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Interview Guide – Deputy Chief Executive Officer (DCEO)

Position: Deputy 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 Deputy CEO with [ACCHS Name]. In this role, you will work closely with the CEO and hold delegated authority for operational leadership, staff supervision, organisational systems, financial oversight, ICT management, and the coordination of service delivery. You will be responsible for ensuring high-quality, culturally safe, and community-led operations that align with our strategic direction.

Throughout this interview, we'll explore your leadership approach, operational knowledge, governance awareness, problem-solving skills, and experience supporting organisational performance. 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 health and community services sector?
 - *Prompt:* What values guide you in your work with staff, clients, and community?
 - *Indicators:* Community awareness; respect for cultural diversity; values-based practice; genuine commitment to culturally informed service delivery.

| 1 | 2 | 3 | 4 | 5 |

2. What interests you about the Deputy CEO role at [ACCHS Name], and what do you understand about our organisation and the community we serve??
 - *Indicators:* Demonstrated research; understanding of ACCHS/Service values; awareness of community need; appreciation of community-controlled governance and context.

| 1 | 2 | 3 | 4 | 5 |

3. The Deputy CEO provides operational leadership under limited direction. Can you talk about your experience leading teams or services where you've had to use initiative and professional judgement?

- Indicator: Independent decision-making; operational management; clarity under pressure; sound judgement where guidelines are not defined.

| 1 | 2 | 3 | 4 | 5 |

4. What strengths, skills, or experiences do you bring that make you a strong fit for a Deputy CEO role within a community-controlled environment?

- Indicators: Cultural humility; operational capability; stakeholder relationships; project or program oversight; understanding of community control.

| 1 | 2 | 3 | 4 | 5 |

5. The Deputy CEO must supervise and support staff across multiple service areas. How do you build high-performing teams and ensure cultural safety, accountability, and good communication?

- Indicator: Staff supervision; team development; cultural safety awareness; performance expectations; conflict resolution.

| 1 | 2 | 3 | 4 | 5 |

6. Can you tell us about a time you supported a team member or team through performance management? What happened, and what steps did you take?

- *Prompt: Can you tell us what you would do?*
- Indicators: Fairness; documentation; coaching; clarity; appropriate action; outcomes-focused approach.

| 1 | 2 | 3 | 4 | 5 |

7. Describe a major operational or organisational change you have led or supported. What were the critical factors in making it successful?

- Indicator: Change management frameworks; collaboration; communication; risk awareness; sustainability.

| 1 | 2 | 3 | 4 | 5 |

8. The Deputy CEO will provide advice on organisational procedures and strategies. Can you describe your experience in writing or reviewing policies, procedures, or operational frameworks?

- Indicators: Operational planning; understanding compliance; policy development; quality improvement.

| 1 | 2 | 3 | 4 | 5 |

9. This role carries responsibility for financial reporting, budgeting, and monitoring organisational expenditure. Can you walk us through your experience with financial management?

- Indicators: Budget oversight; financial reporting; audit readiness; revenue management; understanding of grant and funding compliance.

| 1 | 2 | 3 | 4 | 5 |

10. The Deputy CEO also oversees ICT systems. What experience do you have managing organisational systems, information management, or ICT projects?

- Indicator: Systems management; digital literacy; risk and data security awareness; ability to coordinate ICT upgrades or troubleshooting.

| 1 | 2 | 3 | 4 | 5 |

11. The Deputy CEO often represents the organisation and negotiates on its behalf. Can you share some examples of your experience working with external stakeholders, partners, funders, or community?

- Indicator: Advocacy; diplomacy; ability to build trust; negotiation skills; political awareness.

| 1 | 2 | 3 | 4 | 5 |

12. 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 |

13. Finally, can you explain how this organisation would benefit from appointing you as DCEO?

- 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

/ 65

Comments and Interview Reflection

6. Panel Summary and Recommendation

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