the CareersGroup
University of London

THE ULTIMATE CAREERS GUIDE: LONDON 2019

- Tips to help you explore your options
- Advice on planning and deciding what action to take
- Support on applying for jobs and attending interviews
- Over 8,000 vacancies and internships

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HOW YOUR CAREERS SERVICE CAN SUPPORT YOU.

Every year at enrolment we ask you a series of questions about what stage you're at with your career planning. It's important to remember that throughout your time as a student you may move between being certain of your next steps and needing help to re-evaluate and be pointed in the right direction. This guide is set out in helpful sections to support you whether you're at the stage of exploring your options, planning and deciding on what action to take, or applying for jobs and attending interviews.

A wide range of support is also on offer at your careers service. Our staff visit employers regularly and share the latest information about recruitment and industry developments. 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.
- Take part in careers fairs, workshops and panel discussions giving you a chance to network and interact with employers.
- Attend workshops 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 cover letters whether for jobs, courses, work experience or internships.
- Receive support and guidance about job searching.
- Attend our 1–1 advice sessions to help you make the next step.

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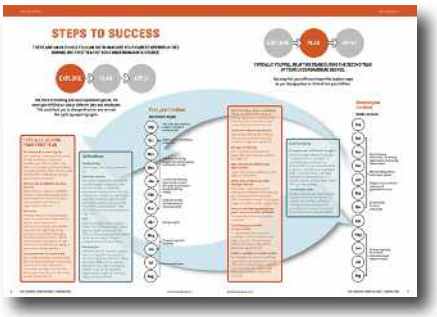

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IFC = inside front cover
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At your Careers website

- Jobs, employer profiles, temp work and internships
- Career advice: career options, tips on getting hired, advice on specialist industries
- The latest workshops, networking events and fairs.

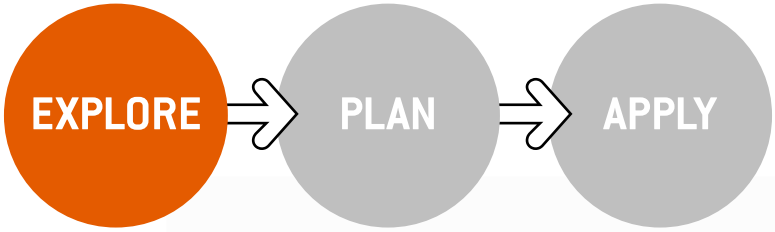
And don't forget

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.

STEPS TO SUCCESS

THERE ARE MANY THINGS YOU CAN DO TO MAXIMISE YOUR CAREER OPPORTUNITIES DURING THE FIRST YEAR OF YOUR UNDERGRADUATE DEGREE.



The more networking and work experience you do, the more you will find out about different jobs and employers. This could lead you to change direction and re-start the cycle by exploring again.

TYPICALLY, DURING YOUR FIRST YEAR

Get involved in university life
Join activities, clubs, societies, make friends, build your confidence, broaden your horizons, learn new skills. For example you might develop your teamworking skills, learn to build and maintain a website, or manage your society's accounts.

Find out about different possible careers
Attend events, read up on different sectors, visit company and careers advice websites. Learn as much as you can about the variety of opportunities that exist.

Volunteer
Whether for one-off events or long term. Not just for those who want to work in the charity sector – volunteering can give you valuable experience of organising things, getting on with people, managing your time and much more. Choose something you care about and get involved. It could be life-changing for you as well as helping others.

Gain experience of a work place
This could be through a part-time job (but avoid committing too many hours), summer work, work experience, internship (usually in the summer before your final year), or placement as part of your degree.

Definitions

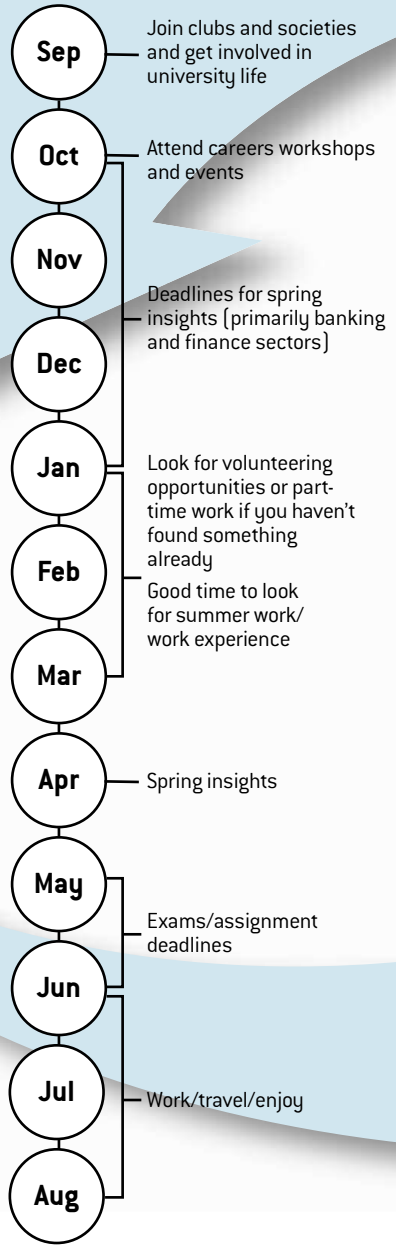
Employability
Quite simply, how ready you are for a job.

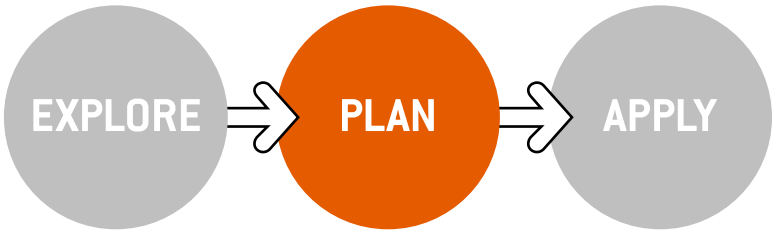
Graduate scheme
Structured programme, usually with one of the bigger employers, with lots of training and leadership development opportunities. Graduate schemes are usually the most highly promoted and visible opportunities but actually represent only a small proportion of graduate jobs. They also tend to be the most competitive to get into.

SME
Small-to-medium-sized enterprise (fewer than 250 employees). Many graduate opportunities are with SMEs but they may not be household names so be ready to do your research to find out about them.

Graduate job
Individual job that requires a degree, but is not a position on one of the structured graduate schemes. Many jobs within SMEs will be graduate jobs rather than part of a graduate scheme. They can be excellent opportunities to take on a diverse range of responsibilities.

First-year timeline





TYPICALLY, YOU WILL BE AT THIS STAGE DURING THE SECOND YEAR OF YOUR UNDERGRADUATE DEGREE.

You may find yourself returning to the explore stage as you change plans or think of new possibilities.

Start attending careers workshops
To find out about job-hunting, CV writing, applications and interviews. These may be run as part of your course or by the careers service.

Continue to explore job sectors
Look beyond the obvious to make sure you don't overlook the very career that might be a perfect fit.

Get your CV checked
But remember it will need to be adapted to tailor it to each position you apply for.

Apply for summer internships opportunities
If your course has a placement year, apply for placements.

Attend careers fairs and other employer events
Workshops, mock assessment centres, presentations will really help you understand how employers select candidates as well as giving an insight into different jobs and sectors.

Keep on volunteering and taking part in extra-curricular activities
This could be university-based or elsewhere.

Consider your priorities and your skills
An appointment with a careers consultant could be helpful at this stage – you do not need to have worked out a career plan before booking an appointment.

Build (or update) a LinkedIn profile
Use LinkedIn to research and follow organisations, join groups and make connections with people in industries which interest you (always add a note to personalise a request to connect).

Definitions

Competencies, skills and strengths
Recruiters often select according to 'competencies' or 'strengths'. A competency is a skill you can demonstrate and you may be asked to give an example on an application form (or at interview). A strength highlights a natural affinity for a specific activity, and will often reflect what you enjoy doing.

Transferable skills
Simply skills you have gained in one situation which can be applied in another. For example, teamwork skills gained from being on the committee of a student society will be useful in almost any workplace.

Second-year timeline

- **Sep**
- **Oct**
- **Nov**
- **Dec**
- **Jan**
- **Feb**
- **Mar**
- **Apr**
- **May**
- **Jun**
- **Jul**
- **Aug**

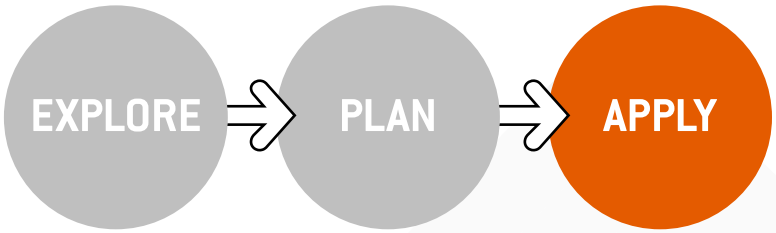
Attend careers workshops – CV writing, applications, job-hunting, career choice

Attend employer fairs, workshops, events

Prepare for assessment centres and psychometric tests

Deadlines for summer internships

Continue applying for summer internships/work experience/jobs



TYPICALLY YOU WILL BE AT THIS STAGE DURING THE FINAL YEAR OF YOUR UNDERGRADUATE DEGREE.

Attend careers fairs to talk to employers
These mainly take place in the autumn term. Find out what they are looking for in applicants and what their selection processes involve.

Attend careers workshops
To hone your job-hunting, CV writing, application and interview skills.

Practise for online tests and for assessment centre tasks
Using online practice materials and/or attending workshops run by your careers service.

Work hard on your degree!
Employers' emphasis on a 2:1 or above is decreasing but strong results still help.

Think about your skills and priorities for your next step.
You may find yourself returning to the 'explore' stage as your ideas may shift and develop. This might be as a result of reflecting on a work placement or internship. A placement which makes you realise you do not want to pursue that particular career is just as useful as one which confirms your original idea. Be open to exploring next steps you may not have thought about before – it is not too late.

Build networks
Maximise your contact with employers, through attending employer-led events, workshops and presentations.

Definitions

Assessment centre
A common part of the selection process for graduate schemes and many graduate jobs. Typically a day or half-day of exercises, which may include giving a presentation, taking part in a group exercise and individual tasks such as an e-tray exercise.

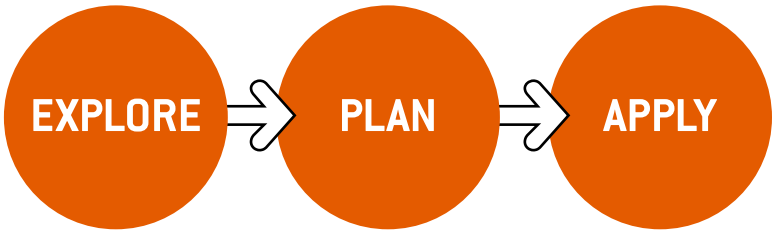
Video interview
You are required to record your answers (within a set time) speaking to a computer screen.

Psychometric tests
Test different aptitudes (such as numerical and verbal reasoning), usually online. May include tests to assess your personality type and/or situational judgement questions.

Final-year timeline

Relevant for final-year undergraduates and for students on one-year postgraduate programmes

- **Sep** – Check deadlines for graduate schemes
- **Oct** – Consider applying for a masters course; Deadlines for graduate schemes begin
- **Nov** – Deadlines for PhD applications begin
- **Dec** – Earliest PhD funding deadlines
- **Jan** – Further deadlines for graduate schemes; Interview processes for graduate schemes
- **Feb** – Applications and interviews for graduate jobs begin
- **Mar**
- **Apr**
- **May** – Exams/deadlines
- **Jun** – Continue to access careers services and apply for jobs
- **Jul**
- **Aug**



HERE FOR A YEAR – ARE YOU A TAUGHT POSTGRADUATE?

WHAT TO DO AND WHEN, FOR MASTERS STUDENTS.

What to expect

The workload on a one-year taught masters course can be quite intense, and when you first arrive and start settling in to your course visiting the careers service may not be top of your 'to do' list. However, it is worth checking out the careers support sooner rather than later, and here are some reasons why:

1. Many employer events take place in the autumn term. Your university may hold one big annual careers fair for a particular sector as early as the beginning of October.
2. Most careers services run workshops to help you with job hunting, CV writing, applications and interviews, and these are likely to take place mainly in the autumn and spring terms. It is worth getting involved with them early in your academic year.
3. Book a guidance appointment with a careers consultant fairly early on. An initial appointment is likely to be part of a process rather than resolving every query in one go. Starting this process early allows time for subsequent appointments as your ideas develop.
4. Keep ahead of deadlines – some graduate schemes close as early as October.
5. If you are thinking of the masters course as a potential stepping stone towards a PhD it is important to be aware of deadlines for PhDs, some of which are as early as November.

The process

For a masters student the process of exploring your career options, planning them and applying for work (outlined in our steps to success article on page 4) obviously has to be speeded up to fit in a year rather than being spread across an undergraduate degree. Although you may previously have covered the earlier stages and be at the 'apply' stage, you may equally still be exploring. Alternatively, your masters course may take you in a new direction so you may find you need to revisit the 'explore' stage. The timeline on page 6 indicates some key deadlines to be aware of – but the important thing is to make full use of the support available during the year to clarify what you want your next step to be and to work towards that goal.

CAREER PLANNING FOR PHDS

GETTING THE WORK YOU WANT IF YOU HAVE A DOCTORATE.

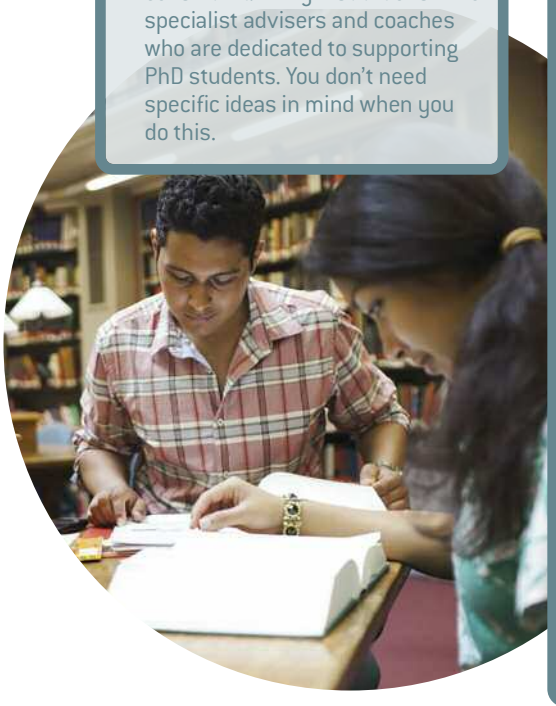
Before applying for a PhD

- Reflect on your motivations and ambitions – which career doors does a PhD need to open for you?
- Speak to people who are already on a PhD programme.
- Speak to potential supervisors.
- Research possible next steps beyond the PhD via job adverts, LinkedIn and Prospects (**prospects.ac.uk**).

See 'To PhD or not to PhD? That is the question' PAGE 18

YEAR 1

- Start to build networks with team members, colleagues and people in fields of work that interest you. Set up your LinkedIn page and profile.
- Familiarise yourself with the training opportunities provided by your institution.
- Start to investigate career options. What type of work attracts you? What are your strengths? What matters to you in a career?
- Build your skills through work experience, public engagement and personal interests. Reflect on your development.
- Discuss career options with your supervisor and a careers consultant. Many institutions have specialist advisers and coaches who are dedicated to supporting PhD students. You don't need specific ideas in mind when you do this.



YEAR 2

- Identify jobs and sectors you are interested in. Your careers service website will have resources for this. Read the Vitae 'What do researchers do?' publications (on **vitae.ac.uk**).
- Seek guidance from a careers consultant to help clarify your career selection and your key selling points.
- Expand your networks and use these to build contacts and help you develop your career ideas. Talk to people already doing the jobs you are interested in.
- Identify work shadowing opportunities.
- Start getting your CV in order – this will help you think clearly about your skills and attributes.
- Consider how to communicate your research skills effectively for your target sectors and employers.
- Continue to build your transferable skills through research, teaching and other activities.
- Make use of the PhD-specific training and development provided at your institution.
- Attend careers fairs and employer presentations. Often events aimed at undergraduates are attended by employers who are also interested in PhD graduates.
- Attend conferences to expand your network, become comfortable talking about your research and promote your research.
- Form an academic career plan for publications and get some teaching experience. Consider how you will promote your research and publications.

YEAR 3

- Identify specific job roles you are interested in.
- Build regular time for job searching and applications into your diary.
- Identify potential employers in your chosen sectors and research them thoroughly. Try to speak to someone who already works there.
- Work out your job-seeking strategies and find out where, when and how vacancies are advertised. A careers consultant can help with this.
- Seek advice on interview preparation from your careers service.
- Apply for some jobs to gain experience and build confidence.
- Get feedback on CVs and applications from careers advisers.
- Continue to check out careers fairs and employer presentations.
- Reflect on possible next steps beyond the roles you have been applying for.

INTERNATIONAL STUDENTS

BEING AN INTERNATIONAL STUDENT STUDYING ABROAD GIVES YOU A GLOBAL PERSPECTIVE THAT IS VALUABLE TO EMPLOYERS.

Finding work in the UK after graduation can be a challenge, and requires a lot of determination and patience. If you're hoping to stay in the UK then starting the job-hunting process as early as possible is key, as it's likely to stretch over a long period of time. Below are steps you can take to improve your chances.

Identify your competitive advantage

Think about what you have to offer that other candidates might not possess. This could be language ability or knowledge of a particular country's business culture for example. Use this as a basis to identify employers you could contact who would value these skills. Are there companies from your home country or who have clients or suppliers in your home country for example, where your skills would be needed?

Know the law

Visa and working regulations can be complicated. Knowing as much as you can about your visa options and what the hiring process entails is strongly recommended early on, so you can start planning your next steps sooner rather than later. Make use of your college's international student support office for advice and answers to any questions you might have.

See **gov.uk/visas-immigration** and **ukcisa.org.uk**.

Familiarise yourself with UK recruitment

Get help from your careers service with CVs and interviews, so you make the best impression when you apply for roles. It is important to understand recruitment methods and timelines for the sector you are interested in, so you can plan your approach and make the most effective use of your time.

Be aware that CV styles vary from country to country so it is important to make sure your CV is tailored to the UK job market.

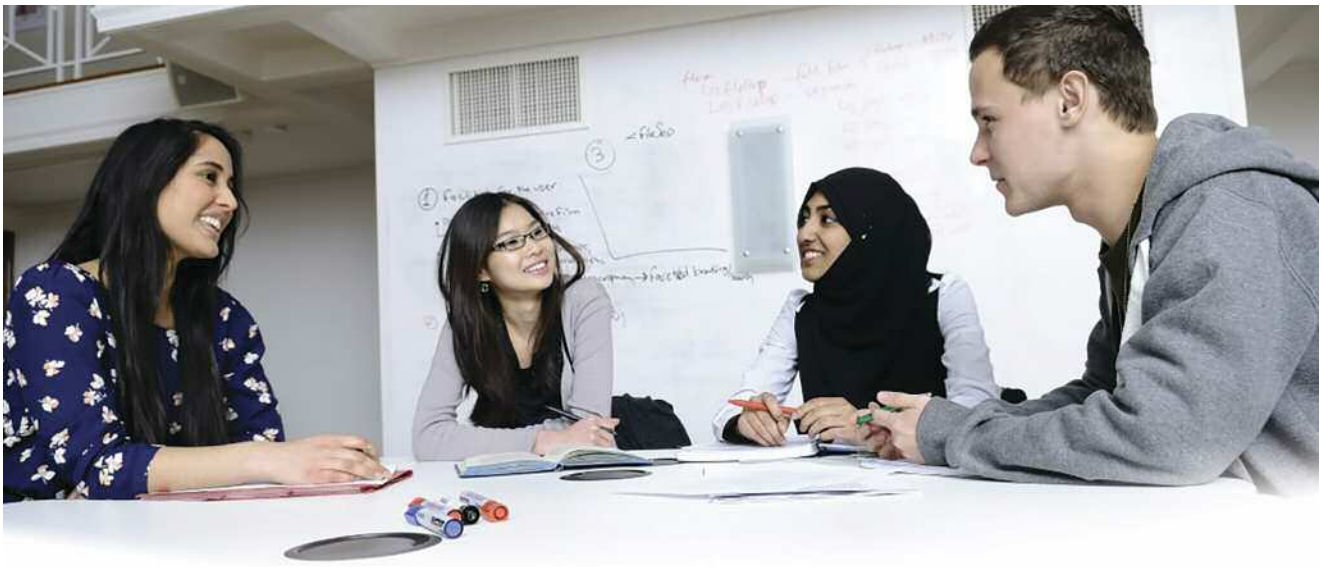
Keep your options open

Although you might have your heart set on a certain type of work in a particular country, keeping an open mind will increase the options available to you. Perhaps you could consider working in a different sector, moving to another country, or even returning to your home country and then seeking work in an international company that offers opportunities abroad.

Tips for success

- London is an exciting place to live, with lots of events you can attend to find out more about a sector, new organisations to discover and useful contacts to make who may be able to help you in the future.
- Use your spare time to build your work experience. This will allow you to develop skills employers look for, such as communication and teamwork, within a professional work environment. It is also an opportunity to network, gain UK-based references and increase your understanding of different jobs and UK working culture. It will be a valuable addition to your CV and will improve your chances of gaining future work opportunities.
- Improve your English. Employers will expect a high level of English from applicants. Practise by joining clubs and societies, and then look to gain volunteering roles or a part-time job.
- Look out for alumni events. You could get some job-hunting tips and advice on how to market yourself. As well as your university's alumni network, the British Council also run events.
- Consider your contacts from home. If you have worked in your home country, do they have offices or clients based in the UK whom you could contact regarding potential work experience?
- Be determined. Persistence is important as not all companies will provide work permits. However be positive and stay motivated.

See our article about 'Making connections' PAGE 21



EXPERIENCE MATTERS

STAND OUT IN A COMPETITIVE JOB MARKET.

Why it's important

Work experience is essential. It is an important step in becoming work ready and will help you to develop the skills you need to enter the workplace. Employers want evidence of how you have used your skills effectively to convince them of your ability to do the job you are applying for.

As well as helping you make the transition to the world of work, work experience can help you to make informed decisions about your career direction. Use it to explore different job roles and experience various companies or organisations before making a commitment. It can also help you to put the theoretical aspects of what you are studying on your degree programme into practice and gain work experience relevant to the sector you might want to work in when you graduate. Such experience shows dedication and commitment to the career area. Some internships may even lead to a job offer; so finding relevant work experience can have longer term benefits.

Finding opportunities

From job boards, internships within your university, to work experience abroad schemes or volunteering in the community, there are many opportunities and resources to help you find what you are looking for.

Making an application

Think about the skills and experience you might have already gained at university. Did you have a leadership role in a Students' Union club or society? Were you a Student Ambassador? Activities you do because you enjoy them are a great way to develop important transferable skills such as teamwork, communication and time management. What skills and experience have you already gained that can be transferred to the work experience position you are applying for?

Things to think about

- Why do I want to work for this company or organisation?
- What value can I offer?
- What are they looking for and how do my skills and experience match the role?

Finally

Before you send your application, visit your careers service to make sure you are presenting your experience in the best way possible. Book an appointment for a practice interview so that you are prepared for the kinds of questions you might be asked. L

See 'Job-hunting tactics' PAGE 19 **and 'Demonstrating your skills'** PAGE 25

'My internship experience with Lloyds Banking Group was full of new lessons about the working life. Interning in the marketing department gave me a whole new perspective on the banking industry. I learned the importance of communication skills and teamwork. Everyone I met helped me grow, both as an employee and as a person. Now I feel more confident to step into the unknown and explore new opportunities.'
Eridona, Accounting and Finance student

'Students should think about why they want the job they are applying for. What skills make them the best candidate?' **Technology recruiter**

10 MORE WAYS TO CREATE YOUR OWN EXPERIENCE

FURTHER DEVELOP YOUR SKILLS AND MAKE SURE YOUR CV HAS IMPACT.

1 Get writing

Start a blog, write articles for the Student Union magazine, create 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 sector.

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, for example, 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 global understanding.

5 Start volunteering

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 and will enhance your commercial awareness.

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 Use your contacts

The people that you meet at careers events or during work experience might be able to help you find out about future work related opportunities. Networking online can also uncover potential roles that are not formally advertised.

10 Gain new skills

Take a short course or study online to learn a new skill. Whether you would like to learn a foreign language, get to grips with a piece of software used in the sector you are looking to get into, or take an introduction to accountancy or business course, take the initiative to get the know-how recruiters require.

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 'Demonstrating your skills' PAGE 25
and 'Impress at interview' PAGE 36

UNSURE ABOUT WHAT TO DO NEXT?

KEEP IN MIND THERE ISN'T ONE PERFECT CAREER OPTION OUT THERE FOR YOU. HERE ARE FIVE WAYS TO GET STARTED EXPLORING YOUR OPTIONS.

Making decisions about what to do next can seem so overwhelming. It is often difficult to know where and how to start. The reality is there is no magic quiz or computer programme that will find the answer for you – rather it's about investigating, narrowing down your options, trying them out and then investigating further.

There are probably many different jobs that could suit you and it is likely we'll have many different careers during our working lives, so don't feel that you will be tied to any decisions you make now. Don't miss out on opportunities by being fixated on one option. Being flexible and having alternative options and a back-up plan are useful if your situation or career ideas change.

1. What don't you want?

Working out what you don't want to do is often easier to think about than what it is you do want to do. Although it might sound negative, it's a great way of narrowing down the options available to you. Thinking about why these jobs don't appeal can be a step towards identifying those that do.

Think of a job that would be your worst nightmare (you can repeat this exercise for many jobs and look for patterns revealing what is important to you).

1	**Nightmare job**

Now think of the reasons why the role would be so unsuitable.

2	**Reasons**

Having identified what you don't want from a job, can this help you work out what you do want? For example, if you don't want a 9–5 office job maybe you do want flexibility and variety in your work life. Can you think of any desirable jobs that encompass your new criteria? Don't forget, you can make an appointment with your careers service to help you review your options.

3	**Desirable job**

2. What are your skills?

Work that uses your strengths often provides a sense of achievement and is likely to be more enjoyable and fulfilling.

Think of activities you have been involved with over the past year or two where you have been pleased with your contribution and list the skills you used.

Activity	Skills
Our examples Part-time retail job	• Customer focus (received employee of the month award for excellent customer service) • Sales skills (attended one-day course through work to learn about sales techniques)
Group research project	• Team work (communicated regularly to keep track of progress and motivate each other) • Organisation (broke project down into tasks which were shared and given deadlines; arranged status update meetings)
Your examples	

Browse job profiles to find out which skills are required in different jobs.

- **targetjobs.co.uk/careers-advice/job-descriptions**
- **prospects.ac.uk/job-profiles**

During work experience opportunities and when talking to people about what they do, find out what skills are involved in their jobs.

See 'Experience matters' article PAGE 10

3. Turn your hobbies or interests into career ideas

Thinking about what you are interested in is another way to start brainstorming different employers and roles you can explore.

Write down one or two of your interests and then brainstorm different types of potential employers that are linked to the topic. For example, if you are interested in music which organisations could you potentially work for that are linked with music in some way?

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4. Sector matters

Another way of thinking about your next steps is to start with the sectors or types of work place you are interested in – and then explore the range of roles that these cover. If you are keen to work for a charity, look at charity websites to find the range of jobs they have available. Perhaps you have identified sectors that appeal to you, for example education, but don't want to teach. Again, look at the range of non-teaching roles in schools, colleges and universities. A quick internet search for jobs at a nearby hospital found roles as varied as project manager, marketing consultant, finance and risk audit administrator, digital consultant, test analyst. The job profile links listed at the end of exercise 2 of this article can also be searched by sector, which you can use to explore potential job roles.

Create a list of employers whom you think may have opportunities you would like to pursue. Find out more about them. A Google search should help. What do they do and who are their clients? Could this provide another avenue to explore when looking for work experience? See our articles on making connections and speculative applications for further details – on pages 21 and 35 respectively.

4 **List of employers**

5. Know what is out there!

Making decisions is difficult if you are not entirely sure of what your options are. It is likely that there are a huge number of job roles available to you that you have never heard of. You may also have made some initial decisions based on assumptions that aren't entirely accurate. For example, you might think that forensic lab work is incredibly dynamic and varied, but you might also find that for junior roles it can be very repetitive. You might think that accountants only work with numbers in front of a computer, but might also find that some types of accountants provide clients with advice and so need strong communication skills.

Get ideas by looking at online jobs boards and talking to people you know about their jobs.

Look at the job profiles online in the advice sections of **TARGETjobs** or **Prospects**, and find three job profiles that sound interesting to you. Then click through the 'related job descriptions' at the end of each to browse similar roles. For those you are interested in, see the extra information section to find out more.

5 **Job profile one**

Ask three people you know (eg friends, family, contacts from extracurricular activities) what they like and dislike most about their jobs and how they got into that type of work.

Finally: test your ideas

The more work experience you have – whether that's part-time work, volunteering or internships – the more informed you will be about different types of opportunities and what might suit you. Reading job profiles and speaking to people in the sector will certainly give you an idea about what a job is like; but getting some experience in the role is the best way to test out the reality of a job. The people you meet and the experience you have will help to further shape your plans for the future and could introduce you to opportunities you didn't even know existed. Make the most of your time whilst studying to explore and test your options.

See our articles 'Experience matters' PAGE 10
and 'Job-hunting tactics' PAGE 19

DOING IT YOUR WAY: BUSINESS AND SOCIAL ENTERPRISES

ARE YOU AN ENTREPRENEUR? GOT A BUSINESS IDEA? SETTING UP MIGHT BE EASIER THAN YOU THINK.

Running a business enhances your innovative thinking, develops your problem-solving skills and prepares you to deal with the unexpected – all of which are invaluable to future employers as well as your own future business ventures. It is also a practical way of developing commercial awareness and business acumen. Even a failed first business looks great on a CV, as employers will value the skills gained through this experience. In fact, along with leadership and team working, employers increasingly look for an entrepreneurial skillset and innovative flair.

Most universities support budding entrepreneurs and there are local and national sources of funding available. 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. 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.

Setting up a social enterprise

These are businesses that operate primarily to address a social problem, improving the environment or society. They exist in many different sectors and make headway in bringing about sustainable social change. They differ from charities, as they generate profit but re-invest them back into the business, and sometimes a percentage of profit is donated to charity. According to government data, approximately 70,000 social enterprises in the UK employ almost a million people and contribute £18.5 billion to the UK economy.

You've got the entrepreneurial flair... what now?

There are a growing number of resources around to help you start up, plus many business competitions and challenges that you can enter to potentially secure funding. You can also look at programmes such as Student Upstarts, Startup Loans and The Prince's Trust. Many large companies also run their own competitions targeted at students, that allow you to enter alone or as part of a team. Your university may run its own competition or challenge too. Your careers service can give you more information.

If you want to find out more about start-ups there are a huge number of networking events. In London, why not visit Campus, powered by Google, who regularly host mentoring programmes, speaker series and networking events. General Assembly is a great hub and has a wealth of education programmes and networking events and StartUp Britain is a national campaign by entrepreneurs for entrepreneurs. You can also join your university's Entrepreneurship or Enactus society.

Our top tips to starting out

- Develop an idea
- Test the plausibility
- Write a business plan
- Identify your market and stay ahead of the curve
- Determine the costs and establish a budget
- Find the right investors
- Network and surround yourself with the right people.

Information and ideas

***Great Business* (government enterprise website) 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.

***Shell Livewire*: 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.

***HMRC*: (Her Majesty's Revenue & Customs, the UK tax authority) hmrc.gov.uk/startingup**

- Everything you need to know about finance, VAT, National Insurance and tax.
- Additional support available through webinars, YouTube videos and workshops.

***NESTA*: nesta.org.uk/resources**

- Excellent resources including guides on market research and idea evaluation, refining your product or service, and successful sales and marketing.

***NACUE*: The National Association of College and University Entrepreneurs nacue.com**

- Supports university enterprise societies. Organises regular events and offers funding.

***NET LAWMAN*: netlawman.co.uk**

- Excellent resource for legal templates and legal information.

SEUK: *Social Enterprise UK*, the national body for social enterprise socialenterprise.org.uk

- Runs several programmes which recognises social enterprise in the UK.

***Enternships*: enternships.com**

- For those just starting out this is a great place to explore getting experience in a start-up.

FURTHER STUDY FAQs

POSTGRADUATE STUDY IS A BIG COMMITMENT. MAKE SURE YOU PICK THE RIGHT COURSE FOR THE RIGHT REASONS, AND THAT YOU'RE AWARE OF FUNDING OPPORTUNITIES.

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. Masters programmes are often undertaken as 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.

See 'To PhD or not to PhD? That is the question' PAGE 18

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 sector 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 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 other sectors 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 sector? The bottom line is – don't do a masters purely to improve your academic record.

What can I do with my career? Can't I delay making a decision by doing some postgraduate study?

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.

When do I need to apply?

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 application deadlines.

Where can I find funding?

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.

I just really love my subject. Is that a good enough reason?

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.

Can I study abroad?

Studying abroad can 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: **prospects.ac.uk/postgraduate-study/study-abroad/study-abroad-checklist**. L

Funding sources

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

Postgraduate loans

As of September 2016, loans of up to £10,000 have been available to UK and EU students for all masters degrees at all UK universities. For full details and eligibility requirements see **gov.uk/masters-loan**

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 **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, Guardian and on **jobs.ac.uk** for these posts.

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.

International students

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

TO PHD OR NOT TO PHD? THAT IS THE QUESTION

CONSIDER WHETHER TO TAKE YOUR RESEARCH FURTHER.

A PhD is a brilliant opportunity to carry out detailed research and specialise in an area you're passionate about. It allows you the freedom to organise and manage your own time while making a contribution to your field of study. You will have the chance to present your work at conferences, publish your findings and develop your skills and knowledge to a very high standard.

So far, so good. However embarking on a PhD is a huge commitment and is often a lonely affair, involving working over a period of three to five years. There is also the question of funding, which can be difficult to obtain.

Consider your ultimate career goal

Many students who undertake a PhD do so with the intention of becoming an academic; but the reality is that there are not enough jobs in academia for all who want them. So it's worth thinking about the other skills you'd gain from PhD study and how these could be in demand for other careers. For example, analytical, technical and research skills could be used working for a think tank, NGO or as a consultant.

Entry requirements

These will differ between institutions and departments. With the exception of some scientific subjects where you may be able to progress straight onto a PhD, or if you're an experienced graduate, you will generally need a masters or equivalent and a minimum of a 2:1 at undergraduate level to be considered for a PhD.

Where to study?

Depending on your area of research, some facilities or resources housed at different institutions may be more important than others. If you're planning to look for work during your PhD, which isn't uncommon, it's also worth considering how close you are to potential employers.

Develop a broad range of skills

Evaluate the skills you'll pick up while doing a PhD, including the ones you might be missing, in order to pursue your chosen career path and think about how you could develop these. For example, to develop leadership and team-working skills, you could get involved with the organisation of a conference.

Finding the right supervisor

Your supervisor will have a massive impact on your PhD, progress and the skills you learn. Try to find out as much as possible about potential supervisors and their areas of specialism before applying for a PhD. University department websites normally have information on staff, their research and published works. Think about what's likely to be important to you in your relationship with your supervisor. This will allow you to prepare questions for when you meet them and others they've supervised.

The importance of self-motivation

It's inevitable you'll need to spend large amounts of time working on your own over the course of a PhD, particularly if you're doing an arts, humanities or social sciences PhD. This might appeal to you, and will develop your drive and motivation skills; but think about whether this is a style of working that suits you and what strategies you might be able to adopt to make it work if not.

Money, money, money

Studying for a PhD is expensive and finding funding is not always easy, so you'll need to be very proactive in searching for it. Work out realistically how much you need to live on, and then find out if the university or departments you're applying to have any funding from Research Councils, studentships or other large research charities, which may cover most, if not all, your costs. You could also apply to a sponsor and some support is available from a variety of charities and trusts, generally in the form of smaller awards. Depending on your area of study, there may be companies looking to fund research that can enhance their area of business. Finally, if you're already working and can put together a good case for how it would increase your performance, you might be able to apply for funding as a form of staff development. L

Find out more

- Ask past and present PhD students for their opinions and speak to potential supervisors or academic mentors.
- Speak to people in your department about your suitability for a PhD.
- Make an appointment with a careers consultant to discuss your thoughts.
- Take a look at these resources:
  - **vitae.ac.uk**
  - **findaphd.com**
  - **targetjobs.co.uk/postgrad**
  - **prospects.ac.uk/postgraduate-study/phd-study postgraduate_qualifications_doctorates.htm**
  - Explore the many blogs written by PhD students, and Twitter feeds eg **#phdchat**

JOB-HUNTING TACTICS

THERE ARE MANY WAYS TO FIND A JOB. USING A VARIETY OF METHODS IN YOUR SEARCH WILL BOOST YOUR CHANCES OF SUCCESS.

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. Looking at job descriptions will also give you a sense of the kinds of skills and experience that employers are looking for. Job boards such as **targetjobs.co.uk** and **prospects.ac.uk** are online graduate job boards that cover a range of sectors. If you would like to work in a particular sector, **prospects.ac.uk/types_of_jobs.htm** contains information on job roles, experience and skills needed as well as links to job boards.

Also search your careers service job vacancy website.

2 Professional bodies and associations

If you know the sector you want to work in, websites for professional bodies and associations are good sources of information. You can find sector news and events which can help you build your commercial awareness and make useful contacts for networking. Often, they list their members which are a good source of potential employers and may have their own job listings.

Search **totalprofessions.com/profession-finder** to find the associations relevant to you.

See 'Speculative applications' PAGE 35

3 Speculative applications

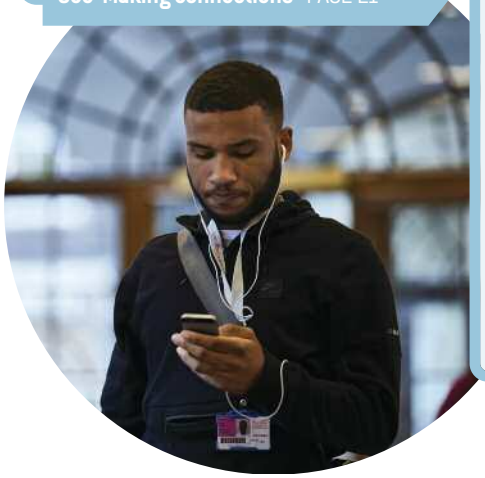
A large number of jobs are never advertised. If you find an organisation you would like to work for, contact them directly with a speculative application. Send your CV and a cover letter explaining your interest. Make sure you target your application, showing how your skills and experience would fit the organisation.

See 'Speculative applications' PAGE 35

4 Events

Events are a good way to network and make contacts as well as discover organisations and job roles which may be new to you. They can also help you gain valuable information about what organisations look for in candidates and where and how they recruit. Find events by checking your careers website for details of talks and fairs on campus and across London.

See 'Making connections' PAGE 21



5 Connecting with people – in person and online

Meeting new people – or 'networking' – can help you find out more about a sector, job roles and routes in. Start with people you know – consider contacts from any previous work experience, internships, volunteering or co-curricular activities you have been involved in. Ask for tips and advice on which roles and opportunities are available as well as the recruitment process.

Using social media can also be a good way to connect with people professionally. Look for alumni from your department and university. Who is currently working in roles or companies that interests you? A professionally worded message may result in some great opportunities.

Taking time to connect with people will help you make personal links with organisations – helping you become less of a faceless CV and more a motivated 'human' candidate for future jobs or internship opportunities.

See 'Making connections' PAGE 21

6 Employment / recruitment agencies

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

7 Internships and summer placements

Internships and summer placements are a great way to make contacts while also converting your academic knowledge into work-based skills. Having an internship on your LinkedIn or CV looks great, and it's widely known that having work experience will increase your chances of success when going for a graduate opportunity. Don't forget: your careers service can help you when applying for internship and placement opportunities!

See 'Experience matters' PAGE 10

WHY EVENTS ARE ESSENTIAL

DISCOVER THE MANY WAYS EVENTS CAN HELP YOU GET YOUR NEXT JOB.

Attending careers events doesn't just allow you to find out about a range of different employers and work opportunities.

The other benefits of events

- Insights on working in a particular role, organisation or sector to help you make informed choices.
- Enhancing your sector and company awareness by getting the latest information about what is happening in the company and its working professionals.
- Networking. Talk directly with employers and working professionals to find out what they look for in candidates and how to boost your chances of getting into the sector. Making contacts is an incredibly useful way to find out about potential work opportunities.
- Mentioning that you attend relevant events on your CV or when networking. This shows your drive and that you have researched your career ideas.

Do your research beforehand

Prioritise who you want to talk to by finding out which organisations or individuals are attending. Think about what you would like to know and prepare some relevant questions. This will help to provide a focus and purpose to the conversation, so you don't end up asking bland or vague questions in a panic such as 'so what do you do?' Remember this is your opportunity to make a good impression and find out what you need to help you with your job hunt, so don't ask anything too obvious or basic, ie where the answers are clearly on their website! Keep an open mind, as opportunities can come from the least expected places. Even if you know which sector you want to enter, those working in other areas may still have insight or advice that could be useful to you.

First impressions count

Dressing for the occasion – if it is a formal event like a careers fair then dressing smartly will make you feel more professional and confident. However, if the event is more informal – like an alumni event or workshop – then dressing more casually may make you feel more relaxed when talking to speakers. Remember to smile, be polite, switch your phone to silent, and introduce yourself (with your name and year of study) before asking your questions. If you find networking too daunting, try going around with a networking partner. Bring a notebook to write down people's names, organisations and any useful information they tell you. This will be valuable to use in your future application and interview should you decide to apply. If they inspired you to work for their organisation, mention this in your application!

Follow up

A day or two after the event, send a 'thank-you' email or LinkedIn message to any contacts you met. 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. Don't forget, your careers service can give you feedback on your email.

Remember, 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.

Find out what is on

- Check your careers service's website.
- Check the main university event pages for relevant guest lectures.
- Browse event-listing websites such as **eventbrite.co.uk** for relevant local events.
- Browse company websites. They often run their own events and list the details online. Join their mailing list to keep up to date with their activities and follow their social media activity, including Twitter.
- Check the relevant sector professional association or sector skills council. They often have student memberships that allow you to use their member benefits, such as talks, training and networking events. See **totalprofessions.com**.
- Set up your own events or help with events run by student societies. Organising a programme and liaising with speakers can be a great way to learn more about a sector and build your network.

MAKING CONNECTIONS

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

So why make new connections?

Just by speaking to and reaching out to new people you might be able to:

- 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.
- Access positions that are never advertised: the 'hidden' job market.

5 ways to make new connections

1. **Who do you already know?** Think about friends, family and academic staff. Who might they know?
2. **Use alumni.** Who is working in your area of interest? Many universities have alumni networks and groups you can join, or try a LinkedIn search. Then send them a brief introductory message or email.
3. **Attend a careers event.** Ensure you research the speakers/companies well, and be ready with some questions that can't be answered just by looking at their website. Be sure to make a note of anyone's name and follow up with a thank-you note or email.
4. **Go straight to the source.** If there's a company you'd love to work for then find a person in a department doing something that sounds interesting, and contact them.
5. **Informational interviewing.** Can a new connection spare some time to answer some of your questions in person or over the phone? Perhaps offer to buy them a coffee? L

Useful questions to ask

- How did you get started in your career?
- What does your job look like on a day to day basis?
- Are there any particular types of experience or courses that would be helpful to get into this area?
- How can I make my application stand out?
- What type of professional and personal skills does it take to succeed in this type of work?

How to feel more confident

- Be ready to talk a little about yourself, but don't feel the pressure to 'sell' – just stick with the facts.
- The best way to be interesting is to **be interested** in what others have to say – practise the art of 'active listening'.
- Make eye contact – if this feels awkward, then try looking at their eyebrows instead!
- Don't create physical barriers such as folding your arms or hugging a pile of brochures.
- Remember to breathe. If you make your out-breath longer than your in-breath you will feel more relaxed.

See 'Getting LinkedIn with employers' PAGE 23

See 'Why events are essential' PAGE 20

MASTER SOCIAL MEDIA

USE ONLINE TOOLS TO DISCOVER EMPLOYERS AND FIND INFORMATION TO ENHANCE YOUR JOB SEARCH.

While your online activity might not result in a direct job offer, it provides a chance to job hunt and could put you in the right place at the right time.

The most well-known professional networking site is LinkedIn. Millions of members, and a large number of employers have a company presence there. Start by connecting with people you know; this will help build the foundations of your network. Then search for alumni of your institution or who've studied your subject and find out what careers they've followed. When it comes to broadening your network it might be tempting to connect with the most influential name you can find, but this is bad etiquette. It's helpful to do some groundwork before you make requests and to personalise each one. Mention the basis for reaching out; did they study at the same institution as you? Do you belong to the same LinkedIn groups? Do they have a professional blog you admire? Don't make requests for help in connection requests, focus on shared interests or experiences. Also think about what you can do for your connections; relationships should be reciprocal.

Networking takes different forms on other social media platforms. On Twitter you can follow and start a conversation with anyone. There are live chats on Twitter 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.

Commercial awareness

Talking about key issues and trends in the industry will help you stand out when networking or at interview.

Join LinkedIn groups for sectors or types of work you're interested in to find out about the issues facing that particular industry and get an idea of culture and priorities of people who do those jobs.

You can also research companies by looking at their LinkedIn pages for news they've posted and from the career paths of their employees.

Twitter is very useful for commercial awareness. For whatever area of work you're interested in you can follow employers, professional associations, experts and journalists. The timely nature of Twitter means that you can check what the latest issues are in your industry even on the way to interview.

Creating a digital footprint

Whether you know it or not you have a digital footprint and with 46 per cent of employers rejecting a candidate after reviewing their online presence (Career Builder, 2015) make sure that your footprint presents the best version of you rather than anything unprofessional.

Do a search for yourself – are you happy with the top results? Do they even refer to you or someone else with the same name? Posting positive content regularly can help establish a strong digital presence. Allocate a bit of time to maintaining your accounts and you'll reap the benefits. In terms of raising your profile in the search results the most powerful thing to do is create a LinkedIn profile as this rates highly in search engine rankings.

Show commitment to your subject matter and develop your writing and communication skills by blogging. You could 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. Remember to link to your blog from your other social media accounts and you might even include a link in your CV.

Creating a positive digital presence is not just about producing your own content though. Support other job seekers by sharing vacancies and promoting their content. Share and comment on content from employers or on topics relevant to your career interests.

Take a few moments to consider if that comment or photo is something you want a prospective employer to see now and in a few years' time. Site owners have a habit of changing privacy settings so check yours regularly to see if there's anything on your profile you wouldn't want employers to see.

Using tools to the max

Twitter lists can be useful for sorting the people you follow into groups or separating out different sectors you're interested in. Other people's lists can also provide useful ideas of who to follow.

You might want to consider other tools as well to manage your social media. Hootsuite (**hootsuite.com**) for example is a way to manage multiple social media accounts on one platform instead of many. You can also filter your feeds into columns for particular keyword searches or hashtags. Tools such as IFTTT (**ifttt.com**) can help automate job or keyword searches online and send you the results in your preferred format saving you lots of time.

When you're publishing content on social media make sure to use the best platform for the format. It might go without saying but if you want to share your design work then Instagram might be more effective than Twitter. If you're writing articles discussing current legal issues then Wordpress might be more suitable than Tumblr.

See 'Getting LinkedIn with Employers' PAGE 23

See 'Speculative applications' PAGE 35

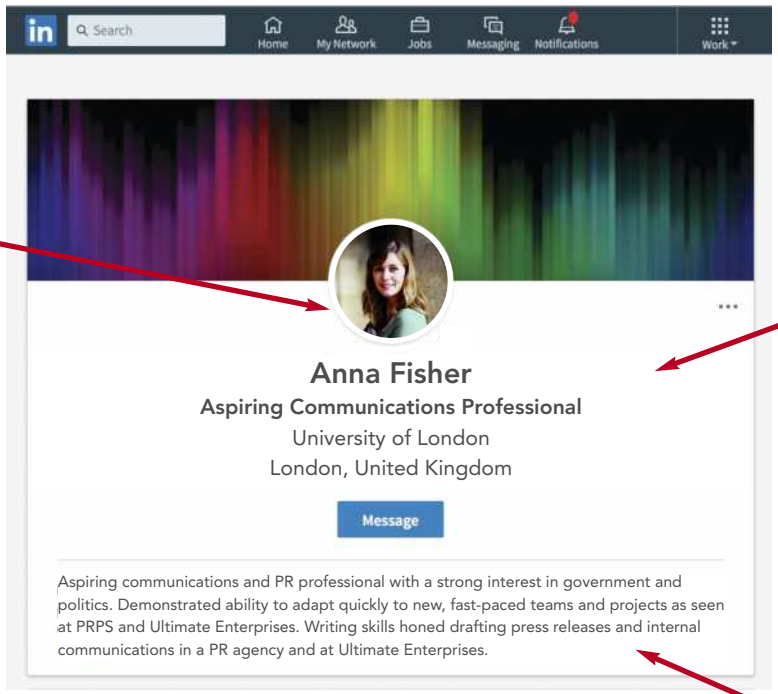
GETTING LINKEDIN WITH EMPLOYERS

FORTY-EIGHT PER CENT OF EMPLOYERS CHECK A CANDIDATE'S LINKEDIN PROFILE WHEN MAKING HIRING DECISIONS. ENSURE YOUR PROFILE MAKES A GOOD IMPRESSION.

LinkedIn is a powerful tool for raising your professional profile online as well as for connecting with people, searching for jobs, exploring careers and sharing advice and information with professionals in your field. Employers use it to publish job openings, and recruiters to search the network for possible candidates and to screen candidates before interviews.

You can find great advice on how to use the platform at **students.linkedin.com/uk** which has a collection of videos and tutorials to help you out. In the meantime here are our top tips on getting started with your LinkedIn profile.

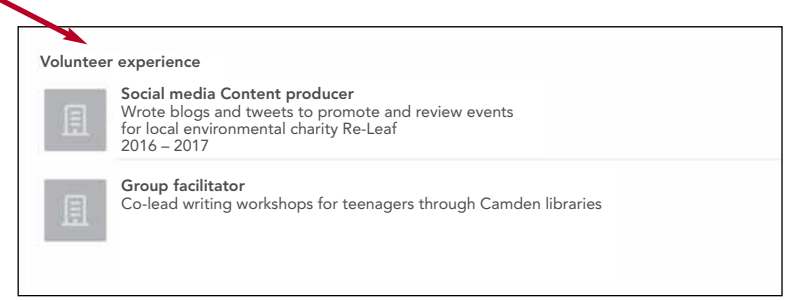
Profile image
You don't need a professional head shot but make sure it's been taken in a workplace or neutral location (no bars or beaches). You should be the only person in the photo, even someone else's arm makes it look less professional. Avoid using your graduation picture as this dates you right away from an employer's perspective.



Headline and summary
The professional headline section can reflect your career goal, current work status, preferred industry, or your current job title. The summary expands on this and is a good place to highlight your specific transferable and technical skills, as well as relevant experience and professional interests.

These sections contribute a lot to search results so use active language and key words in your writing to make yourself easier to find.

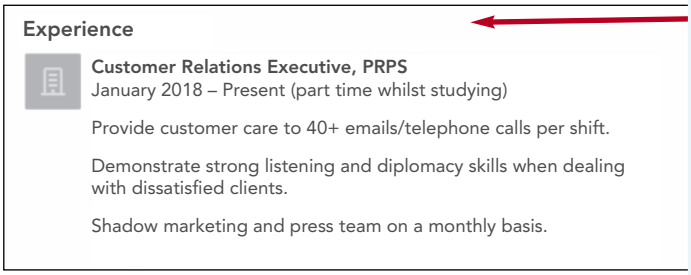
Volunteering
LinkedIn allows you to add volunteering, courses, publications, projects, and more to your profile too. Make the most of the web format by linking to blogs, websites or presentations that show off your skills. For example, if you've written for a student publication, link to your article.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



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.

'Keeping your LinkedIn page 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.'

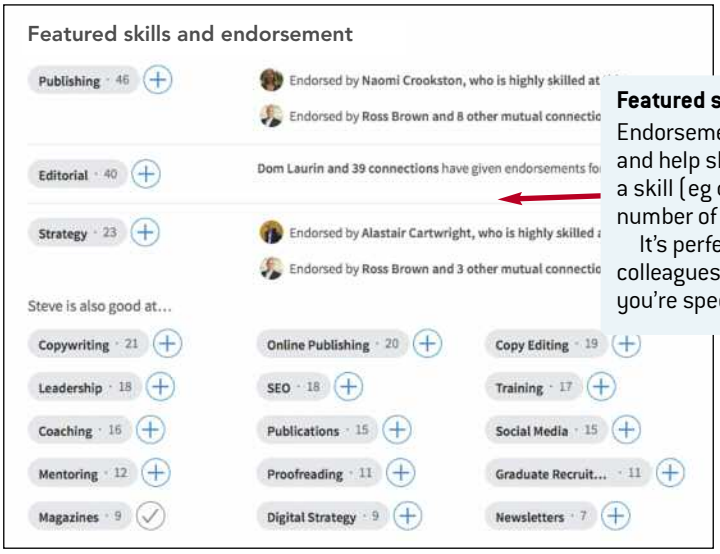
Richard Adams, Publishing Manager at Pageant Media
(BA English, King's College London)



Experience

Unlike a CV you're not limited for space so leave nothing out. See 'Demonstrating your skills' on page 25 for advice on effective techniques for writing about your experiences.

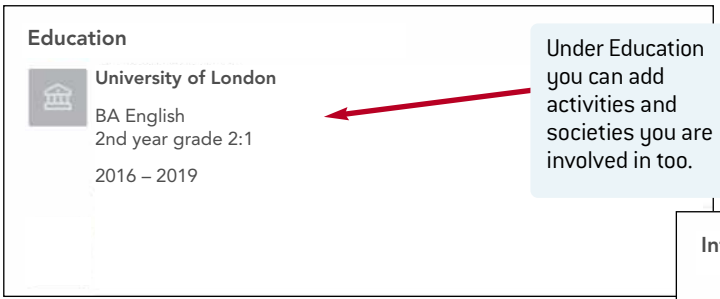
LinkedIn also allows you to add information about volunteering, courses, publications, projects, and more to your profile. Make the most of this by linking to blogs, websites, presentations or portfolios that show off your skills. If you're involved in any university activities or societies you can add information in the education section. Don't forget to mention skills gained.



Featured skills and endorsements

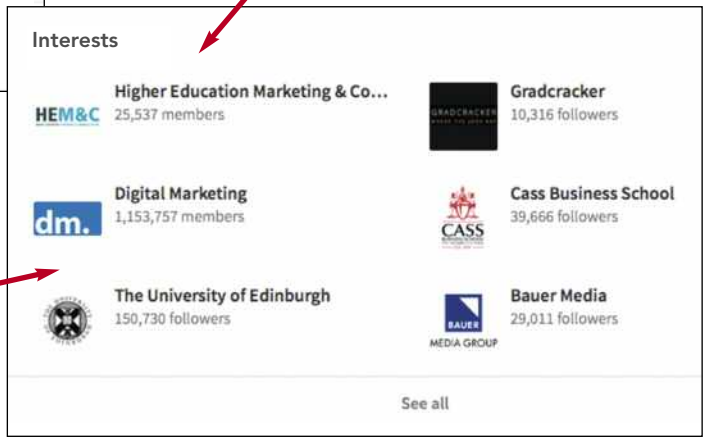
Endorsements from your connections can really strengthen your profile and help showcase your skills. Don't include different ways of describing a skill (eg data analysis and data analytics) because this can lower your number of endorsements as your connections choose between them.

It's perfectly acceptable, and beneficial, to ask previous managers and colleagues to endorse you or to write a recommendation and it helps if you're specific in your request.



Under Education you can add activities and societies you are involved in too.

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.

DEMONSTRATING YOUR SKILLS

MAKE IT EASY FOR EMPLOYERS BY MATCHING YOUR SKILLS TO THEIR REQUIREMENTS.

Understanding the skills or competencies recruiters are looking for is vital when it comes to making successful applications and doing well in interviews. 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.

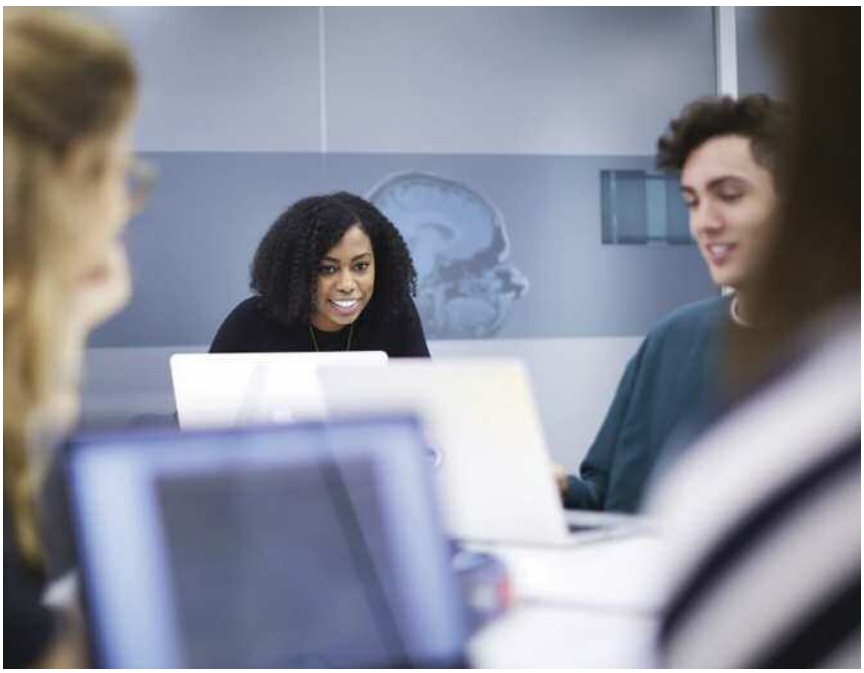
Demystifying job descriptions

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 »

What if there is no job description?

You may be applying speculatively for an unadvertised role (see our article on page 35 for how to do this), or the advert may simply state 'Marketing intern required, send your CV...' or something equally brief. So how can you begin to find relevant examples when you don't know what skills to demonstrate?

- Ask them. If they have provided contact details, be proactive and get in touch. You may be the only candidate who does so and then you'll have made a positive first impression which 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, for example '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? What skills would you 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.
- The websites **targetjobs.co.uk** and **prospects.ac.uk** profile lots of different types of jobs, with lists of typical duties and transferable skills that are commonly needed for them. This might help you to identify skills you have overlooked.



from another candidate. However, don't be put off from applying if you don't meet all 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, extra-curricular activities and your studies can all be useful sources of examples.

For example getting your colleagues together at the weekend to complete a group project would require leadership skills such as consulting, motivating and supporting others. If there is an area you feel you have little experience of, think about how you could get some exposure to it.

The STARR technique

Follow the STARR 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 AND 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.

AN EXAMPLE OF INTEGRITY, USING THE STARR TECHNIQUE

Question

'Can you describe a time when someone you were working with made a decision which you disagreed with on moral terms?'

SITUATION & TASK

'I'm on the Film Society committee and we were planning an event to raise £100 to subsidise a special screening. The ticket price included a film screening and a drink. We had already started to promote our event when we costed it, and we discovered that we would make a loss.

The President of the society wanted to charge for the drink, and not change the promotion. The rest of the committee agreed, but I felt that this was dishonest and misleading.'

ACTION

'I suggested that instead of changing what we offered, we should buy drinks from a wholesaler so we could save money. I worked out the cost of value drinks and presented my working out on Excel to the rest of the committee. I persuaded them that we could make a profit if we focussed on promoting the event to full capacity. We therefore agreed as a team to focus our efforts on promoting our event to sell out. I also suggested that we seek sponsorship to cover the costs of the drinks and set about arranging meetings with some firms.'

RESULT & REFLECTION

' Due to our extensive promotion we managed to sell all the tickets. I was also able to negotiate a deal with a local retailer and so made an additional £100 profit. I learnt the importance of speaking up when you disagree with a teammate but at the same time having useful suggestions about how things can be done differently.'

Skill	What does it mean?	Examples of evidence
Written and verbal communication	• Communicating information and ideas clearly and accurately. • Using appropriate language, style and writing methods when communicating with different people in a range of situations.	• Wrote article for SU magazine to raise awareness of the low contribution to the Global Fund to fight malaria, tuberculosis and AIDS. • Illustrated argument with photos and statistics, and provided clear instructions on what students could do to lobby for change.
Teamwork	• Assigning or taking on clear roles and responsibilities within the team. • Supporting others and encouraging co-operation. • Having an awareness of the needs of others and responding flexibly.	• Group coursework: contributed to group presentation, taking on my own research and helping others with theirs. • Arranged session to practise material and timings.
Commercial awareness	• Knowing how to talk to clients, establish their needs and identify opportunities. • Understanding how an organisation works, how it makes a profit and what internal/external elements influence its business. • Taking time to understand what is going on in your chosen industry.	• 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. • Learned about negotiations with suppliers, the price of raw materials and the impact these have on retail prices. **See 'Commercial awareness'** PAGE 28
Attention to detail	• Ensuring work is thoroughly checked for errors and omissions without compromising timescales. • Following instructions carefully and accurately. • Picking up on details in your work, whether in interactions with clients or in work documents.	• Completed data-entry project as a summer job, working with large volumes of data from numerous sources. • Developed system for checking for accuracy and allocated time to allow for proofreading.
Time management (organisation)	• Prioritising a workload to meet multiple deadlines. • Planning use of time to ensure tasks are delivered to a high standard and to deadline.	• Managed a final-year project, while having a part-time job and a volunteering project. • Set monthly goals and weekly tasks, which were reviewed regularly to ensure they were on track.
Adaptability and flexibility	• Responding positively to change. • Adapting to new situations quickly. • Taking on a diverse range of tasks equally effectively.	• Took on group leader role for an SU volunteering project at the last minute to replace a sick member of the team. • Quickly learned finance and client-record systems to ensure smooth continuation of project.
Responsibility and reliability	• Being trusted to manage tasks or deliver results. • Taking a key role in an organisation and executing it successfully.	• As a part-time sales assistant, took on responsibility to cash up at end of the day, following security procedures. • Trained new members of staff.
Leadership	• Leading a team or project group. • Delegating and motivating others effectively. • Encouraging input from others. • Putting the group's or organisation's needs ahead of your own.	• Led and inspired a new tennis team to train on a weekend. • Created the post of Vice-Captain to support scheduling of matches, after consulting the rest of the team about problems with this issue.
Decision-making	• Ability to select the best course of action from multiple alternatives and justify decisions logically.	• Made the decision to cancel one of two society fundraising events after reviewing options and explained to members.
Initiative/ self-starter	• Working without supervision. • Tackling new duties or projects without help. • Originating new schemes and methods.	• 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.
Innovation and creativity	• Coming up with new and original ideas. • Considering issues and dilemmas from a new perspective. • Making an artistic contribution.	• As a student mentor, suggested and developed new marketing campaign to encourage first-year students to sign up to the mentoring scheme.

COMMERCIAL AWARENESS

HOW CANDIDATES CAN IMPRESS EMPLOYERS AND STAND OUT FROM THE CROWD.

What exactly is commercial awareness?

Essentially it is about knowing how an organisation works and the impact (in terms of challenges and opportunities) it faces from external factors. A useful framework when thinking about potential influences on a business is STEEPLE – an acronym for Social, Technological, Economic, Environmental, Political, Legal and Ethical. How might technological or legislative changes impact the organisation you are applying to for example?

It's a common myth that commercial awareness is only relevant if you work in the corporate world or if you work in management. But no matter whether you are applying to work in finance, a charity, museum, or hospital, recruiters place a huge value on it. Candidates who understand the organisation and industry will be better able to make an effective contribution to the workplace and ultimately help the organisation do well.

How recruiters test it

Recruiters are looking to know what you know about their organisation and why you want to work for them. This might sound simple enough, but these are questions students often struggle to answer convincingly.

Other potential questions include:

- Why do you want to work for us?
- Tell us about what we do
- What are the biggest opportunities and challenges facing our sector?
- Tell us about our competitors
- Which business news story has interested you recently and why?

You can expect these types of question in an application, at interview and during an assessment centre.

If you are applying for a marketing role you could be asked what your favourite marketing campaign at

'Commercial awareness is a valuable transferable skill that can give an individual a cutting edge over others in any industry. Such a transferable skill can be a catalyst for growth within the organisation.'

Sergey Kornev, Senior Account Manager,
Hogarth Worldwide Limited

the moment is and why, or asked to describe how you would promote a new product. For a finance role you could be asked about the impact of changes in exchange rates or trading agreements. If you are applying to work in healthcare you could be asked about what you feel the biggest challenges facing the industry are and how you can work efficiently with these pressures. All these questions are designed to see how passionate and enthusiastic you are about what the employers do and how realistic your ideas are about how they can operate in the future. L

See 'What to expect at an assessment centre' PAGE 42

'Commercial awareness is important — even in the public sector. Being able to demonstrate that you consider the bigger picture and can think strategically is a powerful indication of your potential and commitment to the profession.'

Vivien Wilson, Managing Editor, Hansard, House of Commons

GET THE EDGE

KEEP UP TO DATE WITH THE NEWS AND CURRENT AFFAIRS	Read business news stories online, watch news programmes and listen to business podcasts to stay up to date. You can also follow relevant people, industry publications and professional associations on social media. How might the topics raised impact the organisation you are applying to?
NETWORK IN PERSON AND ONLINE	Attending careers fairs and events are excellent opportunities to ask questions about issues facing their businesses. You can also get useful sector insights from your university alumni network, or from any contact you have eg from previous work experience. Follow organisations and people from the industry who interest you on social media.
READ THE WEBSITE OF THE ORGANISATION YOU ARE APPLYING TO	The 'About us' and 'news' sections reveal what the organisation sees as important about themselves. Look for details about recent projects, awards or who their clients are. Read about all areas of the organisation and not just the department you are applying to. How does the role you are applying to fit in with the wider context of the organisation?
WORK EXPERIENCE	Seeing an organisation at work will show the practical realities of running and organising a business. A part-time retail or restaurant job will give exposure to the importance of branding, special offers and customer loyalty schemes for example. Volunteering to put on a charity fundraising event can give insight into business concerns such as planning, budgets, marketing, dealing with suppliers and organising a team.

Yes commercial awareness is about what is happening in the business world right now, but it is also about how previous events have had a long term impact. You could be asked about a major news item from a year ago, so set aside regular time to keep up with the news. Think about how you can apply this information to the organisation you are applying to. Be prepared to discuss news stories at interview or use them to inform your ideas at an assessment centre.

YOUR CV

TARGETING YOUR CV TO THE ROLE YOU ARE APPLYING FOR IS ESSENTIAL TO GET TO INTERVIEW.

It's essential that you adapt your CV. Each time you apply for a job you need to tweak it to fit that particular role.

1. Start with the person specification or job description, as this lists exactly what skills the employer is looking for. These are the criteria your CV will be assessed by.

2. Think of examples from your work, internships, volunteering, study, interests, travel or home life that prove you have these job requirements. Choose examples that show you using the skills in a way that is similar to how they would be used in the role.

3. Plan the sections you need in your CV, then decide on section titles and order.

4. Incorporate your skills into the most relevant section/s of your CV, remembering that unpaid activity (eg volunteering, involvement in clubs and societies) can be as valuable as paid work. What matters to employers is the skills you've developed. Make sure you've provided evidence for every job requirement.

5. Triple check ALL spelling and grammar and ask someone else to proofread the final draft. Many employers will regard even one error as an indication of poor motivation for the job and reject you on that basis. L

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.

There is further, useful information in our articles on demonstrating your skills PAGE 25 **and on speculative applications** PAGE 35

CV Sections

Personal details
- Name, address, telephone number, email address.
- You don't need to include your date of birth, marital status or sex.
- Use a professional sounding email, such as your full name, rather than a nickname. If necessary, set up a new account.

Education
- University education – 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 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. 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
- List the skills acquired from 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 policy 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.

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.

- It's obvious this is a CV as it starts with their name as a title.
- Begin with the most recent events and include current education.

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

EDUCATION & COURSES

2015–2018 **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.

2008–2015 **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)
Jan 2012, **'Principles of Trading', Haymarket Bank, on-site**.
Increased commercial awareness through one day introduction to trading.

WORK EXPERIENCE

Sept 2015–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 2013–Aug 2015 **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 handled 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. In a team of three, 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.
- **IT**: Intermediate level Word, Excel, Access and Powerpoint.
- **Languages**: Conversational German.

REFERENCES
Available on request

- Flags up a skill outlined in the job description.
- Uses numbers to provide specific information, increasing the impact of her writing.
- Summarises GCSEs.
- Includes any relevant careers-related courses.
- Lines between sections, capitalised titles and bullet points make it easy to read.

- Includes a couple of modules which give relevant knowledge for the job, along with further details on content.
- Draws out the transferable skills outlined in the job description: responsibility, interpersonal/ relationship-building ability, self-motivation.
- Uses examples to back up the skills: avoid at all costs just listing your skills.
- Again, draws out transferable skills outlined in job description: ambition, interpersonal skills.
- Uses this section to again show skills outlined in job description: teamwork and interpersonal skills.

- Choice of title highlights ability to take responsibility.
- Includes extracurricular careers-related activities.
- It is fine to write 'Available upon request'.

The profile debate

You don't have to have a 'profile' or 'career objective' at the top of your CV. It's really a matter of personal preference. If you do decide to include one, make it specific and ensure any statements regarding your skills are complemented by concrete examples.

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

EFFECTIVE COVER LETTERS

CONVINCE AN EMPLOYER THAT YOU ARE RIGHT FOR THE JOB AND THE ORGANISATION.

A cover letter is your opportunity to explain to an employer why you are applying to them, and how your skills, knowledge and experiences make you a good fit for the role and organisation.

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.

Ideally your cover letter and your CV will be read together but you can never be sure, so try to make sure they can each stand alone. That means your cover letter should refer to key facts from the CV but should amplify rather than duplicate. Your CV should present more detailed evidence to back up the points you make in the cover letter. Keep your cover letter to one side of A4.

Structure and content

There is no 'magic formula' for cover letters, but the following can provide a helpful structure. Think of sections rather than paragraphs, since some aspects may require two paragraphs. These sections may appear in different orders for different applications.

Greeting

Always try to find a name, rather than a job title, as it demonstrates that you researched the organisation. 'Dear Ms Smith' is much better than 'Dear Sir/Madam' (avoid 'To whom it may concern'). Remember the signing off rule of 'yours sincerely' if it is addressed to a named person and 'yours faithfully' if not.

Introduction

Include who you are, your degree subject, university and situation – recently graduated, about to graduate, penultimate year. Explain 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 profile or LinkedIn page 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 try to cover all of your experience; just illustrate your selling points with three or four good, specific examples, backed up by evidence.

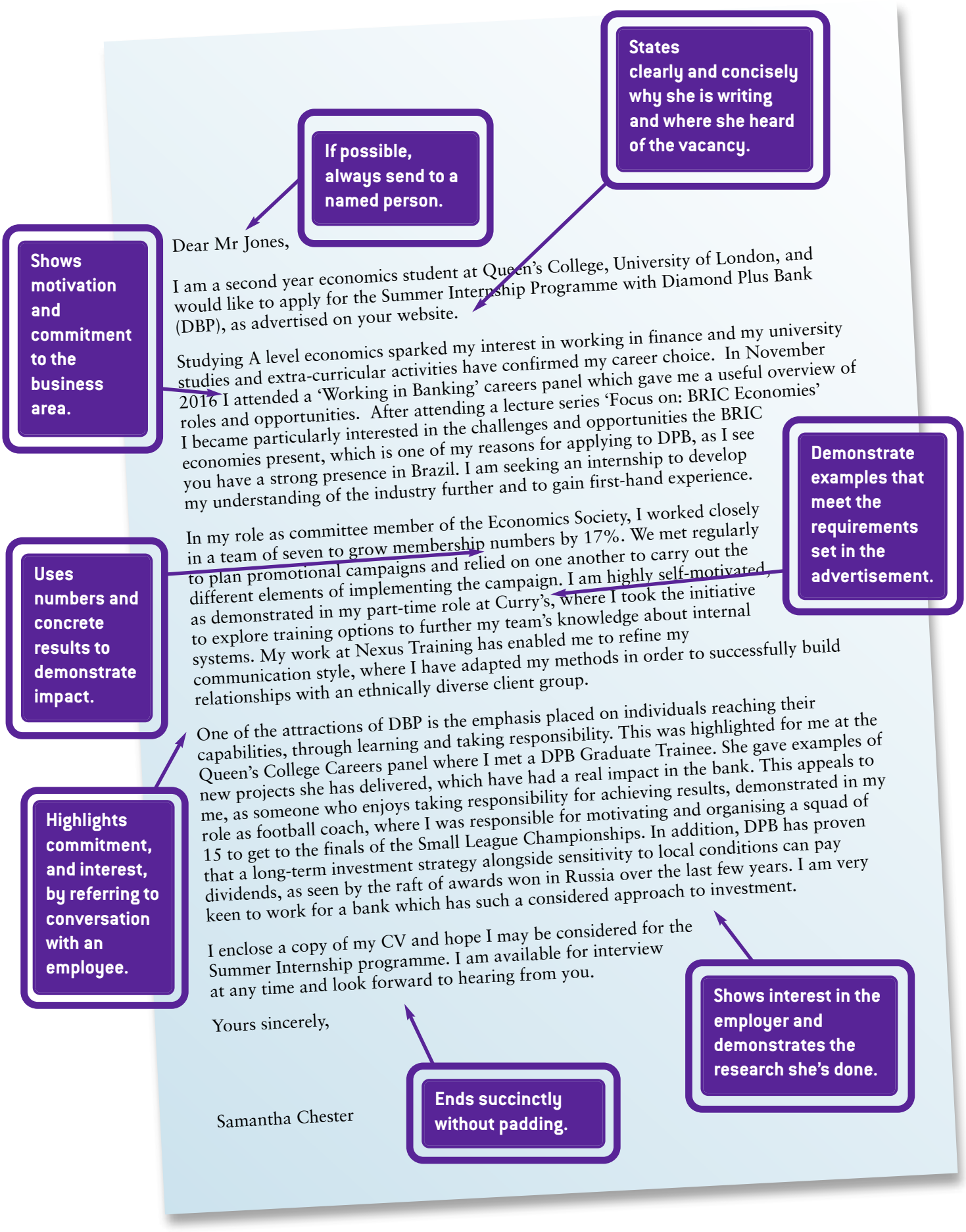
If you are applying for a job that has been advertised, and you have a person specification for the role, then the covering letter should address that in detail. Make sure you show the employer that you meet their stated requirements.

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.

Top tips

- **Presentation** – if an application requires a cover letter it should be laid out formally as a letter. Keep it clear, well presented and visually attractive. Don't cram too much on the page. Often you will be sending a cover email rather than uploading or attaching a formal letter, in which case dispense with elements such as addresses at the top.
- **Use positive language** – power words can illustrate your experiences in a really effective way. For example, 'initiated', 'instrumental in...', 'succeeded in...'.
- **Be succinct** – remember this is an example of your written communication, so write in a clear, succinct and professional manner.


States clearly and concisely why she is writing and where she heard of the vacancy.
If possible, always send to a named person.
Shows motivation and commitment to the business area.
Demonstrate examples that meet the requirements set in the advertisement.
Uses numbers and concrete results to demonstrate impact.
Highlights commitment, and interest, by referring to conversation with an employee.
Shows interest in the employer and demonstrates the research she's done.
Ends succinctly without padding.
Dear Mr Jones,
I am a second year economics student at Queen's College, University of London, and would like to apply for the Summer Internship Programme with Diamond Plus Bank (DBP), as advertised on your website.
Studying A level economics sparked my interest in working in finance and my university studies and extra-curricular activities have confirmed my career choice. In November 2016 I attended a 'Working in Banking' careers panel which gave me a useful overview of roles and opportunities. After attending a lecture series 'Focus on: BRIC Economies' I became particularly interested in the challenges and opportunities the BRIC economies present, which is one of my reasons for applying to DPB, as I see you have a strong presence in Brazil. I am seeking an internship to develop my understanding of the industry further and to gain first-hand 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. I am highly self-motivated, as demonstrated in my part-time role at Curry's, where 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 alongside sensitivity 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 enclose a copy of my CV and hope I may be considered for the Summer Internship programme. I am available for interview at any time and look forward to hearing from you.
Yours sincerely,
Samantha Chester

COMMON APPLICATION ERRORS AND HOW TO AVOID THEM

AN APPLICATION FORM IS AN EMPLOYER'S FIRST IMPRESSION OF YOU SO IT IS IMPORTANT TO STEER CLEAR OF MAKING ANY EASILY AVOIDABLE SLIPS.

Too generic

- ✖ Generalised statements that are not backed up by evidence: 'I am a highly motivated team player who puts her best efforts into every task.'
- ✖ Generic statements about the company that could apply equally to another company: 'You are a reputable company with an exciting client portfolio and provide excellent training prospects.'
- ✔ Reading and analysing what the recruiter is looking for.
- ✔ Structuring your application and/or CV/cover letter around the skills, qualities and experience which match their requirements. Please see advice on CV and cover letters on pages 30 and 32.
- ✔ For competency questions on application forms use an approach such as STARR to structure your answer. Please see how to use STARR on page 26, and learn more about competencies on page 25.
- ✔ In a cover letter including specific points about the employer and why that attracts you to them and to this job.
- ✔ Always backing up the points you make in the application/CV/cover letter with specific examples as evidence: 'I demonstrated high levels of motivation by exceeding sales targets three months in a row in my part-time role at Simply Coffee.'

Spelling, grammar or typing errors – accuracy is crucial

- ✖ Copying and pasting sections carelessly
- ✖ Amending sentences without re-reading to make sure there are no extra words left from the last version (or words missing)
- ✔ Proofreading thoroughly, and not relying on spell-check.
- ✔ Asking someone else to proofread, as it is very easy to miss mistakes when you know what you intended to write.

Not following instructions

- ✖ Missing out an element of an application. For example, sometimes you are given the option of adding a cover letter. If you are offered that opportunity to sell yourself, take it. The recruiter is likely to be far less interested in an applicant who has not taken the trouble to do so.
- ✖ Exceeding word limits. With online applications the maximum number of characters may be set automatically, so if you try to exceed the maximum the last part of your answer will be lost. It is up to you to make sure you stay within the maximum. You do not need to use all the words allowed, but a response that is too short suggests you could do more to sell your skills and experience.

Writing in a manner that is too formal or too casual

- ✖ Using lots of long words to sound impressive
- ✖ Using clichés: 'I would relish the opportunity to hone my skills', 'I am passionate about...'
- ✖ Using contractions: 'I'm', 'didn't' etc
- ✖ Using colloquial language: 'My performance was on the money.' This sounds arrogant too.
- ✔ Write in a clear, concise and business-like style
- ✔ Use active words: 'analysed', 'coordinated', 'demonstrated'
- ✔ Finally, be sure to save a copy of your application so that when your excellent application gets you through to an interview you are able to look back over it as part of your interview preparation.

MAKE THE FIRST MOVE WITH SPECULATIVE APPLICATIONS

OPTIMISE YOUR JOB HUNTING BY TAPPING INTO THE HIDDEN JOB MARKET. IT CAN INCREASE YOUR CHANCES OF GETTING THE VACANCY YOU WANT BY CONTACTING EMPLOYERS DIRECTLY.

If you only wait until see you see a job vacancy advertised before you apply, it's likely that the huge number of opportunities that are unadvertised will pass you by unnoticed.

Making speculative applications involves sending your CV and covering letter to a company, even though a vacancy hasn't been advertised, to see if they have any opportunities for you to work for them. Whilst this might not be the quickest method of job hunting, done carefully it can certainly deliver positive results particularly with smaller organisations and in industries such as the arts, media and charities. For employers this is a quicker and cheaper way to recruit, plus – as the candidate has come to them – it proves their drive, initiative and willingness to go the extra mile.

Take time to get it right

Remember any communication you have with an employer will define their first impression of you. Take time to find out about the organisation, so you can clearly state *what* you know about them and *why* you are particularly interested in working for them. Targeting your CV and cover letter is vital. Although there is no person specification to tailor your application to, think about the skills and qualities this organisation is likely to need, and demonstrate how you match them and could therefore be exactly what they are looking for.

Increase your chances of making an impact by sending your application directly to a person who you have already made a connection with. This could be someone you met at a careers event, have previously worked with, or contacted on LinkedIn or Twitter for example.

Although it is easier said than done, don't be disheartened if you don't get a response. Follow up your application with a phone call a couple of weeks later to check whether they have received your application and gauge the likelihood of any opportunities. This approach won't work every time, but with persistence you never know when you might find yourself in 'the right place at the right time'. L

See our articles on how to write an effective CV and cover letter PAGES 30–33

• Idea!

If you are interested in working in the arts or media, another way of identifying potential employers is to list your favourite arts venues, museums or the production companies that produce your favourite programmes, for example. Use this as a starting point to then search their websites and follow the steps explained in this article.

• Idea!

Are there organisations you could contact which are working in the same area as your dissertation or final project? Check their website for details of any open days or careers events where you can meet them in person and find out how they recruit and what they look for in potential candidates. This information will be valuable when making your own application. Search for the company or an employee from the department you are interested in on social media and message them with some well-prepared questions. This is an opportunity to develop rapport and build your understanding of their business. For help with showing your commercial awareness, see page 28.

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

IMPRESS AT INTERVIEW

CAN YOU DO THE JOB, WILL YOU DO THE JOB, WILL YOU FIT IN?

Interviews are an excellent opportunity for you to sell yourself, but remember the most important thing will always be to present your answers in a way that matches what the employer is looking for. It may sound obvious, but far too many people don't have a thorough understanding of **whom** they are applying to and **what** for. Your answers will differentiate you from other candidates, so do not underestimate the importance of preparation.

Competency-based interviews

Before

What will they ask?

The job description and person specification will list exactly what the employer is looking for, so re-read it carefully to make an informed guess about those areas you'll be asked questions in. If they mention planning, communication and team-working skills, make sure you prepare examples to demonstrate these.

The idea is to show when you've used a skill in the past – not only that you understand the skill but also that you can use it effectively in a real-life context. By giving these examples you can convince them that you have the ability to do the job, so think in advance about how you can draw on work experience, your course and extra-curricular activities.

Industry understanding

As well as finding out about your skills and experience, the recruiter will also be assessing your understanding of the role, organisation and industry. They could test this in a variety of ways, by asking you questions about the company's performance and place in the industry they operate within or, on a more personal level, which aspects of the role interest you the most. For more information on this read the Commercial Awareness article on page 28.

You could also be asked technical questions about a particular task or subject knowledge required for the job or, in some instances, how you've used and understood relevant software or equipment that you'll need to use. Again, the job description is the best place to give you an idea about what they might ask.

Practice makes perfect

Once you've prepared examples, it's worth practising how you'd embed these into an effective answer. It's one thing to think about your skills and experiences, but another being able to explain them out loud while thinking on your feet!

Contact your Careers Department as soon as you have a date for your interview to prepare a practice interview, which will give you the opportunity to practise your answers and receive feedback on your performance and tips on how to improve. Most departments also have access to an online video interview simulator, where you can record yourself answering questions and watch them back. Once you've got over the embarrassment of watching yourself on film, it's a great opportunity to reflect on how you come across. Failing all else, practise your answers out loud with a friend (or even a mirror!)

Avoid the temptation to memorise answers to questions you might be asked – not only do you run the risk of sounding robotic and cold, but there's a danger that in the pressured environment of an interview you'll lose the thread of your argument. Making some brief bullet points or notes to take in with you is fine.

It's also worth thinking about what you're going to ask at the end of your interview. Don't treat this lightly. It's a great opportunity to impress by asking well-formed, insightful questions, and also helps you get a sense of whether the role is right for you. For example, you could ask a practical question about the role, department or wider organisation, and it could be linked to their sizes, aims and priorities.

If you're not sure what to wear, dress smartly – it's better to dress a bit too formally than not formally enough.

During

Some Practical Tips

- Relax, and try to be yourself. Breathing slowly and deeply can help.
- First impressions are vital, so make sure to be polite and professional from the moment you enter the building including to staff who aren't on the interview panel.
- Pay attention to the questions. Answer those they've asked rather than the ones you wish they had.
- Ask for clarification if you don't understand the question, and if you can't think of an answer, ask if you can return to it later.
- Avoid giving unnecessary detail. Use the STARR technique to answer the questions in enough detail, but try to be concise. You can use the body language ››

Strengths-based interviews

Strengths-based interviews are becoming more popular, with some employers switching to this method as they feel it is less formulaic and allows them to see the real you.

Before

Strengths-based interviews take their name because they aim to find out what comes naturally to you, with ease and enthusiasm. So you're likely to be asked about your motivations and values.

It makes sense to work out what your strengths are. Try asking yourself:

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

It's also worth thinking about the why – why do you enjoy those types of work or activities, and why are you good at them? Improving your self-awareness will help you perform better.

The organisation hiring will be looking for a good match between you and them, specifically people who share their values and who they think will be comfortable with their way of working. Make sure you research the company's values and think about what they might mean in practice in the workplace, as well as ensuring you have a solid understanding of the organisation as a whole.

During

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?
- Why is this role and organisation right for you?

You may be asked several follow-up questions taken from this list. 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 also 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, so don't be afraid to use the STARR approach. See 'Demonstrating your skills' on page 25.

Recruiters are looking for people whose strengths align with the job, who feel comfortable and confident with the key skills required, and ultimately who will enjoy the role. While preparation and research is important, don't be tempted to dishonestly adapt your answers to something you think the recruiter wants to hear – be honest about your strengths and motivations.

of the interviewer to tell whether they need more detail, and, if you're really not sure, you can ask if they'd like you to expand on your answer.
- Don't lie but be positive! If you do need to talk about negative experiences (such as a failure), ensure you're showing how you learned from it or have improved as a result.
- Unexpected things happen in life: don't panic if something does go wrong on the day of your interview! Coping calmly with pressure and dealing with unexpected circumstances are valued traits, and you could even turn one of these things into a positive situation!

After

First of all, congratulations! An interview is a daunting experience, and being invited to and completing one is no mean feat. If you can, try and treat yourself to something immediately afterwards to take your mind off it.

The recruiter will probably have given you a sense of when they're likely to make their decision and inform candidates – this can vary from being on the same day to a few weeks away. Try not to think about the interview too much in the intervening period, as there's not a lot you can do at this point. If you haven't heard from them by the designated time, then there's nothing wrong with getting in touch with them to check when you're likely to find out, but don't overdo it as you don't want to come across as pushy.

If you're informed that they'd like to offer you the job, then that's of course great! While verbally accepting an offer isn't a legal agreement, they're likely to want to send through an agreement shortly afterwards so take the opportunity to ask any questions about salary, conditions or anything else concerning you at this point. If you're not being offered the position, then ask for some feedback – while disappointing in the short term, it should help aid your performance in future interviews.

Telephone and video interviewing – prepare as you would for a face-to-face interview

- 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. 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 to give 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 and family. Consider using a microphone and/or headphones to help reduce fuzz and echo. Be honest about it if you experience technology problems during the interview – let them know and, if you can't fix the problem quickly, ask to rearrange.
- Be ready! First impressions count. Start the call in a professional manner and be prepared for either a serious question or for small talk.
- Memory aids (such as written notes for telephone interviews) used well can make your answers sound seamless and informed. Used poorly, however, and they can make your answers sound unnatural or result in long pauses and rustling sounds as you look through your papers.

Interview tips for shy people

Interviews can be a daunting prospect for anyone, especially if you're naturally shy. Sounds 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 be less hesitant on the day.
- '*Tell us about yourself*' and '*Do you have any questions for us?*' are common features of an interview, and questions that you might struggle with if words don't come easily to you. Think about how you could answer these, and practise them.

And during the interview, consider the following:

- 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 worry! 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.

Examples of strong answers

Tell me about yourself (alternatively, 'describe yourself', 'what are your qualities' and 'why are you suitable for the job?')

Don't tell them your life story! Give a brief personal summary, including recent experiences and major achievements. You may want to include some details about your life outside of work, but remember to keep it professional and make sure your answer is relevant to the position you're applying to. Ultimately the recruiter will be looking for what you can bring to the organisation.

Why do you want to work for us? (alternatively, 'why do you want this job?')

Here the recruiter is looking for your motivation and enthusiasm for the industry, company and role (ie things other than the salary!). Think of ways that you can align your personal goals with those of the company and the requirements of the role, although be careful not to answer in a way that makes it sound like you're simply using the company to further your career.

Video pitching

Some employers, particularly in 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 this 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 the STARR example on page 26 for advice on how to do this.
- Keep it brief – unless otherwise stated, aim for a video between one-two minutes.

ASSESSMENT CENTRES AT A GLANCE

SHOWCASE YOUR SKILLS ACROSS A RANGE OF PRACTICAL TASKS.

An assessment centre involves taking part in activities related to the role you have applied for. It allows recruiters to observe how you use your skills in a practical work-based scenario. 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 company, and your commercial awareness. Good preparation as well as knowing what to expect on the day are essential to performing well.

Assessment centres typically last between half a day and a full work day, and could consist of any number or combination of the tasks described in the table below. L

'Commercial awareness' PAGE 28
and 'Psychometric success' PAGE 43

	GROUP EXERCISES	E-TRAY EXERCISES
WHAT IS IT?	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.	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.
WHAT DO THEY WANT?	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.	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.
HOW DO I DO WELL?	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.	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!
WHAT TO AVOID?	Interrupting or dominating the discussion; not listening; running out of time; and getting off the topic.	Getting too involved in one email; not managing your time; and not justifying your decisions.

CASE STUDIES	PRESENTATIONS	SOCIAL/INFORMAL EVENTS
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.	Giving a presentation, either on a topic you are given on the day or on a topic provided in advance.	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 test your ability to take on information, analyse it and then communicate your findings. Problem-solving skills and business awareness are key.	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.	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.
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 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.	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.
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.	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.	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.

WHAT TO EXPECT AT AN ASSESSMENT CENTRE

WHAT YOU'LL BE ASKED AND HOW TO SUCCEED.

While employers can certainly ask questions about your skills and experience at interview, seeing you use your skills during simulated work-based tasks gives them a real sense of your abilities. Whether you are given a single written exercise following an interview or a range of different activities over an entire day (or two), having impressed them with your application you now have the opportunity to show what you have to offer in action!

Tasks are likely to be related to the job or industry you are applying to. An engineering firm could ask you to complete a practical task (see the building example below) or for a marketing role you could be asked to write a press release or marketing plan. Keep in mind though that recruiters are looking for the skills you demonstrate along the way such as negotiation, problem solving and decision making, as well as your ability to interpret the task and the information you are given.

Potential scenarios

- **Develop a proposal about how a budget should be spent**. The scenario could be anything from devising a sales plan, choosing resources for a hospital, or deciding between various projects to fund. You might be tasked with presenting your findings as a group or negotiating with the other team(s) to reach a final decision. This type of exercise could also be given as an individual written task.
- **Provide recommendations on a business concern** such as where to open a new office, what to do about a failing company, or which products to invest in or discontinue for example. You must base your plan on the information provided – typically reports, charts and statistics. This type of exercise could also be given as an individual written or case study interview task, or as a team exercise.
- **As a group, build a tower or bridge** for example using spaghetti and marshmallows or newspapers and tape. You could then be asked to **calculate a cost and profit forecast** for a full-scale version of your tower, using pricing information given, and present the findings to the group.
- You are provided with a list of scenarios and have to **decide the likelihood of each item and the potential cost** (and any other impact) that it might have. You could be asked to **justify your answers** (as an individual or a group) in written form or in a presentation.

Think about the objective of the task. Is it to deliver value for money, improve quality or make a process more efficient?

Prepare for the unexpected! It is common that half way through a task you are provided with additional information, which could impact your answer. Here recruiters are looking to see your problem solving skills and how you respond to a change in situation.

How to behave

The assessment centre starts the moment you walk in the building, so be polite and friendly to everyone you meet, including reception and security staff! Although you may be nervous, try and enjoy the day and remember everyone there is in the same position. Don't dwell on what you could have done differently in the previous task, but stay positive and do the best you can. Afterwards take a note of what happened during the day to help you prepare effectively for future assessment centres.

While it is important to listen to everyone, if you find that you are going around in circles and not making progress, reflect this back to the group and remind them it is important to come to a decision.

Never make a point at the expense of another candidate personally. It won't go down well with other students or the assessors.

As part of the day, you may well be asked to take a psychometric test – possibly the same one you took at application stage (just to prove you took the test originally and not a friend on your behalf). For advice on psychometrics please turn to page 43. L

Stuck for words? Try these...

Active listening
Acknowledge the views of other team members
'As Neela said, we must consider...'

Collaboration
Build on other people's ideas
'I agree with Jack's suggestion and would like to add...'

Encouragement
Involve others, especially quieter team members
'Is there anything else we should consider?'

Clarification
Summarise decisions 'Have we reached an agreement to choose option B as our first choice?'

PSYCHOMETRIC SUCCESS

HOW TO SCORE HIGHLY IN TESTS OF YOUR ABILITIES.

Recruiters commonly use psychometric tests as a way to find out more about your abilities to decide whether they want to invite you to interview. They involve answering a series of questions online within a certain time limit and are generally used by larger employers who receive large numbers of applications. If you are applying for internships and graduate schemes you can almost guarantee that you will be given some form of psychometric test.

As with all aspects of interviews and assessments, preparation is the key to increasing your chance of performing well. Practising questions and sample tests will help to improve the speed and accuracy of your answers. Focus upon the types of questions that you find difficult.

There are many different tests used by employers but they generally fall into the following main types:

- **Numerical reasoning** – requires you to find the answer using information given in graphs, charts and tables. This is not a maths test, rather it is about using logic to find the answer; but make sure you are familiar with percentages, ratios and fractions.
- **Verbal reasoning** – you use written information in a logical way to answer a question. Your answer must be based on the information provided and not on any prior knowledge.
- **Critical thinking** – whereas in verbal reasoning the answers are within the text, these tests require critical and logical thinking skills to decide whether statements relating to the text are logical and compatible with the text or not.
- **Situational judgement** – you are presented with a series of work-related scenarios and have to choose which solution or action you would take.
- **Diagrammatic, logical or inductive reasoning** – assesses visual problem-solving and processing skills and can require you to identify the next stage in a sequence.

Visit your careers service for practice resources and sample tests

Some recruiters are now using **video games** as an alternative way to test candidates, with the aim of making the test taking experience more enjoyable and putting candidates at ease. But a test is still a test! Recruiters are still looking to assess your skills, decision making, response to challenges and level of risk taking for example. As with all tests, it is important to read the instructions carefully and complete it in a quiet place where you won't be distracted.

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. Practise 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 2025?
- Puzzles 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 (ie if x then y).

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enterprise rent-a-car
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LAING O'ROURKE
ROLLS ROYCE
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VISA

See website for full up-to-date list

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Key:

- Apply through TARGETjobs
- Read the InsideBUZZ
- Visit on campus
- VS Vacation schemes
- GS Graduate schemes

targetjobs.co.uk/employer-hubs

Gillian Bray
Alfa
Moor Place, 1 Fore Street Avenue, London, EC2Y 9DT
TEL 020 7588 1800
EMAIL careersUK@alfasystems.com
WEB www.alfasystems.com/eu/careers
SOCIAL MEDIA www.facebook.com/alfaworldwide
www.linkedin.com/company/alfasystems
twitter.com/alfasystems

MAIN LOCATIONS OR REGIONS Based in London with operations in the US, Australia, New Zealand and Europe

AREAS OF ACTIVITY & JOB FUNCTION(S)
Alfa helps asset finance companies improve their business performance by implementing our software and applying our wide-ranging experience of the industry. Blue-chip clients such Mercedes-benz, Barclays and John Deere have reaped the benefits of Alfa'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 Ongoing

FORM OF APPLICATION Online (CV and Cover letter)

APPROX ANNUAL INTAKE 15–20

targetjobs.co.uk/employer-hubs

BNP Paribas Corporate & Institutional Banking (CIB)
3 Harewood Ave, Marylebone, London NW1 6JL
WEB earlycareers.bnpparibas.com

MAIN LOCATIONS OR REGIONS London

AREAS OF ACTIVITY & JOB FUNCTION(S)
BNP Paribas Corporate & Institutional Banking (CIB) is one of the world's leading investment banks. With operations in 57 countries and an award-winning reputation, we have the scale and scope to accommodate any ambition. We look after our people too – with strong support networks, excellent development opportunities and a real commitment to work-life balance.

We offer graduate programmes across our main business areas. These include Global Markets, Global Banking, Compliance, Risk and Technology. To help you experience the world of banking, we also offer Summer Internships, Long-term Internships and a Spring Insight Programme.

GRADUATES SOUGHT Economics, Mathematics, Engineering, Science, Computer Science/IT, Languages, Business Studies. Other degree disciplines will be considered if a passion for the finance and investment banking industry is demonstrated

STARTING SALARY Competitive

PATTERN OF RECRUITMENT/CLOSING DATE Rolling, early applications encouraged

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE Graduates – 150, Long term interns – 150, VIE – 30, Summer intern – 100, Spring insight – 100

VACATION WORK/COURSES Internship opportunities available

FOR VACATION WORK APPLY BY Online at earlycareers.bnpparibas.com

targetjobs.co.uk/employer-hubs

Sarah Donoghue, HR Consultant, Early Careers
Ashurst LLP
Broadwalk House, 5 Appold Street, London, EC2A 2AG
TEL 020 7638 1111
EMAIL gradrec@ashurst.com
WEB careers.ashurst.com
SOCIAL MEDIA www.facebook.com/AshurstGraduates

MAIN LOCATIONS OR REGIONS Offices worldwide.

AREAS OF ACTIVITY & JOB FUNCTION(S)
With 26 offices in 16 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 395 partners and further 1,200 lawyers work across 10 different time zones, responding to our clients wherever and whenever they need us.

Our clients are at the heart of our thinking, our ambition is to be our clients' most incisive partner. You will see we have a prestigious client base, with whom we build strong partnerships working closely together on large and complex multi-jurisdictional transactions to deliver incisive and insightful commercial solutions. Our global reach provides opportunities for our people to work in numerous jurisdictions with leading international organisations across the world.

GRADUATES SOUGHT Law/any discipline

STARTING SALARY £44,000

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 40–45

VACATION WORK/COURSES Yes

FOR VACATION WORK APPLY BY 4 November 2018 for December work placement or 6 January 2019 for first year scheme and summer placements.

targetjobs.co.uk/employer-hubs

Amy Furnival
Capital One
Trent House, Station Street, Nottingham, NG13 8FW
EMAIL ukgraduaterecruitment@capitalone.com
WEB www.capitalonecareers.co.uk/early-careers
SOCIAL MEDIA @IAmCapitalOne

MAIN LOCATIONS OR REGIONS Nottingham and London

AREAS OF ACTIVITY & JOB FUNCTION(S)
We issued our first credit card back in 1996, now we're one of the top ten card providers in the UK. We're also proud to be recognised by Glassdoor as one of the Best Places to Work in the UK 2018.

Our business is about helping people succeed with credit – from innovative tools like our QuickCheck eligibility checker, to the way we're driving positive change across the finance industry. It's no wonder we're the only card provider with a 4-star rated credit card from Fairbanking.

We're looking for graduates to join us in Nottingham and London in Analytics & Consulting as a Business Analyst, Data Analyst or Finance Analyst, in Data Science or to be a part of our Risk Operations or Software Academy.

You'll need to complete a simple online application and assessments. Once we've received this, we'll arrange a video interview if we think you're a suitable candidate. Success at that stage means that you'll be invited to an assessment day, which is the final step to joining us.

GRADUATES SOUGHT Any discipline

STARTING SALARY £32,000–£40,000

PATTERN OF RECRUITMENT/CLOSING DATE Annual

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE 50 graduates/30 interns

COMPASS LEXECON

targetjobs.co.uk/employer-hubs

Compass Lexecon
200 Aldersgate
Aldersgate Street
London EC1A 4HD

EMAIL London.Recruiting@compasslexecon.com
WEB www.compasslexecon.com/careers

MAIN LOCATIONS OR REGIONS London, Brussels, Madrid, Paris, Düsseldorf, Hong Kong, Helsinki

AREAS OF ACTIVITY & JOB FUNCTION(S)
One of the world's leading economic consulting firms, Compass Lexecon provides law firms, corporations and government clients with clear analysis of complex issues. Our European practice provides expert economic advice on competition policy, economic and financial regulation, pricing, intellectual property valuation, and the assessment of damages in complex disputes. We are known for developing a thorough understanding of the issues that face our clients, relating those issues to relevant economic theory, and then supporting our analysis with rigorous and persuasive empirical evidence.

At Compass Lexecon, we pride ourselves in providing Analysts with an opportunity to make a real contribution from day one. As an Analyst you become an integral part of the team with the crucial role of helping clients understand how competitions works in their industry.

GRADUATES SOUGHT Economics MA/MSc, PhD, or BA/BSc (first class). Highly analytical with excellent communication skills. Strong Excel and Stata skills valued.

STARTING SALARY Highly competitive

PATTERN OF RECRUITMENT/CLOSING DATE Applications for the London office close on 31 January.

FORM OF APPLICATION Online application

APPROX ANNUAL INTAKE Flexible

VACATION WORK/COURSES Internships (start date and duration flexible)

Dechert LLP

targetjobs.co.uk/employer-hubs

Graduate Recruitment and Trainee Development Team
Dechert LLP
160 Queen Victoria Street, London, EC4V 4QQ
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.

Our lawyers in London are active in all Dechert's core practice areas of corporate and securities, financial services and investment management, finance and real estate, white collar defence, complex commercial litigation, international arbitration and intellectual property, as well as financial restructuring, employment, international trade and EU government affairs, EU and UK competition and tax. We are also one of the few law firms equipped with a full-service U.S. corporate practice in London, with the capability to advise domestic and international clients on a broad spectrum of U.S. regulatory and transactional issues.

GRADUATES SOUGHT Any discipline
STARTING SALARY £45,000
PATTERN OF RECRUITMENT/CLOSING DATE 31 January 2019
FORM OF APPLICATION Online
APPROX ANNUAL INTAKE 10 trainees
VACATION WORK/COURSES Yes
FOR VACATION WORK APPLY BY See our website for deadlines

GRADUATE OPPORTUNITIES
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GRADUATES SOUGHT
We welcome applications from all disciplines. As a minimum, you will have 300 UCAS points and an expected first or upper second class degree.

SALARY
Highly competitive

CLOSING DATE
End of December (Spring Intake)
End of April (Autumn Intake)

ANNUAL INTAKE
16-18 London, 1-2 Paris

APPLICATION
www.dixonwilson.com/careers

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Train with us to become a Chartered Accountant and let your future flourish.

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Graduate Recruitment

DLA Piper LLP
3 Noble Street, London EC2V 7EE

TEL 0870 111 111
EMAIL graduaterecruitment@dlapiper.com
WEB www.dlapipergraduates.com
SOCIAL MEDIA Facebook: www.facebook.com/dlapiperukgraduates
Twitter: www.twitter.com/DLA_Piper_Grads
LinkedIn: www.linkedin.com/company/dla-piper-uk-graduates

MAIN LOCATIONS OR REGIONS Birmingham, Edinburgh, Leeds, Liverpool, London, Manchester and Sheffield

AREAS OF ACTIVITY & JOB FUNCTION(S)
DLA Piper is one of the world's leading business law firms. As a trusted advisor to our clients, we deliver quality, consistency and value, helping them achieve their goals.

With over 90 offices in more than 40 countries, we provide seamless local and cross-border advice, whenever and wherever our clients need us.

Our ten sector groups cover the full range of business law services, and provide insight on industry trends, opportunities and challenges.

Our people are the heart of our business. By making diversity and inclusion core principles, we foster a culture of mutual respect, where everyone is valued as an individual.

GRADUATES SOUGHT Any discipline
STARTING SALARY London – £45,000, England – £28,000, Scotland – £28,000
FORM OF APPLICATION Online
APPROX ANNUAL INTAKE 70
VACATION WORK/COURSES Yes
FOR VACATION WORK APPLY BY December 2018

targetjobs.co.uk/employer-hubs

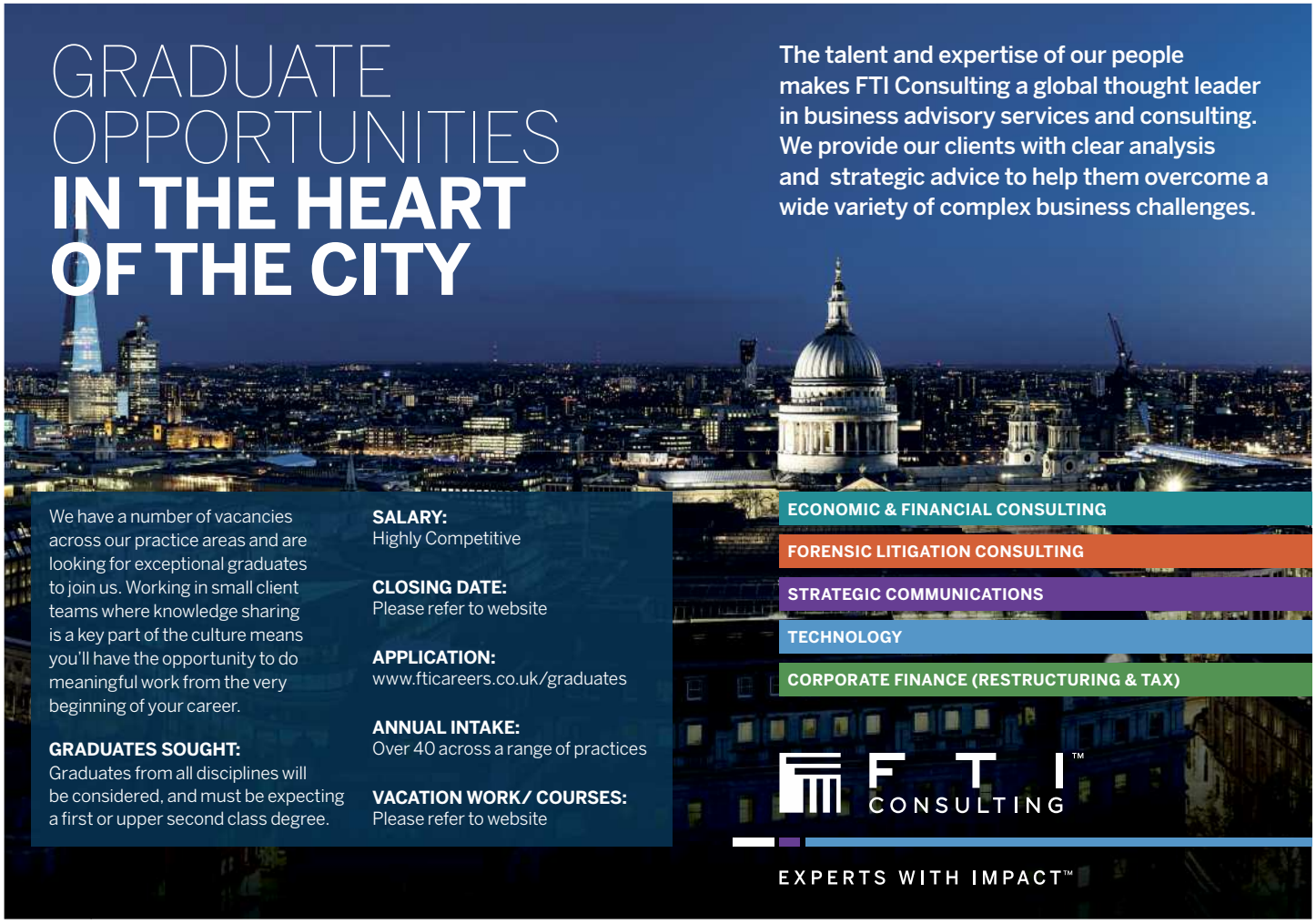
HSBC Bank Plc
8 Canada Square, Canary Wharf, London, E14 5HQ
TEL 020 7832 8300
EMAIL uk.graduaterecruitment@hsbc.com (commercial banking, retail banking & wealth management); campus.recruitment@hsbc.com (global banking & markets, global private banking)
WEB www.hsbc.com/earlycareers
SOCIAL MEDIA Facebook: www.facebook.com/hsbccareers
LinkedIn: www.linkedin.com/company/hsbc

MAIN LOCATIONS OR REGIONS Global

AREAS OF ACTIVITY & JOB FUNCTION(S)
HSBC have global graduate programmes in each of our four global businesses:

- Commercial Banking
- Global Banking and Markets
- Global Private Banking
- Retail Banking and Wealth Management, including Global Asset Management.

GRADUATES SOUGHT Any discipline
STARTING SALARY Competitive
PATTERN OF RECRUITMENT/CLOSING DATE Annual, GBM – 2 Jan 2019, CMB and RBWM grad programme – 23 Dec 2018. All UK programmes go live on 3 Sept. Offers are ongoing so places may be filled before the closing deadlines therefore please apply early to avoid disappointment.
FORM OF APPLICATION Online
APPROX ANNUAL INTAKE 600
VACATION WORK/COURSES Yes
FOR VACATION WORK APPLY BY CMB and RBWM interns – 17 February 2019



Integration

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Signe Zarina
Integration Consulting
36 Dover Street, Mayfair, London, W1S 4NH
TEL 020 7290 4770
EMAIL recruiting@integrationconsulting.com
WEB integrationconsulting.com/en/career/apply
SOCIAL MEDIA www.linkedin.com/company/integration-consulting

MAIN LOCATIONS OR REGIONS We are currently accepting applications for our London office, but we have offices in Munich, São Paulo, Rio de Janeiro, Buenos Aires, Mexico City and Santiago.

AREAS OF ACTIVITY & JOB FUNCTION(S)
Born in São Paulo in 1995 and launched in London in 2010, Integration is a fast-growing international strategy, management and operations consultancy with industry-leading global clients and over 300 professionals across seven offices. We are currently accepting applications for Analyst positions. As an Analyst, you will take ownership in projects, shape Integration's future through internal initiatives and define your own career path. Analysts start as generalists and learn how to approach problems across a variety of industries, project types and geographies.

GRADUATES SOUGHT High performing people with an entrepreneurial spark who can demonstrate their passion and commitment to making a difference to our clients, and to us. We are open to applications from all degree disciplines.

STARTING SALARY Highly Competitive

PATTERN OF RECRUITMENT/CLOSING DATE 2nd November 2018

FORM OF APPLICATION Applications by CV and cover letter to recruiting@integrationconsulting.com.

APPROX ANNUAL INTAKE No set quota

VACATION WORK/COURSES London Insight Day (March 2019) for first and penultimate year students interested in finding out more about consulting. Applications by CV to recruiting@integrationconsulting.com.

FOR VACATION WORK APPLY BY 8th February 2019

J A KEMP

PATENT ATTORNEYS • TRADE MARK ATTORNEYS

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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, Paris 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, Paris 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 has a varied client base ranging from startups, spinouts and SMEs through to some of the largest corporate clients and most prestigious academic institutions in the world.

GRADUATES SOUGHT Candidates should have an excellent track record of achievement at school and university, with a minimum of a 2.1 honours degree in a scientific or technical subject, preferably physics, engineering, computer science, chemistry or biosciences. We are open to applications from candidates holding or studying for a first or higher degree or doctorate.

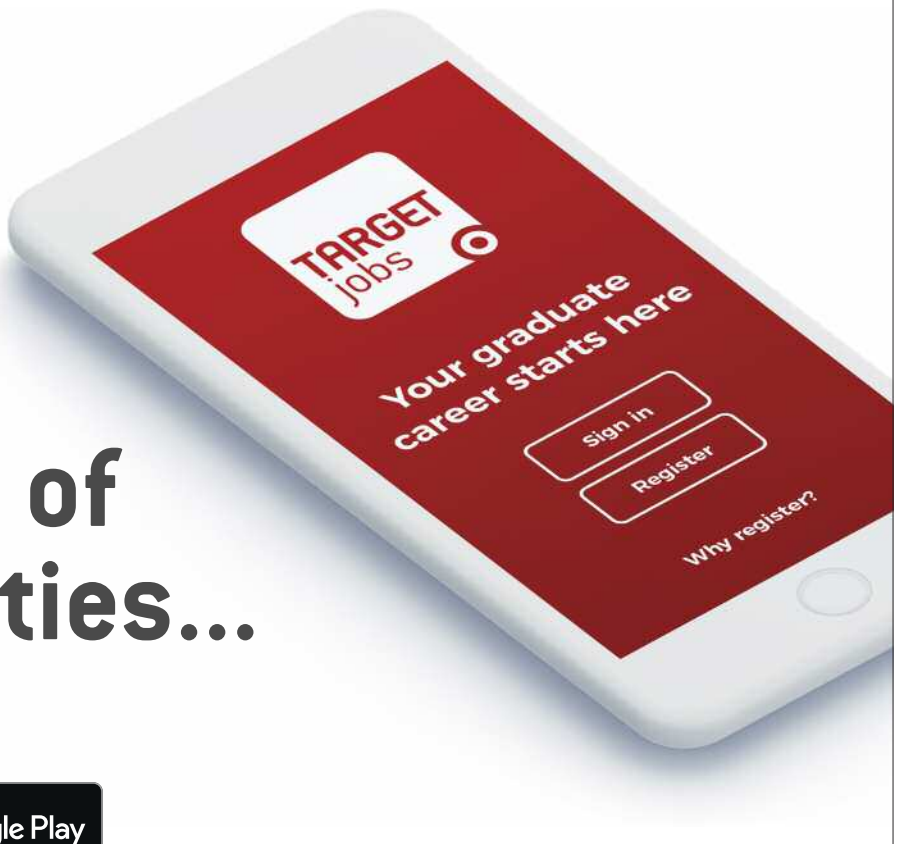
STARTING SALARY Competitive

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 Approximately six trainees across all technology areas. Our trainees usually join us in the autumn.

TARGET jobs



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Johnson Matthey
Orchard Road, Royston Herts SG8 5HE
WEB www.matthey.com/careers
SOCIAL MEDIA @Johnson_Matthey

MAIN LOCATIONS OR REGIONS Across the UK; including Hertfordshire, Oxfordshire, Teesside. International opportunities also available across the US and China.

AREAS OF ACTIVITY & JOB FUNCTION(S)
Johnson Matthey uses science to make the world cleaner and healthier; more than 90 percent of our sales come from technologies that benefit the environment and health, enhancing people's lives on a global scale. We're a global leader in sustainable technologies created and driven through innovation, operating across 4 sectors: Clean Air; Efficient Natural Resources; Health; and New Markets. In addition to our world class manufacturing, we take R&D seriously, with over £193m invested last year. Graduate opportunities are as diverse as our organisation. We offer a structured rotational Leadership and Management Programme as well as direct entry routes where you'll join one of our business units from day 1. Whichever you choose you will be given real responsibilities working within a team environment on new or existing projects.

GRADUATES SOUGHT Science and Engineering

STARTING SALARY Competitive package and benefits

PATTERN OF RECRUITMENT/CLOSING DATE December for Leadership and Management Programme, Continuous for Direct Hire roles

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE 60

VACATION WORK/COURSES yes

targetjobs.co.uk/employer-hubs

Kerry Graduate Recruitment Team
Kerry
TEL +44 (0)20 7654 7201
EMAIL kerrygraduates@gtisolutions.co.uk
WEB www.kerrygraduates.com
SOCIAL MEDIA www.facebook.com/Kerry.Group.Graduate.Recruitment/ www.linkedin.com/company/kerry

MAIN LOCATIONS OR REGIONS UK, Ireland and Europe – candidates must be flexible with regard to travel and relocation

AREAS OF ACTIVITY & JOB FUNCTION(S)
Kerry Group is a world leader in food and beverage manufacturing & has enjoyed phenomenal success since its formation in 1972. Today, Kerry Group has 23,000 employees globally, 15,000 products and revenues of €6.4 billion. As a company we strive for excellence in everything we do. Our business is comprised of 2 divisions: Taste & Nutrition & Kerry Foods.

Taste & Nutrition We understand that consumers want delicious products made from trusted, authentic foods and flavours. Every day millions of people throughout the world consume foods and beverages containing our taste and nutrition solutions.

Kerry Foods We are a leading name in the global food industry – producing branded & customer branded food across Meals, Meats and Dairy. Our products, many of which are household favourites, are eaten by 60m people every day.

GRADUATES SOUGHT Accounting & Finance; Sales; Marketing; Customer Care; Human Resources; Supply Chain, Procurement; Operations; Engineering; Research & Development; Quality Assurance; ICT

STARTING SALARY Competitive salary which is reviewed regularly throughout the Graduate Programme

PATTERN OF RECRUITMENT/CLOSING DATE Annual

FORM OF APPLICATION Apply online at www.kerrygraduates.com

APPROX ANNUAL INTAKE We recruit approximately 80 graduates annually.

VACATION WORK/COURSES Please visit www.kerry.com/careers

targetjobs.co.uk/employer-hubs

Isobel Newson
L.E.K. Consulting
Nova South, 160 Victoria Street, London, SW1E 5LB
TEL 020 7389 7200
EMAIL london.recruit@lek.com
WEB www.lek.com

MAIN LOCATIONS OR REGIONS London HQ with an additional 19 offices across Europe, the Americas, and Asia Pacific

AREAS OF ACTIVITY & JOB FUNCTION(S)
L.E.K. Consulting is a global strategy 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 28th October 2018

APPROX ANNUAL INTAKE 40 in London – start dates available September 2019 and spring 2020

VACATION WORK/COURSES 8 week summer internship for penultimate year students (application deadline: 31st January 2019. Applications open 1st December 2018.

targetjobs.co.uk/employer-hubs

NERA ECONOMIC CONSULTING
Marble Arch House, 66 Seymour Street, London, W1H 5BT
TEL 020 7659 8500
EMAIL londonrecruitment@nera.com
WEB www.nera.com

MAIN LOCATIONS OR REGIONS More than 25 offices worldwide

AREAS OF ACTIVITY & JOB FUNCTION(S)
NERA Economic Consulting (www.nera.com) is a global firm of experts dedicated to applying economic, finance, and quantitative principles to complex business and legal challenges. For more than half a century, NERA economists have been creating strategies, studies, reports, expert testimony, and policy recommendations for government authorities and the world's leading law firms and corporations. We bring academic rigor, objectivity, and real-world industry experience to bear on issues arising from competition, regulation, public policy, strategy, finance, and litigation. NERA clients value our ability to apply and communicate clearly and convincingly, state-of-the-art approaches our commitment to deliver unbiased findings, and our reputation for quality and independence. Our clients rely on the integrity and skills of our unparalleled team of economists and other experts backed by the resources and reliability of one of the world's largest economic consultancies. With its main office in New York City, NERA serves clients from more than 25 offices across North America, Europe, and Asia Pacific.

GRADUATES SOUGHT Economics, finance, and related disciplines

STARTING SALARY Very competitive

PATTERN OF RECRUITMENT/CLOSING DATE Continuous

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE 20–25

VACATION WORK/COURSES Yes

FOR VACATION WORK APPLY BY February 2019

NEWTON

targetjobs.co.uk/employer-hubs

Newton
2 Kingston Business Park
Kingston Bagpuize
Oxfordshire
OX13 5FE
TEL 01865 920700
EMAIL recruitment@newtoneurope.com
WEB www.newtoneurope.com/graduate
SOCIAL MEDIA Twitter: @Newton_Europe;
Facebook: @NewtonEurope; LinkedIn: Newton Europe

MAIN LOCATIONS OR REGIONS UK

AREAS OF ACTIVITY & JOB FUNCTION(S)
Newton isn't like other consultancies. Our business model is purposefully disruptive. Our culture is vibrant, energetic and individual. We hire people with spirit, personality and bravery – and we go to extraordinary lengths to build their skills and belief. We also offer unusual levels of responsibility to those who are ready for it.

Your work here will make a difference to everyone from top-level executives to blue-collar workers, hospital patients, and children in social care. If you don't limit yourself, we won't limit you.

Our philosophy is quite simple: we demand better, for our people and for our clients. It's how we've changed so many organisations for the better – so successfully. It's also how we'll take your career to the nth degree.

GRADUATES SOUGHT Any discipline

STARTING SALARY £45,000–£50,000

PATTERN OF RECRUITMENT/CLOSING DATE 21/12/2018

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE 80

OC&C Strategy consultants

GS VS

targetjobs.co.uk/employer-hubs

Melissa Edmondson, Recruitment Officer
OC&C Strategy Consultants
6 New Street Square, London EC4A 3AT
TEL 020 7010 8000
EMAIL recruitment@occstrategy.com
WEB www.occstrategy.com
SOCIAL MEDIA www.facebook.com/occcareers

MAIN LOCATIONS OR REGIONS 10 offices in 8 countries

AREAS OF ACTIVITY & JOB FUNCTION(S)
"What is the future of television? How much should we invest in emerging markets? What do I need to do to win with Millennials?"

We answer the toughest questions facing businesses. We do rapid, high impact projects for chief executives and boards. In our London office, we have substantial expertise in retail, leisure, consumer goods, media, technology and business services.

We are looking for graduates with outstanding analytical minds and eclectic interests: we encourage candidates from all disciplines. In addition to market-leading compensation and training, we offer 4 weeks of extra unpaid leave each year, grants to help you pursue your interests, and host biannual offsites (recently Chicago and Amsterdam) – business needn't make you boring.

Interested? We'd like to talk

GRADUATES SOUGHT Any discipline

STARTING SALARY Top of the market

PATTERN OF RECRUITMENT/CLOSING DATE Annual, apply by 4 November 2018

FORM OF APPLICATION Online CV and covering letter

APPROX ANNUAL INTAKE No fixed quota

VACATION WORK/COURSES Yes –Summer Internships, International Strategy Workshop

FOR VACATION WORK APPLY BY 13 January 2019

RBB Economics

GS VS

RBB Economics LLP
199 Bishopsgate, London, EC2M 3TY
TEL 0207 421 2410
EMAIL vacancies@rbbecon.com
WEB www.rbbecon.com

MAIN LOCATIONS OR REGIONS London, Brussels, Dusseldorf, Paris,The Hague, Melbourne, Johannesburg, Madrid and Stockholm.

AREAS OF ACTIVITY & JOB FUNCTION(S)
RBB Economics is an economics consultancy specialising in the application of economics to competition law. RBB is one of the largest competition economics practices in the world. Competition economics concerns the behaviour of firms with market power, and covers issues such as mergers, vertical agreements, joint ventures, price setting and other potentially abusive behaviour. RBB provides professional, independent economic advice on such matters. We are looking for consultants with a range of quantitative and analytical skills and an ability to communicate complex economic concepts in a clear and concise style. Entry level candidates should have excellent academic credentials, generally to postgraduate level, in economics and preferably an interest in industrial organisation.

GRADUATES SOUGHT Economics

STARTING SALARY Highly competitive

PATTERN OF RECRUITMENT/CLOSING DATE Continuous

FORM OF APPLICATION CV and covering letter

APPROX ANNUAL INTAKE No quota

VACATION WORK/COURSES Yes

FOR VACATION WORK APPLY BY Continuous

Roland Berger

GS VS

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Monica Lay and Jessica Hawkins
Roland Berger
55 Baker Street, London, W1U 8EW
TEL 020 3075 1100
EMAIL recruitment@uk.rolandberger.com
WEB www.join.rolandberger.com
SOCIAL MEDIA Facebook, Join Roland Berger & LinkedIn

MAIN LOCATIONS OR REGIONS Roland Berger is the only consultancy of German origin. We have a presence in all major international markets, with 50 offices located in 36 countries across Europe, Asia, North and South America and the Middle East.

AREAS OF ACTIVITY & JOB FUNCTION(S) The London office's main practice areas are Aerospace & Defence, Private Equity, Healthcare, Transportation, Energy and Engineered Products. The London office also offers functional expertise in Strategy, Financial Investor support, Operations, Restructuring and War-Gaming.

GRADUATES SOUGHT Any discipline

STARTING SALARY Competitive

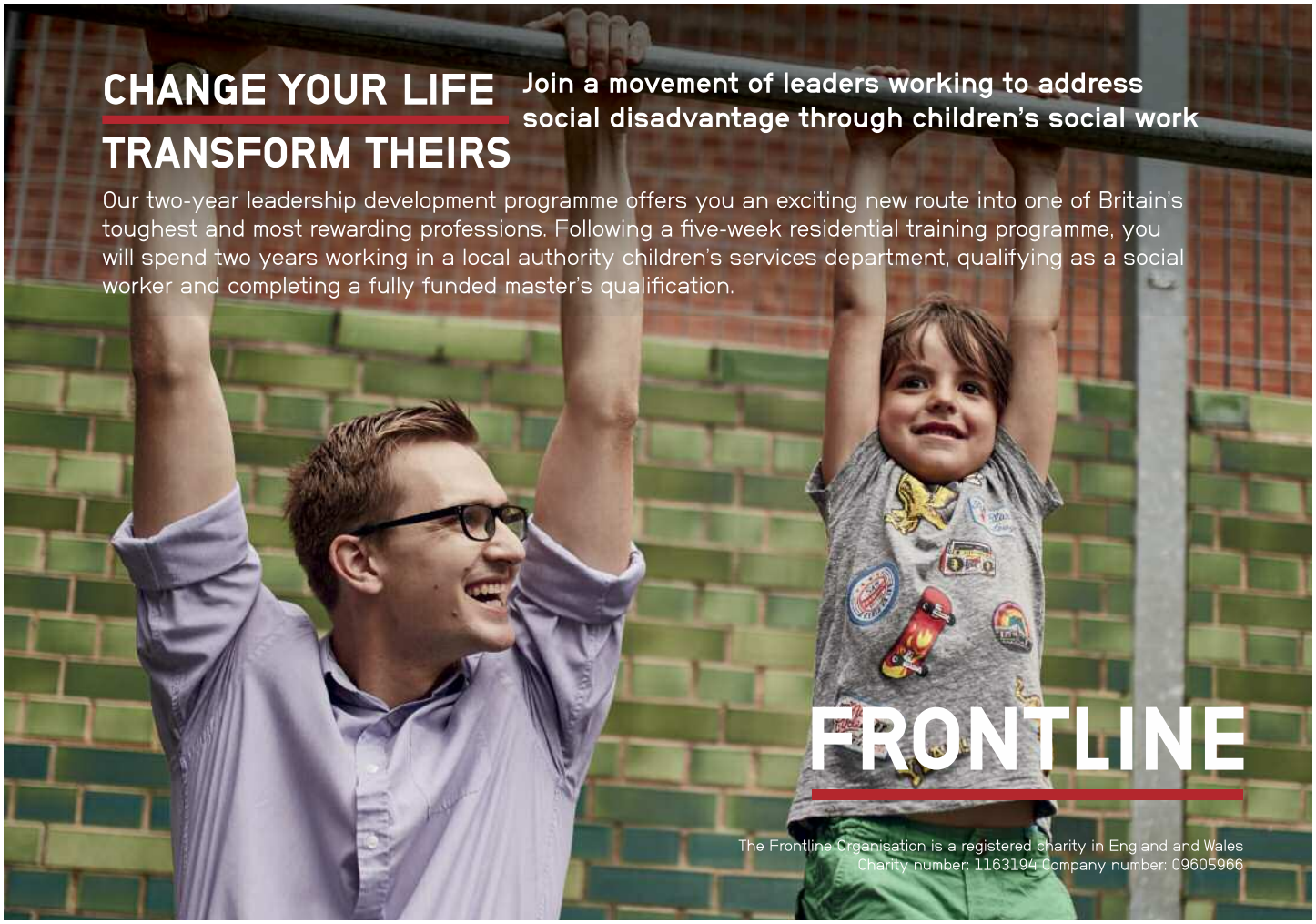
PATTERN OF RECRUITMENT/CLOSING DATE Applications for London open on 14 September 2018 and close on 28 October 2018. For other offices please visit the website.

FORM OF APPLICATION Online via join.rolandberger.com, please submit CV and cover letter.

APPROX ANNUAL INTAKE 6–9

VACATION WORK/COURSES Yes, Summer Internship.

FOR VACATION WORK APPLY BY Please apply by 10 January 2019, for further information please visit the website in November.



TeachFirst

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Teach First
6 Mitre Passage, London, SE10 0ER
EMAIL recruitment@teachfirst.org.uk
WEB teachfirst.org.uk/recruitment

MAIN LOCATIONS OR REGIONS Various locations across England and Wales

AREAS OF ACTIVITY & JOB FUNCTION(S)
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Could you help us reach the day when no child's educational success is limited by their background?

GRADUATES SOUGHT 2.1 degree or above (although all applications are looked at on a case-by-case basis), and a degree or A-levels that satisfy our teaching subject requirements.

STARTING SALARY Competitive

PATTERN OF RECRUITMENT/CLOSING DATE Year-round applications, early submission recommended as subjects close as they are filled.

FORM OF APPLICATION Online

APPROX ANNUAL INTAKE 1,750

VACATION WORK/COURSES Alongside our graduate programme we offer a number of undergraduate opportunities including our Insight Programme – two weeks of paid work experience that provide the opportunity to find out what the Leadership Development Programme is really like.

tpp

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TPP
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SOCIAL MEDIA Twitter: @TPPCareers; Facebook: TPP Careers; Instagram: @tpp_careers

MAIN LOCATIONS OR REGIONS We are based in our brand new custom-built offices in Leeds, TPP House, and attract graduates from all over the country. TPP now operates on an international scale with projects ongoing in China and the Middle East, and we are always open to new opportunities across the world.

AREAS OF ACTIVITY & JOB FUNCTION(S)
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GRADUATES SOUGHT Any discipline

STARTING SALARY £45,000

PATTERN OF RECRUITMENT/CLOSING DATE Continuous

FORM OF APPLICATION CV/Online

APPROX ANNUAL INTAKE 100

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			SECTOR								
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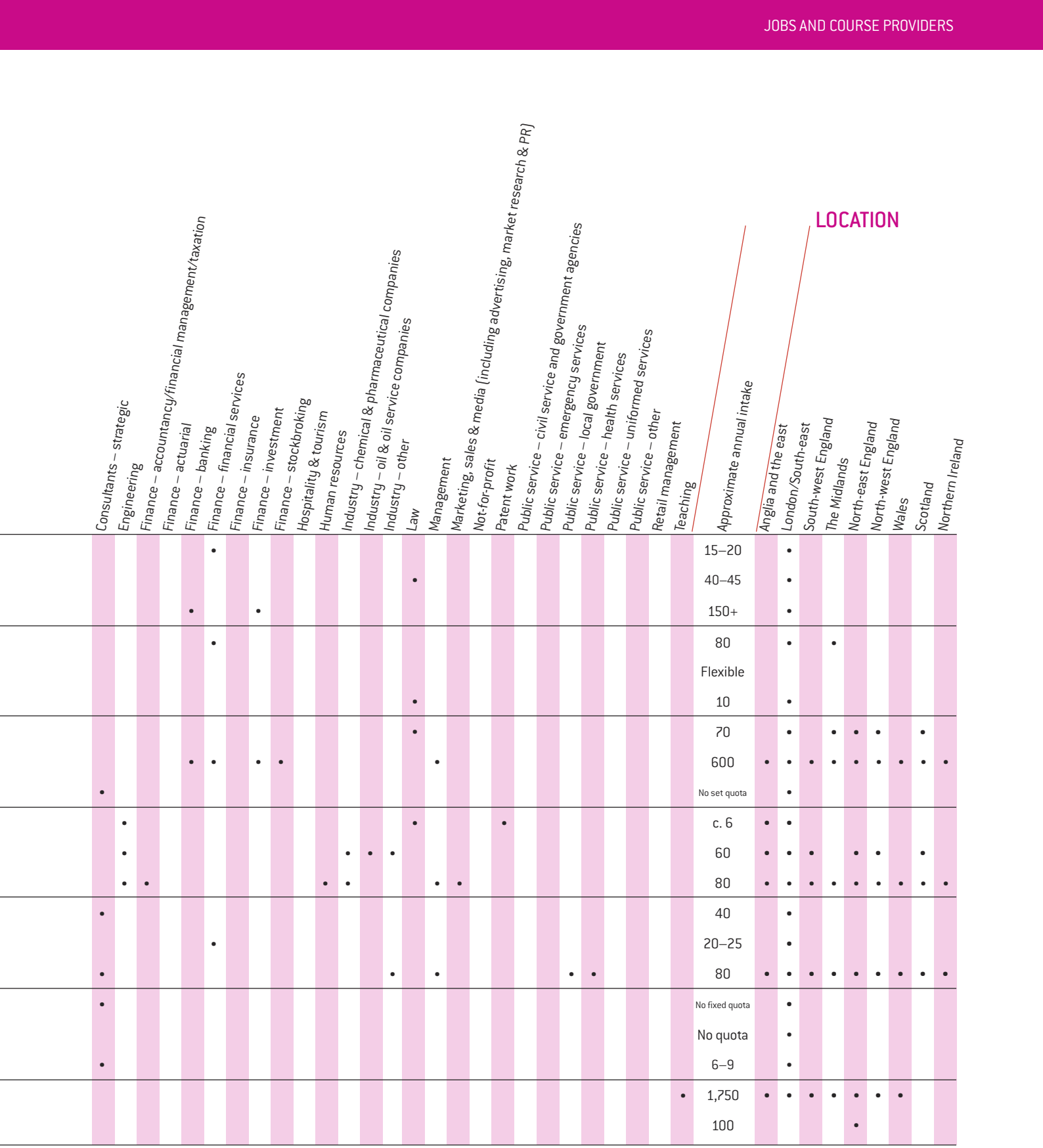
IFC = inside front cover; IBC = inside back cover; OBC = outside back cover.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Finance – investment
Finance – stockbroking
Hospitality & tourism
Human resources
Industry – chemical & pharmaceutical companies
Industry – oil & oil service companies
Industry – other
Law
Management
Marketing, sales & media (including advertising, market research & PR)
Not-for-profit
Patent work
Public service – civil service and government agencies
Public service – emergency services
Public service – local government
Public service – health services
Public service – uniformed services
Public service – other
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Approximate annual intake
Anglia and the east
London/South-east
South-west England
The Midlands
North-east England
North-west England
Wales
Scotland
Northern Ireland
15–20
40–45
150+
80
Flexible
10
70
600
No set quota
c. 6
60
80
40
20–25
80
No fixed quota
No quota
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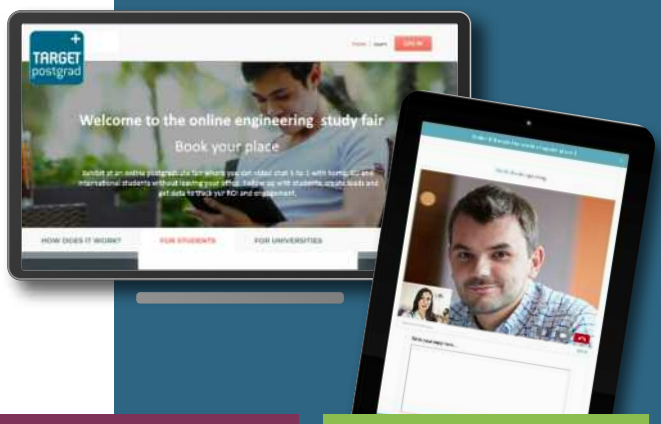

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