# Our competency framework

AVP - VP

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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.<br>• Creates opportunities and experiences through which team members can improve their skills and capabilities.<br>• Coaches and supports team members to develop and improve their performance.<br>• 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.<br>• Instils trust and belief in team members to perform, providing space and supporting them to take measured risks and exceed expectations.<br>• Sets high performance standards, acting as a role model and driving the performance of their team.<br>• 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?

| CAPABILITIES | BEHAVIOURS |
|---|---|
| Driving continuous improvement and innovation | • Encourages their team members to question established processes and suggest areas for improvement.<br>• Encourages their team to benchmark and seek inspiration internally and externally to identify areas for improvement and innovation.<br>• Promotes continuous improvement, enabling breakthrough innovations as well as incremental improvements.<br>• 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.<br>• Ensures that all team members understand the rationale for change, providing additional support to individuals as needed.<br>• Translates change into meaningful and logical steps and provides others with the necessary information and resources to make it happen.<br>• 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.<br>• Ensures systematic problem solving by their team where options are evaluated and decisions align with the values.<br>• Ensures their team understand the requirements and perspectives of stakeholders and integrate it into their understanding of complex situations.<br>• Adapts to changing requirements, re-prioritising and changing course as necessary, supporting their team in making any necessary changes.<br>• 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.<br>• Shares open and honest insights with team members to help them build their self-awareness and understand their impact.<br>• Helps team members maximise their personal effectiveness by coaching them in how to play to their strengths and work on their weaker areas.<br>• 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.<br>• Builds a wide network across the business and externally, leveraging this to benefit the work of their team.<br>• Actively seeks to understand a range of perspectives and opinions, incorporating these to create a way forward.<br>• 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.<br>• Promotes a two-way understanding of different team's goals, challenging to drive cooperation, improvement and support.<br>• Ensures their team understand how their personal goals align to their area and customer/client objectives.<br>• Ensures their team have clear roles and responsibilities and encourages personal and team accountability. |

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# 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?

**CAPABILITIES**

Building an effective Control environment

**BEHAVIOURS**

- 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.

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# Community banking only

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

| TECHNICAL CAPABILITY | BEHAVIOURS |
|---|---|
| Communicate & Influence | • Understands the 'Go to' vision, brings it to life and makes it relevant to colleagues day to day roles.<br><br>• Ensures their team receive all relevant messaging at the right time, and that they are understood.<br><br>• Adapts their communication style including choice of words and stories to make it relevant for the individuals and create emotional engagement.<br><br>• Takes time out to understand individual personal preferences to ensure they influence in a way that matters to the individual.<br><br>• Can own difficult messages, displaying empathy and judgement.<br><br>• Talks plainly, avoids jargon and makes messages as simple as they can be for customers, colleagues and stakeholders.<br><br>• Proactive in promoting interests of customers – demonstrates they own it for the customer and encourages team members to do the same. |
| Digitally Savvy | • Uses knowledge of the digital climate to positively impact and grow their business and communities.<br><br>• Actively uses technology as part of their self-development and drive the same in their teams.<br><br>• Demonstrates clearly they have built the confidence of colleagues and/or customers in engaging with technology.<br><br>• Uses digital as a means to create efficiency, capacity and ease.<br><br>• Seeks out external best practice and pushes the boundaries on digital innovation.<br><br>• Applies their knowledge of the existing and emerging digital and social trends and proactively shares this information to grow their community or network.<br><br>• Demonstrates that they are actively using technology as part of their self-development and drive the same in their teams. |
| Planning & Organising | • Uses own time effectively and delegates to others appropriately, coordinating activity by taking a "helicopter view".<br><br>• Is able to communicate plans in a way that results in a clear focus on delivery.<br><br>• Allocates and moves around resource, prioritising customer service levels.<br><br>• Plans how to deal with peaks and troughs in workload over time, such that colleagues feel there is a structure around their work.<br><br>• Engages colleagues to help them understand both the short term and long term priorities and the part they can play.<br><br>• Understands the benefits of resource planning and workforce scheduling. |