



*Hastings and Rother Clinical Commissioning Group  
Eastbourne, Hailsham and Seaford Clinical Commissioning Group*

# Values Based Recruitment

Fiona Streeter

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# Key elements of VBR

- Why?
  - *Ensures behaviours, values and motivations of the candidate match those of the organisation – there's a good fit for both parties. Improves retention rates, more likely to have motivated and satisfied staff when there is a match of values.*
- What do you need to remember when recruiting?
  - *Send values poster for inclusion with Job Advert to CSU*
  - *Include standard values statement in Job Advert*
  - *When putting together your interview questions, select an appropriate values question to include at the beginning of the interview*
  - *Plan in time (5-10 minutes) for candidates to consider their responses in advance of panel interview beginning*
- What's different about the interview process?
  - *Provide candidate with copy of values and the question they will be answering on arrival*
  - *Ask the values question at the beginning of the interview (use the script to prompt you)*
  - *It's important to emphasise to the candidate that their answer really need not be related to work, in fact as a recruiter you will often find out more if the response is from outside of the work environment.*
  - *Be prepared for some answers to be quite personal*
  - *The values question isn't scored, rather use the answer to inform your decision*
  - *Use the EARL (Example – Assessment – Result – Learning) technique to probe the candidate's answer more deeply*



# Testing it out

- **Groups of three: interviewer, candidate, observer**
- **Introduction** - The CCGs are values based organisations and we want to understand more about the values of future employees. As part of our recruitment process, we have therefore now included a values question at the beginning of every interview. The question will not focus on your skills, knowledge or qualifications. Instead we want to get to know you as a person and to understand what is important to you in terms of the way in which you work with others. Please feel free to use examples from all aspects of your life. There will be quite a few follow up questions to understand why and how you did what you did and we will be taking notes.
- **Pick a question from the options below**
  - **Value: Working Together for Patients** - Tell us about a time when you have worked as part of a team to improve outcomes for others? This could be in any aspect of your life, not just work.
  - **Value: Improving Lives** - Tell us about a time when you made a difference to others? This could be in any aspect of your life, not just work.
  - **Value: Everyone Counts** - Tell us about a time when you have ensure that everyone was included and supported? This could be in any aspect of your life, not just work.
  - **Value: Compassion** - Tell us about a time when you have had to support someone who was in a vulnerable situation? This could be in any aspect of your life, not just work.
  - **Value: Respect and Dignity** - Tell us about a time when you worked with someone who had very different views, beliefs or background to you? This could be in any aspect of your life, not just work.
  - **Value: Commitment to Quality of Care** - Tell us about a time when you felt really committed to and motivated by supporting, caring for or providing a service to others? This could be in any aspect of your life, not just work.



# EARL Technique

## Example – Assessment – Result - Learning

- **Example**
  - What did you do?
  - How did you go about that?
- **Assessment**
  - Why did you choose to deal with the situation in that way?
  - Why was it important to you to do this?
  - How did it make you feel? What were you thinking?
- **Result**
  - What was the outcome?
  - What was the impact of what you did on other people?
  - How do you know you did the right thing?
- **Learning**
  - What did you learn about yourself from doing this?
  - Has this experience helped you to do anything differently?
  - Is there anything looking back you could have done differently ?





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How did you find that?

Any comments?

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Copies of full guidance, plus further recruitment guidance is available on the intranet in the Human Resources section.



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# Thank You for coming

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