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## Interview Guide – Dental Manager

**Position:** Dental 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 Dental Manager with [ACCHS Name]. Today's discussion will help us understand your experience in dental service operations, leadership, cultural safety, team management, financial oversight, compliance with dental standards, data reporting, and how you support high-quality, culturally safe oral health services for our community.

We will ask questions about service coordination, leadership style, quality improvement, funding and reporting systems, workforce management, communication, and strategic planning. Please take your time when responding, we may take notes during your answers.

Do you have any questions before we start?

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

### 4. Core Interview Questions

1. Can you tell us about yourself and what has led you into dental service management?

- *Prompt:* What values guide your leadership and operational decisions?
- *Indicators:* Leadership philosophy, cultural humility, motivation, understanding of community needs.

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| 1 | 2 | 3 | 4 | 5 |

2. What does culturally safe oral health service delivery mean to you as a manager?

- *Prompt:* How do you support your team to deliver culturally secure and respectful care?
- *Indicators:* Cultural safety framework, staff support, engagement with Aboriginal workforce, awareness of community contexts.

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| 1 | 2 | 3 | 4 | 5 |

3. Please describe your experience managing dental clinic operations.

- *Prompt:* How do you ensure smooth workflow, clinical readiness, and service continuity?
- *Indicators:* Planning, rostering, resource allocation, problem-solving, awareness of clinical operations.

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| 1 | 2 | 3 | 4 | 5 |

4. This role involves leading a multidisciplinary dental team. Can you describe your leadership and communication style.

- *Prompt:* How do you manage conflict, support staff wellbeing, and encourage team cohesion?
- *Indicators:* Leadership capability, emotional intelligence, staff supervision, communication, conflict resolution.

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| 1 | 2 | 3 | 4 | 5 |

5. The Dental Manager oversees compliance with clinical governance, infection control, and accreditation. How do you approach managing these responsibilities?

- *Prompt:* How do you ensure your team meets required standards?
- *Indicators:* Accreditation knowledge, AS/NZS standards, risk management, quality improvement processes.

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| 1 | 2 | 3 | 4 | 5 |

6. Tell us about your experience with financial oversight or managing program budgets.

- *Prompt:* How do you track spending, forecast needs, and ensure financial accountability?
- *Indicators:* Budget management, funding knowledge, financial planning, cost monitoring.

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| 1 | 2 | 3 | 4 | 5 |

7. Data reporting and meeting funding requirements are key parts of this role. How do you ensure data accuracy and timely reporting?

- *Prompt:* What systems or processes have you used to manage reporting obligations?
- *Indicators:* Data quality, reporting experience, funding compliance, attention to detail.

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| 1 | 2 | 3 | 4 | 5 |

8. Can you share an example of a service improvement or change you implemented in a dental or clinical setting?

- *Prompt:* What was the issue, what did you do, and what was the outcome?
- *Indicators:* Innovation, leadership, project management, problem-solving.

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| 1 | 2 | 3 | 4 | 5 |

9. How do you build strong working relationships with clinicians, executives, and external partners?

- *Prompt:* How do you adapt communication across different stakeholder groups?
- *Indicators:* Collaboration, relationship building, cross-team communication, diplomacy.

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| 1 | 2 | 3 | 4 | 5 |

10. Dental management can involve competing deadlines, unexpected staff shortages, and operational pressures. How do you manage stress and maintain focus?

- *Prompt:* What strategies help you stay organised and effective during busy periods?
- *Indicators:* Time management, resilience, reflective practice, capacity to prioritise.

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| 1 | 2 | 3 | 4 | 5 |

11. Why do you want to work with us?

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12. What aspects of dental service management give you the most satisfaction?

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

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## 5. Optional Scenario Questions

### Scenario 1 – Staffing and Workflow Pressure

Two clinicians are unexpectedly away, leaving the day heavily booked.

How would you manage the situation while ensuring continuity of care and staff wellbeing?

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### Scenario 2 – Compliance Issue Identified

A clinical audit reveals gaps in infection control compliance.

How would you respond and guide the team to meet required standards?

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### Scenario 3 – Budget Constraints

Funding changes require careful budgeting and prioritisation of services.

How would you approach financial decision-making and communicate changes to staff?

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**Do you have any questions for us?**

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## 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 |       |

### 4. Scoring

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### Comments and Interview Reflection

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### 5. Panel Summary and Recommendation

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