How to avoid common application errors
Promoting yourself effectively to employers
Tips on doing psychometric tests
Over 8,000 vacancies and internships

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Wherever you’re heading, become a leader and inspire young people.

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teachfirst.org.uk/recruitment
Welcome to The Ultimate Careers Guide: London 2017. Whether you’re looking to boost your CV with an internship, find a part-time job during your studies, develop work-related skills or identify your dream career, The Careers Group, University of London and its member Colleges are here to help.

While the staff at your college Careers Department will be your point of contact and provide face-to-face support, you can benefit from a range of services designed to help you excel in your career, such as **JobOnline** (our online jobs board), **CareersTagged** (our online information portal), the Graduate Gateway internship programme and the University of London Temp Agency, as well as a wide range of events and courses.

The volume of employers’ advertisements in this guide demonstrates how much you, as a University of London graduate, are in demand. All you need to do is convince them that you are right for the job. Our section on applications, interviews and tests is designed to help you with that task. Best wishes for making informed career choices. We hope this Guide will play a useful role in the process.
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At your Careers Service website
Go to www.gradsintocareers.co.uk for...
- Jobs, employer profiles, temp work and internships
- Career advice: career options, tips on getting hired, advice on specialist industries
- The latest graduate recruitment fairs.

And don’t forget
Go to targetjobs.co.uk to find your ideal graduate job, work placement, internship or part-time job. You can search thousands of vacancies by sector and location, as well as access top-notch careers advice.

And go to targetpostgrad.com if you’re considering postgraduate study. Find the right course for you, as well as advice on funding and how your postgraduate study options affect your career prospects.
In-depth knowledge

Strengthening applications

Delivered by
A wide range of support is on offer at your Careers Centre, whether you are certain of your next steps or would like some help being pointed in the right direction. We have helped our students enter many different areas of work, further study and self-employment, from the conventional to the unusual. Our advice is professional, impartial and confidential.

Information and advice from year one

- Get support in finding part-time work, volunteering and work experience opportunities.
- Attend a range of careers fairs, workshops and panel discussions giving you a chance to network and interact with employers.
- Attend events and talks linked to your area of study.
- Make the most of practice opportunities for interviews, psychometric tests and assessment centres.
- Get advice on how to improve your applications, CVs and covering letters – we can assist you with applications for jobs, courses, work experience and internships.
- Receive support and guidance about job searching.
- Take advantage of our 1–1 advice sessions to help you make the next step.

Careers staff visit employers regularly and share the latest information about recruitment and industry developments.

“Everything I needed was discussed and I felt a lot more relaxed about taking my next steps, which is a bonus!”
Second-year engineering student

“I found the question and answer part of my practice interview really useful. I received some great advice and found the session was extremely helpful in preparing me for my real interview.”
First-year law student

“The adviser gave me clear guidance for my next steps and also encouraged me with some very interesting and invaluable suggestions to further strengthen my CV.”
Final-year politics student
CAREER TERMS EXPLAINED

WHAT IS A GRADUATE SCHEME?
WHAT DOES AN INTERNSHIP REALLY MEAN?
READ ON TO CLEAR UP ANY CONFUSION.
Graduate schemes
Graduate schemes are structured one- or two-year programmes that combine work and training, which can lead to a professional qualification. The schemes are generally offered by larger organisations and could involve working in different departments of the business. A permanent position at the end of the scheme is not guaranteed.

Resources: targetjobs.co.uk, milkround.com, prospects.ac.uk, and companies’ careers websites are good sources for finding graduate schemes.

Did you know?
● Only 10% of graduates do them.
● They are very common in finance, consultancy, retail, pharmaceuticals and among large STEM employers – but rare in others, eg policy or the arts. Smaller businesses are not likely to offer them.
● Applying involves many stages most of which start in the autumn term, 12 months before the schemes start.
● Salaries tend to be high but hours longer with greater responsibility. Think about your work/life balance before applying.
● Do you meet entry requirements? Many are strict, relating to degree classification and UCAS points.

Graduate jobs
These are simply defined as any job which requires a degree and, although sometimes an employer will ask for a particular subject, in most sectors it isn’t common. Instead, evidence of transferrable skills and previous work experience (see next page) are more important.

See ‘Job-hunting tactics’ PAGE 23 for advice on finding graduate jobs. Job Online features a range of graduate level vacancies.

Did you know?
● Unlike graduate schemes, graduate jobs tend to be filled as soon as a vacancy becomes available, typically advertised one to three months before the start date. This means that positions are advertised all year round.
● Job titles can be interchangeable or misleading, so read the job description too.
● Graduate jobs, particularly those within smaller organisations, may be more flexible and give you more responsibility and experience of different areas. This is useful as access to higher roles is generally gained through experience and seeking promotion.

Entry-level jobs
Historically these were positions where previous experience wasn’t required, which made them appealing to new graduates entering the work force. However, in the current competitive job market, employers will still expect candidates for entry-level jobs to have prior work experience in the form of part-time work, internships or volunteering.

Did you know?
If you’re ambitious, you shouldn’t be deterred by a role advertised as entry-level. Working your way up an organisation is common, and starting in these roles can give you an insight into how the organisation and wider industry works, and enable you to build valuable networks.

SMEs
An SME (small to medium-sized enterprise) is an organisation with fewer than 250 employees and a turnover of less than £50m. SMEs operate across all sectors, so working for one could see you working for anything from a high-street law firm to a successful technology start-up. This variety of options is one of the reasons that the majority of graduates go on to work for an SME.

Did you know?
● In contrast to working for a large company, a job at a smaller organisation can mean you have more variety and flexibility day to day, and also could offer the opportunity to take on responsibility and work with senior members of staff earlier.
● SMEs don’t always advertise opportunities. So although positions will become available throughout the year, you’ll need to be proactive to find these. Get to grips with writing speculative applications, and consider targeting organisations that align with your interests and degree subject. See ‘Speculative job-hunting’ on page 39 for more details.
Competencies and transferable skills
A competency is an ability to do something successfully or efficiently, which employers will expect a successful candidate to be able to demonstrate. Use the STAR approach (see page 30) to do this. Examples of competencies commonly required for graduate jobs include teamwork, communication and leadership.

Transferable skills are those that you’ve used in one situation which you can apply to another. For example, balancing your studies with a part-time job and extracurricular activities can show that you have good time management.

Internship, work experience, work placement or insight week?
Traditionally, ‘work experience’ meant an informal week or two observing activities and gaining exposure to an organisation, while an ‘internship’ was more formal, lasting one to three months with responsibilities for completing work tasks. These terms are often used interchangeably now, with work experience a term that can describe any form of experience from part-time work to internships.

Read the description of every opportunity to find out what it involves. Some are aimed at specific year groups, so check the eligibility criteria before applying. For example, insight weeks are week-long programmes which aim to give first years an insight into a company and their industry. A work placement is industry experience which is an assessed part of a degree.

Employers increasingly view work experience as essential as it shows you have experience of using skills in a work environment. Aim to start building experience from your first year; an internship or work experience can help you find out about a job or industry and begin to make decisions about your next steps.

Did you know?
- Taking time to examine the skills employers are looking for will allow you to promote yourself to them effectively. Each job will have a different set of requirements and it is vital you address all of them in your application to show you have the ability to do the job.
- By giving examples to show that you have each of the skills they require, you are more likely to convince them of your ability to do the job.
- If you can identify what skills you are particularly good at then – as you explore different types of job – you can see which roles will suit you, maximise your skills and which you will enjoy.

See ‘How to demonstrate skills’ PAGE 29

Did you know?
- You should think about what you want to achieve from your work experience before applying. For example, if you wanted to test your interest in a particular career, work shadowing for a week may be enough, but it wouldn’t offer the opportunity to build practical experience.
- Many internships have closing dates from December of the year before, requiring early application and attending assessment centres; so make sure you keep an eye on deadlines.
- Part-time work can be valuable experience, teaching you vital teamworking, communication and problem-solving skills which are transferable to numerous graduate jobs.
- Sadly, many organisations choose not to pay their interns – this is actually illegal, unless they’re a registered charity. Clue up on the law and your rights by visiting sites such as www.internaware.org.

See ‘Experience matters’ PAGE 12
Strengths-based assessments
Some graduate recruiters are using strengths-based assessments, a new style of interview replacing the more traditional competency-based ones. Strengths-based assessments measure what you’re good at and what you enjoy by looking for your natural responses. The theory is that by identifying tasks in a role that a candidate will genuinely enjoy, their engagement will be higher and their level of performance stronger.

Psychometric tests
Many employers use these during the application process for graduate level jobs and internships. They are usually one of the early stages of an application, and are designed to test your ability to learn the skills required for the position. There are various types of test; numerical and verbal reasoning are the most commonly used, but you might be required to complete others depending on the sector you’re applying to.

Did you know?
- It’s more challenging to prepare for a strength-based interview, but it’s worth looking again at your CV and application, thinking about your academic and extracurricular activities and asking yourself questions such as: ‘What do I most enjoy? What energises me? What comes most naturally to me?’ Such self-reflection will be good preparation for similar questions at interview.
- Be honest when answering and try not to overthink your responses.
- Not all graduate recruiters are using this style of assessment. If you’re not sure which method an organisation uses, be sure to ask.

See ‘Psychometric Success’ PAGE 46 for information on different types of tests and tips on how to succeed.
FROM FRESHER TO FINALIST: GET AHEAD OF THE GAME

MAKE THE MOST OF YOUR TIME AT UNIVERSITY, FROM YOUR FIRST TO YOUR FINAL YEAR BY FOLLOWING THESE STEPS.

- **Develop skills** such as leadership ability and demonstrate a proactive attitude by taking part in activities such as volunteering, sports teams and societies.
- **Attend employer and careers events** to find out more about your options – check your Careers Centre’s listings.
- **Explore** job areas you’re interested in. The more you know about the possibilities, the better placed you’ll be to make an informed decision about your future.
- **Get work experience** including part-time and voluntary work, to strengthen applications you make in your second year. Consider first year internships and insight weeks.
- **Network**. Ask people you know (e.g. family, friends and contacts from part-time work/volunteering) about their jobs and career choices – it will help you think about what you might like to do.
- **Visit your Careers Centre** for help with your part-time job search, CV review, interviews, and more – it’s never too early!

‘There is so much to learn and experience at university that it is sometimes easy [and convenient] to forget to plan what to do after completing your degree. Little but often is a good approach. Keep in mind what you are good at and what you enjoy; these may change but will ultimately give you a point of reference when it comes to making decisions about future options. Start as soon as you can: remember how early you started thinking about which university and course to apply to and the level of input required. This is no different, and the stakes are potentially even higher!’

Deena Lamela-Panthaky, Careers Consultant, King’s Careers & Employability
Find internship opportunities and take note of their deadlines. Many internships are aimed at second-year students and have closing dates in the autumn term. You can also arrange your own work experience through contacts or speculative applications. Does your department offer placements or a year in industry?

Attend employer and alumni events on campus, recruitment fairs and open days. They’re a great way to find out key information, meet prospective employers and network with alumni. What will you need to ask to decide if a particular job or employer may be right for you?

Take on responsibility and leadership opportunities – eg football team captain, volunteer team leader or shift supervisor at work. As well as good grades, employers look for individuals who have also followed their interests outside of their course.

Build your online profile. Create or update your profile on LinkedIn and follow organisations you are interested in on Twitter.

Get your CV and work experience applications checked.

Reflect on your university experiences. What are you good at, what do you enjoy, what are your values? These are important questions when deciding what career will suit you!

Job hunt effectively. Look at job adverts to become familiar with the application process and deadlines for different roles and industries. Many graduate schemes open for applications in August/September of your final year. Small and medium organisations usually have later deadlines.

Sell yourself. Think about how to explain and give evidence of the skills you’ve developed in your extracurricular activities and work experience. This information will prove to employers that you have the ability to do the job.

Take responsibility. If you have a part-time job, ask to take on additional tasks – the more challenging your experience has been and the more responsibility you have had, the more likely it is to stand out to employers (eg shift supervisor or team leader).

Network. Keep in touch with people you meet at events and on work experience. The networks you are building now will help you throughout your working life.

Get in touch with your Careers Centre for help with preparing for interviews, assessment centres and psychometric tests.

Fill any gaps. Look at job descriptions to see if there are particular skills employers are looking for that you have little evidence for on your CV. Are there ways you can gain experience where you can develop that skill?

What about postgraduates?

If you are doing a taught masters
You may still be unclear about where to head next. Revisit some of the suggestions for third years above, and consider where you might be able to expand on your skills, reflect on your decision making and hone your application technique.

Think about internships or work experience that may complement your skills as a postgraduate student. For example, could you spend a day a week, or some time in the holidays and summer term, working as a research assistant in a laboratory, think tank or a market research company?

Understand what makes you different as a postgraduate student. Your masters won’t necessarily sell itself – think about how you can articulate to prospective employers or institutions why you chose your path of study and what you are learning as a result.

As a postgraduate student, you have access to a new network. Think about your new peers and tutors as potentially valuable contacts. Also consider how you could use your studies to expand your network – for example, could your dissertation topic act as a conversation starter with an organisation with similar interests?

If you are doing postgraduate research
If you are a postgraduate researcher, you can still access careers support and guidance throughout your studies. Many colleges have specialist careers consultants who work with PhD students and early career researchers. They can help you with exploring your career options, whether you plan to stay in academia or not, and can advise on how to work towards your goals, market your skills and make effective applications.
EXPERIENCE MATTERS

WHY EXPERIENCE IS ESSENTIAL FOR YOUR SUCCESS AND HOW YOU CAN GET IT.

Getting experience really makes a difference. It looks great on your CV and is highly valued by employers. The skills you develop will help you to stand out from other candidates, and it’s a chance to gain an insight into different options that can help you make informed job choices. It’s also an opportunity to develop your contacts for future networking.

Essential for employers
Ultimately employers want to see evidence of experience and skills on your CV. Why? Because it proves you can use your skills effectively in a practical, ‘real-life’ context and therefore have the ability to do the job. If your experience is linked to the industry you are looking to get in to, it also shows dedication to that area of work.

Undertaking experience also demonstrates that you can take the initiative, and have the motivation to get involved with activities outside of your degree. These are characteristics recruiters value in their employees.

Tips for success
Start now
It is never too early to develop your skills. Keep in mind that some opportunities may have waiting lists (eg hospital experience) and may require background checks (DBS checks) which can take time to arrange. Plan ahead and start early to avoid missing out. Choose opportunities wisely to meet your needs.

Whatever your degree and potential job interests there will be relevant experience opportunities available. If you don’t have much evidence on your CV of a specific skill, such as leadership or project management for example, find an opportunity where you can practise that skill, eg organising a fundraising event for a charity.

Apply with care
Just because you are applying for a voluntary or work experience position doesn’t mean you can rush your application. You still need to convince the recruiter that you have relevant skills and are genuinely interested in the company. Remember your application may be the first impression they have of you, so make it positive and professional.

Make it count
During the work experience ensure that you are organised and make a good impression. Show your enthusiasm by asking questions about the industry and company, and by taking the initiative to get involved as much as possible, offering to help where you can. Make notes about what you learn and do as you will be able to use this in future applications and interviews.

Where to find work experience
Think beyond formal work experience schemes. See the next page for ideas.

- Part-time and temporary work – browse opportunities on JobOnline jobonline.thecareersgroup.co.uk, as well as the University of London Temp Agency www.careers.lon.ac.uk/temps.
- Volunteering – contact your Student Union’s volunteering unit. With opportunities from helping a charity with their social media/finance/marketing/IT and so on to helping maintain canals or mentor school children, there is something for everyone.
- Also check out timebank.org.uk and www.guidestar.org.uk.
- Work shadowing and informal work experience – it is common to arrange this with a speculative application. Networking is a good way of making relevant contacts. Your Careers Department can offer advice on finding and applying to any type of work experience.

See ‘Job-hunting tactics’ PAGE 23, ‘Effective networking’ PAGE 25 and ‘Start your own business or social enterprise’ PAGE 18 in this publication for further tips on finding opportunities.
10 ways to get experience – and get noticed by employers

AS WELL AS GAINING WORK EXPERIENCE AND INTERNSHIPS, HERE ARE SOME IDEAS OF HOW YOU CAN BUILD YOUR EXPERIENCE WHILE DEMONSTRATING INITIATIVE AND PROACTIVITY.

1. Get writing
Start a blog, write articles for the Student Union magazine, start a department or society newsletter or a Twitter feed. Being able to write clearly and concisely in a way that is suitable for the reader is important in every industry.

2. Organise events
Put on a play, performance, fashion show or exhibition to get experience of running and marketing events. Liaising with suppliers and venues or seeking sponsorship will allow you to develop negotiation and planning skills as well as commercial awareness.

3. Get involved
Join a club or society, become a class rep or get involved in your Student Union. Taking on a position of responsibility such as treasurer of a society or captain of a sports team can be a great way to develop skills in leadership, communication and organisation.

4. Go travel
Independent travel can demonstrate practical problem-solving, organisation and planning skills, as well as cultural sensitivity and understanding.

5. Start volunteering
Volunteer. From building a database or website for a charity, to developing a marketing campaign or coordinating a research project, there are endless opportunities to get involved in exciting projects that offer substantial experience and opportunity for skills development.

6. Be entrepreneurial
Start a business! This could be selling products on eBay or Etsy, tutoring, or perhaps running a market stall. These are all ways to get exposure to the fundamentals of practical business skills.

7. Raise money
Run a fundraising or PR campaign about an issue you care about to give you experience of campaign management. Here you can develop your creative, persuasive and influencing skills.

8. Work part time
The value of part-time work should not be underestimated. It can allow you to understand how to deal effectively with customers, work in a team, meet targets, manage your time and prove your ability to work under pressure.

9. Meet contacts
Attend relevant lectures and conferences. These can be great for finding out more about an industry or subject area, eg human rights, publishing, or international relations. They are also excellent opportunities for networking.

Most importantly, having gained your experience, it is essential to be able to articulate the skills and knowledge you have gained in future applications and interviews, selling the experience in a way that is attractive to the employer.

See ‘How to demonstrate skills’ PAGE 29 and ‘Impress at interview’ PAGE 40
INTERNATIONAL STUDENTS:
WORKING IN THE UK AND ABROAD

STUDYING ABROAD IS A VALUABLE EXPERIENCE THAT BROADENS YOUR HORIZONS. IT SHOWS YOU CAN ADAPT TO DIFFERENT ENVIRONMENTS AND TAKE ON NEW CHALLENGES.

Your Careers Centre can help you make the most of this experience to improve your employment prospects. We can help you understand the job market and get you started with your search for part-time or full-time work here or abroad.

UK visa regulations mean it is not easy to gain a job here after graduation. If you’re hoping to work in the UK after graduation, make it a priority to research your visa options on the government website www.gov.uk/visas-immigration or www.ukcisa.org.uk sooner rather than later. Understanding your options early is important and will save you time and stress in the long run. If you need help or have questions, make the most of your college’s advice services for international students. Keep your options open for returning home or to a third country to work.

Top tips for international students

• Use online social and business networking sites to maintain contacts in your home country and to get information about developments in industries you’re interested in. Find out where jobs are advertised and which skills are required.
• Use your vacations to get work experience at home. It is valuable on your CV and could expand your network of contacts. This is important, as students returning home to work often get a job via a referral or hear about a vacancy from a contact.
• Become as proficient in English as possible – employers expect a particularly high level from UK-educated graduates. Being involved in societies or volunteering at university will help with this, as will language improvement programmes run by your college, or business English courses with language schools.
• Contact college alumni to give you job-hunting tips and advice on how to market yourself back home as a UK-educated student. Find out about your college’s alumni network and how to use it. The British Council also run alumni events and distribute newsletters in a range of countries for graduates from all UK universities.
• Get help from your Careers Centre with applications and interviews. Make sure you use a format appropriate to the market to which you’re applying, check that your applications are focused and targeted, and include your reasons for wanting to work for that employer.
• If you have worked for an international company in your home country, they may have offices in the UK that you could apply to for work experience.

Some common types of off-campus part-time work include:

• shop work
• hospitality (e.g. in restaurants, bars and cafés)
• language tutoring
• tourist attractions
• street fundraising and flyering
• office administration work.

Some common types of on-campus part-time work include:

• jobs through the Students’ Union
• student ambassador roles
• working in shops on campus
• waiter/waitress at conference events.
Think about the skills you have to offer, such as language skills or knowledge of your home business market. Use this information to inform your job-hunting by identifying which employers will have use for your skills.

Be determined. Not all companies will provide work permits to international students. Don’t give up. Be persistent and stay motivated.

Keep up to date with the latest changes on visa regulations so you know exactly what you are eligible to do. You may find it helpful to include this in your applications to employers.

Consider finding part-time work in the UK while you are studying. This is a useful way of earning money, improving your English and getting UK work experience. You’ll also be able to try out career ideas and gain skills for full-time work. Understand the restrictions on your visa in terms of the number of hours you can work per week. The UK Council for International Student Affairs at ukcisa.org.uk can advise you on this.

If you have not worked in the UK before, volunteering on campus or in the local community can provide you with references and UK experience that will improve your chances of being invited to interviews. It will also give you the opportunity to practise your English in a professional context.

Can the Careers Centre give me visa advice?
Your Careers Centre can help you with careers guidance, job searching, applications and interviews but we’re not qualified to give advice on immigration and visas. Your college will have a separate department with immigration advisers who can give international students all the latest information and advice. The Careers Centre can tell you how to contact the right department if you’re not sure or will be able to signpost you to relevant resources.

Can you check my application forms/CVs before I send them?
I need help with my English writing too.
We can review your applications and help you learn how to communicate your skills and experience – book an appointment with your Careers Centre. However, we cannot help you correct your spelling and grammar, although we will point out areas of your language that need improving.

What is a national insurance number and how do I get one?
If you get a job in the UK, you will need to get a national insurance number. You can apply for one as soon as you arrive in the UK, if you have the right to work or study. Please see www.gov.uk/apply-national-insurance-number for how to apply – you’ll need to telephone the national insurance number allocation service. You don’t need to have a national insurance number before you start work or start looking for work. Your employer can give you a temporary number.

Can I’ve heard of recruitment agencies but how do I use them to help me find a job?
Recruitment agencies act on behalf of employers to help them find people to fill their vacancies. However, due to visa restrictions it will be easier for international students to apply directly to companies.

Can my Careers Centre recommend me to employers?
We can help you to find out about employers and how to network. We also hold events and presentations on campus where you can hear from companies and meet their representatives, but we don’t recommend students to companies.

How can I search for jobs at home or in another country?
By searching for ‘international students’ on www.careerstagged.co.uk, you can find useful websites and help sheets on job searching for international students. Search a country name to find resources on working in that country and sites where you can search for jobs.

Going Global is an international jobs and careers portal available through your Careers Centre’s website. It has articles on visas, CVs and job searching, detailed country guides, and you can look for jobs and internships around the world.

Can the Careers Centre recommend me to employers?
We can help you to find out about employers and how to network. We also hold events and presentations on campus where you can hear from companies and meet their representatives, but we don’t recommend students to companies.
CHOOSING YOUR OPTIONS

Don’t feel under pressure to pick the ‘perfect’ role that you will then have to do for the rest of your life. The reality is, there are probably many different jobs that would suit you. Plus you are likely to change careers a number of times; so once you have made a decision you don’t have to stick to it forever. Look for roles you think you’ll find interesting and enjoy, and which suit your skills and strengths.

What do you want?
Job satisfaction is subjective and what makes one person happy – high levels of responsibility, working with data or helping people – could be another person’s nightmare. Sometimes identifying what you definitely don’t want from a job is easier than defining what you do. Eliminating some jobs is a way to help you find others you might be interested in.

What is out there?
Explore job roles and employers to be aware of the large number of jobs available and what they involve.

1. Browse a vacancy board such as prospects.ac.uk or targetjobs.co.uk. Find three jobs that you are unfamiliar with and read their job descriptions. Which elements of the roles do you like the sound of or dislike? What was it about the roles that made you pick them? Ask employed people you know what they do and how they got there. It could spark ideas, inspiration, or make you look at things in a new way. See our networking article on page 25.

2. Use online career matching tools such as Prospects Planner and the Targetjobs Career Planner to generate potential career areas. Are there roles you have never considered before?

THINKING ABOUT YOUR FUTURE

THE UNCERTAINTY OF WHAT TO DO AFTER UNIVERSITY CAN FEEL STRESSFUL AND OVERWHELMING. WITH SO MANY CHOICES AVAILABLE, HOW DO YOU START TO FIND OUT WHAT IS RIGHT FOR YOU?

Turn skills and interests into jobs

<table>
<thead>
<tr>
<th>Skills and interests</th>
<th>Possible jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer games</td>
<td>Games designer, programmer or tester. Business support roles in the games industry, eg finance, logistics, sales, business development and research.</td>
</tr>
<tr>
<td>The environment</td>
<td>Technical roles within engineering, construction, conservation and business include: air quality controller, climate change researcher, energy manager, environmental impact assessor, flood risk engineer, hydrologist etc. Other roles across all industries include environmental adviser, sustainability coordinator, and recycling project leader. Consider also business roles (eg in PR and marketing) within environmentally aware businesses, charities and government organisations, as well as roles in environmental policy, research and change management/project implementation.</td>
</tr>
<tr>
<td>Travel</td>
<td>Roles exist in planning, logistics and distribution, as well as marketing, sales and business support. Data analysis, IT and technical opportunities are growing as travel companies increase their online presence. Consider also travel writing, research or even import/export roles.</td>
</tr>
<tr>
<td>Fitness</td>
<td>As well as roles such as being a personal trainer or working in injury rehabilitation, there are also roles in health promotion, policy development and research. Management, sales and PR roles exist within gyms, sport centres and clubs as well as sports equipment companies, for example. On the technical side, consider product design/development, IT, app development and data roles.</td>
</tr>
</tbody>
</table>

This list isn’t exhaustive and there will be lots of other potential jobs that match your many interests.
Taking career ideas further

Once you have identified some possibilities, look at job adverts for roles in the areas you are interested in and download the full job description. Does the list of responsibilities appeal to you? If so, are there ways you can try to gain the types of skills and experiences the recruiter is looking for?

Can you test your ideas using your contacts?
Networking in person or online (see page 25) and getting some work shadowing or work experience (see page 12) are ways of discovering whether a job area might be suitable for you. Keep in mind that the most effective ways to do these differ from one industry to the next. Speak with your careers team for advice.

Can you make these commitments?
With some career areas such as accountancy, further exams and qualifications may be necessary. Is this something you are willing to consider? For other jobs you might need to work in a particular location. Many engineering jobs are located outside of London for example, or to be a marine biologist you may need to live by the coast. Are you willing to move? Remember:

- There is no one way to find a job. Be flexible, adaptable and open minded to different opportunities. It is likely there are many different jobs you would enjoy.
- Give things a try. Work shadowing for example, is a valuable way to test your ideas. The reality of a job can be very different to how you imagine it to be. Many people find that what they thought would be their ideal job is actually not for them at all.
- Persistence and staying positive are vital. Being rejected from a job is something we all have to face at some point. Even an unenjoyable work placement will allow you to focus on what you really like! It’s all about accumulating skills and experiences along the way, which will lead you to take your next step. For further advice, please see our article ‘What if my first job isn’t my ideal?’ on page 19.

Work is changing – change with it

There are probably a large number of jobs available that you have never heard of before. In fact the world of work is changing so rapidly, new job titles are emerging constantly. A social media coordinator would have been unheard of not that long ago; so be open to the unfamiliar.

Be open to possibilities
Did you know English students can become accountants and that not all marketing roles are for arty people? Many roles within marketing involve planning and data analysis for example. Similarly, not all jobs in science involve working in a lab and not all finance roles require you to be a maths genius. We all make assumptions about different jobs, but don’t miss out on opportunities by thinking too narrowly or by basing your ideas on stereotypes.
START YOUR OWN BUSINESS OR SOCIAL ENTERPRISE

ARE YOU AN ENTREPRENEUR? WOULD YOU LIKE TO BE? IT MIGHT BE EASIER THAN YOU IMAGINE.

Many students start their own businesses, ranging from selling cakes to building websites or apps, either when they graduate or even during their studies. This can be great experience as running a business develops skills such as innovative thinking, problem-solving and the ability to deal with the unexpected – all of which are valuable to future employers as well as your own future business ventures. It is an excellent, practical way of developing commercial awareness and business understanding. Even a business you then decide to close looks great on a CV, as employers (sometimes entrepreneurs themselves) will value the skills gained through the experience. In fact, along with leadership and teamworking, employers increasingly look for entrepreneurial skills in their future employees.

Most universities offer support to budding entrepreneurs and there are local and national sources of funding available. Most students starting a business work on it part time during the weekends and holidays so they can concentrate fully on their studies during term time – after all, working for yourself means working the hours that suit you.

If your business is successful it can be a good way to raise money to support your studies and living costs, so could act as an alternative to sourcing a part-time job. Some students have been so successful with the businesses that they set up while studying that they have continued to work on them full time after graduating.

Setting up a social enterprise
Starting your own business doesn’t need to revolve around money. If you’re interested in working for an NGO or charity after you graduate, you might want to think about setting up, or getting involved in, a social enterprise.

A social enterprise is a type of business that operates primarily to address a social problem, rather than to make a profit for shareholders. They differ from charities in that they are self-sustainable. This means that they need to be profitable in order to finance their activities without relying on external funding, but the profits generated are reinvested back into the business, and sometimes a percentage of them are donated to a local charity. Setting up a social enterprise allows students to get involved in a cause that they feel passionate about, while learning all of the key business skills that they would learn if they set up a commercial business. Examples include The Big Issue and Divine Chocolate.

Competitions and networking events
If you are interested in starting your own business there are many competitions and challenges that you can enter in order to learn key skills, and to potentially secure funding. Many large companies run their own competitions that are specifically targeted at students, that allow you to enter alone or as part of a team. Your college may run its own competition or challenge too.

If you want to find out more about start-ups there are a huge number of networking events happening every week around London where you can hear people pitch their ideas, get feedback on your own, source investors, and meet like-minded entrepreneurs.

Information and ideas

| Great Business [greatbusiness.gov.uk] | • searchable finance finder database  
| • information on business support schemes  
| • access to a mentor, events, workshops and seminars in your area  
| • case studies and blog for updates  
| • an email sign-up facility, so they can send resources targeted to your situation. |

| Shell Livewire [www.shell-livewire.org] | • advice, funding, a discussion forum and events focused on the 16 to 30 age group  
| • a video lounge for information and inspiration, including elevator pitches, case studies and ‘how to’ guides  
| • excellent range of easy-to-read information on topics from generating ideas to marketing and promotion. |

| HMRC [www.hmrc.gov.uk/startingup] | • Her Majesty’s Revenue & Customs, the UK tax authority. Everything you need to know about finance, VAT, National Insurance and tax  
| • additional support available through webinars, YouTube videos and workshops. |

| NESTA [www.nesta.org.uk/news] | • excellent resources including guides on market research and idea evaluation, refining your product or service, and successful sales and marketing. |

| NACUE [www.nacue.com] | • The National Association of College and University Entrepreneurs. Supports university enterprise societies  
| • organises regular events and offers funding. |

| Net Lawman [www.netlawman.co.uk] | • excellent resource for legal templates and legal information. |
WHAT IF MY FIRST JOB ISN’T MY IDEAL?

RESILIENCE AND FLEXIBILITY ARE AMONG THE KEYS TO SUCCESS IN THE MODERN WORKPLACE.

Perhaps you don’t have a job lined up for when you graduate? Or perhaps you do, but it isn’t what you thought it might be.

It is rare for graduates to walk into their ‘dream job’ after university. In fact, often a first job might be part-time, temporary or voluntary. Don’t get disheartened. Keep in mind that where you start can be completely different to what you are doing a few years down the line and that leaving university (and indeed any transition) is a change that, while bringing uncertainty, also brings opportunity.

At all stages of your career, it’s important to be forward looking and adaptable – and to utilise your experience as a way to becoming as employable as possible. In moving from university to the world of work, it is vital to be proactive and positive – finding, taking and making the most of every work-related opportunity no matter how inconsequential it might seem. It’s all about getting your foot on the ladder and accumulating skills, experiences and contacts along the way that will help you move on to the next opportunity. At the same time you will be building your personal brand, so you are able to offer more to future employers.

The value of an open mind

Be open to other roles and types of organisation that will allow you to build the skills and experience you need to successfully apply to the positions you want in the future. Often the realities of working in a job can be different to what we might assume and it is likely that your ideas about your career will change along the way, as you learn more about the workplace and the different roles available. If you are pursuing a particular type of role without success, consider what you can do to make yourself more attractive to employers. This might mean taking a ‘side-step’ where you gain the skills they are looking for in a different area. This could mean doing something you’re not initially massively keen on, but any role is a step towards the next opportunity. Whatever your work situation, there are a number of ways you can build your own experience such as by creating a blog or running a fundraising event for example.

Facing rejection from employers

Adopting a positive mindset can feel like a challenge, particularly if you have faced rejection from employers and are feeling discouraged. In this competitive job market, the reality is that not all job applications and interviews will be successful. The important thing is to seek feedback, learn from the situation and keep going. Resilience and persistence are vital. Continue to seek out new opportunities and use any current work experience, part-time work, volunteering or extracurricular activities you take part in to gain new skills.

Taking next steps

Are there any extra projects or tasks you can get involved with? Are there additional responsibilities you can take on, eg becoming shift supervisor or team leader? These experiences will give you further evidence of your abilities to draw upon in applications and at interview as well as demonstrating your initiative.

These are all important traits to learn – not just to help with your job hunt but to equip you with the attitude and behaviours that will help you progress throughout your career.

See ‘Experience matters’ PAGE 12

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CHOOSING YOUR OPTIONS

IS FURTHER STUDY RIGHT FOR YOU?

POSTGRADUATE STUDY IS A BIG COMMITMENT, SO IT’S IMPORTANT TO MAKE SURE YOU’RE PICKING THE RIGHT COURSE, FOR THE RIGHT REASONS. READ OUR FAQS FOR AN INSIGHT INTO FURTHER STUDY AND WHAT TO CONSIDER.

What types of postgraduate study are there?

Masters: MA (Master of Arts) and MSc (Master of Science) courses are taught programmes usually lasting 9–12 months (although in many European countries masters can be two years in length). They generally combine lectures, seminars and tutorials with an in-depth research project or dissertation. Programmes are research-orientated masters degrees, and are often a precursor to a PhD.

PhD: otherwise known as a ‘doctorate’, the PhD is a research degree. It consists of a research project and a substantial ‘thesis’, outlining the research methodology, results and analysis. Typically a PhD will take at least three years, including up to a year for writing up.

Postgraduate diploma: sometimes these courses have very similar content to that of a masters, but without a dissertation. Postgraduate diplomas can also allow entry into vocational or professional work, for example the Graduate Diploma in Law, which must be undertaken by graduates without a law degree if they wish to then train as a solicitor or barrister.

Professional qualifications: many professions have an examination and accreditation system to ensure that its practitioners have the right knowledge and skills to perform their work effectively. For example, a certificate in journalism from the National Council for the Training of Journalists, or a Chartered Institute of Personnel and Development qualification for a career in HR. Professional qualifications can sometimes be useful for entering a profession, alongside practical experience, or they can be studied while the graduate is working and be paid for by the employer.

Will further study improve my career prospects?

No postgraduate course will guarantee you a job on graduation. Some jobs might require a postgraduate qualification, and many will call for the kinds of skills that you might be able to develop as a postgraduate student. But a further degree will never speak for itself on your CV. Instead, you’ll need to communicate to prospective employers why you chose your course and how it has made you a better candidate for the role. Some careers may even value practical experience over further study – would you be better off spending a year working in the industry rather than gaining a masters? Asking these questions now will help you later to articulate confidently to employers why you chose to do a particular course.

If I don’t do go onto further study immediately after graduation, can I come back to it later?

Absolutely. While many graduates go straight into further study, it is also common to do something else for a year or longer, and then return to study. Taking time out before embarking on postgraduate study can help you to focus your decision-making. For example, doing some fieldwork in international development before starting a masters could give direction to your research project, and you may have a greater understanding of the practical applications.

If I do a PhD, does that mean I’ll go on to an academic career?

Not necessarily. A PhD is generally a requirement for becoming an academic researcher or lecturer, but this is an extremely competitive route so doing a PhD will not automatically qualify you to become an academic. Conversely, doing a PhD doesn’t mean that the academic route is the only option. In fact, many people go into industry after completing a doctorate, for example curating in a museum or researching for a pharmaceutical company.

I didn’t get a very good undergraduate mark. Will a masters help?

There is no evidence to suggest that a good masters result will counterbalance a disappointing undergraduate degree result. However, while doing a masters you may be able to develop additional skills and experience that will make you more employable overall. It’s important to consider whether further study is the best way of doing this; would it be better to gain more practical experience in your chosen industry? The bottom line is – don’t do a masters purely to improve your academic record.
It’s very easy for employers to spot a candidate at interview who completed a postgraduate course purely as a delaying tactic. What does this say about your motivation and planning? It’s fine if you don’t know exactly what you want to do but another course won’t necessarily help you figure it out. So if this is your only reason, think very carefully and speak to a Careers Consultant for guidance.

Most applications are made directly to the institutions, and enquiries for doctoral research are best started around December. For most masters courses there isn’t a specific deadline and you can apply throughout the academic year. However, popular courses tend to fill up quickly, so it’s a good idea to try to complete your application in the autumn term. Some vocational courses have their applications dealt with via clearing-house systems with immovable deadlines. Some vocational courses have their applications dealt with via clearing-house systems with immovable deadlines.

There are a variety of funding sources available, but it pays to start as early as possible. It can take a long time to make funding applications, and some sources such as research councils have strict closing dates. However, there may also be last-minute funding opportunities so keep your eyes open nearer to the start date. See the box below for more information on funding.

Yes! Continuing to study a subject you are really passionate about can be a very rewarding route, as long as you have considered all the practical implications such as applying and finding funding. If you are thinking about a research career, check whether you need to do a masters first, as you may be able to go straight on to a PhD.

Studying abroad certainly be an excellent option, giving you the chance to experience new cultures and develop your skills in an international context. However, the wealth of countries, institutions and courses on offer make the decision an even more complex one. You may also be far away from your support network. So do your research thoroughly – this checklist might be useful in helping you to determine whether international study is the right choice for you: www.prospects.ac.uk/features_study_abroad_checklist.htm.

Funding may involve some lengthy applications, so always remember to apply well in advance and check the deadline.

Postgraduate Loans
From September 2016, loans of up to £10,000 will be available to EU and EU students for all masters degrees at all UK universities. For full details and eligibility requirements see www.findamasters.com/funding/guides/new-UU-postgraduate-loans-scheme.aspx.

College bursaries
Most colleges and some departments have their own awards. Check with the department, university website or Postgraduate Admissions Office to see what you might be eligible for.

Career development loans
These are available for a variety of courses. An information pack is available by calling 0800 100 900 or from www.gov.uk/career-development-loans.

Charities and trusts
They will not fund all of your studies but can contribute up to a few hundred pounds for specific items such as books or transport. See the Directory of Grant Making Trusts or the Grants Register for more details. You should be able to find copies of these in your Careers Centre or your university library.

Graduate teaching and research assistantships
Working as a research or teaching assistant within the department may entitle you to a bursary and/or a waiver of your fee. Look in the Times Higher Education, Tuesday’s Guardian and on www.jobs.ac.uk for these posts.

Starting a business abroad
• www.startupoverseas.co.uk
• bcg.thetimes.co.uk

Employer sponsorship
This is rare unless you are already working for the employer, in which case you may get funding to study for a vocational qualification.

Research Council grants
There are seven government Research Councils which fund both masters and PhD study. Universities are responsible for distributing Research Council grants. Check with the department you’re applying to so you can find out if they have Research Council funding for your course and, if so, how you can apply for it. Grants from Research Councils can be very competitive. Make sure to get as much help and advice on the application as you can.

Students with disabilities
The website www.skill.org.uk has a series of help sheets with information about specific funding. Also speak to the Research Councils about disability funding.

International students
There are a number of organisations that offer funding for international students. Check www.prospects.ac.uk for a list of these.

See www.careerstagged.co.uk for more information on funding.

www.gradsintocareers.co.uk
PhDs can be a brilliant opportunity to carry out detailed research into an area you really care about, with the freedom to manage your own time while making a contribution to your field of study. Over the course of a PhD, you will have opportunities to meet and work with a number of passionate researchers, travel to conferences to present your work, (hopefully) publish your findings and develop your own research skills and knowledge.

So far so good. However, do not underestimate how much of an important decision studying for a PhD is. It is a huge commitment, requiring dedication, motivation (you could spend long periods working alone) and time (on average it takes three to four years in the UK to complete). Then there is the question of funding.

Consider your ultimate career goal
Many students who undertake a PhD do so intending to become an academic, but the reality is there are not enough jobs in academia for those who want them. However, the skills gained from PhD study, such as analytical and technical skills, are in demand in other careers. You could utilise your PhD to work for a think tank or an NGO looking at public policy, as a financial analyst providing ideas and information to fund managers, or as a consultant offering organisations solutions to their business problems.

Where to study?
Depending on your project area, some facilities or resources may be more important than others. Pick somewhere you would be happy to live (or commute to) for the duration of your PhD. Also consider how close you are to potential employers, should you be looking for work either during or after your PhD.

Develop a broad range of skills
Evaluate any skills gaps you might have that the PhD will not fill, and find ways of gaining experience outside of your research in order to rectify that. This could be through completing an internship to develop commercial awareness or organising a conference to develop leadership and teamworking skills.

Finding the right supervisor
Your supervisor will have a massive impact on your PhD, your progress and the skills you learn. Working for a professor who is well established in the field, and has a busy schedule will be very different to working for a younger academic who is still trying to make a name and who may be generally available when you need them.

The importance of self-motivation
Working on your PhD will develop your drive and motivation as you may be working on your own, particularly if you are studying a humanities, social science or arts PhD. Organising your own working hours may sound like a delight to some, while to others, having limited instruction can be a daunting prospect. Think about whether this would suit you, and what strategies you might need to adopt to make it work.

Money, money, money
Finding funding for a PhD is not always easy. You first need to find out if the university and department you are considering has any Research Council funding available for you, or funding from other large research charities, which may cover most, if not all, of your costs. There is also support available from a wide variety of charities and trusts, who generally make smaller awards to contribute to your expenses. Be realistic about how much you will need to live on.
JOB-HUNTING TACTICS

USE A VARIETY OF METHODS TO BOOST YOUR CHANCES OF FINDING A JOB – AND AS THEY ARE ALL CONNECTED, BY SPENDING TIME ON ONE METHOD YOU’LL MAKE PROGRESS WITH OTHERS.

1. **Job boards and online vacancy sources**
   Browse adverts not only to find roles to apply to, but also to discover new job roles or potential companies you could investigate. Job descriptions will also give you a sense of what employers in the industry are looking for, e.g., particular skills – find out where you need to build your experience.
   These graduate job boards cover a range of industries: JobOnline: jobonline.thecareersgroup.co.uk (The Careers Group, University of London vacancy site); targetjobs.co.uk; and www.prospects.ac.uk.
   To find details of industry-specific job boards for the roles you are interested in see the job profiles at www.prospects.ac.uk/types_of_jobs.htm, browse www.careers.tagged.co.uk, and check with the professional association or through networking.

2. **Professional bodies and associations**
   These organisations often have lists of their members, which you can use to identify potential employers. They also often have information about industry news and events that you can use to build your commercial awareness and network of contacts. Some have their own job boards. Search www.totalprofessions.com/profession-finder to find the associations relevant to you.
   See ‘Speculative job-hunting’ PAGE 39

3. **Business and employer directories**
   These list organisations that you can then follow and apply to speculatively. This is a particularly useful way of finding smaller or new businesses. Search www.uksmallbusinessdirectory.co.uk, gbkompass.com and www.londondirectory.co.uk, as well as general business listings such as www.yell.com.
   You might also find directories specific to your industry, e.g., www.charitycommission.gov.uk or www.chambersandpartners.com to find organisations that meet your criteria, e.g., a regional law firm specialising in environmental law.

4. **Speculative applications**
   A large number of jobs are never advertised. Once you have found potential organisations you would like to work for using any of the other methods in this list, send them your CV and a covering letter explaining your interest. Make sure you target your application, showing how your skills and experience would fit the organisation.
   See ‘Speculative job-hunting’ PAGE 39

5. **Events**
   Check your careers website for details of talks and fairs on campus and across London. Professional bodies also run their own events you could attend. Use them to make contacts for networking and to discover new organisations and job roles you might not have heard of. Use events to gain valuable information about an organisation such as what they look for in potential candidates and where they recruit.
   See ‘Why events are essential’ PAGE 24

6. **Networking (in person and online)**
   Think about who you know and ask for their career tips and advice. Consider contacts from any previous work, volunteering or extracurricular activities you have been involved with.
   Finding out from those in the working world what the realities and pressures of their jobs are, and where and how they recruit will give useful insights to help your job search.
   See ‘Make the most of social media’ PAGE 26

7. **Employment/recruitment agencies**
   Be open to both temporary as well as longer term jobs, as temping can often be an excellent way to build your experience, gain contacts and get your foot in the door. Find agencies that specialise in graduates or the industry you are interested in at www.agencycentral.com or www.rec.uk.com/help-and-advice/jobseekers.
WHY EVENTS ARE ESSENTIAL

ATTENDING CONFERENCES, EVENTS, FAIRS, OPEN DAYS AND WORKSHOPS IS GOOD FOR YOUR CAREER.

Going to careers events is a great way to gain confidence in meeting a range of different employers and to find out about a range of work opportunities. You can also:

- Discover the realities of working in a particular role, organisation or industry.
- Enhance your commercial awareness by getting the latest information about what is happening in the company and industry.
- Mention on your CV/application or interview that you regularly attend relevant events. It demonstrates your enthusiasm, drive and that you have researched your career ideas, which will make you stand out.
- Network and network some more! Making contacts is a useful way of getting information, asking questions and finding out about work experience opportunities.

Do your research beforehand

Find out which organisations or individuals are attending the event. This will help you prioritise who you want to talk with. Keep an open mind, as opportunities can come from the least expected places and you could end up speaking to people from organisations about job roles that you might not have previously thought about. Even if you are sure about which industry you want to apply to, people working in other areas may still have some insight or advice that could be useful to you.

Make a good impression

While you don’t necessarily need to wear a suit, dressing smartly will make you feel more professional and confident, and it will help you to make a good first impression. Remember to smile, be polite, switch your phone to silent and introduce yourself (with your name and year of study) before asking your questions. Bring along a notebook to note down people’s names, organisations and any useful information they tell you. This will be valuable to use in your application or interview should you decide to apply.

Follow up

A day or two after the event, take the time to email or message on LinkedIn those you spoke to. Thank them for taking the time to talk to you, include something that helps them to remember you (“I very much enjoyed our discussion on ...”) and reiterate your interest in their organisation. Your Careers Centre can give you feedback on your email, if you would like help with what to say. This opens the door to your contact possibly being willing to help if you need some advice or information on applying to that company in the future. Remember that when you make an application or get invited to interview, you can refer to this contact as someone who has inspired you, further showing your dedication to the organisation.

Where do I find out about events?

- Check the website of your University Careers department for details of their events.
- Check the main university event pages. Many universities in London have guest lectures and events that are open to the public.
- Browse event-listing websites such as Eventbrite for relevant local events.
- Browse company websites. Different organisations often run their own events and list the details online. Once you have found an organisation or website you like, join the mailing list in order to keep up to date with their activities and follow their social media activity, including Twitter.
- Check the relevant industry professional association. These associations often have student memberships that allow you to make use of their member benefits such as talks, training and networking events. Visit www.totalprofessions.com for details.
- Set up your own events or volunteer to help with events run by student societies in your university. Organising a programme and liaising with speakers can be a great way to learn more about an industry and build your network.
EFFECTIVE NETWORKING

FIND OUT MORE ABOUT DIFFERENT CAREER OPTIONS, POTENTIAL EMPLOYERS AND HOW TO JOB HUNT EFFECTIVELY THROUGH YOUR CONTACTS.

You have probably been networking already without realising – by talking to alumni at careers events, speaking to employers at careers fairs or talking to a friend of a friend about their job. Through networking you can:

- Gain first-hand industry knowledge from current professionals.
- Improve your visibility and career progression in a particular field.
- Demonstrate your skills, commitment and initiative.
- Find voluntary work or work experience to enhance your marketability.
- Access positions that are never advertised: the ‘hidden’ job market.

How to build your network in person

The University Careers department runs many events every term. These often include alumni who come back to share their career experiences. Here are some tips to make the most of these events:

- Research who is attending.
- Think about what you would like to know but first make sure the information is not available on their employer’s website, and then find a moment to speak with them at the event.
- Make a note of their name so you can follow up with a thankyou note on LinkedIn or by email.
- If you have another question for them, email again reminding them how they specifically helped you and what you have done since meeting them.

Get LinkedIn

The use of social networking sites such as LinkedIn is increasingly important in recruitment. LinkedIn is a professional networking site where you can include your educational background, work history, skills and interests. Far more than an online CV, LinkedIn is a customisable personal branding platform. There are tens of thousands of professionals on this site with whom you can connect. It is becoming increasingly important to manage your personal branding online; with a smart profile and well-honed strategy, LinkedIn can be a very useful tool when networking.

Useful questions to ask

Here are examples of questions that you could ask an employer:

- What do you look for when selecting candidates?
- What background experience would make me a good candidate for your company?
- Are there any particular types of experience or courses that would be helpful to get in to this area?
- Could you please tell me how you got started in your career?
- How can I make my application stand out?
- What type of professional and personal skills does it take to succeed at this type of work?
Social media is another great way to make and retain contacts, develop your commercial awareness and find jobs or work experience. It allows you to participate in interest groups and communicate with people you might not easily meet in person. While your online activity might not result in an immediate job offer, it provides a chance to job-hunt creatively and could put you in the right place at the right time.

LinkedIn
LinkedIn is the most well-known professional networking site focused on career development. You can join its professional groups to see what people are talking about and post questions. LinkedIn alumni groups can be a way of finding graduates who have studied your course or who are working in an area you are interested in. You can also research companies by looking at news they have posted and the career paths of their employees.

Twitter
In most job sectors, Twitter is important as a way of making contacts and finding out what is happening in the industry. If there are organisations you’d love to work for who are on Twitter, follow them. The same applies to people you find interesting working in the field. You might hear about vacancies – and being able to talk about key issues and trends in the industry will help you stand out when networking or in an interview. There are live Twitter chats for some job areas where you can hear from people working in the field and ask questions. For example, PhD researchers chat using the hashtag #phdchat, and librarians and information professionals chat using #uklibchat.

Facebook
Joining careers-related groups on Facebook is an easy way to keep up to date with news, events and opportunities. Check out www.facebook.com/thecareersgroup to see links to sector-specific pages, job posts and other useful leads.

Blogs
Show commitment to your subject matter and practise writing and communicating your ideas by blogging. You can link to your blog from your LinkedIn profile and CV. Start a blog about issues related to the area in which you want to work. Artists and designers can showcase work; aspiring journalists can write about topics that interest them. If you are sharing your blog with potential employers or mentioning it on LinkedIn, ensure you are posting regularly. Consider also following blogs that relate to your chosen career.

Managing your online identity
Think before you post! Forty-six per cent of employers have rejected a candidate after reviewing their online presence (CareerBuilder, 2015). The top reason employers give for doing this is to see if candidates present themselves professionally. Before you post, take a few moments to consider if that comment or photo is something you want a prospective employer to see now and in two years’ time. Site owners have a habit of changing privacy settings; so check yours regularly if there’s anything on your profile you wouldn’t want to be public. Remember to allocate time to updating your accounts, make regular posts and make sure they are of good quality. Do this well and it can impress employers and demonstrate your skills and initiative. Do it badly and it can have the opposite effect.
LinkedIn is a powerful tool for finding and reaching people you would like to meet, or connecting with people you already know for professional purposes. It’s used for job searching, career exploration, and to share advice and information with professionals in your field.

Companies use it to publish job openings, and recruiters to search the network for possible candidates and to screen future candidates before interviews. Visit www.students.linkedin.com/uk for help – webinar tutorials are available. Read on for some useful tips to help you start networking online.

**GETTING LINKEDIN WITH EMPLOYERS**

**FOURTY-EIGHT PERCENT*** OF EMPLOYERS CHECK A CANDIDATE’S LINKEDIN PROFILE WHEN MAKING HIRING DECISIONS. ENSURE YOUR PROFILE MAKES A GOOD IMPRESSION.

*Source: CareerBuilder 2015

LinkedIn allows you to add volunteering, courses, publications, projects, and more to your profile too. Make the most of the web format by linking to blogs, websites or presentations that show off your skills. For example, if you’ve written for a student publication, link to your article. Art, design or architecture students can link to examples of their work on a blog or website.

**Have a profile image.**
A professional headshot is recommended.

This section automatically updates itself once you have completed your profile. You can also edit it yourself later on.

**Add connections.**
Start by connecting with people you know. This will help build the foundations of your network.

Customise your profile url by selecting the edit button (while in edit mode). Try to get your first name and last name as all one word. This can then be added to your business card or email signature.

**Linkedin allows you to add volunteering, courses, publications, projects, and more to your profile too.**

The professional headline section can reflect your career goal, current work status, preferred industry, or your current job title.

Highlight here what you’re looking to get from LinkedIn contacts at the moment – such as new job opportunities, or information about careers.

This section gives you the chance to introduce yourself to potential employers, so it’s important to keep it as succinct and professional as you would with a profile at the top of your CV. Highlight your specific transferable and technical skills, as well as relevant experience.

www.gradsintocareers.co.uk
“When you are applying for a position, study the company’s LinkedIn page; you could find something interesting that may give you an edge. Follow the company you wish to work for and change your settings so they know you’ve looked at their page. Keeping your LinkedIn up to date is very important as it shows you are active, committed and serious about finding the right job. We recently hired someone who we first interviewed last year: as soon as we had an opening we called him as we were reminded of him through a LinkedIn update.”

Richard Adams, Publishing Manager at Pageant Media (BA English, King’s College London)

“LinkedIn gives you the opportunity to connect directly to an organisation’s HR page and to follow a company to see if they’re hiring. If you have lots of connections and have joined industry-related groups, this will look good when a potential employer views your profile. Make sure to leave nothing out: the smallest piece of information could be the key to you getting that job you want.”

Sarah Potter, PGCE Primary, St Mary’s University, London

For each role you can ask people who have worked with you to give a recommendation or endorsement, which you can publish. This is an excellent way to strengthen your profile online.

Showcase your skills and experience here – use expressive skills words [eg created, managed, delivered] and state accomplishments in your work [see page 34 on CVs for more advice on how to do this].

As well as increasing your web presence, joining a group on LinkedIn enables you to browse new job openings, research potential career paths, expand your network, and comment on and initiate discussions on various topics.

Search for groups you might be interested in by selecting ‘Groups’ next to the search box and searching for key words. Look at other profiles from people within your field/sector to see which groups they belong to.
Understanding the skills or 'competencies' recruiters are looking for is vital when it comes to making successful applications and doing well in interviews, as knowing what they want will help you sell yourself effectively. By giving examples that demonstrate you have the skills they need, you are more likely to convince them of your ability to do the job.

Demystifying job descriptions

Start with the job advert. If it says, 'We’re looking for a proactive Accounts Officer to join our busy team', ‘proactive’ indicates they want someone who can act on their own initiative without constant direction, and ‘busy team’ implies the candidate will need to work well with a range of colleagues. The job description and person specification will outline and explain the skills they are looking for. An ‘E’ or ‘Essential’ listed next to a specific skill is a definite requirement, so evidence it clearly in your application. ‘D’ is for ‘Desirable’ – try to cover as many of these as possible in your application as it could set you apart from others.

What if there is no job description?

You may be applying speculatively (see page 39), or the advert may simply state 'Marketing intern required, send your CV...' or something brief. So, how can you find relevant examples when you don’t know which skills to demonstrate?

- Ask. Be proactive and get in touch. You may be the only candidate who does so – and then you have made a positive first impression that you can follow up with an application perfectly tailored to their requirements.
- Look at similar job adverts. Two marketing interns in two small business-to-business marketing agencies may not be doing exactly the same job, but there is likely to be some overlap. Find a similar opportunity in a similar organisation, and think about how the requirements they list would map over onto the position you are applying for.
- Look at a different job advert for that organisation. This might give you an insight into their culture and the kind of people they look for, eg: 'We are looking for someone with creative ideas to join our innovative and fast-moving team'.
- Create your own person specification. What duties might you be carrying out? Then think about what skills you would need to perform those tasks effectively. For example, are you likely to be researching what competitors are doing and writing a report for the management team? If so, this would require good research skills and attention to detail, but also the ability to condense information and summarise the key points.
- targetjobs.co.uk and prospects.ac.uk have profiles of lots of different types of jobs, with lists of typical duties and commonly needed transferable skills. This might help you to identify skills you have overlooked.
another candidate. However, don’t be put off from applying if you don’t meet the ‘desirable’ skills or experience.

**Examples as evidence**
Simply listing the required skills in your CV or application won’t suffice – the employer needs evidence of each of these skills to feel confident that you have what they need.

Think through your experiences carefully and find the best example to highlight each skill required. Seeing the words ‘leadership skills required’ can be daunting, but you don’t have to be the president of a club or society, or a supervisor at work, to have gained leadership skills. Work experience, volunteering, part-time work, extracurricular activities and your studies can all be useful sources.

For example, if you helped a group to reach a decision when completing group coursework, or have taken the initiative to fundraise, this would require leadership skills – such as careful communication, motivating others and delegating tasks. If there is an area you feel you have little experience of, think about how you could get some experience to gain exposure to that skill.

**The STAR technique**
Follow the STAR structure when giving an example of a particular skill.

**SITUATION:** set the scene by briefly outlining the context for your example.

**TASK:** define what the task, problem or goal was.

**ACTION:** explain in specific detail what you did, with analysis of why and how you did it (to demonstrate the skill they are looking for).

**RESULT/REFLECTION:** outline the outcome to show your success in using that skill; you may also want to reflect on what you could have done differently.

**Top tip:** Be specific. Focus your answer on the action, and make sure you describe what you did, not just your team. Try to keep the actions and results as objective as possible.

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AN EXAMPLE OF PROBLEM-SOLVING, USING THE STAR TECHNIQUE:

**SITUATION & TASK**

Last spring we organised a fundraising event within the Film Society, but the tickets were not selling as quickly as we would have liked. We had put our efforts into creating colourful posters, but I wasn’t sure this was working as we had few sign-ups. I decided to call a meeting with all committee members to check that everyone agreed. They were also concerned, so I volunteered to design a quick survey and send it around to all our members, to find out how they tended to access information. Most said they didn’t really look at posters, and instead used Facebook and word of mouth. So, I created a Facebook event and encouraged all members to invite their ‘friends’. I kept up this communication by introducing short snippets about the event through Facebook every few days, and asking questions to encourage discussion. To help spread the word quickly, I arranged a meeting with Campus Radio and encouraged them to air short adverts about the event. These promotional methods seemed to work – our sign-ups increased by 50% and the event was fully booked.

**ACTION**

...
<table>
<thead>
<tr>
<th>Skill</th>
<th>What does it mean?</th>
<th>Examples of evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written and verbal communication</td>
<td>• Communicating information and ideas clearly and accurately.</td>
<td>• Wrote article for SU magazine to raise awareness of the low contribution to the Global Fund to fight malaria, tuberculosis and AIDS.</td>
</tr>
<tr>
<td></td>
<td>• Using appropriate language, style and writing methods when communicating with different people in a range of situations.</td>
<td>• Illustrated argument with photos and statistics, and provided clear instructions on what students could do to lobby for change.</td>
</tr>
<tr>
<td>Teamwork</td>
<td>• Assigning or taking on clear roles and responsibilities within the team.</td>
<td>• Group coursework: contributed to group presentation, taking on own research and helping others with theirs.</td>
</tr>
<tr>
<td></td>
<td>• Supporting others and encouraging co-operation.</td>
<td>• Arranged session to practise material and timings.</td>
</tr>
<tr>
<td></td>
<td>• Having an awareness of the needs of others and responding flexibly.</td>
<td>• Asked manager at my part-time retail job if I could spend a day at the head office in order to better understand how shop targets are set.</td>
</tr>
<tr>
<td>Commercial awareness</td>
<td>• Knowing how to talk to clients, establish their needs and identify opportunities.</td>
<td>• Learned about negotiations with suppliers, the price of raw materials and the impact these have on retail prices.</td>
</tr>
<tr>
<td></td>
<td>• Understanding how an organisation works, how it makes a profit and what internal/external elements influence its business.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Taking time to understand what is going on in your chosen industry.</td>
<td></td>
</tr>
<tr>
<td>Attention to detail</td>
<td>• Ensuring work is thoroughly checked for errors and omissions without compromising timescales.</td>
<td>• Completed data-entry project as a summer job, working with large volumes of data from numerous sources.</td>
</tr>
<tr>
<td></td>
<td>• Following instructions carefully and accurately.</td>
<td>• Developed system for checking for accuracy and allocated time to allow for proofreading.</td>
</tr>
<tr>
<td>Time management (organisation)</td>
<td>• Prioritising a workload to meet multiple deadlines.</td>
<td>• Managed a final-year project, while having a part-time job and a volunteering project.</td>
</tr>
<tr>
<td></td>
<td>• Planning use of time to ensure tasks are delivered to a high standard and to deadline.</td>
<td>• Set monthly goals and weekly tasks, which were reviewed regularly to ensure they were on track.</td>
</tr>
<tr>
<td>Adaptability and flexibility</td>
<td>• Responding positively to change.</td>
<td>• Took on group leader role for an SU volunteering project at the last minute to replace a sick member of the team.</td>
</tr>
<tr>
<td></td>
<td>• Adapting to new situations quickly.</td>
<td>• Quickly learned finance and client-record systems to ensure smooth continuation of project.</td>
</tr>
<tr>
<td></td>
<td>• Taking on a diverse range of tasks equally effectively.</td>
<td></td>
</tr>
<tr>
<td>Responsibility and reliability</td>
<td>• Being trusted to manage tasks or deliver results.</td>
<td>• As a part-time sales assistant, took on responsibility to cash up at end of the day, following security procedures.</td>
</tr>
<tr>
<td></td>
<td>• Taking a key role in an organisation and executing it successfully.</td>
<td>• Trained new members of staff.</td>
</tr>
<tr>
<td>Leadership</td>
<td>• Leading a team or project group.</td>
<td>• Led and inspired a new tennis team to train on a weekend.</td>
</tr>
<tr>
<td></td>
<td>• Delegating and motivating others effectively.</td>
<td>• Created the post of Vice-Captain to support scheduling of matches, after consulting the rest of the team about problems with this issue.</td>
</tr>
<tr>
<td></td>
<td>• Encouraging input from others.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Putting the group’s or organisation’s needs ahead of your own.</td>
<td></td>
</tr>
<tr>
<td>Decision-making</td>
<td>• Ability to select the best course of action from multiple alternatives and justify decisions logically.</td>
<td>• Made the decision to cancel one of two society fundraising events after reviewing options and explained to members.</td>
</tr>
<tr>
<td>Initiative/ self-starter</td>
<td>• Working without supervision.</td>
<td>• As a part-time tutor, developed a new online portal to share ideas and resources with other tutors, including a chat zone to ask for advice and find cover for shifts.</td>
</tr>
<tr>
<td></td>
<td>• Tackling new duties or projects without help.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Originating new schemes and methods.</td>
<td></td>
</tr>
<tr>
<td>Innovation and creativity</td>
<td>• Coming up with new and original ideas.</td>
<td>• As a student mentor, suggested and developed new marketing campaign to encourage first-year students to sign up to the mentoring scheme.</td>
</tr>
<tr>
<td></td>
<td>• Considering issues and dilemmas from a new perspective.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Making an artistic contribution.</td>
<td></td>
</tr>
</tbody>
</table>
Do not be fooled by the term commercial awareness. It means having an understanding of the factors that affect an organisation and is vital whether you are applying to work for a charity or for a bank, and every type of organisation in between. Other terms used to describe this are ‘business focus’ or ‘business understanding’.

Commercial awareness is highly valued by employers as they want graduates who understand their organisation, can make informed decisions and help the company meet its objectives. Essentially an organisation needs to ensure it is efficient, that its product or service is in demand, and that it stays ahead of the competition in order to survive into the future. Commercially aware staff help to achieve this.

Consider these internal factors:
• what the organisation does (its products and services, customers and competitors)
• what matters to its customers or clients
• what makes it successful
• awareness of business concerns (efficiency, cost effectiveness, client care and the ability to respond to change).

In addition, it’s important to appreciate the environment a business operates in.

Consider these external factors:
• understanding the industry in which they operate (trends, what competitors are doing)
• economic climate
• developments in technology (outsourcing, remote working)
• green issues, government policies and initiatives.

External factors present both challenges and opportunities, which will impact the organisation’s success. A quick example: if a London business sells flip flops, their sales will be negatively impacted by a bad summer. To sustain their business, they could look at selling internationally to warmer climates or diversifying their product range to include footwear suitable for bad weather.

‘One of the key things that students fall down on is commercial awareness. People say “read the FT or something similar”, but that is only the tip of the iceberg. Keep up to date with industry trends, the economy and other things that might impact upon a business. How is that business structured? Where does it operate? Who are its clients/customers? What regulations is it subject to? Is it affected by competition? Does it partner with another organisation? What has been its biggest success or failure?’

James Weaver, Employer Engagement Manager, Queen Mary University of London
6 WAYS TO DEVELOP YOUR COMMERCIAL AWARENESS

THESE ACTIONS ARE NOT MUTUALLY EXCLUSIVE AND ARE NOT TO BE DONE IN A LINEAR FASHION.

**Keep up to date with news and current affairs**
Read the business section of newspapers, watch news programmes or listen to business podcasts or radio programmes (e.g., The Bottom Line or In Business on Radio 4). Think about how you could discuss the issues raised and how they fit in with other stories, and then develop your own opinion.

Read relevant *industry-specific magazines* such as *Marketing Week*, *The Lawyer or New Scientist*, *The Financial Times* or *The Economist*. They are useful for finance or business roles. If initially these publications seem daunting, read the story on the BBC news website first for a general understanding before getting the industry perspective from the specialist article.

**Work experience**
This will give you exposure to the day-to-day realities of business. Remember all work experience is beneficial. A part-time retail job will give you exposure to the importance of branding, sales promotions, customer loyalty schemes, having enough of the right stock to meet customer demand, and so on.
Being a committee member or treasurer of a *club or society* will give you a practical sense of business concerns such as planning, budgets, events and marketing. Your Student Union may have business or enterprise-related societies you could join which may invite speakers to talk about business-related issues.

**Read the company's website...**
...thoroughly, especially the 'News' and 'About us' sections. Look for details of current clients or projects. Examine all areas of the organisation, not just the section you are applying to. How many offices do they have? How long have they been operating? How they describe themselves will tell you about how they view themselves and what their values are. Become familiar with any terminology they use. If you can use the same sort of language they use in your application or interview, this will demonstrate your understanding of their organisation. It’s also useful to reflect on how the role you are applying to fits into the wider context of the organisation.

**Do it yourself**
Take part in online virtual trading games (where no real money is involved), set up a market stall, sell items online, or even start your own small business.

*See “Start your own business or social enterprise”* PAGE 18

**Research regularly**
Commercial awareness is based upon what is happening in the world right now, but also how previous events have had lasting impact. You could potentially be asked about a major news item from a year ago. Keep up with the news at least on a weekly basis and keep in mind how what you read could directly (or indirectly) affect the organisations you are applying to.

**How can recruiters test it?**
Recruiters could be assessing your commercial awareness based on your application, at interview and during an assessment centre. They will want to see your interest in their business and their industry.
You could be asked questions such as ‘Tell us about our competitors’, ‘What are the biggest challenges facing our sector and why?’, ‘What makes us different?’, ‘What was the last business news story that interested you and why?’ or ‘Who are the top 10 companies in the sector?’.
You may even be asked to define commercial awareness.
If you are applying for a marketing role, be prepared to talk about your favourite marketing campaign or describe how you would promote a new product. For a finance role you could be asked about what risks you think are facing the company or the impact of changes in exchange rates. If you are applying to a job in the public sector, be prepared to talk about the impact of cuts to public services and how the service you’re aiming to work in can face the challenge of doing more with less.
If you are given a case study or business scenario, recruiters will want to see your commercial awareness in action! Analyse the information you’ve been given, and identify the key issues that need to be addressed in the scenario. Use your business awareness to logically justify your answers.

**Network**
Online or in person, e.g., at careers events or using social media. Ask people working in the area what they feel the key issues affecting their business are, or what they see the main future challenges to be.
On LinkedIn, look at the career paths of employees in the industry and what skills they are highlighting. Do they belong to LinkedIn groups you can join? Follow company Twitter or Facebook accounts for a more informal perspective than you get from company websites. Do the companies have videos on YouTube, or has someone associated with them given a TED talk?

**Finally**
Put yourself in the shoes of one of their customers. Looking at the business from another perspective and understanding what their clients want and need can help you stand out from the crowd.
Creating the Ideal CV

Getting You to Interview.

Targeting the information in your CV to the role you are applying for is essential in catching the recruiter’s eye. This means that there is no ‘general CV’: each time you apply for a job you need to tweak it to fit that particular job. How do you do that?

The place to start is the ‘person specification’ on the job description, as this tells you exactly what the employer is looking for. For speculative applications or for positions without a detailed job description, look for similar roles to get a sense of what they are likely to be looking for. Read ‘How to demonstrate skills’ on page 29 to find out how to match your skills and experience to the employer’s requirements. Then check you’ve got it by having a go at our test below.

Test yourself using this sample job ad

How many skills can you find in the internship advertisement below? (Answers at the bottom of the page.)

**AD: Summer Internship Programme**

At Diamond Plus Bank, we are committed to helping our people reach their capabilities. Our summer internships offer students real responsibility. You will need to be able to learn quickly, as you will be fully contributing members of a team and develop your skills for the financial industry. You will work alongside, and learn from, leaders within finance and be mentored by your team leader. Through working with other bright, motivated people from the firm and undertaking responsibility you will gain valuable insights and experience to help you in your future career.

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**Personal details**
- Name, address, telephone number, email address.
- You don’t need to include your date of birth, marital status or sex.
- Make sure you have a professional-sounding email, such as your full name, rather than a nickname: if necessary set up a new account.

**Education**
- University education – you might like to include any relevant modules or a dissertation title.
- A levels.
- Number of GCSEs (or equivalent).

**Work experience**
- Include both paid and voluntary work and any part-time or on-campus work you’ve done.
- Feature the skills that are most relevant to the job you are applying for. You can split this into two sections: ‘Relevant work experience’ outlining directly related experience, and ‘Other experience’, listing everything else. You can change the titles of these headings to reflect what’s most important for the role, for example ‘Research experience’ or ‘Communications experience’.

**Skills**
- IT, languages (including the level of competency) and any technical skills – for example, lab techniques.

**Positions of responsibility**
- This is optional: include it if you have any relevant responsibilities.

**Interests**
- Leisure activities, club/society memberships, travel.
- Giving details will impress more than a vague statement, for example ‘compete in regular half marathons, raising £1000 for Cancer Research last year’ says more about you than simply ‘running’.

**References**
- If you do give references, then a good rule of thumb is to include one employer and one academic referee for jobs and two academic referees for courses. You can simply state ‘References available on request’.

**Length**
- Most employers will expect the standard UK CV length of two pages.
- Academic CVs are often longer as you are required to include conferences, publications, etc.
- CVs for banking jobs or management consultancy should be no more than one page.

Further information
- See [www.careerstagged.co.uk](http://www.careerstagged.co.uk) for further information, using the tag ‘CVs’. You can find information on PhD CVs by adding the tag ‘PhD’. Please note that CV formats and requirements will vary depending on the country in which you’re applying.

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**Answers:**

THIS CV IS WRITTEN FOR THE SUMMER INTERNSHIP WITH DIAMOND BANK. NOTICE HOW IT GIVES EXAMPLES TO DEMONSTRATE ALL THE SKILLS ON THE INTERNSHIP ADVERT ON THE PREVIOUS PAGE.

Samantha Chester
41 Station Road, NW1 8QP
Mobile: 07797 345621 Email: sam.chester@yahoo.co.uk

EDUCATION & COURSES

2013–2016 BSc Economics, Queen’s College, University of London

Modules include: mathematical methods in economics and business and microeconomics.
- Commercial awareness developed through study of financial markets as part of microeconomics.
- Improved oral communication skills and confidence through presenting to peers and lecturers seven times, both as a group of four and individually.

2006–2013 Hart Secondary School, Poole

A levels: mathematics (A), business studies (B), biology (B), AS Level: psychology (B)

10 GCSEs including mathematics (A*) and English (A)


Increased commercial awareness through one day introduction to trading.

WORK EXPERIENCE

Sept 2013–Present P/t Administration Assistant, Nexus Training, London

- Entrusted with additional responsibility of researching viability of online enrolment and resources needed, which resulted in senior management team agreeing to put job out to tender.
- Built successful relationships with ethnically diverse client group to ensure an efficient service was provided and queries were answered quickly.
- Worked largely unsupervised and often completed tasks ahead of schedule, demonstrating self-motivation.
- Organised all administration work for 50 training courses, such as booking participants onto courses and completing all the related paperwork.
- Regularly recorded and analysed feedback forms to produce reports and presented to senior management team.

June 2011–Aug 2013 P/t Sales Assistant, Curry’s, Poole

- Took the initiative to seek out training on various internal computer systems and to keep up to date with the latest developments in audio-visual technology, through reading magazines, websites and participating in online forums.
- Utilised interpersonal skills when liaising with colleagues at other branches and head office and dealing with external suppliers.
- Improved communication skills and assertiveness through regularly chasing up late deliveries or payments and handling customer queries and complaints.
- Dealt with financial transactions and used organisational skills to track stock levels and order products.

POSITIONS OF RESPONSIBILITY

- Economics Society Committee member: Worked closely with a team of seven, through weekly meetings, to increase society membership by 17%; organised and ran social and finance careers events and liaised with the department manager of the department society by 17%; organised and ran three social events/trips off-campus, with turnout of 40–50 at each one.

- Football coach for local youth team: Organising training and weekly matches, teaching, motivating and encouraging a squad of 15 young people, as well as providing discipline where necessary.

OTHER SKILLS & ACHIEVEMENTS

- Achieved 2nd place out of 27 teams in the Queen’s College Enterprise Challenge. This involved developing a business plan in three hours, requiring the ability to learn new concepts quickly, and pitching it to a panel of experts from industry.


- Languages: Conversational German.

REFERENCES

Available on request

A final checklist

1. Does it look professional and can the reader find the information they need easily? Make your section headings stand out, using bold and a larger font.

2. Present your information, such as date layout, in a consistent way.

3. Remember to use reverse chronological order in your education and experience sections.

4. Check for spelling and grammar errors. Don’t rely on a computer spellchecker!

5. Use good-quality white or off-white paper and put each page on a different sheet rather than back to back.

6. Beware of using too many visuals or too much colour, unless you are going for design-related roles. Remember, content is always key.

7. If you are sending out your CV speculatively, send it directly to the manager of the department you are interested in and not HR. If you know someone in the organisation find out if they will pass your CV to the relevant person.

8. Include a covering letter unless it is explicitly stated not to. See the next section for advice.
A cover letter is your opportunity to explain to an employer why you are applying to them, and how your skills, knowledge and experiences fit the role and organisation. It should work alongside your CV, drawing attention to key skills and achievements relevant to the role.

You should communicate effectively to the reader:
- why you want to work in their organisation
- why you want to work in that particular role
- why your strengths, skills and experience make you the right candidate.

A good covering letter will do all of the above while conveying a confident, competent, enthusiastic and professional attitude.

Structure and content
There is no ‘magic formula’ for covering letters, especially since they need to be adapted for each application, but the following outline should give you a useful structure to start with. Think of sections rather than paragraphs, since some aspects may require two paragraphs. These sections may also appear in different orders for different applications. Keep it to one side of A4.

Greeting
Always try to find a name, rather than a job title, as it demonstrates that you have done your homework and have researched the organisation. ‘Dear Ms Smith’ is much better than ‘Dear Sir/Madam’. Try to avoid ‘To whom it may concern’.

Introduction
Include who you are (recently graduated with a 2.1 in geography from University College London), why you are writing (to apply for X position/looking for work experience) and where you saw the position advertised or, if it’s a speculative application, where you heard about the organisation.

Why them?
Use this section to tell the employer why you want this particular job, and why them rather than someone else. By showing that you really know about the role and the company you can demonstrate your commitment and enthusiasm. Vague statements and blatant flattery don’t work; instead be specific and illustrate your opinions with some original points. Try this test: if you could remove the organisation’s name and replace it with that of a competitor, and it still makes sense, it’s not specific enough. Researching the organisation through their website, Twitter or LinkedIn profile can help you.

Why you?
Make it easy for the employer to see why your skills, experience and personal attributes are right for the position by clearly linking them to the requirements of the job. Don’t worry about covering all of your experience; just illustrate your selling points with three or four good examples.

If you are applying for a job that has been advertised, and you have a person specification for the role, then the covering letter should address that in detail. Make sure you show the employer that you meet their stated requirements.

The ending
State your availability for interview and thank them for the time they have taken in reading your application. End on an optimistic and polite note.
Dear Mr Jones,

I enclose my CV for consideration for the Summer Internship Programme with Diamond Plus Bank (DBP) as advertised on your website. I am a second-year economics student at Queen’s College, University of London.

I became interested in working in finance when undertaking an A level in economics. Subsequently, at university, I attended the ‘Focus on: BRIC Economies’ lecture series and, more recently, a ‘Working in Banking’ careers panel in November 2015. These events convinced me that I would like to go into banking and I am seeking an internship to develop my understanding of the industry and to gain experience.

In my role as Committee Member of the Economics Society, I worked closely in a team of seven to grow membership numbers by 17%. We met regularly to plan promotional campaigns and relied on one another to carry out the different elements of implementing the campaign. My part-time role at Curry’s demonstrates my self-motivation, as I took the initiative to explore training options to further my team’s knowledge about internal systems. My work at Nexus Training has enabled me to refine my communication style, where I have adapted my methods in order to successfully build relationships with an ethnically diverse client group.

One of the attractions of DBP is the emphasis placed on individuals reaching their capabilities, through learning and taking responsibility. This was highlighted for me at the Queen’s College Careers panel where I met a DPB Graduate Trainee. She gave examples of new projects she has delivered, which have had a real impact in the bank. This appeals to me, as someone who enjoys taking responsibility for achieving results, demonstrated in my role as Football Coach, where I was responsible for motivating and organising a squad of 15 to get to the finals of the Small League Championships. In addition, DPB has proven that a long-term investment strategy and remaining sensitive to local conditions can pay dividends, as seen by the raft of awards won in Russia over the last few years. I am very keen to work for a bank which has such a considered approach to investment.

I would be very grateful if you would consider me for the Summer Internship scheme. I am available for interview at any time and look forward to hearing from you.

Yours sincerely,

Samantha Chester
THREE COMMON
APPLICATION ERRORS AND
HOW TO AVOID THEM

AN APPLICATION IS THE FIRST IMPRESSION THE RECRUITER WILL GET OF YOU,
SO IT IS VITAL YOU MAKE IT COUNT.

To do this effectively, you must be clear and explicit about how your skills and experience match what they are looking for. Always refer back to the person specification and cover all the points listed.

1. **Writing in a formal and clichéd manner**
The first common mistake is to write in a way that is too formal and clichéd, rather than in a natural voice. Try to inject personality and enthusiasm in your writing, but avoid cheesy lines about how you ‘relish the opportunity to hone your skills’. Don’t overcomplicate your writing. It is not an academic essay! Business style writing is about being clear, concise and direct. Think about the recruiter reading your application (plus hundreds of others) and make it an interesting and engaging read.

2. **Spelling and grammar errors**
These happen more than you might think and applications can be instantly rejected if they exist. Even more shocking is when mistakes appear in the spelling of the company’s name. This is a big minus in terms of showing the care and attention you give to your work.

3. **Not being specific enough**
Being vague in a written application is the third common error. Consider these statements:

- ‘I am a highly-motivated team player who puts her best efforts into every task’.
- Versus: ‘I demonstrated high levels of motivation by exceeding sales targets three months in a row in my part-time role at Simply Coffee’.

The second is backed up with facts and is far more persuasive and convincing than the first general statement. In addition to your skills, the recruiter needs a sense of your knowledge of the role, company and industry. Avoid generic and unfounded flattery when explaining what attracts you to the organisation. For example: ‘You are a reputable company with an exciting client portfolio and provide excellent training prospects’ could be said about a number of organisations, so could lead the reader to think that the answer has been copied and pasted from another application. Recruiters want to know precisely what it is about the business that stands out for you and why. Tailor this with each application so you promote yourself in a way that aligns with the needs of each employer.

Always follow any instructions given, stick to the word limit, and provide the information you are asked for – not the answer you want to provide. Remember, not doing so will negatively impact your score and reduce your chances of being selected. Don’t repeat yourself or waste valuable words by introducing yourself and your study for example, as this will have been asked for elsewhere on the form. Make each word count.

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**Checklist**

- Download the form. Type your answers into a separate document so they are easier to edit then paste them into the online form when finished.
- Highlight the key words in each question to keep your answer focused. Always relate your answers to the job role and what the employer is looking for.
- Base your answers on evidence. A useful way to structure responses when evidencing your skills is the STAR technique – see page 30. Follow the advice on covering letters if asked to provide a supporting statement outlining your suitability – see page 36.
- Use examples from your work experience, extracurricular activities and studies to demonstrate the range of experience you have.
- Answers must be clear, concise, and written in professional language. Use active phrases such as analysed, coordinated and demonstrated to emphasis what YOU achieved. Over-using a thesaurus can make answers sound unnatural and can lead to mistakes.
- Don’t rely on a spellchecker, as it won’t pick up on everything. Proofread, proofread and ask somebody else to proofread your application.
- Always save a copy of the form so that you can remember what you wrote when you are invited to interviews.
Many job adverts never make it to the job sites that you’re searching. Recruiting formally is an expensive and time-consuming process and some statistics estimate that as many as 70 per cent of jobs are never advertised. This can be the norm in certain industries including arts, media and not-for-profit, where employers will have a more informal approach to job advertising. This approach can be particularly successful as:

- You may have less competition compared with applying for an advertised position.
- You could access short-term positions that lead to further opportunities.
- You may be able to sidestep the usual recruitment process.
- Your targeted CV and covering letter could reach the employer just as they are starting to think about recruiting – saving them time and money.

Unadvertised positions could also make it onto your radar through people around you ‘in the know’ – including those on social networks.

Speculative applications
Making a speculative application involves sending your CV and a covering letter to a company, even though a vacancy hasn’t been advertised, to see if they have any opportunities for you to work with them.

Research employers
To reap the rewards of this approach, ensure that you research the company thoroughly and make it very clear on your covering letter what you know about them and why you are particularly interested in working for them. Use our article on networking to find organisations, or scan advertised vacancies to find out who is recruiting; even if the job doesn’t fit, the organisation might have other opportunities.

Avoid ‘to whom it may concern’
Where possible, send your CV to a named person in the relevant department – check on Google or LinkedIn, or try ringing the organisation’s switchboard to ask for the appropriate name and job title, together with the correct spelling.

Make contact on the phone or in person
This is not always possible. However, if you can make a more personal connection with the employer before sending your speculative application, this can be very effective. It allows you to build some rapport, demonstrates proactivity and good communication skills, and ensures that they will actually listen to you – rather than being an email that could be overlooked or ignored. Make sure you keep it concise, and explain why you are contacting them. You can then ask to whom you can send your CV and covering letter.

Target your CV and covering letter
The job profiles on targetjobs.co.uk and www.prospects.ac.uk are a useful guide to the relevant skills needed for a particular role. Try to mention some of these skills to show that you have a sense of what you will be doing and how your experience fits the job. Even when you are applying for an unadvertised job it helps to be as specific as you can. You should have a flexible approach to how you see yourself fitting into the organisation. At the same time you should be reasonably clear about the range of roles you could do and the types of work you are looking for (full-time, part-time, work experience, etc).

Follow up
Silence doesn’t necessarily mean ‘no’; it could just mean that the employer is very busy. Follow up your letter with a phone call a couple of weeks later to check they have received your application and to gauge the likelihood of any opportunities.

A speculative approach
“I managed to get my PR work experience placement by sending a speculative CV and letter. After long hours of browsing the internet, I discovered www.prweekjobs.co.uk and saw an interesting profile for a PR agency, so I decided to apply. A little time later, I received a call from a member of the staff asking me when I was available for an informal interview and they offered me the placement.”

Irini Gora, MA English Literature, Queen Mary University of London
Interviews are an excellent opportunity for you to sell yourself, but remember the most important factor will always be to present your answers in a way that matches what the employer is looking for. It may sound obvious, but to do this effectively you must have a thorough understanding of whom you are applying to and for what. Your answers will also help to differentiate you from other candidates, so do not underestimate the importance of preparation.

What will they ask?
The job description lists exactly what the employer is looking for, so by reading it carefully you can make an informed guess that you will be asked questions relating to these areas. So, if the job description mentions planning, communication and teamworking skills, make sure you prepare examples to demonstrate these skills (competencies).

The idea behind providing examples of when you have used a skill in the past is that it gives the recruiter specific evidence to demonstrate your understanding of the skill and your ability to use it effectively in a real-life context. By giving examples to show you have the skills they require, you are more likely to convince them of your ability to do the job. Use examples from your work experience, your course and your extracurricular activities.

As a rough guideline, 10 per cent of your answer should be giving background information, 80 per cent for explaining the action and rationale, and 10 per cent for the end result as a conclusion. In some cases, particularly for questions about where something went wrong, you could add reflection, eg what you learned from the situation and what you would do differently next time.

Industry understanding
As well as finding out about your skills and experience, the recruiter will also be looking to gauge your understanding of the job, the company and the industry. They could test this in a number of ways, for example by asking, ‘Which of the company’s recent projects interests you the most and why?’, or perhaps, ‘What in your opinion are the biggest threats to the industry?’.

You could also be asked technical questions related to how you would approach a particular task relevant to the role, or to gauge your understanding of any relevant software or equipment. A job description will give you a sense of what you will need to know. For example, if the role mainly involves research, you may be asked how you would design and carry out a research project.

Practice makes perfect
Prepare examples for each of the skills the employer is looking for and practise your answers with a friend (or in front of a mirror). It is one thing to have thought about your skills and experiences, but being able to explain them out loud while thinking on your feet is another! Avoid memorising answers to questions that might be asked, as you are likely to lose the thread under the pressurised situation of the interview. Not answering the actual question being asked, freezing when asked something you have not prepared for, and sounding robotic are also likely to happen.
learning your answers by heart. You might want to make notes or bullet points instead about what you want to say.

Prepare what you are going to ask at the end of the interview. This is still an opportunity to impress, by asking well-formed, insightful questions. Not only can this help you to find out whether the job is right for you, but it demonstrates your interest in the role and company.

These could be practical questions about the role, the department (eg size, aims), the wider organisation (eg current priorities, challenges) or even about the industry.

Contact your Careers Department to arrange a practice interview to get feedback on your interview technique. It should help you feel calmer and perform better on the day. »

Examples of strong answers

Tell me about yourself  
(Alternatives include: ‘Describe yourself’, ‘What are your qualities?’, ‘Why are you suitable for the job?’)

Do not tell them your life story! Give a brief summary including recent experiences and major achievements. Make sure your answer is relevant to the position (eg that it demonstrates that you are a team player who takes initiative), as the recruiter will always be looking for what you can bring to the company. Ask if they would like you to expand on any area, if you are not sure you have given enough detail.

Why do you want to work for us?  
(Alternatives include: ‘Why do you want this job?’)

Here the recruiter is looking for your motivation and enthusiasm for the industry, company and the role (ie what you will get out of it apart from the salary!). They are also checking that you have a realistic understanding of the job and organisation. The important factor here is the alignment between the company and your personal goals.

Telephone and video interviewing

This form of interviewing is becoming much more common, as it is more cost effective and saves travel time. Prepare as you would for a face-to-face interview – they will still want to know that you have the motivation and ability to do the job. However, there are certain extra considerations:

• Control your environment. Prevent any potential disturbances – warn the people you live with not to interrupt you and switch off any phones or alarms. For video or Skype interviews make sure there is enough lighting so they can see you clearly, and that the background is appropriate and gives a good impression. Check the angle of the camera, so you are in the middle of the screen and your eye contact is central.

• For video interviews, wear interview clothes as not only will you look professional, but it will also help you feel professional. You could also try this for telephone interviews. The key is to feel confident and comfortable.

• Body language is still important. Even if the interviewer can’t see you, sit up straight, smile and speak enthusiastically. Good posture will make it easier to breathe (helping to control any nerves) and will make your voice sound clearer and more confident. Some people find standing up during the interview helps with this. Practise and see what works for you.

• Check the technology in advance. If you don’t use Skype regularly, try some practice conversations with friends. Consider using a microphone and/or headphones to help reduce ‘fuzz’. If you experience technology problems during the interview let them know. Be honest about it and ask to rearrange.

• Be ready! First impressions count. Start the call in a professional manner and be prepared for a serious question or for small talk.

• Memory aids (such as written notes for telephone interviews): use them well and they can make your answers sound seamless and informed. However, used poorly and they can make your answers sound unnatural or result in long pauses or rustling sounds as you look through your papers.
Strengths-based interviews

Strengths-based interviews are becoming more popular. Some large employers have switched to this method as they feel it is less formulaic than competency-based interviews and lets them see the real you.

What to expect

Strengths-based interviews are so called because they aim to find out what comes naturally to you; what you do with ease and enthusiasm, rather than simply what you are able to do. In this type of interview, you are likely to be asked more questions about your motivations and your values: why is this role and organisation right for you?

You may be asked several follow-up questions. This isn’t a sign that your initial answer was lacking, the interviewer is just trying to see how you think on your feet and get to know you. There will still be questions where you’ll be asked to give an example of when you’ve demonstrated a skill, and the STAR approach will be useful for these.

How to prepare

If you are going to be asked about your strengths, it helps if you know what they are. Try asking yourself the following:

- What activities energise me?
- When do I feel most like myself?
- What comes easily to me?

Also think about the why – why do you enjoy those types of work or activities, or why do you think you are good at them? Improving your self-awareness will help you perform better.

Examples of strengths-based interview questions

- What did you like to do most in your recent work experience and why?
- What did you like doing least of all?
- Which achievement are you most proud of?
- What does success mean to you?
- When were you most engaged while at university?
- What activities come naturally to you?
- How do you judge if you have had a good day?
- What energises you?
- How do you support others in a team situation?
- What challenges do you seek out to stretch yourself?
- How would your friends describe you?
- What is your greatest strength?
- Do you prefer quick action or careful planning?
- How do you stay motivated?
- Do you prefer learning theory or putting it into practice?

Practical tips

1. Try to relax and be yourself. Breathing slowly and deeply can help.
2. Look smart and professional. If you are not sure what to wear, it is safer to look a bit too formal than not formal enough.
3. First impressions are vital. The interview starts as soon as you enter the building, so be polite and professional from the start.
4. Pay attention. Answer the questions they ask – not the one you wish they had asked.
5. Ask for clarification if you do not understand the question. If you don’t know the answer, ask if you can come back to it later. This is better than giving a bad answer.
6. Don’t give ‘yes’ or ‘no’ answers, but avoid giving unnecessary detail. The body language of the interviewer can often tell you whether you need to expand on something or bring that answer to a close. Use the STAR technique to structure your answer and remember you can always ask if they would like further detail.
7. Be truthful but positive. If you have to present negative information [eg a failure or a weakness], say how you learned from it or overcame it.
8. Unexpected things happen, but it is your reaction that matters. If somebody accidentally spills coffee on you on the Tube, calmly apologise for your appearance and explain that luck wasn’t with you today. Remember coping calmly with pressure and dealing with unexpected circumstances are traits valued by employers. You could turn it into a positive situation!
What the interviewers are looking for

- People whose strengths align with the job. They want to choose people who will be happy in the job, and feel comfortable and confident with the key skills required for it.
- A good match between you and the company. They will be looking for people whose values match up with theirs and who they think will be comfortable with their way of working. Make sure you know what the company’s values are and think about what they might actually mean in practice in the workplace.
- A solid understanding of their organisation and what makes them successful. 

See ‘Commercial awareness’ PAGE 32

Video pitching

NB. This is different from video interviewing, which is covered elsewhere in this article.

- Some employers, particularly in the creative sectors and advertising, now ask candidates to include a video as part of their application. They may send detailed instructions, and what they expect to feature: but here are some general guidelines.
- The process is known as video pitching because you’re pitching yourself to an employer. What qualities can you show them that will make them want to invite you to interview for a position with them?
- Make sure you don’t just regurgitate your CV – talk about particularly relevant information from it, but don’t forget that the reason employers ask for a video is that they want to see something more than they’d find in a traditional application.
- While you may wish to do something creative to make your video stand out, don’t lose sight of the fact that it should still be professional. As you would for an interview, dress professionally and research the company’s values. Think about how your skills can work with these. See STAR example on page 30 for advice on how to do this.
- Keep it brief – unless otherwise stated, aim for between a one- to two-minute video.

Interview tips for shy people

Interviews can be a daunting prospect for anyone, especially if you’re naturally shy. Sound like you? Then here are some tips on how to prepare:

- If you’ve been invited to interview then the employer must have seen something in you and your application which made them feel confident you could do the job. Keep this in mind, and try to draw confidence from it.
- Familiarise yourself with what you’ve written on your CV and application, and practise talking about it out loud. Getting used to talking about yourself should help you to be less hesitant on the day.
- ‘Tell us about yourself’ and ‘do you have any questions for us?’ are common interview questions, and ones that you might struggle with if words don’t come easily. Think about how you could answer these, and practise them.
- Positive body language can greatly help your confidence. Simple things such as maintaining eye contact with the interviewers and sitting up straight in your chair can make a big difference. Good posture can also aid your breathing, helping you to relax, which should in turn make you come across as more confident.
- If you don’t know the answer to a question, then don’t panic! Try to think of ways you can buy yourself a little extra time, such as taking a sip of water or saying ‘that’s a good question’ while thinking about what to say. If you’re really stuck, then ask if you can return to the question at the end. The interviewer won’t mind, and this will give you more time to think.
# ALL ABOUT ASSESSMENT CENTRES

Assessment centres are an important part of the selection process for some jobs. Find out how you can shine at them.

An assessment centre involves taking part in various activities related to the role you have applied for. It allows recruiters to observe how you use your skills in a work-based context. It is normally the final stage in the selection process before job offers are made.

As well as assessing your skills, the assessors will be looking for your interest in the job and the company, and your commercial awareness. Good preparation and knowing what to expect on the day are essential to performing well.

**GROUP EXERCISES**

<table>
<thead>
<tr>
<th>WHAT IS IT?</th>
<th>Working with others to complete a task or solve a problem. This could be constructing a tower from newspapers, analysing a complex business case or negotiating the allocation of budgets, for example.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT DO THEY WANT?</td>
<td>To see how effectively you can work in a team. This could include negotiating and influencing skills, leadership, problem-solving ability and creativity. Check the job description to know exactly what the recruiter is looking for.</td>
</tr>
<tr>
<td>HOW DO I DO WELL?</td>
<td>Be confident and assertive. Speak clearly and make regular, considered, well-articulated contributions. Listen to and encourage others, and give constructive feedback. Ensure everyone is involved in a task and ask the quieter members of the group for their opinions. You could offer to take notes or keep an eye on the time to make sure you finish the task.</td>
</tr>
<tr>
<td>WHAT TO AVOID?</td>
<td>Interrupting or dominating the discussion; not listening; running out of time; and getting off the topic.</td>
</tr>
</tbody>
</table>

**E-TRAY EXERCISES**

<table>
<thead>
<tr>
<th>WHAT IS IT?</th>
<th>Dealing with an inbox of email messages in a limited amount of time. Messages will often be a mixture of requests, internal memos and notes about phone messages.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT DO THEY WANT?</td>
<td>To see how you prioritise your work and make decisions about what type of action is required. This involves organisation, logic, time management and attention to detail. It is also a test of your commercial awareness.</td>
</tr>
<tr>
<td>HOW DO I DO WELL?</td>
<td>Read the instructions carefully, and quickly look through all the information you are given. Identify the important issues, paying attention to any contradictions, key details such as dates, and anything involving a manager or client. Be ready for the unexpected – an urgent request could arrive during the activity which could change things!</td>
</tr>
<tr>
<td>WHAT TO AVOID?</td>
<td>Getting too involved in one email; not managing your time; and not justifying your decisions.</td>
</tr>
</tbody>
</table>
### CASE STUDIES

You will be given a range of information (often including articles, graphs, and reports) and asked to summarise your recommendations based on the facts, either written or verbally. Some organisations will conduct case interviews, where you will be asked to explain your answers verbally and respond to questions.

- To test your ability to take on information, analyse it and then communicate your findings. Problem-solving skills and business awareness are key.
- Communicate clearly and succinctly, using an appropriate style and structure. Filter useful information from the irrelevant and decide what you can discard. There is generally no ‘right answer’ – it is about making logical conclusions using clear, well-reasoned arguments. Practise by giving yourself a short time frame to speed-read an article, then note down the key facts. Many employers have examples on their websites. Use the tag ‘case studies’ in Careers tagged for details.
- Straying from the brief and not answering the question. It’s fine to acknowledge other points of view, but avoid sitting on the fence. Not managing your time and spending too long on one part of the question. Grammar and spelling errors.

### PRESENTATIONS

Giving a presentation, either on a topic you are given on the day or on a topic provided in advance.

- To test your ability to clearly communicate your ideas to an audience in an engaging and well-structured manner. If you have time to research in advance, they will be expecting well-researched content.
- Use an appropriate style, speak clearly and use good eye contact. Make sure you stick to the brief and get across the important issues. Justify any opinions and be prepared to answer questions that challenge your idea.
- Mumbling, looking down or at your notes instead of at the audience, and not sticking to the time limit. Trying to cover too much; be realistic about how much content can fit into the time limit.

### SOCIAL/INFORMAL EVENTS

Lunch, drinks or office tours where you could meet a variety of people (other candidates, the selectors, recent graduates and senior management) allowing you to find out more about the organisation and ask questions in a more relaxed setting.

- To see your interest in the company and industry, as well as your ability to network and present yourself professionally in an informal business situation.
- Be polite and professional, enthusiastic and interested, as you are still being assessed. Ask lots of [intelligent] questions about the company and the projects that people are working on, for example. Be confident and polite at all times.
- Making negative comments [including about other candidates, the weather and train delays], being late and eating or drinking too much. Avoid asking questions that could be answered easily from the organisation’s website.
**PSYCHOMETRIC SUCCESS**

**WANT TO SCORE HIGHLY IN A RANGE OF RECRUITMENT TESTS? HERE’S HOW.**

**What are they?**
Otherwise known as aptitude tests, they entail answering a series of questions online within a time limit. The results will indicate your abilities, problem-solving skills and how you respond to pressure.

**Who uses them?**
Psychometric tests are generally used by large companies as an impartial way to score many candidates. They are commonly used to sift candidates for interview. Some employers however, require candidates to pass their tests in order to access their application form. Most small to medium-sized organisations and those recruiting for entry-level (non-graduate) roles do not use psychometric tests.

**The main test types include:**
- **Numerical reasoning** – deducing an outcome from data in the form of ratios, percentages, graphs and tables.
- **Verbal reasoning** – A test of logic. Typically candidates might be asked whether a statement is true, false, or if there’s not enough information to draw such a conclusion.
- **Critical thinking** – tests a candidate’s ability to solve new and complex tasks – closely related to verbal reasoning.
- **Situational judgement test** – which solutions would you choose for a variety of workplace scenarios?
- **Diagrammatic, logical or inductive reasoning** – tests that assess visual problem solving and processing skills.

**How do I do well?**
If you are applying for internships and graduate schemes you can almost guarantee that you will be given a psychometric test, so try and put time aside every week to practice. Trying both sample questions and full-length psychometric tests will give you an insight into what to expect, boost your confidence and improve your exam technique. It will also give you a sense of where to focus your revision if there are certain questions that catch you off your guard.

Employers use different types of tests produced by different organisations – so practice tests by a few providers.

**What are your top tips?**
- Work as quickly and accurately as you can.
- If you are stuck on a question, leave it. You can always return to it later. If you don’t know the answer, don’t guess.
- Read the question twice and make sure you know exactly what is required. Answer what you know is definitely being asked not what could be asked.
- Base your answers only on the information provided and not on any prior knowledge.
- Do not worry if you do not finish all the questions – these tests are meant to push you!
- Read the instructions and practice the tests repeatedly somewhere you won’t be disturbed. Don’t lose heart if you find them difficult initially.

**Do these**

**Verbal tests**
- Read a variety of business-related articles, news and blogs, so you become familiar with a range of business topics, writing styles and the vocabulary used.
- Practise reading a piece of text and then summarise what you’ve read.
- Scanning for keywords or reading confusing sentences backwards can be helpful.

**Numerical tests**
- Revise calculations such as division, multiplication as well as fractions, percentages and ratios. Practice converting data into different formats eg numbers to percentages and metres to kilometres. The maths you will be asked to complete is not complicated, but you will have to conduct a number of these calculations in order to get to the correct answer, which is where errors can be made.
- Study graphs, charts and tables in the business pages of newspapers and do some basic calculations to familiarise yourself with this type of data. Look for trends and try to interpret the data yourself.
- Make up some of your own questions. For example, if a company spends 20% of their money on salaries, and they increase their staff by 3% each year over 5 years, how much of their £2 million budget will they spend on salaries in 2021?
- Puzzles such as Sudoku and maths revision websites such as BBC Skillswise can help develop numeracy skills.

**Tests of logic**
- Familiarise yourself with flow charts and business process diagrams. Look for patterns, sequences and rules (i.e. if x then y).
LEADING EMPLOYERS AND COURSE PROVIDERS WITH THOUSANDS OF VACANCIES WHO WANT TO HEAR FROM YOU, PLUS SOURCES OF HELP ABOUT SPECIFIC CAREERS.

Key:
- Apply through TARGETjobs
- Read the InsideBUZZ
- Visit on campus
- Vacation schemes
- Graduate schemes
Cheryl Evans, HR Manager, Graduate Recruitment and Development
Ashurst LLP
Broadwalk House, 5 Appold Street, London, EC2A 2HA
TEL 020 7638 1111
EMAIL gradrec@ashurst.com
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With 25 offices in 15 countries and a number of referral relationships we offer the reach and insight of a global network, combined with the knowledge and understanding of local markets. Our 400 partners and 1,200 lawyers work across 10 time zones, responding to our clients wherever and whenever they need us.

A training contract at Ashurst will move your mind beyond technical knowledge of the law. Ultimately, we want to help you become a thought leader with a reputation for clear, perceptive and influential advice – a professional in whom governments and leading businesses the world over can place their trust.

GRADUATES SOUGHT
Law/any discipline
STARTING SALARY £41,000
PATTERN OF RECRUITMENT/CLOSING DATE Various. For a full list please see careers.ashurst.com/apply
FORM OF APPLICATION Online at careers.ashurst.com
APPROX ANNUAL INTAKE 45
VACATION WORK/COURSES Yes
FOR VACATION WORK APPLY BY 6 November 2016 for December work placement or 8 January for first year scheme and all other penultimate year and beyond summer placements.

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62 offices in more than 40 countries

AREAS OF ACTIVITY & JOB FUNCTION(S)
Every year we appoint a number of outstanding candidates to consultant positions. There’s no single model for an A.T. Kearney consultant—new joiners may come straight from undergraduate degrees, from Masters qualifications, from time spent in industry, or from non-business pursuits. We value proven achievers with excellent academic backgrounds. Relevant personal attributes include: exceptional analytical skills and problem-solving capabilities; the ability to communicate effectively and persuasively and to build lasting business relationships; an industrious and team focused attitude; and strong personal drive, ambition, impact and maturity.

GRADUATES SOUGHT
All degree disciplines
STARTING SALARY Competitive
PATTERN OF RECRUITMENT/CLOSING DATE Continuous
FORM OF APPLICATION CV & cover letter online
APPROX ANNUAL INTAKE No set quota
VACATION WORK/COURSES N/A
CHP Consulting

Main Locations or Regions: Based in London with operations in the US, Australia, New Zealand, and Europe.

Areas of Activity & Job Function(s):
CHP Consulting helps asset finance companies improve their business performance by implementing our software - ALFA Systems - and applying our wide-ranging experience of the industry. Blue-chip clients such as Bank of America, Deutsche Bank, Société Générale, and Toyota Financial Services have reaped the benefits of CHP’s finest assets: our people.

You will begin your career either on a client site or based in the office and your first role will typically be software development. As you gain more knowledge of the business and technology, you will have increased responsibility in our business change implementation projects.

We only recruit people who we think will get on with each other, so the atmosphere is friendly and inclusive.

Graduates Sought: Any discipline
Starting Salary: £40,000
Pattern of Recruitment/Closing Date: Continuous
Form of Application: Online
Approx Annual Intake: 20–25
Vacation Work/Courses: No
Dechert LLP
Graduate Recruitment and Trainee Development Team
Dechert LLP
160 Queen Victoria Street, London, EC4V 4RQ
TEL 020 7184 7000
EMAIL Graduate.recruitment@dechert.com
WEB www.dechert.com/careers

MAIN LOCATIONS OR REGIONS
Dechert LLP has 27 offices worldwide

AREAS OF ACTIVITY & JOB FUNCTION(S)
Dechert is a global specialist law firm with 900+ lawyers across 27 offices. Focused on sectors with the greatest complexities, legal intricacies and highest regulatory demands, we excel in delivering practical commercial judgement and deep legal expertise for high-stakes matters. In an increasingly challenging environment, clients look to us to serve them in ways that are faster, sharper and leaner without compromising excellence. We are relentless in serving our clients — delivering the best of the firm to them with entrepreneurial energy and seamless collaboration in a way that is distinctively Dechert.

Areas of practice include: banking, bankruptcy, business restructuring and reorganisation; capital markets; commercial; corporate; international dispute resolution; employment and partnerships; EU competition; financial services and investment management; intellectual property; investigations, white collar and compliance; private equity; real estate; international trade and government regulation; international and domestic tax; pro bono.

GRADUATES SOUGHT
Any discipline

STARTING SALARY
£45,000

PATTERN OF RECRUITMENT/CLOSING DATE
Continuous

FORM OF APPLICATION
Online

APPROX ANNUAL INTAKE
10 trainees

VACATION WORK/COURSES
Yes

FOR VACATION WORK APPLY BY
See our website for deadlines

Dixon Wilson
22 Chancery Lane, London WC2A 1LS
TEL 020 7680 8100
EMAIL careers@dixonwilson.co.uk
WEB www.dixonwilson.co.uk/careers

MAIN LOCATIONS OR REGIONS
London and Paris

AREAS OF ACTIVITY & JOB FUNCTION(S)
About Us Dixon Wilson is one of the leading accountancy firms in the UK, with offices in London and Paris. We specialise in the provision of tax, accountancy and advisory services to high net worth private clients, including their families, trusts and businesses, as well as companies, entrepreneurs and their businesses. We offer a personal, partner-led service. A high quality service is critical to both us and our clients and a number of our client relationships date back over 80 years and multiple generations.

What you can expect
We offer you a practical experience in audit, tax and accountancy in a 3 year fixed term contract. We allow you to gain exposure in these areas and to support you in you in achieving the ACA qualification. In addition, you will be given the opportunity to work with senior members of staff as well as gaining a good level of responsibility early in your career.

GRADUATES SOUGHT
Any discipline, but a good level of numeracy and strong interpersonal skills are key

STARTING SALARY
Competitive

PATTERN OF RECRUITMENT/CLOSING DATE
End of December – Spring Intake and End of April – Autumn Intake

FORM OF APPLICATION
Online

APPROX ANNUAL INTAKE
London 14, Paris 1-2

VACATION WORK/COURSES
Paid summer vacation placement in the London office, to penultimate year University students

FOR VACATION WORK APPLY BY
End of March 2017 by sending CV and covering letter to careers@dixonwilson.co.uk

Frontline
65 Kingsway
London
WC2B 6TA
EMAIL recruitment@thefrontline.org.uk
WEB www.thefrontline.org.uk

MAIN LOCATIONS OR REGIONS
Greater Manchester, Greater London, North East and South East.

AREAS OF ACTIVITY & JOB FUNCTION(S)
Frontline's graduate programme is a unique opportunity for high-achieving individuals to join one of Britain's toughest and most rewarding professions. Our children's social work programme offers you intensive practical and academic training, coupled with leadership development opportunities designed to shape a new generation of social leaders. Throughout our two-year programme participants will work in a local authority in one of our regions to transform the lives of vulnerable children and families. The programme consists of an intensive five-week Summer Institute, one year ‘on-the-job’ training in a team of four and a second year as a qualified social worker with the opportunity to study for a Masters.

If you’re passionate about leading change in society, apply to Frontline.

GRADUATES SOUGHT
Any discipline

STARTING SALARY
Competitive

PATTERN OF RECRUITMENT/CLOSING DATE
August–November

FORM OF APPLICATION
Online

APPROX ANNUAL INTAKE
300

VACATION WORK/COURSES
No
FTI Consulting
200 Aldersgate, Aldersgate Street, London, EC1A 4HD
EMAIL: Econ.Graduate.recruitment@fticonsulting.com
WEB: www.fticonsulting.co.uk/graduates

MAIN LOCATIONS OR REGIONS: London, Paris
AREAS OF ACTIVITY & JOB FUNCTION(S):
The talent and expertise of our people make FTI Consulting a global thought leader in business advisory services and consulting. With more than 4,600 employees worldwide, we are looking for bright and motivated graduates to contribute to our continuing success.

In our Economic and Financial practice we apply clear and focused analysis to unstructured problems in economics and finance. We are advisors to law firms, companies, and government bodies on topics such as business valuation, industrial economics and corporate strategy. You will apply newly acquired skills to varied and challenging projects across a spectrum of industries, working with our sector specialists in financial service, energy and renewables and telecom, media and technology (TMT).

We also have graduate opportunities in Forensic and Litigation Consulting, Strategic Communications, Tax Advisory and Restructuring.

GRADUATES SOUGHT: Graduates from all disciplines will be considered. Must be expecting a first or upper second class degree.

STARTING SALARY: Highly Competitive with a sign-on bonus and excellent benefits

PATTERN OF RECRUITMENT/CLOSING DATE: 14 November 2016 for our Economic and Financial Consulting practice. Closing dates for other schemes can be found on our website: www.fticonsulting.co.uk/graduates

FORM OF APPLICATION: Online

APPROX ANNUAL INTAKE: Over 40 across a range of practices

VACATION WORK/COURSES: Refer to website

The talent and expertise of our people makes FTI Consulting a global thought leader in business advisory services and consulting. We provide our clients with clear analysis and strategic advice helping them overcome a wide variety of complex business challenges.

The talent and expertise of our people makes FTI Consulting a global thought leader in business advisory services and consulting. We provide our clients with clear analysis and strategic advice helping them overcome a wide variety of complex business challenges.

ECONOMIC & FINANCIAL CONSULTING
FORENSIC LITIGATION CONSULTING
STRATEGIC COMMUNICATIONS
TECHNOLOGY
CORPORATE FINANCE (RESTRUCTURING & TAX)
An invitation only, one day event. Apply now to fast-track your career, meet global employers and inspirational women, and build your CV, confidence and contacts.

IT's not just for the boys!

Event programme 2016/17
In partnership with J.P.Morgan

28.10.16 • London
11.11.16 • Glasgow
18.11.16 • London
02.12.16 • Nottingham
17.02.17 • London

Event partners

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AMERICAN EAGLE
BAE SYSTEMS
Bloomberg
CapitalOne
CGI
CHP Consulting
citi
Close Brothers
e-on
EMC²
IBM
J.P.Morgan
orbium
PGDS
ThoughtWorks
J A Kemp
14 South Square, Gray's Inn, London, WC1R 5JJ
TEL +44 (0)20 3077 8600
EMAIL careers@jakemp.com
WEB www.jakemp.com
SOCIAL MEDIA www.linkedin.com/company/j-a-kemp

MAIN LOCATIONS OR REGIONS London, Oxford, Cambridge and Munich
AREAS OF ACTIVITY & JOB FUNCTION(S)
J A Kemp is one of the largest UK and European Patent and Trade Mark Attorney firms, with offices in London, Oxford, Cambridge and Munich. J A Kemp’s patent attorneys handle patent applications in the UK, Europe and worldwide. The firm has particular expertise in patent oppositions and appeals, especially before the European Patent Office. The firm also conducts intellectual property litigation. J A Kemp works for a huge variety of clients, from startups, spinouts and SMEs through to some of the largest corporate clients and most prestigious academic institutions in the world.

GRADUATES SOUGHT
We require, in addition to at least 360 UCAS points, a minimum of a 2.1 honours degree in a scientific or technical subject, preferably physics, engineering, chemistry or biosciences. We are open to applications from candidates holding or studying for a bachelors, masters or PhD degree.

STARTING SALARY
Competitive

PATTERN OF RECRUITMENT/CLOSING DATE
We encourage applications before the end of the calendar year for candidates who wish to start the following autumn. We will, however, consider applications from exceptional candidates at any time of the year.

FORM OF APPLICATION
Apply to careers@jakemp.com with a CV and a covering letter addressed to the head of the relevant group (see website).

APPROX ANNUAL INTAKE
Up to six. Our trainees usually join us in the autumn.

VACATION WORK/COURSES
No

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Amelia Dowty, Emerging Talent Manager
JLL
30 Warwick Street London W1B 5NH
TEL 020 7087 5280
EMAIL Graduate@eu.jll.com
WEB www.jll.co.uk/graduates
SOCIAL MEDIA www.facebook.com/jll, Twitter @JLLUKGraduates, Instagram @JLL_UK_Graduates

MAIN LOCATIONS OR REGIONS
Birmingham, Bristol, Cardiff, Edinburgh, Exeter, Glasgow, Leeds, Manchester, Nottingham, Southampton.

AREAS OF ACTIVITY & JOB FUNCTION(S)
As a professional services firm specialising in real estate our vision is to be the chosen real estate expert and strategic advisor to the leading owners, occupiers and investors around the world.

GRADUATES SOUGHT
Any discipline

STARTING SALARY
From £23,000

PATTERN OF RECRUITMENT/CLOSING DATE
Graduate Recruitment – 1 September – 14 November 2016
Sandwich Placements – 1 November 2016 – 31 January 2017
Summer Internships – 3 January – 28 February 2017

FORM OF APPLICATION
Online at www.jll.co.uk/graduates

APPROX ANNUAL INTAKE
60 Graduates

VACATION WORK/COURSES
Yes

FOR VACATION WORK APPLY BY
28 February 2017

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Isobel Newson
L.E.K. Consulting
40 Grosvenor Place, London, SW1X 7JL
TEL 020 7389 7200
EMAIL london.recruit@lek.com
WEB www.lek.com

MAIN LOCATIONS OR REGIONS
London HQ with an additional 20 offices across Europe, the Americas, and Asia Pacific

AREAS OF ACTIVITY & JOB FUNCTION(S)
L.E.K. Consulting is a global management consulting firm that addresses the most complex commercial issues for some of the world’s most successful businesses. Clients come to us time and again because we have proven to be an insightful expert and a trusted partner. Our teams combine our core capabilities of research, benchmarking, modelling, analysis and strategy development to create game-changing insights and practical solutions that deliver real impact.

Associates are involved in all aspects of strategic and financial analysis, offering exposure to multiple industry sectors and a wide variety of commercial challenges. The nature and pace of L.E.K.’s strategic work facilitates the rapid development of a highly analytical skill-set, which is underpinned by a structured training programme. The Associate role at L.E.K. provides a dynamic, varied and highly rewarding work environment.

GRADUATES SOUGHT
Any discipline, 2.1 or above

STARTING SALARY
Highly competitive

PATTERN OF RECRUITMENT/CLOSING DATE
Annual

FORM OF APPLICATION
Online application by 6th November 2016

APPROX ANNUAL INTAKE
c.45 in London – start dates available in September 2017 and spring 2018

VACATION WORK/COURSES
8 week summer internship for penultimate year students (application deadline: 31st January 2017)
In-depth knowledge

Strengthening applications
<table>
<thead>
<tr>
<th><strong>Morgan Stanley</strong></th>
<th><strong>NERA ECONOMIC CONSULTING</strong></th>
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<tbody>
<tr>
<td>EMEA Graduate Recruitment Team</td>
<td>NERA Economic Consulting</td>
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<tr>
<td>Morgan Stanley</td>
<td>Marble Arch House, 66 Seymour Street, London, W1H 5BT</td>
</tr>
<tr>
<td>20 Bank Street, Canary Wharf, London E14 4AD</td>
<td>TEL 020 7659 8500</td>
</tr>
<tr>
<td>EMAIL graduatesrecruitment@<a href="mailto:europe@morganstanley.com">europe@morganstanley.com</a></td>
<td>EMAIL <a href="mailto:londonrecruitment@nera.com">londonrecruitment@nera.com</a></td>
</tr>
<tr>
<td>WEB morganstanley.com/campus</td>
<td>WEB <a href="http://www.nera.com">www.nera.com</a></td>
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**MAIN LOCATIONS OR REGIONS**


**AREAS OF ACTIVITY & JOB FUNCTION(S)**

- Our business: Morgan Stanley is more than a leading financial services firm. With offices spanning 43 countries and talented, passionate people bringing excellence and integrity to everything we do, the firm is truly global. Throughout the firm’s history, diverse and talented individuals have worked together to develop our new ideas and groundbreaking financial products.
- Our successes: Morgan Stanley has maintained its leadership position in the industry for many years. The firm’s investment banking franchise regularly features at the top of the league tables for Mergers & Acquisitions and IPBs. Our research, strategy, and economics teams are consistently ranked highly in investor surveys. Our Sales & Trading, Prime Brokerage, Wealth Management and Asset Management businesses have won multiple awards over the years and Morgan Stanley’s commitment to diversity and equality has also received accolades.

**GRADUATES SOUGHT**

- We welcome applications from all degree disciplines.

**STARTING SALARY**

- Competitive + benefits

**PATTERN OF RECRUITMENT/CLOSING DATE**

- Year round

**FORM OF APPLICATION**

- Online [CV and cover letter]

**APPROX ANNUAL INTAKE**

- 400–450

**VACATION WORK/COURSES**

- Yes

**FOR VACATION WORK APPLY BY**

- The closing date will vary by internship programme. Please check our website.

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<thead>
<tr>
<th><strong>Orrick, Herrington &amp; Sutcliffe (Europe) LLP</strong></th>
<th><strong>Oxera Consulting LLP</strong></th>
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<tbody>
<tr>
<td>Emma Gardner</td>
<td>Maria Farias</td>
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<tr>
<td>Orrick, Herrington &amp; Sutcliffe (Europe) LLP</td>
<td>Oxera Consulting LLP</td>
</tr>
<tr>
<td>107 Cheapside</td>
<td>Park Central</td>
</tr>
<tr>
<td>London EC2V 6DN</td>
<td>40–41 Park End Street</td>
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<tr>
<td>TEL 020 7862 4600</td>
<td>Oxford OX1 1JD</td>
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<tr>
<td>EMAIL <a href="mailto:recruitmentlondon@orrick.com">recruitmentlondon@orrick.com</a></td>
<td>TEL 01865 253000</td>
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<tr>
<td>WEB <a href="http://www.orrick.com/careers/london/graduate-recruitment">www.orrick.com/careers/london/graduate-recruitment</a></td>
<td>EMAIL <a href="mailto:maria.farias@oxera.com">maria.farias@oxera.com</a></td>
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<td>SOCIAL MEDIA Twitter, Facebook, LinkedIn and Google+</td>
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**MAIN LOCATIONS OR REGIONS**

- North America, Europe and Asia

**AREAS OF ACTIVITY & JOB FUNCTION(S)**

- Orrick offers the benefit of a major full service international law firm with the opportunity for training and learning in a mid-sized office environment. Orrick has earned a global reputation advising both established and emerging companies, banks and international financial institutions. Much of Orrick’s client work involves cross-border transactions which have increased substantially in recent years with the development of the firm’s network of global offices. Our business units include Corporate, Energy & Infrastructure, Finance, Intellectual Property & Litigation.

At Orrick, you will benefit from its core values of collegiality, integrity, excellence, enthusiasm and respect for individuality. As a member of a truly international team, your career development will include an extensive training programme, exciting and challenging work and mentoring.

**GRADUATES SOUGHT**

- Any discipline

**STARTING SALARY**

- £40,000 (2016)

**PATTERN OF RECRUITMENT/CLOSING DATE**

- Annual

**FORM OF APPLICATION**

- Apply online by 30 June 2017 for 2019

**APPROX ANNUAL INTAKE**

- 4–6

**VACATION WORK/COURSES**

- Yes – Summer Internships

**FOR VACATION WORK APPLY BY**

- Please see website for more details
Undergraduate of the Year

Take part in our annual awards competition which aims to find the best undergraduates in the UK. Prizes include work placements, exclusive overseas trips and much more.

undergraduateoftheyear.com
### Parthenon-EY

**Address:** 15 Adams Street, London, WC2N 6AH  
**Web:** [www.parthenon.ey.com](http://www.parthenon.ey.com)

**Main Locations or Regions:** London, Boston, Chicago, Mumbai, New York, San Francisco, Shanghai, Singapore

**Areas of Activity & Job Function(s):** Parthenon-EY works with leading companies across a variety of sectors solving business challenges with customised solutions. Parthenon-EY advises companies on a vast range of issues, such as competitive positioning, core value propositions and M&A strategies.

Through formal and on-the-job training and mentoring, Associates acquire valuable analytical and interpersonal skills that not only make them effective at Parthenon-EY, but also equip them with expertise applicable to any career they choose to pursue. Associates contribute to projects in a multitude of ways: from market analysis, customer interviews to task force leadership. Parthenon-EY’s non-hierarchical environment enables Associates to take initiative and drive their Parthenon-EY experience.

Parthenon-EY employees enjoy unparalleled contact with influential and highly experienced professionals.

**Graduates Sought:** Any discipline  
**Starting Salary:** Highly competitive  
**Pattern of Recruitment/Closing Date:** Annual – Full time applications close 01/11/2016  
**Form of Application:** Online at [www.parthenon.ey.com/PO/en/Careers/Apply-now](http://www.parthenon.ey.com/PO/en/Careers/Apply-now)  
**Approx Annual Intake:** No fixed quota  
**Vacation Work/Courses:** Yes  
**For Vacation Work Apply By:** 05/01/2017

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### Slaughter and May

**Address:** One Bunhill Row, London, EC1Y 8YY  
**Web:** [www.slaughterandmay.com](http://www.slaughterandmay.com)

**Main Locations or Regions:** London, Beijing, Brussels, Hong Kong plus relationships around the world.

**Areas of Activity & Job Function(s):** One of the most prestigious law firms in the world. Advising on high-profile and often landmark international transactions. They range from governments to entrepreneurs, from retailers to entertainment companies and from conglomerates to Premier League football clubs. They train each of their lawyers to be a multi-specialist equipped to advise on a broad range of legal matters, which at other firms would be handled by a number of different lawyers. They are a full service law firm to corporate clients and have leading practitioners across a wide range of practice areas including Mergers and Acquisitions, Corporate and Commercial, Financing, Tax, Competition, Dispute Resolution, Real Estate, Pensions and Employment, Financial Regulation, Information Technology and Intellectual Property. They look for graduates of good 2.1 ability from any discipline, not just law.

**Graduates Sought:** Any  
**Starting Salary:** £43,000  
**Pattern of Recruitment/Closing Date:** Continuous  
**Form of Application:** Online system  
**Approx Annual Intake:** 90  
**Vacation Work/Courses:** Yes  
**For Vacation Work Apply By:** Please visit our website for application dates
**SULLIVAN & CROMWELL LLP**

Ms Kirsten Davies  
Sullivan & Cromwell LLP  
1 New Fetter Lane  
London EC4A 1AN  
TEL +44 (0) 207 959 8900  
EMAIL traineesolicitors@sullcrom.com  
WEB http://careers.sullcrom.com/uk-trainee-solicitors

**MAIN LOCATIONS OR REGIONS** Europe, Asia/Pacific, United States  
**AREAS OF ACTIVITY & JOB FUNCTION(S)**  
The London office, established in 1972, is S&C’s largest office excepting its New York City headquarters. There are approximately 90 English, US and dual-qualified lawyers working in the office, who adopt a multi-disciplinary approach, advising across a core number of corporate practice areas. The practice areas in London include: M&A and private equity, capital markets, finance (credit, leveraged and acquisition), restructuring, project finance, competition law, and tax. S&C London is perhaps unique in the scale, complexity and significance of the work carried out in an office of its size.  
**GRADUATES SOUGHT** Any discipline  
**PATTERN OF RECRUITMENT/CLOSING DATE** Annual  
**FORM OF APPLICATION** CV and covering letter  
**APPROX ANNUAL INTAKE** 4–6  
**VACATION WORK/COURSES** Yes  
**FOR VACATION WORK APPLY BY** 13/01/17

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**Swiss Re**

Sandrine Strickler, Strategic Resourcing & Talent Specialist  
Swiss Re Management Ltd  
Mythenquai 50/60, 8022 Zurich, Switzerland  
TEL +41 (0) 43 265 48 34  
EMAIL graduates@swissre.com  
WEB www.swissre.com/careers  
**SOCIAL MEDIA** LinkedIn, Twitter, Youtube

**MAIN LOCATIONS OR REGIONS** Headquartered in Zurich, Switzerland, Swiss Re serves clients through a network of over 60 offices worldwide.  
**AREAS OF ACTIVITY & JOB FUNCTION(S)**  
About Swiss Re Founded in 1863, Swiss Re Group is one of the world’s leading wholesale providers of reinsurance, insurance and other innovative forms of insurance-based risk transfer. Our business at Swiss Re is about understanding and analysing the major risks that concern the world — from natural catastrophes to climate change, from ageing populations to cybercrime. We combine experience with expertise and innovative thinking to create new opportunities and solutions for our clients. And we enable the risk-taking essential to enterprise and progress. This is possible with around 11,500 truly exceptional Swiss Re people across our group worldwide.  
Our goal is to attract talented people from a broad range of disciplines and backgrounds and offer them a place to succeed. As a knowledge-based company, we consider four areas to be particularly important for this: we foster diversity and inclusion; we provide excellent development and training opportunities; we work to maintain favorable employee relations; and we offer competitive compensation and benefits.  
**GRADUATES SOUGHT** All backgrounds  
**STARTING SALARY** Competitive  
**PATTERN OF RECRUITMENT/CLOSING DATE** Annual  
**FORM OF APPLICATION** Online application, interview, assessment day  
**APPROX ANNUAL INTAKE** 50 worldwide  
**VACATION WORK/COURSES** Yes

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**TeachFirst**

Hannah King  
Third Bridge  
The Stewards Building, 12 Steward Street, London, E1 6FQ  
TEL 020 7266 6618  
EMAIL Hannah.king@thirdbridge.com or Recruitment@thirdbridge.com  
WEB www.thirdbridge.com/en  
**SOCIAL MEDIA** www.facebook.com/wearethirdbridge;  
www.instagram.com/wearethirdbridge; twitter.com/teamthirdbridge

**MAIN LOCATIONS OR REGIONS** Head Office, London  
**AREAS OF ACTIVITY & JOB FUNCTION(S)**  
Third Bridge provides private equity firms, hedge funds and strategy consultants with the information that they need to understand the value of their investment opportunities. Our clients work with us when they need to quickly learn about a market, company or product. Whether it is facilitating a private conversation with an industry veteran, moderating a conference call between experts and investors, or publishing a report on a poorly documented industry, we help our clients to make critical investment decisions. As a graduate, you will join the Connections team at our London HQ, where you will learn how to find the most relevant people to help investors answer questions across a wide range of industry sectors. It is a steep learning curve but you will quickly develop a broad knowledge of global market issues and developments.  
**GRADUATES SOUGHT** Any discipline  
**STARTING SALARY** £25,000  
**PATTERN OF RECRUITMENT/CLOSING DATE** Continuous  
**FORM OF APPLICATION** Online  
**APPROX ANNUAL INTAKE** 100  
**VACATION WORK/COURSES** No
ThoughtWorks
Jade Daubney
WEB www.thoughtworks.com
SOCIAL MEDIA #WhyThoughtWorks

MAIN LOCATIONS OR REGIONS Global – In the UK - London and Manchester
AREAS OF ACTIVITY & JOB FUNCTION(S)
ThoughtWorks is a global software company and community of passionate, purpose-led individuals. We think disruptively to deliver technology to address our clients’ toughest challenges, all while seeking to revolutionize the IT industry and create positive social change.

Our people are what really make us different. We’re a diverse bunch of curious individuals who value software excellence (championing things like Agile, Continuous Delivery and Lean Enterprise) and we also recognise how our work can have an impact on the world.

Join our graduate programme, which includes five weeks at ThoughtWorks University, India. You will learn, work and play with other graduates from all over the world, to help prepare you for your first project. And guess what? It’s on us!

GRADUATES SOUGHT Any discipline
STARTING SALARY £32,000–£34,000
PATTERN OF RECRUITMENT/CLOSING DATE Continuous
FORM OF APPLICATION Online
APPROX ANNUAL INTAKE 25–30

TPP (The Phoenix Partnership) Ltd
TPP House, 129 Low Lane, Horsforth, Leeds, LS18 5PX
TEL 0113 2050082
EMAIL careers@tpp-uk.com
WEB www.tpp-uk.com/careers

MAIN LOCATIONS OR REGIONS Horsforth, Leeds
AREAS OF ACTIVITY & JOB FUNCTION(S)
TPP is a leading IT company, dedicated to delivering innovative healthcare software through our four products: SystmOne, SystmOnline, SystmInsight and SystmConnect. We are known for our outstanding achievements across the NHS, with over 5,000 organisations across the country using SystmOne. These include GP practices, hospitals, mental health trusts, and social care services. TPP has been consistently recognised as an outstanding graduate employer. In 2014 and 2015 we placed first in The Sunday Times 100 Best Small Companies To Work For. Most recently, we were named ‘Top Company For Graduates To Work For’ 2016/17 by The JobCrowd. Based in Leeds, TPP is rapidly expanding with graduate opportunities available in the Account Manager, Graduate Analyst, Marketing and Communications, Software Developer and Technical Operations teams. With thousands of people using our products every day, you’ll really feel the value of your work. We value natural ability, enthusiasm and the willingness to learn over direct work experience, so no prior experience is needed. We want you to develop both personally and professionally, so we provide a supportive environment and give you plenty of opportunities to add to your skills and enhance your career.

GRADUATES SOUGHT Minimum 2:2 degree, BBB at A Level (Minimum grades are dependent on the role)
STARTING SALARY £28,000–£36,000 (dependent on the role)
PATTERN OF RECRUITMENT/CLOSING DATE Continuous
FORM OF APPLICATION Send CV and covering letter to careers@tpp-uk.com or apply directly at www.tpp-uk.com/careers
APPROX ANNUAL INTAKE 50+

UHY Hacker Young
Quadrant House
4 Thomas More Square
London
E1W 1YW
TEL 020 7216 4600
WEB www.uhy-earlycareers.com

MAIN LOCATIONS OR REGIONS London, Birmingham, Brighton, Letchworth, Manchester, Newport, Nottingham, Sheffield, Sunderland, Scotland (with Campbell Dallas)
AREAS OF ACTIVITY & JOB FUNCTION(S)
We offer all of the services you would expect from a firm of our size and a few you might not expect:
• audit, accounting, payroll and bookkeeping;
• corporation and personal tax;
• corporate finance services such as strategic business advice, advice on selling business, raising finance, public listings – in particular AIM support services, and mergers & acquisitions;
• advice on family matters, including Inheritance Tax, trusts and other tax planning;
• specialist services such as VAT, corporate restructuring and recovery, international tax planning, tax investigations and litigation support; and
• company secretarial services.

GRADUATES SOUGHT Any discipline with a 2:1
STARTING SALARY Competitive
PATTERN OF RECRUITMENT/CLOSING DATE Annual
FORM OF APPLICATION Online - www.uhy-earlycareers.com
APPROX ANNUAL INTAKE 35
VACATION WORK/COURSES No
# JOBS AND COURSE PROVIDERS

<table>
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| 48 | Ashurst LLP careers.ashurst.com |
| 48 | A.T. Kearney www.atkearney.com |

| 49 | CHP Consulting www.chp.co.uk/careers |
| 49 | Compass Lexecon www.compasslexecon.com/careers |
| 50 | Dechert LLP www.dechert.com/careers |
| 50 | Dixon Wilson www.dixonwilson.co.uk/careers |
| 50 | Frontier Economics Ltd www.frontier-economics.com/careers |
| 50 | Frontline www.thefrontline.org.uk |

| 51 | FTI Consulting www.fticonsulting.co.uk/graduates |
| 51 | J A Kemp www.jakemp.com |
| 51 | Johnson Matthey www.matthey.com/careers |
| 51 | JLL www.jll.co.uk/graduates |

| 52 | L.E.K. Consulting www.lek.com |
| 52 | Morgan Stanley www.morganstanley.com/careers |
| 52 | NERA ECONOMIC CONSULTING www.nera.com |
| 52 | Orrick, Herrington & Sutcliffe (Europe) LLP www.orrick.com/careers/london/graduate-recruitment |
| 52 | Oxera Consulting LLP www.oxera.com/careers |
| 52 | Parthenon-EY www.parthenon.ey.com |

| 53 | RBB Economics LLP www.rbbecon.com |
| 53 | Roland Berger www.join.rolandberger.com |
| 53 | Slaughter and May www.slaughterandmay.com |

| 54 | Swiss Re Management Ltd www.swissre.com/careers |

| 55 | Teach First teachfirst.org.uk/recruitment |
| 55 | Third Bridge www.thirdbridge.com/en |
| 55 | ThoughtWorks www.thoughtworks.com |
| 55 | TPP [The Phoenix Partnership] Ltd www.tpp-uk.com/careers |

| 56 | UHY Hacker Young www.uhy-earlycareers.com |

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