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VALUES

Recruiting for Values in Schools

Values, Behaviours and Attitude (VBA) Interviews

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Delyth Lynch



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Kerry Cleary



Webinar aim



To enable you to understand how a School's values can be used in recruitment to assess whether candidate's values, behaviours and attitudes align with those of the School, and how using VBA Interviewing can make a positive contribution to a safeguarding culture in a school.

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“If you hire people just because they can do a job, they’ll work for your money. But if you hire people who believe what you believe, they’ll work for you with blood and sweat and tears.”
- *Simon Sinek*

Infographic published by Neil Bergendorf
Einfach ist, es nicht zu verstehen



“The use of value based interviewing would provide further safeguards in recruitment and also serve to **emphasise a culture of safeguarding** within a school. While it may be more time consuming than conventional recruitment practices **the benefits of avoiding an unsafe appointment are incalculable**”

NSSCB SCR January 2012

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My values journey



- NSPCC and Values Based Interviewing

“Employers should use preliminary interviews as a standard part of establishing a fuller picture of the character and attitudes of short listed candidates for all posts in children’s homes”



- NHS, Francis Enquiry and Compassionate Care

“Patients must be the first priority in all of what the NHS does by ensuring that, within available resources, they receive effective care from caring, compassionate and committed staff, working within a common culture, and protected from avoidable harm and any deprivation of their human rights.”

- Launch of VBA Consulting

Making a difference

Caring about respect

Working in partnership

Enabling sustainable change



- Governor at Holy Family Primary School



- Trustee at Inspiring Learners Multi Academy Trust

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What is a VBA Interview?



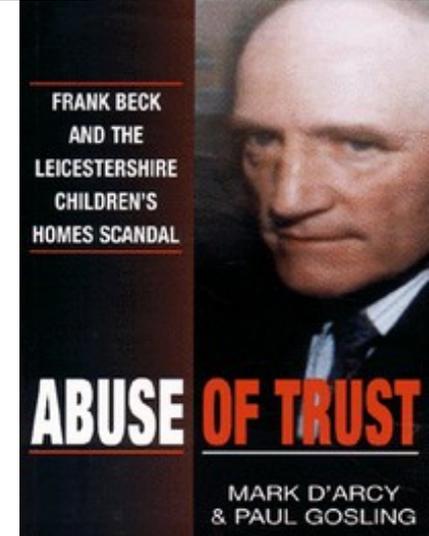
“An interview which seeks to understand candidates’ values, behaviours and attitudes and how they apply their values and attitudes in work/ volunteering situations in order to assess whether they align with the values and expectations of the organisation”

- *Evidence based*
- *Probing*
- *Role and organisationally relevant*
- *Carried out by two trained interviewers*

VBA Interviewing and Safeguarding



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Recommendations for assessing values in recruitment

- **Warner Report 1992**

“Employers should use preliminary interviews as a standard part of establishing a fuller picture of the character and attitudes of short listed candidates for all posts in children’s homes”

- **Bichard Report 2005**

“I passed on to the DfES suggestions by the NSPCC on the need to look at sectors outside schools and education and the merits of Value-based interviews”

- **SCR Little Teds Nursery March 2010**

“The early years foundation stage safeguarding requirements should be reviewed and strengthened in order to identify the characteristics of unsafe organisations. Further guidance should be issued to Early Years Ofsted inspectors to assist them in identifying where these characteristics may exist and this should include a requirement that safer recruitment including value based interviewing take place”

- **SCF Hillside First School January 2012**

“North Somerset Schools Human Resources should recommend the use of Value Based Interviewing (VBI) for recruitment in schools and other childcare settings, and offer training and support for schools wishing to implement VBI”

Does it work?



- **Predictive validity**

“This predictive validity (0.46) suggest that the VBI is a very useful tool in identifying candidates likely to be successful in children services. Moreover because the results are replicated for two different jobs, the results support the generalisability of the use of VBI in selection for different jobs.”

NSPCC Values Based Interviewing Research 2008.

- **Engagement of employees**

“VBI recruited staff are more likely to recommend the organisation to others and plan to stay with the organisation for longer than those not recruited on values.”

Oxford University Hospitals NHS Trust VBI evaluation 2015

- **Evidence in practice from Education**

- Holy Family, Sale Moor
- Inspiring Learners Multi Academy Trust
- Wellington College, Crowthorne

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Predictive Validity

SELECTION METHOD	VALIDITY
Assessment Centres	0.65
Work based samples	0.54
Ability Tests	0.53
Personality Tests	0.39
Structured Interviews	0.4 – 0.5
Biographical Data	0.38
References	0.23
Traditional Interviews	0.05 – 0.19

VBI
NSPCC 0.46
OUH 0.38

Holy Family Primary School



At Holy Family we grow, learn and succeed in the footsteps of Jesus.

Together we succeed

Growing our hearts and minds

We care about respect

Passionate about learning

“Holy Family is an outstanding values based school”

“Parents feel values based education has build up the confidence of their children so they are more resilience and will face the challenges of high school”

“Values are constantly referred to.....this is not just wall paper, it is a way of living”

“Staff morale used to be low but it is now high, staff are very supportive of each other”

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Inspiring Learners Multi Academy Trust

Bollin Primary School



Growing hearts and minds together



Passion – Passionate about learning

Ambition – Ambitious for everyone to grow

Collaboration – Working together, supporting each other

Innovation – Imagining possibilities, challenging ideas

Integrity – Open and authentic

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The Wellington journey



“The College should think of implementing Values Based Interviewing when appointing new staff.”

Wellington College Values

- Kindness
- Courage
- Integrity
- Responsibility
- Respect



What does it “look like?”

- Candidates selected for interview
- Interview schedule includes VBA interview
- Information given to candidate
- Questions selected by recruiting line manager
- 2 interviewers per interview (1 scribe, 1 interviewer)
- Time for write up / interviewer discussion afterwards
- Results and summary go to decision making panel
- Considered in the overall picture
- Discrepancy – DSL and HR advice sought



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Considerations

- Time
- Understanding
- Interviewers
 - Identification
 - Expectations
 - Training
 - Peer supervision
 - Ongoing training / feedback
 - Appreciation
- Brief applicants
- Policy
 - Ownership
 - Clear processes
- Auditing
- Reviewing



2 case studies

- Applicant A



- Applicant B



Example Schools Values and Behaviours Framework



We respect each other

We care about working together



We challenge ourselves to grow

We love to learn



Example VBA Interview questions

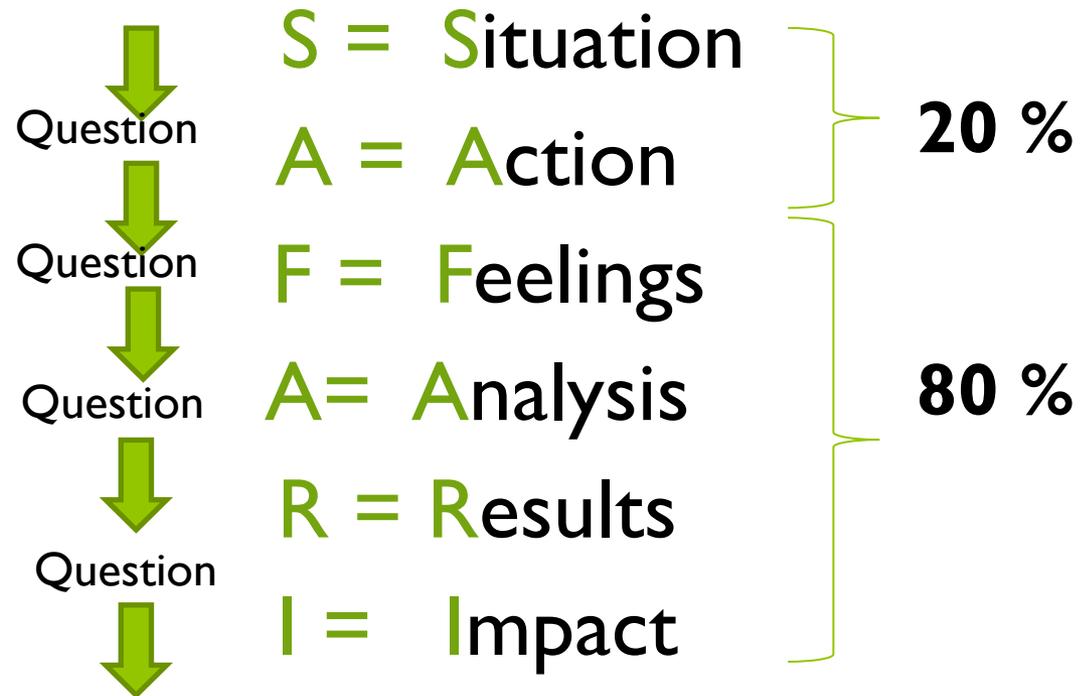
 What we want to see you doing	 What we don't want to see you doing
WE RESPECT EACH OTHER	
Being open and honest with others	Being closed and false in your relationships with others
Listening to others and trying to understand their perspective	Not making time to listen to others and not being interested in their perspective
Speaking up and challenging where you have concerns or ideas you want to raise	Leaving others to raise issues and concerns and not sharing your ideas
Celebrating everyone's uniqueness	Ignoring or under valuing the uniqueness of others
Taking pride in your work and caring for the school environment	Showing a lack of pride in your work and for the school environment
Helping others to have self-respect and self- belief in themselves	Undermining others self-belief and self-respect or not helping them to build it.

Questions

1. **Tell us about a time when you had to deliver a difficult message or some difficult feedback to a parent or a pupil.**
2. **Tell us about a time when you became concerned about the safety or wellbeing of a pupil.**



SAFARI Model of probing



How to embed VBA Interviewing in Schools

- Clarify or develop your school's values and behaviours
- Review existing recruitment processes and consider where VBA Interviews fit in
- Communicate your values and behaviours internally and externally
- Train interviewers in VBA Interviewing
- Consistently apply the values and behaviours in recruitment
- Embed the values across the school – induction, training and performance management
- No short cuts!



Thank you

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