

2019 ALB CHINA Employer of Choice

2019年ALB CHINA 年度雇主

This year, 15 law firms have won the ALB China Employer of Choice award for excelling in the human resources space based on the 1,200 responses we received for our survey. The firms were rated from many aspects including job satisfaction, remuneration, training and career development opportunity, mentorship, transparency in the path to partnership, teamwork, knowledge management, the balance between work and life and so on.

By Asian Legal Business

今年, 15家律所因在人力资源领域的卓越表现获评2019 ALB China年度雇主。此次评选的依据是中国最佳雇主调查收集的1200份问卷, 该调查从工作满意度、薪酬、培训、职业发展机会、导师机制、合伙人晋升通道的透明度、团队合作、知识管理以及工作生活平衡等维度对律所进行评价。

文/《亚洲法律杂志》

METHODOLOGY

ALB opened 2019 China Employer of Choice survey in January this year. During the one-month survey, ALB has received nearly 1,200 responses from employees of different law firms.

Law firms have been ranked based on responses to the aspects including job satisfaction, remuneration, salary structure, overall salary transparency, training opportunity and career development opportunity, mentorship, transparency in the path to partnership, teamwork, knowledge management and IT technical support level, balance between work and life, career prospects, willingness to recommend the firm as an employer of choice, and other aspects.

Respondents were asked to submit their inputs anonymously to help maintain fairness and objectivity of the survey.

The law firms have been listed in alphabetical order.

调研方法

ALB 于今年1月份启动了2019年ALB China年度雇主调查, 在为期1个月的调查期中, 共收到近1200余份来自不同律师事务所员工提供的调查反馈。

调研团队根据调查参与人员在工作满意度、薪酬水平、工资结构和整体工资透明度、培训机会和职业发展机会、接受专门指导的机会、晋升合伙人道路透明度、团队的合作程度、知识管理和IT技术支持水平、工作生活平衡、职业发展前景以及对所在律所的推荐度等方面的反馈结果对各个律师事务所进行了排名。

受访者被要求以匿名方式提交问卷结果, 以帮助保证调查的公平性和客观性。

律所名单按英文名称首字母顺序排列。

THE WINNERS 获奖名单

Domestic Law Firm 中国律所	International Law Firm 国际律所
Chang Tsi & Partner 铸成律师事务所	Clifford Chance LLP 高伟绅律师事务所
DaHui Lawyers 达辉律师事务所	CMS, China CMS, 中国
Han Kun Law Offices 汉坤律师事务所	Linklaters LLP 年利达律师事务所
Merits & Tree Law Offices 植德律师事务所	Paul Hastings LLP 美国普衡律师事务所
Guangdong Grand & Holders Law Firm 广东广悦律师事务所	Ropes & Gray LLP 美国瑞格律师事务所
Guantao Law Firm 观韬中茂律师事务所	
JunHe LLP 君合律师事务所	
Jilin Gongcheng Law Firm 吉林功承律师事务所	
Shihui Partners 世辉律师事务所	
Solton & Partners 重庆索通律师事务所	

Each law firm has its unique management style, and a few of the winners have shared with ALB the secret to their success.

FAIR AND COMPREHENSIVE EVALUATION SYSTEM

One common trait of the winning law firms is having implemented an evaluation system that satisfies both managing partners and the employees. The system, in turn, also reflects the values and vision of the firm.

"The assessment and evaluation system of a law firm is closely related to its development strategy and core distribution system," says Cui Ligu, managing and founding partner at Beijing Guantao Law Firm. "First, we must have a clear positioning and understanding of ourselves, and then we can set appropriate methods, dimensions and indicators for the assessment."

Guantao does not rely only on managing partners to rate the performance of their employees, it is comprehensively evaluated by managing partners, partners they have worked with and the human resources department.

"The advantage is that from the perspective of the firm, we can understand and evaluate the work of employees better. From the perspective of employees, they can understand the expectations from the firm and know what to improve," says Cui.

Merits & Tree Law Offices assesses the performance of their lawyers in eight dimensions: competence and professionalism, diligence and efficiency, cooperation and management, character and temperament, cultural identity, public affairs and social contribution.

"The system not only helps Merits & Tree with efficient talent selection and training to gain market competitiveness, it also offers lawyers a clear view of the capacity planning and requirements during each growth period, so that they can keep track of their career path and goals," says Ivan Jin, partner at Merits & Tree.

Clifford Chance, on the other hand, adopts a 360-degree method in terms of performance evaluation.

"Unlike the traditional supervisory evaluation system, which is top-down and one way, we adopt a 360-degree performance evaluation system where feedback is collected from juniors and seniors, and the conversation is equal, mutual, open and constructive," says Clifford Chance China Co-Managing Partner Terence Foo.

The firm has also made it a habit for lawyers to set annual objectives where "each employee will, after annual evaluation, agree on practicable objectives for next year with the relevant partner or line manager," says Foo. "As a firm, we want to

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- Cui Ligu, Founding partner and Director of managing committee at Guantao Law Firm

"一家律所的考核评价制度与其发展战略和核心营销系统密切相关。"说,"首先,我们要有明确的自身定位和清晰的自我认识,然后再设立合理的考核方法、维度和指标。"

- 观韬中茂律师事务所管委会主任、创始合伙人 崔利国

每家律所都有其独特的管理风格。几家获奖的律所与《亚洲法律杂志》分享了他们成功的秘诀。

公正而全面的考评制度

这些获奖律所有一个共同特征,就是实行了一种令管理合伙人和雇员都满意的考评制度。这种制度也反映了律所的价值观和愿景。

"一家律所的考核评价制度与其发展战略和核心营销系统密切相关。"北京观韬中茂律师事务所管理合伙人和创始合伙人崔利国说,"首先,我们要有明确的自身定位和清晰的自我认识,然后再设立合理的考核方法、维度和指标。"

观韬不单凭管理合伙人的意见来评估员工的工作表现,而是综合管理合伙人、曾与之共事的合伙人和人力资源部门三方的意见进行评估。

"该制度的优势是,从律所的角度讲,能更好地了解和评估员工的工作;从员工的角度讲,能了解公司的期望并改进不足。"崔律师说。

植德律师事务所从七个维度进行律师绩效考核:能力与专业水平、尽责与效率、合作与管理、品质与禀性、文化认同、公共事务以及社会贡献。

植德管理合伙人金有元说:"植德通过该制度建立了高效的人才选择与培训机制,获得了市场竞争力,植德的律师也借此明确了每个成长阶段的能力规划与任职要求,从而关注自身职业发展道路和目标。"

另一方面,高伟绅律师事务所采用360度评估方法考核员工绩效。

高伟绅律师事务所中国区联席管理合伙人符国成说:"我们采用360度评估方法,收集来自下属和上级的反馈,进行平等、双向、开放和有建设性的对话。这有别于传统的自上而下的单向监管式评价体系。"

"律所有一个约定俗成的做法,即每位雇员在年度考核之后,都会与相关合伙人或直属经理商定下一年度切实可行的目标。"符律师说,"作为律所,我们想为自己的律师量身定制出最适合的职业路径。"

广东广悦律师事务所去年改革了考评机制,引进了科技企业常用的SABC靠考核体系。

"这一体系最突出的特点就是最大程度地调动员工积极性。"广东广悦律师事务所首席合伙人黄山说。

S为"优秀",代表绩效超过预期目标;A为"良好";B为"合格";C为"不合格"。SABC四个考核等级的评定结果与雇员

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support our lawyers to design a tailored career path that works best for them.”

Guangdong Grand & Holders Law Firm reformed their evaluation mechanism last year and introduced the SABC system that is often used by technology companies.

“The most prominent trait of this system is that it maximizes staff motivation,” says Sam Wong, chief partner at Grand & Holders.

“S”-super level stands for excellent performance that exceeds expectations; A level stands for “standard”; B level stands for “qualified”; and C level stands for “failed”. The four assessment levels of SABC are directly linked to the employee’s monthly performance bonus.

“The work of lawyers can’t be fully quantified in many cases,” says Wong. “We don’t use quantitative measures to evaluate them. Our assessment factors include both objective and subjective components and we strive to evaluate employees comprehensively and objectively in terms of their contribution to the firm.”

Chang Tsi & Partners has established a scientific, standardized, and systematic performance evaluation infrastructure with billable hours as the core indicator. The staff’s performance is objectively and fairly evaluated, and the evaluation results are not only linked to their pay but also serve as the basis for their promotion and training at the firm.

“In this way, employees become the stakeholders of the firm’s services and development, and they can directly benefit from the growth of the firm,” says Simon Tsi, managing and founding partner of Chang Tsi & Partners.

“At the same time, as a law firm of corporate-style management, we have adopted a comprehensive KPI performance appraisal method, to establish a clear division of responsibilities through work analysis and processes,” says Tsi.

Tsi says the advantages of this method include scientific and reasonable evaluation standards; relatively sound evaluation processes; improved employee confidence in the evaluation system.

EFFECTIVE PROMOTION AND REMUNERATION STRUCTURE

The promotion mechanism of Guantao is very transparent- lawyers are divided into seven grades. Seventh-grade lawyers in their fifth year after passing the bar or the seventh year of practising law, can apply for becoming a partner. Outstanding young lawyers, upon examination and approval, can also be promoted cross-level.

At Merits & Tree, lawyers also go through seven

“Young talents know very clearly about where they are and what are their development goals... We have also been constantly thinking about how to match the rewards for employees with their contribution and retain talents, so we have come up with a bonus pool that will reward them according to their performance and our profit.”

- Sam Wong, Chief Partner of Guangdong Grand & Holders Law Firm

“年轻律师十分清楚自己的位置和发展目标.....我们也在不断地思考，如何给予员工与其贡献相称的奖励并留住人才，为此设立了一个基金，根据员工绩效和公司利润发放奖金。”

- 广东广悦律师事务所首席合伙人 黄山

月度绩效奖金直接挂钩。

“很多情况下，律师的工作是无法量化的。”黄律师说，“我们不用量化的标准去评价他们。考核依据包含主客观两种成分，我们力图根据律师对律所的贡献，进行全面而客观的评价。”

铸成律师事务所已经建立了一种科学的、系统的标准化绩效考核制度，将收费的小时数作为核心指标。对员工绩效进行客观公正的考核，考核结果不仅与律师的薪酬挂钩，也是他们在律所获得晋升和培训机会的依据。

“雇员通过这种方式成为律所业务发展的利益相关者，并能直接从公司的发展中获益。”铸成律师事务所管理合伙人兼创始合伙人司义夏说，“作为一家企业化管理风格的律所，我们采用了全面的关键绩效指标考核法，通过业务分析和业务流程明确划分职责。”

司律师说，这种考核法的优势是科学合理的考评标准、比较可靠的考评流程以及员工自信的提升。

有效的晋升与薪酬制度

观韬中茂律师事务所的晋升机制非常透明——律师分七个等级。第七级律师通过律师资格考试五年之后，可申请成为合伙人。杰出的年轻律师经过审批也可以跳级晋升。

在植德律师事务所，律师晋升也要经过七个等级，但还可以分为三大等级。

“我们的薪酬制度包括三个部分：基本工资、绩效工资和奖金。”崔律师说，“律师的薪水随着级别晋升而上涨；绩效工资和奖金的灵活性确保他们的收入与他们所创造的价值相符。”

作为今年获奖的一家国际律所，高伟绅律师事务所十分重视本地人才。

“高伟绅在中国区的人才发展战略的核心是本地卓越与国际标准的结合。”符律师说，“我们有一套完善的人才培训制度，包括实习生岗位轮换项目、获得攻读国外法学硕士的资助、海外培训、中级律师的借调计划以及高级律师的学术发展中心。”

广东广悦律师事务所的雇员有两种职业路径：执业律师与行政管理。前者的职位分为律师助理、律师、合伙人律师、顾问律师、权益合伙人和非权益合伙人。后者的职位有秘书、法律秘书、法务助理和高级项目经理。

黄律师说：“这样的职位设定帮助年轻律师清楚自己的位置，明确发展目标。”

“我们也在不断地思考，如何给予员工与

grades, but they can also be grouped into three main levels.

"Our remuneration system consists of three parts: basic salary, performance salary and bonus," says Cui. "The lawyer's salary increases with their grade promotion, and the flexibility of the performance salary and bonus help make sure their income matches the value they create."

As one of the international law firms on the winner list this year, Clifford Chance has a strong focus on local talents.

"The core of CC's talent development strategy for China is a combination of local excellence and global standard," says Foo. "We have a well-established talent training system, including rotation program for trainees, LLM sponsorship and overseas training and secondment arrangement for mid-level associates and the Academy Development Centre for senior associates."

Employees at Grand & Holders have two career paths: practice and administration. The former provides positions such as paralegal, lawyer, sponsoring lawyer, consultant lawyer, non-equity partner and equity partner. And the latter offers positions such as secretary, legal secretary, legal assistant, and senior project manager.

"It is designed like this so that young talents know very clearly about where they are and what are their development goals," says Wong.

"We have also been constantly thinking about how to match the rewards for employees with their contribution and retain talents, so we have come up with a bonus pool that will reward them according to their performance and our profit."

In 2018, the annual growth rate of salary expenditure at Chang Tsi & Partners increased by 36 percent year on year, and employee welfare expenditure was

其贡献相称的奖励并留住人才，为此设立了一个基金，根据员工绩效和公司利润发放奖金。”

2018年，铸成律师事务所工资薪金支出的年增长率比前一年提高了36%，员工福利费支出为443万元，平均每人超过1万元。

司律师说：“一直以来，我们制定预算的一个原则就是使人力成本的增长率高于总收入的增长率，与整个行业的水准持平。”

工作与生活平衡

做一名法律工作者，有时候压力很大，很辛苦。我们的调查表明，一家好律所通常善于辅助员工把握好工作、健康和个人生活之间的平衡。

“我们注重员工的福祉，这样他们才能在工作中发挥出最大的潜力；这意味着关心员工的身心健康。”符律师说道，“我们鼓励员工统筹兼顾，更好地感受工作的目的和意义。”

更具体地说，高伟绅律师事务所提倡健康的生活方式，为员工出资购买办公室或家附近的健身卡。律所还关注员工的心理健康，积极地管控律师的工作量，鼓励律师在一段时间高强度的工作之后稍事休息。

广东广悦律师事务所的管委会中，有一位合伙人兼管休闲委员会，这是专为员工组织娱乐活动而设立的。



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4.43 million yuan, with an average of more than 10,000 yuan per capita.

“One of our principles for budgeting has always been making the growth rate of labour costs higher than the overall income growth, as well as on the same level with the overall industry,” says Tsi.

WORK-LIFE BALANCE

Working as a legal professional can be stressful and demanding at times. According to our survey, a good law firm usually does well in assisting its employees to strike the right balance between work, health and their personal life.

“We invest in our people’s wellbeing so that they can perform at their full potential; this means caring for their physical and mental health,” says Foo. “We also encourage our staff to develop a holistic approach to work by having better sense of the purpose and meaning of their work.”

More specifically, Clifford Chance promotes a healthy lifestyle by sponsoring membership cards for gyms near the office or home. The firm also focuses on the mental wellbeing of its staff by actively managing the volume of work for the lawyers and encouraging lawyers to take breaks after an intensive period of work.

The executive committee of Grand & Holders has a partner in charge of the leisure committee, which is specially designed for everyone to have fun.

“In addition to providing annual medical examinations for our employees, we have birthday parties every month, as well as cultural and sports activities such as badminton games, hiking, and yoga,” says Wong. “Our firm has two company tours every year, so that employees can have a break from their busy work schedule.”

Apart from organizing activities, providing a safe and relaxing work environment is also very important.

Chang Tsi & Partners has a 3,000-square-meter headquarter built with the high-grade environmentally-friendly materials. It is also equipped with ergonomic office supplies, rest areas, and child care areas, and purchasing multiple air purifiers.

“We spare no effort on creating a healthy and humanistic office for our employees, so that they can relax physically and mentally in a safe and comfortable environment,” says Tsi.

IT support is another factor that has been frequently brought up by respondents of the ALB survey. In the digital era, ensuring smooth and effective communication is essential for a modern law firm.

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- 高伟绅律师事务所中国区联席管理合伙人 符国成

“除了每年为员工组织健康体检之外，我们每月还举办员工生日聚会、羽毛球赛、远足、瑜伽等文化和体育活动。”黄律师说，“公司每年组织两次游玩活动，让员工得以在忙碌的工作中抽身出来放松一下。”

除了组织活动之外，为员工提供一个安全而惬意的工作环境也是非常重要的。

铸成律师事务所3000平米的总部，建造时使用了高级环保材料，配备了符合人体工学的办公用品、休息区、儿童托管中心，而且还购置了多台空气净化器。

司律师说：“我们不遗余力地为员工营造健康和人性化的办公环境，让他们能在一个安全而舒适的环境里，身心得到放松。”

《亚洲法律杂志》调查的受访者频繁提到的另一个因素是信息技术支持。在数字化时代，确保通畅、高效的互联，对一家现代律所来讲至关重要。

铸成律师事务所有一个完善的办公室信息系统。该律所为实现无纸化办公，投入重资建设了虚拟计算机系统。还开发了办公室自动化系统，建立了一个庞大而系统的数据库，以便与新入职员工分享不同业务部门的工作规范和流程模板。此外，由于律所较为灵活的工作条件，员工可以自由地进行远程办公。

不断学习

为使律师保持竞争优势，尤其是在内部培养人才，许多律所致力于设立自己的学习





感恩、共享、成就、回馈—— 打造富有人性关怀的雇主品牌

铸成律师事务所成立于2002年，是一家以知识产权为核心业务的综合性律所。铸成总部设于北京，在上海、广州、深圳设有分所，在香港、台湾、美国设有分支机构。铸成拥有律师、专利代理人、商标代理人及各类支持人员近300名，业务领域包括知识产权、诉讼和争议解决、商事法务、劳动法以及其他相关法律服务，旨在为客户提供个性化、多层次、全方位的一站式的法律服务。2018年，通过继续构建以人为本、积极和谐的劳动关系，打造富有人性关怀的雇主品牌，铸成蝉联了汤森路透“优秀雇主奖”这一殊荣。

一、以感恩的心态构筑内、外环境

1、以实现客户利益最大化为目标的服务宗旨

“做中国最好的律师事务所，为客户提供最优秀的法律服务、实现客户合法权益的最大化”是铸成一直以来锲而不舍、坚定奉行的理念。铸成始终视服务质量为生命，遵循国际公认的律师执业标准和准则，按照国际最高水准，在各个部门及业务模块都制定了系统的服务标准、流程规范以及标准作业规范SOP。

铸成以一贯的感恩心态服务于每一位客户，在与欧美世界500强和国内顶级高科技企业合作的过程中，我们以专业、高效和经验丰富而著称，被客户公认为是解决重大疑难问题的专家型律师事务所。

2、以人为本的管理理念

以人为本是铸成企业文化的鲜明特征。而其最大体现，就是重视关心员工成长，为员工提供优质的工作平台和发展机会，帮助他们成长为优秀的律师，在铸成这个平台上发光发热，实现自己的价值。

二、切实与员工共享发展成果

1、高于行业水准的薪酬福利

铸成在发展壮大的同时，大幅提高员工的薪酬福利，让所有员工都能够与事务所共同分享事业发展所带来的福祉。2018年，铸成全年薪酬支出增长水平比2017年整体增加36%，员工福利支出443万元，人均超过万元。

在预算管理过程中，我们的编制原则一直都是让人力成本增速高于整体收入增幅及同行业水平，近4年内，铸成的人力成本增速均为整体业务收入增速的2-3倍。铸成设置了明确而透明的薪酬体系，制定了能者多劳、多劳多得的有效机制。

铸成连年投入巨资不断提高员工福利待遇，同时提供餐补、交通补助、通讯补助、体检、员工及家属医疗保险等福利。此外，铸成还拨付专款给各部门，用于各团队根据自身特点和需求在国内外团队建设各项活动的开展。铸成有专人团队负责员工各类活动组织策划，确保每一次员工活动达到提升凝聚力和归属感的目的。

2、优越的办公环境

铸成总部购置了建筑面积3000平米的办公楼，选用最高档、环保的材料进行装修，配备人体工学用品，设置员工休息区、母婴区等便利空间，购置了多台空气净化器，在打造健康、人性化的办公环境上不遗余力。

铸成拥有完善的办公信息系统，斥巨资建设虚拟计算机系统，实现无纸化办公；开发OA系统，建立庞大、系统的数据库，共享各部门工作规范及各类业务的流程范本，便于新人学习体系化成果，同时为员工远程办公创造条件。

3、丰富多彩的企业文化活动

铸成不断加大人力、财力和物力的投入，组织多种多样、丰富多彩又实实在在的企业文化活动，如：境内外旅游；圣诞、元旦、妇女节、秘书节等节日庆典活动；铸成家庭日、迎新及生日活动；各种团建、联谊活动；开展摄影比赛、植树活动，并倡导引领员工热衷于公益事业等。

2018年，全体铸成人齐聚珠海长隆，举办了铸成15周年庆典活动，通过总结经验与全方位交流，极大地提升了凝聚力与向心力。铸成的企业文化是联系着各个部门、各个层级员工的纽带和桥梁，建立起铸成人的荣誉感和归属感，而这正是我们提高业内竞争力不可或缺的因素。

三、为员工搭建全面提升发展平台

1、完善的人才管理制度与明晰的上升渠道

铸成的公司制管理体制能够为年轻律师提供高起点的工作平台和明晰的晋升途径，项目组工作体制使员工能够有机会接触到各种各样的业务得到全面的锻炼；同时还建立了完善的考核奖励机制，使优秀员工能够脱颖而出，实现跳跃式发展。

铸成注重“人和”，坚持任人唯贤、人人机会平等的原则，不仅提供给员工优质的成长平台，让员工有实现个人价值的舞台；更注重培育员工的归属感和荣誉感，让员工成就事业、成就自我。铸成拥有最优秀的客户，即使是实习律师，也有充分的机会与世界顶级的律师及法务一起工作，提高学习与思辨能力，迅速成长为独当一面的优秀律师。

2、全面的培养机制与前沿的专业培训

铸成建立了完善的培训体系，设立专门的培训委员会和专项培训经费并制定了详尽的员工培训计划，建立了对年轻律师指导帮助的导师制度，不断提高员工的业务水平和综合素质。2018年共组织员工培训148场，其中包括行业高端培训68场，培训范围涵盖全体员工，内容涉及知识产权及相关行业的前沿理论、实践经验、法律法规变化情况及相应业务调整等。此外，铸成还为优秀的员工提供无息留学贷款，并视情况折减全部或部分贷款，目前此种激励方式业界鲜有为之。

四、热心公益，回馈社会

铸成连续多年向京郊贫困学校捐款捐物，向无国界医生组织及美国癌症研究中心捐款；积极参与“星星伞”自闭症家庭关爱项目；与京郊贫困乡镇建立长期的帮扶关系；捐助特殊儿童“咿呀公益”项目以及“家庭日”爱心物品捐赠公益项目；2016年起，我们种下铸成森林，每年举办植树活动，为环保事业尽一份绵薄之力；在汶川大地震等自然灾害发生的时候，我们铸成人都慷慨解囊，伸出援手。

由于我们在社会公益活动中的突出表现，在2016年首届中国律界公益活动评比中，我们获得最佳公益组织奖。铸成的坚持和努力也为社会认可，连续两年获得“北京市构建和谐劳动关系单位”劳动奖章、2017年被推荐入选全国总工会“中国脊梁”先进单位。

致天下之治者在人才，兴家国之智者品牌。从员工到企业，从企业到国家，良好的品牌形象不仅将为企业带来更多的经济效益，也将树立美好的国家形象。真正将人看作主体，关注雇员的意识、诉求、组织、行为，以诚待人，以德服人，以信立业，将是中国雇主们树立卓越的雇主品牌的必经之路。

铸成愿以赤诚之心，诚待天下英才，共图事业发展，共创美好未来！

EMPLOYER OF CHOICE

Chang Tsi & Partners has a well-established office information system. The firm has invested heavily in the construction of virtual computer systems to achieve a paperless office. It has also been developing its office automation system to establish an extensive, systematic database for the sharing of work specifications and process templates of various business departments for newcomers. At the same time, employees also have the freedom to telecommute thanks to the flexible work conditions.

KEEP LEARNING

To help their lawyers maintain a competitive edge, especially to cultivate talents in-house, many law firms are committed to setting up their own learning institution. The Clifford Chance Academy, with a hub established in Asia in 2015, provides classroom and online training for all employees. Training courses that are highly interactive and practical, are delivered by expert trainers in the firm's China offices as well as overseas.

"We are focused on aligning our learning and development programmes with our vision and strategy. This means regularly reviewing the full suite of programmes currently provided, including legal, business and soft skills development to ensure they support the firm's priorities," says Foo.

For example, all lawyers will have access to training in finance and accounting, negotiations and presentations to help develop their non-legal business skills.

The most welcomed and favorite type of training for junior lawyers, according to our survey, is still mentorship.

机构。高伟绅律师学院于2015年在亚洲设立了学术中心，面向所有雇员开展教学活动和在线培训。培训课程交互性、实用性强，由公司中国办事处及海外的培训专家授课。

符律师说：“我们侧重将学习和发展课程与公司的愿景和战略密切结合。这意味着定期审核目前提供的整套课程，包括法律、业务和软技能发展，确保它们支持企业的优先项目。”

例如，所有律师都能获得财务会计、谈判、业务陈述方面的培训，帮助他们发展非法律业务相关的技能。

调查显示，最受初级律师欢迎和青睐的培训类型仍然是公司前辈的指导。

“我们实行一种‘开放’政策，鼓励员工随时向相关合伙人或人力资源部咨询建议或提出意见。”符律师说，“为提倡一种开放式交流的文化，我们鼓励合伙人和律师亲切地对待新人，用开放的心态接受建议，防止不必要的层级观念。”

他补充说：“一位律师希望前辈如何对待自己，就应该用同样的态度来对待后辈。”

初级律师加入观韬中茂律师事务所后，会进入一个特定的业务部门，接受一系列全面的基础培训，包括：公



观韬中茂律师事务所
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25
Guantao Law Firm
Since 1994

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"We also have an 'Open Door' policy which encourages employees to reach out to the relevant partner or human resources department at any time to seek advice or make suggestions," says Foo. "To foster a culture of open communications, we encourage our partners and lawyers to be approachable and to keep an open mind to suggestions and discourage unnecessary hierarchy."

"A lawyer is expected to treat a more junior person in the same way as he/she would a more senior person," he adds.

After joining the Guantao, entry-level lawyers will enter a specific business line or group and receive a series of comprehensive basic training, including the history and culture of the firm; professional skills such as business etiquette, team communication, time management, and customer relationship; document management and business document drafting; legal due diligence standardization training; and so on.

"In practice, working teams composed of lawyers of different levels will be guided directly by partners in various projects, so that each lawyer can find their expertise," says Cui. "On this basis, lawyers will also receive non-scheduled knowledge training in various forms for other business fields, so that they have some knowledge of other industries other than the ones they are focusing on."

Guantao also encourages teamwork across all working teams - the management will consciously assign lawyers to different cross-industry projects, so they can become more experienced and versatile.

Cui notes that planned and well-organised professional training, as well

司的历史和文化；商业礼仪、团队沟通、时间管理、客户关系等职业技能；文件管理、商务文件起草；法律尽职调查标准化培训，等等。

"实际上，由不同级别律师组成的工作团队，会在不同的项目中由合伙人直接指导，这样，每位律师都能找到自己的专长。"崔律师说，"在此基础上，律师还会不定期接受不同形式的其他领域知识培训，由此掌握自己专业之外、其他行业的一些知识。"

观韬鼓励不同工作小组之间的跨团队合作。管理层会有意识地将律师指派到不同的跨行业项目，让他们获得更丰富的经验，掌握多种技能。

崔律师指出，有计划有组织的职业培训以及学徒制，对于新入职律师尽快找到自己的职业方向、融入律所文化必不可少。

"同样重要的是，他们正试图在我们提供的这个平台上，依据自身能力和个性确定个人发展目标。"崔律师补充道。

在法律服务市场上，专业化无疑是一个重要的趋势。对自身专业领域进行深入研究对律师来说越来越重要，这也是为什么对一家律所来说，专业化培训至关重要。

金律师说，植德律师事务所在其成立的第一年，就曾在数月内举办了多次培训，培训内容包括投资与金融、并购、结构性融资、证券和资本市场，以及其他业务范畴。

MeritsTree 植德
体面、专业、合作、进取、友爱

2019 ALB China 年度雇主
2019 ALB China Employer of Choice

植德以“公司制”为管理与运营模式，籍一体化优势，面向公司、金融及资本市场客户，围绕“资金端”“交易端”以及“退出端”这一闭环，提供全周期、立体化的法律服务。

植德的业务领域涵盖银行与金融、投资基金、投融资并购、证券资本市场、跨境交易、争议解决、家事服务与财富管理、知识产权、税务、反垄断与竞争法及政府监管与合规。植德正式加入国际律师联盟（Lawyers Associated Worldwide），将联动全球合作律所及其律师资源，竭诚为境内外客户提供更加专业、完备的法律服务。

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君臣之行 植德守护

EMPLOYER OF CHOICE

as apprenticeship, are essential for the new lawyers to get their bearings and blend into the firm's culture as soon as possible," says Cui.

"This is also true when they're trying to set personal development goals based on their capabilities and characteristics on this platform we provide," he adds.

There is no doubt that specialization is a significant trend in the legal services market. Lawyers are finding it more and more important to dig deeper into their areas of expertise, which is why specialized training is critical to the long-term development of a law firm.

Jin says that Merits & Tree had carried out multiple training sessions in investment and finance, mergers and acquisitions, structured financing, securities and capital markets and other business areas for several months in the first year of the establishment of the firm. Now, it has built a relatively thorough talent training system.

At Grand & Holders, newly-joined colleagues will receive unified training for basic skills such as presentation, data retrieval, legal document writing within the Grand & Holders Academy within the first six months. Afterward, they will be assigned to partners in different departments for further specialised training.

"The firm also holds two larger-scale training sessions every month," says Wong. "We invite renowned industry experts to give speeches as well as letting junior lawyers share their learnings about cases, work capabilities, knowledge management, legal service skills and so on, which is very popular."

FUTURE STEPS

"Keep building the team of legal talents here at Guantao is one of the keys to our development plan for the next three to five years. This would include the further optimization of the human resources structure, the further institutionalization of the training mechanism, the improvement of the firm's IT information system, and the strengthening of Guantao's brand," says Cui.

He adds that the firm will also upgrade and refine its human resources policies such as employee benefits, internship plans, promotion channels, reward mechanisms, and retirement management.

"The most important and challenging part of managing and developing a law firm is achieving 'synergy' among its staff," says Cui. "Every lawyer has his unique characteristics, so finding a way to bring together these outstanding talents, have everyone agree on a common goal, and work closely together towards that goal is something the management should always focus on."

Jin says Merits & Tree will focus on polishing its culture and professional services in 2019, as well as building a more recognizable brand.

"To quote the father of management thinking Peter Drucker: the essence of management is to stimulate goodwill, and one cannot hire a hand - the whole man always comes with it," says Jin. "Merits & Tree advocates the culture of 'friendship'. Being in this profession can be tough sometimes, we hope that our staff can not only lead a decent life with this job, but also grow and make breakthroughs on a personal level."

The legal profession is known for being knowledge-intensive, and talents undoubtedly play a decisive role in the development of a law firm. Known as one of the leading IP-focused law firms in China, Chang Tsi & Partners plans to keep focusing on its core competitiveness.

"In the future, while keeping up the high-quality and efficient legal services, we will focus more on patent business, and contribute to the standardization of the IP market. Based on this objective, our selection of talents will focus more on their versatility, growth potential and global vision to meet the higher demand of the market."

- Simon Tsi, Managing and Founding Partner of Chang Tsi & Partners

“将来，继续提供高质量、高效的法律服务的同时，我们会专注于专利业务，为知识产权市场的标准化作出贡献。基于这个目标，我们选择人才时会关注其综合能力、发展潜力、全球视野，以满足市场的更高要求。”

- 铸成律师事务所管理合伙人兼创始合伙人 司义夏

如今，该律所已经建立了比较全面的人才培训制度。

广东广悦律师事务所的新员工入职后最初的六个月，会在广东广悦律师学院接受统一基础技能培训，如业务陈述、数据检索、法律文书撰写等。之后他们就会分派至不同部门，在合伙人指导下接受进一步专业化培训。

“律所每月都会举办两场大型培训。”黄律师说，“邀请业内知名专家做讲座，让初级律师分享他们在案例、工作能力、知识管理、法律服务技能等方面学习心得，这样的分享会很受欢迎。”

未来规划

“持续建设法律人才团队是观韬中茂律师事务所未来三至五年发展规划的关键一环。这包括人力资源结构的进一步优化、培训机制的进一步制度化、律所IT信息系统的改善，以及观韬品牌的建设。”崔律师说。

他补充道，律所还会升级和改善人力资源政策，例如员工福利、实习生计划、晋升渠道、奖励机制和退休管理。

“管理和发展一家律所最重要也最有挑战性的一步，就是让员工达到‘协同增效’的状态。”崔律师说，“每位律师都有其独特的个性，管理层始终应该重视的是，找到一种方法，让这些杰出的人才聚集起来，为实现一个共同目标紧密合作。”

金律师说，植德律师事务所将在2019年注重改善其文化和专业服务，建设一个更有辨识度的品牌。

“用管理学之父彼得·德鲁克的话说，管理的本质是激励善意，你无法只雇用一只手，从来都是一个完整的人。”金律师说，“植德律师事务所倡导‘友谊’文化。从事律师这个职业有时很艰难，我们希望自己的员工不仅能过上一种体面的生活，还能在个人成长层面有所突破。”

在以知识密集著称的律师行业，人才无疑对一家律所的发展壮大起到决定性作用。铸成律师事务所是一家以知识产权为核心业务的一流律所，计划继续专注于其核心竞争力。

“将来，继续提供高质量、高效的法律服务的同时，我们会专注于专利业务，为知识产权市场的标准化作出贡献。”司律师说，“基于这个目标，我们选择人才时会关注

"In the future, while keeping up the high-quality and efficient legal services, we will focus more on patent business, and contribute to the standardization of the IP market," says Tsi. "Based on this objective, our selection of talents will focus more on their versatility, growth potential and global vision to meet the higher demand of the market."

Tsi explains that by providing employees with more learning and work opportunities in IP-related areas, supplemented by a variety of content-rich training sessions to ensure that their lawyers have a broader view and knowledge base.

"Our management structure and system are relatively mature, but we will also improve it regularly," says Wong from Grand & Holders. "We will also visit other law firms to learn from their experience and make use of it."

As it grows, the firm is considering adding more diversified employee benefits, such as providing commercial insurance, car loans, and interest-free loans for young lawyers, so that they are worry-free.

"We hope that, through our efforts, we will always be at the forefront of the industry and provide our clients with legal services of the highest quality."

"Clifford Chance is fully committed to the China market," says Foo. "We have a successful and thriving practice and will continue to invest and build on it as we have been doing for over three decades."

The leading international firm currently adopts a trainee system where local Chinese law students can join as trainees for two years before becoming eligible for an associate position.

"Looking forward, the firm will focus on using the latest technology and innovations to deliver the best and most efficient service to clients," adds Foo.

其综合能力、发展潜力、全球视野，以满足市场的更高要求。"

司律师解释说，要给员工提供更多知识产权相关的学习和工作机会，再辅以各种各样内容丰富的培训，确保他们的律师有广阔的视野和丰富的知识储备。

"我们有比较成熟的管理结构和管理制度，但我们也会经常对其进行改进。"广东广悦律师事务所的黄律师说，"我们也会参观其他的律所，汲取他们的经验并加以利用。"

随着律所的发展，也考虑增加更多元化的员工福利，比如给年轻律师提供商业保险、汽车贷款以及免息贷款，让他们无后顾之忧。

"希望通过我们的努力，我们的律所会一直处在行业的前沿，为客户提供最优质的服务。"

"高伟绅律师事务所全力投入中国市场。"符律师说，"我们的业务蒸蒸日上，还会继续投入、继续发展壮大，就像我们30多年一直在做的一样。"

这家国际一流的律所正采用一种实习制度，中国本土的法律专业学生任实习律师满两年之后，可有资格申请成为执业律师。

"未来，我们会专注于利用最新的技术和创新，为客户提供最优质、最高效的服务。"符律师补充道。

