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Interview Guide – Chief Executive Officer (CEO)

Position: Chief Executive Officer

Organisation: [Insert ACCHS Name]

Panel Chair: [Name]

Panel Members: [Names]

Date: [Insert date]

Applicant: [Name]

1. Introduction (for the Interview Panel to read aloud)

Thank you for coming in today. Before we start, we would like to acknowledge the Traditional Custodians of the land on which we meet and pay our respects to Elders past and present.

This interview is for the position of CEO with [ACCHS Name]. As CEO, you will be responsible for organisational leadership, strategic direction, community accountability, financial sustainability, workforce culture, service quality, stakeholder partnerships, and ensuring strong governance through effective engagement with the Board.

Today, we will explore your leadership philosophy, strategic capability, experience in organisational change, governance literacy, executive decision-making, and commitment to culturally safe, community-controlled healthcare. Please take your time when responding, we may take notes during your answers.

Do you have any questions before we start?

2. Interview Panel Instructions

- Ensure at least one Aboriginal panel member is present.
- Use yarning-style, conversational questioning where appropriate.
- Avoid interrupting or rushing responses — allow silence and reflection.
- Focus on strength-based assessment (what they bring, not just what's missing).
- Note examples and assess responses using the rating scale.

3. Rating Scale (Example)

Score	Description
5 – Excellent	Exceeds expectations, provides strong, relevant examples.
4 – Very Good	Meets expectations, gives clear and thoughtful responses.
3 – Satisfactory	Adequate response, limited examples but some understanding.
2 – Limited	Superficial or incomplete understanding.
1 – Unsatisfactory	No relevant experience or understanding shown.

4. Core Interview Questions

1. Can you tell us about yourself and your connection to the community or the healthcare sector?

- *Prompt:* What values guide you when working with patients and families?
- *Indicators:* Demonstrates community awareness; respect for diverse cultural backgrounds; values patient-centred, holistic care; understands the importance of culturally informed practice.

| 1 | 2 | 3 | 4 | 5 |

2. What do you know about [ACCHS Name], its history, its community, and its strategic priorities?

- *Indicators:* Demonstrates research; understands ACCHS values; awareness of community needs and political landscape; grasps the purpose of community control.

| 1 | 2 | 3 | 4 | 5 |

3. What has motivated you to pursue a CEO role within an Aboriginal Community Controlled organisation?

- *Prompt:* What aspects of ACCHS leadership align most strongly with your values and capability?
- *Indicator:* Motivation aligned with community empowerment, health equity, self-determination; desire to lead meaningful systemic impact.

| 1 | 2 | 3 | 4 | 5 |

4. What unique strengths or experiences do you bring that make you the right leader for a community-controlled health environment?

- *Indicators:* Demonstrates sector experience, governance literacy, cultural humility, strong stakeholder relationships, long-term vision.

| 1 | 2 | 3 | 4 | 5 |

5. What aspects of this CEO role do you anticipate will be the most challenging, and how do you intend to address them?

- *Indicator:* Insightful self-awareness; strategic thinking; anticipates complexity and risk; confident in problem-solving.

| 1 | 2 | 3 | 4 | 5 |

6. Please describe your leadership style and how you ensure high-performing teams, cultural safety, and staff accountability across an organisation?

- Indicators: Adaptive leadership; values-driven; motivates staff; develops talent; proven workforce management.

| 1 | 2 | 3 | 4 | 5 |

7. Tell us about a time you led a team or staff member through poor performance. What were the issues, how did you address them, and what was the outcome?

- Indicator: Clear performance management; fairness; documentation; coaching; decisive action where required.

| 1 | 2 | 3 | 4 | 5 |

8. Describe a major organisational, governance, or service delivery change you have led. What were the critical factors that ensured its success?

- Indicators: Change management frameworks; communication planning; risk identification; provider/staff buy-in; long-term sustainability.

| 1 | 2 | 3 | 4 | 5 |

9. Tell us about a strategy or initiative you led that resulted in major organisational improvement — financial, operational, cultural, or clinical. What problem were you trying to solve?

- Indicators : Innovation; analytical thinking; measurable improvement; strong executive leadership.

| 1 | 2 | 3 | 4 | 5 |

10. Describe your experience reporting to, partnering with, and supporting a Board. How do you ensure effective, transparent, and productive governance relationships?

- Indicator: Board reporting; risk management; clarity of roles; decision-making boundaries; strategic vs operational separation; governance maturity.

| 1 | 2 | 3 | 4 | 5 |

11. Provide an overview of your experience leading organisational finances. What were the revenue streams and how did you ensure long-term financial sustainability?

- Indicator: Budget oversight; multi-source funding; financial modelling; funding diversification; audit readiness; sustainability planning.

| 1 | 2 | 3 | 4 | 5 |

12. Public funding requires strong compliance and evidence-based reporting. What systems, KPIs, or frameworks would you implement to demonstrate impact and return on investment?

- Indicator: Performance frameworks; data governance; reporting accuracy; accountability; outcomes measurement.

| 1 | 2 | 3 | 4 | 5 |

13. As CEO you will represent the organisation at local, state, and national levels. Describe how you build and maintain relationships with diverse stakeholders, including governments, funders, partners, media, and community.

- Indicator: Advocacy; diplomacy; communication; long-term partnerships; political awareness; media confidence.

| 1 | 2 | 3 | 4 | 5 |

14. What do you understand about the values, vision, and community-controlled governance model of [ACCHS Name]?

- Indicator: Commitment to self-determination; understanding community voice; respect for cultural governance structures.

| 1 | 2 | 3 | 4 | 5 |

15. Finally, can you explain how this organisation would benefit from appointing you as CEO?

- Indicator: Clear value proposition; executive capability; long-term vision; alignment with organisational needs.

| 1 | 2 | 3 | 4 | 5 |

Do you have any questions for us?

HR POST-INTERVIEW CHECKS

Item	Notes
References (x2)	
Working with Children Check	
National Police Check	
Start Date Availability	
Confirmation of Role (Fulltime, part time etc)	
Disclose of any health conditions that may affect duties	

5. Scoring

/ 75

Comments and Interview Reflection

6. Panel Summary and Recommendation

Strengths	Development Areas	Recommendation
		[Appoint / Consider / Not Suitable]