

# Graduate2success

Giving you the skills and confidence to succeed

RESEARCH MONTHLY - April 2010

## A Virtual Approach to Recruitment

Proctor & Gamble recently conducted its first Europe-wide virtual career fair. The six-hour event saw 1,200 people visit the virtual fair, which gave potential applicants online access to specialist representatives from across the organisation's departments, plus the ability to network and view corporate videos and presentations.

Feedback from participants was great; 83% would recommend the virtual event to a friend, and 77 percent assessed it as very good or excellent, according to Madalyn Brooks, P & G's HR Director. Could we see other major employers launching similar ventures into virtual space?

Globally, nearly half a million people apply to P & G every year, of which the company recruits 1 per cent. In the UK and Ireland there are about 60 to 80 graduate hires annually. Once recruited, these fortunate graduates benefit from P & G's very strong principle of promoting from within.

Training by [graduate2success](#) can take away nerves and make applicants feel much more confident at interview.

Assessment centre training provides practical experience for candidates and personal feedback so that they can improve their performance.

See below for some great job opportunities open to apply for NOW - but be very quick to avoid missing the closing dates!

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## The Role of the Interview in the Selection Process

Whilst there is a range of tools which can be used to distinguish between candidates, interviews remain the most common and the interview process is expected by both candidates and managers. This is because, as well as providing information to assess past performance, interviews also provide an opportunity for the interviewer and interviewee to meet face to face and exchange information.

For the candidate, the interview is an opportunity to:

- ask questions about the job and the organisation
- decide if they'd like to take the job, if offered

For the organisation, the interview is an opportunity to:

- describe the job and the responsibilities of the job holder in more detail
- assess candidates' ability to perform in the role
- discuss with the candidate wider aspects of employment including such things as development opportunities, potential career tracks and employment terms and conditions such as employee benefits
- give a positive impression to the candidate of the company as a 'good employer' (one they'd like to work for should they be offered the position)

A poorly conducted interview will leave the candidate with an unfavourable impression of the organisation that they are likely to share with other potential applicants and customers. Bad news travels faster and further than good news.

### Limitations of the interview

Research evidence has established that, used alone, the traditional biographical interview is a poor predictor of a candidate's performance in the job. Information is gathered from the interview in a relatively unsystematic manner, and judgements may be made on candidates for a variety of reasons.

Anderson and Shackleton<sup>1</sup> draw on a wide variety of studies to summarise the reasons why interviews have been criticised in this way. These include:

- **The self-fulfilling prophecy effect.** Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.
- **The stereotyping effect.** Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.
- **The halo and horns effect.** Interviewers sometimes rate candidates as 'good' or 'bad' across the board and thus reach very unbalanced decisions.
- **The contrast effect.** Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.

- **The similar-to-me effect.** Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- **The personal liking effect.** Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

Bearing in mind their limitations, interviews should be used together with other selection techniques in order to build a better picture of the suitability of the candidate for the role. Structuring the interview helps to improve its ability to predict performance in the job and all the top employers are now taking this approach. A 'structured interview' means that:

- questions are planned carefully before the interview
- all candidates are asked the same questions
- answers are scored using a rating system
- questions focus on the attributes and behaviours needed in the job

There is a risk, however, that this means an overly rigid approach in which there is little opportunity to ask the candidate supplementary questions and the candidate does not feel at ease.

A looser 'semi-structured' approach can allow more opportunity for follow up questions for interviewer, and involves covering a planned series of topics with the candidate.

## **Interview formats**

Interviews can take a range of formats, and can be carried out by one or more interviewers.

One-to-one interviews have the advantage of putting the candidate more at ease, but make it more difficult for the interviewer to concentrate on and consider the interviewee's responses. They also make it more open to claims of unfair bias.

This can be partly addressed by using two interviewers, or carrying out a panel interview. However, this is more likely to be a formal and intimidating situation where the candidate will find it difficult to act naturally.

It is also possible to carry out a sequence of interviews where several people interview the candidate but never more than one or two at a time (Google's approach). Interviewers agree in advance which areas they are planning to cover so the candidate is not asked the same question many times.

## **Telephone interviewing**

Telephone interviews are mostly used:

- as a pre-selection tool when undertaking high volume recruitment
- when seeking to fill vacancies where telephone manner and customer contact is a major part of the role
- when recruiting for senior positions internationally.

They are frequently used as part of a first stage screening of applications, with a brief series of competency based questions. Often, telephone interviews are carried out via an outsourced

specialist. Telephone interviewing is not a substitute for a face-to-face interview and is rarely used in isolation. It would be very unusual for a final interview to be over the telephone.

Before undertaking telephone interviews, organisations should ensure that it is consistent with their culture and selection process. They should then monitor the process to ensure that it remains a fair and non-discriminatory method of selection.

Where companies are recruiting from overseas, video links are often used as part of the recruitment process.

## **Interview questions**

Interviewees can expect a mix of types of question that include both:

- Closed questions to which the candidate can simply answer 'Yes', 'No', or 'That's right'
- Open questions, such as those starting with 'what', 'when', 'why', 'where' and 'how'

Interviewees should expect that interviewers will:

- Avoid asking questions that give away the answer they are looking for
- Ask one question at a time. Asking multiple questions will confuse the candidate

Some different types of questioning styles are given below, but not all questions fit neatly into a category. At the beginning of the interview it is desirable to ask questions that establish a rapport so as to help put the candidate at their ease.

## **Hypothetical questions**

Hypothetical questions involve asking candidates how they would react or behave in 'what if' situations which may be encountered in the job in question. For example, 'How would you deal with a customer who is refusing to pay a bill and complaining loudly about poor service?'

Hypothetical questions are generally discredited because they are likely to result in a 'best' or expected answer. Without any evidence the interviewer has to decide how closely this might match with reality.

Politicians are very good at avoiding answering hypothetical questions – as should be candidates.

## **Behavioural or Competency based questions**

Behavioural questions focus on past events in a candidate's life and work experience and are designed to focus on 'critical incidents'. The interviewer is seeking to hear of occasions when the candidate has demonstrated the competencies or behaviours most relevant to the job for which they are applying. For example, 'Tell me about a time when you had to make a particularly difficult decision'.

The interviewer can then ask more probing supplementary questions to establish, for instance, the circumstances, the candidate's reaction and what action they personally took.

In posing the question above, the interviewer is looking for evidence that candidates have

acted decisively in the past. The assumption is then made that, put in a similar situation, they would display the same behaviour in the future.

Competency based questions are developed by identifying the key competencies of the top performers in the role for which the candidate is being interviewed. These competencies would then be included in the person specification for the specific role.

## **Stress questions**

Stress questions should be used with great caution, as they involve asking a question that is disparaging or aggressive. Some interviewers argue these are necessary in order to see how the candidate reacts in a situation that is stressful or uncomfortable. As the candidate is already in an unfamiliar situation (the interview) this type of question is likely to be unfair, as the candidate will not have been able to prepare for the situation or consider their options in advance. There is a danger that this style of interviewing could create a bad impression of the organisation. Conversely there is also a danger that the interviewee is better able to handle stress than the interviewer.

## **What the Employer is trying to find out**

There are dozens of possible questions that employers may ask in a job interview and here are five basic questions that generally provide a logical flow for the interview to follow.

1. "Why are you here?" They mean by this, why did you pick out our organisation at which to seek a job?
2. "What can you do for us?" They mean by this, what are your skills and your fields of knowledge? Are you technically competent?
3. "What kind of person are you?" They want to know if you have a personality that they will enjoy working with, or not. Do you get along with other people? What are your values? Are you a good team-player?
4. "Why are you better than others on the shortlist?" They are assuming you can do the job, and asking what distinguishes you from the five other people on the shortlist who can do the same thing; are you committed and motivated?
5. "Can we afford you?" They mean by that, if they decide they want you, what will it take to get you, and are they willing and able to pay that amount?

## **What You Must Do During the Interview**

You are trying to find out the answers to five questions. Though an interviewee will rarely ever say them out loud, they must be kept in mind throughout the interview:

1. What does this job involve?
2. Do my skills truly match this job?
3. Are you the kind of people I would like to work with?

4. If we do match, can I persuade you that there is something unique about me that makes me different from the five other people on the shortlist who can do the same thing I can do?
5. Can I persuade you to hire me, and at the salary I need or want?

## **What you are trying to find out**

The most basic thing you are trying to figure out is, “Do I want to work there?” (The answer is not necessarily yes.) These are the questions you need to answer:

- 1 Will the job meet my immediate and long term financial needs?
- 2 Will I be able to do the job satisfactorily?
- 3 Can I be happy in this position?
- 4 Will I get on with my boss, my subordinates, my colleagues?
- 5 Do I share the values and mission of the organisation?
- 6 Will I be able to develop my career from this position?
- 7 Will accepting this job help or hinder my long term career ambitions?
- 8 Is the organisation part of a growing market sector?

## **Interviewing Is a Two-Way Street**

Candidates should not be afraid to seek clarification of questions that are put to them. At the same time they shouldn't volunteer cliché replies that might get them into trouble.

For example, if when applying for an HR role the candidate says that they are a “people person” it will be an immediate turn-off for the interviewer. They have heard it a million times before, and if their response to you is “What do you mean by that?” candidates may have a problem building a relevant answer.

“How do I convince this employer to hire me?” is the wrong question. It implies that the candidate has already made up their mind that this would be a great place to work, so all that remains is for them to sell themselves. In most cases, the candidate doesn't know enough yet to say that.....despite all their research.

Candidates should use the job interview as a chance to gather further information about the organisation, and the boss, before deciding “Do I really want to work here?” That's the nature of the job interview; each of you has to gather information, and if you both like what you see, then each has to ‘sell’ the other on the idea of working there.

## **References**

1. ANDERSON, N and SHACKLETON, V. (1993) *Successful selection interviewing*. Oxford: Blackwell.
2. CIPD Factsheet (updated February 2010) *Selection Interviewing*
3. Graduate Interview Coach (March 2007) *Winning at Interview*

# 1. Brewin Dolphin Ltd.

## About the company:

Brewin Dolphin Ltd is one of the largest private client investment managers in the UK, with over £21 billion funds under management. They are committed to providing comprehensive financial advice and investment management services for private clients, pension funds, trusts and charities. They employ around 1700 staff in a network of 40 offices across the UK.

## What's on offer?

A graduate Trainee Programme in three areas of business:

**Investment Management** with a view to working in one of these locations: Birmingham, Cardiff, Edinburgh, London, Leeds, Exeter, Plymouth, Reigate and Truro. Key to your success will be excellent communication and problem solving skills, the ability to work effectively as part of a team and a genuine motivation to become an Investment Manager. You will begin by completing the Chartered Institute of Securities and Investment Certificate.

**Investment Management Corporate Finance** based in Leeds. Graduates begin in a research capacity, looking in detail at target companies and sectors, developing financial models and sharing ideas with the team. The right candidates will quickly move on to client facing roles, dealing with chief executives and finance directors, and senior professionals – we need graduates with confidence and maturity to establish relationships at this level. We offer a comprehensive training scheme, leading to professional exams – the Corporate Finance (CF) qualification run by the ICAEW.

**Investment Banking** based in Newcastle: Graduates will initially start by providing support to the research team, attending company meetings, learning how to build financial models and studying for professional exams (CFA). The right candidates will quickly move to writing research, working closely with a senior analyst and establishing direct client relationships.

## What Brewin Dolphin are looking for:

You should have a minimum 2:1 Honours degree in any discipline with a real interest and enthusiasm for developing a career within the Financial Services industry. Strong numeracy is important. High achievers will be rewarded with excellent career progression.

**To apply see:** <http://www.brewin.co.uk/aboutus/workingatbrewindolphin/>

**Closing Date:** Friday 14th May 2010

## 2. Standard Chartered

With a banking heritage spanning more than 150 years, Standard Chartered has developed extensive global reach and a strong position in emerging markets and new trade corridors. They have a network of over 1,700 branches and outlets and 5,600 ATMs in more than 70 countries globally. The diversity of people in Standard Chartered is a source of strength. Standard Chartered employs over 75,000 people, representing 125 nationalities, of which 70 are represented among senior management.

### What's on offer:

**Market Risk Analyst** - this is a professional role not part of a graduate training programme.

### What are Standard Chartered looking for?

- MSc or BSc in Computing or equivalent work experience
- Strong understanding of object orientation
- Experience in Java (J2SE) and VBA (Excel & Access)
- Some experience in Perl, PHP and JSP
- Solid written and interpersonal communication skills
- Excellent in communicating technical topics to non-technical audiences

### The role:

We are looking to recruit an Analyst into our End User Computing team who support the Market Risk team. You will be responsible for the support of Java, Perl, VB & VBA based applications. Liaising with IT support teams to get IT faults and problems corrected as quickly as possible and to find ways to ensure the same problems do not re occur. Provide technical advice and training to the Market Risk team. Participation in Market Risk projects for the development of new or the enhancement of current applications.

**To apply see:** [www.standardchartered.com/careers/](http://www.standardchartered.com/careers/) – search under professional hire roles ref 223667

**Closing Date:** Currently open

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## 3. Thales

### About the Company:

With 68,000 employees working across 50 countries, Thales has an exceptional international footprint, but we're known for working with customers as local partners. Outside France, where the Group headquarters are based, the UK is our second largest country of operation with 8,500 employees. Over the years, we've become recognised as a major player and one of the main suppliers to the UK Ministry of Defence (MOD), who remain our biggest customer. Our capabilities as a supplier of advanced electronics include systems engineering, system integration and the delivery of mission-critical systems in both defence and civil areas. And our expertise ranges across everything from rail signalling and

full flight simulators, through to unmanned air systems and even the design of the Royal Navy's new aircraft carriers.

### **What's on offer?**

A 4 year Graduate Development Programme for Rail Engineers.

### **What are Thales looking for?**

A flexible team player with a flair for innovation, analysis, problem solving, planning and organising. Expecting a 2:1 or 2:2 degree in a relevant subject, and can gain security clearance to work on classified projects.

### **The Role:**

Exposure to leading-edge projects, real responsibility from the outset and support to achieve professional qualification, it will take you on an exciting path to a long-term career in rail engineering.

**To apply see:** [www.ukgrads.thalesgroup.com](http://www.ukgrads.thalesgroup.com)

**Closing Date:** 28th May 2010

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## **4. G.L. Noble Denton**

### **About the Company**

GL Noble Denton offers world-class services enhancing the safety, integrity, reliability and performance of our clients' assets in the oil & gas industry. We develop and deliver innovative solutions throughout the asset lifecycle from conceptual design to asset decommissioning; provide a challenging, diverse and rewarding environment for our employees.

### **What's on offer?**

Mechanical, Chemical or Electrical/Electronic Engineering Graduate Programme Opportunities

### **What are G.L. Noble Denton looking for?**

We are looking for people who are self-motivated and want to take ownership of their own development alongside our Graduate Programme. You need to be flexible in the work you undertake and be eager to interface with our customers at their locations across the globe. In addition to this we will support you and hone your skills to provide you with the capability to progress and excel within our rapidly expanding organisation.

You will be a recent graduate with either a Mechanical, Chemical or Electrical/Electronic Engineering degree (BEng, MEng or PhD) or perhaps a Maths or Physics degree. Just as

importantly you will bring a committed, hard working attitude and demonstrate that you are determined to excel in your chosen field.

## **The Role:**

Mapped out over 24 months our **Graduate Development Programme** has been designed to build on your existing technical knowledge and through targeted training, equip you with all the technical expertise required to enable you to be successful. You'll join one of our core practice areas and be given the opportunity to work on a variety of exciting client projects alongside our globally renowned experts in technical areas such as Hazard & Risk, Asset Integrity, Chemical Process Engineering, Software Solutions or Gas Transmission & Distribution. Throughout the graduate programme, you'll be assigned a mentor, providing ongoing advice and professional guidance to help you achieve your goals and accelerate your development.

**To apply see:** <http://careers.gl-nobledenton.com/discipline-students.html>

**Closing Date:** 20th May 2010

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## **5. Aliaxis**

### **About the Company**

Aliaxis is an international group consisting of businesses primarily engaged in the manufacture and commercialisation of plastic products for fluid transport. The group has a significant market share in the UK DIY Market and our key principles focus around high quality products and high level customer service.

Success runs through everything we do and with more than 100 companies worldwide with businesses operating across various sites in the UK; Marley Plumbing and Drainage, Hunter Plastics, dhm plastics, Alutec, Durapipe, GPS PE Fittings, GPS PE Pipe Systems and Philmac. With 15,000 employees we are continuously searching for talented individuals who are looking for a challenging and rewarding career in a multi-cultural business.

### **What's on offer?**

1. **Marketing** Two year Graduate Programme
2. **Logistics** Two year Graduate Programme.

### **What are Aliaxis looking for?**

- Gained or be expecting to gain (this year) a minimum 2:2 or European equivalent in a marketing related/business degree [Supply Chain/Logistics/Business related degree]
- Fluent in English
- Second European language is highly desirable, particularly French
- Must be eligible to work and remain in the UK indefinitely
- Flexible in terms of relocation and travel within the UK
- Availability to commence Graduate Programme in September 2010

- Commercial experience
- Full UK Driving Licence

## **The role:**

### **1. Marketing Role:**

#### **Key Responsibilities: Marketing**

- Delivering the brand promise to consumers
- In-depth analysis on brands, markets, customers and competitors
- Developing an understanding of consumers, customers, shoppers, markets, brands and competitors
- Using creativity to develop communications and to identify opportunities and resolve business issues

#### **Key Responsibilities: Sales**

- Providing analysis to assist with category development
- Analysing data and maintaining reports to make informed decisions on plans to deliver volume, share, and market profit targets for specified products and customers
- Developing Point-of-Purchase materials
- Using creativity to develop opportunities and resolve business issues

### **2. Logistics**

This structured 2 year programme offers an exciting opportunity for the successful graduate to play a key role in the consolidation of three UK logistics operations onto our Lenham site. Working at varied locations initially - Woolwich, Lenham and Cannock - to ensure that all brands continually strive to deliver excellent service to our customers.

#### **During your programme you will:**

- Work across the country spending time in our various businesses
- Liaise with a variety of departments, whilst developing strong communication links with other teams
- Be involved and have responsibility for a variety of key projects under the guidance of your team leader

**To apply see:** <http://www.aliaxiscareers.com/Vacancies.aspx>

**Closing Date:** Marketing 17th May 2010; Logistics 24th May 2010

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## **6. Treatt plc**

### About the Company

Treatt is a manufacturer and supplier of ingredients to the flavour, fragrance and cosmetics industries. The Group is headquartered in the United Kingdom, with facilities in the USA, Kenya, India and South Africa. Selling into over 90 countries worldwide the Group also maintains sales offices in France and China and utilises a global network of agents.

## **What's on offer?**

Operational Management Graduate Trainee role.

## **What are Treatt looking for?**

The successful candidate will be a self starter, who is motivated and determined to succeed. With a keen eye for detail they will have an ability to learn quickly and take on responsibility. A degree in Manufacturing, Operations or Supply Chain is desirable. Relevant work place experience will be a distinct advantage as would language skills. A full UK driving licence is essential.

## **The role:**

In our innovative and technical business you will have the opportunity of learning how we provide processing solutions for our customers including fractional distillation techniques. Our guidance and support will include the full spectrum of operational management from scheduling and planning to supply chain and logistics. The role is based in Bury St. Edmunds.

## **To apply:**

Applicants must be eligible to live and work permanently in the UK with relevant permits and should send their CV and covering letter to [alison.rich@rctreatt.com](mailto:alison.rich@rctreatt.com)

**Closing Date:** 21st May 2010

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## **7. CEB Professional Services**

### **About the Company**

The Corporate Executive Board is a leading provider of best practices research, executive education seminars, customized research briefs, and decision support tools to the world's largest and most prestigious corporations. With more than 80% of the Fortune 500 companies and 75% of the FTSE 100 as members, we have built one of the world's premier executive networks.

CEB has developed a unique arm of the business called Professional Services at our clients' request to support them through their implementation challenges. Over the years, our team has successfully helped many clients implement CEB's best-practice research through customized projects. Professional Services' ability to leverage CEB's intellectual property in the form of proprietary survey diagnostics, analyses, and quantitative models has proven successful in numerous industries across two functional areas: Human Capital Management and Sales Force Effectiveness.

## **What's on offer?**

Business Analyst role.

## What are CEB looking for?

- We seek candidates who are principally motivated by problem solving, project management, and building relationships. CEB Solutions Business Analysts are focused on a client-specific, tactical approach to problem solving and enjoy the opportunity to make a tangible impact at a client organization.

### **Some of the shared characteristics of our successful hires include:**

- High proficiency in distilling large amounts of data for senior managers and clients alike
- Ideally, experience using SPSS or Microsoft Excel to conduct statistical analysis
- Strong project management and time management skills
- Excellent oral and written communication skills
- Ability to build relationships with and present information to senior executives
- A strong entrepreneurial spirit
- Ability to work either independently or in a team environment, depending on the task at hand
- Exceptional performance in undergraduate academics or graduate studies (approx. 40% of our analyst hires have a MA or Msc)
- Ideally 1-2 years post-undergraduate experience

### **The role:**

- Business Analysts fill a very dynamic role within the Professional Services team, and their responsibilities can vary greatly from day to day; however, most of an analyst's time will be spent working on different aspects of a project (or multiple projects) with our clients. Daily activities can include collecting and analyzing data, creating presentation materials, presenting information to clients (over the phone or on site), managing project logistics and timelines, and completing ad hoc client requests.

### **Key Responsibilities of a Business Analyst Include:**

- Rigorously testing ideas using a variety of qualitative and quantitative methods
- Collecting, managing, and analyzing data in Excel and SPSS
- Collaborating with executives to manage project timelines and deliverables
- Presenting findings and conclusions to senior managers verbally and in writing
- Supporting the team through other tasks such as coordinating meetings and teleconferences, preparing data and summaries for the team, and managing client requests

### **To apply see:**

[https://ceb.taleo.net/careersection/uk\\_extcs/jobdetail.ft!?lang=en&job=42957](https://ceb.taleo.net/careersection/uk_extcs/jobdetail.ft!?lang=en&job=42957)

**Closing date:** 7th May 2010

## 8. Rolls Royce

### About the Company

Rolls-Royce is a global business providing power systems for use on land, at sea and in the air. The Group has a balanced business portfolio with leading positions in the civil and defence aerospace, marine and energy markets. We invest in technology and capabilities that can be applied to products and services in each of the global markets we serve.

### What's on offer?

Life Cycle Cost Lead (not the best job title but read on)

### What are Rolls Royce looking for ?

Ideally you will be a recent university graduate and hold a minimum 2:1 degree or equivalent in a discipline with a high numerate content. You should be computer literate in the use of Microsoft Excel, Word and Powerpoint and will have good communication and presentation skills.

### The role:

- Within the defence industry, the traditional methods for securing military contracts are rapidly changing. In this exciting and dynamic environment, we are evolving a customer-focused way of working to offer and deliver mutually beneficial service-based support solutions. At the heart of this long-term strategy is the requirement to understand the through life costs of our hardware and systems. This role is based within our Defence business located in Bristol. You will join a vibrant, innovative, high profile and growing team and responsibilities will include:
- Participation in the "Win-Business" phase to establish, and support the negotiation of, contract pricing for service offerings
- Involvement in all phases of the product life cycle to ensure that through life cost is given full consideration during system design and subsequent service delivery
- Acting as a company Subject Matter Expert in the fields of simulation modelling, cost forecasting, proposal pricing, risk assessment and financial analysis, actively driving process and capability improvements, and functional integration

### To apply see:

[http://www.rolls-royce.com/careers/current\\_vacancies/uk/job\\_search.jsp](http://www.rolls-royce.com/careers/current_vacancies/uk/job_search.jsp) Job Number: 5282

**Closing Date:** 16th May 2010

## 9. Whitbread

### About the Company

Whitbread PLC is a leading FTSE 100, and the UK's leading hospitality company, managing the number one brands in hotels, restaurants, and coffee shops, including Premier Inn, Brewers Fayre, Beefeater, Table Table and Taybarns and Costa.

Our success is due to the 35,000 people we employ in our businesses, and the skill with which they serve the 8.5 million customers who visit our 1,400 outlets across the UK each month. Whitbread's strategy is to create value for our shareholders by focusing on growth in expanding sectors of the hospitality industry, primarily in the UK but also in exciting international markets. In the financial year to March 1, 2007, Whitbread generated pre-tax, pre-exceptional profit of £213.0m.

### What's on offer?

1. Finance Graduate Scheme
2. HR Graduate Scheme

### What are Whitbread looking for?

We're looking for the future leaders of our business, and it's important to us that you've proven your drive to be world class. As such, you'll already have or be on track for a 2:1 or above, preferably in a HR, business or psychology related field, and have at least 300 UCAS Points across 3 A-Levels. We're also interested in receiving your application if your degree is in a different discipline, as long as you can demonstrate your interest and commitment to a career in Finance or HR.

Personality is also important to us; we're looking for dynamic, ambitious graduates with fantastic people skills. You'll be working closely with all areas of the business, from the team members in our Restaurants to Directors at Head Office, so you'll need to be able to communicate effectively and confidently at all levels to help support and guide them through complex HR issues.

### The role:

#### 1. Finance

Right from your very first day, you will develop a thorough grounding in Financial Accounting and Commercial Analytical skills, which opens the door to one of the most rewarding careers in the industry. We will offer you full study support and financial cover for the CIMA qualification and a clearly defined career path, which will see our most successful graduates working in some of the most high-level, influential roles in our business within 3 years.

You will be mentored throughout your career by one of our strategic leaders in Finance, and will receive limitless support and advice to help you fast track your career the way you want to. Whether you choose to specialise in Retail, Hospitality or Corporate Finance, Whitbread can offer you a range of opportunity that no other company in the UK can, and will actively work with you to identify your next promotion, and exactly how to get there.

## 2. HR

Working from our Head Office in Bedfordshire, you will take on a real role with real responsibility. As a HR Graduate, you will follow a rotational scheme, undertaking a wide range of placements including Resourcing, Talent Management, Employment Policy, Reward, and Learning & Development. Through these placements, you will gain exposure to all areas of our business, equipping you with a wide range of expertise and a deep understanding of our people agenda.

In return for your commitment, we will offer you first-class mentoring from managers and will also encourage and support you to study towards Graduate CIPD status. Together, this will accelerate your development and equip you with the necessary skills and knowledge for a fantastic career in Human Resource Management.

Once you have proven your expertise in all areas of HR, and have successfully studied towards your Graduate CIPD Membership, you will be offered the opportunity to progress to a managerial role within one of the most high-profile areas of our business.

**To apply see:** <http://www.whitbread.co.uk/graduates>

**Closing Date:** Finance 21st May 2010; HR 31st May 2010

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## 10. Insight Research Group

### About the Company

Insight Research Group is an established premium-brand healthcare agency which was founded in 1983. Our success lies in applying creativity and expertise to design and deliver custom research that gets 'past the surface' to what is really going on. This in turn helps us make a significant contribution towards giving our clients' products a competitive edge in the marketplace.

We work on a diverse range of ad hoc healthcare market research, with a mix of international and UK projects as well as a mix between qualitative and quantitative methodologies.

The company has grown to over 110 employees, with offices on both sides of the Atlantic. Most of our staff are based in our centrally located London offices, near the Barbican, which have recently undergone a refurbishment to encourage a more creative and collaborative environment – two values that we feel are very important to working here at Insight.

### What's on offer?

Graduate Market Research role.

## What are Insight looking for?

The key qualities we are looking for:

- an inquisitive and analytical mind
- drive, initiative and willingness to take ownership of projects
- creative thinking
- a team player with proven ability to communicate and interact with a diverse range of people
- excellent organisational and time management skills
- keenness to work in a business environment
- an achieved or predicted degree at 2:1 or above in any discipline

We will welcome applications from graduates or final year students who are keen to start a stimulating, fast-paced and varied career in market research.

## The role:

Alongside a comprehensive induction programme, you will immediately take an active role in both UK and international research, from the initial project briefing and proposal to the presentation of final results including:

- project management - setting up and managing the logistics of research projects
- contributing to the generation of outputs
- analysing and interpreting findings
- assisting in preparing client presentations

We will provide a comprehensive training programme to support you in your career development.

**To apply see:** [http://www.insightrg.com/work\\_for\\_us/vacancies.php?id=1](http://www.insightrg.com/work_for_us/vacancies.php?id=1)

**Closing Date:** 1st June 2010