

Perfect Practice ® - Legal Technology Institute



CASE, MATTER, & PRACTICE MANAGEMENT SYSTEM STUDY

A Detailed View into the Use of Case, Matter, & Practice Management Systems
in the Legal Profession

January 2010

Acknowledgments

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A study of this magnitude requires not only financial resources, but the intellectual input from industry leaders and visionaries. We would like to thank the following companies for their invaluable input to this study.

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About Legal Files Software, Inc. (www.legalfiles.com)

Legal Files Software is a flexible case/matter management system, available in both a Web/browser-based version and traditional desktop application. Thousands of users in law firms, corporate legal departments, government agencies, insurance companies, universities and legal services clinics use Legal Files to store case and matter information and track office workflow. With an easy-to-learn interface, Legal Files includes e-mail management, document management and document assembly features, timekeeping, and litigation tracking tools, along with integrated calendars, ticklers, contact management, eBilling/invoice management and comprehensive reporting. For more information, visit www.LegalFiles.com.

About Omega Legal Systems (www.omegalegal.com)

Since 1975, Omega has been providing integrated Financial and Practice Management systems to mid- and large-size law firms nationwide. Every Omega Legal system is individually tailored to best meet each firm's specific law practice needs and workflow requirements. Today, more than 12,000 legal professionals rely on Omega Legal systems to run their businesses more efficiently, productively and profitably.

About PerfectLaw® Software (www.perfectlaw.com)

PerfectLaw® Software is the leader in All-in-One® Software for Back & Front Office automation needs. Combining functions and features of Case Management, Document Management, Imaging, Calendar/Docket, Contact Management with full-featured Time & Billing, Accounts Payable, General Ledger, Advanced Reporting and more, PerfectLaw® sets itself apart from others in the industry by offering the only true All-in-One® system today. With 30 years experience in legal automation and our first client still utilizing the product, PerfectLaw® is your long term solution when it comes to maximizing your technology investment. Remember, with PerfectLaw®, there is one vendor, one product and one company. Feel free to visit us at www.perfectlaw.com to find out how PerfectLaw® can help streamline your office and increase profits and productivity today!

About LawBase by Synaptec Software (www.lawbase.com)

LawBase is the next generation of case management software where Synaptec combines its 30 years experience with the latest industry developments to create the most adaptable, intuitive case management product on the market today. LawBase is currently being used by thousands of law office personnel across the country, from sole practitioners to law firms with 750-plus attorneys; from governmental agencies to the legal departments of Fortune 500 companies. With interfaces to products that you're already using, such as Outlook®, Groupwise®, Summation®, iManage®, OpenText®, Worldox®, Elite®, Omega®, Juris®, SharePoint and others, it creates a centralized information hub. Today, you have the need to share information with your clients and LawBase is ready. You can use LawBase in either an installed or hosted environment. LawBase provides software that "thinks the way that you do."

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Purpose of the Study

Today's economy dictates that law firms and law departments must run lean and mean in order to remain competitive and profitable. The trend over the past few years toward efficient lawyering has led the profession to become more dependent on electronic information in the use of e-mail, document management, and case and matter management.

Over the years, “total cost of ownership” for the legal profession has been discussed, but the question has not been fully addressed. Most law firms and law departments have been through several generations of hardware and software upgrades and transitions. Software developers continue to enhance their products, therefore driving the hardware upgrade decision – law firms and law departments continually fight a budget battle to stay competitive in the legal services industry.

With these issues and the ever-changing legal technology marketplace, lawyers are looking to become even more efficient with the management of their case and matter information. It is no longer just a lawyer and legal assistant sharing Microsoft Outlook and Word – now it's a law firm or law department management issue, sharing and managing e-mails, documents, and case and matter information.

The terms “client-centric” and “matter-centric” have helped better define information management, but there is still confusion in the marketplace regarding case, matter, and practice management system software. Lawyers and their staff are eager to understand how these systems can help them deliver efficient services to their clients more effectively and for the practice to be more profitable.

For those who need to know how case, matter, and practice management system software can further enhance legal services, a survey of lawyer and other legal professionals is required. By using direct mail sampling techniques, the *Case, Matter, and Practice Management System Software Study* proposes to establish baseline figures and trend data for the market in the legal profession. In addition, the CMS Survey will determine:

- the trends of technological use among the legal community;
- barriers and myths to using case, matter, and practice management system software;
- how lawyers currently view Web-based applications;
- expectations of IT staff versus lawyers;
- the preferences of those users, in terms of how they get information about the services and products they need to purchase;
- purchase decision drivers.

Key Issues Targeted by this Study

Interest in computerized case, matter, and practice management system software in the legal profession continues to expand. Planners need insights into many “user-demand” oriented questions like those listed below. The Case, Matter, and Practice Management System Software Survey will include specific data on law firm demographics including title or position, firm size, private law firm, corporate or government legal department, age, and gender. The Survey will answer these questions, and more:

- What is the current technology environment and are legal professionals taking advantage of technology?
- What are the “core” applications used and do legal professionals think these applications provide the same functionality as case, matter, and practice management system software?
- Are corporate law departments more likely to use matter management systems than private law firms?
- What stumbling blocks do corporate law departments face when implementing matter management systems?
- How do lawyers currently track their cases and matters?
- How many and what size law firms and law departments have implemented computerized case, matter, and practice management system software?
- Who are the legal industry market leaders in case, matter, and practice management system software?
- Do legal professionals prefer to use Web-based case, matter, and practice management systems than traditional client/server systems?
- Is security a matter of concern to legal professionals that use a Web-based system?
- How does cost affect law firm and law department use of case, matter, and practice management system software?
- How much do law firms and law departments plan to spend in the next 12 months on technology?
- How many law firms and law departments are planning on implementing a case, matter, or practice management system in the next 12 months?

Study Methodology

To optimize data collection and analysis, a comprehensive survey questionnaire was developed by the Legal Technology Institute and the Study *Platinum and Gold Level* Sponsors. The Survey Questionnaire consisted of 75 questions in a six-page format and is included in the Appendix of this Report.

Survey questionnaires were sent via direct mail to a “true” *random* sampling of U.S. attorneys, paralegals, legal administrators, and corporate counsel. Mailing labels were furnished by the American Bar Association (ABA), the Association of Corporate Counsel (ACC), the National Federation of Paralegal Associations (NFPA), the International Legal Technology Association (ILTA), and the Association of Legal Administrators (ALA). These mailing labels were randomly selected by the respective associations, without regards to computer usage, office location, firm size, or firm type. The following list profiles the number of labels furnished by each association and the number of survey questionnaires mailed:

Association	# Members	# Random Labels	% Surveyed
ABA	758,332	20,000	72.7%
ACC	10,600	2,000	7.3%
NFPA	10,400	1,500	5.5%
ILTA	10,500	2,500	9.1%
ALA	9,300	1,500	5.5%
Totals	799,132	27,500	100%

The ABA Market Research Department reported (5/2009) there were 1,180,386 licensed lawyers. When conducting a survey of this magnitude, it is important to select a *truly* random sampling of the population (legal professionals) in order to gain accurate results.

While there are over one million legal professionals (attorneys, paralegals, legal assistants, legal administrators, and law librarians), we were only able to sample from a population of 799,132 (see table above). Our goal was to reach a 95% confidence factor with a +/- 5% error level. In order to reach this goal, we needed a total of 384 returned surveys.

Returned and Completed Surveys

LTI mailed 27,500 survey questionnaires to a random sample of legal professionals, which included lawyers, paralegals, legal assistants, legal administrators, and IT staff. To entice completion of the survey questionnaire, we offered a grand prize drawing of an Apple iPhone to five (5) randomly-selected individuals who completed the survey. We also provided a complete Final Report (this Report) to all survey respondents.

After reviewing the surveys, LTI received a total of 341 returned and completed survey questionnaires. Our goal was originally 384 in order to have a 95% confidence level at +/- 5% error rate. With 341 completed surveys, a 95% confidence level gives us an error rate of +/- 5.3%.

Survey Demographics

When conducting a survey of this magnitude, our goal is to have the demographics of the survey respondents reasonably match those of the profession in general. The following table provides a demographic comparison of the Study respondents with the legal profession as reported by *The Lawyer Statistical Report*, published by the American Bar Foundation, 2004.

Demographic	Legal Profession Demographics	Study Demographics
Type of Practice - Private	74% ¹	64%
Type of Practice - Corporate	8% ¹	19.5%
Type of Practice - Government	8% ¹	7.4%
Firm Size - Small	76% ²	71.3%
Firm Size - Medium	10% ²	8.2%
Firm Size - Large	14% ²	17.6%
Gender - Male	73% ¹	57.4%
Gender - Female	27% ¹	42.6%

Notes:

1. *The Lawyer Statistical Report*, American Bar Foundation, 2004 data.

2. *The Lawyer Statistical Report*, American Bar Foundation, 2004 data. Small equals 2 - 20 lawyers; medium equals 21 - 100 lawyers; large equals 100+ lawyers.

How to Evaluate the Data in this Report

The Final Study Report “follows” the Survey Questionnaire with the first few sections, Demographics, providing the baseline of information for analyzing the remainder of the Study. A copy of the Survey Questionnaire is included at the end of this Final Report.

Most charts are preceded by a Table providing you with a reference for the responses, including the “Base” that was used to calculate the percentages. Different charting methods were used depending upon the type of information to be provided. For example, a pie chart is used to show the relationship or proportions of parts to a whole and only contains one data series. The bar chart shows comparisons between items, but not to a whole. Tables are used to either support the chart data or to show significant information.

It is important to understand that we provided the actual survey respondent numbers in the tables. Most surveys only provide a percentage point and you often don’t know how many people responded to the question. Here, we provide both the number of respondents as well as the percentage of respondents.

Most charts are comparing the results based on one or more of the following:

- Total responses received
- Responses by Firm Size (Small, Medium, Large)
- Responses by Type of Practice (Private, Corporate, Government)
- Responses by Litigation or Transactional Practice (or 50/50)

Other charts may compare the results based on one or more of the following:

- Responses by Position (Attorney, Support Staff, IT Staff)
- Responses by Practice Area (Top 3 Practice Areas)
- Responses by Gender
- Responses by CMS user

About the Legal Technology Institute

The Legal Technology Institute (LTI) was established in October 1997 at the University of Florida Fredric G. Levin College of Law. LTI's mission is "to provide an innovative forum for making a positive impact and improving technology in the legal profession." LTI's founder and director, Andrew Z. Adkins, III, brings more than twenty (20) years of legal technology consulting and networking to the Institute.

LTI provides *independent* legal technology consulting services to the legal profession. More than 350 law firms, corporate legal departments, government agency law departments, law schools, and legal vertical companies are benefitting from the consulting services provided by LTI. LTI does not sell computer software or hardware, nor does it receive commissions or referral fees for recommended products. Our advice and recommendations are intended to be in the best interest of our clients. In addition, LTI also provides market research services to companies working with the legal profession.

Andrew Z. Adkins III is a nationally recognized expert in law office technology and automation. He is the founder and director of the Legal Technology Institute and publisher of many national studies on lawyer's use of technology including *The Internet Study* (1998), *The ASP Study* (2000), *The Knowledge Management Study* (2002), *Partnering with Outside Counsel* (2002), and many other studies, white papers, and articles. He is also the author of *Computerized Case Management Systems: Choosing and Implementing the Right System for Your Law Firm*, published in 1998 by the ABA Law Practice Management Section and *The Lawyer's Guide to Practice Management System Software*, published in 2009 by the ABA Law Practice Management Section.

Mr. Adkins frequently writes and publishes articles in several legal periodicals and newsletters and is a frequent lecturer on topics of law firm technology. He has also taught *Law Practice Management* to 2L and 3L law students since 2002. He holds a Master's degree in Electrical Engineering and, in the past, has been involved in the design and development of computer systems and computer software. Mr. Adkins was also the chair of the ABA TECHSHOW in 2000 and 2001 and the co-chair of the LegalTech conferences from 2000 to 2007.

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Executive Summary

One year ago in February 2009 at the LegalTech conference in New York, I roamed the exhibit floor for two days talking with vendors about the legal technology industry in general and asking exhibitors and conference attendees their thoughts about the near future and how technology will impact the profession. While there were several that voiced strong opinions regarding gadgets (e.g., iPhones and Netbooks) and “Cloud Computing” (i.e., SaaS platforms), many seemed to be exploring how to get more out of their existing technology, how to work smarter, and how to incorporate their collective intellectual knowledge base into the law firm and legal department environment.

Again, at the ABA TECHSHOW in Chicago in April 2009, I asked many of the same questions, but armed with knowledge gained from the LegalTech conference, I started asking more pointed questions; in particular, inquiring about how firms and departments are using computerized case, matter, and practice management system software. Without exception, all exhibitors wanted to know basically the same things:

- What is the market penetration of case, matter, and practice management software? In other words, what percentage of the legal profession uses case, matter, and practice management system software?
- What are the barriers to law firms and legal departments implementing these types of systems? In other words, why don't more people use them?
- Are law firms and legal departments planning on purchasing these types of systems in the near future? In other words, has the legal profession reached a plateau in adopting CMSs?

Hence, the Legal Technology Institute began the *Case, Matter, and Practice Management System Software Study* project. As with any study of this magnitude, LTI solicited software developers who might have an interest in participating as sponsors. By sponsors, we mean companies that are interested in asking specific questions as well as providing financial support. There were several sponsors who helped contribute to this study for which we are very thankful. These include Perfect Practice® (our *Platinum* level sponsor), Client Profiles, LexisNexis, Thomson Reuters, InsideLegal.com, Legal Files Software, Omega Legal Systems, PerfectLaw Software, and LawBase by Synaptec Software.

Study Methodology

During the summer of 2009, we spent six weeks working with the *Platinum* level sponsor, Perfect Practice®, and the *Gold* level sponsors, Client Profiles, LexisNexis, and Thomson Reuters, developing the survey questionnaire. The sponsors were encouraged to ask a number of questions specific to their needs and LTI would incorporate those questions into the survey.

Our goal was to have a truly random survey to our target market: attorneys, legal administrators, paralegals, and IT staff in the United States. We rented lists from the associations and mailed out 27,000

surveys to these individuals in early Fall 2009. To entice completion of the survey, we offered a grand prize drawing of an Apple iPhone to five randomly-selected individuals who completed the survey. We also provided a complete *CMS Study Final Report* (this Report that you are reading) to all survey respondents. We received a total of 341 completed and qualified responses.

Setting Expectations

Having been in this industry for more than twenty years, I thought I was keenly aware of the technology issues facing the legal profession. When you've been around as long as I have, you can form opinions and have the privilege to share them. Of course, you can quickly become humbled after conducting a survey like this. What you think you may know about the technology trends in the legal profession, especially at some of the details we looked at, can make you think twice about how the legal profession uses technology – several of these are highlighted in the “Surprising Results” section of this Executive Summary.

In our past studies, we have usually experienced a good rate of return, often in the 3% - 5% range. I realize other studies may have higher response rates, but most of those studies typically have a very targeted and limited audience, which could possibly skew the results of the surveys. Our study was focused across the entire U.S. legal population, including attorneys, legal administrators, paralegals, and IT staff – a potential population of more than 1.5 million individuals.

Everyone and anyone who conducts surveys know and understand the importance of statistical analysis and how those numbers affect the survey results. Everyone and anyone who has *not* conducted a survey usually doesn't understand the statistical relationships between asking the question and reporting the results. Oftentimes, the survey reports *only* a percentage and not the actual raw numbers (or number of respondents who answered the individual questions). LTI takes the objective approach and provides both the percentage as well as the number of respondents; that way, if the percentage seems odd, you'll have the numbers available to you to make an informed decision.

Surprising Results

Besides focusing on case, matter, and practice management systems, we also wanted to find out how the legal profession uses other technologies. For example, we know that using dual monitors significantly increases efficiency, especially with those attorneys and support staff that cut and paste text between documents and those that compare information between two different applications. However, less than one-third of respondents indicated they used more than one monitor. The larger the firm or legal department, the more likely users have more than one monitor (40% for large firms). Yet, when asked if they would add a second monitor in the next 12 months, only 18% of respondents not using multiple monitors indicated they would. We believe this is one of those instances where users that have dual monitors know and understand how effective and productive they can be while those that do not are not aware of the benefits. With costs of an extra monitor less than \$200, law firms and legal departments should explore this benefit of increased productivity (and billable time).

While we knew that the adoption rate of Microsoft Vista would be low, we were surprised to see a significant number (61%) of respondents reported they have upgraded to Microsoft Word 2007, and small law firms and legal departments lead the way. Large firms and legal departments continue to use Microsoft Word 2003 (62%), though 38% of these respondents indicated they also use Microsoft Word 2007. Note that multiple responses were allowed for this question.

It still amazes me that law firms and legal departments have not implemented document management. Our *2000 ASP Study (Legal Technology Institute - iManage, Inc. Application Service Providers)* reported less than 50% of the legal profession did not use a document management system. This year, our *CMS Study* reports the same – more than half of the respondents (52%) indicated they do NOT use a document management system. Larger firms and legal departments did, however, report a higher use of DMS (80%) than those in smaller firms and legal departments. Of those that use a DMS, respondents reported a higher use of iManage WorkSite than OpenText/Hummingbird or WORLDOX.

Again, with all the negative press about metadata, it was surprising to us that the legal profession (always concerned about client confidentiality and security) hasn't 100% adopted metadata cleanup software. Slightly more than half (53%) of respondents indicated they use metadata cleanup software and as expected, the larger the firm or legal department, the more likely they will use metadata cleanup software: 61% of small firm and legal department respondents indicated they do NOT use metadata cleanup software.

Routing and workflow - these are fairly new technologies that help law firms and legal departments more efficiently manage documents and information and make decisions. However, what surprised us is that almost half (45%) of survey respondents indicated they had begun to utilize the available tools for routing and notifications of paperless workflow. We don't think this is simply a trend to "go green." We believe that firms and legal departments, especially those using copiers and multifunction devices (i.e., an all-in-one copier, scanner, printer) are discovering that these devices can make the firm more efficient (and save paper at the same time).

Along those same lines, it was surprising to us that more than one-third of respondents (38%) reported that 50% or more of their practice was paperless and were taking advantage of scanning and imaging solutions. We don't think this is an anomaly – as mentioned above, we believe this industry will continue to grow. However, we also believe that those using case, matter, and practice management systems in conjunction with scanning and imaging solutions will be the big winners.

Not-so Surprising Results

Microsoft continues to dominate the industry (operating systems, word processing, email) – that's no surprise. However, for those who thought that WordPerfect was dead, buried, and gone: we've got news for you. There are still firms and law departments, albeit only 14%, that continue to use Corel WordPerfect as their primary word processor; most of these are small firms and legal departments. For these folks, the old saying "pry it from my cold, dead, hands" has meaning.

While Microsoft dominates, respondents indicated they do not like Microsoft Vista; almost 80% of respondents continue to use Microsoft Windows XP. With all the bad press regarding Vista, it will be interesting to see the adoption rate of Microsoft Windows 7 in the legal profession over the next year or so.

There has been a significant amount of press in the industry about the increased use of Macintosh - mostly from the Macheads in the profession. While the Mac does provide some increased benefits to computing, respondents overwhelmingly continue to use a PC desktop (75%) and/or PC laptop (63%). Only 8% of respondents indicated they use a Macintosh desktop or laptop, double from our earlier *2000 ASP Study*. Netbooks are fairly new technologies and the industry continues to struggle with the definition of a Netbook (is it a bird, is it a plane, is it . . .). Only 3% of respondents indicated they used one at work, though it may or may not be the primary computer they use.

While attorneys always voice concerns about client confidentiality and security, we often find that they don't always take advantage of technologies that can help them achieve these goals. For example, encryption should, in our opinion, be a high priority when sending confidential email to clients using the Internet. Yet, ten years ago, less than 20% of respondents in our *2000 ASP Study* reported using encryption. This year, the number is up, but only 25% of respondents reported using encryption. Large firm and legal department respondents reported a higher use (40%) of encryption than smaller firms and legal departments (20%); Government legal departments reported a higher percentage (40%) than Private law firms (21%) and Corporate legal departments (29%).

Case, Matter, and Practice Management Systems

Case management systems for the legal profession have been around for more than thirty years. We had made several assumptions going into this survey as to market adoption rate. The major technology studies conducted today regarding the legal profession do not typically ask this type of detailed question. However, in 2000, our *ASP Study* reported that only about 25% of the legal profession used a case management system. We thought that number would have doubled in ten years, but only one-third (32.7%) of respondents in this year's CMS Study indicated they use a case, matter, or practice management system. The *Study Report* further breaks this down into demographics of Firm Size (Small, Medium, Large), Type of Practice (Private, Corporate, Government), and whether the respondent was in a Mostly Litigation, Mostly Transactional, or 50/50 Litigation/Transactional practice.

Our initial thinking was that a litigation practice would have a higher adoption rate than a transactional practice, since the first case management systems were originally developed for litigators. However, respondents were almost equal for those who practice "mostly litigation" (36%) and those who practiced "mostly transactional" (32%). The numbers were slightly lower for those who practice in a "50/50 litigation/transactional" firm (27%).

Almost 70% of respondents using a CMS indicated the main trigger for their first purchase of the CMS was "to become more efficient." Only a small percentage (12%) of respondents using a CMS indicated they were "not very satisfied" with their current CMS. This indicates that firms and legal

departments using a CMS have adapted their practice to the CMS, taken the recommended training, and are satisfied with the CMS support.

When asked about the future purchase of a CMS, only 18% of those respondents NOT currently using a CMS indicated they would likely consider a CMS in the next 12 months. This type of result may indicate that the adoption rate for CMSs may have reached a peak. However, we believe there is still a market for law firms and legal departments to implement CMSs, though the CMS developers will need to do a better job of making the legal profession more aware of the benefits of case, matter, and practice management systems.

Overall, survey respondents also indicated that the primary perceived barriers regarding the use of a CMS were that their “current method works and is not worth changing” (37%) as well as the “cost of maintaining a CMS” (34%). Respondents also reported that the biggest problems with CMSs are “integration into the firm or law department” (36%) and the “total cost of a CMS” (30%).

Regarding the “total cost of a CMS,” which is always a major issue in any technology, not just CMS – it is interesting to compare the results of those respondents using a CMS with those NOT using a CMS. While “integration into the firm/law department” is still the biggest issue for both (36%), we note that those respondents NOT using a CMS reported that they thought the “total cost of a CMS” issue was more than double (38%) than those already using a CMS (17%). This seems to indicate that those firms and legal departments using a CMS understand there is an acceptable cost for using technology.

There are case management (and matter management systems) that *only* perform case management functions (i.e., front office) and there are practice management systems that not only perform case and matter management functions, but also provide back office functionality (i.e., financial management). We asked how important it was for a law firm or legal department to have a “fully integrated, one vendor solution” and less than half of overall respondents indicated it was important. Private law firms, on the other hand, think it more important to have a single integrated system than corporate or government legal departments. However, when we asked how important is it to have document management incorporated into the CMS (if it meets 90 percent of the functionality of a “best of breed” DMS), more than half (55%) indicated it was important. Interesting – it seems it is more important to have document management functionality in a CMS than it is to have back office functionality.

Software as a Service (SaaS) Platform

In the late 90s and early 2000s, a new model of computing emerged, called the Application Service Provider, or ASP. Using this type of model, the end user would subscribe to an ASP and run the software application over the Internet through a secure, encrypted connection. The idea was that instead of having to make a significant investment up front for both software and hardware, the user would pay a monthly subscription fee. Good idea – bad timing. About the time this model surfaced and started to get traction, the “dot.com crash” occurred.

A few years ago, this model resurfaced as the Software as a Service (or “SaaS”) platform; many people also refer to this as “cloud computing” or “online hosting,” but the model is still about the same. In the *2000 ASP Study*, about 9% of the respondents reported using an ASP. This year, about 14% of respondents indicated they have already implemented online hosting – less than half (42%) indicated they were not likely to host software and data online.

While there is growth with this platform, several of the same issues remain: security and confidentiality, reliability, and speed/performance. Many of the SaaS applications are geared toward the smaller law firms and we thought there might be a significant difference in the results, but the same issues are shared throughout the legal profession: firm size (small, medium, large), type of practice (private, corporate, government), and position (attorney, support staff, IT staff).

We were also interested in measuring the attitude of outsourcing technology and services to a foreign country. Two-thirds of the respondents indicated they would *never* outsource to a foreign country. Of those that responded just the opposite, only 10% indicated it was “cost effective due to lower wages” – 15% indicated that it is “NOT cost effective due to communication difficulties.” However, only 56% of corporate legal department respondents reported they would *never* outsource. Unfortunately, there is not a lot of quantitative information in the legal industry about the ROI for outsourcing.

One of the hosted functions we often see outsourced is document review. Across the board, less than one-fourth (23%) of respondents indicated their firm or legal department had “been through discovery of sufficient size in the past 12 months to warrant the use of a vendor to host the document review.” Almost half (45%) of large firm or legal department respondents indicated they had used a hosted solution for document review; 41% of corporate legal department respondents reported the same.

There seems to be little growth in the hosted document review future, though. Overall, less than 12% of respondents indicated they were likely to consider a hosted document review tool to manage case information within the next 12 months. However, for large law firms and legal departments, more than 30% indicated they would consider the hosted solution.

Computer Department Staffing

It is always intriguing when LTI conducts technology and IT staff assessments for law firms and legal departments and the discussion turns to IT staffing. It is *always* considered overhead and a non-billable position, which of course it is. Funny how the profession thinks that way. But when it comes to technology, often there seems to be a quiet resonance when discussing how to support that technology.

We often ask attorneys if they want to return to the old days: IBM Selectric IIIs and carbon paper, postal mail, and the old rotary phone. Attorneys and staff don’t want to give up their blackberries, their email, and their electronic documents, yet they often don’t understand that those technologies have to be supported.

Depending upon which study you read or which consultant you talk to, the ratio of IT staff to end users *should* range anywhere from 1:20 to 1:35; that is one full-time IT staff person to 20 - 35 end users. Of course, it depends on a number of decision drivers, such as the total number of users, number of offices, number of software applications, specialized software and/or technologies, and a plethora of other things.

One thing we've noted over the years is that larger firms have smaller IT staff to end user ratios, mostly because of the higher number of different technologies they deal with internally. Smaller and medium size firms and legal departments tend to stretch the ratio. Almost half (48%) of small firm and legal department respondents indicated they had no IT staff in house. Corporate legal departments tend to utilize their company's IT staff, yet those IT staff are not usually aware of the specific legal functions required – corporate IT staff deal with the major “core” applications used throughout the enterprise. Unfortunately, the legal department is just one of many divisions in the company.

Looking Forward

Regarding future CMS purchases, it is interesting to note that less than one-third (28%) of respondents indicated that “staff members” using the software had significant input into the decision making process. It is always bothersome to me that someone else makes the decision as to the software that *I* need in *my* day-to-day tasks. But, that is probably the norm for the legal profession.

Recommendations and referrals are still the main source of information and decision for selecting software, not just CMS. More than half (51%) of respondents indicated that “recommendations from colleagues” was their source of information on new software technology. Other major sources of information for researching software technology include the “vendor web sites,” “technology publications,” and “general Internet search.”

Respondents indicated that software purchasing decisions were very reliant on “software trials” and “references” rather than “case studies” and “white papers.” Obviously it is important to software developers and consultants to have good references, which means they should be listening to their users, not only for complaints about the system but for feedback as to how to better improve their CMS software. A happy user is *your* best marketer.

We recommend that law firms replace/rotate their computer systems every three to four years, depending upon whether the end user is a heavy user or a light user. This helps the law firm and legal department keep up to date on technology. Surprisingly, almost two-thirds (64%) of the respondents indicated they evaluate new technology and software “at least every year.” That doesn't mean they replace their systems every year – it means that law firms and legal departments continuously keep their finger on the pulse of technology. The larger the firm, the more likely they are to evaluate technology sooner than smaller firms and legal departments.

When asked what is important to the firm or department when selecting new technology, respondents overwhelmingly reported that “ease of use,” “cost of software and services,” and

“integration into existing technology” were the most important decision drivers. Are CMS applications too complex? We also asked that question, but less than 20% of the respondents indicated that was a problem. However, it is also noteworthy that respondents also indicated they didn’t put much merit into an application that “handles only one specific task.” This tells us that users want systems that are easy to use, cost effective, and handle several functions.

Knowing that not all users are 100% satisfied with their CMS, we also asked what would drive users to consider leaving their current CMS. Most (61%) indicated there was “no need to change,” but those that did indicate that a change was needed (24%) reported that their “current software did not meet their needs.” Very few respondents indicated that “adding upgrades and users is too expensive,” or “current software is not very user-friendly,” or “current software is unreliable.” This seems to also indicate that the majority of respondents are not looking to move to another system.

Client-relationship management, or “CRM” is another one of those applications that the legal profession is evaluating. While CRM has been around for years, it has taken time for the profession to adopt. Almost 12% of respondents, mostly from large law firms and legal departments, are already using a CRM application.

Case, matter, and practice management systems are most efficient and effective when everyone in the law firm or legal department participates. Of course, it requires some standardization and it requires that the culture allow for “sharing of client and case/matter information.” More than two-thirds (69%) of respondents overall reported that their culture provides for sharing information. The number is higher (80%) for those respondents using a CMS than those respondents NOT using a CMS (62%).

The sponsors of this *CMS Study*, as well as other software developers, have made significant contributions and investments in the technology, the applications, and the industry in general. They are the true pioneers in this industry. The importance of this CMS Study is twofold: one, to educate the legal profession as a whole on the importance of case, matter, and practice management systems and two, to provide information to the CMS developers on the factors, the benefits, and the issues concerning the future of CMS in the legal profession. It has been my pleasure to bring you this ***Perfect Practice® - Legal Technology Institute CMS Study Final Report***.

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Perfect Practice® - Legal Technology Institute
Case, Matter, & Practice Management System Software Study
A Detailed View into the Use of Case, Matter, & Practice Management
Systems in the Legal Profession
 – Fall 2009 –

Grand Prize Drawing
 Five (5) iPhone 3Gs
 Complete & Return by
 October 16, 2009

The purpose of this national study is to provide important information to the legal industry about how legal professionals view and use case, matter, and practice management system software. We have selected your name at random. We know your time is valuable, but your input to this survey is crucial to obtaining credible data, even if you do not currently use case or matter management software.

The survey has been designed to make your entries as effortless as possible. We have estimated it will take approximately 15-20 minutes to complete this survey questionnaire. All those completing the survey will receive the completed Study Final Report (PDF) and be entered into a grand prize drawing: five (5) iPhone 3Gs will be given away. Winners will be notified by December 18, 2009.

Please complete and return the survey to us in the enclosed self-addressed envelope as soon as possible so we may analyze all completed surveys and publish the results. All surveys must be postmarked by October 16, 2009 in order to qualify for the grand prize drawing. Thank you for your time, your consideration, and your valued input to the survey.

This survey is being independently conducted by the Legal Technology Institute at the University of Florida Levin College of Law. Final published results and additional information will be available in the first quarter 2010 at: <http://www.law.ufl.edu/lti/research/cms09>

Please PRINT clearly.

Even if you do not use case, matter, or practice management system software, your input is invaluable to us AND you will be entered into the Grand Prize Drawing.

Section I. General Information about You

(This section must be completed for you to be entered into the final prize drawing; your name and contact information will remain confidential and not sold or provided to anyone.)

1. Name: _____
 Firm/Company: _____
 Mailing Address: _____
 City, ST, Zip: _____
 Phone: _____
 Email: _____

2. **Which best describes your title/position?**
- | | |
|--|---|
| <input type="checkbox"/> Managing Partner | <input type="checkbox"/> Legal Assistant |
| <input type="checkbox"/> Partner | <input type="checkbox"/> Paralegal |
| <input type="checkbox"/> Associate | <input type="checkbox"/> Academic |
| <input type="checkbox"/> Legal Administrator | <input type="checkbox"/> Judicial |
| <input type="checkbox"/> Librarian | <input type="checkbox"/> Information Services |
| <input type="checkbox"/> Other _____ | |

3. **Age Range**
- | | | |
|--------------------------------|--------------------------------|--------------------------------|
| <input type="checkbox"/> 20-25 | <input type="checkbox"/> 26-30 | <input type="checkbox"/> 31-40 |
| <input type="checkbox"/> 41-50 | <input type="checkbox"/> 51-65 | <input type="checkbox"/> 66+ |

4. **Gender**
- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

5. **Which of the following publications do you or someone at your firm/law dept read on a regular basis? (Select all that apply)**

- | | | |
|---|--|--|
| <u>Legal Trades</u> | <input type="checkbox"/> Inside Counsel | <input type="checkbox"/> Trial Magazine |
| <input type="checkbox"/> ABA Journal | <input type="checkbox"/> Law Practice Magazine | <u>General Business</u> |
| <input type="checkbox"/> ACC Docket | <input type="checkbox"/> Law Technology News | <input type="checkbox"/> BusinessWeek |
| <input type="checkbox"/> ALA Legal Management | <input type="checkbox"/> Lawyer's Weekly | <input type="checkbox"/> Forbes |
| <input type="checkbox"/> ALA News | <input type="checkbox"/> Legal Assistant Today | <input type="checkbox"/> Fortune |
| <input type="checkbox"/> The American Lawyer | <input type="checkbox"/> Legal Management | <input type="checkbox"/> Fortune Small Business |
| <input type="checkbox"/> Corporate Counsel Magazine | <input type="checkbox"/> Litigation Support Today | <input type="checkbox"/> The New York Times |
| <input type="checkbox"/> Corporate Legal Times | <input type="checkbox"/> National Law Journal | <input type="checkbox"/> The Wall Street Journal |
| <input type="checkbox"/> GP Solo Magazine | <input type="checkbox"/> National Paralegal Reporter | <input type="checkbox"/> The Washington Post |

6. **What 3 websites do you visit most often for keeping up to date on the business and practice of law? (Select all that apply)**

- | | | |
|--|--|--------------------------------------|
| <input type="checkbox"/> ABA | <input type="checkbox"/> FindLaw | <input type="checkbox"/> Lawyers.com |
| <input type="checkbox"/> ABA Law Practice Management | <input type="checkbox"/> Law.com | <input type="checkbox"/> LexisONE |
| <input type="checkbox"/> ABA Legal Tech. Resource Ctr. | <input type="checkbox"/> Law Technology News | <input type="checkbox"/> Solosez |

Our sincere gratitude to the sponsors of this survey for their generous support and contributions to this project:

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 OMEGA LEGAL SYSTEMS
 PERFECTLAW SOFTWARE
 SYNAPTEC SOFTWARE

Case, Matter & Practice Management System Survey

Section II.

General Information about Your Practice

7. **Type of practice** (Select one only)
- Private
 - Corporate
 - Govt
 - Academic
 - Judicial
 - Not-in-practice
8. **Number of years in practice/position** (Select one only)
- 1-2
 - 3-5
 - 6-10
 - 11-15
 - 16-20
 - 21-25
 - 26+
 - N/A
9. **What are your primary practice areas?** (Select all that apply)
- Administrative Law
 - Admiralty/Maritime
 - Agriculture Law
 - Alternative Dispute Resolution
 - Antitrust & Trade Regulation
 - Arbitration & Mediation
 - Banking & Finance
 - Bankruptcy
 - Business and Commercial Law
 - Civil Rights
 - Constitutional Law
 - Construction Law
 - Consumer Law
 - Criminal Law
 - Disabilities Law
 - Education Law
 - Elder Law
 - Election Campaign & Political Law
 - Electronic Commerce
 - Employment & Labor Law
 - Energy & Utilities Law
 - Entertainment, Sports & Leisure Law
 - Environmental Law
 - Ethics & Professional Responsibility
 - Family & Juvenile Law
 - General Practice
 - Health & Healthcare Law
 - Immigration & Naturalization Law
 - Insurance Law
 - Intellectual Property Law
 - International Law
 - Litigation & Appeals
 - Military Law
 - Personal Injury
 - Probate & Estate Administration
 - Products Liability Law
 - Professional Malpractice Law
 - Real Estate Law
 - Science & Technology Law
 - Securities Law
 - State, Local and Municipal Law
 - Taxation Law
 - Transportation Law
 - Trusts, Estates, Wills
 - Worker's Compensation Law
10. **Your personal practice is mostly:** (Select one only)
- Litigation
 - Transaction
 - 50/50 Litigation & Transaction
 - N/A

Section III.

General Information about Your Firm/law dept

11. **Number of lawyers in your firm/law dept.** (Select one only)
- Solo
 - 2-5
 - 6-10
 - 11-25
 - 26-40
 - 41-100
 - 101-250
 - 251-500
 - 501+
 - N/A
12. **Number of employees in your firm/law dept.** (Select one only)
- 1
 - 2-5
 - 6-10
 - 11-25
 - 26-40
 - 41-100
 - 101-250
 - 251-500
 - 501+
 - N/A
13. **Number of office locations** (Select one only)
- 1 (No Branch offices)
 - 2
 - 3
 - 4
 - 5
 - 6+
14. **In which of the following geographic areas does your firm/law dept have offices?** (Select all that apply)
- United States
 - Africa
 - Asia
 - Australia
 - Canada
 - Central/South America
 - Europe
 - India
 - Mexico
15. **How frequently does your case information include documents in a language foreign to you?** (Select one only)
- None of my case documents are in a language foreign to me
 - Weekly
 - Monthly
 - Quarterly
 - Annually
 - Less than once a year
16. **If you have had cases containing information in foreign languages, what were those languages?** (Select all that apply)
- | | |
|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> Spanish | <input type="checkbox"/> Japanese |
| <input type="checkbox"/> French | <input type="checkbox"/> German |
| <input type="checkbox"/> Portuguese | <input type="checkbox"/> Arabic |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Greek |
| <input type="checkbox"/> Russian | <input type="checkbox"/> Thai |
| <input type="checkbox"/> Dutch | <input type="checkbox"/> Italian |
| <input type="checkbox"/> Other | <input type="checkbox"/> N/A |

Case, Matter & Practice Management System Survey

Section IV.

General Computer Information

17. What is the primary network operating system in your firm/law dept? (Select one only)

- Microsoft Windows
- Novell
- Linux
- Don't know

18. Does your firm/law dept have a wide area network (WAN)?

- Yes
- No
- Don't know

19. Do you have remote access to your office network?

- Yes
- No
- Don't know

20. Type of computer(s) you use at work? (Select all that apply)

- PC desktop
- PC laptop
- Macintosh desktop
- Macintosh laptop
- Netbook
- Don't use computer at work
- Don't know

21. What is the operating system of your primary work computer? (Select one only)

- Microsoft Windows Vista
- Microsoft Windows XP
- Macintosh OS
- LINUX
- Don't know
- N/A

22. Is your primary computer at work equipped with two or more monitors?

- Yes
- No

23. If your primary computer at work is NOT equipped with two monitors, how likely is it you would add a second monitor to your primary work computer in the next twelve months?

(Rate from 1=very unlikely to 5=extremely likely; or N/A)

- | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 | N/A |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

24. Which of the following word processors are used in your office? (Select all that apply)

- Microsoft Word 2000 or prior
- Microsoft Word 2003
- Microsoft Word 2007
- Corel WordPerfect, ver 11 or prior
- Corel WordPerfect, ver 12
- Corel WordPerfect X3 (ver 13.0)
- Lotus Notes
- OpenOffice
- Other
- Don't use word processor
- Don't know

25. Which word processor program is used most widely in your office? (Select one only)

- Microsoft Word
- Corel WordPerfect
- Other
- Don't use word processor
- Don't know

26. Which integrated desktop office suite is used most widely in your office? (Select one only)

- Microsoft Office
- Corel WordPerfect Office
- Lotus Notes
- Don't use desktop suite
- Don't know

27. Which case management system is used most widely in your office? (Select one only)

- | | |
|---|---|
| <input type="checkbox"/> AbacusLaw | <input type="checkbox"/> Amicus Attorney |
| <input type="checkbox"/> Case Track | <input type="checkbox"/> Client Profiles |
| <input type="checkbox"/> Clio | <input type="checkbox"/> LawBase |
| <input type="checkbox"/> LawTrac | <input type="checkbox"/> Legal Files |
| <input type="checkbox"/> Needles | <input type="checkbox"/> Omega |
| <input type="checkbox"/> PerfectLaw | <input type="checkbox"/> Perfect Practice ® |
| <input type="checkbox"/> Practice Master | <input type="checkbox"/> ProLaw |
| <input type="checkbox"/> Rocket Matter | <input type="checkbox"/> TimeMatters |
| <input type="checkbox"/> TrialWorks | <input type="checkbox"/> Other |
| <input type="checkbox"/> Don't use case management system | |
| <input type="checkbox"/> In-house developed | |
| <input type="checkbox"/> Don't know | |

28. Which time & billing system is used most widely in your office? (Select one only)

- | | |
|---|---|
| <input type="checkbox"/> Aderant | <input type="checkbox"/> Amicus Accounting |
| <input type="checkbox"/> Billing Matters | <input type="checkbox"/> Juris |
| <input type="checkbox"/> Omega | <input type="checkbox"/> PCLaw |
| <input type="checkbox"/> PerfectLaw | <input type="checkbox"/> Perfect Practice ® |
| <input type="checkbox"/> ProLaw | <input type="checkbox"/> RainMaker |
| <input type="checkbox"/> Tabs3 | <input type="checkbox"/> Thomson-Elite |
| <input type="checkbox"/> Timeslips | <input type="checkbox"/> Other |
| <input type="checkbox"/> Don't use time & billing | <input type="checkbox"/> Don't know |

29. Which document management system is used most widely in your office? (Select one only)

- iManage/WorkSite
- OpenText/Hummingbird/eDocs
- WORLDOX
- Don't use document management system
- Don't know
- Other

30. Which of the following types of software or systems are used at your firm/law dept? (Select all that apply)

- Document review tool (e.g. Summation, Concordance)
- Transcript management software (e.g. LiveNote)
- Conflict checking software
- Trial presentation software
- Timeline creation software
- None of these

31. Which electronic mail program is used most widely at your desktop? (Select one only)

- Google gmail
- Lotus Notes
- Microsoft Outlook
- Novell GroupWise
- Don't use email
- Don't know

32. Which of the following types of metadata cleanup software is supplied by your firm/law dept? For example, the software would be used to remove changes tracked by Microsoft Word. (Select all that apply)

- iRedline
- iScrub
- Metadata Assistant
- Workshare Protect
- Other
- My firm/law dept does not have metadata cleanup software
- We have it, but I don't know what it's called

Case, Matter & Practice Management System Survey

33. Do you personally use the software to clean metadata from your documents?
 Yes
 No
 N/A
34. If your firm/law dept does not have metadata cleanup software, how likely is it you would purchase metadata cleanup software in the next twelve months?
(Rate from 1=very unlikely to 5=extremely likely; or N/A)
1 2 3 4 5 N/A
35. In which of the following formats do you usually receive case/matter related documents from clients?
(Select all that apply)
 .gif .htm/.html
 .pdf .tif
 paper Excel
 Word WordPerfect
 Other
 N/A
36. Has your practice begun to utilize the available tools for routing and notifications of paperless workflow?
 Yes
 No
 Don't know
37. What percentage of your practice is paperless and is taking advantage of Scanning and Imaging solutions?
(Select one only)
 None 10% 25% 50% 75% 100%
38. What do you use to create PDF documents?
(Select one only)
 Adobe Acrobat (Full version, not 'Reader')
 Conversion in my word processor
 Third-Party application
 Don't create PDF documents
 Don't know
39. What best describes your outlook on training and implementation? (Select one only)
 I prefer live onsite training
 I prefer to send staff to a training center
 I prefer live training sessions over the Internet
 I prefer online tutorials, documentation & movies
 I prefer to figure it out myself on my own time
40. Which Web browser do you primarily use?
(Select one only)
 Microsoft Internet Explorer
 Mozilla Firefox
 Apple Safari
 Opera
 Don't use Web browser
 Don't know
 Other
41. Do you use encryption or other additional security when sending confidential to e-mail clients using the Internet?
 Yes
 No
 Don't know
42. In your opinion, how secure is your current system at work? (e.g. desktop computer, computer network, Internet access, communications)
(Rate from 1=not at all secure to 5=extremely secure)
1 2 3 4 5

Section V.

Case, Matter & Practice Management Systems ("CMS")

43. Does your firm/law dept currently use a CMS?
 Yes
 No
 Don't know
44. If Yes, what triggered your first purchase of a CMS?
(Select all that apply)
 Started new firm/law dept
 Increase in client base
 Increase in number of employees in firm/law dept
 Recommended by a colleague
 To become more efficient (or increase productivity)
 N/A
45. If Yes, how satisfied are you with your current CMS?
(Rate from 1=not satisfied to 5=very satisfied; or N/A)
1 2 3 4 5 N/A
46. If Yes, what first made you aware of the CMS you currently use? (Select all that apply)
 News article Blog
 Direct mail piece Email
 Product review Internet search
 Company website Colleagues
 Salesperson Trade show display
 Advertisement in a newspaper or magazine
 N/A
47. If your firm/law dept does not currently use a CMS, how likely is it that your firm/law dept would consider a CMS in the next 12 months?
(Rate from 1=very unlikely to 5=extremely likely; or N/A)
1 2 3 4 5 N/A
48. Whether or not you currently use a CMS, what do you see are the primary perceived barriers in your firm/law dept regarding use of CMSs? (Select all that apply)
 Don't see the benefits of CMSs
 Current method works, not worth changing
 CMSs are not a cost-effective solution
 Concern about integrating CMS with current technology
 Concern about quality and support of a CMS
 Cost of maintaining a CMS
 Cost of computer upgrades to support a CMS
49. What do you consider to be the biggest problem with CMSs?
(Select one only)
 Integration into the firm/law dept
 Reliability
 Too complex
 Not enough functionality
 Support, Service
 Total Cost of CMS
50. How important is it for your CMS to seamlessly function with Microsoft Outlook for:
(Rate each one from 1=not important to 5= most important)
1 2 3 4 5
Contacts
Appointments
Tasks
Email
51. How important is it for your practice to have an integrated one vendor solution for front office and back office functionality? (Rate from 1=not important to 5= most important)
1 2 3 4 5

Case, Matter & Practice Management System Survey

52. How important would it be to have a document management system incorporated into your CMS if it meets 90 percent of the functionality of a "best of breed" document management system?

(Rate from 1=not important to 5= most important)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

53. How well versed are you in your current CMS?

(Select one only)

<input type="checkbox"/> Expert	<input type="checkbox"/> Advanced
<input type="checkbox"/> Intermediate	<input type="checkbox"/> Beginner
<input type="checkbox"/> N/A	

54. What is your preferred method of support for CMS software? (Select one only)

- Email only
- Outsourced call center
- Automated call answering (voice mail)
- Interactive Web Support
- A real, live support rep on the telephone
- I don't care, whichever is least expensive

Section VI.

Software as a Service ("SAAS")

55. How concerned are you about the following Internet issues?

(Rate from 1=not concerned to 5=extremely concerned)

	1	2	3	4	5
Speed, performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer viruses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secure transactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content authenticity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration with other applications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

56. Is your firm/law dept considering hosting your software and data on-line? (Rate from 1=not likely/not interested to 4=very interested and will consider it, or 5=already implemented)

	1	2	3	4	5 (Already)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

57. How do you feel about hosting your attorney/client privileged data in a web-based program? (Select one only)

- I think it is Malpractice, nothing online is secure
- I don't think it is Malpractice, but I wouldn't do it
- I trust my IT staff to keep data secure and cover my liability
- My clients and I are comfortable with online client data

58. Which of the following best describes your thoughts on outsourcing to a foreign country? (Select one only)

- It is likely a breach of attorney/client privilege
- It is very cost effective due to the lower wages
- It is not cost effective due to communication difficulties
- I would never outsource

59. In the past 12 months, has your firm/law dept been through discovery of sufficient size to warrant the use of a vendor to host the document review?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Don't know	

60. If not, how likely is it within the next twelve months that your firm/law dept will consider using a hosted document review tool to manage case information?

(Rate from 1=very unlikely to 5=extremely likely)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section VII.

Future, Computer Department & Budget

61. How many people are in your firm/law dept computer department? (Select one only)

- None
- 1
- 2-5
- 6-10
- 11-20
- Over 20
- Don't know

62. What is the responsibility of your firm/law dept computer department staff? (Select all that apply)

- Recommend technology
- Purchase technology
- Hardware installation
- Software installation
- Network installation
- Hardware maintenance
- Software maintenance
- Network maintenance
- Training
- Help desk support
- Don't know
- N/A

63. Who at your firm/law dept has primary responsibility for researching software? (Select one only)

- IT Department
- Managing Partner
- Office Manager / Legal Administrator
- Software / Technology Committee
- Staff Members using the software
- Other
- Don't know

64. When considering a CMS, who within your firm/law dept has significant input into the decision? (Select all that apply)

- IT Department
- Managing Partner
- Office Manager / Legal Administrator
- Software / Technology Committee
- Staff Members using the software
- Other
- Don't know

65. If you are involved in software purchase decisions in your firm/law dept, where does your firm/law dept look for or find information on new software technology?

(Select all that apply)

- Local bar associations
- Technology trade shows
- Vendor websites
- General Internet search
- Technology publications
- Blogs
- Listservs
- Recommendations from colleagues
- White papers
- Other
- I don't look for or find information on new software technology
- I am not involved in software purchase decisions

66. How important are each of the following in your firm/law dept's software purchasing decisions?

(Rate each one from 1=not important to 5= most important, or N/A)

	1	2	3	4	5	N/A
Case studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
White papers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer references	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Software trials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Case, Matter & Practice Management System Survey

67. How often does your firm/law dept evaluate new technology and software available in the marketplace for your practice. (Select one only)

- 6 Mo 1 yr 2 yr 3yr 3yr+ N/A

68. Do you personally feel your firm/law dept keeps up-to-date with technology?

- Yes
 No

69. What is important to your firm/law dept when selecting new technology for your practice?
(Rate each one from 1=not important to 5= most important)

	1	2	3	4	5
Ease of use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Robust application features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to customize	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simplicity w/ little or no customization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles only one specific task	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integration with existing technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Account for jurisdictional differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remote access options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of hosting option	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor industry standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vendor familiarity/experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal relationship w/ vendor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free implementation support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pricing of software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pricing of services/maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

70. How does your firm/law dept determine if a software package is too expensive? (Select one only)

- Compare it against other software vendors' prices
 Estimate total cost over five years
 Compare it to the value of all the functions I want it for
 Compare it to the cost of the people's time the software will free up or replace
 Other

71. What percentage of your firm/law dept gross revenue is spent on technology, not including IT salaries?

- (Your best estimate is okay; Select one only)
 <1%
 1% to <3%
 3% to <5%
 5% to <10%
 10% or greater
 Don't know

72. What is the main reason you would consider leaving your current CMS software? (Select one only)

- Adding upgrades and users is too expensive
 My current software does not meet our needs
 My current software is not very user-friendly
 Upgrades of my current software are too painful
 My current software is unreliable
 No need to change

73. If your firm/law dept installed a CMS, when would you expect the Return on Investment (ROI)? (Select one only)

- Immediate
 Within 3 months
 Less than 1 year
 More than 1 year
 No expectations
 N/A

74. Is your firm/law dept thinking about implementing a Client Relationship Management (CRM - not CMS) system in the next twelve months?

- Yes
 No
 Don't know
 We already use a CRM

75. Does the culture of your firm/law dept provide for sharing client and case/matter data, even though attorneys don't necessarily work on the same case/matter?

- Yes
 No
 Don't know

Thank you for participating in this CMS survey conducted by the Legal Technology Institute.

If you have any comments: