

Values and behaviours-based recruitment & retention

Fran Woodall, Locality Manager, Skills for Care

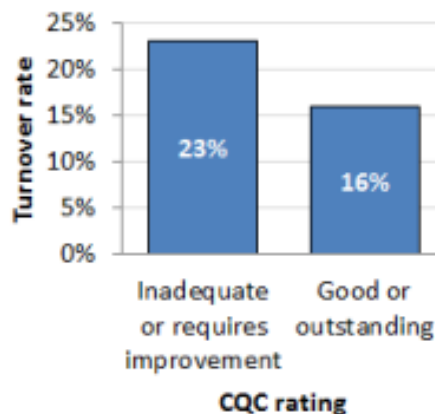
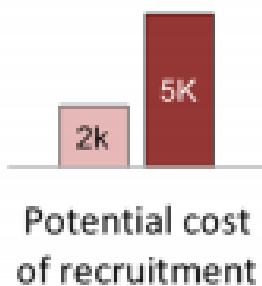


Setting the scene



Why is recruitment and retention important?

- The cost of replacing leavers (www.cipd.co.uk)
- Quality of care
- Continuity of care
- Adult social care is a growing sector



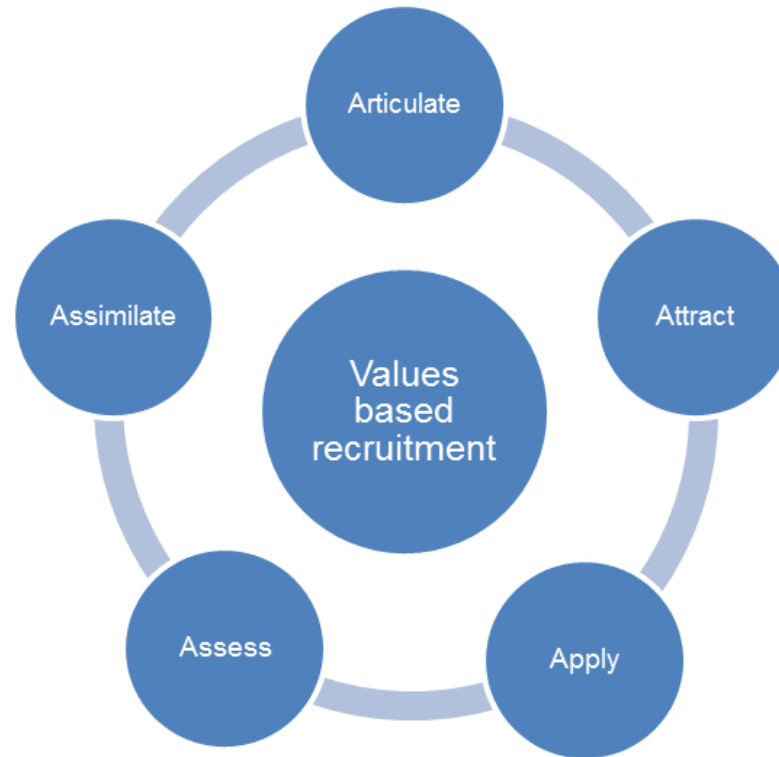
“ Workplace values are the guiding principles that are most important to an employer.

These deeply held principles are used to define the right and wrong ways of working and help to inform important decisions and choices.





Values based recruitment (VBA Consulting Model)



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Why invest in VBR?



Costs of recruitment & return on investment



£1.23

Estimated return for every £1 invested in a values based approach to recruitment.



58%

Agreed that staff recruited for values were better at developing the skills needed for their role .



72%

Agreed that staff recruited for values perform better than those recruited using traditional methods.



62%

Agreed staff recruited for values have lower rates of sickness and absence.

What is a values interview?



“An interview which seeks to understand candidates’ values and attitudes and how they apply them in work/ volunteering situations in order to assess whether they align with the values and expectations of the organisation.”

- Evidence based
- Probing
- Role and organisationally relevant
- Carried out by two interviewers

Why invest in values interviewing?



NSPCC and Oxford NHS research

- Values interviews are predictive of future performance in post
- Values interviews recruit staff who are engaged and motivated to work for the organisation

Oxford County Council Adult Social Care Project

“Managers here are finding that the VBA approach is helpful to them as it enables them to garner far more information about candidates due to the conversational nature of the interview.”

Chief Executive, The Life Path Trust

“Values based interviewing was useful in identifying whether someone is right for the job. There are other considerations such as practical things, and it is important that candidates understand the reality of the role and whether it fits within their own motivations and hopes. The interview process reflects this with the values interview taking place alongside of chats about experience, job details and our expectations.”

Registered Manager, CareMark

Predictive Validity



Selection method	Validity
Assessment centres	0.65
Work-based samples	0.54
Ability tests	0.53
Structured interviews	0.4 - 0.5
Personality tests	0.39
Biographical data	0.38
References	0.23
Traditional interviews	0.05 - 0.19

A large blue arrow points from the 'Structured interviews' row to the right, with the text 'Values interview' written inside it.

What makes a good values interviewer?



- An interest in people and their values, attitudes and motivations towards work and a willingness to probe into people's values.
- An awareness of their own values, attitudes and motivations and a comfortableness in being able to discuss them with others.
- A clear alignment between their personal values and behaviours and the organisation they are working for.
- An ability to commit to interviewing regularly and together with another person.
- Previous interview experience is not essential.

Are you ready for VBR?



- Does your organisation have a clearly defined set of workplace values?
- Do you have the time and organisational commitment to changing your organisation's recruitment processes and policies to align with your workplace values?
- Do senior managers endorse your workplace values and ensure they are embedded in the organisation?
- Do your current employees know what your workplace values are?
- Do you have clear job descriptions and person specifications which include expected values, behaviours and attitudes?
- Do your job adverts focus on the values, behaviours and attitudes of the person rather than experience and qualifications?
- Is your organisation prepared to train and support people who do not have the skills and experience but do have the right values, behaviours and attitudes?

Tools to help you



Values and behaviours-based recruitment and retention toolkit

A toolkit to help you

This toolkit contains guidance, suggestions and practical resources to help you find people with the right values, behaviours and attitudes.

Follow the steps below to identify, embed and check your workplace values and behaviours or sign up to our practical seminar on [recruiting for values in adult social care](#) to kick-start the change to how your organisation recruits.

You can download a copy of our [Investing in values top tips cards](#) or [email us](#) for a paper copy. These cards are for managers and provide useful tips and support to implement a values-based approach in your organisation.

For further support in recruitment and retention, please visit our [recruitment and retention seminar page](#) or contact us at randr@skillsforcare.org.uk to discuss your needs.

[Identify your values](#) ▶

[Embed your values](#) ▶

[Include values in your recruitment and selection](#) ▶

[Reinforce values in induction](#) ▶

[Include values in supervision, appraisal and progression reviews](#) ▶

[Ensure values are embedded into your leadership and management](#) ▶

[Check values](#) ▶

www.skillsforcare.org.uk/valuesandbehaviours

Tools to help you

Finding and keeping workers:



Video available at <https://vimeo.com/121372517>

www.skillsforcare.org.uk/findingkeepingworkers

Tools to help you



Recruitment and retention seminars

Finding the right people for your organisation

Learn different techniques to help you identify the key attributes to look for in your ideal candidate, and how you can target your recruitment activities to reach them.

Recruiting for values in adult social care – interviewing for values, behaviours and attitudes

Learn very practical and immediately useable interviewing skills and techniques to use when recruiting staff as well as an action plan for how to implement values based recruitment into your organisation.

www.skillsforcare.org.uk/recruitmentseminars

Tools to help you



Local bespoke support

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Thank you