

# HUMAN CAPITAL MANAGEMENT CASE STUDY

## The Barclays career management programme

ACCA

### BACKGROUND

The Barclays Career Management Programme emerged from a need identified from opinion surveys and other employee consultations.

At Barclays, the banking finance function is spread across multiple businesses, often with distinct cultures. Barclays believes that when a finance person joins they are joining Barclays first, then the finance function and then the specific business (eg Barclaycard). Of course, Barclays supports its people wherever they join across the group, but there are different development programmes for each business.

Before the programme was developed, 40% of finance professionals leaving Barclays cited lack of clarity about the path their finance careers could take within the organisation as an influence in their decision to move on. Barclays decided to tackle the challenge by introducing the career development programme.

Launched in 2006, the programme aimed to address career uncertainty by helping professionals understand where their careers in Barclays could lead. The programme would therefore have a positive impact on employee retention, motivation and even recruitment.

### DESIGNING AND DEVELOPING THE PROGRAMME

'We started by looking at what talent looks like in our organisation and by understanding our people's ambitions', says Jill Robinson, head of finance business management, Barclays.

Once this was understood, after extensive employee consultation, a 'development potential scorecard' was created. This identified 21 potentially desirable attributes for finance professionals. Alongside this was a 'finance capability scorecard' measuring aptitudes, values, technical capability, people management and leadership capabilities and finally, performance trends (based on data from the performance management system).

A career survey was also launched to all employees, which asked questions around career ambitions and potential for mobility around the Barclays group. In the final section line managers added their suggestions on the career development opportunities available to individuals.

The overall aims of the programme would be:

- to embed the career development process so that managers are better able to talk about career development opportunities with their staff
- to collect data to support the leadership pipeline.

### IMPLEMENTING AND OPERATING THE PROGRAMME

The career management programme was rolled out to all employees, not just the top performers. Managers received training on the process and how and why to use the data captured. Data was put into team files for each manager so that they could better understand the current competencies, future potential and ambitions of their team as individuals and as a whole.

Perhaps most importantly, the data provided the raw material for managers and employees to have open, one-to-one career conversations.

After each meeting, the manager captures 'career actions' in an online system. This full set of data enables Barclays to identify where individuals are positioned in the talent pipeline. Those who are at the top of the pipe, and are therefore potentially ready to move on, can be encouraged to stay within the organisation by making upward or lateral, internal moves that satisfy their career development goals.

Performers with high potential are also offered accelerated career development via the Leadership Development Network, a new programme designed to support this group. Of course, not everyone makes it to this group but those with the potential, capacity and drive are identified and encouraged to apply in the following year.

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The programme operates for all staff, not just the highest achievers. Development programmes exist for all employees regardless of their career stage and potential.

### **CELEBRATING SUCCESS AND PLANNING THE FUTURE**

'The programme is still in its infancy but initial results look very promising. We've already received anecdotal evidence that the programme is having a positive impact on retention of finance professionals at Barclays.'

What's more, the programme, which is completely voluntary, has had 99% uptake so we are confident it satisfies a genuine need.'

Jill Robinson

### **ABOUT BARCLAYS**

Barclays is a UK-based financial services group with a large international presence in Europe, the US, Africa and Asia. It is engaged primarily in banking, investment banking and investment management. In terms of market capitalisation, Barclays is one of the largest financial services companies in the world. It has been operating for more than 300 years and has 25 million customers and 122,600 employees in over 60 countries.

Find out more at  
<http://www.newsroom.barclays.co.uk>

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