



**NHS Lothian
Interview Framework
Nursing & Midwifery**

Registered Nurses and Midwives – Band 5

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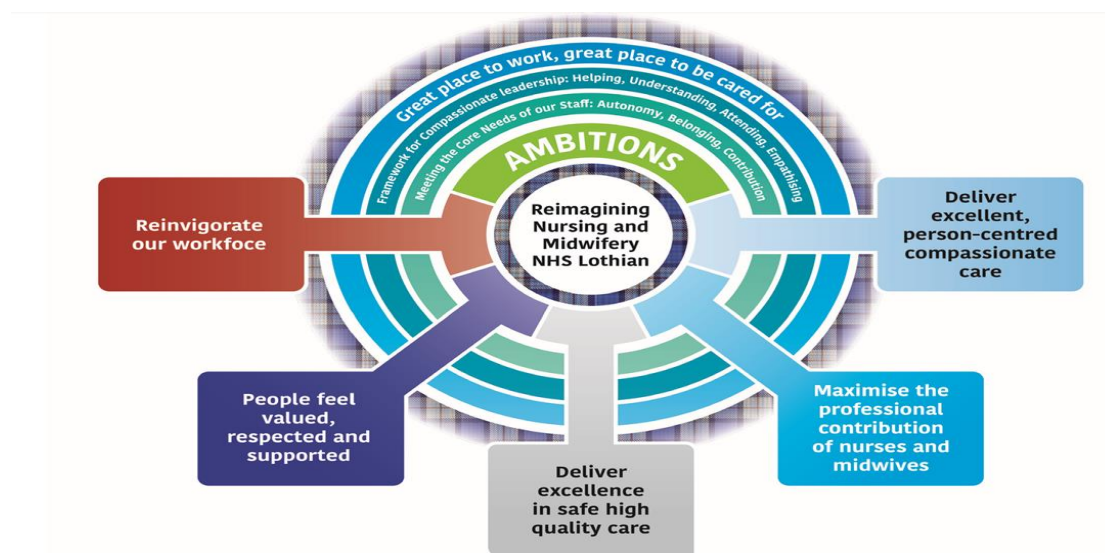
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Introduction

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.

Nurses and midwives at band 5 should have awareness of key priorities for recruitment and retention of staff.

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?

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	<p>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.</p> <p>There should be quality to the evidence that shows variety in the application of the competency/value and some sophistication in their approach.</p>
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

1.1 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 a colleague who was having difficulties at work?

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

Can you tell us about a time when you made a positive contribution to a team?

Can you tell us what characteristics you think make a good team?

When were you part of a good team, and why was it a good team?

Can you tell us about a time when there has been conflict in your team?

What would you do if a non-registered colleague did not follow your direction/delegation, or challenged your request?

Tell us about your leadership strengths and how you have used these within a team setting?

What attributes do you think you will bring to this post, and how would you continue to develop these?

If you witnessed something that wasn't in keeping with your personal values and those of NHS Lothian, what would you do? What are your responsibilities under the NMC code?

1.2 SETTING DIRECTION

Seizing the future	They are motivated and focused on the needs of patients.
Intellectual flexibility	Adaptable to changing demands within the environment.
Broad scanning	Understanding of the local and national picture of health services.
Political astuteness	Awareness of local health issues.
Drive for results	The personal qualities at the core of the framework provide the energy and the sheer determination which fuel determination for results.

Interview Questions

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

How do you prioritise your day taking into consideration staff and patient safety as well as changing priorities in the clinical setting? How do you communicate changing priorities to your team?

What skills do you need to remain resilient when things don't go to plan, and can you describe a situation when this happened?

Can you describe a situation where your resilience was tested?

How do you feel about delegating? What would you do if a staff member was being obstructive?

What are your responsibilities when you delegate a task?

1.3 DELIVERING THE SERVICE

Leading change through people	They keep up the focus by reiterating the person-centred compassionate message and through inspiring others to be positive in their support of service delivery.
Holding to account	Responsibility for own actions as well as being held to account, for delivery of high quality safe care.
Empowering others	Supports and motivates, inspires others.
Effective and strategic influencing	Works positively within the team showing positive leadership through influence.
Collaborative working	Ability to work collaboratively to achieve a common goal.

Interview Questions

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

Can you tell us about a time when on reflection you could have acted differently for a better outcome.

Can you tell us about a time when you made a difference to the patient or carer experience?

How do you get the best out of your team and involve them in decisions?

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

What does person-centred, compassionate care involve, and what does it mean to you?

Can you give us an example of a time when you have delivered person-centred compassionate care?

Can you tell us about a time a patient/relative's/carers expectations weren't met. What did you do, and what was the outcome?

How do you know when you have delivered person-centred care?

How do your personal values align with those of NHS Lothian's to deliver good person-centred care?

Tell us about a time that you have adjusted your approach to meet a patient's needs?

Can you give us an example of when you have collaboratively planned care in a patient-centred way? What is the benefit of involving the patient and carer?

Tell us about a time that you were asked to do/witnessed something that made you uncomfortable. How did you respond? *What did you learn?*

How do you use 'what matters to you' in the clinical environment?

Can you reflect on a time when you received feedback that differed from your expectation. How has that changed your practice?

How do you provide evidence that the care you plan/deliver meets an acceptable standard/delivers the outcomes intended?

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

Going into this post, what areas of development would you like to focus on?

How does this role fit into your long-term career plan?

How will you meet the requirements of NMC revalidation?

What is your personal responsibility in relation to continuing professional development?

Tell us about a time you witnessed something that fell below the acceptable standards of care. What did you do about it, and what was the outcome?

One of the elements of the NMC code is confidentiality. How do you ensure confidentiality is maintained within your professional responsibility/accountability?

In this role you have access to large volumes of sensitive information. What are your responsibilities in relation to information governance?

How does the NMC code and NHS Lothian values link to your own personal values?

Can you tell us about a time that you have advocated/supported a patient or carer in difficult circumstances? What was the outcome?

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 NMC Code	<ul style="list-style-type: none">No awareness of the NMC 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 – Select One

Can you tell us about a time that you received results of an audit or care assurance standards – how did you change your practice?

Can you tell us about a time that you have been involved in a quality improvement project? How did you measure your outcomes, and what were the benefits to patients?

How do you get assurance that you are maintaining a safe environment for the patients/staff/carers?

What would you do if a patient came to harm in the workplace?

Can you give us an example of a time that you have dealt with an angry or aggressive patient/relative/colleague?

Tell us about your awareness of audits that are carried out in your clinical environment on a monthly/quarterly basis? What is their purpose, and what is your involvement in them?

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 you have used effective communication to improve a situation?

What are your priorities if a patient's condition is deteriorating?

How do you recognise increasing stress levels in yourself? What tools are available to support you?

In the healthcare setting you may be exposed to some distressing situations. How do you maintain your own resilience and wellbeing?

A patient is unsatisfied with the care they have been receiving, what action would you take?

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

How do you ensure that each member within your team feels valued?

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

How do you motivate yourself and others within a team?

Can you give us an example of when you have supported/mentored someone in your team, and why is this important?

How would you ensure that a new team member is integrated as part of your team?

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?

How do you ensure that service users differing cultural beliefs are respected and incorporated as part of their care?

Can you give an example of when you have worked collaboratively with patients/carers when planning and delivering care? What were the advantages of this?

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?

How do you project and contribute to 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 and colleagues feel valued, respected and supported?

FAVOURABLE INDICATORS	UNFAVOURABLE INDICATORS
• Supports others	• Rarely offers support to colleagues
• Works well in teams	• Prefers to work alone
• Builds lasting working relationships	• Fails to establish networks
• Shows consideration for colleagues	• Shows limited consideration for colleagues
• Tries to encourage people to work together	• Does not encourage teamwork
• Creates a sense of team spirit	• Emphasises achieving personal goals
Is tolerant of others, checks for understanding	• Is intolerant of others
• is a sympathetic listener, empathy with other's viewpoint	• Puts personal objectives first
• Is able, or makes suggestions, to reconcile others in conflict	• Allows others to resolve their differences themselves
• Likes to understand people	• Is not sympathetic to others
• Identifies with the team	

Competency 6 – Reinvigorate the workforce.

Interview Questions – Select One

How do you invigorate the team you work with?

Can you tell us about something you have implemented/helped implement that has improved staff development and/or wellbeing?

How do you align your career aspirations with training and development opportunities within the organisation?

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 improve and support staff?

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

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

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