

Values-based interviewing seminar

Recruiting for values in
adult social care



Recruiting for values in adult social care

- The 'Recruiting for values in adult social care' seminar is delivered by Skills for Care under licence from the copyright owner Oxfordshire County Council. Seminar content has been authored by Kerry Cleary, Independent Consultant and founder of VBA Consulting.
- The seminar equips delegates with the skills they need to carry out values-based interviews in their organisation and to consider the steps they can take for embedding this approach.
- Please note: The seminar doesn't equip delegates to deliver it themselves; to internal or external audiences or within their organisation. Any individual or organisation wishing to do so must secure a licence from Oxfordshire County Council.

Objectives

- Understand values-based recruitment and how it can be applied to your workplace
- Learn how to map your organisational values to your values and behaviours framework
- Discover how to use this interviewing technique to identify whether candidates have the right values to work in your organisation
- Learn how to form a question bank to use when interviewing candidates
- Gain confidence by practicing the technique with colleagues

Agenda

- Aims and objectives
- Values and behaviours-based recruitment and retention
- Socially distanced values based interviews
- Your organisations values and behaviours
- The values-based interview – The probing model and questions
- **Break**
- Reflections on practice
- The values-based interview - Recording and Assessing
- Have a go at conducting values-based interviews
- Implementing the values-based approach

Working well together

- Respecting
- Supporting
- Confidentially sharing
- Using technology



Zoom housekeeping



Exit full screen



Use gallery view



Open chat



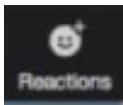
Check your display name



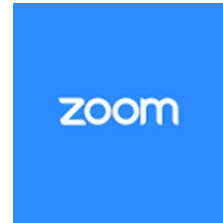
Mute unless speaking



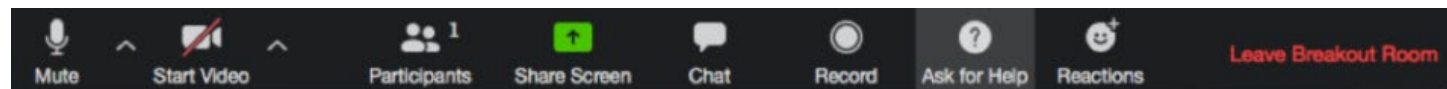
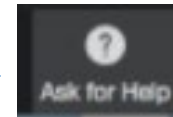
Use raise hand



Reactions



Ask for help in the breakout room



Your thoughts...

- What would you like to get from this seminar?
- What is the greatest challenge you face in your organisation with recruitment and retention and how could a VBR approach support you in meeting that challenge?
- Any reflections or questions having listened to the pre-recorded video, or completing the VBI checklist?

Zoom Poll

- Do you currently use values in your recruitment process?
- Does your organisation have a set of values and behaviours?

Values-based recruitment and retention, and values-based interviewing

What's it all about?

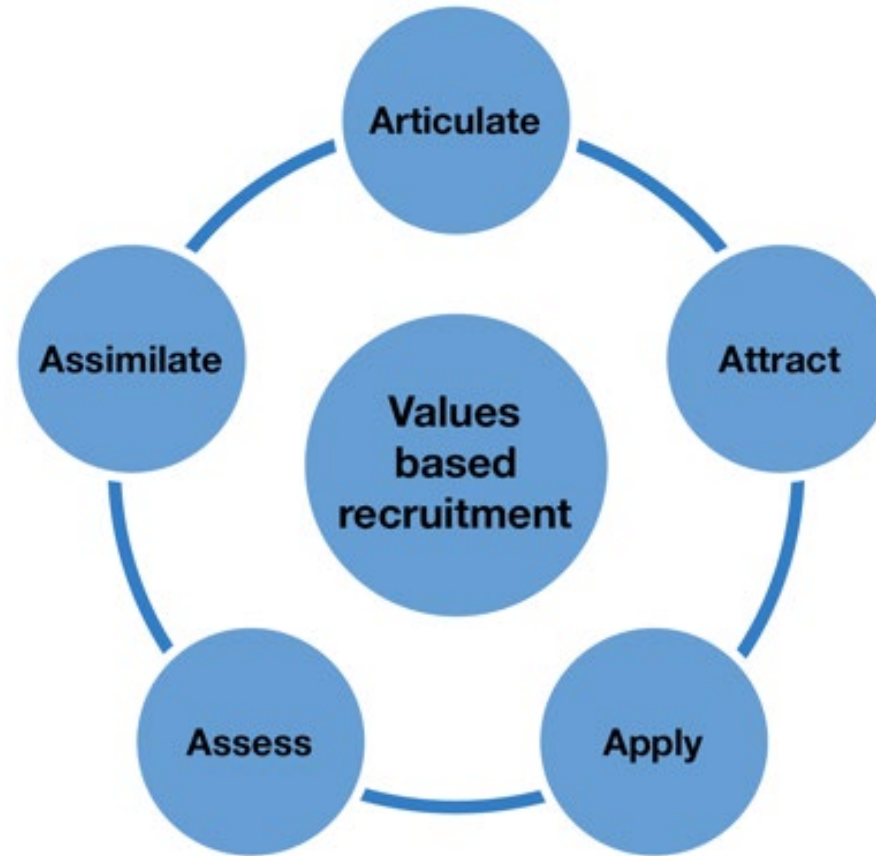


Objectives

- Understand values-based recruitment and how it can be applied to your workplace
- Learn how to map your organisational values to your values and behaviours framework
- Discover how to use this interviewing technique to identify whether candidates have the right values to work in your organisation
- Learn how to form a question bank to use when interviewing candidates
- Gain confidence by practicing the technique with colleagues

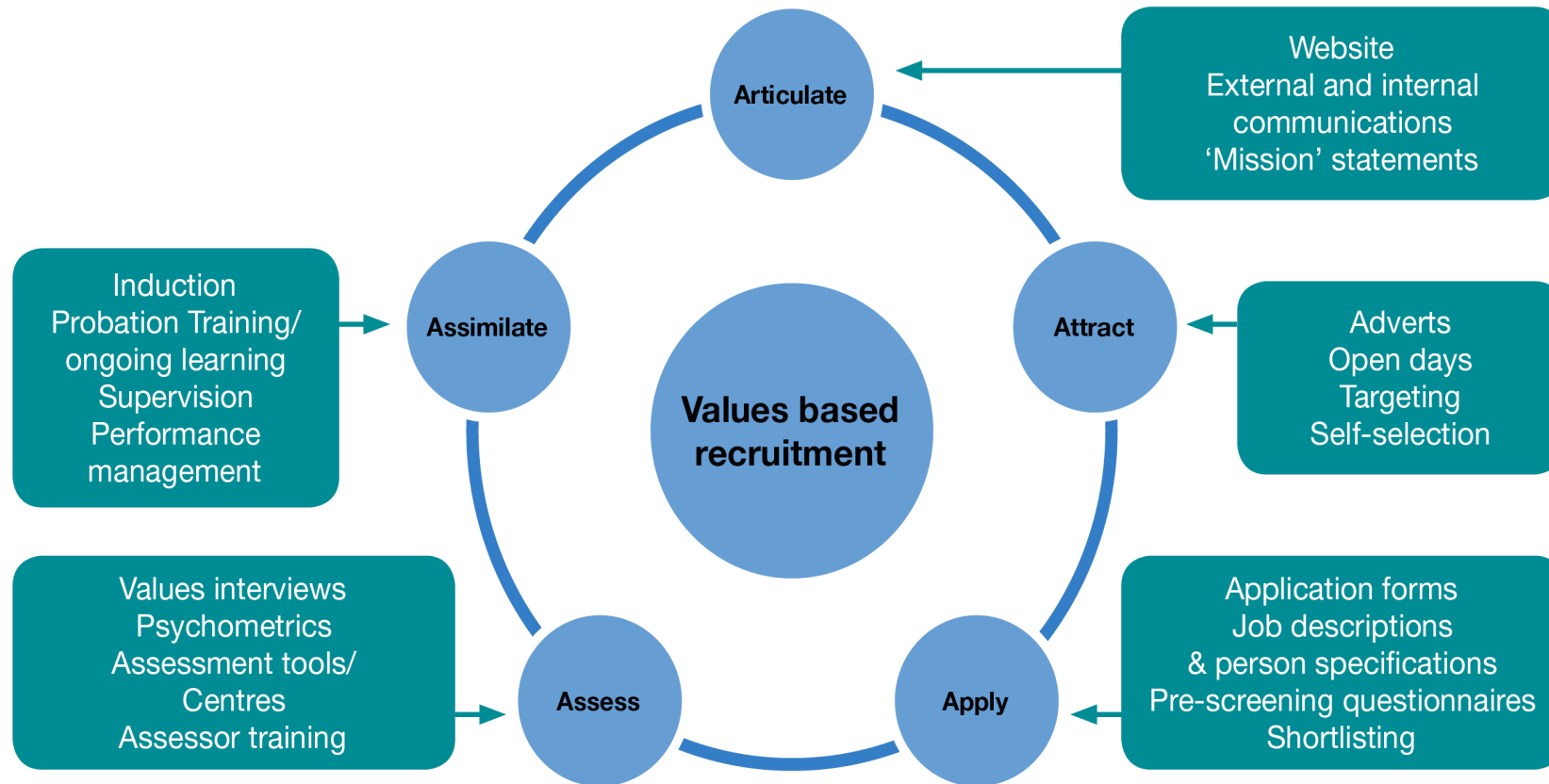
A holistic values-based recruitment approach

(VBA Consulting Model)

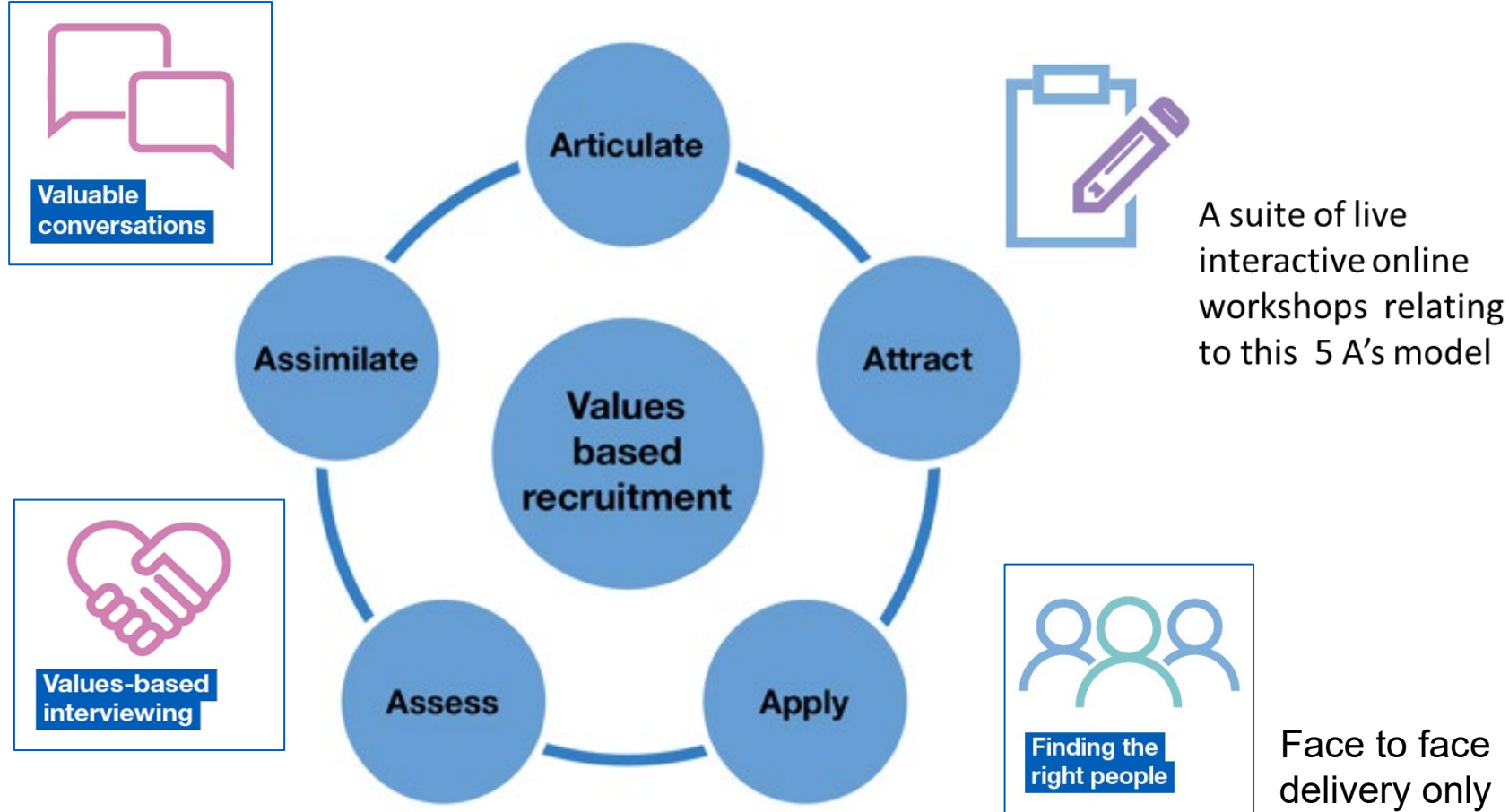


A holistic values-based recruitment approach

(VBA Consulting Model)



Values-based recruitment and retention framework



What is a values-based interview?



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

Values-based interviews are:

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

Does it work?

- Predictive validity
“The correlation between values-based interview scores and performance is 0.38. Validity values in this range suggest that selection techniques are working very effectively.”
Oxford University Hospitals NHS Trust VBI evaluation (2015)
- Engagement of employees
“Using values-based interviews helped to recruit staff who were more likely to recommend the organisation to others and planned to stay with the organisation for longer than those not recruited on values.”
Oxford University Hospitals NHS Trust VBI evaluation (2015)
- Oxfordshire values-based recruitment in adult social care project

Predictive validity



Selection method	Validity 0 - 1
Assessment centres	
Work-based samples	
Ability tests	
Structured interviews	
Personality tests	
Biographical data	
References	
Traditional interviews	

Predictive validity

Selection method	Validity 0 - 1
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

Values interview



Virtual values-based interviews

- Send candidates information about the technology as well as the type of interview to prepare in advance
- Ask candidates in advance if any adjustments are needed
- Ensure two trained VBI interviewers carry out the interview
- Give more time and pauses for candidates to process the question and formulate their response
- Check in with the candidate as the interview progresses – consider the impact of a virtual interview on the candidate's responses
- Probe thoroughly using **EARL** – no short cuts

Distance recruitment tips



We've developed some tips to help you conduct distance interviews on our [safe and rapid recruitment webpage](#)

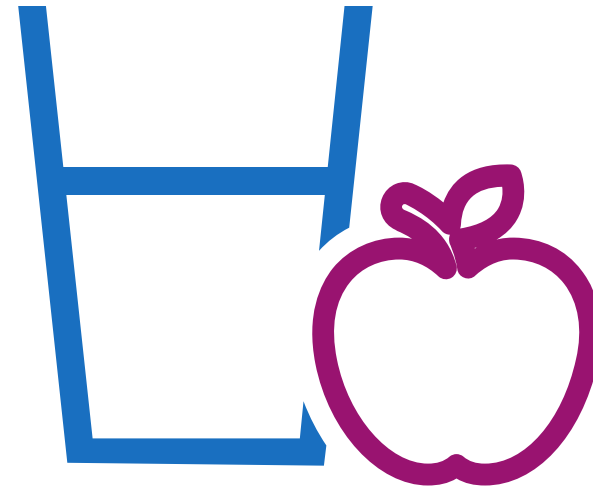
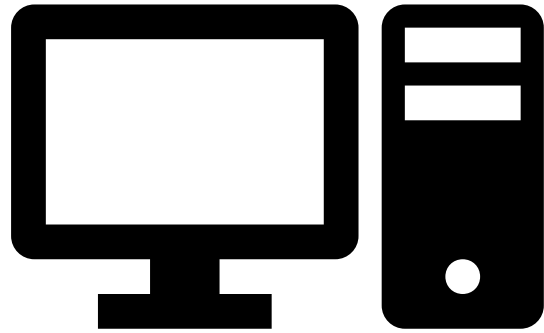
Example values and behaviours framework for adult social care



How did you get on mapping your workplace values to the framework?



Video & Break



Video

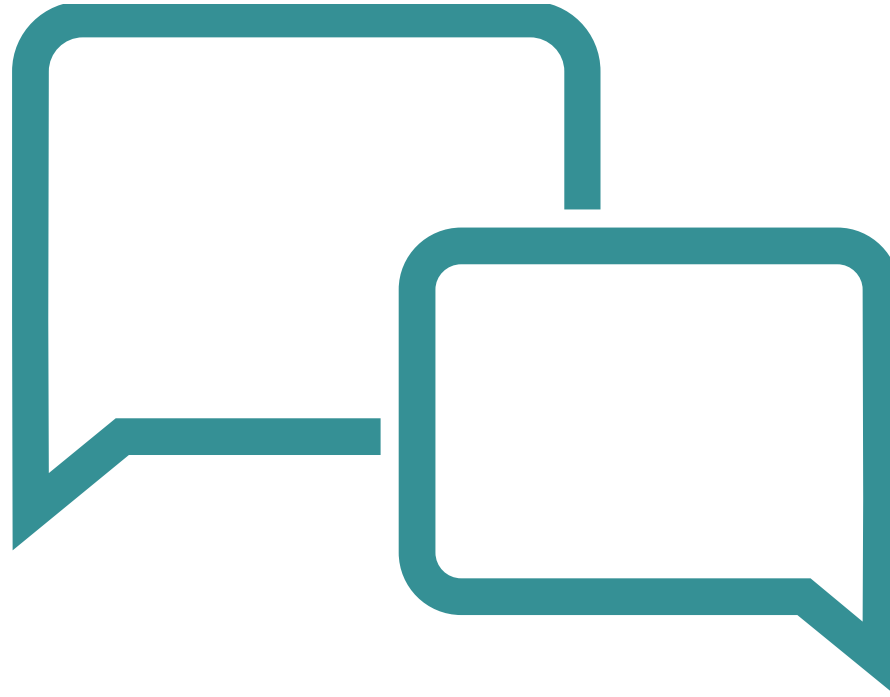


Watch the role-play of an interview question.

- What do you notice about the type of questions the interviewer uses?
- What information do they get from the candidate?
- Which of the example values and behaviours do you hear?
- How is this similar or different to how you currently recruit in your organisation?

Questioning and probing

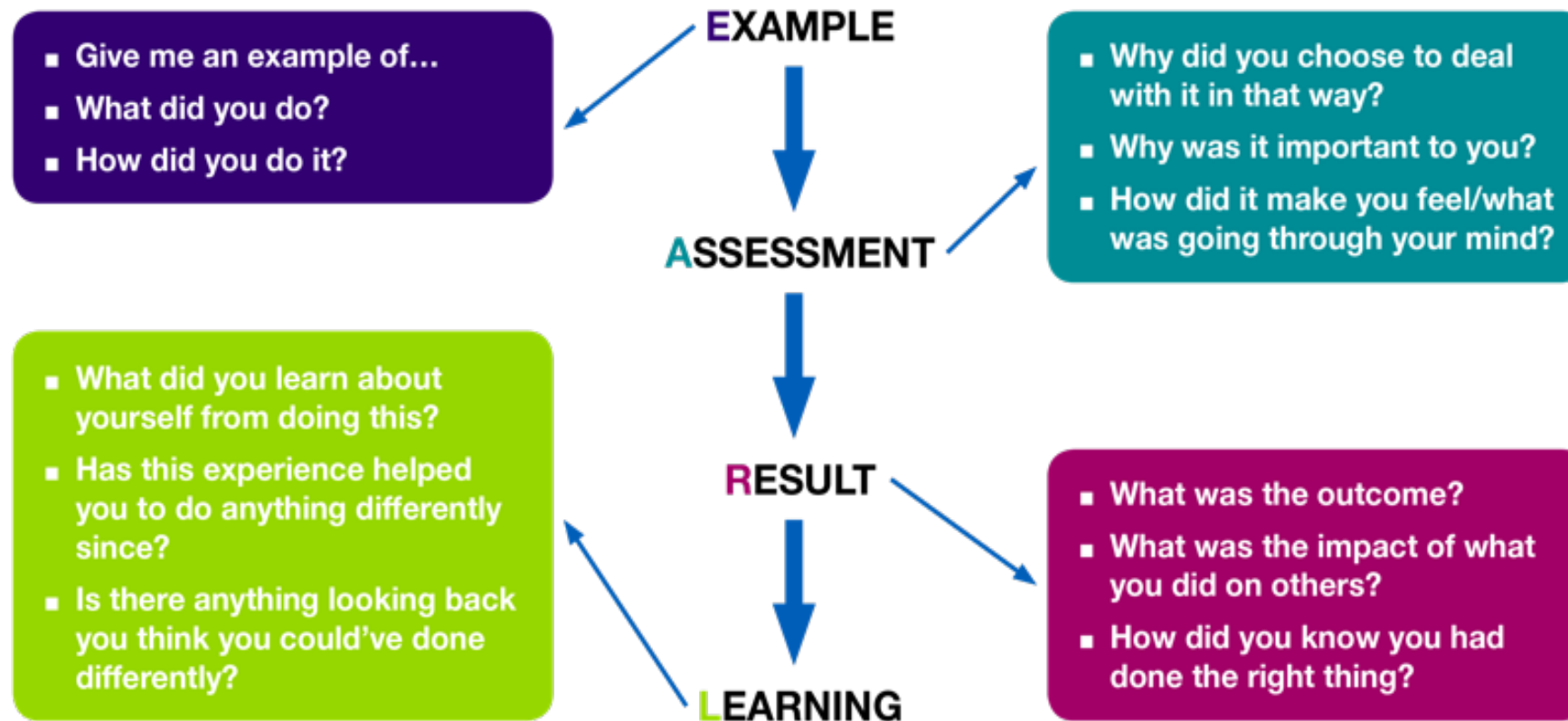
Models and techniques



Good probing questions...

- Are open
- Show interest
- Use the candidates' words to reflect back
- Evidence-based
- Non-judgemental
- Don't give the answer in the question
- Link to the criteria being assessed.

EARL probing model



Question banks



- Staff and management.
- Choose questions most relevant to the role.
- Choose questions not asked in a skills interview.
- Minimum of three questions per interview.
- 5 – 10 minutes per question to probe.
- Balance of 'positive' and 'negative' questions.

Have a go



- In pairs choose one **question** each to ask each other using the EARL model.
- 10 minutes to ask the question and probe.
- 5 minutes afterwards to discuss and reflect on how it went.
- You do not need to record anything for this exercise.

Review / Agenda

What we have covered...

- Aims and objectives
- Values and behaviours-based recruitment and retention
- Socially distanced values based interviews
- Your organisations values and behaviours
- The values-based interview – The probing model and questions

After the break...

- Reflections on earlier session
- The values-based interview - Recording and Assessing
- Action learning – Have a go at conducting values-based interviews
- Implementing the values-based approach

Break

**See you back here in 1 hour
Same zoom link**

Welcome back!

Review / Agenda

What we have covered...

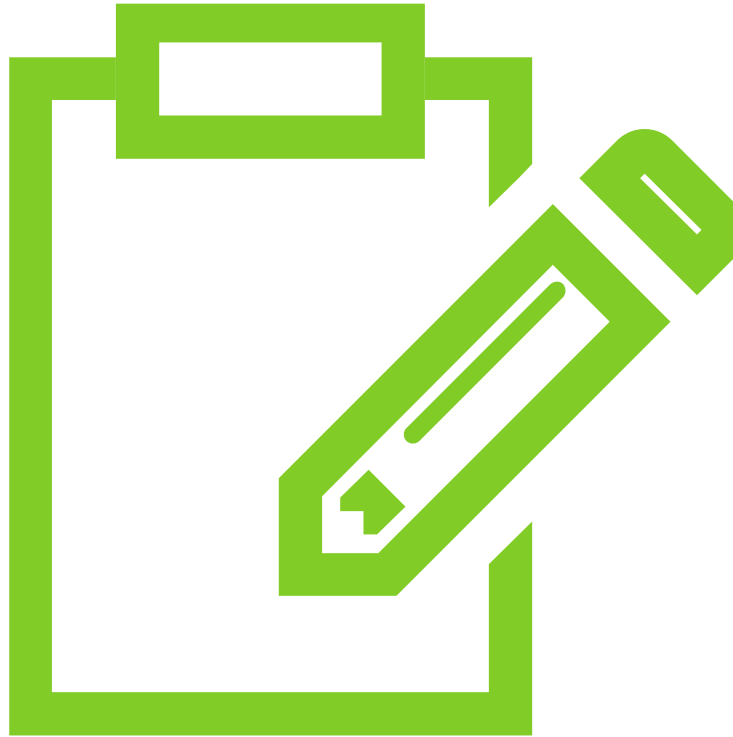
- Aims and objectives
- Values and behaviours-based recruitment and retention
- Socially distanced values based interviews
- Your organisations values and behaviours
- The values-based interview – The probing model and questions

Still to come...

- Reflections on earlier session
- The values-based interview - Recording and Assessing
- Action learning – Have a go at conducting values-based interviews
- Implementing the values-based approach

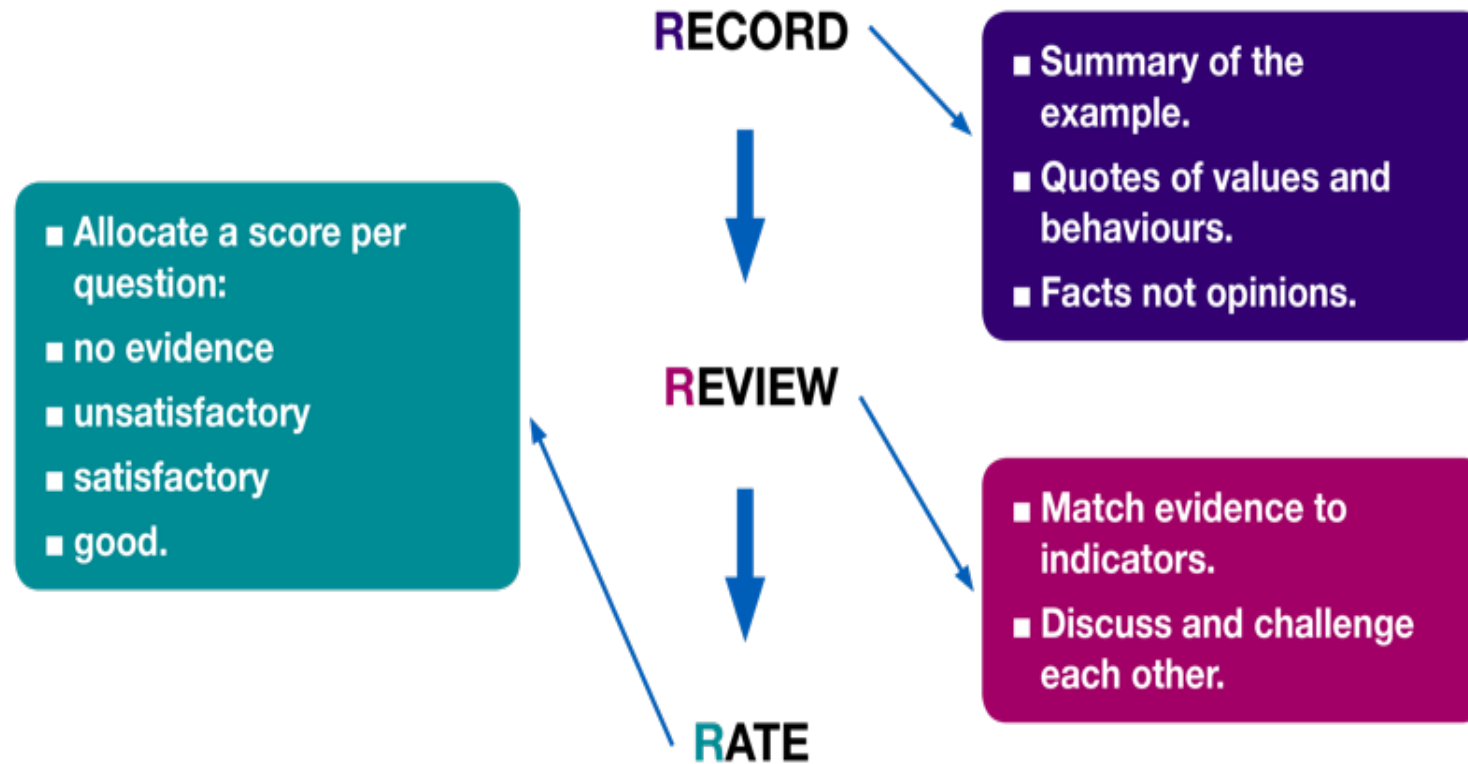
Recording and assessing

Working with the evidence and being objective



Recording and assessing

(The 3 Rs)





Prejudice in interviews

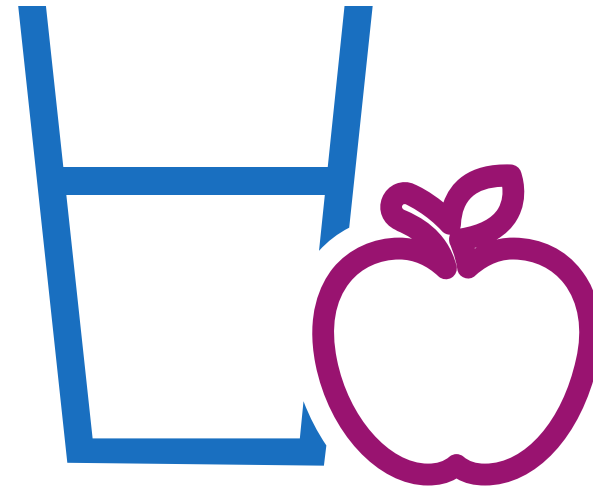
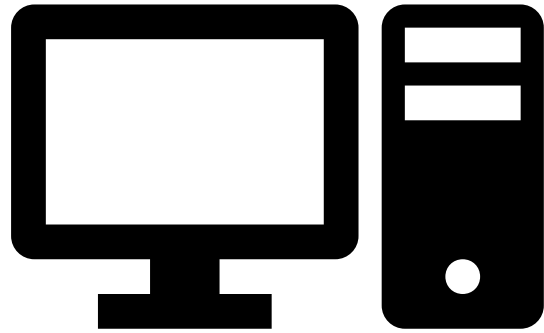
- “Prejudgement, forming an opinion before becoming aware of the facts.”
 - Halos/horns.
 - Stereotypes.
 - ‘Like me’ effect.
- “Feeling, favourable or unfavourable, toward a person or thing, prior to, or not based on, actual experience.”
- Gordon Allport, The Nature of Prejudice

Values-based feedback



- Prepare feedback in advance.
- Ask them how they felt it went.
- Feedback facts, not thoughts or feelings.
- Use quotes and evidence.
- Think about the language.
- Sandwich technique.
- Feedback by interviewers where possible.

Video & Break



Video: Recording and assessing – have a go



- Watch the video of the role play of a values-based interview question (12 minutes)
- Record the candidate's evidence as if you were the second interviewer using template on p58
- *Take a 10 minute break*
- In pairs compare your notes, review and rate the candidate's evidence (10 minutes)
- What feedback would you give to the candidate?
- What's your learning from this exercise? Feedback to the main group.

Practice

Putting theory into practice





Practice interviews

In groups of 4, practice using the question banks and EARL model to interview each other.

- Interview another delegate in pairs - 15 minutes.
- EARL
- Note taking

- Other delegates observe and feedback – 5 minutes.
- What did they do well?
- What could they improve?
- What would you have asked?

Next steps

Implementing values-based interviews and values-based recruitment and retention in your organisation



The Values-based approach

- Define and clarify your workplace values and behaviours.
- Ensure senior level buy-in to the organisational values and to values-based interviewing and values-based recruitment in your workplace.
- Review existing recruitment processes and consider where values-based recruitment fits.
- Communicate your workplace values internally and externally.

The Values-based approach

- Develop interviewers to use a values-based approach.
- Brief managers in how to use values-based interviewing and values-based approaches to recruitment.
- Consistently apply your workplace values in recruitment.
- Embed your workplace values across the organisation, through; induction, training, appraisal and performance management.
- No short cuts.

Action planning



- How did you get on using the values-based recruitment checklist to identify what your organisation does well and what can be developed?
- Can you now identify any gaps based on your learning from these seminars?
- Develop an action plan
 - What are the top three priorities when you go back to your workplace?
 - What additional support, resources or training is required to implement values-based interviewing and values-based recruitment in your workplace?

Post-seminar

- **Practice** this approach in a real interview as soon as possible.
- Support and **provide feedback** to each other.
- **Practice** taking notes in other settings.
- Use the senior manager presentation in your organisation.



Objectives review

- Understand values-based recruitment and how it can be applied to your workplace
- Learn how to map your organisational values to your values and behaviours framework
- Discover how to use this interviewing technique to identify whether candidates have the right values to work in your organisation
- Learn how to form a question bank to use when interviewing candidates
- Gain confidence by practicing the technique with colleagues

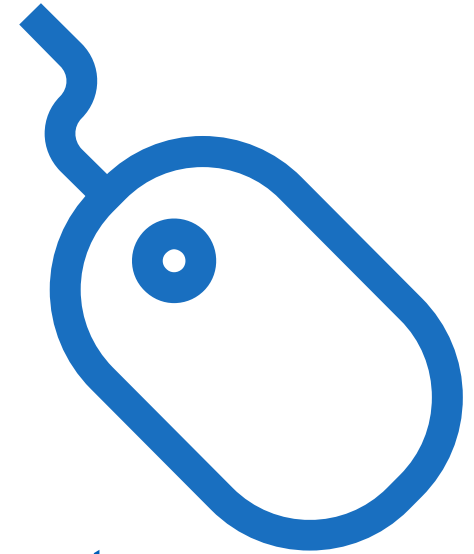
Next steps

Action planning and further support

- Values-based recruitment and retention:

<https://www.skillsforcare.org.uk/Recruitment-support/Recruitment-planning/Recruiting-for-values.aspx>

- Further seminars: www.skillsforcare.org.uk/recruitmentseminars
- Tailored support: randr@skillsforcare.org.uk
- Support in your area: www.skillsforcare.org.uk/inyourarea



Acknowledgements

Skills for Care would like to thank Oxfordshire County Council, South East ADASS and VBA Consulting for their contribution to the development and delivery of this seminar



VBA Consulting





Thank you