

## Embedding values into your application process

With the challenges employers are facing in attracting and recruiting staff who share their values, many employers are now using a **shorter initial application process** to enable candidates to apply quickly and easily so they don't miss out on the best candidates.

They then follow this up once candidates are at the interview stage, or before they make an offer of employment, by getting candidates to complete a **longer application form** which gathers essential safeguarding information and personal data about the candidate to enable the employer to **demonstrate safe and fair recruitment**.

### Why should you ask about candidate's values in your application process?

- It ensures the candidates who apply for your roles are motivated both by the role and working for you as they have to think about how their values would align with the role they have applied for.
- It enables you to shortlist out candidates with values and attitudes which are not a good fit for a role in adult social care.
- It enables you to identify candidates with the values and attitudes for working in care who you can train for skills, opening up the pool of candidates you can recruit from who may never have worked in care before.

### How to ask about candidate's values in your application process

Enabling candidates to apply in different ways enables you to demonstrate that you are willing to make adjustments for neurodivergent and other candidates, and ensures you can attract as wide a range of candidates as possible to apply for your vacancies. You can do this by:

- A short online application, that is easy to complete on a mobile phone, asking for their name, contact details and one question asking why they think they share the values of your organisation/ workplace.
  - **Example application question:** Tell us why you want to work for us and how you think you share our values of being Caring and kind when supporting others, Committed to doing everything you can to improve other's lives and Respectful of everyone's uniqueness and personal choices.

- Asking for different examples from their work, volunteering or personal life of each of your values as part of their personal statement or letter of application.
  - **Example application question:** Looking at each of our workplace values, please share with us what this value means to you and an example of something you have done in your work, volunteering or personal life which shows us that you share this value.
- Offer candidates the opportunity to send in a short video or audio application where they record themselves answering the application questions. This can be a reasonable adjustment you can offer to neurodivergent and disabled candidates.
- It is important for safe and fair recruitment, and to demonstrate you are meeting the requirements of Regulation 19(3)(a) of the Health and Social Care Act (Regulated Activities) Regulations 2014 that you also obtain a longer application form recording all of the information to ensure the person you have recruited is;
  - Of good character (including values and behaviours)
  - Has the qualifications, competence, skills and experience necessary for the role.
  - Be able to perform tasks intrinsic to the role.

You can find best practice examples of comprehensive application forms to gather all relevant information including values in the [Better Hiring Institute Sharing Effective References and Conduct Information Toolkit](#).

## Shortlisting applications for values

When shortlisting candidates and deciding who to invite for interview, focusing on those candidates who demonstrate they share your values and are motivated to work for you and with those who you support can be a good way of making sure you don't overlook candidates who don't have all the skills and experience you are looking for and being more inclusive in your selection process.

To shortlist for values, you should:

- Prepare your shortlisting criteria based on your person specification, including your values and behaviours.
- Be aware of how discrimination, prejudice and bias can impact how people make shortlisting decisions based on people's values and challenge yourselves and each other to be open and fair in your decision-making.
- Where possible, apply best practice and shortlist with a minimum of two people to allow for decisions to be challenged and to safeguard against bias.
- Document your shortlisting decisions, with good, clear notes for the people you want to make an offer of employment to and those you don't.

Here is an example of a shortlisting matrix you may want to use to support you in making safe and fair shortlisting decisions.

<b>Role:</b>		<b>Candidate Name:</b>		
<b>Essential Criteria</b>	<b>Demonstrates</b>	<b>Partially Demonstrates</b>	<b>Does not demonstrate</b>	<b>Evidence</b>
<b>Skills and Experience</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				
<b>Qualifications</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>				
<b>Values</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				