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ASSOCIATES SURVEY

NATIONAL RANKINGS

RATING THE WORKPLACE

TO FIND OUT HOW THIRD-, FOURTH-, AND FIFTH-YEAR associates rate their firms as workplaces, our annual midlevel survey examined 12 areas that contribute to job satisfaction. They include relations with partners and other associates, the interest and satisfaction level of the work, training and guidance, policy on billable hours, management's openness about firm strategies and partnership chances, the firm's

attitude toward pro bono work, compensation and benefits, and the respondents' inclination to stay at their firm for at least two more years. Respondents graded their firms on a scale of 1 to 5, with 5 being the highest score. On this chart, firms with ten or more responses are ranked by their averages on those questions. For more charts and details on methodology go to americanlawyer.com/associates.

2009 Rank	2008 Rank	Firm, Location	Overall Score	Respondents and Response Rate
1	1	Nutter McClennen <i>Boston</i>	4.830	17 (74%)
2	10	Thompson Coburn <i>St. Louis</i>	4.531	25 (54%)
3	5	Patterson, Belknap <i>New York</i>	4.461	17 (35%)
4	6	Gibson, Dunn <i>National</i>	4.450	70 (25%)
5	2	Miles & Stockbridge <i>Baltimore</i>	4.448	19 (59%)
6	-	Hanson Bridgett <i>San Francisco</i>	4.418	13 (50%)
7	156	Vorys, Sater <i>Columbus</i>	4.382	21 (72%)
8	15	Susman Godfrey <i>Houston</i>	4.375	18 (95%)
9	19	Ropes & Gray <i>Boston</i>	4.345	103 (35%)
10	68	Debevoise & Plimpton <i>New York</i>	4.263	36 (22%)
11	20	Harter Secrest <i>Rochester, New York</i>	4.242	10 (91%)
12	40	Bracewell & Giuliani <i>Houston</i>	4.241	24 (33%)
13	21	Quarles & Brady <i>Milwaukee</i>	4.237	20 (32%)
14	3	Finnegan, Henderson <i>Washington, D.C.</i>	4.230	21 (33%)
15	25	Munger, Tolles <i>Los Angeles</i>	4.226	24 (55%)
16	36	Wachtell <i>New York</i>	4.225	23 (38%)
17	12	Cleary Gottlieb <i>International</i>	4.198	16 (11%)
18	86	Gibbons <i>Newark</i>	4.188	16 (57%)
19	4	Faegre & Benson <i>Minneapolis</i>	4.185	25 (32%)
20	82	Robins, Kaplan <i>Minneapolis</i>	4.181	23 (79%)

RESULTS BY CITY

CITY REPORT

HERE IS A LOOK AT PARTICIPATING FIRMS in four key markets: San Francisco, Washington, D.C., Chicago, and New York. The scores, ranks, and number of respondents pertain only to the firm's office in the city indicated. Firms needed at least five responses in an office to receive a rank. For a complete listing of cities and how the firms' offices scored, go to americanlawyer.com/associates.

	Rank in city	Score for office/city	Respondents
MARYLAND			
BALTIMORE			
CITY AVERAGE		4.041	
Miles & Stockbridge	1	4.578	15
DLA Piper US	2	3.920	11
Saul Ewing	3	3.625	6

METHODOLOGY

We received responses from 38 percent of the 16,254 surveys we sent to third-, fourth-, and fifth-year associates at firms around the globe. Associates returned surveys in March, April, and May amid the turmoil of widespread layoffs.

Each firm on the firmwide rankings chart [page 74] had responses from ten or more associates. The national score is an average of 12 questions on the survey, including: interest and satisfaction levels of work; benefits and compensation; relations between associates and partners; training and guidance; openness about finances and strategies; billable hours policy; the firm's attitude toward pro bono work; and the likelihood that associates will be at the firm in two years.

We also ranked firms by city [page 77]. We require five respondents in a city to qualify for a rank. Additional firmwide results, rankings by size, and additional city rankings are available at americanlawyer.com/associates. Requests to be included next year, and other questions, should be directed to associates@incisivemedia.com.

—TOM BROUCKSOU

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Miles & Stockbridge

Baltimore

Participating Offices: Baltimore; Frederick, MD; McLean, VA

Number of Respondents: 19 (59% response rate)

Firmwide Score: 4.448 (rank: 5)

Scores are based on a 1-to-5 scale, with 1 being the lowest, and 5 the highest. Rank is based on 146 firms. National averages appear in parentheses after the firm's score.

How the firm rated on key scoring questions:

- How interesting the work is: 4.37 (4.13)
- How satisfying the work is: 4.42 (3.96)
- Benefits and compensation: 4.16 (3.98)
- Associate relations: 4.74 (4.23)
- Partner-associate relations: 4.63 (3.91)
- Training and guidance: 4.32 (3.82)
- Openness re: finances: 4.68 (3.51)
- Communication re: partnership: 4.26 (3.11)
- Realistic billable hours: 4.16 (3.72)
- Attitude toward pro bono: 4.26 (4.07)
- Likelihood of staying two years: 4.63 (3.83)
- Overall rating as a place to work: 4.74 (4.16)

About the work:

- Distribution of work: 4.37 (3.79)
- Quality of work assigned: 4.42 (4.14)
- Level of responsibility: 4.68 (4.17)
- Amount of client contact: 4.53 (3.99)
- Fairness of evaluations: 4.68 (3.99)

What the firm's culture is like:

- Morale this year over last: 3.63 (2.67)
- Collegiality: 4.79 (4.22)
- Dedication to diversity: 4.79 (3.99)
- Family-friendliness: 4.58 (3.81)

The partners and firm management:

- Opportunities to work with partners: 4.95 (4.76)
- Opportunities to socialize with partners: 4.74 (4.00)