



RESOURCE: Behavioral Interview Questions

<i>Original Implementation Date:</i>	10/24/2018	<i>Date Reviewed/ Revised:</i>	5/7/2021	<i>Area of Responsibility:</i>	Human Resources	<i>Version:</i>	2
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RESOURCE: This document provides hiring managers with standard interview question options to support the selection of job candidates based off the Sun Health core values and behaviors (6Cs and JSAs) for team members and leaders.

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Section 1: Core Values and Behaviors (6Cs)

Value	6C	Interview Questions
Big Hearted	Customer Focus (Internal & External)	<ul style="list-style-type: none"> • Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person. • How do you go about establishing rapport with a customer? • Describe for me something you did to establish a "customer first" mentality in your department or team. • Tell me about a customer whose needs you spent considerable time learning about. What was the result of the time investment? • Describe the process or method you used in a particular situation to develop an understanding of your internal/external customer's viewpoints and needs. • Give me an example of a time when you acted as an advocate for a customer in the face of resistance from a person or the organization as a whole.
	Collaboration & Teamwork	<ul style="list-style-type: none"> • It is very important to build good relationships at work but sometimes it doesn't always work. Describe a time when you weren't able to build a successful relationship with a difficult person. • Give me an example of a group decision you were involved with recently. What part did you play in helping the group develop the final decision? • Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project? • Tell me about a time when you were successful in interacting with an uncooperative coworker in order to achieve a business objective requiring both of you to work effectively together. • Describe for me a situation when you had to build and maintain a new relationship in order to accomplish a business goal. • Building rapport with some people can be challenging. Give an example of a time when you were able to build rapport quickly with someone in your organization, even though the situation was a difficult one. • Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions. • Sometimes the only way to resolve a defense or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground.

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Value	6C	<ul style="list-style-type: none"> • Interview Questions
Thorough	Communication (Oral)	<ul style="list-style-type: none"> • Tell me about a time when you had to use your spoken communication skills in order to get an important point across. • Give me an example of a time when you were able to communicate successfully with another person, even when that individual may not have personally liked you. • Give an example of a time when you made a mistake because you did not listen well to what someone had to say. • Tell us about the most effective presentation you have made. What was the topic? What made it difficult? How did you handle it? • Give an example of when you effectively facilitated a group discussion in order to clarify issues and establish direction.
	Communication (Written)	<ul style="list-style-type: none"> • Describe an example of significant written document, report, or presentation that you've completed. • Tell us me about a time in which you had to use your written communication skills in order to get an important point across. • Give an example of when you effectively conveyed in writing complex ideas in logical sequence that others could understand. • Tell me of a time when you used written communications effectively because you adapted the content, style, and form to suit the needs of the targeted audience.
	Creativity & Innovation	<ul style="list-style-type: none"> • Describe the most creative work-related project you have completed. • Describe a situation where innovation was required at work? What did you do in this situation? • Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work. • Give me an example of when you took a risk to achieve a goal. What was the outcome? • Sometimes it is essential that we break out of the routine, standardized way of doing things in order to complete the task. Give an example of when you were able to successfully develop such a new approach. • Tell me about a suggestion you made to improve the way job processes or operations worked. What was the result? • Give an example of when you questioned "the way things have always been done" to ensure that a process continued to be relevant and add value. What was the outcome? • Tell me about something new or different that you did in your department that improved customer service, productivity, quality, teamwork, or performance. • When have you had to produce results without sufficient guidelines? Give an example.
Invested	Credibility	<ul style="list-style-type: none"> • What was the most useful criticism you ever received? • What have you done to further your own professional development in the past 5 years? • When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? • Describe a situation in which you learned something significant from a mistake you made at work and what you learned from the experience that later contributed to your overall professional development. • Give an example of when you have taken ownership of your own professional development. • On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it. • Give me an example of when you were asked to divulge confidential information, such as an upcoming personnel or organizational change, or to do something else that you thought was unethical. How did you handle the matter?
	Commitment to Compliance	<ul style="list-style-type: none"> • Tell me about a specific occasion when you conformed to a policy even though you did not agree with it. • Describe a situation at work in which you found that employee(s) were not complying with rules & regulations and had to take appropriate steps to ensure compliance in the future. • Tell us about a time when you had to make certain that organizational (and/or governmental) policies and procedures were properly followed by employees in order to ensure effective compliance.

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Section 2: Employee Job Skills & Abilities (JSAs)

JSA	Interview Questions
Job Knowledge & Technical Skills	*These will be covered in the review of the resume and work experience.
Quality of Work	<ul style="list-style-type: none"> • Do prefer to work with the "big picture" or the "details" of a situation? Give me an example of an experience that illustrates your preference. • Relate a specific instance when you found it necessary to be precise in your in order to complete the job. • Developing and using a detailed procedure is often very important in a job. Tell about a time when you needed to develop and use a detailed procedure to successfully complete a project. • Tell me about a time when you had to sacrifice quality to meet a deadline. How did you handle it? • Tell us about a job or setting where great precision to detail was required to complete a task.
Effective Use of Time	<ul style="list-style-type: none"> • Tell us of a time when you maintained focus and commitment to achieving important goals despite major obstacles and frustrations. • Give me an example of an important goal you have had and about your success in achieving it. • Describe a time when, against all odds, you were able to get a project or task completed within the defined parameters. • Tell me about a time when you were asked to complete a difficult assignment and the odds were against you. What did you learn from the experience?
Safe Work Habits	<ul style="list-style-type: none"> • Describe a situation when you discovered a safety hazard and corrected it to prevent an injury to other employees. • Tell me about the safety-related training you've received in the past, and how you applied that on the job. • What is the most complicated safety-related situation you have experienced? Tell me what happened, including what you did to handle it. • Describe for me a work-related situation(s) in you made a good safety decision. What did you learn from this (these) situations?
Dependability	<ul style="list-style-type: none"> • Provide a specific example that best illustrates your ability to be "counted on". • Tell us about a time when you took responsibility for an error and were held personally accountable. • Tell us about a time that other's actions negatively impacted a project for which you were responsible. What did you do? • Give me an example of when you were responsible for an error or mistake. What was the outcome? What, if anything, would you do differently?
Adaptability	<ul style="list-style-type: none"> • Describe a major change that occurred in a job that you held. How did you adapt to this change? • Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it? • What are faced with an obstacle to an important project? Give an example. Give an example in which you effectively modified your thinking, feelings, and behaviors at work in response to ambiguity, new information, changing conditions or unexpected obstacles. • Describe a situation in which you willingly and effectively embraced a new system, process, technology, or idea introduced at work even though the change was a major departure from the old way of doing things.

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Section 3: Leader Job Skills & Abilities (JSAs)

JSA	Interview Questions
Ensuring Employee Accountability	<ul style="list-style-type: none"> • Do you consider yourself a macro or micro manager? Provide a specific that illustrates your management style. • How do you make the decision to delegate work? Tell us of a specific example to illustrate how you go about delegating work? • Describe a specific example how you keep track of what your subordinates are doing. • Tell me about a task or project that you unsuccessfully delegated. What happened? What did you learn? How did you apply what you learned to other situations? • Describe a time you had to delegate parts of a large project or assignment to some of your direct reports. How did you decide what tasks to delegate to which people? How did the project or assignment turn out?
Fostering Connection and Belonging	<ul style="list-style-type: none"> • Give an example of a time in which you felt you were able to build motivation in your co-workers or subordinates at work. • Give me an example of a time when a company policy or action hurt people. What, if anything, did you do to mitigate the negative consequences? • Tell me about a time you feel you mismanaged an emotionally charged situation. • Give me an example of a time you were particularly perceptive regarding a person's or group's feelings and needs. • Give me an example of a time you had to put a critical task or project you were working on aside to attend to the needs of a direct report. • Tell me about a time when your failure to show compassion to someone at work was a costly oversight on your part. • Tell me about a time when you needed to give feedback to an emotional or sensitive employee.
Influencing and Leading Change	<ul style="list-style-type: none"> • Have you ever had to introduce a policy change to your work group? How did you do it? • Tell me about the most difficult change you have had to make in your professional career. How did you manage the change? • Give me an example of a time when you missed the early signs of employee resistance to an organizational change. • Describe a time when you felt that a planned change was inappropriate. What did you do? What were the results? • Tell me about a time you led a change effort. • Describe a time a change effort you were involved in was not as successful as you or the organization would have liked.
Making Effective Decisions	<ul style="list-style-type: none"> • How do you decide what gets top priority when scheduling your time? • Give me an example of a time when you were effective in doing away with the "constant emergencies" and "surprises" in your work environment. • Describe the project or situation which best demonstrates your analytical abilities. What was your role? • Give me an example of a time when you used your fact-finding skills to gain information needed to solve a problem; then tell me how you analyzed the information and came to a decision. • Have you ever had a situation where you had a number of alternatives to choose from? How did you go about choosing one? • Describe a situation in which you were able to clearly frame a problem, identify and collect the necessary data, and make recommendations for solving the problem. • Sometimes even though we study the data from all sides, we make errors in interpretation of the data. Tell me about a time that happened to you. • What kinds of decisions are most difficult for you? Describe a specific situation in which this was the case. Give an example of a time when you had to be relatively quick in coming to an important decision.

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JSA	Interview Question Options
Managing Employee Performance and Development	<ul style="list-style-type: none"> • Tell me about a situation in which you effectively coached an employee in completing a new assignment. • Tell me about a time you had to take disciplinary action with one of your direct reports. • Tell me about a specific developmental plan that you created and carried out with one or more of your direct reports who was not performing up to expectations. What were the components of the developmental plan? What was the timeframe? What was the outcome? • Tell me about a time you had to provide constructive feedback to an employee who was not meeting performance expectations. • Tell me about a time you coached or mentored someone to a higher level of performance or a higher level position. • How do you get subordinates to produce at a high level? Give an example. • Give me an example of a time you needed to give constructive feedback to one of your peers or someone higher in the organization about his behavior. • Describe a time when you utilized your leadership ability to gain support for something that was initially strongly opposed by others. • Tell me about a time you found it necessary to tactfully, but forcefully, say things that others did not want to hear. <p>Tell me about a long-term (or short-term) plan you developed for your department.</p>
Demonstrating Emotional Skills/Intelligence (EI)	<ul style="list-style-type: none"> • Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do? • There are times we each feel overwhelmed with a task or project. Tell me about a time this happened to you. • Tell me about a time you tried to do something and failed. • Tell me about a time you received negative feedback from your boss. How did that make you feel, and what did you do? • Describe a conflict you've had at work that made you feel frustrated. <p>Share a time you needed to ask for help on a project. How did you approach it, and how did it go?</p>