



# Our Great Place to Work

Apprentices, Graduates and Interns

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 **RBS** Early Careers

2

3

## Applying to us

Check out pages 16 – 22 for more information on what each stage includes.

### Apprentices



### Graduates and Interns



## Critical People Capabilities

Our Critical People Capabilities are a combination of knowledge and skills that we know our people need for a successful career. Reading them will help you understand what we're looking for when you apply.



### Improver Innovator

Improver Innovators come up with and progress new ideas, ways of working and improve things for customers. They learn from experience and really want things to be the best they can be. Improver Innovators have a digital mindset and make the most of technology.



### Critical Thinker

Critical Thinkers understand the big picture and they use information, data and insight to solve problems and make decisions for colleagues and customers. They have attention to detail and make things simple.



### Trusted Advisor

Credible and knowledgeable, Trusted Advisors keep their expertise up-to-date and bring outside thinking in. They have high ethical standards and they build trusted relationships through warmth, empathy and emotional intelligence; always delivering the right outcomes for customers.



### Change Ready

Change Ready people are active participants in change and comfortable with 'grey' areas. They have resilience and self-awareness, are adaptable, curious and open to learning.




### Connected

Connected people collaborate across boundaries and are highly-effective team players. They share knowledge, support others, value everyone's differences and are inclusive.


To be ready for the future, we need the right people,  
with the right skills, doing the right work.


Whether you join us as an apprentice or graduate, we'll help you develop your skills in different ways:


 **Mentoring**  
Having a mentor is a great way to unlock your potential because it's a partnership focusing on your development. Mentoring's all about building new skills and giving you fresh perspectives on your day-to-day work. We encourage all our colleagues to seriously consider the benefits of mentoring.

 **Coaching**  
The point of coaching is to help you improve results through better and different skills; helping improve your capability, confidence and performance. Coaching's for everyone and you can look forward to it regularly when you join.


 **Entrepreneurial development**  
Our Entrepreneurial Development Academy is an award-winning academy aiming to inspire, connect and bring an entrepreneurial mindset to our colleagues – we call it 'intrapreneurialism'. The Institute of Enterprise and Entrepreneurship recognises this immersive programme.


 **Flexible learning**  
We understand the value of learning the things you'd like to find out more about, so we have a series of core and flexible learning modules you can take; focusing on innovation, resilience and networking. To help your future career, these modules teach you how all parts of our business come together.

 **Rotations**  
Most of our graduate programmes are rotational, meaning you'll move between different teams and placements. This makes sure you're working on different things, with different people and finding out how to approach projects and problems in different ways.

 **Professional qualifications**  
You'll be able to take advantage of learning and training options to develop the specific technical and business expertise you need. You can work towards a recognised formal qualification as part of your development.

 **Agile working**  
Agile's a way of working; making sure we're focused on customers and ready for the future. We'll teach you different ways to approach projects using Agile, so you're developing innovative solutions for customers and colleagues.

 **Employee-led networks**  
We support a variety of employer-led groups – known as Employee-Led Networks. They're made up from volunteer employees who play a role in making sure we're inclusive. Networks like RBS Women, Rainbow and Multi-cultural (to name a few) run regular workshops and events focused on personal development and networking.

 **Data Academy**  
Good data skills are important for everyone; our Data Academy lets you explore your knowledge and skills to use data to make better decisions for customers and colleagues. There are lots of options to help you on your journey to getting the most out of data.

## Apprenticeships

Our apprenticeships combine on-the-job learning with studying for qualifications.



### Technology

Here you'll join a cutting-edge team focused on making our customers' digital experiences the best they can be. You'll work on making sure our technology's safe, secure, responsive and ready for the future.

### Business Administration

You'll be supporting colleagues who work directly with our customers who are using our products and services. You'll be helping your team with everything they need to serve our customers well. You could be working on high-profile projects to improve the way we work and the services we provide – meaning no two days will ever be the same.



### Customer Service



Either face-to-face or over the phone, you'll be there for our customers. Dealing with all sorts of queries and requests, you'll build an understanding of their needs so they get the right product or service, or resolve any potential problems.



With all our apprenticeships you'll receive a competitive salary, so you can 'earn whilst you learn', plus professional qualifications, real responsibility from day one and a great support structure.

### Relationship Management

You'll help our Relationship Managers working with our Corporate and Commercial customers; this means you'll learn a lot about our business, all our different types of customers and the products we offer. Supporting your colleagues to improve our services is an important part of this role too, looking at ways we can make everything simpler and easier for our customers.



Graduates and Interns

Where you can start

Applications open in September

UNIVERSITY

INSIGHT EXPERIENCES

ONE-WEEK EXPERIENCE  
APPLY IN YOUR 1ST YEAR (THREE-YEAR DEGREE)/2ND YEAR (FOUR-YEAR DEGREE)

- First-hand experience of our culture and working life
- Job shadowing on live projects
- Potential to secure a summer internship
- See if working here's right for you
- Opportunities in London and Edinburgh

Induction

SUMMER INTERNSHIP

TEN-WEEK PAID EXPERIENCE  
APPLY IN YOUR PENULTIMATE YEAR

- Responsibility for real, live projects
- Build your network
- Potential to secure your place on a graduate programme
- See if working here is right for you
- Competitive salary
- Take part in a charity challenge
- Business specific training and development

Induction

GRADUATE PROGRAMMES

TWO OR THREE-YEAR EXPERIENCE  
APPLY IN YOUR FINAL YEAR

- Four six-month placements
- Develop key capabilities to support your development
- Study for a professional qualification
- Take part in charity challenges
- Innovation and Agile training
- Learn key entrepreneurial skills

Induction

Learning modules

Professional qualification

BEYOND

We'll help you secure a permanent role at the end of your programme, as long as you've passed all assessments and met the standards we expect.

We'll help you settle in to your new role and continue to provide the development you need to grow, succeed and serve our customers. Your Personal Development Plan (PDP) will focus on making sure you have the skills you need to do your job well. And the PDP will be tailored to your long-term development – making sure you can take your career to the next level.

You'll have access to great support, including a buddy, Placement Manager and Graduate Coach.

## Graduate and Internship Programmes

If you join one of these programmes, we'll fully support you to reach your potential. We'll help you follow your passions, develop your skills and build a career you'll love.



### Change and Business Solutions

Our change teams focus on keeping us competitive and commercially successful. Using everything from customer experience and feedback to data and the latest technology, they develop cutting-edge solutions so we're always changing our bank for the better.



### Communications and Marketing

By joining our Communications and Marketing programme, you'll be part of a team working to build pride and promote the reputation of our brands through our communications with colleagues, customers, the media and external stakeholders.



### Customer Solutions

Whether it's an entrepreneurial start-up, new or growing business, or a well-known corporate company, you'll get the chance to work directly with customers, building a deep understanding of the industries they work in. You'll soon be harnessing your talents to build relationships, giving customers the right solutions and shaping the banking products of the future.



### Human Resources

Help make RBS an even greater place to work; a place where everyone can feel at home, give their best and develop their talents. You'll learn about the vital role Human Resources plays and the values connecting all our different brands, locations and functions together.



### Internal Audit

Internal Audit is the independent voice of our organisation – protecting the interests of our customers at all times. Working here means you'll help us stay safe by collating out risks, asking tough questions, and challenging the status quo.



### Private Banking

Private Banking focuses on investments, specialist advice and managing relationships. We offer three programmes within Private Banking. Two are with Coutts, a 325-year old institution that has defined the private banking sector, and one with Adam & Company – a traditional bank with a modern outlook.



### Data and Analytics

What insight can data provide to the future of finance? How can we harness data and build bespoke solutions to transform our customer interactions? Join us in exploring these questions further and shaping the answers with our Data and Analytics team.



### Software Engineering

Our Software Engineering programmes let you get involved in lots of different projects happening across our Technology teams. We'll make sure you gain first-hand experience of the vital role technology plays. You'll build a compelling blend of technical and people skills that'll prove invaluable for your career.



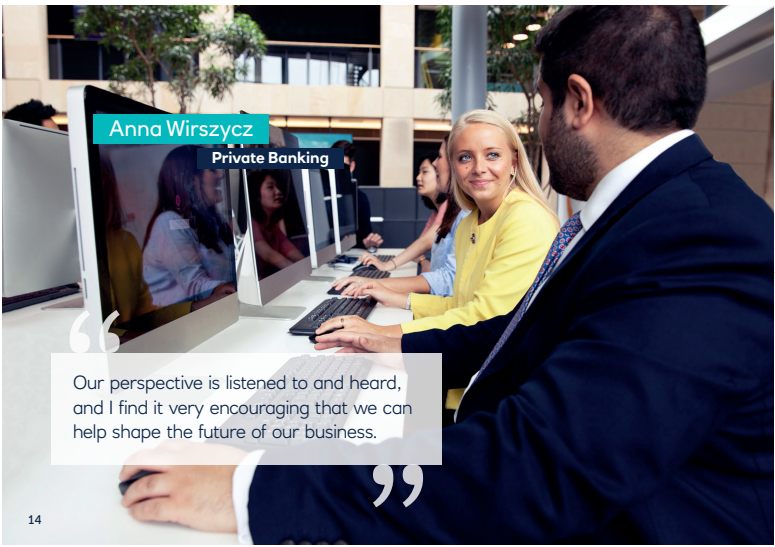
### Finance

Our customers expect their money to be well managed. We provide the right information to help our colleagues make clear decisions about customers, costs and capital. We help the bank achieve our business goals in a sustainable, profitable way; making sure we use money in the right way for everyone.



### Risk

Here, you'll discover how we manage risk across our business, and help us to embed controls that are robust and responsive to change. Your integrity and inquisitive attitude will be crucial when it comes to keeping our business secure and our customers safe.



Anna Wirszycz

Private Banking

“Our perspective is listened to and heard, and I find it very encouraging that we can help shape the future of our business.”

“Our apprenticeships are totally inclusive and open to everyone – it doesn't matter what your background is or what your qualifications are. All you need is a desire to learn, develop new skills and build a successful career. Our apprentices bring new ideas, a new perspective, digital skills and they challenge the way we do things to ensure our services reflect our customers' needs. They can continue with their education, get a professional qualification and start earning money whilst taking the first steps on their career journey. We find our apprentices to be engaged, curious and they bring digital skills with a determination to build a long-term career with RBS.”

**Mike White**  
Apprentice Manager

“During my time with RBS, I've improved and developed lots of different skills so I'm really helping the bank achieve its ambition to be number one for customer service, trust and advocacy. My skills have definitely come along and I've come across lots of different queries so my problem-solving skills have improved significantly. One of the most enjoyable parts of my experience is knowing that every day I go to work, I'll learn something new.”

**Nazmul Khan**  
Relationship Management Apprentice

“I've developed my communication skills and I've done that through attending lots of different courses run by the bank. I've been given real responsibility which isn't something I was expecting as an apprentice – I've been trusted to handle my own workloads. You have to learn how to manage your work and study – that's the most important thing. I'm working towards a CIPD qualification which will be really good for my prospects.”

**Morgan Brown**  
Business Administration Apprentice





## Top tips for the application process

### Online tests

Our application process includes a number of online tests. The first is a Situational Judgement Test (SJT), which presents you with real-life work situations to see if you share our values.

You can't really prepare for this kind of test as it's assessing your natural judgement and decision-making skills. However, doing some research about our goals and values, our industry and the role you've applied to will help when completing the test.

If you're successful, we'll ask you to complete an online logical and numerical reasoning test.



Make sure you have everything you need before starting, including some paper, a calculator and a stable internet connection.



During the test, don't spend too long on a particular question – work steadily through the questions as quickly and accurately as possible.



Get a feel for logical and numerical reasoning tests before you take them. Read up on them and try some practice questions.

We'll present you with numerical data to analyse. If you don't use them in your work or study, think about refreshing your memory on basic calculations like percentages and ratios.

## Top tips for the application process

### Video interviews

After the online tests, it's time for your video interview. It's a one-way recording (rather than a Skype-style interview with two or more people). We'll ask you a mixture of competency-based and motivational questions.



Where you film your video interview is important as you only get one chance to record it. Choose somewhere quiet and free from distraction.



Practise competency-based questions and have some examples ready. Record yourself and listen back to your answers so you can improve and feel confident. Ask a friend to give you some feedback.



Critical People Capabilities (See page 5)

**Improver Innovator**  
**Critical Thinker**  
**Trusted Advisor**  
**Change Ready**  
**Connected**



We'll want to find out what it is about our business and the programme you're going for that interests you. Research these things as much as you can before the interview. Our website and social media are good starting points and can also give you a feel for our culture. Check to see if you have any connections on LinkedIn who work here. If you do, consider reaching out to them. The more you know, the more credible you'll sound.



## Top tips for your interview

### The STAR approach

To work out if you have the skills and behaviours required for the role, we'll ask you questions about situations where you've used them before. We'll ask you these in our video and face-to-face interview. Using the **STAR** approach is the best way to answer these sorts of questions. You can draw on a range of experiences, not just academic. It's all about showing how you handle challenging situations.

#### **SITUATION**

Give a brief background to a situation – no more than a few sentences.

#### **TASK**

Explain what you had to do, what your role was and what had to be achieved. Again, a few sentences will be enough.

#### **ACTION**

Describe exactly what you did to solve the situation, what skills you used, what was difficult and how you went about it. This should be the majority of your answer.

#### **RESULT**

A positive outcome – just a few sentences.



William Fisher

Change and Business Solutions

“

Show you're interested and come prepared with why you want to work with the company – stay calm and believe in yourself.

”

## Top tips for assessment centres

### Preparing for the day

If you're invited to an assessment centre, you'll be asked to tackle a number of different types of exercises. These include a face-to-face interview, a group exercise and individual tasks.



Don't just prepare for the exercises. It sounds obvious, but make sure you dress smartly and know the location and timings. Allow for any possible delays in getting there. If you're running late, let us know as soon as you can.



Think about the sort of skills and values we're looking for, and about the things you've done which demonstrate them. Draw on examples from your education and other areas of your life.



Read newspapers and business magazines to practice taking in written information.



Come well-rested, have a decent breakfast, and stay hydrated throughout the day. This will help you stay energised and engaged.

## Top tips for assessment centres

### Group exercises and role-play

Working with others is an everyday part of life here. We'll observe you in group exercises and stakeholder meetings – scenarios similar to those you might experience on the job. We'll be looking for your ability to build relationships quickly, show logical thinking and contribute to team objectives.



### During group exercises



Keep an eye on time and ensure that the group is on track.



Listen to others and respond to them. Make eye contact and find the balance of knowing when to put your point across and when to compromise.



Try to involve quieter members of the group.



Use lots of positive words and phrases and build on ideas to show you're being collaborative. It's not a competition – you're there to work as a team and if you do you'll have a better experience.

### During other assessment activities



Make sure that you've understood the task and read any information provided carefully – use your planning time effectively.



It might help to take some notes, but be careful not to let this distract you from the task itself.

Top tips for assessment centres

Competency-based interviews

We use competency-based interviews to find out how you've dealt with certain types of situations in the past. They usually start with something along the lines of "tell me about a time when you've..."



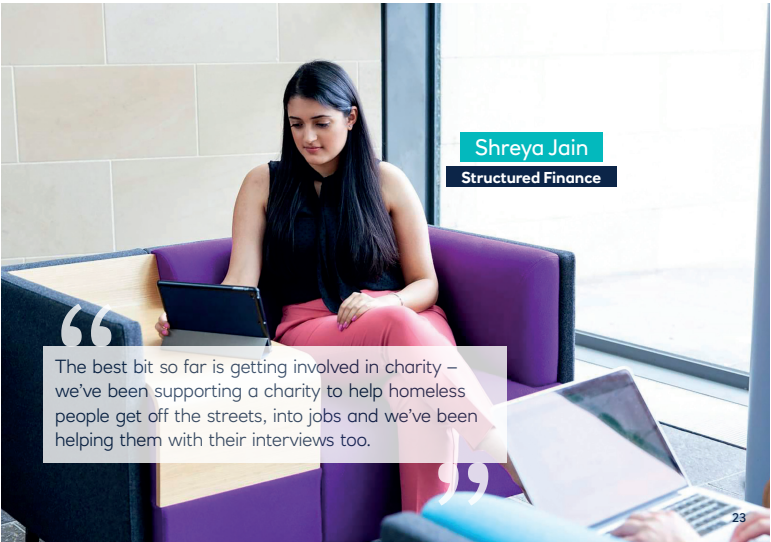
When answering, keep the STAR technique in mind (see page 18). It's best to stick with one concrete example per question. You could draw your examples from education, work, or other areas of life. Make sure your examples are relevant and that you stay focused on what you did.



Practising a few of these answers in advance is a good idea. Pick things you're proud of, passionate about and keen to discuss.



It might also help to take another look at the programme description. Look at the skills and qualities we mention there, and think about the things you've done which demonstrate these. Good luck!



## **careerkickstart.rbs.com**

Find advice on writing CVs, interview tips, how to use your network and how to make a great application as well as advice on what options you'll have after leaving school.

## **jobs.rbs.com**

Discover where your talents and passions could take you on one of our apprenticeships, graduate or internship programmes – with the perfect mix of challenge and support, we'll help you build a career you'll love, as you help us shape our future.



 **RBS Early Careers**