

# Recruitment and retention

Values and behaviours-based recruitment and retention





## In today's session:

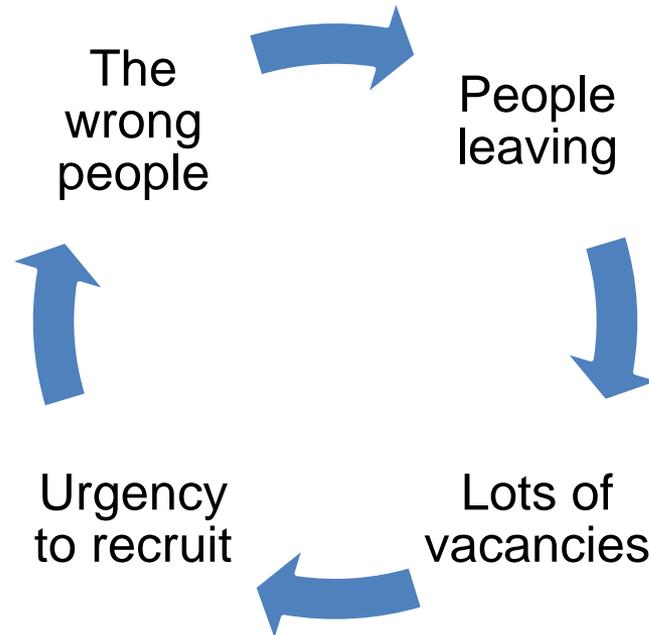
- What is value based recruitment and retention
  - Why does it matter
  - Taking a whole organisational approach
  - What do employers tell us – what are the benefits
  - The cost of getting it wrong
  - Our value based framework
  - Next steps for you after today
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# Varied challenges

To attract, develop and retain **quality** workers

- Too many applicants without the right qualities
- Not enough applicants
- Can recruit but people don't stay very long





# Values and behaviours-based recruitment and retention (VBR)

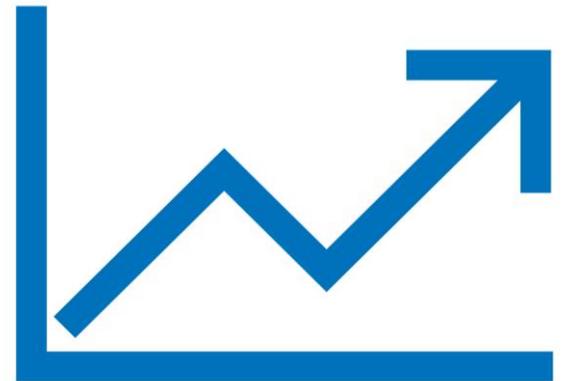
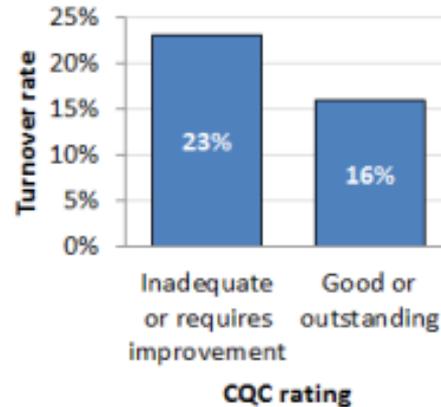
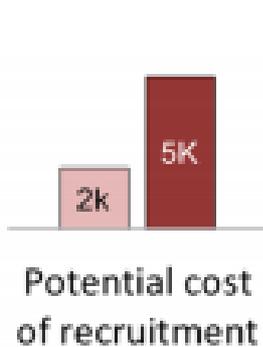
## What is it?

- To **look beyond** someone's experience and qualifications and get to know the real person
  - To **assess values, behaviours and attitudes** not often assessed in the recruitment process
  - To send a clear message about what the organisational values are and demonstrate that they are important
  - To ensure the candidate's values are aligned with the organisational values to ensure people fit with the culture
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# The cost of getting it wrong

- The cost of replacing leavers ([www.cipd.co.uk](http://www.cipd.co.uk))
- Quality of care
- Continuity of care
- Adult social care is a growing sector





# Values and behaviours-based recruitment and retention (VBR)

## How is VBR different?

### Competency-based recruitment

- Scenario-based questions – ‘What would you do if...’
- Finding out more about a candidate’s **skills**, talents and abilities

### Values-based recruitment

- Real-life examples – ‘Tell me about a time when...’
- Finding out more about a candidate’s **values**, including behaviours and attitudes



# Why does it matter?

Because employers tell us it works



**58%**

Agreed that staff recruited for values were better at developing the skills needed for their role .



**72%**

Agreed that staff recruited for values perform better than those recruited using traditional methods.



**62%**

Agreed staff recruited for values have lower rates of sickness and absence.



## What providers tell us

“Staff who have values appreciate working in a values based environment”

“The suggested interview questions helped us to move away from a long standing approach to interviews which may not reveal too much – we now learn more from same amount of time.”

“We can train people up on skills . You’ve either got care values or you haven’t.”

“A values based approach to recruitment and retention done well takes longer. If you are prepared to invest you will be rewarded.”

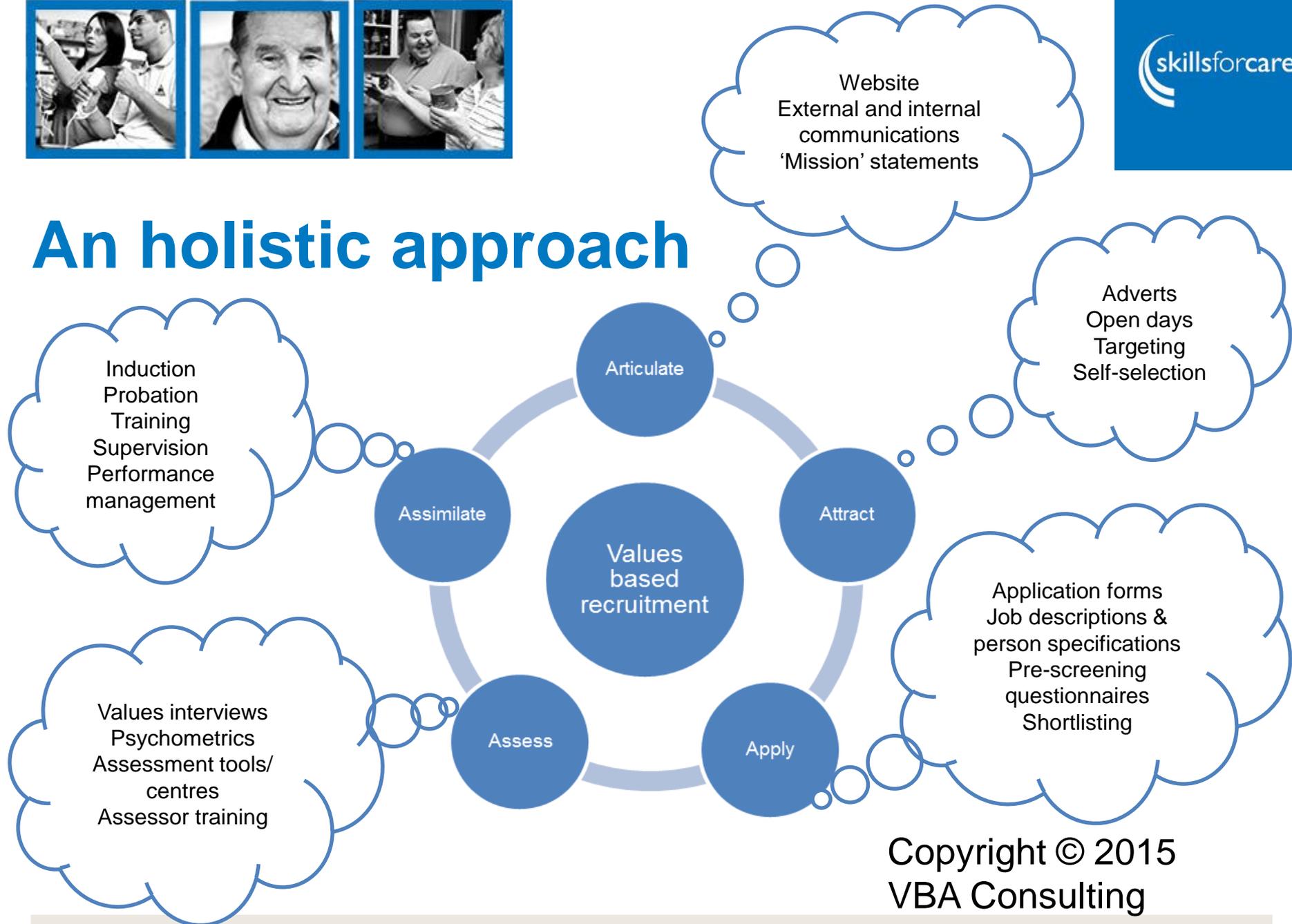


# The benefits

- Sends a clear message about what your workplace values are and demonstrates that they are integral and important – the bedrock of everything you do.
  - Enables employers to assess whether an individual's values, behaviours and motivations align with the values, **culture** and expectations of the workplace.
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# An holistic approach



# Adult social care values and behaviours framework

How does this compare to our organisations values and behaviours framework?

**Dignity and respect**

**Learning and reflection**

Do we recruit staff who have the values and behaviours we want to see in the organisation?

Do our staff know what our values and behaviours are? Are they embedded in our organisation?

**Working together**

**Commitment to quality care and support**

What could we do to make our values and behaviours clearer to existing and potential staff?



# Example 1

## Care support workers

Job Type: Part-time

Salary: £8.00 to £12.00 /hour

Required education: Secondary education

Example Care Provider require carers from all areas within the region to work within different care facilities, for long and short term contracts, or to provide care in service users own homes.

Experience preferred but not essential, training preferred but not essential, full training will be given to the right candidates.

An enhanced DBS will be required paid by the applicant.

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## Example 2

### Home care worker

Job Type: Full and part-time roles available

Required licence or certification: Driving licence

We are currently recruiting support workers to deliver support to clients within their own homes. The support provided can be different for each individual client and could include: personal care, medication, cleaning, socialising and ensuring that they are safe and well.

The shift patterns which we undertake are 06.50 - 14.30 for an early and 15.30 - 22.30 for a late. The shifts are arranged via a default rota pattern which will see set days of working to suit your availability and rota needs.

Feel free to contact us to discuss further on 01234 5678910. Look forward to hearing from you.

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## Further support

*“The right values, behaviours and attitudes are the raw materials for quality care and support - good induction, training and management will do the rest.” ADASS*

Values and behaviours recruitment and retention toolkit:

[www.skillsforcare.org.uk/valuesandbehaviours](http://www.skillsforcare.org.uk/valuesandbehaviours)

Finding and keeping workers:

[www.skillsforcare.org.uk/findingandkeepingworkers](http://www.skillsforcare.org.uk/findingandkeepingworkers)

Practical support – in-house seminars:

[www.skillsforcare.org.uk/RandRsupport](http://www.skillsforcare.org.uk/RandRsupport)

Support in your area: [www.skillsforcare.org.uk/inyourarea](http://www.skillsforcare.org.uk/inyourarea)

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Thank you