Values based recruitment and retention guide

For more information please go to:
www.skillsforcare.org.uk/values
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Introduction

Values based recruitment and retention is a process used by employers to create and maintain a workforce which embraces the workplace values.

Workplace values help employers to embed a positive workplace culture and support the process of recruiting and retaining people who understand the right and wrong ways of working.

Values help to maintain a consistent approach to working and this resource will help you to identify how they can link to the Social Care Commitment.

It includes readiness checklists to help you reflect on your values based recruitment and retention strategies, and identify strengths and areas of future development.

The document also includes a folded poster, which has been enclosed in the inner back cover. This can be used by you and your staff to identify your workplace values and how they will be implemented across the day to day activity.
Identifying workplace values

Having a collective understanding and agreement of workplace values ensures that everyone does the right things for the right reasons. This common purpose and understanding helps people build great working relationships, helping the employer to achieve their desired outcomes.

Embedding values

Having identified workplace values it’s important to have an agreed process for embedding them.

Recruitment retention and selection

Finding someone with the same values as the employer is an important part of the recruitment, selection and retention process. Employing staff who embrace the workplace values will help to ensure they deliver high quality, consistent care and support.

Induction

From day one it’s important to be clear with colleagues about the expected workplace values and behaviours and ensure regular support is provided during the induction period.
Supervision, appraisal and progression reviews

Engaging with staff and people who need care and support about workplace values helps to ensure they are appropriate, current and reflected in day to day service delivery. This is an important two way process which provides an opportunity to explore continued growth and personal development.

Leadership and management

Leaders and managers can help staff to understand why values matter and how they fit into their day to day work. It’s important that leadership and management are embedded at every level to encourage staff to take responsibility for upholding positive workplace values.

Checking values

It is important to have a process for checking the impact of workplace values to ensure they are understood, being upheld and are having a positive impact for everyone.

For more information about values based recruitment and retention go to:

www.skillsforcare.org.uk/values
The Social Care Commitment

What is the Social Care Commitment?

The Social Care Commitment is the adult social care sector’s promise to provide people who need care and support with high quality services.

It is a Department of Health initiative that has been developed by the sector, so it is fit for purpose and makes a real difference to those who sign up. Made up of seven statements, with associated ‘I will’ tasks that address the minimum standards required when working in care, the commitment aims to both increase public confidence in the care sector and raise workforce quality in adult social care.

Who makes the commitment?

Any employees and employers in adult social care can make the commitment. Importantly it’s not just for those who are employed in care and support roles, but for everyone in the sector including volunteers. An employer or organisation makes their commitment first, then they are able to encourage their employees and subsidiaries to make the commitment, so the whole workforce is working towards improving quality and raising standards.

How is the commitment made?

Making the commitment involves agreeing to the seven statements and selecting tasks to help put those statements into practice. Doing the tasks provides an official record of work done, which can raise job satisfaction and increase staff confidence. There are a set of employer statements and employee statements. As part of your recruitment and retention process you should ensure that your staff sign up to the employee statements which are detailed on the next page.
The employee statements

1. I will... always take responsibility for the things I do or the things I don’t do.

2. I will... always promote and uphold the privacy, dignity, rights, health and wellbeing of people who need care and support.

3. I will... work co-operatively with others to ensure the delivery of safe, high quality care and support.

4. I will... communicate in an effective way to promote wellbeing of people in need of care and support.

5. I will... respect people’s right to confidentiality, protecting and upholding their privacy and dignity.

6. I will... improve the quality of care and support I provide by constantly reflecting on and updating my own knowledge, skills and experience.

7. I will... promote equality, diversity and inclusion by treating people fairly and without bias.

For more information about the Social Care Commitment please go to: thesocialcarecommitment.org.uk
How can the Social Care Commitment support my values based recruitment and retention?

How will you check your values?
Consider the following task which relates to statement 6 of the Social Care Commitment:
Undertake a customer survey and discuss ways to make improvements based on the findings.

How will you ensure leadership and management of values?
Consider the following task which relates to statement 5 of the Social Care Commitment:
Ensure that employees consistently behave in a professional way towards everyone in the workplace.

How will you ensure values are discussed with supervision?
Consider the following task which relates to statement 6 of the Social Care Commitment:
Recording the effectiveness of the service provided by each employee, including examples of feedback from people in need of care and support.
What are your workplace values?
You should consider signing up to the Social Care Commitment and working towards the seven ‘I will…’ statements before choosing your workplace values.

How will you embed these values?
Consider the following task which relates to statement 4 of the Social Care Commitment:
Re-enforce the personal responsibility of care workers, managers and supervisors to meet the standards related to their job roles.

How will you include them your recruitment, selection and retention processes?
Consider the following task which relates to statement 1 of the Social Care Commitment:
Involve people who need care and support, carers and staff in the design and delivery of the selection process.

How will you ensure values are part of the induction process?
Consider the following task which relates to statement 2 of the Social Care Commitment:
Ensure all staff have clear information on their roles and responsibilities and are never expected to work outside of their level of competence.

For more information about the statements go to: www.thesocialcarecommitment.org.uk
# The values based recruitment and retention checklists

## Your workplace values checklist

Use this checklist to reflect on your workplace values to identify strengths and areas for further development. There is space at the bottom of the checklist to add further actions to reflect on and monitor as part of your values based recruitment and retention processes.

<table>
<thead>
<tr>
<th>Workplace values checklist</th>
<th>Status</th>
<th>Evidence/supporting comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have workplace values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our values have been informed by the Social Care Commitment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff and people who need care and support are aware of our the workplace values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Each member of staff understands what our values mean to them in their role.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We listen and engage with staff and people who need care and support to check our values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colleagues are comfortable with and will address behaviour that doesn’t fit with our values.</td>
<td></td>
<td></td>
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### Status:
- 1: Yes
- 2: Needs more work
- 3: Action needed
- 4: Unsure
### Values and recruitment checklist

Use this checklist to reflect on your values and recruitment strategies to identify strengths and areas for further development. There is space at the bottom of the checklist to add your own actions which you may like to reflect on and monitor as part of your values based recruitment and retention processes.

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<td>We recruit for values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have developed a behaviour framework and indicators to underpin our recruitment process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our recruitment managers are trained to ensure we are recruiting people that embrace our workplace values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We evaluate our recruitment process and can see a return on investment for the organisation and those in need of care and support.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We have incorporated values into our (tick from the list below):

- Job adverts: Yes
- Job descriptions and person specifications
- Shortlisting criteria
- Interview questions
- Interview scoring

**Status:**

1. Yes
2. Needs more work
3. Action needed
4. Unsure

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[57x787]Values and recruitment checklist
[57x770]Use this checklist to reflect on your values and recruitment strategies to identify strengths and areas for further development. There is space at the bottom of the checklist to add your own actions which you may like to reflect on and monitor as part of your values based recruitment and retention processes.

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We have incorporated values into our (tick from the list below):

- Job adverts: Yes
- Job descriptions and person specifications
- Shortlisting criteria
- Interview questions
- Interview scoring

**Status:**

1. Yes
2. Needs more work
3. Action needed
4. Unsure
Values, behaviours and processes checklist

Use this checklist to reflect on your values and recruitment and retention strategies to identify strengths and areas for further development. There is space at the bottom of the checklist to add your own actions which you may like to reflect on and monitor as part of your values based recruitment and retention processes.

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<td>Our meetings and decisions are led and framed by our values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We recruit, develop, and performance manage for values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We encourage values driven behaviour conversations between staff as part of everyday activity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have role models at all levels, which demonstrate our workplace values.</td>
<td></td>
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We have incorporated values into our (tick from the list below):

- Recruitment processes - Yes
- Induction process
- Supervision, appraisal and progression reviews

Status: 1 Yes 2 Needs more work 3 Action needed 4 Unsure
Useful resources

For information about any of the titles below please go to:
www.skillsforcare.org.uk/findingandkeepingworkers

Top tips for investing in values
The Leadership Qualities Framework
Values based recruitment toolkit
Think Care Careers
Culture for Care: Your toolkit
A Question of Care: A career for you?

The recruitment and retention strategy
Finding and keeping workers
The Care Certificate
The information hub for individual employers
People performance management toolkit
The Manager Induction Standards

Acknowledgements

This resource has been developed from two values based recruitment resources which were originally produced by NHS Employers and Health Education England. Linking your values to the NHS Constitution and Recruiting for values – is your organisation ready? Can be accessed via the NHS Employers website www.nhsemployers.org
Poster enclosed