

Introducing Value Based Recruitment to GHFT during COVID 19

Matthew little



Gloucestershire Hospitals
NHS Foundation Trust

The structured interview has been an integral part of the candidate selection process within recruitment, for at least the last 100 years (Huffcutt, 2011). There is however a growing number of views that the structured interview may not be the best tool available, with other methods of candidate selection gaining preference especially within Nursing (Health Education England (HEE) 2014). Huffcutt (2011) has evaluated multiple previous reviews of the structured interview as this method for recruitment and sees structured interview remains as the industry standard approach used.

The Mid Staffordshire NHS Foundation Trust (MSFT) Public Inquiry Report of the MSFT Public Inquiry Executive summary (Francis report) (Francis, 2013) following extensive reviews of current practise within two primary and NHS Trusts found failings that were attributed to the culture of the organisation. Recommendations were made by the Francis report (Francis, 2013) to enable and support the required change to the current culture. A primary recommendation was that healthcare should recruit staff with key shared values that match the values of the appointing organisation and equally the overarching values of the National Health Service (NHS). As national guidance to enable this process, the recommendations highlighted that all staff employed in the NHS should be recruited using value-based recruitment (VBR) as the recruitment method of choice

In 2014, The HEE expanded the recommendations and created "The National VBR Framework" for value-based selection in recruitment. "The National VBR Framework" focused on values, behaviour, and attitude. This framework established guidelines for using VBR in the recruitment process and recommended that this is incorporated in all future recruitment within the NHS (HEE, 2014).

VBR is a recruitment selection method that aims to attract candidates with perceived aligned values and behaviours to that of the recruiting organisations (Klaus, Klingenberg, and Pelletier, 2019). Although HEE (2014) and the Francis report (Francis, 2013) made recommendations to use VBR in nurse selection as part of the recruitment process, within Gloucestershire Hospitals Foundation Trust (GHFT) the structured interview is still the tool of choice.



How it all worked on the day

All guidance regarding Social distancing, Face masks and hand hygiene was observed throughout the day

The day itself was broken down to 2 sessions, each session was able to manage 20 candidates while observing social distancing and max room occupancy
Each session had 3 exercises

During these exercises a team of observers watched the candidates to identify the values they demonstrated during the day

1. First exercise

Our trust has these values: Listening, Helping, Excelling, Improving, Uniting, and Caring.

This exercise was designed to encourage the candidates to demonstrate those values

- The candidates were shown 20 values and asked individually to consider which 3 values matched their own personal values
- Next they were asked to discuss this with one other person, and together present a combined top 3 of their personal values

They were then asked a group of four agree and together present a combined top 3 values of their personal values

As they presented their answers they were challenged and questioned for rationale why they chose the values and why they dropped some of their own

First exercise Name	Listening 1-5	Communication 1-5	Non Verbal 1-5	Caring 1-5	Total

The goal of this session is to observe the candidates communication skills, can they follow instructions, can they work cooperatively, do they respect others opinion, there is no right or wrong answer to their choice; it is how they worked with others to discuss.

2. Second exercise

Scenario

Welcome to the falls skills room

- You have just walked into this room; Betty is on the floor, what are you going to do?
- You have 5 mins while observing social distancing to demonstrate your actions
- Halfway through the session, they were notified that, "you have noticed bruising on inner thighs and wrists", what actions are they going to take?

The goal of this exercise was to observe the individuals communication skills, could they work cooperatively, did they show compassion, and did they understand safeguarding?

Please score out of 5 (1 is POOR, 5 is EXCELLENT)

Name	Compassion 1-5	Communication 1-5	Cooperation 1-5	Safeguarding 1-5	Total

3. Third exercise

Scenario

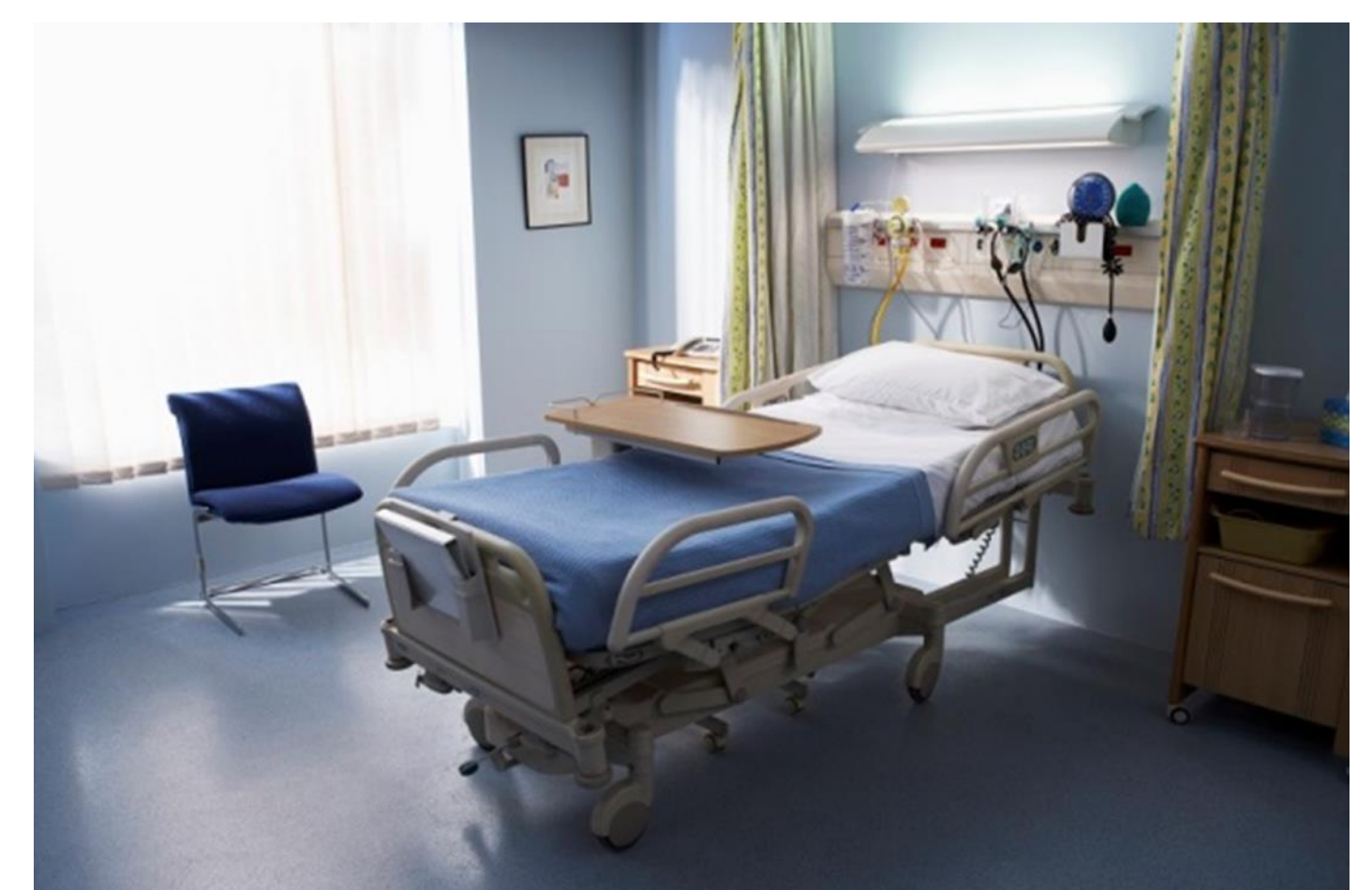
- Hand the team the picture of the bed, they have 5 mins to make the bed with their partner while observing social distancing
- The bed must match the picture

The goal was not to look for the best bed maker, this could have been any skill, The goal of this session is to observe the individuals communication skills, can they follow instructions, and can they work cooperatively.

Please score out of 5 (1 is POOR, 5 is EXCELLENT)

Name	Listening 1-5	Communication 1-5	Cooperation 1-5	Accuracy 1-5	Total

- | | | |
|-------------------|--------------------|------------|
| Uniting | Respect for others | Improving |
| Caring | Dedication | Winner |
| Timekeeping | Helping | Focussed |
| Good communicator | Determined | Compassion |
| Willingness | Punctual | Committed |
| Listening | Pays attention | Excelling |
| Always says yes | Problem solver | Competent |
| Cleanness | Successful | Courage |



Francis, R. (2013). The Mid Staffordshire NHS Foundation Trust Public Inquiry Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry Executive summary. Retrieved from www.midstaffpublicinquiry.com

Health Education England (HEE). (2014). Evaluation of Values Based Recruitment (VBR) in the NHS Literature Review and Evaluation Criteria Acknowledgements. Retrieved from www.workpsychologygroup.com.

Huffcutt, A. I., van Iddekinge, C. H. and Roth, P. L. (2011). Understanding applicant behaviour in employment interviews: A theoretical model of interviewee performance. Human Resource Management