

19 April 2022

s 9(2)(a)

By email: s 9(2)(a)  
Ref: H202204839

Tēnā koe s 9(2)(a)

### Response to your request for official information

Thank you for your request under the Official Information Act 1982 (the Act) on 30 March 2022. Please find a response to each part of your request below.

*1. Would a candidate applying for a leadership/management type position in your organisation be required to do a task before the interview? (i.e., a phone screen, pre-test, etc) Or would the candidate have to complete a task after the interview such as - an aptitude test, numeracy/literacy, or psychological profiling? Or are the interview and reference checking essentially the total recruitment process?*

The Ministry of Health (the Ministry) uses various tools and tasks during the recruitment process of new employees. These may include a phone call screening, competency-based interview, presentation, psychometrics such as ability and/or personality (this is dependent on the role that the Ministry is recruiting for), reference checking, and pre-employment checks.

*2. How are applicants chosen to be interviewed? (See the options below from a to c)*  
*(a) A representative from Human Resources goes through the candidate pool of CVs received?*  
*(b) A representative from HR and the hiring manager goes through the candidates?*  
*(c) The hiring manager acting alone selects who is to be interviewed?*

- a) This process can differ depending on the level of the role that is being recruited to and the hiring manager (HM). For example, HR may sometimes provide the HM with a longlist of candidates, and/or present a shortlist for the HM and selection panel. Alternatively, external agencies may present a shortlist to the Ministry.
- b) Shortlisting of candidates is based upon pre-determined competencies and experience relevant to the role. A selection panel typically determines the shortlist.
- c) The HM does not select candidates for interviews by themselves.

*3. Does your organisation use 'BEI' type interviews for middle/senior leadership/management interviews?*

*4. If the answer to the above is 'no' how would you describe the type of interviews that are carried out?*

Yes, the Ministry uses behavioural or competency-based interviews.

5. *Is a representative from HR on the interview panel? (Never/Always/Some times?)*

A representative from Human Resources is sometimes present on the interview panel.

6. *For 'BEI' style interviews does each panel member score the candidate and then these scores are combined to tally up to a grand total score?*

This is dependent on the type of interview panel. Either a grand total score is provided, or scores are awarded per competency and candidates are given an overall (global) score based on the average of all scores, on a 1-5 scale.

7. *Could a candidate who scores lower than the top scorer (e.g., came in second) still be considered the preferred candidate?*

Yes, a candidate who scores lower in a Behavioural Event Interview (BEI) than the top scorer may still be considered the preferred candidate for a role.

8. *What are some of the factors or conditions that might give rise to the above in question #8 above? (I.e. – team fit, personality, how panel felt about them?) Other factors?*

The overall (global) score of candidates may be the same, but strengths and development needs in different areas are considered. It may be that a candidate who has a lower score, demonstrates stronger capability in a more critical competency, and therefore is the person best suited to the role. Candidates are considered in the context of diversity and inclusion of the team/organisation, overall team fit and the capability and expertise of existing team members.

9. *Are those in your organisation who do the interviewing trained in the BEI interview method?*

There are resources available for people leaders to improve their interviewing skills (selection guidelines, selection panel guidelines). Currently, we do not offer additional training in the BEI interview method.

10. *Once a candidate has been selected and employed by your organisation do you keep a record of how long he/she stays with the organisation? (length of tenure)*

Yes, the Ministry keeps a record of length of tenure for each employee.

11. *Or do you keep records of how that candidate is tracking regards their role? (good performance appraisals, improvements plans? Unsatisfactory performance?)*

Yes, the Ministry keeps a record of candidate performance.

12. *Have you ever surveyed applicants who have been interviewed as to how they feel about the BEI interview process? If so, please share these results.*

No, the Ministry has not surveyed applicants about the BEI interview process.

13. *Does your organisation ever use recruitment firms to source candidates? (I.e., this approach is sometimes use for specialist positions or senior management type roles)*

Yes, the Ministry sometimes uses recruitment firms to source candidates.

*14. The candidate pool since Covid – March 2020. In your view has the pool of candidates changed or got smaller since March 2020. Has it taken longer to recruit for roles or have some roles remained vacant? Have there been other flow on effects since Covid impacted in March 2020?*

Since the start of the COVID-19 Pandemic in March 2020, the candidate pool has been smaller, and some roles have been more difficult to source and/or have taken longer to fill. As the market is highly competitive, the remuneration expectations of candidates have increased and that has been a challenge to overcome within our current fiscal restraints.

I trust this fulfils your request. Under section 28(3) of the Act, you have the right to ask the Ombudsman to review any decisions made under this request. The Ombudsman may be contacted by email at: [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz) or by calling 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Ministry of Health website at: [www.health.govt.nz/about-ministry/information-releases](http://www.health.govt.nz/about-ministry/information-releases).

Nāku noa, nā



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