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Introduction

The Graduate Management Training Scheme at Imperial College London is a fundamental element of the College’s talent management initiative. It aims to ensure that high potential individuals are developed and retained so that they can help to consolidate, and build upon, our reputation as a world class university.

The scheme’s series of placements encompass teaching, research, students, people, planning, income generation and service provision. Placements are augmented by training, mentoring and external study opportunities, enabling participants to be well-placed to apply for managerial positions at the end of the scheme.

Of crucial importance to the scheme are the placement managers who are responsible for agreeing objectives, monitoring and supporting progress and undertaking mid and end of placement reviews. Additionally, a key component is that the second-year trainees act as coordinators each year, providing the scheme with continuity and cohesion.

The training scheme is only as good as those who apply and are selected. The scheme is stretching – it has to be because Imperial is determined to retain its world class status. If you wish to make a significant contribution and, at the same time, develop a range of important skills, this handbook will help you to find out more about what the scheme entails.

Kim Everitt
Deputy Director of Human Resources
About the College

Imperial College London is a science-based university with an international reputation for excellence in teaching and research. Consistently rated amongst the world’s best universities, the College is committed to developing the next generation of researchers, scientists and academics through collaboration across disciplines. Located in the heart of London, it is a multidisciplinary space for education, research, translation and commercialisation, harnessing science and innovation to tackle global challenges.

The College is organised into four main academic sections: the Faculties of Engineering, Medicine, Natural Sciences, and the Business School. In addition to the core disciplines, there are a number of multidisciplinary research centres such as the Data Science Institute and the Energy Futures Lab.

The College is consistently ranked amongst the leading institutions in the world; Imperial ranked third in Europe and eighth in the world in the Times Higher Education World University Rankings 2015–16.

Imperial was founded in 1907 and has nine campuses in London and the South East, the most recent development includes a 25-acre innovation district in White City. It is an international organisation with research partners and industry links across the globe.

Over 131 nationalities are represented at the College, which employs 8,000 members of staff and has over 16,000 students enrolled on degree programmes. There is a highly supportive, inclusive and motivated community of staff and students. This is recognised by the College achieving employer awards such as the Athena Swan Silver Award and Stonewall Diversity Champion.

www.imperial.ac.uk/aboutimperial
The Graduate Management Training Scheme aims to develop high potential individuals into future leaders. Trainees will undertake six placements in departments across the College over a three-year period where they will be mentored and line managed by a senior member of staff within the department.

Each placement is different depending on the role of the department and work can vary from arranging meetings and taking minutes to organising and developing major strategic projects. There is a diverse range of over 20 different departments which can host placements including: Education Office, Communications and Public Affairs, Campus Services, Strategic Planning, Enterprise and the Faculty Offices or Business School. Although particular placements cannot be guaranteed, a trainee’s preferences and choices will be taken into account as much as possible.

The training scheme is overseen by the Deputy Director of Human Resources, Kim Everitt, who will meet with trainees for a one-to-one discussion every six months to check on their progress and reflect on the next steps in their personal development. On a day-to-day basis the scheme is managed by the second-year coordinators who between them share responsibility for recruitment and the financial administration of the scheme as well as pastoral support and learning and development.

The training element of the scheme is provided mainly through practical, on-the-job experience and trainees are free to discuss their development needs with their placement manager or one of the second-year coordinators.

It is intended that during the course of the training scheme, all trainees will develop the skills and experience necessary to move into a management position at Imperial. Over two thirds of trainees have taken up a position at the College directly following the scheme, and over 60 per cent of former trainees are still working at the College. The duration of the scheme can be flexible so if the ideal job opportunity comes up before the three-year period you can discuss options for applying to it with the Scheme Director.

The College also has a Graduate Finance Training Scheme. Information about this scheme is available on our website.

www.imperial.ac.uk/graduateschemes
Person specification

Imperial College London is looking to recruit recent graduates to its Graduate Management Training Scheme. The scheme is designed to provide candidates who do not have extensive professional experience with an introduction to a career in university management. Candidates should explain in their application how they meet each of the criteria below.

Qualifications:

- a 2:1 undergraduate degree (or equivalent) in any discipline. If you are in your final year of undergraduate study, any offer of employment would be conditional on you obtaining at least a 2:1 degree classification.

Key skills:

- independence: the ability to take the initiative and lead on projects
- interpersonal: confidence in forming effective working relationships with a broad range of people, including working as part of a team
- analytical: the ability to draw accurate and informative conclusions from detailed research without losing sight of the bigger picture
- communication: effective oral and written communication of ideas with an excellent command of English
- flexibility: the ability to multitask, including prioritising a dynamic and diverse workload.

Qualities:

- an interest in higher education
- an interest in personal and professional development.
Creating the opportunity for professional development is a core part of the scheme. Trainees will be expected to focus on the development of their management and leadership skills through the placement activities, mentoring and training.

Trainees are given opportunities to work with senior members of staff, as well as the Scheme Director, to shape their learning and development objectives. There is a strong network of current and former trainees, who can provide guidance on development needs and possible career paths. In the second and third years, there is also the opportunity to support the management of the scheme including responsibility for recruitment, financial budgeting and mentoring roles.

Throughout the placements, trainees are encouraged to develop their skills through courses; these help provide general information about the College and equip individuals for senior roles. Examples of training courses available in the College’s Learning and Development Centre include:

- Communicating for Results
- Managing Groups and Teams
- Recruitment and Selection
- Information Security Awareness
- Mental Health First Aid

In addition the College can provide funding for external training courses and previous trainees have successfully completed courses in:

- Project management (PRINCE2, AgilePM)
- Finance (Finance for Non-Financial Managers, Effective Budgeting)
- Technical (Microsoft Project, Data Analysis, Financial Modelling)

There is often the opportunity to attend conferences through the scheme run by organisations such as the Association of University Administrators or the Higher Education Policy Institute.

The College may also provide up to two-thirds of the funding for an appropriate professional qualification, for example a Chartered Institute of Marketing diploma or Certificate in Business Accounting. Trainees who wish to take advantage of this opportunity will be able to take the appropriate study leave to prepare adequately for course assessments.

“During my time here at the College, Imperial has been very supportive of my career development, including allowing me to take on a part-time MA in Public Leadership Management.”

BETH, STRATEGY MANAGER, FINANCE
Salary and benefits

The first-year starting salary is from £30,160. This is grade 3a on the College’s Professional Services pay scale.

The second-year salary is from £35,140. This is grade 3b on the College’s Professional Services pay scale. Progression to grade 3b is subject to a successful performance review.

The salaries quoted will increase by any cost of living award implemented by the College in 2017.

There are also many additional benefits to working at Imperial College London, these include:

- pension services provided by SAUL including a generous contribution from the College
- minimum 39 days paid annual leave including public holidays and College closures
- interest-free travel loans to purchase an annual season ticket
- interest-free bicycle loans
- child care provision and child care support scheme
- discounted membership at College sport and leisure facilities
- contribution towards the costs of a professional qualification and provision for study leave
- discounts and cashback on personal purchases from a wide variety of online and high street stores via ‘Imperial Perks’.

[www.imperial.ac.uk/hr/workingatimperial](http://www.imperial.ac.uk/hr/workingatimperial)
Campus Services

Campus Services is made up of a number of support services which all report to the Director of Campus Services. Trainees will have the opportunity to learn about some of the College’s support services operations including: Catering, Sport Imperial, the Student Accommodation Centre, Hall Operations and the Student Hub.

Previous projects in Campus Services have included:
• benchmarking services with other universities to assist with strategic planning e.g. the postgraduate accommodation market and provision of pastoral care in halls
• producing a new budget for the Division
• writing project briefs, business cases and funding applications
• project managing the undergraduate and taught postgraduate ‘Welcome Week’
• producing HR information e.g. job descriptions, adverts and requests to recruit.

www.imperial.ac.uk/campusservices

Communications and Public Affairs

The Communications and Public Affairs Division offers the opportunity to develop a sound understanding of communications practice and its place in support of the College’s strategic mission. Trainees will have the opportunity to receive practical experience of media relations, internal communications, digital media, editorial and print production, and research communications. This will involve engagement with cross-cutting College projects and an introduction to some of the approaches used by College communications.

Previous projects in Communications have included:
• researching and writing features, articles and interviews for Reporter, the College’s staff newspaper
• assisting with planning and undertaking a photo shoot
• coordinating the process to update the College’s prospectuses, including sourcing and drafting student profiles and testimonials
• building new websites including developing content plans, collecting and writing content, considering layout approaches and constructing the pages
• managing the marketing for a high profile benefit concert and dinner.

www.imperial.ac.uk/communications
Enterprise

Enterprise is responsible for building relationships with corporate partners and new business ventures. As well as collaborating with industry partners, they also provide project management support across Imperial and are involved with a portfolio of new, enterprising ventures within the College.

Previous projects in Enterprise have included:
- evaluating the College’s key partnership accounts
- creating a tool to map key corporate relationships within the College
- contributing to the annual planning and budgeting process
- organising events for corporate partners and senior members of the College
- completing a review of the College’s communications with external corporate contacts
- supporting the co-ordination of a new competition for enterprising female students.

www.imperial.ac.uk/enterprise

Education Office

The Education Office is the strategic office of the Vice-Provost (Education) and has responsibility for the College's Education and Student Strategy and pastoral support. Trainees will have the opportunity to gain an understanding of the responsibilities of the Vice-Provost (Education) and develop specific awareness of their remit.

Previous projects in the Education Office have included:
- preparing, researching and drafting papers and reports for senior committees e.g. recommendations for the development of international opportunities
- assisting with the development of the College’s Education and Student Strategy
- designing and implementing student surveys
- coordinating a review of provision for care leavers
- assisting with a new working group
- designing the content for and building a new digital resource for students, focused on welfare, wellbeing, and study skills.

www.imperial.ac.uk/educationoffice
“The Graduate Management Training Scheme is a unique opportunity to work on a variety of interesting projects and receive mentoring and exposure to senior members of staff, who support your development.”
HANNAH, CURRENT TRAINEE
The Faculty Offices or Business School

The Faculties of Engineering, Medicine and Natural Sciences and the Business School have central offices which coordinate activities across all of their departments. Trainees on a placement in a Faculty Office will usually report direct to a senior member of staff who may be the Strategic Research Manager, Faculty Operating Officer or Faculty Finance Officer. Faculty placements offer trainees an insight into the role of a faculty within the College.

Previous projects in the Faculty Offices have included:

• leading an initiative to engage research fellows more effectively
• driving a project to bring together environmental-related research within the College
• providing funding bodies with information regarding the Faculty’s strategic research priorities and funding portfolio
• organising multidisciplinary workshops to establish new collaborative groups and encourage inter-departmental research projects.

Central Secretariat

The Central Secretariat is responsible for overseeing and reviewing the College’s governance procedures, ensuring that legal obligations, best practice across the sector and optimum effectiveness are all upheld. The Secretariat provides committee support, legal support, copyright advice, and manages corporate archives and records.

Previous projects in Central Secretariat have included:

• acting as the secretary for various committees and working groups
• drafting papers for board meetings, such as Provost Board
• editing and drafting existing policies and new policies for the College Secretary
• supporting the review and refinement of a number of policies and governance procedures, including smoking policy, information governance and data protection, philanthropic donations and ethics codes, student bursaries.

www.imperial.ac.uk/admin-services
**A DAY IN THE LIFE**

**Maddi • academic departments**

07.00 I usually cycle my commute— it’s easier for me than public transport and cheaper too. I arrive at the gym and get set up for one of my favourite morning exercise classes. I make use of the staff membership offer at Ethos – it’s pretty competitively priced for a central London gym.

08.00 I generally like having twenty minutes or so at my desk first thing, to have breakfast, to check College news and to settle in to work for the day. I currently work in two different academic departments on a split placement, so I work with the two teams (in different offices) on alternating days.

10.00 It’s time to catch up with a colleague about how our proposals for two new student programmes are progressing. We talk about the potential issues and the options we have to ensure the key stakeholders are fully engaged, agree our actions, and plan to touch base later in the week.

11.30 I’ve recently been asked to help co-ordinate the Academic Staff Away Day for a department, which is happening in just over a month. I need to consult with the academic leads for the event about the agenda and sessions for the day. I drop them an email to see if we can catch up soon, and spend some time making provisional bookings, drafting agendas and preparing an email to send to attendees later in the week.

13.00 I’m ready for lunch so head away from my desk and heat up my food. I sometimes like having a quiet lunchtime to myself although I also enjoy meeting up with old colleagues, or joining the other management trainees for a catch up. I might go to Hyde Park for a brisk walk and some fresh air, before heading back to my desk.

14.00 I go to a meeting about the HEFCE Open Access Policy, which comes into effect very soon and will affect the whole higher education sector. It’s really important that we comply with the new policy for the next Research Excellence Framework exercise.

15.30 I continue working on a website improvement project. I have a few different tasks to do in relation to the website – analysing last month’s visitor statistics with Google Analytics, drafting a profile for an alumnus whom I interviewed the day before, and modifying the ‘News’ page to include media such as videos of past lectures and departmental events.

17.00 I remember I’ve got a catch up with one of my managers scheduled for first thing the next day, so I spend a few minutes preparing for the meeting and noting down the topics I feel we need to cover. My current manager is really supportive of me getting a broad experience of life in a department, and I anticipate having a bit of capacity for some additional work in the coming weeks, so I make a note to discuss new projects I could be involved in.
Isla • Library Services

07.55 Check CityMapper for transport notifications and head for the tube hoping that each of the three lines I need will be delay free.

08.40 I settle at my desk, having grabbed a coffee and caught up with a colleague in the kitchen. Filter through emails – some minor corrections to project slides, a request to add content to a website, project documents to review.

09.30 Meeting with a colleague to discuss a three day finance review project that we’re facilitating. We outline the structure of each of the three days, identify tools to use to support the workshop, and figure out who’s delivering what.

11.30 One-to-one with my placement manager to discuss how different projects are progressing, voice some of my worries, and explore different approaches to particular problems. My current manager is really great at letting me talk over anything in an entirely confidential and supportive space.

12.30 Nip down to a café to pick up lunch; happily, the queue isn’t too bad. I head over to the Faculty Building to meet some of the other Management Trainees – there’s almost always someone around for lunch and a catch up.

13.10 Book catering for an upcoming workshop and order stationery supplies. This is basically like online shopping although not quite so interesting.

13.30 I’m working on a website page for new staff. After adding photos from the College image library to a slideshow, and ensuring that all the necessary links are in place, I send the under-construction version to the head of the project for her to review.

14.00 Workshop session to look at the new HEFCE Open Access Policy. This is the first session I’ve facilitated solo, so I’m glad that it goes well and that there are concrete outputs. The team really engage with the task and have lots of ideas about improving processes and potential system developments, with a constant focus on the student and staff experience. The main challenge is trying to get everyone to participate, and to pick up the ball when it drops in order to maintain momentum.

15.30 After the workshop, the head of team and myself spend 30 minutes documenting the main outcomes and recording quick wins. I’ll be powerpointing these in the coming days, and will then validate with the team.

16.00 I’ve been invited to a meeting by one of the heads of team; it’s a great opportunity to see different management styles and reflect on my own preferences.

16.50 Review my projects list and update my action list based on progress today. It helps to do this at the end of the day while fresh in my mind and means I can get started quickly each morning.
“The diverse range of roles that trainees have gone on to fulfil after leaving the scheme is testament to the highly personal way it is run – the scheme adapts to your personal needs and strengths and allows you to chart your own course through it.”

JAMES, FORMER TRAINEE
Robyn

After graduating with a degree in English Literature, I joined a small executive search firm where I worked with a variety of start-ups and small and medium-sized enterprises across a number of sectors.

I was attracted to the scheme because of the variety of placements which were described and the different types of roles and management styles to which a Trainee might be exposed. Knowing that I was interested in higher education, but without being certain of where my skills or strengths might fit in, the opportunity to build on these placement by placement was very appealing.

My second placement was split between the Central Secretariat and Campus Services where my main focus was helping to plan Welcome Week. I found this project hugely rewarding, not only because it complemented the work around policy change in Central Secretariat, but because it was an amazing opportunity to see a project through to its close. I greatly enjoyed working with a wide variety of people, from the Imperial College Union through to neighbouring institutions around South Kensington.

Overall, the most positive experience at Imperial so far has been working with friendly, engaged and driven colleagues and receiving constant support from other members of both trainee schemes.

Getting to know an organisation as large and complex as Imperial is a continuous challenge, but an enjoyable one. The College is evolving and growing all the time and I am constantly learning new things about it. There are, however, a lot of staff who have worked here for many years and so you’re never short of someone to ask if you don’t know the answer!"
Ros

After completing my undergraduate degree in Biological Sciences, I joined the Civil Service Fast Stream and worked in the Government Office for Science and on National Minimum Wage policy. In the Government Office for Science I worked closely with researchers in a number of different fields and this sparked my interest in learning more about research. In 2011, I began a PhD in the evolution of antibiotic resistance.

I wanted to find a career that would build on all of my previous experience, and so higher education management was ideal. The opportunity to make a broader contribution and the greater stability offered as a higher education professional as compared to a researcher was very appealing. Having decided to work in higher education management, the Graduate Management Training Scheme was the ideal entry point. I was keen to build a breadth of experience by undertaking different placements before deciding which area to specialise in. The scheme has a strong focus on professional development and offers opportunities for progression into a wide variety of roles at the College.

I have been at the College for about a year, and I have already gained a great deal of experience and been involved in a wide range of work focused on key issues. A particular highlight was my involvement in the development of the College Strategy for 2015–2020. We hosted a series of workshops to discuss ideas for the Strategy, and it was fascinating to hear academic and professional staff from across the College talk about how the College and higher education sector may develop over the next five years and further into the future. Working on the College Strategy has also been a great way to meet some of the most senior staff in College.

My first placement was split between two teams with very different work types. In one team much of my work was driven by external deadlines, for example preparing returns to government, whereas in the other team I was working on a longer term research project. Time management was therefore very important to ensure I made progress on the longer term project whilst meeting deadlines, and I received valuable support from my placement managers in achieving this balance. I have been able to apply what I learnt in my second placement, which is split between Communications and Public Affairs and the College’s Antimicrobial Research Collaborative.

“Working on the College Strategy was a great opportunity to work with academics and senior management.”
Richard

I was on Imperial’s Graduate Management Training Scheme between 2000 and 2003 and undertook six-month placements working with the College Secretary, Provost, Academic Registrar, Chief Financial Officer, Enterprise Division and the Faculties.

After my time on the Graduate Management Training Scheme, I held several roles in Imperial’s Faculty of Engineering, before I was appointed to a senior management role at University College London (UCL) – first working in the Engineering Sciences Faculty and then in Australia as Chief Operating Officer, setting up a new overseas campus. In 2011, a great opportunity at Imperial arose as Faculty of Engineering Operating Officer – the role I now hold. I am responsible for leading the administration of the Faculty (around 1,500 staff and 5,700 students), charged with delivering operational excellence across all administrative functions and managing the Faculty’s external relations initiatives.

Imperial’s Graduate Management Training Scheme provides a fantastic introduction to higher education management and a really unique exposure to senior management. As well as gaining a thorough understanding of how a major university runs, the scheme will provide you with a range of experiences in project and other management – excellent preparation for a career within the sector, or further afield.
FORMER TRAINEE PROFILE

Jenny

I was on the Graduate Management Training Scheme between 2008 and 2011, undertaking placements in the Education Office, the International Office, Campus Services, Finance, the Faculty of Medicine and the Department of Materials. It was a fantastic opportunity to experience the diverse range of activities undertaken by the College across both academic and support service departments. The chance to build an in-depth knowledge of the College's many functions has been incredibly useful in my subsequent career.

Since leaving the scheme, I have headed a number of new commercial ventures developed by the Office of Financial Strategy. The objective of the Office is to support the development of new sources of income to Imperial, outside the core areas of research, education and translation. I initially managed the development of the GradPad postgraduate accommodation business; this included the outsourcing of the marketing and letting of the portfolio, tendering the facilities management contracts for the portfolio, coordinating the contractual agreements for the first buildings to be delivered at the White City Campus and purchasing and refurbishing a new building at Imperial Wharf.

Once the GradPad business was up and running I moved into my current role within the team, which is heading the Endowment's non-core property portfolio. The College Endowment has a key role in the College's long-term strategy to secure financial stability and independence by maximising the return from investment assets and providing a regular source of unfettered income to support the College's objectives. The property portfolio includes a diverse number of assets across the south east (both operational buildings and sites with potential for development) and my role is to ensure the returns generated by the portfolio are maximised.

I would definitely encourage anyone interested in higher education or, more generally, the operations of a highly complex public organisation, to apply to the Graduate Management Training Scheme. It is a unique opportunity to work on a variety of interesting projects and receive mentoring and exposure to senior members of staff, who are genuinely interested in your development. The College is a really friendly and welcoming place to work, and located in a beautiful part of the capital!

“Since leaving the scheme, I have led a number of commercial ventures.”
Dominic

I joined the scheme in 2013 after graduating from my Master’s degree. Previous to that I had completed an undergraduate History degree and worked in roles outside higher education.

During my time at university, I was involved in student representation, gaining some insight into issues within higher education. The Graduate Management Training Scheme gave me the opportunity to build on this, allowing me to develop an understanding of the way a university is organised and managed. With the various placements, trainees are exposed to a broad range of work and approaches within Imperial, alongside regular professional development.

When I started my first placement in Communications and Public Affairs, I worked on the College’s Annual Report, compiling the news and development section. It was an engaging way to become familiar with recent changes at Imperial, and allowed me to contribute to a key College document immediately after joining the scheme. In my first six months, I also helped with the College website redesign project, where I witnessed how a large project with many different stakeholders might be run at the College.

As a trainee, you are given a wide variety of tasks, so a key challenge has been to make sure I am flexible enough to quickly switch between tasks that require different skills and knowledge. Since leaving the scheme I have worked as the Business Development Officer at the newly established Data Science Institute. I have taken responsibility for different activities to support the set-up and operational management of this multidisciplinary institute. I am also working closely with academic staff to help translate and communicate the results of research in this field to a wider audience.

“With the various placements, trainees are exposed to a broad range of work and approaches within Imperial, alongside regular professional development.”
The application process

Applications open
The opening date for applications is **Monday 3 October 2016**.

How to apply
Applicants must have the right to work in the UK.
To apply to the scheme, application forms can be downloaded from: [www.imperial.ac.uk/graduateschemes/management/apply](http://www.imperial.ac.uk/graduateschemes/management/apply)
All applications must be completed on the official application form. CVs will not be considered.

Applications close
The closing date for applications is **17.00 on Wednesday 18 January 2017**.
Once the application window has closed applicants will be shortlisted and a small number, typically up to 15, will be invited for interview. We receive a very high number of applications every year, with over 400 applications in 2016. To make sure your application stands out, you need to demonstrate how you meet the person specification.

Interviews
Invitations to interview are likely to be sent at the **end of February**.
Interviews are likely to be held in the week beginning **Monday 6 March 2017**. Interviewees will be asked to complete a series of group and individual exercises in addition to a panel interview.

Confirmation
Applicants who attended interview will be informed by **April 2017** if they have been successful.

First day at Imperial
Successful applicants will start the Graduate Management Training Scheme on **Thursday 28 September 2017**. All trainees take part in the Welcome Programme, a series of events and training which introduce them to the College and first placement.
Contact us

For further information contact:
trainee.enquiries@imperial.ac.uk

Useful resources
The Graduate Management Training Scheme
www.imperial.ac.uk/graduateschemes/management

The Graduate Finance Training Scheme
www.imperial.ac.uk/graduateschemes/finance

Key College Statistics
www.imperial.ac.uk/planning/statistics/collegestatistics

Imperial College Strategy 2015–2020
www.imperial.ac.uk/strategy

Research Excellence Framework
www.imperial.ac.uk/research-and-innovation/about-imperial-research/ref

Annual Report and Accounts
www.imperial.ac.uk/finance/aboutfinance/publications

History of Imperial College London
www.imperial.ac.uk/about/history