

SavvySurvey

2021-2022



Savvy Training
& Consulting

Welcome to the Second Annual Savvy Survey on Training in the Legal Industry



We published results from the first survey a year ago and we have been excited to get another year's worth of data to see if we can identify shifts in training goals, priorities and topics across the legal industry. Happily, that does seem to be the case.

First, some facts about this survey:

- The survey was open from November 15, 2021 through January 3, 2022.
- We received 130 responses.
- Two thirds of all respondents work in IT/Training, with some crossover into other departments, including human resources and operations.
- Respondents were from every firm size (1 attorney to 1000+), but the majority of the respondents worked in firms with 100 to 499 attorneys.
- We are sharing all of the same charts that we shared last year, even when there is no notable difference year-over-year.

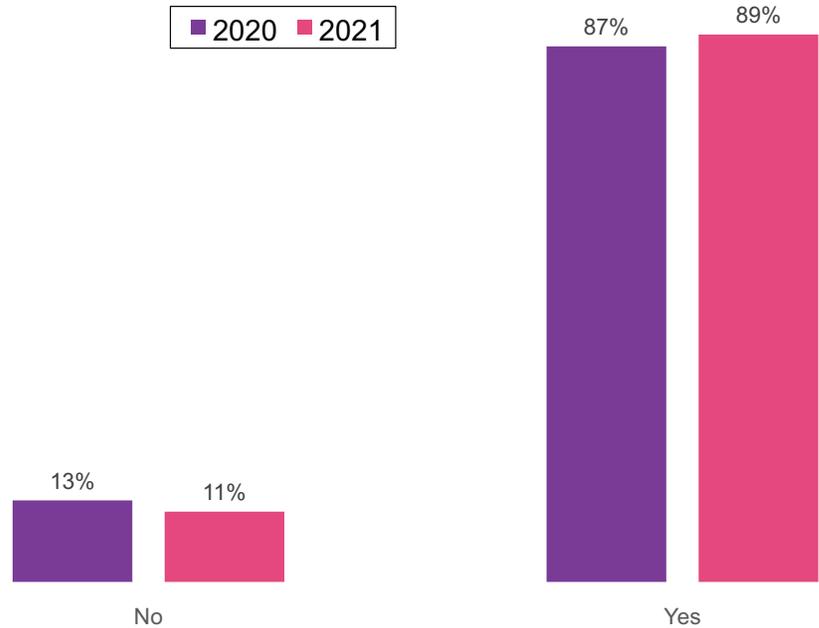
Now, here are a few themes that we noted in this year's results:

- 1. LMS procurement:** The data shows an increase in learning management system adoption, which makes a trainer's job much easier. It's nice to see that firms are investing in learning.
- 2. Purposeful training:** It appears that trainers are becoming more targeted and proactive in their training efforts, which may be a lot easier due to the increased adoption of LMSs.
- 3. Static/declining interest among timekeepers:** Similar to last year, timekeepers are the least interested in training. Trainers would like to change this reality by offering incentives.

We hope you find this survey data as interesting as we do. Of note: Our favorite area of the survey was the written responses. We've shared the most inspiring, informational, telling and funny.

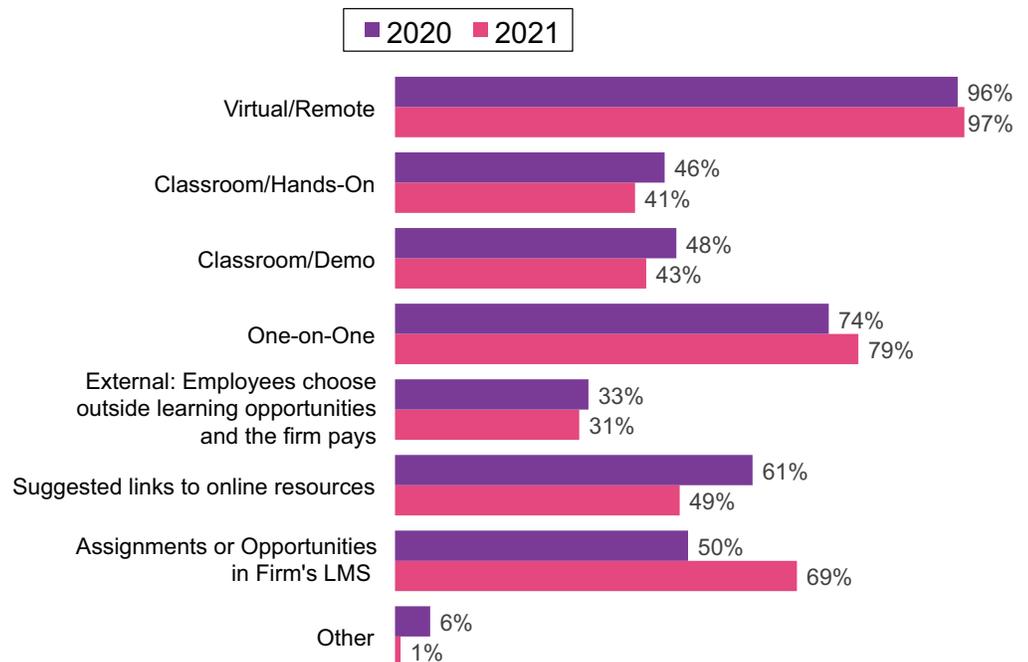
We have been excited to get another year's worth of data to see if we can identify shifts in training goals, priorities and topics across the legal industry.

1. Is your firm currently offering training opportunities?



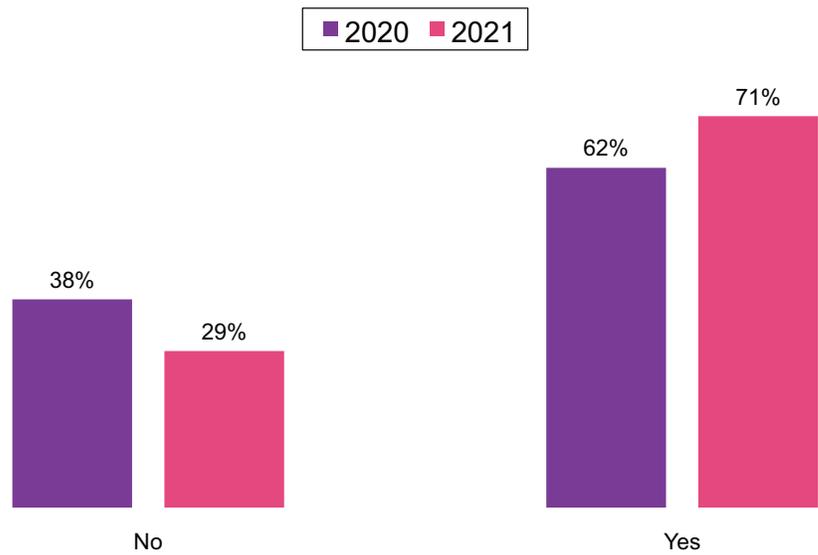
2. Please check all of the types of training opportunities your firm provides.

Most notable in this chart is the huge increase in firms assigning courses in their learning management systems. This leap contributes to our belief that trainers who have access to an LMS seem to be growing more purposeful in their training efforts. For example, if you are pivoting away from telling people “Google it” and instead sending them a direct link to a tutorial in your firm’s LMS, then you are able to be more purposeful and targeted in your training efforts. This tactic likely also saves your employees time since they don’t have to hunt for the exact skill they need help with. It also guarantees that the learner is taught “the firm way” on any new skill that he or she is adopting.



3. Does your firm have a vendor-provided learning management system (as opposed to an internal intranet for training materials)?

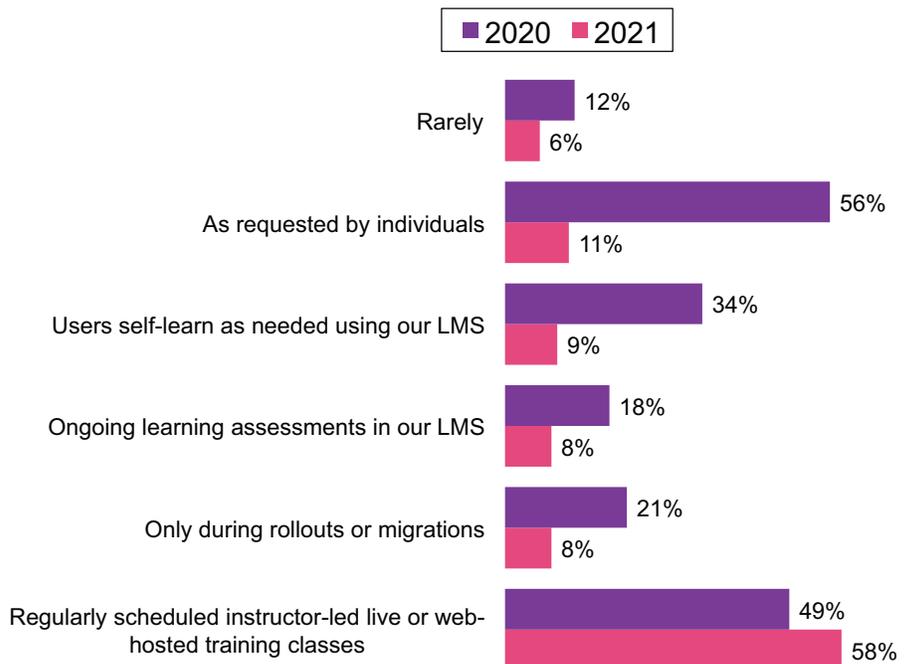
Clearly, the adoption of learning management systems is on the rise. Perhaps this is due to the seismic shift to the cloud over the last two years. Firms that had previously used firm-built, on-premises LMSs were forced to shift to the cloud. They may have adopted cloud-based LMSs to accommodate their new work reality. It will be interesting to see if this trend continues as we get back to the new normal.



4. How often does your firm offer formal technology training?

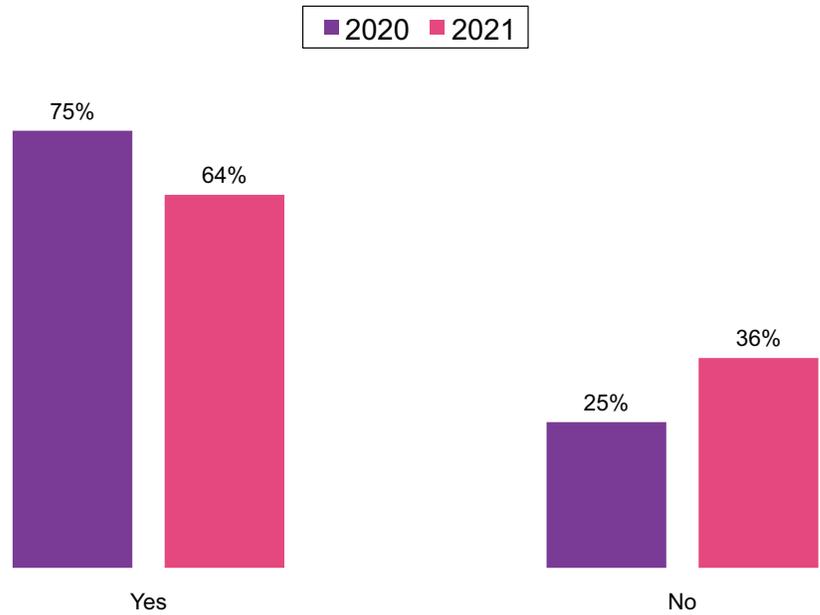
There was a tremendous drop in the “as requested” training category, which we see as a positive step toward more purposeful training. Last year’s data could have been the result of people moving home for work and trainers having to teach skills as requested. Perhaps, with a move to a more stable work environment, we are seeing a return to training best practices.

One trend concerned us: the increase in responses to “users self-learn as needed in our LMS.” While this may seem like a good way to let people access the training they need, our experience has shown that people don’t necessarily think of the LMS when they need training. They may go to Google or ask the trainer for one-on-one help instead. Our hope is that the firms who said their users self-learn on the LMS are actually creating a culture that contributes to that behavior.

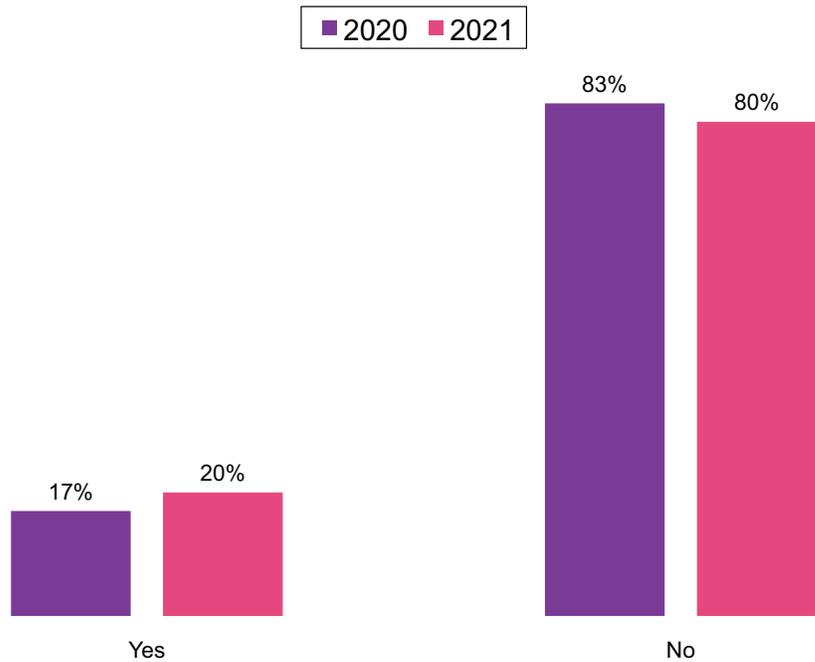


5. Do you currently work with a security awareness training vendor?

The responses to this question do not match the trends that the experts at Savvy have witnessed over the last year. Namely, more and more firms are adopting security awareness training programs and using outside vendors to provide it. Let's watch this one and see what happens next year.

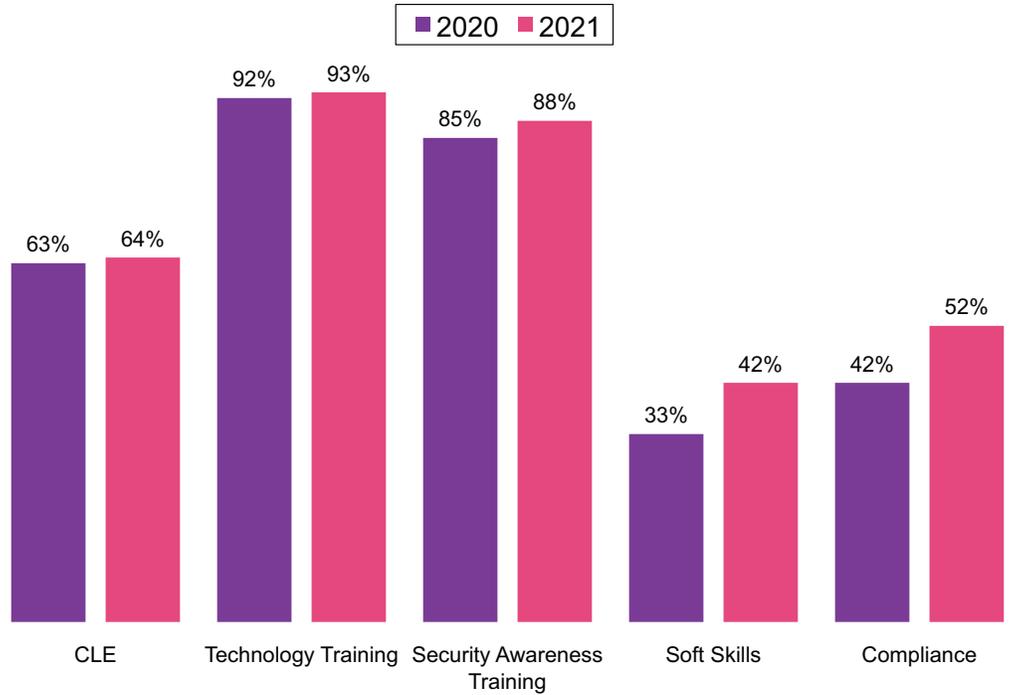


6. Do you currently work with a soft skills training vendor?



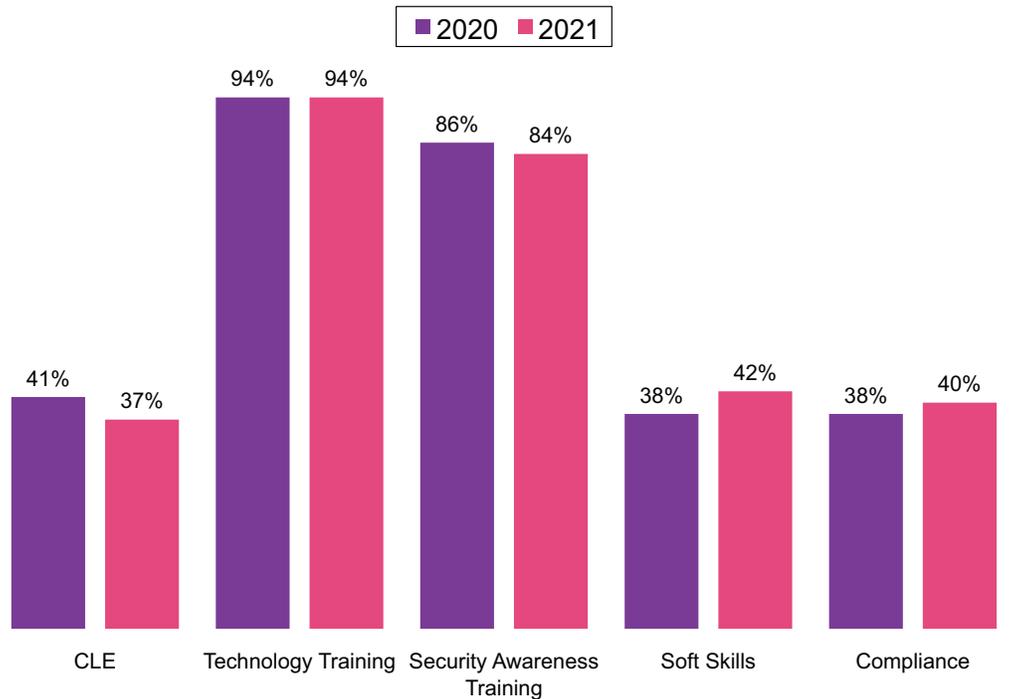
7. What kind of training do you offer for your attorneys?

These results match our experience. We are seeing more firms require soft skills and compliance training of their attorneys. The other categories, particularly technology training, are frequently offered to attorneys, but they are not frequent participants, as upcoming graphs will show.



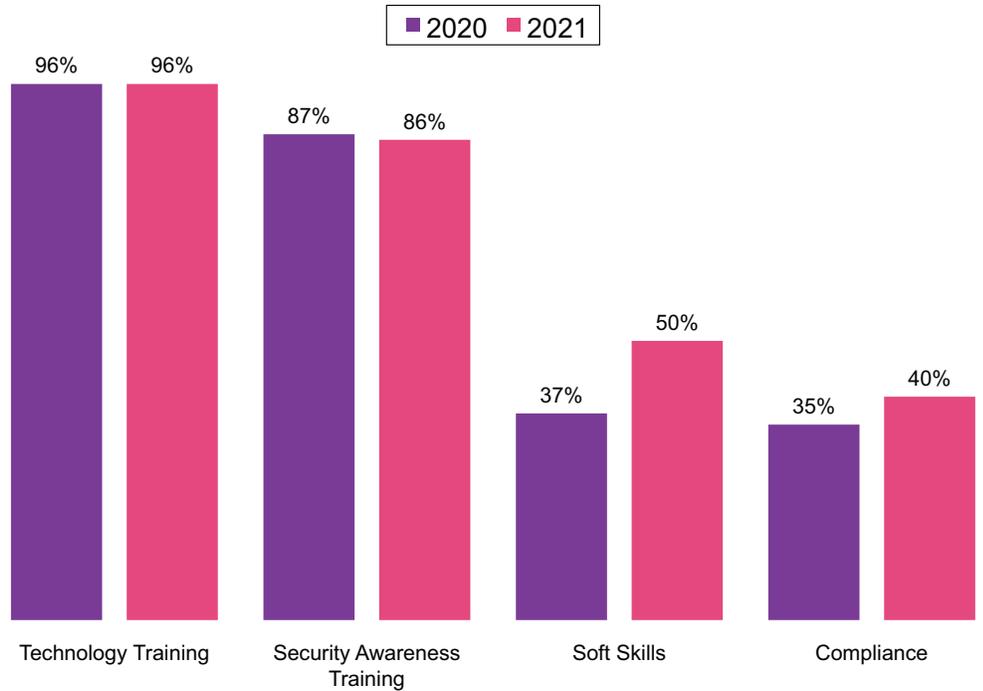
8. What kind of training do you offer for your paralegals?

Paralegals are expected to be extremely efficient and, therefore, are expected to keep their technology skills fresh. Additionally, they are on the front lines of the firm's document management protocols, which requires that they also understand how to keep the firm and its clients safe from cyberattacks.



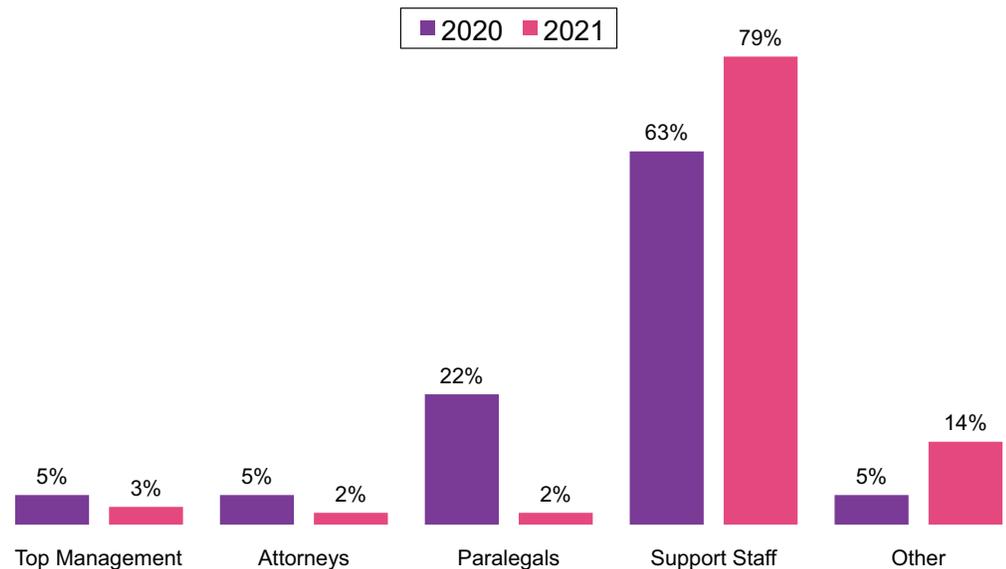
9. What kind of training do you offer for your support staff?

Similar to paralegals, support staff are the engine that keeps the firm's work moving forward. It makes sense that these people receive technology and security awareness training. In other notable results, we saw a leap in soft skills training. Diversity, equity and inclusion (DEI) training is hot right now, as is harassment prevention training. It will be interesting to see if this trend continues.



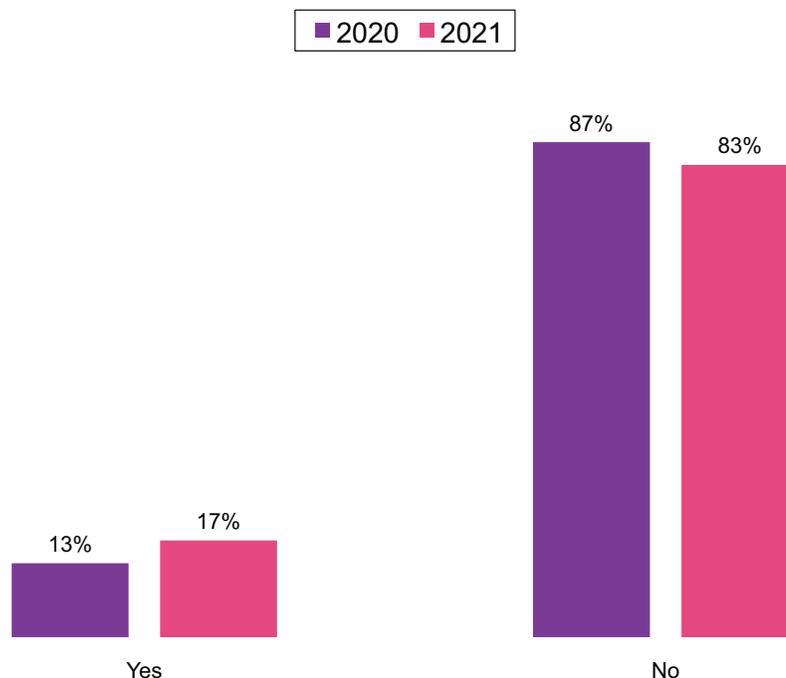
10. Who are the people most receptive to training in your firm?

This is such an interesting graph. It is not surprising that support staff are more receptive than attorneys to training; that has always been true. But their perceived receptivity really jumped, while attorneys and paralegals dropped even lower. The Savvy leadership team considered whether this may also have been a result of working remotely and the support staff being leaned on to learn many new skills. It would be nice to see receptivity go up in every category, particularly as the legal industry grows more technologically advanced.



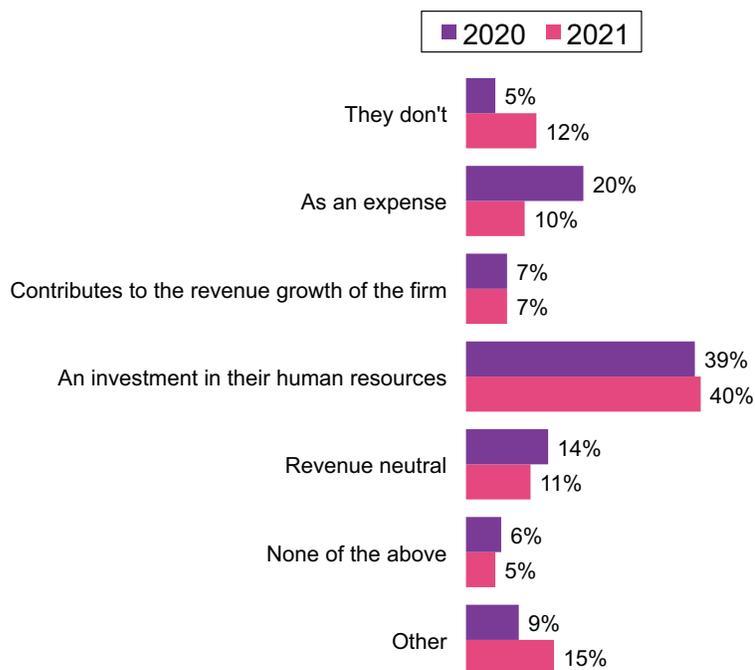
11. Does your firm set an annual training goal or requirement for its employees?

This graph is hopeful, even though it only shows modest improvements. Last year, we learned that trainers were tired of working in cultures that did not reward learning. An increase in annual goals or requirements will go a long way toward building a culture that rewards people who continuously seek to improve their skills.

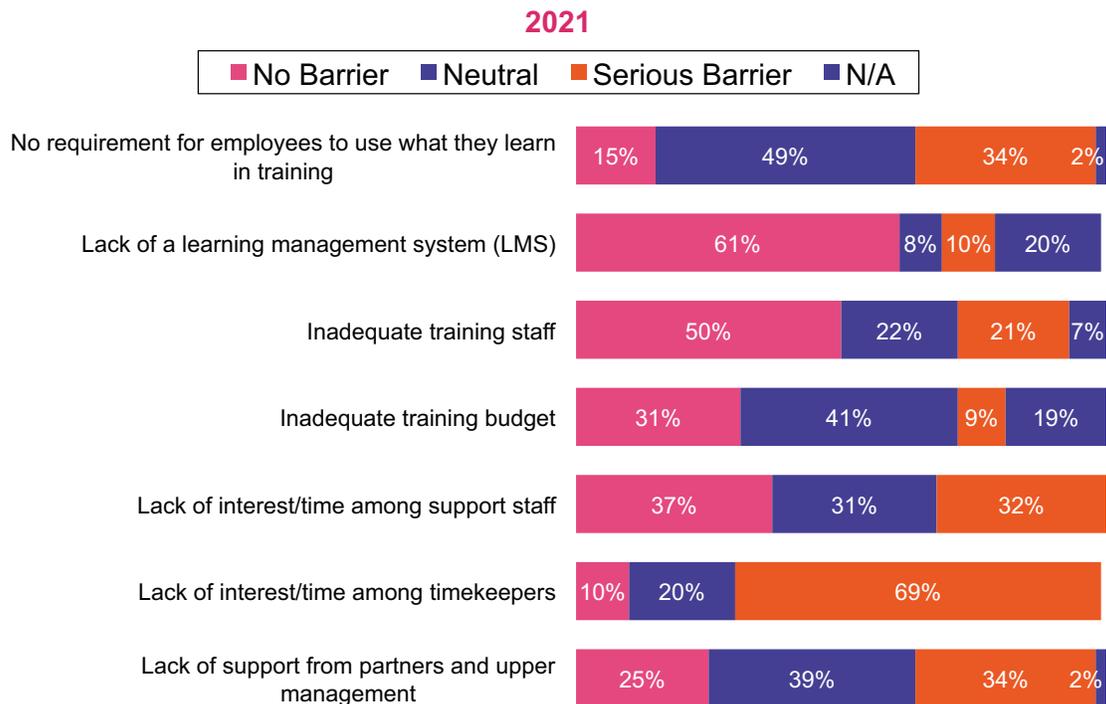
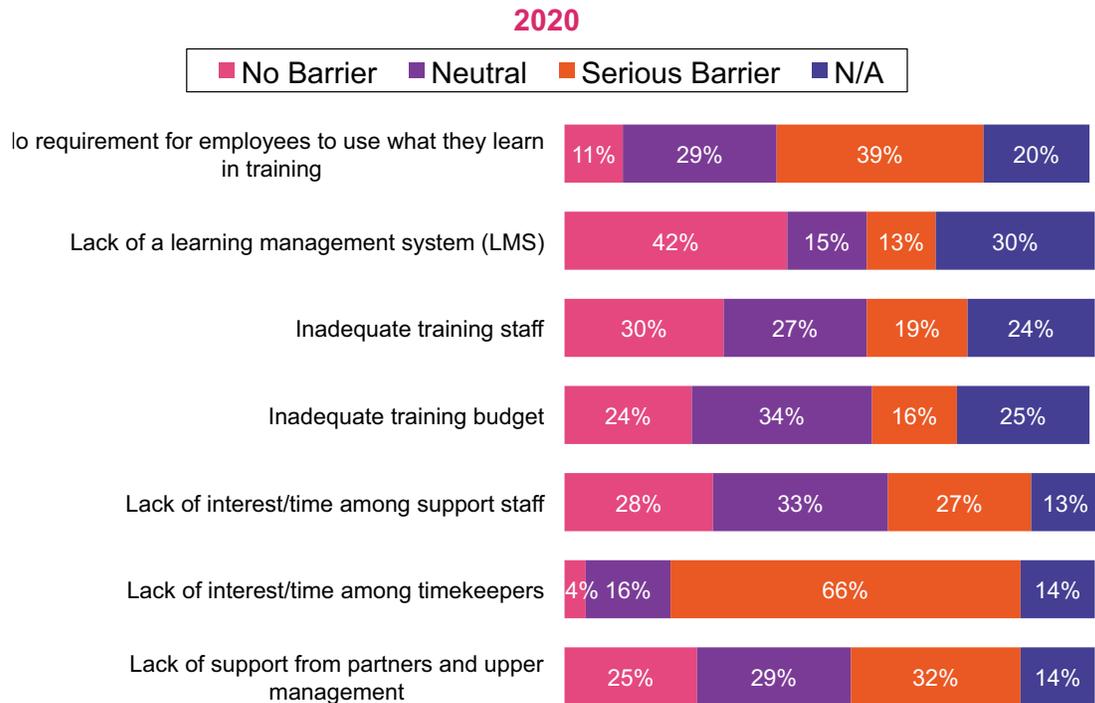


12. In your opinion, how does your firm's top management primarily view training?

Among respondents, it appears that there may be a modest shift in how top management views training, from an expense to an investment. Then again, they may not be thinking about it at all. This is one area where we would really like to see management come to understand that training is an investment in revenue growth and human resources.

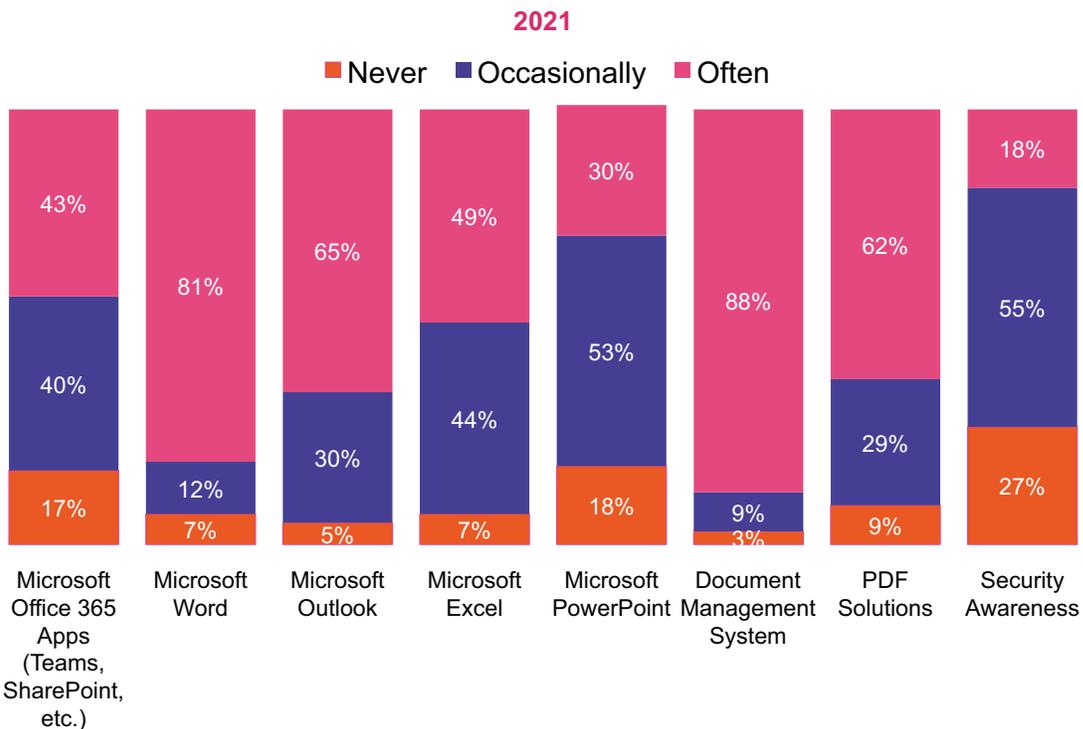
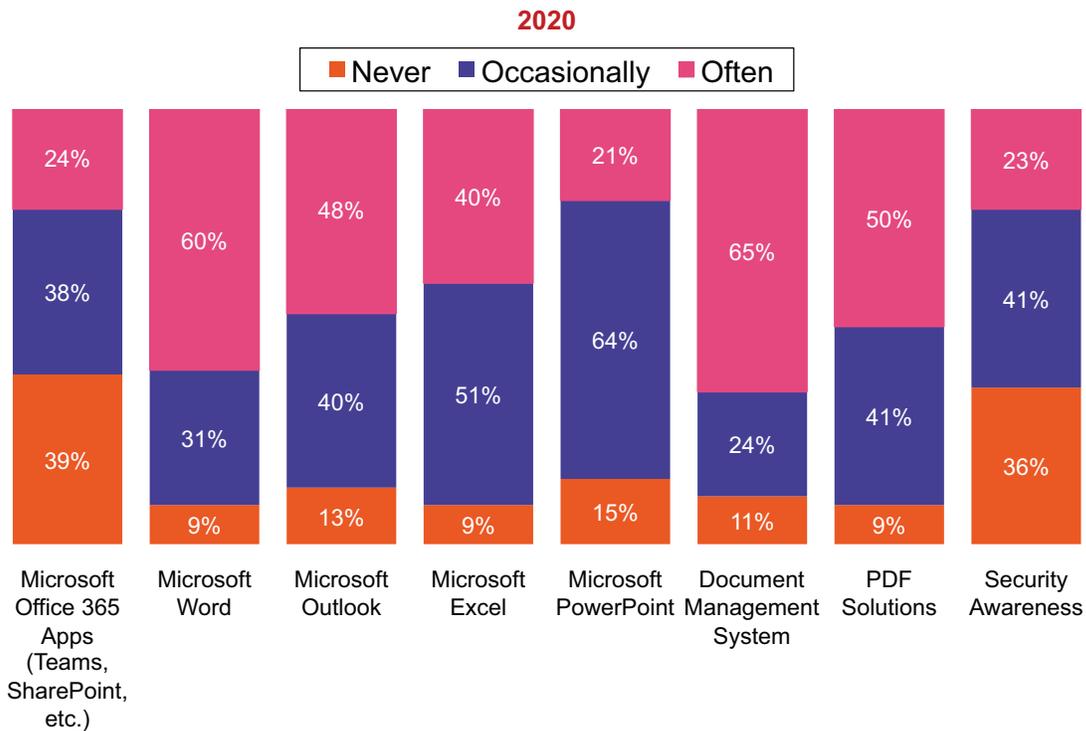


13. If you are the firm's trainer, how would you describe the barriers you face in moving forward in your firm?



These charts take a minute to digest, but they're worth it. "Lack of an LMS" dropped tremendously as a barrier to training, which matches the responses we received in question 3 above. It appears that firms are increasingly investing in learning management systems to streamline training. Of course, no LMS can make up for a lack of interest, which seems to be holding steady, if not increasing, among all audiences. However, the goals and requirements mentioned in question 11 can help to increase interest. We shall see in future surveys.

**14. If you are a trainer, how often are you asked to cover the following?
If you are an end-user, how often do you need help on the following?**



No surprise: Microsoft training increased in every application. Thanks to Microsoft’s never-ending changes, and the fact that more firms are upgrading to newer versions, the demand for Microsoft training grew significantly. Two other areas – PDF and document management system training – also increased in demand.

If you had a blank check...

This question asked: "If you had a blank check, how would you use it to bolster training at your firm?" This is our favorite question because we always receive candid, thoughtful and sometimes hilarious responses. (More than one respondent would resort to bribery, apparently.) If we had to pick a theme for the majority of the comments, it appears that trainers would use a blank check to incentivize learning in their firms.

Here are a few of our favorites:

- "I would offer PTO to staff every year as an incentive for training. I would find a way to offer incentives for attorneys to attend."
- "It's not the money; it's the support required from the top-down."
- "LMS and one more trainer."
- "First off, I would hire more trainers so that more classes can be offered at more opportune times for attorneys. I would create a monetary reward system such as training bonuses to staff and paralegals for hours logged. I would also reimburse attorneys for time spent in training since the most used excuse is that they are not billing when they are in training even though they waste more billable time online with the Help Desk than they would if they attended training sessions."
- "Create a single, searchable portal where our technology consumers can find any learning asset, i.e. videos, handouts, instructor-led classes, etc." (Savvy note: This is called an LMS.)
- "Somehow show timekeepers that investing some of their time in training would actually save them time and money."
- "Change our culture to value and support training initiatives more."
- "I'd bring the training into this century and leave the outdated, broken concepts of adult learning behind."
- "Rewards for training. Incentives from the firm for training like gift cards, etc."
- "Purchase Kantola training programs. Bribe the Executive Committee to mandate training for attorneys and support staff."
- "Better marketing materials and more expensive incentives to attract users. Also, obtain an elaborate game show system to also encourage training."
- "Bribery."

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