

**NHS Lothian
Interview Framework
Nursing & Midwifery**

Healthcare Support Workers – Bands 2 - 4

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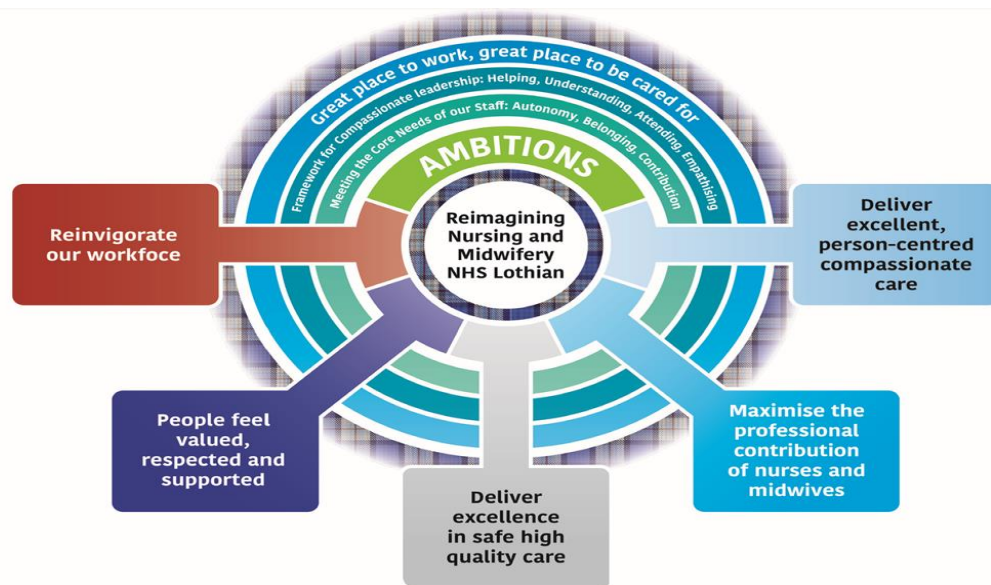
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Introduction

NHS Lothian has a Nursing and Midwifery Strategic Plan, which has been utilised to build this interview framework to support the selection of Nursing and Midwifery staff from bands 2 to band 7. The plan highlights five ambitions as detailed in Figure 1.

These ambitions alongside the central role of leadership will form the values and behavioural competencies, which will make up the framework for the selection of posts in Nursing and Midwifery across NHS Lothian. This document provides guidance on interview practice; the hiring manager has discretion to adjust the wording of the questions as required. It is recommended that probing questions are utilised to get the best from the candidate.

Figure 1. – Ambitions – NHS Lothian Nursing and Midwifery Strategic Plan.



NHS Lothians Interview Framework

- Values underpin behaviours and therefore behavioural competencies are assessed in the main at interview.
- Questions related to a competency framework assists interviewers to ensure the best candidate with the right behaviours and values as well as knowledge, skills, and attributes appointed for each particular post.

- This framework has been developed utilising leadership competencies alongside competencies linked to the ambitions of the strategic plan.
- It is important that you choose one question from at least 3 competencies and have a couple of questions around the person specification of the role (not included in this framework).

Competency 1 – Leadership

The domains of leadership include 3 main areas.

- Personal Qualities
- Setting Direction
- Delivering the Service

Competency 2 – Excellent person-centred compassionate care

Person centredness and compassionate leadership are key behaviours that should be observed in the interview.

Competency 3 – Maximise the professional contribution of nurses and midwives

Work in professional collaboration with colleagues through triumvirate structures.

Competency 4 – Excellent safe and high-quality care

All staff should strive to deliver the highest level of safe, effective, quality care.

Competency 5 – People feel valued, respected, and supported.

It is the responsibility of every Health Care Support Worker, Registered Nurse or Midwife to act in ways that support individuals to feel valued, respected and supported.

Competency 6 – Reinvigorate the workforce.

Healthcare Support Workers at band 2-3 and Assistant Practitioners at band 4 need to have a focus on their own development and learning needs working within the Healthcare Support Worker Code.

Instructions to Interviewers

Overview

The purpose of the interview is to gather behavioural evidence against the ambitions of NHS Lothians Nursing and Midwifery Strategic Plan. These are highlighted as competencies in the following pages.

Once you have introduced the interview and asked a 'settler' question (E.g., **Tell me about your current responsibilities?**), move onto the questions in each area of the Framework, please ask one question from each section. To help candidates have an awareness of the focus of the question, the panellists will introduce which part of the strategy the question relates to.

When probing for examples of past behaviour, remember STAR Situation, Task, Action and Result.

- What were the **Conditions?** (Context, situation, objective)
 - E.g. What was the background?
 - What was the candidate's role?
 - What were they trying to achieve?
- What was the **Process?**
 - E.g. What actions did they take to achieve the objectives?
- What were the **Outcomes** of the candidate's actions?
 - E.g. What happened?
 - What did they learn?
 - Did they get any feedback?

Panellists are asked to bear in mind that some Healthcare Support Worker applicants may not have previous care experience or could be school leavers. Examples provided in answers may therefore be nonclinical.

Introducing 'The Interview'- An outline below of how you can explain the process to each interviewee.

- 'The emphasis is on your past work and life experiences'.
- 'I will ask you a series of questions from a set list. I will be doing this so that everyone who goes through this interview process will be asked the same questions. This ensures that the process is the same for everybody'.
- 'I may occasionally interrupt you in the middle of responding to a question. This is not intended to be rude, but is designed to ensure that we can cover as much ground as possible in the limited time we have'
- 'To ensure that I capture your responses fully I will be taking notes throughout the interview'.
- **Do you have any questions before we begin?**

The Generic Process Bands 2-5

The Generic Recruitment Team have responsibility for the recruitment of all band 2 – 5 Nursing & Midwifery vacancies following a 'One Application, One Interview, One Decision' methodology

Overview for Interviewers

Generic Nursing & Midwifery interviews generally take place in-person at the Comely Bank Centre. We aim to have a welcoming environment for both interviewers and candidates. Interview panellists are responsible for interviewing a cohort of candidates that have been shortlisted from the Registered Nursing & Midwifery Band 5 adverts, which incorporate Acute & Community Nursing, Community Hospitals, Outpatients and Prisons covering all nursing disciplines (Adult, Mental Health, Learning Disabilities & Children's).

The Generic Recruitment team provide administrative support on the day of interviews; they will welcome candidates to Comely Bank and will check all record all Identity Documents (ID). They also support the facilitation of matching successful candidates into posts.

During the interview, we encourage interview panellists to ask the candidates the following questions; this allows the matching process to be managed with ease.

- Where the candidate would like to work, and which specialty (if any)
- Advise candidates that most posts require a combination of days, nights and weekend working.
- Candidates should be asked about their need for visa/sponsorship

Following the interviews, a debrief will take place which will be led by a member of the recruitment team. Each panel will be asked to discuss their candidates' scores and preferences, and as a group, a decision will then be made as to where the successful candidates should be matched.

We encourage interview panellists to telephone candidates on the interview day, giving verbal offers, which are subject to OHS clearance, PVG checks and satisfactory references.

The recruitment team will then take forward all the administrative process relating to the candidates job offer.

Introducing 'The Interview'

This should be the same process as outlined on the previous page

Rating Scale

The following rating scale should be applied to each interview question.

Not observed (N/O)	Where a competency/value is not observed or is only dealt with in passing. An example being providing a one sentence statement e.g. "I possess excellent communication skills" with no elaboration.
1: Doubtful	Where evidence indicates that the individual demonstrates few elements of the competency/value, indicating a strong development need; and where insufficient evidence or information is provided. Applicants may deal with the competency/value but provide either no firm evidence or examples, or they provide no depth to show how they applied it in practice e.g. "I have to organise meetings on a regular basis, and I would obviously not be able to do this without exceptional organisational and planning skills"
2: Good	Where evidence indicates that the individual demonstrates some elements of the competency/value, but may benefit from some development. Sufficient information is provided to give the panel a reasonable grasp of the applicant's competence/values; through relevant examples(s) or evidence, which explain what actions they took and how they applied the competency/value, ideally with an indicator of success.
3: Very Good	Where evidence indicates that the individual demonstrates most aspects of the competency/value to a good level: some potential for development. Building on the above but with more breadth and depth to the information and evidence provided. The panel should be left in no doubt that, the applicant possesses and uses the competency/value. There should be quality to the evidence that shows variety in the application of the competency/value and some sophistication in their approach.
4: Outstanding	Where evidence indicates that the individual demonstrates all aspects of the competency/value to a consistently high level. As above but covering all aspects of the competency/value, along with more detailed example(s) that are very relevant and demonstrate real depth, breadth and sophistication in their approach.

Competency 1. Leadership

PERSONAL QUALITIES

Self-belief	This prime personal quality is built upon success and learning in a broad range of varied situations over time.
Self-awareness	Know their own strengths and limitations, and they use failure or misjudgement as an opportunity for learning.
Self-management	Self-management, supported by emotional self-awareness, enables them to regulate their behaviour, even when provoked.
Drive for improvement	Motivates and works with others in order to reach organisational goals.
Personal integrity	Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.

Interview Questions – Select One

Tell us about a time when you supported someone (friend/colleague/family/patient)?

Tell us about a time when you have worked as part of a team/group and what your contribution/role was?

Tell us about your personal qualities? How you have used those qualities as part of a team/group?

Tell us about a time you used your initiative to solve a problem in a difficult situation/to solve a problem? What was the result?

Can you tell us about a time when things did not go to plan and what your actions were?

What initial support do you think you might need/areas of development starting in this role?

Can you tell us about a time that you made a mistake – what did you do about it, and what have you learned from it?

Can you tell us about a time when you made a difference?

Can you tell us about something that you have planned – what was your role, and what was the outcome?

How do you plan your day, and how do you respond when something changes?

If you witnessed something that you felt was not right/uncomfortable with/concerned about, what would you do?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none"> • Supports, encourages or drives others to reach team/individual goal 	<ul style="list-style-type: none"> • No example of developing others
<ul style="list-style-type: none"> • Keeps the team focused 	<ul style="list-style-type: none"> • Discourages initiative
<ul style="list-style-type: none"> • Co-ordinates group activities 	<ul style="list-style-type: none"> • Delegates tasks but withholds responsibility/control over task
<ul style="list-style-type: none"> • Develops others • (Seeks out ways to develop others) 	<ul style="list-style-type: none"> • No evidence of providing clear direction to group
<ul style="list-style-type: none"> • Takes ownership for the work of the team 	<ul style="list-style-type: none"> • Allows group to find its own way
<ul style="list-style-type: none"> • Monitors motivation levels of others 	<ul style="list-style-type: none"> • Doesn't understand/appreciate the different motivation of people
<ul style="list-style-type: none"> • Allows and supports the team in making their own decisions 	
<ul style="list-style-type: none"> • Defines the teams goals 	

Competency 2

Excellent person-centred compassionate care for those who work and use services within NHS Lothian.

Interview Questions – Select One

Can you tell me about a time you have provided support to another person e.g a friend/relative/acquaintance?

Can you tell us about a time when you have delivered/witnessed compassionate care?

Have you any good examples of doing a good deed for someone?

Can you tell us about a time that you have delivered person-centred, compassionate care?

Can you tell us about a time a patient/customer/relative's expectations weren't met/was unhappy. What did you do?

Can you tell us about a time when you have gone above and beyond for someone. How did you know that you had done a good job?

What values and qualities do you have to provide a high standard of care

Can you tell us about a time when you have adjusted your care delivery to meet someone's needs/goals

Have you ever been asked to do something that made you uncomfortable. How did you respond?

What do you know about 'what matters to you' and how have you used it?

Have you ever received feedback about the care that you provided/work that you have done that surprised you?

How do you know when you deliver a high standard of care?

Can you tell us about a time when you received a compliment?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none"> • Knows what goals need to be met 	<ul style="list-style-type: none"> • Is unaware of what goals need to be met
<ul style="list-style-type: none"> • Is aware of what standards have to be achieved 	<ul style="list-style-type: none"> • Is unaware of what standards have to be achieved
<ul style="list-style-type: none"> • Produces high quality work, gets it right first time 	<ul style="list-style-type: none"> • Produces poor quality work, omits details or makes errors
<ul style="list-style-type: none"> • Maintains high professional standards 	<ul style="list-style-type: none"> • Shows little pride or concern with the quality of work
<ul style="list-style-type: none"> • Seldom compromises own standards 	<ul style="list-style-type: none"> • Compromises standards easily, cuts corners
<ul style="list-style-type: none"> • Monitors work productivity 	<ul style="list-style-type: none"> • Ignores work productivity or output quality
<ul style="list-style-type: none"> • Monitors work output quality 	<ul style="list-style-type: none"> • Fails to make sure work is correct or often has to repeat tasks
<ul style="list-style-type: none"> • Thorough and accurate, hates cutting corners 	<ul style="list-style-type: none"> • Is not committed to achieving high standards
<ul style="list-style-type: none"> • Is committed to achieving high standards 	<ul style="list-style-type: none"> • Relies on others to check detail
<ul style="list-style-type: none"> • Pay close attention to quality issues 	

Competency 3

Maximise the professional contribution of Nurses and Midwives

Interview Questions – Select One

Where do you see yourself in 4-5 years?

What is your understanding of continuing professional development?

Tell us about a time you witnessed something that made you uncomfortable? What did you do about it?

Can you tell us about any relevant training that you have undertaken. What did you learn from it, and what do you use in your day-to-day practice?

Tell us about the most recent time when you learned something new?

One of the elements of the HCSW Code is confidentiality. Why do you think confidentiality is important in this role?

In this role you have access to sensitive patient information. What would you do if a patient was a friend/family member/colleague/neighbour? How do you think that they would feel seeing you in that situation?

How does the HCSW Code link to your own personal values?

What is your understanding of consent, and how does it apply to the day-to-day working of a HCSW?

Can you tell us about a time that you have stood up for someone/been his or her advocate?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none">Evidence of continuing professional development/desire to learn	<ul style="list-style-type: none">Lack of motivation regarding professional development
<ul style="list-style-type: none">Awareness of HCSW Code	<ul style="list-style-type: none">No awareness of the HCSW code
<ul style="list-style-type: none">Set career goals	

Competency 4 – Excellent safe and high-quality care for those who work and use our services.

Interview Questions

Can you tell us about a time that you received feedback – what did you change as a result of that feedback?

Can you tell us about a time that you gave feedback?

How do you maintain a safe environment for the patient that you are looking after?

What would you do if an incident occurred in the workplace?

How would you deal with an angry or aggressive patient/customer/relative/colleague?

Why do we do audits in the workplace? Have you ever been involved in an audit, and what part did you play?

Can you tell me about a time when you have had to challenge unacceptable behaviour? What happened, and what was the outcome?

Can you tell us about a time when good communication has improved the situation?

Can you tell us about a time when you have had to communicate bad news to someone?

What would you do if a patients condition appeared to be changing/worsening?

What would you do if you were struggling with a stressful situation?

In the HCSW role you may be exposed to some distressing situations. How do you manage personal stress and look after your wellbeing? Are you aware of anything that NHS Lothian provides?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none"> Open to receiving feedback 	<ul style="list-style-type: none"> Unable to accept feedback
<ul style="list-style-type: none"> Gives examples of maintaining a safe environment 	<ul style="list-style-type: none"> Lack of knowledge of safety
<ul style="list-style-type: none"> Identifies scenarios where concerns should be escalated 	<ul style="list-style-type: none"> Fails to show understanding of escalation processes
<ul style="list-style-type: none"> Has an awareness of quality improvement methodologies 	
<ul style="list-style-type: none"> Understands need for continuous improvement and care assurance 	

Competency 5 – People feel valued, respected, and supported.

Interview Questions – Select One

Can you give us an example of the last time that you felt valued in a team?

How do you value the contribution of others within a team?

How do you motivate yourself and others within a team?

What would you do if someone new started working in your team?

Can you tell us about a time when you have gone the extra mile for someone?

Can you describe a time when you witnessed someone showing a lack of respect to another person/patient relative/colleague? How did you deal with that?

Can you tell us about a time when you treated someone in line with the NHS Lothian values? Quality, dignity and respect, care and compassion, openness, honest and responsibility, teamwork

How would you ensure that the cultural beliefs of patients/carers are met?

How would you ensure that patients and carers have a voice when it comes to care decisions?

How do you embrace different cultural beliefs?

How do you contribute to the spirit of a team?

Can you tell us about a time that you have made suggestions that benefited a team?

Can you tell us about a time when you had to deal with a distressed relative?

How do you project a positive culture within a team?

Can you tell us about a time when someone has raised a concern, and how you listened?

What does equality and diversity mean to you?

How can we ensure that patients feel valued, respected and supported?

How do you feel when you do something well?

How do you feel when you have done a good job?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none"> • Supports others 	<ul style="list-style-type: none"> • Rarely offers support to colleagues
<ul style="list-style-type: none"> • Works well in teams 	<ul style="list-style-type: none"> • Prefers to work alone
<ul style="list-style-type: none"> • Builds lasting working relationships 	<ul style="list-style-type: none"> • Fails to establish networks
<ul style="list-style-type: none"> • Shows consideration for colleagues 	<ul style="list-style-type: none"> • Shows limited consideration for colleagues
<ul style="list-style-type: none"> • Tries to encourage people to work together 	<ul style="list-style-type: none"> • Does not encourage teamwork
<ul style="list-style-type: none"> • Creates a sense of team spirit 	<ul style="list-style-type: none"> • Emphasises achieving personal goals
<ul style="list-style-type: none"> • Is tolerant of others, checks for understanding 	<ul style="list-style-type: none"> • Is intolerant of others
<ul style="list-style-type: none"> • is a sympathetic listener, empathy with other's viewpoint 	<ul style="list-style-type: none"> • Puts personal interests first
<ul style="list-style-type: none"> • Is able, or makes suggestions, to reconcile others in conflict 	<ul style="list-style-type: none"> • Allows others to resolve their differences themselves
<ul style="list-style-type: none"> • Likes to understand people 	<ul style="list-style-type: none"> • Is not sympathetic to others
<ul style="list-style-type: none"> • Identifies with the team 	

Competency 6 – Reinvigorate the workforce.

Interview Question –Select One

Can you tell us about a subject that you are really passionate about?

Can you tell us about a time that you have set a personal goal/target, and the steps that you took to try to achieve it?

Can you tell us how you motivate yourself and others?

Can you tell us why you would like to work in NHS Lothian?

Can you tell us about a time when you have made a suggestion to solve a problem?

What would you do if you saw a colleague struggling/feeling demotivated?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
<ul style="list-style-type: none"> Shows drive and determination to get results 	<ul style="list-style-type: none"> Less motivated than others to achieve
<ul style="list-style-type: none"> Achieves goals and then seeks new ones 	<ul style="list-style-type: none"> Prefers simple tasks
<ul style="list-style-type: none"> Readily tackles demanding tasks or takes on new work 	<ul style="list-style-type: none"> Gives up when challenged or disappointed
<ul style="list-style-type: none"> Looks forward to or enjoys a challenge 	<ul style="list-style-type: none"> Gets mediocre results
<ul style="list-style-type: none"> Gets outstanding results or exceeds targets frequently 	<ul style="list-style-type: none"> Complacent about achievements
<ul style="list-style-type: none"> Seeks career progression or sets career goals 	<ul style="list-style-type: none"> Only acquires new skills when pushed
<ul style="list-style-type: none"> Is determined to succeed 	<ul style="list-style-type: none"> Prefers not to take on new responsibilities
<ul style="list-style-type: none"> Is enthusiastic 	<ul style="list-style-type: none"> Sets easy targets and personal objectives
	<ul style="list-style-type: none"> Rarely exceeds targets
	<ul style="list-style-type: none"> Lack enthusiasm