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| **INTERVIEW**  **QUESTIONS**  **Template** | **Optical Dispenser/ Practice Manager** |

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| GUIDE | | CONTENT |
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| Part 1 | **Introduction**  A well-structured interview helps: | Ensure that questions are asked that extract meaningful responses from candidates |
| Provide a more enjoyable experience for both the employer and the candidate |
| Allow the candidate to demonstrate a cultural alignment with the business they seek to join |
| Enable the candidate to demonstrate their technical expertise |
| Provide confidence in the hiring decision |
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| Part 2 | **How to use the template**  The template is divided into 4 sections | Interview Opening |
| Introductory Questions |
| Job Related Questions |
| Candidate Evaluation |

We have included some sample questions in this template. We encourage you to add your own questions that are relevant to your working environment and add, edit or delete our templated questions as required for your practice.

You can refer to our Interview Questions Bank for a detailed list of questions to choose from but creating your own questions relevant to your practice environment and the role you require to be performed will help make the interview more meaningful and will support you further in your decision-making processes.

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| Part 3 | The STAR methodology of eliciting answers from candidates.  Candidates who research how to prepare for an interview are taught how to respond using the STAR methodology | STAR requires interview questions to be answered by explaining the situation the candidate was experiencing, the task they were executing, the exact actions they took and the result of those actions. This is demonstrated below: |

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| **Situation** | Describe the situation you were in or the task you needed to accomplish |
| **Task** | Explain the task you were required to complete or the goal you were working towards |
| **Action** | Describe the specific actions that you personally took |
| **Result** | Explain the results of your actions and the benefit the business obtained |

It means that interviewers should ask open ended questions that elicit behavioural responses using phrases like:

* Describe a situation when you…
* Tell me about a time when…
* What were the circumstances surrounding…?
* Explain how you…

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| **Candidate Details** | | | |
| **Candidate Name:** |  | **Interviewer Name(s)** |  |

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| 1. **Welcome candidate & introduce yourself** | 1. Outline the interview process |
| 1. **Describe the practice history, culture & environment & Why Choose Us** | 1. Explain about the job |

**Interview Questions**

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| **Understanding the Candidate** |
| What attracted you to this position with us? Why our practice? |
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| How does this role fit your long-term career goals? |
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| *Explain YOUR practice values. Ask:* Which of our practice values resonates the most with you? Can you provide an example of how that would apply in the workplace? |
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| A good work ethic is important in a small business like ours. How would you describe your own work ethic and what examples can you provide to support that? |
|  |
| If I asked someone who knows you well in life to describe you in 3 adjectives, what would they be? Could you select one of those adjectives and explain how that description would be relevant to you in our workplace? |
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**Questions Addressing Key Components of the Role**   
*Select one question to ask from each of the three options presented for all candidates.*

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| **Cultural Fit** | | |
| 1. What sort of ethics or values do you need to uphold in your work? 2. What actions have you taken in your role to ensure that people you work with feel a responsibility towards the community and the environment? 3. Describe a situation where you had to promote or defend diversity. | | |
| **Situation/Task** | **Action** | **Result** |
|  |  |  |
| **For Situation/Task:**  Describe a situation when…  Why did you…?  What were the circumstances  Surrounding…?  What were you reacting to? | **For Action:**  Exactly what did you do?  Describe specifically how you did that.  What did you do first? Second?  Describe your specific role.  Walk me through the steps you took. | **For Result:**  What was the result?  How did it work out?  What happened as a result?  What feedback did you receive? |

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| **Team Player** | | |
| 1. Describe a situation where it was important that you identified and understood the needs of others. 2. Give me an example of when you had to be particularly supportive to others. 3. Tell me about a time when you had to adapt your own style to work effectively with others in a team. | | |
| **Situation/Task** | **Action** | **Result** |
|  |  |  |
| **For Situation/Task:**  Describe a situation when…  Why did you…?  What were the circumstances  Surrounding…?  What were you reacting to? | **For Action:**  Exactly what did you do?  Describe specifically how you did that.  What did you do first? Second?  Describe your specific role.  Walk me through the steps you took. | **For Result:**  What was the result?  How did it work out?  What happened as a result?  What feedback did you receive? |

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| **Following Instructions** | | |
| 1. Can you tell me about a time when it was essential that you followed clear policies or procedures? 2. When was the last time you were late for a meeting/appointment? 3. Describe a situation when you felt that you had to disregard/or adapt certain policies and procedures. | | |
| **Situation/Task** | **Action** | **Result** |
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| **For Situation/Task:**  Describe a situation when…  Why did you…?  What were the circumstances  Surrounding…?  What were you reacting to? | **For Action:**  Exactly what did you do?  Describe specifically how you did that.  What did you do first? Second?  Describe your specific role.  Walk me through the steps you took. | **For Result:**  What was the result?  How did it work out?  What happened as a result?  What feedback did you receive? |

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| **Work Related Learning** | | |
| 1. Tell me about a time when you had to learn about a new task or technique quickly. 2. Tell me about an occasion when you needed to seek new or additional information to support a decision. 3. When have you learnt from receiving feedback (e.g., from colleagues or customers)? | | |
| **Situation/Task** | **Action** | **Result** |
|  |  |  |
| **For Situation/Task:**  Describe a situation when…  Why did you…?  What were the circumstances  Surrounding…?  What were you reacting to? | **For Action:**  Exactly what did you do?  Describe specifically how you did that.  What did you do first? Second?  Describe your specific role.  Walk me through the steps you took. | **For Result:**  What was the result?  How did it work out?  What happened as a result?  What feedback did you receive? |

**Demonstration of Technical Skills**

1. Have the candidate adjust your frames for you   
2. Ask the candidate to repair a frame and a rimless frame   
3. Role Play – Handover from the Optometry room to frame and lens purchase (this is often quicker than asking questions)

*Then ask a few additional questions. Consider asking a few from the list below:*

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| **Technical Skills** | | |
| 1. Understanding the difference in lens quality to patients can be tricky. How would you explain the difference from a basic multifocal lens to a premium multifocal lens to a patient? What tools do you use? 2. What method do you use when recommending frames to a patient? 3. It is not often that one set of glasses fits the visual need of a patient, what questions do you ask to ensure that they are being provided with the right recommendations? 4. When a patient comes back after purchasing a pair of the new occupational lenses and complains that “they don’t work” what do you do? 5. On a day you don’t have many patients scheduled, what would you do to occupy your time? | | |
| **Situation/Task** | **Action** | **Result** |
|  |  |  |
| **For Situation/Task:**  Describe a situation when…  Why did you…?  What were the circumstances  Surrounding…?  What were you reacting to? | **For Action:**  Exactly what did you do?  Describe specifically how you did that.  What did you do first? Second?  Describe your specific role.  Walk me through the steps you took. | **For Result:**  What was the result?  How did it work out?  What happened as a result?  What feedback did you receive? |

**Candidate Evaluation**

Evaluate the candidate as follows and score (x) accordingly

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|  | **Excellent** | **Strong** | **Average** | **Weak** |
| Strength of the candidates’ educational background (clinical placement e.g. Country time, overseas aid, shows passion) |  |  |  |  |
| Strength of the candidates’ prior work experience (does not necessarily have to be in optometry) |  |  |  |  |
| Candidates' communication skills |  |  |  |  |
| Candidates job specific skills (experienced optometrist) |  |  |  |  |
| Candidates match to practice Vision, Mission, Core Values & Culture |  |  |  |  |

Describe your overall impressions of this candidate, as well as any characteristics, behaviours or skills you believe would make them especially suitable for this role:

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**Exploratory Questions – Get to know your candidate**

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| * What attracted you to this position? |
| * How does this role fit your long-term career goals? |
| * As you walk me through your resume, highlight key experiences that demonstrate your strengths in relation to this position. |
| * Describe a time when honesty was not the best policy. |
| * What is the best job you have had and why? |

**Values Alignment**

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| * ***Explain your practice values***. Which of our practice values resonates the most with you? Can you provide an example of how that would apply in our workplace? |
| * We also believe that you can only operate from a position of strength. What would you describe as your standout strength or most important characteristic, particularly in terms of this role? *(Most often candidates say their people skills – ask them to describe what having great people skills looks like in terms of behaviour).* |
| * There have been lots of studies done on what gives people extreme job satisfaction, and most often words such as achievement, recognition, responsibility all come up. Describe for me what’s important to you, or what do you value the most, in terms of job satisfaction. Why? |
| * How would you define “success” in your chosen career? |

**Cultural Fit**

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| * A good work ethic is important in a small business like ours. How would you describe your own work ethic and what examples can you provide that lend support to that? |
| * If I asked someone who knows you well in life to describe you in 3 adjectives, what would they be? Could you select one of those adjectives and explain how that description would be relevant to you in our workplace? |
| * We like to believe that we recruit for attitude above anything else. How would you describe your attitude to life - either professionally or personally? *(Note: we are looking for replies such as can do, positive, resilient, etc).* |
| * Assume that you were the best candidate for this role, and we offered you the position. When you are sitting at home in 12 months and reflecting on your time with us, how would you assess whether you had been successful? Specifically, how do you know when you’ve done a good job and feel a real sense of job satisfaction? |
| * Describe a time when honesty was not the best policy. |
| * Provide a time when you dealt calmly and effectively with a high-stress situation. |
| * Describe a time when you’ve had to make a difficult choice between your personal and professional life? |

**Team Player**

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| * Describe a situation where it was important that you identified and understood the needs of others. |
| * Give me an example of when you had to be particularly supportive to others. |
| * Tell me about a time when you had to adapt your own style to work effectively with others in a team. |
| * In any role you have people you would rather not work with because their way of communicating is different to yours, or they’re known to be difficult. Provide an example of a time where you have encountered this, and how did you handle the situation? |
| * Tell me about a time where you discovered an error, made by either yourself or a colleague. What did you do? How did you approach the situation? |
| * Share a time when you willingly took on additional responsibilities or challenges. How did you successfully meet all of the demands of these responsibilities? *(Make sure the candidate is a self-starter and can demonstrate some initiative.)* |
| * Describe an experience in which your ability to work well with others and reconcile differences helped your company or employer. *(Make sure the candidate knows how to negotiate.)* |
| * Describe a team experience that you found disappointing. What would you do differently now to prevent this experience occurring again? |
| * Give me an example of how you worked cooperatively as a team member to accomplish an important task. What was the goal or objective? To what extent did you interact with others on this task? |
| * When is the last time you had a disagreement with a peer? How did you resolve the situation? |

**Customer Service**

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| * Give me an example of a time when you had to satisfy a particular customer or client need. |
| * What systems and processes do you use to ensure consistent standards in your work and that business goals are achieved? |
| * How have you ensured that your team or direct reports have managed to keep delivering high levels of customer service in challenging circumstances? |
| * Describe a time where you have gone out of your way to help a customer. What did you do and what was the result? |
| * Tell me about a time where you discovered an error, made by either yourself or a colleague. What did you do? How did you approach the situation? |
| * Share an example of when you went above and beyond for a customer. *(Look for answers that show the candidate is dependable and resourceful.)* |
| * If you had the choice of getting something done right or getting it done on time, which one would you choose? (*illustrates situational decision making*) |

**Work Related Learning**

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| * Tell me about a time when you had to learn about a new task or technique quickly. |
| * Tell me about an occasion when you needed to seek new or additional information to support a decision. |
| * What have you learnt from receiving feedback (e.g. from colleagues or customers)? |
| * Give me an example of a decision you needed to make quickly and on your own? What was the outcome? |
| * Tell me about a suggestion you made to improve the way a work-related task was performed. What was the result? |

**Following Instructions**

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| --- |
| * Can you tell me about a time when it was essential that you followed clear policies and/or procedures? |
| * When was the last time you were late for a meeting/appointment? Why did it happen? |
| * Describe a situation when you felt that you had to disregard/or adapt certain policies and procedures. |
| * Describe a time when you saw someone doing something that did not meet the practice / business standards.  What did you do?  What was the outcome? |
| * Describe something you have implemented at work? What were the steps you took to implement it? What was the outcome? |
| * Tell us about a time where attention to detail was important to getting your job done. |

**Technical Skills**

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| * Understanding the difference in lens quality to patients can be tricky. How would you explain the difference from a basic multifocal lens to a premium multifocal lens to a patient? What tools do you use? |
| * What method do you use when recommending frames to a patient? |
| * It is not often that one set of glasses fits the visual need of a patient, what questions do you ask to ensure that they are being provided with the right recommendations? |
| * When a patient comes back after purchasing a pair of the new occupational lenses and complains that “they don’t work” what do you do? |
| * On a day you don’t have many patients scheduled, what would you do to occupy your time? |
| * How do you ensure that you keep your technical or specialist knowledge up to date? |
| * Demonstrate an effective method you have used to inform customers on how to wear and care for their frames. |
| * Describe your experience using pretesting equipment e.g. visual fields and OCT. |
| * Share an effective method you have used in arranging displays of merchandise. |
| * Share an experience in which you used new training skills, ideas, or a method to adapt to a new situation or improve an ongoing one. (Look for the candidate's ability to learn.) |

**Leadership**

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| * What do you think it takes to be a truly effective leader? |
| * Two team members have a dispute.  How do you come up with a solution that is fair to all? |
| * In any team you will have team members who do not perform.  Describe the most difficult person you have had to manage where it ultimately led to that person leaving.  How did you handle the situation? |
| * Who do you admire as a leader and what lessons have you learned and applied from this person? |
| * Give an example of a time where you needed to ‘think outside the box’ to come up with a solution to a challenging problem.  What was the outcome? |

**Closing Questions**

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| * Based on what we’ve discussed today, describe the role to me. What will you be doing day to day and how will your performance be measured? |
| * Is there anything else you would like to tell me today that would convince me to offer you the job? |