Values Based Recruitment Workshop 5 – The National VBR Framework and VBR in use

Thursday 6th November 2014
Schedule

10:00 – 10:10   Welcome and NHS Employers VBR programme updates
10:10 – 10:40   Health Education England – The National VBR Framework (30 minutes)
10:40 – 10:50   Break
10:50 – 11:00   Voting button exercise (10 mins)
11:00 – 11:30   Follow up discussion (30 minutes)
11:30 – 11:50   Tees, Esk and Wear – Values and dementia strategy (20 minutes)
11:50 – 12:30   5 Boroughs Partnership – Values Based interviews and using service users at interviews (40 minutes)
12:30 – 1:25    Lunch
1:25 – 1:55     Merseyside Fire and Rescue (30 minutes)
1:55 – 2:25     Leeds and York Partnership – Embedding VBR and expanding across the organisation (30 minutes)
2:25 – 2:45     NHS Blood & Transplant – Update (20 minutes)
2:45 – 3:00     Summary and close
The VBR Team

Lydia Larcum - Programme Manager
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www.nhsemployers.org/recruitingforvalues
Tweet us!!

@NHSE_Lydia

#NHSVBR
Programme updates

• HEE Framework launched
• Employer VBI training still available
• University VBI training underway
• New mock VBI video available to those trained
• Behaviour Framework to be published
• VBR question bank available on SharePoint
• Values Based Employment case studies
• New Programme Officer – Jess Scrimshaw
Health Education England:
The National Values Based Recruitment Framework
National Values Based Recruitment Framework

NHS Employers Partner Network
6 November 2014

Sally Prus (Health Education England)
Overview

1. Introduction to the Values Based Recruitment (VBR) programme
2. Development of the VBR Framework
3. Delivery of the VBR Framework
4. Intended Outcomes
5. Questions
Policy Drivers: The VBR Task

Key Reports:
- The report of the Mid Staffordshire NHS Foundation Trust Public Inquiry (2013)
- The outcomes of the review by Professor Sir Bruce Keogh (2013)

Health Education England:
- 15 Year Strategy
- HEE Directions 2013
- The Mandate (April 2013 to March 2015):
  “HEE will oversee delivery of a national values based recruitment framework and associated tools and resources by October 2014 and ensure that selection into all new NHS funded training posts incorporates testing of values based recruitment by March 2015.”
NHS Employment Journey – A Continuum of Values Based Employment

NHS Constitution

Recruitment

Values Based Recruitment
(Values tested at multiple assessment points)

Attraction

Values of NHS Constitution marketed to prospective candidates (students, trainees and employees), including use of NHS Careers

Screening

Values based short-listing criteria. Screening tools to assess values

Selection

Use of selection tools, methods and approaches to assess values

Post selection

Values Based Environment

Post Selection

Values Based Employment Systems

Entry into Employment & Beyond

Evidence of values in education, training, development and organisation culture

Embedding values in organisational processes and continuous learning and professional development

Culture & Leadership

Education, Training & Continuous Development

Values Driven Behaviour

www.hee.nhs.uk
VBR Programme

Three interdependent projects:

• Project One – Recruiting for Values in HEIs
• Project Two – Recruiting for Values in the NHS (in partnership with NHS Employers)
• Project Three – The Evidence for VBR
Development of the VBR Framework

The Evidence:
• Literature Review
• HEI Survey / Trust Evaluation
• Stakeholder Engagement
• Equality and Diversity Impact Assessment

The Result:
Development of a National VBR Framework and core requirements aiming to:
• Enhance and build on existing recruitment practice for both HEIs and NHS employing organisations.
• Create guidance and resources to support VBR as part of existing processes.
• Provide an opportunity to harness and share existing good practice and to standardise processes nationally.
• Provide an equal opportunity to assess values on an individual basis.
• Build on the evidence and support the values based employment journey.
For all new recruitment rounds from 1 April 2015, NHS employing organisations are encouraged to and Higher Education Institutions (HEIs) are expected to:

**1. Preparation**
- Ensure local values can be mapped to those of the **NHS Constitution**.
  
**CR1**

- Involve patients and the public at some stage of the selection process.
  
**CR2**

**2. Attraction**
- Include explicit reference to the values of the **NHS Constitution** (or mapped local values) in marketing materials and websites as well as entry requirements (HEIs) or person specifications (employers).
  
**CR3**

**3. Screening and selection**
- Conduct an individual, face-to-face **structured interview** to include an assessment of values. This could also take place:
  - As a **Multiple Mini Interview**
  - As part of a wider selection process such as a **selection centre**
  - In conjunction with a screening method such as a **Situational Judgement Test**.

**CR4**

**4. Post-selection**
- Provide feedback to unsuccessful candidates if requested.
  
**CR5**

- Embed the NHS Constitution in curricula (HEIs) and induction and appraisal processes (HEIs and employers).
  
**CR6**
Linking your values to the NHS Constitution

A quick and easy tool to help you map your values to those within the NHS Constitution
Our Values

- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment

**Care**
- Compassion
- Competence
- Commitment

**Compassion**
- Care
- Competence
- Commitment

**Competence**
- Care
- Communication
- Courage
- Commitment

**Communication**
- Care
- Compassion
- Courage
- Commitment

**Courage**
- Care
- Competence
- Commitment

**Commitment**
- Care
- Compassion
- Competence
- Communication

**Improving Lives**
- Care
- Compassion

**Respect & Dignity**
- Care
- Competence
- Communication
- Courage
- Commitment

**Everyone Counts**
- Care
- Competence
- Communication
- Courage
- Commitment

**Working Together for Patients**
- Care
- Competence
- Commitment

**Commitment to Quality of Care**
- Care
- Compassion
- Communication
- Courage
- Commitment

**The NHS Constitution**
- The NHS belongs to us all

**NHS Employers**

**Health Education England**
Guidance, Case Studies and Values Based Interview Skills

Values Based Recruitment

Choosing a selection method for Values Based Recruitment

CASE STUDY: RECRUITING FOR VALUES USING MULTIPLE MINI INTERVIEWS IN STUDENT MIDWIFE SELECTION

Project Background

Following the Clinical skills in the Annual Report 2002, it was agreed that skills from the Clinical education of Midwifery students should be enhanced by incorporating multiple mini-interviews (MMIs). An additional feature of this project is that, where possible, the response of students may be influenced positively. This is achieved through the provision of a variety of resources, which include a variety of case scenarios and detailed guidance on how to select and interview suitable applicants. The aim is to develop a selection process that is fair and effective.

Objectives

The primary objective of this project is to assess the suitability of applicants for the midwifery course at the University of Surrey. This will be achieved through the development of a selection process that is fair, effective, and consistent with the University's values.

Methodology

The methodology for this project includes the development of a case study, which will be used to evaluate the effectiveness of the selection process. The results of the case study will be used to make recommendations for improvements to the current selection process.

References


www.hee.nhs.uk
Outcomes

**Emerging benefits include:**
- reducing agency spend and recruitment cost
- positive impact on staff turnover
- boosting staff morale
- creating a more positive work environment
- staff feeling more valued
- reducing sickness absence
- increased job satisfaction
- increased trainee experience
- ensuring that patients receive the best care possible

Identifying long-term benefits of VBR is the focus of a longitudinal evaluation due to commence following the launch of the framework which will look at impact on the staff, student and patient experience and patient care.
Contact details and further information

- Via email: HEE.VBR@nhs.net
- [http://hee.nhs.uk/work-programmes/values-based-recruitment](http://hee.nhs.uk/work-programmes/values-based-recruitment)
- Via twitter: @NHS_HealthEdEng  

www.hee.nhs.uk
Break
Voting button exercise
1. How do you, or do you plan to, include patients/service users in the recruitment process?

2. How do you, or do you plan to, train your managers in values based interviewing?

3. How do you, or do you plan to, include local or constitution values in your advertising and recruitment literature?

4. How do you, or do you plan to, embed local values in induction and appraisal processes?

All – What tools or resources could NHS Employers produce to support with the delivery of the above?
Tees, Esk and Wear – Values and dementia strategy
VALUES BASED RECRUITMENT AND DEMENTIA

Debbie Smith, 6th November 2014
Introduction

• The North East Dementia Alliance
• Dementia in the North East
• The workforce
• The Toolkit
The North East Dementia Alliance

• Partnership of health, social care, voluntary and private sector organisations
• Drive improvements in health, care and support of people with dementia
• Support and influence change
In the North East of England

Number of people with dementia

2014: 34,000
2020: 39,800
2030: 50,900
Why Values Based Recruitment?

• Priority of the NEDA
• Cross cutting theme
• Moving forward earlier work
Percentage of adult social care workforce from the North East working with people with dementia at qualification level 2 / level 3 higher than England as a whole.

- Workforce for England: Level 2 - 28.9%
- Workforce for North East: Level 2 - 32.1%
- Workforce for England: Level 3 - 14.3%
- Workforce for North East: Level 3 - 19.5%
Structure of the toolkit

- Defining key terms
- Research and evidence
- Practical examples
- National initiatives
- Case studies
- Supporting appendices
Top tips for recruiting for values

Define and communicate your organisational values

Align your job information with your values

Standardised induction and proactive use of probationary periods

Structured approach to interview

Further assessments pre job offer

Increase efficiency and effectiveness at the application stage

Use a range of assessment and interview techniques

Include values based interview questions
Making a business case for VBR in dementia services
Contract insert

• NICE
• VIPs Model
• The Commissioning Framework
Actions
Debbie Smith
North East Dementia Lead

debbie.smith37@nhs.net
0782 7253415

http://www.ncl.ac.uk/ageing/innovation/engagement/neda.htm
5 Boroughs Partnership – Values Based interviews and using service users at interviews
Values Based Interviewing Case Study

Jennifer Willis
5 BOROUGHS NHS FOUNDATION TRUST
About the Trust

• 5 Boroughs NHS Foundation Trust is a North West based Trust.
• We provide Mental Health, Learning Disabilities and Community Health Services across Halton, Knowsley, St Helens, Warrington and Wigan.
• We employ 3,600 staff across a number of sites.
• The Trust introduced its Values in 2011 and these have been integrated into a number of processes including the Performance Review Process.
About Our Approach

At the start and before undertaking any work, we considered the following:

• Why did we want to introduce VBR?
• What did we want to achieve?
• How did we want to do it?
• When did we want to achieve it by?
Why did we want to introduce VBR?

• Trust Key Objective 2014 – 2015.
• Complemented our existing ‘Coaching Culture’ and higher level “Culture of Care Strategy.’
• Its ‘the right thing to do’ for our patients and service users.
• To improve the quality of staff recruited to our organisation.
• To improve the level of care we provide our patients and service users.
What did we want to achieve?

• To embed Values Based Recruitment across the organisation.
• To support recruiting managers identify the ‘right’ people.
• To produce a series of Values based interviews questions to use during the selection process.
• To introduce other Values based selection methods.
• To implement relevant development sessions for managers.
How did we want to do it?

- Work collaboratively with Recruiting Managers.
- Develop targeted VBI tools for each staff group.
- Include clear scoring criteria that incorporated values and technical elements.
- Involve and engage our service users and carers in the development of questions.
When did we want to achieve it by?

Our goal is to have VBI tools:

• For Nursing and health care assistants by December 2014.
• For Admin and clerical by February 2015.
• For Allied Health Professionals by March 2015
• For all staff groups by April 2015.
Our Trust Values

We value people as individuals ensuring we are all treated with dignity and respect.

We value quality and strive for excellence in everything we do.

We value, encourage and recognise everyone’s contribution and feedback.

We value open, two-way communication, to promote a listening and learning culture.

We value and deliver on the commitments we make.

A Better View... of mind & body
The Nursing Six C’s

A Better View... of mind & body
Values in the NHS Constitution

WORKING TOGETHER FOR PATIENTS
Patients come first in everything we do. We fully involve patients, staff, families, carers, communities, and professionals inside and outside the NHS. We put the needs of patients and communities before organisational boundaries. We speak up when things go wrong.

RESPECT AND DIGNITY
We value every person — whether patient, their families or carers, or staff — as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits. We take what others have to say seriously. We are honest and open about our point of view and what we can and cannot do.

EVERYONE COUNTS
We maximise our resources for the benefit of the whole community, and make sure nobody is excluded, discriminated against or left behind. We accept that some people need more help, that difficult decisions have to be taken — and that when we waste resources we waste opportunities for others.

COMMITMENT TO QUALITY OF CARE
We earn the trust placed in us by insisting on quality and striving to get the basics of quality of care — safety, effectiveness and patient experience — right every time. We encourage and welcome feedback from patients, families, carers, staff and the public. We use this to improve the care we provide and build on our successes.

COMPASSION
We ensure that compassion is central to the care we provide and respond with humanity and kindness to each person’s pain, distress, anxiety or need. We search for the things we can do, however small, to give comfort and relieve suffering. We find time for patients, their families and carers, as well as those we work alongside. We do not wait to be asked, because we care.

IMPROVING LIVES
We strive to improve health and wellbeing and people’s experiences of the NHS. We cherish excellence and professionalism wherever we find it — in the everyday things that make people’s lives better as much as in clinical practice, service improvements and innovation. We recognise that all have a part to play in making ourselves, patients and our communities healthier.
About Our Approach

Engagement

Working Together

Reviewing & Piloting

A Better View... of mind & body
Engaging with the Organisation

Managers
- Head of Nursing & Quality
- Director of Allied Health Prof
- Business Managers
- Matrons
- Ward Managers & Deputies

Service Users & Carers
- Engagement Session
- Emails & One to One Meetings
- Values Based Training Event

Internal Comms
- Culture of Care Steering Group
- Nurse Development day
- HR & OD Event

A Better View... of mind & body
Working Together

• Talked openly about the benefits of recruiting for values.
• Shared ideas and previous examples of selection techniques.
• Discussed values based frameworks together.
• Encouraged contribution and open discussion at VBI training workshops.
• Feedback during the pilot of any tools.
• Ongoing suggestions and feedback.
Our VBI Tools

Incorporated 5 Core Values with a series of question options within each of these.

Values were aligned to the Six C’s and Trust Values.

Enabled managers to insert their own technical questions.

Had clear, simple scoring criteria.
Reviewing & Piloting

1. Managers input into draft 1 of the tool
2. Recruiting Managers Pilot
3. Feedback Amendments Further pilots Go Live
Values & Behavioural Based Interview Training

- Launched Values & Behavioural Based Interview Training in October
- 1 day course aimed at all Recruiting managers involved in interviewing staff.
- Interactive, workshop comprising of observation exercises, role plays & group work.
- Covers Safer Recruitment & refers to relevant reports, articles and case studies.
- Includes ‘Safe Practice time’ where participants are observed during role plays and provided with one to one constructive feedback.
VBI Training Feedback

• “Interactive. Opportunity for discussion and reflection.”
  Matron

• “Liked the flexibility to include probing & funnelling techniques within the interview process. And the encouragement and requirement to use VBI. Felt the new style of interview pack (aligned to six c's would be helpful).”
  Physiotherapist.

• “Felt it was very interactive and wouldn’t change anything at all.”
  CAMHS Manager
VBI Training Feedback

• “This looks really good! I am actually feeling exciting about the interview process again. I was beginning to feel a bit disheartened by the process but I love this!”
  Ward Manager

• “Enjoyed all elements of the training. Very interesting and a great introduction to VBI.” Quality Lead for Nursing

• “Enjoyed the positive approach and having a theoretical framework to support what feels right.”
  Acting Assistant Director Adult Mental Health
Peeling back the layers

Open Questions

Funneling Questions

Probing Questions

Contrary Evidence

Evidence of Values, Behaviours & Attitudes

A Better View... of mind & body
<table>
<thead>
<tr>
<th>Our Values Based Interview Journey to date…</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commenced engagement with the Organisation</td>
<td>July / August 2014</td>
</tr>
<tr>
<td>Healthcare Assistant Draft VBI Tool agreed and piloted</td>
<td>August 2014</td>
</tr>
<tr>
<td>VBI used for a band 7 Ward Manager post</td>
<td>August 2014</td>
</tr>
<tr>
<td>VBI Engagement Session with Service Users / Carers</td>
<td>August 2014</td>
</tr>
<tr>
<td>Healthcare Assistant Tool piloted for the Bank *</td>
<td>September 2014</td>
</tr>
<tr>
<td>Staff Nurse Draft VBI Tool agreed and piloted</td>
<td>September 2014</td>
</tr>
<tr>
<td>1 day VBI Training Service Users &amp; Carers *</td>
<td>September 2014</td>
</tr>
<tr>
<td>Deputy Ward Manager Draft VBI Tool agreed &amp; piloted</td>
<td>October 2014</td>
</tr>
<tr>
<td>1 day Values Based Interview Training launched</td>
<td>October 2014</td>
</tr>
<tr>
<td>Admin &amp; Clerical Draft VBI Tool ready for pilot</td>
<td>October 2014</td>
</tr>
</tbody>
</table>
Next steps

- Shortly to commence working on similar tools for Allied Health Professionals, Corporate and Medical staff.

- 1 day VBI Training delivered monthly.

- Values Based Interview Champions
Learning points

• Engage and involve at an early stage

• Take a partnership approach with managers

• Set a reasonable time plan

• Be clear why you are implementing VBR
“When Mrs Jones leaves hospital for a care home or to recuperate in her own house, she is the same person. She wants to be treated as the same person and to be looked after by staff with the same core knowledge and core values.”

Cavendish (July 2013)
Lunch
Merseyside Fire and Rescue
Values

Lynn Hughes
• What are values and why are they important?
• How can we apply them and ‘live the values’?
• Development of a leadership message which embeds the values
• Impact on people strategy
What are values?

• Guiding principles that guide our conduct behaviour and actions
• Means of making decisions and prioritising actions (our personal bottom line)
• State what truly matters or should matter in the performance of an organisation
What are values?

- ‘Doing the right thing in the right way’
- ‘They are our heart and spirit – what we do.’
- They give me the ‘shoulds’, shouldn’ts’, ‘musts’, ‘must nots’, ‘cans’ and ‘can’ts’
- Way of doing business which is morally correct, just and fair, see through.
Do’s

• Enduring not short term
• ‘living’ – reflected in all that we do and leading by example
• Impact on business planning and people strategy
Video

Southwest Airlines rapping flight attendant video found here - http://www.youtube.com/watch?v=DYA_ivyj3kE
Don’ts

• These are my values and if you don’t like them I have some more
MAKE MERSEYSIDE A SAFER, STRONGER, HEALTHIER COMMUNITY

OUR PURPOSE
We want to:

OUR AIMS
It is important to us:

REDUCE RISK
Throughout the community by protective community safety advise

RESPOND QUICKLY
To emergencies with professional staff who reflect the diverse communities we serve

RESTORE, MAINTAIN & IMPROVE THE QUALITY OF LIFE
In our communities

RESOURCE THE ORGANISATION
In a manner which will provide an efficient, cost effective and sustainable service to the people of Merseyside

OUR CORE VALUES
These shape what we do:

MAKE A POSITIVE DIFFERENCE TO OUR COMMUNITY

PROVIDE EXCELLENT AND AFFORDABLE SERVICE

RESPECT OUR ENVIRONMENT

EVERYONE MATTERS

OUR PEOPLE ARE THE BEST THEY CAN BE

OUR PERSONAL VALUES
These shape how we do it:

RESPONSIBILITY
Being self-disciplined, taking ownership of issues and problems, making things happen, trying to make a difference. Lead by example.

SOCIAL EMPATHY
Being interested in people, displaying empathy, embracing diversity, community focussed. Community is at the heart of everything we do.

CONSTRUCTIVE CHALLENGE
Being willing to challenge but not obstructively, commitment to improvement. Creative.

MUTUALITY
Identifying with team, organisation and community, displaying team commitment, willing to stand up against peer pressure when appropriate, acknowledging others’ rights to differing opinions.

PRAGMATISM
Aspiring to excellence whilst being realistic in expectations, being practical and solution focussed. Leading by example.

OPENNESS TO EXPERIENCE
Receptive to learning opportunities and personal development, seeking out new experiences, interested in people and situations that are less familiar, taking a broad view of things. Energy.
People Strategy

- Recruitment and Selection
- Promotion
- Performance Management
- Business Model
Leeds and York Partnership – Embedding VBR and expanding across the organisation
Embedding Values Based Recruitment

Caroline Bamford- Head of Diversity and Inclusion
Background

• Values defined through extensive consultation and align to our organisational purpose, goals and strategic objectives.

• Bespoke values based pre-employment screening tool for HSW roles within Learning Disability services, established in 2008.

• Values based assessment centre approach well established for senior roles.
# Alignment of Values

<table>
<thead>
<tr>
<th>Our Trust Strategy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td></td>
</tr>
<tr>
<td>Improving health, improving lives</td>
<td></td>
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<tr>
<td><strong>NHS Values</strong></td>
<td></td>
</tr>
<tr>
<td>Respect and dignity</td>
<td>Commitment to quality of care</td>
</tr>
<tr>
<td><strong>Ambition</strong></td>
<td></td>
</tr>
<tr>
<td>Working in partnerships, we aspire to provide excellent mental health and learning disability care that supports people to achieve their goals for improving health and improving lives.</td>
<td></td>
</tr>
<tr>
<td><strong>Goals</strong></td>
<td></td>
</tr>
<tr>
<td>1 People achieve their agreed goals for improving health and improving lives</td>
<td>2 People experience safe care</td>
</tr>
<tr>
<td><strong>Strategic Objectives</strong></td>
<td></td>
</tr>
<tr>
<td>1 Quality and outcomes</td>
<td>We provide excellent quality, evidence-based, safe care that involves people and promotes recovery and wellbeing.</td>
</tr>
<tr>
<td>2 Partnerships</td>
<td>We work with partners and local communities to improve health and lives</td>
</tr>
<tr>
<td>3 Workforce</td>
<td>We value and develop our workforce and those supporting us</td>
</tr>
<tr>
<td>4 Efficiency and sustainability</td>
<td>We provide efficient and sustainable services</td>
</tr>
<tr>
<td>5 Governance and compliance</td>
<td>We govern our Trust effectively and meet our regulatory requirements.</td>
</tr>
</tbody>
</table>
HSW Recruitment – What has Worked

• Use of Talent Screener pre-selection tool.
• Extensive staff involvement in the development of the talent screener, resulted in the development of a competency framework based on direct staff experience and knowledge.
• Service user involvement embedded within the recruitment development and delivery process.
Development Areas

- Values focused post employment support processes.
- Embedding values within supervision and appraisal processes.
- Sustaining and spreading best practice within teams, to avoid cultural assimilation.
Examples of Current Improvement Work

- Values based induction process implemented.
- A series of "what our values mean" films produced with teams.
- Current Trust-wide review of appraisal processes.
- Development of VB interview training and question bank.
Your Views
Caroline Bamford: Email- caroline.bamford@nhs.net
Telephone- 0113 2954413
NHS Blood & Transplant VBR Update
Close & feedback

Questions from today

Next Workshop

Monday 15th December, Birmingham
VBR for nursing and the support workforce
Close & feedback

Thank you for attending today

Documents will be uploaded to VBR Partner Network SharePoint site

Please email/call/tweet us to tell us how you have used the Values Mapping tool or the Readiness Checklist in your organisation