



Recruiting for values – is your organisation ready?

Working towards embedding values driven behaviour

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.

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

Select

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

[NHS Employers Values Mapping Tool](#)

VALUES, BEHAVIOURS AND ORGANISATIONAL PROCESSES

Select

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

Visit the [NHS Employers Recruiting for Values webpages](#) for case studies and podcasts

VALUES AND RECRUITMENT

Select

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

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Key: Yes Need to do more work Action needed Unsure

Points to note/Areas to action

LINKS

[Mapping tool](#)

[Developing local values](#)

[Organisational Development](#)

[NHS Constitution](#)

[NHSE landmark page](#)

[HEE website](#)

[Examples of how people are doing VBR](#)

