**NHS Digital Leadership Assessment - Band X**

**Interview Questions**

**Assessment details**

Complete the information below before starting the interview:

|  |  |
| --- | --- |
| Candidate: |  |
| Interviewer: |  |
| Date: |  |

**Preparation**

In advance of the interview, ensure that you have:

* Met with your fellow interviewer to agree roles and responsibilities.

**Timings**

* Competency questions – **10 minutes per question** (note in the real assessment, timings will differ – you will have time for an introduction and time to close).

**Interviewer guide**

* **Aim** – this competency-based interview focuses on gaining specific examples of the person’s past behaviour. Use the questions in this document to focus on specific and relevant situations, gaining detailed evidence of the person’s behaviours in each example.
* **Consistency** – it is important to ask each candidate the same questions and to score each interview following the same process. Guard against being influenced by reputations or any other data from outside of the interview.
* **Questions** - for each competency, ask the initial question as it is written. If the person struggles to think of an example, give them time to fully consider the question. If the person continues to have difficulty, try rewording the question without significantly changing the meaning of it.
* **Probes** - make sure that the person provides answers to the probes that follow each question. When someone provides this information before you have asked for it, there is no need to use that probing question.
* **Recording evidence** – use the spaces provided in this document to take notes during the interview. Take as many notes as possible and ensure that they are factual; avoid paraphrasing or recording judgements. Try to capture quotes from the candidate.
* **Scoring** – do not score the person’s responses until after the interview. During the interview focus on collecting evidence. Keep an open mind and do not allow first impressions to affect the approach you take. Retain this document as it provides the evidence to support the selection process.

**Candidate introduction**

Cover the following points with the candidate at the start of the interview. Please feel free to put these points in your own words. The introduction is about putting the person at ease and setting their expectations for the interview:

1. **Introductions**.
2. **Duration** – the interview will take up to xx minutes.
3. **Purpose** – this interview will focus on the behaviours that are most important in this role. We are interested in exploring your experience to date to understand the skills and qualities you bring.
4. **Specific examples** – when responding to the questions, think of specific situations from your past experience and describe what you personally did. Try to give a different example for each question.
5. **Keeping on track** – there may be times when we need to interject whilst you are answering. This is normal and ensures that we gain evidence against all of our criteria.
6. **Note taking** – we will be taking notes throughout the interview, but we will also be listening very carefully.
7. **Understanding** – do you have any questions before we begin? Feel free to ask us to repeat the question if you need us to.
8. **Warm-up question (non-assessed)** – "Before we begin the interview, we're going to ask short a warm-up question. Your answer won't be scored”.

**“Tell me about your current (or more recent) role?"**

*[Allow the candidate to talk for up to a couple of minutes before thanking the candidate. Tell them that you will now move on to the competency-based questions]*

| 1. INFLUENCING OTHERS A | Evidence |
| --- | --- |
| **Tell me about a situation when you needed to influence a key decision maker on an important issue?**  Probes:   * What prompted you to take action? * What approach did you take to influence the other person? * What were your arguments? How did you make your case? * What did you consider when making your case? * Was there any resistance to your ideas? How did you respond to this? * What was the outcome?   -----------------------------------------------------------  **Competency indicators:**   * Makes evidence-based contributions to build credibility. * Gathers information from multiple sources to inform recommendations. * Listens to the opinions of decision makers and internal customers to inform their approach. * Constructively challenges senior stakeholders when information exists that supports an alternative course of action. |  |

| 1. CHANGE MANAGEMENT A | Evidence |
| --- | --- |
| **Describe a time when you have led the delivery of change within your team or department?**  Probes:   * What prompted you to take action? * What did you want to achieve? * What information did you make use of? * How did you work with others to deliver what was needed? * Were there any periods of uncertainty for the team? How did you respond to this? * What was the outcome?   -----------------------------------------------------------  **Competency indicators:**   * Identifies opportunities for changes at local level. * Makes informed decisions quickly using the information available. * Maintains ongoing communication with stakeholders throughout implementation, adjusting plans as needed. * Invites questions and responds to queries. Seeks to provide clarity where colleagues remain uncertain. |  |

| 1. CHANGE MANAGEMENT B | Evidence |
| --- | --- |
| **Tell me about a time when you embraced a change initiative within your team?**  Probes   * What was the change initiative? * How did you gain a better understanding of the initiative? * How did you respond to the change initiative? * Was there any uncertainty? How did you respond? * How did you bring others with you? * What was the outcome?   -----------------------------------------------------------  **Competency indicators:**   * Seeks out and examines information to gain a comprehensive understanding of the change initiative * Adapts to change * Is positive in the face of uncertainty * Makes effort to build relationships with others to embed change | Leade on calquality reporting service  GP practises info.  NHS England transition service CSU colla |

| 1. SUPPORTING PERFORMANCE A | Evidence |
| --- | --- |
| **Tell me about a time when you have taken action to support the development and performance of a team member?**  Probes:   * What prompted you to take action? * What did you say to this person? What were your key messages? * What steps did you take to encourage them to develop their knowledge / skills? * How did you assist the individual over time? * How did you communicate with them during this process? * What was the outcome?   -----------------------------------------------------------  **Competency indicators:**   * Identifies opportunities to develop less experienced members of the team (e.g. delegation, shadowing). * Communicates 'what good looks like' to others and checks for understanding. * Sets clear, agreed goals for others to work towards. Shows trust in the ability of others to deliver. * Provides regular formal and informal feedback to team members they directly work with. Acknowledges good performance and identifies what can be improved. |  |

| 1. SUPPORTING PERFORMANCE B | Evidence |
| --- | --- |
| **Tell me about a time when you have developed your skills through volunteering to take on additional responsibilities?**  Probes:   * What was the situation? * What was the new assignment/additional responsibilities? * Why did you decide to take this on? What were the main benefits? * What additional effort was involved, from taking on this responsibility? * How did you ensure that everything was completed to the required standard? * How did you communicate with others during this? * What did you gain from taking this on?   -----------------------------------------------------------  **Competency indicators:**   * Ensures all work is correct, seeking feedback and resolving errors or oversights. * Proactive in offering support, making self a resource to help others and seizing opportunities to assist whenever possible. * Sacrifices own convenience to help others. * Takes initiative to increase skills through additional job responsibilities and new assignments. |  |

**Closing the interview (2 mins)**

Check if the candidate has any questions.

Thank the candidate for their time and let them know when they will hear the result.