Values Based Recruitment Workshop 4 – Values Attraction and Values Based Interviewing

Wednesday 10th September 2014
Schedule

09:30 – 09:50   NHS Employers project update
09:50 – 10:50   NHS Employers Values Based Interview training
                Carol Hunt, Trainer – Values Based Recruitment
10:50 – 11:05   Update from NHS Blood and Transplant
11:15 – 12:15   Health Education East of England, Sue Hardy and Laura Brookes
12:15 – 13:00   Lunch
13:00 – 14:00   Northumbria Healthcare, VBI Training and practical use
                Joanna Cook and Anna Maltby
14:00 – 14:45   Development of Values Based Interview Questions
14:45 – 15:00   Summary and close
The VBR Team

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

@NHSE_Lydia

#NHSVBR
If you don't stick to your values when they're being tested, they're not values: they're hobbies.
Programme updates

- VBI Training
  - Bookings
  - HEI training
- Health Education England framework
- New case to be released shortly
- New case Studies on website – Sussex & NLAG
- Media coverage of VBR
Health Education England National VBR programme

Project 1: Recruitment into NHS funded education programmes

Project 2: Recruitment into NHS Employment

Project 3: Evaluating the VBR evidence base

NHS Employers VBR team

Main VBR project (Workshops, case studies, tools & resources)

Values Based Interview training
NHS Employers
Values Based Interview training
Carol Hunt, Trainer – Values Based Recruitment
Training Content

- Overview of VBI
- Values:
  - Mapping to NHS Constitution
  - Describing
  - Positive/Negative behaviour indicators
- Developing VB questions
- Spotting values evidence at interviews
- Evaluating evidence
- Providing feedback
- Delivering VBI training
Take Home Materials

- PowerPoint Slides
- Facilitator Guide
- Pre-reading material
- Learning log
- Guide for Managers
Question Time

Carol Hunt
07568 108 954
Carol.Hunt@nhsemployers.org
Update from NHS Blood and Transplant

Gill Travis
Values Based Recruitment

Gill Travis
Head of Recruitment and Transactional Services
Development of Recruitment Profiles

- Benefits

- More attractive for candidates - only 2 pages and use of simple language
- Incorporates our core purpose, values and behaviours uses standard wording
- Staff side unhappy at changing JD and PS but fine to use this as a recruitment attraction piece
- JD and PS will be issued with formal contract of employment
- Agreed for purposes of Job Evaluation provided same qualification and experience level
- Internal marketing and communications agreed style and wording
What Roles have the Profiles been used for?

In the main the high volume and difficult to fill including:

- Senior Sister / Senior Charge Nurse – Band 7
- Sister / Charge Nurse – Band 6
- Senior Nurse (Organ Donation) – Band 7
- Programme Manager, BTS – Band 8a
- HR Direct Advisor – Band 5
- Planning Assistant – Band 3
- Senior Personal Assistant – Band 4
Pilot using Planning Assistant in Tooting

- 87 candidates started completing application - 8 blocked and 34 completed
- Of 34 completed, 23 were able to be shortlisted - 15 invited and 8 reserves (68%)
- Of 15 invited, 13 attended and only one candidate was not suitable for appointment (92% appointable)
- 7 offers made and 5 reserves
- Overall less applicants of better quality
Managers’ Comments

Brilliant, much easier and better way by scoring based on questions in application form – less sterile than how we shortlist at the moment.

Happy to recommend this to other managers and looking forward to recruiting to other posts this way?

Shortlisting was much easier, more focused and concise.

Quality of applicants was fantastic.

For a nurse post in Oxford we previously advertised on 4 occasions with poor response and mediocre applicants. Using the profiles we had 7 applicants, all were shortlisted and 2 were appointed.

HR Direct Advisor was re-advertised. Using the profiles we interview 5 candidates and all were appointable. I was delighted with the difference in the quality.

Undertook 2 days of interviews and was buzzing at the end of it.

Please don’t make me go back to the old way of recruiting.

The questions in the application provided a really useful insight for interview questions.

Happy to recommend this to other managers and looking forward to recruiting to other posts this way?
Applicants’ Comments

Not overwhelming as in the past this has put me off applying.

Very pleasantly surprised as remember applying for a post in the past and the JD and PS was lengthy and complicated.

I liked the competency and values questions as I reviewed these and my answers in preparation for my interview.

Not overwhelming as in the past this has put me off applying.

Helped me to complete my application as questions were included in the application.

‘About the job’ was really helpful.

I found it excellent as made it clear what was required and what the role was about. It was very clear and I was not distracted by the long list of specific criteria. Bullet pointed not waffle!!

Very easy to understand and gave an good impression.

Liked the format of boxes and bullet points as very clear to me what the role was about and how to complete my application.

Very useful overview of the role and the organisations values.

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About the Job

- You will be key to the successful planning of blood donation for mobile teams and Donor Centres within your geographical region.
- You will be responsible for arranging appointment schedules for donors to take place at the right place and time to maximise blood donation and deliver donor loyalty.
- You will be required to maintain accurate data regarding blood donation, venues, sessions, and appointment bookings.
- You will be responsible for booking session venues and maintaining relationships with venue contacts.
- You will be required to prepare performance data for weekly reports.

About Us

Our Core **Purpose** is to demonstrate our values every step of the way, to save and improve more lives than ever
Our **ambition** is to be the best organisation of our type in the world by living our values every day
Our Core **Values** are: **Caring** about our donors, their families, our staff and the patients we serve; Being **Expert** in meeting the needs of our external and internal customers and partners; Providing **Quality** products, services and experiences for donors, staff and patients
# Recruitment Profile

## About You
This section details the personal attributes we require for this role. If you feel these describe you we would welcome your application.

### Behaviours and Values
- **Communicating** – Act as an advocate for our organisation by positively promoting donation to your friends, family, colleagues and customers.
- **Collaborating** – Know the importance of your own behaviour, body language when communicating and working with others.
- **Leading** – Professional in matters of confidentiality, security, integrity, honesty, performance, attendance and appearance.
- **Customer focused** – Demonstrate and promote high standards of quality customer care to both internal and external customers.
- **Performing** – Able to use and act on feedback from others on your performance and behaviour to increase your own self awareness.
- **Innovating** – Consider, suggest and be open to alternative ways of working to make continuous improvements.

### Skills and Abilities
- **Able to communicate clearly and accurately in plain simple language, both verbally and in writing**
- **Be an effective team member who is able to relate to colleagues at all levels across our large multi-site organisation with tact and diplomacy**
- **Recognise your own job role boundaries / limits of practice and know when to ask for guidance**
- **Able to follow written instructions and ensure services are in line with standard processes and good practice, showing attention to detail**
- **Able to prioritise own workload and take responsibility for delivering results within agreed timescales and standards with changing priorities and pressures**
- **Use initiative to look out for issues at work, acting quickly and calmly to focus on finding a solution**

## Experience and Knowledge
- **Experience of working in an office environment**
- **Knowledge of organising and prioritising a busy and varied workload**
- **Good working knowledge of Information Technology, covering a range of Microsoft applications or equivalent packages**

## Qualifications and Training
- **Minimum of GCSE grade C or above or equivalent qualification including English and Maths**
- **Educated to A level or equivalent would be an advantage**
# Benefits Information

## About the Benefits
This section details the benefits of working for NHSBT

### What’s great about this post?
This is a brand new role which is critical to our future success and in saving and improving lives

This post will provide you with a good grounding in administrative work and the use of office procedures and equipment

There will be opportunities for you to find out about blood collection, the processes we undertake to ensure the blood is safe and the life saving products we make from our donations

### What’s the terms and conditions?
As an NHS employer the following terms and conditions apply to this post:

- **Salary**: £16,271 to £19,268 per annum
- **Hours of work**: 37½ hours per week. Monday to Friday
- **Perm or fixed term**: Permanent
- **Leave & bank holidays**: 27 days per year and 8 bank holidays, pro rata if part-time
- **Leave increases to 33 days per year after 10 years service**
- **Pension**: The NHS Pension scheme is based on length of service and salary at retirement (not dependent on investment returns). It provides a retirement pension worth 1/60\(^{th}\) of reckonable pay per year of membership. There is also the option to exchange part of the pension for cash at retirement, up to 25% of capital value

### What other opportunities are available to me?
We’ll be committed to your training and development from day one. When you join, you’ll receive an induction and have the opportunity to attend a variety of skills-related courses.

**Shine** is the umbrella term for our learning and development strategy. It includes all the ways that we can support you to ‘shine’ and excel in your role and is open to our staff at every level in our organisation. It also includes Leadership and Management development and provides the opportunity to apply for funding to support personal development activity.

### Other useful information
Your essential role will directly contribute to saving and improving peoples lives

Job-sharing and part-time working is welcomed. Please indicate this on your application form

We are committed to implementing reasonable adjustments for people with disabilities

If you are successful, you will be issued with a contract of employment which will include a full statement of the terms and conditions of service and Job Description
NHS Jobs Application Questions

- Do you have a good working knowledge of IT covering a range of Microsoft applications or equivalent packages? (Pre-application Q)
- Do you possess grade C or above GCSE (or equivalent qualification) in Maths and English? (Pre-application Q)
- How do you demonstrate your interest and commitment to your work and encourage others to do the same?
- Please give examples of when you feel you have demonstrated good customer care skills
- Please give an example of where you have acted on feedback to improve your performance or change your behaviour
NHS Jobs Application Questions (cont)

- Please give examples of when you have had to communicate information both verbally and in writing in a clear and concise manner.
- Please give an example of when you have had to follow written instructions.
- How do you plan your work to ensure you meet deadlines whilst maintaining accuracy?
- Please give details of your experience of working in an office environment.
- What IT packages have you used (e.g. Microsoft Word) and how have you used them?
- Work with management teams for top 10 high volume posts
- Liaise with Job Evaluation team and staff side for roll out
- Set application questions in NHS Jobs for manager to choose
- Develop a pick and mix of manager skills and abilities
- Communicate the new profiles and recruitment process throughout the organisation
Questions
Health Education East of England

Sue Hardy and Laura Brookes
Bringing the values of the NHS Constitution to life
For more information on the work of Health Education East of England and to keep up to date with the latest developments:

Visit [http://eoe.hee.nhs.uk/](http://eoe.hee.nhs.uk/)

Find us on [Facebook](https://www.facebook.com),
Watch us on [YouTube](https://www.youtube.com),
See us on [Pinterest](https://www.pinterest.com),
Email [heee.values@nhs.net](mailto:heee.values@nhs.net)

#NHSvalues

Keep up to date with the latest news, follow us on [Twitter (@eoeLETB)](https://twitter.com/eoeLETB) (@NHS_laura)
Northumbria Healthcare – Values Based Interview training and practical use

Joanna Cook, Organisational Psychologist
Objectives

- Northumbria values and setting the scene
- VBI Design
- Roll out
- Training
- Feedback
- Conclusions & future development
- Questions
About us

• Serving approximately 0.5 million patients
• Employ approximately 9,000 staff
• Highly rated NHS Foundation Trust; one of nine ‘elite’ trusts
• One of the largest trusts in the UK geographically
OUR VALUES

1. PATIENTS FIRST
   - Patient care will be the best we can deliver
   - We show compassion, empathy and respect
   - We respond to the needs of all patients
   - We provide excellent services
   - We ensure physical comfort and emotional support
   - We provide the right information at the right time for patients and their families

2. SAFE AND HIGH QUALITY CARE
   - Quality and safety is at the heart of everything we do
   - We set clear standards and report against them
   - We will encourage new ideas and innovation
   - We will continuously improve to ensure our standard is the highest it possibly can be

3. RESPONSIBILITY AND ACCOUNTABILITY
   - We take personal responsibility for our actions
   - We actively build relationships within and across teams
   - We measure performance and act on facts

4. EVERYONE'S CONTRIBUTION COUNTS
   - We all have a part to play in delivering excellence
   - We encourage education and personal development
   - We all take responsibility for developing others

5. RESPECT
   - We lead by example
   - We aim to be good role models
   - We respect everyone's contribution
   - We support individuals to succeed

OUR VISION

"We provide person centred, best in class, quality healthcare services"
Patients First
“I felt very involved and listened to”

Respect
“The nurses talk to you like a human being. Friendly and respectful, very canny”

Everyone’s Contribution Counts
“I have been very impressed with the doctors and nurses here. I have watched how they interact with each other, all working well together

Safe and High Quality Care
“The sisters and nurses do everything they can for me and not just because it is their job but they really want to”

Responsibility and Accountability
“I can’t fault anything in this place. Messages get passed down the line, the doctors are great and the care superior, it is the best.”
Potential impact of VBR: Engagement

Staff whose values are more clearly aligned with that of their employer, and whose roles allow them to live out these values, have higher levels of engagement, job satisfaction and performance (MacLeod report 2009).
Existing Selection methods

• Psychometrics for band 7 + & Consultants
• Use of work sample assessments
• Competency Based Assessment Centres for key roles including
  – Consultants
  – General Managers, OSM’s
  – Matron, Ward Manager
  – Graduates
  – HCA’s
Design Considerations

• Link to existing competencies
• Link to the KSF
• Link to job descriptions
• Legally defensible, fair and objective
Organisational context (2013)

- Staff engagement already above national average, VBR methodology needed to build on this:

![Overall Staff Engagement Chart](chart.png)
Design Considerations: Readiness checklist

This is a readiness checklist to help you get the most out of your recruiting for values programme, and to make sure that the future and current NHS workforce is selected against the values of the NHS Constitution.

This checklist has been developed as part of Health Education England’s Values Based Recruitment programme which aims to ensure that the NHS has a workforce not only with the right skills and in the right numbers, but with the right values to support effective team working and deliver excellent patient care and experience. Successful values-based recruitment should have a clear focus on requirements and a clear demonstration that these values are fully supported by your organisation.

Organisations who have successfully implemented and evaluated values-based recruitment practices report that there are many benefits to be gained from investing time and resources into doing VBR well, from reducing agency spend and recruitment costs, to boosting staff morale, creating a more positive work environment, and most importantly, ensuring that patients receive the best care possible.

For further information, resources and case studies, please visit the NHS Employers website and the HEE website.

VALUES AND YOUR ORGANISATION

We have values for our organisation
Our values have been developed from those within the NHS Constitution
We have used the NHS Employers mapping tool to demonstrate this
Our organisation is clear about what our values mean in terms of:
— delivering patient care
— the behaviour that is expected of all staff
Our staff are aware of our values
Each member of staff understands what our values mean to them in their role
We listen and engage with our staff and patients about our values and the behaviour we expect to see
Colleagues are comfortable to address behaviour that doesn’t fit with our values, with each other

VALUES, BEHAVIOURS AND ORGANISATIONAL PROCESSES

Our Board meetings and decisions are led and framed by our values
We recruit, develop, manage and dismiss for values
Our values and the behaviour we expect of our staff is incorporated into:
— Recruitment processes
— Induction
— Training and development
— Appraisal
— HR and other organisational policies
We encourage values driven behaviour conversations between staff and teams as part of everyday activity
We have role models at all levels of the organisations that demonstrate our values in their behaviour

VALUES AND RECRUITMENT

We recruit for values
We have developed a behaviour framework and indicators to underpin our recruitment process
Our recruiting managers are trained to ensure we are recruiting people who align with our values and demonstrate the necessary behaviour
We articulate our values and desired behaviours in:
— Job adverts
— Job descriptions and person specifications
— Shortlisting criteria/methods
— Interview questioning
— Interview assessment/scoring
We evaluate our recruitment process and can see the return on investment to the organisation and our patients

NHS Employers Values Mapping Tool
Visit the NHS Employers Recruiting for Values webpages for case studies and podcasts
VBI Design Principles

Questions are:
✓ Derived through job analysis
✓ Relevant and standardised
✓ Utilise trained interviewers
✓ Use validated scoring criteria
✓ Replicate the validity of a structured interview

(Patterson et al, 2014)
VBI design Principles

Managers are effective in identifying traits associated with Person-job fit (knowledge, skills and abilities) but...

Less effective in identifying traits associated with Person-Organisation Fit’ (values) (Kristof-Brown, 2000)
Northumbria VBI Model

VBI

Person- job fit (KSA’s)
Hiring Manager & Panel

Person-organisation fit (values)
HR/ Recruitment
-Multi level Question banks
VBI Design – Staff Nurses

Job Analysis

What behaviours are required for the role?

• Focus groups–Staff Nurses from 8 wards across 3 sites, surveyed Ward Managers
VBI Design – Job Analysis output

- Job Holders & Managers
- Ward 2, 3, 5, 9 NTGH; ward 6, 7, 8 WGH; ward 3 HGH
- Identified Key Competencies
- Identified ‘aligned, non-aligned’ examples
- Validated interview questions
- Evaluated ‘face validity’ (4/5)
R7. When have you made a patient/ their family/ a colleague feel valued?

- If the candidate gives a non-specific example say ‘can you give a **specific** example of a time when you have done this?’
- How did you know how to approach them?
- Why did you approach them?
- How did you know you’d made them feel valued?
- What did you learn from the experience?

<table>
<thead>
<tr>
<th>Aligned Behaviours</th>
<th>Non-Aligned Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rate each answer</td>
</tr>
<tr>
<td></td>
<td>worst</td>
</tr>
<tr>
<td>Can provide a relevant example</td>
<td>4</td>
</tr>
<tr>
<td>Seeks to understand others’ needs</td>
<td>4</td>
</tr>
<tr>
<td>Tailors their approach and style to meet the patient/their family/ a colleagues needs</td>
<td>4</td>
</tr>
<tr>
<td>Reflects on the impact of their behaviour</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Cannot provide a relevant example</td>
</tr>
<tr>
<td></td>
<td>Makes assumptions about the person and their needs</td>
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<tr>
<td></td>
<td>Focusses on what they need from the relationship, does not adapt their approach</td>
</tr>
<tr>
<td></td>
<td>Lacks awareness of the impact of their behaviour</td>
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</tbody>
</table>

Average score across the value:

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Just Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>x</td>
</tr>
</tbody>
</table>
How is VBI different?

**Traditional Interview**

Give an example of when you have gone the extra mile to respond to the needs of others (patients/colleagues/customers).

No probing

The interviewer scores the candidates response and moves on to the next question.

**Values Based Interview**

Open

Tell us about a time when...

Probe

What happened/what was your role? What else did you do? Why? What was the outcome?

Close

Did you meet the deadline? Did you resolve the problem?

Summarise

No probing

The interviewer scores the candidates response and moves on to the next question.

Well on my last shift I had a patient who was anxious about being on the ward so I made sure that I spoke to him and reassured him.
Roll out: Question Banks

Different versions (currently)
Clinical Non-Managerial
Clinical Managerial
Non-Clinical Non-Managerial
Non-Clinical Managerial
Staff Nurse
Healthcare Assistant

Technical ability measurement
VBI Training

- 2 hour bolt on VBR workshop for staff who had already undergone Recruitment and Selection Training
- Embedded into Recruitment and Selection training
Training feedback

• An evaluation of the VBR training session was conducted between January and April 2014
• Involved pre and post training questionnaires - consisted of a range of questions and opportunity to provide qualitative comments

Achievement of Objectives

• 100% of trainees stated that the objectives and their expectations were met within the session, indicating that the training was highly effective in reaching the desired training session outcome.
Managers commented that the scoring exercise involving training videos helped to build their confidence.
Feedback

• “I felt the interviews/questions flowed at an easy pace and the candidates could give “real” examples of their practices/experiences, which led them to impart much more information than I have previously experienced when interviewing.”
• “Overall, the interviews felt well structured and the candidates appeared at ease. I really like this style of interviewing and feel confident that I have employed the right nurse for the post.”
• “probing questions are very useful to get the most out of candidates”
• “found the values based interview questions told us a lot about the person and how they react / respond in different situations. They also allow the candidate to show how compassionate they are”
Feedback summary

Key themes

• 70% felt very fair or fair
• 71.79% felt the process allows them to recruit the right person for the role
• 53.85% felt questions were relevant
• 74.36% would prefer a greater choice of questions
Ongoing development

Key themes

• More choice of questions
• More flexibility
• Interview is longer
• A lot of paper!
Evaluation

• Four streams of evaluation related to the project:

  **Candidate reaction**
  Perception of fairness, fit to organisation, opportunity to perform

  **Training efficacy**
  Delegate confidence in using VBI, making decisions

  **Recruiter feedback**
  Reaction to VBI, qualitative feedback, identifying areas for improvement

  **Validity**
  Score comparison against other instruments and/or performance measure
Conclusions and Future Development

• Continual review, ongoing development
• Benefit/ drawbacks of structured approach
• Values based sift
• Automate the process with use of a VBI app
Any Questions?

www.northumbria.nhs.uk
Thanks!

Joanna.cook@northumbria-healthcare.nhs.uk
Practical exercise:
Creating VBI questions
Creating a VBI question

For this exercise we will use the values in the NHS Constitution
These can be linked to your local values using the mapping tool

Insert your relevant values here

Insert your relevant values here

Insert your relevant values here
<table>
<thead>
<tr>
<th>Values in the NHS Constitution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Working together for patients</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Respect and dignity</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Everyone counts</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Commitment to quality of care</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Compassion</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td><strong>Improving lives</strong></td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
Create a values based interview question

- Using the NHS Constitution value you’ve been given, discuss in pairs:

<table>
<thead>
<tr>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Lead Question</td>
</tr>
<tr>
<td>Follow up probing questions to elicit further information</td>
</tr>
</tbody>
</table>

Follow up:
- What answers would you expect?
- How would you score the answers?
Close & feedback

Questions from today

Next Workshop
Thursday 6th November, Leeds
The National Framework
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