



TE TAI ŌHANGA  
THE TREASURY

Reference: 20220108

3 May 2022

Dear [REDACTED]

Thank you for your Official Information Act request, received on 4 April 2022. You requested:

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?*
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 CV's received?*
  - b. *A representative from HR and the hiring manager go through the candidates?*
  - c. *The hiring manager acting alone selects who is to be interviewed?*
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?*
5. *Is a representative from HR on the interview panel? (Never/Always/Some times?)*
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?*
7. *Could a candidate who scores lower than the top scorer (e.g. came in second) still be considered the preferred candidate?*
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?*
9. *Are those in your organisation who do the interviewing trained in the BEI interview method?*

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

### **Part 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?*

Candidates would not usually be required to complete a “task” prior to the interview. However, phone screening is considered a standard part of our screening/short-listing process so this would occur in prior to a formal interview in many cases. In some cases, the pre-employment checking stage has included psychological profiling. However, this is not undertaken in every process. Reference checking, serious misconduct checks and ministry of justice checks (as a minimum) are carried out as part of every process after the formal interview stage

### **Part 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 CV's received?*  
Yes
- b. *A representative from HR and the hiring manager go through the candidates?*  
Yes
- c. *The hiring manager acting alone selects who is to be interviewed?*  
Yes

### **Part 3**

*Does your organisation use ‘BEI’ type interviews for middle/senior leadership/management interviews?*

Yes

**Part 4**

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

N/A

**Part 5**

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

Sometimes

**Part 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?*

Yes

**Part 7**

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

No

**Part 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?*

N/A

**Part 9**

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

Techniques for BEI interviewing methods are provided to interviewers. The People & Wellbeing Team (The Talent Team) are available to support interviewing managers and sit on panels where required and give guidance and advice on interviewing techniques.

**Part 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

**Part 11**

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

Yes

**Part 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

**Part 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

**Part 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?*

Yes, both. We are recruiting in a highly candidate tight market. This has meant that attracting candidates is more challenging and the competition for good candidates has increased.

Please note that this letter (with your personal details removed) and enclosed documents may be published on the Treasury website.

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely

Emma MacRae  
**Head of People Operations**