



Cambridge University Careers Service, Stuart House, 6
Mill Lane, Cambridge CB2 1XE

Careers Service Annual Report

2017 - 2018

ANNUAL REPORT

Foreword

The last year has been an exceptional one for the Careers Service. We have undergone a thorough – and very satisfactory - Council-led review reshaping the governance arrangements for the Careers Service and also achieved the external Matrix Quality Standard accreditation. Our staff are fully engaged in preparing to move to our new building in January 2019 and also preparing for the tighter data-protection constraints of the GDPR. In addition, the employment success of our students is becoming a major performance indicator for the University and we are preparing for the new ‘Graduate Outcomes’ survey.

Our service delivery has, yet again, seen increases across most measures, achieved without any additional staff. Confirmation that we’re generally doing the right things with the right students and at the right time has been reassuringly received from a number of external sources: Cambridge came top in Western Europe on graduate employability in the 2018 THE world-wide QS survey, that we’ve come top again on student satisfaction in their use of the Careers Service amongst 30 UK universities in the Times High Fliers Survey, that our employment outcomes have improved and that we have one of the highest student engagement rates amongst the Russell Group universities. I can only echo the Council Review’s commendation on our team’s *enthusiasm and commitment in providing an excellent service*. I thank my team and also Stuart Laing, Master of Corpus Christi College, who steps down this year chairing our Syndicate as the Vice Chancellor’s deputy – his advice, interest and wise counsel have helped us greatly to achieve these successes.

After 114 years, this will be the Careers Service Syndicate’s last Annual Report to Council and the last report prepared by the Syndicate’s ‘Secretary to the Syndicate’ – future reports will emanate from the newly formed Careers Service Committee.

Gordon Chesterman
Director, Careers Service

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SECTION ONE - CURRENT ISSUES FOR THE CAREERS SERVICE

The Council-led review of the Careers Service

On the 9th February 2018, the University Council approved the grace to implement the recommendations of the [*Joint report of the Council and General Board on the Governance of the Careers Service*](#) bringing to a satisfactory close a process that started nearly two years earlier in April 2016. The review panel was chaired by Prof Martin Millett (Head of School, Arts and Humanities) and comprised 12 members, representing employers, Colleges, departments, undergraduates, postgraduates and Post Docs and two representatives holding senior Registrar positions in other research-led universities. The terms of reference included looking at the governance arrangements for the Service, our Key Performance Indicators, the optimum financial model, the value for money and how our Service should be developed over the next five years to serve the collegiate university. The panel took evidence from many sources including employers and Syndics, conducted interviews with those representing all user cohorts and met for a day of discussions in Stuart House on 4th May 2017.

The review's commendations included:-

- *The dedication and commitment of the Director and staff in delivering an excellent service...*
- *The inclusion of postdoctoral staff in the Service's portfolio is an innovative move and has been well received by the postdocs who use the service...*
- *The positive and proactive attitude of the staff to the impending move...*
- *That the Service has managed its finances very well, and is in the fortunate position of carrying a surplus through its careful financial planning...*

The review panel made over 30 recommendations and suggestions and these included:-

- *The creation of a new 'Careers Committee' under the General Board Education Committee with 12 members, chaired by the PVC for Education. This replaces the smaller Executive Committee with membership drawn from the Syndicate.*
- *That we prepare a ten-year plan and review the viability of the Careers Service's ambitious remit and the sustainability of our current remit.*
- *That the General Board and its Education Committee review policy on providing students with enhanced work experience and employability skills.*
- *That the Careers Service Syndicate, the Careers Service and the Colleges re-evaluate their partnership to enhance offerings of careers support provision*
- *That the Syndicate monitors the effectiveness of the integration of the Careers Service and other offices within the new Student Services Building.*

These recommendations have been welcomed by the Chair of the Syndicate and Careers Service Director, confident that the Service will be given more voice on influential central committees, in departments and with Colleges, whilst still maintaining our nimble stance with a very wide range of crucial networks within and outside Cambridge.

The Director, as Secretary to the new Careers Committee, is taking these recommendations forward, the first step being to populate the new Careers Service Committee and receive nominations from all parties involved.

Preparations for the move to the new Student Services Building

All being well, if our planning was effective, next year's Annual Report should be reporting on our successful, seamless move to the new Student Services building. We're due to move out of Stuart House, our home for the last 42 years, in late December, early January 2019. Preparations for this move started more than eighteen months ago to try and ensure we're ready for the move, with the minimum of disruption and upset to our service delivery. Our printed and reference material has been radically reduced, much of it going online. Our student appointments and booking systems have been rationalized to cater for the limited number of consultation rooms being available in the new building. We have now completed two of the three essential developments to managing appointments in the new building ahead of the move. We implemented online "check in" and are now introducing an online appointment booking system for use by the Information team from two locations instead of the current one at the front desk. Booking c1200 appointments in Michaelmas term alone requires a very effective replacement for the hardcopy booking sheets we've used in the past and pleased to say we now have that. In addition, all first time appointments are now "triaged" by the Information team and pre-appointment notes passed on the CA ahead of the appointment.

Vacant staff posts have been left unfilled, to allow for the potential of centralised support services to take on these tasks and to review our own working practices in the new space. All our marketing material is now devoid of the Stuart House image – once a very strong visual identifier for the Service. To allow for more flexible working, our Careers Advisers are being equipped with portable 'surface' computers. We have created a smaller 'move group' of colleagues representing the main functions of the Service to focus on the finer details of the move, led by our Project Officer. And, on 20th March all staff participated in a 'declutter' day that saw us dispose of 30 sacks of redundant paper material.

Again, as reported last year, we are impressed with the way this project is being managed sensitively in a consultative and supportive fashion by Alice Benton and Dana Rayden in the centre. Our suggestions on making the best use of the new space are being heard and, where practical, have been acted upon. We still have natural concerns, however, as to whether the space allotted to us will be adequate, the effect open-plan office working will have on our assorted teams, how sharing rooms with other units will work in practice and whether the current name of the new building - 'Student Services Centre' - will impact on our substantial case-load with junior research staff. Plans for new building allow no room whatsoever for any expansion in headcount and, although we have no immediate need to take on more staff, the future demands (with commensurate funding attached) may be expected of the Service – for example, delivery of a 'Careers in the curriculum' training programme for all undergraduates, or the creation of a team for handling mandatory internships and work placements – features commonly found at most other research-led university Careers Services, but currently absent at Cambridge.

GDPR

The stricter rules surrounding data collection, storage and protection with the introduction of the GDPR (General Data Protection Regulation) has had a marked impact on the whole team – our reliance on personal data is key in delivering our ‘person-centered’ service. All staff are undergoing the necessary GDPR training; all our stored data, both on paper and electronic, is either being destroyed, or kept securely and then logged under the constraints of GDPR. Security of our databases is constantly under review and being strengthened with staff being fully engaged on their responsibilities to ensure data is not put at risk.

‘Graduate Outcomes’ – replacing the Destination of Leavers survey

The Graduate Outcomes survey, run centrally by HESA, has replaced the DLHE (Destination of Leavers from Higher Education) survey. This is a mandatory and tightly-controlled survey: the results provide every University with the proportion of graduates going into employment (and the salary, type and level of employment), entering further study, taking time out and still seeking employment (i.e. unemployed). The data is released by HESA into the public domain and widely used for league tables and comparisons. The data also provides the Careers Service with valuable information to help shape our own strategy and direction of effort. The responsibility for running the survey for the University sits with the Careers Service, but with willing and valuable support from CUDAR, other Departments and Colleges.

The key differences between the two surveys are that we, the University, has to supply email, phone, postal contact details for all graduating students 13 months after graduation to an external survey contractor overseen by HESA. The survey contractor will undertake all administrative aspects of the survey and linked data will be used, where available, to avoid asking graduates for information that can be sourced elsewhere e.g. HMRC data on graduate salaries. Graduates will be asked about their activities during a census week e.g. work or study 15 months after they graduate (instead of six months under the old DLHE survey).

The greatest risk is that a high proportion of the CUDAR (University) contact data for graduates 15 months after graduation is not active and the contractor fails to meet the target response rate of 70% for home domiciled graduates. CUDAR are currently (early April 2018) not in a position to assess the completeness, or validity, of the contact data for those 15 months post-graduation. There are further, currently unknown, risks that may have implications for the University’s performance against the Teaching Excellence Framework: coding errors by the external survey company may diminish the ‘highly-skilled’ status of the jobs performed by our graduates; a large proportion of our students enter those careers where earnings are not high and a significant proportion, some 7%, of our graduates, take ‘time out’ after graduating – if they fail to secure graduate level employment 15 months after graduating, they will count in the new TEF metric as ‘unemployed’.

To prepare for Graduate Outcomes the Careers Service is actively working with CUDAR and taking part in a HESA trial to test the quality of graduate email and telephone contact data. The results of this trial and whether we have sufficient, reliable contact data will be known

soon. The Business Information section is assisting with identifying survey cohorts, to allow Graduate Outcomes to be promoted, and contact data collected, prior to graduation. The Service is exploring ways to increase proactive engagement with recent alumni, especially those known to be unemployed or under-employed. This may include working collaboratively with other research-led universities to support unemployed graduates based in each institution's region.

Marketing project

Both the Council-led review and external Matrix report highlighted that, although we boasted high-levels of student and researcher engagement, there were well-founded anxieties over whether our users were engaging with us at the right time and with the appropriate resources for their immediate current needs. Our target users have also been 'confused' by a plethora of commercial recruitment companies and, to a lesser extent, student-run societies.

It was therefore agreed that we employ IE, a brand and communications consultancy, to research, assess and refocus our visual identity and communications with students, postdocs, departments, colleges, employers and alumni. This company have extensive relevant experience, having worked with other Russell Group universities, including their careers services. We are currently in the research phase which involves seven focus groups run by an independent market researcher, online questionnaires to key cohorts and phone interviews with employers.

Our aim is to have a strategy in place to reach more of those groups who currently fail to use us, ensure those who then use us are aware, and use, our "jewels in our crown" for example: our vacancies database, sector specific CamCareers emails and GradLink - our database of alumni. Furthermore, we aim to increase attendance at our events, panels, briefings and skills workshops – whilst avoiding creating an unmanageable demand for our one-to-one appointments.

One vehicle for raising awareness of the Careers Service is our Careers Service Guide, published for us well by gti for the last fifteen years. This guide has been consistently ranked as the most read Careers guide produced by gti across all other universities. This year we have entered into an arrangement with CUSU, who will be helping with its distribution, both paper copies and online, and offering editorial content.

SECTION TWO - OUR CORE BUSINESS

Our main aim is to *help undergraduate, postgraduate students, junior research staff (postdocs) and alumni make well-informed choices about their future working lives and to translate these effectively into appropriate decisions and actions.*

We achieve this by offering a number of resources, targeted to reach each individual at the right point in their career decision-making process: starting with those who have too few (or too many) future ambitions, to researching relevant employers and opportunities, making a successful application and then succeeding at interview.

Careers Adviser consultations

A key feature of our service is the one-to-one careers consultation, conducted confidentially by one of our specialist Careers Advisers. These consultations, which can range from a ten-minute 'quick query' to a 45-minute in-depth discussion, are offered at any stage during the client's search for a future career. Last year 4,006 appointments were taken-up (3,926 last year) by those entitled to use us. Since this is such a resource-intensive activity, monitoring the value and impact of these consultations is important – all attendees are asked for feedback after their appointment and c46% respond. Of these 74% found their appointment 'very useful', 24% 'useful' and those rating it as 'neutral' or of 'no use' were less than 1.5%. We also ask whether the appointment improved their confidence in what the next step should be. 80% were more confident, 19% felt the same and only 1% were less sure about their next step.

As more departments move to West Cambridge, we are offering further opportunities to meet students in situ. This includes offering one-to-one appointments at the Cavendish for all students at West Cambridge, career workshops for PhD students in physical science and technology at West Cambridge, and relocating our Data Science Careers event to the Hauser Forum.

The in-depth cumulative knowledge gleaned during these consultations cover our students' and researchers' concerns, barriers, ambitions and their current preparedness for employment (or research) is of great value. This deep insight is not lost – we have been able to make recommendations to appropriate decision-making University committees to help overcome any negative aspects. Examples of these recommendations, based substantially on what we have heard from students and employers, include a consistent approach being adopted to allow current PhD students to gain relevant work experience. After presenting a paper to the Board of Graduate Studies in June 2017 two recommendations have subsequently been adopted: to allow all PhD students to undertake up to ten hours per week of career-related part-time work and, secondly, to allow students to intermit to do a period of paid employment for the purpose of career development, rather than having to be removed from the Register. We were also pleased to see the Engineering Department being more open in allowing students to apply for a one-year placement in industry before their final year. Engineering students at other universities have been enjoying a marked benefit by undertaking often a mandatory year in industry.

To make our planning smoother and more tailored to student needs throughout the term we have further developed our system for planning our appointments to entitled users. The

new system covers 12 careers advisers and some 1800 appointments per year and is more transparent, easier to use and more responsive to Careers Advisers' other commitments and working styles. The new system has been tailored specifically for the complexities of offering consultations in the new building with limited access to some rooms being shared with other departments.

Vacancies and sourcing relevant work experience

So far, we have seen no worrying trends related to Brexit affecting the employment market or overall demand for Cambridge students. The number of organisations appearing on our vacancy listings for the eight months of this academic year offering graduate-level opportunities has increased from 3,485 to 3,616. Reassuringly, the number of organisations offering vacation work has also increased from 628 to 713 over the same period. Note that this is the number of organisations, not individual vacancies – many organisations will be listing multiple vacancies.

Although we 'gather' the majority of vacancies from employers eager to hire a Cambridge graduate, a growing proportion of organisations are actively 'hunted' by us and persuaded to promote their placement or graduate-level role to our students. We use all possible sources of contacts: alumni within the organisation provide a rich pool of leads. The need to source these scarce, difficult to find and hard to penetrate roles is founded on student interests to enter sectors such as publishing, the media, think tanks, international development, the arts, museums, heritage etc. Only a proportion of our graduates seek the 'easy to find' roles in finance, law, banking, manufacturing, consultancy – and we have a duty to serve students seeking something removed from the ordinary.

Just two examples of our collective efforts to enhance our students employment prospects by providing invaluable experience in hard to enter sectors include:-

The Careers Service supports the *Social Innovation Programme* (SIP) run by the Cambridge Hub – a student-run registered charity. Teams of students (3 to 6) are paired with community partners (usually a charity or social enterprise, e.g. Cambridge Sustainable Food, Cambridge United Community Trust, and RSPCA Cambridge) to work on a "challenge brief" prepared by the community partner. Whilst adding capacity to the organisation, the SIP provides students with the opportunity to enhance their employability, explore their career interests, and to contribute to positive social impact in our local community. 80 Cambridge undergraduate and postgraduate students take part each year. Feedback from both students and community partners continues to be positive. We also promote the Student Hubs' *Social Impact summer internship scheme* with not-for-profit organisations across the UK arranged by the Hub's national network. Students who secure a placement on this scheme run by the Hub are eligible to apply for one of our competitive Summer Vacation bursaries. The third strand of our work with the Cambridge Hub is a new partnership initiative, known as *Impact Labs*. This programme offers current PhD researchers in Cambridge an opportunity to learn about impact measurement, and to work in small teams to apply these skills to the benefit of local youth sector organisations. 20 PhDs are taking part and local community partners have included Act Now (social theatre), Cam Sight (specifically looking at their support for children and young people with no or low vision), and the Children's and Young People's Participation Service.

On an international level, the *Cambridge Global Health Internship* programme is now in its ninth successful year. As well as placements at the World Health Organisation (Geneva), EMRO (WHO office for the Middle East in Cairo), UNAIDS and UN Women (New York) we have new offers of internships at Office of United Nations High Commissioner for Human Rights (taking six interns in Geneva and New York) and United Economic Commission for Europe.

The Careers Service Internship Bursary Scheme offers £500 bursaries to current students to undertake unpaid or low-paid internships in charities, development, arts and heritage organisations. Last year 156 students applied for an internship bursary and 80 awards were made. The funding for this scheme has been shared by the Newton Trust (£10k p.a.), a group of 120 major employers, known as the 'Careers Service Supporters Club' (£10k p.a.) and from the Careers Service's trading income. Evidence on later employment outcomes for those students who took part, confirm the success of this scheme, the majority of beneficiaries would not have been able to gain relevant experience had it not been for this funding.

Events and sessions

We offer 14 major Careers Events p.a. where students have an opportunity to meet and talk to as many as 60 organisations offering graduate-level opportunities at each event. In addition, we run a series of smaller briefing sessions and talks on 'niche' careers, such as Data Journalism, Social work, Conference Interpreting, Arts and Heritage management and careers in Politics, Public Policy and Political Risk. Our *'I don't want to work in the City'* talk, held on the same day as our main Banking and Finance careers event, again proved popular. These events encompass most sectors of interest to our students, not just the conventional City, financial, commercial and professional roles. Students voluntarily choose to attend these events and, by accurately recording attendance levels, we gain a useful indicator of trends, over the years, for gauging student interest in given career sectors. This information helps us decide on whether to expand or contract our events, or offer events for new career sectors. The biggest, and most worrying, decline we have seen is the student attendance levels at our Teaching Event, falling by half in a year from 80 to c40 students. Our Maths and Quantitative Finance events have seen student attendance increase by over 50% for each. This year we offered new, or larger events in Data Science and for 'Start-ups'.

For eight years, we have been partnering with LSE and Imperial College to organise careers fairs for all our Chinese students interested in returning to work in China and Hong Kong after their studies. The fairs take place in mid-August, in Beijing, Shanghai and Hong Kong, before the students return to their universities for their final year of study. We also include recent graduates or pre-entrants scheduled to begin their studies in the autumn. We have between 25 and 50 employers at each event, and between 75 and 100 Cambridge students registering. It is also a good opportunity to meet with alumni, who may be building their own Cambridge networks or becoming recruiters of the next generation of students. For the last three years we have also welcomed students from Columbia University, MIT and Harvard University to join us at these events and, for the first time this year, we are working to include UC Berkeley students.

In addition to these events and talks on specific careers, we offered talks on the skills required to acquire a job (such as *'Cracking a Case Study'* for Management Consultancy, using LinkedIn, telephone interview skills, commercial awareness etc), the majority of which were generously delivered for us by visiting employers as part of our 'Employer-led Skills sessions'. Over 50 sessions were offered over the last year. We also rolled out a series of talks on four subjects, delivered by our Careers Advisers covering subjects of common interest to students:- *'How to pick a career'*, *'Cover letters and personal statements'*, *'Successful application forms'*, and *'Getting ready for interviews'*. These proved popular and a good use of our time by benefitting groups of students instead of individual one-to-one consultations with a Careers Adviser.

GradLink

GradLink, the Careers Service database of mostly Cambridge alumni who have signed up to give advice and inspiration to our students, goes from strength to strength. Currently there are nearly 1600 GradLinks from across many sectors. Of course the corporate sectors across banking, consultancy, law and industry are well represented. It can be hard for students to find objective insight, information and contacts for careers or organisations which do not target Cambridge and this is where GradLink can fill a much needed gap. There are also GradLinks from across the not for profit areas. Examples include a wildlife conservationist working on illegal trade issues in South East Asia, a violinist working on movie sessions in California and, a great role model for women in public service, a barrister whose career changed to become a high ranking firefighter and public education specialist in Canada. There are also those who can advise on starting up a business on leaving Cambridge, an ever popular option. In addition to finding inspiration or insights about careers there are also GradLinks willing to give advice about working life with a disability, career changing after 30 or working abroad. All advice is completely confidential and feedback from students is that they greatly value hearing honest opinions straight from those who have stood in their shoes not that long ago.

Website

Our Careers Service website currently has (as at May 2018) 37,730 registered users, which includes 17,646 'active' alumni. The number of alumni registrations has been reduced significantly from c30,000 last year since we have tightened up our criteria to only include those who are GradLink mentors, have requested to receive our CamCareers emails, attended one of our sessions, visited our website or seen a Careers Adviser. Use of our website is the second highest amongst the 30 research-led universities surveyed in the High Fliers research findings. Over the years it has grown in size and complexity and inevitably some sections have become out-of-date. A smaller 'web-group', with colleagues representing all components of the Service, is currently working on streamlining the website and cutting back any redundant, under-used or out-dated material. Systems security is essential, with so much necessary personal data being stored, and is constantly reviewed and enhanced by our IT team.

Our Service to Postgraduate Students

All our Postgraduate students: MPhils and PhDs (but not MBA or EMBA students, who have their own Careers team at the Judge Business School), are entitled to engage with all our

services and events described above. The traditional career trajectory for a PhD student would have been into academia but, as opportunities in academia become more competitive and less secure, a growing number of graduate students are looking at attractive careers outside academia. To meet this trend, we run an intensive series of events in late September, and then throughout the year, solely for our PhD students. Topics include: *Transitioning to Industry, using your PhD skills outside academia, Should I Postdoc or not?*, and *Using LinkedIn*. A growing number of employers, recognising the rich talent amongst our graduate students, now offer schemes specifically aimed at this cohort. By monitoring attendance levels at our events, we have seen a steady increase in graduate students attending to learn more about employers and opportunities outside academia. With our Banking and Finance event, for example, the proportion of graduate students attending has increased from 28% six years ago to 37% last year. The Research Councils have been funding Doctoral Training Partnerships and Doctoral Training Centres administered and run in several academic departments across Cambridge. The Careers Service has had a part to play by contributing skills sessions, networking events and enhancing the employer engagement. Although bringing great benefit to the relatively few graduate students within each scheme, this activity has proved to be very time-intensive for the Careers Advisers working with the DTPs, having to deliver highly-tailored, one-off events.

Our Service to Postdocs

The Postdoc team is an integral and embedded part of the University's Careers Service, but operates as a discrete team serving only our Postdoc community but enjoying all the benefits of being part of the larger organisation.

The postdoc team has provided another year of activities which have received strong feedback from the postdoc community. In 2016-17 the Postdoc Careers Advisers conducted 973 45-minute careers appointments (rising from 940 in 15-16, and 819 in 14-15) ran 42 workshops and events (41 in 15-16). In total this programme was attended by 2145 postdocs (2027 in 15-16), and 2766 postdocs are currently registered with the postdoc Careers Service. After attending their first one-to-one appointment at the Careers Service, postdocs receive a request for feedback online. Just over 50% responded to this request, with the following findings: 84% found their appointment very useful, 16% found it useful. 42% said their appointment exceeded expectations, 58% said their appointment met expectations and 76% said they were now 'more confident' they knew the next steps to take in their career. For the evaluation of smaller workshops, two quantitative questions are asked: Was this workshop a good use of your time? 58% strongly agreed and 41% agreed, <1% were neutral or disagreed and: What is your overall grading for this workshop? 69% were rated excellent, 29% good, 2% neutral and <1% poor.

In 2017, one of the highlights was hosting a large scale event: *Getting a fellowship* which covered early career and career development fellowships and was attended by 450 postdocs across the two half day events.

Our new AHSS careers adviser Diane Caldwell-Hird launched a programme for AHSS researchers, including a workshop series for those aspiring to academic careers ('*Crafting your academic CV*', '*Academic cover letters*' and '*Academic interview skills*', '*Teaching (TEF)*

and your academic career' and a line of workshops for those considering options outside academia. In 2018, we will deliver a half-day session on early career fellowships for AHSS postdocs, working in collaboration with research facilitators from the AHSS and HSS schools, which will showcase successful fellowship recipients.

The effect of TEF on postdocs' future academic careers was a popular topic at our *Making it in academia event* in Jan 2018. Prior to the event, we researched the level of the HE teaching experience requirements and student demands which face newly appointed lecturers and invited former postdocs now working as lecturers in a range of institutions to share their experience and advice. There was palpable audience interest in gaining teaching training and experience.

Alongside our well-established programme of workshops and events for science postdocs, we offered several new opportunities in response to postdocs' needs, including a session on Careers in project management and *Too late to change direction* (a workshop exploring the balance between trying the academic career path and preparing for it not to happen), and a session exploring the opportunities at teaching intensive HEIs in the UK.

We are mindful that postdocs are extremely busy, and also many are located in west and south Cambridge. To encourage their engagement with our programme, we are increasingly using webinar technology for our sessions. For many years, we successfully used webinar technology to broadcast talks from external speakers. Over the last year, we have trialled one of our most popular one hour briefings, Introduction to careers in R&D in biotech and pharma as a webinar. Effective delivery of careers information via webinar demands sustained audience participation through opinion polls, comments box and Q&A sessions, therefore the briefing was re-modelled in this format. Over 2 sessions, nearly 70 postdocs logged onto this webinar. Following this success, we are extending the webinar format to further sessions and engaging more Careers Service staff in their delivery.

In 2017, we revamped one of the most popular areas of our website – our pages on fellowships – and as a result, these pages are now more streamlined and user-friendly. In the last year, we have seen a four-fold increase in traffic to this part of our website, and so the work has clearly had a very positive effect.

Following remarks in the external Matrix Quality Standard report and the Council-led review about perceived gaps in our reach to PostDocs, we undertook a review of PostDoc registration levels across all departments. This coming year, we plan to focus on raising awareness of our services among PIs and use their connections to engage more postdocs.

In December 2018, the Careers Service will move in to the new Student Services building. This brings new opportunities for the PostDoc team, particularly being in close proximity to our colleagues from the Researcher Development Programme. However, there will also be challenges, not least in being housed in a 'student services' building with reduced access to consultation rooms for confidential one-to-one discussions. This will lead to a loss of flexibility in arranging appointments, but a recent 'dry-run' of a new booking system has demonstrated that we will still be able to offer the same level of service to postdocs in our

new space, particularly if able to access additional offices at the BioMedical Campus, West Cambridge and at Eddington.

Postdoc issues continue to gain prominence within the University. We welcome the creation of the new Postdoc Matters Committee, and the Postdoc Co-ordination Group, on both of which the Careers Service is represented. We have also established a regular informal get together of those of us working on postdoc researcher development, including the Careers Service, RDP, OPdA and PdOC. This allows us to share ideas and plan co-ordinated programmes. Two recent outputs from this group include a shared online calendar, to be visible to postdocs, and an information flyer for PIs. As the postdoc Researcher Development landscape becomes increasingly complex, it will be a challenge for the Careers Service, and for our colleagues, to determine the most effective way to use each service's strengths to deliver a comprehensive and co-ordinated programme.

SECTION THREE

Staff development and training and staff changes

We have continued our commitment to the training and development of the Careers Advisers to ensure our skill-set and knowledge pool are refreshed and current. Apart from individual training opportunities, we have organised sessions for the whole group, enabling us to share knowledge, best practice and ideas among ourselves as well as learn from external speakers. Where appropriate, we have invited other university staff colleagues, such as from Judge Business School, to join us. These training sessions have included a Guidance Refresher day (theory and case studies) delivered by the Association of Graduate Careers Advisory Services, a seminar on Employment law (including the gig economy) from a local lawyer, a talk from the Students' Unions' Advice Service and three brown-bag lunches; two on Working with Difficult Clients and one on Supporting Students Who Don't Complete their PhD. Furthermore, Careers Advisers have attended external training events, usually hosted by our professional body, AGCAS, and topics covered have included: 'Global Mobility: supporting our international students', Webinar training, Negotiation skills for employers and academics, 'Supporting students with negativity and mental health problems' and Race Equality - Understanding racism and its emotional dimension for effective anti-racist work. Careers Advisers also attended assorted sector-specific training sessions for updates on changes in recruitment and professional training, for example, in the legal profession.

In addition to careers-related skills training, all relevant members of the team, at all grades, have completed the mandatory training required to meet University requirements. These courses, usually online, have included Computer Security, Data Protection, Gender Equality and Race Equality.

Cambridge enjoys close ties with the Massachusetts Institute of Technology in Boston. Last year, Dr Joy Warde spent a week working in the MIT Global Education & Career Development Centre, offering guidance interviews to UK students, meeting employers and experiencing a different Service. On the return visit Tamara Menghi, Associate Director,

Employer Relations & Career Programs at MIT, visited Cambridge and gave a very well attended talk on work and study in the US.

Our full staff list is on page 21. Staff changes over the last year were:-

- After 28 years' service, Ros Fella, Assistant to Careers Advisers, retired in March 2018 and it was a pleasure so many current and former staff who had worked closely with Ros attended her retirement party. Lucy Maitland-Cullen will fill this post, on a temporary basis to start with, from April 2018.
- Senior Accounts Clerk, Mark Warner, resigned in May 2017 to take up another University position. The post is being filled by temporary staff until this role is incorporated into the central administrative team of the Student Services Centre.
- From 1st August 2017, the Service's post of Custodian (filled by Simon Denston) moved to the University's Estate Management Division. Simon now joins a team of Facilities Assistants that support the university departments on the Mill Lane site and will support the departments, including the Careers Service, in the new Student Services Centre.
- Ujval Sidhu-Brar was taken on as a locum Careers Adviser in September 2017, working one or two days a week, to provide much-needed support during the Service's peak seasons of Michaelmas and Lent. He is employed via the University's Temporary Employment Service.
- Information Assistant Penny Hudson resigned in November 2017 and Emma Tjornhoj-Thomsen moved into this post in March 2018
- Careers Adviser, Catherine Alexander, reduced her working hours from 90% to 80% of full time from January 2018. Catherine had previously worked full-time. At the same time, Careers Adviser, Krista Cooper, increased her working hours from 60% to 80% of full-time to cover this shortfall in provision.
- Chloe Szebrat, Assistant to Careers Advisers, resigned in January 2018 and we filled this post internally by redeploying Natasha Forster from her post as Administrator for the Destinations of Leavers' of Higher Education (DLHE) Survey after this post became redundant at the end of March 2018.
- Jenni Thorley, Assistant to two Careers Advisers, went on maternity leave in March 2018. Half of her post has been filled internally by Louise Maddison and the remaining half has been filled, on a temporary basis for the moment, by Samantha Brown.
- Katherine Caddy joined us at the end of March 2018 as Marketing Coordinator, reporting to Careers Adviser Amanda Norman. This is a fixed-term post for three years, at which point the need for the post will be reviewed.

- Jonathan Goddard joined us formally in April 2018, on a part-time (60%) fixed-term contract for one year, as an Online Communications Assistant, working with our other Online Communications Assistant, Lisa Hodgson (40%). Both report to Careers Adviser, Madelaine Chapman.
- Careers Adviser, Susan Gatell, reduced her working hours to 60% from full-time from April 2018.
- Deputy Director, David Ainscough, continues to cover the vacant post of Client Engagement and Information Services Manager

There were no reportable accidents at Stuart House or at our events hosted elsewhere.

Finance

In line with the rest of the University, the Careers Service's financial year runs from 1 August to 31 July and our accounts are closely scrutinised and maintained by the central finance team, as part of the annual rolling five-year planning process. In the last full financial year, which ended on 31 July 2017, the Service received income of £2,134,155, of which £1,281,931 was Chest funding (£1,238,540 last year) and we incurred expenditure of £2,102,529 (£2,228,550 last year) thereby realising a modest surplus of £31,626. The forecast for that year had predicted a deficit of £34,973 but savings were made, mostly by holding a Grade 9 management post vacant pending the move to the new building. This surplus excludes £108,000 transferred to the University Chest: £100,000 of which is the first instalment of £400,000 claimed by the University from the Careers Service's reserves and £8,000 which is the first payment of an agreed £30,000 contribution towards the cost of audio-visual equipment for the new Student Services Centre. After accounting for this, the total funds held by the Service on 31st July 2017 were £688,221 – down from £708,451 the year before. The effect of this large transfer of funds to the Chest was partly mitigated by the increased value of the Service's investments with the Cambridge University Endowment Fund (CUEF) which increased from £469,959 as at 31 July 2016 to £511,083 on 31 July 2017.

Commentary on the destinations of our graduates.

The Destination of Leavers from Higher Education survey is a mandatory survey, managed by the Higher Education Statistics Agency, requiring all UK HEIs to acquire information on the destinations of their graduates six months after completing their studies. This has been the last year we have to undertake the DLHE survey, it has been replaced by the new Graduate Outcomes survey, which surveys graduates 15 months after graduation. (see page 5).

The response rate to our DLHE survey for all UK first-degree graduates was 86.3%. The number of first degree graduates still seeking work was 111 (compared to 109 last year). Annoyingly, 51 of these Graduates were due to start work within a month of the census date, but they still counted as 'unemployed' under the DLHE rules. Our graduate-level employment measure (those entering a role deemed to be at 'graduate level') rose from 92.1% to 93.2% for all UK students with all types of degree, and rose slightly for first degree graduates from 88.3% to 88.4% this year. Including all nationalities and all courses, our graduate-level employment rate increased by 4%. The average salary for all first-degree

graduates in permanent employment in the UK, rose slightly from £29,907 to £29,931. We also recorded (and then had to verify) our first postgraduate earning in excess of £1m p.a. Again, there was another drop in the number of our first-degree graduates entering all forms of further study: 69 fewer graduates compared to last year – much of this decline was amongst those starting a taught course (down from 343 to 246) and starting a PGCE course, which fell from 35 last year to 20 this year. Reassuringly, there was a slight increase, 27, in the number embarking on further study by research.

With this data, we are confident Cambridge will still maintain top position on graduate employability this coming year in both *The Guardian* and *The Sunday Times/Times University league tables*.

Access to all this data for the last ten years, by individual courses, by gender, by type of degree, can be freely accessed on: <http://www.careers.cam.ac.uk/dlhe/summary/index.asp> For the next eighteen months, as we transition from DLHE to Graduate Outcomes, we, and all other universities, will be devoid of any meaningful destination data.

Destination of Cambridge Graduates 2018

	First Degree					MPhil				PhD				Total				
	Fem	Male	Blank	Total	%	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Blank	Total	%
Total graduating Aug 2016 - July 2017	1496	1706	2	3204		815	824	1639		507	665	1172		2818	3195	2	6015	
Total not replying to enquiries	284	303	0	587	18.32%	300	279	579	35.33%	168	223	391	33.36%	752	805	0	1557	25.89%
Total of known destinations	1212	1403	2	2617	81.68%	515	545	1060	64.67%	339	442	781	66.64%	2066	2390	2	4458	74.11%
These graduates went into	Fem	Male	Blank	Total	%	Fem	Male	Total	%	Fem	Male	Total	%	Fem	Male	Blank	Total	%
Permanent Employment	560	659	0	1219	46.58%	221	268	489	46.13%	259	372	631	80.79%	1040	1299	2	2339	52.47%
Temporary Employment	159	110	0	269	10.28%	71	53	124	11.70%	37	36	73	9.35%	267	199	0	466	10.45%
Voluntary / unpaid work	23	14	0	37	1.41%	12	5	17	1.60%	1	0	1	0.13%	36	19	0	55	1.23%
Total in Employment	742	783	0	1525	58.27%	304	326	630	59.43%	297	408	705	90.27%	1343	1517	2	2860	64.15%
Study for further degree by research	119	259	0	378	14.44%	142	154	296	27.92%	5	6	11	1.41%	266	419	0	685	15.37%
Study for further degree by taught course	121	125	0	246	9.40%	16	14	30	2.83%	4	3	7	0.90%	141	142	0	283	6.35%
Further study (legal training)	68	66	0	134	5.12%	6	8	14	1.32%	0	0	0	0.00%	74	74	0	148	3.32%
Further study (teacher training)	14	6	0	20	0.76%	2	0	2	0.19%	0	0	0	0.00%	16	6	0	22	0.49%
Other further study (cert and diploma)	12	10	0	22	0.84%	3	6	9	0.85%	0	3	3	0.38%	15	19	0	34	0.76%
Independent study	14	13	0	27	1.03%	2	5	7	0.66%	3	1	4	0.51%	19	19	0	38	0.85%
Total entering further study	348	479	0	827	31.60%	171	187	358	33.77%	12	13	25	3.20%	531	679	0	1210	27.14%
Travel and unavailable for work or study	85	82	0	167	6.38%	24	20	44	4.15%	21	13	34	4.35%	130	115	0	245	5.50%
Still seeking employment or study	37	59	0	96	3.67%	16	12	28	2.64%	9	8	17	2.18%	62	79	0	141	3.16%

Employment categories	First Degree		MPhil (1)		PhD		Total	
	Number	% total employed	Number	% total employed	Number	% total employed	Number	% total employed
2018								
Accountancy and Tax	24	1.9	8	1.6	1	0.2	33	1.4
Actuarial and Insurance	1	0.1	0	0.0	0	0.0	1	0.0
Arts and recreation	54	4.3	24	4.7	11	1.7	89	3.7
Banking and Investment	126	10.0	58	11.5	17	2.7	201	8.4
Communications Business	49	3.9	13	2.6	4	0.6	66	2.8
Engineering and architectural consultancy	50	4.0	21	4.2	7	1.1	78	3.3
Health	181	14.4	19	3.8	27	4.3	227	9.5
IT sector	142	11.3	27	5.3	44	7.0	213	8.9
Legal sector	8	0.6	10	2.0	6	0.9	24	1.0
Management Consultancy	71	5.7	46	9.1	15	2.4	132	5.5
Manufacturing industry, utilities, power: business	16	1.3	14	2.8	7	1.1	37	1.5
Manufacturing industry, utilities, power: technical	67	5.3	25	4.9	29	4.6	121	5.1
Other sectors	190	15.1	92	18.2	55	8.7	337	14.1
Other service industries	53	4.2	20	4.0	5	0.8	78	3.3
Public Service	58	4.6	46	9.1	25	4.0	129	5.4
Publishing and media	21	1.7	18	3.6	7	1.1	46	1.9
Research - science	35	2.8	13	2.6	232	36.7	280	11.7
Research - social science	7	0.6	12	2.4	65	10.3	84	3.5
Social, community and charity	31	2.5	10	2.0	9	1.4	50	2.1
Teaching	72	5.7	30	5.9	66	10.4	168	7.0
TOTAL	1256	100.0	506	100.0	632	100.0	2394	100.0
<i>of whom in unpaid / voluntary work</i>							<i>0</i>	
Those in temporary employment	299		97		61		457	
TOTAL EMPLOYED	1555		603		693		2851	

Appendix 1

Members of the Careers Service Supporters' Club (at April 2018)

Accenture	Freshfields Bruckhaus Deringer	OC&C Strategy Consultants
Alfa Financial Software Ltd	Gibson Dunn	Oliver Wyman
Allen & Overy LLP	GIC Private Ltd	Optiver
Analysys Mason	GlaxoSmithKline	Orrick, Herrington & Sutcliffe (London)
Ashurst LLP	Goldman Sachs International	Paul Hastings (Europe) LLP
AstraZeneca Ltd	G's Fresh Ltd	Procter & Gamble
Baillie Gifford	GSA Capital Partners LLP	PwC
Bain & Company Inc	Herbert Smith Freehills	PwC (Consulting)
Bain Capital Credit	HFW	PwC Legal LLP
Baker McKenzie	Hogan Lovells International	Redgate Software
Bank of America Merrill Lynch	Holidaysplease Ltd	Roland Berger Ltd
Barclays	HSBC Global Businesses Integration Management Consulting	Rolls-Royce plc
Barclays Investment Bank	IQVIA	Rothschild & Co
Berwin Leighton Paisner LLP	Irwin Mitchell	Royal Bank of Canada
Bloomberg	J.P. Morgan	Schroders Investment Management Ltd
BP plc	Jane Street	Severn Trent Plc
BP plc (Integrated Supply and Trading)	Javelin Group	Shearman & Sterling LLP
Bristows LLP	Jefferies	Shell
Capital One	John Swire & Sons Ltd	Sidley Austin LLP
Citi	Johnson Matthey	Simmons & Simmons LLP
Cleary Gottlieb Steen & Hamilton LLP	Jones Day	Slaughter and May
Clifford Chance	Kirkland & Ellis International	Sparx Ltd
Clyde & Co	KPMG	Stephenson Harwood
CMS	Kraft Heinz	Strategy&
Cooley (UK) LLP	L.E.K. Consulting LLP	Sullivan & Cromwell
Corporate Value Associates	Lazard	Taylor Wessing
Covington LLP	Linklaters LLP	Teach First
Credit Suisse AG	London Stock Exchange Group	Teneo Consulting
Davis Polk & Wardwell London LLP	Macfarlanes LLP	Tessella Ltd
Deloitte	Marakon	The Boston Consulting Group
Dentons UKMEA LLP	Mayer Brown International LLP	TPP (The Phoenix Partnership)
Deutsche Bank	McKinsey & Company	Travers Smith LLP
DLA Piper	Metaswitch Networks	TTP Group
Eden McCallum LLP	Milbank, Tweed, Hadley & McCloy	UBS
EY	Morgan Stanley & Co International plc	Unilever
EY Parthenon	Nomura	Weil, Gotshal & Manges (London) LLP
Farrer & Co	Norton Rose Fulbright LLP	White & Case
FDM Group		Winton Capital Management
Fidelity International		Withersworldwide
		ZS Associates

Appendix 2

Careers Service Syndicate Membership (at April 2018)

Chairman

Mr Stuart Laing, Master, Corpus Christi College

Retire:

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

Dr Deborah Longbottom, Head of Graduate Education, Department of Chemistry	2020
Dr Allegre Hadida, University Senior Lecturer in Strategy at JBS; Fellow, Magdalene College	2020
Mr Thomas Ridgman, Fellow, Wolfson College	2018

College Representatives (serve from 1 January for three years)

Dr David Secher, Senior Bursar, Gonville & Caius College +	2018
Dr Matthew Jones, Deputy Dean, Darwin College	2018
Dr Helen Bettinson, Fitzwilliam College	2018
Dr Stuart Davis, Admissions Tutor, Girton College	2018
Dr Rob Wallach, Director of Postdoctoral Affairs, King's College	2019
Dr Hilary Burton, Director, PHG Foundation; Hughes Hall +	2019
Dr Jeremy Green, Fellow, Jesus College	2019
Dr John Munns, Admissions Tutor, Magdalene College	2019
Dr Daniela Passolt, Director of International Programmes, Pembroke College	2020
Dr Kathy Kingstone, Tutor for Student Development, Murray Edwards College	2020
Dr Saskia Murk Jansen, Development Director, Peterhouse	2020

Student Members (Serve from July for one year)

Ms Darshani Joshi, President, Graduate Union	2016
Ms Daisy Eyre, President, CUSU	2016

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

Professor Tony Watts OBE, St Catherine's College, Cambridge	2018
Dr Bob Gilworth, The Careers Group, London	2018
Ms Beverley Dixon, Graduate Recruitment Manager, J.B.Shropshire	2018
Dr Jane Dancer, Chief Business Officer, F-star	2019
Dr Darren McKerrecher, Associate Director Medicinal Chemistry, AstraZeneca	2019
Ms Victoria Higgins, Director, Cambridge Partnership, GSK	2019
Ms Kate Croucher, University Relationship Manager, FDM	2019
Mr Peter Fisher, Director, Bennetts Associates	2020
Mr Andy Harter, Chief Executive, RealVNC	2020
Ms Jane Cotton, HR Director of Oxfam	2020
Ms Andrea Cheatele, Head of Recruiting, L.E.K. Consulting	2021
Dr Vicki Allen, J A Kemp, Patent Attorneys	2021

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, Secretary to the Researcher Development Committee, School of Humanities and Social Sciences

Appointments Committee members

Professor Richard Prager (Chair)
 Mr Stuart Laing (Chairman of Syndicate) +
 Mr Gordon Chesterman (Secretary of Syndicate) +
 Dr Sue Jackson (appointed by Syndicate)
 Dr David Secher (appointed by Syndicate) +
 Dr Deborah Longbottom (appointed by Council)

+ members of the Careers Service Executive Committee

Appendix 3
Staff of the Careers Service (at April 2018)

* Part-time

Director	Gordon Chesterman
Deputy Director	David Ainscough
Careers Advisers	Catherine Alexander*
	Mary Blackman*
	Diane Caldwell-Hird*
	Madelaine Chapman*
	Krista Cooper*
	Anne Forde*
	Susan Gatell
	Katie Heath*
	Frances Meegan
	Amanda Norman
	Ujval Sidhu-Brar (temporary)
	Liz Simmonds*
	Sally Todd
	Joy Warde
Departmental Administrator	Claire Collet*
Project Officer	Catherine Marsden*
Computer Officers	Richard Sparkes*
	Chris Moore
	Laura Blenkinsop
Online Communications Assistant	Lisa Hodgson*
Online Communications Assistant	Jonathan Goddard*
Events Manager	Pat Corteen
Events Assistant	Pippa Ellis*
Events Assistant	Roxy Beer*
Marketing Co-ordinator	Katherine Caddy
Information Staff	Lisa Bates*
	Kathy Moon*
	Lily Serubula*
	Emma Tjornhoj-Thomsen
	Ellis Weinberger
Assistants to Careers Advisers	Jane Ansell*
	Samantha Brown* (temporary)
	Sally Cox
	Natasha Forster*
	Maggie Hart*
	Naomi Hilton
	Louise Maddison*
	Lucy Maitland-Cullen* (temporary)
	Heather Smith*
	Jenni Thorley (maternity leave)
	Liz Wright*
Assistant to Departmental Administrator	Tina Goode*
Technical Service Co-ordinator	Tony Clarke*
Custodian	Simon Denston

Biographies of Careers Advisers can be seen on our website.