

10000 | INTERNS
FOUNDATION

Organisation Recruitment Handbook





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Introduction

The 10,000 Interns Foundation champions underrepresented talent and promotes equity of opportunity. We run two programmes that help us meet our mission: the 10,000 Black Interns programme, and the 10,000 Able Interns programme, both offering students and grads paid internship opportunities across a range of UK industries.

The purpose of this Organisation Handbook is to provide guidance to organisations supporting or participating in programmes operated by the Foundation.

This handbook covers key dates, requirements, expectations, and resources for each step of the intern recruitment process, including sections for FAQs and Accessibility and Inclusion Guidelines.

We advise organisations to use this handbook throughout the programme cycle, returning to sections relevant to their recruitment stage.

By participating in our programmes, you are now part of a community of leading organisations that are committed to developing more inclusive practices and culture change.

Welcome to the 10KIF community!

The 10,000 Interns Foundation Team



Programme Overview

Each programme cycle, we use data and impact to gain insight into the experiences of the talented individuals and employers on our programmes and use this insight to develop more inclusive practices and culture change.

10000 | BLACK INTERNS

10,000 Black Interns

10,000 Black Interns was founded in 2020 to address the underrepresentation of Black talent within Investment Management.

The number “10,000” represents the number of internships the programme aims to provide to Black interns by 2026. As the third consecutive year since the programme’s launch, the 2023/24 cycle aims to add 2,000 new internships to its overall goal.

10000 | ABLE INTERNS

10,000 Able Interns

10,000 Able Interns was launched in 2022 following the success of the 10KBI programme to address the underrepresentation of disabled talent within UK industries. Participating organisations receive accessibility and inclusion training that covers disability awareness, reasonable adjustments, and disability support schemes.

Starting with the goal of 100 internships for its pilot 2022/23 cycle, the 10KAI programme has now expanded to provide 200 internship opportunities for the 2023/24 cycle.

Programme Timeline

2023

PLEDGES OPEN

Organisations confirm their pledge including how many interns they wish to hire, what workstreams the interns will be working in, and where the internships will be located.

ALLOCATION

Organisations receive candidates for review via Pinpoint, our ATS, and reach out to their candidates on reasonable adjustment requests.

Recruitment starts

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

CANDIDATES APPLY

Candidates apply to the programme, selecting up to three workstreams of interest with a statement of motivation for each and a CV.

INTERVIEWS & ASSESSMENT

Candidates request reasonable adjustments prior to all interviews or assessments.

2024

RECRUITMENT CONTINUES

Organisations continue to shortlist, interview, and assess candidates to make offers. Each candidate's progress is marked on Pinpoint

END OF RECRUITMENT

Organisations complete all hires and mark their hires on Pinpoint. Disability training for reasonable adjustments, disability awareness, and onboarding begin.

JANUARY

FEBRUARY

MARCH

SUMMER 2024

Internships Start

IMPORTANT DATES

As shown above, the programmes run in cycles that follow the same timeline and deadlines. This 2023/24 cycle, applications open in September 2023 and recruitment ends in March 2024. Internships will then commence over the summer of 2024.

Although organisations may have submitted their own timeline dates on their Pledge form, they must still align with the Foundation's recruitment timeline below as closely as possible.

Here is a detailed timeline of key dates and deadlines:

Pledge	July - Aug 2023	Organisations register interest through preliminary Pledge Form
	4 Sept 2023	Bookbuild Open: Organisations confirm their participation, recruitment timelines and internship salary through Pledge Form
	27 Oct 2023	Bookbuild Closed: Deadline for Pledge Form submissions
Allocation	8 Nov 2023	Organisations receive their candidate slates on Pinpoint and submit slate adjustment requests
	17 Nov 2023	Deadline for final slate adjustment requests
Recruitment	20 Nov 2023	Organisations proceed with recruitment and update their candidates' progress on Pinpoint.
	31 Mar 2024	Final Deadline to complete hires
Pre-Internship	Mar - June 2024	Pre-internship Training for hired interns Disability Training for 10KAI organisations Mentoring Training for all organisations
Internship	May - Sept 2024	Internship placements commence
	Oct - Dec 2024	Organisations nominate interns for awards and attend award events

Recruitment Guide

The recruitment process starts when organisations reach out to their candidates on 20th November, and ends when all hires are marked on Pinpoint before the 31st March deadline. The process involves discussing disability adjustments, assessing candidates (interviews), and making final offers.

ALLOCATION 8 NOV 2023

Before recruitment begins, organisations will receive their candidate slates through our allocation process that matches candidates to your pledged roles using our unique algorithm.

The candidate slates will be proportional to, and representative of, the number of applications received for the sector and the number of internships pledged towards the programme. Each slate will have approximately 10 - 50 candidates.

SLATE ADJUSTMENT PERIOD 8 - 17 NOV 2023

After organisations receive allocations, they have a short period to do a quick review of their slates to submit requests to “release” or “add” candidates.

Adding candidates

If you would like to diversify your slate and review additional candidates, you can request for additional candidates through Pinpoint.

Releasing candidates

If you would like to release candidates back to our wider pool for other organisations to consider, you can submit a request for exceptional cases where a candidate cannot be considered at all due to their location, year of study, and level of education. This is an optional feature that should be pursued only for unavoidable circumstances.

INTERVIEWS & ASSESSMENTS

Candidates will come from various backgrounds, many coming from non-numerical academic disciplines. Thus organisations are advised to focus on assessing a candidate's potential and trajectory, rather than knowledge. To assess a candidate's potential, organisations are recommended to focus on processes that evaluate candidates' transferrable skills and overall work ethic.

While traditional recruitment processes may typically include technical assessments and the like, please bear in mind that the aim of the programme is to provide early-stage work experience to help underrepresented talent gain exposure.

All candidates will also have been offered communication and interview training through the candidate Pre-Application and Pre-Interview training programmes.

Suggested Interview Questions & Format

Housekeeping Preamble

- Introduction of interviewers, their roles, duration and structure of interview

Motivation Questions

- Reason for applying, development goals, interest in the sector
- Previous experience in working with others, leading projects, facing failure

Introspective Questions

- Preference in leading vs. participating, learning style
- Greatest achievement vs. areas for development

Marking Matrix

A marking matrix should include a consistent rating system that evaluates how well the candidate would fit into the role and organisation's culture. It may include a section for additional comments to provide additional context. Some examples are:

- Research of the sector and company
- Connecting transferrable skills to the role
- Understanding of own passion and motivation
- Understanding of career path and personal development needs

OFFERING & HIRING CANDIDATES

Once a final candidate is chosen for a role, please make a verbal or (preferably) written offer to the candidate well before the 31st March hiring deadline.

When the candidate accepts the offer in written form, they are considered “hired” for the 10,000 Black Interns and 10,000 Able Interns programmes. They do not need to sign a contract or start their onboarding process to be considered as hired.

All offered and hired candidates should be marked as “Offered” and “Hired” on your Pinpoint dashboard. The 10,000 Interns Foundation team will use this information to contact candidates on behalf of organisations as the hiring deadline approaches. Please keep all candidate statuses up-to-date.

Organisations will only meet their pledge if the number of candidates marked as “Hired” on Pinpoint is at or above their pledge number by 31st March.

REJECTING CANDIDATES

Candidates that will not be progressing further in the recruitment process after an in-depth review should be marked as “Rejected” on Pinpoint. These candidates will be automatically informed that the organisation has rejected their application through an email.

Note: Organisations cannot reject candidates during the Slate Adjustment Period. This is to ensure fair allocation for all candidates that have been released.

INTERNSHIPS

Internships must be a minimum of 6-weeks long, taking place in the summer of 2024. The start and end dates are decided by the hiring organisation, in agreement with the hired intern. The duration can also be adjusted to meet the reasonable adjustment requirements of the hired intern in the 10,000 Able Interns programme.

The next page offers guidance on how organisations can structure their internship.

Internship Structure

Types of Experiences

- First-hand learning / tasks - from within the team or through departmental rotations
- Classroom learning - division and/or HR-led
- Project presentations - assessed individual or group work to solidify learning
- Networking - individual connection building, formal HR-led activity
- Social activity - industry-wide, organisation-wide, or intern-wide
- Administrative tasks - managed by intern with time set aside for delivery
- Independent work / learning - managed by intern with time set aside for delivery

Pre-internship Considerations

- Create internship toolkit, assess business benefits and internal needs
- Inform teams of internship plan and expectations of rotation
- Onboarding interns remotely, reaching out regularly to “keep warm” conversations
- Engage senior management involvement
- Administrative preparations - confidentiality agreements, bank accounts
- Modifications for reasonable adjustments and accessibility needs

Week 1

- Introduce team and supervisor/mentor
- Department/division overview
- HR presentations and expectation setting
- Success training (soft skills)

Weeks 2 - 5

- Supervisor-led planning of the week
- One main task per team rotation (division rotation)
- Networking with the business
- Classroom learning

Week 6

- Reflection of internship (presentation)
- Portfolio building with best samples of non-confidential work
- Final feedback meetings from supervisor and team
- HR-led exit interview

Guide to Pinpoint

Organisations will receive their Pinpoint login details on 8th November, the day of allocation. Only the primary contact will receive access to Pinpoint. To share access with more colleagues, the primary contact should send an email to support@pinpointhq.com with the email addresses of the colleagues.

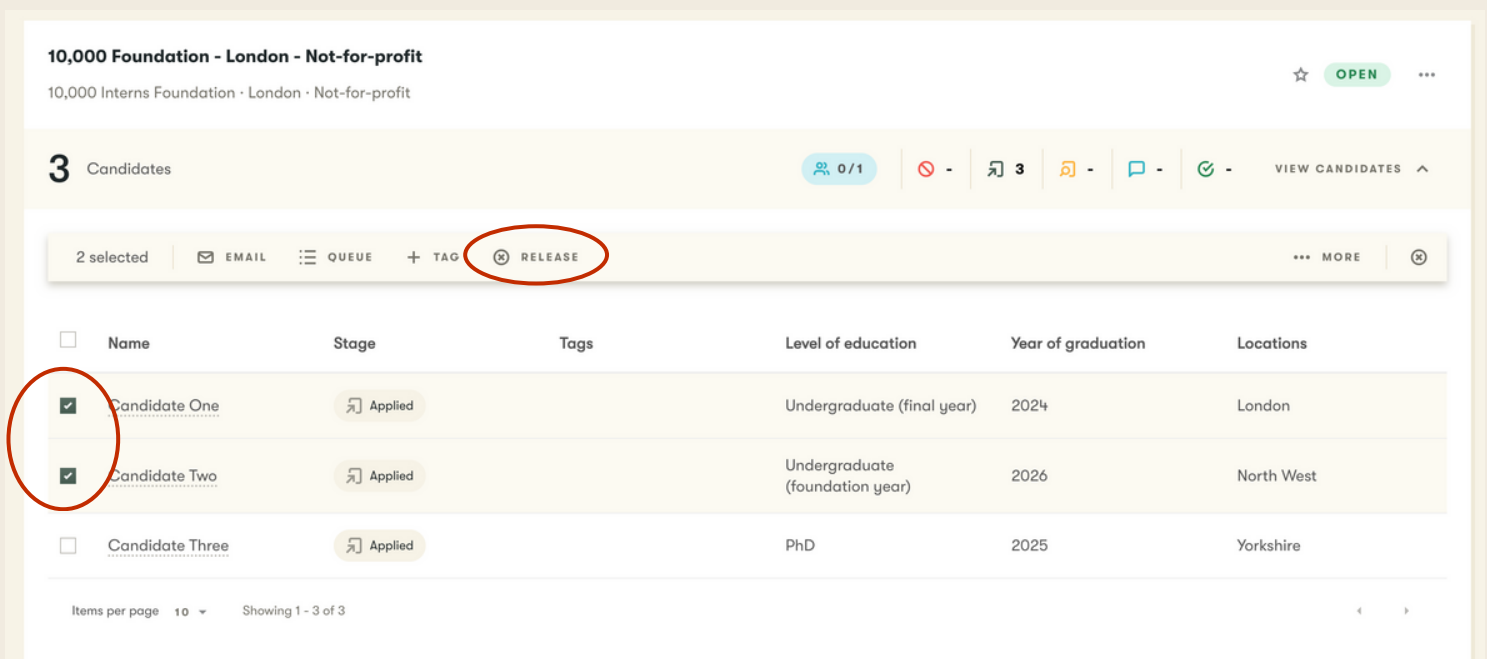
The following is a user's guide to Pinpoint.

YOUR DASHBOARD

The dashboard page is the first page you will hit after logging into the platform. Here, you can select candidates to change their status or release back to the larger candidate pool.

Releasing Candidates

1. Select the candidate(s) you wish to release using the checkboxes next to their names.

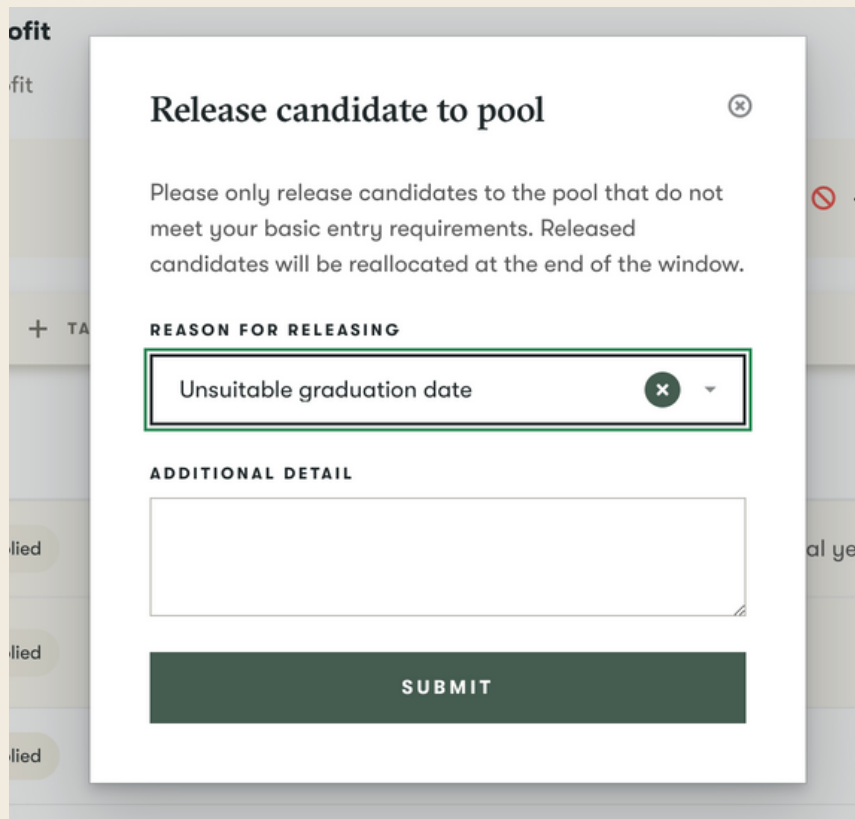


The screenshot shows the Pinpoint dashboard for the '10,000 Foundation - London - Not-for-profit' organization. The dashboard displays a list of 3 candidates. Two candidates, 'Candidate One' and 'Candidate Two', are selected. The 'RELEASE' button in the top menu bar is circled in red. The table below shows the details of the candidates.

<input type="checkbox"/>	Name	Stage	Tags	Level of education	Year of graduation	Locations
<input checked="" type="checkbox"/>	Candidate One	Applied		Undergraduate (final year)	2024	London
<input checked="" type="checkbox"/>	Candidate Two	Applied		Undergraduate (foundation year)	2026	North West
<input type="checkbox"/>	Candidate Three	Applied		PhD	2025	Yorkshire

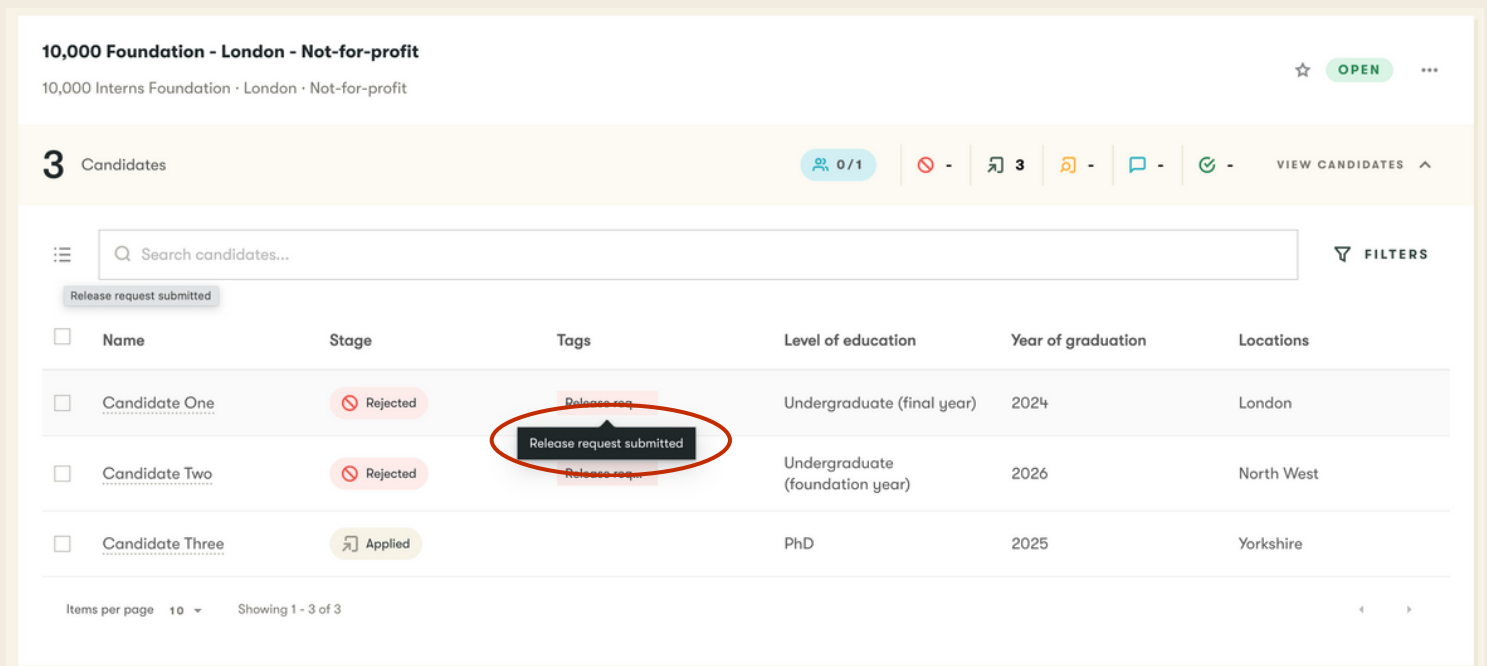
2. Select 'Release' from the menu bar (circled).

3. Select a reason for releasing the candidate from the provided options in the pop-up window



4. Press "Submit".

5. Confirm submission by checking if the candidates are tagged as "Release request submitted" (circled).



Contacting Candidates

You can email candidates individually or in bulk.

To email multiple candidates at the same time (e.g. to introduce yourself and describe the internship being offered):

1. Select the candidates you want using the checkbox next to their names.
2. Click “Email” from the menu bar (circled).

The screenshot shows a candidate management interface for "10,000 Foundation - London - Not-for-profit". It displays a list of 3 candidates. The "EMAIL" button in the top menu bar is circled in red. The candidates listed are:

Name	Stage	Tags	Level of education	Year of graduation	Locations
<input checked="" type="checkbox"/> Candidate One	Applied		Undergraduate (final year)	2024	London
<input checked="" type="checkbox"/> Candidate Two	Applied		Undergraduate (foundation year)	2026	North West
<input type="checkbox"/> Candidate Three	Applied		PhD	2025	Yorkshire

To email a candidate individually:

1. Click on the candidate’s name to navigate to the candidate page.
2. Select “Message” from the menu bar.

The screenshot shows a candidate profile page for "Candidate One". The "MESSAGE" button in the top menu bar is circled in white. The menu bar also includes "Scorecards", "Interviews", "Insights", "Share", and "Team".

Reviewing candidates

You can see each candidate's contact details, CV, summary of information and communication in their candidate page. You can choose to add comments for yourself or other members of your team that will not be visible to candidates.

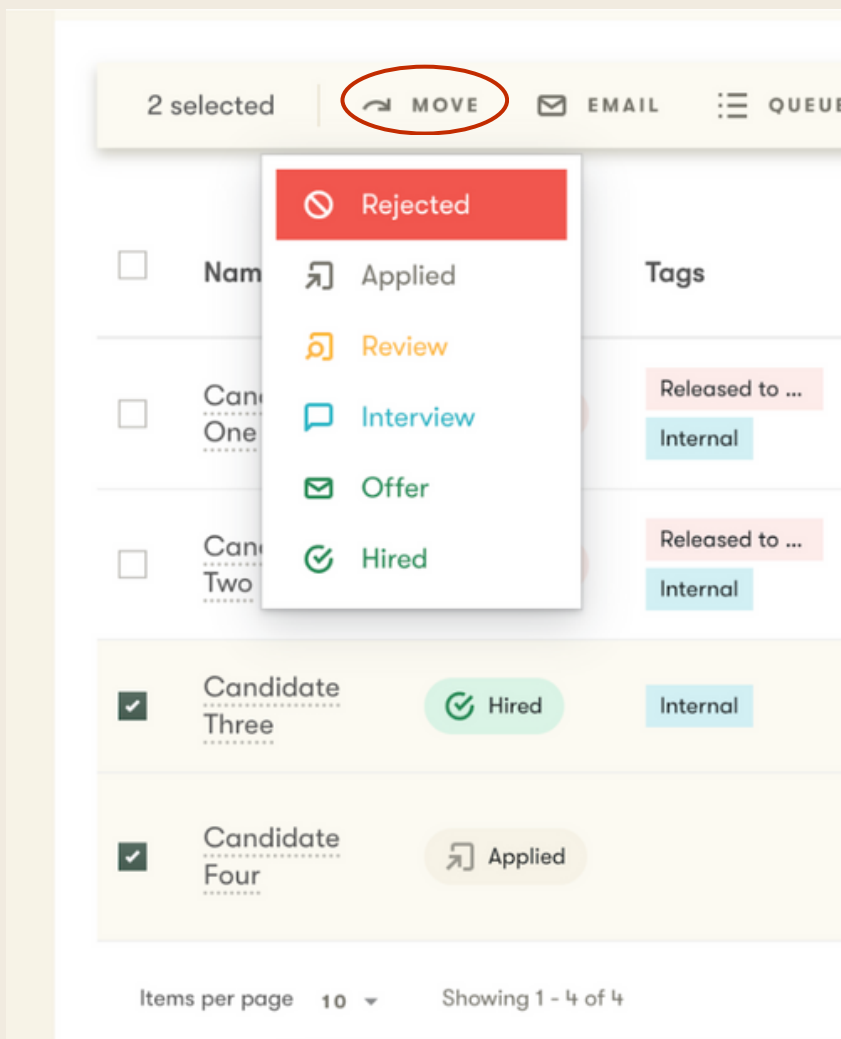
To get to each candidates page click on the candidate's name from the dashboard. You can queue several candidates at once by selecting the relevant candidates and choosing 'Queue' from the menu at the top

Moving candidates

You are required to mark the status of all candidates by "moving" them to their relevant recruitment stage. You can move candidates in bulk or one at a time.

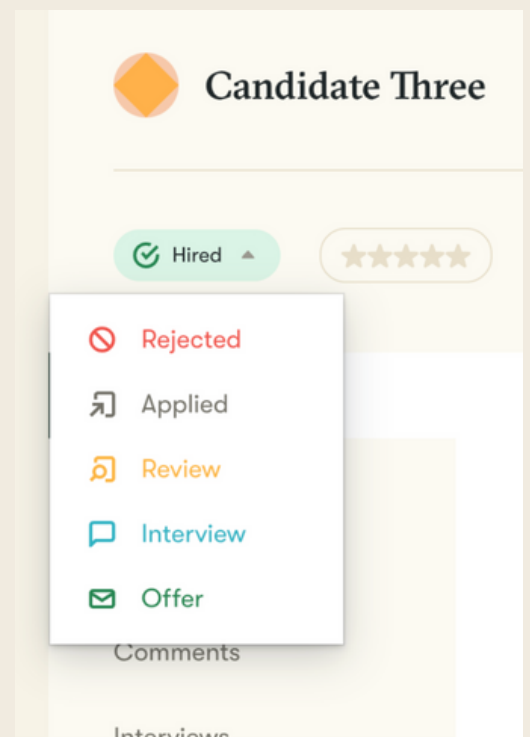
To move candidates in bulk:

1. Select candidates on your dashboard using the checkbox next to their names.
2. Click 'Move' from the menu bar (circled) and pick the relevant stage.



To move a candidate individually:

1. Navigate to the candidate's page (by clicking their name)
2. Use the stage dropdown at the top, under their name.



Training

MENTORING TRAINING MAY 2024

A big part of helping hired interns feel welcome in organisations is mentoring.

Organisations are required to provide one mentor from within their organisation for each intern they are hiring from the programmes.

Each mentor is required to attend 1 Mentoring Training session that is hosted by Cappfinity, one of the Foundation's partner organisations. Mentors' relationships with the interns should be monitored and managed by the 10K programme lead within the organisation.

Mentoring Expectations

Role	Criteria	Management
<ul style="list-style-type: none"> • Provide advice and guidance • Engage in a two-way learning process • Provide sense of community 	<ul style="list-style-type: none"> • Mid to senior level (3+ years of experience) • Any ethnicity, with or without disability 	<ul style="list-style-type: none"> • Monitored and managed by 10K programme lead within organisation • Identify matters in need of addressing

DISABILITY TRAINING APRIL - MAY 2024

The 10,000 Able Interns programme offers disability training to all organisations that complete their hires.

The training will cover topics of disability awareness, onboarding disabled employees, and providing reasonable adjustments. These will be presented by partnering disability charities who will also be sharing their own resources, such as accessibility checklists and consulting services.

CANDIDATE / INTERN TRAINING

Throughout the cycle, the Foundation offers three sets of training for candidates and interns - Pre-Application, Pre-Interview, and Pre-Internship training.

To ensure our training content is aligned with the sectors within which we offer internships, we frequently request our participating organisations to offer training, sharing sector insights, career journeys, and practical guidance for success.

Training Sessions

Session	When	Audience	Content
Pre-Application	Sept - Oct	All potential/current applicants	CV & Cover Letter Workshops, Sector-Specific Insight
Pre-Interview	Nov - Jan	All candidates	Interview & Communication Skills Workshops, Sector-Specific Interview Training
Pre-Internship	Mar - May	All hired candidates	Sector-Specific Training, Confidence Building, Rights At Work, Professional Behaviour & Workplace Etiquette

Participating organisations interested in offering training are requested to fill out and submit [this Typeform](#) to be placed in the training calendar for the current cycle.

For any queries on candidate/intern training, please contact general@10000internsfoundation.com.

Accessibility & Inclusivity

By hiring an intern through the 10,000 Interns Foundation, organisations are making a tangible step in improving diversity and inclusion in their sectors - but we're all aware that this is only the first step.

Diversity is not the same thing as inclusion. After an organisation hires an intern, they need to make a conscious effort to provide an inclusive and safe space for their interns to thrive.

Interns may or may not be aware that they'll be in the minority within their interning organisations. Even though they may be staying for a short period of time, their experiences at their organisations may have a long-term effect on their confidence and career path. It is not theirs, but the organisation's responsibility to make interns feel comfortable.

As every intern is different, it is important to communicate directly with the interns to identify the support they need. Below are a few practical tips that can help organisations welcome their interns.

Communication

- Create an open dialogue with the intern.
- Be mindful of the intern's views and opinions about coming through the programmes. Some are proud and some may feel it makes them stand out.
- Have frequent check-ins to find out how interns are doing.

Language

- Ask the intern what they would like to be called at work and learn the proper pronunciation of their name.
- Use inclusive language - asking preferred pronouns, focusing on the individual than the condition when discussing disability.

Integration

- Connect the intern with their mentor before they join the organisation.
- Discuss reasonable adjustment requests with sufficient time during onboarding.
- Establish a dialogue with the intern and share introductory decks.

Culture

- Be mindful of cultural nuances and how that may integrate with the organisation's culture. (For example, an organisation with a big drinking culture should find alternative ways to include interns who don't drink in their social activities.)
- Expand holiday calendars to include the intern's religious/cultural holidays.
- Refrain from asking interns to speak on behalf of or in representation of their culture/ethnicity/background unless they do so voluntarily.

As an organisation, ask yourself:

- How do your interns feel after they have left their internship?
- Why has your organisation signed up to the programme?
- Is the culture of your organisation changing, and how would this change look like in the long-term?

There is no set formula for creating an inclusive work environment. Inclusivity is an ongoing process that goes beyond hiring an intern for the summer.

The goal is to give interns a sense of belonging, create a work environment where everyone feels they have a voice, and allow interns to be and develop their most authentic selves.

ACCESSIBILITY

Accessibility at work is an important long-term corporate strategy that participating organisations should focus on to engage diverse and inclusive talent in the workplace.

Organisations participating in the 10,000 Able Interns and 10,000 Black Interns programme are required to provide reasonable adjustments to disabled candidates in their interview, assessment, onboarding, and internship processes.

The following page offers guidance and support on reasonable adjustments.

REASONABLE ADJUSTMENTS

Candidates are required to select a category of reasonable adjustments that will be visible to organisations on their Pinpoint slates. Candidates are also provided an optional space to provide more information on their reasonable adjustments group if they wish to disclose them in their application.

The four categories are Physical Adjustments, Change in Work Patterns, Personal Assistance, and Communication. Organisations are recommended to use the candidates' chosen category to guide their conversation on reasonable adjustments, discussing ways the organisations can offer support.

Below is a non-exhaustive list of reasonable adjustments that are also shared with candidates:

Physical Adjustments

- Mobility aids (wider doorways, obstruction free-corridors, ramp access, lifts to all floors)
- Access to essential facilities located on a main floor that comply with disability access guidelines
- Accessible breakout rooms (accessible seats, sensory spaces)
- Accessible service points (mid-height counters, audio visual fire-alarm etc)
- Assistive hardware (adjustable desks, lighting, adaptive chairs, hearing loops, large print keyboards, text to speech software)
- Accessible or dedicated parking space

Change in Work Patterns

- Flexible and remote working policies
- Flexible core working hours (longer and more frequent breaks, later start time, time off for medical appointments and treatments etc)
- Modified interview procedures (extra time, use of a laptop for spelling etc)
- Online attendance option for all physical meetings

Personal Assistance or Accompaniment

- Buddy system or 1-2-1 support
- Allowing a personal assistant to be present during assessments/interviews

Communication

- Documents, forms, emails and signs provided in an accessible format (larger texts, alternative colours etc)
- An interpreter (sign language)
- Different contact method (phone, email, live chat etc)
- Accessibility checkers and assistive technologies used on company wide information and documents
- Images and PDFs to be readable via a screen reader

While the 10,000 Able Interns programme doesn't offer support in providing equipment, a resource page that includes information on support schemes and disability guidance will be shared with participating organisations.

First Contact with Candidates

When making first contact with candidates, organisations are expected to include the following information (requirements in bold):

- **Name of organisation and hiring lead**
- **Job description/title of internship role**
- **Location of internship role**
- Description of the office space and equipment (type of chairs, height of desks, availability of breakout rooms, location of toilets, colour of office lighting, etc.)
- Date, time, and duration of interview/assessment
- Number of interviewees present during the interview
- Interview questions sent in advance
- Preparatory material for interview/assessment
- **Question asking candidates their reasonable adjustment needs**
 - Please ensure that reasonable adjustments are confirmed before proceeding with interviews and assessments.

Support

The 10,000 Able Interns team supports participating organisations and candidates at every stage of the process through ongoing communication. If any issues or concerns arise, organisations can reach out to the programme's dedicated Account Manager at company@10000ableinterns.com.

Corporate Membership

Since its founding in 2020, the Foundation has often been asked how organisations can support and benefit from the Foundation above and beyond the value of pledging into the programmes.

The newly launched Corporate Membership scheme with two tiers allows for members to sustainably support the Foundation's mission and keep its innovative programmes growing, whilst also benefitting from unique access to impact data, alumni networks, as well as brand visibility in year-round campaigns.

As the programmes have been driven by voluntary contributions, the expansion of the scheme allows organisations to play a vital role in ensuring the programme's long-term sustainability, while also gaining exclusive access and benefits.

Interested organisations can register their interest [here](#), or email membership@10000internsfoundation.com.



Additional Resources

[Organisation FAQ's](#)

List of the programmes' most commonly asked questions on allocation, recruitment, training, and more.

[10,000 Interns Foundation Resource Page](#)

Website resource page including press releases, programme information, blog posts, and testimonials

[10,000 Interns Foundation Programme Deck](#)

Overview of the 10,000 Black Interns and 10,000 Able Interns programmes, suitable for sharing.

[White Paper on Disability in Higher Education and Employment](#)

Research paper explaining the candidate eligibility criteria for 10,000 Able Interns

Contacts

Scheme	Email	For
10,000 Able Interns	company@10000ableinterns.com	Organisations
10,000 Black Interns	company@10000blackinterns.com	Organisations
Corporate Membership	membership@10000internsfoundation.com	Current & Prospective Members
Non-programme queries	general@10000internsfoundation.com	All