

VALUES-BASED RECRUITMENT



What is values-based recruitment?

Values-based recruitment (VBR) is designed to attract and select employees whose attitudes, values and behaviours align with an organisation's attitudes, values and behaviours, as well as the position requirements.

VBR provides a process for the employer and applicants to determine if there is a mutual fit. With VBR, the mutual fit is primarily centred on the alignment of values that are important to the organisation, the people who use their services, and the applicant.

VBR provides a structured, standardised, objective, accurate, behavioural and inclusive approach to recruitment and selection. In the disability sector, the inclusion of people with lived experience is critical to the recruitment process. The VBR process may include a combination of the following activities:

- Advertising
- Interviews
- Simulation exercises
- Assessment centres
- Psychological testing
- Reference checking

VBR does not replace assessment of qualifications, technical skills or participant matching processes. Rather, it precedes these as an initial filtering process. In this way, core values become the primary foundation for employment and effective participant-matching.

VBR is founded on some key assumptions, which include the following:

- Values shape motivation and worldview, and drive behaviour
- Workers whose values align with those of the organisation and the people they support will be better able to deliver congruent services that are safe, effective and person-centred

- Valid and reliable recruitment requires objective observations and assessments, and freedom from bias
- Combining several selection methods increases the ability to capture a holistic picture of the applicant's suitability for the organisation and position

What's the evidence?

VBR is a relatively new but popular concept in the Australian disability sector. In response to the personalisation reforms in the UK social care sector, VBR resources have been developed and used in the UK for some time. Some of these have been evaluated, and this research provides valuable insights for Australian disability services.

This research found that VBR:

- Supports employee alignment with organisational values, providing the foundation for increased engagement, job satisfaction and retention
- Improves service levels including an increase in quality, safeguarding and client satisfaction

Other related research suggests that:

- Individuals are more comfortable working in an environment consistent with their own values
- Values alignment is likely to increase job satisfaction, morale and retention
- Staffing costs can be reduced through positive impacts on turnover, sickness and absence
- There is an increased ability to make sound judgments about the right person for the position
- The quality of successful candidates is improved
- Organisational culture plays an important role in maximising safeguarding

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What values are used?

VBR is designed to be used with an organisation's own values. This will be most successful when values have been developed inclusively with service users and staff.

The values used in the NDS VBR toolkit (see link below) were developed through consultation with people with disability, carers, family members and disability services across Australia. They are referred to as 'values that demonstrate a commitment to person-centred practice'. They are:

- Respectfulness
- Accountability
- Collaboration
- Resourcefulness
- Integrity

These are not explicitly recommended, but may be useful as a starting point if your organisation is yet to articulate its own values.

Why involve people with lived experience?

The benefits of involving people with lived experience are many.

Firstly, people with lived experience are well-placed to judge their experience of candidate behaviour. They have unique first-hand experience, assisting them to identify relevant attitudes and behaviours.

People with lived experience can be involved in many aspects of the recruitment and selection process, including: job design; recruitment and selection processes; meet-and-greets; induction; and ongoing organisational training and performance feedback processes.

To achieve meaningful, respectful and effective inclusion the organisation needs to provide appropriate training, support and remuneration, and think wisely

about implementation. It is important to:

- Involve people in activities that are meaningful to them
- Allow people to choose the way they become involved
- Not involve people in things that they do not understand or that make them uncomfortable

Anecdotal evidence strongly suggests that including people with lived experience can provide:

- An increased sense of joy and confidence for the participant
- A way to 'have a voice' in choosing who will work with the organisation
- The opportunity to contribute to the goals of the organisation
- Growth and learning opportunities
- A positive reputation for the organisation
- A better recruitment outcome for the organisation

If you want to know more:

Values Based Recruitment Toolkit Modules and Resources

<https://www.nds.org.au/value-based-recruitment>

Person-centred Recruitment, Selection and Job Design

<https://www.carecareers.com.au/person-centred-people-management-resources/>

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