



## Values Based Recruitment Guidance and Information for Candidates

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## What is Values Based Recruitment?

Values Based Recruitment (VBR) is a recruitment approach to help attract and select employees whose personal values and behaviours align with the values of the Trust. It will be incorporated into the existing competency-based interviews used to gain a comprehensive picture of applicants to Barnsley Hospital NHS Foundation Trust (BHNFT).

## Why are we introducing values into our recruitment process?

There are a number of reasons why our recruitment processes are being developed to ensure that we don't just recruit people for their skills and competence but also look at how their own values with Barnsley Hospital's values.

This process is in line with the Francis Report which emphasised the need for a culture shift in the NHS and the importance of a common set of values.

Evidence suggests that values based recruitment is a good recruitment practice and staff with the right values are more likely to:

- Work efficiently in teams to deliver excellent patient care
- Enhance the patient experience
- Experience greater job satisfaction

## What are values?

Values are the things that matter to us: our judgments of what is important in life.

As a result they can mean different things to different people, although organisational values describe the culture of an organisation. They are linked to the Trust vision, goals and strategy.

In the workplace this translates into:

- **What** people think **should** be done
- **How** people think things **are** done
- **How** people think things **ought** to be done
- **What** is **important** in the organisation



## Barnsley Hospital Values and Behaviours

In preparation for your interview, think about how you would evidence each of the points below. You could also look at Appendix 1 for a more detailed exploration of the behavioural framework:

### Quality Service

**Value:** We treat people how we would like to be treated ourselves

**Behaviours:** We will:

- Show you respect, courtesy and professionalism
- Treat you with kindness, compassion and dignity
- Communicate with you in a clear, honest and responsible manner

### Quality Care

**Value:** We work together to provide the best quality care we can

**Behaviours:** We will:

- Share the same goals: finding answers together
- Recognise your contribution by treating you fairly and equally
- Constantly learn from you, so we share and develop together

### Quality Communication

**Value:** We focus on your individual and diverse needs

**Behaviours:** We will:

- Personalise the care we give to you
- Keep you informed and involve you in decisions
- Take the time to listen to you

There are a number of ways we can identify an applicant's values as part of the recruitment process. Values-based interviewing (VBI) is used by the Trust, as it provides a tool for exploring what is important to you as an individual, thereby enabling measurement of the extent to which your values are aligned to those of the Trust.



## What is values-based interviewing?

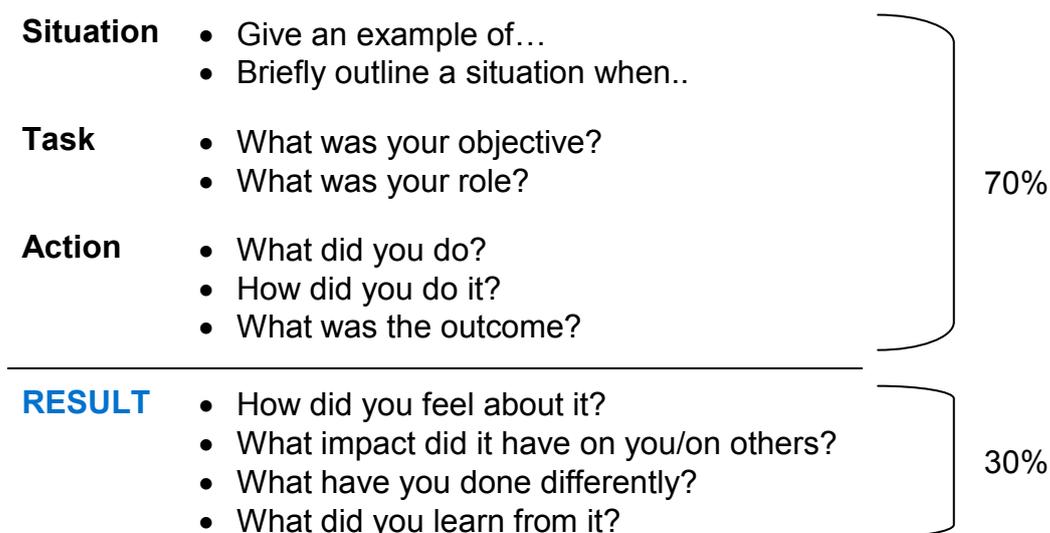
You may be used to a traditional competency-based interview, in which you are asked questions related to your work-based skills. Within your interview at the Trust, you will be asked questions relating to our values in addition to these questions you would expect in an interview. For these questions, you will have to talk about a time when you displayed the value or behaviour, and what the outcome of this situation was.

I will be useful to think about a time when you may have displayed the value for which you are being asked. In preparation, think about the values asked for in the job description, and reflect on what these values mean to you. The outcome of the situation is the focus here; you should spend most of your time discussing the learning or changes you took rather than just description of what happened.

After the initial question asking you about a time when you displayed a behaviour or value, you will be asked a series of probing questions which are designed to elicit evidence in relation to learning and reflection. You will be required to give examples and describe evidence of past behaviour, which will give your interviewer insight into how you are likely to behave in the future and if this is in-line with the Trust values and behaviours.

You should also think of your behaviour and how you come across in an interview situation, and if you're reflecting our values in the way you present yourself.

A good technique for answering questions in VBI is the **STAR** technique (**S**ituation, **T**ask, **A**ction, **R**esult). The format to follow and the amount of time you should spend on each in your answers is illustrated in this diagram.





## The Values-based interview process

The assessment of values should take place alongside the traditional process of assessing the skills and technical knowledge of applicants. As a candidate, you must display both the competence required of the job, as well as the values required by the Trust. Assessors have received training on the principles of VBR, so will be able to assess you objectively.

Feedback should be offered to you whether or not you are offered the post and will use the evidence gathered by the assessors during the interview. Please feel free to request feedback if you feel this is something that could help you in your continued professional development.



## **APPENDIX 1: Barnsley Hospital NHS Foundation Trust Behavioural Framework**

### **What is the framework?**

The framework defines the behaviours that our staff must demonstrate for the organisation to perform effectively.

### **Why do we have it?**

The framework is a statement of what we are: what our patients expect from us and what we expect from each other.

### **What are the benefits to the Framework?**

- Working effectively in teams to ensure patients receive the best possible care
- Enhance the patients experience
- Experience of greater job satisfaction and staff feeling valued
- Positive impact on staff turnover
- Reduction in sickness absence
- Embrace accountability
- A results driven organisation



Quality service:

**We treat people how we would like to be treated ourselves**

Our Behaviours We will...	We...	We do not...
<ul style="list-style-type: none"> <li>• Show you respect, courtesy and professionalism.</li> <li>• Treat you with kindness, compassion and dignity.</li> <li>• Communicate with you in a clear, honest and responsible manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Put ourselves in patients' shoes</li> <li>• Show concern and empathy for the welfare of others</li> <li>• Look to relieve suffering</li> <li>• Anticipate and respond to people's needs</li> <li>• Show generosity</li> <li>• Present a positive attitude</li> <li>• Do our job professionally and safely but whilst caring about others</li> <li>• Show kindness and warmth</li> <li>• Act helpfully and considerately</li> <li>• Are sympathetic and reassuring</li> <li>• Show interest in others</li> <li>• Make eye contact and smile</li> <li>• Form strong relationships with others</li> <li>• Treat people as a being of worth</li> <li>• Respect modesty and privacy e.g. washing and dressing</li> </ul>	<ul style="list-style-type: none"> <li>• Act with disinterest</li> <li>• Act with coldness and cruelty</li> <li>• Show neglect</li> <li>• Speak about people as if they are not there</li> <li>• Intentionally leave patients in pain</li> <li>• Subject people to insults, abuse, aggression or violent behaviour</li> <li>• Use intimidation</li> <li>• Humiliate or embarrass people</li> <li>• Raise our voice, glare or roll our eyes</li> <li>• Label patients</li> <li>• Breach confidentiality</li> <li>• Talk about sensitive issues where others can hear</li> <li>• Act dishonestly</li> <li>• Use jargon, acronyms or abbreviations to people who would not understand them</li> <li>• Display negative body</li> </ul>



Our Behaviours		
We will...	We...	We do not...
	<p>patients</p> <ul style="list-style-type: none"> <li>• Have a respectful attitude and show courtesy</li> <li>• Address people in an appropriate manner and find out what they like to be called</li> <li>• Introduce ourselves by name and role</li> <li>• Express disagreement respectfully</li> <li>• Speak to people directly rather than behind their backs</li> <li>• Maintain a suitable appearance at work and dress appropriately for the context</li> <li>• Adhere to codes, regulations and protocols</li> <li>• Are trustworthy and honest</li> <li>• Act as a role model for others</li> <li>• Communicate with politeness and manners</li> <li>• Are on time and manage time effectively</li> <li>• Take responsibility for our own actions</li> <li>• Respect confidentiality at all times</li> </ul>	<p>language that suggests disinterest</p> <ul style="list-style-type: none"> <li>• Appear too busy to help others</li> <li>• Appear unapproachable or bad tempered</li> <li>• Avoid challenging those who show a lack of respect, compassion and kindness</li> </ul>



Our Behaviours		
We will...	We...	We do not...
	<ul style="list-style-type: none"> <li>• Show consideration for others</li> <li>• Assist those who appear lost</li> <li>• Acknowledge and welcome visitors</li> <li>• Show courtesy on the telephone with an appropriate tone of voice</li> <li>• Give undivided attention when communicating</li> <li>• Provide information at an appropriate comprehension level</li> <li>• Check that patients understand and ask if they have any questions</li> <li>• Challenge those who do not show appropriate respect, compassion and kindness</li> </ul>	



Quality care:

**We work together to provide the best quality care we can**

Our Behaviours We will...	We...	We do not...
<ul style="list-style-type: none"> <li>• Share the same goals; finding answers together.</li> <li>• Recognise your contribution by treating you fairly and equally.</li> <li>• Constantly learn from you, so we share and develop together.</li> </ul>	<ul style="list-style-type: none"> <li>• Show commitment to working together towards a common purpose</li> <li>• Work cooperatively within teams</li> <li>• Use teamwork effectively to overcome problems</li> <li>• Motivate, encourage and support others</li> <li>• Work with colleagues to monitor the quality of our work</li> <li>• Consult and take advice from colleagues where appropriate</li> <li>• Share our skills and experience for the benefit of our colleagues</li> <li>• Contribute to our team's collective responsibility</li> <li>• Work collaboratively and positively with others across team and divisional boundaries</li> <li>• Support each other across the whole Trust</li> <li>• Work in partnership inside and outside the organisation</li> <li>• Create a stimulating learning environment through sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Undermine our colleagues</li> <li>• Work against shared objectives and goals</li> <li>• Ignore advice given to us by colleagues</li> <li>• Ignore the wishes of patients or carers</li> <li>• Ignore any undesirable behaviour</li> <li>• Ignore any quality issues</li> <li>• Keep relevant information to ourselves</li> <li>• Leave those that need to be, unsupervised</li> <li>• Ignore others' contributions or use them as our own</li> <li>• Ignore any feedback given</li> <li>• Refuse to follow out reasonable requests</li> <li>• Ignore any ideas for service improvement</li> <li>• Ignore or act unsupportively towards any change taking place</li> <li>• Have a negative attitude</li> </ul>



Our Behaviours We will...	We...	We do not...
	<p>ideas, skills, knowledge and experience with others</p> <ul style="list-style-type: none"> <li>• Make sure that others are supervised and supported to develop their competence</li> <li>• Recognise, value and reward the contributions of others</li> <li>• Respect the contribution that people make to their own wellbeing</li> <li>• Learn from others</li> <li>• Seek out and give constructive feedback</li> <li>• Embrace, promote and support change</li> <li>• Encourage creativity and new ideas to improve services</li> <li>• Support new ways of working</li> <li>• Offer positive challenge to what we do and how we do it</li> <li>• Show resilience in the face of setbacks</li> <li>• Value our workplace and are proud of each other</li> <li>• Recognise, celebrate and share success</li> <li>• Learn from experience</li> </ul>	<p>towards work, colleagues and patients</p> <ul style="list-style-type: none"> <li>• Have inappropriate conversations in public areas</li> <li>• Let our skills go out of date</li> <li>• Let quality standards fall</li> <li>• Keep concerns to ourselves</li> <li>• Take risks that may lead to injury</li> <li>• Act in any way that may harm the reputation of the Trust, inside and outside of work</li> <li>• Put your needs above those of a patient</li> <li>• Act against the interests of the team</li> </ul>



Our Behaviours		
We will...	We...	We do not...
	<ul style="list-style-type: none"> <li>• Demonstrate a can-do attitude</li> <li>• Take pride in delivering the best quality in everything we do</li> <li>• Always give our best</li> <li>• Put patients first</li> <li>• Act as an ambassador for the organisation</li> <li>• Accept full responsibility for our words, behaviours, attitudes and actions</li> <li>• Promote a learning culture not a blame culture at every level</li> <li>• Take part in appropriate learning and activities to maintain and develop knowledge, skills and performance</li> <li>• Treat everybody fairly and equally</li> </ul>	



Quality communication:

**We focus on your individual and diverse needs**

Our Behaviours We will...	We...	We do not...
<ul style="list-style-type: none"> <li>• Personalise the care we give to you.</li> <li>• Keep you informed and involve you in decisions.</li> <li>• Take the time to listen to you.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide timely, accurate and honest information</li> <li>• Explain clearly to patients what is happening every step of the way</li> <li>• Check patient understanding and who to contact if they feel unsafe</li> <li>• Listen to and engage with others</li> <li>• Act on the views of others</li> <li>• Encourage patient involvement and ownership</li> <li>• Involve patients in their treatment decisions and outcomes</li> <li>• Involve colleagues and staff in work related decisions</li> <li>• Consult with others during periods of change</li> <li>• Provide patients with choice and control</li> <li>• Tailor services to the needs of individuals</li> <li>• Take time to talk to patients as individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver services in a one-size fits all way</li> <li>• Exclude people</li> <li>• Display prejudice or intolerant attitudes</li> <li>• Ignore any special needs patients may have</li> <li>• Disrespect the wishes or concerns of patients or carers</li> <li>• Carry out any treatment without explanation or consent</li> <li>• Lie to patients or fail to inform them of all the options available</li> <li>• Ignore advice from colleagues</li> <li>• Work in an isolated way</li> <li>• Ignore objectives set for us as individuals and for the team we work within</li> <li>• Ignore complaints and feedback or avoid taking them seriously</li> <li>• Ignore others' development</li> </ul>



Our Behaviours We will...	We...	We do not...
	<ul style="list-style-type: none"> <li>• Are aware of the diverse needs of others and seek to provide appropriate support</li> <li>• Respect diversity and value difference</li> <li>• Have regular one to ones with line managers and team meetings</li> <li>• Take all complaints seriously and investigate</li> <li>• Support patients in caring for themselves to improve and maintain their health</li> <li>• Make arrangements to meet people’s language and communication needs</li> <li>• Take individuals’ lifestyle choices into consideration and respect their choices</li> <li>• Take cultural factors into account when dealing with others</li> <li>• Collect staff and patient feedback and take comments on board to improve service</li> <li>• Encourage patients, carers and colleagues to ask questions and share concerns</li> <li>• Give everyone fair opportunity to fulfil their potential</li> </ul>	<p>and fail to support them</p> <ul style="list-style-type: none"> <li>• Ignore any discriminatory behaviour</li> <li>• Fail to take into account the values and culture of the organisation</li> </ul>



Our Behaviours		
We will...	We...	We do not...
	<ul style="list-style-type: none"><li>• Promote understanding</li><li>• Create a working culture that values and harnesses differences for the benefit of individuals and the organisation</li><li>• Challenge discrimination</li></ul>	