



Right values, right people:
recruitment toolkit

How managers can adopt a values-based
approach to recruitment and retaining workers

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Here are some suggestions of how you can adopt and promote a values based approach to recruitment. This is **not** a definitive guide but are suggestions from employers who already do this.

Ensure your organisational values are signposted and easy to find for people inside and outside your organisation. This will help a potential worker judge if they are likely to have the same values as your organisation. It may also help them understand the expectations of the job they are applying for.

Be as explicit as possible about what your organisational values are. All organisations are likely to have implicit values that have evolved from adopted practice. It is important that you recognise this and make sure these are included when telling people about your values.

Avoid jargon and make sure you explain what the terminology you use means to you. One of the main aspects of using a values based approach is that previous experience is not given prominence over an ability to apply values in practice. Therefore, potential workers may have an inherent understanding of values but not be aware of terminology like 'personal care' or 'challenging behaviour'. Also, different organisations may not understand some terms in the same way, so it is important to explore what things really mean in practice with all new staff.

Involve people who use services in the recruitment process. People using services are encouraged to be involved in planning their support and their knowledge and experience of their circumstances is acknowledged as very important. They might be able to use this expertise to help assess if workers are the right fit for the service they receive.

Consider alternative ways of recruiting. If you find it difficult to recruit or retain workers, you may find it useful to evaluate your current recruitment process. For example, you could move away from traditional face to face interviews to ones where you ask applicants to take part in activities with people who use the service so you can observe their interaction. **It is important that you make sure any alternative recruitment methods are still fair and equal, and comply with employment and equalities legislation.**

Understand and acknowledge that new workers might need time and support to 'grow into' their new roles. You might find potential workers have the right values, behaviours and attitudes but don't have all the skills and experience. It can be argued that skills and knowledge can be acquired, however, it is harder for people to work to values they do not have or which do not fit with their own.

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