



CORPORATE OFFICE

Level 1
32 Oxford Terrace
Christchurch Central
CHRISTCHURCH 8011

Telephone: 0064 3 364 4160

Fax: 0064 3 364 4165

Ralph.lasalle@cdhb.health.nz

14 June 2021

9(2)(a)

RE Official Information Act request CDHB 10609 and WCDHB 9558

I refer to your email dated 17 May 2021 requesting the following information under the Official Information Act from Canterbury DHB and West Coast DHB regarding use of psychometric testing undertaken as part of staff recruitment. Specifically:

- 1. The details of any psychometric testing undertaken as part of staff recruitment, training, resourcing or outsourcing — including as undertaken by outside recruitment firms.**
 - a. Details including: the types of psychometric test undertaken; copies of the test(s) themselves; statistical distributions of results; information about the staff tested broken down by role and including designation decisions made upon receipt of the tests; & organisational guidelines and communication pertaining to the analysis of results.**

To minimise bias and increase objectivity the Canterbury DHB and West Coast DHB include psychometric assessment information during the talent acquisition process of Leadership positions. When combined, assessment, screening and interview provides as much objective information to the DHB's recruitment professionals and hiring managers as possible to make our overall hiring decisions more robust and accurate. Furthermore, assessments can promote diversity within the workplace by increasing the availability of objective information to minimise the potential of individual bias.

We also use psychometric assessment for development, to help individuals develop greater self-awareness. We strive to help all individuals benefit from feedback and / or assessment information to help enhance their understanding of their own strengths and potential development areas as well as guide success and development conversations.

We have selected the Hogan Personality Assessments as our primary personality assessment tool for individual selection and development. These assessments were designed for use in a multi-cultural context and incorporates decades of past research. Additionally, there's ongoing research on the use of these assessments within the New Zealand context.

The Hogan Assessments include three assessments (Hogan’s Personality Inventory, Hogan’s Development Survey, Hogan’s Motivators and Values Preference Inventory), and a competency-based tool called Configure. Configure allows Canterbury DHB and West Coast DHB to use personality information to predict the likelihood of a person being able to fulfil the capability requirements of a specific role. Hogan developed this algorithm-based predictive tool using thousands of cases of actual workplace performance data against specific role requirements, married with personality information. The DHB uses Configure information during the final phases of a selection process along with other information on applicants’ experience and skills to guide selection decisions.

In addition to the above, The Canterbury DHB and West Coast DHB currently utilise Hogan personality assessments (as outlined above) for talent development purposes. This includes a range of reports, including the Hogan Insight Series and/or Hogan’s Leadership Forecast Series psychometric reports.

Additionally, the Canterbury DHB and West Coast DHB utilises the following personality and 360 feedback assessments as a part of broad range of talent and leadership development purposes: Deeper Signals Core Drivers Assessment, Work of Leaders – DiSC, The Leadership Circle 360 Assessment, and the Leadership Success Profile (LSP) 360 Assessment.

We have recently aligned our Leadership Koru Competency Framework to specific Leadership Focusses and we currently use psychometrics for talent acquisition for Leading People, Strategic Leadership and Leading Health Leadership positions. We decline to comment on the specific nature of roles and designation decisions upon receipt of tests due to the time required to review this. (Declined pursuant to section 18(f) of the Official Information Act. i.e. “...the information cannot be made available without substantial collation or research”. We also decline to provide copies of the tests themselves as these are intellectual property for the assessment providers, but these may be available online through providers websites (see below for providers). Declined as per section 9(2)(b)(ii) of the Act i.e. “...would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.”

Canterbury DHB and West Coast DHB Assessment Usage for period 1/1/19 to 31/5/21

Assessment Type	QTY
HAS Wholesale - Leadership Forecast Report x 1 Report (HPI or HDS or MVPI)	18
HAS Data Report (HPI or HDS or MVPI or HBRI)	30
HAS Insight Report (HPI or HDS or MVPI)	19
HAS LFS + Coaching or Summary + Flash	23
HAS Flash Report	34
HAS Insight Series + Flash	46
HAS Configure	176
Deeper Signals Assessment	493
Leadership Success Profile (LSP) 360 Feedback	1
DiSC – Work of Leaders profile	40
Leadership Circle 360 assessment	38

The Canterbury DHB and West Coast DHB adheres to strict principles and guidelines regarding the use of psychometric testing. Please see below for an overview.

Use of psychometric assessments appropriateness in a multi-cultural and diverse context

If used appropriately, assessments can promote diversity within the workplace by increasing the availability of objective information to minimise the potential of individual bias. In some situations, they also can identify potential that may not yet be realised due to limited experience, knowledge, or training.

'Appropriate use' means we apply the following principles:

1. We select robust assessment tools that are shown to be valid and reliable and appropriate to use within multicultural contexts and have representative and current International norms.
2. We ensure appropriate use of assessment information within our business:
 - All candidates are fully informed of the purpose of the assessment before consenting to participate in assessment.
 - Only assessment information that is relevant to role requirements should be considered when making decisions. This includes biographical information.
 - That assessment information is interpreted correctly and in a culturally sensitive manner.
 - That assessment information is never used alone, or disproportionately, to inform selection decisions.
 - That the confidentiality and security of assessment information is maintained.
 - All assessment feedback is provided in a constructive and culturally sensitive manner.
3. We continuously monitor how assessments are used within the DHBs, and proactively work with our internal and external partners to research and ensure we use them most effectively and appropriately.

Release of psychometric data

The interpreted results will only be released to the individual and those who have a right and/or consent from individuals, to receive that information (Recruitment Specialists, Strategic Talent Management Specialists, Leadership Coaches and/or Hiring Managers).

Raw data will not be accessible by those who are not trained to interpret it and by those who do not have consent to have access. The individual can request the release of assessment records or may elect an accredited assessment user to assist in appropriate interpretation of data.

Confidential storage of test data

The DHBs follow very strict guidelines around storing, utilising and releasing personal data. Psychometric assessment data and the associated report are stored in a secure and confidential manner on a drive with restricted access. The data is not accessible to anyone else apart from those who have a legitimate right to receive that information (Recruitment Specialists, Strategic Talent Management Specialists Leadership Coaches and/or Hiring Managers). In accordance with the Health (Retention of Information) Code, your psychometric data, including raw data will be kept for at least ten years.

Security of the completion of psychometric tools

Psychometric tests are protected from unauthorised access by an individual log-in and password to preserve copyright restraints and to avoid misuse of the tests. The access to data is limited to a very small group of professionals directly responsible for executions and facilitation of Psychometric related work. The contents of tests are safe-guarded within a drive with limited access, the information is also collected and held by Winsborough Ltd and Hogan Assessments. Winsborough is the New Zealand distributor of the Hogan Assessments.

Other data collected

All other data collected by the DHBs during the recruitment process will remain strictly confidential and will be retained within an independent candidate management system with very limited access. Candidates have the right to access and correct factual (not evaluative) personal information to ensure it is accurate and up-to-date. If a candidate would like to do so, they can contact the DHB recruitment team to get instructions on how to do that. Once the process is completed the candidate

has the right to request or to remove some, or all, of their information from any holding space. If a candidate would like their information to be removed, they can contact the DHB recruitment team by emailing recruitment@cdhb.health.nz.

b. Names of all and any companies used to provide psychometric testing, including subcontractors used by outsourced recruitment agencies.

The Canterbury DHB's and West Coast DHB's psychometric testing providers are Winsborough Limited, DiSC NZ and The Leadership Circle New Zealand.

2. All documents and communications pertaining to: decisions made to introduce or modify psychometric testing regimes; initiate use of results in a particular way or change the use of results.

a. All documents and communications pertaining to financial costs of psychometric testing broken down by year and including names of entities that psychometric testing related transactions occurred within this breakdown.

Where appropriate custom summary reports of psychometric results have been written by individuals accredited in the assessment tool. This did not involve modifying the testing regime or test results.

We are declining to provide financial costs as this is commercially sensitive and would require significant time to undertake analysis. Declined under the Official Information Act pursuant to section 9(2)(b)(ii) "...would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information." and section 18(f) "...substantial collation and research".

3. Any documentation or communication pertaining to any cost/ benefit analysis taken to: introduce; modify; or make decisions taking into account the results of psychometric testing.

The Canterbury DHB and West Coast DHB has not completed any cost-benefit analysis on the use of psychometric testing. We are therefore declining a response to this question pursuant to section 18(g) of the Official Information Act "... we do not hold this information".

I trust that this satisfies your interest in this matter.

You may, under section 28(3) of the Official Information Act, seek a review of our decision to withhold information by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz; or Freephone 0800 802 602.

Please note that this response, or an edited version of this response, may be published on the Canterbury DHB and West Coast DHB websites after your receipt of this response.

Yours sincerely



Ralph La Salle
Acting Executive Director
Planning, Funding & Decision Support