

Recruiting for values

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Objectives

- 1 | ▪ To consider what Values Based Recruitment/ Assessment is/means.
- 2 | ▪ To explore the drivers for this in the public sector and the private sector.
- 3 | ▪ To consider its advantages and pitfalls based upon Coventry & Warwick NHS Trust.



1

**What Values Based
Assessment (VBR)
is/means**



Where it comes from

Private Sector

- Strategic theory – mission, vision, values, KPIs.
- A desire for “integrated HR”.
- A tiredness with multiple competency models and sense that jobs “change” quickly.
- An alternative, newer “glue”.
- Some high profile case studies: Jesper Kunde Corporate Religion etc...



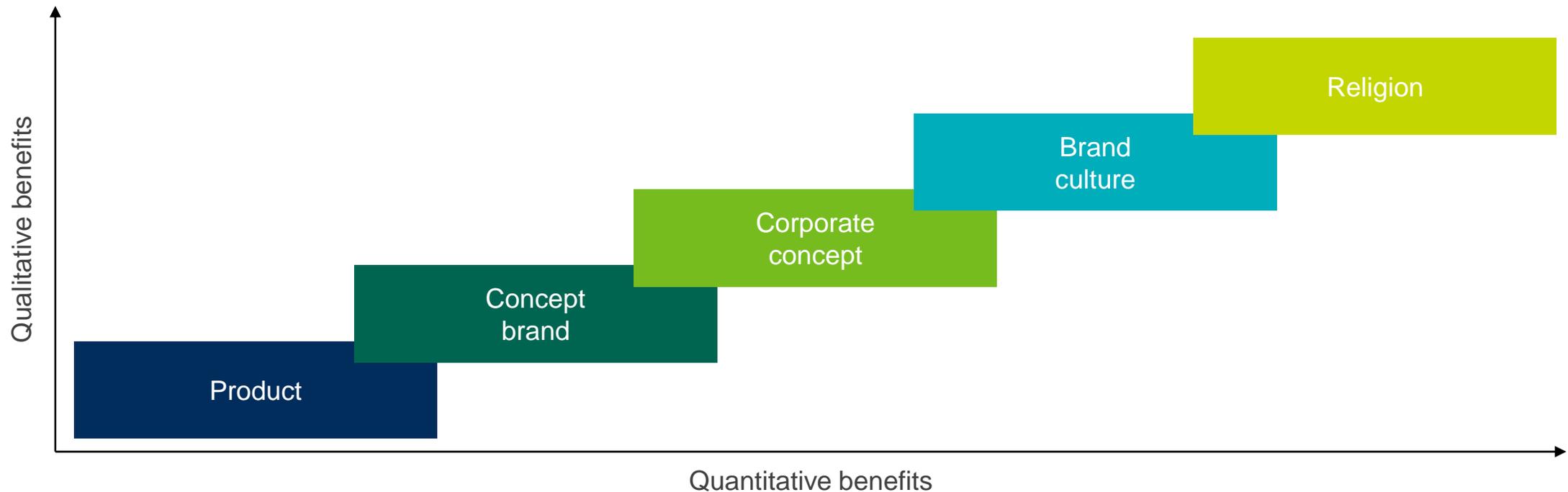
Public Sector

- Public Sector drive to align their recruitment with values because of high profile failures (Francis Report).
- Lack of clarity about how to do this – but SJTs and interviews expressly mentioned as possible methods.
- A deadline of including values in recruitment processes by **March 2015**.



Jesper Kunde – Corporate Religion

- Private Sector business need to have consistent values inside and outside the organisation.
- Brands and products should differentiate on quantitative criteria (awareness, price, performance) and qualitative (appeal, political correctness, green etc).
- These cultural values should be: credible, desirable, unique.



2

Drivers for VBR in the public sector



VBR in the public sector

Values based recruitment (VBR) is a core objective in the mandate from Government to HEE (April 2013 to March 2015) and is also recognised as a key priority for our organisation.



Values Based Recruitment Definition

Definition: “Values Based Recruitment is an approach which attracts and selects students, trainees or employees on the basis that their individual values and behaviours align with the values of the NHS Constitution.”

EXECUTIVE SUMMARY

Development of the framework: the evidence and stakeholder engagement

HEE is committed to being an evidence based organisation and the VBR programme is no exception. Right from its inception in 2013, the VBR programme has sought to build on the evidence for recruiting for values to ensure successful implementation of VBR across the system.

To inform the development of this framework, HEE undertook a literature review of the current evidence on VBR methodology and reviews of existing VBR being used by both Health Education Institutions (HEIs) and NHS trusts. The evidence suggests that the following methods are effective in recruiting for values:

- Structured interviews;
- Multiple mini interviews;
- Selection centres; and
- Situational Judgement Tests (for screening).

Despite its high profile, research into VBR is still in its infancy. There is much literature which explores VBR and the various theories, as well as methods and approaches which may be used. However, there is very little empirical evidence regarding the long term impact of VBR. Identifying these long term benefits is the focus of a longitudinal study commissioned by the Department of Health on behalf of HEE. This is due to commence in autumn 2014 to determine the impact of VBR on staff, trainees, patient experience and, most importantly, patient care.

In addition to the emerging evidence-base, this framework has been developed and shaped by the valuable contributions of key stakeholders from across health education and employment who have shared their experiences and expertise.



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What is Values Based Recruitment

28/07/2014

What is values based recruitment?

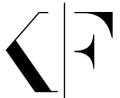
Values Based Recruitment (VBR) is when employers seek to recruit staff with values that fit with their organisation. Within the NHS, VBR is an approach to help attract and select students, trainees and employees, whose personal values and behaviours align with the NHS values outlined in the NHS Constitution.



- The 2013 Francis Report emphasised the need for “...changes in attitudes, culture, values and behaviour.” (Francis, 2013). The report highlighted the critical role that the workforce plays in ensuring the provision of high quality and safe healthcare services and, in particular, the significance of staff values and behaviours on the level of care and patient experience.



If you get it wrong



Definition of (personal) values

Themes from the literature



- Values are **enduring**.
- They are about **wants** or “oughts”.



- Always **positive** (unlike attitudes).
- **Individual** (but may be shared within larger communities).



- Values seen to influence attitudes/goals – they are a **source of motivation**.
- Limited agreement on a generic model of values – **lots of sets!**



- Value congruence thought to reduce conflict and **increase cooperation**.
- May not predict job success but may predict **greater satisfaction and lower staff turnover**.

Rokeach (1973)

- Enduring belief that a specific mode of conduct is personally or sociable preferable to an opposite mode.

Super (1980)

- An objective (either a psychological state, a relationship or a material condition that one seeks to attain).

Hofstede

- Broad tendency to prefer a certain states of affairs over others.

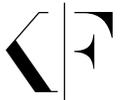
Schwartz (1992)

- Desirable states, objects, goals, or behaviours that transcend specific situations and are applied as normative standards to judge and choose among alternatives.



How are values measured historically?

Not measured	Informally	“Suffused” into competencies	Face to face interview
“Too hard”	“Hoped for”	Built into the recruitment spec	Too late/cost/accuracy
1	2	3	4

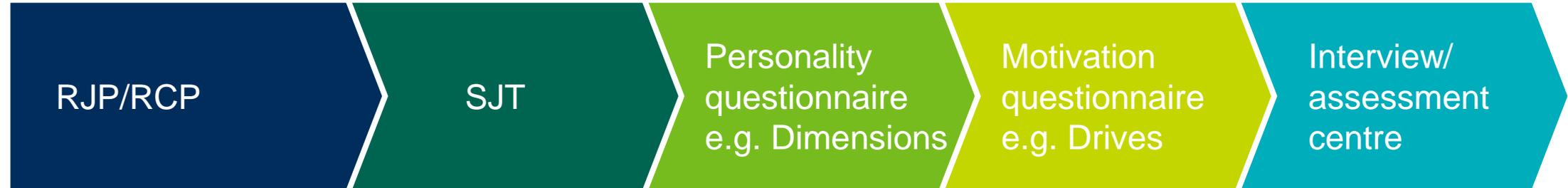


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**How and when
to implement
VBR at different
stages in the
selection process**



Options



+ Customisable

+ Customisable

+ Designed with behaviours in mind

+ Designed with values in mind

+ Easy to fit in, but:

- Too late?
- Inaccurate?
- Expensive

+ Reduces early staff turnover

+ Predicts performance

+ Predicts performance

+ Predicts engagement

- Fakeable

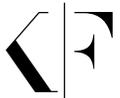
- Fakeable

- "Misses some deep values"

- "Customers" or "Patients"?



Issues in Values Based Assessment



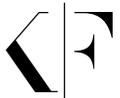
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Advantages and pitfalls of VBR based upon Coventry & Warwick NHS Trust



Values based SJT model

Performance domain



Candidate interface design

Coventry and Warwickshire Partnership NHS Trust

Dave Williams
SJT Assessment

Question 1 of 10



You receive a call from a patient's family member, who explains that she's been given your number as you may be able to help. After she explains her issue, you realise that there is nothing you can do, as the person best placed to help is on holiday until the end of the week.

Please choose the most and least effective answers.

Statement	Most	Least
Clarify that you're not an expert in that area but talk through her issue anyway, offering limited advice where you can.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide some guidance, before giving her numbers for relevant sources she can also seek advice from.	<input type="checkbox"/>	<input type="checkbox"/>
Arrange for an appropriate professional to call her back at a time that suits her, explaining to her that she is a priority.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Explain that your colleague is on holiday this week, but that you'll ask them to return the call when they return.	<input type="checkbox"/>	<input type="checkbox"/>

Submit response



Interim results

Outcome measure	Correlation with the SJT (n=159)
▪ Performance	.226**
▪ Engagement	.285**
▪ Values	.235**
▪ Line manager perception (combined)	.270**



Summary of TQ position

- ✓
 - Shared corporate values are an important mechanism for defining, aligning organisations and their people.
 - They are traditionally assessed quite informally or badly.
- ✓
 - A strong match between the employee and the organisation is likely to predict contextual performance (engagement and commitment.) It may not always predict task performance.
- ✓
 - Organisations should thus not assess values to the exclusion of competence.
 - The best way to build these into your assessment process will depend upon the labour market conditions for an organisation (ease of finding talent).
- ✓
 - There is some evidence emerging that high quality assessment techniques (RJP, SJT, self report questionnaires) can be used to assess values. We need to continue to prove this link.
- ✓
 - Employment legislation focuses on “jobs” not “organisations” and this is untested in any court to the best of our knowledge. Clients must safeguard themselves against this risk. normal best practice should thus be maintained – audit trail showing what is being assessed and why remains important.



A cautionary tale – Do all your employees truly have to be team players?

- Many organisations are seeking to emphasise the importance of teams. They perceive that a successful team will usually outperform a similar group of people acting individually, and this has been built into the way that the work is structured in many organisational settings. It would not be unusual in this setting to define both values and competencies that reflect the importance of teamwork. This can give rise to the temptation to make a blanket statement that “all jobs in this organisation require this teamwork value/competency”.
It thus becomes an absolute job requirement across the board.

Disability Discrimination Act

- If this requirement – expressed in the organisation’s teamwork competency – were applied to a more isolated, back-room, analytical role (say, a stock controller), the natural assumption would be that a job applicant suffering from Asperger’s Syndrome (a modified form of autism) may not be suited to the job. Their typical high degree of concentration on the details of the task to be performed rather than social niceties would count against them when being assessed by recruiters for this core organisational competency.
- **Key question – is this value or behaviour really key for success in the job?**



Thank you

