



Prifysgol Cymru
Y Drindod Dewi Sant
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Managing People

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Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives
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Resourcing Practices at Barclays

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Introduction to Barclays

- Barclays is a British universal bank with its ancestry traced back to 1690 with the name dating back to 1736.
- Given its longevity, the company has made quite a significant amount of history which is documented in its archives in Manchester, UK.
- Today, the company operates as Barclays UK and Barclays International, with Barclays Execution Services as a service company supporting those two.
- The company's services include commercial, retail, investment, private, wholesale banking, and wealth management ("About Barclays - Who we are", 2021).

Company Mission

The mission of Barclays is:

- “To be valued by our customers for bringing competitive solutions, reliability, comfort, and convenience to their lives and businesses.”
- The company is concerned with creating opportunities to help customers, clients, colleagues, and the society at large rise above their limits ("About Barclays - Who we are", 2021).

Company Vision

The vision of Barclays is:

- “To **achieve good growth through time** by diversifying its business base and increasing its presence in markets and segments that are growing rapidly.”
- The company is determined to stick to its values and ethics that have propelled it to global success over its more than 300 years of existence, while also keeping up with the needs of the modern banking market.

Company Values

- The company does not separate its success for its culture and it takes pride in identifying with its purpose and values.
- The company's purpose is the reason why Barclays PLC exists and the societal need that it fulfils.
- The values that guide the company include:
 - Financial responsibility.
 - Integrity and acting with empathy.
 - Championing innovation and sustainability.
 - Respect
 - Service
 - Stewardship
 - Excellence.

Company Employees

- Barclays remains one of the leading companies in the banking and services industries.
- By 2021, the company has around 83,500 employees worldwide.
- Employees and customers are the company's primary factors of success, as they are behind the company's growth and ability to attract new business and clients.
- By 2020, Barclays had total assets worth £1.349 trillion, a total equity of £66.882billion, and a revenue of £21.766 billion ("About Barclays - Who we are", 2021).

Key resourcing Activities

Planning

- Preparations begin early enough to ensure the company does not experience down time due to job positions being unoccupied.
- For instance, when the HR department is aware that the company would lose some employees in Q4 due to various reasons, the preparations to find perfect replacements begin in Q3
- Adequate preparations make the whole recruitment and selection processes easier, faster, and efficient for the company's production.

Key Activities: Developing a recruitment plan

- The recruitment plan encompasses the company's overall strategy of recruiting new employees.
- The HR department in the company analyzes the employee needs of the company by estimating how many people each department will need and the approximate period when they will be needed.
- The needs can be identified by assessing the positions that may be left vacant due to retirement or contractual terms, or new positions that may be opening due to expansion.
- The plan gives the HR department enough time to go through the recruitment and selection process and hire new individuals to take the vacant positions without having to leave them vacant for long ("Barclays Careers", 2021).

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Effective Job Description

- This is the stage that, after skill gaps and recruitment needs have been identified, the management lists down the requirements of each position ("Barclays Careers", 2021).
- The requirements include:
 - i. Academic qualifications
 - ii. Years of relevant experience
 - iii. Terms of working (Hourly or permanent employment)
 - iv. Duties and responsibilities

Recruitment

Tools for scalable recruitment process

- Barclays' recruitment processes often use an applicant tracking system (ATS) as a tool for recruitment.
- Additionally, the company has accounts on various online job boards such as Indeed.com.
- Pre-employment assessment and screening tools, Business Intelligence software, and analytic software also make up significant recruitment tools that the company uses in its processes.
- The essence of having these tools is to enable the HR management in making data-oriented recruitment decisions.

Impacts of COVID-19: Massive losses

- Like any other business in 2020, Barclays experienced a difficult year due to the COVID-19 pandemic.
- The company posted a 75% decline in its pre-tax profits in Q2 of 2020 after it set aside £1.6 billion to cover bad debt as it prepared for waves of defaults caused by the pandemic (Makortoff, 2020).
- The company reported a forecast deterioration in some parts of the economy, which included a lengthier period of increased unemployment in America and the UK.
- Stimulus measures by the UK government, however, partially helped the company to avoid total losses.

Supporting UK businesses through the pandemic and beyond

- The bank has been a key partner to many individuals and businesses in the UK during the pandemic and even in the period after reopening and resumption of business as usual.
- The bank provided funding to those that needed it and offered a broader support to help them deal with the impacts of the pandemic.
- The company is doing this as part of the Coronavirus Business Interruption Loan Scheme (CBILS) and the Bounce Back Loan Scheme (BBLs) which are initiatives backed by the UK government to help businesses get back to their feet ("Backing UK businesses through COVID-19 and beyond | Barclays", 2021).

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