

ILTA's IT Staffing Survey

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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 two decades, the International Legal Technology Association ILTA (formerly known as LawNet) 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 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 resources to members in order to make technology work for the legal profession.

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Thank You

We gratefully acknowledge the contributions of the many ILTA members and staff whose time, talent and analytical skills brought this project to fruition: **Tom Baldwin** and **James McKenna** spearheaded the project, turning to ILTA members and officers for input in crafting the survey questions. **Mal Mead** served as the analyst/writer, a daunting task when dealing with data of this nature. Staffer **Jeanne Martinez** provided the online support for the project, and editors **Diane South** and **Randi Mayes** put the polish on the publication. And last but not least, it is the ILTA membership who provided the data for the survey, and we thank you for being a part of the process.

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IT Staffing: Under the ILTA Microscope

by Mal Mead of Fenwick & West LLP



What is the nature of IT staffing in law firms — how many IT people does it take manage technology in a law firm, what do they do and what does it cost? Those were our broad thematic questions as we undertook a survey of members of the International Legal Technology Association (ILTA) in an effort to provide a better understanding of how law firms staff their information technology departments and to give managers the information they need to evaluate where their firms stand in relation to similar firms.

The survey, which included questions crafted with input from many ILTA members, drew responses from 230 private law firms, big and small. We heard from firms with as few as eight attorneys and from firms with more than a thousand. The smallest respondent had 23 users; the biggest more than 2,000. The median responding firm had 85 attorneys, 175 end-users and three office locations.

Any discussion of IT staffing needs to start with a clear definition of the IT function. Logically, the broader the definition of the function, the more staff required. We may expect that IT involves desktop support, networking and remote access. But does it include training, application development, knowledge management, scanners and audio/visual technology? Should the IT department fix the copy machines and maintain the online library? This survey examines 20 functions and contains information on the number of IT staff allocated to various functions within an IT department. It also provides ratios of end-users to IT staff in these specific functions.

Based on a set of 20 standard IT job functions, the survey finds the average ratio of end-users to IT staff to be 35-to-1. This ratio does not follow a straight line as firm size increases. Interestingly, we found that as firm size increases, IT staffing grows at a faster rate than the growth in the number of end-users would predict.

Here are a few other high points of the survey findings:

The impact of outsourcing on IT staffing levels is negligible, even though outsourcing is a wide-spread practice.

The median annual spending for staff, operations and capital is \$13,600 per attorney.

Like staffing, spending for IT on a per-attorney basis increases as firm size grows.

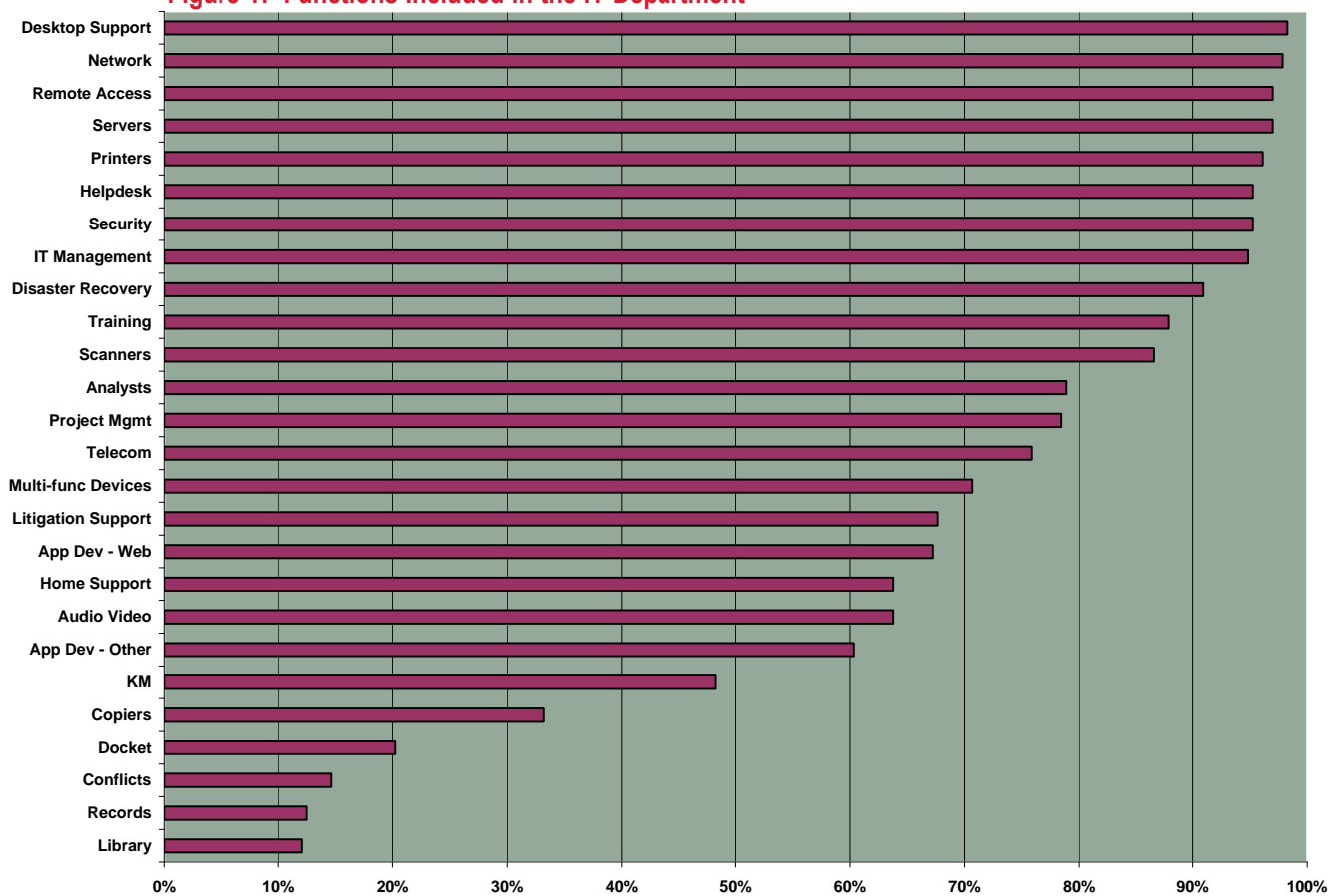
We think you will find the data on the following pages rich and thought-provoking, especially as you think about your own firm experience.

Defining the Elusive “IT” Department

Staffing is a complicated business and unfortunately doesn’t lend itself to a “one size fits all” formula or a magic number that tells you if your firm is over or understaffed in the critical area of IT. Within law firms, information technology is both a set of job functions (network operations, helpdesk, programming, and so on) and an organizational unit (the “IT department”). The functions bundled under the IT organizational unit vary widely by firm. For example, some firms place technology training under IT, others put training under human resources. IT departments may or may not provide litigation support. The broad IT motto at some firms is: “If it plugs in or runs on a computer, it’s IT.” Firm history can have a great impact on how the IT function is defined.

To provide meaningful comparisons of IT staffing and ratios across firms, we first need a consistent definition of what’s included in IT. We asked our survey respondents to tell us which of 26 different functions were part of IT in their organization. Based on those responses, we arrived at a standard set of 20 functions found in IT in most firms, and we’ve used those as our benchmark for analyzing staffing ratios. If your firm is organized differently, you’ll want to adjust your numbers based on what functions you have or don’t have in your IT operation.

Figure 1: Functions Included in the IT Department

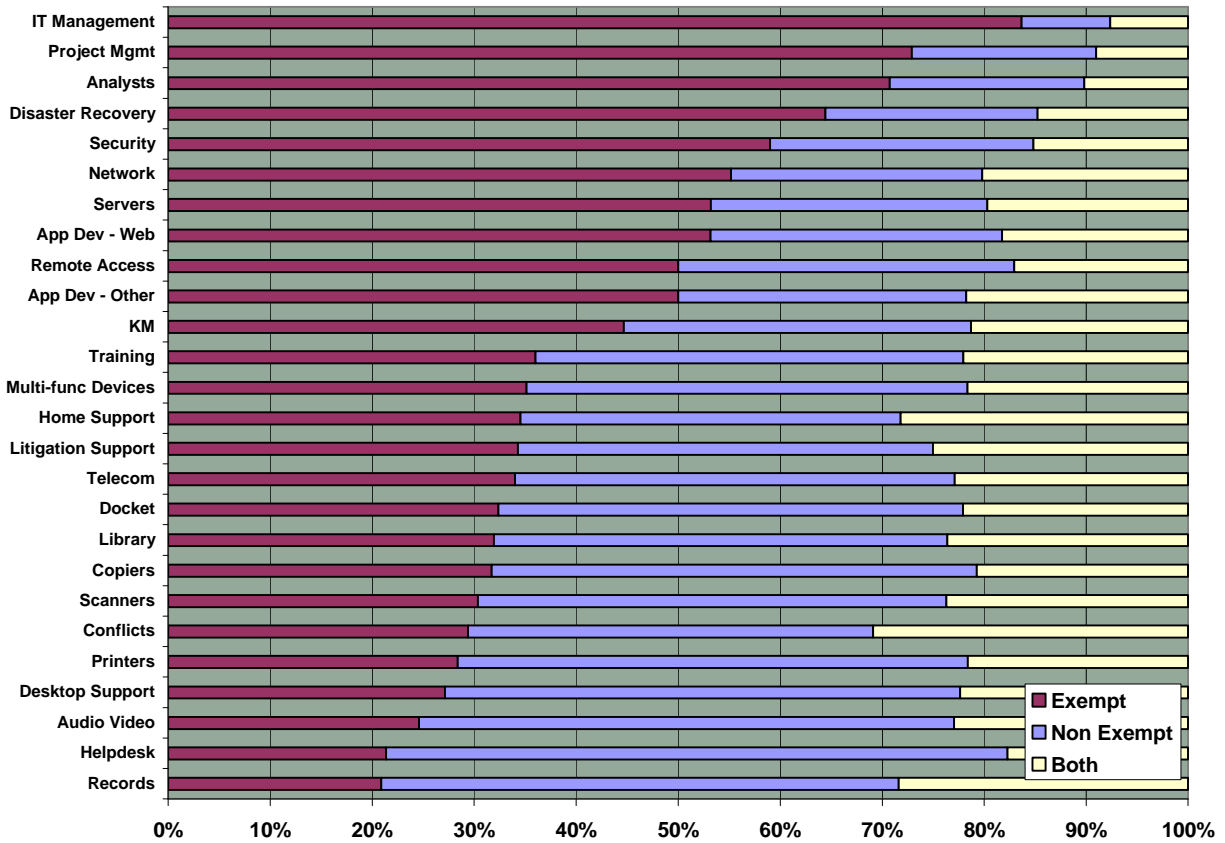


As you can see from **Figure 1**, some functions are almost universally a part of IT. Among these are: desktop, networking and server support; providing remote access to the network; printing; helpdesk and security. More than 95 percent of respondents saw these as IT functions.

At the other end of the spectrum were functions that are only rarely a part of an IT department. Library, records and conflicts came under the IT umbrella in less than 20 percent of firms. Copier maintenance is considered IT in about a third of firms. In general, firms that placed these functions under IT were smaller firms where management typically has a broader span of control. Right in the middle of the pack is the knowledge management (KM) function, with 48 percent of firms including this in IT. KM is just as likely to be part of IT in a large firm as a small one. As the KM discipline matures, it will be interesting to see where it falls in relation to IT departments.

We also asked survey participants to indicate if people in the various functions were exempt (*i.e.*, ineligible for overtime), non-exempt or both. As it turned out, this information had no bearing on what we included in our definition of IT, or in determining staffing levels and ratios, but we include it in **Figure 2** for your information.

Figure 2: Exempt Status by Function



A Working Definition of IT

For the purpose of further analysis then, IT is defined as those 20 functions that are found in an IT department more than 60 percent of the time. For ease of analysis, we’ve grouped the 20 functions into seven groups as follows:

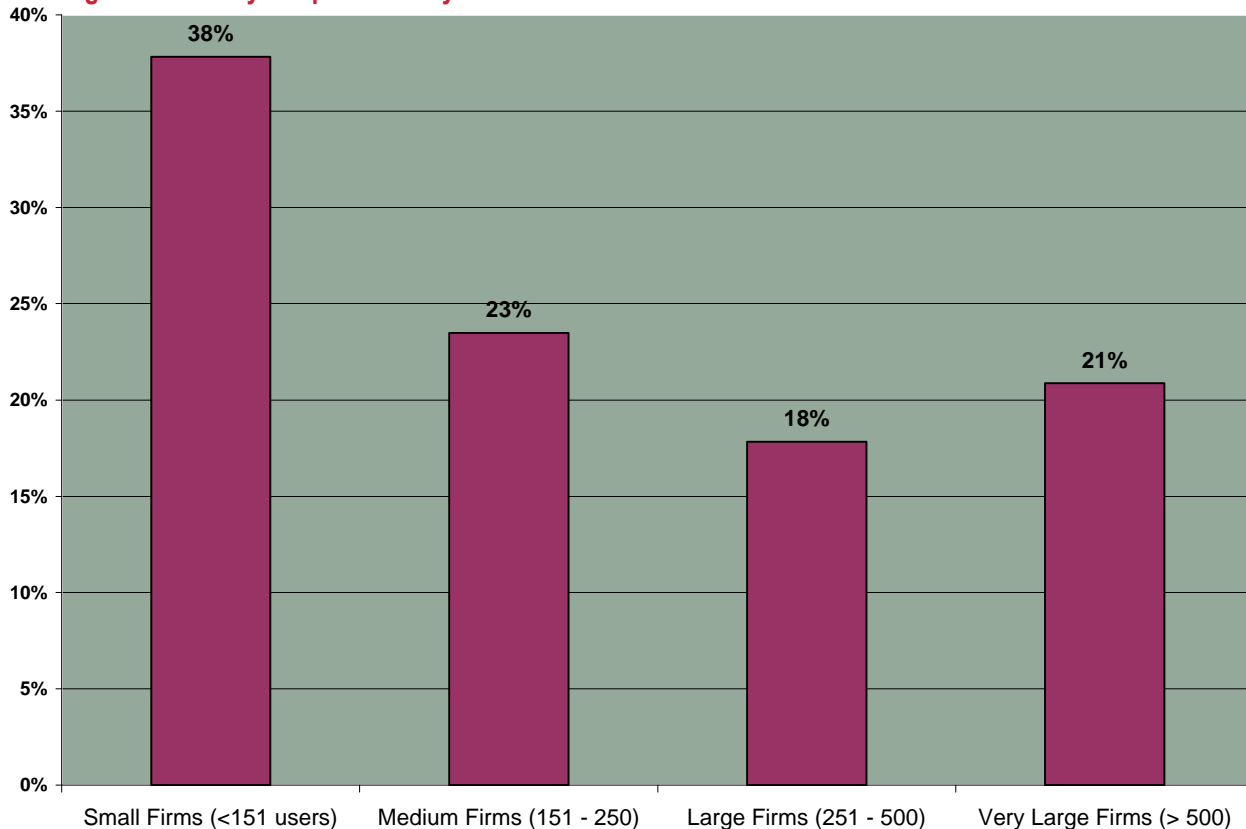
IT Management includes project management
Networking includes servers, remote access, disaster recovery and security
Desktop Support and Helpdesk includes printers, scanners, multi-function devices and home support
End-User Training
Application Development includes developers and analysts
Telecom and Audio-Video (AV)
Litigation Support

Knowledge management, copiers, docketing, conflicts and records are not considered to be a part of IT for the purposes of our ratio analysis. However, if we found meaningful data for these functions, we’ve included it — for example, in the section on outsourcing. As we analyze staffing ratios, this collection of 20 IT functions becomes the denominator in our ratio calculations. At this juncture, you may want to take a moment to calculate your own firm’s ratio of users to IT staff, adjusting it for functions that differ from our definition.

Firm Size and the Effect on IT

Obviously, firm size plays a huge role in the size of an IT staff. As a firm grows, the number of IT staff grows, though not in a linear fashion. Instead, as firms grow past a certain size, our survey shows that IT staffing increases at a faster rate than the growth in the number of end-users, creating a kind of diseconomy of scale for staffing.

Figure 3: Survey Respondents by Firm Size



As stated earlier, survey participants represented 230 law firms. Firms ranged in size from 23 users to more than 2,000, from eight attorneys to more than 1,000, and from one office location to more than 20. The median for all respondents was 175 users, 85 attorneys and three office locations. For purposes of analysis, we've grouped firms into four size categories:

Small (fewer than 151 end-users)

Medium (between 151 and 250 end-users)

Large (251 to 500 end-users)

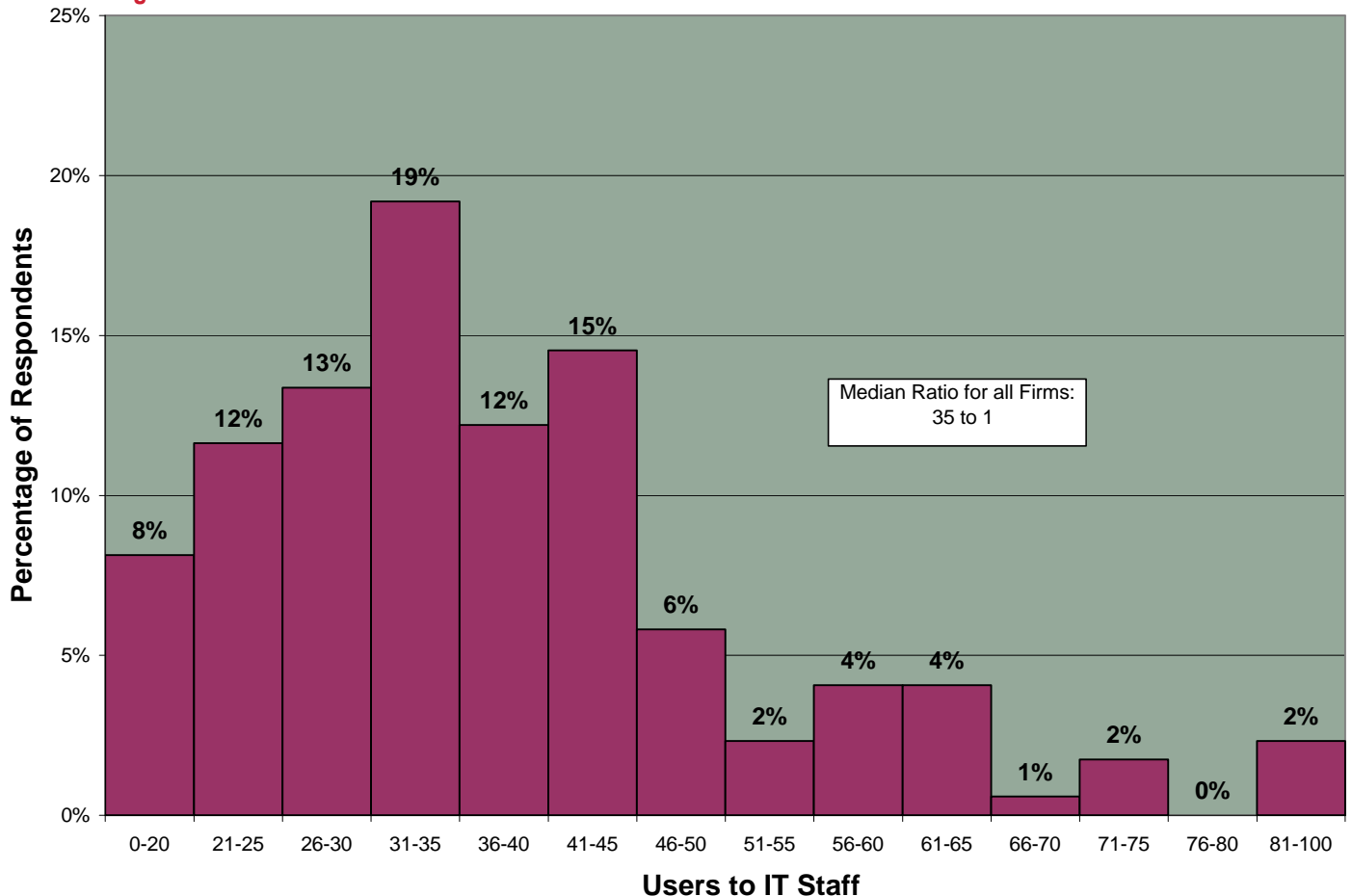
Very Large (more than 500 end-users)

Two-thirds of the responding firms were full service firms, while one-third offered more specialized legal services. Specialized firms tend to be smaller: 48 percent of small firms were specialized, compared to only 8 percent of very large firms. Sixty-one percent of firms were regional in geographic scope, 22 percent were national, and 17 percent international. As with practice scope, geographical scope is also related to firm size. Only 7 percent of small firms were international in scope, compared to 42 percent of very large firms.

Staffing Ratios — Users to IT Staff

The most commonly used index of staffing is the ratio of users to IT staff. Using the definition of IT we arrived at earlier, we found that the median ratio for all responding firms is 35 users to each IT staff person.

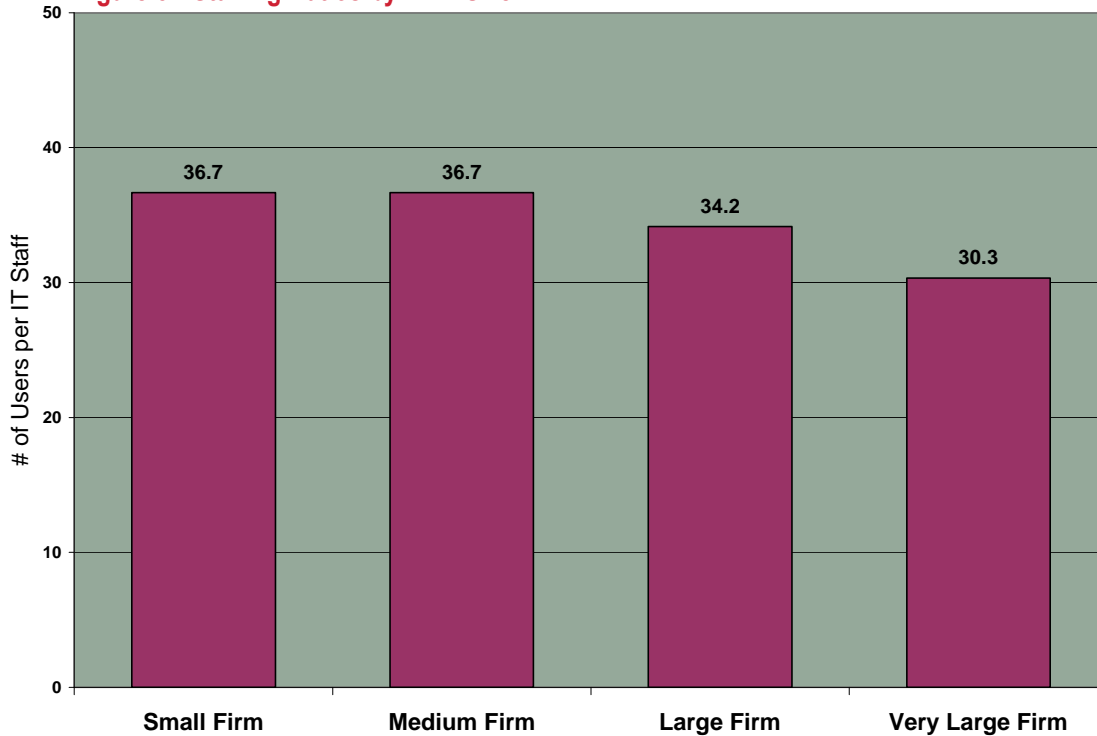
Figure 4: Distribution of Ratios of Users to IT Staff



When we look at the entire survey population, there is a wide distribution of ratios around this median. **Figure 4** shows this distribution, with ratio groupings along the horizontal axis and percentage of respondents along the vertical. As an example, looking at the tallest column, we see that 19 percent of firms have a ratio of between 31 to 35 users per IT staff. Looking at the percentages cumulatively, we see that the lowest third of firms (low being good, that is if you believe having a lot of IT staff is a good idea) have a ratio of 30-to-1 or lower. The middle third have a ratio between 30- and 40-to-1, while the top third have ratios of more than 40 users per IT staff.

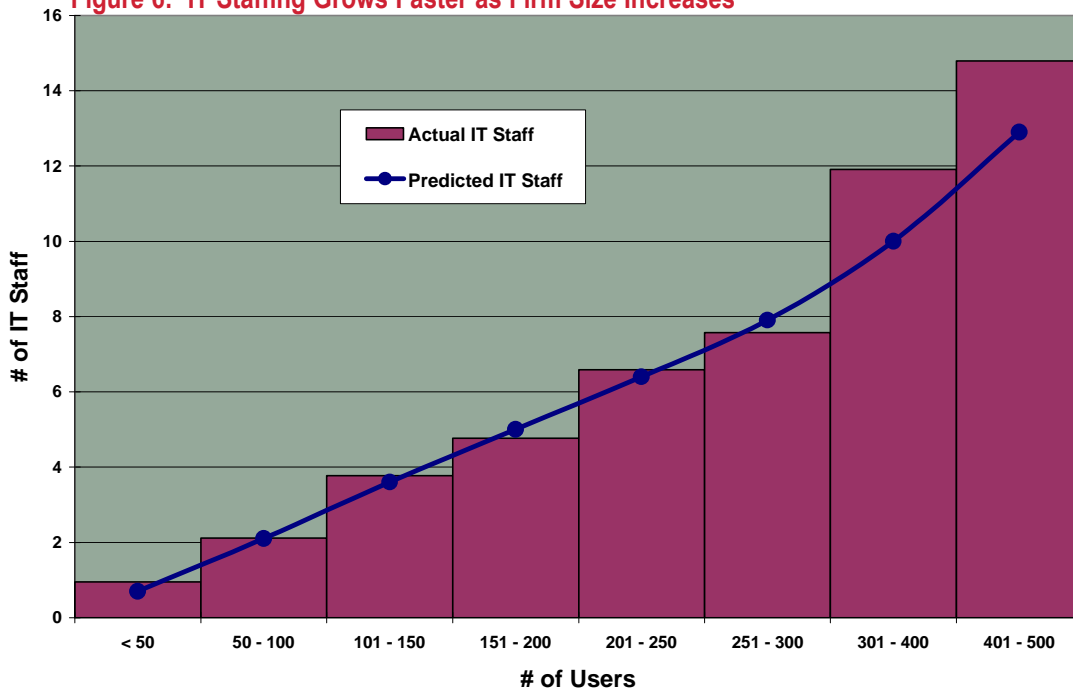
One of the interesting things to note is that ratios vary inversely by firm size: As the size of firm increases, the ratio of users to IT staff decreases. Simply put, the larger the firm, the larger the IT staff *per user*. **Figure 5** on the following page shows that the median staffing ratio for small firms (less than 150 users) is 36.7-to-1. For very large firms (more than 500 users), the ratio drops to 30.3-to-1. While the difference between a ratio of 36.7-1 and a ratio of 30.3-1 doesn't sound like much, for a 1,000-user firm that's a difference of 6 staff people, or about 20 percent of the total IT staff for a firm of that size.

Figure 5: Staffing Ratios by Firm Size



If you look beyond the statistical median, the differences between small and very large are even more striking. The top third of very large firms have ratios of 25-to-1 or less. The top third of small firms have ratios of 35-to-1 or less. Eight out of 10 very large firms have ratios lower than 40-to-1. Eight out of 10 small firms have ratios of 50-to-1 or lower.

Figure 6: IT Staffing Grows Faster as Firm Size Increases



The beginnings of the diseconomies of scale for IT staffing start well before firms hit the very large stage, as shown in **Figure 6**. This chart, focusing on the range of firm size when this trend first emerges, shows that staffing ratios are basically lockstep at the lower end of the scale (*i.e.*, as a firm grows it adds IT staff in the same ratio that it had before.) At around 250 users, however, actual IT staffing begins to grow at a faster rate than one would predict by

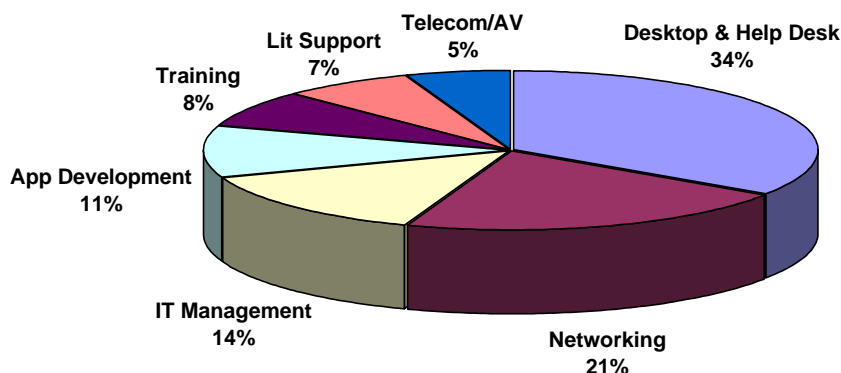
carrying forward the previous ratio, and that difference continues to increase as the number of users increases. This trend tends to level off at around 1,000 users, and we simply don't have enough data on firms in the 2,000+ user range to judge whether or not staffing ratios continue to drop further as firms grows even larger.

As firms grow larger the staffing ratio is affected by how staff is allocated within the IT department. As firms grow, the number of staff performing certain functions tends to grow faster than other functions. For example, the networking function requires proportionately more FTE staff for small firms than larger ones. Larger firms more than make up for this economy by having proportionately more helpdesk and desktop support per end-user than smaller firms, many more application developers and significantly more litigation support staff.

How IT Staff Are Allocated Across Functions

We asked our survey participants to allocate full-time equivalent staffing (FTEs) across the various functions in IT. **Figure 7** shows how staff is allocated for all firms in the survey. In this chart, for example, we see that just over one-third of IT staffing is devoted to desktop and helpdesk support and related functions. Networking ranks second, with just over a fifth of the FTEs in IT performing this function.

Figure 7: Percent of IT Staff Allocated to Each Function



The table in **Figure 8** looks at this information another way, showing the number of FTEs allocated to each functional group across different firm sizes. To illustrate how you might use this table, look at the column for networking. The survey indicates that the need for at least one FTE dedicated to networking arises as a firm hits the range of 151-200 users. While firms smaller than this may have a position with this title, that person will likely perform other duties in addition to networking. At the 151-200 user level, networking becomes a full-time position. You may want to apply the percentages in the pie chart in Figure 7 to your own IT staff, or use Figure 8 to compare your allocation of FTEs to those of the survey to get an idea of how your firm compares to firms of a similar size.

Figure 8: FTEs Allocated to IT Functions by Firm Size

Number of IT Staff by Function								
# Users:	Network	Helpdesk	Training	App Dev	Tele/AV	Lit Sup	IT Mgmt	Total IT
< 50	0.7	0.3	0.1	0.1	0.1	0.0	0.1	1.5
51-100	0.7	0.7	0.2	0.2	0.1	0.0	0.4	2.2
101-150	0.9	1.2	0.5	0.3	0.2	0.1	0.5	3.8
151-200	1.3	1.5	0.5	0.3	0.2	0.3	0.8	4.8
201-250	1.8	2.0	0.4	0.5	0.4	0.5	1.1	6.6
251-300	1.9	2.3	0.6	0.8	0.3	0.7	0.9	7.6
301-400	2.6	4.1	0.8	1.5	0.6	0.8	1.6	11.9
401-500	2.6	5.0	1.3	1.7	0.9	1.8	1.5	14.8
501-1000	5.6	8.8	1.9	2.7	1.4	1.6	3.6	25.5
1001-2000	10.9	20.6	4.2	6.6	3.4	4.2	7.8	57.7

Staffing Ratios by Function

Another way to look at staffing is to look at the ratio of users to each particular function in IT. **Figure 9** shows the ratio of users to IT staff by function and firm size. This type of ratio is probably most meaningful for areas like helpdesk and training, where there is a direct relationship between the number of users and the number of staff. (For functions like application development, the relationship is not so direct.)

How is it that you can have a ratio of users to IT staff that exceeds the number of users in your firm? Let's take as an example a statistically average firm with 35 users and 1 IT person. The overall user to IT staff ratio is 35:1, but when you break that one IT person's job into its component parts, you end up with ratios that exceed the size of the firm. Let's say our IT person spends 10 percent of his or her time doing network functions. That .10 FTE for the 35-user firm, calculates to a ratio of 350 users to 1 IT person. One purpose of these ratios is to allow comparisons among firms of unequal sizes, so even though the numbers may at first appear strange, they do serve a useful function.

Figure 9: Ratio of Users to IT Staff by Function

Users to IT Staff								
# Users:	Network	Helpdesk	Training	App Dev	Tele/AV	Lit Sup	IT Mgmt	Total IT
< 50	36	81	318	184	175	-	194	43
51-100	113	108	469	358	1350	-	211	38
101-150	134	104	253	365	699	1284	241	35
151-200	133	114	386	580	961	622	231	37
201-250	126	114	582	485	627	476	197	45
251-300	148	117	450	367	811	381	291	37
301-400	135	86	442	239	583	454	215	28
401-500	174	90	347	261	505	248	308	36
501-1000	135	85	399	279	536	475	208	29
1001-2000	138	73	354	229	440	358	193	31

The Impact of Outsourcing

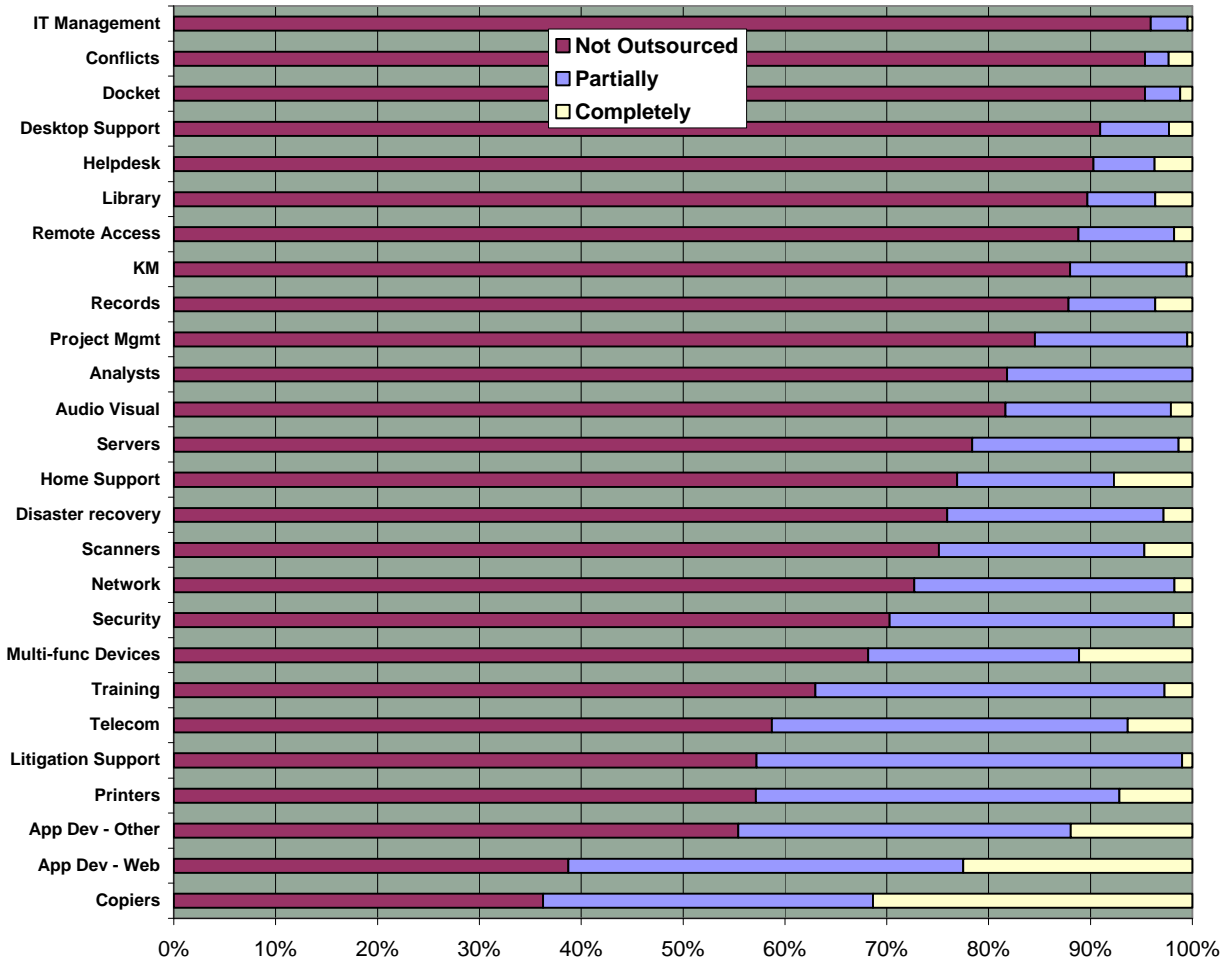
We asked survey participants to indicate their current level of outsourcing across 26 job functions, including non-IT functions like copiers and library. Respondents were given three choices for each function: not outsourced, partially outsourced or completely outsourced. **Figure 10** shows the level of outsourcing by function, with the functions having the least outsourcing at the top of the chart.

Outsourcing is most common in the copy center, which almost two-thirds of firms outsource at some level. This is not surprising because copier companies have provided maintenance support for decades. The most likely IT function to be outsourced is application development. Sixty-one percent of firms outsource their Web-based development to some extent, and 45 percent outsource other, non-Web development work. Forty-five percent use an outside vendor for printer maintenance, and 43 percent use an outside vendor for litigation support services. The telecom function is another IT function where outsourcing is used by more than 40 percent of respondents.

As it turns out, the helpdesk is one of the functions least likely to be outsourced. Only 4 percent of firms have completely outsourced this function, and 90 percent use no outsourcing at all in this area. Desktop support is another area firms prefer to keep in-house, with 91 percent using no outsourcing. These two functions have very high visibility within law firms, and it appears that firms are reluctant to cede control of the IT "front line" to outside sources.

While we did not provide survey participants with a working definition of outsourcing, it can be inferred from the data that our respondents view the term "outsourcing" very broadly. While outsourcing sometimes includes transferring a significant amount of management control to an outside supplier for certain tasks, it can also include buying services from a provider in what is clearly a traditional vendor relationship. Contracting your entire laser printing operation to an outside company is certainly an example of outsourcing, but so is bringing in a trainer to help with a big rollout or sending large scanning jobs to an outside service.

Figure 10: Outsourcing by Function



Some degree of outsourcing is employed by almost all firms. Overall, 91 percent of our survey participants reported some level of outsourcing in one or more of the 20 functional areas of IT. Looking only at the functions we have identified as IT functions, **Figure 11** shows the percentage of outsourcing by firm size. We defined a “high level” of outsourcing as having more than half the IT functions with some level of outsourcing; “medium” as a quarter to a half; and “low” as less than a quarter.

Figure 11: Amount of Outsourcing by Firm Size

Level of Outsourcing:	Size of Firm				
	Small	Medium	Large	Very Large	All Firms
High (>50%)	7%	11%	6%	7%	8%
Medium (25-49%)	43%	30%	59%	36%	41%
Low (<25%)	44%	48%	16%	52%	42%
None	6%	11%	19%	5%	9%

What, then, is the impact of outsourcing on IT staffing levels? Not much, as it turns out. Based on the survey data, IT outsourcing in law firms is not used as a way to replace staff, but as a supplement to existing staff. Firms that made significant use of outsourcing do not have fewer IT staff than firms that do not outsource at all.

The statistical relationship between outsourcing and staffing is very weak. Looking at all firms, outsourcing accounts for only about 1 percent of the difference in IT staffing levels. It makes no difference whether you measure outsourcing by its breadth (*i.e.*, the number of functions with any degree of outsourcing at all) or by its depth (*i.e.*, the number of functions completely outsourced). Outsourcing simply does not exert a significant downward impact on IT staffing at this point in time.

Other Factors Influencing Staffing

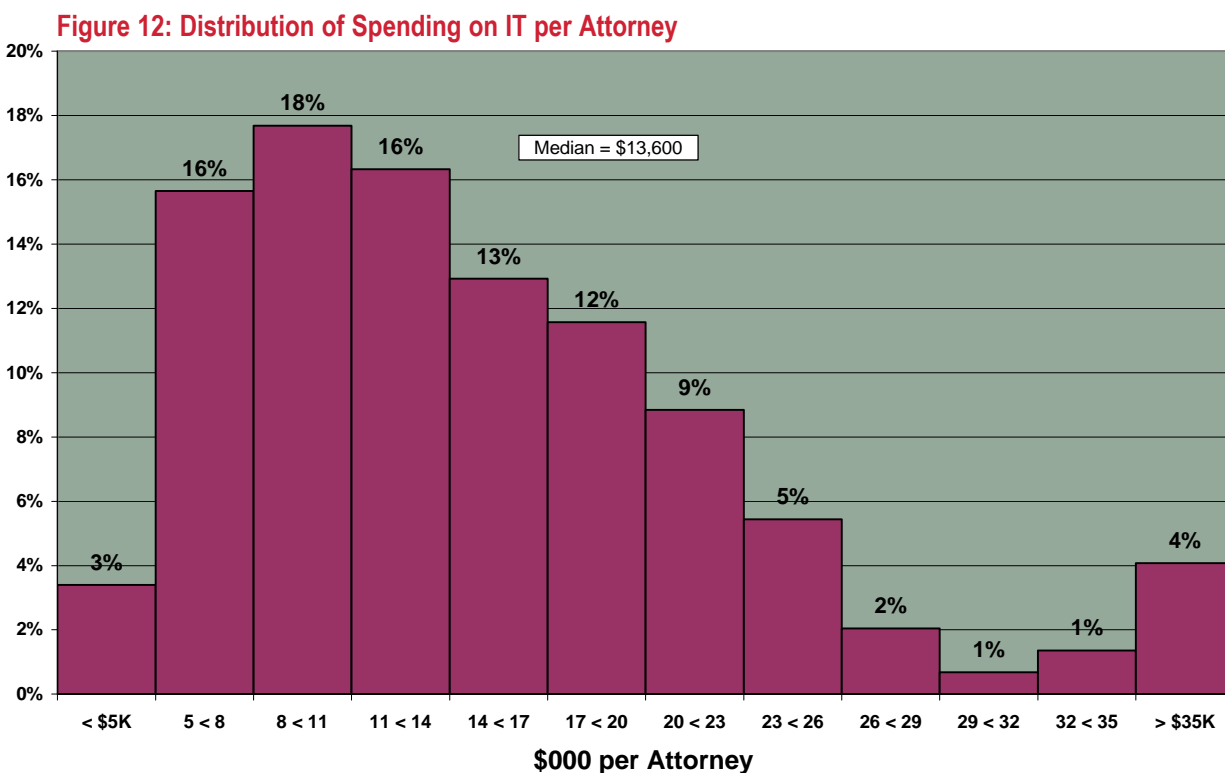
During the planning stages of this survey, we had a lot of ideas about other factors that might have an effect on IT staffing levels. We thought that a firm's geographic scope might impact staffing: that there would be staffing differences between regional, national and international firms. We thought that the scope of a firm's practice might have an impact: that there might be differences in staffing levels for specialized or boutique firms compared to full-service firms. We thought that the type of specialization (patent, litigation, bankruptcy, etc.) might impact staffing needs. As it turns out, none of these factors has any strong statistical relationship to IT staffing. What does matter is size, as measured by the number of attorneys.

The number of attorneys in a firm accounts for 84 percent of the differences in IT staff size. Firm size tends to overshadow other factors. The total number of attorneys drives end-user head count in a very direct way. Attorney head count is also tightly linked with geographic scope (the bigger the firm, the more likely it is to be national or international), and with scope of practice (almost by definition, boutique firms are smaller in size than full-service firms).

Firm size plus the rather minor influence of outsourcing explain about 86 percent of the differences in IT staffing. What accounts for the remainder? Are there factors we didn't think to ask about such as the type or age of systems? Is it factors that would be hard to measure, such as IT staff experience and competency, or the experience and skill of a firm's user community? Also, how do you measure "stealth" IT staff — those individuals in accounting, document processing or among the administrative staff who act as unofficial (and uncounted) IT support in their firms? And finally, how do you measure the influence of firm culture, in this case the firm's expectations for IT service, its philosophy about build versus buy, or simply how important it regards the IT function itself?

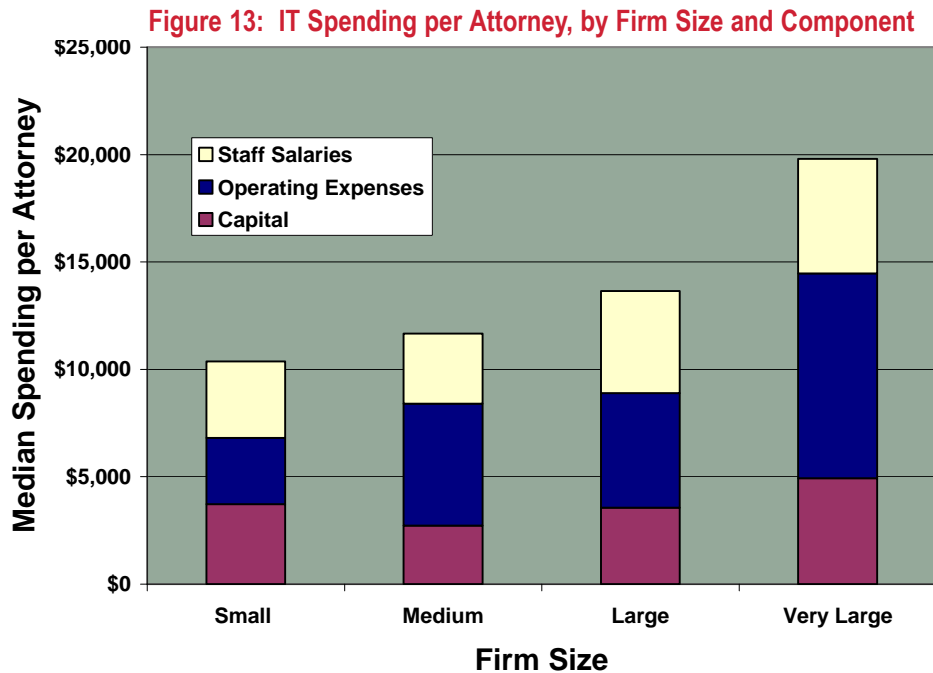
Spending on IT

We asked our survey respondents to provide the most current information on their annual spending in three areas: IT staffing, operations and capital spending. To make meaningful comparisons, we converted data to a per-attorney basis. The median level of total IT spending on a per attorney basis for all firms is \$13,600. The distribution of spending per attorney is shown in **Figure 12**. The range of spending per attorney is shown on the horizontal axis (in thousands of dollars); the percentage of firms that fall into those spending ranges is on the vertical axis.



The lowest third of firms annually spends between \$2,000 and \$10,400 per attorney on IT expenses, staffing and capital. The middle third is in the range of \$10,500 to \$17,000. The upper third of firms range from \$17,000 to \$38,000 per attorney.

As with staffing ratios, our survey indicates per-attorney IT spending rises dramatically as firm size increases. **Figure 13** shows total per-attorney spending by firm size and by component of spending.



The data for Figure 13 is presented in tabular format below in **Figure 14**. As we saw earlier with staffing, the percentage of spending per attorney also increases with firm size. Very large firms spend 45 percent more on IT per attorney than large firms, and 91 percent more than small firms.

Figure 14: IT Spending per Attorney by Firm Size

Firm Size:	IT Spending per Attorney			
	Capital	Expenses	Staffing	Total
Small	3,726	3,077	3,571	10,374
Medium	2,727	5,667	3,273	11,667
Large	3,556	5,333	4,754	13,643
Very Large	4,923	9,537	5,343	19,803
All Firms	3,816	5,625	4,118	13,559

Conclusion

Our survey helped define the functions of the IT department in law firms and brought to light numerous issues related to staffing. The survey data provides many answers but can only take us so far. We know lots of questions remain to be pondered and answered.

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. We've included detailed statistical data on the following pages for your own interpretation and analysis, and we look forward to furthering our understanding of IT staffing in the legal environment in the future.

Survey Demographic Data

	Small Firms			Medium			Large			Very Large		
	Low	Median	High	Low	Median	High	Low	Median	High	Low	Median	High
Number of Users	18	75	125	175	175	225	275	325	475	750	750	2000
Number of Attorneys	8	38	85	28	75	125	95	125	225	125	425	1000
Number of Offices	1	1	20	1	3	14	1	3	10	2	8	20
Number of Servers	3	13	48	3	18	75	13	33	75	28	95	375
Number of IT Staff	0.4	2.0	6.0	1.9	5.0	12.0	4.0	10.4	29.3	8.0	34.1	135.0
Users to IT Staff	20.8	36.7	68.5	20.1	36.7	63.1	17.2	34.2	60.3	17.9	30.3	57.6
	Regional	National	Internat'l	Regional	National	Internat'l	Regional	National	Internat'l	Regional	National	Internat'l
Geographical Scope	75%	18%	7%	63%	24%	13%	71%	15%	15%	27%	31%	42%
	Full	Specialized		Full	Specialized		Full	Specialized		Full	Specialized	
Scope of Firm Svcs	52%	48%		65%	35%		76%	24%		92%	8%	

Functions Included in IT

	Small Firms		Medium		Large		Very Large	
	Included	Not Included	Included	Not Included	Included	Not Included	Included	Not Included
Network	99%	1%	100%	0%	98%	2%	98%	2%
Servers	99%	1%	98%	2%	100%	0%	94%	6%
Security	98%	2%	98%	2%	98%	2%	90%	10%
Remote Access	99%	1%	98%	2%	100%	0%	94%	6%
Printers	99%	1%	96%	4%	98%	2%	94%	6%
Training	89%	11%	96%	4%	98%	2%	98%	2%
IT Management	93%	7%	94%	6%	100%	0%	98%	2%
Project Mgmt	77%	23%	80%	20%	80%	20%	81%	19%
Business Analysts	72%	28%	85%	15%	78%	22%	88%	13%
Web Development	56%	44%	56%	44%	80%	20%	92%	8%
Appl Development	56%	44%	41%	59%	68%	32%	85%	15%
Disaster Recovery	92%	8%	93%	7%	93%	7%	90%	10%
Desktop Support	100%	0%	98%	2%	100%	0%	98%	2%
Help Desk	92%	8%	98%	2%	100%	0%	98%	2%
Telecom	69%	31%	81%	19%	71%	29%	90%	10%
Copiers	46%	54%	41%	59%	24%	76%	10%	90%
Scanners	93%	7%	94%	6%	83%	17%	73%	27%
Multi-func Devices	78%	22%	72%	28%	68%	32%	60%	40%
Litigation Support	62%	38%	72%	28%	85%	15%	60%	40%
Knowledge Management	45%	55%	48%	52%	63%	37%	44%	56%
Conflicts	20%	80%	15%	85%	15%	85%	6%	94%
Library	14%	86%	9%	91%	12%	88%	13%	88%
Docketing	26%	74%	20%	80%	15%	85%	15%	85%
Records	21%	79%	9%	91%	10%	90%	4%	96%
Audio Visual	70%	30%	61%	39%	56%	44%	65%	35%
Home Support	72%	28%	63%	37%	59%	41%	56%	44%

Outsourcing

	Small Firms			Medium			Large			Very Large		
	Full	Partial	None	Full	Partial	None	Full	Partial	None	Full	Partial	None
Network	2%	36%	62%	4%	17%	79%	0%	24%	76%	0%	17%	83%
Servers	2%	32%	66%	2%	15%	83%	0%	12%	88%	0%	11%	89%
Security	3%	36%	61%	2%	21%	77%	0%	32%	68%	0%	17%	83%
Remote Access	3%	14%	83%	2%	6%	92%	0%	12%	88%	0%	2%	98%
Printers	5%	31%	64%	12%	33%	56%	10%	39%	51%	4%	44%	51%
Training	2%	41%	57%	6%	27%	67%	0%	38%	63%	2%	27%	71%
IT Management	0%	6%	94%	0%	2%	98%	2%	0%	98%	0%	4%	96%
Project Management	0%	17%	83%	0%	8%	92%	0%	13%	87%	2%	21%	77%
Business Analysts	0%	28%	72%	0%	17%	83%	0%	9%	91%	0%	10%	90%
Web Development	31%	38%	31%	27%	40%	33%	21%	36%	44%	4%	42%	53%
Application Development	13%	41%	46%	20%	25%	55%	11%	31%	57%	2%	28%	70%
Disaster Recovery	4%	15%	81%	2%	20%	78%	3%	35%	63%	2%	20%	77%
Desktop Support	4%	6%	90%	4%	4%	92%	0%	10%	90%	0%	9%	91%
Help Desk	4%	2%	94%	6%	2%	92%	0%	3%	98%	4%	20%	76%
Telecom	8%	38%	54%	9%	40%	51%	6%	43%	51%	2%	18%	80%
Copiers	27%	37%	36%	24%	35%	41%	43%	23%	33%	39%	27%	33%
Scanners	6%	14%	80%	6%	20%	75%	5%	23%	72%	0%	31%	69%
Multi-function Devices	5%	15%	80%	16%	24%	59%	14%	14%	71%	13%	33%	55%
Litigation Support	1%	39%	60%	0%	36%	64%	2%	41%	56%	0%	54%	46%
Knowledge Management	0%	11%	89%	2%	17%	81%	0%	9%	91%	0%	8%	92%
Conflicts	4%	3%	93%	0%	2%	98%	0%	0%	100%	3%	3%	94%
Library	6%	13%	81%	3%	0%	97%	0%	4%	96%	3%	3%	94%
Docketing	1%	3%	96%	0%	0%	100%	0%	7%	93%	3%	6%	91%
Records	3%	12%	85%	2%	12%	86%	4%	0%	96%	6%	3%	90%
Audio Visual	1%	20%	79%	0%	16%	84%	6%	18%	76%	3%	8%	89%
Home Support	9%	10%	81%	7%	10%	83%	9%	18%	74%	5%	30%	65%

FTEs by Function

	Small Firms			Medium			Large			Very Large		
	Low	Median	High	Low	Median	High	Low	Median	High	Low	Median	High
Network	0.04	0.25	1.25	0.00	0.50	3.00	0.25	0.78	2.00	0.25	3.00	10.50
Servers	0.04	0.25	0.75	0.00	0.25	2.00	0.25	0.50	3.00	0.00	3.00	14.00
Security	0.04	0.25	0.25	0.00	0.25	1.00	0.25	0.25	2.00	0.25	0.50	3.00
Remote Access	0.04	0.25	0.50	0.00	0.25	1.00	0.20	0.25	2.00	0.00	0.50	6.00
Printers	0.04	0.25	0.25	0.00	0.25	1.00	0.10	0.25	1.00	0.00	1.00	3.00
Training	0.04	0.25	1.50	0.10	0.50	1.25	0.00	1.00	3.00	0.00	2.00	10.00
IT Management	0.04	0.25	1.25	0.10	0.63	2.00	0.15	1.00	3.00	1.00	4.00	15.00
Project Mgmt	0.04	0.25	0.50	0.10	0.25	1.00	0.00	0.50	1.50	0.00	1.00	3.00
Bus Analysts	0.04	0.25	0.25	0.00	0.25	1.00	0.10	0.25	1.50	0.00	1.00	10.00
Web Developers	0.00	0.25	0.50	0.00	0.25	1.00	0.00	0.50	2.00	0.25	1.75	6.00
Appl Development	0.00	0.25	0.50	0.00	0.25	3.00	0.00	0.75	3.00	0.00	1.00	7.00
Disaster Recovery	0.04	0.25	0.25	0.00	0.25	0.25	0.00	0.25	1.00	0.00	0.50	4.00
Desktop Support	0.04	0.25	1.50	0.00	0.50	3.00	0.25	1.13	4.25	0.25	3.00	20.50
Helpdesk	0.04	0.25	1.50	0.20	1.00	2.75	0.50	1.75	5.00	0.00	5.50	17.00
Telecom	0.00	0.25	0.50	0.00	0.25	1.00	0.00	0.50	2.00	0.00	1.50	5.00
Scanners	0.04	0.17	0.50	0.00	0.25	0.25	0.00	0.25	3.00	0.00	0.25	3.00
Multi-func Devices	0.04	0.25	0.25	0.00	0.25	0.25	0.00	0.10	0.50	0.00	0.25	3.00
Litigation Support	0.04	0.25	0.50	0.00	0.50	2.00	0.00	1.00	8.00	0.00	2.13	40.00
Knowledge Management	0.04	0.25	1.00	0.00	0.10	0.25	0.00	0.25	1.00	0.00	0.25	5.00
Conflicts	-	-	-	-	-	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-	-	-	-	-	-
Docketing	-	-	-	-	-	-	-	-	-	-	-	-
Records	-	-	-	-	-	-	-	-	-	-	-	-
Audio Visual	0.04	0.23	0.25	0.00	0.25	0.50	0.00	0.25	1.00	0.00	1.00	4.00
Home Support	0.04	0.25	0.50	0.00	0.25	0.25	0.00	0.25	1.00	0.00	0.38	5.00

Annual IT Spending by Attorney

	Small Firms			Medium			Large			Very Large		
	Low	Median	High	Low	Median	High	Low	Median	High	Low	Median	High
Capital Spending	786	3,831	9,318	620	3,333	8,915	1,640	3,556	9,940	1,609	5,436	13,589
Operating Exps	556	3,077	14,388	1,333	5,667	11,600	1,591	4,857	11,600	3,410	10,406	21,870
Staff Costs	1,797	3,611	8,239	1,977	3,688	9,305	1,720	4,754	7,847	2,497	5,620	10,714
Total IT Spending	4,500	10,038	29,653	4,854	12,900	23,194	5,380	14,605	20,831	7,130	21,297	39,502

User to IT Staffing Ratios

	Small Firms			Medium			Large			Very Large		
	Low	Median	High	Low	Median	High	Low	Median	High	Low	Median	High
All Firms	21	37	68	20	37	63	17	34	60	18	30	58
By Scope of Firm Service												
Full Service Firms	19	38	70	26	36	79	17	35	65	18	30	60
Specialized Firms	25	33	62	20	40	59	20	33	42	21	31	34
By Geographic Scope												
Regional Firms	21	38	74	20	37	63	17	35	65	18	27	83
National Firm	26	36	59	23	33	58	20	28	47	23	34	57
International Firm	-	-	-	25	44	81	28	31	40	17	28	45
By Number of Offices												
1 Office	19	37	71	27	35	70	31	34	37	-	-	-
2 - 5 Offices	21	36	61	20	37	62	17	28	46	23	33	58
> 5 Offices	-	-	-	24	44	58	24	38	67	18	29	57