

North West Streamlining Success Stories

- **Workstream:** Core: Recruitment
- **Sub Region:** Cheshire & Merseyside



Adoption of Values-Based Recruitment

What challenges were there?

In 2018, a number of North West trusts moved to the sole use of factual references when recruiting new starters. Historically, clinicians and department leads had responded to reference requests with subjective testimonials but moving to factual references meant this process could be managed centrally. As a result, managers' time was freed up and reference requests were turned around faster.

However, some trusts had concerns about sole use of factual references and wanted assurance that this information alone was sufficient. Values-based recruitment provided this assurance because recruiting managers had more freedom to ask questions, gain a deeper understanding of the interviewee and determine whether or not they matched the values of the trust. This approach helps recruiters to get much more information during interviews.

What was the aim?

A few trusts had successfully implemented values-based recruitment and the North West Streamlining team wanted to share their learning so other trusts could adopt the process, strengthening recruitment processes in the region.

What has been achieved?

The Streamlining team established a network of 18 North West resourcing managers that meet regularly to share best practice. Streamlining staff provided encouragement and direction to resourcing managers, helping them achieve key milestones. They arranged for managers to attend training events organised by Jen Richards at North West Boroughs Healthcare (NWBH) NHS Foundation Trust on how to assess values during interviews. Jen Richards also shared tools such as a training pack for managers, plus a series of interview questions.

“The main benefit of working with the streamlining team was them putting us in touch with the same people in our roles. I now know 18 other resourcing and recruitment managers across the North West that I can call on....and being able to share our work with other trusts has given me personal confidence. It gives you a boost and I’m proud of what we have achieved.”

- Jen Richards, Resourcing Manager at North West Boroughs Healthcare NHS Foundation Trust

Inspired by approaches at NWBH and Liverpool Heart & Chest Hospital, Jo Wing and Natalie Lewis from Cheshire & Wirral Partnership NHS Foundation Trust successfully created a values-based recruitment process bespoke to their trust. Adoption has been so successful that they have shared their learnings with a CCG in the region.

“For me it was the networking organised by the streamlining team that was most beneficial. I can now call on a range of colleagues in different trusts on a daily basis. In fact, someone asked me for a job description only yesterday. It’s a really strong network of recruitment managers.”

- Jo Wing, Acting Head of Recruitment, Cheshire & Wirral Partnership NHS Foundation Trust

Want to find out more?

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