

# eDOCS DM 5.2 and Office 2007 – Lessons Learned at Porzio, Bromberg & Newman

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# Overview

- Identifying Information Management Challenges and Project Goals
- Building the Business Case and Winning Converts
- Planning, Testing, and Re-Testing
- Assembling an Enthusiastic Non-IT Pilot Group
- Developing an Effective Training and Floor Support Program
- Extending the Platform

# Firm Overview

- Mid-sized firm with general and highly-specialized practice areas
- 265 users; 95 attorneys
- 3 offices
- 3-4 attorneys per secretary
- 5.5 direct IT Services personnel

# “Balkanization” of Information

- **New silos of information have grown up around traditional DM systems**
  - E-mail
  - Multimedia
  - Voicemail
  - PDF files and non-firm-generated document collections
  - 5+ terabytes of data inside Exchange and other non-integrated locations
- **Significant costs and inefficiencies associated with disparate information stores**

# Project Goals - Tactical

- **Implement Office 2007 and DM 5.2**
  - Integrate diverse information scattered among different locations
  - Offer more efficient access to work product via folder views
  - Provide intuitive integration with Outlook
  - Minimize disruptive effects of personnel turnover in an Outlook-centric world
  - Enable practice areas to tailor information management to their needs with minimal IT involvement
  - Reduce help desk requests to locate non-integrated information
  - Control storage costs and reduce redundant data
  - Maintain current IT Services personnel level

# Project Goals - Strategic

- 4 criteria when analyzing a major technology project
  - Demonstrable client service improvement
  - Reduced risk
  - Increased revenue
  - Reduced expense

# Project Goals - Strategic

- Improve client service and satisfaction
- Support risk management compliance
- Enhance business continuity initiatives
- Control data storage and retrieval costs
- Reduce personnel turnover expenses
- Provide platform for business process improvements
- Increase value of firm's work product and precedents

# Technology Transition

## Pre-Upgrade

- Windows XP Professional SP2
- Office 2000 Standard SP3
- Outlook 2003 SP2
- DOCS Open 4.0, Build 61
- Windows Server 2003 R2 SP2
- SQL Server 2000
- Citrix Presentation Server 4.0
- InterAction 5.5
- Workshare Professional 4.5
- pdfDOCS 2.1

## Post-Upgrade

- Windows XP Professional SP3
- Office 2007 Enterprise SP2
- Outlook 2007 SP2
- eDOCS DM 5.2.1 CU3 (6/2/09)
- Windows Server 2003 R2 SP2
- SQL Server 2005 SP3
- Citrix XenApp 4.5
- InterAction 5.6 SP2
- Workshare Professional 5.2 SR2
- pdfDOCS 2.2
- Softwise Innova 5.8
- Omtool AccuRoute 2.3

# Implementation Budget

- **External integrators**
  - DM configuration and customization
  - New desktop image build
  - InterAction upgrade
  - Word customization
  - Citrix server build
- **Training and floor support**
- **Internal resources**
  - January 2008 to date: 0.85 full-time-equivalent hours
  - Resources used: 4 (3 technologists; 1 document processor)

# Implementation Timeline

- **DM and Office development – 17 months**
  - January 2008 through May 2009 (CU3 released 6/2/2009)
- **“Gold” image creation and testing of all integrated applications – 2.5 months**
  - June through mid-August 2009
- **Pilot testing – 1.5 months**
  - Mid-August through September 2009
- **Firm-wide rollout – 3-4 months?**

# Promotion to the Firm

- **Technology Committee imprimatur**
  - Office 2007 vs. 2003 decision and corresponding timeline
  - All members specifically charged with evangelizing the benefits to their team members and other colleagues
- **Lunch sessions with secretaries, paralegals, and administrative personnel**
- **Promotion to firm attorneys during social events**
- **“POP” (Porzio Office Preview) sessions for non-pilot personnel**

# “It’s all about Outlook”

- Outlook integration is the key to user acceptance
  - Project goals unlikely to be met without fast and reliable Outlook integration
  - Current Outlook 2003 implementation is rock-solid
- Criteria for deployment to non-IT pilot
  - Increased Outlook load time of no more than 5 seconds
  - No Outlook crashes during routine operations, such as sorting DM search results or checking properties of Outlook folders
  - Ability to perform all standard DM operations reliably within Outlook, such as sorting columns on full-text search results and displaying all columns in search results

# Office 2007 Configuration

- **Installed for current use**
  - Outlook
  - Word
  - Excel
  - PowerPoint
  - Access
  - Publisher
- **Installed for future development**
  - OneNote
  - InfoPath
- **Not installed**
  - Groove, Communicator

# Technical Considerations - Office

- **Compatibility mode**
  - Selected until entire firm converted; then will be switched
  - Conversion of pre-existing .doc and .xls files
- **Default font - Calibri 11**
  - Technology committee members identified no issues with court rules (other than certain known appellate courts)
- **Conversion of existing VBA templates from Word 2000 (300+)**
  - Worked within Office 2007 Add-Ins with no re-coding required

# DM 5.2 Configuration

- Database server - physical
- Library store – physical
- Indexing servers – virtual (VMWare)
- 1 library
  - Branch offices access Morristown data center via Citrix
- Client/matter information and status synchronized with financial system

# Dynamic Views - DM

- **Selection criteria**
  - Native to DM; eliminated confounding variable during testing
  - Implementation significantly improved over prior versions
- **Folder hierarchy: client / matter / item**
- **Default item types**
  - Specific set for each of 62 matter types
  - Dynamically generated via trigger from financial system when a matter is opened
  - Item types developed by team members, not IT Services, to provide ownership stake in the project
  - Limited to 15 default item types

# Application Integration - DM

- **COM Active**
  - Word, Excel, PowerPoint, Visio
- **ODMA**
  - WordPerfect (active), Acrobat Professional (passive)
- **Interceptor (full)**
  - Adobe Reader, MS Document Imaging, MS Project, MS Publisher
  - Internet Explorer (note: file attachment name issue)

# Application Integration - DM

- **Integration in development**
  - Photoshop (Interceptor)
- **No integration; files can be saved into and launched from within DM**
  - AVI, BMP, JPG, MPG, MOV, WMV, WAV
- **No integration; files cannot be saved into DM**
  - MS Access, Illustrator (file access issues); Quark

# Technical Decisions - DM

- **Local cache refresh**
  - Daily; takes 2-3 seconds
- **Interceptor placed in Startup**
  - No negative effect on performance
  - Eliminates potential lag time for Interceptor-integrated applications

# Technical Decisions - DM

- **Ad hoc folders**
  - Did not enable ability to create on an individual user basis due to performance impact
  - Potential training hurdle: concept that an item in an ad hoc folder is a shortcut, not an actual move of a document
- **Activity log maintains active rows for 15 months**
  - Improved cache performance
  - Aged entries moved to online archive

# Technical Decisions – Outlook/DM

- **All clients/matters node**
  - Not implemented due to significant impact upon Outlook performance
  - Users can just as readily subscribe to matters using context menu
- **Conversion of 3,000+ projects**
  - Converted to quick searches
  - Conversion to public folder impacted Outlook when node was added
- **Profile forms (search and display)**
  - Limited to 6 to improve Outlook cache performance

# Technical Oddities (1)

- **DM client**
  - A corruption in one of the 6 default forms caused local cache refresh to take more than 2 minutes
- **DM server**
  - CPU usage spikes to 100% if default setting of DBLIB = 1 remains in PCDOCS.ini file
- **Workshare**
  - Cannot name a PDF file created during the compare process as “redline” (generates an error), but “redlined” works fine

# Technical Oddities (2)

- pdfDOCS

- Cannot use option to save a PDF as a version of an existing DM document
- Original document (Word, Excel, etc.) can no longer be retrieved because all versions must be of the same file type
- Potential issue with other applications that may allow direct save as a version into DM

# Pilot Group - Overview

- Bankruptcy team – 12 members
- Selection criteria
  - Experience significant percentage of issues the project is designed to address
  - Internal team camaraderie
  - Willingness to be opinionated and frank
  - Mix of adept and not-so-adept users
  - Opinions respected by colleagues on other teams (“lunchroom evangelists”)
  - Principals able to understand strategic goals of the project
  - Representation on technology committee
  - Physical proximity to IT Services and training facilities

# Pilot Group - Planning

- **Buy-in from technology committee**
- **Meeting with team principals**
  - Frank discussion of the meaning of “pilot”
- **Meeting with entire team**
  - Explain benefits to team
  - Stress key role that team will have in success of firm-wide rollout – develops prides, ownership, and sense of responsibility to the entire firm
  - Explain that IT Services does not have all the answers
  - Commit that IT Services will listen to input and be open to all suggestions

# Pilot Group - Planning

- Periodic updates during development
- Team meetings 3 and 1 week prior to pilot
- Active promotion to pilot members during firm social events (principals-only and firm-wide)
- Goal – no surprises for anyone

# Pilot User Concerns

- “How can I reply to an e-mail if it is not in Outlook?”
- “I have 5 folder levels in Outlook [or my network share] for each of my matters – will it be the same in this new system?”
- “Does this mean everyone can read all my private e-mails?”
- “There’s no way I have time to move my e-mails”

# Pilot Group - Training

- Two cross-sectional groups – selected by the team
- Two mandatory half-day sessions covering Office 2007 and DM 5.2
- Office 2007 available upon arrival the third day
- Additional half-day of training (open to all; required for secretaries and paralegals)

# Pilot Group – Post-Conversion

- 2 floor support persons during initial 5 days
- 6-person focus groups 1-1/2 and 3 weeks post-conversion
- Dedicated “drop-in center”
- 3 biweekly lunch meetings to address topics chosen by team
- Participation in firm-wide “POP” (Porzio Office Preview) sessions

# Pilot Group – Mid-Phase Initiatives

- **Trial implementation of ad hoc foldering within Dynamic Views**
  - Performance impact?
  - Does it assist with user acceptance of moving files in deeply-nested directories into DM?
  - User understanding (items in folders are shortcuts, not items)
- **Projects converted as public folders**
  - Initial testing identified potential significant performance hit if converted to public folders (3,000+ projects and sub-projects)
- **Impact/utility of full client-matter node**

# Post-Conversion Tactical Initiatives

- Implement scanning into DM via AccuRoute
- Transition e-mail folders into DM
  - Bulk foldering tools
- Transition network shares into DM
  - PDF files (heavily-nested)
  - Litigation-specific file collections (non-Porzio work product)
- Implement team-specific template creation via Innova

# Post-Conversion Strategic Initiatives

- **Improved electronic records retention policy**
  - Direct integration with financial / matter management system
- **Improved business continuity platform**
- **Improved integration of lateral practices**

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