

Values-based interviewing seminar

Recruiting for values in adult social care Session 1 of 2



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

Part 1

- 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

Part 2

- 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

zoom

skillsforcare



Exit full screen



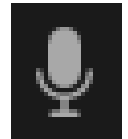
Use gallery view



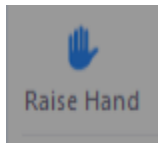
Open chat



Check your display name



Mute unless speaking



Use raise hand

Your thoughts...

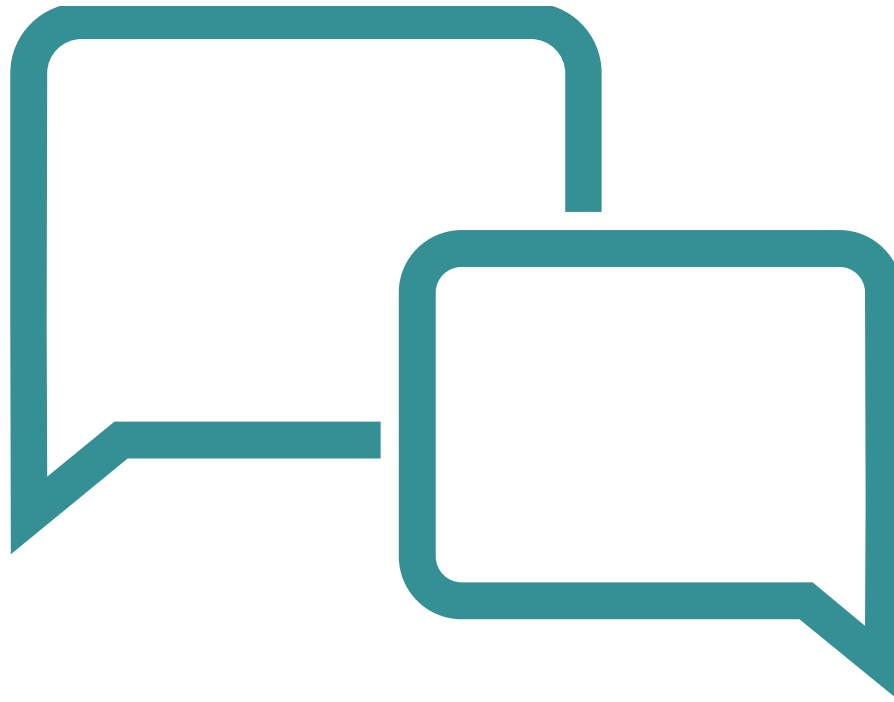
- What would you like to get from this seminar?
- What is the greatest challenge you face in your organisation with recruitment and retention and how could a VBR approach support you in meeting that challenge?
- Any reflections or questions having attended the webinar or completed the checklist?

Zoom Poll

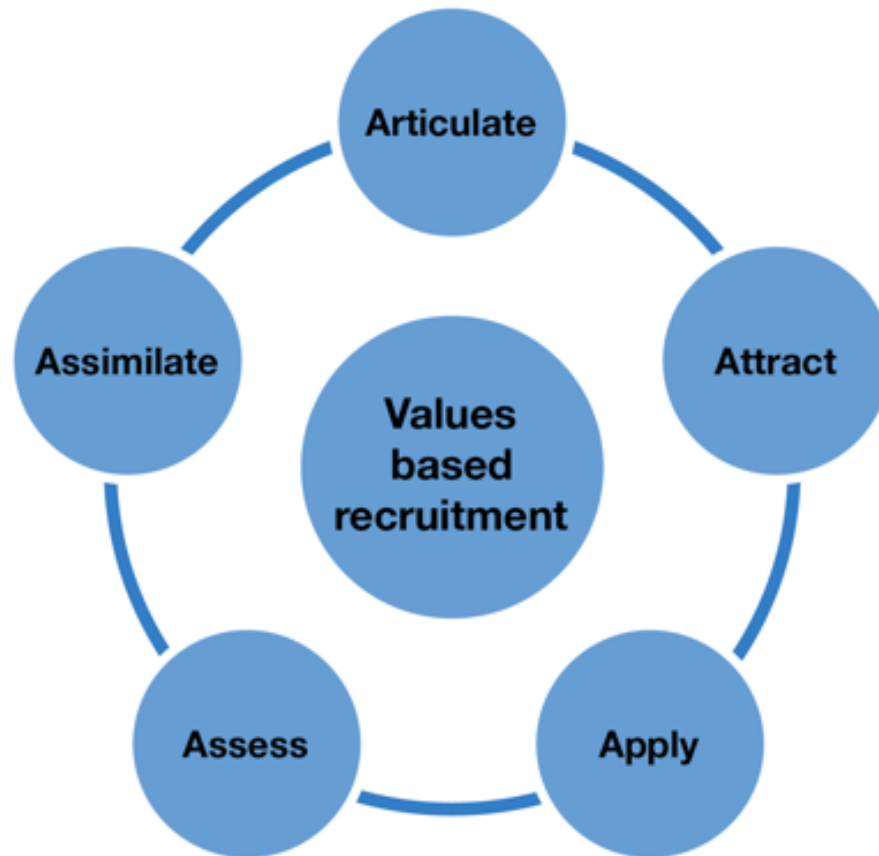
- Do you currently use values in your recruitment process?
- Does your organisation have a set of values and behaviours?

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

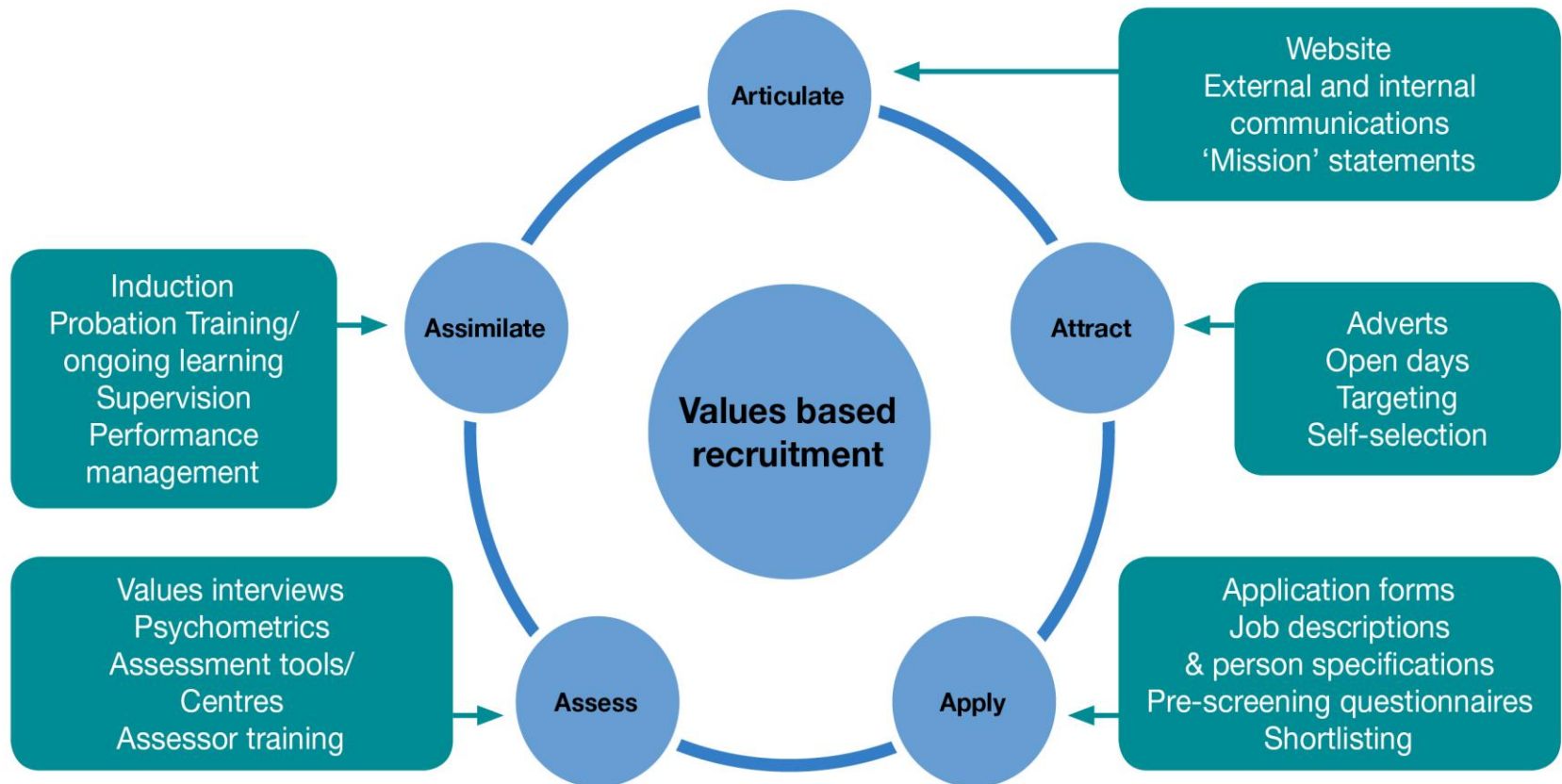
What's it all about?



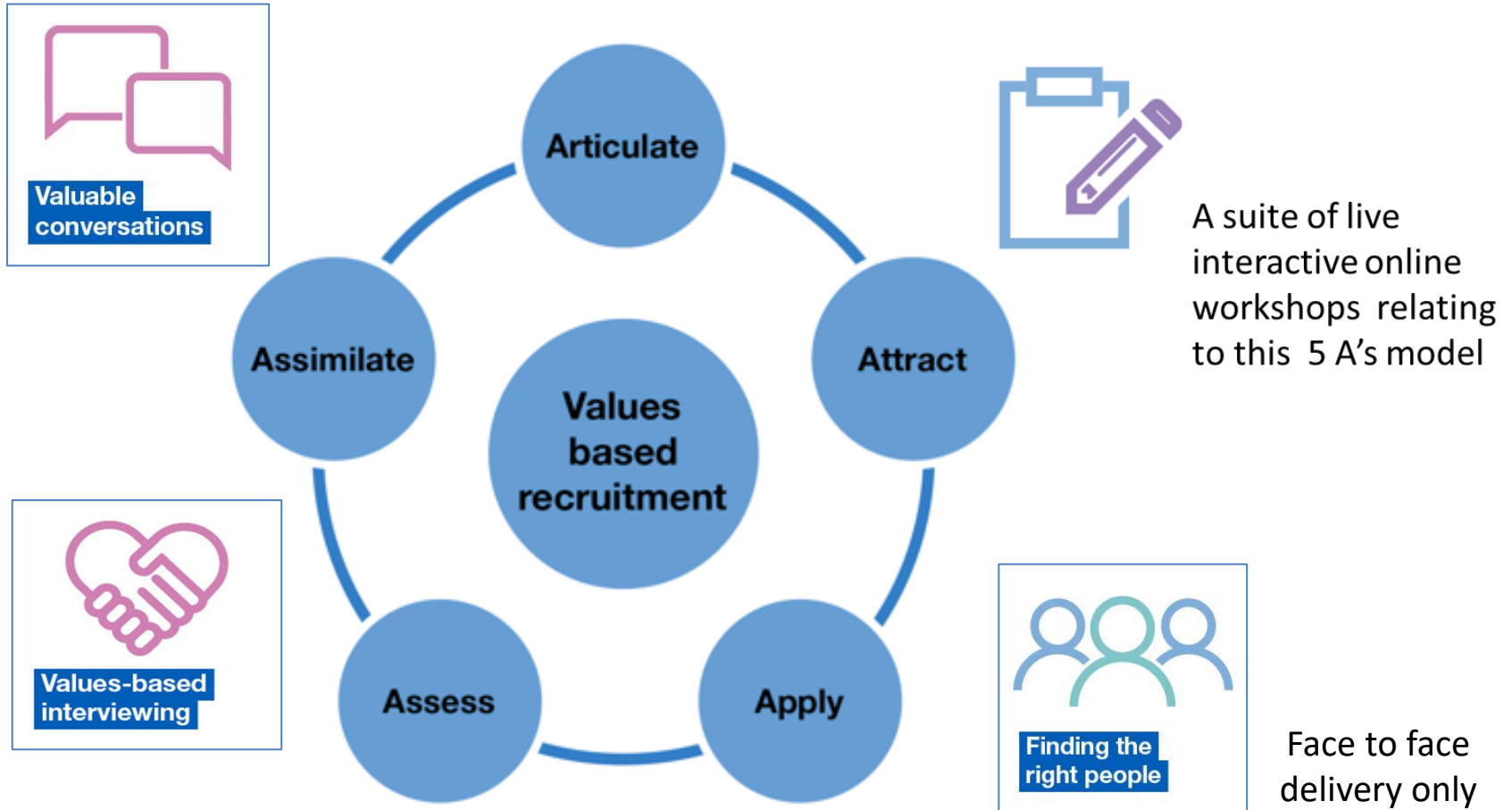
A holistic values-based recruitment approach (VBA Consulting Model)



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](#)

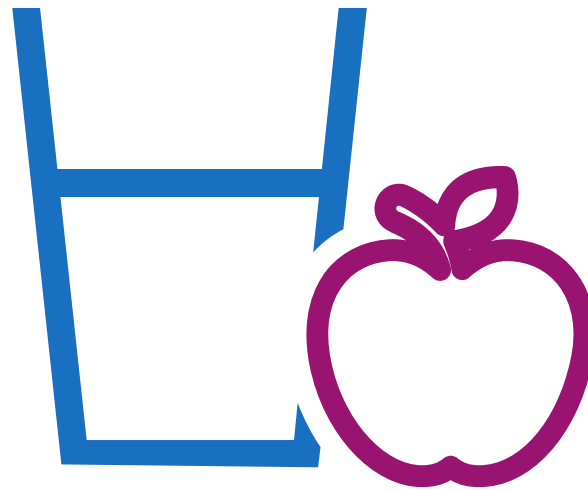
Example values and behaviours framework for adult social care



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



Video & Break



Video



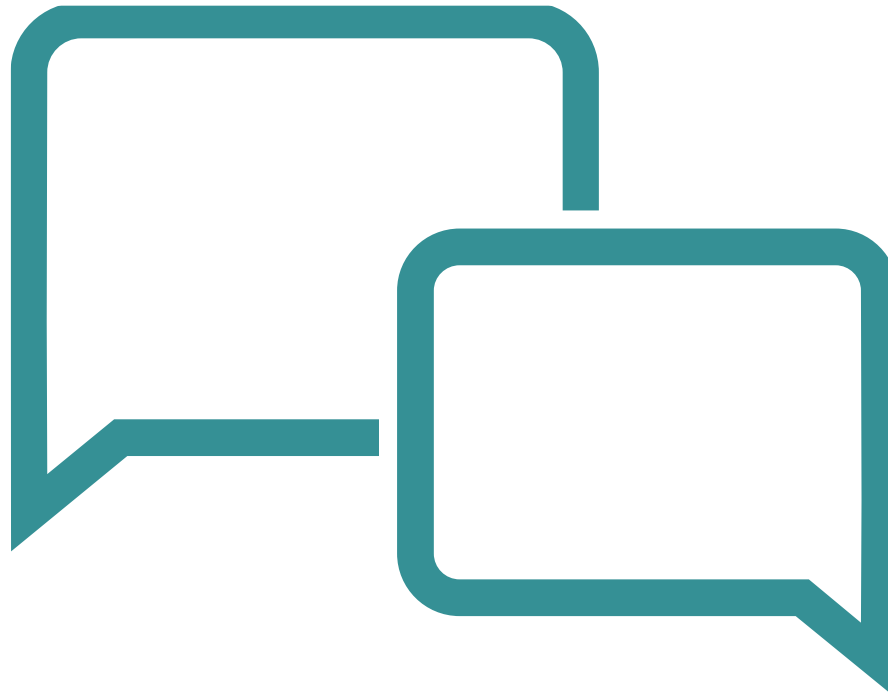
Watch the roleplay of a values-based interview questions.

Questions

- 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

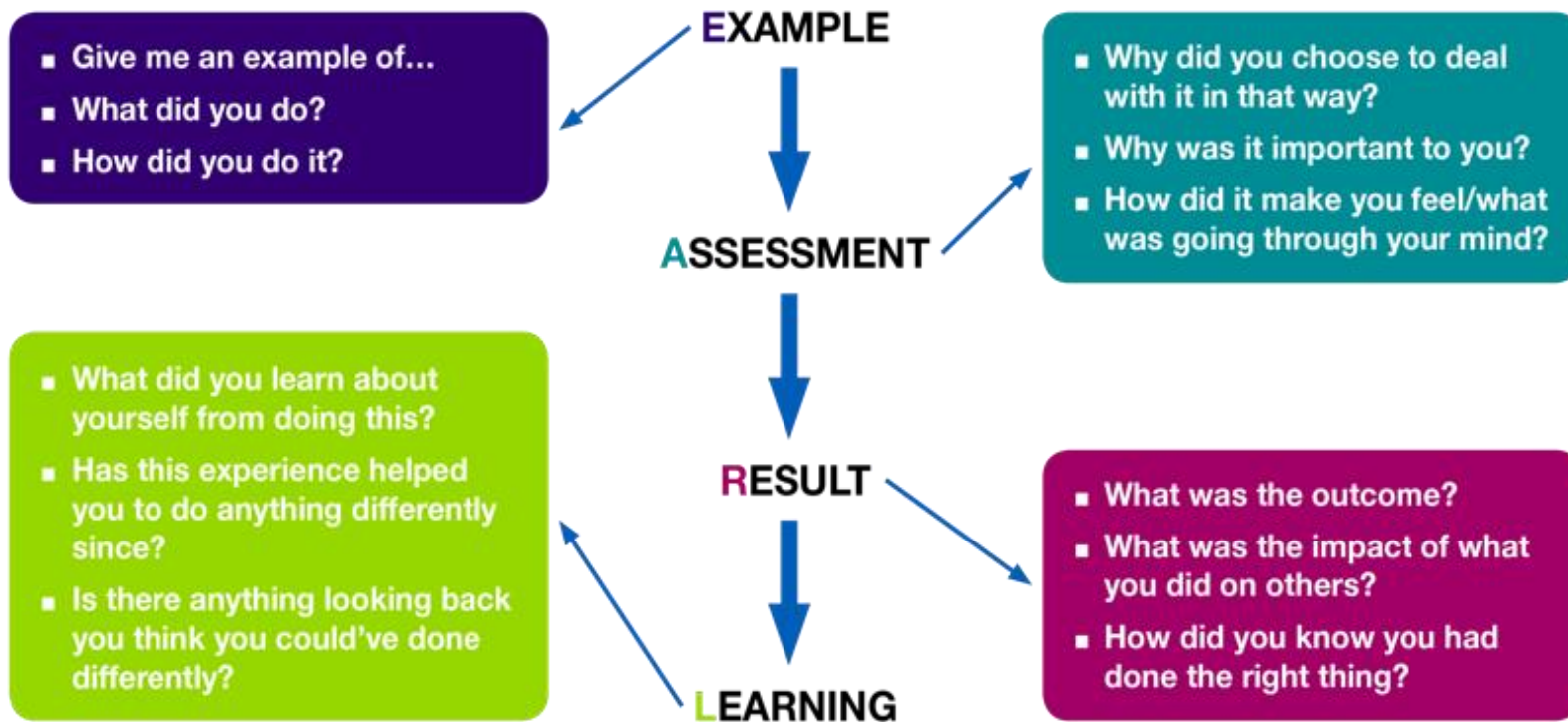


Good probing questions...

- 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.

Before the next seminar



- Have a go at designing your own question for a role in your workplace and bring that to the next session.
- Pick 1 question from the question bank and the new question you have written and practice asking them to a colleague using the EARL model to probe.
- Reflect on what went well, what could have gone better and what you need to do or know more of.



Thank you