

# ILTA's 2008 IT Staffing Survey

November 2008

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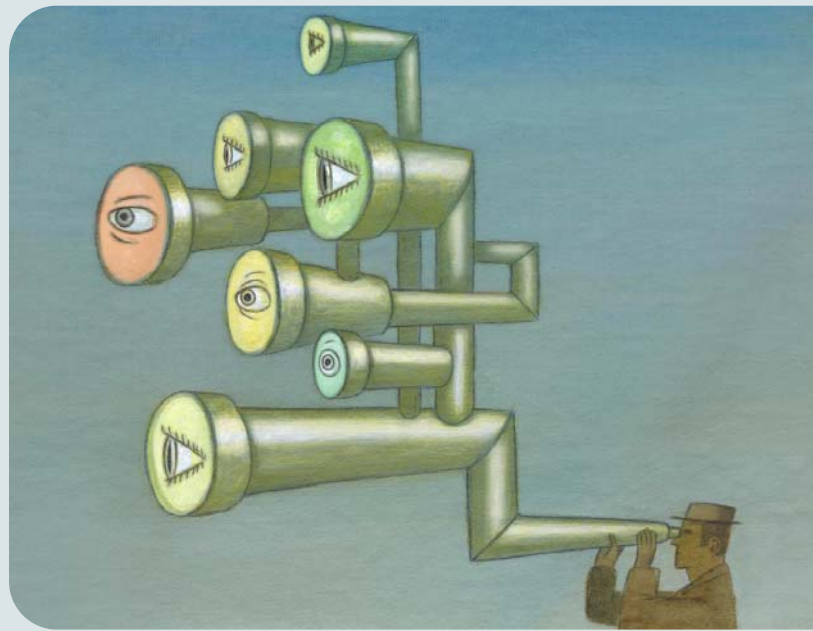
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## ILTA's 2008 IT Staffing Survey

### A Snapshot in Time

Timing is everything. While the 2008 survey was conducted prior to the nation's \$700 billion dollar bailout, it was done when firms started to feel the impact of a sluggish economy. While the results published here may not fully reflect the subsequent consequences of this economic period, they will provide us with a great benchmark against which we can compare future staffing surveys. Unquestionably, the survey provides us with insight into the IT departments at firms. Like any snapshot, it provides us an image of a moment in time, and it has a tale to tell.

### Panoramic Lens

There were 229 member law firms that responded to the survey this year, approximately the same as in 2007. Small firms, those with fewer than 150 users, represent 41% of the respondents, a slight increase when compared to the 2007 percentage of total respondents. Medium firms, those with between 151 and 250 users, made up 20%, or roughly the same as last year. Large firms, those with 251 to 500 users, had 17%, down from 22% in 2007; and very large firms, with over 501 users, represented 22%, a slight increase of 2007. As you review the statistics for 2008 and 2007, keep in mind that the study does not necessarily reflect a reduction in levels and services in IT departments at firms, but rather, it highlights a change in the size of firms responding.

When analyzing the numbers, the trend may appear to be downward, but that is probably a direct result of the firm size of the respondent pool, with a larger number of Small firms participating. In fact, the average number of FTE attorneys for firms responding in 2007 was 219.5 compared to the average number of FTE attorneys for firms responding in 2008, at 175.9. It is also evident with the average number of total users found

at responding firms; 455.2 in 2007 compared to 405.1 in 2008. In addition, the number of firms that responded with less than 50 attorneys was 67 in 2007, which increased to 80 in 2008.

### Aspect Ratio

Regardless of the firm size, you can spot trends in various categories of expenditures. When comparing the Average Capital Budget percentage to the firm's Average Gross Revenue, the budgets were 1.17% for Small, 1.38% for Medium, 1.39% for Large and 1.22% for Very Large firms. The firm's average IT expense budget as a percentage of the firm's Average Gross Revenue ranged from 1.3% for Small firms, 1.9% for Medium firms, 1.9% for Large firms and 2.3% for Very Large firms. Additionally, the firm's average IT Salary Budget as a percentage of average Gross Revenue was 1.18% for Small firms, 1.26% for Medium firms, 1.34% for Large firms and 1.82% for Very Large firms.

### Depth of Focus

When looking at the data, it appears that as firms become larger, there is an increase in number of services that IT provides and a larger IT staff to support those services. In looking at number of attorneys to IT staff, a ratio that's of great interest in our community, Small firms averaged 16.3 to 1, Medium firms averaged 15.9 to 1, Large averaged 12.1 to 1 and Very Large averaged 9.2 to 1. For example, 75% of the Small firms provide End User Training from the IT department, compared to 86% at Very Large firms. 31% of the Small firms provide Application Development in IT compared to 80% of the Very Large firms. In addition, 22% of the Small firms provide Web Development in IT compared to 66% of the Very Large firms. Telecom AV was provided by IT at 79% of the Small firms compared to 90% at the Large firms. The area that showed the largest difference in staffing numbers was the Helpdesk and Desktop Support. For Small firms, the average was 1.6, Medium was 2.9, Large was 4.2 and Very Large was 18.4.

In addition to the type of work covered, there were some differences in the hours of coverage and how staff were compensated for providing after-hours support. We see Very Large firms providing On-Site weekend staffing at 34% of the firms compared to 12% of the Small firms. Regardless of firm size, over 60% of the firms in each size range provided On Call/Pager support. The interesting aspect to this, however, was with compensation. At 64% of the Small firms, After-Hours Coverage Compensation was not provided, as the coverage was considered part of the job. This approach, however, decreased as the firm size increased, coming in at 56% at the Medium firms, 21% at Large firms and 32% at the Very Large firms. In addition, this directly correlated to the staff that were paid, whether by time spent on the call or a fixed stipend. Staff were paid in this area at 29% of the Small firms responding, 54% of the Medium firms, and a higher percentage of the Large and Very Large firms.

We also see with the Smaller firms, only 14% that responded have dedicated Administrative Support for IT compared with 9% of the Medium, 28% Large and 67% of the Very Large firms. Interestingly, 24% of the Small firms state they are inadequately staffed and doing more with less compared to 41% of the Very Large firms who say they are doing more with less. And across firms of all sizes, IT Adoption was predominantly Mainstream, with the highest percentage of Leading Edge Adoption reported at 20% in the Very Large firms.

### High Contrast

While we all provide IT services to our firms, we do not deliver exactly the same services, nor do we deliver them in the same way. This is evident when you compare firms of different sizes. For example, while two firms have a position that oversees the IT department, the role of the CIO or Director of IT at a firm with 10 lawyers is quite different from the role of the CIO or Director of IT at a firm with over 1,000 lawyers.

One would expect top level IT positions at smaller firms to wear more hats, and the breakdown for Executive Responsibility bears this out. However, both Library and Professional Management Offices increase in responsibility for large law firm CIOs versus smaller firms. This increased focus on business skills is further evidenced in the Top Three Areas of Expertise sought in new hires, with larger firms more likely to value expertise in project/process management and business applications. The decrease in networking skills sought at large firms is more likely due to the increase in non-technical positions in the department (and therefore a relatively smaller percentage networking positions). Outsourcing doesn't appear to be a significant trend in most areas for any size law firm, with the possible exception of small firms and Web development. Larger firms also tend to do far more application development, and more of it in house, which again is focused elsewhere from infrastructure.

The data suggest that larger firms tend to increase their focus on positions that deliver business value, and less (at least in terms of percentage) on "keep the lights on" staff. With SaaS (Software as a Service) and other host-based computing models, this certainly has implications for long-term career trends in legal IT. However, it's also worth noting that the results for IT Staff Average Tenure suggest that while people tend to stay longer at larger firms, (there's a smaller

percentage of staff at the 1 to 3 year level), there's a significant drop in tenure at the greater than 10 years level. Although there may be more opportunities for IT professionals in larger firms, more will have left the firm before their 10th year anniversary.

### Don't Take My Kodachrome Away

IT staffing, like good photography, is not a science. Many factors such as firm history and culture, 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.

### Soft Focus Lens

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/2008StaffingSurveyCommentary.pdf](http://www.iltanet.org/surveys/2008StaffingSurveyCommentary.pdf).

### Group Photo

We're pleased to present our annual report on IT staffing based on the data compiled and analyzed from a survey conducted in the summer of 2008.

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 leader who provides the forward momentum for this publication. He currently serves on ILTA's Board of Directors as Executive Vice President.

Special thanks go to **Eric Anderson**, Director of Technical Services at Sonnenschein Nath & Rosenthal LLP, and to **David Rigali**, formerly the CIO at Husch Blackwell Sanders LLP. Both gentlemen are long-time ILTA members who have served in various volunteer leadership roles. They provided the narrative summary based on their analysis of the data.

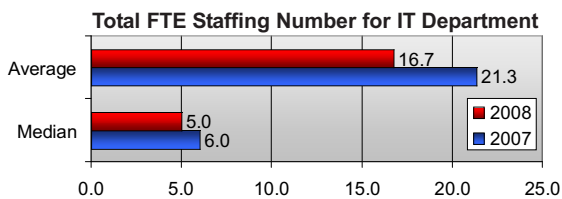
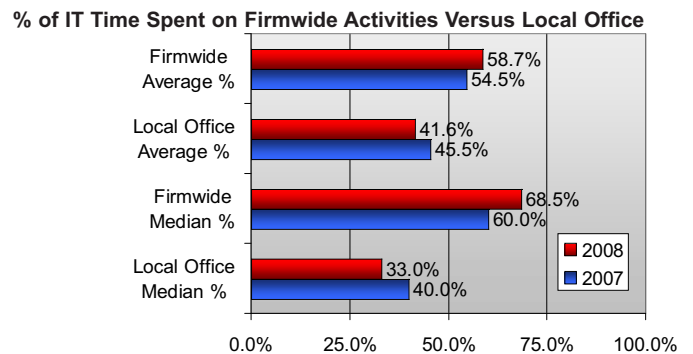
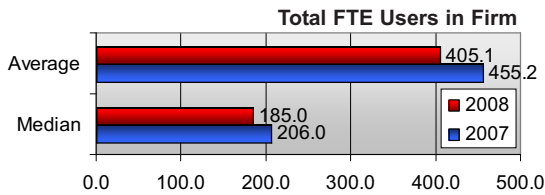
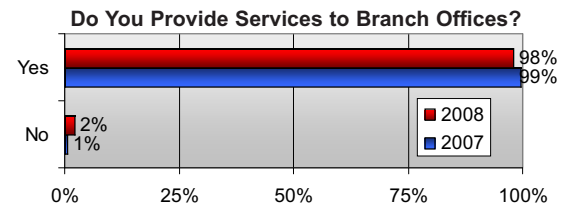
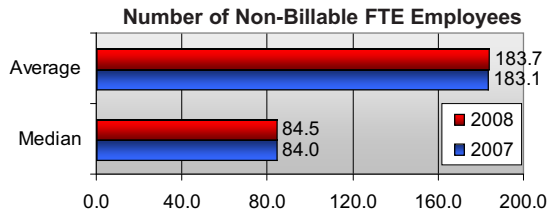
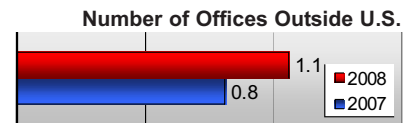
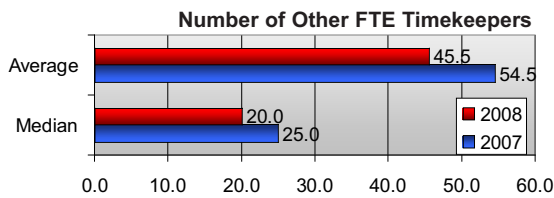
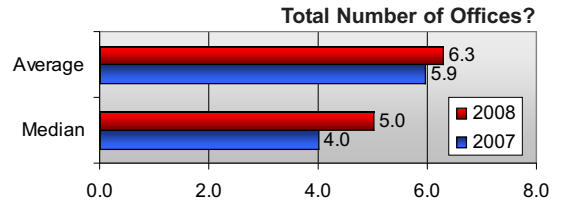
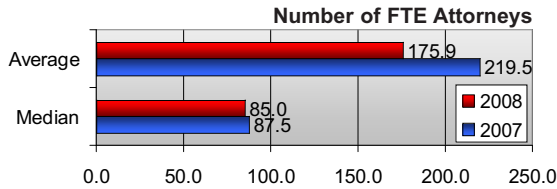
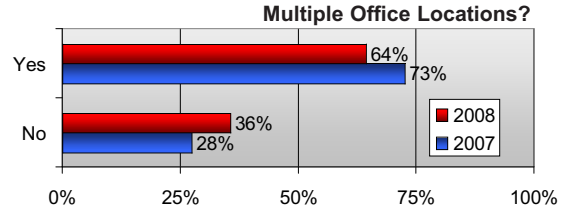
**Randi Mayes**, Executive Director of ILTA, served as the lighting director, ensuring that no harsh shadows were cast in the final shoot. She is a consummate nagger of non-respondents and the bestower of prizes to a lucky few. She worked with the Altman Weil team to ensure that the final data was publication-worthy, and she served as editor of the narrative summary.

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 stunning snapshot. Thanks for smiling.

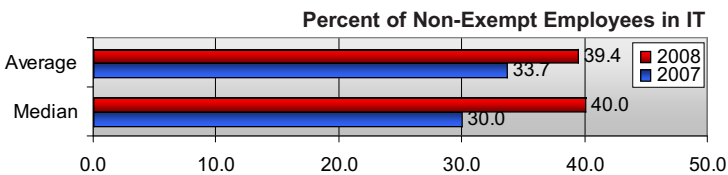
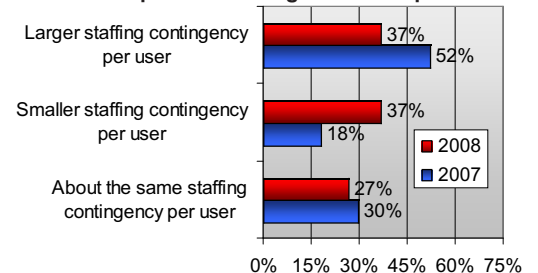
**ILTA's Statement of Purpose:** ILTA is the premier peer networking organization, providing information to members to maximize the value of technology in the support of the legal profession.

# Demographics

Firm Size	Number of Users	Number of Respondents	Percentage of Respondents
Small	< 151	95	41%
Medium	151 - 250	45	20%
Large	251- 500	39	17%
Very Large	> 500	50	22%

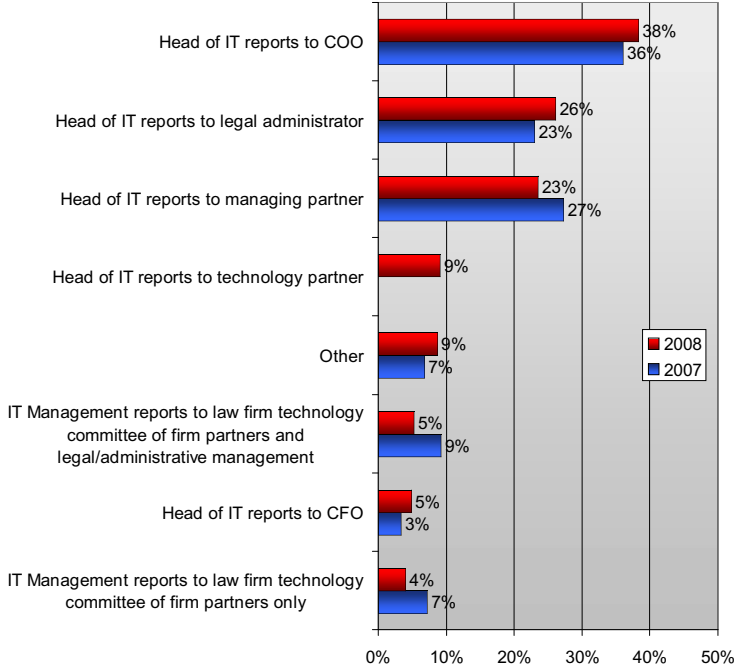


### Multiple Versus Single Office Experience

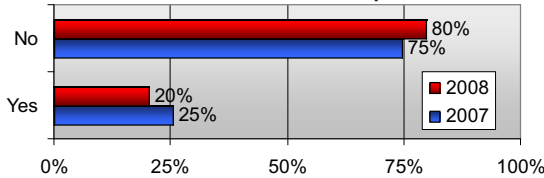


# Demographics Continued

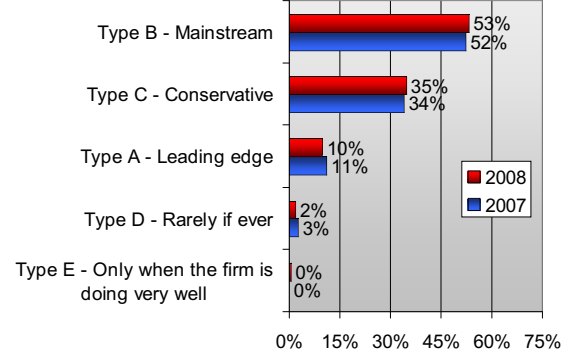
**How Does IT Report to Larger Organization?**



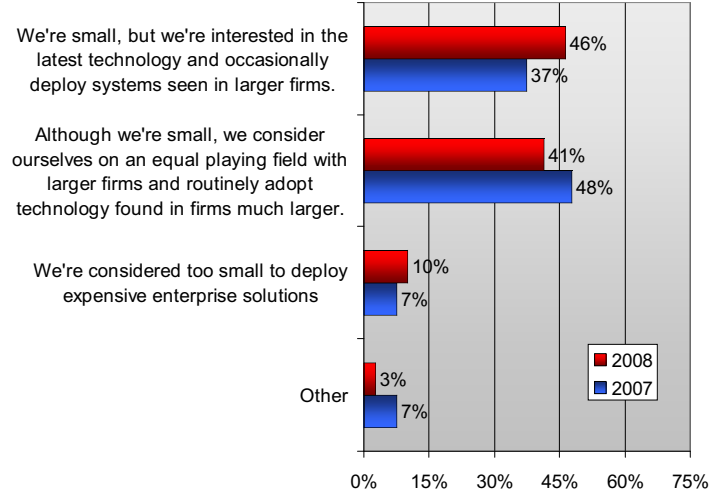
**Have you ever worked in a law firm without multiple locations?**



**IT Adoption Profile**

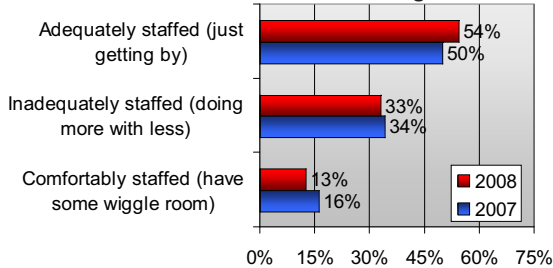


**Under 50 Attorneys: IT Investment Ratio**

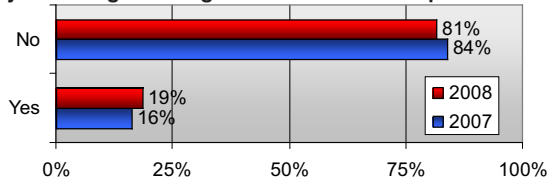


# Staffing

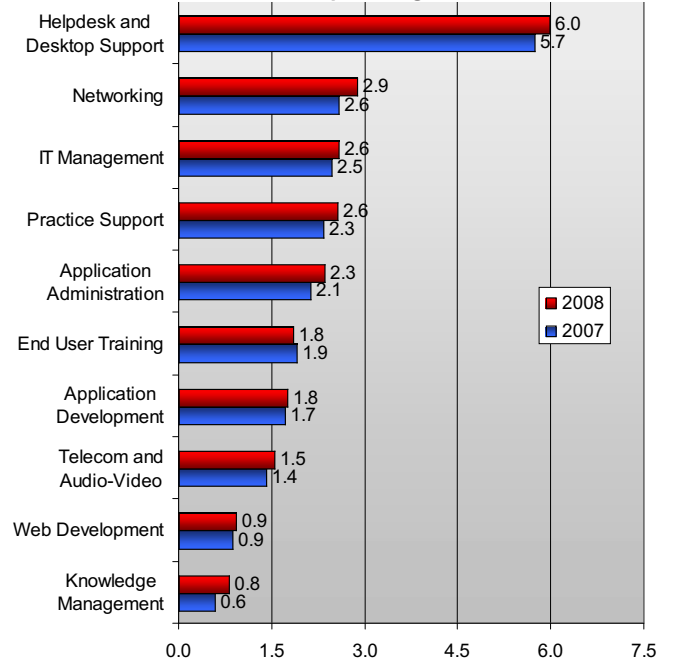
**Current Staffing Condition**



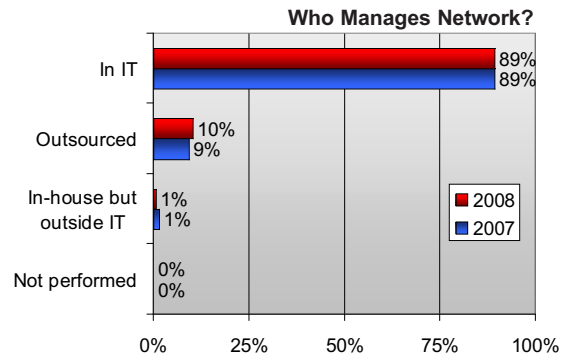
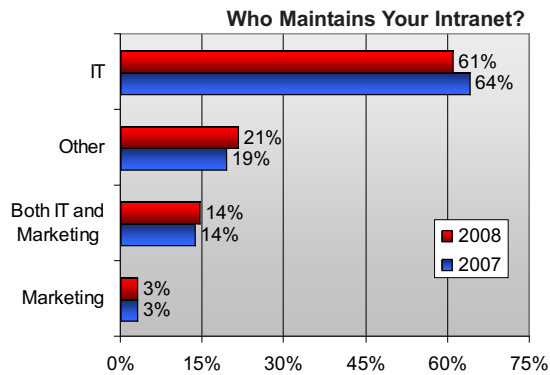
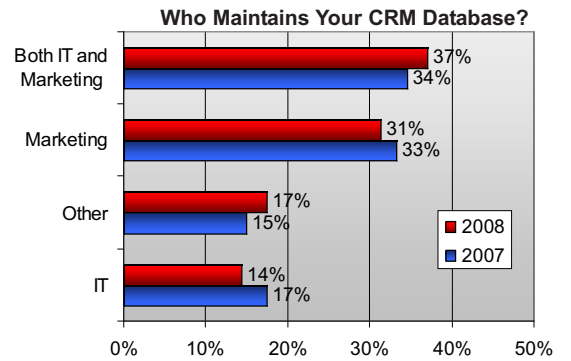
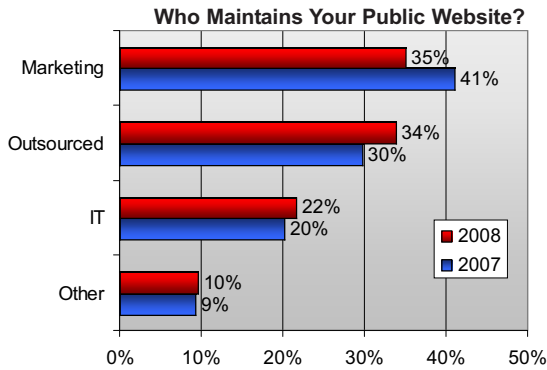
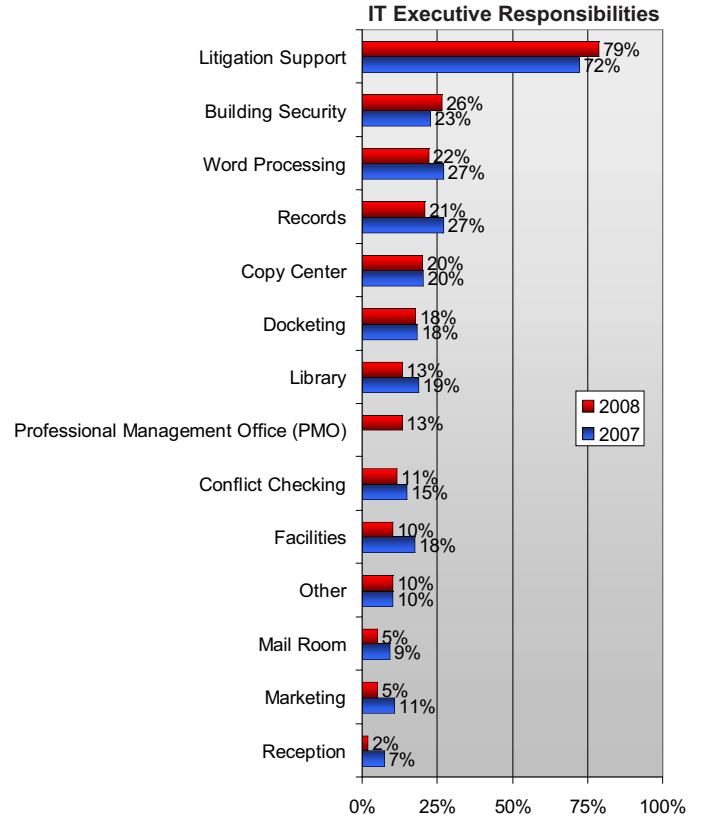
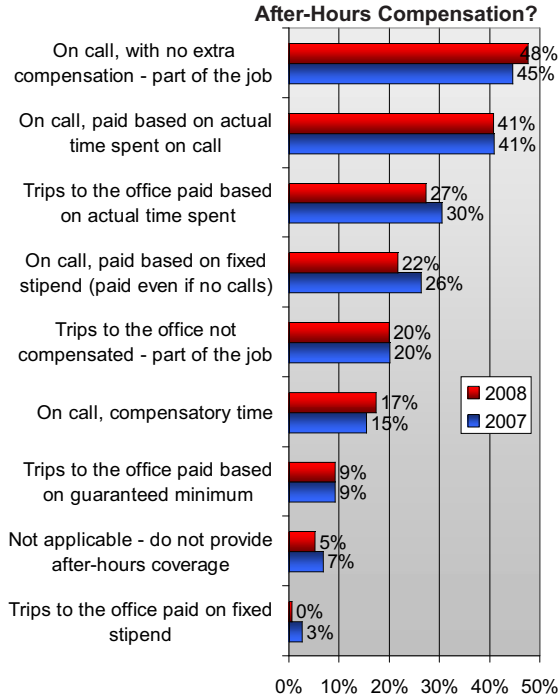
**Project Manager/Management Office in IT Department**



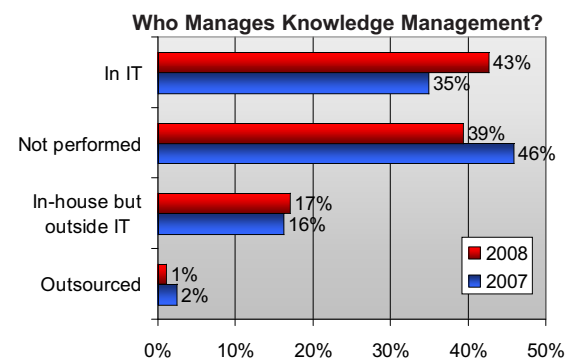
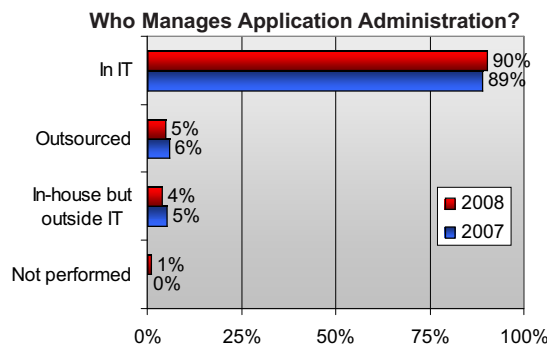
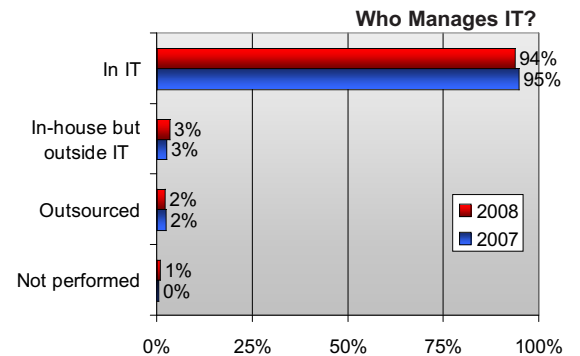
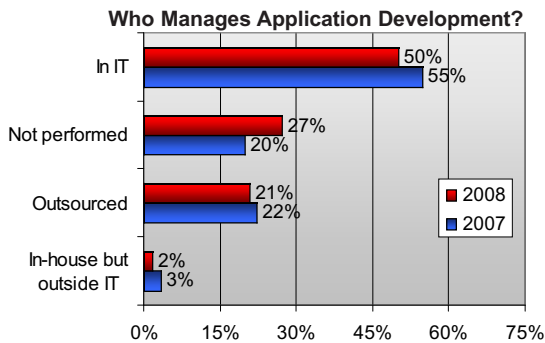
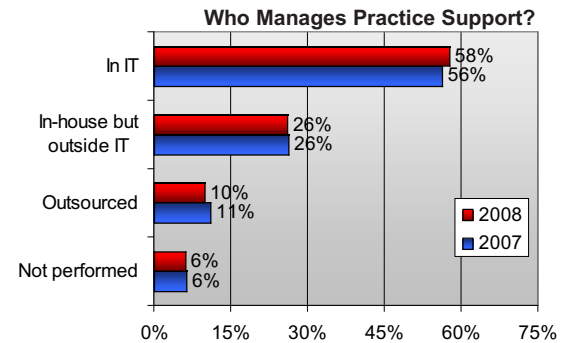
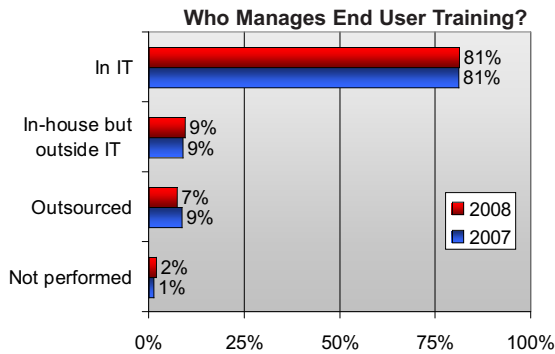
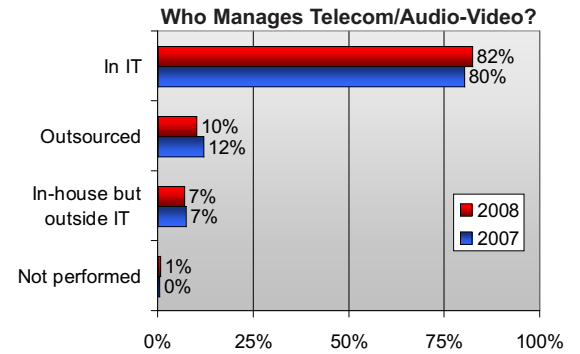
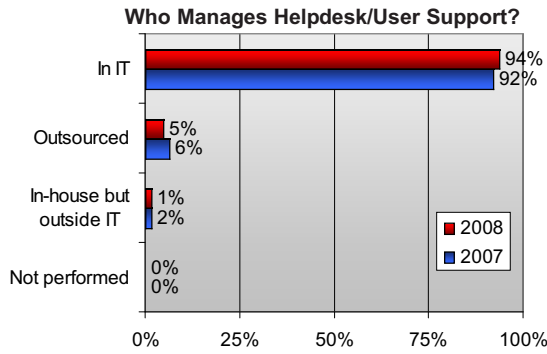
**People Assigned to Each Function**



# Functions / Coverage



# Functions / Coverage Continued

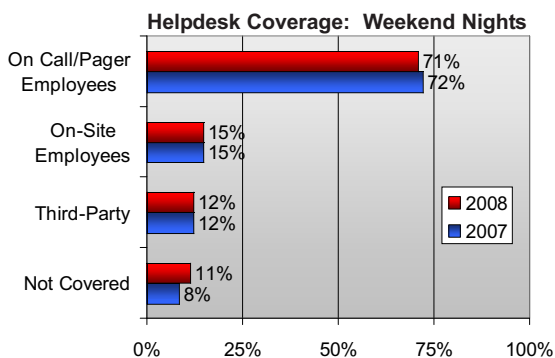
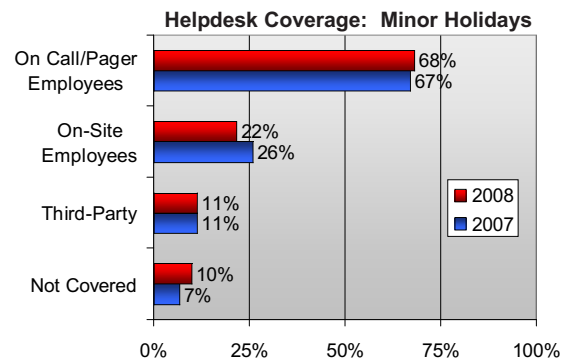
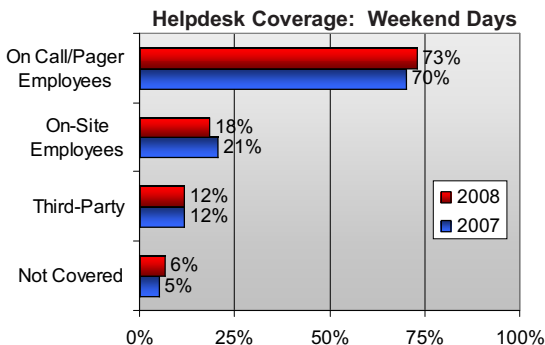
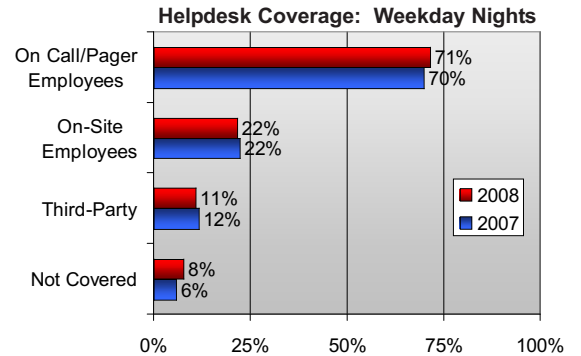
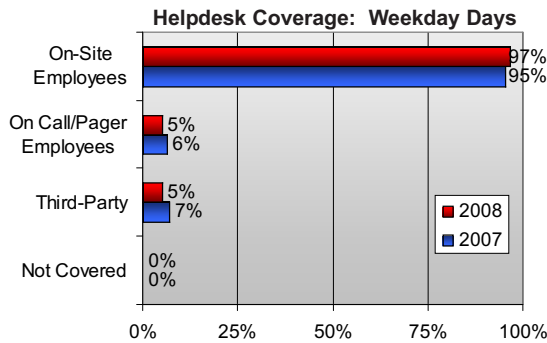
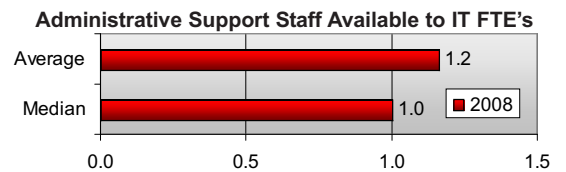
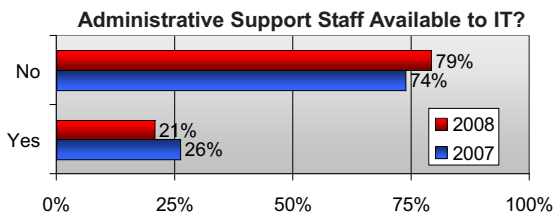
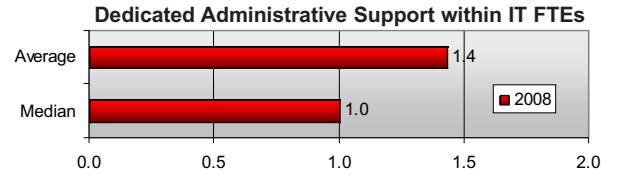
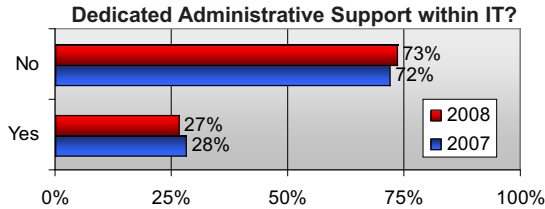
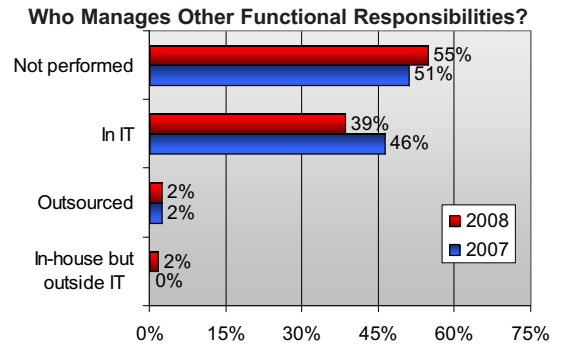
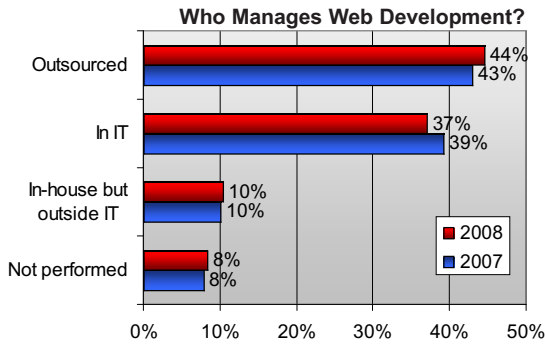


## About ILTA

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.

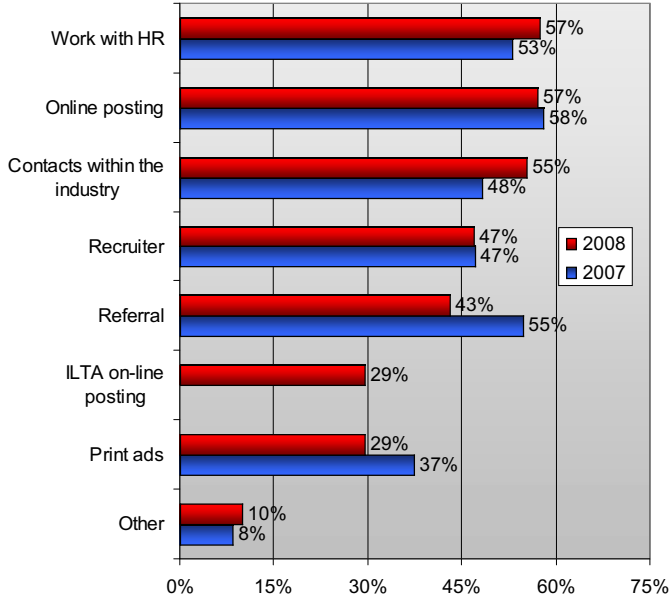
For over three decades, the International Legal Technology Association has led the way in sharing knowledge and experience for those faced with challenges in their firms and legal departments. ILTA members come from firms and law departments of all sizes and all areas of practice, all sharing a common need to have access to the latest information about products and support services that impact the legal profession.

# Functions / Coverage Continued

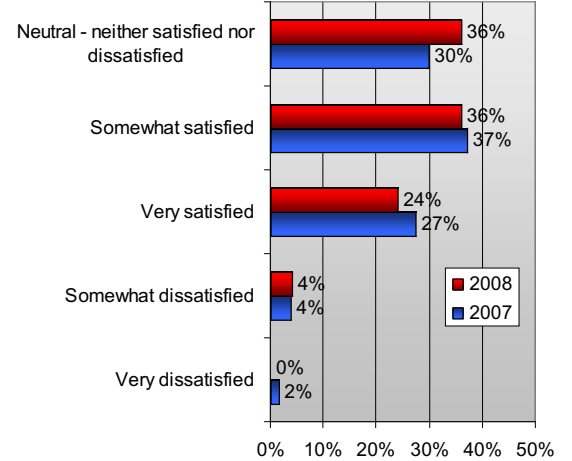


# Hiring / Development

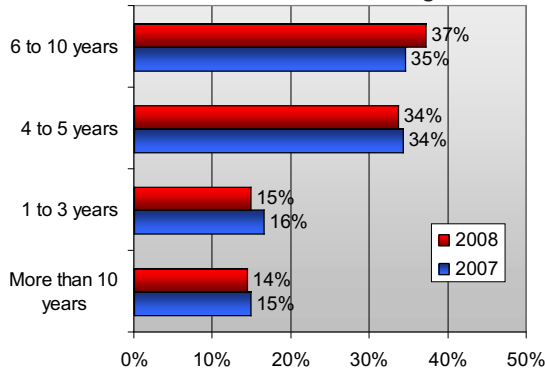
**How Do You Currently Fill IT Positions?**



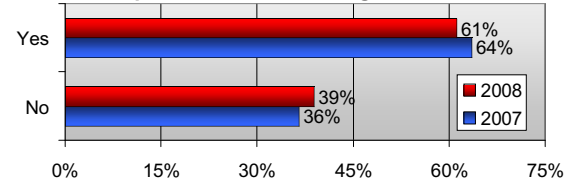
**Are You Satisfied with That Process?**



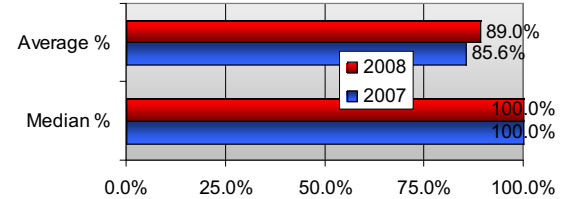
**IT Staff Average Tenure**



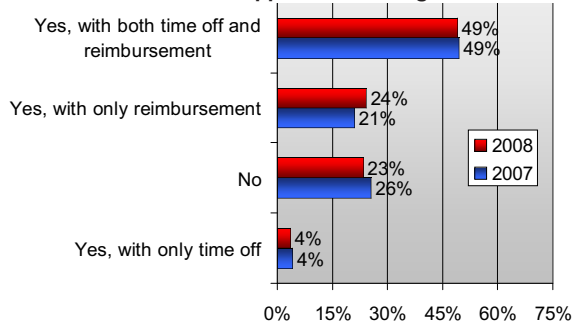
**Develop/Mentor Future Managers from Within?**



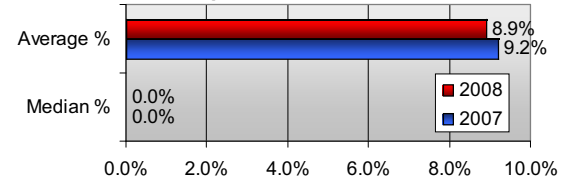
**Percent of People in Same Position as Last Year**



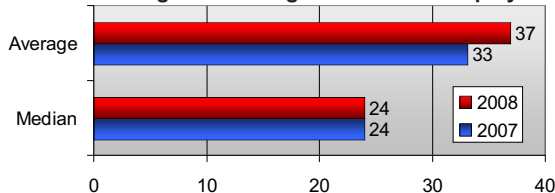
**Firm Support Continuing Education?**



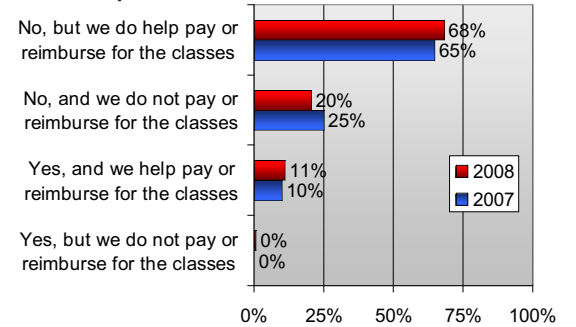
**Percent of People Who Left IT Since Last Year**



**Training Hours Budgeted for Each Employee**



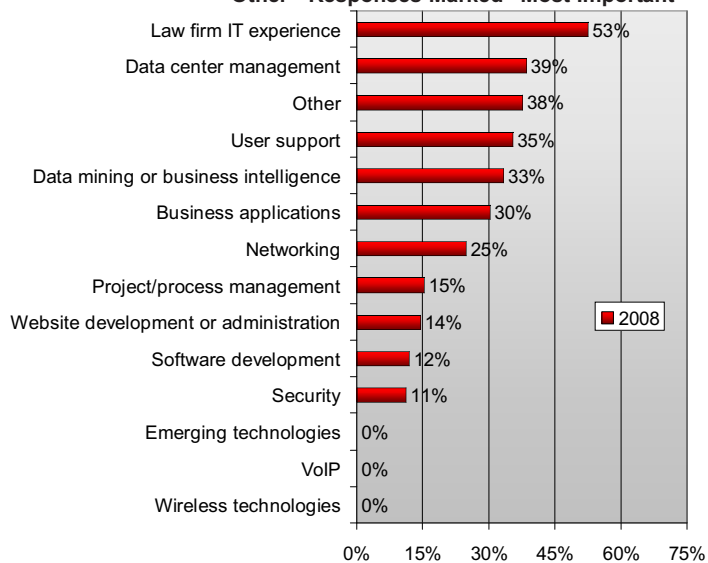
**Require Staff to Get/Maintain Certifications?**



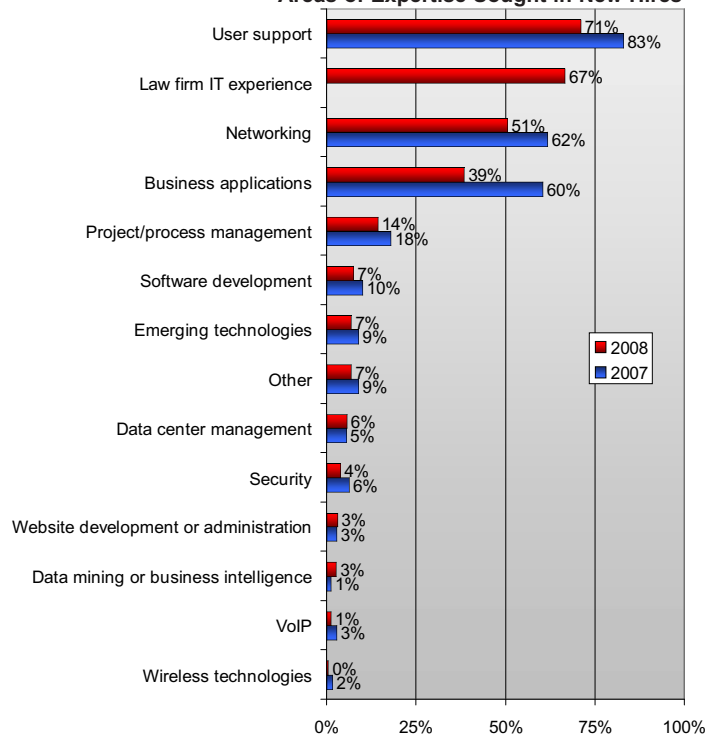
# Hiring / Development Continued

On a scale of 1 to 5, with 1 being the most important criteria, please rate the following considerations when hiring new IT staff.	Most Important				Least Important	Year
	1	2	3	4	5	
Formal education (degree)	4%	24%	39%	24%	10%	2008
	5%	21%	45%	21%	8%	2007
Training/certification in specific technology	10%	31%	39%	17%	4%	2008
	10%	33%	39%	15%	3%	2007
Prior experience in the legal profession	30%	39%	19%	11%	2%	2008
	28%	41%	19%	10%	3%	2007
Prior experience in technology discipline	56%	34%	5%	4%	1%	2008
	64%	29%	3%	2%	2%	2007
Other (see graph below)	42%	16%	17%	4%	21%	2008
	43%	29%	6%	1%	20%	2007

Other - Responses Marked "Most Important"

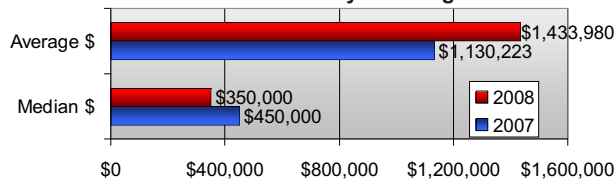


Areas of Expertise Sought in New Hires

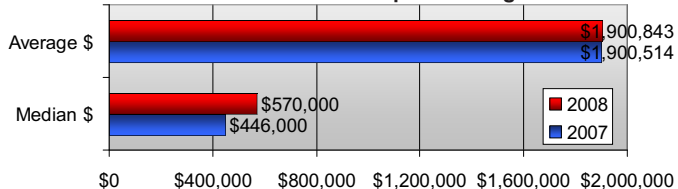


# Budget / Revenue

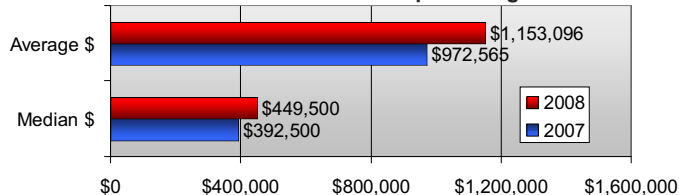
IT Staff Salary/OT Budget for 2007



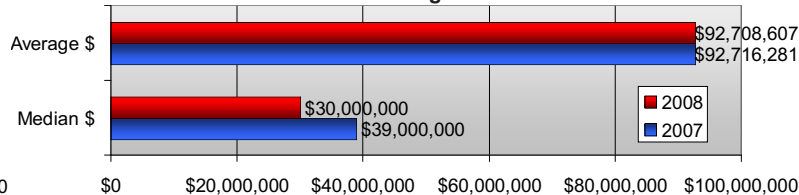
IT Expense Budget for 2007



IT Capital Budget for 2007



Firm's Budgeted Gross Revenue for 2007



## 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 of users and are grouped according to the table on the right.

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

## Demographics

Number of FTE Attorneys	SMALL	MEDIUM	LARGE	VERY LRG
Average	35.9	89.0	157.7	534.5
Median	34.0	90.0	150.0	454.5

Number of Other FTE Timekeepers	SMALL	MEDIUM	LARGE	VERY LRG
Average	13.0	25.6	37.5	133.2
Median	10.0	20.0	32.0	120.0

Number of Non-Billable FTE Employees	SMALL	MEDIUM	LARGE	VERY LRG
Average	30.5	84.7	167.0	577.0
Median	27.0	85.0	165.0	477.5

Total FTE Users in Law Firm	SMALL	MEDIUM	LARGE	VERY LRG
Average	79.5	199.2	362.3	1,242.4
Median	72.7	200.0	330.0	1,039.5

Total FTE Staffing Number for IT Dept	SMALL	MEDIUM	LARGE	VERY LRG
Average	2.2	5.6	13.0	57.9
Median	2.0	5.0	12.0	44.5

Multiple Office Locations?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	35%	64%	90%	100%
No	65%	36%	10%	0%

Total Number of Offices	SMALL	MEDIUM	LARGE	VERY LRG
Average	3.2	4.9	5.0	10.2
Median	3.0	4.0	4.0	9.0

Number of Offices Outside US	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.2	0.2	0.3	2.7
Median	0.0	0.0	0.0	1.0

Provide Support to Branch Offices?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	97%	100%	100%	96%
No	3%	0%	0%	4%

How Does IT Report to Larger Organization?	SMALL	MEDIUM	LARGE	VERY LRG
Head of IT reports to managing partner	30%	24%	18%	14%
Head of IT reports to COO	16%	42%	59%	62%
Head of IT reports to CFO	7%	0%	5%	4%
Head of IT reports to legal administrator	43%	22%	13%	10%
Head of IT reports to technology partner	10%	7%	18%	2%
IT Management reports to law firm technology committee of firm partners only	5%	9%	0%	0%
IT Management reports to law firm technology committee of firm partners and legal/administrative management	6%	4%	5%	2%
Other	9%	9%	3%	14%

% of IT Dept Time Spent on Firmwide Activities	SMALL	MEDIUM	LARGE	VERY LRG
Average %	53%	54%	62%	64%
Median %	55%	50%	70%	75%

% of IT Dept Time Spent on Local Office Activities	SMALL	MEDIUM	LARGE	VERY LRG
Average %	52%	46%	39%	37%
Median %	65%	50%	30%	25%

Worked in Firm Without Multiple Locations?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	33%	17%	20%	12%
No	67%	83%	80%	88%

Multiple Office vs Single Office Experience	SMALL	MEDIUM	LARGE	VERY LRG
Smaller staffing contingency per user	36%	60%	14%	33%
About the same staffing contingency per user	55%	0%	14%	17%
Larger staffing contingency per user	9%	40%	71%	50%

## Staffing

Current Staffing Condition	SMALL	MEDIUM	LARGE	VERY LRG
Inadequately staffed (doing more with less)	24%	40%	33%	41%
Adequately staffed (just getting by)	59%	49%	54%	53%
Comfortably staffed (have some wiggle room)	17%	11%	13%	6%

IT Adoption Profile	SMALL	MEDIUM	LARGE	VERY LRG
Type A - Leading edge	3%	7%	17%	20%
Type B - Mainstream	50%	55%	44%	64%
Type C - Conservative	43%	36%	36%	16%
Type D - Rarely if ever	3%	2%	0%	0%
Type E - Only when the firm is doing very well	0%	0%	3%	0%

Fewer than 50 Attorneys Employed	SMALL	MEDIUM	LARGE	VERY LRG
Yes	85%	0%	3%	0%
No	15%	100%	97%	100%

Project Manager/Management Office in IT Dept?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	5%	9%	18%	54%
No	95%	91%	82%	46%

Percent of Non-Exempt Employees in IT Dept	SMALL	MEDIUM	LARGE	VERY LRG
Average	35%	46%	43%	38%
Median	33%	55%	40%	40%

Under 50 Atty: IT Investment Ratio	SMALL	MEDIUM	LARGE	VERY LRG
We're considered too small to deploy expensive enterprise solutions	10%	0%	0%	0%
We're small, but we're interested in the latest technology and occasionally deploy systems seen in larger firms	47%	0%	0%	0%
Although we're small, we consider ourselves on an equal playing field with larger firms and routinely adopt technology found in firms much larger.	40%	0%	100%	0%
Other	3%	0%	0%	0%

Who Maintains your CRM Databases?	SMALL	MEDIUM	LARGE	VERY LRG
IT	20%	16%	8%	6%
Marketing	19%	42%	28%	46%
Both IT and Marketing	31%	33%	49%	44%
Other	30%	9%	15%	4%

Who Maintains Your Intranet?	SMALL	MEDIUM	LARGE	VERY LRG
IT	63%	67%	59%	54%
Marketing	3%	7%	0%	2%
Both IT and Marketing	11%	7%	23%	22%
Other	23%	20%	18%	22%

Who Maintains Your Public Website?	SMALL	MEDIUM	LARGE	VERY LRG
IT	27%	13%	18%	22%
Marketing	23%	31%	49%	52%
Outsourced	41%	44%	28%	12%
Other	8%	11%	5%	14%



# Functions / Coverage

IT Executive Responsibilities	SMALL	MEDIUM	LARGE	VERY LRG
Building Security	33%	26%	29%	16%
Conflict Checking	15%	13%	7%	5%
Copy Center	33%	23%	7%	8%
Docketing	20%	19%	21%	8%
Facilities	18%	13%	4%	0%
Library	8%	10%	11%	27%
Litigation Support	72%	74%	100%	76%
Mail Room	10%	6%	0%	0%
Marketing	13%	0%	0%	0%
Professional Management Office (PMO)	10%	6%	11%	27%
Reception	2%	0%	0%	5%
Records	23%	23%	18%	19%
Word Processing	26%	32%	21%	8%
Other	8%	10%	7%	16%

Application Administration	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.1	1.9	1.7	5.6
Median	1.0	1.3	1.5	4.0

Telecom and Audio-Video	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.1	1.2	1.1	3.1
Median	1.0	0.5	1.0	2.0

Telecom and Audio-Video (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	79%	83%	79%	90%
In-house but outside IT	9%	7%	9%	2%
Outsourced	11%	8%	13%	8%
Not performed	1%	2%	0%	0%

Practice Support	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.2	1.2	2.5	6.3
Median	1.0	1.0	2.0	4.8

Practice Support (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	53%	58%	64%	60%
In-house but outside IT	27%	21%	25%	30%
Outsourced	9%	12%	9%	10%
Not performed	10%	8%	1%	0%

IT Management	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.0	1.7	1.5	7.0
Median	1.0	1.0	1.1	5.2

Networking (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	86%	90%	92%	92%
In-house but outside IT	1%	0%	0%	1%
Outsourced	14%	9%	8%	7%
Not performed	0%	0%	0%	0%

Help Desk and Desktop Support (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	93%	98%	94%	90%
In-house but outside IT	2%	1%	0%	1%
Outsourced	4%	1%	6%	9%
Not performed	0%	0%	0%	0%

End User Training (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	75%	82%	88%	86%
In-house but outside IT	10%	11%	8%	7%
Outsourced	11%	6%	4%	6%
Not performed	4%	1%	1%	1%

Application Development (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	31%	50%	59%	80%
In-house but outside IT	1%	1%	2%	4%
Outsourced	22%	17%	30%	14%
Not performed	46%	29%	10%	2%

IT Management (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	88%	97%	100%	97%
In-house but outside IT	7%	2%	0%	1%
Outsourced	3%	2%	0%	2%
Not performed	2%	0%	0%	0%

Knowledge Management (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	47%	39%	39%	40%
In-house but outside IT	11%	16%	8%	38%
Outsourced	2%	0%	0%	0%
Not performed	40%	45%	53%	21%

Web Development (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	22%	32%	43%	66%
In-house but outside IT	13%	8%	6%	12%
Outsourced	52%	52%	44%	22%
Not performed	12%	8%	6%	1%

After-Hours Coverage Compensation?	SMALL	MEDIUM	LARGE	VERY LRG
On call, with no extra compensation - part of the job	64%	56%	21%	32%
On call, paid based on actual time spent on call	26%	47%	49%	56%
On call, paid based on fixed stipend (paid even if no calls)	3%	7%	54%	46%
On call, compensatory time	16%	18%	15%	20%
Trips to the office not compensated - part of the job	26%	16%	3%	24%
Trips to the office paid based on actual time	22%	36%	26%	28%
Trips to the office paid based on guaranteed minimum	0%	7%	18%	22%
Trips to the office paid on fixed stipend	0%	2%	0%	0%
Not applicable - do not provide after-hours coverage	6%	4%	10%	0%
In-house but outside IT	5%	3%	2%	5%
Outsourced	7%	3%	6%	3%
Not performed	1%	0%	3%	0%

Networking	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.3	1.5	2.3	7.8
Median	1.0	1.3	2.0	6.0

Helpdesk and Desktop Support	SMALL	MEDIUM	LARGE	VERY LRG
Average	1.6	2.9	4.2	18.4
Median	1.0	2.0	3.5	13.5

End User Training	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.9	1.0	1.5	4.7
Median	1.0	1.0	1.0	3.0

Application Development	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.6	0.8	1.2	5.1
Median	0.2	0.5	1.0	4.0

Knowledge Management	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.7	0.4	0.3	1.9
Median	0.2	0.0	0.0	1.0

Web Development	SMALL	MEDIUM	LARGE	VERY LRG
Average	0.5	0.5	0.8	2.1
Median	0.1	0.2	1.0	1.3

Other (Average %)	SMALL	MEDIUM	LARGE	VERY LRG
In IT	22%	56%	36%	66%
In-house but outside IT	0%	1%	0%	8%
Outsourced	1%	2%	9%	0%
Not performed	71%	41%	55%	25%

Week Days	SMALL	MEDIUM	LARGE	VERY LRG
Week days - OSE	95%	100%	97%	96%
Week days - OCP	5%	7%	0%	8%
Week days - 3rd Party	4%	0%	8%	10%
Week days - Not Covered	1%	0%	0%	0%

Week Nights	SMALL	MEDIUM	LARGE	VERY LRG
On-Site Employees	13%	20%	23%	40%
On Call/Pager Employees	76%	71%	67%	66%
Third-Party	5%	2%	10%	30%
Not Covered	11%	11%	8%	0%

Weekend Days	SMALL	MEDIUM	LARGE	VERY LRG
On-Site Employees	12%	13%	21%	34%
On Call/Pager Employees	76%	78%	72%	62%
Third-Party	6%	4%	13%	28%
Not Covered	11%	7%	3%	2%

Weekend Nights	SMALL	MEDIUM	LARGE	VERY LRG
On-Site Employees	12%	11%	13%	26%
On Call/Pager Employees	75%	71%	68%	66%
Third-Party	7%	4%	13%	28%
Not Covered	12%	16%	11%	6%

Minor Holidays	SMALL	MEDIUM	LARGE	VERY LRG
On-Site Employees	13%	18%	28%	38%
On Call/Pager Employees	74%	71%	59%	60%
Third-Party	7%	2%	13%	26%
Not Covered	13%	11%	8%	6%

All numbers on this page represent FTEs unless otherwise noted as a percentage.

# Functions / Coverage Continued

Admin. Support Staff Available to IT Dept?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	11%	7%	8%	64%
No	89%	93%	92%	36%

Dedicated Admin. Support within IT Dept?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	14%	9%	28%	67%
No	86%	91%	72%	33%

# Hiring / Development

How Do You Currently Fill IT Positions?	SMALL	MEDIUM	LARGE	VERY LRG
Contacts within the industry	47%	58%	62%	66%
Online posting	42%	44%	82%	74%
ILTA on-line posting	18%	27%	44%	38%
Print ads	28%	31%	33%	28%
Recruiter	27%	44%	59%	76%
Referral	36%	31%	56%	58%
Work with HR	43%	67%	64%	72%
Other	16%	13%	0%	6%

Are You Satisfied with That Process?	SMALL	MEDIUM	LARGE	VERY LRG
Very satisfied	21%	33%	21%	24%
Somewhat satisfied	25%	36%	46%	50%
Neutral - neither satisfied nor dissatisfied	52%	22%	31%	22%
Somewhat dissatisfied	2%	9%	3%	4%

Top 3 Areas of Expertise Sought in New Hires	SMALL	MEDIUM	LARGE	VERY LRG
Business applications	28%	48%	49%	56%
Data center management	6%	5%	3%	11%
Data mining/business intelligence	1%	2%	5%	4%
Emerging technologies	2%	14%	14%	7%
Law firm IT experience	74%	74%	70%	64%
Networking	70%	60%	43%	29%
Project/process management	10%	12%	19%	27%
Security	7%	2%	3%	2%
Software development	7%	0%	11%	16%
User support	82%	81%	76%	62%
VoIP	3%	0%	0%	0%
Website development/administration	3%	0%	0%	9%
Wireless technologies	1%	0%	0%	0%
Other	6%	2%	8%	13%

Develop/Mentor Future Managers from Within?	SMALL	MEDIUM	LARGE	VERY LRG
Yes	41%	55%	78%	92%
No	59%	45%	22%	8%

Firm Support Continuing Education?	SMALL	MEDIUM	LARGE	VERY LRG
Yes, with both time off and reimbursement	52%	45%	45%	52%
Yes, with only time off	1%	5%	3%	6%
Yes, with only reimbursement	23%	25%	21%	30%
No	25%	25%	32%	12%

% of People in Same Position as Last Year	SMALL	MEDIUM	LARGE	VERY LRG
Average %	89%	88%	91%	88%
Median %	100%	100%	100%	90%

% of People Who Left IT Dept Since Last Year	SMALL	MEDIUM	LARGE	VERY LRG
Average %	9%	8%	10%	9%
Median %	0%	0%	10%	10%

IT Staff Average Tenure	SMALL	MEDIUM	LARGE	VERY LRG
1 to 3 years	23%	13%	11%	4%
4 to 5 years	19%	38%	39%	52%
6 to 10 years	37%	31%	42%	40%
More than 10 years	21%	18%	8%	4%

Require Staff to Get/Maintain Certifications?	SMALL	MEDIUM	LARGE	VERY LRG
Yes, and we help pay or reimburse for the classes	2%	7%	11%	30%
Yes, but we do not pay or reimburse for the classes	1%	0%	0%	0%
No, but we do help pay or reimburse for the classes	73%	70%	63%	62%
No, and we do not pay or reimburse for the classes	24%	23%	26%	8%

Training Hours Budgeted for Each Employee	SMALL	MEDIUM	LARGE	VERY LRG
Average	125	28	47	31
Median	11	24	27	24

## Hiring Considerations

Formal Education (Degree)	SMALL	MEDIUM	LARGE	VERY LRG
1 - Most Important	2%	7%	5%	4%
2	12%	25%	34%	36%
3	48%	32%	26%	36%
4	29%	23%	21%	20%
5 - Least Important	9%	14%	13%	4%

Training or Certification in Specific Technology	SMALL	MEDIUM	LARGE	VERY LRG
1 - Most Important	15%	7%	5%	6%
2	24%	27%	37%	40%
3	41%	45%	29%	36%
4	16%	18%	21%	16%
5 - Least Important	3%	2%	8%	2%

Prior Experience in the Legal Profession	SMALL	MEDIUM	LARGE	VERY LRG
1 - Most Important	41%	25%	21%	20%
2	34%	45%	47%	34%
3	15%	14%	24%	26%
4	9%	14%	8%	14%
5 - Least Important	1%	2%	0%	6%

Prior Experience in the Technology Discipline	SMALL	MEDIUM	LARGE	VERY LRG
1 - Most Important	54%	50%	71%	52%
2	39%	32%	18%	38%
3	1%	7%	8%	8%
4	4%	9%	3%	0%
5 - Least Important	1%	2%	0%	2%

Other	SMALL	MEDIUM	LARGE	VERY LRG
1 - Most Important	27%	29%	63%	52%
2	23%	24%	6%	10%
3	23%	18%	6%	19%
4	5%	6%	6%	0%
5 - Least Important	23%	24%	19%	19%

# Budget / Revenue

IT Dept Staff Salary and OT Budget for 2008	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$170,626	\$402,752	\$977,274	\$5,045,934
Median \$	\$150,000	\$350,000	\$928,000	\$3,200,000

IT Dept Capital Budget for 2008	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$169,914	\$438,417	\$1,012,247	\$3,384,642
Median \$	\$125,000	\$426,500	\$832,500	\$2,700,000

IT Dept Expense Budget for 2008	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$186,675	\$605,975	\$1,355,314	\$6,409,378
Median \$	\$101,575	\$515,000	\$1,134,788	\$4,875,000

Firm's Budgeted Gross Revenue for 2008	SMALL	MEDIUM	LARGE	VERY LRG
Average \$	\$14,498,599	\$31,875,000	\$72,812,009	\$276,770,831
Median \$	\$13,000,000	\$27,000,000	\$67,000,000	\$225,000,000

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