

# PricewaterhouseCoopers - Legal Research Center, Inc.

## Knowledge Management Study

– Spring 2003 –

*An In-Depth Look into its Current Use and  
Future Trends in the Legal Profession*

**Grand Prize Drawing**  
Notebook Computer System  
Complete & Return by February 28, 2003

The purpose of this study is to provide information to the legal industry about how legal professionals currently use and view Knowledge Management. We have selected your name at random. Your input to this survey is crucial to obtaining credible data and providing the legal profession with an in-depth look into Knowledge Management. This survey is being conducted independently by the Legal Technology Institute at the University of Florida Levin College of Law.

The survey questionnaire was designed to make your entries as effortless as possible; we estimate it will take approximately 30 minutes to complete. **All those completing the survey will receive an electronic copy of the final Study Report** and will be entered into a grand prize drawing. Please complete and return the survey to us in the enclosed self-addressed envelope as soon as possible. **All surveys must be postmarked by February 28, 2003** in order to qualify for the grand prize drawing. Thank you for your time, your consideration, and your valued input to the Knowledge Management Study.

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

**Association of  
Legal Administrators**

**CaseSoft**

**iManage, Inc.**

**Inmagic, Inc.**

**Merrill Corporation**

**Tikit Group plc**

**West Group**

**Please PRINT clearly.**

***Even if you are not familiar with Knowledge Management, your input is vital 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 be kept confidential by the Legal Technology Institute.)

1. Name: \_\_\_\_\_  
Firm/Company: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
City: \_\_\_\_\_ State/Province: \_\_\_\_\_  
Zip/Postal Code: \_\_\_\_\_  
Country:  USA  United Kingdom  Other: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_@\_\_\_\_\_

2. Which best describes your title/position? (**Select one only**)

**Attorney Roles:**

General Counsel  Managing Partner  Partner  Attorney  Practice Support Lawyer

**Non-Attorney Roles:**

Knowledge Manager  Legal Administrator  Librarian  Information Services/Technology Department  
 Legal Assistant  Other: \_\_\_\_\_

3. Number of years in practice/position: \_\_\_\_\_ years

4. Which of the following publications do you read? (**Select all that apply**)

- |  |  |   |
|--|--|---|
| a. <input type="checkbox"/> ABA Journal          | b. <input type="checkbox"/> ACCA Docket                | c. <input type="checkbox"/> The American Lawyer   |
| d. <input type="checkbox"/> AmLaw Tech           | e. <input type="checkbox"/> Corporate Counsel Magazine | f. <input type="checkbox"/> Corporate Legal Times |
| g. <input type="checkbox"/> KM World             | h. <input type="checkbox"/> Knowledge Management       | i. <input type="checkbox"/> Law Technology News   |
| j. <input type="checkbox"/> Lawyer's Weekly      | k. <input type="checkbox"/> Legal Business             | l. <input type="checkbox"/> Legal Management      |
| m. <input type="checkbox"/> National Law Journal | n. <input type="checkbox"/> PeertoPeer                 | o. <input type="checkbox"/> Trial Magazine        |

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## Glossary

**Centralized Workproduct Repository:** A central location (as simple as a shared floppy disk, CD-ROM, or network location or more sophisticated like a database system) in which legal workproduct is aggregated, organized, and maintained. More sophisticated systems could also include indexing, coding, and other metadata about the legal workproduct.

**Content:** Objects (like web pages, documents, video, email, etc.) containing or reflecting information or data that in the knowledge management context reflects insight, understanding, or repeatable processes or methods that you have either received from others or generated for others.

**Content Classification:** Systematic identification and arrangement of content into categories according to logically structured conventions, methods, and procedural rules.

**Content Management:** A term referring to the capture and categorization, delivery, aggregation, security and access control of content.

**Knowledge Management (KM):** A term referring to the collection, organization, dissemination, and reuse of knowledge contained natively within content and individuals' minds. The term specifically includes the development of standard forms, tools, and templates to streamline the delivery of service. Systems focused on knowledge management provide, such as: a) value weighting to the results of internal and external content searches; b) locating of the persons considered to be the "experts" on particular topics; and/or c) consolidated interface or access to multiple underlying systems containing information captured during the ordinary course of business.

**Records:** Documents created, received, and maintained as evidence and information by an agency, organization, or person, in pursuance of legal obligations or in the transaction of business.

**Records Management:** Field of management responsible for the efficient and systematic control of the creation, identification, receipt, organization, storage, retrieval, distribution, maintenance, use and disposition of records, including processes for capturing and maintaining evidence and information of business activities and transactions in the form of records.

**Retention:** The process by which records are kept or destroyed in accordance with business requirements, including operational, legal, regulatory and fiscal.

**Task-Based Billing Codes:** A system of codes used for managing legal services whereby attorneys record their time spent using specific task codes that describe the processes involved in a case or matter, as opposed to the traditional hourly figures with corresponding text descriptions. The defacto standards for these codes are the four code sets developed by a consortium of PricewaterhouseCoopers, ACCA, and the ABA in 1994 commonly referred to as the Uniform Task-Based Management System ("UTBMS").

**Taxonomy:** A structured list of meaningful terms and concepts that can be used for purposes of indexing and organizing a body of materials. A taxonomy used within an organization should ideally be reflective of the issues and business processes unique to that organization.

**Vetting (Quality Status):** A measurement methodology that captures, tracks, and reports measurements (objective, subjective, or both) of performance.

**Workproduct:** Includes trial and appellate briefs, legal memoranda, pleadings, depositions, form templates, transactional documents like contracts, spreadsheets, or purchase agreements, emails, email attachments, letters; essentially any written compilation, communication, or product of your work.

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## Section II.

### General Information about Your Firm/Law Dept.

5. Type of practice (**Select one only**)  
 Private                       Corporate  
 Government                 Barrister's Chambers  
 Other: \_\_\_\_\_
6. Number of lawyers in your entire firm/dept.: \_\_\_\_\_
7. Number of office locations with attorneys: \_\_\_\_\_
8. In which of the following geographic areas does your firm/dept. have lawyers? (**Select all that apply**)
  - a.  United States                      b.  Africa
  - c.  Asia                                      d.  Australia
  - e.  Canada                                  f.  Central/South America
  - g.  United Kingdom                      h.  Mexico
  - i.  European Community in Law
  - j.  Other European countries
9. What is the headquarters location of your organization? (**Select one only**)  
 United States                               Africa  
 Asia     Australia  
 Canada                                       Central/South America  
 United Kingdom                           Mexico  
 European Community in Law  
 Other European countries
10. Is your firm/dept. Practice Group Centric or Office Management Centric? (**Select one only**)  
 Practice Group Management  
 Centralized Office Management  
 Local Office Management  
 Combination - Practice Group/Centralized Management  
 Combination - Centralized/Local Office Management  
 Combination - Practice Group/Centralized Office/Local Office Management

11. What percentage of matters is worked on in multiple offices? (**Select one only**)
- None                       16% - 20%
- 1% - 5%                       21% - 25%
- 6% - 10%                       26% - 35%
- 11% - 15%                       Greater than 35%
12. What amount of work is transferred to another office from where it originated? (**Select one only**)
- None                       16% - 20%
- 1% - 5%                       21% - 25%
- 6% - 10%                       26% - 35%
- 11% - 15%                       Greater than 35%

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### **Section III.**

#### **KM Strategy, Priorities & Metrics**

13. Has your firm/dept. initiated a KM program? (**Select one only**)
- Yes, as part of a corporate-wide program
- Yes, a firm/dept.-wide KM program
- Yes, one focused on the needs of one or more practice groups
- Yes, one focused on administrative support activities
- Yes, we are currently evaluating our KM strategy
- No, we have not initiated a KM program
- No, but we are planning to start one within the next 12 months
- Don't know
14. If the answer above is "No, we have not initiated a KM program," please indicate the reasons why your firm/dept. has not yet done so (**Select all that apply**)
- a.  Our lawyers and legal staff are not sufficiently incented to reuse our legal workproduct
- b.  We have not designed a way to effectively measure the ROI of knowledge reuse
- c.  A centralized workproduct repository is inherently difficult to manage, due to required document indexing, coding, formatting and transmission protocols
- d.  Our technology partners have not provided an affordable KM solution
- e.  Other: \_\_\_\_\_
15. How would you rate the following potential barriers as having impacted your initiative or having prevented the launching of a KM initiative? (**Select all that apply**)
- a.  Opinion that KM is a "technology" issue
- b.  Lack of involvement of attorneys in identifying content
- c.  Lack of a project management process
- d.  Inability to agree on the items to include as content
- e.  Lack of a champion(s) for the initiative
- f.  Absence of a strategy or incomplete strategy

**If you do not have a planned or existing KM initiative, please skip to question 18.**

16. If your firm/dept. has a KM strategy, which of the following openly support it? (**Select all that apply**)
- a.  Managing partner/General counsel
- b.  Members of the firm/dept.'s governing committees
- c.  Other senior management within our organization
- d.  Practice Group leaders
- e.  Attorneys/Counsel
- f.  Administrative management
- g.  IT staff
- h.  Library staff
- i.  People or organizations outside our firm/company
17. Do you regard Information Technology (IT) as critical to the success of your firm/dept.'s KM initiative? (**Select one only**)
- Yes                                       No
- Not applicable                       Don't know
18. How *has* the firm/dept. developed its KM strategy or how *will it* develop its KM strategy? (**Select all that apply**)
- Nature of Initiative**
- a.  Independent initiative
- b.  Part of broader technology strategic plan
- c.  Part of broader business strategic plan
- Resources**
- d.  Hire consultants
- e.  Internally develop
- f.  Both
- Methods**
- g.  Interviews with management/users
- h.  Literature/web research
- i.  Both
- Documented**
- j.  Written strategic plan
- k.  Written tactical plan
- l.  Both
19. Do you believe clients pay for redundant work product? (**Select one only**)
- At a discount to reflect the lower cost of production
- As if no prior workproduct existed
- Only to the extent that it takes time to revalidate the continuing viability of the legal advice
20. Do you believe research redundancy is caused by: (**Select all that apply**)
- a.  Lack of communication between inside and outside counsel
- b.  Lack of communication between outside law firms
- c.  Lack of communication between members of the same law firm
- d.  Lack of incentives to motivate knowledge reuse and eliminate research redundancy
- e.  Other: \_\_\_\_\_

**If you do not have a planned or existing KM initiative, please skip to question 35**

21. Has your firm/dept. established a positive return on investment from the KM initiative? **(Select one only)**

- Yes                       No                       Not yet  
 Not applicable         Don't know

If "Yes," did the return on investment (ROI)

- Fail to meet your target ROI  
 Meet your target ROI  
 Exceed your target ROI

22. Please rank below the **five** top priority objectives of your firm/dept.'s KM program. **(Choose 5 Only:** rank the top 5, with 1 being the highest priority):

- a. \_\_\_ Acquire new clients  
b. \_\_\_ Grow business from existing clients  
c. \_\_\_ Create new business/revenue-generating models  
d. \_\_\_ Enable new pricing structures  
e. \_\_\_ Reduce cost of delivering service  
f. \_\_\_ Improve speed of service  
g. \_\_\_ Improve consistency of service  
h. \_\_\_ Improve quality of service  
i. \_\_\_ Leverage existing workproduct redundancy  
j. \_\_\_ Improve access to legal information  
k. \_\_\_ Other: \_\_\_\_\_

23. What standards are used in your firm/dept. to measure the value of KM programs? **(Select one only)**

- Client value  
 Operational efficiency and cost reduction  
 Leveraging know-how and skills increasing the value of services performed  
 Long-term competitive position relative to law firms  
 Not applicable  
 Don't know

24. The following questions ask for your immediate and compelling concerns regarding KM. **(For all of the following,** rank 1 to 5, with 1 being the highest concern, 5 the lowest, and "N/A" for not a concern or not applicable:

	<b>Highest</b>				<b>Lowest</b>	
<b>Content</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Encourages content contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Organizing content contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Locating existing content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Assuring content quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Assuring content currency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Ensuring content security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Broadening content sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Systems**

- h. Searching across differing internal workproduct repositories
- i. Searching across differing external workproduct repositories
- j. Capturing email knowledge
- k. Identifying experts within or retained by organization
- l. Customizing knowledge systems for differing practice needs
- m. Automating content classification
- n. Locating other areas of KM interest or activity within your firm/dept.

25. Please indicate which of the following measures are captured from your KM initiatives and whether these metrics factor into any reward system (i.e., bonus, advancement, time off, etc.) **(Select all that apply)** For each answer marked "Captured," there should be a corresponding "Rewarded" or "Not Rewarded"

<b>Captured</b>	<b>Metric</b>	<b>Rewarded</b>	<b>Not Rewarded</b>
a. <input type="checkbox"/>	Number of content contributions per individual contributor	<input type="checkbox"/>	<input type="checkbox"/>
b. <input type="checkbox"/>	Number of times particular content has been reviewed/accessed	<input type="checkbox"/>	<input type="checkbox"/>
c. <input type="checkbox"/>	Number of times particular content appeared in search results	<input type="checkbox"/>	<input type="checkbox"/>
d. <input type="checkbox"/>	Growth of KM repository (by document count or volume of storage)	<input type="checkbox"/>	<input type="checkbox"/>
e. <input type="checkbox"/>	Growth of KM repository (by practice area)	<input type="checkbox"/>	<input type="checkbox"/>
f. <input type="checkbox"/>	Growth of KM repository (by area of law)	<input type="checkbox"/>	<input type="checkbox"/>
g. <input type="checkbox"/>	Estimated costs avoided through reuse of knowledge (research, templates, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
h. <input type="checkbox"/>	Number of content contributions per individual contributor that pass quality review	<input type="checkbox"/>	<input type="checkbox"/>
i. <input type="checkbox"/>	Percentage of content contributions that pass versus do not pass quality review	<input type="checkbox"/>	<input type="checkbox"/>
j. <input type="checkbox"/>	Rating of how well retrieved search results were salient for the inquiry posed	<input type="checkbox"/>	<input type="checkbox"/>
k. <input type="checkbox"/>	Other	<input type="checkbox"/>	<input type="checkbox"/>
	Describe: _____		

26. If you have marked any items as rewarded in question 24, or if you measure other items that are rewarded, what is the nature of the rewards? **(Select one only)**

- Attorney time credited for contributions to knowledge sharing  
 Contributions considered as part of the evaluation process  
 Other forms of formal recognition of contribution implemented  
Describe: \_\_\_\_\_  
 Don't know

**Section IV.**  
**KM Organization Resources & Reporting**

27. Using the table below, please describe how your KM initiative is staffed.

	# employees exclusively dedicated to KM	# employees spending 20% or more of their time on KM
KM Organization		
IT Organization		
Partners, General Counsel, Assistant General Counsel		
Other Practicing Attorneys		
Practice Support Attorneys		
Legal Assistants		
Admin. Personnel		
Library Personnel		
Other Resources: _____		

28. Other than the practice support lawyers identified above for KM, does your firm/dept. employ practice support lawyers for other functions? **(Select one only)**

- Yes, 1 to 5
- Yes, 6 to 10
- Yes, 11 or more
- No
- Don't know

29. What are the roles for those people you identified as dedicated resources? **(Select all that apply)**

- a.  To identify precedent documents
- b.  To categorize precedent documents
- c.  To compile precedent documents
- d.  To monitor active matters and track decisions
- e.  To quality assure content before it is incorporated into knowledge repositories
- f.  To perform periodic quality assurance reviews on content already in the knowledge repository
- g.  Other: \_\_\_\_\_

30. In your opinion has the firm/dept. provided sufficient resources to achieve its KM goals? **(Select one only in each category)**

- |     | <u>Funding</u>              | <u>Personnel</u>            | <u>Systems</u>              |
|-----|-----------------------------|-----------------------------|-----------------------------|
| Yes | a. <input type="checkbox"/> | b. <input type="checkbox"/> | c. <input type="checkbox"/> |
| No  | d. <input type="checkbox"/> | e. <input type="checkbox"/> | f. <input type="checkbox"/> |

31. Over the last 12 months, please indicate which of the following types of individuals have been engaged to provide consultative KM services to your organization: **(Select all that apply)**

- a.  Attorneys
- b.  Legal assistants
- c.  Librarians
- d.  Law students
- e.  Researchers
- f.  External KM consultants
- g.  Other: \_\_\_\_\_

32. Over the last 12 months, which of the following types of KM services have been performed by the above individuals you have engaged? **(Select all that apply)**

- a.  Strategic planning (organizational, staffing, etc.)
- b.  Content creation
- c.  Content quality assurance (cite checking, precedent validation)
- d.  Standardizing content (removal of client names, redaction of confidential information)
- e.  Taxonomy development
- f.  Technology planning/assessment
- g.  Technology implementation
- h.  Other: \_\_\_\_\_
- i.  Not applicable (none performed)

33. Does your firm/dept. have a technology committee?

- Yes
- No
- Don't know

34. Do you have a governance structure to guide your KM decisions? **(Select all that apply)**

- a.  Same as technology committee
- b.  Subset of technology committee
- c.  Independent steering committee, composed of representatives from:
  - i.  Practice areas
  - ii.  Administrative areas
  - iii.  IT department
  - iv.  KM organization
  - v.  Firm/Dept. Management
  - vi.  Practice support areas (lit. support, library, etc.)
- d.  Not applicable
- e.  Don't know

35. In your firm/dept., to whom does the most senior person focused on KM report? **(Select one only)**

- Executive Management (President, CEO, COO, Executive Vice President, Managing Partner, Management Committee, Executive Director, etc.)
- Business Unit Heads (Vice Presidents, General Counsel)
- Department/Practice Area Head (Assistant General Counsel, Practice Chair, etc.)
- Information Technology (CIO, CTO, IT Manager, IT Director, etc.)
- Legal Services (Practice Management, Attorney Support Services, etc.)
- Administrative Services (Chief Administrative Officer)
- Information Services (Chief Librarian)
- Finance (CFO, Head of Accounting)
- Other: \_\_\_\_\_

**Section V.  
KM Processes**

36. Do you systematically reuse legal research or precedents created by: **(Select one in each category)**

	<b>Research</b>		
	<b>Internally</b>	<b>Externally</b>	<b>Service Supplier</b>
Yes	a. <input type="checkbox"/>	b. <input type="checkbox"/>	c. <input type="checkbox"/>
No	d. <input type="checkbox"/>	e. <input type="checkbox"/>	f. <input type="checkbox"/>

37. How do you identify and collect reusable documents in your firm/dept? **(Select all that apply)**

- a.  Voluntary submission
- b.  Required submission
- c.  Dedicated people gather the documents
- d.  Automated data-mining
- e.  Not applicable (don't collect)
- f.  Don't know

38. How are these documents classified? **(Select all that apply)**

- a.  By document type
- b.  By subject matter
- c.  By key words
- d.  By practice area
- e.  By vetting (or quality) status
- f.  Documents are not classified
- g.  Don't know

39. Are documents classified by reference to a taxonomy? **(Select one only)**

- Yes, with unmodified commercial taxonomy
- Yes, with modified commercial taxonomy
- Yes, with in-house developed taxonomy
- No, we do not classify documents by reference to a taxonomy
- Don't know

40. How does your firm/dept. store and retrieve previously created work product? **(Select one in each category)**

**Format**

- a.  Paper files
- b.  Electronically
- c.  Both
- d.  Don't know

**Scope**

- e.  By individual lawyer
- f.  By practice group
- g.  Firm-wide
- h.  Don't know

41. For each of the following practice areas, please i) indicate if a Research collection and/or a prior Workproduct collection is kept; and ii) identify which provide the best opportunities for knowledge reuse (regardless of whether you currently have collections):

<u>Practice Area</u>	<u>Research</u>		<u>Workproduct</u>	
	<u>Kept</u>	<u>Reuse</u>	<u>Kept</u>	<u>Reuse</u>
a. Administrative Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Admiralty & Maritime Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Antitrust & Trade Regulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Aviation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Banking & Finance Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Bankruptcy Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Business/Commercial Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Civil Rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<u>Practice Area</u>	<u>Research</u>		<u>Workproduct</u>	
	<u>Kept</u>	<u>Reuse</u>	<u>Kept</u>	<u>Reuse</u>
i. Communications/Media Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Constitutional Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Elder Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Employment Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Energy Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Entertainment/Sport/Leisure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Environmental Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Ethics & Prof. Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Family Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Gaming Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Government Contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Health & Health Care Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Immigration & Naturalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Insurance Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
w. Intellectual Property Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x. International Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
y. Internet -- Cyberspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
z. Labor Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aa. Litigation & Appeals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ab. Native Peoples Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ac. Natural Resources Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ad. Patents & Trademarks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ae. Personal Injury	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
af. Prof. Malpractice Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ag. Real Estate/Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ah. Securities Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ai. State/Local/Municipal Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aj. Taxation Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ak. Workers' Compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

42. As an aggregate across the various repositories identified above, how many documents are in your collection?

**(Select one only)**

- Less than 1,000
- 1,001 – 5,000
- 5,001 – 20,000
- More than 20,000
- Not applicable
- Don't know

43. What types of content are the most likely candidates for inclusion in your knowledge repositories? **(Select all that apply)**

- a.  Regulatory and Court filings (briefs, motions, notices, etc.)
- b.  Research memoranda
- c.  Prior opinions/depositions of individuals
- d.  Standard legal forms or templates
- e.  Past transactional documents
- f.  General news clips (industry, legal)
- g.  Specific news clips (client, case, action)
- h.  Copies of cases
- i.  Other: \_\_\_\_\_
- j.  Don't know

44. How are documents located within the repositories? **(Select all that apply)**

- a.  Fielded search
- b.  Full-text search
- c.  Browse categories
- d.  Inquiry to repository administrator
- e.  General email or broadcast inquiry
- f.  Not applicable
- g.  Don't know

**If you do not have a planned or existing KM initiative, please proceed to question 47**

45. How old are **most** of the documents in the firm's knowledge repositories? (**Select one only**)
- Less than 1 year       Between 1 and 5 years  
 Over 5 years           Not applicable  
 Don't know
46. How frequently are documents in the repository(ies) quality checked for continuing applicability and accuracy? (**Select one only**)
- 0-3 months               3-6 months  
 6-12 months             1-2 years  
 More than 2 years  
 Prior to use               Never  
 Not applicable           Don't know
47. Who in the firm/dept. is/will be responsible for updating content in your KM systems? (**Select all that apply**)
- a.  Everyone              b.  Attorneys  
c.  Legal Administrator    d.  Office Manager  
e.  Librarians              f.  IT Department  
g.  Legal Assistants       h.  Investigators  
i.  Secretaries  
j.  Other: \_\_\_\_\_
48. On a scale of 1 to 5, where **1 = Always** and **5 = Never**, to what extent do the personnel in your firm/dept.:
- 1   2   3   4   5
- a. Check on available pre-existing knowledge sources
- b. Share relevant pre-existing knowledge sources with other personnel
- c. Access prior workproduct
- d. Expect personnel to properly code their materials for later reuse
49. Please indicate whether each of the following statements are True or False with respect to your firm/dept.:
- |   | <u>True</u>              | <u>False</u>             |
|---|--------------------------|--------------------------|
| a. A growing amount of our legal research work product is contained in emails and email attachments   | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Our attorneys are increasingly searching their email repositories for legal research and other legal information prior to searching other electronic or print files      | <input type="checkbox"/> | <input type="checkbox"/> |
| c. The ability to locate and search email communications for prior research and work product in content or attachments will help us respond more effectively                | <input type="checkbox"/> | <input type="checkbox"/> |
| d. The ability to monitor email communications for research and work product in content or attachments will help us manage the organization's risk-profile more effectively | <input type="checkbox"/> | <input type="checkbox"/> |
| e. We have concerns about systematically retaining and searching email communications for prior research and work product   | <input type="checkbox"/> | <input type="checkbox"/> |
| f. We have an established policy regarding email retention  | <input type="checkbox"/> | <input type="checkbox"/> |

50. On a scale of 1 to 5, where **1 = Always** and **5 = Never**, please indicate the level of frequency with which your legal service providers undertake the following activities to exchange knowledge and expertise:
- |  | <u>1</u>                 | <u>2</u>                 | <u>3</u>                 | <u>4</u>                 | <u>5</u>                 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Project debriefings   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Practice area meetings  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Departmental meetings   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Formal lessons-learned documents  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Cross-practice training sessions  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Client-focused team meetings  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Document or share information about legal association activities (ABA, ACCA, state bar, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
51. Please indicate whether each of the following statements are True or False with respect to your firm/dept.:
- |  | <u>True</u>              | <u>False</u>             |
|--|--------------------------|--------------------------|
| a. We utilize billing history from prior similar matters to develop budgets for new matters  | <input type="checkbox"/> | <input type="checkbox"/> |
| b. We utilize billing history from prior similar matters to develop pricing models or strategies other than straight hourly rates  | <input type="checkbox"/> | <input type="checkbox"/> |
| c. We utilize task-based billing codes to track timekeeper hours in an effort to develop better information for budgeting purposes | <input type="checkbox"/> | <input type="checkbox"/> |
| d. We utilize task-based billing codes to track timekeeper hours in an effort to develop alternative pricing strategies            | <input type="checkbox"/> | <input type="checkbox"/> |
52. Please indicate your level of agreement with the following statements: (**For all of the following**, rank 1 to 5, with **1 being you strongly agree** and **5 being you strongly disagree**):
- |   | <u>1</u>                 | <u>2</u>                 | <u>3</u>                 | <u>4</u>                 | <u>5</u>                 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Our organization has developed a location where clients can obtain answers to frequently asked legal questions   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Clients expect outside counsel to reuse workproduct - either research or content - as a basis for similar new matters  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Clients share workproduct among outside counsel  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Clients expect outside counsel to share workproduct for which the client has paid  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. If I were unable to communicate with my office, sufficient alerts and information exist for another person to know my responsibilities and perform my duties                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. If my office were destroyed, sufficient redundant institutional knowledge exists in other locations for me to continue to perform my duties  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Our reuse of prior workproduct does not expose us to increased risk because our reuse complies with the records management and retention requirements with which we are expected to comply | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

53. Do you believe that clients are interested in purchasing generic, non-matter-specific legal content that law firms possess?
- Yes       No       Don't know
- a. If a firm, does your firm sell such content?  
 Yes       No       Don't know
- b. If a client, has your company purchased such content?  
 Yes       No       Don't know

## **Section VI.**

### **KM Investment & System Selection**

54. Who makes decisions for software purchases? **(Select one only)**
- Technology Committee  
 The IT department  
 The requesting partner or manager  
 Jointly by IT and the partner/manager  
 Other: \_\_\_\_\_  
 Don't know
55. How important are each of the following as the place where your firm/dept. gets most of the information needed to make software purchase decisions? **(For all of the following, rank 1 to 5, with 1 being extremely important and 5 being not important at all):**
- |                       | <u>1</u>                 | <u>2</u>                 | <u>3</u>                 | <u>4</u>                 | <u>5</u>                 |
|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Internet           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Legal publications | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. IT publications    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Colleagues         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. In-house IT        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Other: _____       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Don't know         |                          |                          |                          |                          |                          |
56. What is the most likely trigger for your firm/dept. to invest in new KM software? **(Select all that apply)**
- a.  A part of our strategic planning effort  
b.  A partner/manager demands it  
c.  A new legal matter  
d.  Availability of new technology  
e.  Internal resources not organized or easily accessible  
f.  External information sources not organized or easily accessible  
g.  Other: \_\_\_\_\_  
h.  Don't know
57. What level of cost-savings will KM be required to generate in order for your firm/dept. to institutionalize a legal enterprise-wide KM program? **(Select one only)**
- 0% (No Return on Investment required)  
 1 – 5%       6 – 10%  
 11 – 15%       16 – 20%  
 21% or more       Don't know
58. What is your firm/dept.'s IT operating budget this year? **(Select one only)**
- Less than \$500K       \$500K - \$2M  
 \$2M - \$4M       \$4M - \$10M  
 \$10M+       Don't know

59. What is your firm/dept.'s IT capital expenditures budget this year? **(Select one only)**
- Less than \$500K       \$500K - \$2M  
 \$2M - \$4M       \$4M - \$10M  
 \$10M+       Don't know
60. Does your firm/dept. currently have a proposed budget to support KM initiatives?  
 No  
 Yes      If so, what % of the firm/dept.'s entire budget does this KM budget represent? \_\_\_\_\_ %
61. What would your firm/dept. expect to spend for its next software purchase to support KM? **(Select one only)**
- Less than \$10,000       \$10,001 to \$20,000  
 \$20,001 to \$50,000       \$50,001 to \$100,000  
 \$100,001 to \$500,000       More than \$500,000  
 Not applicable       Don't know
62. Where does your firm/dept. usually purchase software? **(Select all that apply)**
- a.  Directly from the software company  
b.  Through a local dealer/reseller/VAR  
c.  Through a systems integrator  
d.  Part of engagement with outside consultant  
e.  Wherever the "best deal" can be obtained  
f.  Other: \_\_\_\_\_  
g.  Don't know
63. If you are with a law firm, does your firm pass along the cost of the following management software to your clients as a separately billed item?
- |                        | <u>Yes</u>               | <u>No</u>                | <u>Sometimes</u>         | <u>Don't know</u>        |
|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Financial           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Document            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Case                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Legal research      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Litigation          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Client relationship | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Section VII.**  
**KM and Other Systems**

64. Are your KM efforts limited to implementation/use of a document management system?  
 Yes     No     Don't know

**If you answered "Yes" to the above,** do you believe your efforts would be more efficient if your KM solution could access knowledge from multiple sources (client repositories, emails, research sites, publishers, etc.)?  
 Yes     No     Don't know

**If you answered "No" to the initial question, above,** what types of KM systems are your firm/dept. implementing? **(Select all that apply)**

- a.  Organizational knowledge, such as expert databases or records management
  - b.  Business knowledge, such as customer relationship or matter management applications
  - c.  Substantive knowledge, such as form files and research archives
  - d.  Procedural knowledge, such as checklists and practice guides
  - e.  Other: \_\_\_\_\_
  - f.  Not applicable (none currently implemented)
  - g.  Don't know
65. What systems are used to store the firm/dept.'s research material? **(Select all that apply)**
- a.  Document management system
  - b.  In-house developed database
  - c.  Commercial software application(s) not specifically designed for KM (e.g., the messaging platform)
  - d.  Commercial software application(s) specifically designed for KM
  - e.  Not applicable
  - f.  Don't know
66. How often are the KM systems used in your firm/dept.? **(Select one only)**
- |   |                                     |
|---|-------------------------------------|
| <input type="checkbox"/> All the time   | <input type="checkbox"/> Frequently |
| <input type="checkbox"/> Rarely         | <input type="checkbox"/> Never      |
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> Don't know |

67. Please rank the top 3 features of a document management system for your firm/dept. **(Choose 3 Only: rank the top 3, with 1 being the most important):**
- a. \_\_\_ An industry-standard database
  - b. \_\_\_ Browser-based user interface
  - c. \_\_\_ Full-text searching
  - d. \_\_\_ Personalization
  - e. \_\_\_ Taxonomy and classification
  - f. \_\_\_ Auto-categorization of content
  - g. \_\_\_ Support for external and internal content
  - h. \_\_\_ Collaboration
  - i. \_\_\_ Integration with other applications within the firm/dept.

- 68. Please rank the top 3 in importance to your firm/dept. in selecting a software package. **(Choose 3 Only: rank the top 3, with 1 being the most important):**
  - a. \_\_\_ A rapid deployment that ensures the system is up and running quickly and easily
  - b. \_\_\_ A system that is highly flexible and easily handles multiple data types, applications and deployment of content to the web, intranet and extranet environments
  - c. \_\_\_ A system that provides a single point of access to multiple data sources
  - d. \_\_\_ A system which is cost-effective and whose deployment and operation reduce the overall cost of ownership
  - e. \_\_\_ A system with high speed search and categorization, making finding relevant information fast, easy and precise
  - f. \_\_\_ A system that is primarily user-managed, so that end users are in control of the content management and can make changes without continual reliance on IT support
  - g. \_\_\_ A system from a global leader in information management, whose clients include companies from the Fortune 500
  - h. \_\_\_ A turnkey design that is customizable so that you can select the options you want and then automatically program them, making the customization fast, easy and simple

69. What percentage of attorneys in your firm/dept. manage the evidence in litigation matters? **(Select one only)**
- |                                    |                                     |
|------------------------------------|-------------------------------------|
| <input type="checkbox"/> 0%        | <input type="checkbox"/> 1 - 20%    |
| <input type="checkbox"/> 21 - 40%  | <input type="checkbox"/> 41 - 60%   |
| <input type="checkbox"/> 61 - 80%  | <input type="checkbox"/> 81 - 90%   |
| <input type="checkbox"/> 91 - 100% | <input type="checkbox"/> Don't know |

70. How important are each of the following for each of your litigation matters? **(For all of the following, rank 1 to 5, with 1 being extremely important, 5 being not important at all, and "N/A" for not applicable):**
- |  | <u>1</u>                 | <u>2</u>                 | <u>3</u>                 | <u>4</u>                 | <u>5</u>                 | <u>N/A</u>               |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Building a chronology of key facts                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Creating a "cast of characters"                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Creating an outline of case issues                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Creating a document index                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Organizing the case law                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Preparing witness examination/presentation outlines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Preparing deposition summaries                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

71. How do the majority of the attorneys in your firm/dept. organize the key facts in dispute in litigation matters? **(Select one only)**
- Personal memory or legal pads
  - Fact chronologies using word processor
  - CaseMap
  - Other database or spreadsheet product  
(Please describe): \_\_\_\_\_
  - Not applicable
  - Don't know

72. In complex matters, how many facts do you feel are critical to the decision making of the average jury? **(Select one only)**
- Less than 100       100 - 250  
 251 - 500       501 - 1000  
 1001 - 5000       Over 5000  
 Don't know
73. What is the primary tool used by attorneys in your firm/dept. to outline issues and key facts? **(Select one only)**
- Legal pads       Word processor  
 CaseMap       JFS Litigator's Notebook  
 NoteMap       Summation Organizer  
 Other: \_\_\_\_\_  
 Not applicable       Don't know
74. How are timeline graphics created in your firm/dept.? **(Select one only)**
- Artists prepare       Spreadsheet software  
 Presentations software       TimeMap  
 Other: \_\_\_\_\_  
 Not applicable       Don't know
75. What is the primary method used by the litigation attorneys in your firm/dept. for electronic deposition transcripts? **(Select one only)**
- Word processor       Binder  
 Concordance       e-Transcript  
 JFS Litigator's Notebook       LiveNote  
 Summation       TextMap  
 Other: \_\_\_\_\_  
 Not applicable       Don't know
76. Have you found the ability to generate case chronologies helpful in marketing legal expertise? **(Select one only)**
- All the time       Frequently  
 Rarely       Never  
 Not applicable       Don't know
77. On average, how many documents per case are involved in 90% of the litigation matters handled by your firm/dept.? **(Select one only)**
- Less than 1,000       1,000 - 5,000  
 5,001 - 10,000       10,001 - 20,000  
 20,001 - 50,000       50,001 - 100,000  
 More than 100,000  
 Not applicable  
 Don't know
78. In what % of litigation matters handled by your firm/dept. are documents imaged? **(Select one in each column)**
- | % of Litigation Matters                 | All Documents            | Some Documents           |
|---|--------------------------|--------------------------|
| 0%                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 - 25%                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 26 - 50%                                | <input type="checkbox"/> | <input type="checkbox"/> |
| 51 - 75%                                | <input type="checkbox"/> | <input type="checkbox"/> |
| 76 - 90%                                | <input type="checkbox"/> | <input type="checkbox"/> |
| 91 - 100%                               | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Not applicable |                          |                          |
| <input type="checkbox"/> Don't know     |                          |                          |

79. What % of litigation matters handled by your firm/dept. incorporate electronic discovery? **(Select one only)**
- 0%       1 - 20%  
 21 - 40%       41 - 60%  
 61 - 80%       81 - 90%  
 91 - 100%       Don't know
80. Which litigation support system is used **most widely** in your firm/dept.? **(Select one only)**
- CaseCentral       CaseMap  
 Concordance       IKON  
 Inmagic       JFS Litigator's Notebook  
 Merrill Corp.       Summation  
 Trial Director  
 Other: \_\_\_\_\_  
 Not applicable (don't use)       Don't know
81. For litigation cases (based on # pages), which type of litigation support system is **most widely** used? **(Select one only in each category)**
- |                      | Less than 100,000 pages  | More than 100,000 pages  |
|----------------------|--------------------------|--------------------------|
| On-site database     | <input type="checkbox"/> | <input type="checkbox"/> |
| Web-based repository | <input type="checkbox"/> | <input type="checkbox"/> |
| Both                 | <input type="checkbox"/> | <input type="checkbox"/> |
| Not applicable       | <input type="checkbox"/> | <input type="checkbox"/> |
| Don't know           | <input type="checkbox"/> | <input type="checkbox"/> |
82. Which vendor's electronic discovery services are used **most widely** in your firm/dept.? **(Select one only)**
- Daticon       EED  
 Fios       Merrill Corporation  
 Ontrack  
 Other: \_\_\_\_\_  
 Not applicable (don't use)       Don't know
83. Which time & billing system is used **most widely** in your firm/dept.? **(Select one only)**
- Axxia       Barrister Javelin  
 CarpeDiem       CMS Open  
 Computrac       DTE  
 Elite       Juris  
 Omega Legal Systems       ProLaw  
 Quickbooks       TABS III  
 Timeslips  
 Other: \_\_\_\_\_  
 Not applicable (don't use)       Don't know
84. Which docket/calendar program is used **most widely** in your firm/dept.? **(Select one only)**
- CompuLaw       Microsoft Outlook  
 Novell GroupWise  
 Other: \_\_\_\_\_  
 Not applicable (don't use)       Don't know

85. With which of the following systems are you familiar, which do you use, and which might your firm/dept. consider for purchase? (**Select all that apply**)

	Familiar	Use	Purchase
a. Documentum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Encompass	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Filenet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Hummingbird	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. iManage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Microsoft Content Mgt Server	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Microsoft SharePoint Server	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. OpenText	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Plumtree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Vignette	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. WORLDOX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

86. How often would you expect your firm/dept. to replace its content management system? (**Select one only**)

- Every 2 - 3 Years
- Every 4 - 5 Years
- Every 6 - 10 Years
- More than 10 Years
- Not Applicable
- Don't Know

87. Which case management system is used **most widely** in your firm/dept.? (**Select one only**)

- Bridgeway
- LawBase
- LawPack
- LegalFiles
- Practice Manager
- TimeMatters
- Other: \_\_\_\_\_
- Not applicable (don't use)
- Don't know
- Corprasoft
- LawManager
- LegalEdge
- Mitratach
- ProLaw

88. Which client relationship management (CRM) system is used **most widely** in your firm/dept.? (**Select one only**)

- Interaction
- LegalEase
- Novell GroupWise
- Other: \_\_\_\_\_
- Not applicable (don't use)
- Don't know
- Elite Apex
- Microsoft Outlook

89. Which virtual deal room is used **most widely** by your firm/dept.? (**Select one only**)

- DataSite
- DealCentral
- Not applicable (don't use)
- ERoom
- IntraLinks
- Don't know

---

### **Section VIII.**

### **Technology Environment**

90. Which network operating system does your firm/dept. primarily use? (**Select one only**)

- Novell
- Microsoft Windows NT/2000
- Other: \_\_\_\_\_
- Not applicable
- Don't know

91. Does your firm/dept. have a wide area network?  
 Yes                       No                       Don't know

92. Do **you** have **remote access** to your office network? (**Select all that apply**)

- a.  Yes, I have access to my email
- b.  Yes, I have access to my calendar
- c.  Yes, I have access to retrieve documents
- d.  Yes, I have access to applications/databases
- e.  No, I do not have remote access
- f.  Don't know

93. Does your firm/dept. use a Citrix Server?  
 Yes                       No                       Don't know

94. What database server software does your firm/dept. use? (**Select all that apply**)

- a.  Oracle
- b.  IBM
- c.  Microsoft SQL Server
- d.  Sybase
- e.  Lotus Notes
- f.  Informix
- g.  DB/Textworks
- h.  Not applicable (don't use)
- i.  Don't know

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

- Windows XP
- Windows 98
- Windows 3.x
- LINUX
- Other: \_\_\_\_\_
- Not applicable
- Don't know
- Windows 2000/NT
- Windows 95
- Macintosh OS

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

- America OnLine (AOL)
- Lotus Notes
- Netscape Email
- Other: \_\_\_\_\_
- Not applicable (don't use)
- Don't know
- Eudora
- Microsoft Outlook
- Novell GroupWise

97. Do you **personally** use Adobe Acrobat Reader to **view** documents in portable document format (PDF)?

- Yes                       No                       Don't know

98. Do you **personally create** documents in portable document format (PDF)?

- Yes                       No                       Don't know

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

(1=extremely concerned; 5=no concern at all)

	1	2	3	4	5	N/A
a. Speed, performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Computer viruses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Secure transactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Email security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Internet reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Content authenticity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

100. Does your firm/dept. use an Internet firewall?  
 Yes                       No                       Don't know

101. Through which online service do you access the Internet **at work**? (**Select all that apply**)
- a.  AOL/CompuServe      b.  EarthLink
  - c.  MCI/Cable & Wireless      d.  Microsoft Network
  - e.  Mindspring      f.  Netcom
  - g.  UUNET      h.  Phone Company
  - i.  Local Internet Service Provider (ISP)
  - j.  Other: \_\_\_\_\_
  - k.  Not applicable      l.  Don't know

102. Does your firm/dept. have an **Intranet**?
- Yes** - We use the Intranet for the following (**Select all that apply if your answer was "Yes"**):
- a.  Provide general information about the firm.
  - b.  Automate work processes
  - c.  Provide links to legal or factual research
  - d.  Provide access to precedent documents
  - e.  Provide access to all of the information about each matter in the firm
- No** - Our plan is to have an **Intranet** in the future (**Select one only, if your answer was "No"**)
- 6 months       1 year
  - 2+ years       Never
  - Not applicable       Don't know

103. Which Web browser do you **primarily** use? (**Select one only**)
- Netscape Communicator, Navigator, ver. \_\_\_\_\_
  - Microsoft Internet Explorer, ver. \_\_\_\_\_
  - AOL/CompuServe
  - Other: \_\_\_\_\_
  - Not applicable (don't use)       Don't know

104. Does your firm/dept. have an **Extranet**? (**Select one Yes/No/Don't Know only**)
- Yes** - our firm/dept. has an Extranet
- a. We use **Extranets** with the following percentage of our client base (**Select one only, if your answer was "Yes"**)
- 1 - 10%       11 - 25%
  - 26 - 50%       Over 50%
  - Don't know
- b. We primarily use the following functions on the Extranet (**Select all that apply, if your answer was "Yes"**)
- |   | <u>Currently Use</u>     | <u>Want to Use</u>       |
|---|--------------------------|--------------------------|
| 1. Calendaring. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Case information. . . . .                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Case-related work product. . . . .                           | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Case-related evidentiary management. . . . .                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Firm contact information. . . . .                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Firm/law dept. resources (e.g. library, brief bank). . . . . | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Time & expense information                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Multi-party deal room. . . . .                               | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Collaboration. . . . .                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. News Feeds. . . . .   | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Client access. . . . .                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Other: _____  | <input type="checkbox"/> | <input type="checkbox"/> |
- No** - Our plan is to have an **Extranet** in the future (**Select one only, if your answer was "No"**)
- 6 months       1 year
  - 2+ years       Never
  - Not applicable       Don't know
- Don't know**

**THANK YOU FOR COMPLETING THIS SURVEY**

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