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to Law Firms

WILMERHALE® 

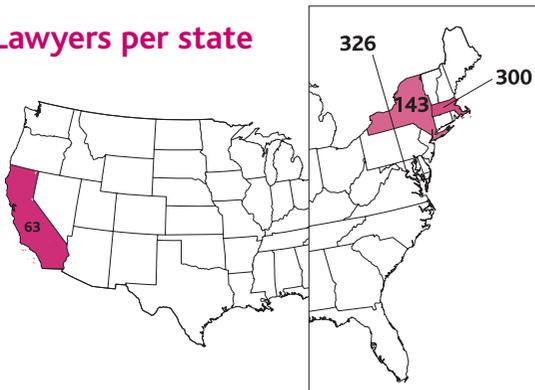
WILMER CUTLER PICKERING HALE AND DORR LLP®

2011-2012

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# WilmerHale

## Lawyers per state



Figures current at June 2011

## The Facts

- Largest US office: Washington, DC
- US offices: 6
- International offices: 6
- First-year salary: \$160,000
- Billable hours: 2,000 target
- Summers 2011: 92
- Revenue 2010: \$962 million (+2.2%)
- Partners made in 2011: 11

*"I certainly get the sense that the two Bills have thought a lot about about the strategic direction of the firm"*

WILMERHALE is a big beast in both Boston and DC. It has a focus on IP and securities litigation, and regulatory work; the first is a legacy of Boston firm Hale & Dorr, the second of DC's Wilmer Cutler & Pickering. The two merged in 2004 and WilmerHale enjoyed rapid growth. Today's 1,000-plus lawyers operate from six domestic and five overseas offices, and the firm ranks just within Am Law's top 20 by revenue.

Co-managing partner Bill Perlstein points out that *"the merger is more history than a current event now."* Perlstein leads the firm together with Bill Lee; *"the two Bills"* have cemented the firm's reputation for top-flight work. Revenue's increased by almost a third since 2004 and WilmerHale has an impressive raft of national and statewide *Chambers USA* rankings. *Chambers Global* also ranks its life sciences, antitrust and trade practices in numerous jurisdictions.

## ASSOCIATES SAY...

### The Work

Around half of juniors are litigators. All see a lot of work for pharma, tech and finance companies. Some work within distinct IP or securities departments. Around a quarter of juniors are transactional lawyers, and DC's regulatory department takes a handful of new associates each year, as does the noncontentious IP group.

IP litigation is the firm's *"bread and butter,"* along with securities and related white-collar cases. Clients include Wyeth (now Pfizer), Broadcom, Harvard University and Novartis. DC's regulatory practice is split into subteams: defense & national security, environment, trade, communications, antitrust and financial institutions. Associates *"work almost exclusively within those practice groups,"* they said, and do enforcement, compliance and lobbying work. Clients include HSBC, Citi, Bank of America, JPMorgan Chase, BP, Google and Lufthansa.

Transactional work is focused in Boston. Clients are mostly pharma, medical and tech outfits, *"large and small public and private companies and brand new start-ups."* Some transactional and litigation associates immediately work within specific groups, like IP. Others start as generalists and specialize later. A slight slowdown in transactional work has seen the firm keep associates busy and engaged with work in other areas. *"First and second-years in corporate were told in January [2011] that they would be doing extended off-site doc review for a while,"* one junior revealed.

Work's officially assigned by administrative staff. Some are *"good at letting you try what you are interested in,"* though elsewhere *"there's a lot of work and not many people, so if something comes up they'll ask you to work on it."* One associate advised: *"If there's specific work you want to do, you have to be proactive."*

## Rankings throughout the USA

### Band 1

Antitrust (District of Columbia, **Massachusetts**, Nationwide)  
 Appellate Law (**Nationwide**)  
 Bankruptcy/Restructuring (**District of Columbia**, **Massachusetts**)  
 Corporate/M&A (District of Columbia, **Massachusetts**, New York: Highly Regarded)  
 Financial Services Regulation (**Nationwide**)  
 Intellectual Property (California, District of Columbia, **Massachusetts**, New York, **Nationwide**)  
 International Trade (**Nationwide**)  
 Life Sciences (**Nationwide**)  
 Litigation (District of Columbia, **Massachusetts**, New York)  
 Privacy & Data Security (**Nationwide**)  
 Securities (**Nationwide**)  
 Transportation (**Nationwide**)

### Band 2

Employee Benefits & Executive Compensation (**Massachusetts**)  
 Environment (District of Columbia, **Massachusetts**)  
 Media & Entertainment (**District of Columbia**)  
 Private Equity (**Massachusetts**)  
 Real Estate (**Massachusetts**)  
 Tax (**Massachusetts**)  
 Telecom, Broadcast & Satellite (**District of Columbia**)

### Band 3

Government (**Nationwide**)  
 International Arbitration (**Nationwide**)  
 Investment Funds (**Nationwide**)  
 Labor & Employment (**Massachusetts**)

Bold shows where the firm is ranked in the indicated band.  
 Non-bold shows where the firm is ranked in lower bands.

All interviewees were satisfied with their responsibility levels. *"I do doc review, but have been surprised there hasn't been more, and I've had a decent bit of client contact, for example when coordinating document collection."* Other tasks include *"preparing deposition outlines and witnesses, conducting technical interviews, drafting memos and portion of briefs,"* plus *"motions for summary judgments and motions to dismiss."*

## Training & Development

Several associates applauded formal training, saying it's one of the firm's *"very strong points."* But others felt it

*"interferes with your work schedule,"* then *"there could be better formal training."*

Management tries to get attorneys involved in mentoring and teaching, but *"the informal feedback you get varies by group and by partner."* Juniors have a partner and associate mentor – some participate in mentoring groups. Some *"get really involved in guiding younger associates,"* while others are *"a little more caught up trying to bill hours and maybe don't provide as much."*

Associates have half-yearly reviews, which are *"more detailed and useful than they were prior to the introduction of the merit-based compensation system."* Partner-mentors *"synthesize reviews received from partners and counsel into a single narrative,"* incorporating attributed comments on six core competencies. Associates get to keep a copy.

## Offices

Washington DC is the largest and most *"swanky"* office, sources said. *"Our claim to fame is the giant water feature with sculptures of clouds. And an interior designer picked our artwork."* Attorneys have their own office and there's a gym and cafeteria. Boston has recently been *"preparing for a renovation starting after summer 2011."* Associates expect *"frosted glass walls"* and *"the lower tiers will be paired up in offices."* The firm couldn't confirm this either way.

Palo Alto attorneys moved to new premises in 2010 on leafy Page Mill Road, *"right next to Facebook and all kinds of Silicon Valley companies."* It's *"a very nice space with lots of light"* and a patio. WilmerHale's had a New York presence since 2000. A move from Park Avenue to 7 World Trade Center is imminent, reflecting an ambition to increase the firm's profile in the city. There are also offices in Waltham, Massachusetts, and Los Angeles.

There is a lot of cross-office contact, juniors reported. *"I definitely feel part of a bigger firm. On all of my cases right now I work with people in the other offices,"* one said, *"and there is definitely an international influence."*

Over 100 lawyers are in Europe, in the London branch (set up in 1972), Oxford, Berlin, Brussels, and Frankfurt. It established a Beijing office in 2004.

## Culture

*"A lot of people have said the firm is changing,"* associates reported. They believed growth could alter the *"personal"* culture, but most still feel an *"informal"* affinity with their group. As it grows, WilmerHale's becoming more *"bureaucratic," "businessy"* and *"run more like a*

Diversity	Partners (%)	Associates (%)
Women	26	51
White	88.1	76.2
Black/African American	2.5	5.1
Hispanic/Latin American	0.3	2.2
Asian	3.6	10.5
Mixed/Other	5.4	6.1

corporation,” associates felt, though management communicates well. “They’ve made an effort to be open with us. We have an associates communication task force, which asks management questions on behalf of associates.” There are also annual ‘state of the firm’ meetings, and weekly ‘Bill & Bill’ emails.

Boston is “button down” and “collegial” but “not stuffy,” juniors here said. Sometimes it’s “quiet,” sometimes it’s “loud with conversation between partners, associates and secretaries.” There’s a “happy hour with beer and wine every Friday” organized by first-years, but “there are a lot of people who have young families and don’t want to be out with their co-workers.” DC isn’t “particularly loud or bustling” and is populated by “lots of nerdy, intellectual people,” one said. There’s a monthly cocktail hour and occasional associate-counsel lunches. “I don’t think the social gatherings are as frequent as elsewhere, but the firm tries to get people to be social.”

Palo Alto’s “influenced by the Silicon Valley entrepreneurial spirit,” so “there’s less of a barrier between associates and partners.” The office has imported “a Boston tradition called the Chowder and Marching Society” – a happy hour every two weeks. New York has this tradition too, but “although there is some socializing outside of work, people mostly want to go home to their families.”

## Hours & Compensation

Hours can be “lengthy” and even “crazy busy” with occasional “very late nights and early mornings.” According to one junior, “it’s long hours, a lot of work. Whenever it slows down, boom – something else pops onto your desk.” A typical workday is 9am to around 7.30pm, but “it’s not unusual to work 13-hour days,” they said.

Most interviewees had no trouble reaching the 2,000 hours target, with some billing as much as 2,400. “If you want to work 24 hours a day, you can. But if you’re proactive about boundaries, people are very respectful.” Also “the telecommuting facilities are excellent, so you can work from home whenever you need to.”

The firm introduced a new compensation system in 2010. Salaries are now lockstep and market for first to third-

years, but bonuses are based on a matrix of merit and hours. Fourth-years and above have a base salary below market – a large part of compensation comes from their bonus.

All associates supported the new system “in theory,” but some felt it was “just based on hours” or “just a ploy to pay people less.” Others called it “accurate” and “fair.” One concluded: “A lot of things still sound pretty fuzzy and opaque. I mean, how do you quantify when someone works well in teams, or is competent?” Co-managing partner Bill Perlstein points out: “The changes will take several years to fully take hold.”

## Pro Bono

Associates said WilmerHale is “very proud of its pro bono heritage,” dating back to the early 20th century when partner Reginald Smith penned his influential book, *Justice and the Poor*.

**“Since the merger we have effectively created a new law firm.”**

**Bill Perlstein, co-managing partner**

For associates, an unlimited number of pro bono hours can count as billable. “You’re required to do 20 hours and if you don’t, they will tell you to,” one reported. Most juniors we spoke to had done anything between 20 and 150 hours in 2010.

Associates have worked on things like civil rights and religious freedom cases, disability benefits, housing clinics, and domestic violence projects. Lawyers secured the release of Jim Allen, an aid worker arrested in Haiti after the 2010 earthquake. Lawyers also obtained a settlement for Community Outreach to Vietnam Era Returnees from the US government over the provision of counseling services.

## Diversity

Associates said WilmerHale is “relatively diverse for an elite firm.” In both Boston and DC there are “strong affinity groups with happy hours once a month.” DC and New York have higher minorities populations than Boston. “We seem to have all sorts of ethnicities and countries of origin represented,” although a “focus on elite law schools” decreases the pool of minority candidates the firm can recruit.

Of the nine attorneys promoted to partner in 2010, five were women, as are 11 out of 14 new special counsel and 19 out of 54 new counsel. Over two fifths of all attorneys are women, and associates felt there were “quite a few women partners.” Current co-managing partner Bill Lee is Asian-American and from 2012 the firm will be co-led by female partner Susan Murley.

## Strategy & Future

“I certainly get the sense that the two Bills have thought a lot about the strategic direction of the firm,” one associate mused. Indeed, “since the merger we have effectively created a new law firm,” co-managing partner Bill Perlstein says. “A firm which has some unique strengths in regulatory work and contested matters such as IP liti-

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## Recent Work Highlights

- Represented Citi in litigation over the proposed Citi/Wachovia merger
- Advised Apple in litigation against Nokia over dozens of patents at the International Trade Commission
- Defended Nationwide Financial in class actions over its employee benefits work
- Advised Massachusetts data analytics company Netezza on its \$1.7 billion cash acquisition by IBM
- Advised Harvard and MIT on the formation of the Broad Institute, a medical genome research center

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## Get Hired

WilmerHale’s hiring is organized by office and each has a separate OCI schedule. “We’re now able to emphasize the schools from which we get most of our associates. In DC we reduced the number of schools at which we are recruiting from 22 to 16 and are focused in particular on Harvard, Yale, NYU, Columbia, Stanford and Berkeley,” DC hiring cochair Chris Davies tells us.

To get selected for OCIs it pays to impress. Davies’s Boston counterpart Michael Summersgill tells us: “Everyone has impressive academic credentials, so I look if they excelled in other areas. Did they maybe intern for the President, work on interesting cases as a paralegal, or have they worked in finance for Goldman Sachs?” Summersgill tells us writing and communication experience and drive are key requirements. Applicants all submit a writing sample. The specifics of your work background do not matter, except obviously for the IP patent practice. For more tips on how to get hired, visit our website.

gation, investigations, securities litigation and international arbitration.”

Perlstein continues: “Our strategy is to emphasize and expand those things we do extraordinarily well throughout the US. So today there are several dozen IP litigation lawyers in DC – Wilmer Cutler Pickering did not have any – and we have expanded our securities enforcement practice to all of our US offices.” This strategy will serve the firm well because “IP/technology and the role of government in business will be major areas of focus in the future.”

From 2012, Robert Novick and Susan Murley will take over as co-managing partners and lead this effort.

**Palo Alto’s imported a Boston tradition called  
“the Chowder and Marching Society.”**

# Wilmer Cutler Pickering Hale and Dorr LLP

1875 Pennsylvania Ave, NW Washington, DC  
 350 S. Grand Avenue, Suite 2100, Los Angeles, MA  
 399 Park Avenue New York, NY  
 950 Page Mill Road, Palo Alto, CA  
 850 Winter Street, Waltham, MA  
 60 State Street, Boston, Massachusetts

## Main areas of work

We have premier practices in the securities, litigation, regulatory, intellectual property and transactional areas, and participate in some of the highest-profile legal and policy matters. Within our firm are more than 100 lawyers with bipartisan government experience in the United States and Europe, and more than 160 lawyers and technology specialists who hold degrees in technological and scientific disciplines.

## Firm profile

WilmerHale stands for a steadfast commitment to quality and excellence in everything we do – a commitment reflected in our clients' success and in our dedication to each of our lawyers' development at all stages of their careers. We are committed to a collaborative style of practice that emphasizes the value of individual lawyers and the importance of each lawyer's development. Our tradition of emphasizing training, development and mentoring supports this choice of style. We believe the best results are achieved by drawing on the exceptional talents and varied experience of all of our lawyers. We are also committed to increasing diversity in our firm. Our goals are to foster the recruitment and retention of people of color, women, and lesbian, gay, bisexual and transgendered law students and lawyers; to ensure that all lawyers have the opportunity to develop their talents fully; to create a firm whose composition more closely reflects that of our clients and the world in which we practice; and to promote greater diversity in the legal profession. The firm is also strongly committed to pro bono and public service – our pro bono program is one of the largest in the country and the WilmerHale Legal Services Center at Harvard is one of the leading clinical teaching facilities of its kind.

## Recruitment details

- Number of 1st year associates: 108
- Number of 2nd year associates: 64
- Associate Salaries: 1st Year: \$160,000
- 2nd Year: \$170,000
- Clerking policy: The firm welcomes applications from judicial clerks. Approximately one-third of our recent incoming classes have come to the firm after serving one or more judicial clerkships. We value the experience of clerkships and give credit for clerkships for compensation and seniority purposes. We also pay a competitive bonus to incoming clerks.

### Law Schools attending for OCIs in 2011:

University of California-Berkeley, Boston College, Boston University, University of Chicago, Columbia, Cornell, Duke, Fordham, George Washington, Georgetown, Harvard, Howard, Michigan, Northwestern, Northeastern, NYU, University of Pennsylvania, Santa Clara, Stanford, Suffolk, University of California-LA (UCLA), University of California-Hastings, University of California-Davis, University of Southern California (USC), University of San Francisco, University of Virginia, Yale.

**Largest Office:** Washington, DC  
**Number of domestic offices:** 6  
**Number of international offices:** 6  
**Worldwide revenue:** \$962 million  
**Partners (US):** 281  
**Associates (US):** 535

#### Main Recruitment Contact(s):

Heather Hayes (firm), Karen Rameika (Boston), Teresa Janezeck (LA), Lisset Nevarez (Palo Alto), Nancy Gray (NY), Lori Candee (DC)

**Hiring Partners:** Michael Summersgill (Boston/Waltham), Randall Lee (LA), Doug Curtis and Jay Holtmeier (NY), Mark Flanagan (Palo Alto), Chris Davies and Erika Robinson (DC)

**Recruitment website:**  
 wilmerhalecareers.com

**Diversity officer:** Kenneth Imo

#### Summer Salary 2011

1Ls: 3,100/wk

2Ls: 3,100/wk

Post 3 Ls: N/A

1Ls hired? Yes, Boston, LA, Palo Alto

Split summers offered? DC and NY offices Case-by-case basis.

Can summers spend time in overseas office? No

Summers 2011: 92

Offers/acceptances 2010: 63 (2Ls)

offers, 38 acceptances, 19 outstanding due to clerkships/fellowships



# Wilmer Cutler Pickering Hale and Dorr LLP, continued

[www.wilmerhale.com](http://www.wilmerhale.com), [wilmerhalecareers.com](http://wilmerhalecareers.com)

## Summer details

### Summer associate profile:

We seek to hire students whose academic and personal record of achievement demonstrates a commitment to excellence and typically the students we hire are at or near the top of their class. In addition, we are looking for individuals whose character, intelligence, judgment and training will inspire their colleagues and clients to have confidence in their advice and representation. We also attempt to hire a diverse group of lawyers because we believe our firm and our clients benefit from that diversity.

### Summer program components

#### (e.g., type of work, special training, mentors, feedback):

By providing a realistic view of the firm through interesting work assignments, practical training and the opportunity to work and socialize with many of our lawyers, we give summer associates the insight needed to make an informed decision to join the firm after graduation or a clerkship. Summer associates can request assignments from a variety of the firm's departments or concentrate in a few practice areas—depending on their interests. In either case, our goal is that they work with many lawyers and on intellectually challenging assignments—similar in complexity to those handled by junior associates—thereby providing an opportunity to demonstrate their writing, analytical and advocacy skills. Opportunities to learn about our practice and clients by accompanying lawyers to depositions, hearings, trials, client meetings, negotiations and closings are also offered.

Mentoring is also an important component to the summer program. Each summer associate is paired with two mentors—usually one partner or counsel and one associate—who serve as advisors during the summer. These mentors are responsible for introducing summer associates to other lawyers in the firm, providing day-to-day guidance and answering questions about how the firm works and the nuts-and-bolts of completing assignments. Our attorneys that work with summer associates give informal constructive feedback throughout the summer. In addition, summer associates receive formal reviews of their work and are encouraged to provide and seek feedback throughout the program.

Our summer training programs are designed to introduce summer associates to the practical and developmental skills lawyers need and to the topics that indicate what we value. Our goal is two-fold—to assist in the professional development of the summer associates and to provide a sample of the training we provide to our attorneys. We also invite summer associates to participate in firm and office-wide legal department meetings and lunches.



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