You’ve met our apprentices.
Now meet yours.

Managers Guide
Recruiting an apprentice

INTERNAL ONLY
The practical part

By now, you should know the facts about our apprentices, and we hope you want to get involved. But how do you do that? Well, it all depends on your needs. First of all, do you want to:

- Recruit an apprentice?
- Recommend a colleague?

Don’t know the facts yet? If you still feel uncertain about the basics of our programme and who’s eligible, you can find more information in our first two guides at: joinus.barclays.com/notyouraverage
Recruiting an apprentice

If you’re looking to grow your team with us, the chances are you’ll take on a Foundation Apprentice – that is, an entry level role suitable for someone with little or no work experience, or for someone who’s been out of work for a while.

Alternatively, depending on your vacancy and department, you might take on a Higher Apprentice. It’s worth noting though that we currently only offer this programme in specific business areas, and while we’re keen to hear from new departments, you should be aware that set up can be a mid-long process. That’s because each of our Higher opportunities has to be aligned to an appropriate degree or professional qualification, so we have to work both with your team and with the educational providers to make sure your department is right for a Higher Apprenticeship. With that in mind, the recruitment process is a little different, and we’ll go into it separately.
Recruiting a Foundation Apprentice

Step 1. Make sure you’re comfortable with the commitment
Our apprentices are changing the face of our business and they’re moving into new departments all the time, but we don’t place them anywhere until we’re sure they’ll have the right support. We’ll obviously help and offer training, but you’ll have to be committed to your apprentice too. If you want to find out more about what’s required of you, click here.

Step 2. Talk to the Early Careers team
If you’ve never taken on a Foundation Apprentice before, talk to the Early Careers team. They’ll be able to advise you before you start, so that you know you’re making the right choice for you, for your team and for your future colleague.

You can contact the Early Careers team at: GrowwithBarclaysLineManagerQueries@barclayscorp.com

Step 3. Follow your standard recruitment process
If you haven’t already done it, make sure you have approval to recruit an apprentice into your team. Different departments have different processes for approving and recruiting for a new vacancy, so you should follow the steps that are right for your area. If you’re not sure what those steps are, contact your HR Business Partner or Resourcing Business Partner, or alternatively get in touch with the early careers team.

Step 4. Attraction
Once you’ve got approval and you’re ready to start recruiting, our provider Capita will spend two to four weeks reaching out to partners, charities, and existing talent pools to attract candidates.

Step 5. Traineeships
Candidates who need basic workplace skills will start this short training course, helping them prepare for the world of work. This can last from two to five weeks, with some work experience included. That might be with you, or it might be somewhere else in the business.

Step 6. Interview
On the candidate’s last day of their Traineeship – or directly after Step 4, if they don’t need basic training – they’ll be interviewed for their Apprenticeship.

Step 7. Feedback
We want every candidate to find their way into work – even if it’s not with us. That’s why feedback is so vital at this stage – for both successful and unsuccessful candidates.

Step 8. Hiring and onboarding
Your successful candidate will be onboarded into the business. This can take up to three weeks, managed by the Barclays Offer Management team.
If your department already offers these opportunities:

If you’re in one of the departments where we already take Higher Apprentices – Group Finance, Internal Audit, Relationship Management, Leadership & Management, and Risk – then the process is a more straightforward one, and you can see how it works below.

**Step 1.** Make sure you’re comfortable with the commitment

As with Foundation Apprenticeships, this is still a big commitment, and not an easier option. Your Higher Apprentice will be slightly more experienced, and they’ll be working at a higher business level, but they still need your support. Again, we’ll provide help and offer training, but you’ll have to be committed to your apprentice too – including giving them time at work to complete their qualifications. If you want to find out more about what’s required of you, [click here](#).

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**Step 3.** Application window

Our Higher Apprenticeships are all taken on in one intake, and we open applications in February/March, closing at the end of April. This is standard for each intake, allowing us to recruit in time to begin the programme in line with the academic year in September. That’s an important point to note: if your team needs a colleague right now and you can’t afford to wait for the next year’s intake, then a Higher Apprentice may not be the right option for you.

**Step 4.** Assessment centres

Once we’ve received all applications, we’ll review them and invite successful candidates to an assessment centre – most of which take place in our London or Manchester offices. There, we’ll test the candidates’ strengths: what they’re good at and what they’re passionate about. What’s important here is that we don’t assess them on their previous experience or qualifications, as long as they meet the basic eligibility criteria. They’ll take part in a strengths-based interview, a group exercise, a role play, and they’ll also have a chance to ask questions to current Higher Apprentices.

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**Step 6.** Onboarding

After the assessment centre, your team confirm with successful candidates, and our team will manage the on-boarding through to start-date and induction. In general, we aim for all our Higher Apprentices to start with us in September. They’ll join your team, and they’ll also enrol in whichever degree or professional qualification programme your department offers.
Recruiting a Higher Apprentice

If your department doesn’t offer Higher Apprenticeships yet:

As mentioned earlier, if you’re not from one of the departments where we already offer Higher Apprenticeships, then the process for recruiting a Higher Apprentice is a little more lengthy, mostly because we have to set up the training programme and the degree or professional qualification your apprentice will embark on.

If we do decide to go ahead with setting up your new programme, here are the steps we’d take together:

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Step 2. Talk to the Early Careers team

If your department doesn’t offer Higher Apprenticeships yet, talk to us. This is a long process, but it’ll all start with a chat with the Early Careers team, to find out about what you want to offer, and whether we think it’s a good route for us all to explore.

You can drop us an email in the first instance at: GrowwithBarclaysLineManagerQueries@barclayscorp.com

Step 3. Setting up the programme

If we all think this is the best way forward, we’ll work with you to set up the specifics of your opportunity: where the apprentice(s) will work, what they’ll do, which degree or qualification they’ll study, which institution they’ll study with, etc. There are a lot of details to iron out, but we’ll manage it all with you, to make sure we get it right.

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What do I do next?

The process doesn’t stop once you’ve found your apprentice. After onboarding, they’ll begin their programme, and you’ll help support them through each stage. We’ll give you a run-down of how that will look and the long-running commitment involved, but first we need to know, what kind of apprentice are you looking for?

Foundation

CLICK HERE

Higher

CLICK HERE
The Foundation process

If you’re looking to take on a Foundation Apprentice, we’ve provided a rough outline of how the Foundation and Advanced programmes will look – what the apprentice will do, how you’ll help them, and how we’ll help both of you. We’ve only displayed 18 months, starting from the very beginning of Foundation, but the Advanced programme will repeat almost exactly the same 18-month structure as the Foundation programme, so you can use it as a guide for both.
Foundation to Advanced roles and responsibilities

Apprentice

Month 0
N/A

Months 0-3
They’ll get to know the role, their commitments, and complete role specific learning.

Months 1-12
They’ll work to their role objectives, KPIs and training plan, whilst developing their skills.

Months 6-12
They’ll study and take the assessments for a relevant qualification.

Months 13-14
They’ll continue to build the knowledge, skills and behaviours they need in the role.

Months 14-15
You, your apprentice, and the talent coach will work together to agree the make up of the two elements of final assessment (a portfolio and professional discussion), then the talent coach will sign off assessment plan requirements.

Months 16-17
They’ll complete their portfolio and submit it for assessment.

Month 18
They’ll be ready to take on the professional discussion.
Foundation to Advanced roles and responsibilities

Line Manager

Month 0
Before the apprenticeship begins, you’ll order any necessary equipment, uniform, etc, and work with the Early Careers team if there are any special requirements for your individual apprentice.

Months 0-3
You’ll deliver induction training and understand your role in the apprenticeship.

Months 1-12
You’ll manage your apprentice as with any other employee, including Performance Management one-to-one monthly sessions.

Months 6-12
You’ll support and coach the apprentice in their studies.

Months 13-14
You’ll work with the talent coach to assess the apprentice’s progress and to agree whether they’ve achieved the competency levels required for final assessment.

Months 14-15
You, your apprentice, and the talent coach will work together to agree the make up of the two elements of final assessment (a portfolio and professional discussion), then the talent coach will sign off assessment plan requirements.

Months 16-17
You’ll review the apprentice’s portfolio.

Month 18
You’ll find out the apprentice’s grade from the assessment organisation, discuss it if there’s a disagreement, and you’ll inform the apprentice.

Month 19
Successful Foundation Apprentices will begin the Advanced programme – go back to month 0 and repeat for a rough guide to the programme’s structure.
Foundation to Advanced roles and responsibilities

Talent Coach

Month 0
N/A

Months 0-3
The talent coach will explain the apprenticeship, roles, timetable and commitments, and complete SFA admin requirements.

Months 1-12
They’ll monitor progress, identify gaps, deliver apprentice learning and support as required, and complete SFA admin requirements.

Months 6-12
They’ll support and train the apprentice.

Months 13-14
You’ll work with the talent coach to assess the apprentice’s progress and to agree whether they’ve achieved the competency levels required for final assessment.

Months 14-15
You, your apprentice, and the talent coach will work together to agree the make up of the two elements of final assessment (a portfolio and professional discussion), then the talent coach will sign off assessment plan requirements.

Months 16-17
The talent coach will also review the apprentice’s portfolio.

Month 18
The talent coach will help discuss the apprentice’s final grade if there’s a disagreement, and will check the submission after the decision is made.

Month 19
Successful Foundation Apprentices will begin the Advanced programme – go back to month 0 and repeat for a rough guide to the programme’s structure.
## Assessment Organisation

<table>
<thead>
<tr>
<th>Month</th>
<th>Details</th>
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<tbody>
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The Higher process

For Higher Apprentices, the programme will vary from department to department, and the Early Careers team will let you know how it looks for your particular area. That being said, the following table is a rough guide to how the process usually goes, even if there might be some variations within your particular department.
Higher roles and responsibilities

Apprentice

Recruiting and on-boarding
The Apprentice completes screening and assessment.

Pre-induction
The Apprentice is assigned to their Line Manager.

Induction
The Apprentice attends induction to discuss the programme with our Training Providers (Capita).

During Apprenticeship
The Apprentice begins their studies and their day-to-day role in the business, agreeing their study days with their Line Manager, and attending 1-to-1 meetings with Training Providers (Capita) as well as bi-annual performance reviews with their Line Manager.

End of Apprenticeship
The Apprentice completes all professional qualifications and enters discussion with Line Manager and Training Providers (Capita) on moving into final assessment.

Moving forward
The Apprentice completes their final assessment, and either applies for and secures a permanent role, or applies for the Barclays Graduate Programme, with help from the Early Careers Team and HR Team. All successful apprentices attend a graduation ceremony.
Higher roles and responsibilities

Line Manager

Recruiting
The Line Manager opens initial conversation with Early Careers Team about their initial needs. The process is then managed by the Early Careers Team, Business Leaders, and HR teams.

Pre-induction
After the recruitment process is complete, Line Managers are appointed their apprentice. Line Managers then have a ‘Get Ready’ call with the Early Careers Team, who provide all necessary background information on the Apprentice. That information might include CV, history, and any known issues or needs.

Induction
The Line Manager arranges all logistics – passes, equipment, local arrangements – as well as first week activities, including team meetings, induction, Being Barclays, and any mandatory training. Finally, for Apprentices who already work within Barclays, the Line Manager arranges for OM change so that the Apprentice reports to them on the OM system.

During Apprenticeship
As with any colleague, the Line Manager manages all day-to-day issues – performance, attendance, etc – in line with Group Policies, and with support from HR Teams and ER Direct, making the Early Careers Team aware of any concerns at the first opportunity. The Line Manager agrees study days with the Apprentice, subject to business needs. They also arrange bi-annual performance reviews, informing the Early Careers team of the outcome, and direct 1-to-1 meetings between the Apprentice and Training Providers (Capita) where necessary. Business Leaders and/or Line Managers will inform the Early Careers Team in advance of any role change, line manager change, or rotation.

End of Apprenticeship
After the Apprentice completes all professional qualifications, they enter discussion with Line Manager and Training Providers (Capita) on moving into final assessment.

Moving forward
After the final assessment, the Early Careers Team will advise the Line Manager on the outcome of the apprenticeship – either pass, fail, or distinction grade. The Line Manager will then communicate that to the Apprentice, and talk with them about their options – whether to apply for a permanent role in the business, or to apply for the Barclays Graduate programme.
Higher roles and responsibilities

Early Careers Team

Recruiting
Early Careers Team work with Business Leaders and HR Teams to agree the number of apprentices to be recruited, then the Early Careers Team recruit via assessment centres. The Early Careers Team will then manage the screening and onboarding process.

Pre-induction
The Early Careers Team distribute Line Manager guides, and host a ‘Get Ready’ call with the Line Managers. They’ll also provide the Line Manager with any necessary background information on the Apprentice, including CV, history, and any known issues or needs.

Induction
The Early Careers Team stage a National Higher Apprenticeship induction event.

During Apprenticeship
As with any colleague, the Line Manager manages the day-to-day, but makes the Early Careers Team aware of any concerns at the first opportunity. The Early Careers Team will then flag any academic issues with ER Direct, HR Teams, and Line Managers. After bi-annual performance reviews, the Line Manager will notify the Early Careers Team of the outcome.

End of Apprenticeship
After the Apprentice completes all professional qualifications and final assessment, our Training Providers (Capita) inform the Early Careers Team of the final outcome.

Moving forward
After the final assessment, the Early Careers Team will advise the Line Manager on the outcome of the apprenticeship – either pass, fail, or distinction grade. The Apprentice will be then be encouraged to apply for a permanent role or apply for the Graduate programme, and the Early Careers Team and HR Team will manage this process on a case-by-case basis. The Early Careers Team will also invite successful apprentices to their graduation ceremony.
Higher roles and responsibilities

Business Leaders and HR Teams

Recruiting
Early Careers Team work with Business Leaders and HR Teams to agree the number of apprentices to be recruited, then the Early Careers Team recruit via assessment centres, with the support of Business Leaders and HR Teams.

Pre-induction
Business Leaders align Apprentices to a Line Manager, and advise the Early Careers Team so that reporting lines can be completed.

Induction
Business Leaders and HR Teams stage local business unit induction events and programmes.

During Apprenticeship
As with any colleague, the Line Manager manages the day-to-day in line with Group Policies, and HR Teams and ER Direct support them in that. The Early Careers Team will also flag any academic issues with the HR Teams and ER Direct. Business Leaders and/or Line Managers will inform the Early Careers Team in advance of any role change, line manager change, or rotation.

End of Apprenticeship
N/A

Moving forward
After the final assessment, the Early Careers Team will advise the HR Team on the outcome of the apprenticeship – either pass, fail, or distinction grade. The Apprentice will be then be encouraged to apply for a permanent role or apply for the Graduate programme, and the Early Careers Team and HR Team will manage this process on a case-by-case basis. The HR Team will ensure that detailed instructions are completed correctly by Line Managers and Early Careers Team.
Higher roles and responsibilities

Training Providers (Capita)

Recruiting
N/A

Pre-induction
N/A

Induction
Our Training Providers (Capita) will attend an induction event with Apprentices to discuss the programme.

During Apprenticeship
During the Apprenticeship, Training Providers (Capita) will arrange 1-to-1 meetings in advance with the Apprentice, guiding them and keeping up to date with their progress.

End of Apprenticeship
After the apprentice completes all professional qualifications, they enter discussion with Line Manager and Training Providers (Capita) on moving into final assessment. Our Training Providers (Capita) inform the Early Careers Team of the final outcome of that assessment.

Moving forward
N/A
Identified someone in your team who could do with a new challenge? Someone who could meet their full potential with a little help from us? They really could be anyone, so if you know someone who already works for Barclays who you think would make a great apprentice, there’s only one thing you have to do: tell them. If they do decide to go for it and you’re their line manager, you’ll be asked to give your approval later, but for now talk to your colleague about the opportunity, tell them why you think they should go for it, and point them in the direction of this microsite: joinus.barclays.com/notyouraverage
So that’s it. What happens now?

By now, you should have learned everything you need to know about the basics of apprentices, the impact they can make, and how to get your own apprentice as well as recommending your colleagues. If you feel like you’ve missed a step, you can read up on the details in our other two guides at joinus.barclays.com/notyouraverage

But if you’re ready to start registering and recommending your colleagues, we need your help. This isn’t your average programme, but it needs a more than average effort to get the word out. We want to reach more people – and more current colleagues – than ever before. Together, we can bring in the new talent that will change the future of Barclays.

Ready to get an apprentice?

Email us at:
GrowwithBarclaysLineManagerQueries@barclayscorp.com