Metro North Values Based Recruitment Framework

Using our values to get the best people for the job – a guide for successful recruiting in Metro North
Published by the State of Queensland (Metro North Hospital and Health Service), May 2018

This document is licensed under a Creative Commons Attribution 3.0 Australia licence. To view a copy of this licence, visit creativecommons.org/licenses/by/3.0/au

© State of Queensland (Metro North Hospital and Health Service) 2018

You are free to copy, communicate and adapt the work, as long as you attribute the State of Queensland (Metro North Hospital and Health Service).

For more information, contact:

Office of Strategic Projects, Metro North Hospital and Health Service, Herston Queensland 4029.

An electronic version of this document is available at https://qheps.health.qld.gov.au/metronorth/hr/recruitment/values-based-recruitment

Disclaimer:

The content presented in this publication is distributed by the Queensland Government as an information source only. The State of Queensland makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in this publication. The State of Queensland disclaims all responsibility and all liability (including without limitation for liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason reliance was placed on such information.
## Contents

What’s it all about? ................................................................................................................................................................. 3

How do we know it works? ......................................................................................................................................................... 3

What are values and why use them? ........................................................................................................................................ 4

Metro North’s Vision and Values ............................................................................................................................................. 4

A closer look at our values......................................................................................................................................................... 4

What does the whole VBR process look like? .......................................................................................................................... 5

What else do we need to test for? ............................................................................................................................................. 6

OK – so how do we really test a person’s ‘values’? .................................................................................................................. 7

Situational Judgement Tests: ..................................................................................................................................................... 7

Behaviour Based Questions ....................................................................................................................................................... 8

The final test................................................................................................................................................................................ 9

Need more help? ....................................................................................................................................................................... 10

Metro North HR business partners......................................................................................................................................... 10

Appendix One: ........................................................................................................................................................................... 11

Values / Behaviour Based Question examples .................................................................................................................... 11

## Appendices

Appendix One – examples of Values / Behaviour Based Questions
What’s it all about?

Values Based Recruitment (VBR) is an approach which attracts and selects students, trainees and new team members on the basis that their individual values and behaviours align with those of Metro North. It’s about enhancing existing processes to ensure that we recruit the right workforce (or promote from within the workforce where applicable) not only with the right skills, knowledge and experience, but with the right values to support effective team working and excellent patient care.

Values Based Recruiting is just one of several programmes collectively designed to make Metro North Hospital and Health Service put our values into action, and it is important that we take a whole of organisation approach to the values based employment journey in order to provide excellent patient care and experience for all.

How do we know it works?

Despite its high profile across many successful organisations, including large healthcare organisations, research into the benefits of VBR is still in its infancy. There is much literature which explores VBR and the various theories behind it, as well as methods and approaches which may be used. However, there is some empirical evidence that suggests favourable long term impact and benefits of VBR. Metro North is committed to monitoring these impacts and benefits as time goes on and incorporating any feedback / data / evidence to continually improve the framework to meet contemporary trends and needs.

Metro North will also monitor the success or otherwise of VBR through staff survey results and performance management data.
What are values and why use them?

Values are motivational goals that influence behaviour. They have a significant bearing on the ways in which health care is delivered and how patients experience healthcare services. Organisations whose workforces are aligned with values identified with delivering high quality services in any industry are known to be more effective and benefit from higher levels of engagement, job satisfaction, discretionary effort and performance.

Employee engagement levels correlate positively with:

- better financial performance
- better outcomes in the delivery of public sector / government services
- higher levels of innovation
- more employees advocating their organisation
- lower rates of absenteeism
- employee well-being
- better retention
- fewer accidents

Additional advantages specific for healthcare organisations include:

- reduced turnover of healthcare team members
- significant reduction in the annual sickness absence rate amongst healthcare team members
- improved morale, better health and job satisfaction amongst healthcare team members
- improved continuity and quality of patient care due to a more stable team member base

Metro North’s Vision and Values

Metro North’s vision is “Changing the face of healthcare through compassion, commitment, innovation and connection.”

Our Values are:

Respect  Teamwork  Compassion  High performance  Integrity

Our promise is to put people first. Metro North Hospital and Health Service enables people to deliver excellent patient-centred care and high quality health services. With a focus on collaboration with healthcare partners and an investment in systems, infrastructure, innovation and engagement, we connect people to deliver services to a population approaching 900,000, from north of the Brisbane River to north of Kilcoy.

This framework demonstrates how to incorporate VBR into our existing recruitment processes and provides some useful resources to help recruiting managers in Metro North to recruit people for their alignment to these values.

A closer look at our values

Metro North has chosen relevant competencies from the Lominger™ Capability Framework that integrate well to align to each of our values providing a clear understanding of how staff demonstrate that value. There are also example behaviours that are typical of each competency to clearly communicate the appropriate behaviours that align to those values. For example, in regards to the value of ‘Compassion’, the underpinning Lominger™ competencies are:
• Patient / Client Focus
• Demonstrates Self-Awareness
• Manages Ambiguity
• Being Resilient

In turn, each of these competencies have typical behaviours that people working at different stages of their careers would ideally demonstrate in the day to day delivery of health services, either directly themselves, or in roles which support colleagues indirectly in delivering those services.

The values and behaviours easily integrate with the professional streams’ codes of professional conduct where applicable and also align to current PDP processes.

Some examples of typical behaviours of someone working in mid-career roles in Metro North for each of these competencies are:

| Patient / Client focus | Demonstrates awareness of patient journey and expectations
|                       | Genuinely cares about people
|                       | Takes remedial action when patient / client expectations are not met
|                       | Demonstrates sympathy to the plight of others less fortunate

| Demonstrates Self-Awareness | Reflects on own mistakes
|                             | Understands own contribution to patient / client experience

| Manages Ambiguity | Remains confident and safe in the face of uncertainty
|                  | Deals effectively with unusual situations and seeks help when necessary

| Being Resilient | Welcomes and learns from feedback
|                | Seeks help in high pressure situations

Please click for a comprehensive list of behaviours that are typical of all competencies that underpin each of our five values in early career roles or mid-career / middle management roles or senior management / executive level roles in Metro North.

What does the whole VBR process look like?

Values Based Recruiting is one stage of the values based employment journey with the aim of attracting, recruiting and retaining the right staff.. More broadly, it sits within the 'Attraction to On-Boarding' stage of a person’s employment where values are tested at multiple assessment points:

1. Values Based Attraction
2. Values Based Recruitment
3. On-boarding / Orientation

1. Values Based Attraction involves implementing a number of strategies to attract candidates to work at Metro North by:
• Including the Metro North values in our vacancy advertising processes along with information about what this looks like in our workplaces.
• Describing what it's like to work at Metro North, what we do and how our patient care is driven by our values.
• Asking candidates to demonstrate how their values align with those of Metro North within their job applications.
The Metro North Role Description template and our vacancy advertising processes have been revised to integrate this information.

2. Values Based Recruitment incorporates essentially two activities:

1. Screening:
   - Using values based shortlisting criteria and other screening tools to assess a candidate’s values to and decide whether to progress them to the next stage of the recruitment process; and

2. Selection:
   - Using selection tools, methods and approaches to assess values with a view to finding the most meritorious candidate(s) (see “What else do we need to test for” section below); and
   - Verifying the selection decision using a values based referee report.

3. On-boarding/Orientation

The Metro North On-boarding and Orientation programs are being revised to adopt a values based approach to further enhance new team members’ understanding of our values and what these look like when observed in the Metro North workplace.

To help us ensure that new candidates’ lived experience aligns with the values and behaviours that Metro North espouses, the on-boarding / orientation process will include an ‘entry survey’ where new team members will be invited to participate in a survey six weeks into their roles.

Each local facility/service/stream orientation will align to the overall VBR strategy.

**What else do we need to test for?**

**Important:** Integrating VBR into our processes does not override the need to check mandatory qualifications or necessary experience relevant to the role being recruited. These requirements will always remain important and help underpin our credentialing and safety requirements for certain roles within Metro North.

Recruiting managers can use VBR to complement their overall assessment of candidates not only from a qualification / experience / knowledge perspective but also from a values / behaviour perspective.

As we’ve traditionally done, testing for the qualification / experience / knowledge quotients of a candidate can be done through:

- Credentialing
- CV verification checks
- Work samples / skills testing
- Reference checking

Tools and techniques for testing values at the selection stage of the recruitment process are explained and included in the next section of this framework.
OK – so how do we really test a person’s ‘values’?

There are several selection techniques that will help reveal a candidate’s values and behaviours. These fall primarily into two categories:

1. Situational Judgement Tests (SJT’s)
2. Behaviour Based Questions

**Situational Judgement Tests:**

Situational Judgement Tests are essentially scenario based questions where the candidate is asked to explain what they would do in the situation.

The theory behind this approach that validates the outcome, is that when someone is asked “what would you do?” or “how have you approached this situation in the past?” previous behaviour is thought to be an accurate indicator of future performance and behaviour.

The following sample SJT demonstrates further how this works:

**Recruitment Context:**

You are the recruiting manager for a healthcare team member in Cancer Care Services and the successful candidate will need to work effectively with patients who are terminally ill. You have determined that the Metro North values of compassion, teamwork and respect are critical in this role and have decided to test these values with your applicants.

**Example SJT Scenario Question:**

<table>
<thead>
<tr>
<th>Situation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are working in Cancer Care services when a seven year old girl asks you if her mother (one of your patients) is going to die. Her mother, who is terminally ill, is within earshot of the conversation. The clinic in which you are working is extremely busy at this time with consultations running late and patients becoming disgruntled with delays. On top of this, because of staff sickness, you are on your eighth shift straight and are extremely tired. The colleague with whom you are working on this shift is new to Metro North and is still learning about how services within this clinic are delivered.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>What would you say to the daughter in this situation and how would you handle it effectively? (Compassion)</td>
</tr>
<tr>
<td>How would you compensate for the ‘newness’ of your colleague? (Teamwork)</td>
</tr>
<tr>
<td>What strategies would you use to help mitigate your fatigue and minimise its effects on your colleagues and service delivery to your patients? (Respect)</td>
</tr>
</tbody>
</table>

As with all Situational Judgement Tests, the merit of the candidate can be assessed against their ability to provide ideal responses to the questions and demonstrate the appropriate behaviours in the situation.

As the recruiting manager, you would reflect on what the ideal responses to these questions would be and evaluate the candidates’ responses against them accordingly. A primary source of ideal responses is in the performance and behaviour indicators for each value and the level of the role you are recruiting – early career or mid-career or senior / exec level.

Examples of ideal responses would therefore include:

**Compassion:**

- Taking time to listen to the daughter and talk to her about her concerns
- Observant of non-verbal clues in the daughter and the mother
- Recognises fatigue and implements strategies to manage its effects
- Going the extra mile to make a difference to the patient journey
• Maintains a positive outlook despite adversity

Teamwork:
• Collaborates with other team members to get the work of the clinic done
• Compensates for activities the colleague can’t do while training on the run
• Shares a common goal with all team members

Respect:
• Communicates effectively – listens attentively to others / adjusts own message to suit audience
• Considers cultural and ethical factors in any decision making or communications with patients / family members
• Demonstrates patience and humility with new colleagues.

If the candidate responds with these types of approaches to the situation, we can be fairly confident that the person will operate effectively in this environment. At this stage, more questions can be asked to further test the candidate’s behaviours in this situation, for example, “If this happened to you again, what would you do differently?” or “What would you learn from this situation and how would you ensure you performed better the next time?”

How do I as a recruiting manager develop an effective SJT scenario question?

1. Think about the context / environment of the role you are recruiting
   a. Is it a busy environment / does it need to work in stressful situations / does it require collaboration across multi-disciplinary teams?
   b. Does it require extraordinary compassion / resilience / innovative approaches to complex problems etc.?
   c. Are you looking to influence culture change or standards of practice?

2. Think about the level of the role:
   a. Is it an operational or early career level role with well documented processes and procedures?
   b. Does it require an executive level of abstract thinking and complex problem solving?
   c. Does it manage stakeholders in other organisations or does it deal uniquely with local level colleagues?

3. From this, determine which of the Metro North Values and underpinning competencies are critical to the role and design an appropriate workplace scenario (similar to the example provided for Cancer Care services) to test those values. From the scenario, design the appropriate questions for each of the values you want to test.

4. Develop the ideal responses that you would be seeking from your candidates.

5. Put your candidates through the scenario and ask any further probing questions as appropriate / evaluate the merit of your candidates accordingly.

Behaviour Based Questions

Behaviour based questions are questions that test a candidate’s behaviour in less complex situations than the scenario used above. The advantage of behaviour based questions is that you can use one or two questions to test each of the values without having to design a comprehensive scenario.

For example, to test a candidate’s ability to demonstrate compassionate behaviour in their everyday work, a question might be:

Some situations with patients require us to express ideas or opinions in a very careful / tactful / sensitive way. Tell the panel about a time when you were successful with this particular skill.
(If the candidate advises that they’ve never had to use this skill, simply ask them ‘What would you do if you were in this situation?’)

Some ideal responses might include:

- Making sure I don't use jargon or language the patient may not understand
- Giving the patient a range of options to better care for themselves so they can still feel in control of their own health
- Involving other family members in the conversation where appropriate etc.

A link to some further examples of behaviour based questions for each of the Metro North Values is provided in Appendix One of this guide. But remember, you can design your own behaviour based questions according to the context / environment / level of the role you are recruiting.

During your selection process, using SJT's or behaviour / values-based interview questions will help you understand:

- Whether your candidates’ priorities and values align with those of your work unit / Metro North
- What candidates prioritise in the workplace
- What drives their behaviours when they are at work

**Red flags** – when using these techniques, what do I need to keep any eye out for?

- **Candidates can’t support their arguments.** During job interviews, most candidates will claim they are “good team players” or have a “strong work ethic.” But if they can’t give you examples of how they’ve done this or proved these values in the past (or how they would do in the future), they might be simply floating buzzwords to impress you.
- **Their values don’t match the position’s requirements.** Candidates whose responses are anathema to our Metro North values might initially appear interesting in terms of ‘fresh blood’ for your team but are unlikely to perform ideally in a sustained way in the role.
- **They seem inflexible.** New team members could (try to) adjust to your team’s way of working, as long as they’re willing to do so. If, however, they have strong opinions that don’t match our core values, that’s a red flag for future collaboration and likely to culminate in intensive performance support.
- **They show signs of arrogance.** Being negative toward criticism and/or demonstrating a bossy attitude are indicators of people who prioritise their own values over others’. These people might not comply with Metro North policies or our Code of Conduct in the long run and end up creating or contributing to a toxic work environment.

Note: Some professions in Metro North have their own professional codes of practice. If one of these applies to the role you are recruiting, asking a question or two to test candidates’ knowledge of the relevant code is also a good idea.

**The final test**

The [Metro North Values Based Referee Check](#) template will enable you as the recruiting manager to gain further information from your candidates’ referees about how their behaviour (in their experience) has aligned to our values in the past. These reference checks can also help you verify candidates’ technical skills.
**Need more help?**

For more information and help with how the framework helps you to recruit successfully in Metro North, please call / contact one of our friendly HR Business Partners at the relevant locations below:

**Metro North HR business partners**

<table>
<thead>
<tr>
<th>Facility</th>
<th>Phone number</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caboolture Hospital</td>
<td>(07) 5433 8501</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
<tr>
<td>Community, Indigenous &amp; Subacute Services</td>
<td>(07) 3049 2342</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
<tr>
<td>Redcliffe Hospital</td>
<td>(07) 3049 2342</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
<tr>
<td>The Prince Charles Hospital</td>
<td>(07) 3139 4841 or</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
<tr>
<td>The Royal Brisbane &amp; Women's Hospital</td>
<td>(07) 3139 4564 or</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>(07) 3646 6180</td>
<td>Metro North HR <a href="mailto:Services@health.qld.gov.au">Services@health.qld.gov.au</a></td>
</tr>
</tbody>
</table>
Appendix One:

Values / Behaviour Based Question examples

Click here to see examples of values / behaviour based questions that can be used in the selection stage of recruiting for roles in Metro North under each of our values.