Overview of the Values and Competencies Frameworks (2015)

Introduction

As values underpin behaviours, behavioural competencies are assessed, in the main, at interview. Interview questions are related to a competency framework. Responses to the questions assist interviewers to ensure the right candidate with the right behaviours and values as well as knowledge, skills and attributes is appointed for each particular post. The competency based questions are derived from at least one of the two frameworks given below to ensure fairness and consistency within the interview process. Only the most relevant parts from these frameworks that best reflect the post are used. This means that a maximum of 8 competency based questions is asked of any candidate.

Framework 1: Values and Competency Framework Overview

The Values and Competency based framework used in selection interviews comprises the following 8 key areas, 2 of which are NHS Lanarkshire dimensions and 6 of which are directly related to the core dimensions of the Knowledge and Skills Framework of the NHS in Scotland. Each reflects at least one of NHS Lanarkshire's organisational values (Appendix 1).

1. *Care and Compassion*

    Care and compassion are integral attributes expected of all working in NHS Lanarkshire. The ability and desire to nurture and support people in a healthcare environment and to offer empathic and sympathetic advice and guidance is core to NHS Lanarkshire's success. Compassionate care is the person centred, safe and effective delivery of care and services. Compassionate care is based on the value of respect for service users, their families and carers and other staff.

2. *Technical / Role Specific Skills*

    This competency reflects the combination of specific skills and knowledge required of the post and may be related to underpinning qualifications or other training and experience requirements. Technical and role specific skills reflect attitudes and aptitudes to learning and the value of quality for and in the workplace.

3. *Communication*

    This dimension relates to effective communication in whatever form it takes place. Effective communication is a two way process. It involves identifying what others are communicating (e.g. through listening) as well as our own communication and the development of effective caring and working relationships. It reflects the values of fairness and respect.

4. *Personal and People Development*

    This dimension is about developing ourselves and each other. This is done in a variety of ways and during ongoing work activities. It reflects the values of working together and quality emphasising the importance of learning to our work.

5. *Health, Safety and Security*

    This dimension focuses on maintaining and promoting the health, safety and security of everyone in the organisation or anyone who comes into contact with it. It includes tasks that are undertaken as a routine part of one's work such as moving and handling. It reflects the values of quality and working together.

6. *Service Improvement*

   This dimension is about improving services in the interests of the users of those services and the public as a whole. The services might be services for the public (patients, clients and carers) or services that support the smooth running of the organisation (such as finance, estates). The services might be single or multi-agency and uni or multi-professional. It reflects the values of fairness and quality.

7. *Quality*

   This dimension relates to maintaining high quality in all areas of work and practice, including the important aspect of effective team working. Quality can be supported using a range of different approaches including: codes of conduct and practice, evidence-based practice, guidelines, legislation, protocols, procedures, policies, standards and systems. It reflects the values of quality and working together.

8. *Equality and Diversity*

   It is the responsibility of every person to act in ways that support equality and diversity. Equality and diversity is related to the actions and responsibilities of everyone – users of services including patients, clients and carers; work colleagues; employees; people in other organisations; the public in general. Successful organisations are ones that reflect the richness of diversity that exists in society and will include people of different: abilities; ages; bodily appearances; classes; castes; creeds; cultures; genders; geographical localities; health, relationship, mental health, social and economic statuses; places of origin; political beliefs; race; religion; sexual orientation; and those with and without responsibilities for dependents. It reflects the values of fairness and respect.

Framework 2: Leadership Qualities Framework Overview

Reflecting the leadership qualities required of more senior posts an additional competency framework is used - the Leadership Qualities framework. This additional competency framework is made of the following 8 key areas: 7 of which are directly related to the NHS Scotland Leadership Qualities Framework; the 8th is an addition of Technical / Role Specific skills which may be required of/for the post. This framework is normally used on a graduated basis to reflect the increasing seniority of posts (e.g. for NMAHPS this framework is used increasingly from Band 6 posts upward).

9. *Setting Direction – Intellectual Flexibility*

   This competency focuses on embracing and managing ambiguity and complexity, and being open to creativity in leading and developing services.

10. *Setting Direction – Drive for Results*

    This competency focuses on displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the public.

11. *Personal Qualities – Self Belief*

    This competency focuses on displaying confidence of success and overcoming obstacles to achieve the best outcomes for service improvement.

12. *Personal Qualities – Drive for Improvement*

    This competency focuses on the showing of deep motivation to improve performance in public services and making a real difference to others.

13. *Personal Qualities – Personal Integrity*

    This competency focuses on demonstrating a sense of commitment to openness, honesty, democratic inclusiveness, loyalty and high standards in undertaking the leadership role.

14. *Delivering the Service – Leading Change through People*

This competency focuses on communicating the vision and rationale for change and modernisation and engaging and facilitating others to work collaboratively to achieve real change.

15. *Delivering the Service –Effective and Strategic Influencing*

This competency focuses on being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing improvements.

16. *Technical / Role Specific Skills*

This competency focuses on asking additional questions that relate directly to the technical / job tasks within the job.