

Appendix G: Embedding 'Values' into Recruitment

Recruiting managers should ensure that the Council's values are considered as part of the recruitment process. This will include adding in questions to test out people's attitudes and behaviours and how they fit with our values.

Values

We believe that everyone has a role to play in making our council successful.

We expect everyone involved with Boston Borough Council to be:

- open and honest with people;
- enthusiastic, positive and proud about working for Boston Borough Council;
- patient with people and take time to understand their concerns;
- approachable and clear with people;
- open to new ideas and willing to learn;
- caring and to treat people with respect, consistency and fairness; and
- focused on customers.

Some sample questions that can be used are attached are outlined below.

These questions should not be 'lifted' directly and are suggested as the kind of questions that might be asked. Recruiting managers should put these questions into context depending on the level of job and the specific role.

Further advice can be obtained from People Services.

Value 1	'Open & honest'
Sample Question 1	Could you please give an example of a time where under difficult circumstances you were open and honest with a colleague?
Positive responses	Explained difficulties/personal circumstances to someone; tackled a difficult relationship/situation personally to resolve i.e. poor working relationship
Negative responses	Likes to keep 'themselves to themselves' and not get too involved with others.

Value 2	'Enthusiastic, positive & proud'
Sample Question 1	Could you please give an example of how you feel that you display your enthusiasm for your work and how other people know this?
Positive responses	Is positive when new ideas are suggested; takes the lead within the team and suggests changes etc.; likes to be positive all of the time and get the team on board
Negative responses	Doesn't like to show enthusiasm; prefers low key approach; is negative about change
Sample	How often do you think you are negative either about your

Question 2	work or with colleagues?
Positive responses	Openly shows enthusiasm by physical demeanour, wanting to get others involved; Not really a negative person – always likes to look for the positives
Negative responses	Physical demeanour does not bear out enthusiasm i.e. is subdued when talking; Feels negative frequently but sees this as normal

Value 3	‘Patient with people and take time’
Sample Question 1	Could you please give an example of where you feel you have displayed patience when dealing with a difficult situation with a customer or colleague?
Sample Question 2	Could you please give an example of when you have spent more time than you would perhaps have liked on something because you felt it was important to take the time to understand someone’s concerns?
Positive responses	Spends considerable time with customers/colleagues where necessary; does not rush sensitive matters; displays empathy to others issues
Negative responses	Does not have sufficient time to spend with customers/colleagues; has to get the job done regardless of different needs; does not display empathy with others

Value 4	‘Approachable and clear with people’
Sample Question 1	Have colleagues ever described you as unapproachable? If so why would this be? Do you think you are an approachable person? Could you please given example of why you consider yourself to be approachable?
Positive responses	Is someone that colleagues or customers make a bee-line for; has had positive feedback on approach; body language encourages people to approach them
Negative responses	Has had some comments about lack of approachability; doesn’t always push themselves forward to help others ; body language puts off others; is unwilling to help others

Value 5	‘Open to new ideas and willing to learn’
Sample Question 1	Do you think you are someone who is keen to try new ideas out? If so, can you give an example of why you have said this and when you have embraced a suggestion to try something new in the past?
Positive	Will happily try out new suggestions and ideas; Volunteers to

responses	take suggestions forward ;Sees the benefit of exploring different ways of working
Negative responses	Sees all change as negative; Does not like to explore new ideas prefers to get on with the day job
Sample Question 2	Can you describe a training course/event that you have found helpful? Why was this? How did you apply this learning in your work?
Positive responses	Always keen to learn; Enjoys learning new skills ;Sees learning as a continuous process
Negative responses	Doesn't like to attend training courses ; Cannot see why they would need any training ; Negative attitude towards training & development and learning new skills/knowledge

Value 6	'Caring and to treat people with respect, consistency and fairness'
Sample Question 1	Why do you think it is important to treat all of our colleagues and customers fairly and with respect?
Positive responses	Understanding of equality & diversity and benefits of a diverse society ; should treat people as you wish to be treated; colleagues and customer should be treated equally and with respect regardless of their background and you personal opinions
Negative responses	Adverse comments regarding any minority group ; View that customers should be pleased with what they are given and that customer service is not important

Value 7	'Focused on customers'
Sample Question 1	How important do you think our customers are (both internal & external)?
Positive responses	Sees customers as the most important people in our business; Understands that internal customers are also important
Negative responses	Sees customers as getting in the way of normal business and a hindrance to their work