The contemporary knowledge economy demands a highly skilled, flexible, knowledgeable and self-aware graduate workforce. The University is committed to providing students with the opportunity to develop, via the academic curriculum, such employability attributes as: analytical thinking; capacity for teamwork; ability to conduct independent research; and communication skills. The Careers Centre offers the fullest range of career and employability enhancing resources to enable students to move on from St Andrews with confidence and success; and the University enhances all aspects of the employability of its graduates through the wider University experience in general and the implementation of this Employability Strategy in particular.

**Intended Outcomes**

The desired outcomes from this strategy are that:-

- St Andrews graduating students have gained the experiences, understanding and graduate attributes, including the capacity to articulate capability, that provide for long term employability. They also recognise the employability benefits that they have gained from studying and participating in the student experience of St Andrews.
- All academic Schools make explicit links between research and learning/teaching and the consequential impact on employability.
- All students are supported to develop a realistic and achievable plan in place for what they will do after graduation from St Andrews.
- All academic Schools have in place policies and practices which are designed to enhance the employability of their students.
- Employers will recognise, and act upon, the desirability of targeting St Andrews students in their recruitment strategies.
- The Careers Centre offers high quality careers guidance, information and events which are well aligned with the needs of the diverse student cohort.

The following activities have been identified as those which are likely to contribute most to bringing about the desired outcomes:-

- Students engaging actively, from the beginning of their studies, in making the most of the academic, work-related and extra-curricular opportunities that are available to them, since these are the essential foundations for developing personal employability.
- Academic Schools communicate, and foster in their students, the graduate attributes which their courses enable and develop.
- The Careers Centre maximising and communicating the number and range of internship and other work experience opportunities.
The St Andrews Award offering all students the opportunity to realise their employability potential through the reflection, planning and focused actions that it encourages and facilitates.

The University ensuring that the rich extra-curricular opportunities for students continue.

The Careers Centre maximising the potential networking benefits of student contact with alumni and facilitating careers related networking between alumni and students.

### Stakeholders and Responsibilities

The following stakeholders will take responsibility as identified below:

- **Students.** Responsibility to engage with their own development and career planning.

- **Student Association.** Responsibility to represent students in formulation of University strategy and plans and to help bring about student engagement with their employability. The Director of Student Representation and the Director for Student Development have particular responsibility in this area.

- **Academic Schools.** Responsibility to articulate and facilitate graduate attributes gained from courses of study. Schools to include employability activities within their annual School plans. Each School to have a named Careers Centre Link to help address the employability agenda. Representatives from each School to meet annually with staff from the Careers Centre to review destination outcomes and career activities in Schools of the previous year and to plan for the year following.

- **Careers Centre.** Responsibility to provide comprehensive guidance and information resources for all students, including career-related learning opportunities. Responsibility to initiate and maintain dialogue with Schools and to liaise with them to facilitate appropriate careers-related activities and careers-related information and guidance. Responsibility to support students to articulate the benefits which flow from learning in a research intensive environment. Responsibility to develop and implement the St Andrews Award. Responsibility, through the Director, to identify the principal action points for the year ahead that will most effectively progress the University’s Employability Strategy.

- **Deans.** Responsibility to convene annual meeting of Steering Group on Careers and Employability and, thereby, monitor performance in this area. Responsibility to facilitate, as appropriate, the relationship between the Careers Centre and Academic Schools.

- **The Proctor.** Ultimate responsibility for University’s Employability Strategy, implementation and monitoring of outcomes.

### Progress Monitoring

- The Steering Group on Careers and Employability will monitor the progress of stakeholders’ plans and activities through its regular meetings. This Group will also agree the significant priorities for the coming year(s) in order to forward the University’s Employability Strategy and will monitor the progress made towards their achievement.
Key Performance Indicators

The current mix of KPIs in use by the Careers Centre, and as reported annually, will continue:

• Usage levels and satisfaction of students with resources and activities offered, including data from third party surveys showing comparative performance
• Employers Destination of Leavers of Higher Education data including trends and benchmarking against comparator institutions.
• HESA employability indicator, including comparative performance.

Paul Brown
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