Our Competency Framework

In this document, you'll find descriptions of the five competencies which form our Selection and Assessment Framework. These are underpinned by the Barclays Capabilities, which describe the skills our colleagues need to achieve our goal of becoming the 'Go-To' Bank.

You will be assessed against 3-5 of these competencies, and you'll be told before your interview which these are.

1. Leadership skills

Leads by example, builds strong relationships, motivates and inspires people. Takes accountability for own development and supports others through sharing knowledge and honest two-way feedback

What does this look like?

Capabilities	Behaviours
Developing others	• Makes fair and accurate judgements about team members' performance and works with them to put in place development goals aligned to these. • Creates opportunities and experiences through which team members can improve their skills and capabilities. • Coaches and supports team members to develop and improve their performance. • Retains key talent in their teams by providing stretching and rewarding development opportunities.
Enabling high performance	• Sets stretching targets for team members that align to the area's goals and priorities. • Instils trust and belief in team members to perform, providing space and supporting them to take measured risks and exceed expectations. • Sets high performance standards, acting as a role model and driving the performance of their team. • Monitors on-going performance and standards across their team, recognising success and proactively addressing underperformance.

2. Business skills

Applies analytical reasoning and judgement to solve problems, employing appropriate resources to drive continuous improvement and innovation. Makes informed transparent decisions and considers the broader implications. Takes ownership for decisions that impact your area.

What does this look like?

Capability	Behaviours
Driving continuous improvement and innovation	• Encourages their team members to question established processes and suggest areas for improvement. • Encourages their team to benchmark and seek inspiration internally and externally to identify areas for improvement and innovation. • Promotes continuous improvement, enabling breakthrough innovations as well as incremental improvements. • Helps their team in converting ideas into pragmatic and viable solutions that uphold ethical values.
Defining and executing change	• Helps their team understand the reason for change and how this aligns with business priorities. • Ensures that all team members understand the rationale for change, providing additional support to individuals as needed. • Translates change into meaningful and logical steps and provides others with the necessary information and resources to make it happen. • Drives change forward by embedding it in a systematic and organised manner across their team.
Commercial decision making	• Actively supports their team in maximising the effective use of time, resource and budget management • Ensures systematic problem solving by their team where options are evaluated and decisions align with the values. • Ensures their team understand the requirements and perspectives of stakeholders and integrate it into their understanding of complex situations. • Adapts to changing requirements, re-prioritising and changing course as necessary, supporting their team in making any necessary changes. • Ensures the team's decisions are made with consideration of the short and long-term impact on key stakeholders.

3. Interpersonal skills

Effectively communicates and influences different audiences using suitable channels for achieving clear outcomes, consensus and conflict resolution. Takes initiative to effectively partner and collaborate across the organisation and externally to drive performance

What does this look like?

Capabilities	Behaviours
Building self-insight	• Encourages others to reflect on their behaviour to develop an accurate understanding of their drivers, strengths and development areas. • Shares open and honest insights with team members to help them build their self-awareness and understand their impact. • Helps team members maximise their personal effectiveness by coaching them in how to play to their strengths and work on their weaker areas. • Challenges their team to apply their self-awareness to influence others and drive action.
Building relationships	• Leads by example by promoting trust and respect in all relationships. • Builds a wide network across the business and externally, leveraging this to benefit the work of their team. • Actively seeks to understand a range of perspectives and opinions, incorporating these to create a way forward. • Draws on a range of techniques to influence others, adapting approach to the audience and circumstances
Working collaboratively	• Facilitates cooperation within and between teams, creating opportunities for sharing and learning. • Promotes a two-way understanding of different team's goals, challenging to drive cooperation, improvement and support. • Ensures their team understand how their personal goals align to their area and customer/client objectives. • Ensures their team have clear roles and responsibilities and encourages personal and team accountability.

4. Control environment

Proactively identifies and monitors risk. Takes accountability for mitigation by understanding risk drivers, escalation and careful adherence to the bank's policies, procedures and practices.

What does this look like?

Capability	Behaviours
Building an effective Control environment	• Understands the importance of strong awareness of the framework within which the bank manages risk and supports team members in understanding it. • Understands the risk appetite for the work done by the team, evaluating key decisions with due consideration of risk and control and ensuring that the root cause of loss/risk events is addressed. • Helps colleagues to understand their responsibility for risk and control and how they should identify and escalate concerns • Supports an environment that encourages effective loss/risk event escalation, rewarding staff for doing the right thing and escalating breaches.

5. Technical Skills

At Barclays we have a hugely diverse range of opportunities, and each unique role requires different skills. Part of your interview will be dedicated to the role specific skills you'll need.

Within Community Banking, the technical skills questions could be aligned to any of the following:

Technical Capability	Behaviours
Communicate & Influence	• Community Banking has a story and needs leaders who can connect with that story and tell it to and inspire others. Communicating in a new and innovative way is key to leaders' success in teams which are increasingly more flexible and geographically spread. Great leaders have a presence and impact that is felt beyond their immediate team or close colleagues
Digitally Savvy	• Leaders need to understand the digital climate and the opportunities this creates to ensure we remain relevant to our customers. They will communicate and coach digitally and encourage greater collaboration across Barclays by bringing teams together using technology. A Digitally Savvy leader will be passionate about growing themselves and will use digital assets to create capacity and convenience for colleagues and customers
Planning & Organising	• Leaders who have a plan, and are organised and methodical in their approach to delivering it will feel in control and confident. They are more likely to succeed in delivering their potential and business goals, even when unexpected events or disruption occurs. Effective Planning and Organising will enable leaders to do the right thing, with the right people in the right place at the right time.