**Behaviours/ Competencies and Possible Interview Questions**

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| **STAR VALUE** | **Descriptor** | **Supporting Interview Questions** |
| **SERVICE** | Find out why the person is interested in the role/ company. Can help to ensure ‘fit’. | * What attracted you to apply for this position? * How does the role match your current interests? * Why are you interested in GWH? * What do you think you will enjoy about the job? * What do you know about GWH / specific area? * What motivates you? * What is your impression of GWH so far? * What makes you commit? * How do you know when you make a difference at work? * What is it about working in a service based organisation that you like? |
| Focuses their attention on the patient/ customer (internal or external). Listens to them, is aware of their needs and exceeds their service expectations. Is prepared to go the extra mile to satisfy them. | * Give an example of the different patient/ customer groups you have to consider when implementing new ideas in your current role. * Give an example of a time when you have personally gone beyond what is expected to deliver excellent customer service. What did you do? * Give an example of something you have personally done that has delivered improved service to patients/ customers. * What have you done to find out about your patients/ customers (internal or external)? How have you used this knowledge to benefit the patients/ customer? * What do you enjoy about working with patient / customers? What do you not enjoy? * What would differentiate you from others in terms of the way that you work? |
| Communicates clearly and confidently with others, and will express their views appropriately when challenged. Values honesty and is prepared to listen and learn from others. Is keen to celebrate success. | * Give an example of a time when you went against the views of others to accomplish a goal that was in the best interests of a patient or your team. What did you do? * Describe a situation where a manager or colleague has put you in an awkward position. What action did you take? * Give an example of a time when you have had to challenge the views of a more senior colleague. What was the outcome? * How do you go about having a difficult conversation? (e.g when you needed to give feedback to a colleague about something you observed at work?) * Tell me about the last mistake you made. What did you do? What did you learn from it? * What values are important to you in working with others? What have you done to try and instill these values in your team? * What opportunities have you taken to learn new things recently? * Give an example of something you have learned from a colleague or manager recently. * Give an example of a difficult issue you have had to deal with. What action did you take and what was the outcome? |

Competencies provide an outline of how people should work. In order to improve performance and patient care we need people to work in line with the Trust Values (STAR), the competencies provide a picture of how people should be working to ensure success. Some competencies may be relevant for some roles and not for others so please use the following document to identify the most important competencies for the role you are recruiting for.

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| **TEAMWORK** | Participates fully as a team member and works well with people regardless of their experience or status. Treats all team members as individuals. Supports and encourages team members to play an active role. | * Describe a situation where you have been part of a team working towards a specific goal. What part did you play in the team? * Give an example of when you needed to bring together the ideas of members of a team? What approach did you take? * Describe a time when you were a member of a team and witnessed a conflict within the team. What did you do? What were the results? What could you have done better? * Give examples of when you have encouraged a fellow team member to take on new responsibilities or challenges. What did you do? * Give an example of when you have had to gain support from others, from different departments or functions for an idea or project? * What do you think makes a good team? * What would you bring to a new team? (Please describe the role you think you play in a team) * Tell me about a time when you worked successfully as part of a team. * Describe a situation where you were successful in getting people to work together effectively. * Describe a time when a team member has annoyed you. * Tell me about a time when you have had to modify yourself (or a way you do something) to take into account someone else's views. * Tell me about a situation when you needed to offer constructive criticism to a friend or team member? |

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| **AMBITION** | Understands the need for dignity and would ensure patient dignity protected at all times. Understands the need to value everyone’s contribution. Is an advocate of the Trust. | * How do you ensure you treat your patients with dignity? * What would matter to you if you were a patient coming into hospital for a stay or receiving treatment in one of the Trust’s locations? * How do you tell your team they’ve done a good job? * How do you ensure everyone feels valued that you work with – do you think it’s important that everyone feel valued? * How do you ensure you are open and honest with colleagues and patients? * How do you ensure you maintain confidentiality? * How would you want patients to describe the care their receive? * How would you be a good advocate for this organisation? |
| **RESPECT** | Influences and works constructively with others, by communicating effectively and adapting to changing situations | * Describe some experiences at work where you have had to influence and work constructively with others by communicating effectively? * Have you in a previous role, had to adapt to changing situations and how did you do this? * Give an example of where you have promoted and defended your own ideas in the workplace?   + - Why did you need to do this?     - How did you do this? * Give an example of how you dealt with a difficult or sensitive situation. * Give an example of how you work with others respectfully. * Give me an example of how you dealt with a difficult customer at work. * Tell me about a time when you had to explain an issue or process to a colleague (or colleagues) at work. * Tell me about a time when you taught someone else something. * How do you explain things to other people? * How do you describe your communication skills? * What is your influencing style or approach? |
| Creates and introduces ideas that drive change and innovation | * Describe some experiences at work where you have had to create and introduce ideas that drive change and innovation? * Give an example where you have enabled others to come up with creative ideas. * Give some examples of where you have responded rapidly to an uncertain situation at work?   + - Why did you need to do this?     - How did you respond to the uncertainty?     - What was the result? |