

**Hello, this is an interview with respondent number 14. Are you happy for me to tape this interview?**

**Participant 12**

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Yes

**Great, thank you. So going back to when you were in the second year, which seems a long time ago now, can you tell me a little bit about your placement search and how you ended up with a placement at XXX?**

So I just looked at **[00:00:26]** Placement, just scrolling through. I had an idea that I wanted to do HR because that’s kind of where I thought my interests and my skills would lie, so I was looking for HR placements around that. A little bit of XXX helped but not so much it was mainly online. I was pretty much applying to most things. Anything that I could see, I wasn’t interested in location or anything at that point, I was just applying for everything to get my name out there. I kept an Excel spreadsheet of like the different stages of application processes and where I was at for each company. So say, if I got an email through saying, online test, then I’d tick the box for that company. And gradually, with XXX, I went through the process, I just kept going to the next stage of the process; I never had a clear idea that XXX was a company, in fact I kind of thought it was a bit impossible, I was thinking, oh there’s no way … but it was one of those things, I’ll apply anyway. Apply and go through the stages, got to the assessment centre and it was just a case of researching now and finding out about the company, finding out more like where they’re based, if I’m interested in working there and what their placements are like, what their reputation is. So it was only at that point that I got the assessment centre. I got the assessment centre for XXX, I think XXX as well, that I actually … when I got to that stage, then I was actually researching the companies that I was looking to work for. It wasn’t until then that I was doing deeper research.

**Of course.**

You’re just applying to so many, you just want to get your application in. Yeah, so I was doing my XXX assessment centre prep and I was finding out about the different activities that were all planned for the day and the schedule. I assumed there’d be an interview. For their assessment centre they ask you to prepare a presentation, so they give you a criteria what the presentation has to be on. So I started making that presentation and by doing that I found out a lot more about the company. So that was really, really useful. Had the assessment centre, I actually thought I failed, because I thought the interview, I was unsure, you always doubt yourself. You always remember the negatives and you never quite think of the positives because it’s hard to think of yourself that way. Yeah, so it actually turned out really, really well. I got a phone call the next working day I think it was, to say that I passed. I was really happy. I passed the assessment centre, which was really, really great. I was happy to hear that - really shocked. And then I was put into what they call a matching database because it’s such a huge company; so they’d have like 180 intern roles, so it’s just a case of matching me to the right one. And a couple of days later … so my process was really quick, people waited months in that matching process whereas I had heard within a couple of days, and I later found out that the manager, after speaking to me on the day, really thought I was right for this role so went for an interview at that role on the phone, I went for an interview face-to-face, and I went to go see the location. It was in Winchester, it turns out that it actually worked out really well for where I lived, because I could commute. So, yeah, everything fell into place as time went on. I think in the beginning it was very, very daunting – where to start and just applied to everything. Whereas in the end I narrowed it down to three, that was the top one that I chose and it worked out perfectly in the end.

**Excellent. And so did you go to the other two assessment centres?**

Yeah, I went to XXX and I think it was XXX. I went to XXX and I actually really wanted XXX. XXX is the one, of the three of them, XXX’s the one that I really, really wanted. And at the assessment centre it was really odd because there was 12 girls for this HR position and there was one position, so it felt really competitive whereas XXX, they said every single person can pass the assessment centre. So that made it more achievable, whereas being one out of 12 and then you’re looking at the other girls and thinking, oh they’re really good at this, and it made me a little bit more shy because I was looking at all the other people in the room thinking, oh my gosh, you know, how can I compare myself to these girls, they’re all so brilliant. So you kind of build yourself down a little bit and it kind of put me a bit … maybe a bit shyer. So I don’t think I performed as well and that XXX assessment centre was after I found out I passed XXX. So as much as I really did want XXX but I think part of me was kind of thinking as well, I have now got something going on over here, maybe I don’t need to … I don’t know, I don’t think I performed as well as I could have on the day to be honest. And then XXX was fine, I think it was quite a long day actually. I didn’t really actually enjoy it. Of the three of them it was my least. And by the point I go to that assessment centre I’d already got XXX, I had my offer and I’d been rejected from XXX, so kind of was so set on XXX by this point I wasn’t really that interested in XXX. But I thought for the sake of options, to go along. So I went along, didn’t really enjoy the day, didn’t really … didn’t get offered it but I was absolutely fine because I had XXX. I think those things naturally fall into place, whatever you’re meant to be.

**Yes.**

You will fill that, so that’s fine with me.

**Wonderful. So can you think back to your first week on your placement at XXX? In fact did you have any contact with them before your first week?**

No, not so much. They sent me an email to say I’m your new manager, if you want to come to this place and sign… there was some communications, because we had a two-day induction as well. So there was all the induction information, where to go, who to ask for, what to do, that kind of thing, and the timings of the day. So had the induction, that was the first two days and it was very daunting. I was sat in a room full of very clever other people, other students, in my same position to be fair, but in my head you’re always going, oh my gosh. I was thinking, how am I hear, because they were showing videos about what XXX does and they were talking about some of the things that we could be doing this year and I was just thinking, you know am I actually good enough to be here, like how am I hear kind of thing. Just self thoughts.

**Yeah, of course.**

But actually as the two days went on, it was really fun, everyone was really social, it was a really, really enjoyable couple of days. And then we got set up on all our devices. So I got a Mac and a phone and an Amex card, so we got set up on all of that stuff and then went in to meet the team. I was very nervous about meeting the team. I’d met Charlotte, the previous intern, before at my day at Hursley from my interview, and I’d met one of the managers before, so that was good. But I was still nervous. And I was really lucky because I found out on that first day that I’d be working in a team of four other interns. So two of them, Imogen and Melissa were there, they were on the same induction as me, so we were friends already. And then James and Callum, the two boys were joining later. So we weren’t sure who they were or what they were going to be like but instantly I felt a bit more comfortable having two friends, that I’d just done induction with, in the same office as me, which is really, really nice. Yeah, very daunting trying to find out about the role, trying to understand what they want me to do, what I’m tasked with, trying to fathom like where everything is, trying to work out the systems. It’s all very, very daunting and you’re sat there just trying to figure it all out and keep up really. And remember it, and still be interested but trying to follow. But also, I was tired because it got to 3 o’clock, 4 o’clock and I was getting tired because I wasn’t used to working nine to five and commuting an hour each way. So by the Friday afternoon I was … and luckily it’s pretty casual at XXX, but I was really kind of tired, trying to get used to my new routine. So that was a lot of change, a lot going on, very daunting.

**A lot in a week. So the first two days’ induction, that was solely with other interns was it?**

Yeah, they have one intern induction a week for six weeks I think, of summer, sometimes they do it every other week if it’s too tight. It manages every intern to do … it’s a two-day kind of course, they go through everything – health and safety, they go through everything about the business, about setting you up on the systems, there’s kind of like loads of things. It’s run by other interns and the early professional managers; you meet your early professional manager who’s there kind of just for your personal well-being. You meet them, you meet other interns. There’s lots of opportunities to chat to both the new interns and old interns and asking questions. It’s kind of more workshoppy.

**Did you meet anybody senior in the company; did they bring any sort of guest speakers who were quite senior?**

We had a few. We had the senior people that kind of popped in because they had an intern joining the team. So if someone senior came in – I think we had an exec come in but he had an internal joining his team so he was just coming in to be polite and say hello. So I think they arrange speakers but I think their priority at that stage, they don’t want to scare you with execs; execs aren’t scary but they are to you in your first week. In induction they try to make it more focused around new interns and old interns, and sharing experiences and making it more comfortable rather than scaring you off with big talks and executives. But they did bring in … there were lots of different guest speakers. We met a few, but not that I can actually remember, to be fair.

**It was more about that sort of handover?**

Yeah.

**The outgoing interns, did they give you lots of tips?**

Yeah, loads of advice. About their year, some of their ups and downs. Just saying, it’s okay, don’t be so nervous, you will get into it, you will have a good time, and just advice for how they handled things, and not to take things personally in the world of business, get the work done on time, learning to manage your nine to five and be productive during the day, but also have fun, you know. Big emphasis, XXX’s about having fun as well - they’ve got that big games room, so they were always saying, at lunch time take your full hour and go into the games room and just have fun for half an hour and eat lunch for half an hour. They were giving their words of wisdom and advice, which is really bizarre because by the time I got to the end of the year I was going into the induction and being the old intern, talking to all the new interns, giving my advice. Yeah, it’s really funny how it kind of flipped over really.

**Yeah, good experience, might come back to that at the end. So at that point, your first week, you meet the team, you start on your job, what were your initial thoughts about the job role and XXX?**

They have loads of acronyms and I was trying to understand what every acronym meant. So my main acronym was CBD – Consulting Bio Degrees. I didn’t understand the title and I didn’t understand they are my client, there was a weird thing because CBD’s the graduate programme, but who is in that and what is that, and how does that relate to me, I had no … I really couldn’t fathom all the different names for stuff and where I fitted into any of it. So that was a challenge, but as time goes on obviously you understand a little bit more. It just had to be explained to me about … and all the different business units, because I’m working with so many. I’m working with foundation which is one core part which is where the interns for apprentice hiring, and then CBD and Ground Recruitment is a completely separate entity, under another acronym, called GBS, Global Business Services in London, and they’re just completely separate, so it was trying to understand where I fell and where my managers sit and everything, in this team to provide the service to the clients. So, yeah, it was confusing. Definitely. And acronyms were the biggest issue, trying to understand the actual layout of the business, because corporate companies at XXX are so huge, everything’s broken down into little tiny different teams, and just trying to understand how they were linked. So that was a challenge.

**I can understand that. So tell me a little bit about the job role when you first started?**

So Charlotte was trying to explain to me how you take … I understood it actually because I’d just been through it myself; I was taking candidates from application to assessment centre, through all the testing stages, sending off video interviews, but then it was all the internal side of the stuff, so like sending them video interviews and applications to managers, and getting them back. Show me the processes behind what I had just done as a candidate myself. So I can understand the process of it, but yeah, it was just trying to get to grips with all the other stuff. You know, processing expenses and learning how to run assessment centres. Obviously, I’d been to the assessment centre but there’s so much behind the scenes about running it. And so that was the job role and I was just trying to understand … I was also trying to understand how it was working because I was assigned to do graduates and apprentices, and they were completely separate and they made no sense to be by one person. So I was trying to understand how that was meant to be managed and that became a problem later on. It became very clear to me in the first week like is this all do-able for one … is this one role. Yeah, very, very clear at the beginning.

**And so was it do-able?**

Er, no. No, they have hired two interns now to do the role. It was do-able the previous year because graduate recruitment runs from September to March and apprentice recruitment runs from February to end of July, so that was do-able because there’s only a month cross-over between the two schemes. And apprentices normally only hired about 50 apprentices, whereas they decided to push up a target, to about 150 to 200 apprentices and run it at the same time as grad recruitment, so September to … they run it to the end of summer, so the apprentice was just so constant the whole way through the placement and they were turning over massive numbers of apprentices at assessment centres, and every week we had huge numbers and also the graduate scheme, won graduate employee of the year the previous year, and we were just absolutely inundated with applications that I was then expected to process alongside working on apprentices. So it just became unmanageable to be one intern managing both schemes because it just kind of all happened… Like, in my opinion, it should have been forecasted before I arrived, because they knew that apprentices was going to open earlier, but I think by that point it was probably a bit late so it did become an issue with the cross-over of both schemes and the drastic increase of apprentices acquired. More than one person’s job really.

**So were you working long hours?**

Yeah.

**Or working under pressure?**

So I was working crazy hours. Assessment centres, I would get to the office for 7am, either in London so I was on the 6.20 train to London, or I was commuting to Hursley which is an hour drive for me, so then I was waking up and leaving at 6.30 to get there for 7.30, could get there a bit later. Yeah, that was early start and then they don’t finish until six, 6.30, so I’m packing everything away, I’m still there until seven, 7.30, getting the train home or driving home, there’s a lot of prep in those days and I was running up to three a week. And then just because I was assessment centre I had so much going on; I was also trying to manage thousands of emails and loads of other tasks and prep for the next assessment centre day. There were so many constant churning of tasks that I actually could never work a full day, I was always there an extra hour, two hours, just to complete tasks and then often, especially in peak time in the evening, I would still have x amount of emails in my inbox that really hadn’t been answered in a fair few days now, that needed … because they were candidates and quite often candidates, if they don’t get any response in two days they send you the same email again, so that’s now clogging up my inbox, I’m just trying to work through. A couple of times I was working until really, really late at night just trying to get all the emails done. And the team, you know, I don’t think they quite anticipated how much I was doing, but it was understood in the job that assessment centres was a given - we are expected to do assessment centres. They didn’t make it clear to me that the assessment … because I assumed the assessment centre was run within the working hours of the day, I didn’t … it was never made clear that the assessment centres would be from the early hours of the morning until the late hours of the evening. That wasn’t clear. So that was kind of expected without being expressed. So that was fine, I liked assessment centre day, it was fine. It was just all the other work that you can’t get done in a day, that was really building up that made me work so many extra hours on the other days. But actually when discussed between the team they did kind of recognise that I was doing way, way more than was required … well, it was required because the work needed to be done, but way, way more than should ever be expected of me, so then we had to look at getting some help.

**It was good that they recognised that - what point in your placement … how many months in?**

I started in June, but the recruitment season didn’t really start until September, so that period apprentices was open so I was learning the role by doing the apprentices, and then apprentices closed and re-opened very, very quickly. So everything kicked off in September and by October I was absolutely drowning in work. But I don’t think I actually really truly spoke up about it and expressed how much work I was doing, until the November, probably mid-November and I started to say, whoa, whoa, whoa, whoa, I need help with this. Maybe it was early November … one of our early professional managers had an apprentice who had no work on, it’s crazy to think that I’m in this business and I’m absolutely worked … over-worked, and there’s an apprentice who’s got nothing to do. So she came into our office and said, has anyone got this work for an apprentice to do, and we all jumped and said, yes, me, I need help. So I think early November Molly started as my apprentice to start helping me in whatever I needed her to do. So I think I’d obviously expressed that I needed help by November… end of October/November I must have expressed I needed help because shortly after Molly joined the team. But yeah, it felt uncomfortable asking for help because I felt that it was my responsibility to manage that and to cope with that and that’s what I was brought in to do, but it wasn’t actually manageable and it should have been forecasted before I joined the team that that would never have been manageable for anyone to do. So that caused difficulty and I felt like I was disappointing people by not being able to do everything for everyone, and actually by saying, I need help, and getting help, it benefited me in the long run. But it was just learning how to say, listen that’s too much, I’m only an intern here, I’ve only been here a couple of months, you’re putting way too much responsibility on me. I mean, even just running assessment centres on my own in London, that’s quite a big thing to be on a train at 6.20 running graduate assessment centres with all graduate managers and I am the only person from my team, and I’m 20 years old. I’m running the whole day, responsible for everything that happens in that day for all the candidates, for all the managers, all the timings, all the activities, it’s a lot to put on a 20-year-old. And I felt responsible, and I loved the responsibility of it, I loved running the day and I felt in control but sometimes things would happen along the day that were so far out of my control and that I felt awful saying this has happened, mistakes have been made, or this, you know … and I felt like it was on my shoulders more than it should have been. I feel that there should have been, especially in the early months, another HR Manager or representative, who was present on the day as well, who could take a bit of the brunt of when things went wrong. Because they definitely went wrong, especially in the beginning, of course they did, because I was new to the job.

**Absolutely. How did that make you feel about the company?**

I had mixed feelings. I really appreciated that they really trusted me and they were putting so much responsibility on me, and they knew very quickly that I was capable and I was doing the job, so I felt a massive sense of achievement that I was doing it and that I was taking charge and I felt really proud of myself for working so hard and I was like, wow, I can’t believe they’re actually trusting me with all this. So I felt a sense of like just shock as well, I was thinking, oh, I’m not sitting … getting everyone’s coffee. Look at me I’m doing this, and they’re trusting me. So in that way I was really … I really liked the company; I was like they’re challenging me and they’re giving me a lot to do. But in the same way I was, not so much with the company, but with the team I was just trying … I was getting a bit frustrated because I felt that they weren’t quite recognising everything I was doing. And they weren’t picking up, or they weren’t taking any slack. So I was getting slightly annoyed with the team more than the company. I was impressed that the company would trust me with such a role, but yeah, it was more the team that I was frustrated saying like, I need some assistance, why can’t you see that and do that before I break. Why did it take me having to be upset or something happening for help to set in. So it was more frustration at the team. But I, yeah, I appreciated the company trusting me that much.

**Why do you think the team couldn’t see it initially?**

I think they all could see it but they were all so busy themselves. We were just so absolutely smashed, all of us. There was change of management so I had a manager change for the grad scheme. And there was a bit of office politics going on, and because I had proven that I was so capable, everyone was just kind of relying on me to be so capable, because I’d proven that I was. But my manager took a long … to the end of the graduate recruitment process to even get up to speed with everything. She was super slow and she wasn’t understanding the job, and she took a long time to settle into the team, settle into the role, the client didn’t like her at all, so then that was causing a lot of trouble. So that caused a lot of extra stress on me, but because she was so stressed, she wasn’t then able to … she didn’t even see herself as my manager for a couple of months. I kept saying to her, you know, you are my manager, you need to tell me what to do. And at the end, I was actually telling her what to do so the responsibility between us, it kind of actually fell more on my shoulders because the client just kept coming to me with issues. So I was actually taking more of her stuff than she was of mine. And it was only my old manager, Andy, who could … he was picking up the slack. He had moved on in his role, he was doing something else, but I kept saying, I kept dragging him in, or the team kept dragging him in to help me because … I was offloading to him but from my actual Manager, I was more taking the brunt for her stress and her stuff than she was mine. So that was difficult. And then obviously had my other manager, so I had three managers, my other manager, Holly, for apprentices, and she was fantastic. She only worked Wednesday to Friday and she was only in Hursley on a Thursday, so I only saw her on a Thursday, but she was just so brilliant. And any time anything happened, and she forecasted things, she could see things were getting stressful, she could see what was happening from an outside perspective as well as being inside. And she was just so fantastic and she was a massive support emotionally and also for work. So at one point I just absolutely ditched everything, apprentice, on Holly and she just took everything on her shoulders because I couldn’t cope so she was fantastic and I didn’t have to ask her, she said, what are you struggling with, I’m taking this, this, this, all you need to do is run the assessment centres. So she was fantastic and I really appreciated her. But it was difficult because one of my old managers who kind of still acted as my manager, Andy, he … I was still pushing work onto him and he was helping me with stuff and then Victoria was pushing a lot of her stuff onto me and then Holly was taking other stuff. So I was trying to manage all the different managers myself and how can I cope with this and how they’re coping. But everyone in the team was so, so busy and so stressed that there wasn’t really much space for me to say, aah, I need help. It was only until we got Molly that I had a full person that I could utilise nine to five, Monday to Friday that I like used, and that was needed as well, I’d say, that was good.

**Wonderful and then did that change the way the role was for you going forwards?**

Yes, I felt like a manager because I was managing Molly. So I had my tasks and I was setting her tasks and I was saying, do this, do that and every time she couldn’t do something I was … no one else trained her, I’d spent a good three weeks training her on the role and then her … she came to me for everything. I’ve just done this, what do you need me to do now, right you do this now and I’ll do this. I was managing both my time and her time and our tasks between us. And it was amazing because I filled up her time, full time and more pretty much and I was still working crazy hours as well. But it became a really good partnership, but in my role, as an intern, with three managers, I then felt that I was a manager to my apprentice. So it was a really bizarre like turnaround and Molly had actually gone home and worked in the evening, doing emails and I got so upset, I was like, Molly what you doing, you shouldn’t be doing that. And she said, well, you do it. And so that change of mindset when she was telling me not to do it because … sorry, I was telling her not to do it because she didn’t need to do that; that doesn’t fall on her shoulders. And it became clear that actually I shouldn’t be doing that either, we should both not be working in the evening because that’s not our nine to five hours. So by me managing her, I was learning what I was also doing as well, so then I started changing and I stopped, as much as I could, working in the evening as well and started prioritising different things. But by having her meant I didn’t have as much … I still had loads of work but I can offload somewhere, then that work in the evening stopped much more. It was really interesting having Molly, because I just completely changed my whole perspective.

**Interesting.**

And I was now an acting manager.

**I guess there hasn’t been anything in your job description that you would end up managing as that wasn’t the original plan. So how did you feel about managing somebody?**

I was so happy to have her. I was so happy to have her. And she was so keen to do something. She’d been in XXX six months and she was waiting, through **[00:27:54]**, it was taking ages to come through, so she was just waiting for work and she was bored. And she was eager, she wanted to do something, so I was so happy to have her and she was so eager to do something, that actually it worked out really well, but it was very bizarre managing someone, because I’ve only ever been managed at this point in my career. I was a bit like, oh okay. I enjoyed the responsibility though, it felt really … as if I didn’t have enough responsibility, now managing someone as well. But actually, it was really good experience for me because it just taught me a little bit about management as well.

**Yes.**

And what kind of manager I want to be from what I’ve seen of other managers, so yeah, it was interesting. We were friends as well. She sat in the office with me **[00:28:37]**, we had good times, we had good fun, so she was more of a friend, but it was just when it came down to tasks and time, dah, dah, dah, I became her manager.

**Excellent, that sounds really good. And do you think you changed any of the processes? Did you make any improvements do you think during your time there?**

Yeah, so I actually changed quite a lot. In my summer, at the very beginning when I just started, I was just looking at certain things, tweaking a few things, and I had more free time, because obviously recruitment probably hadn’t started by then, so I was looking at expense process, because it was really slow, how can we change that, and did take me a year to figure out how to do that, but that’s something that I picked up straight away. And then also we need help at assessment centres, we need three graduate helpers and two intern helpers, so three graduates at the graduate assessment centre and two interns for the intern assessment centres. And that is a requirement - I need the helpers to be here on the day to run the day. Or I run the day but, you know, they do what I tell them to do. Run candidates, do a presentation and so. I need helpers and it’s kind of really difficult because we’ve got a website called Give Back, and it’s where XXX … every XXX is required to do Give Back; I think it’s a certain amount of hours every year. So they all go on Give Back portal and they see what Give Back they can do. My difficulty was, I was just scanning the whole page of this like three assessment centres, or two assessment centres, every week, that needed helpers and nobody was signing up to it, and I was getting frustrated. I was thinking, I need these helpers now. And I needed people who were keen for it, quite a lot of people didn’t know where to go to actually sign up. So I created a spreadsheet and I manually added 300 grads, like 300 foundation workers onto it, two separate spreadsheets; one for grads, one for foundation, and added everyone onto it and then put all the dates, all the locations, all the different roles, I gave a big description, I had a whole overview page for both of them, and I sent it out to everyone’s email and I think within like two or three days my foundation one had filled up to May and it was … I think it was around September time that I actually did it. So September to May, filling up all the positions and having reserves, that was pretty … I was really happy with that and it saved me so much time in the long run because I sent them all calendar invites straight away and that was in their calendar. So occasionally, if they signed up to it so far in advance they may have had something pop up, but then I had a reserve, it was so brilliant that I had those helpers there every single week rather than having to run around flaming who can help me. And same for grads, they were harder to sign up so much because they’re all consultants, so they don’t know where they’re going to be half the time. They don’t know where they’re going to be in a month’s time, so they couldn’t sign up so much, but they all knew about that sign-up page and quite often a lot of them signed up, or I would send out a notice saying, hi guys, a new load of dates in, if any of you are free sign up here. So that was really great, that was one of the first changes I made. And also the expense process; very, very slow, they take it away, they mail it back to us, we process it and then we mail it to Portsmouth for them to actually process. It could take up to six weeks to get your expenses for assessment centres back and that felt really wrong because, as a student myself, I don’t have that much spare income to spend up to £150 on getting to and from and staying overnight to assessment centres, so I thought it was important that candidates are getting their money back, and getting it back quicker. So unfortunately that wasn’t a change that I could make that quickly and we did spend a whole year processing expenses manually. But by the end of the year most of it was put in place and it’s now becoming an online system and they’ll get sent a link and they’ll fill it out and then that’ll get sent to the recruitment intern, just like e-signature it and send it to Portsmouth who actually process it, but it’s all going to be electronic, which is so much better because manually dealing with peoples’ tickets and everything; and was such an additional task that was important to be done but actually I was so swamped and I didn’t have that many days in the office to go through all these mass amounts … we had stacks like this. So, yeah, it’s big, big, so that changed in the end. That was a very slow burn and it wasn’t something that I actually physically changed, but it was something that I highlighted and then became … it changed in the end. Oh my gosh, of course, I did my **[00:33:21],** so graduate recruitment, at the end of the year they ask for a meeting for how the year went, on a reflection what improvements have been made. The grad recruitment had a lot of issues in that year. And candidates were taking up to six months, seven months, to even get to an assessment centre and it was just so slow and there were so many problems with every aspect of it - with the managers, with the process, with the HR teams, there’s a lot of issues, so they just said, if you’ve got any ideas, you know, let us know, we’re going to book this meeting in May and I just kind of started snowballing and they had this agile approach called Sprint, that they were running with interns and I sat, next to Callum who was running interns in my office, so I was able to see the Sprint idea actually play out, that’s what he was doing that year. And what went really well for them and what really like … maybe not … was a bit of a crash and burn, so I could see what was happening over here and I was thinking, you know, we need to adopt that for graduates to make it quicker. So I came up with a whole six weeks’ Sprint idea about application to assessment centre within six weeks - that doesn’t mean offers in six weeks, that doesn’t mean anything else, we’re going to then run an attraction campaign to build into the six weeks and then an after assessment centre campaign from like final interviews to offers, so that it becomes this whole clear process. It’s much smaller, you’re still doing all the same steps but it’s quicker and it’s engaging and it’s actually good candidate experience. Candidates are really enjoying it and it’s working for them and they’re not waiting months and not knowing what’s happening. They are very well kept informed what’s happening with their application, as well as just actually it’s enjoyable to do. it’s not so much of a slog. They have like a week applying, they have a week on the website, they have a set capacity of how many roles they can actually process in six weeks, and … open for that week or until you hit capacity, so if you hit capacity on the Monday then you’re only open for a day, I’m afraid the rest of that week it’s a snooze, you lose, kind of thing for the grads. And then you go through the testing, so we’ve got online testing and a video interview and assessment centre, so you do the testing and you get **[00:35:39]** kind of works out in terms of timing. I was figuring out how feasible it is to do it in six weeks or would it have to be eight weeks. I was mapping this whole thing out. CBD, I’m not good with change, so CBD’s a client, they’re not good with change and they don’t like someone changing their process. So I was told there would be a lot of resistance, but it was just something I was more interested to do for myself. So I pitched the idea to Hannah, one of the interns there, and just said this is my kind of idea, I think it could work really well and she was like, make something visual and present it, I’ll get a slot for you, present it in this big talk. So at this talk it had all the execs, the exec, the TA, **[00:36:21]** in the UK and Ireland, it had the exec for graduate scheme, it had all the other graduate managers, it was a big room full of people. And at the very beginning we went through all the pain points from the year and there’s a lot, and I was actually thinking to myself, as we were writing down the pain points, Sprint would fix that, Sprint would fix that, Sprint would fix that. I was thinking, you know, actually if they can really understand this and dig their teeth into this, it could really benefit them. So before I actually presented, Andy, my manager was like, good luck, resistance change, don’t be offended if they don’t take your idea. Stood up, presented the idea, did it in a visual presentation, I was trying to be as clear as possible so that they could actually understand it because I didn’t want it to get confused. It was more of a question and answer thing so as we were going along, Graham, the grad scheme, he was asking me loads of questions, loads of tough questions actually, and I was just keeping calm and answering them. And some of the people were asking like, were you not put off that when they get to the website and they see they have to wait … if they miss that week they have to wait another five weeks, that’s going to put them off for applying. I said, well, surely what’s going to put them off and actually annoy them more, is applying and then having to wait six months to even come to an assessment centre, that is worse. At least if they know that they may have to wait five weeks to apply because they’ve missed that first deadline, they will be processed in six weeks and they’ll have an answer. That is better and there were just loads of questions coming my way, how it would work for the CBD managers, how it would work for HR, how it would work for them, how we could run the different attractions, but basically it just snowballed and they actually all really got onboard with it and they really liked it. And, yeah, they said they’ll trial it for 2019/2020 and it actually opened last week, so they are running it, they’re actually doing Sprint and it’s actually, hopefully, so far, it’s been a success. They’re really happy with the idea so that’s a whole change of process, making it quicker, but my main focus around everything was the candidate experience. I just felt that that was really lacking. And so I feel that this approach would really benefit them and even if they get a no at least they’re getting a no in six weeks, or in a few, in a couple of weeks if they don’t pass the video interview, at least they’re getting a no, and they’re not sitting in a pool of thousands of candidates feeling lost, because that’s quite often the way people said to me, they felt lost in the process. And that’s not a nice feeling. It was more about that and then it just snowballed into this really good process, so yeah, that was the biggest thing that I changed and it’s already been implemented, and I was told will never happen so I was really, really, really pleased about that.

**Yeah, that’s fantastic, you must be so proud?**

Yeah, that was my biggest success for the year actually. I thought just ending, just finishing one recruitment and 200 grads being in roles was going to be a big achievement, and it was. I think in total, across the year, 450 students, candidates have jobs after my recruiting. So that’s a massive achievement.

**Absolutely.**

But in terms of actually changing and impacting process, that was my biggest achievement, definitely, and even just that they listened and they really took it onboard. Because they could have seen it as like the HR intern’s got an idea kind of thing, but actually, they saw me as an equal in the room. They knew that I was leaving I didn’t have to even be interested anymore, because I was leaving in a months’ time, but because I was so passionate and really cared about it, and I wanted it to succeed for the next intern, they really got onboard with me and they really, really listened, which I appreciated, they didn’t have to, they could have hushed me out the room, they didn’t so I really appreciated that.

**But you obviously had a good idea and were persuasive…**

Yeah. And they trusted in me the full year I’d worked for them and they were coming to me a lot more than they came to my manager, we had to kind of put a stop to that in the end, but they really … I feel like built a good relationship with them, they trusted my input enough for me to say, I’ve got an idea, will you listen. And they did, so yeah.

**Fabulous. You’ve talked about lots of things that you’ve made an impact on which is fantastic. How has it impacted you in terms of your skills and competencies? What have you developed and improved on?**

The biggest thing is confidence. I was always confident in a social situation but it’s more confidence in my own abilities, and knowing that I can do that and I can be confident enough to stand up and pitch my idea to a room full of execs and important people. So, a big, big boost of confidence, and even just in my year, my ability in running assessment centres, standing in a room of strangers, especially grad ones - they’re all older than me, but I’m in control and I’m running the day and they all really respect me - so confidence grew massively. Resilience, just coping with the job; just coping with that workload and still doing a good job with it. Like still actually achieving. Still actually pushing on and doing it, even though … there’s so many times I could have given up; there’s so many times, but I was resilient, I stuck with it and it paid off in the long run. Teamwork, it was more … well not so much teamwork, but working with different people, lots of different people, working with different managers, knowing that I am able to work with everybody. I don’t have difficult working relationships; I get on with people in the workplace. So that’s really positive, personable I guess is what you would say. And hardworking, I definitely realised, because in second year I felt I was a bit lazy, didn’t attend some lectures and I was here and there because I was tired or dah, dah, dah like, you know, silly stuff that you can’t actually … I’m actually embarrassed to think about now, because it’s like, what was I thinking, what was wrong with me. Of course I can attend that 9am lecture, that’s normal. But laziness is what I felt in second year. But if you had told me that I would be on a train at 6.20am to London, to be there for 12 hours and then get home and do it again the next day, I would have told you absolutely not. But actually, I enjoyed doing it and that made me, that gave me a motivation, I really became hardworking, because I had a goal. Any other skills? I’m just trying to think, I’m sure there this, I can’t think what skills. Communication is a big one because I was communicating with candidates, both verbally and on emails. So on emails they were asking us questions, I’ve got to understand what they’re asking from me, what their issue is, and then fix it, and I had so many different email templates, or writing emails, so that’s a big one. Also emails between other XXXers, learning how to communicate effectively, having a bit of fluff, like, hope you’re well, but then not too much that is waffle, learning how people like to communicate with me, so one of my managers really likes this system called Slack, and that’s instant messaging and it’s kind of an app, so I’m always messaging on that, but then my other manager, Holly, doesn’t like Slack, she likes Same Time, which is a different instant messenger thing. So it’s just knowing the different channels of communication, how to communicate or change a communication for who you’re talking to. And trying to be clear, especially at assessment centres, for the candidates, because quite often I’d speak very quickly and then they didn’t quite catch what I was saying or maybe it freaked them out, so it was just being calm and trying to be more clear in my communication to them, and hopefully make them feel confident to go into the activity that they’re about to do. Communication’s a big one. There was communication on so many different levels with so many different people, so it’s just managing your communication skills.

**And it sounds like managing upwards as well, with your various different managers?**

Oh and prioritisation, of course, prioritisation. I was prioritising ten different things; I was juggling 20 different things. So prioritisation’s a good thing I really learnt. I went in every morning and I was like what needs, you know, what is on my to do list and I was thinking, right that is to be done first, I think I really developed managing my time.

**That’s a good list, absolutely. Obviously, you mentioned in that final meeting, that there were some senior people in there, did you have access to other senior people, throughout your placement?**

Definitely. They have a really flat hierarchy so everyone is reachable on those different messaging systems. They have … HR’s running a lunch and learn call and it’s all about bringing executives with lower levels. So it was a WebEx call and anyone could join in at any time; they were run like all the time and they post … x is talking today about their role in dah, dah, dah; they’re in executive and this, this, this. And join us if you’re interested to hear their story, dah, dah, dah, so that was really good. So I joined a call with Andy Brit who’s head of talent transformation, which is the area of grad scheme that I wanted to go into. And it wasn’t like he was just chatting, it was a really interactive call and he was asking … so I was running a grad assessment centre that day, he was like, oh, you’re in South Bank, pop up and say hello and what are you doing today. I was like, oh my god, assessment centre, but there’s like 30 other people on the call, so they’re all inputting and they’re all talking. He’s telling us his story and we’re all communicating with him and giving input as well. So those are really great calls and you can join any of them. So Kevin Blair’s the head of talent acquisition globally, he’s a very big cheese, he’s a very down to earth guy, he’s from Manchester, he’s always in his jeans and he’s a really nice exec, so he always does those calls and he always does the team calls with us, so he knows our names and there is really nice involvement with him. I could ping him, oh, sorry, instant message him, and say, hi, dah, dah, dah, I’ve got a question, dah, dah, dah. This or that, or can I meet you for coffee because I’m really interested in this, absolutely, yes, when you’re free, can you do this date this time. Usually their schedule, I’m busy, but their schedule is much more busy or they’ve got different meetings that have to be attended, etc., whereas I’m just more managing my time, so it’s a case of fitting in with their schedule and wherever they are or just doing it on WebEx but they’re very accommodating. The levels between … even interns, and execs, was fantastic, they were always doing it. And we had a talk by the Chief Exec, Bill Callaghar, so he did a big talk at the careers academy for the interns and stuck around chatting to everyone afterwards which is really good and we had loads of execs that had done … I mean some crazy work; cyber security and they were head of this team in America and this and that. We’ve had loads of talks from execs and they’re always really willing to mentor you or chat to you. There’s really good levels between everyone in XXX. And you don’t have to be an exec, even just someone that’s a working professional on a Band 10 which is quite a high band of pay, they don’t have to be an executive level, but they’ve been in the business for a long time and they know their stuff, they’re also, you know, everyone’s successful and everyone’s really willing to meet up with you and chat to you, if you have any questions or an interest in that area they will happily sit down with you over coffee. Which is really nice. Because, you know, I didn’t think that, but it is like that.

**Do you think that’s part of the organisational culture?**

That is the culture, definitely. They make it really inclusive, inclusive is one of their really big words. Inclusive in terms of diversity, inclusive in terms of different levels, that is what they’re about. And if you’re not going to contribute as part of that culture then you’re not in the right company. So everyone they hire, and everyone in that company truly, has got the same attitude about working, careers, and about each other, and there’s a really nice working environment actually in XXX, it’s really nice. And there’s loads of different … you know how we have like societies - it’s kind of like XXX’s equivalent to a society, they’ve got the BAME’s that’s the Black Asian Middle Eastern societies, they’ve just got loads of different groups and networks that you can join, so you’re not just doing a day job you can get involved with so many other different projects and so many other different groups of people with similar interests on different levels. So, yeah, that’s all part of their culture, that’s what XXX’s definitely about, they love all that.

**Really interesting. Good. I think I know the answer to this, do you feel valued within the company?**

Yes, definitely. By the end I really felt that I’d left an impact. And my manager, Victoria, my graduate manager who struggled, she said, I’ve left such a legacy in the team. And I did feel valued. Sometimes when it was really difficult, I felt that I was over-utilised and actually didn’t value me as much as they could have because they didn’t quite appreciate how much I was doing for them, but actually they always did. They were saying thank you. They were always treating us; we always had team meals. I always felt valued in there; in the team, in the company always, definitely.

**Does the company have ways of showing values, that they value employees, any mechanisms, or is it just your manager saying thank you?**

They have Blue Thanks, they have Ace Feedback. They have loads of different schemes of giving feedback, giving thanks and recognising people and recognising people either just on their personal like page, or whether it’s publicly recognising them. Quite often there’s emails sent out about someone that’s achieved this. Or even just like x, y, z have run the marathon at the weekend, let’s all join together in congratulations on like the Slack channel. There’s always recognition. We always have recognitions on our HR community meetings. They’re quarterly and at the end, they have recognitions and I was recognised I think in the second one. No sorry, it would be the third one, I joined in June, so it was the third quarterly meeting. And I was a big picture on the screen and there was a big description of who nominated me and like, I think three people nominated me and a big description of like why I’d been nominated and why I’ve been recognised and that’s always really nice. You don’t expect it, so you’re sat there and like, oh my gosh, like is that me, that’s posted publicly … not publicly but within all the channels and everything, so everyone can see that you’ve been recognised. So, yeah there’s loads and loads of recognition, they believe in that because it’s motivating isn’t it?

**Absolutely. Good. So if you could change one thing about your placement what would that be?**

I would change - I don’t know; I probably wouldn’t change the workload because it was too heavy, I wish there was another intern, that extra person who could do it with me. But actually, I learnt a lot from that, so I’m not sure that I would change it because it was really … it really challenged me. I’m not sure, yeah maybe the workload, it’s all a blur to me now to be perfectly honest. But at the time I think I would have changed … maybe, yeah, the workload, just the amount of work, maybe just having another member of the team. It didn’t have to be an intern, but just another member of the team. But then again, I got Molly from having that workload and then I got the managerial experience. I don’t know, I don’t know, it’s hard to think.

**Yeah, don’t worry. As you know my study’s about psychological ownership. What does ownership in the workplace mean to you?**

Ownership of your role and your tasks and your achievements, so … and being recognised is one of them. So, you know, doing something well and being recognised for it and taking ownership, yeah, that was my good idea. But ownership of your tasks mainly, ownership of your job being your responsibility and you’ve got to do it. I took ownership in so many different tasks that I kind of probably took too much but, yeah, definitely being responsible for your work, and achieving it, and if you’re not, if you haven’t done something right, you have to own up to it. Because that was what you were supposed to do. Yeah, that’s how I would imagine ownership.

**Yeah, so it’s a lot about responsibility?**

Yeah, definitely. But also pride in your work as well. Like that’s my task and that’s my responsibility so that’s my assessment centre, and so I kind of … I see myself as owning that day, because that’s my day that I run. So if things go wrong in that day I have to hold my hand up and say, this didn’t happen because it wasn’t well prepped enough or this happened because of that. But then if it went really well everyone’s like, oh great day, well done Ruth, because I take ownership over that day. So yeah, there’s lots of different aspects of it I guess.

**Do you think you could feel ownership for your department or the company?**

I felt more ownership for my manager, because this client kept coming to me with everything. So I felt ownership for Grad Recruitment’s HR, whereas actually I was just an intern doing Grad Recruitment in the HR team. So I felt too much ownership and pressure from the client to deliver everything. When actually that shouldn’t have been … that shouldn’t be coming to me because it should be my manager that was taking that ownership of the tasks of that aspect. So, yeah, I felt ownership in that way, but in the team, no because the team’s so broad and we had loads of different things going on with the different interns and their managers, and their roles. I never felt ownership for the whole team, I just felt ownership from our client from the graduates.

**Okay. It sounds as though one of your managers didn’t really seem to take ownership…**

No.

**…why do you think that was?**

She was brought into the team … there was a restructure in GBS and I think she was reassigned to our team, so … and I think it’s a really tough job, being that manager, CBD’s the toughest client and she only works four times a week when actually she really needs to be full time, not anything to do with her, the job, sorry, needs to be full time, but then Victoria only works four days. She has a son, so then she couldn’t run assessment centres, then that fell ownership on me. For intern scheme, is was Ellie, the manager, and Callum, and they were each running assessment centres between them, whereas all of them fell onto my shoulders and they were running two a week for the vast majority of it, so that was difficult. She really struggled with understanding the role. I think she had a different idea of what she was coming into the team for. And then she kind of last minute got put into this, and so it took her a long time to actually understand her position in the team and her role and what her responsibilities were, and coping with it, because it was so much. So she was getting a difficult time from the client, she was getting a difficult time from the team, and a difficult time from me because I was saying, help me, I need this and that. So she, yeah, she just had a tough … and also she joined the team right as the peak season started, so there wasn’t enough of a hand over period for her to really understand her role and what she needed to do and she just completely couldn’t prioritise her role, her task at the time. So there was one day I literally had to go and sit with her and we just wrote on … I said to her, on this day I come in, I know that I’ve got this to do, this to do, this to do. I said on your days, I said, on Mondays I’ve got to prep that for that assessment centre on Wednesday, and on Tuesday I’m prepping the Thursday. You know, what is … map out your week to me, and she couldn’t map it out at all; she was just so flustered and said, oh you know, I’ll do some offers there and I’ll do some of this there and this there. And I was saying, but where’s your structure, that’s meant to take you an hour, so why is it taking you all of Monday afternoon when you could be helping me with emails and tasks. So it was more that we sat down and discussed what was happening because she just didn’t know. So I think there was just a lack of understanding, a lack of information for her as well. So it was just really difficult and the job, like I said, it was really a full-time job that was put onto a part time person, so it was difficult. But by the end, she did get up to speed with it, and by the end, it did work out okay. For next year’s interns they’ll only be doing graduate recruitment, not apprentices as well. I really drilled it in, they need to build a working relationship and they need to have like weekly chats and weekly calls and she needs to be in the office more. Needs to be more visible. So I think she learnt so much from my year that actually going … and she got up to speed with the role by March which is ironically nearly when grad recruitment ended, so she kind of just really was unfortunate, and it was unfortunate on both sides, I really empathised with her because she was really trying. She was trying so hard and it was just like everything was too much, it was impossible. So I empathised with her but I think now with the Sprint and now that she’s really … like got to grips with the … she knows the job inside out now and she’s got this new intern who’s solely hers and dah, dah, dah, I think it will run really smoothly. I think it was just the transition period that just went on too long which was difficult.

**Do you think people generally show ownership for their role in the company?**

Yeah, I think most people … yeah, they do. If something hasn’t happened and that was someone’s task or their responsibility, they would own up to it. Most people would say, I’ve done that, sorry, I’m on it, I’ll do it, I’ll get it for you tomorrow kind of thing. Everyone understood what their role is in that business and everyone knows what they are expected to do and what they take ownership for, so yeah, I think there was definitely an aspect of that. Some people though … it just depends on different personalities, but mostly, yeah.

**At what point do you think you develop feelings of ownership for the job?**

Instantly. Yeah, it was pretty quick. Throughout the summer I was learning more. But then I think really actually it was when I started doing assessment centres, because that became such a big aspect of my job; the prep for them, running them, that full day and then the outcome and I’m calling candidates the next day and I’m doing everything else. It was when I started running assessment centres that I really felt that it was really on my shoulders because, I mean, the job has so much to it, emails and expenses and loads of other things, but … that can fill up probably full time, but actually doing assessment centres on that day, everyone knows you as being responsible for that day, and so when you haven’t prepped something which is part of the behind the scenes, for that day, it’s your ownership. When you haven’t called the candidates and the client needs to inform them of something else, they still don’t know the outcome of the assessment centre, that’s my responsibility, that’s my ownership. So I think it all started really, really started, the ownership thing started for me was with grads, when it opened in September. And I started running assessment centres, that’s when it all became really on me.

**Okay. That’s interesting. Do you think that’s partly because you saw others taking ownership or was it just really because the responsibility was yours?**

It just became clear that the responsibility was mine, pretty much, so that I had to own up to it and just do it.

**Do you think you’ve felt ownership in other jobs? Or with your uni work?**

I’d say I’ve always been a hard worker, like I’ve always enjoyed working. I’ve always enjoyed it so like working at Aruba I had a section of 12 and my ownership was on serving them 12 tables. If something goes wrong with them tables, I am responsible kind of thing. I felt it in that kind of way but not to this extent, because I didn’t … I mean, I always care about what I’m doing but I didn’t love what I was doing, I was waitressing, or I’ve been doing bar work or I’ve worked at Legoland. It’s always been fun work that’s kind of not as serious, it can get really stressful at times, and I have my certain jobs to do. But I never … it was never to this extent that I felt ownership. I feel ownership of uni work which I probably should have committed more to in second year. So I feel … I feel responsible for that, for my second year because that was … I didn’t do enough, but in the same regard I recognise that now and I’m making improvements for this year, having learnt so much from the placement year. So I think that’s interesting. Yeah, ownership really, really became a thing for me at XXX, that’s when I really felt that I was doing it more. Because in a part time job, you know, you’ve got your managers, they’re telling you what job, can you do that, can you do this, it’s more like bitty work, it’s just you’re doing … someone saying, go make 10 cocktails, you go and make 10 cocktails. They are actually … they are taking ownership of the venue, you’re just there to do tables.

**So they’re controlling what you do?**

What I’m doing, whereas there was none of that at XXX, because I knew exactly what I was doing. I had my task. Every week I was **[01:02:07]** by my own stuff, no one was saying do this, do that. I mean now and then people would say, oh can you do this for me. But like I knew, it was never like … every week it was like, okay, so you’ve got to prep this assessment centre, do this and this, do these emails. I knew that was … no one was saying that to me. Whereas at Aruba, I’d get in, okay you’re on this section, you’re doing this tonight and you’ll do that. I was directed more.

**What do you think are the positives and negatives of feeling ownership?**

Positives. Sense of purpose. Sense of achievement when it goes well. Just feeling really responsible, really being part of it. But then negatives - it can be too much, especially at a young age when you don’t quite know how … when you’re still learning about how to deal with it. Stress and pressure that you might not really expect or should be dealing with at that point in your career. So I think, yeah, ownership has both sides. I think there’s definitely a sense of purpose. When I was taking ownership of assessment centres and I was on that 6.20 train, I felt like I was doing something and I was achieving, and that gave me a sense of like real purpose. So in one way, by taking that ownership I was so stressed and I had so much going on that it was draining, but on the other side of the token, I loved it. So there’s like both sides.

**That sense of purpose, what feelings does it give you when you feel purposeful?**

I don’t know. You feel … just trying to think back, I was probably feeling tired on that train. I felt like I was achieving. I felt like I was, I don’t know, you feel good about yourself. You feel confident. You feel pretty positive actually. It was only after a long day that had gone bad that I would feel more like tired and negative and dah, dah, dah. But from coming home at the end of assessment centre, it’s been a really good day, really successful, great candidates, great day. Then I would feel really happy, I’d be on the train and I was like, that was a really great day, what an achievement. That I would feel really positive. But when the day didn’t go well, I would feel negative.

**Do you think you feel ownership for your future career?**

Yeah, definitely, it’s on me to know what I want to do with my life, and I got a lot of that … I’ve never known really what I want to do with my career since ever. You have people say, oh I want to be a doctor or a teacher or whatever, I’ve never known. I’ve really been clueless. And it’s only taken … that year I’ve really learnt what I like, learnt what I don’t like, learnt what I’m actually really good at and I now think, right go, you’ve got this opportunity and figuring out what it is. So I definitely want to take ownership of my career, where I go and I definitely have an idea of where that is. Which I never really had before, which is nice.

**Brilliant. What are the future plans?**

So I am going back to XXX on the grad scheme.

**Congratulations.**

Thank you. After working on the grad scheme for a year I have just all this inside knowledge obviously. I still have to go … previously my intern hasn’t had to go through the process because they know you, they’ve seen you work so hard for the year that they kind of … you don’t need to do that. But it just became, it has to be fair for everyone and I agree with that, so more than happy. I went through the same process as every other grad, sorry, every other intern to grad process, did the interviews, had interviews. So there is different service lines. There’s three different areas of XXX - CBT, IX and CIA - again acronyms. And then within that they have different service lines so like finance and talent transformation, service design, loads and loads of things. So I worked with this skills matrix and this different spreadsheet every week, so I knew exactly all the different service lines, all the different skills required, what they’re looking for, dah, dah, dah. And by looking at it, I can actually see myself fit into talent transformation. So that looks at HR reinvention, talent acquisition, talent development and change impact. So those are the four areas of it, and you’re not … it’s nothing internal it’s all client-based. So you’re consulting, you’re going onto client bases and you’re consulting on a project to do with their talent acquisition or improving it or whatever. You’re consulting on a project, you know, they’re going through it, you go into a company for example BP and they’re going through a change. You’re then managing that change process with all the employees. So I really like that because I think … I really enjoy being part of the internal hiring process, but I think there’s a lot to be done, you know, consulting and going and bringing bids and getting clients. That’s really exciting work, so that’s where I think I fit really well. So I’m really lucky that it kind of worked out like that and that I really feel that I fit on that scheme. Because, you know, I could have got to the end of the year and thought actually I’m not sure if the grad scheme’s right for me, after hiring all the people into it. But, no, it works perfectly for me. It’s based on London, but you could be on a project anywhere really in the UK, in the world, they could put you anywhere. So there’s loads of opportunities in it. It’s won Grad Scheme of the Year again last year.

**Fantastic.**

So yeah, no, it’s a really great grad scheme I know that I fit. I think I’ll fit really, really well into it. It’s got an area of all my interests. So, yeah, no, I’m really, really happy.

**Congratulations.**

Thank you.

**Well that’s the last of the questions, so let me just turn this off.**

*[End of Transcription 01:07:54]*