

VALUES IN RECRUITMENT

Guide to recruiting to the VPS values



RESPONSIVENESS



INTEGRITY



IMPARTIALITY



ACCOUNTABILITY



RESPECT



LEADERSHIP



HUMAN RIGHTS

This guide supports managers to strengthen how we recruit to the Department's Values. It includes a bank of possible questions that can be used as part of the interview and reference checking process to draw out and illustrate candidates' behaviours, enabling managers to better understand ways of working and assess alignment to our values.

Values-led behaviours contribute to high performance

How we work is just as important as the outcomes we achieve. Values-led behaviour strengthens our performance and impact. It also builds a workplace where everyone is proud to work.

Capturing values-led behaviour through the recruitment process:

- sets behavioural expectations for prospective employees
- allows applicants to reveal how they will contribute to the team and navigate any challenges
- allows managers to have a more complete picture of a candidate's strengths and areas for improvement
- assists managers to recruit employees who will make a positive contribution to culture and performance
- mitigates the risk of employing people more likely to demonstrate unethical, disrespectful and non-collegiate behaviours.

You can recruit to values by building values-based elements into your interview and reference check questions.

Below is a list of questions that serve as a guide when shaping values-related questions for your recruitment process.

Values questions

- 'Living the values' is important to our team. Please provide an example where you have led by example in 'living' the organisational values?
- Please choose one of the Department's seven values and tell us about a time you encouraged and supported others to demonstrate this value. What was the issue you sought to address, what did you do, and how did their behaviour change?
- What does (insert value here e.g. respect) mean to you and provide an example of how do you demonstrate (respect) in your work?
- Without mentioning names, please tell us about a time you encountered practices that didn't sit right with you or didn't align to your professional or organisational values. What did you do? What was the outcome?
- Please provide an example of how you model the organisational values within your team?
- Give an example of when you had to deal with a difficult ethical issue. How did you handle the issue?
- Describe how you have promoted a culture of (insert value here e.g. accountability) in your team. What were the barriers and what was the outcome?
- Can you provide an example of how you used your organisational values to assist in decision making or to achieve a desired outcome?

- In this role you are required to work closely with a range of stakeholders. Can you provide an example where you encountered challenges with a stakeholder? How did you use the organisational values to manage the situation?
- Provide a recent example where you led on a matter that required buy-in from internal and/or external stakeholders. Please describe how you used organisational values to gain support for your proposal or project?
- Can you tell us about a time you needed to develop a piece of work you were passionate about or meant a lot to you personally? How did you ensure you remained impartial?
- Can you tell us about a time you held a peer or senior colleague to account? What was the issue, what did you do, and what was the outcome?
- Can you provide an example of balancing the need to be responsive with the need to uphold other values or proper processes?
- Tell us about a time you worked with a peer or more senior colleague who disagreed with your approach? How did you use the organisational values to manage the situation?
- How do you demonstrate the Department's Values when dealing with stakeholders? Please provide an example.
- Can you tell us about a time you needed to use sensitive information as part of your role? How did you use the organisational values to manage this situation?
- Can you provide an example of when you were given a task which involved tight timelines? How did you use the organisational values to manage this situation?
- Please provide an example of an issue with a project or a staff member that was not being dealt with appropriately by a manager. What did you do? What would have you done differently if it happened now?
- Provide an example about how you demonstrate integrity and accountability whilst undertaking a project with limited supervision?
- Can you provide an example of when you have displayed leadership whilst working on a project?
- Can you tell us about a time where you have had to be creative in the absence of a clear policy or process? How did the organisational values help you in this situation?
- How does the value of accountability inform your professional practice and why? When has it helped you improve your performance?
- This role requires you to manage multiple incoming tasks in a fast-paced environment. How would you ensure you live the organisational values whilst juggling multiple tasks and timelines?
- Provide an example of how you display both responsiveness and impartiality whilst working with multiple stakeholders?

Questions for Referee

- Could you please tell us how the applicant has handled working with difficult colleagues? What was the situation, what did they do and what was the impact?
- Can you provide an example of how the applicant has demonstrated the organisational values in overcoming a difficult situation?
- Can you tell us how the applicant deals with and learns from feedback?
- Can you tell us how the applicant has demonstrated leadership in their role?
- Can you tell us about a time the applicant has provided feedback to a peer or senior colleague? How did they manage this?
- Can you provide an example of the applicant supporting others to demonstrate the organisational values?