Not performed	1%	4%	0%	0%

Application Development	SMALL	MEDIUM	LARGE	VERY LRG
In IT	37%	49%	61%	86%
In-house but outside IT	2%	4%	5%	3%
Outsourced	28%	26%	21%	8%
Not performed	32%	21%	13%	3%

Knowledge Management	SMALL	MEDIUM	LARGE	VERY LRG
In IT	38%	37%	28%	30%
In-house but outside IT	9%	13%	13%	34%
Outsourced	3%	5%	0%	0%
Not performed	46%	43%	52%	36%

Web Development	SMALL	MEDIUM	LARGE	VERY LRG
In IT	24%	37%	43%	64%
In-house but outside IT	12%	5%	9%	11%
Outsourced	51%	53%	37%	19%
Not performed	11%	5%	9%	3%

Other	SMALL	MEDIUM	LARGE	VERY LRG
In IT	18%	24%	14%	32%
In-house but outside IT	0%	1%	0%	0%
Outsourced	0%	0%	2%	2%
Not performed	30%	19%	28%	11%

Dedicated Admin. Support within IT?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	14%	19%	22%	70%
No	86%	81%	78%	30%

Admin. Support Staff Available to IT?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	9%	19%	30%	64%
No	91%	81%	70%	36%

Functions / Coverage Continued

Helpdesk Coverage

Weekday Days	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	92%	98%	98%	96%
On call/pager employees	8%	4%	6%	6%
Third-party	9%	4%	7%	6%
Not covered	0%	0%	0%	0%

Weekend Days	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	19%	19%	15%	32%
On call/pager employees	70%	79%	70%	60%
Third-party	7%	4%	15%	26%
Not covered	9%	2%	6%	0%

Major Holidays	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	19%	9%	4%	11%
On call/pager employees	67%	80%	69%	68%
Third-party	4%	4%	15%	28%
Not covered	14%	9%	19%	6%

Weekday Nights	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	21%	17%	15%	38%
On call/pager employees	69%	79%	70%	62%
Third-party	7%	4%	13%	28%
Not covered	8%	4%	9%	0%

Weekend Nights	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	19%	11%	9%	17%
On call/pager employees	69%	81%	69%	72%
Third-party	7%	4%	15%	28%
Not covered	10%	6%	13%	2%

Minor Holidays	SMALL	MEDIUM	LARGE	VERY LRG
On-site employees	28%	20%	22%	32%
On call/pager employees	63%	78%	67%	64%
Third-party	7%	4%	15%	23%
Not covered	11%	2%	9%	0%

Hiring / Development

How Do You Currently Fill IT Positions?	SMALL	MEDIUM	LARGE	VERY LRG
Recruiter	25%	52%	52%	77%
Print ads	25%	48%	46%	38%
Online posting	38%	54%	78%	77%
Referral	36%	69%	61%	68%
Contacts within the industry	41%	44%	54%	60%
Work with HR	29%	50%	65%	87%
Other	15%	8%	4%	2%

Are You Satisfied with That Process?	SMALL	MEDIUM	LARGE	VERY LRG
Very satisfied	34%	33%	19%	19%
Somewhat satisfied	27%	38%	46%	45%
Neutral - neither satisfied nor dissatisfied	34%	21%	31%	30%
Somewhat dissatisfied	2%	4%	4%	6%
Very dissatisfied	2%	4%	0%	0%

Areas of Expertise Sought in New Hires	SMALL	MEDIUM	LARGE	VERY LRG
Business applications	69.0%	61.4%	62.7%	70.0%
User support	90.5%	97.7%	92.2%	82.5%
Networking	71.4%	77.3%	70.6%	45.0%
Project/process management	10.7%	20.5%	19.6%	37.5%
Software development	7.1%	4.5%	15.7%	20.0%
Security	6.0%	11.4%	5.9%	5.0%
Website development/administration	7.1%	0.0%	2.0%	0.0%
Data center management	8.3%	2.3%	7.8%	2.5%
Data mining/business intelligence	1.2%	0.0%	2.0%	2.5%
Emerging technologies	9.5%	9.1%	9.8%	10.0%
Wireless technologies	1.2%	0.0%	2.0%	5.0%
VoIP	3.6%	4.5%	3.9%	0.0%
Other	10.7%	6.8%	5.9%	15.0%

Develop/Mentor Future Managers from Within	SMALL	MEDIUM	LARGE	VERY LRG
Yes	44%	64%	74%	87%
No	56%	36%	26%	13%

Firm Support Continuing Education?	SMALL	MEDIUM	LARGE	VERY LRG
Yes with both time off and reimbursement	53%	54%	44%	43%
Yes with only time off	4%	4%	4%	4%
Yes with only reimbursement	16%	19%	22%	32%
No	27%	23%	30%	21%

% of People in Same Position as Last Year	SMALL	MEDIUM	LARGE	VERY LRG
Average %	85%	88%	87%	83%
Median %	100%	100%	90%	90%

% of People Who Left IT Since Last Year	SMALL	MEDIUM	LARGE	VERY LRG
Average %	7%	10%	11%	10%
Median %	0%	0%	10%	8%

Budget / Revenue

IT Staff Salary and OT Budget for 2007	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$157,380	\$386,023	\$920,116	\$4,503,062
Median \$	\$130,000	\$352,350	\$640,000	\$3,000,000

IT Expense Budget for 2007	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$138,984	\$557,210	\$1,483,620	\$7,635,249
Median \$	\$100,000	\$370,500	\$1,082,011	\$4,293,576

Hiring Considerations

Degree/Formal Education	SMALL	MEDIUM	LARGE	VERY LRG
Most Important: 1	9%	4%	4%	2%
2	20%	17%	28%	22%
3	38%	50%	48%	48%
4	22%	23%	13%	24%
Least Important: 5	11%	6%	7%	4%

Past Training/Certification	SMALL	MEDIUM	LARGE	VERY LRG
Most Important: 1	14%	15%	6%	2%
2	34%	29%	31%	36%
3	33%	40%	44%	45%
4	14%	15%	17%	13%
Least Important: 5	3%	2%	2%	4%

Past Experience in Legal	SMALL	MEDIUM	LARGE	VERY LRG
Most Important: 1	43%	19%	22%	17%
2	37%	40%	41%	49%
3	17%	21%	20%	19%
4	3%	15%	15%	11%
Least Important: 5	0%	6%	2%	4%

Past Experience Technology	SMALL	MEDIUM	LARGE	VERY LRG
Most Important: 1	67%	69%	50%	70%
2	29%	21%	43%	21%
3	0%	8%	2%	6%
4	3%	2%	0%	2%
Least Important: 5	1%	0%	6%	0%

Other	SMALL	MEDIUM	LARGE	VERY LRG
Most Important: 1	29%	58%	48%	43%
2	29%	21%	28%	38%
3	11%	11%	4%	0%
4	0%	0%	0%	5%
Least Important: 5	32%	11%	20%	14%

IT Staff Average Tenure	SMALL	MEDIUM	LARGE	VERY LRG
1 to 3 years	21%	17%	17%	6%
4 to 5 years	22%	40%	36%	49%
6 to 10 years	33%	27%	38%	43%
More than 10 years	24%	17%	9%	2%

Require Staff to Get/Maintain Certifications?	SMALL	MEDIUM	LARGE	VERY LRG
Yes, and we help pay/reimburse for classes	11%	6%	9%	13%
No, but we do help pay/reimburse for classes	50%	81%	67%	74%
No, and we do not pay/reimburse for classes	39%	13%	24%	13%

Training Hours Budgeted for Each Employee	SMALL	MEDIUM	LARGE	VERY LRG
Average	287	79	109	107
Median	20	21	33	24

IT Capital Budget for 2007	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$153,761	\$408,204	\$718,133	\$3,608,055
Median \$	\$112,500	\$300,000	\$600,000	\$2,650,000

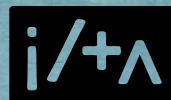
Firm's Budgeted Gross Revenue for 2007	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$13,163,035	\$30,268,966	\$65,713,389	\$343,610,224
Median \$	\$12,625,000	\$26,000,000	\$65,000,000	\$225,000,000



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