

Values Based Recruitment **Guidance and Information for Recruiting Managers**

Michelle Sheppard, HR Resourcing Manager





What is Values Based Recruitment?

Values Based Recruitment (VBR) is a recruitment approach to help attract and select employees whose personal values and behaviours align with the values of the Trust. It will be incorporated into the existing competency-based interviews used to gain a comprehensive picture of applicants to Barnsley Hospital NHS Foundation Trust (BHNFT).

Why are we introducing values into our recruitment process?

There are a number of reasons why our recruitment processes are being developed to ensure that we don't just recruit people for their skills and competence but also look at how their own values with Barnsley Hospital's values.

This process is in line with the Francis Report which emphasised the need for a culture shift in the NHS and the importance of a common set of values.

Evidence suggests that values based recruitment is a good recruitment practice and staff with the right values are more likely to:

- Work efficiently in teams to deliver excellent patient care
- Enhance the patient experience
- Experience greater job satisfaction

Benefits to Values Based Recruitment include:

- Reduction in agency cost
- Positive impact on staff turnover
- Valued staff members
- Reduction in sickness absence
- Most importantly, patients receive the best possible care



What are values?

Values are the things that matter to us: our judgments of what is important in life.

As a result they can mean different things to different people, although organisational values describe the culture of an organisation. They are linked to the Trust vision, goals and strategy.

In the workplace this translates into:

- **What** people think **should** be done
- **How** people think things **are** done
- **How** people think things **ought** to be done
- **What** is **important** in the organisation

Our Values & Behaviours

Value

Treat people how we would like to be treated ourselves.

Behaviours...

Respect, courtesy,
professionalism.

Kindness, compassion
and dignity.

Clear, honest and responsible
communication.

What we like to see...

We are friendly, smile, say hello,
introduce ourselves and make people
feel comfortable. We are role models of
appropriate attitudes and behaviours.

We are caring and compassionate,
show empathy and understanding and
treat others as we'd like to be treated.
We respect people's dignity and display
a high level of integrity.

We are patient, calm and reassuring,
and offer advice and encouragement
when others need help. We avoid
jargon and terminology.

We are professional and courteous in
our email exchanges. We will ensure
our emails convey a clear message.

What we don't like to see...

No eye contact, no introductions,
ignoring people and making people
feel uncomfortable. Staff using mobile
phones within patient areas for
personal reasons.

Rude, abrupt, shouting and aggressive
behaviours. Taking part in, or
condoning bullying behaviours.

Leaving people feeling anxious,
excluding people, bluntness, belittling
or rudeness. Emails that are impolite,
don't have a clear message, or are
written in a way that could potentially
offend or be misunderstood.

Value

We work together to provide
the best quality care.

Behaviours...

Share the same goal.

Treat people fairly and
equally.

Share and develop
together.

What we like to see...

We take the time to
people's questions,
opinions and respond
to and these.
We have individual
team
objectives.

We recognise and
everyone's skills, and
people for their

We ask permission
and protect people's
privacy and dignity. We celebrate

What we don't like to see...

Dismissive or undermining
behaviour which excludes people.
Setting unrealistic goals.

Not appreciating or valuing
people's input, and blaming and
criticising others. Not applying
policies fairly.

Being disrespectful, humiliating
others and not offering space
or privacy.

Value

We focus on your individual
and diverse needs.

Behaviours...

Personalise care.

Involve you in decisions.

Listen to you.

What we like to see...

We share information, keep
people informed and clearly
explain to help people understand.
We are considerate and attentive
to people's needs.

We are accountable and treat
everyone fairly and consistently.
We respect everyone's contribution.

We are open and honest, involve
people and seek out and offer
constructive feedback to others.
We build effective relationships.

What we don't like to see...

Not explaining or
information, leaving
knowing what's happening
the reasons why.

Being unfair,
and acting
and talking

Making assumptions,
conclusions. Avoiding
giving and receiving
to
ignoring



Our approach to recruiting for values

There are a number of ways we can identify an applicant’s values as part of the recruitment process. Values-based interviewing (VBI) has been identified as a cost efficient and effective method, and should be used in combination with other selection methods designed to assess technical skills and competence.

VBI provides a tool for exploring what is important to an individual, thereby enabling measurement of the extent to which their values are aligned to those of the Trust.

What is values-based interviewing?

VBI will be tailored to the role through role analysis and is designed to be aligned to the Trust values. Probing questions are used and are designed to elicit evidence in relation to learning and reflection.

VBI may appear similar to competency based interviews in that the format will involve asking applicants to provide examples of behaviour they have demonstrated based on past experiences. For example, applicants may be asked to ‘Describe a situation when...’ or ‘Tell me about a time when...’. By asking applicants to give examples of past behaviour, you are provided with an insight into how applicants are likely to behave in the future.

However, the interview style may be more fluid than the one you are used to in a traditional competency-based interview. As an interviewer, you should be ready to respond and adapt to the information provided by the applicant. You should begin with a lead question with follow-up questions designed to help the applicant display key criteria and indicators.

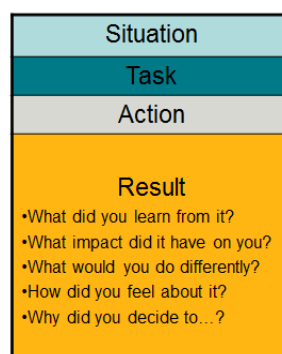
You should keep the discussion focussed on the ‘how’ or ‘why’ an applicant makes particular choices in in the work environment. Other key probing questions to utilise incorporate the use of language such as ‘what’ and ‘when’ in addition to ‘how’ and ‘why’.

The use of these probing questions in a VBI is designed to elicit greater learning and reflection on the part of the applicant.

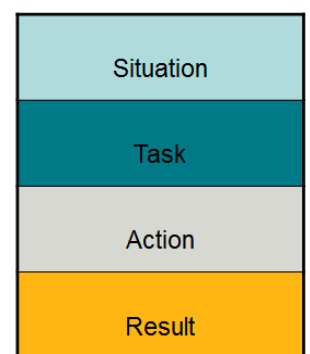
They will be made to really think about how they display the values and behaviours required by the Trust, and in turn, hopefully be a better candidate for the job.

The figures show the heightened results-based focus of VBI in comparison to the traditional competency-based interview.

Values based interview



Competency based interview





What support is available to help with values-based interviewing?

A bank of filter questions (Appendix 1) has been developed to identify applicants displaying Trust values at the application stage of recruitment. As a manager, you can tailor which questions you use to the post and level. A bank of interview questions have also been developed in line with the behavioural framework (see Appendix 3).

The VBI approach must still be objective yet a semi-structured interview is recommended for flexibility. The initial 'lead' question should be the same in each individual interview, but follow-up questions should be flexible depending on the candidate's response. You should spend time before the interview planning questions by looking back at the person specification on the initial job description and thinking about which values are most relevant for the role for which you are recruiting. If you need assistance with the development of interviews in addition to initial training, please contact Michelle Sheppard, HR Resourcing Manager on 01226 43 2312.

The Values-based interview process

The assessment of values should take place alongside the traditional process of assessing the skills and technical knowledge of applicants. Candidates must display both the competence required of the job, as well as the values required by the Trust.

When designing the questions for the interview, ensure that values-based questions selected are linked to the role. The probable positive and negative indicators for each value should be defined prior to interview, with appropriate probing question defined for each eventuality. You should also ensure that candidates are aware that the Trust uses values-based recruitment; candidate guidance is available on the recruitment internet and intranet pages.

In preparation for interviews, you should ensure that a venue and trained assessors are available in advance. Consider a pair of interviewers, so the interviewers can alternate questioning and observing and recording. It is advised that that your assessment is based on observed behaviours rather than evaluations or judgements:

Observe

Base your notes on observed behaviours rather than judgements, e.g. "he raised his voice to make his point" instead of "he got agitated when questioned"

Record

Quote where possible; write down all the evidence from the candidate



Classify

Review the evidence and decide whether it demonstrates the presence or absence of competence

Evaluate

Decide on the appropriate overall rating for each competence

You can then use the Trust scoring system in order to assign scores to candidates. You should try to avoid leading questions and summarise responses in order to clarify understanding and retain objectivity.

Feedback to candidates should always be offered and should utilise objective evidence from the notes made during the interview. It is important to leave candidates with a positive experience of the Trust in case they wish to apply for other roles in future. The Trust values should be used in the way we interact with candidates, meaning that applicants are treated the way you would wish to be treated in a similar situation.



APPENDIX 1: Bank of Filter Questions – Application Process

To be used as part of the job application process, Recruiting Managers do have the flexibility around which values questions to incorporate in the application process and how many according to the level, complexity and nature of the role. For this reason a review of the person specification is required in the first instance to ensure questions are aligned to the minimum criteria required for the role.

Please note that the following questions are a guidance tool and Recruiting Managers are able to adapt/create questions for specific job roles, a minimum of 2 questions is required.

1. What does compassion mean to you?
2. Describe how you live the values at the current organisation that you work for.
3. Describe a time when you were under pressure but remained calm, compassionate and focused at work.
4. What motivates you to do a good job?
5. Describe a situation when you have shown care and compassion at work.
6. Please describe a situation where you have demonstrated respect for your colleagues/patients in a difficult or sensitive situation.
7. Describe an example of where you have helped to improve the service of a department.
8. Describe a time when you had to deliver on a commitment that was difficult for you.
9. What do you do to get the best out of people?
10. How do you ensure you build and sustain positive working relationships within a team?
11. How do you ensure you contribute to a well functioning team?
12. How do you lead/manage a well functioning team?
13. What does equality and diversity mean to you?



APPENDIX 2: Bank of Values Based Interview Questions

To be used as part of the interview process, Recruiting Managers do have the flexibility around which values questions to incorporate in the interview process and how many according to the level, complexity and nature of the role. For this reason a review of the person specification is required in the first instance to ensure questions are aligned to the minimum criteria required for the role.

Please note that the following questions are a guidance tool and Recruiting Managers are able to adapt/create questions for specific job roles, a minimum of 3 questions is required.

Please ensure you use follow up questions dependent upon what response you receive from the candidate.

Quality Service

1. What does compassion mean to you?
2. Describe how you live the values at the current organisation that you work for.
3. Describe a time when you were under pressure but remained calm, compassionate and focused at work.
4. Can you tell us about someone who has inspired you in a work situation and why this inspired you?
5. Describe a situation when you have shown care and compassion at work.
6. Can you provide an example of when you were able to help a patient or colleague remain calm?
7. Tell us about a time when you were sensitive or compassionate to a patient or colleague in an emotional or tense situation.
8. If a patient approached you and they were angry or upset about something that had happened on the ward, how would you calm them down and what would you do to help them?
9. Please describe a situation where you have demonstrated respect for your colleagues/patients in a difficult or sensitive situation.
10. What do you do to get the best out of people?



11. What does equality and diversity mean to you?
12. Can you tell me about a time when you have demonstrated respect for a colleague in the workplace?
13. How do you get the most compassionate care out of your team?
14. How do you maintain the focus of contribution on compassion?
15. A member of your team comes to see you and breaks down in tears whilst wanting to talk about pressures at home and at work, how would you handle this situation?
16. When considering the health and wellbeing of your team members what factors do you think you should be aware of and what do you think may be the indicators of potential problems or issues?
17. What is your approach when dealing with people from different backgrounds and beliefs?
18. Can you give an example of when you were particularly perceptive regarding a patient's/colleague's feelings and needs?
19. Can you provide an example of when you felt your values have been tested due to work priorities and pressures and how you handled the situation?
20. What motivates you to do a good job?
21. How do you know you are doing a good job?

Quality Care

1. Describe an example of where you have helped to improve the service of a department.
2. Can you give an example of where you have exceeded your customers/managers expectations.
3. Describe a time when you had to deliver on a commitment that was difficult for you.
4. Can you give an example where you have helped to improve the service of your department?
5. Tell us about an innovation that you have introduced in your area.
6. How do you keep abreast of developments in your particular discipline?
7. Tell us about a time when you had to deliver on a commitment that was difficult for you.



8. Can you give an example where you have gone the extra mile to make sure the service you provide was delivered?
9. Can you provide an example of when you have made a mistake which impacted upon the people you work with or the service of the department, how did you deal with it?
10. Can you give an example of a situation when you saw someone at work stretch or bend the rules beyond what you felt were acceptable.
11. Can you provide an example of when where you felt that the conventional approach to a process or project would not be suitable?
12. Can you provide an example of where one of your team underperformed? How did you address this and what was the outcome?
13. Give an example of when you have developed a team in order to deliver quality care for patients.
14. How do you support your staff to ensure they deliver work to the required standard of time?
15. Can you tell us about a time when you recognised an opportunity for quality improvement in your area?

Quality Communication

1. How do you ensure you build and sustain positive working relationships within a team?
2. How do you ensure you contribute to a well functioning team?
3. How do you lead/manage a well functioning team?
4. How have you worked with your team to build continuous review and improvements into services?
5. How do you share information with your team?
6. What do you think are the most important factors when working as part of a team?
7. How do you ensure you build and sustain positive working relationships within the team?
8. How do you follow through on projects that you delegate to others?
9. Your Line Manager has asked you to complete a piece of work by a deadline and you are unclear about what is required, what do you do?



10. Tell us about a time when you felt compelled to express an unpopular view point to maintain your integrity.
11. Tell us about a time when you felt compelled to immediately address a difficult situation with your manager when others would not.
12. Describe a situation when, working in a team, you have experienced conflict either with a colleague or manager. What was the nature of the conflict and how did you try to resolve it?
13. Can you tell us about a time when you have secured the engagement of the team you are in (or leading) to an important task.
14. How do you engender a spirit of cooperation within your team?
15. What qualities do you think are expected of you from the various disciplines and departments that you interact with?
16. Can you provide an example of a situation at work where you have spoken up because you had concerns?
17. Some situations with patients/colleagues require us to express ideas or opinions in a very tactful and careful way, tell us about a time when you were successful at this particular skill.



APPENDIX 3: Barnsley Hospital NHS Foundation Trust Behavioural Framework

What is the framework?

The framework defines the behaviours that our staff must demonstrate for the organisation to perform effectively.

Why do we have it?

The framework is a statement of what we are: what our patients expect from us and what we expect from each other.

What are the benefits to the Framework?

- Working effectively in teams to ensure patients receive the best possible care
- Enhance the patients experience
- Experience of greater job satisfaction and staff feeling valued
- Positive impact on staff turnover
- Reduction in sickness absence
- Embrace accountability
- A results driven organisation



Quality service:

We treat people how we would like to be treated ourselves

Our Behaviours		
We will...	We...	We do not...
<ul style="list-style-type: none"> • Show you respect, courtesy and professionalism. • Treat you with kindness, compassion and dignity. • Communicate with you in a clear, honest and responsible manner. 	<ul style="list-style-type: none"> • Put ourselves in patients' shoes • Show concern and empathy for the welfare of others • Look to relieve suffering • Anticipate and respond to people's needs • Show generosity • Present a positive attitude • Do our job professionally and safely but whilst caring about others • Show kindness and warmth • Act helpfully and considerately • Are sympathetic and reassuring • Show interest in others • Make eye contact and smile • Form strong relationships with others • Treat people as a being of worth • Respect modesty and privacy 	<ul style="list-style-type: none"> • Act with disinterest • Act with coldness and cruelty • Show neglect • Speak about people as if they are not there • Intentionally leave patients in pain • Subject people to insults, abuse, aggression or violent behaviour • Use intimidation • Humiliate or embarrass people • Raise our voice, glare or roll our eyes • Label patients • Breach confidentiality • Talk about sensitive issues where others can hear • Act dishonestly • Use jargon, acronyms or abbreviations to people who would not understand them



Our Behaviours		
We will...	We...	We do not...
	<p>e.g. washing and dressing patients</p> <ul style="list-style-type: none"> • Have a respectful attitude and show courtesy • Address people in an appropriate manner and find out what they like to be called • Introduce ourselves by name and role • Express disagreement respectfully • Speak to people directly rather than behind their backs • Maintain a suitable appearance at work and dress appropriately for the context • Adhere to codes, regulations and protocols • Are trustworthy and honest • Act as a role model for others • Communicate with politeness and manners • Are on time and manage time effectively • Take responsibility for our own actions • Respect confidentiality at all times 	<ul style="list-style-type: none"> • Display negative body language that suggests disinterest • Appear too busy to help others • Appear unapproachable or bad tempered • Avoid challenging those who show a lack of respect, compassion and kindness



Our Behaviours		
We will...	We...	We do not...
	<ul style="list-style-type: none"> • Show consideration for others • Assist those who appear lost • Acknowledge and welcome visitors • Show courtesy on the telephone with an appropriate tone of voice • Give undivided attention when communicating • Provide information at an appropriate comprehension level • Check that patients understand and ask if they have any questions • Challenge those who do not show appropriate respect, compassion and kindness 	



Quality care:

We work together to provide the best quality care we can

Our Behaviours		
We will...	We...	We do not...
<ul style="list-style-type: none"> • Share the same goals; finding answers together. • Recognise your contribution by treating you fairly and equally. • Constantly learn from you, so we share and develop together. 	<ul style="list-style-type: none"> • Show commitment to working together towards a common purpose • Work cooperatively within teams • Use teamwork effectively to overcome problems • Motivate, encourage and support others • Work with colleagues to monitor the quality of our work • Consult and take advice from colleagues where appropriate • Share our skills and experience for the benefit of our colleagues • Contribute to our team's collective responsibility • Work collaboratively and positively with others across team and divisional boundaries • Support each other across the whole Trust • Work in partnership inside and outside the organisation • Create a stimulating learning 	<ul style="list-style-type: none"> • Undermine our colleagues • Work against shared objectives and goals • Ignore advice given to us by colleagues • Ignore the wishes of patients or carers • Ignore any undesirable behaviour • Ignore any quality issues • Keep relevant information to ourselves • Leave those that need to be, unsupervised • Ignore others' contributions or use them as our own • Ignore any feedback given • Refuse to follow out reasonable requests • Ignore any ideas for service improvement • Ignore or act unsupportively towards any change taking place



Our Behaviours		
We will...	We...	We do not...
	<p>environment through sharing ideas, skills, knowledge and experience with others</p> <ul style="list-style-type: none"> • Make sure that others are supervised and supported to develop their competence • Recognise, value and reward the contributions of others • Respect the contribution that people make to their own wellbeing • Learn from others • Seek out and give constructive feedback • Embrace, promote and support change • Encourage creativity and new ideas to improve services • Support new ways of working • Offer positive challenge to what we do and how we do it • Show resilience in the fact of setbacks • Value our workplace and are proud of each other • Recognise, celebrate and share success • Learn from experience 	<ul style="list-style-type: none"> • Have a negative attitude towards work, colleagues and patients • Have inappropriate conversations in public areas • Let our skills go out of date • Let quality standards fall • Keep concerns to ourselves • Take risks that may lead to injury • Act in any way that may harm the reputation of the Trust, inside and outside of work • Put your needs above those of a patient • Act against the interests of the team



Our Behaviours		
We will...	We...	We do not...
	<ul style="list-style-type: none"> • Demonstrate a can-do attitude • Take pride in delivering the best quality in everything we do • Always give our best • Put patients first • Act as an ambassador for the organisation • Accept full responsibility for our words, behaviours, attitudes and actions • Promote a learning culture not a blame culture at every level • Take part in appropriate learning and activities to maintain and develop knowledge, skills and performance • Treat everybody fairly and equally 	



Quality communication:

We focus on your individual and diverse needs

Our Behaviours		
We will...	We...	We do not...
<ul style="list-style-type: none"> • Personalise the care we give to you. • Keep you informed and involve you in decisions. • Take the time to listen to you. 	<ul style="list-style-type: none"> • Provide timely, accurate and honest information • Explain clearly to patients what is happening every step of the way • Check patient understanding and who to contact if they feel unsafe • Listen to and engage with others • Act on the views of others • Encourage patient involvement and ownership • Involve patients in their treatment decisions and outcomes • Involve colleagues and staff in work related decisions • Consult with others during periods of change • Provide patients with choice and control • Tailor services to the needs of individuals • Take time to talk to patients as 	<ul style="list-style-type: none"> • Deliver services in a one-size fits all way • Exclude people • Display prejudice or intolerant attitudes • Ignore any special needs patients may have • Disrespect the wishes or concerns of patients or carers • Carry out any treatment without explanation or consent • Lie to patients or fail to inform them of all the options available • Ignore advice from colleagues • Work in an isolated way • Ignore objectives set for us as individuals and for the team we work within • Ignore complaints and feedback or avoid taking them seriously • Ignore others' development



Our Behaviours		
We will...	We...	We do not...
	<p>individuals</p> <ul style="list-style-type: none"> • Are aware of the diverse needs of others and seek to provide appropriate support • Respect diversity and value difference • Have regular one to ones with line managers and team meetings • Take all complaints seriously and investigate • Support patients in caring for themselves to improve and maintain their health • Make arrangements to meet people's language and communication needs • Take individuals' lifestyle choices into consideration and respect their choices • Take cultural factors into account when dealing with others • Collect staff and patient feedback and take comments on board to improve service • Encourage patients, carers and colleagues to ask questions and share concerns • Give everyone fair opportunity 	<p>and fail to support them</p> <ul style="list-style-type: none"> • Ignore any discriminatory behaviour • Fail to take into account the values and culture of the organisation



Our Behaviours		
We will...	We...	We do not...
	<p>to fulfil their potential</p> <ul style="list-style-type: none">• Promote understanding• Create a working culture that values and harnesses differences for the benefit of individuals and the organisation• Challenge discrimination	