



Finders keepers series

Session 1: Attract

Session 2: Select Session 3: Keep



Attract toolkit





Section 1: Purpose and contents

This is the first toolkit in the Attract, Select, Keep series and contains:

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Section 2. Job and person specification template

You do not have to have a job specification or job description for a role if you do not wish, some businesses are quite happy to use the job advert as sufficient explanation of the role. However should you wish to use both here's a simple template to create your job and person specification. Typically you would create this document first and then write the advert based on the contents of this document.

Job description			
Job title		Reporting to	
Salary, bonus or incentives		Location	
Working hours		Contract type	
Probationary		Holidays and	
period		benefits	
Job purpose	No more than one paragraph to summarise why the job exists.		
Key	Bullet point list of key job tasks and activities		
responsibilities	• XXXX		
	• XXXX		
Other duties	Anything else they may be required to do in the role but is not a core part of their job		
	e.g.		
	Support the Directors with ad-hoc projects		
	Cover the reception, dealing with all visitors and deliveries		
	Attend events on behalf of the business		

Person specification			
Criteria	Essential criteria	Desirable criteria	
Experience	E.g. Part-time job or Summer job	E.g. Internship or placement	
Qualifications	E.g. Any degree	E.g. Post-grad or Masters degree	
Training	E.g. None	E.g. Excel course	
Knowledge	E.g. MS Office, especially Excel	E.g. A CRM database	
and skills	Data analysis / research skills	Report writing	
Competencies	E.g. Communication skills	E.g. Stakeholder management	
(or personal	Customer focus	Negotiation and influencing others	
characteristics)	Attention to detail		
	Planning and prioritisation		





Section 3. Job advert template

[Job Title], [Company Name] [Salary], [Location]

What's the role?

Describe and summarise your role in 50-80 words. Try not to use jargon, and mention the kinds of skills or attributes that a graduate could apply to the role

What does [COMPANY NAME] do?

Give a short description of your business, approximately 100 words. A helpful sentence-by-sentence structure would be:

- 1) Company description
- 2) Year established, number of employees and location
- 3) Any notable awards or 'big name' clients.

To find out more, visit: [insert website]

What does a typical day look like?

Typical activities might include:

- List a maximum of six bullet points
- that will give candidates an indication
- of day-to-day jobs they can expect to be undertaking
- You might include 'Managing our social media accounts'
- or 'Visiting clients to establish a brief'
- It doesn't need to be a comprehensive list of everything

What type of person are we looking for?

Our ideal candidate for this role will:

- Be a graduate from [any degree discipline/STEM degree/Humanities etc.]
- Use four or five bullet points to describe key attributes and skills, e.g.:
- Have excellent attention to detail and the ability to hit deadlines
- Have a working knowledge of the Adobe suite
- Have excellent communication skills, able to work with a range of colleagues and clients

Any of the following would be a bonus, but don't be put off if not!

- If you have a few 'nice to have' skills, add them here,
- but avoid more than a couple listing all the software, languages
- and databases you use could be very intimidating to an early-career candidate

What are all the practical details?

Starting salary: £XX,XXX-XX,XXX pa. Include any bonus/commission details, length of time to review, or offer a salary range for greater flexibility.





Location: Full address, you might also want to include details of travel times and public transport links if you are outside of the city centre.

Start date: Month, Year ideally.

Type of role: Provide details of whether it is a permanent or temporary contract, with details of any

probationary period if applicable

Are there any perks?

Perks can have a huge influence on candidates, and could be a key differentiator if you can't offer a very competitive salary initially. If you offer anything from pensions to healthcare, team away days, flexitime, promotion/progression, training, additional holiday for periods of service or office rewards/competitions, be sure to mention them.

How to apply

The deadline for applications is: **Full date, including time, of the deadline**Please send your application / a CV and covering letter (delete as appropriate) to: **Name, E-mail**If you have any informal enquiries or would like to discuss the role, please contact: **Name, E-mail, Telephone**

Imagery

Be sure to include any photos that can bring the business to life, your logo, your people, your products, your work environment or perhaps your client logos if they are well recognised brands.





Section 4. Job advert – good example

Graduate Engineer, ACME Engineering £25,000pa, Sheffield

'Moving bridges and rollercoasters are just the start!'

This is a fantastic opportunity to contribute to a world-class Engineering design firm who work on highly complex, bespoke and in many cases iconic projects. If you are the kind of engineer who can't help but admire unusual moving bridges, cranes and ingenious mechanisms then this could be your dream job. Alongside your brilliant grasp of engineering principles you will possess the curiosity and intellect to understand the Engineering behind these wonderful machines and structures, so you'll be a fairly special type of individual with a set of specific skills and interests, just like the other members of this very talented team.

What's the business all about?

ACME Engineering are based on Sheffield's premier Advanced Manufacturing Park. We like to think of ourselves as the 'A team' of the design Engineering world! When other engineering firms can't find a solution to a highly complex or unusual challenge, we are the team they come to. Our design work spans across multiple sectors, with a depth and breadth of knowledge allowing us to solve complex problems. We have worked on a wide range of projects including moving bridges, ROV launching equipment, rollercoasters, high level access gantries, analysis of high integrity nuclear cranes as well as design of bespoke machinery and lifting equipment. Our customers are global and range from consultants, contractors and manufacturers to private companies and individuals. We are a relatively small but expanding team, growing from four to sixteen people in the last few years, full of very talented and bright individuals. Find out more about ACME Engineering at www.acemengineering.madeup.uk. Here's just some examples of our work:





What would you be doing?

Initially you will be working alongside an established team of engineers on a range of projects to learn the ropes. You'll be undertaking a range of tasks to develop a solid foundation of how the team works to pull a project together. Typical activities might include:

- Contributing to design and analysis projects under the guidance of senior engineers
- Undertaking 3D modelling and conceptual design work
- Preparing calculations and analysis models to inform designs
- Writing up specifications and reports
- Assisting with project coordination
- Meeting and liaising with clients
- Undertaking site visits, if required





What type of person are we looking for?

We are looking for someone who has a sound understanding of the basics of engineering, and the ability to pick up new knowledge quickly with experience. Due to the bespoke and highly complex nature of the work you will have a high level of intellect, an interest in Engineering and enjoy the challenge of never working on the same problem twice! The successful candidate for this role will:

- Have a degree in Structural or Mechanical Engineering, or a closely related field
- Have a passion for engineering and be an enthusiastic and proactive learner
- Have an excellent understanding of the fundamental principles of engineering
- Enjoy solving challenging problems
- Be very bright with a keen intellect
- Enjoy the challenge of working on a variety of different projects
- Be a great team player, able to integrate and contribute to this close team
- Have a minimum of a GCSE grade C or above English and B or above in Maths (or equivalent)

What are all the practical details?

Starting salary: c.£25,000pa

Location: Advanced Manufacturing Park, Technology Centre, Brunel Way, Rotherham, S60 5WG

Travel time: 11 minute drive from Sheffield city centre. Well served by various bus and tram routes c23

minutes from city centre.

Start date: Starting Summer after graduation 2017, to suit you.

Benefits: 28 days holiday, performance related bonus, opportunities for rapid progression including salary

reviews, free parking and the opportunity to study for Chartered Engineer status.

Sound good to you? Then we'd love to hear from you

If you love the sound of this role please send us your CV and covering letter, telling us more about yourself and why you're interested in the role. And if you'd simply like to know more or have an informal chat please just call Emma Kerney on 0114 221 02417 or drop us any questions to Emma@acemengineering.madeup.uk. And if it's not for you – can you think of someone this job could be perfect for? If so please do forward the details on to them!





Section 5. Job advert – weaker example

Graduate Engineers, ACME Engineering

ACME Engineering is an engineering design consultancy working across a number of sectors, with expertise in mechanical, structural, control and hydraulic design. Our clients are a combination of consultants, contractors and manufacturers with established reputations within their sectors.

Owing to our growth, we are currently looking for a new graduate engineer to start around September 2011 who would thrive in our company and become an important member of our team.

Our employees enjoy providing creative input into problem-solving and design on diverse projects in numerous industries. Successful applicants can expect to gain experience rapidly in engineering skills including:

- * Structural and mechanical design from concepts and layouts to details and manufacturing methods;
- * 3D modelling and drafting;
- * Finite element analysis and hand calculations to justify designs using design codes and engineering judgement.

We are a small but rapidly growing business, so our Graduate Engineers will also have the opportunity to get involved in many other aspects of the company including project management and business development. The successful applicant will gain a good understanding of the way the entire business operates, and will be able to see their own impact on the company as it grows.

We provide a supportive environment and are committed to the development of our staff. Our graduate engineers will be carefully supervised and mentored to ensure that while they are stretched, they also receive the back-up, training and advice that they need from senior staff to aid their development. We value professional qualifications and encourage and assist our staff in achieving chartered membership of their chosen institution. Our engineers are primarily based in our office near Sheffield, but regularly spend short periods of time out of the office at training events, on site or at client meetings both in the UK and overseas.

The ideal candidate would demonstrate, through their CV and interview performance:

- A minimum of a 2:1 degree qualification in mechanical or structural engineering or similar;
- * Excellent verbal and written communication skills;
- * Creativity and problem solving ability;
- * A sound understanding of engineering principles;
- The ability to learn new skills and concepts quickly;
- A high level of numeracy;
- * Enthusiasm for engineering as a career.

If you are interested in working for ACME Engineering, please send us your CV and covering letter using our online application form.

Note to recruitment agencies: We do not currently accept applications from recruitment agencies in any form.





Section 6. On campus activity and options

There are a wide range of different ways you can work with a University to get on to campus, meet students and promote your business brand. These vary from one institution to another and can incur a cost, sometimes a significant one. Equally there are often many free, discounted or funded support options available for regional, local, third sector or SME businesses. This is not a definitive list of options but does give an indication of the ways in which you can get involved on campus:

- Advertising on TV screens and employment portals
- Careers fairs
- Employer presentations
- Sponsorship of teams, events or places e.g. careers service mouse mats or the hockey team
- Sector specific panels/Q&A events
- Skills sessions on things like CVs, presentation skills, or something more commercial like negotiation skills
- Selection e.g. interviews on campus
- Digital-led activity e.g. twitter chats
- Work-based learning projects
- Mentoring
- Work shadowing
- Supporting curriculum design
- Guest lectures
- Employer advisory boards
- Employability awards
- Networking events, regional events and professional body events
- Promotional events e.g. product giveaway or event like a cinema night
- Competition or hackathon

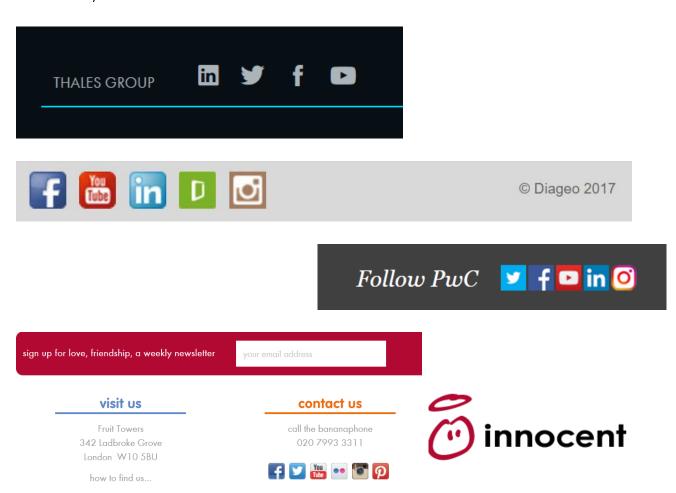
It is unlikely you would ever need to do all of these things, rather it is about being clear which of them is going to give you the best opportunity to speak to and connect with the students who are right for your business. Working with your University partners and comparing the effectiveness of different approaches year-on-year will help you to identify what will work best for you.





Section 7: Social media

Most graduates will hope and expect to be able to not only research your business on-line but also to engage with you through these channels. This expectation comes from not only their experience as consumers, but also their experience with corporate graduate schemes. Here are just some examples of what they see when they visit most dedicated graduate recruitment websites (and yes, these accounts are all just for graduate recruitment!):



The most commonly used forms of social media engagement include following you on LinkedIn, Twitter and Facebook. Whilst you might not have, or wish to have, all three we would recommend having an active account on a minimum of one of these platforms.

Less commonly used forms of social media engagement include YouTube business/recruitment channels, WhatsApp, live webchats, snapchat, Flickr, Pinterest and glassdoor (a graduate and placement specific review platform where you can respond to comments and feedback from students). Depending on your sector some of these platforms may be much more relevant and appropriate than others.





The key is to have at-least one social channel where they can engage with you and that it is well managed, ideally with:

- Rich, interesting content
- Images and photos
- Positive information about awards, PR and press coverage
- Stories and celebrations of your people
- New product launches, market disruption or innovation
- The opportunity to ask questions and get quick responses





Section 8. Key questions for a University careers team

Here's a quick crib sheet of the top questions we recommend asking when you first meet or start working with a University careers team.

- What is the most efficient way for us to build our brand on campus?
- What can you do to help us promote our roles?
- What are other (similar) employers doing on campus that has been working well?
- What percentage of your students complete a placement?
- How many students do you have studying.....?
- How can you help us to work with specific courses?
- Are there any strong courses we should consider targeting?
- How can we support your students to prepare for work?
- What new schemes or initiatives are you launching?
- What opportunities are there to present within the curriculum?

And here's a few other, slightly more cheeky, questions that you might want to consider:

- Can you offer any support, training, materials, funding or facilities to support our recruitment activity as well as our promotional efforts?
- Are there any benefits to us agreeing an exclusivity agreement with you, where we would guarantee to only advertise our opportunities to your graduates?
- Do you offer any graduate training, networking, or CPD events that a graduate could attend with you after we have hired them?
- Given our business plans for the next 3-5 years are there any other areas/departments of the University we should be talking to e.g. research, consultancy, innovation and enterprise. If so, can you introduce us?





Section 9. Typical University calendar and recruitment activity

Each university has a slightly different calendar and schedule of events. However, the more you can plan your recruitment timeline to suit the academic calendar (we know this isn't always possible), the more likely you are to be able to compete for the best graduate talent. The most common error by SME employers timing-wise is to make first contact when the students have already left for the summer. Ideally your offers would be made before Easter, although you typically can attract a strong range of applicants until the end of May. After that point, attraction becomes more difficult as students are no longer on campus or go home.

Whilst every recruiter timetable and University timetable is different, we hope this gives you an overview of the general ebb and flow of the academic calendar, student timelines and employer activity on campus:

Month	University graduate recruitment activity	SME graduate recruitment activity / options
Oct	 Students start end Sep/early Oct Corporates open schemes for applications Company presentations and skill sessions start 	
Nov	 Main autumn careers fairs and sector events Company presentations and skill sessions Intensive internal support provided to students to prepare them and support them with application processes 	 Consider attending a careers fair, panel and sector events to build your brand on campus - accept CV's at the event, or interview good people on site, to start to build a potential talent bank Send follow-ups to candidates of interest. Skip straight to interviews if you have a strong selection
Dec	 Company presentations and skill sessions Students break up mid Dec Many corporate schemes close for applications, some early assessment centres may be underway 	
Jan	 Students take exams at the start of the month. Corporates start next steps e.g. psychometric tests, video interviews 	 Contact universities to discuss your recruitment needs and support available Prepare job advert and secure sign-off
Feb	 Skill sessions on assessment centres and interviews University staff focus shifts from corporate graduate schemes to local, exclusive and SME opportunities 	Advertise role with deadline for late February, set interview date in advance
Mar	Corporate assessment centres running Students break up for Easter	Interview candidates and make offers
Apr	Corporates make offers, more strong students enter the SME market having been rejected	Still plenty of strong candidates available





Month	University graduate recruitment activity	SME graduate recruitment options
May	 Exam periods Final year undergraduates complete studies and leave University Degree shows and summer careers fairs Intensive support for graduates who have not secured roles 	Attend Degree Shows (where students often showcase their final year work) and use as an opportunity to talent spot and proactively follow up with candidates of interest
June	 Students start placements, graduate roles and/or return home Summer careers fairs Top up campaigns from corporates who still have vacancies Intensive support for graduates who have not secured roles 	 Starts to become harder for universities to get in touch with students and attract applicants Speak to universities about any activity to support graduates immediately job hunting after finals that you can access
July	 Planning starts for next years' recruitment cycle Review meetings with key employers for last year/coming year Top up campaigns from corporates who still have vacancies 	 A good month for graduates to start job hunting having had a break after university Follow up with your university contacts to review process and seek involvement in next years' cycle
Aug	• Support still available but less activity, many staff and students on holiday	
Sep	 Intense preparation for the new academic year Staff return and start planning activities Post graduate and Masters students will frequently complete their studies at this point in the year and start actively job hunting 	Follow up with your academic university contacts to seek involvement at course level

As always the key is to work with your University contacts and partners to create your own activity plan that is right for your needs, budget, resource and timelines. But we hope this helps you to create and frame you own activity in the wider context.





Section 10. What to pay – using Unistats

Graduates, parents, or other colleagues may well have been indoctrinated with average salary data often quoted in the media from High Fliers and the AGR which represents corporate graduate scheme roles with average graduate salaries in the region of £27,500p or more. This is not representative of the whole market, only the elite/highest end of the graduate market. The <u>national average salary across all UK graduates is</u> £21,500 (HESA). This national average also includes London, so you should reasonably expect graduate salaries to be c£1-2,000 lower than the national average in Nottingham due to costs of living.

So if you can't believe the press where can you look? We recommend Unistats. Unistats is the official government resource for sourcing and comparing course data. It is based on real data collated from all students 6 months after they graduate from their course (DHLE) as well as the national student satisfaction surveys (NSS) and other key cross-sector metrics. As such it is universal, reliable and accurate across all sectors and sizes of the graduate recruitment market.

You can use it to find average salaries earned by graduates from specific courses. This can help you to determine what you want to pay. It is worth noting that the average salary data includes all graduates from that course, not just those who have secured 'graduate level' professional roles, so it will include those who are working but still find themselves 'underemployed' in a short-term, manual, unskilled or temporary role. Therefore, the average salary might not reflect what would be considered an attractive salary. For example, if the average salary is £18,000; an attractive but realistic salary would potentially be between £20,000.

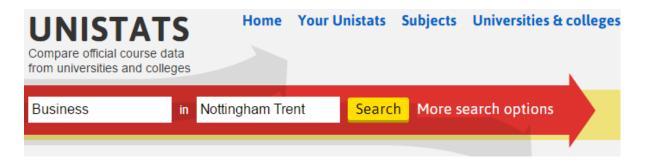
On the home pages of Unistats (http://unistats.direct.gov.uk/) you can type in the course and institution:



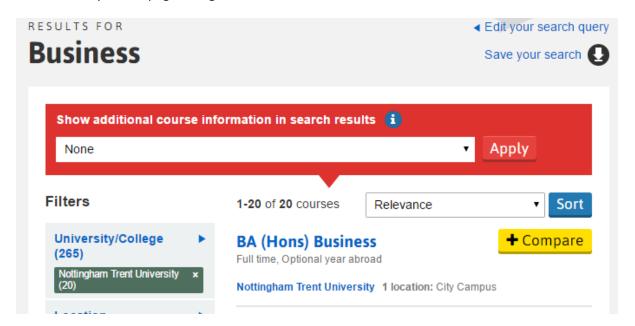
For example, we chose 'Business' and 'Nottingham Trent' as the institution:



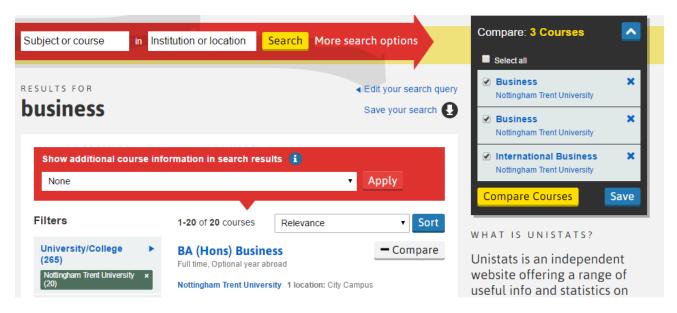




This will take you to a page listing relevant courses, 20 are listed in this instance:



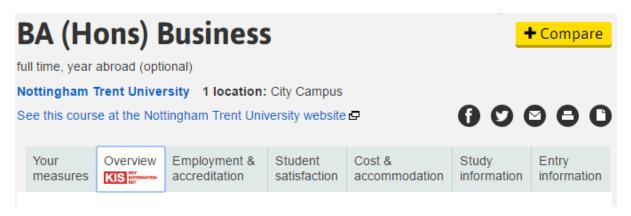
Click on the yellow 'Compare' button next to each course you are interested in. When you click that course, it will be added to your comparison list. Once you have selected all the courses you are interested in you then click on the 'Compare courses' button on the right hand side of the screen:



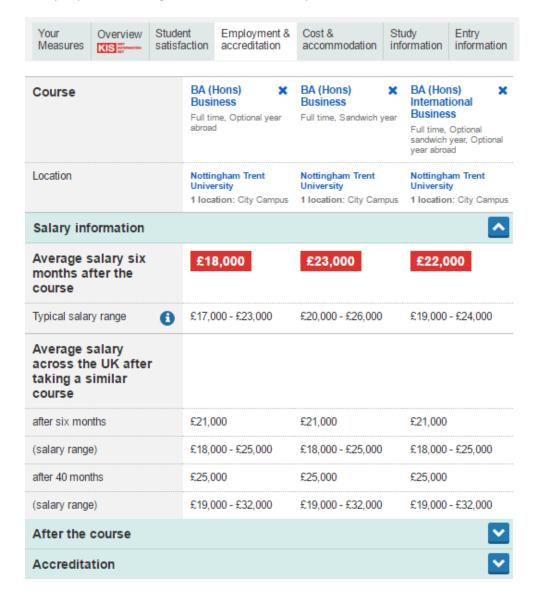




Then you will arrive at this page:



Click on the 'Employment and accreditation' tab, scroll down and you will find the average salary for graduates on each of the courses you have selected. This will provide you with an understanding of realistic salary expectations of graduates from this discipline







Section 11. Attraction top tips

Top tips to beat the corporates

- Be open to a range of degree subjects, or even better any degree there are some brilliant English, Art Historians and Criminologists out there who love their subject but want a professional graduate career at the end of their degree.
- Be open to 2:2 degrees. There are all kinds of good reasons why great students and graduates end up with a 2:2 and most of the corporates will turn them down flat.
- Work with a range of different Universities. Traditional Russell Group universities are heavily targeted by corporates and you can have your pick of the great candidates elsewhere.
- Look beyond GCSE/A Level and UCAS points. There are plenty of candidates who weren't great students in their teens who really turned it around whilst at University.
- All of these things will restrict your potential candidate pool significantly and you may miss out one some real stars that the corporates most certainly will miss.
- Be realistic about work experience/specific technical knowledge, if you want to recruit at a graduate level
 they will come to you bright and keen to learn quickly, but are unlikely to have experience of specific
 systems or markets.
- Don't ask for a driving licence unless you really need one. If you do it cuts your pool of candidates down by over 50%. Most graduates are willing to learn, but have had no reason to do so whilst studying.
- Make it easy and quick, beating the corporates to the finish line! If they can apply by CV and have an offer in 3-4 weeks, you will be c10 weeks faster than any corporate experiences they have had.
- Sell being an SME as a destination of choice for the right people. If they want to be make a difference, take accountability, for their contribution to be clear and to progress quickly then they will enjoy working in an SME much more than a fixed, 2-year, corporate scheme along with hundreds of others.
- You can actively target those strong/good graduates who get quite far in corporate graduate schemes but drop out in Spring or Summer in the final stages.
- Have a named contact person and number most of the big guys don't offer this and the personal touch makes such a difference.
- Go fishing where the corporates don't! Many corporates are all fishing in that tiny 2:1, Russell Group pool. By looking in different places you will find thousands of fabulous graduates where this is much less competition for their attention.

Top tips to write an advert

- Use your client brands to sell your business e.g. 'Do you want to work with Rolls-Royce, Airbus and Jaguar Landrover?'. It grabs their attention, gives them confidence and loans credibility in your business from their perspective.
- Use plain English and avoid jargon. Many graduates don't apply for a job they are perfectly capable of doing, simply because there are one or two acronyms they don't understand.
- Sell the 'local' hook. Remember lots of graduates want to live and work in Nottingham when they graduate and there aren't lots of obvious opportunities for them to do so from their perspective make the most of it.
- Show some personality, talk about the culture, quirks, environment and people in your business. What makes you unique? Can you use photos and social media to bring that personality to life?
- Talk about the opportunity to make a difference, get noticed, take responsibility and progress quickly. All
 of these things





- Be up front about salaries. Graduates often don't mind starting lower if they can see room for quick progression. What they are very suspicious of (and it stops them applying) is if you don't provide a clear salary. It's fine to give a neat salary range like £19-21,000pa depending on your experience, but large salary ranges like £14,500-£26,000 again make them highly suspicious. They simply read this as your salary will be £14,500 and once a few years ago someone managed to hit every crazy target and reach £26,000. Realism and honesty is always much more successful in not only attracting the right candidates but keeping them to.
- Put the word 'Graduate' in the job title. It sounds ridiculous but most graduates start their job search by putting the word 'Graduate' in the search bar. And even though you may have posted a 'Co-ordinator or Analyst' role on a graduate or University jobs board, unless you specifically state the role is suitable for a graduate they may not believe it is!
- Ask the University careers service what they think of your advert. They will be able to advise you on how well the advert will stand out amongst other employers there are working with and what their students may think of it.
- Permanent roles always attract more applicants than temporary contracts, so we recommend advertising a permanent contract with a six-month probation and salary review if the probation is successful. This derisks the hire for you and allows you some salary wiggle room, whilst attracting the best people.
- Bring your advert to life with photos, awards, articles, links and social. Think of it as making your advert 3D rather than a flat 1D word document.
- **Get a 21 year old who doesn't know your business to read your advert!** Then listen to their thoughts on what they do or do not understand in the advert, what they like or don't like. They are your target market and will be the best barometer of whether your advert really makes sense and says what it needs to.