

Human resources category ■ Stand -out ■ Highly commended ■ Commended

Firm name	Name of innovation	Originality	Rationale	Impact	Total	Description
Ashurst	New career path for associates: abolishes remuneration by years of post-qualification experience	9	9	6	24	A radical change to the traditional method of rewarding and appraising associates, which also has a direct impact on the way in which clients are charged. It introduced a competency-based structure and a new position of counsel and coaching.
Allen & Overy	Associate career progression: new transparent career and reward structure	8	8	6	22	A sophisticated retention scheme for associates which ties a performance-based bonus to partner profit points, introduced a global competency framework and offers coaching. An excellent example of integrating "earning and learning" as well as incentivising.
De Brauw Blackstone Westbroek	De Brauwrij: a six-month learning programme that combines study and practice for junior associates	8	7	7	22	Junior associates receive 80 per cent of Bar-mandated training alongside actual client work, which is unusual. They can have sole responsibility for up to 15 cases. The firm has an arrangement with a specific client to do this.
Latham & Watkins	In-house career initiative: helps current and former associates find jobs in company legal departments	8	8	5	21	A formal three-way process to help associates and alumni pursue in-house legal careers. A way of also helping clients find staff lawyers. One of the firms with the most cutting-edge associate development programmes.
Lovells	Lovells/Cass business programme for lawyers	8	7	5	20	Business training accredited by Cass Business School and based around the MBA curriculum. This is a long-term programme but if lawyers complete the course, they will receive an MBA. One of the first firms to offer this qualification formally to its lawyers.
Wragge & Co	Associate/partner leadership and development	7	8	5	20	Two-pronged development programme for partners, associates and business support managers that aims to stimulate external and internal business growth. Links training and development strategy to the business and has mechanisms to ensure it is not "sheep dip" training.
Linklaters, Allen & Overy, Clifford Chance	Firm-specific legal practice course (LPC) provided by the College of Law	7	6	5	18	The first uniquely tailored version of the LPC from start to finish. It gives students a higher "exit velocity".
SJ Berwin	INSIGHT programme: genuine individual personal development for associates	7	6	5	18	The programme is focused purely on personal development for the associates, with no career progression implications. Partners are not involved. This is an investment in the individual only.
Uría Menéndez	Professional development plan for secretaries	6	6	6	18	It is innovative in Spain for a law firm to be forward thinking about developing every level of its staff. The firm has developed a competency framework for its secretaries.
Berwin Leighton Paisner	LPC+: tailored Legal Practice course	6	6	5	17	A "smart twist" on the firm-specific LPC concept that combines general compulsory training with newly created electives. It also includes extensive firm interaction. More firms are signing up to do this.
Bond Pearce	Work-life balance: flexible working	4	5	8	17	A flexible working scheme that has 22 per cent of the firm, from secretaries to partners, working flexibly. Two associates work full-time from abroad. There is also a recently introduced holiday purchase scheme.
Cobbetts	Solicitor development at all levels: a comprehensive programme of personal, professional and business development	6	6	5	17	A well thought out approach to solicitor development. Aims to identify the firm's future leaders via its own Leadership Development Centre for partners. Gives business awareness training to young solicitors and has its own diploma for associates.
Linklaters	Graduate recruitment campaign, "What do you need to know?". It includes "The Deal"	6	5	6	17	An informative and interactive programme focused on the information gap between graduate expectations and law firm realities. "The Deal" takes students through a fictional major acquisition which gives them a flavour of the work.