Did you know that the average cost of recruiting a senior manager is £8,000, and for other staff £3,000 according to recent figures from the Chartered Institute of Personal Development (CIPD).

Avoiding these costs and recruiting the right person for your organisation from the outset is crucial to avoid unnecessary recruitment costs. Recent and growing evidence from adult social care would support a new approach to recruitment using your organisational value base as a starting point, often called values based recruitment.

The evidence is still being collected for this approach but employers report that values based recruitment:

- offers a much more robust recruitment process
- can help strengthen the development and role-modelling of value based working in the workplace
- can lead to better quality of care
- can result in a happier workforce.

If you want to find out more about how to save money and recruit the right person, with the right values for the job from the start, then read on.

What is value based recruitment?

Values-based recruitment (VBR) is a way for employers to get the right people, with the right values in the right roles. It improves recruitment and retention by helping employers describe their organisational and social care values and then find applicants who are a values-based match.

What are values?

Values are a set of beliefs or views that people hold about what is right or wrong. They can have a strong influence on an individual’s attitude and behaviours, acting as a set of guidelines or rules for how to behave in different situations.

Workplace values are the guiding principles that are most important to you as an employer. These principles are used to define the right and wrong ways of working and help to inform decisions and choices. For example, staff in caring roles should have core values such as compassion, responsibility, and imagination. Care workers should treat people with dignity, be able to empathise and respect those they are caring for.

It is important that you define your organisational values in discussion with staff and check whether or not these values are understood and embedded.
As an employer you should be aware that national policy supports values based recruitment.

- The Cavendish Review pointed out the need to recruit the right people to caring roles.
- The Winterbourne View Hospital Review states the need to consider values at the heart of social care and ensure values are displayed at every level of the workforce.
- The Care Quality Commission (CQC) is also embracing values at the heart of quality improvement and new information on how to meet care standards includes the need to ensure staff are aware of organisational values and challenge behaviour that falls short of this.

Check out the National Skills Academy Social Care (now part of Skills for Care) VBR toolkit, specifically aimed at social care employers. The toolkit helps match organisational and personal value to increase the likelihood of ‘right first time’ appointments. You will be able to access:

- values based recruitment job adverts and interview questions
- an online personality-profiling questionnaire for applicants, which will give you a basic profile of the candidates value base
- the ‘Leadership Qualities Framework for Adult Social Care’, which sets out good behaviour at different levels of social care.

The Social Care Commitment encourages employers and staff to publically commit to working with clear values and principles to improve the delivery of care (www.thesocialcarecommitment.org.uk).

Our top tips and guidance for employers to help them identify workplace values and how they can be embedded as part of the recruitment and retention strategy in their workplace. To request copies, email marketing@skillsforcare.org.uk.

The Culture for Care Toolkit helps employers think about organisational values and culture and make changes to embed values and improve the culture of care.

Think Care Careers sets out different job roles and expectations for potential recruits to encourage them to consider their suitability for adult social care (www.skillsforcare.org.uk/thinkcarecareers).