

**A Preliminary Summary of Data Collected in
the Work-Life Balance Survey of North Carolina
Young Lawyers**

Conducted by the North Carolina Young Lawyers Division
Lawyer Effectiveness Committee

Published June 18, 2004

One of the most difficult issues facing the legal profession today is the attrition of young lawyers. As the economic pressures associated with success and advancement in the legal marketplace have taken on new definitions and measures, young lawyers have chosen to change legal employers, or to leave the practice of law altogether, at an alarming rate. This attrition costs legal employers both the hard and soft costs invested in the departing attorney, as well as the cost of waning morale caused by departures, costs involved in transitioning the departing attorney out, and the cost of training a replacement. In addition, the profession suffers losses, both in terms of human capital and depleted energy, undermining the integrity and long-term prosperity of the legal profession.

The issue of attrition of young lawyers is a difficult one because each case seems to stand on its own merits, with its own special set of circumstances—a new baby, a spouse's job transfer, pursuit of a life-long interest. Yet, trends have emerged. More women than men are entering the legal profession, but fewer are reaching partnership or leadership positions. Both women and men are making decisions about their employment based upon the competing responsibilities associated with work and life. Many young lawyers are miserable in their current positions and thus their productivity and economic viability suffers.

It is a reality that the time commitment required for economic viability in the legal profession has escalated at alarming proportions in recent years. At the same time, work-life balance is increasingly more important to young lawyers entering the profession, who lack the old-school mentality of one career, one employer. Other professions have reacted to similar stimuli by formulating creative ways to address work-life balance issues, and the legal profession would be well served to follow their lead.

This survey represents the culmination of approximately three years of collaboration among members of the North Carolina Young Lawyers Division Lawyer Effectiveness Committee. The Committee, in an attempt to identify issues and practices which, if implemented, could positively impact work-life balance for young lawyers in North Carolina, thereby increasing their economic viability and sense of devotion to the profession, set out to provide all young lawyers in North Carolina with an opportunity to express, in a confidential and non-threatening forum, ideas and suggestions regarding the factors that contribute to work-life imbalance, and potential solutions to those issues.

After countless drafts, rewrites, samples and tests, the Committee distributed the survey electronically (and by U.S. Mail to members without email addresses registered with the NCBA) to the entire membership of the North Carolina Young Lawyers Division. Young lawyers across North Carolina responded to the survey at a record rate. They graciously and freely provided a tremendous amount of feedback regarding existing practices in the North Carolina legal marketplace, as well as their collective insight as to procedures that may serve to improve work-life balance for young lawyers.

The information contained in the following pages of this report is merely a conspectus of the massive amount of raw data that the Committee received in response to the survey. The Committee plans to provide North Carolina's legal employers with a comprehensive body of work in the coming months which will provide a more substantive analysis of the raw data collected, as well as suggested best practices for cost-effectively improving the work-life balance of North Carolina's young lawyers, for the benefit of young lawyers, their employers, and the profession as a whole.

The Committee wishes to express its deep appreciation to the North Carolina Bar Foundation for its generosity in awarding the Committee the endowment grant that made this survey possible, as well as all of the young lawyers who took the time to share their wisdom and knowledge on the important issues addressed by the survey. In addition, the Committee would like to thank Jack Huskey and Tom Purdy at the North Carolina Bar Center for their invaluable assistance with the technical implementation of the survey.

Amie Flowers Carmack and Judson A. Welborn
Co-Chairs, North Carolina Young Lawyers Division Lawyer Effectiveness Committee

1. Employment status

		Response Percent	Response Total
Partner or Member (less than 4 years as a partner/member)		15.2%	141
Partner or Member (4 — 7 years as a partner/member)		4.9%	45
Partner or Member (more than 7 years as a partner/member)		1%	9
Associate (4 or more years of practice)		22.7%	210
Associate (less than 4 years of practice)		37.1%	344
Special Counsel		1.9%	18
Other (please specify)		17.2%	159
	Total Respondents		926

2. Type of Employer

		Response Percent	Response Total
Law Firm		82.4%	748
Corporation or Other Non-Legal Business Form		5.7%	52%
Educational Institution		1%	9
Public Interest Group		2.3%	21
Local Government		1.1%	10
State Government		2.6%	24
Federal Government		1.5%	14
Other (please specify)		3.3%	30
	Total Respondents		908

3. Size of Employer (number of attorneys)

		Response Percent	Response Total
10 or fewer		43.7%	393
11—20		10.2%	92
21—35		8.7%	78
36—60		4.2%	38
61 or more		33.1%	298
	Total Respondents		899

4. Billable hours worked in 2003

		Response Percent	Response Total
Less than 1000		7.8%	69
1001- 1400		6%	53
1401- 1700		11.2%	99
1701- 1850		12%	106
1851- 1950		10.1%	89
1951- 2050		8.2%	72
2051 or more		7.8%	69
Hours not tracked as Billable/Nonbillable		36.8%	324
	Total Respondents		881

5. Total Hours Worked in the Legal Profession in 2003 (including non-billable time)

		Response Percent	Response Total
Less than 1000		10.1%	86
1001-1400		4.2%	36
1401- 1700		7.7%	65
1701- 1850		8.6%	73
1851- 1950		10.7%	91
1951- 2050		18.2%	154
2051-more		40.4%	343
	Total Respondents		848

6. Gender

		Response Percent	Response Total
Female		52.4%	462
Male		47.6%	420
	Total Respondents		882

7. Marital status/Spousal employment

		Response Percent	Response Total
Single		27%	237
Married—Spouse works part-time outside home		7.9%	69
Married—Spouse works full-time outside home		48.2%	423
Married—Spouse does not work outside home		12%	105
Monogamous, non-marital, living together relationship		5%	44
	Total Respondents		878



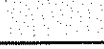

8. Family status (check all that apply)

		Response Percent	Response Total
No children		58.8%	517
Young children (0–5)		36.2%	319
Older children (6–11)		9.1%	80
Teenagers (12–18)		3%	26
Grown children (19+)		1.2%	11
	Total Respondents		880


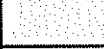
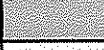



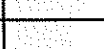
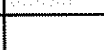




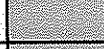
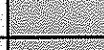




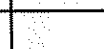



9. Describe your child care (check all that apply)

		Response Percent	Response Total
Not applicable		60.6%	534
Spouse provides full-time child care		11%	97
Spouse provides part-time child care (remainder provided by others)		5.3%	47
Full-time child care provided by someone other than spouse		18.2%	160
Part-time child care for school age children		5.2%	46
You provide child care (in part or in whole)		5.1%	45
	Total Respondents		881

10. Number of attorneys/staff you supervise

		Response Percent	Response Total
Not applicable		32%	281
1 person		28.4%	249
2—4 people		31.2%	274
>4 people		8.4%	74
	Total Respondents		878








11. Please check up to five (5) non-work factors that cause you significant stress when trying to balance your life and work.

		Response Percent	Response Total
Care of parents/adult family member		6.2%	49
Care of children		30.5%	241
Family activities/"quality" family time		47.8%	378
Management of family commitments		30.1%	238
Household maintenance/chores		65.9%	521
Holidays		7.6%	60
Vacation		23.4%	185
Spouse's work schedule		19.4%	153
Non-supportive spouse		2.2%	17
Care of pets		15.7%	124
Other (please specify)		2.5%	20
Medical issues (self)		7.3%	54
Medical issues (family)		8.1%	60
Building and maintaining relationships (social life)		38.1%	283
Sports/exercise		50.5%	375
Financial issues/business interests		39.7%	295
Personal interests/hobbies		29.3%	218
Personal development		15.7%	117
Alcohol/drug dependency (personal or family member)		1.3%	10
Civic activities		19.4%	144
Spiritual activities		10.6%	79
Dating		13.2%	98
	Total Respondents		790






12. Please check up to five (5) work-related factors that cause you significant stress when trying to balance your life and work.

		Response Percent	Response Total
Client expectations and demands		41.3%	332
Business development/Client entertainment requirements		16.2%	130
Supervisor's expectations and demands		19.8%	159
Accessibility expectations		11.3%	91
Inadequate Civility/Professionalism of other attorneys		11.8%	95
Billable hours		36.3%	292
Revenue production expectations		22.5%	181
Inadequate control over workload		27%	217
Inadequate control over work schedule		17.7%	142
Inadequate recognition or appreciation		8.5%	68
Partnership track		5.7%	46
Inadequate information regarding status on partnership track		6.5%	52
Competitive colleagues		3.1%	25
Pro Bono expectations		0.7%	6
Job travel		6.7%	54
Inadequate or unfulfilling work		16.2%	130
Inadequate vacation time		8.8%	7
Inadequate ability to take time away from work		25%	201
Compensation		28%	225
Non-billable time expectations		9.8%	59
Face time		9.5%	57
Inadequate communication from employer management		9.5%	57
Preferential treatment		4%	24
Organizational barriers to success		7%	42
Lack of authority to delegate work		4.7%	28
Inadequate junior attorney support		8.5%	51
Inadequate secretarial support		17.2%	103
Inadequate paralegal support		15.7%	94
Inadequate administrative support (word processing, technical support, etc.)		12.3%	74
Inadequate technology		6.3%	38
Inefficient policies and procedures		13.2%	79
Inadequate professional development/training		7.5%	45
Personality conflicts		6.8%	41
Service to Bar/profession/community		6.3%	38
Inexperience		32.8%	197
Inadequate supervision or support from supervising attorney(s)		12.3%	74
Inadequate professional evaluation		4.5%	27
	Total Respondents		804






13. Check the factor that would most cause you, under your current circumstances, to consider leaving your place of employment.

		Response Percent	Response Total
Family/home management/care issue		24.4%	200
Personal development issue		14.8%	121
Financial issue		24.1%	198
Client expectations/demands issue		3.2%	26
Employer expectations/demands issue		12.8%	105
Inadequacy of employer support/policies/benefits		9%	74
Other (please specify)		11.7%	96
	Total Respondents		820

14. Employment Culture Supportive of Fewer billable hours

		Response Percent	Response Total
No opinion/Not applicable.		39.3%	324
My Employer has such a culture, and it has improved my work/life balance.		21.7%	179
My Employer has such a culture, and it has not improved my work/life balance.		6.2%	51
My Employer does not have such a culture, but it would improve my work/life balance if it did.		28%	231
My Employer does not have such a culture, and it would not improve my work/life balance if it did.		4.8%	40
	Total Respondents		825

15.A cap on the number of non-collectible hours requested of attorneys annually

		Response Percent	Response Total
No opinion/Not applicable.		60.5%	493
My Employer has such a policy, and it has improved my work/life balance.		1.8%	15
My Employer has such a policy, and it has not improved my work/life balance.		1.1%	9
My Employer does not have such a policy, but it would improve my work/life balance if it did.		18.4%	150
My Employer does not have such a policy, and it would not improve my work/life balance if it did.		18.2%	148
	Total Respondents		815

16. No (officially or unofficially) required "office" hours

		Response Percent	Response Total
No opinion/Not applicable.		27.9%	227
My Employer has such a policy, and it has improved my work/life balance.		22%	179
My Employer has such a policy, and it has not improved my work/life balance.		8.5%	69
My Employer does not have such a policy, but it would improve my work/life balance if it did.		26%	211
My Employer does not have such a policy, and it would not improve my work/life balance if it did.		15.6%	127
	Total Respondents		813

17. Control over workload

		Response Percent	Response Total
No opinion/Not applicable.		10.8%	88
I have control over my workload, and it has improved my work/life balance.		31.6%	257
I have control over my workload, and it has not improved my work/life balance.		14.1%	115
I do not have control over my workload, but it would improve my work/life balance if I did.		39.1%	318
I do not have control over my workload, and it would not improve my work/life balance if I did.		4.4%	36
	Total Respondents		814

18. Flexible (nontraditional) partnership/membership track

		Response Percent	Response Total
No opinion/Not applicable.		47.5%	385
My Employer has such a policy, and it has improved my work/life balance.		11.1%	90
My Employer has such a policy, and it has not improved my work/life balance.		7.9%	64
My Employer does not have such a policy, but such a policy would improve my work/life balance.		23.6%	191
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		10%	81
	Total Respondents		811

19. Flexible (nontraditional) work/salary/partnership track combination arrangements

		Response Percent	Response Total
No opinion/Not applicable.		42%	338
My Employer allows flexible work arrangements, and it has improved my work/life balance.		18.4%	148
My Employer allows flexible work arrangements, and it has not improved my work/life balance.		12.9%	104
My Employer does not allow flexible work arrangements, but such flexibility would improve my work/life balance.		22.3%	179
My Employer does not allow flexible work arrangements, and such flexibility would not improve my work/life balance.		4.4%	35
	Total Respondents		804

20. Compressed work weeks (i.e., longer, fewer days per week)

		Response Percent	Response Total
No opinion/Not applicable.		27.8%	223
My Employer has such a policy, and it has improved my work/life balance.		6.1%	49
My Employer has such a policy, and it has not improved my work/life balance.		3.1%	25
My Employer does not have such a policy, but such a policy would improve my work/life balance.		40.6%	326
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		22.3%	179
	Total Respondents		802

21. 360 degree reviews (Opportunity to review and be reviewed by everyone you work with, both peers and supervising attorneys.)

		Response Percent	Response Total
No opinion/Not applicable.		32%	257
My Employer has such a policy, and it has improved my work/life balance.		4.5%	36
My Employer has such a policy, and it has not improved my work/life balance.		7%	56
My Employer does not have such a policy, but it would improve my work/life balance if it did.		27.4%	220
My Employer does not have such a policy, and it would not improve my work/life balance if it did.		29.1%	233
	Total Respondents		802

22. An official mentoring program

		Response Percent	Response Total
No opinion/Not applicable.		28.8%	229
My Employer has such a program, and it has improved my work/life balance.		18%	143
My Employer has such a program, and it has not improved my work/life balance.		16%	127
My Employer does not have such a program, but it would improve my work/life balance, if it did.		24.5%	195
My Employer does not have such a program, and it would not improve my work/life balance, if it did.		12.7%	101
	Total Respondents		795

23. Employer-sponsored training programs

		Response Percent	Response Total
No opinion/Not applicable.		29.5%	233
My Employer provides such programs, and they have improved my work/life balance.		22.5%	178
My Employer provides such programs, and they have not improved my work/life balance.		16.8%	133
My Employer does not provide such programs, but such programs would improve my work/life balance.		20.2%	160
My Employer does not provide such programs, and such programs would not improve my work/life balance.		11%	87
	Total Respondents		791

24. Recognition of contributions of individual attorneys (including part-time attorneys)

		Response Percent	Response Total
No opinion/Not applicable.		30.7%	241
My Employer does recognize my contributions, and it has improved my work/life balance.		34.6%	272
My Employer does recognize my contributions, and it has not improved my work/life balance.		11.1%	87
My Employer does not recognize my contributions, but it would improve my work/life balance if it did.		19%	149
My Employer does not recognize my contributions, and it would not improve my work/life balance if it did.		4.6%	36
	Total Respondents		785

25. Regular Employer sponsored social events

		Response Percent	Response Total
No opinion/Not applicable.		20.5%	160
My Employer has such events, and they have improved my work/life balance.		28.8%	225
My Employer has such events, and they have not improved my work/life balance.		23.2%	181
My Employer does not have such events, but having them would improve my work/life balance.		12.1%	94
My Employer does not have such events, and having them would not improve my work/life balance.		15.4%	120
	Total Respondents		780






26. Employer-sponsored charitable events

		Response Percent	Response Total
No opinion/Not applicable.		28.9%	222
My Employer has such events, and they have improved my work/life balance.		14%	108
My Employer has such events, and they have not improved my work/life balance.		18.2%	140
My Employer does not have such events, but having them would improve my work/life balance.		12.2%	94
My Employer does not have such events, and having them would not improve my work/life balance.		26.7%	205
	Total Respondents		785


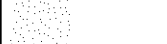



27. Protected vacation time (i.e., no required canceling, no interruptions)

		Response Percent	Response Total
No opinion/Not applicable.		26.9%	206
My Employer has such a policy, and it has improved my work/life balance.		21.4%	164
My Employer has such a policy, and it has not improved my work/life balance.		2%	15
My Employer does not have such a policy, but such a policy would improve my work/life balance.		38.4%	294
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		11.2%	86
	Total Respondents		765






28. Sabbaticals (i.e., one month or longer leaves at periodic career points)

		Response Percent	Response Total
No opinion/Not applicable.		33.3%	254
My Employer provides sabbaticals, and this policy has improved my work/life balance.		4.5%	34
My Employer provides sabbaticals, and this policy has not improved my work/life balance.		5.5%	42
My Employer does not provide sabbaticals, but such a policy would improve my work/life balance.		47.7%	364
My Employer does not provide sabbaticals, and such a policy would not improve my work/life balance.		9%	69
	Total Respondents		763

29. Paid Maternity Leave

		Response Percent	Response Total
No opinion/Not applicable.		55.4%	423
My Employer has such a policy, and it has improved my work/life balance.		19.3%	147
My Employer has such a policy, and it has not improved my work/life balance.		10.2%	78
My Employer does not have such a policy, but such a policy would improve my work/life balance.		11.7%	89
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		3.4%	26
	Total Respondents		763

30. Paid Paternity Leave

		Response Percent	Response Total
No opinion/Not applicable.		63.4%	482
My Employer has such a policy, and it has improved my work/life balance.		6.6%	50
My Employer has such a policy, and it has not improved my work/life balance.		4.2%	32
My Employer does not have such a policy, but such a policy would improve my work/life balance.		16.7%	127
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		9.1%	69
	Total Respondents		760

31. Paid Leave to care for sick or disabled family members

		Response Percent	Response Total
No opinion/Not applicable.		53.7%	409
My Employer has such a policy, and it has improved my work/life balance.		10.2%	78
My Employer has such a policy, and it has not improved my work/life balance.		5%	38
My Employer does not have such a policy, but such a policy would improve my work/life balance.		23.3%	177
My Employer does not have such a policy, and such a policy would not improve my work/life balance.		7.8%	59
	Total Respondents		761

32. Employer-Sponsored childcare

		Response Percent	Response Total
No opinion/Not applicable.		46.2%	348
My Employer has Employer-sponsored childcare, and it has improved my work/life balance.		0.9%	7
My Employer has Employer-sponsored childcare, and it has not improved my work/life balance.		1.5%	11
My Employer does not have Employer-sponsored childcare, but having it would improve my work/life balance.		36.5%	275
My Employer does not have Employer-sponsored childcare, and having it would not improve my work/life balance.		15%	113
	Total Respondents		754

33. Play room for children who must come to the office for short periods.

		Response Percent	Response Total
No opinion/Not applicable.		42.8%	319
My Employer has such a room, and having it has improved my work/life balance.		2.9%	22
My Employer has such a room, and having it has not improved my work/life balance.		0.7%	5
My Employer does not have such a room, but one would improve my work/life balance.		37.1%	277
My Employer does not have such a room, and having one would not improve my work/life balance.		16.5%	123
	Total Respondents		746

34. Option to phase back in to work after leave for birth or adoption of a child

		Response Percent	Response Total
No opinion/Not applicable.		55.5%	413
My Employer has such a policy, and it has improved my work/life balance.		8.1%	60
My Employer has such a policy, and it has not improved my work/life balance.		2.2%	16
My Employer does not have such a policy, but it would improve my work/life balance.		27.7%	206
My Employer does not have such a policy, and it would not improve my work/life balance.		6.6%	49
	Total Respondents		744

35. Competent, accessible secretarial support

		Response Percent	Response Total
No opinion/Not applicable.		12.2%	90
My Employer provides me sufficient secretarial support, and it has improved my work/life balance.		50%	368
My Employer provides me sufficient secretarial support, and it has not improved my work/life balance.		7.9%	58
My Employer does not provide me sufficient secretarial support, but it would improve my work/life balance if it did.		28.7%	211
My Employer does not provide me sufficient secretarial support, and it would not improve my work/life balance if it did.		1.2%	9
	Total Respondents		736

36. Competent, accessible paralegal support

		Response Percent	Response Total
No opinion/Not applicable.		17.9%	130
My Employer provides me sufficient paralegal support, and it has improved my work/life balance.		46%	334
My Employer provides me sufficient paralegal support, and it has not improved my work/life balance.		6.6%	48
My Employer does not provide me sufficient paralegal support, but it would improve my work/life balance if it did.		27.5%	200
My Employer does not provide me sufficient paralegal support, and it would not improve my work/life balance if it did.		1.9%	14
	Total Respondents		726

37. Sufficient administrative staff support (technical, word processing, etc.)

		Response Percent	Response Total
No opinion/Not applicable.		16.7%	120
My Employer provides me sufficient staff support, and it has improved my work/life balance.		48.4%	348
My Employer provides me sufficient staff support, and it has not improved my work/life balance.		8.9%	64
My Employer does not provide me sufficient staff support, but it would improve my work/life balance if it did.		25%	180
My Employer does not provide me sufficient staff support, and it would not improve my work/life balance if it did.		1%	7
	Total Respondents		719

38. Nap/Relaxation room

		Response Percent	Response Total
No opinion/Not applicable.		22%	158
My Employer has such a room, and it has improved my work/life balance.		2.8%	20
My Employer has such a room, and it has not improved my work/life balance.		4%	29
My Employer does not have such a room, but such a provision would improve my work/life balance.		33.6%	241
My Employer does not have such a room, and such a provision would not improve my work/life balance.		37.5%	269
	Total Respondents		717

39. Remote connection technology

		Response Percent	Response Total
No opinion/Not applicable.		13.8%	99
My Employer provides remote connection technology, and it has improved my work/life balance.		45.7%	328
My Employer provides remote connection technology, and it has not improved my work/life balance.		16.7%	120
My Employer does not provide remote connection technology, but it would improve my work/life balance if it did.		19.8%	142
My Employer does not provide remote connection technology, and it would not improve my work/life balance if it did.		3.9%	28
	Total Respondents		717

40. Employer-sponsored “Concierge” Services (for errands like getting lunch, dry cleaning, grocery shopping/meal planning, etc.)

		Response Percent	Response Total
No opinion/Not applicable.		20.1%	143
My Employer provides such a service, and it has improved my work/life balance.		4.9%	35
My Employer provides such a service, and it has not improved my work/life balance.		3.2%	23
My Employer does not provide such a service, but such a service would improve my work/life balance.		58%	413
My Employer does not provide such a service, and such a service would not improve my work/life balance.		13.8%	98
	Total Respondents		712






























41. Employer-sponsored gym/health club membership

		Response Percent	Response Total
No opinion/Not applicable.		17.7%	125
My Employer has such a program, and it has improved my work/life balance.		5.9%	42
My Employer has such a program, and it has not improved my work/life balance.		6.5%	46
My Employer does not have such a program, but it would improve my work/life balance, if it did.		57.5%	407
My Employer does not have such a program, and it would not improve my work/life balance, if it did.		12.4%	88
	Total Respondents		708

42. Employer-stocked kitchen

		Response Percent	Response Total
No opinion/Not applicable.		17.8%	126
My Employer provides such a service, and it has improved my work/life balance.		27.1%	191
My Employer provides such a service, and it has not improved my work/life balance.		5.2%	37
My Employer does not provide such a service, but such a service would improve my work/life balance.		37.3%	263
My Employer does not provide such a service, and such a service would not improve my work/life balance.		12.6%	89
	Total Respondents		706

43. Please check the five (5) factors that your employer does not already provide that would most improve your work/life balance.

		Response Percent	Response Total
Employment culture supportive of fewer billable hours		34.2%	181
A cap on the number of non-collectible hours requested of attorneys annually		12.1%	64
No (officially or unofficially) required office hours		27.2%	144
Control over workload		29.1%	154
Flexible partnership/membership track available		11.2%	59
Flexible work/salary/partnership track combination arrangements		21.9%	116
Compressed work weeks		34.2%	181
360 degree reviews		11.9%	63
An official mentoring program		19.1%	101
Employer-sponsored training programs		6.4%	34
Recognition of contributions of individual attorneys		9.6%	51
Regular employer-sponsored social events		6.6%	35
Employer-sponsored charitable events		2.8%	15
Paid Paternity Leave		9.1%	48
Paid Leave to care for a sick or disabled family member:		5.5%	29
Protected vacation time		25.4%	145
Sabbaticals		24.2%	138
Paid maternity leave		9.1%	52
Employer-sponsored childcare		20.9%	119
Playroom for children who come to office for short periods		15.8%	90
Option to phase back into work after leave for birth or adoption of a child		12.3%	70
Competent, accessible secretarial support		21.1%	120
Competent, accessible paralegal support		19.1%	109
Sufficient administrative support		13.5%	77
Nap/relaxation room		13%	74
Remote connection technology		11.4%	65
Employer-sponsored concierge services		29.8%	170
Employer-sponsored of gym/health club membership		32.5%	185
Employer-stocked kitchen		12.3%	70
Total Respondents			570