

# SURVEY OF AMERICAN LAWYERS AT MAJOR LAW FIRMS: TRACKING BILLABLE HOURS AND OTHER WORK TIME

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## THE QUESTIONNAIRE

1. Please give us the following contact information

- A. Name:
- B. Law Firm:
- C. Work Title:
- D. Email Address:
- E. Phone Number:

2. Age of Respondent?

- A. Under 30
- B. 30-39
- C. 40-49
- D. 50-59
- E. 60 or Over

3. Gender of Respondent

- A. Male
- B. Female

4. Number of Lawyers in the Firm

- A. 25-49
- B. 50-99
- C. 100-200
- D. More than 200

5. Work Title of the Lawyer

- A. Partner
- B. Associate
- C. Associate, non-partner track
- D. Of Counsel
- E. Other (please specify)

6. Self-Perceived Level of Skill with Information Technology

- A. Don 't really know how to evaluate my skills
- B. Not very proficient with computers or the internet
- C. Can't say I am really tech savvy but know the basics
- D. I consider myself pretty tech savvy
- E. I am the technology go-to-person others come to for help

7. In what area of the law would you say you are most adept and expert? (i.e. real estate law, bankruptcy, employment law, intellectual property personal injury, maritime law, etc.)

8. Do you track all time or just billable time?
- A. All work time
  - B. Billable work time
  - C. Don't track either
9. At the office you usually keep your time log:
- A. On paper
  - B. On a PDA
  - C. on my desktop pc
  - D. on my laptop
  - E. on my tablet
  - F. on my smartphone
  - G. Other (please specify)
10. When you travel away from the office you usually keep your time log:
- A. On paper
  - B. on my laptop
  - C. on my tablet
  - D. on my smartphone
  - E. Other (please specify)
11. If you use any timekeeping app on you tablet or smartphone which one do you use and why?
12. Does your firm encourage or require you to use any particular time management system, software or application and, if so, which ones?
13. How do you submit your billable hours to the firm? Through a case management system or billing software? Manually on paper? By email? How does this work at your firm?
14. How often are you required to submit timesheets?
15. Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others?
- A. Yes
  - B. No
16. In the past month about how much time in hours would you say that you underestimated due to this reason?
17. What is the penalty at your firm for YOU for failing to submit a time sheet on time?



18. Does your firm send out reminders to turn in time sheets?
- A. Yes
  - B. No
19. About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy?
20. Does your firm use any of the following billing systems? (Choose all that apply)
- A. Bill4Time
  - B. Ebillity
  - C. Freshbooks
  - D. Timeslips
  - E. PCLaw
  - F. CosmoLex
  - G. Other (please specify)
21. To the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm?
22. What advice can you offer to your peers on best ways to track and submit billable hours to their firms?
23. Are there any new policies or procedures that you would like to see your law firm adopt on tracking and submitting billable hours?
24. How would you like to be compensated for taking this survey?
- 1) The results of this survey
  - 2) for every 5 surveys that you respond to you have the right to ask one question to (an estimated) 100200 lawyers at major firms in the United States and to obtain a statistical summary of the results of that question, (Note that Primary Research Group retains copyright and marketing rights)
  - 3) A \$50 product credit for Primary Research Group products about law firms.
25. As a survey participant you are entitled to suggest questions to pose to lawyers at major law firms on any issue. If your questions are accepted for inclusion you will receive a copy of the results. Please list your suggestions below if you wish.

## LAW FIRMS OF THE SURVEY PARTICIPANTS

Adams and Reese LLP  
Alston Hunt Floyd & Ing  
Becker & Poliakoff  
Bell, Davis & Pitt, P.A.  
Berger Singerman LLP  
Blank Rome LLP  
Borgelt, Powell, Peterson & Frauen  
Brennan, Manna & Diamond, PL  
Buckley King LPA  
Burr & Forman  
Butler Pappas Weihmuller Katz Craig  
Butler Snow LLP  
Caesar Rivise  
Cassiday Schade LLP  
chamberlain hrdlicka  
Church Church Hittle & Antrim  
Clawson and Staubes, LLC  
Cooper Levensen  
Davis Brown Koehn Shors & Roberts, P.C.  
Degan Blanchard and Nash  
DF  
Dickie, McCamey and Chilcote  
Dowling Aaron Incorporated  
Duane Morris LLP  
Edwards Wildman Palmer LLP  
Fenton, Fenton, Smith, Reneau & Moon  
Fishkind  
GoldbergSegalla LLP  
Greenberg Traurig LLP  
Harwood Lloyd, LLC  
Hinckley Allen  
Holland & Hart LLP  
Husch Blackwell LLP  
Huschbla Kwell  
Ito & Mitomi / Morrison & Foerster LLP, Tokyo  
Jackson Lewis LLP  
Jensen  
Jones Day  
Jones Waldo  
Kaufman & Canoles  
Kerr, Russell and Weber  
Killoran  
Klein, DeNatale, Goldner  
Kotz Sangster Wysocki  
Kutak Rock LLP  
Leech Tishman Fuscaldo & Lampl, LLC

Lewis Wagner, LLP  
Liskow & Lewis  
Loeb & Loeb  
Lorber Greenfield & Polito  
Lubell Rosen  
Margulies  
Mayer Brown LLP  
McDonald Hopkins LLP  
Mcelroy Deutsch Mulvaney Carpenter LLP  
MCGlinchey Stafford PLLC  
MDMC  
Miller  
Mintz Levin  
MoFo  
Morgan & Pottinger, PSC  
Morrison & Foerster, LLP  
Murphy Desmond, S.C.  
Obermayer Rebmann Maxwell & Hippel  
Ogletree Deakins Law Firm  
Onebane Law Firm  
Parr Brown Gee & Loveless  
Preti Flaherty  
Rainey Kizer Reviere & Bell, PLC  
Robinson Waters & O'Dorisio, P.C.  
Rosenberg Martin Greenberg, LLP  
Rumberger, Kirk and Caldwell P.A.  
Rushton Stakely Johnston & Garrett  
Scheef & Stone, L.L.P.  
Sheppard Mullin  
Shulman, Rogers, Gandal, Pordy & Ecker, P.A.  
Shumaker Loop & Kendrick  
Shuttleworth & Ingersoll, P.L.C.  
Sills Cummis & Gross P.C.  
Sirote & Permutt, P.C.  
Skadden Arps  
Skadden Arps Slate Meagher and Flom, LLP  
Smith, Currie & Hancock  
Snell & Wilmer, L.L.P.  
Spilman Thomas & Battle  
Staas & Halsey LLP  
Starnes Davis Florie  
Stites & Harbison, PLLC  
Strauss Troy  
Sughrue Mion PLLC  
Sutherland Asbill & Brennan LLP  
Swift Currie McGhee & Hiers  
Taft Stettinius & Hollister LLP  
Venable LLP  
Welborn Sullivan Meck & Tooley, PC  
Weltman, Weinberg & Reis Co

Weston Hurd LLP  
White and Steele  
Whiteford, Taylor & Preston, LLP  
Whitfield & Eddy PLC  
Wilson Elser Moskowitz Edelman & Dicker  
Wright Lindsey & Jennings  
Zimmerman Kiser Sutcliffe PA

## METHODOLOGY & SAMPLE CHARACTERISTICS

The Survey of American Lawyers at Major Law Firms is a survey of partners, associates, of counsel and contract lawyers with law firms in the United States with at least 25 lawyers. The Survey of American Lawyers at Major Law Firms excludes lawyers working for government, private corporations that are not law firms, law professors, and all law firms with fewer than 25 lawyers. Many Primary Research Group surveys are international in scope; however, only law firms in the United States are included in this survey.

The survey schema is based on the following formula: 60% of the organizations in the sample are drawn from law firms with 25-49 lawyers; 20% of the organizations in the sample are drawn from law firms with 50-100 partners and 20% of the sample is drawn from law firms with more than 100 lawyers.

480 law firms were randomly chosen as a frame and lawyers in these organizations were randomly sampled. Not all law firms and individuals are approached to participate in each study and there is some diversity in the sample from study to study. The sampling is stratified by the three target size categories above; these categories were further subdivided by state, according to the number of law firms found in the state, and served as a quota system for random selection within quotas defined by firm size and geographic origin.

The Survey of American Lawyers at Major Law Firms never asks its survey base about particular cases that a firm has participated in or about particular clients of a firm. Data is presented in the aggregate or in sub-groupings defined by the characteristics of the individuals and firms in the sample. Some open ended questions are listed individually but anonymously.

Names of individual Respondents are confidential. The names of the law firms for which individual Respondents work is listed in an appendix to give survey users a better idea of the types of firms in the sample. However, lawyers are approached individually and not through any institutional arrangement with their law firm. Listing of a firm does not claim or imply any decision by an institution to participate in this survey, or imply an endorsement in any way of our products or findings.

Since the sample is chosen through random selection we cannot honor any requests for individuals who may want to participate but who have not received an invitation. This is not a reflection on any individual or firm but simply dictated by the survey methodology.

## HOW TO READ THE DATA

What percentage of the online legal research that you do is conducted on your laptop?  
 Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	26,76	20,00	0,00	100,00
30-39	36,02	22,50	0,00	100,00
40-49	42,79	20,00	0,00	100,00
50-59	26,24	10,00	0,00	100,00
60 or Over	30,78	10,00	0,00	100,00

The far left hand column gives you the criteria by which the sample data is being broken out. In the example above, the criteria is Age of Respondent. The data is being broken out separately for different age groups in the sample population. So, row 2, starting from the far left says: Under 30. This means that the data on this row is for lawyers under the age of 30. Then, staying on the same row, the second column, and reading to the right, 26.76% of the legal research by lawyers in this age category is conducted on their laptop computers. Moving down to the third row, on the far left, it says 30-39. Then, reading to the right, 36.02% of the legal research done by lawyers in this age group was done on laptops. If you continue to the right, the next column after mean, or average, is the median. This is the “middle number” and a roughly equal number of lawyers are on each side of this number. So, for lawyers aged 30-39, for half of them less than 22.5% of their legal research is conducted on their laptops; for another half, more than 22.5% of their legal research is conducted on their laptops. Moving now further to the right, you see the columns minimum and maximum. These two columns give the lowest and highest numbers in the sample. So each age group has at least one lawyer who conducts no legal research on a laptop and at least one lawyer who conducts all of their legal research on a laptop.

## SUMMARY OF MAIN FINDINGS

### Percentage of Lawyers that Track All Work Time vs those that Track only Billable Time

We asked the lawyers sampled if they track all work time or just billable work time. 70.67% tracked all work time; 22.6% just billable time, and 2.88%, neither. This small percentage that tracks neither may be involved in alternative billing arrangements but in many cases it is lawyers who are of counsel. In general, the larger firms had a higher percentage of lawyers tracking all work time rather than just billable hours. For the largest firms in the sample, those with more than 200 lawyers, about 77% tracked all time while for firms with less than 100 lawyers this averaged to about 60%. Much of the time spent tracking neither is by of counsel lawyers, 9.68% of whom did not track their time at all. Lawyers working in real estate and property and healthcare and environment were the most likely to not track their time at all. Those working in personal injury, criminal and other trial-oriented work for individuals were the most likely to track only billable hours and close to 38% of the did so.

### Is Work Time Tracked on Paper, Desktop Computer, Laptop, Tablet or Smartphone?

We asked how lawyers kept their time logs, on paper, on a desktop pc, on a laptop, tablet or smartphone. A little more than 34% kept logs on paper and 45.67% used their desktop personal computers – these were by far the two most popular methods. 11.06% used their laptops while only 0.48% used a tablet and 0.96% a smartphone. With the exception of the anomaly that those under 30 had high rates of paper use (perhaps a reflection only of the very small sample size in this cohort) the older the lawyer, the more likely he or she was to track their hours on paper. More than 53% of lawyers age 60 or older used paper while only 12.24% of those from 30-39 did so. Men used laptops a bit more than did women and women were more enthusiastic about tablets and smartphones. All the lawyers who tracked their hours on tablets or smartphones worked for firms with more than 200 lawyers. Paper use was also closely associated with self-perceived information technology capability; the more capable an individual believed themselves to be with technology, the less likely that they were to use paper to record their hours. Lawyers specializing in labor and employment issues were particularly prone to paper use and half of these lawyers used the old fashioned medium to track their hours; intellectual property lawyers were the most prone to use their laptops for recording their hours – close to 19% of them did so – while real estate and property lawyers were the only ones in the sample to use their tablets to record their hours, though only 3.57% of them did so.

### Time Keeping While Away from the Office

We also asked about how time logs were kept when attorneys travel away from their offices. 43.27% kept their logs in paper formats while 27.4% used their laptops and 4.81% their tablets; 12.02% used their smartphones. Smartphone use was highest among those 30-49 years of age and laptop use was also highest in the age segment. Interestingly,

though, was that lawyers over 50 were much more likely than their younger counterparts to use tablet computers to record their hours while on the road.

### **Apps Used for Timekeeping**

Apps for time recording and billing for tablets and smartphones used by the lawyers in the sample include: iTimekeep, Time Builder, Trialworks, PerfectLaw, Carpe Diem and DTE.

Some of the billing systems used include those mentioned above as well as TABS, AIDM, Elite, CD Tracker, Legal 55, Rainmaker, ProLaw, Webview, Omega, PracticeMaster, Aderant Total Office, Juris, Cabo, 3E Time Capture, PerfectLaw, Expert Time, ProVantage and TrialWorks.

### **Timeliness of Submission of Time Sheets**

47.12% of the lawyers surveyed say that they are required to submit daily time sheets, a practice most commonly understood to be a firm policy disproportionately by lawyers over age 40, roughly half of whom believe this to be their firm's policy. Also, lawyers at larger firms were more likely to believe that they are required to submit timesheets every day, and more than half of those in firms with more than 100 lawyers believed this while only a shade more than 40% of lawyers at smaller firms had the same belief. On oddity is the very clear contrary relationship between information technology proficiency and the belief that timesheets should be submitted every day. The more proficient a lawyer believed themselves to be in handling information technology, the less likely they were to believe that their firm's required them to submit timesheets every day.

### **Prevalence of Underestimation of Billable Hours as Compensatory Behavior for Sloppy Timekeeping**

We asked the lawyers sampled if they ever had deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? 57.69% of those surveyed said yes; 37.5% said no. Oddly, given the wording of the question, it was younger lawyers, much more than older ones, who said that they had erred on the side of caution and deliberately underestimated time spent on a task. More than 61% of those aged 30-39 and 76.74% of those aged 40-49 had deliberately underestimated time spent while only a little more than 48% of those lawyers over age 50 had done the same. It may be that younger lawyers spent more of their formative years in an environment in which legal bills were more scrutinized, leading to greater caution. Also, women appear to be more prone to this behavior than men (though this may also reflect the age structure since the population of female lawyers tend to be younger than the population of male lawyers in major firms); 51.91% of men say that they have deliberately underestimated time spent on a legal task while 67.53% of women say that they have done so. Lawyers in health and healthcare law seem particularly prone to this and 75% have deliberately underestimated bills.



## Number of Billable Hours Not Recorded in the Past Month Due to Deliberate Underestimation of Time Worked

We then asked how many billable hours they estimate that they had worked but not billed worked in the last month. The mean was an extraordinary 5.87 hours per month, a median of 5 and a range of 0 to 30. At \$350 per hour, monthly losses per attorney would be approximately \$2,054.

Corporate lawyers and those in intellectual property were more likely to clip their hours billed than were other types of attorneys. They both clipped hours to be on the safe side losing more than 7.5 hours of billable time per month.

## Penalties for Tardy Submission or No Submission of Time Sheets

Firms reported many varying penalties for failure to submit time sheets on time. For some nasty emails and shame (including publicly posting a list of offenders, or inclusion on circulated list of delinquents) is the first line of defense; others point out that timely submission is a factor in annual reviews. Many firms, however, appear to use fines and late fees in the \$50 to \$100 range. For the particularly empathic firms, therapy has been a solution (no kidding) and for the tougher minded, the withholding of a paycheck is not unusual. One firm noted that after 3 late submissions the offender is no longer eligible for bonuses. In short there are as many remedies as the range of human emotions.

## Percentage of Firms that Send out Reminders to Submit Time Sheets

82.21% of lawyers surveyed say that their firms send out reminders to turn in timesheets. We asked the lawyers in the sample about what percentage of the time did they turn in timesheets when they were ideally supposed to do so. The mean was 88.66% of the time, with a median of 99%, and a range of 1% to 100%. Lawyers under 30 and over 60 were the most remiss; the former failed to turn in their timesheets 85% of the time; the latter, 83.94% of the time.

## Use of Certain Specific Timekeeping systems

We asked if any of the lawyers in the sample use any of the following billing system: Bill4Time, not used it. Next we asked about the Ebility; not used it. The same was true of Freshbooks ; none used it. 2.4% of those in the sample use the Timeslips billing system. Only 0.96% used the PCLaw billing system. None used the Cosmo Lex billing system.

We asked the lawyers in the sample: to the best of your knowledge how often are billable and other hours worked reports based on timesheet submissions prepared by your law firm. We gave them 3 possible answers to this question, daily, weekly, and monthly. Only 4.81% prepared billing reports dally; 11.06% prepared them weekly and 55.29% prepared them monthly.

We asked the sampled lawyers what advice they could offer to peers on the best way to track and submit billable hours. A clear consensus emerged: do it every day and do it

contemporaneously with the legal tasks accomplished. Do it every day and record it as you work.

**Table 1.1 Do you track all time or just billable time?**

	No Answer	All work time	Billable work time	Don't track either
Entire sample	3,85%	70,67%	22,60%	2,88%

**Table 1.2 Do you track all time or just billable time? Broken out by Age of Respondent**

Age of Respondent	No Answer	All work time	Billable work time	Don't track either
Under 30	0,00%	81,82%	18,18%	0,00%
30-39	2,04%	71,43%	26,53%	0,00%
40-49	2,33%	65,12%	30,23%	2,33%
50-59	2,22%	71,11%	22,22%	4,44%
60 or Over	8,33%	71,67%	15,00%	5,00%

**Table 1.3 Do you track all time or just billable time? Broken out by Gender of Respondent**

Gender of Respondent	No Answer	All work time	Billable work time	Don't track either
Male	3,82%	67,94%	23,66%	4,58%
Female	3,90%	75,32%	20,78%	0,00%

**Table 1.4 Do you track all time or just billable time? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	All work time	Billable work time	Don't track either
25-49	5,13%	61,54%	33,33%	0,00%
50-99	0,00%	58,62%	37,93%	3,45%
100-200	3,70%	70,37%	22,22%	3,70%
More than 200	4,42%	76,99%	15,04%	3,54%

**Table 1.5 Do you track all time or just billable time? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	No Answer	All work time	Billable work time	Don't track either
Partner	5,83%	73,33%	19,17%	1,67%
Associate	1,75%	71,93%	24,56%	1,75%
Of Counsel	0,00%	58,06%	32,26%	9,68%

**Table 1.6 Do you track all time or just billable time? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	All work time	Billable work time	Don't track either
Not very proficient with computers or the internet	0,00%	75,00%	25,00%	0,00%
Can't say I am really tech savvy but know the basics	8,22%	67,12%	21,92%	2,74%
I consider myself pretty tech savvy	1,68%	70,59%	24,37%	3,36%
I am the technology go-to-person others come to for help	0,00%	91,67%	8,33%	0,00%

**Table 1.7 Do you track all time or just billable time? Broken out by Legal Specialty**

Legal Specialty	No Answer	All work time	Billable work time	Don't track either
Labor and Employment	3,57%	75,00%	21,43%	0,00%
Personal Injury and Criminal	4,44%	57,78%	37,78%	0,00%
Real Estate and Property	7,14%	67,86%	17,86%	7,14%
Intellectual Property, IP and Patent Law	0,00%	93,75%	6,25%	0,00%
Corporate, Securities, etc.	3,80%	72,15%	20,25%	3,80%
Health and Healthcare	0,00%	75,00%	16,67%	8,33%

**Table 2.1 At the office how do you usually keep your time log?**

	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Entire sample	7,69%	34,13%	45,67%	11,06%	0,48%	0,96%

**Table 2.2 At the office how do you usually keep your time log? Broken out by Age of Respondent**

Age of Respondent	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Under 30	9,09%	45,45%	36,36%	9,09%	0,00%	0,00%
30-39	6,12%	12,24%	63,27%	16,33%	0,00%	2,04%
40-49	0,00%	20,93%	58,14%	16,28%	2,33%	2,33%
50-59	8,89%	42,22%	40,00%	8,89%	0,00%	0,00%
60 or Over	13,33%	53,33%	28,33%	5,00%	0,00%	0,00%

**Table 2.3 At the office how do you usually keep your time log? Broken out by Gender of Respondent**

Gender of Respondent	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Male	7,63%	34,35%	44,27%	12,98%	0,00%	0,76%
Female	7,79%	33,77%	48,05%	7,79%	1,30%	1,30%

**Table 2.4 At the office how do you usually keep your time log? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
25-49	10,26%	30,77%	48,72%	10,26%	0,00%	0,00%
50-99	6,90%	37,93%	44,83%	10,34%	0,00%	0,00%
100-200	7,41%	29,63%	48,15%	14,81%	0,00%	0,00%
More than 200	7,08%	35,40%	44,25%	10,62%	0,88%	1,77%

**Table 2.5 At the office how do you usually keep your time log? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Partner	5,83%	39,17%	41,67%	11,67%	0,83%	0,83%
Associate	8,77%	19,30%	57,89%	12,28%	0,00%	1,75%
Of Counsel	12,90%	41,94%	38,71%	6,45%	0,00%	0,00%

**Table 2.6 At the office how do you usually keep your time log? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Not very proficient with computers or the internet	0,00%	75,00%	25,00%	0,00%	0,00%	0,00%
Can't say I am really tech savvy but know the basics	13,70%	43,84%	34,25%	6,85%	1,37%	0,00%
I consider myself pretty tech savvy	4,20%	28,57%	50,42%	15,13%	0,00%	1,68%
I am the technology go-to-person others come to for help	8,33%	16,67%	75,00%	0,00%	0,00%	0,00%



**Table 2.7 At the office how do you usually keep your time log? Broken out by Legal Specialty**

Legal Specialty	No Answer	On paper	on my desktop pc	on my laptop	on my tablet	on my smartphone
Labor and Employment	7,14%	50,00%	28,57%	14,29%	0,00%	0,00%
Personal Injury and Criminal	4,44%	28,89%	57,78%	6,67%	0,00%	2,22%
Real Estate and Property	14,29%	21,43%	53,57%	7,14%	3,57%	0,00%
Intellectual Property, IP and Patent Law	0,00%	43,75%	37,50%	18,75%	0,00%	0,00%
Corporate, Securities, etc..	10,13%	34,18%	43,04%	11,39%	0,00%	1,27%
Health and Healthcare	0,00%	33,33%	50,00%	16,67%	0,00%	0,00%

**Table 3.1 When you travel away from the office how do you usually keep your time log?**

	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Entire sample	12,50%	43,27%	27,40%	4,81%	12,02%

**Table 3.2 When you travel away from the office how do you usually keep your time log? Broken out by Age of Respondent**

Age of Respondent	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Under 30	9,09%	54,55%	27,27%	0,00%	9,09%
30-39	6,12%	32,65%	40,82%	2,04%	18,37%
40-49	4,65%	32,56%	37,21%	2,33%	23,26%
50-59	15,56%	48,89%	24,44%	6,67%	4,44%
60 or Over	21,67%	53,33%	11,67%	8,33%	5,00%

**Table 3.3 When you travel away from the office how do you usually keep your time log? Broken out by Gender of Respondent**

Gender of Respondent	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Male	12,21%	45,04%	28,24%	5,34%	9,16%
Female	12,99%	40,26%	25,97%	3,90%	16,88%

**Table 3.4 When you travel away from the office how do you usually keep your time log? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	On paper	on my laptop	on my tablet	on my smartphone
25-49	17,95%	46,15%	17,95%	2,56%	15,38%
50-99	6,90%	58,62%	24,14%	3,45%	6,90%
100-200	14,81%	29,63%	37,04%	0,00%	18,52%
More than 200	11,50%	41,59%	29,20%	7,08%	10,62%

**Table 3.5 When you travel away from the office how do you usually keep your time log? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Partner	11,67%	50,00%	23,33%	5,83%	9,17%
Associate	12,28%	28,07%	40,35%	1,75%	17,54%
Of Counsel	16,13%	45,16%	19,35%	6,45%	12,90%

**Table 3.6 When you travel away from the office how do you usually keep your time log? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Not very proficient with computers or the internet	25,00%	75,00%	0,00%	0,00%	0,00%
Can't say I am really tech savvy but know the basics	17,81%	50,68%	19,18%	4,11%	8,22%
I consider myself pretty tech savvy	8,40%	38,66%	34,45%	5,88%	12,61%
I am the technology go-to-person others come to for help	16,67%	33,33%	16,67%	0,00%	33,33%

**Table 3.7 When you travel away from the office how do you usually keep your time log? Broken out by Legal Specialty**

Legal Specialty	No Answer	On paper	on my laptop	on my tablet	on my smartphone
Labor and Employment	14,29%	42,86%	25,00%	7,14%	10,71%
Personal Injury and Criminal	8,89%	44,44%	35,56%	0,00%	11,11%
Real Estate and Property	14,29%	28,57%	35,71%	3,57%	17,86%
Intellectual Property, IP and Patent Law	0,00%	56,25%	43,75%	0,00%	0,00%
Corporate, Securities, etc.	15,19%	46,84%	18,99%	7,59%	11,39%
Health and Healthcare	16,67%	33,33%	16,67%	8,33%	25,00%

## If you use any timekeeping app on you tablet or smartphone which one do you use and why?

- 1) No
- 2) N/A - Firm does not have a timekeeping app for tablet or smartphone that syncs with firm's time management system
- 3) DTE. It's the firm program.
- 4) None
- 5) N/A
- 6) n/a
- 7) N/A
- 8) N/A
- 9) I don't use a timekeeping app because one is not available through the firm.
- 10) none
- 11) iPad
- 12) Carpe Diem Tracker
- 13) Access through Firm database
- 14) No
- 15) n/a
- 16) none - I use an email
- 17) iTimeKeep
- 18) None.
- 19) none
- 20) Notes -- simple, no app, Wi-Fi needed
- 21) N/A
- 22) Elite Web - easy
- 23) carpe diem
- 24) I would use a time keeping app on my phone. Since I always have my phone I could easily input time if away from my desk.
- 25) n/a
- 26) No
- 27) I do not use a timekeeping app on my tablet or smartphone
- 28) I have created a table in Word that I use each day. I dictate into it with Dragon Dictation. My assistant then loads my time into the firm system, DTI.
- 29) Legal 55
- 30) None
- 31) n/a
- 32) iPad
- 33) N/A
- 34) none
- 35) n/a
- 36) N/a
- 37) none
- 38) n/a
- 39) n/a
- 40) n/a
- 41) Apple - ease of use
- 42) None
- 43) N/A

- 44) NA
- 45) n/a
- 46) No
- 47) iTimekeep, because the firm had it available
- 48) Carpe Diem
- 49) DTE in hand
- 50) N/A
- 51) DTE, because it's the one my firm uses.
- 52) Not applicable
- 53) I do not have a timekeeping app on my tablet or smartphone.
- 54) nope.
- 55) Perfect Law - adopted by firm - ease of use
- 56) Carpe Diem - firm provided
- 57) n/a
- 58) n/a
- 59) iTimekeep. Only choice firm offers
- 60) No
- 61) none
- 62) CarpeDiem - it's the billing software used by the firm
- 63) I don't use a timekeeping app.
- 64) N/A
- 65) none
- 66) I do not use an app
- 67) no
- 68) NA
- 69) ITimeKeep; it is easy to use and works with our timekeeping software
- 70) None
- 71) DTE Axiom
- 72) DTE
- 73) n/a
- 74) N/A
- 75) iTimekeep because it is compatible with our timekeeping software at the firm
- 76) N/A
- 77) use my calendar
- 78) N/A
- 79) none
- 80) Time Builder
- 81) None
- 82) no
- 83) Trialworks is our billing software provider.
- 84) n/a
- 85) n/a
- 86) no
- 87) no
- 88) N/A
- 89) N/A
- 90) DTE

## Does your firm encourage or require you to use any particular time management system, software or application and, if so, which ones?

- 1) No
- 2) Omega
- 3) Billing software (DTE).
- 4) Required to use the time management/billing software, ADERANT Expert
- 5) DTE is required.
- 6) No - no particular method is recommended
- 7) DTE
- 8) TABS
- 9) Carpe Diem
- 10) Yes - we use Tabs3.
- 11) no
- 12) Yes; DTE
- 13) Elite
- 14) AIM
- 15) No
- 16) We use DTE Axiom.
- 17) no
- 18) Yes, CDTracker
- 19) Carpe Diem
- 20) Carpe Diem
- 21) DTE Axiom
- 22) no
- 23) Carpe Diem
- 24) No
- 25) DTE Axiom
- 26) DTE
- 27) timeslips
- 28) We have a time entry system but I do not know the name
- 29) Legal 55
- 30) Rainmaker
- 31) no
- 32) DTE Axiom
- 33) No
- 34) LMS
- 35) ProLaw
- 36) no
- 37) Webview
- 38) DTE, transitioning to Expert Time
- 39) They do, but I don't use it.
- 40) Elite web
- 41) yes, carpe diem
- 42) no
- 43) Elite Webview
- 44) Yes. Can't remember the name. keeps track of calls and easy to enter time tasks

- 45) Yes. Webview.
- 46) DTI.
- 47) Legal 55
- 48) Practice Master/TABS
- 49) n/a
- 50) DTE
- 51) Aderrant
- 52) no
- 53) Yes. DTE
- 54) CD Tracker
- 55) NO.
- 56) DTE Axiom
- 57) CarpeDiem
- 58) Omega
- 59) Yes, CDTracker
- 60) client profiles
- 61) DTE
- 62) Elite
- 63) carpe diem time tracker
- 64) Yes, Rainmaker
- 65) n/a
- 66) No
- 67) Juris
- 68) Juris
- 69) CARPE DIEM
- 70) No
- 71) Aderant
- 72) Yes
- 73) Aderant Total Office
- 74) Carpe Diem
- 75) yes - LMS+
- 76) Cabo
- 77) Rainmaker
- 78) only for time entry
- 79) expert time
- 80) Axiom
- 81) No
- 82) Elite
- 83) Aderant
- 84) Yes. Aderant
- 85) 3E Time Capture
- 86) NA
- 87) old dogs don't learn new tricks
- 88) yes, 3E Time Capture 2.0
- 89) No
- 90) Time management system
- 91) no
- 92) Yes, iTimekeep; LMS+
- 93) DTE Axiom
- 94) final recording done on carpe diem



- 95) Carpe Diem (required)
- 96) Webview
- 97) DTE
- 98) DTE Axiom
- 99) DTE.
- 100) Omega. We are currently switching to Orion.
- 101) The firm uses Webtime.
- 102) no.
- 103) Perfect Law
- 104) CMS software
- 105) Elite
- 106) Carpe Diem
- 107) carpe diem
- 108) We enter time using Elite. We have TimeBuilder to help capture time.
- 109) DTE Axiom
- 110) Rippe & Kingston
- 111) firm software DTE Axiom
- 112) DTE
- 113) Omega
- 114) CarpeDiem
- 115) My firm does not encourage or require attorneys to use any particular time management system.
- 116) Not that I'm aware of.
- 117) The one the firm uses
- 118) no
- 119) No
- 120) Omega
- 121) Rainmakers
- 122) We use Perfectlaw
- 123) Rippe
- 124) We use a software program
- 125) No
- 126) Yes - Carpe Diem
- 127) Carpe Diem
- 128) yes, ItimeKeep
- 129) Juris
- 130) DTE
- 131) DTE Axiom
- 132) CABO
- 133) DTE Axiom
- 134) DTE
- 135) Yes, Juris
- 136) Web Time
- 137) Carpe Diem
- 138) LMS+ is required for all attorneys.
- 139) yes DTE
- 140) Expert Time
- 141) Perfect Law
- 142) Carpe Diem.
- 143) Yes. Prolaw

- 144) Omega
- 145) DTE Axiom
- 146) Yes; ProVantage
- 147) Time Builder
- 148) no
- 149) No
- 150) no
- 151) None
- 152) no
- 153) Trialworks.
- 154) Carpe Diem
- 155) Elite
- 156) Chrome River
- 157) DTE Axion
- 158) Rippe
- 159) no
- 160) Aderant
- 161) Juris
- 162) We are required to use DTE 2004 by Advanced Productivity Software. I have been informed that we are moving to a new program in 2015 but I don't have details.
- 163) Aderant
- 164) Yes, DTE

## How do you submit your billable hours to the firm? Through a case management system or billing software? Manually on paper? By email? How does this work at your firm?

- 1) Through billing software (AIM) due at the end of the month.
- 2) Omega
- 3) Billing software (DTE).
- 4) Billing software - ADERANT Expert
- 5) On my laptop.
- 6) Through Carpe Diem (billing software)
- 7) DTE
- 8) Through billing software, TABS.
- 9) Carpe Diem once typed by my assistant
- 10) Electronically through Tabs3.
- 11) email to secretary who enters time in software
- 12) Billing software
- 13) Billing software
- 14) Billing software
- 15) I give my time sheets to my secretary who enters them into our billing system
- 16) DTE Axiom.
- 17) Time Matters
- 18) I give a Word doc to my secretary, who inputs my time entries into our software system.
- 19) CDTracker
- 20) Billing Software
- 21) Through Carpe Diem software
- 22) On line time entry system
- 23) billing software
- 24) Automatic through Carpe Diem
- 25) Billing Software
- 26) DTE Axiom
- 27) DTE PROGRAM
- 28) billing software
- 29) Billing Software
- 30) Billing software. I send time to my assistants and they enter
- 31) Bill software. I dictate time, which I transcribe using voice recognition software, edit and forward to my admin, who enters the time by case and adds the time/work codes
- 32) Through case management/billing software
- 33) Billable software
- 34) My legal assistant submits it.
- 35) Billing software - DTE Axiom
- 36) To secretary on paper thence thru billing software
- 37) billing software
- 38) yes, system
- 39) Billing software: LMS. Time entries into the software system inside of the office. From outside office, use iTimeKeep from smartphone, which integrates with LMS.

- 40) dictate
- 41) We use ProLaw
- 42) Billing software
- 43) Webview
- 44) Electronically on billing software
- 45) Billing software (Aderant Expert)
- 46) software
- 47) Into a time management system. Every lawyer or his/her secretary is obligated to submit time everyday into the time management system.
- 48) billing software - works very well
- 49) Elite Webview
- 50) Paper. Then entered by admin into billing system.
- 51) Billing software
- 52) billing software
- 53) I have created a table in Word that I use each day. I dictate into it with Dragon Dictation. My assistant then loads my time into the firm system, DTI.
- 54) We enter and track them through a system called Aderant.
- 55) Case Management System
- 56) simple bill to client
- 57) I submit it through an electronic system, DTE.
- 58) billing software
- 59) billing software
- 60) Billing software
- 61) Yes. Billing software.
- 62) I give my secretary my paper records, she types them out, I proof them and they are then finalized and submitted via an internal software system.
- 63) DTE Axiom
- 64) Billing software
- 65) Input into Omega
- 66) CDTracker - billing software
- 67) case management system
- 68) paper
- 69) through billing software
- 70) billing software. I input time daily and it transfers automatically.
- 71) Billing software
- 72) I bill myself
- 73) Csm
- 74) Billing software
- 75) Juris
- 76) I use paper, as do several other attorneys. Other attorneys enter directly to our computer system.
- 77) Juris
- 78) Billing Software
- 79) Enter own time into Billing Software
- 80) Manually on paper and a clerk transcribes it to a time management system
- 81) Billing software
- 82) case management billing software
- 83) When in the office through billing software on PC. When out of office via email.
- 84) through time tracking software
- 85) management system

- 86) I provide my time entries via email to my assistant who inputs the information into our billing software.
- 87) Billing software It works well
- 88) billing software
- 89) my Admin does it through system
- 90) billing software
- 91) Billing Software
- 92) Billing software; I enter directly
- 93) Billing Software
- 94) through case management
- 95) CMS
- 96) Billing software
- 97) billing software
- 98) admin assistant enters it into the computerized timekeeping system
- 99) billing software
- 100) timekeeping system
- 101) Email. Works well
- 102) Case management system
- 103) Billing software.
- 104) paper
- 105) Billing software.
- 106) DTE Axiom
- 107) carpe diem software
- 108) Through the time recording software Carpe Diem
- 109) I email my time to my assistant, who inputs it into the system
- 110) varies depending upon the client
- 111) Software
- 112) Through DTE.
- 113) Billing software
- 114) Billing software. We currently use Omega. We are switching to Orion.
- 115) Depends on the user. I dictate my time and it is recorded into Webtime by my assistant.
- 116) Time is input to our case management system.
- 117) Through Perfect Law
- 118) billing software
- 119) billing software
- 120) Carpe Diem
- 121) software - carpe diem
- 122) Varies by attorney.
- 123) Enter time using Elite
- 124) my assistant enters it from handwritten notes
- 125) Through billing system on network.
- 126) billing software
- 127) firm software DTE Axiom
- 128) billing system through DTE
- 129) billing software
- 130) We are required to enter our time in Perfect Law, which is our front and back office system. Some lawyers enter their time directly, others keep their time on paper or separately on a computer based system (I use Excel, others use Word), and either enter it later or have a staff member enter it.

- 131) CarpeDiem
- 132) Each attorney/paralegal submits their time records to their assistant in their preferred format. Then assistants enter time into the accounting system before month end.
- 133) Weekly
- 134) Case management system
- 135) We use Elite Webview to enter time.
- 136) Billing software by computer - it works very well.
- 137) billing software
- 138) Manually on paper. Entered into billing system
- 139) Billing software.
- 140) Rainmaker Software
- 141) PerfectLaw system.
- 142) billing software
- 143) Software
- 144) Billing Software
- 145) Billing software - Carpe Diem. We input and submit time daily; review pro forma statements for accuracy monthly.
- 146) Billing software
- 147) I keep time on paper and my assistant adds it to our billing software - as there are codes and sub-codes for some types of matters, it is easier for me to have her handle that part.
- 148) case management system
- 149) I submit to my assistant who puts the time in Juris
- 150) billing software
- 151) Paper billings given to my secretary who inputs it using billing software
- 152) Billing software
- 153) Billing Software
- 154) We use Aderant Expert with time due at the end of each week.
- 155) Time is recorded into an antiquated DOS-based time, billing and accounting system. I input my time on CABO
- 156) Billing software
- 157) DTE Axiom
- 158) DTE
- 159) Billing Software
- 160) billing software
- 161) I keep a paper time sheet; my assistant enters my time electronically in Carpe Diem (billing software)
- 162) LMS+
- 163) billing software
- 164) Billing software
- 165) All time is submitted via the Perfect Law accounting system's time entry module. Mine is typed by my secretary (or myself when she is out) from the paper on which I record time.
- 166) I give my calendar to my secretary and she enters the time shown into our system
- 167) Time management software. Lawyers track and enter own time. Software has timers that make it easy to track time and enter billing descriptions.
- 168) Billing software
- 169) Prolaw billing software
- 170) Billing software

- 171) Billing software
- 172) DTE Axiom
- 173) ProVantage
- 174) DTE Axiom
- 175) on-line system which my secretary uses
- 176) Email
- 177) software
- 178) Secretary transfers from paper to billing software
- 179) Billing software
- 180) billing software
- 181) assistant converts paper time sheet to billing software
- 182) Case management system
- 183) Billing Software
- 184) manually on paper
- 185) Billing Software
- 186) email
- 187) billing software
- 188) case management
- 189) case management system
- 190) I submit it manually to my secretary who enters it into our system.
- 191) Software
- 192) Billing Software--I enter directly
- 193) Billing software
- 194) Time entry app in Aderant or on paper to secretary who then enters into Aderant
- 195) Through DTE

**Table 4.1 How often are you required to submit timesheets?**

	No Answer	Daily	Weekly	Monthly
Entire sample	8,17%	47,12%	31,25%	13,46%

**Table 4.2 How often are you required to submit timesheets? Broken out by Age of Respondent**

How old are you	No Answer	Daily	Weekly	Monthly
Under 30	0,00%	36,36%	36,36%	27,27%
30-39	10,20%	40,82%	32,65%	16,33%
40-49	4,65%	55,81%	25,58%	13,95%
50-59	6,67%	42,22%	37,78%	13,33%
60 or Over	11,67%	51,67%	28,33%	8,33%

**Table 4.3 How often are you required to submit timesheets? Broken out by Gender of Respondent**

Gender	No Answer	Daily	Weekly	Monthly
Male	8,40%	49,62%	28,24%	13,74%
Female	7,79%	42,86%	36,36%	12,99%

**Table 4.4 How often are you required to submit timesheets? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	Daily	Weekly	Monthly
25-49	5,13%	46,15%	28,21%	20,51%
50-99	6,90%	34,48%	31,03%	27,59%
100-200	11,11%	51,85%	25,93%	11,11%
More than 200	8,85%	49,56%	33,63%	7,96%



**Table 4.5 How often are you required to submit timesheets? Broken out by Work Title of the Lawyer**

Work Title	No Answer	Daily	Weekly	Monthly
Partner	8,33%	46,67%	33,33%	11,67%
Associate	7,02%	47,37%	31,58%	14,04%
Of Counsel	9,68%	48,39%	22,58%	19,35%

**Table 4.6 How often are you required to submit timesheets? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	Daily	Weekly	Monthly
Not very proficient with computers or the internet	0,00%	75,00%	25,00%	0,00%
Can't say I am really tech savvy but know the basics	9,59%	50,68%	24,66%	15,07%
I consider myself pretty tech savvy	7,56%	45,38%	36,13%	10,92%
I am the technology go-to-person others come to for help	8,33%	33,33%	25,00%	33,33%

**Table 4.7 How often are you required to submit timesheets? Broken out by Legal Specialty**

Legal Specialty	No Answer	Daily	Weekly	Monthly
Labor and Employment	3,57%	39,29%	50,00%	7,14%
Personal Injury and Criminal	6,67%	55,56%	24,44%	13,33%
Real Estate and Property	21,43%	35,71%	21,43%	21,43%
Intellectual Property, IP and Patent Law	0,00%	43,75%	50,00%	6,25%
Corporate, Securities, etc.	8,86%	49,37%	27,85%	13,92%
Health and Healthcare	0,00%	50,00%	33,33%	16,67%

**Table 5.1 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others?**

	No Answer	Yes	No
Entire sample	4,81%	57,69%	37,50%

**Table 5.2 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Age of Respondent**

Age of Respondent	No Answer	Yes	No
Under 30	0,00%	54,55%	45,45%
30-39	2,04%	61,22%	36,73%
40-49	2,33%	76,74%	20,93%
50-59	4,44%	48,89%	46,67%
60 or Over	10,00%	48,33%	41,67%

**Table 5.3 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Gender of Respondent**

Gender of Respondent	No Answer	Yes	No
Male	5,34%	51,91%	42,75%
Female	3,90%	67,53%	28,57%

**Table 5.4 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	Yes	No
25-49	7,69%	46,15%	46,15%
50-99	0,00%	68,97%	31,03%
100-200	7,41%	55,56%	37,04%
More than 200	4,42%	59,29%	36,28%

**Table 5.5 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	No Answer	Yes	No
Partner	7,50%	55,00%	37,50%
Associate	1,75%	64,91%	33,33%
Of Counsel	0,00%	54,84%	45,16%

**Table 5.6 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	Yes	No
Not very proficient with computers or the internet	0,00%	0,00%	100,00%
Can't say I am really tech savvy but know the basics	9,59%	52,05%	38,36%
I consider myself pretty tech savvy	2,52%	63,03%	34,45%
I am the technology go-to-person others come to for help	0,00%	58,33%	41,67%

**Table 5.7 Have you ever deliberately under estimated the time you spend on a certain task because you cannot remember how much time you spent on it and want to err on the side of caution so that you can make a sustainable case for yourself in case you are questioned by management, clients, insurers or others? Broken out by Legal Specialty**

Legal Specialty	No Answer	Yes	No
Labor and Employment	3,57%	67,86%	28,57%
Personal Injury and Criminal	4,44%	46,67%	48,89%
Real Estate and Property	7,14%	60,71%	32,14%
Intellectual Property, IP and Patent Law	0,00%	68,75%	31,25%
Corporate, Securities, etc.	6,33%	54,43%	39,24%
Health and Healthcare	0,00%	75,00%	25,00%

**Table 6.1 In the past month about how much time in hours would you say that you under-estimated due to this reason?**

	Mean	Median	Minimum	Maximum
Entire sample	5,87	5,00	0,00	30,00

**Table 6.2 In the past month about how much time in hours would you say that you under-estimated due to this reason? Broken out by Age of Respondent**

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	3,93	1,50	0,00	15,00
30-39	5,56	4,00	0,00	25,00
40-49	7,73	5,00	0,00	30,00
50-59	4,19	2,50	0,00	20,00
60 or Over	6,59	5,00	0,00	20,00

**Table 6.3 In the past month about how much time in hours would you say that you under-estimated due to this reason? Broken out by Gender of Respondent**

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	5,99	5,00	0,00	30,00
Female	5,71	3,00	0,00	30,00

**Table 6.4 In the past month about how much time in hours would you say that you under-estimated due to this reason? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	4,40	2,00	0,00	30,00
50-99	9,89	5,00	0,00	30,00
100-200	3,29	1,50	0,00	10,00
More than 200	5,91	5,00	0,00	20,00

**Table 6.5 In the past month about how much time in hours would you say that you under-estimated due to this reason? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	Mean	Median	Minimum	Maximum
Partner	6,72	5,00	0,00	30,00
Associate	5,37	5,00	0,00	25,00
Of Counsel	4,26	2,50	0,00	15,00

**Table 6.6 In the past month about how much time in hours would you say that you under-estimated due to this reason? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	Mean	Median	Minimum	Maximum
Can't say I am really tech savvy but know the basics	6,69	5,00	0,00	20,00
I consider myself pretty tech savvy	4,98	3,50	0,00	30,00
I am the technology go-to-person others come to for help	11,42	8,75	1,00	30,00

**Table 6.7 In the past month about how much time would you say that you under-estimated due to this reason? Broken out by Legal Specialty**

Legal Specialty	Mean	Median	Minimum	Maximum
Labor and Employment	3,71	2,00	0,00	15,00
Personal Injury and Criminal	4,38	2,50	0,00	15,00
Real Estate and Property	4,27	2,50	0,00	15,00
Intellectual Property, IP and Patent Law	7,69	5,00	1,50	20,00
Corporate, Securities, etc.	7,58	5,00	0,00	30,00
Health and Healthcare	5,67	5,00	1,00	10,00



## What is the penalty at your firm for YOU for failing to submit a time sheet on time?

- 1) A very nasty email copied to managing partner and senior partners.
- 2) Has never happened
- 3) None.
- 4) No specific penalty that I know of, but presents billing issues when not timely submitted - the billing attorney may bill the client without knowing there is time that has not been submitted.
- 5) holding psa
- 6) I do not know.
- 7) name submitted to management to failure to comply
- 8) No distributions.
- 9) Withholding pay checks
- 10) deduction in pay but not enforced in CA
- 11) N/A
- 12) Late submission is tracked and used when year-end performance is evaluated
- 13) Don't know. Hasn't happened.
- 14) We could be "fined" \$50
- 15) Reduction in salary if you submit your time late more than 15% of the time, and even greater reductions for later submission.
- 16) There is a financial penalty for any timekeeper who does not submit timely records.
- 17) Negative mark on evaluation
- 18) Loss of electronic direct deposit and case by case penalty for habitual offenders
- 19) you are labeled a "delinquent" timekeeper and this list is sent around to partners and then is discussed at your annual review
- 20) fine
- 21) embarrassing email
- 22) It will be reflected in the annual review
- 23) Not credited
- 24) N/A
- 25) NONE
- 26) partner conversation
- 27) \$250 fine
- 28) Reported and put on a list. Not sure if there is any real consequence.
- 29) Firm has power to withhold paycheck, but that's rarely if ever used. Normally, delinquent timekeeper lists are circulated, which tends to discourage being too delinquent
- 30) Unknown
- 31) pay check can be withheld but not enforced
- 32) I don't know
- 33) "strikes" resulting in lesser bonus
- 34) hold draw check
- 35) no really
- 36) Not paid.
- 37) Sending emails; tracking me down to make sure that time has been entered.
- 38) one hundred

- 39) My time may not get billed or I may not get billable hour credit for my time.
- 40) Fine
- 41) It is one of the factors considered when considering compensation for the following year.
- 42) Paycheck is no longer directly deposited.
- 43) nothing
- 44) None
- 45) stern warning from practice group heads, electronic reminders, in evaluations
- 46) withhold pay
- 47) None.
- 48) fines
- 49) There are fines
- 50) do not receive pay check
- 51) DON'T KNOW
- 52) withhold pay; ineligible for bonus
- 53) Verbal reprimand
- 54) n/a
- 55) Unknown
- 56) n/a
- 57) \$100 fine
- 58) Badgering
- 59) 100
- 60) Withholding of distributions to the partner
- 61) Not receiving a bonus if it happens three times in a year.
- 62) Timekeepers that fail to submit a time sheet on time are reported as delinquent timekeepers, although I do not know what the penalty is at that point.
- 63) Reported to managing partners
- 64) Low review
- 65) I don't get my time billed, so I don't get paid on it until the next billing cycle
- 66) none
- 67) small fine that goes to a firm event fund and a fair amount of calling from staff
- 68) for repeated/egregious offenses, the firm can hold you back from advancing to the next year level
- 69) Warning
- 70) none
- 71) None
- 72) None known, must be done monthly.
- 73) Withholding of expense checks
- 74) none
- 75) I don't know. I have never failed to submit my timesheets
- 76) PAYCHECK DELAYED UNTIL NEXT PAY PERIOD
- 77) Call by the EC to determine why time was not entered. Not sure beyond that, but think it is reported to the review committee.
- 78) Admonition
- 79) don't know
- 80) Bill goes out without time which affects compensation.
- 81) I think after three late time sheets you are no longer eligible for bonuses.
- 82) No pay.

- 83) If all time entries for a particular month are not approved and released by the third business day of the following month, management is notified and if it persists, additional consequences may ensue.
- 84) Nothing specific. Would be regarded as a negative in determining distributions.
- 85) none although discussion about pay deduction
- 86) None
- 87) We do not have penalties as we all try to follow the rules.
- 88) no specific policy
- 89) monetary penalty
- 90) -possibly lose any bonus monies.
- 91) Not bonus eligible
- 92) None is defined, but.....
- 93) In theory there is a monetary penalty
- 94) draw check held back
- 95) none
- 96) scolding
- 97) Meet with lawyer
- 98) No
- 99) Turn off access to computer
- 100) Do not know
- 101) none
- 102) I don't know.
- 103) Three strikes and a hit on bonus.
- 104) none other than strong email
- 105) Reduction of Partner Draw
- 106) Varies; for shareholders you don't get paid until you do
- 107) Emails pinging for the submission initially, then calls from management.
- 108) taken into account upon review
- 109) None
- 110) Reduction of year end compensation
- 111) Subjective factor in compensation consideration.
- 112) There currently is no penalty.
- 113) public humiliation
- 114) peer pressure
- 115) No credit for hours worked
- 116) none
- 117) partners - dock pay for failure to submit at least weekly
- 118) angry email
- 119) none unless habitual
- 120) Financial penalties for habitually entering your time late
- 121) anything from admonition to firing no hard rule
- 122) None really
- 123) Warning first and there is a risk of termination
- 124) list goes to all firm management, including practice group leader and department chair
- 125) There really isn't a penalty. We get "called out" though.
- 126) None at the moment.
- 127) My paycheck is held until I have submitted my time sheet.
- 128) Get yelled at
- 129) No penalty, just a reminder.

- 130) Part of overall evaluation
- 131) Counseling
- 132) Don't get paid for the time.
- 133) Put on a delinquent list that is sent to all attorneys in the firm
- 134) No penalty. However, we have a yearly billable hour requirement - if time is not in timely it would be impossible to meet the requirement.
- 135) \$100 fines
- 136) Shaming
- 137) No set penalty. Chronic tardiness can result in withholding paycheck
- 138) In theory, pay will be docked, but I don't know whether that has ever been put into practice, and it would not be lawful.
- 139) late fees
- 140) \$100 fine
- 141) Shame
- 142) Paycheck withheld
- 143) monetary penalty (not sure how much)
- 144) Loss of direct deposit
- 145) Email reminder
- 146) Supposedly a \$100 fine
- 147) Financial penalty for failing to release time by the appointed date and time; hold-back of paycheck if failure is for more than 5 days.
- 148) Affects bonus if you have more than 5 days delinquent on three occasions
- 149) not sure; don't want to be the one to find out
- 150) do not know
- 151) Don't know
- 152) removal from direct deposit
- 153) No penalty currently, but we are in the process of re-evaluating and may implement a withholding of direct deposit payroll for chronic offenders
- 154) Review
- 155) chastisement
- 156) public posting of names
- 157) A "strike." After three strikes, a lawyer's pay is not directly deposited. Instead, he or she has to see his or her practice group leader to get the check.
- 158) \$10 fine for each day a time entry is not submitted (we must submit at least one entry each day within 48 hours of the day the time was spent)
- 159) None that I am aware of. The firm claims they will punish you, but nothing has occurred to me or anyone in my role for not having time entered on time.
- 160) none
- 161) Don't know that there is one.
- 162) Potential write-off
- 163) None
- 164) There is no penalty. We have a policy of submitting time within 2 days but it is not a true requirement. There is a requirement for partners to submit time by last day of month or have part of draw withheld.
- 165) N/A
- 166) admonition by manager
- 167) Not sure. Never did that.
- 168) Harassment from accounting
- 169) monetary
- 170) withhold check

- 171) None
- 172) Three late time entries results in having to get your paycheck from accounting (and not direct deposit)
- 173) 50
- 174) there would be progressive discussions before a penalty was imposed
- 175) nagging e-mails
- 176) 100
- 177) no penalty
- 178) Only penalties are for chronic offenders. Up to and including loss of pay
- 179) no real penalty
- 180) \$100 donation to charitable foundation
- 181) None at this time; Practice Team Leader informed
- 182) We get reprimanded but no other penalty. Discussion has been that those who consistently fail to submit time as required will face a penalty in next year's salary.
- 183) None
- 184) I don't know, I always submit my time.

**Table 7.1 Does your firm send out reminders to turn in time sheets?**

	No Answer	Yes	No
Entire sample	4,81%	82,21%	12,98%

**Table 7.2 Does your firm send out reminders to turn in time sheets?  
Broken out by Age of Respondent**

Age of Respondent	No Answer	Yes	No
Under 30	0,00%	90,91%	9,09%
30-39	4,08%	77,55%	18,37%
40-49	0,00%	90,70%	9,30%
50-59	2,22%	84,44%	13,33%
60 or Over	11,67%	76,67%	11,67%

**Table 7.3 Does your firm send out reminders to turn in time sheets?  
Broken out by Gender of Respondent**

Gender of Respondent	No Answer	Yes	No
Male	5,34%	83,21%	11,45%
Female	3,90%	80,52%	15,58%

**Table 7.4 Does your firm send out reminders to turn in time sheets?  
Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	Yes	No
25-49	5,13%	76,92%	17,95%
50-99	0,00%	82,76%	17,24%
100-200	3,70%	88,89%	7,41%
More than 200	6,19%	82,30%	11,50%

**Table 7.5 Does your firm send out reminders to turn in time sheets?  
Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	No Answer	Yes	No
Partner	5,83%	80,83%	13,33%
Associate	3,51%	82,46%	14,04%
Of Counsel	3,23%	87,10%	9,68%

**Table 7.6 Does your firm send out reminders to turn in time sheets?  
Broken out by Self-Perceived Level of Skill with Information  
Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	Yes	No
Not very proficient with computers or the internet	25,00%	75,00%	0,00%
Can't say I am really tech savvy but know the basics	9,59%	79,45%	10,96%
I consider myself pretty tech savvy	1,68%	84,03%	14,29%
I am the technology go-to-person others come to for help	0,00%	83,33%	16,67%

**Table 7.7 Does your firm send out reminders to turn in time sheets?  
Broken out by Legal Specialty**

Legal Specialty	No Answer	Yes	No
Labor and Employment	10,71%	78,57%	10,71%
Personal Injury and Criminal	4,44%	86,67%	8,89%
Real Estate and Property	7,14%	71,43%	21,43%
Intellectual Property, IP and Patent Law	0,00%	93,75%	6,25%
Corporate, Securities, etc.	3,80%	81,01%	15,19%
Health and Healthcare	0,00%	91,67%	8,33%



**Table 8.1 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy?**

	Mean	Median	Minimum	Maximum
Entire sample	88,66	99,00	1,00	100,00

**Table 8.2 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Age of Respondent**

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	85,00	98,00	50,00	100,00
30-39	93,00	99,45	25,00	100,00
40-49	88,25	99,00	5,00	100,00
50-59	91,09	99,00	1,00	100,00
60 or Over	83,94	100,00	5,00	100,00

**Table 8.3 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Gender of Respondent**

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	89,61	99,90	5,00	100,00
Female	87,01	99,00	1,00	100,00

**Table 8.4 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	89,24	99,00	1,00	100,00
50-99	90,35	99,00	50,00	100,00
100-200	95,46	100,00	50,00	100,00
More than 200	86,33	99,00	5,00	100,00

**Table 8.5 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	Mean	Median	Minimum	Maximum
Partner	89,33	99,50	1,00	100,00
Associate	89,92	99,00	25,00	100,00
Of Counsel	83,74	99,00	10,00	100,00

**Table 8.6 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	Mean	Median	Minimum	Maximum
Not very proficient with computers or the internet	76,00	99,50	5,00	100,00
Can't say I am really tech savvy but know the basics	86,72	99,00	1,00	100,00
I consider myself pretty tech savvy	89,72	99,00	5,00	100,00
I am the technology go-to-person others come to for help	92,75	100,00	60,00	100,00

**Table 8.7 About what percentage of the time do you turn in time sheets when you are ideally supposed to do so according to firm policy? Broken out by Legal Specialty**

Legal Specialty	Mean	Median	Minimum	Maximum
Labor and Employment	89,00	99,00	1,00	100,00
Personal Injury and Criminal	90,80	99,00	25,00	100,00
Real Estate and Property	90,82	99,90	5,00	100,00
Intellectual Property, IP and Patent Law	86,49	99,95	50,00	100,00
Corporate, Securities, etc.	87,61	99,00	5,00	100,00
Health and Healthcare	85,83	100,00	10,00	100,00

**Table 9 Does your firm use any of the following billing systems?  
(Choose all that apply)**

**Table 9.1.1 Does your firm use Bill4Time billing system?**

	No Answer	Yes	No
Entire sample	0,00%	0,00%	100,00%

**Table 9.2.1 Does your firm use Ebillity billing system?**

	No Answer	Yes	No
Entire sample	0,00%	0,00%	100,00%

**Table 9.3.1 Does your firm use Freshbooks billing system?**

	No Answer	Yes	No
Entire sample	0,00%	0,00%	100,00%

**Table 9.4.1 Does your firm use Timeslips billing system?**

	No Answer	Yes	No
Entire sample	0,00%	2,40%	97,60%

**Table 9.4.2 Does your firm use Timeslips billing system? Broken out by Age of Respondent**

Age of Respondent	Yes	No
Under 30	0,00%	100,00%
30-39	2,04%	97,96%
40-49	2,33%	97,67%
50-59	0,00%	100,00%
60 or Over	5,00%	95,00%

**Table 9.4.3 Does your firm use Timeslips billing system? Broken out by Gender of Respondent**

Gender of Respondent	Yes	No
Male	3,05%	96,95%
Female	1,30%	98,70%

**Table 9.4.4 Does your firm use Timeslips billing system? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	Yes	No
25-49	2,56%	97,44%
50-99	0,00%	100,00%
100-200	3,70%	96,30%
More than 200	2,65%	97,35%

**Table 9.4.5 Does your firm use Timeslips billing system? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	Yes	No
Partner	3,33%	96,67%
Associate	1,75%	98,25%
Of Counsel	0,00%	100,00%

**Table 9.4.6 Does your firm use Timeslips billing system? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	Yes	No
Not very proficient with computers or the internet	0,00%	100,00%
Can't say I am really tech savvy but know the basics	2,74%	97,26%
I consider myself pretty tech savvy	1,68%	98,32%
I am the technology go-to-person others come to for help	8,33%	91,67%

**Table 9.4.7 Does your firm use Timeslips billing system? Broken out by Legal Specialty**

Legal Specialty	Yes	No
Labor and Employment	0,00%	100,00%
Personal Injury and Criminal	0,00%	100,00%
Real Estate and Property	0,00%	100,00%
Intellectual Property, IP and Patent Law	6,25%	93,75%
Corporate, Securities, etc.	5,06%	94,94%
Health and Healthcare	0,00%	100,00%

**Table 9.5.1 Does your firm use PCLaw billing system?**

	No Answer	Yes	No
Entire sample	0,00%	0,96%	99,04%

**Table 9.5.2 Does your firm use PCLaw billing system? Broken out by Age of Respondent**

Age of Respondent	Yes	No
Under 30	0,00%	100,00%
30-39	0,00%	100,00%
40-49	0,00%	100,00%
50-59	2,22%	97,78%
60 or Over	1,67%	98,33%

**Table 9.5.3 Does your firm use PCLaw billing system? Broken out by Gender of Respondent**

Gender of Respondent	Yes	No
Male	0,76%	99,24%
Female	1,30%	98,70%

**Table 9.5.4 Does your firm use PCLaw billing system? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	Yes	No
25-49	0,00%	100,00%
50-99	3,45%	96,55%
100-200	0,00%	100,00%
More than 200	0,88%	99,12%

**Table 9.5.5 Does your firm use PCLaw billing system? Broken out by Work Title of the Lawyer**

Work Title of the Lawyer	Yes	No
Partner	1,67%	98,33%
Associate	0,00%	100,00%
Of Counsel	0,00%	100,00%

**Table 9.5.6 Does your firm use PCLaw billing system? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	Yes	No
Not very proficient with computers or the internet	25,00%	75,00%
Can't say I am really tech savvy but know the basics	0,00%	100,00%
I consider myself pretty tech savvy	0,84%	99,16%
I am the technology go-to-person others come to for help	0,00%	100,00%

**Table 9.5.7 Does your firm use PCLaw billing system? Broken out by Legal Specialty**

Legal Specialty	Yes	No
Labor and Employment	7,14%	92,86%
Personal Injury and Criminal	0,00%	100,00%
Real Estate and Property	0,00%	100,00%
Intellectual Property, IP and Patent Law	0,00%	100,00%
Corporate, Securities, etc..	0,00%	100,00%
Health and Healthcare	0,00%	100,00%

**Table 9.6.1 Does your firm use CosmoLex billing system?**

	No Answer	Yes	No
Entire sample	0,00%	0,00%	100,00%



**Table 10.1 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm?**

	No Answer	Daily	Weekly	Monthly
Entire sample	28,85%	4,81%	11,06%	55,29%

**Table 10.2 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Age of Respondent**

How old are you	No Answer	Daily	Weekly	Monthly
Under 30	54,55%	0,00%	9,09%	36,36%
30-39	32,65%	2,04%	6,12%	59,18%
40-49	18,60%	4,65%	16,28%	60,47%
50-59	22,22%	6,67%	11,11%	60,00%
60 or Over	33,33%	6,67%	11,67%	48,33%

**Table 10.3 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Gender of Respondent**

Gender	No Answer	Daily	Weekly	Monthly
Male	29,77%	6,11%	11,45%	52,67%
Female	27,27%	2,60%	10,39%	59,74%

**Table 10.4 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	No Answer	Daily	Weekly	Monthly
25-49	20,51%	7,69%	15,38%	56,41%
50-99	24,14%	3,45%	10,34%	62,07%
100-200	29,63%	3,70%	18,52%	48,15%
More than 200	32,74%	4,42%	7,96%	54,87%

**Table 10.5 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Work Title**

Work Title	No Answer	Daily	Weekly	Monthly
Partner	22,50%	7,50%	15,00%	55,00%
Associate	36,84%	1,75%	7,02%	54,39%
Of Counsel	38,71%	0,00%	3,23%	58,06%

**Table 10.6 to the best of your knowledge how often are billable and other hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Self-Perceived Level of Skill with Information Technology**

Self-Perceived Level of Skill with Information Technology	No Answer	Daily	Weekly	Monthly
Not very proficient with computers or the internet	25,00%	0,00%	25,00%	50,00%
Can't say I am really tech savvy but know the basics	31,51%	6,85%	5,48%	56,16%
I consider myself pretty tech savvy	28,57%	3,36%	15,13%	52,94%
I am the technology go-to-person others come to for help	16,67%	8,33%	0,00%	75,00%

**Table 10.7 to the best of your knowledge how often are billable-and other-hours worked reports based on time sheet submissions prepared by your law firm? Broken out by Legal Specialty**

Legal Specialty	No Answer	Daily	Weekly	Monthly
Labor and Employment	32,14%	0,00%	10,71%	57,14%
Personal Injury and Criminal	28,89%	4,44%	13,33%	53,33%
Real Estate and Property	25,00%	7,14%	14,29%	53,57%
Intellectual Property, IP and Patent Law	43,75%	0,00%	25,00%	31,25%
Corporate, Securities, etc.	26,58%	7,59%	7,59%	58,23%
Health and Healthcare	25,00%	0,00%	0,00%	75,00%

## What advice can you offer to your peers on best ways to track and submit billable hours to their firms?

- 1) Don't be like me.
- 2) Methodology will depend on the person, the level of support they have, and the nature of their practice (e.g., working on one or few projects in a day or many), but regardless of methodology, be careful to capture all time and consistently enter it each day. For those (like me) who may juggle and multi-task among many files each day, I have found it more efficient to type narratives as I perform each task in order to track all the work done and to keep a notepad with start and stop times for each client. But, the notepad time-tracking works in part because I can block bill; it would probably not be the most efficient way of tracking time for those who have to enter a separate code or entry for each activity done for a single client.
- 3) None
- 4) don't wait until it is due to enter time
- 5) Enter time daily for the day before.
- 6) Do it during the day or as a task is complete
- 7) Do it contemporaneously with the billable task. That way you will not lose time and your time will be accurate.
- 8) do it daily
- 9) Billing entry on date accrued
- 10) Track your time immediately after completion of tasks
- 11) Use the time clocks in the software and record your time while you are working.
- 12) Record your time on a contemporaneous basis, whether manually or entering into a computer
- 13) I use DTE Axiom and the TimeSaver timer feature.
- 14) Bill contemporaneous with task
- 15) Don't get behind
- 16) N/A
- 17) Track as you go!
- 18) Use a smartphone app such as DTE
- 19) I like Excel. I made a custom spreadsheet my first month and have adjusted it as needed. It gives me flexibility to adjust as needed.
- 20) Do it daily
- 21) TIMESLIPS
- 22) do it every day
- 23) Do as I say, not as I do. Keep up. Don't get behind - ruins your weekend.
- 24) Track daily, and enter daily.
- 25) Bill as you go and do it on a daily basis.
- 26) do it every day
- 27) Do it daily, if not twice a day (before/after lunch).
- 28) Keep log throughout day
- 29) do it daily
- 30) I find it fairly easy to do when using the ProLaw software.
- 31) Keep good records
- 32) Track time contemporaneously with when you do the work and finalize time entries daily.

- 33) write down, either record immediately into the program or keep a running list
- 34) enter as done - memory sucks
- 35) None
- 36) do it every day -- as you go
- 37) track and enter it daily
- 38) Use client/matter timers, and enter time on a daily basis.
- 39) do time sheets and record time every day
- 40) Keep track through the case management system
- 41) DO IT EVERY DAY.
- 42) Keep notes;
- 43) Track hours contemporaneously
- 44) keep a log
- 45) They should be diligent about it.
- 46) do it daily
- 47) Get a book
- 48) Stay on top of it
- 49) Keep track of time throughout the day and report it daily.
- 50) Be accurate.
- 51) Daily input into billing system
- 52) Track all your time
- 53) keep a timer going on every file, and bill every one
- 54) Find what works and make it a good habit and maintain it.
- 55) Keep track in real-time
- 56) keep log
- 57) Keep track of during the day. Finalize before going to bed. It is hard to remember 5 minute phone call next day
- 58) Do it every task. Every day.
- 59) Track your time while you are performing the task and submit it before the end of the day
- 60) Keep time as you go.
- 61) HAVE A VERY EASY SYSTEM
- 62) Keep a stopwatch/app/write as you go.
- 63) Require attorneys to submit daily on a computerized system eliminating staff transcribing
- 64) Keep time contemporaneously
- 65) Use electronic systems available in the firm
- 66) Enter time contemporaneously with work performed when in the office.
- 67) Write it down!
- 68) track daily
- 69) Keep time daily and input it no later than the following morning when the matters are fresh in your mind.
- 70) Do it contemporaneously
- 71) do it daily
- 72) Record daily
- 73) Keep track of it daily
- 74) Don't leave the office until time is accounted for
- 75) Do it on a regular basis
- 76) keep them contemporaneously
- 77) Keep up with time on a daily basis
- 78) Do it daily.

- 79) do it daily
- 80) do it as you work each day
- 81) track time as it is spent
- 82) use the automatic timers in the system daily
- 83) None
- 84) Enter daily.
- 85) keep track daily
- 86) Everyone is different and you have to find a system that works for you. But you probably need a system.
- 87) Be diligent from the start.
- 88) keep log during the day
- 89) Do it every day
- 90) Do it daily.
- 91) Keep contemporaneous records and review and submit daily whenever possible.
- 92) submit daily before leaving office wherever possible
- 93) Just get in the habit of doing it daily. It's not rocket science, and it's how we get paid.  
Why would you not do it daily?
- 94) A billing system should be used and time should be entered contemporaneously with the work performed.
- 95) The best way would be instantly using an app for my tablet.
- 96) input directly into the system contemporaneously with tasks undertaken
- 97) ease of use
- 98) do it daily
- 99) track as you go each day, but not less frequently than the end of each day
- 100) record regularly
- 101) write it down as you go or at least daily
- 102) younger lawyers use more modern means
- 103) do it every day
- 104) Do it everyday
- 105) Try to do it daily
- 106) Do it daily
- 107) Do it every single day. Failing to track accurately means you are cheating- either the firm or the client.
- 108) keep on top it daily
- 109) I find it best to have a sheet on which I record as I spend the time. I like to use Excel because I've programmed it to make the calculations, then staff can cut and paste into the back office system.
- 110) Daily log
- 111) Do it daily
- 112) Do it consistently
- 113) Daily submission requirement
- 114) enter time daily if you can
- 115) Do it every day.
- 116) Do it daily or try to track it as you are working on the matter. Trying to go back to recreate time is extremely difficult.
- 117) do it daily
- 118) Complete your time sheets on a daily basis and review them for accuracy
- 119) No one way is best for all.

- 120) I keep manual notes on my desk calendar, then input time into the billing program at the end of each day. It is sometimes difficult to remember what I did or for whom by the end of the day. The longer one waits to input time, the less accurate it will be.
- 121) require daily time submissions by all attorneys and billing staff
- 122) Track daily at the end of each day
- 123) do timesheet daily
- 124) Keep track daily
- 125) Keep on top of it.
- 126) First, become convinced that regular submission of time is critical to the firm's and your success. Then find a system of recording that works for you and stick to it.
- 127) Do it daily
- 128) Keep you time by electronic means contemporaneously with work/events.
- 129) do your time entries daily
- 130) Bill time daily!
- 131) Do it contemporaneous to when the work is actually done. Have an app so that time can be track remotely on your phone or tablet.
- 132) Record it contemporaneously with the task
- 133) track in real time and complete on a daily basis
- 134) I submit my time as I go rather than trying to remember it later on.
- 135) I use a timer to keep track of my time and enter my time throughout the day
- 136) Record time while you are working on a matter. Input time into an accounting system by noon the next day you are in the office and preferably before leaving for the day if you are working at the office at the end of the day.
- 137) do it daily
- 138) Use timers in time management software and submit time daily.
- 139) 1. Enact and enforce a firm policy which imposes fines upon those who do not submit time entries on a timely basis. 2. When possible, type or write down descriptions of each case-specific task immediately after completing them before moving on to the next case/task.
- 140) Enter time as you provide the time.
- 141) Find a system that works for you and stick to it.
- 142) Contemporaneous Timekeeping
- 143) Track the minute you start and the minute you stop for every matter, all day long.
- 144) Always note amount of time and subject when you finish or take a break
- 145) Stay current
- 146) I have no clue
- 147) Discipline self to do daily
- 148) Do it every day, keep notes throughout the day
- 149) got to have a penalty for late submission
- 150) Do it daily. Keep up with when you come in and when you go home, subtract non-billable time and seek to bill for the rest.
- 151) Keep time contemporaneously
- 152) submit time sheets daily
- 153) If at all possible, do it immediately after completion of the task
- 154) do it daily - make it a routine
- 155) do it every day
- 156) write it down when the task is completed
- 157) Any system used needs to be user friendly, have a spell check and ability to cut and paste. Portability is key so that all time is captured.
- 158) Use the firm system.



- 159) do it in real time
- 160) utilize Juris daily and input time daily
- 161) Do it as it happens
- 162) However you choose to record the time do it on a daily basis.
- 163) Record time as you go, otherwise, time is lost.

## Are there any new policies or procedures that you would like to see your law firm adopt on tracking and submitting billable hours?

- 1) Weekly deadline makes for easier maintenance (prior firm had weekly deadline and \$10,000 fine after 3 late submissions).
- 2) Some training or tips for new associates. It took a while (and a lot of lost time) to develop a system I felt worked for me.
- 3) None
- 4) track and credit pro bono hours
- 5) No.
- 6) N/A
- 7) allow .25 and block billing (with breakdown of time)
- 8) No
- 9) No
- 10) Perhaps enforcing the rules on timely submission.
- 11) Not applicable.
- 12) No
- 13) Yes. DTE on BlackBerry 10 devices by end of 2014.
- 14) not that I can think of
- 15) No
- 16) remote access
- 17) Require daily submissions and put some actual penalty in place for failing to get in every three days
- 18) Not really. Maybe better tracking of remote time via smart phone/tablet.
- 19) No.
- 20) no
- 21) Exception for vacation time, no need to enter time then.
- 22) I wish lawyers had more administrative support to keep track of all the work we do.
- 23) No.
- 24) Get off the back of attorneys who are faithful about turning in their time.
- 25) none
- 26) No
- 27) no
- 28) N/a
- 29) no
- 30) No
- 31) NO
- 32) The billable hour system should be abolished. The work should be charged for in accordance with its value to the client.
- 33) No
- 34) n/a
- 35) No.
- 36) no
- 37) no
- 38) More user friendly software that works between different platforms: desktop, mobile, tablet
- 39) I would like an app that runs on my laptop to keep time from matter to matter.

- 40) No
- 41) better software to keep track on smartphones and tablets
- 42) no
- 43) No
- 44) n/a
- 45) Understanding when your caseload prevents you from submitting daily timesheets
- 46) No
- 47) NO
- 48) App with more streamlined time entry, (including drop downs so I don't have to enter the matter number every single time).
- 49) Just 22
- 50) No
- 51) No
- 52) No.
- 53) Getting everyone a license to the electronic stopwatch which feeds directly into the hours tracking program - not everyone has access to it.
- 54) No.
- 55) No
- 56) Yes. Need app for smartphone
- 57) none
- 58) NO
- 59) No
- 60) no
- 61) Track hours in office by check in to time management and clock off
- 62) no
- 63) none
- 64) no
- 65) yes - mobile app
- 66) None
- 67) no
- 68) No.
- 69) No.
- 70) no
- 71) No
- 72) n/a
- 73) Policies likely need to be stricter so that we move to 100% compliance with all attorneys and time keepers.
- 74) No. Too superannuated to care.
- 75) I would like an assistant who watches me and keeps track of my projects and time spent, and inputs it for me. Seriously though, our system is pretty good. It prompts for a time entry with every email sent, or when a document is saved or closed, and when you exit a case database.
- 76) more regular time keeping practices coupled with positive encouragement and incentives
- 77) Allow for mobile time keeping on tablets or smartphones.
- 78) no
- 79) don't know of any
- 80) no
- 81) No
- 82) no

- 83) We have a strong policy.
- 84) I'd like the firm to track non-billable hours better.
- 85) No. it is excellent
- 86) No
- 87) no
- 88) New software
- 89) requiring more frequent submission
- 90) no
- 91) no
- 92) no
- 93) No
- 94) No
- 95) I'd like to see new Windows-based system and full participation by all timekeepers in contemporaneous electronic time entry.
- 96) Use program that tracked phone and computer usage, so that time spent is recorded contemporaneously.
- 97) Have an app-based billing system
- 98) no
- 99) Accountability for failure to comply with stated Firm policy, such as withholding of direct deposits.
- 100) Closer monitoring of attorneys who don't do what is described in #22.
- 101) Yes. I would like the client/matter timers available on my desktop at the office to be available on my laptop and mobile devices.
- 102) No
- 103) no
- 104) N/A
- 105) Go back to the DTE system which we used before and which the firm is talking about doing.
- 106) no
- 107) no
- 108) No
- 109) No
- 110) no
- 111) No
- 112) no
- 113) no
- 114) requiring it be submitted daily
- 115) no
- 116) enforce existing rules
- 117) none at this time
- 118) No.
- 119) Have all lawyers enter time directly
- 120) Consider more user friendly time entry apps.
- 121) no

