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# Values Based Recruitment (VBR)

## Candidate Toolkit

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### 1 Our Values, Our Behaviours, Our Way

The NHS Scotland Values are at the heart of everything we do, and from these we have developed our NES Leadership Behaviours. At NES we believe everyone is a leader, and regardless of title everyone should model these leadership behaviours.

Our Way sets out what our ways of working and leadership behaviours mean in practice and is designed to support all our people in understanding the behaviours we all need to display at work.

Our Way is not something to be done to us or for us, but by us. It is a staff driven code of conduct that relies entirely on input and engagement from anyone who wants to be involved. It applies to all of us, no matter where we are based, what role we do or what working pattern we have.

To see how our values, behaviours and ways of working are all connected and the role they play in helping to achieve the NES Vision and Mission, have a look at our [‘Our Way’ Visual Guide](#).

### 2 What are Values?

Values can be described as being principles or standards of behaviour that matter to us, or an individual’s judgement of what is important in life. For this reason, they can mean different things to different people.

Organisational values however, describe the culture of a workplace and are linked to the Vision, Goals and Strategy of an organisation. Organisational values can be described in the following ways;

- **What** people think **should** be done
- **How** people think things **are** done
- **How** people think things **ought** to be done
- **What** is **important** in the organisation

### 3 What is Values-Based Recruitment?

Values-Based Recruitment (VBR) is an approach whereby NES assesses / selects candidates by considering their individual values and behaviours, ensuring the behaviours align with our own; **Care & Compassion; Dignity & Respect; Openness, Honesty & Responsibility; and Quality & Teamwork.**

Several assessment methods may be used to assess your performance against our set of behavioural indicators.

### 4 Why we use VBR

The purpose of VBR is to ensure that the future and current NHS workforce is selected based on their values, which match those of NES. We believe our values and leadership behaviours will support the delivery of excellent patient care.

VBR forms part of our wider plan to embed our values into everything we do; we want our staff to live our values every day.

## 5 What does VBR mean for me as a candidate?

We have historically carried out Competency Based Interviews (CBI) but these questions are predominantly used to evaluate key competencies and technical skills required to carry out a role. We have introduced values-based questions so that we can get to understand who you are.

A values-based interview (VBI) is likely to appear similar to other interviews you have attended in the past which involve providing examples of behaviours you have previously demonstrated or explaining how you would respond to a particular situation. The difference being that a VBI is particularly focussed on understanding your values and what is important to you and aligning these to the key Leadership Behaviours identified for the role.

## 6 What is the format of the interview and how can I prepare?

You may find it helpful to look at our values and our leadership behaviours and think about ways in which you might demonstrate these during the interview. Each of our leadership behaviours have key behaviour statements depending on the Band of role you have applied for;

- Bands 2 – 4 [Leadership Behaviours Level 1](#)
- Bands 4 – 6 [Leadership Behaviours Level 2](#)
- Bands 7 – 8A/B [Leadership Behaviours Level 3](#)
- Bands 8B/C/D – 9 [Leadership Behaviours Level 4](#)

In preparation for your interview you should familiarise yourself with our values as well as the job description and set of behaviours relevant to the role you are applying for.

The interview will include;

- Opening questions
- Values selection
- Technical/competency selection
- Closing questions

To view a variety of example questions linked to each leadership behaviour and the respective capability level, [click here](#).

Depending on the role you are applying for, the technical/competency element of the interview may also include a presentation or an in-tray exercise as well as technical/competency-based questions. You should expect your interview to last between 40 to 50 minutes.

## 7 Assessment Methods

Several assessment methods may be used to assess your performance and suitability for the role you have applied for. Your interview will cover both Values-Based questions and Competency-Based questions; however, it may also involve another assessment method such as an In-Tray Exercise or Presentation.

### VALUES-BASED QUESTIONS

Values-based questions allow you to demonstrate your values and behaviours, how you approach different situations and assesses whether you can demonstrate that your values meet with those of NES.

When preparing for your interview it would be useful to familiarise yourself with the NES Values and Leadership Behaviours and reflect on what these mean to you. Think of some examples of when you may have displayed the behaviours.

You will initially be asked to describe a time when you have displayed a behaviour or value, which will then be followed by a series of probing questions which are designed to elicit evidence in relation to learning and reflection. You will be required to give examples and describe past behaviour, which will give the interviewing panel insight into how you are likely to behave in the future and if this is in-line with the NES values and behaviours.

The outcome of the situation is the focus during these questions; you should spend most of your time discussing the learning or changes you took rather than just giving a description of what happened.

#### COMPETENCY-BASED QUESTIONS

The interviewer will ask you to describe a situation which demonstrates your abilities and skills that are integral to the role that you have applied for. Examples of competencies include;

- Technical skills, knowledge and experience
- Organisational ability
- Interpersonal skills
- Problem solving
- Judgement
- Teamwork
- Innovative thinking

#### IN-TRAY EXERCISE

An in-tray exercise typically stimulates some of the planning and administrative aspects of a role. You may be asked to deal with various items in the in-tray within a specified time frame, this could be typing a letter or working on an excel spreadsheet.

#### PRESENTATION

You will be given a presentation brief prior to the interview and be asked to prepare a short presentation for the interview panel. This will give you the opportunity to show your ability to assimilate information, present data and ideas, as well as your presentation and interaction skills.

## 8 Interviewing Technique

The STAR method is a structured way of responding to both values and competency-based questions by discussing the specific **S**ituation, **T**ask, **A**ction, **R**esult of the example you are describing.

**SITUATION:** Describe the situation that were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalised description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.

**TASK:** What goal were you working toward?

**ACTION:** Describe the actions you took to address the situation with an appropriate amount of detail and keep the focus on YOU. What specific steps did you take and what was your particular contribution? Be careful that you don't describe what the team or group did when talking about the project, but you actually did.

**RESULT:** Describe the outcome of your actions and don't be shy about taking credit for your behaviour. What happened? How did the event end? What did you accomplish? What did you learn? Make sure your answer contains multiple positive results.

Remember that for a values-based question the focus is on the outcome of the situation and you should spend time emphasising the learning or changes you took, rather than just describing what happened.

#### 9 How will my performance be evaluated?

Each element of the interview and/or assessment will be reviewed by the panel members who have been trained to assess using values and behaviours ensuring them to make objective, fair and accurate assessments of your performance.

#### 8 Providing feedback on your experience

We would welcome your feedback to help us continually enhance the candidate experience when applying for a role and joining NES. If you wish to provide us with some feedback, please complete our online [Candidate Feedback Form](#).

All feedback will be treated in the strictest of confidence.