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Interview Guide – Practice Manager

Position: Practice 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 Practice Manager with [ACCHS Name]. The purpose of today's conversation is to learn more about your experience in clinical coordination, leadership, operational management, and your commitment to providing culturally safe and high-quality care. We'll ask questions about your leadership experience, clinical practice, communication, teamwork, cultural safety, problem-solving, quality improvement, and ability to manage a busy clinical environment.

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 experience managing a medical practice or health service.

- *Prompt:* Tell us about the size of the service. What were your main responsibilities?
- Indicators: Medical practice management; Leadership experience; Health service operations; Understanding of primary healthcare; Strategic thinking

| 1 | 2 | 3 | 4 | 5 |

2. What does Aboriginal Community Control mean to you, and how would you ensure our service remains culturally safe?

- *Prompt:* How do you build respectful relationships with community? How do you support staff?
- Indicators: Community control; Cultural safety; Trauma-informed practice; Respect; Self-determination

| 1 | 2 | 3 | 4 | 5 |

3. Describe your leadership style.

- *Prompt:* How do you motivate staff?; How do you manage poor performance?
- Indicators: Coaching; Accountability; Staff development; Communication; Emotional intelligence

| 1 | 2 | 3 | 4 | 5 |

4. Tell us about a time you managed a busy clinic with competing priorities.

- *Prompt:* What happened? How did you prioritise?
- Indicators: Decision making; Organisation; Workflow management; Time management; Remaining calm

| 1 | 2 | 3 | 4 | 5 |

5. Tell us about your experience with accreditation, clinical governance and compliance.

- *Prompt:* Which accreditation programs have you worked with? How do you ensure ongoing compliance rather than preparing only for accreditation?
- Indicators: RACGP, AGPAL, QIC or NSQHS experience; Clinical governance knowledge; Continuous compliance mindset; Audit experience; Policy and procedure development; Risk management understanding.

| 1 | 2 | 3 | 4 | 5 |

6. Continuous Quality Improvement is a key responsibility of this role. Tell us about a CQI project you have led.

- *Prompt:* What issue were you trying to improve? How did you identify the need? What was the outcome?
- *Indicators:* Understands PDSA/CQI methodology; Measures outcomes; Staff engagement; Sustainable improvements; Evaluation and reporting.

| 1 | 2 | 3 | 4 | 5 |

7. This role supervises clinical, administrative and reception staff. How do you build a high-performing team?

- *Prompt:* How do you support new staff? How do you recognise good performance? How do you support staff wellbeing?
- *Indicators:* Leadership; Coaching and mentoring; Performance management; Workforce development; Team engagement; Positive workplace culture.

| 1 | 2 | 3 | 4 | 5 |

8. Tell us about your experience managing budgets, staffing and organisational resources.

- *Prompt:* Have you managed operational budgets? How have you managed staffing shortages?
- *Indicators:* Clinical competence, safe practice, prioritisation, professional boundaries, scope-of-practice awareness.

| 1 | 2 | 3 | 4 | 5 |

9. Describe your experience using clinical information systems and reporting.

- *Prompt:* Which practice management systems have you used? Have you completed Medicare or funding reports?
- *Indicators:* Best Practice/Medical Director experience; Medicare knowledge; Reporting capability; Data quality; Privacy and confidentiality; Understanding of clinical information systems.

| 1 | 2 | 3 | 4 | 5 |

10. What would you do if a serious clinical incident occurred in the clinic?

- *Prompt:* What would be your immediate priority? Who would you notify? How would you investigate the incident?
- *Indicators:* Patient safety focus; Clinical governance; Incident investigation; Root cause analysis; Duty of candour/Open Disclosure; Systems improvement approach.

| 1 | 2 | 3 | 4 | 5 |

11. How do you ensure compliance with legislation, organisational policies and accreditation standards?

- *Prompt:* How do you monitor compliance? How do you keep staff informed of changes?
- *Indicators:* Compliance monitoring; Governance knowledge; Audit experience; Policy implementation; Legislative awareness; Risk management.

| 1 | 2 | 3 | 4 | 5 |

12. Why do you want to work with us?

13. What do you enjoy most about supporting clinical teams and client care?

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

5. Optional Scenario Questions

Scenario 1 – Clinic Management

A Registered Nurse reports that a vaccine refrigerator was found outside the recommended temperature range this morning, and it is unclear how long the excursion occurred.

How would you manage this situation?

Scenario 2 – Clinical Issue

Your monthly KPI report shows increasing client wait times and a reduction in appointment availability over the past three months.

How would you investigate the issue and implement improvements?

Scenario 3 – Communication and Leadership

A GP and an Aboriginal Health Worker disagree about the order of clients for the day.

How would you manage this situation diplomatically?

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]