



**Mitchells & Butlers**

**Corporate Graduate Schemes**  
**Area Management, Finance, HR, Marketing.**





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## Welcome & Induction Week

The Corporate Graduate induction covers an overview of the company strategy, current business performance and key priorities. The week is designed so that graduates have the opportunity to meet lots of different people in various roles across the organisation. By the end of the week all graduates will have established key contacts and will have a clear scheme development plan.

## Graduate Challenge

To understand our ‘frontline’ business’ and ‘support centre’ functions the Graduates complete a 2 day team challenge which is set by the previous cohort of graduates. The Challenge offers opportunities to visit our pubs, bars and restaurants and to network with key contacts from the support centre/mobile workers.

At the end of the induction week the graduate teams present their challenge findings back to a panel of judges. The Judges are managers from across the business and provide another opportunity for the graduate teams to demonstrate their capability, gain some feedback and learn more about the business whilst building their individual network.

Day	Objectives
Day 1	Meet the graduates, office tour and line manager personal programme planning. Evening welcome meal and drinks.
Day 2	Various sessions with key stakeholders to include communications, strategy and finance.
Day 3	Graduate challenge- Team challenge offering opportunities build knowledge and contact and really understand firsthand what Mitchells & Butlers is all about.
Day 4	
Day 5	Graduate challenge presentation, meal and drinks

# Corporate Graduate Schemes

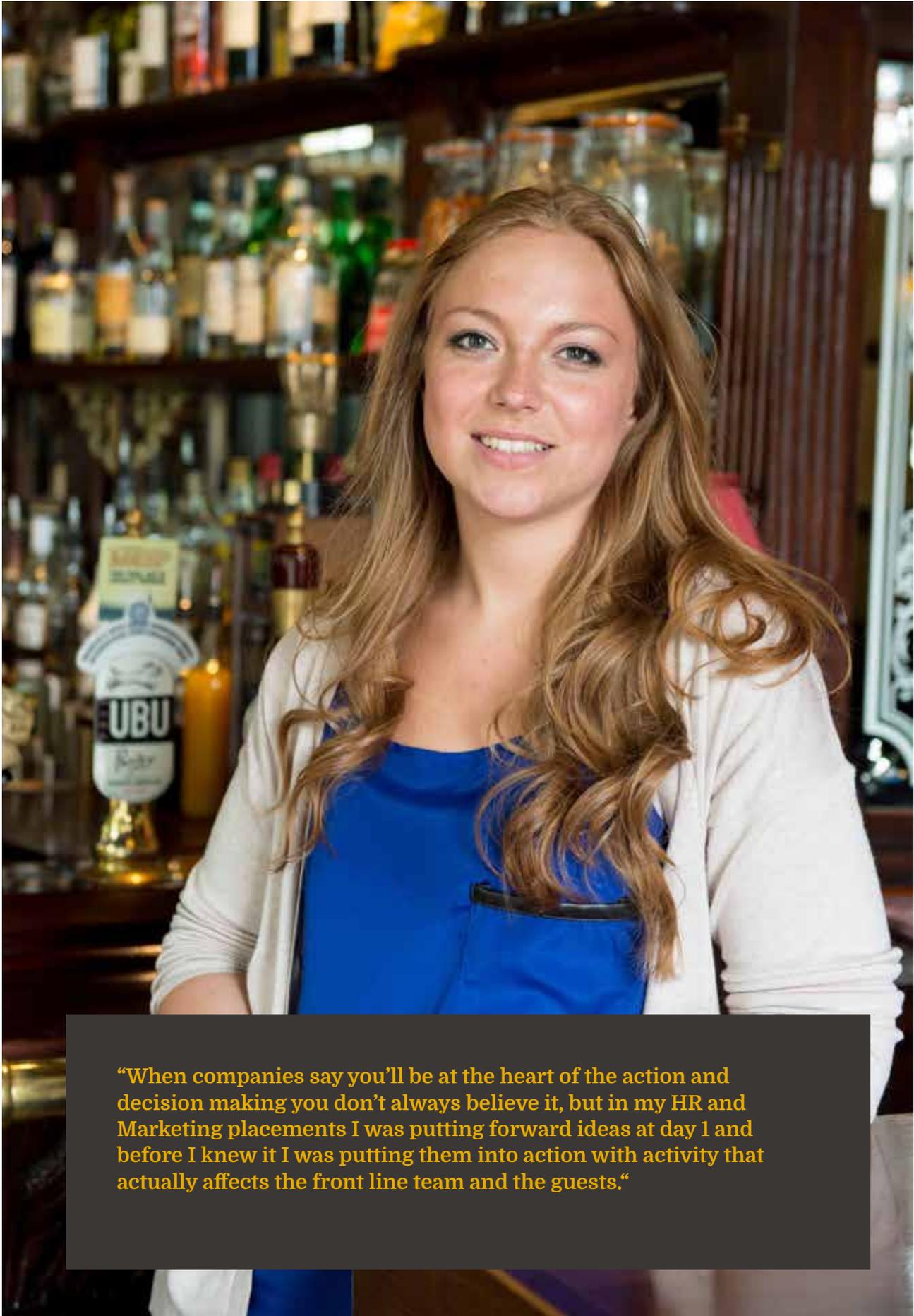
Mitchells & Butlers Corporate Graduate Schemes are designed so that each graduates development plan can be personally tailored in partnership with their line manager.

Each graduate gains the benefit of a tailored programme that flexes to their individual development needs and also allows them to become involved in real business projects.

Whilst the ability to tailor the programme is critical to maximising each individuals learning experience, we provide a graduate scheme framework that ensures graduates are also given equal opportunity and learn necessary technical skills in readiness for their chosen target role.

## **The Graduate Scheme has 4 elements:**

1. Placements
2. Technical development
3. Leadership development
4. Job Shadow/Job Roles



**“When companies say you’ll be at the heart of the action and decision making you don’t always believe it, but in my HR and Marketing placements I was putting forward ideas at day 1 and before I knew it I was putting them into action with activity that actually affects the front line team and the guests.”**

# Area Manager Scheme

## Area Manager Scheme Overview

Month	Programme
Weeks 1-2	Induction & Graduate Challenge
Months 1-3	Pub/Restaurant Placement
Months 3-6	<b>Marketing Placement</b>
Month 7 (end)	<b>Half year review</b>
Months 7-9	HR Placement
Months 10	Supported - General Manager Job Hold (Pub or Restaurant)
Months 11-13	Practices Placement
Month 13 (end)	<b>End of year review</b>
Months 14-16	Area Manager Job Shadow
Months 17-18	Area Manager Development Centre
Months 18-24	Area Manager Job Hold or Practices Manager Role
Months 18-24+	Interview & Appointment

The Area Manager Scheme incorporates 4 elements and is based on the same learning principles as all other corporate graduate schemes:

1. Placements
2. Technical Development
3. Leadership Development
4. Job shadow /holds

## Future Leadership Career Path

- Year 1 & 2- Graduate Scheme
- Year 3 & 4- Area Management role.
- Year 5 & 6- Central Management Role or Second Area Management Role
- Year 7&8- Second Area Management role or Central Management Role
- Leadership role

Suggested career moves are at year 4 and year 6 (these should include at least one role in another function- such as Marketing, Commercial, Human Resources, Property, Finance). The path supports graduate development to a Leadership role at 8 years.

## Area Manager Placements

Placement	Team	Objectives
Frontline Placement	Brand Pub or Restaurant Team	<p>Train to Team Leader Level</p> <p>Complete Personal License Qualification.</p> <p>Complete a minimum of a day of site visits with your RBM coach.</p> <p>Complete a minimum of a day of site visits with a Practices Coach.</p>
Marketing Placement	Brand Team	<p>Understand the role of Marketing and Key priorities.</p> <p>Build a network.</p> <p>Understand importance of Brand standards/delivery.</p> <p>To meet a specific Brand Marketing objective set by your Placement Manager.</p>
HR Placement	Brand Team or Support Centre	<p>Understand the role of HR team.</p> <p>Build a network.</p> <p>Understand the importance of recruitment, people development, coaching and talent planning.</p> <p>Shadow and deliver pre opening training (minimum of 2 sessions)</p> <p>Understand the career pathway.</p> <p>To meet a specific Brand HR objective set by your Placement Manager.</p>
Practices Placement	Practices Team	<p>Understand Operating Practices &amp; Controls.</p> <p>To meet a specific practices objective set by your Placement Manager.</p>

## Area Manager Technical Development

Technical Skill	Capability	Completed
Practices	Shadow 4 employment coaching visits Lead 3 employment coaching visits Attend educational workshops Complete the employment rota for a business Understand controls reportage Complete Business Standards Audits Facilitate scorecard meetings  Note: Other practices may be completed as part of this placement. A list of practices aligned to this area will be updated as confirmed.	Practices Placement
Food Quality and Safety	Spend 2 weeks in a food led business Carry out 2 full stock checks for a business Shadow 2 Food Quality Support Visits Carry out RBM kitchen due diligence checks Attend Kitchen Productivity and Food Quality Support workshop.	General Manager Hold & Practices Placement
Recruitment and Coaching	Shadow 2 GM interviews Lead 2 GM interviews Attend recruitment skills workshop Assess at a central recruitment event Attend Coaching workshop	HR Placement & Job Shadow
Employee Relations	Attend Manager Induction Programme ER session Shadow 2 General Manager suspension meetings Shadow 2 General Manager dismissal meetings Shadow 1 ill health visit Act as note taker in 2 grievance meetings Act as note taker in 2 disciplinary meetings	Completed across the 2 year scheme in partnership with your RBM Coaches ER Manager.
Security and Licensing	Complete APLH Shadow 2 security support visits Complete a risk assessment	APLH completed on Pub Placement. Time with the licensing team should be booked months 7-9.
Sales and Marketing	Lead empathica action planning at district meetings Complete 3 sales plans for a business	Area Manger Job Shadow
Finance	Attend Managers Induction Programme P&L session Complete analysis for your RBM coach on their weekly P&L Complete 4 P+L action plans for a business Attend Ops Skills P&L session Attend 2 Area Manager profit reviews	Ongoing from Pub Placement Area Manager Job Hold



“During my year as an HR graduate I was able to experience working in many of the different HR teams and gain a valuable insight into how we are all driving the people plan forward, whether this meant recruiting the best talent and training them up for a new opening, or working on strategic projects! The opportunity to start studying for my CIPD qualification alongside the responsibility and variety at work gave me scope to develop and stretch myself, and enabled me to step into my first role within an exciting change project.”

# HR Scheme

## HR Scheme Overview

Month	Programme
Week 1	Induction & Graduate Challenge
Week 2	Pub/Restaurant Placement
Months 2-5	Brand HR Placement
Months 5-7	Recruitment Placement
Month 7 (end)	Half Year Review
Months 8-10	Learning & Development Placement
Months 10-12	Flexible Placement
Year 1 (end)	Full Year Review
Year 1+	Interview & Appointment

The HR Scheme incorporates 4 elements and is based on the same learning principles as all other corporate graduate schemes:

1. Placements
2. Technical Skills
3. Leadership Development
4. Team Roles

Additionally, HR Graduates are given the opportunity to study towards a professional qualification, expected to be completed within 2/3 years. Graduates will qualify as a CIPD professional with great experience from a number of different placements to include employee relations, learning & development and recruitment.

## Future Leadership Career Path

- Year 1- Graduate Scheme
- Year 2&3- Support Technical role.
- Year 3 & 4- Management Role
- Year 4&5- Management role
- Year 5&6- Management role
- Leadership role

Suggested career moves are at year 4 and year 6. HR graduates should complete 'central' and 'operations' management HR roles. The path supports graduate development to a Leadership role at 8 years.

## HR Scheme Placements

Placement	Team	Objectives
Brand HR	Any Brand HR Team	<ul style="list-style-type: none"> <li>To Shadow and deliver training for a new staff team.</li> <li>To Train new staff to Brand Standards.</li> <li>To meet a specific Brand HR objective set by your Placement Manager.</li> </ul>
Learning & Talent Development	Learning & Talent Development	<ul style="list-style-type: none"> <li>To meet a specific Learning &amp; Development HR objective set by your Placement Manager.</li> <li>To complete technical skills.</li> </ul>
Recruitment & Employee Relations	Recruitment-corporate or retail	<ul style="list-style-type: none"> <li>To meet a specific Recruitment HR objective set by your Placement Manager.</li> <li>To complete technical skills.</li> </ul>
Reward (optional flexible placement 4 weeks minimum/8 weeks maximum)	Reward & Recognition	<ul style="list-style-type: none"> <li>To meet a specific Reward HR objective set by your Placement Manager.</li> <li>To complete technical skills.</li> </ul>
Shared Services (optional flexible placement 4 weeks minimum/8 weeks maximum)	Shared Services	<ul style="list-style-type: none"> <li>To meet a specific Shared Services HR objective set by your Placement Manager.</li> <li>To complete technical skills.</li> </ul>
Employee Relations (optional flexible placement 4 weeks minimum/8 weeks maximum)	Employee Relations	<ul style="list-style-type: none"> <li>To meet a specific Employee Relations HR objective set by your Placement Manager.</li> <li>To complete technical skills.</li> </ul>

The scheme placements will be planned in partnership with your Line Manager. The placements may be completed in any order (dependant on team logistics and availability at the time). There is time allowed within the framework for one flexible placement only.

## HR Scheme Technical Development

Technical Skill	Capability	Completed
Generalist HR	<ul style="list-style-type: none"> <li>Understand front line challenges faced in our brands.</li> <li>Taking responsibility for delivering a pre-opening training session/day</li> <li>Understand the role of HOBHR and GSTM</li> </ul>	Pub Placement & Brand HR Placement
Recruitment	<ul style="list-style-type: none"> <li>Use Change Work Now (CWN) to manage retail management candidates</li> <li>Run an assessment centre for retail graduates</li> <li>Hold Telephone Interviews for retail management vacancies</li> <li>Use competencies to screen candidates</li> </ul>	Recruitment Placement
Learning & Talent Development	<ul style="list-style-type: none"> <li>Understand the career pathway.</li> <li>Understand talent planning practices.</li> <li>Attend a talent planning session.</li> <li>Attend a coaching workshop.</li> <li>Design a talent programme or support materials.</li> </ul>	Talent Team Placement
Employee Relations & Engagement	<ul style="list-style-type: none"> <li>Attend/Assist meetings for disciplinary, grievance, appeal and suspension.</li> <li>Attend a tribunal/complete a case study</li> <li>Understand processes behind ER interventions (with particular notice to relevant employment law)</li> <li>Attend MIP and Ops Skills ER Courses</li> </ul>	Work with ER Buddy/ Manager alongside placements
Reward	<ul style="list-style-type: none"> <li>Understand the reward team roles and key priorities.</li> </ul>	During scheme first 6 months.
Additional	<ul style="list-style-type: none"> <li>Build networks</li> <li>Take ownership of scorecard measures or facilitation of PDR meetings</li> <li>Coaching Foundations Course, become a coaching ambassador (learn to train the workshop)</li> <li>MBTI Profiling</li> <li>Business Partnering Course</li> <li>Coaching portfolio: enhance coaching skills through graduate buddy system</li> <li>Facilitation of action learning sets: helping others to reflect and learn</li> <li>Commercial awareness for HR: advanced understanding of specialised commercial aspects of HR</li> </ul>	<p>Throughout scheme</p> <p>Quarter 3 &amp; 4</p> <p>Quarter 3 Quarter 3 Year 2 and beyond</p>



“My time as an M&B Finance Graduate gave me the opportunity to experience a great breadth of different roles that help drive the profitability of the company. From assisting others in their decision-making on different lines of the P&L, to leading projects to improve company processes and performance, the M&B Finance Graduate Scheme provides the scale and scope for you to progress, alongside achieving a globally recognised accounting qualification”.

# Finance Scheme

## Finance Scheme Overview

Month	Programme
Week 1	Induction & Graduate Challenge
Week 2	Pub Placement
Months 2-7	Placement 1
Month 7 (end)	Half Year Review
Months 8-13	Placement 2
Year 1 (end)	Full Year Review
Months 14-19	Placement 3
Months 20-25	Placement 4
Months 26-31	Placement 5
Months 31+	Continuation of team roles and rotations, moving toward permanent job role

The Finance Scheme incorporates 4 elements and is based on the same learning principles as all other corporate graduate schemes:

1. Placements
2. Technical Development
3. Leadership Development
4. Team Roles

Additionally, Finance Graduates are given the opportunity to study towards a professional qualification, expected to be completed within the 2/3 year scheme. Graduates will qualify as accountants with great experience from a number of different placements over the 3 years of the scheme. The CIMA qualification is promoted by Mitchells and Butlers with a range of learning options through **BPP Professional Education**.

[www.cimaglobal.com](http://www.cimaglobal.com) [www.bpp.com](http://www.bpp.com)

### We offer our graduates:

- College tuition (evenings and weekends)
- Access to online study support
- A CIMA orientated support network
- Exam study leave

## Finance Scheme Placements

Placement Role	Team	Responsibilities	Key Skills Developed
HR Reporting Analyst	HR & Productivity	<ul style="list-style-type: none"> <li>• Create and deliver relevant and accurate HR reportage.</li> <li>• Drive effective administrative processes within HR and ensure accurate data output</li> </ul>	<ul style="list-style-type: none"> <li>• Strong customer orientation.</li> <li>• First class IT skills.</li> <li>• Data analysis and presentation</li> </ul>
Retail Support & Marketing Analyst	Business Change & Central Support	<ul style="list-style-type: none"> <li>• Produce analysis and information in support of value added services to corporate departments</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical skills</li> <li>• Pro-active problem solving</li> <li>• Process/system awareness</li> <li>• Strong customer orientation</li> </ul>
Assistant Brand Analyst	Brand Finance	<ul style="list-style-type: none"> <li>• Support the Finance Manager team.</li> <li>• Standard periodic reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of analytical data</li> <li>• Strong customer orientation</li> <li>• First class IT skills &amp; solutions</li> <li>• Proactive Problem Solving</li> </ul>
Commercial Reporting Analyst	Finance Reporting Centre	<ul style="list-style-type: none"> <li>• Commercial risk by reporting, interpreting current and future trends.</li> <li>• Data cleansing report and monitor operating gap performance</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of analytical data</li> <li>• Strong customer orientation</li> <li>• Proactive problem solver</li> <li>• First class IT skills &amp; solutions</li> </ul>
Rotational Role	Brand Finance/ Financial Planning & Analysis	<ul style="list-style-type: none"> <li>• Provide analytical support to variety of teams &amp; functions</li> <li>• delivering project based assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Business understanding</li> <li>• First class IT skills</li> <li>• Project Management</li> <li>• Time management</li> </ul>

The five placements specified above will last 6 months each, and may be completed in any order (dependant on team logistics and availability at the time). The latter placements within the scheme may vary pending on progress with the CIMA qualification.

## Finance Scheme Technical Development

Skill	Capability	Completed
Integration into MAB	<ul style="list-style-type: none"> <li>Engage with relevant stakeholders</li> <li>Understand current MAB processes</li> <li>Awareness of different departments, individuals that will be impacted and resources needed</li> <li>Understand front line challenges faced in our brands</li> </ul>	<ul style="list-style-type: none"> <li>Induction week &amp; throughout rotations</li> </ul>
Accounting	<ul style="list-style-type: none"> <li>Understanding of financial accounting</li> <li>Understanding of management accounting</li> <li>Ability to read and interpret financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>CIMA qualification and</li> <li>Brand Finance placement</li> </ul>
Review of sales activity	<ul style="list-style-type: none"> <li>Statistical and graphical analysis of sales data</li> <li>Understanding of key success measures/ criteria</li> <li>Provide insight</li> </ul>	<ul style="list-style-type: none"> <li>Pricing team placement</li> <li>Brand Finance rotation</li> </ul>
Storage and Security	<ul style="list-style-type: none"> <li>Understand how data is collected and stored in a database</li> <li>Understand potential risks of data storage</li> </ul>	<ul style="list-style-type: none"> <li>Induction week</li> <li>Throughout rotations</li> </ul>
Understanding of pricing	<ul style="list-style-type: none"> <li>Understanding of margin, penetration, cannibalisation, pricing elasticity, price variance, price modelling (food and drink menus)</li> </ul>	<ul style="list-style-type: none"> <li>Pricing team placement</li> </ul>
Making Decisions	<ul style="list-style-type: none"> <li>Demonstrate commercial acumen</li> <li>Determine how to allocate resources</li> </ul>	<ul style="list-style-type: none"> <li>Throughout rotations</li> </ul>
Invoice Management	<ul style="list-style-type: none"> <li>Understand invoice reconciliation and processing</li> <li>Competent use of MAB invoice templates</li> </ul>	<ul style="list-style-type: none"> <li>Financial Transaction Centre placement</li> </ul>
Planning	<ul style="list-style-type: none"> <li>Understand brand activity planning tools</li> <li>Brand budget understanding</li> <li>Deliver activity to brand critical paths</li> </ul>	<ul style="list-style-type: none"> <li>Throughout rotations</li> </ul>
Technical Skills	<ul style="list-style-type: none"> <li>Capable use of Microsoft projects/application</li> <li>Database management and report analysis</li> </ul>	<ul style="list-style-type: none"> <li>Continuous Improvement</li> </ul>
Writing a brief	<ul style="list-style-type: none"> <li>Setting objectives for a project or task</li> <li>Writing exec summaries for analytical reports</li> </ul>	<ul style="list-style-type: none"> <li>Throughout rotations</li> </ul>
Presentation	<ul style="list-style-type: none"> <li>Understand the audience</li> <li>Use of different presentation tools and platforms</li> </ul>	<ul style="list-style-type: none"> <li>Throughout rotations</li> </ul>



**“My time as an M&B Marketing Graduate gave me the exposure to brand teams, digital and innovation functions, as well as gaining understanding of relationships from suppliers through to our guests. My two placements before acquiring a job role were Brand Marketing for the Heartlands team, where I managed a drinks trial into 46 sites, then secondly assisting the Digital Team in developing a new website platform for the company. I also had opportunities to be Team Leader for a Graduate Risk Assessment Project for the company, became Editor of the Marketing Newsletter and was Project Manager for the Marketing Awards, which shows the diversity of the scheme.”**

# Marketing Scheme

## Marketing Scheme Overview

Month	Programme
Week 1	Induction & Graduate Challenge
Week 2	Pub/Restaurant Placement
Months 1-4	Brand Marketing Placement
Months 4-8	Marketing Services Placement
Month 6 (end)	Half Year Review
Months 8-12	Second Brand Marketing Placement or Food Trading Placement
Month 12 (end)	Full Year Review
Months 12+	Interview and appointment

The Marketing Scheme incorporates 4 elements and is based on the same learning principles as all other corporate graduate schemes:

1. Placements
2. Technical Development
3. Leadership Development
4. Job holds

Placements may be slightly altered in timeframe to support individual learning objectives or business priorities. Placements may also run in a different order to those outlined above, although all placement areas should be covered prior to appointment.

**CIM and internal courses will also be available throughout the year to support learning.**

## Future Leadership Career Path

- Year 1- Graduate Scheme
- Year 2 & 3 - Assistant Marketing Manager/Marketing Services.
- Year 3 & 4- Marketing Manager
- Year 4 & 5 - Second Marketing Manager role (or other Management role)
- Year 5 & 6 - Senior Marketing Management role
- Leadership role

Suggested career moves are at year 4 and year 6 Marketing graduates should complete 'central' and 'operations' marketing roles. The path supports graduate development to a Leadership role at 8 years.

## Marketing Scheme Placements

Placement	Objectives
<b>Brand Marketing Placement</b>	<ul style="list-style-type: none"> <li>• Work within a brand marketing team to deliver one or more marketing projects.</li> <li>• Gain an understanding of AMM role including: promotion process, brand strategy, sales activity and progress, pricing, working with agencies and engaging RBMs and GMs.</li> </ul>
<b>Marketing Services Placement</b>	<ul style="list-style-type: none"> <li>• Work within the marketing services team to understand: print processes and deadlines, stage gates for key dates, activity planning, PO processes, brief structures and content.</li> <li>• Become a marketing services representative for one or more brands to support the brand marketing team and to answer, analyse and prevent pub marketing enquiries.</li> </ul>
<b>Insight, Innovation and Strategy Placement</b>	<ul style="list-style-type: none"> <li>• Work within the insight team to gain an understanding of: the macro environment, the brands position in the market, consumer segmentation, opportunity spaces, brand strength &amp; position against the competitive set, brand planning, and the activation process.</li> </ul>

The scheme placements will be planned in partnership with your Line Manager. The placements may be completed in any order (dependant on team logistics and availability at the time).

## Marketing Technical Development

Skill	Capability	Completed by Brand Management
SWOT	Understand and define the areas and their relationship. Use on one of the brands	Placement in a brand team
Integrating into MAB	Understanding of current MAB processes, and awareness of departments / Individuals that will be impacted, resource needed.	
	Knowledge of who to gather information from: individuals from pricing, drink, buildings, guest care, insight, digital and creative agencies	
Identify Target – Sales/Profit/ footfall	Write clear objectives for a project and go through the process with line manager/ project owner to sign off	
Tactic Select effective task - recruitment/ penetration/ frequency/ discount awareness	Assessment of who to target, increase frequency of existing guests, or acquisition of new guests. Current guest profile, or new market, i.e. Families	
	Request to see a campaign in full from a brand to see all elements	
Review of sales activity	Plan and attend review of an activities performance	One on one meeting with a Finance Manager
	Consider what would qualify as a Return on Investment - e.g. brand awareness, or a financial figure provided by the pricing team?	

Skill	Capability	Completed by CRM
What is CRM?	<p>Able to define CRM and have been introduced to the tools and systems that are used.</p> <p>Understands how CRM adds value to a brand and its communication plan</p>	One day shadowing Digital/strategy
Assess the performance of current CRM activity	<p>Have meeting with CRM manager and understand the objectives of the programme</p> <p>Use Custard and Rhubarb to understand brand's customer, occasion, positioning and performance against the competitive set.</p>	
Websites and Platforms	Understand the different tools available and their cost implications	
Email Activity	Can benchmark brand emails and competitor emails through tools such as click-through rates	
Social activity	<p>Defines social media, the networks and the tools available</p> <p>Understands how to manage brand and outlet level social strategies</p>	
Transaction Platforms	Understands the technology and services available	
Tracking sales and redemptions	Can access reporting tools to extract performance information such as Business Objects	
<b>Application of Law into Marketing and Food</b>		
Application of law, ASR and honesty in a campaign	Clear on process for approving activity including: terms and conditions and online and electronic advertising meets regulations	Safe and Legal Training Course
Brand Protection / Reputation	<p>Understanding of the company's food technical and additive policies</p> <p>Common food technical issues e.g. added water, reformed and formed meat products</p>	
Consumer Protection	Understand how consumer protection is managed in MAB	
Food Safety	<p>Understanding of food safety legal principles</p> <p>Understand how food safety is managed using HACCP in MAB</p> <p>Understanding of allergen policy, risks and sign off process</p>	

Skill	Capability	Completed by MAB Alcohol and Social Responsibility
Alcohol Policy	Understand the companies approach to retailing alcohol	
Pricing and Promotions	Understand companies approach to promotions and incentives with alcohol	
<b>Financial Analysis</b>		
Marketing actions and impact on P&L	<ul style="list-style-type: none"> <li>• Defines how an activity influences elements of the P&amp;L</li> <li>• Understands the impact of tactical activity</li> <li>• Understands the impact of year 1</li> <li>• Understands the performance metrics of the brand e.g time slot, spv</li> </ul>	Marketing Impact on the P&L course
What is Pricing?	<ul style="list-style-type: none"> <li>• Can define the margin %</li> <li>• Can define the promotion mix of a brand</li> <li>• Understand pricing surveys, elasticity, psychology and menu modelling.</li> </ul>	
Invoice Management	Can manage invoices from PO to payment and use MAB templates	Meeting with PO administrator
<b>Planning</b>		
Activity Planning	Understands what the activity planning tool offers in terms of project managing brand activity and inputs activity detail/ budget data for own brand.	Marketing Services Placement
Critical paths	Use a GANTT chart to follow a critical path	
<b>Writing a Brief</b>		
MAB template Exec/creative/ design/ promotions/Frontline	Understands the different uses of each brief and when to use them	
Exec Summaries	Understand how to write an exec summary and put into practice when creating a report.	
Appropriate content for frontline	Use a briefing checklist to ensure all information needed by the frontline is included	
Using Blue Sky	Sit with ATC in their office to understand role of blue sky and how to use it and options for innovation	
Presentations	Know which MAB templates to use when	
Managing Agency	Can deliver a project to a set budget.	

# Leadership Development

These sessions are a combination of 'on job' and 'off job' training to provide challenge, intellectual stretch or new skills and to focus on leadership capability development.

Leadership development content is varied; from a 'campus to corporate' workshop scheduled to take place early in year one to help with the transition from student life to working life to 'finance for non financial managers' a course designed to develop business acumen and help understanding of financial decision making.

Months	Leadership development	
1-4	Induction phase	<p><b>Assessor skills:</b> to learn how to assess and recruit the best talent for M&amp;B.</p> <p><b>PDP workshop:</b> to ensure effective planning from the beginning.</p> <p><b>Coach allocation:</b> introduction of a coach to support and guide technical learning. The coach should be in the graduates chosen target role.</p>
4-8	Campus to corporate	<p><b>Campus to corporate workshop:</b> essentials for adapting into the professional workplace.</p> <p><b>Smart objectives workshop:</b> to ensure development areas are met during placements.</p> <p><b>Paper writing skills:</b> how to format and standardise business papers.</p>
6	6 month review	
8-12	Impact and awareness	<p><b>Networking:</b> Lunch and Learn session with key stakeholders to enhance networking skills and build capability.</p>
Year 2	Leading and engaging teams/Building effective relationships	<p><b>Reverse mentoring:</b> introduction to mentoring senior colleagues, allocation of mentee.</p> <p><b>Princes Trust Million Makers.</b></p> <p><b>Networking:</b> Lunch and Learn session with key stakeholders to enhance networking skills and build capability.</p>
Beyond Year 2	Bespoke leadership development plan	<p>Talent Breakfasts.</p> <p>Finance for non financial managers.</p> <p>Developing your career workshop.</p> <p><b>Coaching accreditation:</b> to become an effective coach.</p> <p><b>External Leadership programme:</b> Courses currently run through Cranfield University.</p> <p><b>Networking:</b> Lunch and Learn session with key stakeholders to enhance networking skills and build capability.</p>



## Placements

**Placements should last a minimum of four weeks as outlined on the scheme overview. They are scheduled so that each graduate completes a sufficient number to have real responsibility and breadth of experience whilst maintaining overall focus on their development to their target role. The purpose of each placement is to build overall capability through on job experience.**

The pub/restaurant placement is the first placement to be completed by every corporate graduate this is compulsory and offers real insight into our teams and our guests. Placements offer broad insight and importantly provide lots of opportunity for building relationships and establishing support networks.

# Technical Development

Technical development will provide each graduate with the necessary confidence and competence to carry out the 'nuts and bolts' parts of their chosen target role.

Technical development starts in week one and will run alongside various placements to ensure that each graduate starts picking up technical capability early in the programme.

## **For example**

Employee Relations for Area Management and HR graduates

Both Area Management and HR graduates will be allocated an Employee Relations Manager.

The Employee Relations Manager will partner them throughout the 2 years and invite them to relevant cases to include:

- Day at tribunal
- General manager suspension meeting
- General manager and assistant manager dismissal meeting
- Ill health visit

The graduate will take the lead in some or all of these live cases by the end of their programme and will be asked to complete case studies on any aspect of employee relations that they have not led by the end of their two year programme.

**A full list of technical development content is briefed each year as appropriate by Scheme.**

# Job Shadow & Job Hold

## Job Shadow

The shadows should last a minimum of four weeks and are scheduled at specific times to build target job role capability. For Area Management graduates a shadow is scheduled prior to development centre.

## Job Hold

The job holds are scheduled to allow for timely on job coaching and development in preparation for first appointment.

**During the job shadows and job holds graduates should focus on completing the majority of their technical development. If the technical skills are not picked up from the start of the programme at regular intervals, it can lead to a barrier when facing first appointment.**



# Corporate Graduate Support Network



## Who is involved in developing graduate talent:

**Buddy:** A graduate in the year above to answer any questions about the scheme, the company, how things work, what to expect, to be the graduates 'day to day' guide.

**Mentor:** A senior manager – to meet on an informal basis, to provide career counsel, to offer experience, to guide, to challenge, to enrich graduate learning experience allocated in year 2.

**Line Manager:** A senior manager and a specialist in the graduates chosen career area – to meet regularly, to plan graduate placements, to complete formal reviews, to coach graduates through the overall graduate scheme.

**Coach:** An experienced individual in the

graduates chosen target role – to provide on job coaching, to develop graduate capability and competency in their chosen target role (to advise on technical training).

**Placement Manager:** An experienced individual in the graduates placement function (e.g marketing, IT, HR) to set clear placement objectives. To provide on job coaching and to develop graduate capability and competency whilst completing the placement. To review and provide feedback on graduates placement objectives and overall capability.

**Graduate Manager:** A graduate specialist – to advise on the overall scheme content, to ensure the scheme is running effectively, to deliver off job courses/induction/support materials, to act as overall support and advisor to all parties involved in the graduate agenda.

# Corporate Graduate Objectives and Reviews

## Agreeing graduate scheme content

The overall scheme is reviewed annually by the graduate manager any recommendations and changes are agreed by the executive committee who approve the Scheme. Standard scheme content is arranged by the graduate manger e.g off job courses/Induction/support materials.

**All supporting documents are listed on the graduate pages on the intranet.**

## Agreeing placements and objective setting

The Corporate Graduates Line Manager has the responsibility for agreeing the order and time scales of placements with their individual graduate (within the scheme framework). Detailed placement objectives should then be set by the placement manager in partnership with the graduate using the graduate placement objectives template (designed for ease of translating placement feedback through to half year and full year reviews)

## Graduate Scheme Reviews

Placement reviews are completed at the end of each placement by the placement manager and graduate.

At the end of each placement, the graduates shares their placement review with their line manager. Development plan revisions can then be appropriately made with each graduate as they progress through the scheme.

Graduates will complete a more formal full review with their line manger twice a year. At the end of year one and twice during year two they will also complete a 360 degree review to inform their overall review.

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