

Careers Service

# Annual Report

2015

## Annual Report 2014 - 2015

*The Careers Service Syndicate begs leave to present to the Council their 112<sup>th</sup> Annual Report for 2014 – 15.*

### **Foreword**

The past year has seen the reach of the Careers Service grow and our success continue. More students are using the Service earlier. We've seen a substantial increase in the number of Postdoctoral research staff requesting guidance interviews. We've offered more events, we've handled more employer vacancies and, as a result, we have seen more of our students successfully enter graduate-level employment. The unemployment rate for our first-degree students has been the lowest we've seen for ten years at 2.6%.

There has been no need for any major change in the way we operate, nor the resources we deploy, nor numbers of staff we employ. Small, modest changes across most our services have been made effective by the smarter use of technology, acting on student feedback and then willingly implemented by our enthusiastic team.

The majority of our students are seeking a future in hard to enter sectors, such as the media, international development, think tanks and the arts, where easily identifiable well-paid opportunities are hard to find. Much of our effort concentrates on these 'hidden' careers: to find the employers, the alumni GradLinks, the vacancies and to guide students through the research and application process. With our drive to engage with students earlier, we were heartened to learn from the High Fliers survey of 30 UK universities that 53% of our students had received a definite job offer by the February of their final year, well above the national average of 37%. This survey also revealed our ranking for student satisfaction in their Careers Service remained the highest.

In the spring of 2018 the Careers Service will be moving from Stuart House to new and refurbished buildings on the New Museums Site. The new and different physical spaces we've been allocated will bring new and different ways of working as a team and with our students. We have started preparing ourselves for this move already in developing these new ways of working.

This report focuses on several key features of our service, highlighting our nimble approach and assorted improvements we've implemented over the last year.

## **Events and opportunities for our users to meet employers**

Our Careers Events provide an opportunity (often the only opportunity) for our students and researchers to meet employees and recruitment staff of the companies they hope to join face-to-face, to ask questions and test they are one of the right firms to apply to. We now run 14 major events a year, the largest attended by over 100 organisations and visited by over 1,000 students and researchers. To meet the growing importance of internships, (aka work experience) undertaken before a student's final year during the long vacation, we reshaped one of our major events to become the 'Graduate Schemes and Internships event' and this was attended by nearly 1,000 students. Since we automatically record everyone attending these events (by swiping their University card) we have been able to spot a number of trends. More first year students have been attending our events (up from 11% to 14% at our Banking event, for example) and over the last five years, there has been a steady increase in the proportion of postgraduate students attending all events – a sign, perhaps, of the reduced opportunities in academia. We are grateful to members of the International Student Team who have attended several of our larger events to offer personal advice to our International Students on current visa issues.

To offer our students as broad a range as possible of employers to meet, we have introduced a number of new 'pop-up' events and informal career evenings and briefing sessions, often attended by recent alumni working in the sector. Examples include an event for postgraduate lawyers, 'Frontline' – a new scheme for Social Work with children, an insight into working in a Think Tank and a briefing on the Commercial Fast Stream in the Civil Service. These events are low or no cost and easy for the employers to attend (not requiring large cumbersome exhibition stands)

To cover all likely career and research interests for our undergraduate and postgraduate students and research staff, we run a large array of different events and briefing sessions, many attended or delivered by a visiting employer. To illustrate the range of careers now covered, some of these events are listed here, with numbers attending:-

Getting into Advertising	35
Getting into Journalism	40
Civil Service Fast Stream assessment centre skills	48
Publishing Careers	49
R&D roles in industry (physical sciences sectors)	33
Becoming a screen writer	52
Careers in Investment Banking	150
Careers in Management Consultancy	230
Careers briefing 'but I don't want to work in the City	117
Careers in Patent Work	19
Careers in Politics, Public Policy and Public Affairs	55
Postgraduate Study in the UK/EU for AHSS	30
Preparing for a career in the Charity Sector	46
Careers in the Public Sector	150
Working as a Commercial Solicitor	35

Working in Public Interest Law	35
Careers in interpreting	33
Careers in journalism	47
Quantitative Finance careers for PhDs	29
Arts and Heritage management	44
Careers in Marketing Communications	55
Case study interviews for PhDs	75
Application dos and don'ts	56
Civil Service roadshow	161
Postdoc to lecturer – getting established in academia	99
Getting in and on TV	48
Introduction to the UK academic sector	27
Law for non-lawyers	64
Should I Postdoc or not for science PhDs	92
Environment and Conservation Careers	42
Writing fellowship proposals for Postdocs	40
European Union careers	51
Working as a researcher in a 'think tank'	100
International Development	46
Introduction to Careers in R&D in Biotech and Pharma	30
Start-ups 'doing it yourself'	78
Start-ups 'roller coasters and housekeeping'	42
Start-ups 'stepping off the entrepreneurial cliff'	52
Securing European RC funding for postdocs	144
Using LinkedIn to get yourself hired	101
Using LinkedIn (for PhDs)	46
Careers for Postdocs in Biotech and Pharma	194
Working in Data Science	152
Working in the Commercial music industry	31
Working in the Theatre	15
Working for the UN	450
What is Development Consultancy	125
Postgraduate study in the USA	51

The Careers Service also worked on a collaborative basis with other bodies to help organise and host assorted careers events. Examples include us working in collaboration with Oxford, Imperial College and the London School of Economics to host three Careers Events in Shanghai, Beijing and Hong Kong. The primary purpose of these events is for our Chinese students to meet organisations offering graduate-level opportunities in their home country. However our physical presence in China, albeit for a week, brings further benefits: meeting alumni associations, arranging events for incoming Cambridge students, meeting employers and so on. We worked with the Cambridge University Engineering Alumni Association (CUEA) and organised a reception for and with CUEA and CUED/CUES. This event attracted approximately 100 students and 22 alumna representing firms as diverse as Shell, JLR, Frazer Nash and MathWorks as well as some senior academics. The Head of the Engineering Department and attending employers all felt the event a success and we'll be repeating it again next year. Other joint events, or careers-related events where we were asked to

contribute, included the student-run Sedgwick Club Earth Sciences Careers Event; the Fitzwilliam College Society's Michaelmas Term Careers Fair, contributing to the Department of Engineering's Transferrable Skills Conference for research students; the new 'What to do with an English degree' event held in the English Faculty with invited alumni speakers; the Graduate School of Life Sciences annual poster competition.

### **Specific student groups and employment outcomes**

The University's Admissions team and Colleges strive to attract able students to study at Cambridge, attracting the most able, regardless of social background. We were eager to see whether or not any specific social groups were at a disadvantage when entering the employment market after graduation. We compared the employment outcomes for over 600 students who had received the Cambridge Bursary over a two-year period against data in the Destination of Leavers Survey for 2011/12 and 2012/13. Their employment outcomes were compared against the whole Cambridge graduating population. The results of this comparison showed that students who had received the Cambridge bursary were at no greater risk of being unemployed (3.3% compared to 3.3%) and were just as likely to secure graduate-level employment: 43%. Had this comparison showed any disparities we would have acted, but life chances are identical after Cambridge, regardless of social background.

Another comparison we undertook was on the stated ethnicity of the student. As with social background, we found that no one specific ethnic group suffered any disadvantage in the employment market.

Although female graduates are less likely to be unemployed (last year only 28 were still actively seeking employment six months after graduating, compared to 48 male graduates), their starting salary was significantly lower than their male counterparts: £24,789 compared to £28,992. Anecdotal evidence suggests that the male job-seeker is more likely, and better, at initiating negotiations to increase their starting salary. However, a better explanation may be found in the types of career being sought by female and by male students. Only 28% of the students voluntarily choosing to attend our Banking Event (a very well paid employment sector) were female, whilst 71% of the attendees at our Publishing and Media event (a notoriously poorly paying sector) were female. Interestingly, based on statistics provided by one large Investment Bank, the chances of securing employment are greater for the female applicant, than the male applicant and starting salaries were the same, regardless of gender. The Service is working closely with Newnham College in promoting careers events aimed at the female audience and Newnham's 'Springboard' three-day programme for female students.

We have been working in partnership with the Disability Resource Centre and now gained individual student's permission to share their personal data with the Careers Service. This allows us to recognize students with any declared disability before they engage with our Service, for us to make special arrangements or circulate (with their prior consent beforehand) details of any employer schemes or tailored opportunities. There are currently 1,946

students and research students registered with a disability. This disclosure has also allowed us to compare the rates of student engagement with the Careers Service and also graduate destinations for this cohort. The results have been very encouraging. In terms of disabled student engagement with the Careers Service across all our resources, online, events and face to face, they are using the service to the same degree or more than the general student population. There were 400 disabled students that graduated in 2013 of which 311 responded to the Destinations Survey (a 77% response rate which is similar to their peers). Again, similar to their non-disabled peer group 22% went into further study/research, 67% were in work (88% of these were in graduate level jobs), 6% were travelling or unavailable for work and 5% were still seeking work (well under the national statistics for unemployed graduates generally though slightly higher than our unemployment rate for Cambridge graduates generally). These results have been reassuring in confirming what we hoped and work towards - that our service is equally accessible to all our users. Catherine Alexander, Careers Adviser, is now on the Advisory Board of Great with Disability, a not-for-profit organisation supporting students with disability in partnership with many corporate firms.

### **Student and researcher engagement with the Service**

At the end of the 2015 Lent term 69% of first-degree students, from all years, had voluntarily registered with the Careers Service, an increase of over 300 students compared to the same point last year. The largest increases were in first and second year engagement. 49% of all first year students have now registered with us, in some subjects the proportion of first year engagement was notably greater: Law 79%, Philosophy 73%, Economics 67%, History 64%, Land Economy 59% and Geography 54%. This early engagement allows students to appreciate the value of their time at Cambridge, gain useful skills through extra-curricular activities, tap in to some employer opportunities exclusively for first years and begin to confirm their later career choice decisions. An encouraging endorsement of the value of early year engagement is that we saw 53% of our final year students securing a definite job offer by the February of their final year, allowing them to focus solely on final exams. The Times High Flier survey undertaken in 30 universities revealed the national average was only 37%. Finalists holding an offer can focus on their final year studies and exams, without the time-consuming distractions of finding gainful employment.

Amongst our postgraduate population, 65% of our research students (including MPhils) from all years, have engaged with the service. A growing proportion of these postgraduate students are now voluntarily attending our assorted careers events for opportunities outside academic research, suggesting they are exploring other options beyond academia. At our Banking and Management Consultancy events for example, over a third of those attending were postgraduate students. Even our Graduate Schemes Event, primarily targeted at first-degree students, 26% attending were postgraduates.

### **Website and technological innovations.**

Our website, now fully compliant with the University's design guidelines and fully responsive to mobile devices, attracted 3,945,584 unique page views from April 2014 to March 2015. Our servers are now installed in the Sainsbury Laboratory, giving us greater security and robustness at no extra cost and will also help ensure we avoid inevitable power interruptions caused by future building work in our area. All software is running the most secure versions of the common utilities: Java, Adobe Reader, Firefox etc. According to the Times High Flier survey of 30 universities, Cambridge enjoy the second highest level of student engagement in their university's careers service website.

All students booking an appointment now receive an automated reminder with the aim of reducing the number of 'no shows' and therefore wasted Careers Adviser time. Introduced only last November, we will see after a year whether this has had the desired effect. Students, who used to bring in a paper copy of their CV prior to an appointment, can now upload their CV to their own 'my account' pages on our website, allowing the Careers Adviser to review it, and learn more about the student or researcher, before the appointment and help make more of the appointment.

Portable, hand-held, card readers are now being used at more of our events. This technology allows us to record and check, in real time, that those booked beforehand had attended. For our over-subscribed events, it also ensured only those who had booked a place gained entry. One unexpected benefit of this real time information is gaining an accurate picture of the make-up of the audience, especially where pre-booking was not required – this particularly impressed one company when we informed them three minutes before their presentation that, for example, 20% of the audience were computer scientists, 30% were in their first year of study and 85% were UK nationals. The collection and use of this attendance data is proving invaluable within the Service and with visiting employers in spotting trends, student interests and the overall make-up of audiences. Only cumulative 'depersonalised' data is used: student names or contact details are never released to outsiders.

### **The Careers Information Library**

The careers information library remains a well-used resource, despite much of today's careers information being online. Several key resources are only available as paper published material or, for reasons of security, we choose not to release some material on the internet. This includes material such as candid and thorough feedback provided by our students on their interviews with employers or feedback on vacation work.

To prepare for our move into the new building, with reduced library space, the information team has undertaken a reclassification project covering all careers books, takeaway publications and careers information in hard copy and on the web. Using the new AGCAS scheme, all users enjoy a more up to date match with current graduate career sectors. Large amounts of paper-based material have, where possible, been replaced with online resources.

A text messaging service to students and researchers has been implemented allowing improved and faster contact between the information team and

students (when necessary) regarding their appointment bookings. All students now receive an automated reminder of telephone interviews with Careers Advisers, thereby reducing the number of missed, and therefore wasted appointments.

### **Our contribution to admissions and widening access**

The time we devote to inform those hoping to join Cambridge, instead of those leaving Cambridge – our primary audience - has increased in recent years. Members of the team have attended and presented at the Oxbridge admissions road-shows around the country, we have delivered over a dozen brief ‘Your future after Cambridge’ talks to school pupils attending College open days, we attend the annual two-day University open-day exhibition in early July. To help the widening participation campaign, we have delivered two presentations to BAME students, delivered talks to practitioners working with children in care and four sessions with children in care. Our Careers Advisers also deliver introductory talks to potential applicants and parents held in Departments and Faculties, examples include Land Economy, Modern and Medieval Languages

### **GradLink**

GradLink is our alumni contact system that allows current students and researchers to contact any of the 1,500 alumni who have willingly offered their contact details to answer careers and employer related questions. Although primarily an information exchange, we are heartened to hear of students securing placements, internships and longer-term graduate-level employment through a contact initially made through GradLink. GradLink occupations range from lawyers, engineers, teachers, academics through to a monk and a concert violinist. 22,000 searches of the GradLink system were made last year by over 3,600 users. Although most of the ‘regular’ sectors: law, finance, engineering, academia, IT etc, are well represented our team are actively seeking new Gradlink volunteers to add, especially those abroad and in the more hidden, harder to enter sectors. One recent example includes an approach to the Institute for Sustainable Leadership which yielded another 27 GradLinks working in this specialised sector.

### **The Careers Service Summer Internship Bursary Scheme**

The Careers Service Summer Bursary Scheme was started in 2007 with members of our Supporters club funding 15 bursaries of £500. Our monitoring and evaluation of the scheme has consistently demonstrated the impact of these bursaries on future careers.

*“Much more so than any conventional internship, the project management the Careers Service Bursary allowed me to undertake for a volunteer organisation in Kenya formed the core evidence in my job interviews, and was, in my view, absolutely central to me securing a grad scheme with Deloitte.” **Final year modern linguist.***

Students have realised this too with demand for the bursaries growing exponentially. We have already received over 100 applications for this year’s not-for-profit bursary.

*“It funded my internship at the WHO in Geneva, which was invaluable experience for my current role in development, often working in multilateral donor coordination.” **Second year historian.***

The Careers Service has worked hard to secure additional bursaries eg from the Newton Trust, Vice Chancellor’s Fund and ad hoc employers. 2014 saw the end of the valuable, yet non-repeatable, three year funding from the Vice Chancellor’s Fund. Showing our commitment to maintaining the level of bursary funding the Careers Syndicate ratified a decision at its meeting on 22 May 2014 to use interest on reserves to fund projects of this nature. It is likely that the funding will be used predominantly for bursaries in the foreseeable future but the decision gives flexibility to use this funding in other ways if necessary.

In 2014 our events team were able to make some profit on our “City” events. We have a “Robin Hood” policy of using profit from “City” events to fund students exploring careers in the public interest. The events surplus was channelled into funding an additional 20 bursaries directly from the Careers Service. This showed our commitment to supporting not-for-profit careers but also indicated to other potential supporters that we are “serious” about the need for these funds.

*“The work was very significant for my BA dissertation and for my later engagements with UNICEF.” **First year Archaeology and Anthropology.***

2014 therefore saw us awarding eighty bursaries - the highest number we have ever funded. This enabled us to prioritise students receiving the Cambridge bursary, most of whom did receive a bursary from us.

*“The role that the bursary enabled me to achieve was very significant in assisting me to find my previous jobs in adolescent mental health. These previous jobs will contribute to my relevant work experience in my application to graduate medicine, and will increase my chances of success.” **Third year Engineer.***

### **Our work with Colleges and Departments**

Our work with Colleges has, in the main, increased. However, with 31 disparate organisations there is no common approach that we can offer across the board to all Colleges. Our level of College involvement therefore varies greatly. Examples of a good, close and productive relationship with Colleges includes:- Newnham College, helping to promote their careers seminar series to female students from all Colleges; St Catharine’s College, working with assorted careers-related events organised by their student-led Catz Careers and Entrepreneurs Society; Pembroke College, giving induction talks to their new students and promoting employer events arranged within the College to a wider audience; presenting and attending Fitzwilliam College’s careers fair; presenting at a leadership course hosted by Homerton College; a presentation on careers to the tutors of Trinity Hall at their ‘away day’; assisting Corpus Christi College establish their careers-related support.

The Service is always willing to work with Colleges, to offer more to the students we serve, and not to replace or compete with College's own careers-related initiatives.

Similarly, our work in faculty varies greatly from department to department. Careers Advisers are now routinely conducting pre-booked student guidance interviews in departments. Various faculty and departmental boards, especially the Doctoral Training Centres, have asked for our input on matters surrounding employability and we have willingly given data, views and advice. In addition to these ad hoc contributions, the Service also contributes to the more formal 'Teaching and Learning Reviews' undertaken on departments every six years.

We have worked closely with the Judge Business School in offering the new Santander-funded internship scheme. This scheme offers students £1,500 to undertake an internship in a small or middle-sized enterprise. Over 50 Cambridge students and the smaller employers who employed the student, benefited from this scheme.

### **Our work with Postdoctoral Research Staff**

Much of what we offer our graduate students and, in some cases our undergraduate students, is also relevant and used by the University's Research Staff. Growing numbers of postdocs are attending our Careers Events, seeking out names of contacts and more information on specific employers who might be offering more senior, research-related opportunities. Our team of specialist postdoctoral Careers Advisers run their own events specifically for research staff, conduct guidance interviews, offer practice interviews and promote higher-level vacancies of potential interest to our research staff. Examples include a Careers Panel with invited guest speakers, talking to an audience of 144 science postdocs, on getting European Research Council funding. This event complemented an earlier event, attended by 100 research staff, on career development fellowship schemes. To assist those seeking funding we ran two events, both fully booked, on writing fellowship proposals. Outside of academia, we've run events on 'Careers in Pharma and Biotech' and R&D roles in industry for physical science and technology postdocs attracting over 230 postdocs.

Our service to postdocs based at Addenbrooke's has improved this year. It has been agreed that MRC and University postdocs can access any of the three venues we use at Addenbrooke's, making it easier for postdocs to get appointments when they need them. The use of i-pads has made it possible for us to provide videoed mock interviews off-site as well. The Academic Lead for Athena SWAN at the School of Clinical Medicine has helped to raise awareness of our services amongst Heads of Department as well as the postdoc community.

The Life Science advisers serve so many small departments that we cannot accept every invitation to speak to small numbers of postdocs. However, opportunities to reach postdocs in more remote departments or across several departments are always welcome, and we are pleased to have visited

the Institute of Public Health, the Sainsbury Laboratory and the MRC Brain and Cognition Unit and to have participated in the Cambridge Cancer Centre postdoc meeting.

The specialist Advisers offer personal guidance interviews to our research staff and we have seen demand for appointments almost double from Michaelmas Term 2013 to Michaelmas Term 2014. Despite some robust triaging to ensure only those in real need of an appointment (and not those wanting an appointment), the waiting time for an appointment is now over one month, even though we have cut the length of time allocated to each appointment to allow more each day. Assorted remedies to reduce this unsatisfactory waiting time are being explored with the Researcher Development Committee, who funds our work with research staff. We continue to work closely with the Office of Postdoctoral Affairs, helping with their networking and employer-associated events, mentoring schemes and are grateful to this office for allowing us to use their premises for our careers-related events. Subject to solving data protection and IT issues, we aim to be offering all entitled postdoctoral alumni access to our website, vacancy listings and the opportunity to attend our non-bookable careers events over the coming year.

### **Staffing**

Katie Heath was appointed to the vacant 0.4fte post of Careers Adviser in October 2014. Katie worked at the Careers Service on a temporary basis through the University's Temporary Employment Service for eighteen months prior to her appointment.

Dr Stephen Joy, a Career Adviser in the postdoctoral team, took six months unpaid leave from 17 November 2014. His post is being filled by Katie Hewitt. Katie has been with the Careers Service since August 2012, covering 2 Careers Advisers who have been on consecutive periods of maternity leave. Dr Joy occupied 2 half-time posts, one serving postdoctoral researchers and the other serving undergraduates. He resigned from the latter post with effect from 17 November. Madelaine Chapman, employed at 0.4fte as a Careers Adviser in the postdoctoral team, took on this additional 0.5fte post on a permanent basis when Dr Joy vacated it.

Elizabeth Simmonds, Careers Adviser for postdoctoral researchers in the Schools of Physical Sciences and Technology, returned from maternity leave in August 2014.

Cambridge enjoys close ties with the Massachusetts Institute of Technology in Boston, with an annual exchange of students. We also exchange our own Careers Service staff, albeit for one week. Last year, Dr Peter Harding and, this year, Susan Gatell, both spent a week working in the MIT Careers Centre, offering guidance interviews to British students, giving presentations, meeting employers and experiencing a different Service. In exchange, Jennifer Earls, MIT Careers Counsellor spent a busy week with our team.

Assistant Lisa Hutchins was appointed to the full-time post of Information Assistant in March 2015. The post was previously filled by Maria Giovanna de Simone. Maria left the Careers Service in May 2014 and staff employed from the University's Temporary Employment Service filled the post until Lisa's appointment.

Assistant Rebecca Slowley went on maternity leave in July 2014. Her post is being filled by Lynn Maguire and Naomi Hilton, both part-time assistants who increased their working hours to cover for Rebecca.

Staff training continues to be a priority and the practice of holding informal sessions to share best practice and exchange specialist knowledge remains popular. Topics have included *Careers in Data Science*, *JRF applications and interviews* and *Image Library training*. Jennifer Earls, our guest from MIT, ran a well-received session on *Mindfulness and Careers Counselling* that was open to all staff. The Service fully supports Careers Advisers undertaking a formal qualification in Careers Guidance and one of our Advisers, Katie Heath completed this qualification in December 2014.

### **Finances**

The annual turnover of the Careers Service now stands at £2m p.a. with £1.2m received from the 'Chest' (university funding). This chest funding has increased by less than 3% in the five years since the 2009/10 financial year and our salary costs have increased by 6.5% over the same five-year period. Our income generation now stands at £498k and a further £220k is received via the Researcher Development Committee to fund our service to the University's Postdoctoral Research Staff. Our expenditure is mainly on salaries: £1,664k, other major expenses include an overhead charge paid back to the Chest: £220k and the Internship Bursary Scheme: £47k. Computing, printing, room hire and publications accounted for other large items in the £20k to £30k bracket. The interest earned from the reserves held by the Service has been allocated as a replacement source of revenue to support the Internship Bursary Scheme, after the three-year fixed-term funding from the Vice Chancellor's endowment fund expired: £20k p.a. This allows us to maintain the same number of Internship bursaries. The accounts for the 2013/14 financial year showed a very small loss of £2k, on a turnover exceeding £2m – less than a tenth of one percent. Our finances are therefore sound and we are in strong financial position to incur likely additional costs of the Internship Bursary Scheme and our move into new premises in late 2017 or early 2018.

### **Governance**

The Careers Service Syndicate is Chaired by Mr Stuart Laing, Master of Corpus Christi. New College members on the Syndicate are Mr Tim Harvey-Samuel (Corpus Christi), Dr Sue Jackson (Lucy Cavendish), Dr Jonathan Trevor (Downing) and Dr Bill Broadhurst (Emmanuel), who replace Mr Thomas Ridgman, Mrs Sarah Harmer and Dr Helen Watson, who retired by rotation. We welcome the new co-opted members Professor Tony Watts (St Catharine's College), Dr Bob Gilworth (The Careers Group) and Ms Beverley Dixon (J.B. Shropshire & Sons Ltd). The strategic direction, financing and

overall management of the Service is delegated by Syndicate to a smaller Executive Committee of eight who meet termly, and we welcomed Dr Helena Browne (Christ's College), to this group. See page 18 for a full list of Syndicate members.

The Careers Service Syndicate oversees the strategy and direction for our work with postgraduate researchers and first-degree students. Meanwhile, funding and strategy for our specialist support to postdoctoral research staff is overseen by the Researcher Development Committee (RDC), chaired by Professor Richard Prager. To help ensure consistency and avoid conflicting demands between these three user groups, the Secretary of the RDC also sits on the Syndicate's Executive Committee. Our postdoctoral-facing staff and Director are actively engaged with the Office of Postdoctoral Affairs (OPdA) and the RDC, with seats on their assorted Management Committees, Operational and Steering Groups.

In common with all other University departments, the Careers Service submitted its annual rolling five-year plan that covered our financial projections, strategic aims and a thorough risk register. Copies of all departments' plans are then widely circulated, allowing us to identify any new developments relevant to the work of the Service such as new courses, changes in student numbers, alterations to existing course content and so on.

External quality audits are undertaken through the Matrix Standard and useful benchmarking information is given to us from assorted surveys and opinion polls conducted by reputable external agencies. The annual Continuous Improvement Check undertaken for the Matrix standard included the following encouraging quotes: *'it is evident that the Service continues to engage proactively with a wider range of University bodies' . . . 'the Careers Service has demonstrated evidence of its continuing proactive approach to enhancing its services with developments on a number of fronts impacting positively on a range of different users'*. Another bench-marking exercise is provided through the annual Times High Fliers student survey of 30 of the UK's leading Universities, with over 676 students interviewed at Cambridge, showed yet again that Cambridge students' satisfaction in their Careers Service was the highest of all universities, with 82% rating us as 'excellent' or 'good'. Other useful comparisons were also revealed through this survey: 67% of our final year students had had a guidance interview with a Careers Adviser, compared to only 54% average across all universities.

Last year we implemented a fully-automated system for students and research staff to provide feedback on their experience following a Careers Adviser consultation, with all feedback received from students and researchers being sent to the Careers Adviser who saw the responding person and to the Director only. The return rate to this feedback request has been at 62%. The replies have been very encouraging: 81% felt the consultation was 'very useful' and only one student replied it was 'not useful'. More importantly, 74% felt they were 'more confident' in making their next step – one of the main purposes of the guidance-led careers consultation. Only two students or researchers felt 'less confident'.

### **Commentary on destinations**

Apart from a pleasing further drop in the percentage of first degree students still seeking employment six months after graduation from 2.9% last year to 2.6% this year, there have been no significant changes.

Longer term, though, it is worth pointing out that the percentage of Cambridge first-degree students going into a one-year further degree, either at Cambridge or elsewhere, has been declining consistently year-on-year. In 2007 22% took up a one year taught course, 20% in 2008, 17% in 2009 and 2010, 16% in 2011, 12% in 2012, 11% in 2013 and 2014.

All students and staff of the University can freely access all destinations data on [www.careers.cam.ac.uk/dlhe/summary/index.asp](http://www.careers.cam.ac.uk/dlhe/summary/index.asp)

**Destination of  
Cambridge Graduates  
2014**

	First Degree				MPhil				PhD				Total			
	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Total	%
<b>Total graduating Aug 2013 - July 2014</b>	1569	1771	<b>3340</b>		669	744	<b>1413</b>		478	653	<b>1131</b>		2716	3168	<b>5884</b>	
Total not replying to enquiries	264	299	<b>563</b>	16.86%	206	256	<b>462</b>	32.70%	108	168	<b>276</b>	24.40%	578	723	<b>1301</b>	22.11%
<b>Total of known destinations</b>	<b>1305</b>	<b>1472</b>	<b>2777</b>	83.14%	463	488	<b>951</b>	67.30%	370	485	<b>855</b>	75.60%	2138	2445	<b>4583</b>	77.89%
These graduates went into	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Total	%
Permanent Employment	561	700	<b>1261</b>	45.41%	205	236	<b>441</b>	46.37%	285	394	<b>679</b>	79.42%	1051	1330	<b>2381</b>	51.95%
Temporary Employment	172	124	<b>296</b>	10.66%	65	33	<b>98</b>	10.30%	34	40	<b>74</b>	8.65%	271	197	<b>468</b>	10.21%
Voluntary / unpaid work	34	18	<b>52</b>	1.87%	4	4	<b>8</b>	0.84%	2	1	<b>3</b>	0.35%	40	23	<b>63</b>	1.37%
<b>Total in Employment</b>	<b>767</b>	<b>842</b>	<b>1609</b>	57.94%	<b>274</b>	<b>273</b>	<b>547</b>	57.52%	<b>321</b>	<b>435</b>	<b>756</b>	88.42%	1362	1550	<b>2912</b>	<b>63.54%</b>
Study for further degree by research	148	251	<b>399</b>	14.37%	122	154	<b>276</b>	29.02%	4	11	<b>15</b>	1.75%	274	416	<b>690</b>	15.06%
Study for further degree by taught course	159	146	<b>305</b>	10.98%	14	17	<b>31</b>	3.26%	1	2	<b>3</b>	0.35%	174	165	<b>339</b>	7.40%
Further study (legal training)	63	41	<b>104</b>	3.75%	6	9	<b>15</b>	1.58%	0	0	<b>0</b>	0.00%	69	50	<b>119</b>	2.60%
Further study (teacher training)	16	7	<b>23</b>	0.83%	1	2	<b>3</b>	0.32%	0	1	<b>1</b>	0.12%	17	10	<b>27</b>	0.59%
Other further study (cert and diploma)	41	54	<b>95</b>	3.42%	1	0	<b>1</b>	0.11%	7	11	<b>18</b>	2.11%	49	65	<b>114</b>	2.49%
Independent study	15	8	<b>23</b>	0.83%	7	2	<b>9</b>	0.95%	1	4	<b>5</b>	0.58%	23	14	<b>37</b>	0.81%
<b>Total entering further study</b>	<b>442</b>	<b>507</b>	<b>949</b>	34.17%	<b>151</b>	<b>184</b>	<b>335</b>	35.23%	<b>13</b>	<b>29</b>	<b>42</b>	4.91%	<b>606</b>	<b>720</b>	<b>1326</b>	<b>28.93%</b>
Travel and unavailable for work or study	68	79	<b>147</b>	5.29%	21	17	<b>38</b>	4.00%	26	9	<b>35</b>	4.09%	115	105	<b>220</b>	4.80%
Still seeking employment or study	28	44	<b>72</b>	2.59%	17	14	<b>31</b>	3.26%	10	12	<b>22</b>	2.57%	55	70	<b>125</b>	2.73%

Employment categories	First Degree		MPhil (1)		PhD		Total	
	Number	% total employed	Number	% total employed	Number	% total employed	Number	% total employed
2014								
Accountancy and Tax	35	2.7	5	1.1		0.0	40	1.6
Actuarial and Insurance	13	1.0	2	0.4		0.0	15	0.6
Arts and recreation	72	5.5	13	2.9	25	3.7	110	4.5
Banking and Investment	118	9.0	39	8.7	16	2.3	173	7.1
Communications Business	27	2.1	10	2.2	5	0.7	42	1.7
Engineering and architectural consultancy	56	4.3	27	6.0	11	1.6	94	3.8
Health	183	13.9	15	3.3	24	3.5	222	9.1
IT sector	118	9.0	26	5.8	26	3.8	170	7.0
Legal sector	12	0.9	2	0.4	10	1.5	24	1.0
Management Consultancy	68	5.2	39	8.7	27	4.0	134	5.5
Manufacturing industry, utilities, power: business	36	2.7	27	6.0	9	1.3	72	2.9
Manufacturing industry, utilities, power: technical	79	6.0	11	2.4	38	5.6	128	5.2
Other sectors	220	16.8	78	17.4	49	7.2	347	14.2
Other service industries	50	3.8	28	6.2	8	1.2	86	3.5
Public Service	41	3.1	45	10.0	10	1.5	96	3.9
Publishing and media	29	2.2	10	2.2	5	0.7	44	1.8
Research - science	24	1.8	15	3.3	250	36.7	289	11.8
Research - social science	9	0.7	20	4.5	78	11.4	107	4.4
Social, community and charity	46	3.5	10	2.2	10	1.5	66	2.7
Teaching	77	5.9	27	6.0	81	11.9	185	7.6
<b>TOTAL</b>	<b>1313</b>	<b>100.0</b>	<b>449</b>	<b>100.0</b>	<b>682</b>	<b>100.0</b>	<b>2444</b>	<b>100.0</b>
<i>of whom in unpaid / voluntary work</i>	52		8		3		63	
Those in temporary employment	320		97		58		475	
<b>TOTAL EMPLOYED</b>	<b>1633</b>		<b>546</b>		<b>740</b>		<b>2919</b>	

## Appendix 1 Members of the Careers Service Supporters' Club

Accenture	Gibson Dunn	Parthenon
Allen & Overy LLP	GIC (London) Private Ltd	Paul, Hastings (Europe) LLP
AlphaSights	GlaxoSmithKline	Pinsent Masons LLP
Analysis Mason	Goldman Sachs	Procter & Gamble
Ashurst LLP	International Ltd	PwC
BAE Systems Applied Intelligence	GSA Capital Partners LLP	PwC - Legal LLP
Baillie Gifford	Herbert Smith Freehills	PwC - Consulting
Bain & Company Inc	Hogan Lovells International	RBC Capital Markets (Royal Bank of Canada)
Baker & McKenzie	Holidays Please	RBS, Markets and International Banking
Bank of America Merrill Lynch	Holman Fenwick Willan LLP	Red Gate Software
Barclays Banking	HSBC Global Businesses	Roland Berger Strategy
Barclays Corporate & Personal Banking	Integration Management Consulting	Rolls-Royce plc
Berwin Leighton Paisner LLP	J.P. Morgan	Rothschild
Bloomberg	Jane Street	Sankaty Advisors (Bain Capital)
BP plc	John Swire & Sons Ltd	Schroders Investment Management Ltd
BP plc Integrated Supply and Trading	Johnson Matthey	Severn Trent plc
Bristows LLP	Jones Day	Shearman & Sterling LLP
British Sugar	King & Wood Mallesons	Shell
Capital Group Companies	Kirkland & Ellis International LLP	Siemens plc
Capital One (Europe) plc	KPMG	Simmons & Simmons LLP
CHP Consulting	L.E.K. Consulting LLP	Slaughter and May
Citi	Lazard	Sparx Ltd
Cleary Gottlieb Steen & Hamilton LLP	Linklaters	Stephenson Harwood
Clifford Chance	Locke Lord Edwards LLP	Strategy&
Clyde & Co	London Stock Exchange Group	Sullivan & Cromwell
CMS Cameron McKenna	L'Oreal	Taylor Wessing
Covington & Burling LLP	Macfarlanes LLP	TeachFirst
Credit Suisse	Macquarie Group	Tessella LLP
Credo	Marakon	The Boston Consulting Group
Davis Polk & Wardwell London LLP	Mayer Brown International LLP	Travers Smith LLP
Dechert LLP	McKinsey & Company	UBS
Deloitte LLP	Metaswitch Networks	Unilever
Dentons UKMEA LLP	Milbank, Tweed, Hadley & McCloy	Value Partners Management Consulting Ltd
Deutsche Bank	Millbrook Proving Ground Ltd	Weil, Gotshal & Manges
DLA Piper	Moelis & Co	White & Case
Eden McCallum LLP	Morgan Stanley & Co International plc	Winton Capital Management
EY	National Grid	Withers LLP
Farrer & Co	Nomura	ZS Associates
FDM Group	Norton Rose Fulbright LLP	
Fidelity Worldwide Investment	OC&C Strategy Consultants	
Freshfields Bruckhaus Deringer	Oliver Wyman	
	Olswang	
	Orrick, Herrington & Sutcliffe	

## Appendix 2 Careers Service Syndicate Membership (April 2015)

### Chairman

Mr Stuart Laing, Master, Corpus Christi College +

Retire:

### Appointed by Council (serve from 1 January for four years)

Prof Alison Sinclair, Professor of Modern Spanish Literature and Intellectual History, Dept of Spanish and Portuguese	2016
Ms Debbie Lowther, Bursar, Girton College +	2015
Dr Mark Billinge, Life Fellow, Magdalene College +	2016
Mr Thomas Ridgman, Fellow, Wolfson College	2018

### College Representatives (serve from 1 January for three years)

Professor Jane Clarke, Fellow, Trinity Hall	2015
Dr Kirsten Dickers, Admissions Director, Sidney Sussex College	2015
Dr Peter O'Donnell, Fellow and Tutor, Homerton College +	2015
Dr Jason Carroll, Careers Tutor, Clare College	2016
Dr Iain Black, Senior Tutor, Clare Hall	2016
Mr Barry Phipps, Fellow and Tutor, Churchill College	2016
Dr Helena Browne, Fellow, Christ's College	2016
Mr Tim Harvey-Samuel, Bursar & Fellow, Corpus Christi College	2017
Dr Sue Jackson, Fellow, Lucy Cavendish College	2017
Dr Jonathan Trevor, Fellow, Downing College	2017
Dr Bill Broadhurst, Fellow, Emmanuel College	2017

### Student Members (Serve from July for one year)

Ms Evianne Van Gijn, President, Graduate Union	2014
Ms Helen Hoogewerf-McComb, President, CUSU	2014

### Co-opted Members (serve from 1 October for four years)

Dr John Elvin, Scientific External Liaison, MedImmune	2015
Ms Anja Irwin, Head of HR, RealVNC	2015
Mr Robert Cutler, John Swire & Sons	2015
Dr Mike Percival, Technical Governance & Control Executive; Global Head of Manufacturing Engineering	2015
Mr David Butcher, Chief Executive, Britten Sinfonia	2015
Ms Jane Croft-Baker, Graduate Recruitment Specialist, Clifford Chance	2016
Mr Andrew Beresford, Head of Operations Services, British Sugar	2016
Ms Beth Callan, Global HR Manager, Shell International	2017
Ms Christina Kerr, Recruitment Team, Barclays	2017
Professor Tony Watts OBE, St Catherine's College, Cambridge	2018
Dr Bob Gilworth, The Careers Group, London	2018
Ms Beverley Dixon, Group HR Director, G's	2018

### Permanent Co-opted member (from Feb 2011)

Ms Alice Benton, Head of Educational and Student Policy +

### Postdoctoral Schools representative Co-opted member (from Jan 2014)

Mrs Isobel Humphrey, Assistant Secretary, School of Humanities and Social Sciences

### Appointments Committee members

Dr Rebecca Lingwood (Chair)  
 Mr Stuart Laing (Chairman of Syndicate) +  
 Mr Gordon Chesterman (Secretary of Syndicate) +  
 Professor Alison Sinclair (appointed by Council)  
 Dr Mark Billinge (appointed by Council) +  
 Ms Debbie Lowther (appointed by Syndicate) +  
 Dr Helena Browne (appointed by Syndicate) +  
 Dr Peter O'Donnell (appointed by Syndicate) +  
 + members of the Careers Service Executive Committee

### Appendix 3 Staff of the Careers Service (at April 2015)

\* Part-time

Director	Gordon Chesterman
Deputy Director	David Ainscough
Careers Advisers	Catherine Alexander
	Mary Blackman*
	Andrew Bottomley*
	Madelaine Chapman*
	Anne Forde*
	Susan Gatell
	Peter Harding
	Katie Heath*
	Katie Hewitt*
	Steve Joy*
	Frances Meegan
	Amanda Norman*
	Liz Simmonds*
	Sally Todd
Information Services Manager	Chris Michaelides
Departmental Administrator	Claire Collet*
Project Officer	Cathy Marsden*
Computer Officers	Richard Sparkes*
	Chris Moore
	Laura Blenkinsop
Events Manager	Pat Corteen
Events Assistant	Pippa Ellis*
Events Assistant	Lucy Holmes*
Information Staff	Lisa Bates*
	Lisa Hutchins
	Kathy Moon
	Lily Serubula*
	Ellis Weinberger
Accounts Assistant	Mark Warner
Assistants to Careers Advisers	Jane Ansell*
	Sally Cox
	Ros Fella
	Natasha Forster*
	Jenni Thorley
	Maggie Hart*
	Naomi Hilton
	Louise Maddison*
	Lynn Maguire*
	Rebecca Slowley* (maternity leave)
	Liz Wright*
Assistant to Departmental Administrator	Tina Goode*
Technical Service Coordinator	Tony Clarke*
Custodian	Simon Denston

All staff can be contacted by email: FirstSurname@careers.cam.ac.uk  
eg: [GordonChesterman@careers.cam.ac.uk](mailto:GordonChesterman@careers.cam.ac.uk)  
Biographies of our Careers Advisers can be seen on our website.