Talent Analytics at Credit Suisse - Understanding the Value of Online Assessment in the Selection Process

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Credit Suisse Overview

We aim to be a leading Private Bank and Wealth Manager with strong Investment Banking capabilities that grows profitably and generates capital through the cycle.

**Strengths**
- Leading global wealth manager
- Specialist investment banking capabilities
- Strong presence in home market of Switzerland
- Well positioned to capture growth in emerging markets

**Strategy**
- **Capture the wealth management opportunity in emerging markets** by accelerating growth in Asia Pacific and by replicating our successful model in other emerging markets.
- **Expand our position in Switzerland** with Swiss private corporate and institutional clients and participate in domestic consolidation opportunities.
- **Right-size Global Markets** to optimize its profitability and capital usage, reduce volatility of earnings and support wealth management customer needs.

**Structure**
Three regionally focused divisions, two divisions specializing in investment banking and one for positions that do not fit our strategy and which we will wind down over time.

- **Swiss Universal Bank**
- **International Wealth Management**
- **Asia Pacific**
- **Investment Banking & Capital Markets**
- **Global Markets**
- **Strategic Resolution Unit**
Relevance of Talent Analytics

- Cost Sensitive Environment
- Ensure Sustainability
- Know the Impact
- Strengthen Recruiters’ Position
- Educate the Organization

Evidence
Selecting Talent at Credit Suisse

Structured Recruiting Process

- Intake Session
- Document Analysis
- Phone/Video Interview
- Online Assessment
- Structured Interview
- Business Interview(s)
- (Assessment Centre)
- References
- Background Screening

Experienced Recruiting – Typical Context

➤ Broad variety of roles
➤ Highly varying number of applicants
➤ Ongoing selection, no defined time windows
➤ Time pressure increasing towards end of month

*used as additional information, not for pre-selection*
Talent Analytics Dataset

Dataset: N = 4'714

- Initial: 23'872
- Hired: 7'768

- Unique First/Last Name Comb.
- Only Permanent Staff
- Multiple Data Sets -> 1 only
- Paradata Check

Final: 4'714

60% Male - 40% Female
54% Staff – 29% Mid Level – 17% Senior Level
10% Managers – 25% Producers – 65% Professionals
Predicting Performance and Culture Fit: Online Assessment

Work-related Behaviour

How accurately do these statements describe your behaviour?
Please allocate points by using the + and - buttons.

1. I focus on reaching results
2. I produce a lot of new ideas
3. I often get enthusiastic about new projects

Max. 2 points to distribute

Verbal Reasoning

Numerical Reasoning

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Analysing Different Groups

- Professionals: 65%
- Managers: 10%
- Producers: 25%

- N (total) 741
- N (MyP>1) 593
  - scales verb + fin 193
  - shapes sales 260
Recap

- **Big data to smart data**
  - The challenge: Filtering and understanding data to get meaningful results
    - Collating data from different sources
    - Filtering the data according to various criteria
    - Dealing with variation in performance ratings
    - Finding meaningful groups to analyze
    - Distinguishing signal from noise in the data

- **Personality and ability as predictors of attrition and performance**
  - Cognitive ability testing - even without giving a specific benchmark - improves quality in hiring
  - Personality is a strong predictor of early attrition, i.e. culture fit
  - Both ability and personality are strong predictors of performance
  - This effect is reflected in the entire sample, but also in various subgroups (Producers, Professionals, Managers)
Leveraging Insights to Further Improve our Selection Practice

- **Predictive Selection Reports**
  - Build intelligence into the assessment output and apply consequently to deselect less suited candidates for specific profiles

- **Danger Zone Profiles**
  - Provide guidance for recruiting partners on the interpretation of assessment results across a range of job profiles

- **Sustainable Impact**
  - Further drive the use of cognitive ability tests for selection across the bank

| 2 tests | 861 | +14.8% |
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Q & A