Organisation
RECRUITMENT

HANDBOOK

Index

Introduction

Welcome to the 10,000 Interns Foundation network!

As a participating organisation in the 10,000 Black Interns programme, you're playing a vital role in driving equity of opportunity and experience and transforming the landscape for Black talent in the UK.

This handbook is your guide to navigating the internship journey, providing essential information and resources to ensure a successful and enriching experience for both you and your intern.

Inside, you'll find key dates, requirements, and expectations for each stage of the recruitment process, as well as valuable insights on accessibility and inclusion. Consider this your go-to resource throughout the programme cycle, offering support and guidance every step of the way.

By joining our network of leading organisations, you're demonstrating a commitment to cultivating a more diverse and inclusive workplace. Together, we're shaping a future where Black professionals can thrive and reach their full potential.

We're delighted to have you on board!
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

The 10,000 Black Interns programme began in 2020 with a focused ambition: to provide 100 aspiring Black interns with valuable experience within the Investment Management industry. The success of this initial effort sparked a bolder vision – to create 10,000 internships across all industries throughout the UK by 2026.

Now in our fourth year, we're continuing to build momentum, aiming to add 3,000 new internships this cycle. By joining us, you're becoming part of a powerful movement driving equity of opportunity and experience in the workplace.

Programme Timeline 2024

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.

2025

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. Pre-internship training for candidates and Mentoring training for organisations begin.

| JANUARY | FEBRUARY | MARCH | SUMMER 2025 |

Internships Start

IMPORTANT DATES

As shown above, the programme runs in an annual cycle that opens in September 2024. Once candidates are allocated to organisations, recruitment takes place until March 2025. Internships will then commence over the summer of 2025.

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
	2 Sept 2024	Bookbuild Open: Organisations confirm their participation, recruitment timelines and internship salary through Pledge Form
	20 Oct 2024	Deadline for Pledge Form submission for first allocation round
Allocation	**28 Oct 2024**	Organisations receive their candidate slates on Pinpoint and submit slate adjustment requests
	1 Nov 2023	Deadline for final slate adjustment requests
Recruitment	**4 Nov 2024**	Organisations make first contact with candidates to inform them of role details.
	18 Nov 2024	Organisations proceed with recruitment and update their candidates' progress on Pinpoint.
	31 Mar 2025	**Final Deadline to complete hires**
Pre-Internship	**April - June 2025**	Pre-internship Training for hired interns and Mentoring and Inclusivity Training for organisations take place.
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 4th November, and ends when all hires are marked on Pinpoint before the 31st March deadline. The process involves shortlisting candidates, assessing candidates through interviews or tasks, and making final offers.

ALLOCATION / OCTOBER 28 2024

Before recruitment begins, organisations will receive their candidate slates through our allocation process. Our unique algorithm matches candidates to your pledged roles based on workstream, location, visa sponsorship, and gender balance.

The candidate slates will be proportional to, and representative of, the number of applications received for the workstream and the number of internships pledged towards the programme. On average, each role will receive 10 - 50 candidates.

SLATE ADJUSTMENT PERIOD / 28 OCT - 1 NOV 2024

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 on your Pinpoint slate page. This feature will be available throughout recruitment, until March 2025.

Releasing candidates
If you would like to release a number of candidates back to our wider pool for other organisations to consider, you can submit a request only for exceptional cases where a candidate cannot be considered due to logistical circumstances.

FIRST CONTACT TO CANDIDATES

Once the slate adjustment period is over, organisations should reach out to ALL allocated candidates to inform them that the organisation has received their applications.

As the candidates apply to their chosen workstreams, rather than a specific job posting, organisations are expected to include the following information (requirements in bold):

- **Name of organisation**
- **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.)
- **Timeline of recruitment process**
- 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.

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 existing knowledge on the workstream which they may not have had access to. 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 and experience.

The Foundation offers Pre-Interview Training to candidates between November and December to develop their interviews, communication, and presentation skills.

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 written offer to the candidate well before the 31st March hiring deadline and mark them as "Offered" on Pinpoint.

Once a candidate accepts their offer in written form, they should be marked as "Hired" on Pinpoint - they do not need to have signed a contract or start their onboarding process at this stage. All offer acceptances must be recorded in written format - through an email or letter - and shared with company@10000blackinterns.com.

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 2025.

REJECTING CANDIDATES

Candidates who have not been shortlisted or will not be progressed further in the recruitment process after interviews should be marked as "Rejected" on Pinpoint. These candidates will be automatically informed that the organisation has rejected their application through an email.

INTERNSHIPS

Internships must be a minimum of 6-weeks long, taking place in the summer of 2025. 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 has shared any reasonable adjustment requests in their application, or during the recruitment process.

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

RECOMMENDED 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
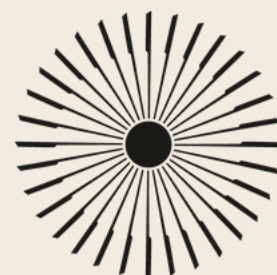
Guide to Pinpoint

Organisations will receive their Pinpoint login details starting on 28th October, the day of allocation. Both contacts will receive access to Pinpoint, and will have the ability to add more colleagues to the platform as users.

The following is a user's guide to Pinpoint.

YOUR DASHBOARD

The Dashboard page is the first page you will see after logging into the platform. Here, you will see a list of your slates under "Your pledges" - representing each internship you submitted in your Pledge Form. Depending on the workstream and location, you can have multiple headcounts in one slate.

You will also see a countdown to important deadlines under "Programme Timelines"

Continued on next page >

YOUR SLATE

Releasing Candidates

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

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

3. Select a reason for releasing the candidate from the provided options in the pop-up window, type in details, then press "Submit" (circled below).

Adding additional Candidates

1. Click the "Request candidates" button on the top right of your slate (circled)
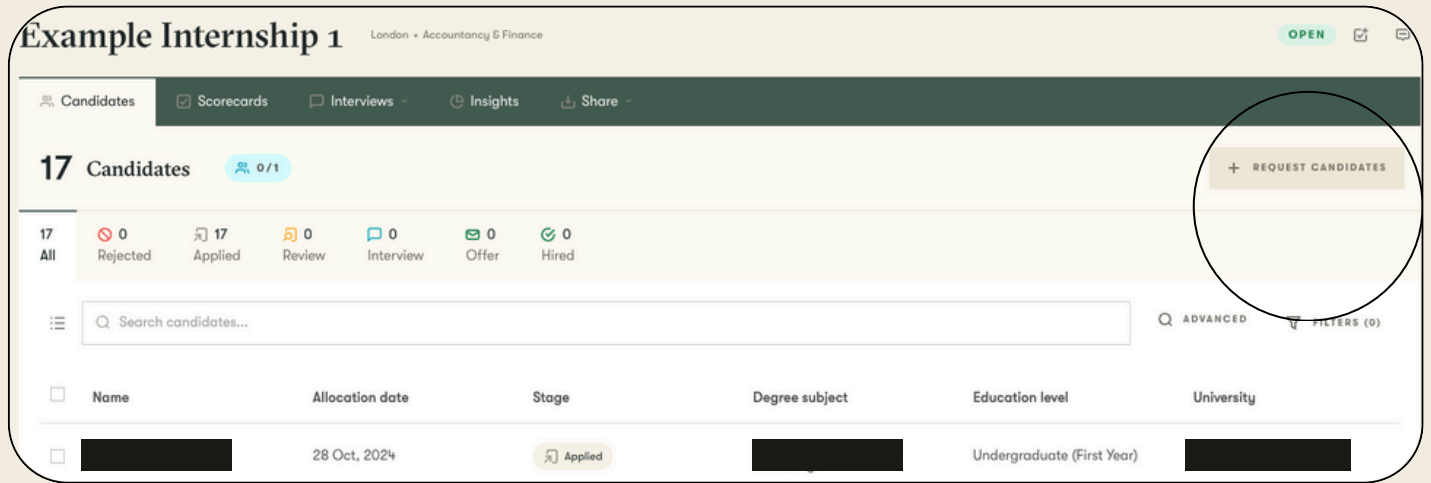
2. Select a reason for requesting additional candidates from the provided options in the pop-up window, type in details, then press "Request Candidates" (circled) to submit.
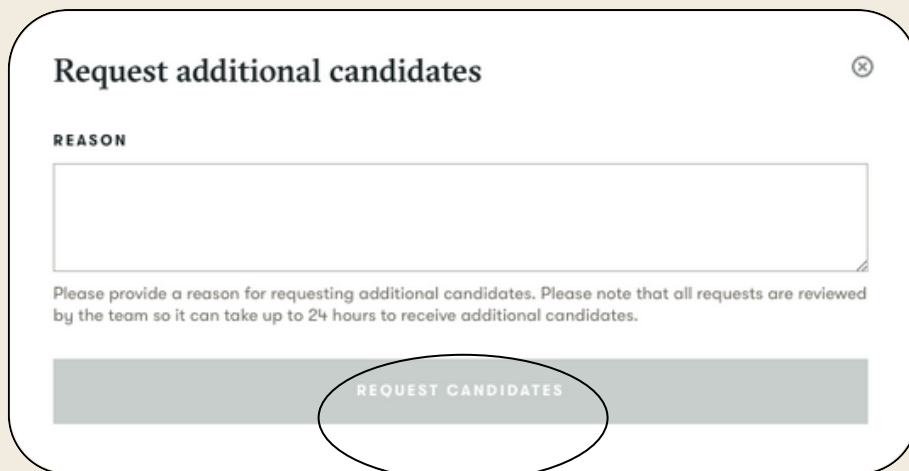
3. Confirm submission by checking if the request button on the top right as changed to "Additional Candidates Requested" (circled).

Contacting Candidates

You can email candidates individually or in bulk from your slate page. Please note that you can also send emails directly using your own mailing system.

To email multiple candidates at the same time,

1. Select the candidates you want using the checkbox next to their names.
2. Click "Email" from the menu bar (circled).
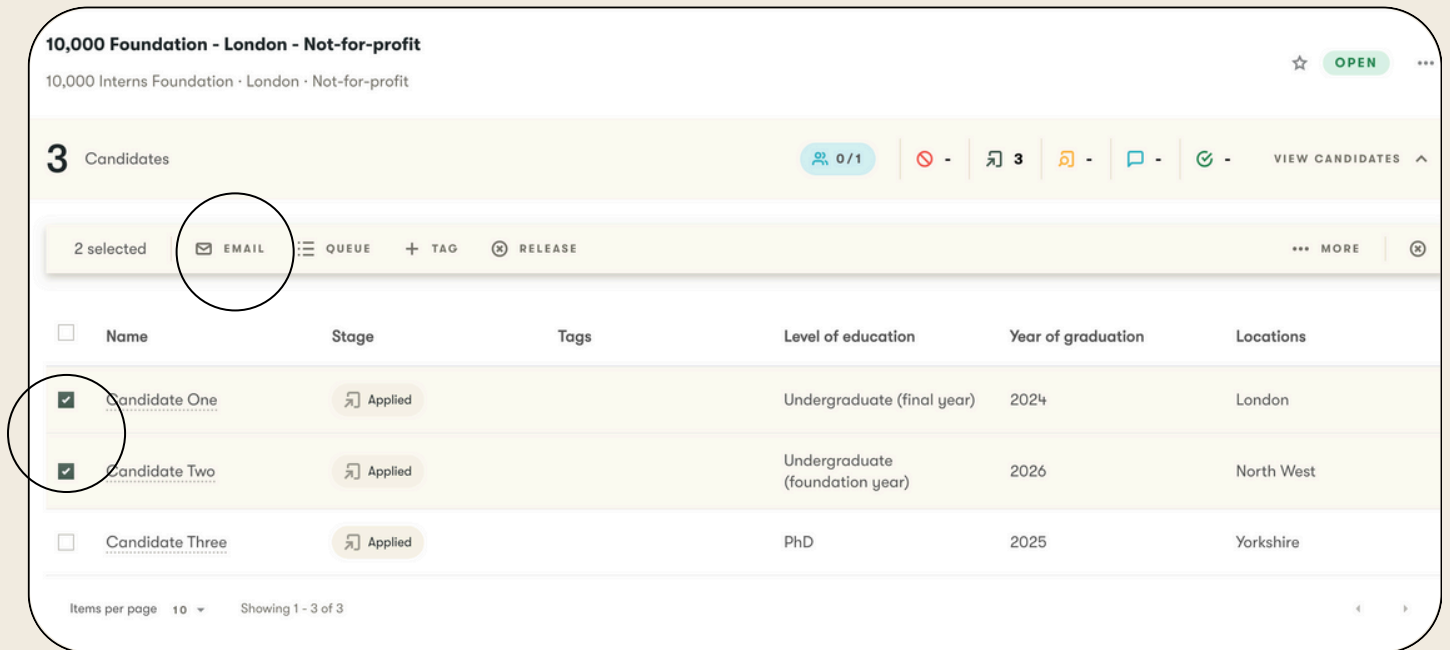
To email a candidate individually:
1. Click on the candidate's name to navigate to the candidate page.
2. Select "Message" from the menu bar.

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.

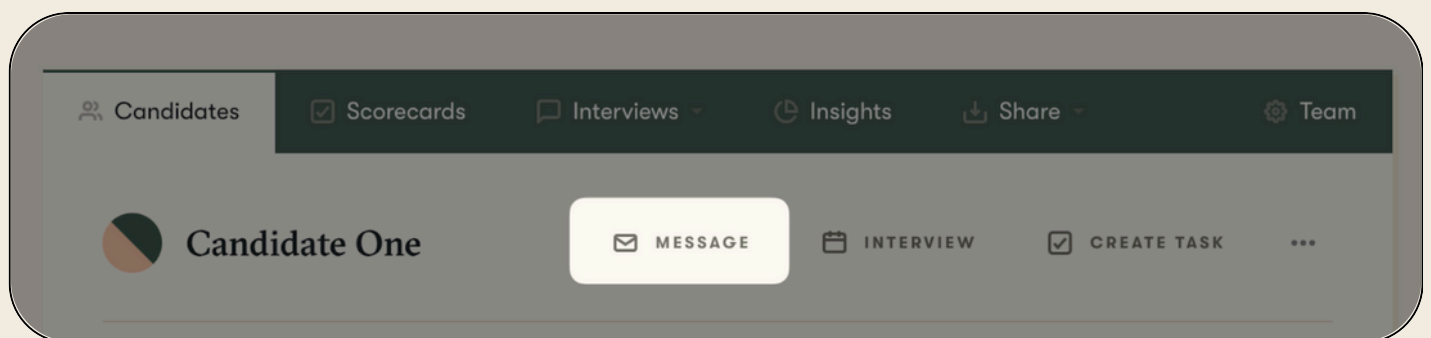To get to each candidates page click on the candidate's name from the dashboard. You can queue several candidates at once by selecting the relevant candidates and choosing 'Queue' from the menu at the top.

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.
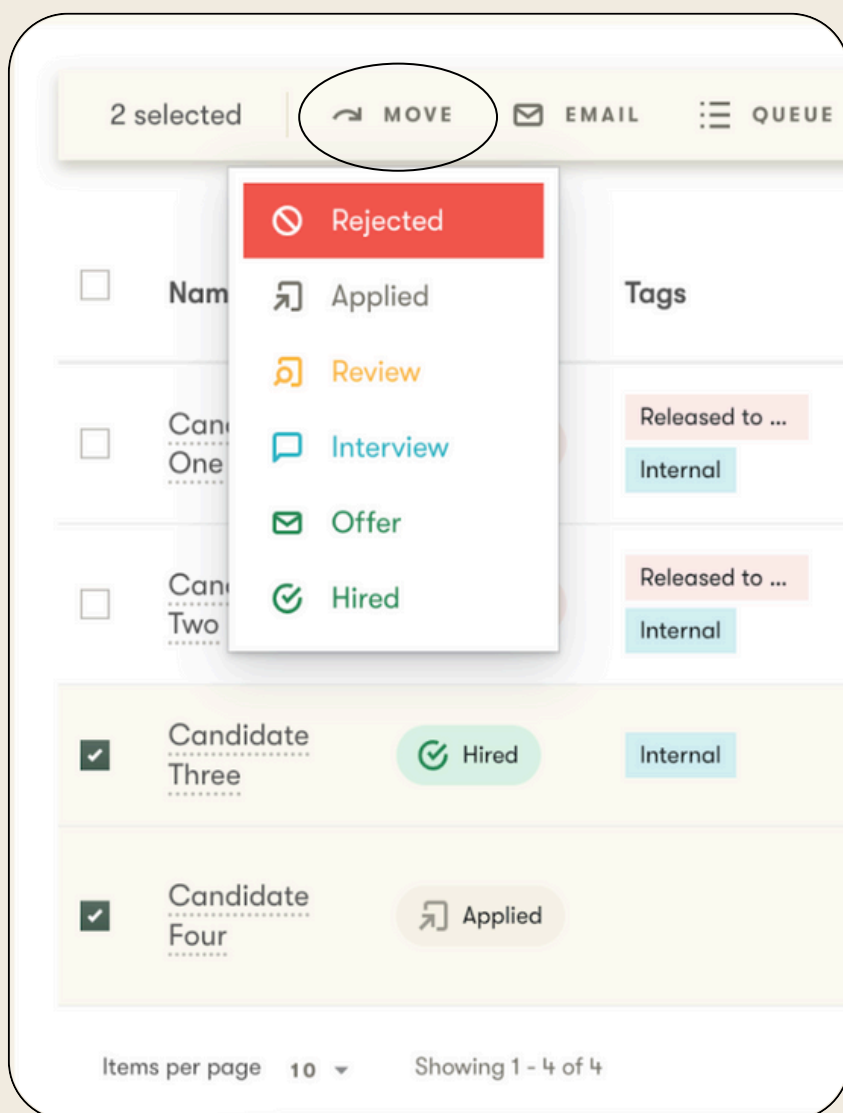
To move a candidate individually:
- Navigate to the candidate's page (by clicking their name)
- Use the stage dropdown at the top, under their name.

Training

MENTORING TRAINING

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.

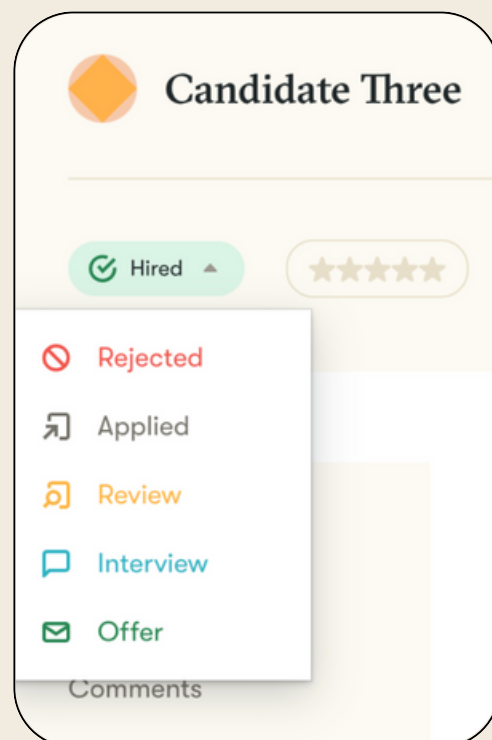Each mentor is required to attend 1 Mentoring Training session that is hosted by Cappfinity, one of the Foundation's partner organisations. The mentors' relationships with the interns should be monitored and managed by the 10K programme lead within the organisation.

Mentoring Expectations

Role	Criteria	Management
• Provide advice and guidance • Engage in a two-way learning process • Provide sense of community	• Mid to senior level (3+ years of experience) • Any ethnicity, with or without disability	• Monitored and managed by 10K programme lead within organisation • Identify matters in need of addressing

CANDIDATE / INTERN TRAINING

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

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

Session	When	Audience	Content
Pre-Application	September to October	All potential/current applicants	CV & Cover Letter Workshops, Sector-Specific Insight
Pre-Interview	November to January	All candidates	Interview & Communication Skills Workshops, Sector-Specific Interview Training
Pre-Internship	March to May	All hired candidates	Sector-Specific Training, Confidence Building, Rights At Work, Professional Behaviour & Workplace Etiquette
Pre-Application	September to October	All potential/current applicants	CV & Cover Letter Workshops, Sector-Specific Insight

The Pre-Interview Training for the 2024/25 will include topics such as:

- Simulation Training
- Interview Coaching, hosted by LinkedIn
- Skills-based & Competency interviews
- Being your best self
- Reasonable adjustments for interviews
- Psychology of Interviewing
- Q&A with 10,000 Black Interns Alumni
- Telephone and Video Interviews
- Case Study & Presentations

Participating organisations interested in offering training are requested to reach out to **company@1000blackinterns.com** to be introduced to our Community Engagement Team.

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 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 have the option 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

Support

The 10,000 Black 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@1000blackinterns.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 by emailing **membership@1000blackinterns.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 programme, suitable for sharing.

Contacts

Topic	Email	For
10,000 Black Interns	**company@1000blackinterns.com**	Organisations
Corporate Membership	**membership@1000blackinterns.com**	Current & Prospective Members
Non-programme queries	**general@1000blackinterns.com**	All