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Interview Guide – Finance Officer / Chief Financial Officer

Position: Chief Operations Officer / Corporate Services Manager

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 Chief Operations Officer / Corporate Services Manager with [ACCHS Name]. The purpose of today's conversation is to better understand your leadership experience, operational capability, governance understanding, and your approach to ensuring culturally respectful, efficient, and community-led organisational systems.

We'll ask questions about your leadership experience, operational management, governance knowledge, workforce capability, financial oversight, organisational systems, and your approach to cultural safety and strategic thinking. 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, your experience, and your connection to Aboriginal health or the community?

- *Prompt:* What values guide your leadership in corporate or operational settings?
- *Indicators:* Values-led leadership, community awareness, patient-centred practice, cultural humility, understanding of ACCHS principles..

| 1 | 2 | 3 | 4 | 5 |

2. What does “culturally safe corporate services” mean to you in the context of leading operations?

- *Prompt:* Can you share an example of how you promoted cultural safety in organisational systems or workplace culture?
- *Indicators:* Cultural protocols, workforce support, culturally safe HR processes, empowerment of Aboriginal staff, trauma-informed practice.

| 1 | 2 | 3 | 4 | 5 |

3. What does “Aboriginal Community Controlled Health” mean to you in the context of organisational governance and operational leadership?

- *Prompt:* How do corporate systems ensure accountability to community?
- *Indicators:* Community voice, governance understanding, accountability, support for self-determination, alignment with ACCHS values.

| 1 | 2 | 3 | 4 | 5 |

4. Please describe your experience leading and managing multidisciplinary corporate or operational teams.

- *Prompt:* What approaches do you use for supervision, staff development, and performance management?
- *Indicators:* Team leadership, conflict resolution, coaching, wellbeing support, structured performance systems.

| 1 | 2 | 3 | 4 | 5 |

5. Tell us about your experience in financial oversight and corporate resource management.

- *Prompt:* What systems or processes have you used to ensure financial compliance and effective budget management?
- *Indicators:* Budgeting, financial systems, contract compliance, procurement, asset management, reporting.

| 1 | 2 | 3 | 4 | 5 |

6. How do you lead continuous improvement within an organisational or operational environment?

- *Prompt:* Can you describe a time you identified a gap and improved a corporate process or system?
- *Indicators:* Change management, data-driven decision making, process improvement, stakeholder engagement.

| 1 | 2 | 3 | 4 | 5 |

7. How do you build and maintain a positive, culturally safe workplace culture?

- *Prompt:* How do you support Aboriginal staff and strengthen cultural capability across teams?
- *Indicators:* Respectful leadership, staff wellbeing, HR systems that uphold cultural safety, psychological safety, workforce development.

| 1 | 2 | 3 | 4 | 5 |

8. Please describe your experience managing complex organisational risks, compliance issues, or crises.

- *Indicators:* Risk frameworks, critical thinking, incident response, prioritisation, decision-making under pressure.

| 1 | 2 | 3 | 4 | 5 |

9. Describe your experience with ICT systems, digital transformation, or data governance.

- *Prompt:* What systems have you implemented or overseen that support organisational performance or security?
- *Indicators:* ICT strategy, cybersecurity, digital systems, data integrity, technology to support service delivery.

| 1 | 2 | 3 | 4 | 5 |

10. How do you ensure compliance with organisational policies, accreditation requirements, and legislative obligations?

- *Prompt:* What role should a COO play in maintaining organisational standards?
- *Indicators:* Accreditation, policy development, audit processes, risk management, legislative awareness.

| 1 | 2 | 3 | 4 | 5 |

11. Why do you want to work with us?

12. What aspects of operational or corporate leadership give you the most satisfaction?

13. Where do you see yourself professionally in the next few years?

5. Optional Scenario Questions

Scenario 1 – Risk, Governance, and Compliance

A major compliance issue has been identified during an internal audit, and the CEO is concerned about potential regulatory consequences.

How would you approach this?

Scenario 2 – Workforce Support

Multiple staff report being overwhelmed due to system or workflow issues.

What steps would you take to address both the immediate stress and systemic causes?

Scenario 3 – Cultural Safety Concerns

Staff raise concerns that HR processes are “not culturally safe.”

How would you respond and what actions would you take?

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

/ 50

Comments and Interview Reflection

6. Panel Summary and Recommendation

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