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THE 2013 A-LIST

Munger, Tolles & Olson

Munger Tolles has been No. 1 four times and is the only non-New York law firm to ever hold the top spot.



THE A-LIST



2013 ■ The A-List

Rank	Firm	Total Score*	RPL Score	Pro Bono Score	Associate Satisfaction Score	Diversity Score
1	Munger, Tolles & Olson <i>Los Angeles</i>	1,127	193	182	182	195
2	Paul Hastings <i>National</i>	1,126	174	198	199	183
3	Hughes Hubbard & Reed <i>New York</i>	1,098	177	200	155	189
4	O'Melveny & Myers <i>Los Angeles</i>	1,072	183	175	185	171
5	Gibson, Dunn & Crutcher <i>National</i>	1,061	189	172	195	144

* The total score was calculated by doubling the firm's RPL and pro bono scores and adding those to the firm's associate satisfaction and diversity scores. In 2012 we changed our methodology for the Diversity Scorecard, which is now based on average full-time-equivalent (FTE) counts of lawyers for the previous calendar year.

2013

1

Munger, Tolles & Olson
Los Angeles

For the third year in a row, Munger, Tolles & Olson, Paul Hastings, and Hughes Hubbard & Reed occupy the top three spots on the A-List—although not in the same order. Propelled by an increase in its pro bono score, Munger leaped from third place last year to reclaim the first place ranking that it held consecutively from 2008

to 2010 [see “The A-List,” page 40]. “It’s nice to be back at the top,” says Sandra Seville-Jones, the firm’s managing partner. She pointed to matters involving the military’s combat exclusion policy and California legislation that targeted gay conversion therapy to explain the spike in the firm’s pro bono hours, which went from an average of 72.4 hours per lawyer to 96.6 hours per lawyer. With four first-place notches on its belt, the Los Angeles-based firm is now even with Debevoise & Plimpton for the most A-List first-place rankings since the inaugural A-List in 2003.

**Reprinted and excerpted from The American Lawyer, July 2013.*

2012

3

Munger, Tolles & Olson
Los Angeles

For a firm like Munger Tolles, which ends up at or near the top of the A-List year after year, making the cut is simply a matter of adhering to the firm’s long-held values. “We have not changed

anything to be near the top. We’re just being us,” says managing partner Sandra Seville-Jones. What’s important about the A-List, she says, is that “it shows the profession as a true profession.”

**Reprinted and excerpted from The American Lawyer, July/August 2012.*

2011

2

Munger, Tolles & Olson
Los Angeles

Munger Tolles, the Los Angeles-based firm, which has held the top position for the past three years, didn’t fall far. Munger took the second spot on the 2011 list, falling short of New York-based Hughes Hubbard’s total score by just three points (1,141 vs. 1,138). Munger managing

partner Sandra Seville-Jones says that even though the firm fell to second place, “we’re happy to have done so well in the survey.” In explaining the improvement of the firm’s associate satisfaction score, Seville-Jones points to the 2009 opening of a downtown Los Angeles child care center by Munger and neighbors O’Melveny & Myers and Oaktree Capital Management L.P. as an example of the firm’s continual efforts to try to improve the work experience of its attorneys and staff.

**Reprinted and excerpted from The American Lawyer, July 2011.*

1 Munger, Tolles & Olson Los Angeles

Munger, Tolles has bested this elite bunch for the third year in a row, combining a near-perfect diversity score with strong showings in revenue per lawyer, pro bono, and associate satisfaction. The Los Angeles-based firm, which counts 25 percent of its lawyers and 15 percent of its partners as minorities, increased its diversity score by 2 percent, to 199. “We have

not slowed down in our commitment to diversity programs [despite the challenging economic environment],” says managing partner Sandra Seville-Jones. She takes particular pride in the firm’s pipeline initiatives, such as the MTO Fellows Program, which targets minority college grads. Munger also increased its associate satisfaction score by almost 6 percent, to 186, a feat Seville-Jones partly attributes to the fact that the firm didn’t have layoffs or cut associate salaries—as well as to Munger’s relatively flat structure: The firm has close to a 1:1 associate/partner ratio and a “free-market” system of staffing.

**Reprinted and excerpted from The American Lawyer, July 2010.*

1 Munger, Tolles & Olson Los Angeles

At the top firm, Munger, Tolles, the qualities we measure are ingrained in their culture, as we detailed in last year’s profile of the firm [“A Firm of Equals,” July 2008]. Munger isn’t highly leveraged with associates, which tends to make for more satisfied young lawyers. The firm also maintains a strong cultural commitment to pro bono. “We want to give back to the community, and we think it makes for better lawyers,” says Mark Helm, one of Munger’s co-managing partners. He notes that about a year ago, management noticed a dip in pro bono activity and made a push to bring

it back up. The California firm also cares about diversity. (Minorities make up 22 percent of its lawyers and 15 percent of its partners.) “We have made a strategic decision to look more systematically at diversity,” says Helm. As an example, Munger runs a “diversity-based” summer program for first-year law students that has led to associate jobs for two lawyers. The firm last year also hired a diversity consultant to suggest ways that it could improve in this area, and devoted a day of its annual retreat to diversity discussions. “We didn’t feel we were doing enough,” says co-managing partner Sandra Seville-Jones. “We’ve done a good job, but there is so much more. We want to take it to another level.” One thing the consultant suggested was formalizing the firm’s associate review process, to make sure that the same standards were applied to everyone.

**Reprinted and excerpted from The American Lawyer, July 2009.*

The 10-Year A-List

Firm	Total A-List Score*
Debevoise & Plimpton <i>New York</i>	11,901
Latham & Watkins <i>National</i>	11,576
Davis Polk & Wardwell <i>New York</i>	11,496
Paul, Weiss, Rifkind, Wharton & Garrison <i>New York</i>	11,343
Wilmer Cutler Pickering Hale and Dorr <i>National</i>	10,278
Weil, Gotshal & Manges <i>New York</i>	10,228
Morrison & Foerster <i>National</i>	10,167
Munger, Tolles & Olson <i>Los Angeles</i>	9,910
Hughes Hubbard & Reed <i>New York</i>	9,532
Cleary Gottlieb Steen & Hamilton <i>International</i>	9,293

Firm	Total A-List Score*
Covington & Burling <i>Washington, D.C.</i>	8,852
Gibson, Dunn & Crutcher <i>National</i>	8,339
Patterson Belknap Webb & Tyler <i>New York</i>	8,336
Milbank, Tweed, Hadley & McCloy <i>New York</i>	8,232
Simpson Thacher & Bartlett <i>New York</i>	8,056
Arnold & Porter <i>Washington, D.C.</i>	7,212
Skadden, Arps, Slate, Meagher & Flom <i>National</i>	7,125
Shearman & Sterling <i>International</i>	6,989
O’Melveny & Myers <i>Los Angeles</i>	5,157
Orrick, Herrington & Sutcliffe <i>National</i>	5,056

*This number combines the firm’s A-List scores for each year that it appeared on the A-List. A-List scores are calculated by doubling a firm’s RPL and pro bono scores and adding those to the firm’s associate satisfaction and diversity scores.



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